

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 | **Greg Gooding**, Resort at Squaw Creek | **Andre Priemer**, Ritz-Carlton, Lake Tahoe
Chris Brown, Elevation Law Firm | **Dan Tester**, Granite Peak Management | **Gary Davis**, JK Architecture Engineering | **Jon Slaughter**,
Sugar Bowl Resort | **Jim Phelan**, Tahoe City Marina | **Karen Plank**, Placer County Appointee | **Kevin Mitchell**, Homewood Mountain
Resort | **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/770931293>

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 |
| 8:50 a.m. | 4. Introduction of Jeffrey Hentz, CEO for NLTRA |
| 9:00 a.m. | 5. Consent Calendar – All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.
<div style="margin-left: 20px;">Page: 1 A. NLTRA Board Meeting Minutes from Jan 8, 2020 Link to preliminary online document
Page: 4 B. Approval of NLTRA Financial Statements of Dec 31, 2019
Page: 22 C. Approval of Interim CEO Expense Report for Dec 2019
Page: 33 D. 2019/20 Event Scope of Work Agreement with The Abbi Agency</div> |

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

- Finance Committee Meeting Jan 29, 2020
- Tourism Development Committee Jan 28, 2020
- In-Market Tourism Development Committee Nov 19, 2019

6. Action Items

- 9:05 a.m. Page: 37** A. Tourism Business Improvement District (TBID) Management District Plan Update, Review and Approval of the Plan and authorization for staff to commence the petition drive.
- 9:40 a.m.** B. Discussion of CAP Committee grant projects presentation to the County Board of Supervisors (possible action)
- 10:20 a.m. Page: 73** C. Approval of proposed adjustment to County of Placer/NLTRA agreement budget 2020
- 10:30 a.m. Page: 74** D. Resolution to appoint signers for NLTRA bank accounts
- 10:35 a.m. Page: 75** E. Approval of Marketing, Advertising, Communications, Social Media and Website Services Selection/RFP Committee members

7. Informational Updates/Verbal Reports

- 10:40 a.m.** A. Board Member Election Update

- 10:45 a.m.** 8. Reports/Back up – The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member.

- Page: 76** A. Destimetrics Report Dec 31, 2019
- Page: 77** B. Conference Revenue Statistics Report Dec 2019
- Page: 80** C. Tourism Development Report on Activities, Dec 2019
- Page: 84** D. Visitor Information Center Visitor Report, Dec 2019
- Page: 85** E. Chamber of Commerce Report, Dec 2019
- Page: 87** E. North Lake Tahoe Marketing Coop Financial Statements Dec 2019
- Page: 92** F. Membership Accounts Receivable Report Dec 2019
- Page: 93** G. Financial Key Metrics Report Dec 2019

- 10:50 a.m.** 9. CEO and Staff Updates

- 10:55 a.m.** 10. Directors Comments

- 11:00 a.m.** 11. Meeting Review and Staff Direction

12. Adjournment

13. Closed Session

This meeting is wheelchair accessible

Posted online at nltra.org

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Resort | **Stephanie Hoffman**, Granlibakken Tahoe | **Tom Turner**, Tahoe Restaurant Collection
Advisory Committee: Erin Casey, Placer County Executive Office

1. Call to Order at 8:35 AM – Quorum established

Board members in attendance

Christy Beck, Stephanie Hoffman, Karen Plank, Kevin Mitchell, Jim Phelan, Samir Tuma, Gary Davis, Dan Tester, Brett Williams, Tom Turner, John Slaughter, and Adam Wilson. Aaron Rudnick attended via teleconference. A quorum was established. Advisory Committee Members Erin Casey and Chris Larson were also present.

Board members absent

Drew Conly, Chris Brown, and Andre Priemer

Staff Members in attendance

Bonnie Bavetta, Amber Burke, Liz Bowling, Sarah Winters, and Interim Co-CEO Rob Kautz

Others in attendance

Lindsay Romack and presenters

2. Public Forum

There were no comments on items not on today's agenda.

3. Agenda Amendments and Approval

Motion to approve today's agenda as presented. WILLIAMS/BECK/UNANIMOUS

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 Dec 4, 2019 Link to preliminary online document

B. Approval of NLTRA Financial Statements of Nov 30, 2019

C. Approval of Interim CEO Expense Report for Nov 2019

D. Approval of The Abbi Agency service agreement for event PR in FY 2019/10

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- Finance Committee Meeting Dec 30, 2019

- Tourism Development Committee Nov 19, 2019
- In-Market Tourism Development Committee Nov 19, 2019

Motion to approve all items on the Consent Calendar as presented. **TESTER/TUMA/UNANIMOUS**

5. Action Items

A. Review and Approval of 2020 Spartan North American Championship Sponsorship Contract

Motion to approve the 2020 Spartan North American Championship Sponsorship Contract as presented.

TESTER/PLANK/UNANIMOUS

B. Approval of additional Tourism Development Committee Members

Motion to approve the addition of Tourism Development Committee members as presented.

WILLIAMS/MITCHELL/UNANIMOUS

C. Approval of Finance Committee Members for 2020

Motion to approve Finance Committee members for 2020 as presented. **TUMA/TURNER/Carried with Slaughter abstaining.**

D. Selection and Approval of Election Committee Members

The list of those who have agreed to serve on the Election Committee was reviewed. Bavetta proposed moving the March NLTRA Board meeting from March 4 to March 11 in order to comply with the Bylaws regarding the timeframe for the election.

Motion to approve the Election Committee members as presented and to move March 4, 2020 NLTRA Board meeting to March 11, 2020 to comply with Bylaw requirements regarding elections. **TESTER/HOFFMAN/Carried with Mitchell abstaining.**

E. Review and Approval of the North Lake Tahoe TBID Management District Plan & Agreement with the County of Placer

Kautz described the revisions to the Agreement that he, Casey, and County Counsel have been working on. The document is 99% complete and Kautz will circulate the final version to the Board later today. He is hoping for an email vote or Special Meeting to approve the document so it can be on the January 28, 2020 Board of Supervisors agenda for action.

Kautz received a red-lined version of the TBID MDP from Civitas, but the structure of what products the ski areas will be assessed on still needs to be finalized. Kautz hopes to get the final MDP to the Board next week with the revised budget.

Once this Board approves the MDP, it will be reviewed by County Counsel to ensure the budget is adequate. After that approval, the petition drive can begin. Kautz hopes it will be sometime in January.

6. Informational Updates/Verbal Reports

A. TRPA Regional Transportation Plan Update – Michelle Glickert, TRPA

Glickert presented information regarding the TRPA Regional Transportation Plan in general and the 2020 Update in particular, which will create the vision, policies, and goals for the next 20 years. Components include public outreach and funding options. The draft Update should be presented to the TRPA Governing Board in September 2020 for adoption. More information can be found at trpa.org/rtp. A brief discussion followed regarding local successes, including the increased TART ridership already being realized since free service began on January 1, 2020.

B. Tahoe Transportation District/One Tahoe – Dereck Morse, consultant to TTD & Danielle Hughes, TTD

One Tahoe is a study initiated by Tahoe Transportation District to identify ways to fill the gap in funding needed for transportation solutions in the Lake Tahoe region.

Morse presented an overview of the One Tahoe initiative identifying transportation solutions for the Tahoe basin given an expected increase in residents and visitors over the next 25 years. Morse has been charged with identifying

strategies to fill the \$1.53 billion shortfall of the \$3.11 billion in solutions identified. Morse described how ideas were vetted through a three-tier process. He will present the TTD Board with the two initiatives he believes are most realistic for this area: a basin entry fee and a zoned transportation user fee. Discussion followed his presentation and recommendations were clarified. During discussion it was noted that funding solutions identified for the Resort Triangle were not a part of this study, since the TTD charter is only within the basin, except for connectivity.

C. Review of CAP Committee projects approved for recommendation to the Placer County Board of Supervisors

Bavetta presented the report of CAP Committee recommendations, which was included in the meeting packets. Thirteen projects totaling \$4.4 million are being recommended to the Board of Supervisors for funding.

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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- H. Financial Key Metrics Report Nov 2019

8. CEO and Staff Updates

Bavetta reported the press release regarding the new NLTRA CEO has gone out.

Bowling announced the Community Awards Dinner on Thursday, April 23, 2020 at Olympic Village Lodge. She will contact Board members regarding ways to be involved.

9. Directors Comments

Casey announced tonight's public meeting regarding Dollar Hill Crossing.

Williams agreed with comments during Item 6B that a vacancy tax should be considered with funds allocated to workforce housing.

10. Meeting Review and Staff Direction

Bavetta will:

- Forward the Dollar Creek Crossing update memo
- Set a meeting for the Election Committee
- Send an email to the Board regarding the date change of the March Board meeting
- Schedule a Special Meeting to approve the County Agreement and MDP
- Email the membership encouraging them to participate in the TRPA RTP Update survey
- Continue to follow progress on the One Tahoe initiatives and funding

11. Adjournment

There being no further business to come before the Board, the meeting adjourned at 11:28 AM.

12. Closed Session

Closed Session was not convened.

Respectfully submitted,
Judy Friedman, Recording Secretary
THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



north lake tahoe

Chamber | CVB | Resort Association

Date: 01/31/20

To: North Lake Tahoe Resort Association (NLTRA) Board of Directors

From: Bonnie Bavetta, CFO

RE: Report for December 2019

A summary of preliminary NLTRA financial results for December 31, 2019 follows:

- Cash balance on December 31, 2019 of \$790,000 was \$114,000 or approximately 17% greater than prior year primarily due to an increase in other liabilities (\$14,000), greater year-to-date net income (lower expenses offset partially by lower revenues, net \$104,000), and the 18/19 year end increase to the marketing reserve (\$32,000), offset partially by the AR increase (\$28,000) and the Wages & related liability decrease (\$31,000).
- The Accounts Receivable – TOT balance of \$302,000 reflected the County TOT funding for December. Payment was received in January. Balance at this date last year was \$309,000.
- Membership dues and other membership related accounts receivable totaled \$23,000, an increase of \$6,000 from prior year.
- Receivable from NLTMC of \$13,000 reflected the credit card charges and other amounts due from NLTMC to NLTRA. Balance was up \$2,000 from prior year.
- Accounts payable, including credit cards, of \$42,000 were equivalent to prior year.
- Wages and related liabilities of \$111,000 were \$31,000 or 22% lower than prior year, due primarily to a reduction of Incentive and PTO liability as a result of staff vacancies. True up was completed in December.
- Deferred Revenue–Marketing balance of \$37,000 reflects partner commitments to share Mountain Travel Symposium sponsorship expenses which have been invoiced.
- Deferred Revenue–Member Dues of \$29,000 was \$2,000 less than prior year.
- Deferred Revenue–County of \$350,000 reflected the 2019/20 prepayment of TOT funds made at the beginning of the fiscal year to assist with cash flow due to the performance based timing of monthly payments from the County.
- Due To/From County of Placer balance of \$19,871 reflected TOT funds received for fiscal year 2018/19 that were due back to the County. The balance was \$14,711 greater than prior year.
- YTD consolidated net income of \$200,000 at month end December represented Membership's positive net results YTD of \$18,000, and \$182,000 net positive results from TOT funded departments.

- Operating Results YTD – Marketing
 - YTD Revenue from Placer TOT Funding of \$1,360,000 was below budget \$48,000, the result of pay for performance expenditures being below budget.
 - Net expenses, before overhead allocation, totaled \$1,096,000 and were \$88,000 or approximately 7% under budget, primarily due to timing,
 - Total net results before overhead allocation of \$265,000 were positive to budget \$41,000.
- Operating Results YTD – Conference
 - Commission & conference dues revenue of \$34,000 was \$13,000 above budget. TOT revenue of \$184,000 was on budget
 - Expenses of \$148,000 before allocated overhead were under budget \$27,000 due to staff vacancies.
 - Net results before overhead allocation were better than budget by \$40,000
- Operating Results YTD – Visitor Center
 - Merchandise sales of \$69,000 were better than budget by \$3,000. TOT revenue of \$197,000 was on budget.
 - Expenses before overhead allocation of \$212,000 were \$14,000 below budget.
 - Net results of \$55,000 before overhead allocation were \$17,000 better than budget.
- Operating Results YTD – TMPi
 - TOT revenue of \$78,000 was on budget.
 - Expenditures of \$66,000 before overhead were \$6,000 below budget due primarily to timing.
 - Net results of \$13,000 before overhead allocation were positive to budget \$6,000.
- Operating Results YTD – Membership
 - Membership dues revenue of \$67,000 was \$2,000 over budget. Other Membership revenue of \$7,000 was \$3,000 below budget.
 - Expenses of \$47,000 were \$16,000 below budget due primarily to reduced staff expense.
 - Net income of \$27,000 before overhead allocations was \$15,000 favorable to budget.
 - Net income of \$17,000 after overhead allocations was \$18,000 favorable to budget.
- Operating Results YTD – Administration
 - Total expenses of \$230,000 were \$82,000 below budget due primarily to staff vacancies and professional fees timing.
- Membership cash position as of December 31, 2019
 - Membership activities resulted in a net income \$17,565
 - Deferred revenues of \$29,055 less receivables of \$21,645 contributed an additional \$7,410 in cash
 - Prior years' cumulative negative net results totaled \$17,007
 - Net cash totaled \$7,968, no other funds were required to support Membership activities

Summary of North Lake Tahoe Marketing Cooperative financial results at December 31, 2019:

- Cash balance at month end of \$393,000 was \$117,000 less than prior year due to the reduction of prior fund surpluses in late FY18/19 (\$165,000) and lower net operating results (\$127,000), offset partially by slower pay on accounts (\$199,000).
- Accounts payable of \$278,000 were \$199,000 greater than prior year due to timing
- Unrestricted Net Assets Equity of \$25,000 was \$165,000 less than prior year due to approved expenditures exceeding FY18/19 funding by \$165,000
- Net Income of \$127,000 was \$150,000 less than prior year due largely to timing
- Year-to-date funding from NLTRA and IVCBVB of \$1,179,000 was on budget
- Consumer Marketing expenditures of \$489,000 were \$27,000 or 5% below budget due to timing
- Leisure Sales expenditures of \$90,000 were \$23,000 or 20% below budget due to timing
- Public Relations expenses of \$134,000 were \$28,000 or 17% below budget also due to timing
- Conference Sales expenditures of \$55,000 were \$40,000 below budget
- Trade Show expenditures of \$39,000 were \$44,000 below budget
- Committed & Administrative expenditures of \$167,000 were \$9,000 or 6% over budget due to timing
- Website & Maintenance expenses of \$77,000 were \$27,000 over budget due primarily to higher than anticipated costs associated with upgrading the website. Reforecast in February will determine needs.
- Net income of \$127,000 was better than budget by \$127,000

North Lake Tahoe Resort Association

Preliminary

Financial Statements for the Period

Ending

December 31, 2019

North Lake Tahoe Resort Association

Balance Sheet

As of December 31, 2019

	Dec 31, 19	Dec 31, 18	\$ Change	% Change	Jun 30, 19
ASSETS					
Current Assets					
Checking/Savings					
1001-00 · Petty Cash	293	374	(81)	(22%)	116
1003-00 · Cash - Operations BOTW #6712	365,710	348,225	17,485	5%	332,281
1007-00 · Cash - Payroll BOTW #7421	36,215	6,938	29,277	422%	11,572
1008-00 · Marketing Reserve - Plumas	50,282	50,206	76	0%	50,244
1009-00 · Cash Flow Reserve - Plumas	100,752	100,551	201	0%	100,650
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	207,438	138,693	68,745	50%	138,243
10950 · Cash in Drawer	186	1,499	(1,313)	(88%)	1,678
Total Checking/Savings	790,458	676,068	114,390	17%	664,366
Accounts Receivable					
1200-00 · Quickbooks Accounts Receivable	60,908	25,806	35,102	136%	24,817
1290-00 · A/R - TOT	302,005	309,017	(7,012)	(2%)	57,504
Total Accounts Receivable	362,913	334,823	28,090	8%	82,321
Other Current Assets					
1200-99 · AR Other	87	0	87	100%	10
1201-00 · Member Accounts Receivable					
1201-01 · Member AR - Member Dues	21,645	16,350	5,295	32%	2,720
1201-03 · Member AR - Other	1,765	0	1,765	100%	3,745
1201-00 · Member Accounts Receivable - Other	0	910	(910)	(100%)	0
Total 1201-00 · Member Accounts Receivable	23,410	17,260	6,150	36%	6,465
1201-02 · Allowance for Doubtful Accounts	(2,775)	(2,775)	0	0%	(1,587)
12100 · Inventory Asset					
25300 · Gift Cards Outstanding	18	0	18	100%	15
12100 · Inventory Asset - Other	26,627	24,188	2,439	10%	22,015
Total 12100 · Inventory Asset	26,645	24,188	2,457	10%	22,030
1299 · Receivable from NLTMC	12,856	10,827	2,029	19%	15,703
1490-00 · Security Deposits	1,250	1,250	0	0%	1,250
Total Other Current Assets	61,473	50,750	10,723	21%	43,871
Total Current Assets	1,214,844	1,061,641	153,203	14%	790,558
Fixed Assets					
1700-00 · Furniture & Fixtures	45,289	68,768	(23,479)	(34%)	45,289
1701-00 · Accum. Depr. - Furn & Fix	(45,289)	(68,768)	23,479	34%	(45,289)
1740-00 · Computer Equipment	4,270	8,436	(4,166)	(49%)	4,270
1741-00 · Accum. Depr. - Computer Equip	(4,269)	(8,435)	4,166	49%	(4,269)
1750-00 · Computer Software	20,493	21,520	(1,027)	(5%)	20,493
1751-00 · Accum. Amort. - Software	(19,793)	(19,374)	(419)	(2%)	(19,085)
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	701	2,147	(1,446)	(67%)	1,409
Other Assets					
1400-00 · Prepaid Expenses					
1410-00 · Prepaid Insurance	14,635	17,595	(2,960)	(17%)	14,312
1430-00 · Prepaid 1st Class Postage	100	1,000	(900)	(90%)	100
1400-00 · Prepaid Expenses - Other	6,061	8,448	(2,387)	(28%)	3,964

North Lake Tahoe Resort Association

Balance Sheet

As of December 31, 2019

	Dec 31, 19	Dec 31, 18	\$ Change	% Change	Jun 30, 19
Total 1400-00 · Prepaid Expenses	20,796	27,043	(6,247)	(23%)	18,376
Total Other Assets	20,796	27,043	(6,247)	(23%)	18,376
TOTAL ASSETS	1,236,341	1,090,831	145,510	13%	810,343
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	41,945	41,772	173	0%	73,556
Total Accounts Payable	41,945	41,772	173	0%	73,556
Other Current Liabilities					
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	22,077	25,713	(3,636)	(14%)	20,922
2101-00 · Incentive Payable	28,904	44,820	(15,916)	(36%)	58,630
2102-00 · Commissions Payable	7,438	3,845	3,593	93%	7,132
2120-00 · Empl. Federal Tax Payable	11,850	13,755	(1,905)	(14%)	9,775
2175-00 · 401 (k) Plan	4,607	4,916	(309)	(6%)	4,369
2180-00 · Estimated PTO Liability	36,333	49,004	(12,671)	(26%)	52,993
Total 21000 · Salaries/Wages/Payroll Liabilit	111,209	142,053	(30,844)	(22%)	153,821
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	55	26	29	112%	827
25500 · *Sales Tax Payable	1,747	1,794	(47)	(3%)	2,307
2190-00 · Sales and Use Tax Payable - Other	0	54	(54)	(100%)	0
Total 2190-00 · Sales and Use Tax Payable	1,802	1,874	(72)	(4%)	3,134
2250-00 · Accrued Expenses	0	339	(339)	(100%)	59,690
2300-00 · Marketing Cooperative Liabili	2,050	0	2,050	100%	0
2400-11 · Deferred Revenue - Marketing	37,000	0	37,000	100%	0
2400-42 · Marketing Co-op	0	332	(332)	(100%)	0
2400-60 · Deferred Revenue- Member Dues	29,055	31,551	(2,496)	(8%)	57,969
2500-00 · Deferred Revenue - TMBC	1,170	405	765	189%	840
2651-00 · Deferred Rev - Conference	0	2,200	(2,200)	(100%)	0
26900 · Unbilled Purchases	6	0	6	100%	0
2700-00 · Deferred Rev. County	350,305	350,305	0	0%	0
2800-00 · Suspense	0	4,137	(4,137)	(100%)	0
2900-00 · Due To/From County of Placer	19,871	5,160	14,711	285%	19,871
Total Other Current Liabilities	552,468	538,356	14,112	3%	295,325
Total Current Liabilities	594,413	580,128	14,285	2%	368,881
Total Liabilities	594,413	580,128	14,285	2%	368,881
Equity					
32000 · Unrestricted Net Assets	(17,007)	(11,669)	(5,338)	(46%)	(11,669)
3300-11 · Designated Marketing Reserve	308,202	275,755	32,447	12%	308,202
3301 · Cash Flow Reserve	100,248	100,248	0	0%	100,248
3302 · Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	200,466	96,349	104,117	108%	(5,338)
Total Equity	641,927	510,701	131,226	26%	441,461
TOTAL LIABILITIES & EQUITY	1,236,341	1,090,831	145,510	13%	810,343

North Lake Tahoe Resort Association Profit & Loss Prev Year Comparison

Accrual Basis

July through December 2019

	Jul - Dec 19	Jul - Dec 18	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	1,819,772	1,896,437	-76,664	-4%
4200-00 · Membership Dues Revenue	67,155	66,502	653	1%
4205-00 · Conference Dues	0	4,629	-4,629	-100%
4250-00 · Revenues-Membership Activities				
4250-02 · Chamber Events	0	1,684	-1,684	-100%
4250-03 · Summer/Winter Rec Luncheon	0	2,622	-2,622	-100%
4251-00 · Tues AM Breakfast Club	2,955	3,196	-241	-8%
4250-00 · Revenues-Membership Activities - Other	4,096	3,680	416	11%
Total 4250-00 · Revenues-Membership Activities	7,051	11,182	-4,131	-37%
4252-00 · Sponsorships	0	600	-600	-100%
4253-00 · Revenue- Other	1,000	6	994	16,567%
4350-00 · Special Events (Marketing)	0	0	0	0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	6,563	8,417	-1,854	-22%
4600-00 · Commissions - Other	27,764	30,537	-2,772	-9%
Total 4600-00 · Commissions	34,327	38,954	-4,626	-12%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	383	2,801	-2,418	-86%
46000 · Merchandise Sales - Other	68,959	65,811	3,148	5%
Total 46000 · Merchandise Sales	69,342	68,612	730	1%
Total Income	1,998,647	2,086,921	-88,274	-4%
Gross Profit	1,998,647	2,086,921	-88,274	-4%
Expense				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	0	0	0	0%
5010-00 · Sales Commissions	12,013	12,336	-323	-3%
5020-00 · P/R - Tax Expense	36,410	41,417	-5,007	-12%
5030-00 · P/R - Health Insurance Expense	65,982	62,887	3,095	5%
5040-00 · P/R - Workmans Comp	4,879	4,393	486	11%
5060-00 · 401 (k)	17,704	20,083	-2,379	-12%
5070-00 · Other Benefits and Expenses	1,926	2,351	-424	-18%
5000-00 · Salaries & Wages - Other	410,857	530,545	-119,688	-23%
Total 5000-00 · Salaries & Wages	549,771	674,012	-124,241	-18%
5100-00 · Rent				
5110-00 · Utilities	4,998	5,914	-916	-16%
5140-00 · Repairs & Maintenance	3,405	1,807	1,598	88%
5150-00 · Office - Cleaning	4,450	3,540	910	26%
5100-00 · Rent - Other	78,348	76,772	1,576	2%
Total 5100-00 · Rent	91,201	88,033	3,168	4%
5310-00 · Telephone				
5320-00 · Telephone	10,697	16,758	-6,061	-36%
5350-00 · Internet	0	25	-25	-100%
Total 5310-00 · Telephone	10,697	16,783	-6,086	-36%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	0	84	-84	-100%
5420-00 · Mail - USPS - Other	917	1,425	-508	-36%
Total 5420-00 · Mail - USPS	917	1,509	-592	-39%
5510-00 · Insurance/Bonding	8,012	3,401	4,611	136%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	585	3,974	-3,389	-85%
5520-00 · Supplies - Other	9,989	7,513	2,476	33%
Total 5520-00 · Supplies	10,574	11,487	-913	-8%
5610-00 · Depreciation	708	894	-187	-21%
5700-00 · Equipment Support & Maintenance	11,568	849	10,719	1,263%
5710-00 · Taxes, Licenses & Fees	5,746	5,212	533	10%
5740-00 · Equipment Rental/Leasing	5,461	6,362	-901	-14%
5800-00 · Training Seminars	1,255	3,941	-2,686	-68%
5850-00 · Artist of Month - Commissions	2,622	1,894	727	38%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	2,720	840	1,880	224%

North Lake Tahoe Resort Association
Profit & Loss Prev Year Comparison
 July through December 2019

Accrual Basis

	Jul - Dec 19	Jul - Dec 18	\$ Change	% Change
5920-00 • Professional Fees - Accountant	18,800	21,000	-2,200	-11%
5921-00 • Professional Fees - Other	58,898	0	58,898	100%
Total 5900-00 • Professional Fees	80,418	21,840	58,578	268%
5941-00 • Research & Planning	0	5,000	-5,000	-100%
6020-00 • Programs				
6016-00 • Special Event Partnership	0	0	0	0%
Total 6020-00 • Programs	0	0	0	0%
6420-00 • Events				
6420-01 • Sponsorships				
6023-00 • Autumn Food & Wine	34,668	34,278	391	1%
6421-04 • Broken Arrow Skyrace	0	20,000	-20,000	-100%
6421-06 • Spartan	254,019	254,000	19	0%
6421-08 • Tough Mudder	0	8,000	-8,000	-100%
6421-10 • WinterWonderGrass - Tahoe	180	47	133	279%
6421-16 • Mountain Travel Symposium	5,000	0	5,000	100%
Total 6420-01 • Sponsorships	293,867	316,325	-22,458	-7%
6421-00 • New Event Development	220	0	220	100%
6422-00 • Event Media	0	0	0	0%
6424-00 • Event Operation Expenses	1,617	2,514	-897	-36%
Total 6420-00 • Events	295,704	318,839	-23,135	-7%
6423-00 • Membership Activities				
6434-00 • Community Awards Dinner	6,140	0	6,140	100%
6436-00 • Membership - Wnt/Sum Rec Lunch	633	3,469	-2,836	-82%
6437-00 • Tuesday Morning Breakfast Club	2,211	2,132	79	4%
6441-00 • Membership - Miscellaneous Exp	0	60	-60	-100%
6442-00 • Public Relations/Website	3,003	7,225	-4,222	-58%
6444-00 • Trades	0	0	0	0%
6423-00 • Membership Activities - Other	1,129	4,561	-3,431	-75%
Total 6423-00 • Membership Activities	13,116	17,446	-4,331	-25%
6730-00 • Marketing Cooperative/Media	637,976	729,915	-91,939	-13%
6740-00 • Media/Collateral/Production	0	1,278	-1,278	-100%
6742-00 • Non-NLT Co-Op Marketing Program	6,115	14,731	-8,616	-59%
6743-00 • BACC Marketing Programs				
6743-01 • Shop Local	5,450	7,132	-1,682	-24%
6743-04 • High Notes	0	0	0	0%
6743-05 • Peak Your Adventure	0	1,000	-1,000	-100%
Total 6743-00 • BACC Marketing Programs	5,450	8,132	-2,682	-33%
8100-00 • Cost of Goods Sold				
51100 • Freight and Shipping Costs	754	862	-109	-13%
52500 • Purchase Discounts	-1	-40	40	99%
59900 • POS Inventory Adjustments	116	36	81	227%
8100-00 • Cost of Goods Sold - Other	37,729	35,179	2,551	7%
Total 8100-00 • Cost of Goods Sold	38,599	36,036	2,562	7%
8200-00 • Associate Relations	940	1,930	-990	-51%
8300-00 • Board Functions	9,212	5,073	4,139	82%
8500-00 • Credit Card Fees	3,522	3,536	-15	-0%
8700-00 • Automobile Expenses	1,363	2,761	-1,398	-51%
8750-00 • Meals/Meetings	1,044	1,501	-458	-31%
8810-00 • Dues & Subscriptions	4,193	4,405	-212	-5%
8910-00 • Travel	0	359	-359	-100%
8920-00 • Bad Debt	2,138	3,553	-1,415	-40%
Total Expense	1,798,320	1,990,711	-192,391	-10%
Net Ordinary Income	200,327	96,210	104,117	108%
Other Income/Expense				
Other Income				
4700-00 • Revenues- Interest & Investment	140	139	0	0%
Total Other Income	140	139	0	0%
Other Expense				
Balancing Adjustments	0	0	0	0%

**North Lake Tahoe Resort Association
Profit & Loss Prev Year Comparison**

Accrual Basis

July through December 2019

	Jul - Dec 19	Jul - Dec 18	\$ Change	% Change
8990-00 - Allocated	0	0	0	0%
Total Other Expense	0	0	0	0%
Net Other Income	140	139	0	0%
Net Income	200,466	96,349	104,118	108%

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	302,005	331,671	(29,667)	1,819,772	1,868,370	(48,598)	3,914,430
4200-00 - Membership Dues Revenue	11,183	10,833	350	67,155	65,000	2,155	130,000
4250-00 - Revenues-Membership Activities							
4250-01 - Community Awards							
4250-04 - Silent Auction	0	0	0	0	0	0	17,000
4250-05 - Sponsorships	0	0	0	0	0	0	17,000
4250-01 - Community Awards - Other	0	0	0	0	0	0	16,000
Total 4250-01 - Community Awards	0	0	0	0	0	0	50,000
4250-02 - Chamber Events	0	1,200	(1,200)	0	1,200	(1,200)	2,500
4250-03 - Summer/Winter Rec Luncheon	0	0	0	0	2,700	(2,700)	2,700
4251-00 - Tues AM Breakfast Club							
4251-01 - Tues AM Breakfast Club Sponsors	0	0	0	0	0	0	3,000
4251-00 - Tues AM Breakfast Club - Other	615	636	(21)	2,955	3,182	(227)	7,000
Total 4251-00 - Tues AM Breakfast Club	615	636	(21)	2,955	3,182	(227)	10,000
4250-00 - Revenues-Membership Activities - Other	520	200	320	4,096	3,000	1,096	4,000
Total 4250-00 - Revenues-Membership Activities	1,135	2,036	(901)	7,051	10,082	(3,031)	69,200
4253-00 - Revenue- Other	1,000	0	1,000	1,000	0	1,000	0
4600-00 - Commissions							
4601-00 - Commissions - South Shore	0	0	0	6,563	0	6,563	0
4600-00 - Commissions - Other	167	0	167	27,764	21,495	6,269	28,276
Total 4600-00 - Commissions	167	0	167	34,327	21,495	12,833	28,276
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC Income	168	400	(232)	383	2,400	(2,017)	4,800
46000 - Merchandise Sales - Other	10,204	7,200	3,004	68,959	63,600	5,359	108,100
Total 46000 - Merchandise Sales	10,372	7,600	2,772	69,342	66,000	3,342	112,900
Total Income	325,862	352,141	(26,279)	1,998,647	2,030,946	(32,299)	4,254,806
Gross Profit	325,862	352,141	(26,279)	1,998,647	2,030,946	(32,299)	4,254,806
Expense							
5000-00 - Salaries & Wages							
5010-00 - Sales Commissions	568	800	(232)	12,013	4,800	7,213	9,600
5020-00 - P/R - Tax Expense	7,008	7,575	(567)	38,410	43,072	(6,662)	84,163
5030-00 - P/R - Health Insurance Expense	9,724	11,868	(2,144)	65,982	71,208	(5,226)	142,416
5040-00 - P/R - Workmans Comp	728	1,284	(556)	4,879	7,057	(2,178)	13,981
5060-00 - 401 (k)	2,564	3,646	(1,083)	17,704	20,796	(3,092)	41,981
5061-00 - 401k Profit Sharing	0	80	(80)	0	480	(480)	960
5070-00 - Other Benefits and Expenses	188	413	(228)	1,926	2,480	(554)	5,040
5000-00 - Salaries & Wages - Other	51,686	91,142	(39,456)	410,857	519,802	(108,945)	1,049,304
Total 5000-00 - Salaries & Wages	72,465	116,809	(44,344)	549,771	669,696	(119,925)	1,347,445
5100-00 - Rent							
5110-00 - Utilities	966	1,077	(111)	4,998	6,152	(1,154)	12,899
5140-00 - Repairs & Maintenance	1,018	1,547	(529)	3,405	8,949	(5,544)	21,938
5150-00 - Office - Cleaning	550	1,175	(625)	4,450	4,535	(85)	10,362
5100-00 - Rent - Other	13,058	12,514	544	78,348	75,357	2,991	151,529
Total 5100-00 - Rent	15,592	16,313	(721)	91,201	94,993	(3,792)	196,728
5310-00 - Telephone							
5320-00 - Telephone	1,440	2,064	(624)	10,697	12,497	(1,800)	24,134
Total 5310-00 - Telephone	1,440	2,064	(624)	10,697	12,497	(1,800)	24,134
5420-00 - Mail - USPS	100	213	(113)	917	1,298	(381)	2,578
5510-00 - Insurance/Bonding	1,123	809	314	8,012	4,834	3,178	9,604
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	10	436	(426)	585	6,904	(6,319)	10,442
5520-00 - Supplies - Other	1,981	1,443	538	9,989	19,044	(9,055)	29,248
Total 5520-00 - Supplies	1,991	1,879	112	10,574	25,948	(15,374)	39,690
5610-00 - Depreciation	118	158	(40)	708	944	(236)	1,656
5700-00 - Equipment Support & Maintenance	11,363	2,476	8,887	11,568	14,866	(3,288)	29,952
5710-00 - Taxes, Licenses & Fees	1,246	1,062	184	5,746	6,525	(779)	12,895
5740-00 - Equipment Rental/Leasing	(8,075)	1,274	(9,349)	5,461	7,626	(2,164)	15,104
5800-00 - Training Seminars	500	2,018	(1,518)	1,255	6,731	(5,476)	12,835
5850-00 - Artist of Month - Commissions	284	360	(77)	2,622	2,160	462	4,320
5900-00 - Professional Fees							
5910-00 - Professional Fees - Attorneys	720	725	(5)	2,720	4,350	(1,630)	9,000
5920-00 - Professional Fees - Accountant	0	0	0	18,800	22,400	(3,600)	24,900
5921-00 - Professional Fees - Other	8,499	6,983	1,516	58,898	66,900	(8,002)	81,800
Total 5900-00 - Professional Fees	9,219	7,708	1,511	80,418	93,650	(13,232)	115,700
5941-00 - Research & Planning	0	1,800	(1,800)	0	10,800	(10,800)	21,600
6020-00 - Programs							
6016-00 - Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 - Business Assoc. Grants	0	0	0	0	0	0	30,000

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Bud...
Total 6020-00 - Programs	0	0	0	0	0	0	80,000
6420-00 - Events							
6420-01 - Sponsorships							
6023-00 - Autumn Food & Wine	0	0	0	34,688	37,495	(2,827)	37,495
6421-01 - 4th of July Fireworks	0	0	0	0	0	0	20,000
6421-04 - Broken Arrow Skyrace	0	25,000	(25,000)	0	25,000	(25,000)	25,400
6421-06 - Spartan	0	0	0	254,019	254,400	(381)	254,400
6421-07 - Tahoe Lacrosse Tournament	0	0	0	0	0	0	6,000
6421-09 - Wanderlust	0	0	0	0	500	(500)	37,500
6421-10 - WinterWonderGrass - Tahoe	400	0	400	180	0	180	21,900
6421-16 - Mountain Travel Symposium	5,000	0	5,000	5,000	0	5,000	75,000
Total 6420-01 - Sponsorships	5,400	25,000	(19,600)	293,867	317,395	(23,528)	477,695
6421-00 - New Event Development	0	2,500	(2,500)	220	15,000	(14,780)	30,000
6424-00 - Event Operation Expenses	0	667	(667)	1,617	4,002	(2,385)	8,000
Total 6420-00 - Events	5,400	28,167	(22,767)	295,704	336,397	(40,693)	515,695
6423-00 - Membership Activities							
6434-00 - Community Awards Dinner	5,000	0	5,000	6,140	0	6,140	27,500
6436-00 - Membership - Wnt/Sum Rec Lunch	0	0	0	633	3,500	(2,867)	5,000
6437-00 - Tuesday Morning Breakfast Club	470	545	(76)	2,211	2,727	(517)	6,000
6442-00 - Public Relations/Website	353	417	(63)	3,003	2,500	503	5,000
6423-00 - Membership Activities - Other	0	2,500	(2,500)	1,129	4,150	(3,021)	8,500
Total 6423-00 - Membership Activities	5,823	3,462	2,361	13,116	12,877	238	52,000
6730-00 - Marketing Cooperative/Media	150,831	150,831	0	637,976	637,976	0	1,503,362
6740-00 - Media/Collateral/Production	0	1,500	(1,500)	0	1,500	(1,500)	3,000
6742-00 - Non-NLT Co-Op Marketing Program	716	2,000	(1,284)	6,115	13,910	(7,795)	27,910
6743-00 - BACC Marketing Programs							
6743-01 - Shop Local	0	0	0	5,450	7,132	(1,682)	20,000
6743-03 - Touch Lake Tahoe	0	0	0	0	0	0	20,000
6743-04 - High Notes	0	0	0	0	0	0	20,000
6743-05 - Peak Your Adventure	0	0	0	0	1,000	(1,000)	20,000
Total 6743-00 - BACC Marketing Programs	0	0	0	5,450	8,132	(2,682)	80,000
7500-00 - Trade Shows/Travel	0	0	0	0	1,500	(1,500)	3,000
8100-00 - Cost of Goods Sold							
51100 - Freight and Shipping Costs	24	100	(76)	754	800	(46)	1,190
52500 - Purchase Discounts	0			(1)			
59900 - POS Inventory Adjustments	0			116			
8100-00 - Cost of Goods Sold - Other	6,459	3,600	2,859	37,729	31,800	5,929	54,050
Total 8100-00 - Cost of Goods Sold	6,484	3,700	2,784	38,599	32,600	5,999	55,240
8200-00 - Associate Relations	451	648	(197)	940	3,888	(2,948)	7,756
8300-00 - Board Functions	4,457	250	4,207	9,212	3,750	5,462	5,950
8500-00 - Credit Card Fees	457	448	9	3,522	3,402	120	7,454
8600-00 - Additional Opportunities	0	3,500	(3,500)	0	11,091	(11,091)	32,091
8700-00 - Automobile Expenses	41	551	(510)	1,363	3,280	(1,917)	6,285
8750-00 - Meals/Meetings	50	462	(411)	1,044	2,769	(1,725)	5,534
8810-00 - Dues & Subscriptions	376	715	(340)	4,193	3,795	398	7,490
8910-00 - Travel	0	500	(500)	0	2,300	(2,300)	7,800
8920-00 - Bad Debt	0			2,138			
Total Expense	282,453	351,677	(69,224)	1,798,320	2,031,724	(233,404)	4,234,808
Net Ordinary Income	43,409	464	42,945	200,327	(777)	201,104	19,998
Other Income/Expense							
Other Income							
4700-00 - Revenues- Interest & Investment	24			140			
Total Other Income	24			140			
Other Expense							
8990-00 - Allocated	0	0	0	0	(1)	1	0
Total Other Expense	0	0	0	0	(1)	1	0
Net Other Income	24	0	24	140	1	139	0
Net Income	43,432	464	42,968	200,466	(776)	201,243	19,998

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

Accrual Basis

11 - Marketing

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	221,479	251,146	(29,667)	1,359,802	1,408,402	(48,599)	3,044,007
4253-00 • Revenue- Other	1,000			1,000			
Total Income	222,479	251,146	(28,667)	1,360,802	1,408,402	(47,599)	3,044,007
Gross Profit	222,479	251,146	(28,667)	1,360,802	1,408,402	(47,599)	3,044,007
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	1,375	1,375	0	8,250	8,250	0	16,500
5020-00 • P/R - Tax Expense	2,356	2,037	318	10,759	12,224	(1,465)	21,537
5030-00 • P/R - Health Insurance Expense	4,119	3,667	452	25,374	22,002	3,372	44,004
5040-00 • P/R - Workmans Comp	127	178	(52)	789	1,070	(281)	2,139
5060-00 • 401 (k)	880	1,019	(139)	5,170	6,112	(942)	12,224
5070-00 • Other Benefits and Expenses	113	160	(47)	600	960	(360)	1,920
5000-00 • Salaries & Wages - Other	23,564	25,467	(1,903)	137,961	152,802	(14,841)	305,604
Total 5000-00 • Salaries & Wages	32,533	33,903	(1,370)	188,902	203,420	(14,518)	403,929
5100-00 • Rent							
5110-00 • Utilities	163	130	32	948	843	105	2,001
5140-00 • Repairs & Maintenance	92	80	12	138	160	(22)	4,367
5150-00 • Office - Cleaning	205	225	(20)	1,662	1,192	471	2,666
5100-00 • Rent - Other	2,442	2,050	392	14,618	12,644	1,973	24,200
Total 5100-00 • Rent	2,902	2,486	416	17,366	14,840	2,527	33,434
5310-00 • Telephone							
5320-00 • Telephone	386	600	(214)	2,955	3,600	(645)	6,600
Total 5310-00 • Telephone	386	600	(214)	2,955	3,600	(645)	6,600
5420-00 • Mail - USPS	34	50	(16)	287	300	(13)	600
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	100	(100)	0	3,100	(3,100)	3,700
5520-00 • Supplies - Other	56	150	(94)	914	900	14	4,750
Total 5520-00 • Supplies	56	250	(194)	914	4,000	(3,086)	8,450
5700-00 • Equipment Support & Maintenance	0	120	(120)	0	720	(720)	1,440
5710-00 • Taxes, Licenses & Fees	0			60			
5740-00 • Equipment Rental/Leasing	243	315	(72)	1,392	1,890	(498)	3,780
5800-00 • Training Seminars	500	1,597	(1,097)	1,166	2,206	(1,040)	4,785
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	100	(100)	0	600	(600)	1,500
5921-00 • Professional Fees - Other	0	400	(400)	0	2,400	(2,400)	4,800
Total 5900-00 • Professional Fees	0	500	(500)	0	3,000	(3,000)	6,300
5941-00 • Research & Planning	0	1,500	(1,500)	0	9,000	(9,000)	18,000
6020-00 • Programs							
6016-00 • Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 • Business Assoc. Grants	0	0	0	0	0	0	30,000
Total 6020-00 • Programs	0	0	0	0	0	0	80,000
6420-00 • Events							
6420-01 • Sponsorships							
6023-00 • Autumn Food & Wine	0	0	0	34,668	37,495	(2,827)	37,495
6421-01 • 4th of July Fireworks	0	0	0	0	0	0	20,000
6421-04 • Broken Arrow Skyrace	0	25,000	(25,000)	0	25,000	(25,000)	25,400
6421-06 • Spartan	0	0	0	254,019	254,400	(381)	254,400
6421-07 • Tahoe Lacrosse Tournament	0	0	0	0	0	0	6,000
6421-09 • Wandertust	0	0	0	0	500	(500)	37,500
6421-10 • WinterWonderGrass - Tahoe	400	0	400	180	0	180	21,900
6421-16 • Mountain Travel Symposium	5,000	0	5,000	5,000	0	5,000	75,000
Total 6420-01 • Sponsorships	5,400	25,000	(19,600)	293,667	317,395	(23,528)	477,695
6421-00 • New Event Development	0	2,500	(2,500)	220	15,000	(14,780)	30,000
6424-00 • Event Operation Expenses	0	667	(667)	1,617	4,002	(2,385)	8,000
Total 6420-00 • Events	5,400	28,167	(22,767)	295,704	336,397	(40,693)	515,695
6730-00 • Marketing Cooperative/Media	140,255	140,255	0	574,517	574,517	0	1,376,446
6742-00 • Non-NLT Co-Op Marketing Program	516	1,000	(484)	4,544	7,910	(3,366)	15,910
6743-00 • BACC Marketing Programs							
6743-01 • Shop Local	0	0	0	5,450	7,132	(1,682)	20,000
6743-03 • Touch Lake Tahoe	0	0	0	0	0	0	20,000
6743-04 • High Notes	0	0	0	0	0	0	20,000
6743-05 • Peak Your Adventure	0	0	0	0	1,000	(1,000)	20,000
Total 6743-00 • BACC Marketing Programs	0	0	0	5,450	8,132	(2,682)	80,000
8200-00 • Associate Relations	38	140	(102)	191	840	(650)	1,660
8500-00 • Credit Card Fees	0			50			
8600-00 • Additional Opportunites	0	3,000	(3,000)	0	8,091	(8,091)	26,091
8700-00 • Automobile Expenses	14	130	(116)	892	760	112	1,560
8750-00 • Meals/Meetings	8	163	(155)	459	975	(516)	1,950

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

Accrual Basis

11 - Marketing

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Budget
8810-00 - Dues & Subscriptions	109	250	(141)	1,026	1,500	(474)	3,000
8910-00 - Travel	0	500	(500)	0	2,300	(2,300)	6,300
Total Expense	182,994	214,925	(31,932)	1,095,872	1,184,417	(88,545)	2,595,931
Net Ordinary Income	39,486	36,221	3,265	264,930	223,985	40,945	448,076
Other Income/Expense							
Other Income							
4700-00 - Revenues- Interest & Investment	24			140			
Total Other Income	24			140			
Other Expense							
8990-00 - Allocated	24,970	36,233	(11,263)	165,065	224,060	(58,995)	448,076
Total Other Expense	24,970	36,233	(11,263)	165,065	224,060	(58,995)	448,076
Net Other Income	(24,947)	(36,233)	11,286	(164,925)	(224,060)	59,135	(448,076)
Net Income	14,539	(13)	14,552	100,005	(75)	100,080	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

30 - Conference

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	34,327	34,326	0	184,253	184,252	1	383,252
4600-00 • Commissions							
4601-00 • Commissions - South Shore	0	0	0	6,563	0	6,563	0
4600-00 • Commissions - Other	167	0	167	27,764	21,495	6,269	28,276
Total 4600-00 • Commissions	167	0	167	34,327	21,495	12,833	28,276
Total Income	34,494	34,326	167	218,581	205,747	12,834	411,528
Gross Profit	34,494	34,326	167	218,581	205,747	12,834	411,528
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	568	800	(232)	12,013	4,600	7,213	9,600
5020-00 • P/R - Tax Expense	1,206	1,064	142	4,472	6,382	(1,911)	12,764
5030-00 • P/R - Health Insurance Expense	1,247	1,754	(507)	15,208	10,524	4,684	21,048
5040-00 • P/R - Workmans Comp	94	88	6	419	526	(106)	1,051
5050-00 • 401 (k)	286	501	(214)	2,093	3,003	(911)	6,007
5061-00 • 401k Profit Sharing	0	80	(80)	0	480	(480)	960
5070-00 • Other Benefits and Expenses	8	0	8	266	0	266	0
5000-00 • Salaries & Wages - Other	(4,854)	12,514	(17,368)	39,732	75,084	(35,352)	150,168
Total 5000-00 • Salaries & Wages	(1,445)	16,800	(18,245)	74,203	100,799	(26,596)	201,598
5100-00 • Rent							
5110-00 • Utilities	79	66	13	463	396	67	792
5140-00 • Repairs & Maintenance	45	45	0	68	270	(203)	540
5150-00 • Office - Cleaning	100	94	6	811	564	247	1,128
5100-00 • Rent - Other	1,146	1,025	121	6,858	6,150	708	12,300
Total 5100-00 • Rent	1,370	1,230	140	8,199	7,380	819	14,760
5310-00 • Telephone							
5320-00 • Telephone	163	300	(137)	1,462	1,800	(338)	3,600
Total 5310-00 • Telephone	163	300	(137)	1,462	1,800	(338)	3,600
5420-00 • Mail - USPS	17	15	2	84	90	(6)	180
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	31	(31)	0	186	(186)	372
5520-00 • Supplies - Other	27	262	(234)	245	457	(211)	594
Total 5520-00 • Supplies	27	293	(265)	245	643	(397)	966
5700-00 • Equipment Support & Maintenance	0	0	0	0	0	0	240
5710-00 • Taxes, Licenses & Fees	0	0	0	31	0	31	0
5740-00 • Equipment Rental/Leasing	109	125	(16)	616	748	(131)	1,496
6730-00 • Marketing Cooperative/Media	10,576	10,576	0	63,459	63,459	0	126,916
8200-00 • Associate Relations	23	80	(57)	54	480	(426)	960
8500-00 • Credit Card Fees	0			90			
8810-00 • Dues & Subscriptions	0	20	(20)	4	120	(116)	240
Total Expense	10,840	29,438	(18,599)	148,448	175,519	(27,071)	350,956
Net Ordinary Income	23,654	4,888	18,766	70,133	30,228	39,905	60,572
Other Income/Expense							
Other Expense							
8990-00 • Allocated	3,369	4,888	(1,519)	22,269	30,228	(7,959)	60,572
Total Other Expense	3,369	4,888	(1,519)	22,269	30,228	(7,959)	60,572
Net Other Income	(3,369)	(4,888)	1,519	(22,269)	(30,228)	7,959	(60,572)
Net Income	20,285	0	20,285	47,864	0	47,864	0

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

Accrual Basis

42 - Visitor Center

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	39,330	39,330	(0)	197,267	197,267	(0)	398,306
46000 • Merchandise Sales							
4502-00 • Non-Retail VIC Income	163	400	(232)	383	2,400	(2,017)	4,800
46000 • Merchandise Sales - Other	10,204	7,200	3,004	68,959	63,600	5,359	108,100
Total 46000 • Merchandise Sales	10,372	7,600	2,772	69,342	66,000	3,342	112,900
Total Income	49,702	46,930	2,772	266,609	263,267	3,342	511,206
Gross Profit	49,702	46,930	2,772	266,609	263,267	3,342	511,206
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	1,426	1,666	(240)	8,824	8,816	(192)	17,362
5030-00 • P/R - Health Insurance Expense	1,730	2,225	(495)	10,252	13,350	(3,098)	26,700
5040-00 • P/R - Workmans Comp	394	765	(371)	3,211	4,047	(836)	7,856
5060-00 • 401 (k)	521	680	(159)	3,402	3,598	(196)	6,984
5070-00 • Other Benefits and Expenses	45	80	(35)	210	480	(270)	860
5000-00 • Salaries & Wages - Other	12,900	17,000	(4,100)	92,314	89,950	2,364	174,600
Total 5000-00 • Salaries & Wages	17,017	22,416	(5,399)	118,014	120,241	(2,227)	234,462
5100-00 • Rent							
5110-00 • Utilities	545	700	(155)	2,553	3,700	(1,147)	7,600
5140-00 • Repairs & Maintenance	257	1,000	(744)	1,405	6,000	(4,595)	12,000
5150-00 • Office - Cleaning	20	500	(480)	162	750	(588)	2,500
5100-00 • Rent - Other	6,502	6,500	2	39,007	39,000	7	78,800
Total 5100-00 • Rent	7,323	8,700	(1,377)	43,127	49,450	(6,323)	100,900
5310-00 • Telephone							
5320-00 • Telephone	174	242	(68)	1,278	1,452	(174)	2,904
Total 5310-00 • Telephone	174	242	(68)	1,278	1,452	(174)	2,904
5420-00 • Mail - USPS	12	50	(38)	59	300	(241)	600
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	1	(1)	0	308	(308)	1,310
5520-00 • Supplies - Other	297	321	(24)	2,117	2,928	(811)	4,894
Total 5520-00 • Supplies	297	322	(25)	2,117	3,236	(1,119)	6,204
5610-00 • Depreciation	118	118	(0)	708	708	(0)	1,180
5700-00 • Equipment Support & Maintenance	0	100	(100)	0	600	(600)	1,200
5710-00 • Taxes, Licenses & Fees	0	0	0	20	155	(135)	155
5740-00 • Equipment Rental/Leasing	176	235	(59)	1,057	1,410	(353)	2,820
5800-00 • Training Seminars	0	0	0	0	2,000	(2,000)	3,000
5850-00 • Artist of Month - Commissions	284	360	(77)	2,622	2,160	462	4,320
6740-00 • Media/Collateral/Production	0	1,500	(1,500)	0	1,500	(1,500)	3,000
6742-00 • Non-NLT Co-Op Marketing Program	200	1,000	(800)	1,200	6,000	(4,800)	12,000
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	24	100	(76)	754	800	(46)	1,190
52500 • Purchase Discounts	0			(1)			
59900 • POS Inventory Adjustments	0			116			
8100-00 • Cost of Goods Sold - Other	6,459	3,600	2,859	37,729	31,800	5,929	54,050
Total 8100-00 • Cost of Goods Sold	6,484	3,700	2,784	38,599	32,600	5,999	55,240
8200-00 • Associate Relations	8	58	(50)	176	348	(172)	696
8500-00 • Credit Card Fees	374	266	108	2,257	2,311	(54)	3,954
8700-00 • Automobile Expenses	12	100	(88)	233	600	(367)	950
8750-00 • Meals/Meetings	8	65	(57)	152	390	(238)	780
8810-00 • Dues & Subscriptions	0	100	(100)	0	100	(100)	100
8910-00 • Travel	0	0	0	0	0	0	1,500
Total Expense	32,485	39,332	(6,847)	211,619	225,561	(13,942)	435,965
Net Ordinary Income	17,217	7,598	9,619	54,990	37,706	17,284	75,241
Other Income/Expense							
Other Expense							
8990-00 • Allocated	4,202	6,098	(1,896)	27,779	37,707	(9,928)	75,243
Total Other Expense	4,202	6,098	(1,896)	27,779	37,707	(9,928)	75,243
Net Other Income	(4,202)	(6,098)	1,896	(27,779)	(37,707)	9,928	(75,243)
Net Income	13,014	1,500	11,514	27,211	(1)	27,212	(2)

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

Accrual Basis

51 - TMPI

	Dec 19	Budget	\$ Over Bu...	Jul - Dec 19	YTD Budget	\$ Over Bu...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	6,869	6,869	0	78,450	78,449	1	88,866
Total Income	6,869	6,869	0	78,450	78,449	1	88,866
Gross Profit	6,869	6,869	0	78,450	78,449	1	88,866
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	33	(33)	0	198	(198)	396
5030-00 · P/R - Health Insurance Expense	0	4	(4)	0	24	(24)	48
5040-00 · P/R - Workmans Comp	0	4	(4)	0	24	(24)	48
5060-00 · 401 (k)	0	23	(23)	0	138	(138)	276
5000-00 · Salaries & Wages - Other	0	567	(567)	0	3,402	(3,402)	6,804
Total 5000-00 · Salaries & Wages	0	631	(631)	0	3,786	(3,786)	7,572
5100-00 · Rent							
5110-00 · Utilities	0	5	(5)	0	33	(33)	36
5140-00 · Repairs & Maintenance	0	3	(3)	0	6	(6)	6
5150-00 · Office - Cleaning	0	8	(8)	0	41	(41)	41
5100-00 · Rent - Other	544	72	472	2,177	360	1,817	504
Total 5100-00 · Rent	544	88	456	2,177	440	1,737	587
5310-00 · Telephone							
5320-00 · Telephone	0	22	(22)	0	245	(245)	230
Total 5310-00 · Telephone	0	22	(22)	0	245	(245)	230
5420-00 · Mail - USPS	0	0	0	0	18	(18)	18
5510-00 · Insurance/Bonding	0	14	(14)	0	64	(64)	64
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	12	(12)	0	1,560	(1,560)	1,560
5520-00 · Supplies - Other	1,321	2	1,319	4,084	10,509	(6,425)	10,510
Total 5520-00 · Supplies	1,321	14	1,307	4,084	12,069	(7,985)	12,070
5740-00 · Equipment Rental/Leasing	0	33	(33)	0	182	(182)	216
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	680			680			
5921-00 · Professional Fees - Other	8,499	5,000	3,499	58,897	55,000	3,897	55,000
Total 5900-00 · Professional Fees	9,179	5,000	4,179	59,577	55,000	4,577	55,000
8700-00 · Automobile Expenses	0	8	(8)	0	25	(25)	25
8750-00 · Meals/Meetings	0	1	(1)	0	4	(4)	4
Total Expense	11,044	5,811	5,233	65,838	71,833	(5,995)	75,786
Net Ordinary Income	(4,175)	1,058	(5,233)	12,612	6,616	5,996	13,080
Other Income/Expense							
Other Expense							
8990-00 · Allocated	729	1,058	(329)	4,821	6,544	(1,723)	13,080
Total Other Expense	729	1,058	(329)	4,821	6,544	(1,723)	13,080
Net Other Income	(729)	(1,058)	329	(4,821)	(6,544)	1,723	(13,080)
Net Income	(4,904)	0	(4,904)	7,791	72	7,719	0

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

Accrual Basis

60 - Membership

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 - Membership Dues Revenue	11,183	10,833	350	67,155	65,000	2,155	130,000
4250-00 - Revenues-Membership Activities							
4250-01 - Community Awards							
4250-04 - Silent Auction	0	0	0	0	0	0	17,000
4250-05 - Sponsorships	0	0	0	0	0	0	17,000
4250-01 - Community Awards - Other	0	0	0	0	0	0	16,000
Total 4250-01 - Community Awards	0	0	0	0	0	0	50,000
4250-02 - Chamber Events	0	1,200	(1,200)	0	1,200	(1,200)	2,500
4250-03 - Summer/Winter Rec Luncheon	0	0	0	0	2,700	(2,700)	2,700
4251-00 - Tues AM Breakfast Club							
4251-01 - Tues AM Breakfast Club Sponsors	0	0	0	0	0	0	3,000
4251-00 - Tues AM Breakfast Club - Other	615	636	(21)	2,955	3,182	(227)	7,000
Total 4251-00 - Tues AM Breakfast Club	615	636	(21)	2,955	3,182	(227)	10,000
4250-00 - Revenues-Membership Activities - Other	520	200	320	4,096	3,000	1,096	4,000
Total 4250-00 - Revenues-Membership Activities	1,135	2,036	(901)	7,051	10,082	(3,031)	69,200
Total Income	12,318	12,870	(552)	74,206	75,082	(876)	199,200
Gross Profit	12,318	12,870	(552)	74,206	75,082	(876)	199,200
Expense							
5000-00 - Salaries & Wages							
5000-01 - In-Market Administration	(1,375)	(1,375)	0	(8,250)	(8,250)	0	(16,500)
5020-00 - P/R - Tax Expense	359	434	(75)	3,250	2,606	645	5,211
5030-00 - P/R - Health Insurance Expense	815	849	(34)	4,172	5,094	(922)	10,188
5040-00 - P/R - Workmans Comp	23	44	(21)	207	266	(59)	532
5060-00 - 401 (k)	153	253	(101)	1,797	1,519	278	3,038
5070-00 - Other Benefits and Expenses	4	13	(9)	20	80	(60)	160
5000-00 - Salaries & Wages - Other	3,827	6,329	(2,502)	24,970	37,974	(13,004)	75,948
Total 5000-00 - Salaries & Wages	3,806	6,548	(2,742)	26,165	39,289	(13,123)	78,577
5100-00 - Rent							
5110-00 - Utilities	38	36	2	220	215	5	430
5140-00 - Repairs & Maintenance	21	44	(22)	32	263	(230)	525
5160-00 - Office - Cleaning	48	98	(51)	385	588	(203)	1,177
5100-00 - Rent - Other	93	497	(404)	1,639	2,982	(1,344)	5,965
Total 5100-00 - Rent	200	675	(475)	2,276	4,048	(1,773)	8,097
5310-00 - Telephone							
5320-00 - Telephone	79	150	(71)	631	900	(269)	1,800
Total 5310-00 - Telephone	79	150	(71)	631	900	(269)	1,800
5420-00 - Mail - USPS	8	8	(0)	40	50	(10)	100
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	0	42	(42)	0	250	(250)	500
5520-00 - Supplies - Other	13	83	(70)	117	500	(383)	1,000
Total 5520-00 - Supplies	13	125	(112)	117	750	(633)	1,500
5610-00 - Depreciation	0	8	(8)	0	48	(48)	96
5700-00 - Equipment Support & Maintenance	0	56	(56)	0	336	(336)	672
5710-00 - Taxes, Licenses & Fees	0	17	(17)	14	100	(86)	200
5740-00 - Equipment Rental/Leasing	131	225	(94)	805	1,350	(545)	2,700
5800-00 - Training Seminars	0	21	(21)	0	125	(125)	250
5900-00 - Professional Fees							
5921-00 - Professional Fees - Other	0	83	(83)	0	500	(500)	1,000
Total 5900-00 - Professional Fees	0	83	(83)	0	500	(500)	1,000
6423-00 - Membership Activities							
6434-00 - Community Awards Dinner	5,000	0	5,000	6,140	0	6,140	27,500
6436-00 - Membership - Wnt/Sum Rec Lunch	0	0	0	633	3,500	(2,867)	5,000
6437-00 - Tuesday Morning Breakfast Club	470	545	(76)	2,211	2,727	(517)	6,000
6442-00 - Public Relations/Website	353	417	(63)	3,003	2,500	503	5,000
6423-00 - Membership Activities - Other	0	2,500	(2,500)	1,129	4,150	(3,021)	8,500
Total 6423-00 - Membership Activities	5,823	3,462	2,361	13,116	12,877	238	52,000
8200-00 - Associate Relations	177	25	152	190	150	40	300
8500-00 - Credit Card Fees	83	182	(98)	951	1,091	(140)	3,500
8700-00 - Automobile Expenses	15	63	(47)	216	375	(159)	750
8750-00 - Meals/Meetings	27	83	(56)	272	500	(228)	1,000
8810-00 - Dues & Subscriptions	0	46	(46)	70	275	(205)	550
8920-00 - Bad Debt	0			2,138			
Total Expense	10,362	11,777	(1,415)	46,999	62,764	(15,765)	153,092
Net Ordinary Income	1,956	1,093	863	27,207	12,318	14,889	46,108
Other Income/Expense							
Other Expense							
8990-00 - Allocated	1,459	2,117	(658)	9,642	13,090	(3,448)	26,107

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

Accrual Basis

60 - Membership

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Budget
Total Other Expense	1,459	2,117	(658)	9,642	13,090	(3,448)	26,107
Net Other Income	(1,459)	(2,117)	658	(9,642)	(13,090)	3,448	(26,107)
Net Income	<u>498</u>	<u>(1,024)</u>	<u>1,522</u>	<u>17,565</u>	<u>(772)</u>	<u>18,337</u>	<u>20,001</u>

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

Accrual Basis

70 - Administration

	Dec 19	Budget	\$ Over Budget	Jul - Dec 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	1,662	2,341	(679)	9,305	12,846	(3,541)	26,892
5030-00 - P/R - Health Insurance Expense	1,814	3,369	(1,555)	10,976	20,214	(9,238)	40,428
5040-00 - P/R - Workmans Comp	91	205	(114)	253	1,125	(872)	2,355
5060-00 - 401 (k)	723	1,171	(448)	5,243	6,426	(1,183)	13,452
5070-00 - Other Benefits and Expenses	17	160	(143)	830	960	(130)	2,000
5000-00 - Salaries & Wages - Other	16,249	29,265	(13,016)	115,881	160,590	(44,709)	336,180
Total 5000-00 - Salaries & Wages	20,555	38,511	(15,956)	142,487	202,161	(59,674)	421,307
5100-00 - Rent							
5110-00 - Utilities	141	140	1	815	965	(150)	2,040
5140-00 - Repairs & Maintenance	603	375	228	1,762	2,250	(488)	4,500
5150-00 - Office - Cleaning	178	250	(73)	1,430	1,400	30	2,650
5100-00 - Rent - Other	2,332	2,370	(38)	14,050	14,220	(170)	29,760
Total 5100-00 - Rent	3,253	3,135	118	18,056	18,835	(779)	38,950
5310-00 - Telephone							
5320-00 - Telephone	639	750	(111)	4,371	4,500	(129)	9,000
Total 5310-00 - Telephone	639	750	(111)	4,371	4,500	(129)	9,000
5420-00 - Mail - USPS	29	90	(61)	448	540	(92)	1,080
5510-00 - Insurance/Bonding	1,123	795	328	8,012	4,770	3,242	9,540
5520-00 - Supplies							
5525-00 - Supplies - Computer <\$1000	10	250	(240)	585	1,500	(915)	3,000
5520-00 - Supplies - Other	268	625	(357)	2,512	3,750	(1,238)	7,500
Total 5520-00 - Supplies	278	875	(598)	3,097	5,250	(2,153)	10,500
5610-00 - Depreciation	0	32	(32)	0	188	(188)	380
5700-00 - Equipment Support & Maintenance	11,363	2,200	9,163	11,668	13,200	(1,632)	26,400
5710-00 - Taxes, Licenses & Fees	1,246	1,045	201	5,621	6,270	(649)	12,540
5740-00 - Equipment Rental/Leasing	(8,734)	341	(9,075)	1,591	2,046	(455)	4,092
5800-00 - Training Seminars	0	400	(400)	89	2,400	(2,311)	4,800
5900-00 - Professional Fees							
5910-00 - Professional Fees - Attorneys	40	625	(585)	2,040	3,750	(1,710)	7,500
5920-00 - Professional Fees - Accountant	0	0	0	18,800	22,400	(3,600)	24,900
5921-00 - Professional Fees - Other	0	1,500	(1,500)	1	9,000	(8,999)	21,000
Total 5900-00 - Professional Fees	40	2,125	(2,085)	20,841	35,150	(14,309)	63,400
5941-00 - Research & Planning	0	300	(300)	0	1,800	(1,800)	3,600
6742-00 - Non-NLT Co-Op Marketing Program	0	0	0	371	0	371	0
7500-00 - Trade Shows/Travel	0	0	0	0	1,500	(1,500)	3,000
8200-00 - Associate Relations	205	345	(140)	330	2,070	(1,740)	4,140
8300-00 - Board Functions	4,457	250	4,207	9,212	3,750	5,462	5,950
8500-00 - Credit Card Fees	0			175			
8600-00 - Additional Opportunities	0	500	(500)	0	3,000	(3,000)	6,000
8700-00 - Automobile Expenses	0	250	(250)	22	1,500	(1,478)	3,000
8750-00 - Meals/Meetings	8	150	(142)	161	900	(739)	1,800
8810-00 - Dues & Subscriptions	267	300	(33)	3,093	1,800	1,293	3,600
Total Expense	34,729	50,394	(15,665)	229,545	311,630	(82,085)	623,079
Net Ordinary Income	(34,729)	(50,394)	15,665	(229,545)	(311,630)	82,085	(623,079)
Other Income/Expense							
Other Expense							
8890-00 - Allocated	(34,729)	(50,394)	15,665	(229,575)	(311,630)	82,055	(623,078)
Total Other Expense	(34,729)	(50,394)	15,665	(229,575)	(311,630)	82,055	(623,078)
Net Other Income	34,729	50,394	(15,665)	229,575	311,630	(82,055)	623,078
Net Income	0	0	0	30	0	30	(1)

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

Employee Expense Report

Month/Yr December 2019
Employee Bavetta, Bonnie

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
12.02.2019	A	Adobe Acrobat Pro	1115322599	Acrobat Pro subscription for DeWitt	14.99		8810-00/70
12.06.2019	B	River Ranch Lodge	85992	Holiday Party - All Staff	177.37		8200-00/60
12.06.2019	C	River Ranch Lodge	85986	Holiday Party - All Staff	99.12		8200-00/Alloc
12.06.2019	D	Rosie's Café	4174	Breakfast to mom/honor Jason Neary	142.98		8200-00/70
12.10.2019	E	Crashplan Pro	70279598900	server backup monthly fee	9.99		5525-00/70
12.17.2019	F	Adobe Acrobat Pro	1122813492	Acrobat Pro subscription for Bonnie & Katie	33.98		8810-00/Alloc
12.23.2019	G	Constant Contact	254168965	Email toolkit plus	95.00		8810-00/70
12.13.2019	H	Uncorked	100000	Associate Relations - DeWitt birthday		25.00	8200-00/70
	I						
	J						
	K						
	L						
	M						
	N						
	O						
	P						
	Q						
	R						
	S						
	T						
	U						
	V						
	W						
	X						
	Y						
	Z						
MILEAGE REIMBURSEMENT							
	Attach 1	Mileage	See Attached Mileage Report			0.00	8700-00-70
			Mileage Reimbursed Through Payroll		573.43		
TOTAL - CREDIT CARD EXPENSES							
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)							
						25.00	

Signed By: B. Bavetta Approved By: _____

Date: 1/10/20 Date: _____

ACCOUNTING			
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	DATE SCANNED
WS 1/10/2020	MS 1/10	<u>B. Bavetta</u>	1/10/20



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	DEC 28, 2019
Total Activity	\$573.43

**** 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	\$573.43		\$0.00		\$0.00		\$573.43

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
12-02	11-29	55310209333026759526725	ADOBE ACROPRO SUBS 8008336687 CA Tran: BL1115322599 Tax ID: 770019522 Mer Ref: BL1115322599 Mer Zip: 95110 Origln Zip: 95110 Dest Zip: 96145 Dest City: USA	14.99
12-06	12-03	25247809339000385004722	RIVER RANCH LODGE & RE TAHOE CITY CA Tran: 14426841 Tax ID: 833716490 Mer Zip: 96145	177.37
12-06	12-03	25247809339000385004730	RIVER RANCH LODGE & RE TAHOE CITY CA Tran: 30555893 Tax ID: 833716490 Mer Zip: 96145	99.12
12-06	12-05	55500809340200088200074	ROSIE'S CAFE TAHOE CITY CA Tax ID: 680190368 Mer Zip: 96145	142.98
12-10	12-09	25140619344062342278868	DRI*CRASHPLAN FOR SB MINNETONKA MN Tran: 6233135916 Tax ID: 411901640 Mer Zip: 55343	9.99
12-17	12-16	55310209350026806404791	ADOBE ACROPRO SUBS 8004438158 CA Tran: BL1122813492 Tax ID: 770019522 Mer Ref: BL1122813492 Mer Zip: 95110 Origln Zip: 95110 Dest Zip: 94043 Dest City: USA	33.98
12-23	12-22	75418239356085180271499	EIG*CONSTANTCONTACT.C 855-2295506 MA Tran: 1108743637509 Tax ID: 043285398 Mer Zip: 02451 Product Code: 100040 Desc: Constant Contact Qty: 1 Unit: EAC Unit Cost: 95 Disc: N Ext Item Amt: 95.00	95.00

A
B
C
D
E
F
G

For Customer Service, Call: 1-866-432-8161	Account Number	Account Summary	
	XXXX-XXXX-0119-2321	Purchases & Other Charges	\$573.43
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Statement Date	Cash Advances	\$0.00
	DEC 28, 2019	Fees	\$0.00
	Credit Limit	Credits	\$0.00
	\$20,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$573.43
	\$0.00		

IMPORTANT INFORMATION ABOUT THIS STATEMENT

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

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

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



INVOICE

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: 1115322599
Invoice Date: NOV-28-19
Payment Terms: Credit Card
Due Date: DEC-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>

Bill To:
Bonnie Bavetta
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
North America		Invoice Totals			
		S & H	Sales Tax	Currency	Qty Shipped Invoice Total
		0.00	0.00	USD	1 14.99

Comments:

A

Holiday Party
 Ambler, Sarah, Liz, DeWitt, Greg
 Anna, Rob, Kym, Ed, Chris
 Bonnie, Katie, Diane

River Ranch Lodge
 2285 River Road
 Tahoe City, Ca
 United States, 96145
 Tel: 530-583-4264

Printed December 3, 2019 at 4:28 PM

Order ID: 85992
 Type: Authorize
 Date/Time: 12/3/19 4:28 PM
 Server: Kira

Card Number: XXXXXXXXXXXXX2321
 Account Type: MasterCard
 Auth #: 040990
 Ref #: 1891641679

APPROVED - THANK YOU

Subtotal: \$177.37

Tip: _____

Total: _____

8200.00/60

Tip Guide:

18%=\$31.93 20%=\$35.47 22%=\$39.02

Important - retain this copy for your records

*** CUSTOMER COPY ***

River Ranch Lodge
 2285 River Road
 Tahoe City, Ca
 United States, 96145
 Tel: 530-583-4264

Printed December 3, 2019 at 4:24 PM

December 3, 2019 at 4:24 PM

Order #: 85992

Table: B3, 2 guests

Server: Kira

Sales Tax (7.25%) #: 94-1684544

2 x **Artesa Chardonnay	\$24.00
4 x **HH White Wine	\$16.00
6 x ** HH Draft	\$24.00
3 x Alluvium Pilsner	\$18.00
2 x ** Balleto Sauv Blanc	\$24.00
HH Nacho	\$8.00
Well Vodka	\$6.83
\$10.00 - \$3.17: Happy Hour Well	
+ \$2.00: Cosmo	
** HH Draft	\$4.00
Hot - Our Father	\$15.00
Draft Drakes 1800	\$6.00
** HH Draft	\$4.00

Beer Total	\$56.00
Food Total	\$8.00
Wine Glass Total	\$64.00
Liquor Total	\$21.83
Discount Total	17

Sub Total	\$149.83
Gratuity (18%)	\$27.54

Total \$177.37

Sales Tax (7.25%) Included in Total \$10.11

Thank you for choosing the River Ranch

Tip Guide:

18%=\$25.15 20%=\$27.94 22%=\$30.77

(B)

Holiday Party
 Amber, Sarah, Liz, DeWitt
 Greg, Anna, Rob, Kym, Ed, Chris,
 Bonnie, Katie, Diane

River Ranch Lodge
 2285 River Road
 Tahoe City, Ca
 United States, 96145
 Tel: 530-583-4264

Printed December 3, 2019 at 4:28 PM

Order ID: 85986
 Type: Authorize
 Date/Time: 12/3/19 4:28 PM
 Server: Kira

Card Number: XXXXXXXXXXXXX2321
 Account Type: MasterCard
 Auth #: 064813
 Ref #: 1891642288

APPROVED - THANK YOU

Subtotal: \$99.12

Tip: _____

Total: _____

Tip Guide:

18%=\$17.84 20%=\$19.82 22%=\$21.81

Important - retain this copy for your records

*** CUSTOMER COPY ***

8200.00/ 11 438.08
 30 22.76
 42 7.61
 70 30.47
 BLB

River Ranch Lodge
 2285 River Road
 Tahoe City, Ca
 United States, 96145
 Tel: 530-583-4264

Printed December 3, 2019 at 4:24 PM

December 3, 2019 at 4:24 PM Order #: 85986

Table: B4, 14 guests

Server: Kira

Sales Tax (7.25%) #: 94-1684544

2 x HH Special	\$18.00
HH Taco	\$10.00
2 x HH Brussels & Shishitos	\$14.00
2 x HH Drummets	\$16.00
HH Nacho	\$8.00
HH Poutine	\$7.00
HH Nacho	\$11.00
+ \$3.00: Add guac	

Food Total \$84.00

Sub Total \$84.00
 Gratuity (18%) \$15.12

Total \$99.12

Sales Tax (7.25%) Included in Total \$5.68

Thank you for choosing the River Ranch!

Tip Guide:

18%=\$14.10 20%=\$15.66 22%=\$17.23

(C)

Greg, Andy, Anna, Katie, Liz, Greg
Sarah, Bonnie

Bkfst to
mourn & honor
Jason Neary

Rosies Cafe
A Tahoe Tradition
571 N. Lake Blvd
Tahoe City Ca. 96145
(530)583-8504

Server: Renee DOB: 12/05/2019
10:01 AM 12/05/2019
Table 117/1 3/30003

SALE

H/C 3145730

Card XXXXX XXXXXX2321
Magnetic card present: BAVETTA BONNIE
Card Entry Method: S

Approval: 004174

Amount: \$ 130.98

+ Tip: 24

= Total: 154.98

8200.00/70 BUB

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

X

Have a Great Day!
tahoemyers@gmail.com

Guest Copy

Thanks! 117
Renee

Rosies Cafe
A Tahoe Tradition
571 N. Lake Blvd
Tahoe City Ca. 96145
(530)583-8504

Server: Renee 12/05/2019
Table 117/1 9:35 AM
Guests: 8 30003
Reprint #: 1

Coffee (6 @2.95)	17.70
Eggs Benecado (2 @14.49)	28.98
Green Eggs & Ham	13.99
Side of Oatmeal	5.99
Veggie Scrambled	13.99
Biscuits, Gravy & Eggs	13.49
Breakfast Sandwich	13.49
Create your own Omelet	11.50
\$CHEDDER	1.00
\$BACON	2.00

Subtotal	122.13
Tax	8.85

Total	130.98
-------	--------

Balance Due	130.98
-------------	--------

Have a Great Day!
tahoemyers@gmail.com

D

Invoice

Order Date: 12/9/2019

Order Number: 70279598900

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.

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(E)

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: 1122813492

Invoice Date: DEC-15-19

Payment Terms: Credit Card

Due Date: DEC-22-19

Purchase Order: ADB067740022

Contract No 00004490

Order Number: 7001287628

Order Date: JUL-15-19

Customer No.: 1452233

Bill to No. 1200696926

Adobe Contact Information:

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

Bill To:

Bonnie Bavetta
PO Box 1757
CA 96145-1757

Line No	Material No / Description	UOM	Unit Price	Qty	Extended Price	
000010	65265375 Acrobat Pro Subs CC ALL MLP DSP Ret Inv 01 mnth MUN TEAM	EA	16.99	2	33.98	
North America		Invoice Totals				
		S & H	Sales Tax	Currency	Qty Shipped	Invoice Total
		0.00	0.00	USD	2	33.98

Comments:

(F)

Constant Contact [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: 01/07/2020**User Name: nltra1***Invoices from 12/08/2019 to 01/07/2020**

Date	Description	Charge Amount	Credit Amount
12/27/2019	Invoice #254168965		\$95.00
	Constant Contact Toolkit - Email Plus		
	Contacts		
	2,501 - 5,000 Contacts		
	Maximum Number of Contacts This Billing Period:	\$95.00	
	3126		
	Period from 12/27/2019 to 01/26/2020		

Billing questions? [Contact Support](#)

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



*Dewitt Bday
Gift Card*

UNCORKED TAHOE CITY
475 NORTH LAKE BLVD 151
TAHOE CITY, CA 96145
5305811106

Transaction 100000

Total	\$25.00
DEBIT CARD AUTH	\$25.00

Tip -----

Total -----

Retain this copy for statement
validation

*8200.00/70
BUB*

13-Dec-2019 1:41:37P
\$25.00 | Method: EMV
US DEBIT XXXXXXXXXXXX7465
BONNIE LYNN BAVETTA
Ref #: 934700529420
Auth #: 154619
MID: *****2888
AID: A0000000980840
AthNtwkNm: VISA
RIInd: CREDIT
SIGNATURE VERIFIED

UNCORKED TAHOE CITY
475 NORTH LAKE BLVD 151
TAHOE CITY
CA 96145
5305811106
13-Dec-2019 13:41:56PM

\$25.00
Gift card
617617 XXXXXX 4675

(H)



MEMORANDUM

Date: January 31, 2020

TO: NLTRA Board of Directors

FROM: Amber Burke, Dr. of Marketing

RE: 2019.2020 Event Scope of Work Agreement with The Abbi Agency – 2020 WinterWonderGrass

Action Requested:

Review and approval of Attachment B (in conjunction with the 19.20 Event Scope of Work) with The Abbi Agency for public relations, social media and content services for WinterWonderGrass 2020.

Background:

For the last three fiscal years, the NLTRA has hired The Abbi Agency for public relations services for 4-5 major special events. The collaboration has been extremely helpful as we've been able to better serve the events and leverage them being in the region.

For the 19.20 fiscal year, the current contact includes two events – 2019 Spartan World Championships and the 2019 Autumn Food & Wine Festival. Now that the WinterWonderGrass sponsorship is solidified and contracted, staff is seeking approval to add WinterWonderGrass to that scope of work as Attachment B.

The Tourism Development committee unanimously approved this contract at the January 2020 meeting.

Fiscal Impact:

Currently Seeking Approval

- \$4,000 – 2020 WinterWonderGrass
 - *Note: This amount was allocated for in the 19.20 budget.*

Previously Approved for 19.20

- \$4,000 – 2019 Autumn Food & Wine Festival
- \$4,000 – 2019 Spartan World Championships

Attachments:

- Attachment B – Services for WinterWonderGrass

Attachment B – Scope of Work
WinterWonderGrass Festival – March 27 – 29, 2020

Note: The following attachment is a revised scope of work designating the specific scope for Event #3, WinterWonderGrass Festival.

Public Relations and Promotions for Marquee Events

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

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

Frequency

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

- Spartan World Championship (2019)
- Autumn Food & Wine Festival (2019)
- WinterWonderGrass Festival (2020)

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

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

Specific Event Tactics & Deliverables

4: WinterWonderGrass Festival

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

Tactics & Deliverables

Public Relations

- Media Outreach
 - Include in Spring outreach as a "culture piece" for NLT
 - Conduct media outreach to the drive market, including 4-5 online event calendars and regional TV

- Provide ticket requests as needed
- Leverage WinterWonderGrass to host spring FAMs from champagne list if applicable

Content

- Refresh WinterWonderGrass blog post from previous year with updated dates and details
- Include WinterWonderGrass in 1 – 2 relevant blog posts and “trip ideas” posts
- Update dates and line-up on Treasures of Tahoe video
- Update WinterWonderGrass one sheet with updated dates and details
- Feature event in 1 - 2 newsletters

Social Media

- One Ticket giveaway social promotion (Launch March 1, 2020)
- Two pre-event social media features per channel, promoting the event and tagging/linking for more information (could include blog content promotion)
- Reshare and engage with band content

Total Budget: \$4,000

- This budget is added to the original \$8000 highlighted in Attachment A. A total amount of \$12,000 is included within this contract.

Payment Schedule

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

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

Potential Additional Costs

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

“Consultant”
The Abbi Agency
1385 Haskell Street
Reno, Nevada 89509

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

Consultant _____

Page 2 of 3

Client _____

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

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

"CONSULTANT"

"CLIENT"

The Abbi Agency
1385 Haskell Street
Reno, Nevada 89509

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

By: _____

By: _____

Ty Whitaker, COO

Cindy Gustafson

Date: _____

Date: _____



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 1/30/20

TO: NLTRA Board of Directors

FROM: Rob Kautz

RE: Tourist Business Improvement District (TBID) Management District Plan (MDP)

Action Requested:

Board approval of MDP

Background:

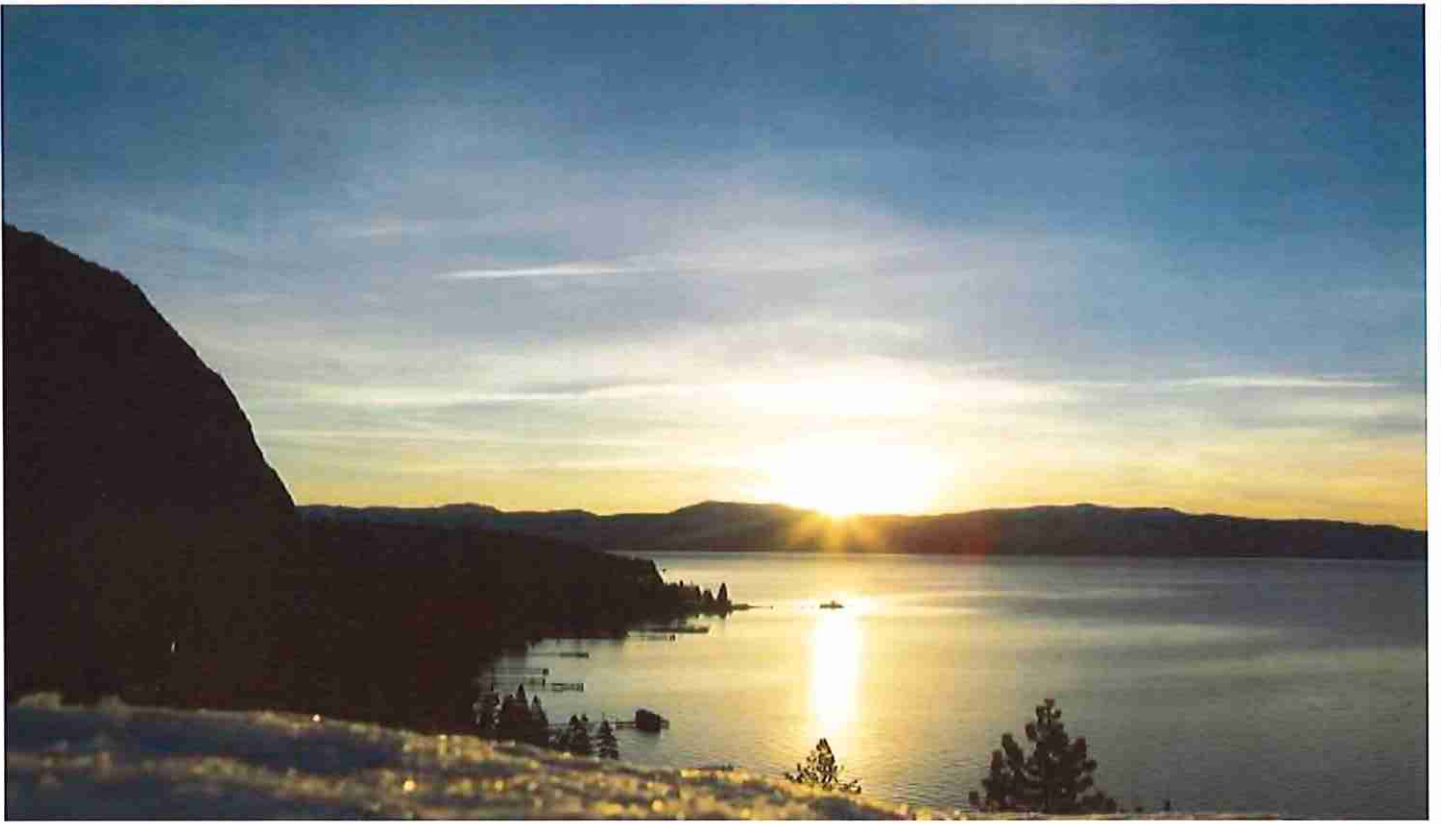
A key component of our TBID initiative is the Agreement between NLTRA and Placer County related to the direction and uses of the \$4 million of TOT funds which will be freed up when the TBID is formed. At their January 28, 2020 board meeting the County of Placer Board of Supervisors approved the Agreement. Per the terms of the agreement, and once the TBID is formed, \$4 million of TOT dollars will be utilized to fund work force housing and transportation programs and initiatives in the North Lake Tahoe region. Completing the Agreement with the County was essential to securing the support for the TBID from many North Tahoe businesses, including several large ones.

In order to move forward with the TBID Petition Drive the MDP (the governing document for the TBID) must be finalized and approved by the NLTRA Board. After extensive review and many edits our consultant, Civitas, is satisfied with the MDP. I am also satisfied with the MDP, so I am recommending the Board's approval of it. Compared to the version provided to you in November the primary changes are: Smaller businesses are assessed at a flat fee, season pass revenues are excluded, the budget has been revised (now \$6 million) and John Lambeth has reviewed and made several changes to insure the MDP complies with state legislation related to TBIDs. One of the edits which John made was striking the language on Page 5 of the red-lined version of the MDP, which states, "It is the intention of the NLTRA and the business owners supporting this plan, that if Placer County raises the Transient Occupancy Tax from its current level, that the NLTTBID be disestablished." John was concerned that this provision could imply the purpose of the TBID is more aligned as a tax rather than an assessment. He also stated the that the goal of the provision could be achieved by the TBID member businesses by utilizing the 'Disestablishment of District' provisions contained in the state law governing TBIDs. Assesses may, once each year, request the disestablishment of the District, which requires businesses who pay 50% or more of the assessments levied to support disestablishment.

Next Steps: Before the Petition Drive can commence, and in addition to the NLTRA Board's approval of the MDP, County Counsel must deem the MDP and Petition Documents adequate. County Counsel has received both documents and it is anticipated that she will review the documents quickly, so we are planning to begin the Petition Drive the week of February 10th.

Attachment:

TBID Management District Plan



**NORTH LAKE TAHOE TOURISM & BUSINESS IMPROVEMENT DISTRICT
MANAGEMENT DISTRICT PLAN**

*Prepared pursuant to the Property and Business Improvement District Law of
1994, Streets and Highways Code section 36600 et seq.*

January 28, 2020

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Prepared by
Civitas



I. OVERVIEW

Developed by the North Lake Tahoe Resort Association, Inc. (the Association), the North Lake Tahoe Tourism & Business Improvement District (NLTTBID) is an assessment district proposed to provide specific benefits to payors, by funding marketing, promotions, and special events; visitor services & visitor centers; business support and advocacy; economic development and transportation; and sustainability and mitigation of tourism impacts programs for assessed businesses. This approach has been used successfully in other destination areas throughout the country to provide the benefit of additional business sales directly to payors.

Location: The proposed NLTTBID includes all lodging, restaurant, retail, activities and attractions businesses located within the boundaries of the eastern portion of unincorporated Placer County, as shown on the map in Section III. Please see the discussion on page five (5) for more detail.

Services: The NLTTBID is designed to provide specific benefits directly to payors by increasing business sales and improving business conditions. Marketing, promotions, and special events; visitor services & visitor centers operations; business support and advocacy; economic development and transportation; and sustainability and mitigation of tourism impacts programs will be provided to assessed businesses, thereby increasing business sales.

Budget: The total NLTTBID annual budget for the initial year of its five (5) year operation is anticipated to be approximately \$6,000,000. This budget is expected to fluctuate as business sales fluctuate

Cost: Based on the benefits received, the assessment rate will be structured as indicated below.

Lodging businesses will be assessed two percent (2%) of gross short-term room rental revenue in benefit zone 1 and one percent (1%) of gross short-term room rental revenue in benefit zone 2. Lodging businesses are assessed at the retail, restaurant, and activities and attractions tourism businesses (RRAA businesses) rate for their tier for sales or rentals of non-lodging goods and services.

RRAA businesses are divided into three (3) tiers:

- Tier 1 RRAA businesses are those with \$150,000 or more in annual gross revenue and receive at least half of that annual gross revenue from visitors;
- Tier 2 RRAA businesses are those with more than \$50,000 but less than \$150,000 in annual gross revenue, or which have \$150,000 or more in annual gross revenue but do not receive at least half of that annual gross revenue from visitors; and
- Tier 3 RRAA businesses are those with \$50,000 or less in annual gross revenue.

Businesses located within other businesses, such as restaurants located within a hotel, will be assessed at the rate for that business type and not at the rate of the other

business in which they are located. Businesses that receive 20% or less of their revenues from visitors shall not be assessed. A visitor is defined as any individual whose length of stay within the NLTTBID is thirty (30) consecutive days or less. Non-profit corporations and internet or wholesale businesses shall not be assessed based on the benefit received, as described in Section IV D.

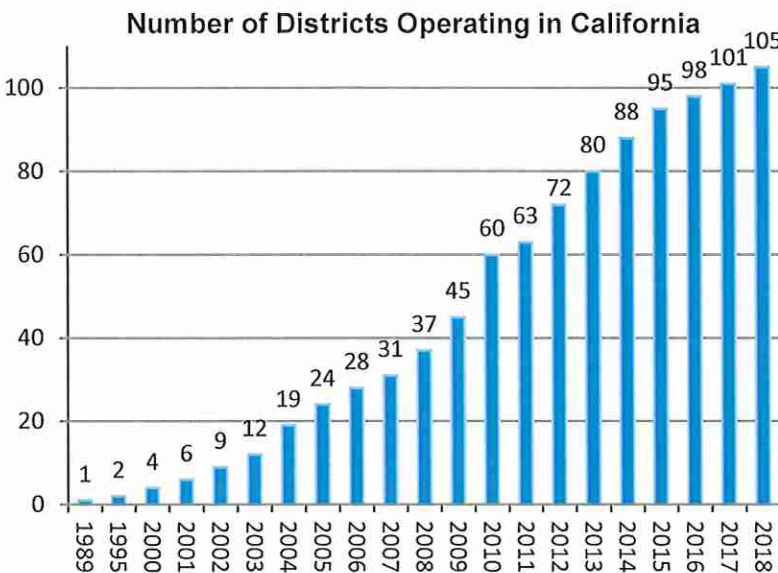
Collection: The County will be responsible for collecting the assessment on a monthly or quarterly basis (including any delinquencies, penalties and interest) from each assessed business located in the boundaries of the NLTTBID. The County shall take all reasonable efforts to collect the assessments from each assessed business.

Duration: The proposed NLTTBID will have a five (5) year life, beginning July 1, 2020, or as soon as possible thereafter and end five years from its start date. Once per year, beginning on the anniversary of NLTTBID formation, there shall be a thirty (30) day period in which owners paying fifty percent (50%) or more of the assessment may protest and initiate a Board of Supervisors hearing on NLTTBID termination.

Management: The North Lake Tahoe Resort Association, Inc. will serve as the NLTTBID's Owners' Association. The Owners' Association is charged with managing funds and implementing programs in accordance with this Plan and must provide annual reports to the Board of Supervisors.

II. BACKGROUND

TBIDs are an evolution of the traditional Business Improvement District. The first TBID was formed in West Hollywood, California in 1989. Since then, over 100 California destinations have followed suit. In recent years, other states have begun adopting the California model – Montana, South Dakota, Washington, Colorado, Texas and Louisiana have adopted TBID laws. Several other states are in the process of adopting their own legislation. The cities of Wichita, Kansas and Newark, New Jersey used an existing business improvement district law to form a TBID. And, some cities, like Portland, Oregon and Memphis, Tennessee have utilized their home rule powers to create TBIDs without a state law.



California's TBIDs collectively raise over \$275 million annually for local destination marketing. With competitors raising their budgets, and increasing rivalry for visitor dollars, it is important that North Lake Tahoe visitor serving businesses invest in stable programs designed to attract and retain visitors for the benefit of the visitor serving businesses.

TBIDs utilize the efficiencies of private sector operation in the market-based promotion of tourism districts. TBIDs allow business owners to organize

their efforts to increase business sales. Business owners within the TBID pay an assessment and those funds are used to provide services that increase room night sales and other tourism related business revenue.

In California, TBIDs are formed pursuant to the Property and Business Improvement District Law of 1994. This law allows for the creation of a benefit assessment district to raise funds within a specific geographic area. *The key difference between TBIDs and other benefit assessment districts is that funds raised are returned to the private non-profit corporation governing the district.*

There are many benefits to TBIDs:

- Funds must be spent on services and improvements that are intended to provide a specific benefit only to those who pay;
- Funds cannot be diverted to general government programs;
- They are customized to fit the needs of payors in each TBID;
- They allow for a wide range of services;
- They are ***designed, created and governed by those who will pay*** the assessment. This translates to local control; and
- They provide a stable, long-term funding source for tourism promotion.

III. BOUNDARY

The NLTTBID will include all lodging, restaurant, retail, and activities and attractions businesses, existing and in the future, subject to the details discussed in Section IV (D), available to the public generally within the boundaries of the eastern portion of unincorporated Placer County. The NLTTBID boundary is the same as the Eastern Placer County boundary to the north, east, south and south west. The north western most portion of the NLTTBID boundary is bounded by longitude 120°18'44"W, as shown on the map below. The boundary separating Zone 1 and Zone 2 is the boundary line of the Tahoe National Forest. Zone 1 includes lodging businesses on the Lake Tahoe lakeshore and zone 2 includes lodging businesses within the mountain resort areas of the NLTTBID.

Lodging business means: any structure, or any portion of any structure which is provided by the operator and occupied, intended, or designed for occupancy by transients for dwelling, lodging or sleeping purposes and includes any hotel, inn, tourist home or house, motel, studio hotel, bachelor hotel, lodging house, rooming house, apartment house, dormitory, public or private club, mobile home or house trailer, tent, teepee, or yurt at a fixed, temporary or semi-permanent location or other similar structure or portion thereof.

Restaurant business means: a business selling ready-to-eat food and/or beverages (including alcoholic beverages) for on- or off-premises consumption. Restaurant business includes establishment where customers are served from a walk-up ordering counter for either on- or off-premises consumption; and establishment where customers are served food at their tables for on-premises consumption that may also provide food for take-out. Restaurant business includes bars, micro-breweries, wine tasting rooms, and distilleries, and catering businesses or bakeries that have a storefront retail component.

Retail business means: any commercial establishment and/or vendor that is located within or doing business within the geographical limits of the NLTTBID boundary and sells perishable or nonperishable goods including, but not limited to, clothing, food, recreational goods, and personal items directly to the customer that may be used on or off the retail business premises.

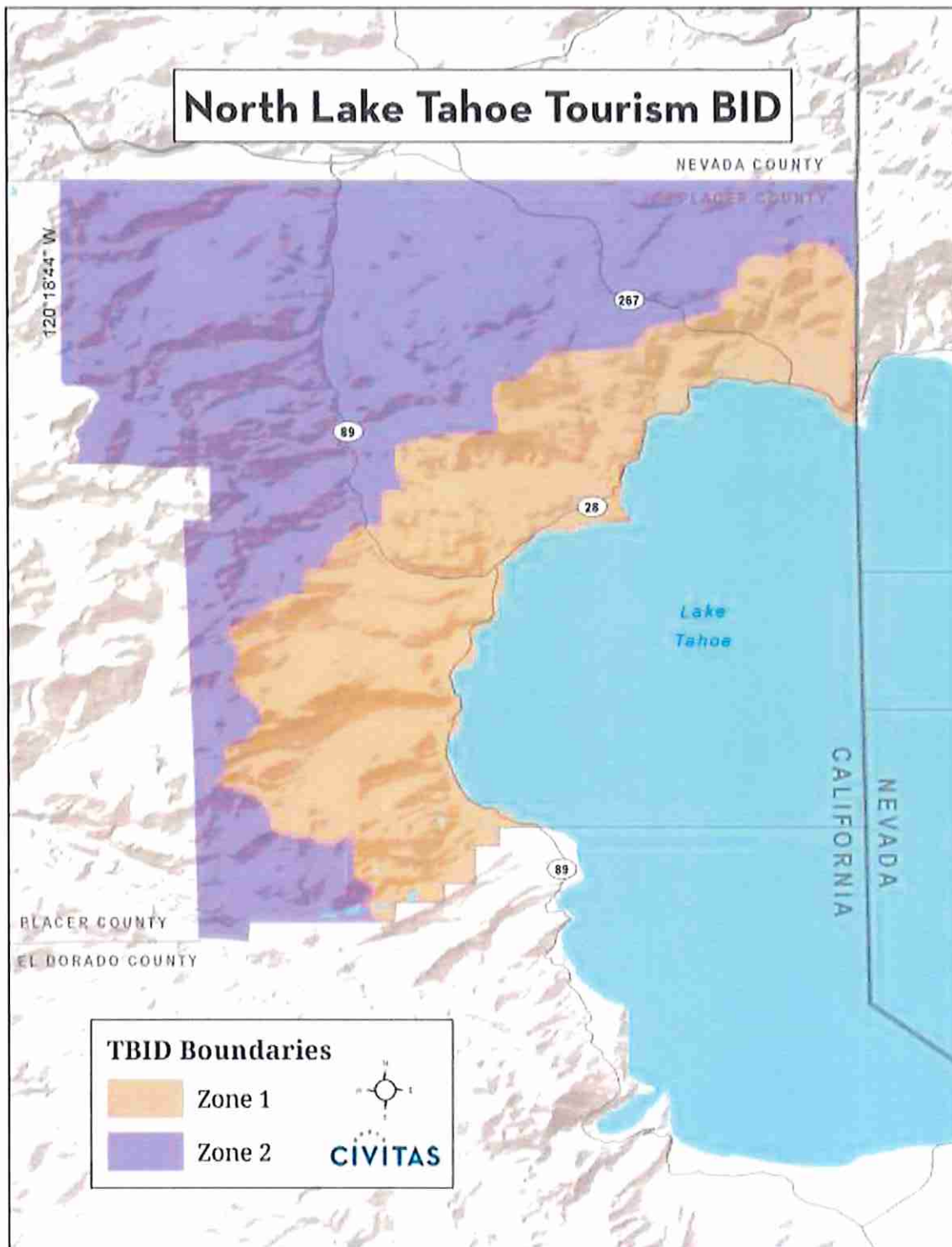
Activities and attractions business means: any commercial establishment and/or vendor, including ski resorts, that is located within or doing business within the geographical limits of the NLTTBID boundary and sells experiences including, but not limited to, excursions, daily and multi-day tickets and packaged products that are valid only within the NLTTBID boundaries, guided tours, lessons, or the right of access to facilities, or similar services, or rents recreational goods including, but not limited to, ski & snowboarding equipment, snow mobiles, kayaks, rafts, bicycles, boats, watercrafts, stand up paddle boards, camping equipment or similar goods. NLTTBID programs are not designed to benefit the following activities and products and will not be assessed: season passes (such as golf, skiing, trails, parking, etc.), season rentals (such as lockers, buoys, boat slips, etc.) and club memberships (such as golf, fitness, ski team, other amenity, HOA, homeowners service fees, etc.).

In an effort to make meaningful distinctions between businesses, NLTRA has done extensive research on businesses and business types. Further, NLTRA has removed businesses that are not linked to the tourism industry. To create a well-defined standard for differentiating between businesses we have turned to two existing and external classification systems; (1) the North American Industry Classification System (NAICS) and (2) Placer County's business license types. To estimate revenues, we have used sales tax data obtained from HdL Companies. Revenue data for service businesses was not available, in which NLTRA estimated income for the service businesses proposed to be assessed.

Restaurant, retail, activities, and attractions businesses include businesses with North American Industry Classification System (NAICS) codes: 4243, 4451, 4453, 4481, 4483, 7224, 33991, 42391, 42448, 44511, 44512, 44611, 44711, 44719, 44811, 44813, 44814, 44815, 44819, 44831, 45111, 45112, 45221, 45322, 45392, 45439, 53211, 71151, 71391, 71399, 72111, 72112, 72231, 72232, 72233, 441310, 445110, 445291, 445299, 446191, 448190, 451110, 452319, 453220, 485111, 488390, 512131, 531210, 532284, 561110, 561520, 713920, 713990, 721110, 721191, 722320, 722410, 722511, 722513 and 722515.

Restaurant, retail, activities, and attractions businesses include the following businesses license types from Placer County: Apartments/Motels, Bakeries, Bars/Taverns, Bicycle Rentals/Sales/Service, Boat Rentals, Business Services, Clubs/Lodges/Resorts, Convenience Store, Department Stores – Retail, Drug Stores, Equipment Sales/Rentals, Food Markets, Galleries, Gift Shops – Antiques, Internet Sales, Liquor Stores – Retail, Rafting, Real Estate, Recreation, Rentals, Retail Sales, Salesperson/Sales, Service Stations – Gasoline, Shuttle Service, Ski Shops/Bike/Rentals/Sales, Sporting Goods, Sports Accessories, Tattoo/Body Piercing, Taxi Cab Company, Taxi Cab Driver, Transportation and Water Sports Rentals

The boundary, as shown in the map on the following page, currently includes 5,200 assessed businesses. A complete listing of assessed businesses within the proposed NLTTBID can be found in Appendix 2.

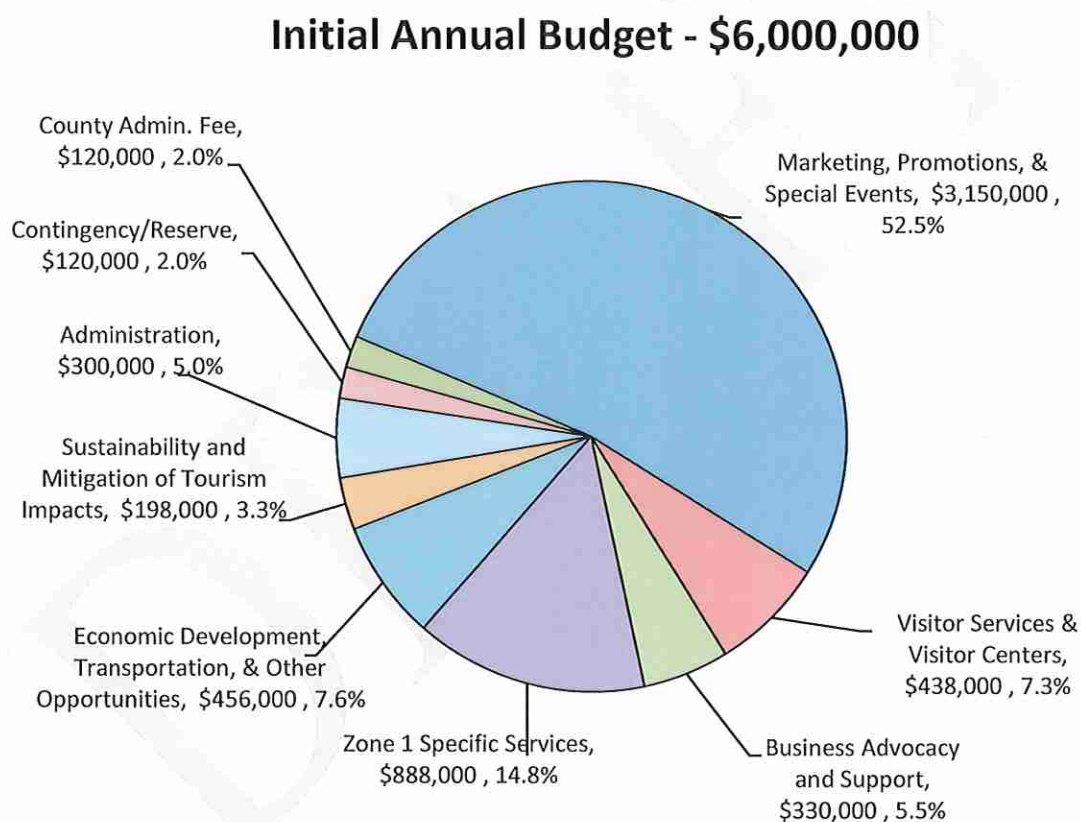


IV. BUDGET AND SERVICES

A. Annual Service Plan

Assessment funds will be spent to provide specific benefits conferred or privileges granted directly to the payors that are not provided to those not charged, and which do not exceed the reasonable cost to the County of conferring the benefits or granting the privileges. The privileges and services provided with the NLTTBID funds are marketing, promotions, and special events; visitor services and visitor centers; business support and advocacy; economic development and transportation; and sustainability and mitigation of tourism impacts programs available only to assessed businesses.

A service plan budget has been developed to deliver services that benefit the assessed businesses. A detailed annual budget will be developed and approved by the Association. The table below illustrates the initial annual budget allocations. The total initial budget is \$6,000,000.



Although actual revenues will fluctuate due to market conditions, the proportional allocations of the budget shall remain the same. However, the County and the Association board shall have the authority to adjust budget allocations between the categories by no more than fifteen percent (15%) of the total budget per year. A description of the proposed improvements and activities for the initial year of operation is below. The same activities are proposed for subsequent years. In the event of a legal challenge against the NLTTBID, any and all assessment funds may be used for the costs of defending the NLTTBID.

Each budget category includes all costs related to providing that service. For example, the marketing, promotions, and special events budget includes the cost of staff time dedicated to overseeing and implementing the marketing, promotions, and special events program. Staff time dedicated purely to administrative tasks is allocated to the administration and operations portion of the budget. The costs of an individual staff member may be allocated to multiple budget categories. The staffing levels necessary to provide the services below will be determined by the Association on an as-needed basis.

Marketing, Promotions, & Special Events

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

- Partnerships with state and local organizations to promote the North Lake Tahoe region throughout the United States and the world;
- Development of effective marketing efforts to promote the region across paid, owned, and earned channels to increase awareness and generate website traffic to drive tourism and commerce at assessed businesses;
- Paid advertising efforts will include, but are not limited to, print ads in magazines and newspapers, social media and online digital ads, billboards, video, television ads, and radio ads targeted at potential visitors to drive tourism and commerce at assessed businesses;
- Utilizing social media channels and partner's social media to increase awareness and engagement with assessed businesses;
- Ensuring representatives are provided the opportunity to attend trade shows, meetings, industry conferences, and events to promote assessed businesses;
- Supply and coordination of media relations and communications via press releases, announcements, media placements, and social sharing to drive tourism and commerce at assessed businesses;
- Coordination of familiarization tours with travel trade, media, and influencers to assessed businesses;
- Working with travel trade to increase destination awareness and product offerings and highlighting assessed businesses on an international level – specifically targeting the United Kingdom, Australia, and Canada, and other viable markets such as China, India, and Mexico;
- Preparing and producing collateral promotional materials such as brochures, flyers, and maps featuring assessed businesses;
- Development of lead generation activities designed to attract tourists and group events to assessed businesses;
- Tracking and analyzing results to inform the strategic direction and effectiveness of the marketing and promotional work;
- Sponsorship and promotion of special events during non-peak seasons to expand the diversity of activities and encourage longer destination visitation; and
- Administration and operation of the marketing, promotions, and special events programs.

Zone 1 Specific Services

Funds raised by the additional one percent (1%) levied on Zone 1 lodging businesses will go toward funding the Zone 1 Specific Services category. The Zone 1 specific services funds will be utilized for local, Zone 1 activities which may include any and all services and activities outlined within the other service categories (marketing, promotions, and special events; visitor services and visitor centers; business support and advocacy; economic development and transportation; and sustainability and mitigation of tourism impacts). The purpose of this category is to provide benefit to those assessed lodging businesses in Zone 1, whose assessment rate is one percent (1%) higher than those lodging businesses in Zone 2.

Visitor Services & Visitor Centers

To further strengthen the visitor experience while in the North Lake Tahoe region, innovative services will include special events and activities, and information programs. Visitor information centers operation services will ensure that visitors to the region have access to information for assessed business services. The program may provide the following services:

- Providing staffing;
- Developing materials and technologies to expand visitor information at various locations throughout the region;
- Providing comprehensive in-market visitor information including business referrals to assessed businesses;
- Tracking and analyzing information on the origin, destination, demographics, and interests of visitors to the region; and
- Administration and operation of the visitor information centers operations program.

Businesses Support and Advocacy

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

- Tracking and analyzing economic indicators for the North Lake Tahoe region;
- Advocating for business-supportive policies with local and regional government agencies;
- Providing consolidated business advocacy for workforce housing in the North Lake Tahoe region of Placer County;
- Providing consolidated business advocacy for workforce transportation services in the North Lake Tahoe region of Placer County;
- Providing market research, data, resources, education, and forums to address assessed businesses' needs;
- Development and maintenance of a comprehensive website as a resource for assessed businesses;
- Providing timely and regular communications and information for assessed businesses including reports, newsletters, social media, and email;
- Financial support for the tourism-based activities provided by the Tahoe City Downtown Association and the North Tahoe Business Association; and
- Administration and operation of the business support and advocacy programs.

Economic Development, Transportation, & Other Opportunities

To improve the visitor experience, improve economic vitality, and to improve the labor market for the assessed businesses, programs and projects such as those listed may be identified and supported:

- Transportation/Transit programs, to support initiatives such as:
 - Additional point-to-point shuttle services to key destinations
 - Advocate for more direct flights into Reno
 - Shoulder bus lanes on Highway 267 and 89
 - Year-round transit
 - Free farebox
 - More frequent headways
 - Extended hours
 - Improved connectivity between regions
 - Dial a Ride, regional micro transit systems
 - Park and Ride lots
- Traffic Mitigation
 - Development and funding traffic management programs, addressing increased traffic during peak periods and in congested areas
- Tourism Infrastructure

Sustainability and Mitigation of Tourism Impacts

Provide financial support to offset impacts of tourist visitation within the TBID. Intention of this budget item is that projects and programs are generally small grants, including grass roots based requests, brought forward by the members of the TBID. Projects or service examples may include, but are not limited to the following:

- Additional trash collection during peak business periods on beaches, trails, parks and public parking areas;
- Installation and servicing of more dog waste stations;
- Erosion control and rehabilitation of damaged habitat by tourists;
- Additional maintenance and servicing of public restrooms;
- Pedestrian crossing management to reduce traffic back up during peak periods;
- Enhanced snow removal on year round trails;
- Additional bike racks at public parks;
- Additional maintenance on trails and bike paths; and
- Tourism infrastructure

Administration

The administration and operations portion of the budget shall be utilized for administrative staffing costs, office costs, policy development, and other general administrative costs such as insurance, legal, and accounting fees.

County Administration Fee

The County of Placer shall be paid a fee up to two percent (2%) of the amount of assessment collected to cover its costs of collection and administration. The amount of the County administration fee shall not exceed the actual costs to the County to administer collection of the assessment.

Contingency/Reserve

The budget includes a contingency line item to account for uncollected assessments, if any. Any contingency/reserve funds collected may be held in a reserve fund for the current year or future years or utilized for other program, administration or renewal costs at the discretion of the Association Board. Policies relating to contributions to the reserve fund, the target amount of the reserve fund, and expenditure of monies from the reserve fund shall be set by the Association Board. Contingency/reserve funds may be spent on NLTTBID programs or administrative and renewal costs in such proportions as determined by the Association Board. The reserve fund may be used for the costs of renewing the NLTTBID.

B. Annual Budget

The total five (5) year improvement and service plan budget is projected at approximately \$6,000,000 annually, or \$30,000,000 through June 30, 2025. This amount may fluctuate as sales do at assessed businesses.

C. California Constitutional Compliance

The NLTTBID assessment is not a property-based assessment subject to the requirements of Proposition 218. Courts have found Proposition 218 limited the term ‘assessments’ to levies on real property.¹ Rather, the NLTTBID assessment is a business-based assessment, and is subject to Proposition 26. Pursuant to Proposition 26 all levies are a tax unless they fit one of seven exceptions. Two of these exceptions apply to the NLTTBID, a “specific benefit” and a “specific government service.” Both require that the costs of benefits or services do not exceed the reasonable costs to the County of conferring the benefits or providing the services.

1. Specific Benefit

Proposition 26 requires that assessment funds be expended on, “a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.”² The services in this Plan are designed to provide targeted benefits directly to assessed businesses, and are intended only to provide benefits and services directly to those businesses paying the assessment. These services are tailored not to serve the general public, businesses in general, or parcels of land, but rather to serve the specific businesses within the NLTTBID. The activities described in this Plan are specifically targeted to increase sales for assessed businesses within the boundaries of the NLTTBID, and are narrowly focused on the included businesses. NLTTBID funds will be used exclusively to provide the specific benefit of increased business sales directly to the assesseees. Assessment funds shall not be used to feature non-assessed businesses in NLTTBID programs, or to directly generate sales for non-assessed businesses. The activities paid for from assessment revenues are business services constituting and providing specific benefits to the assessed businesses.

The assessment imposed by this NLTTBID is for a specific benefit conferred directly to the payors that is not provided to those not charged. The specific benefit conferred directly to the payors is an increase in business sales for the assessed businesses. The specific benefit of an increase in business sales and improvement of business conditions for assessed businesses will be provided only to businesses paying the NLTTBID assessment, with NLTTBID programs promoting businesses paying the NLTTBID assessment. The NLTTBID programs will be designed to increase business sales and

¹ *Jarvis v. the City of San Diego* 72 Cal App. 4th 230

² Cal. Const. art XIII C § 1(e)(1)

improve business conditions at each assessed business. Because they are necessary to provide the marketing, promotions, and special events; visitor services and visitor centers; business support and advocacy; economic development and transportation; and sustainability and mitigation of tourism impacts programs that specifically benefit the assessed businesses, the administration and operations and contingency/reserve services also provide the specific benefit of increased business sales and improved business conditions to the assessed businesses.

Although the NLTTBID, in providing specific benefits to payors, may produce incidental benefits to non-paying businesses, the incidental benefit does not preclude the services from being considered a specific benefit. The legislature has found that, “A specific benefit is not excluded from classification as a ‘specific benefit’ merely because an indirect benefit to a nonpayor occurs incidentally and without cost to the payor as a consequence of providing the specific benefit to the payor.”³

2. Specific Government Service

The assessment shall be utilized to provide, “a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product.”⁴ The legislature has recognized that marketing and promotions services like those to be provided by the NLTTBID are government services within the meaning of Proposition 26⁵. Further, the legislature has determined that “a specific government service is not excluded from classification as a ‘specific government service’ merely because an indirect benefit to a nonpayor occurs incidentally and without cost to the payor as a consequence of providing the specific government service to the payor.”⁶

3. Reasonable Cost

NLTTBID services will be implemented carefully to ensure they do not exceed the reasonable cost of such services. The full amount assessed will be used to provide the services described herein. Funds will be managed by the Association, and reports submitted on an annual basis to the County. Only assessed businesses will be featured in marketing materials, receive sales leads generated from NLTTBID-funded activities, be featured in advertising campaigns, and benefit from other NLTTBID-funded services. Non-assessed businesses will not receive these, nor any other, NLTTBID-funded services and benefits.

The NLTTBID-funded programs are all targeted directly at and feature only assessed businesses. It is, however, possible that there will be a spill over benefit to non-assessed businesses. If non-assessed businesses receive incremental business sales, that portion of the promotion or program generating those business sales shall be paid with non-NLTTBID funds. NLTTBID funds shall only be spent to benefit the assessed businesses, and shall not be spent on that portion of any program which directly generates incidental business sales for non-assessed businesses.

D. Assessment

A business which engages in multiple activities will be assessed at the applicable rate for each activity as described below. For instance, if a benefit zone 1 business engages in lodging and lift ticket sales, it will pay a two percent (2%) assessment on lodging revenue and a one percent (1%) assessment on

³ Government Code § 53758(a)

⁴ Cal. Const. art XIII C § 1(e)(2)

⁵ Government Code § 53758(b)

⁶ Government Code § 53758(b)

lift ticket revenue. The assessment shall not be considered revenue for any purpose, including calculation of transient occupancy taxes and sales taxes.

1. Lodging Businesses

The term “gross room rental revenue” as used herein means: the consideration charged, whether or not received, for the occupancy of space in a lodging business valued in money, whether to be received in money, goods, labor or otherwise, including all receipts, cash, credits, property and services of any kind or nature without any deduction therefrom whatsoever. Gross room rental revenue does not include any additional items not related to occupancy that are included in a special package rate such as ski passes, other recreational activity, or additional non-room related services. All room-related items and non-room related items must be separately itemized in the operator’s accounting records. If additional benefits or services are not separately itemized as indicated above, the entire amount paid by the transient shall be presumed to be gross room rental revenue. Required and collected amounts for room-related fees and services are subject to the assessment. Resort fees and similar charges shall be included in gross room rental revenue. Gross room rental revenue shall not include any federal, state or local taxes collected, including but not limited to transient occupancy taxes. Complimentary products, services, and stays and stays pursuant to contracts executed prior to July 1, 2020 shall not be assessed.

The term “lodging business operator” as used herein means: means the person who is proprietor of the lodging business, whether in the capacity of owner, lessee, sublessee, mortgagee in possession, licensee or any other capacity. Where the operator performs its functions through a managing agent of any type or character other than an employee, the managing agent shall also be deemed an operator for the purposes of this article and shall have the same duties and liabilities as his or her principal. Compliance with the provisions of this article by either the principal or the managing agent shall, however, be considered to be compliance by both, unless the principal collects gross room rental revenue outside of the managing agents’ defined agreement in which case said principal shall be subject to all the provisions of this Plan. Lodging businesses shall be permitted to combine the assessment disclosure with other taxes, fees, and/or assessments.

Benefit Zone 1

The annual lodging business assessment rate is two percent (2%) of gross short-term room rental revenue. Based on the benefit received, assessments will not be collected on: stays of more than thirty (30) consecutive days; stays by any federal or state officer or federal credit union employee when on official business; stays by any officer or employee of a foreign government who is exempt by reason of express provision of federal law or international treaty; stays pursuant to rooms donated or paid by the Red Cross or other charitable organization for the express purpose of providing temporary emergency shelter; complimentary stays where no rent is received; stays by the owner of a timeshare estate occupying a room or rooms in a timeshare project, as defined in Business and Professions Code Section 11212 or its successor statute; and stays by the owner of a membership camping contract as defined in Civil Code Section 1812.300. Lodging businesses that sell or rent goods or services in addition to room rentals shall be assessed at the applicable RRAA rate for such goods and services.

Benefit Zone 2

The annual lodging business assessment rate is one percent (1%) of gross short-term room rental revenue. Based on the benefit received, assessments will not be collected on: stays of more than thirty (30) consecutive days; stays by any federal or state officer or federal credit union employee when on official business; stays by any officer or employee of a foreign government who is exempt by reason of express provision of federal law or international treaty; stays pursuant to rooms donated or paid by the Red Cross or other charitable organization for the express purpose of providing temporary emergency shelter; complimentary stays where no rent is received; stays by the owner of a timeshare estate occupying a room or rooms in a timeshare project, as defined in Business and Professions Code Section 11212 or its successor statute; and stays by the owner of a membership camping contract as defined in Civil Code Section 1812.300. Lodging businesses that sell or rent goods or services in addition to room rentals shall be assessed at the applicable RRAA rate for such goods and services.

2. RRAA Businesses – Tier 1

Tier 1 RRAA businesses are those with \$150,000 or more in annual gross revenue and receive at least half of that gross revenue from visitors. The annual assessment rate for tier 1 RRAA businesses is one percent (1%) of gross sales, including equipment and vehicle rentals. Assessments will not be collected on non-taxable food items for human consumption, ski resort season passes (as defined on page five), gasoline, diesel, propane, or other heating products or utilities sales. Any RRAA business owner who believes their business should be categorized as a tier 1 business may request a hearing with the Association's appeals committee as outlined in Appendix 3.

In any instance where a ski resort consigns lift tickets to third party partners (such as lodging businesses) with the intent that those partners will resell those lift tickets within the NLTTBID boundary, the ski resort shall be assessed for the total consigned priced from the third party partner based on the negotiated price of the consigned lift ticket.

The term "gross revenue" as used herein means the amount of the consideration charged or chargeable to the customer for the purchase or rental of goods and services (including food and beverages at restaurants) valued in money, goods, labor, or otherwise, including the full value of receipts, cash, credits, property, or services of any kind or nature, without any deduction whatsoever. Gross revenue shall not include any federal, state, or local taxes collected. Complimentary products and services shall not be assessed.

3. RRAA Businesses – Tier 2

Tier 2 RRAA businesses are those with more than \$50,000 but less than \$150,000 in annual gross revenue, or which have \$150,000 or more in annual gross revenue but do not receive at least half of that annual gross revenue from visitors. The annual assessment rate for tier 2 RRAA businesses is \$250 per year. Any RRAA business owner who believes their business should be categorized as a tier 2 business may request a hearing with the Association's appeals committee as outlined in Appendix 3.

In any instance where a ski resort consigns lift tickets to third party partners (such as lodging businesses) with the intent that those partners will resell those lift tickets within the NLTTBID boundary, the ski resort shall be assessed for the total consigned priced from the third party partner based on the negotiated price of the consigned lift ticket.

The term “gross revenue” as used herein means the amount of the consideration charged or chargeable to the customer for the purchase or rental of goods and services (including food and beverages at restaurants) valued in money, goods, labor, or otherwise, including the full value of receipts, cash, credits, property, or services of any kind or nature, without any deduction whatsoever. Gross revenue shall not include any federal, state, or local taxes collected. Complimentary products and services shall not be assessed.

4. RRAA Businesses – Tier 3

Tier 3 RRAA businesses are those with \$50,000 or less in annual gross revenue. The annual assessment rate for tier 3 RRAA businesses is \$50 per year. Any RRAA business owner who believes their business should be categorized as a tier 3 business, or believes their business should not be assessed, may request a hearing with the Association’s appeals committee as outlined in Appendix 3.

In any instance where a ski resort consigns lift tickets to third party partners (such as lodging businesses) with the intent that those partners will resell those lift tickets within the NLTTBID boundary, the ski resort shall be assessed for the total consigned priced from the third party partner based on the negotiated price of the consigned lift ticket.

The term “gross revenue” as used herein means the amount of the consideration charged or chargeable to the customer for the purchase or rental of goods and services (including food and beverages at restaurants) valued in money, goods, labor, or otherwise, including the full value of receipts, cash, credits, property, or services of any kind or nature, without any deduction whatsoever. Gross revenue shall not include any federal, state, or local taxes collected. Complimentary products and services shall not be assessed.

5. Non-Tourist Businesses

Lodging businesses, retail businesses, restaurants and activities and attractions businesses which can conclusively demonstrate that they receive twenty percent (20%) or less of their revenue from visitors, and therefore do not receive a specific benefit from the NLTTBID activities, may be exempted from the assessment by requesting a hearing with the NLTTBID appeals committee as outlined in Appendix 3.

6. Nonprofit Organizations

The NLTTBID activities are designed to increase commerce at tourist businesses within the boundaries of the NLTTBID. Because nonprofit organizations do not typically have a commercial component, they will not specifically benefit from NLTTBID activities and will not be assessed. Any entity which believes they should be categorized as a nonprofit organization may request a hearing with the NLTTBID appeals committee as outlined in Appendix 3.

7. Internet Sales Businesses

The NLTTBID activities are designed to increase commerce at tourist businesses within the boundaries of the NLTTBID. Because internet sales businesses, or the internet portion of a business that is otherwise assessed, do not consummate sales from in person customers (tourists), they will not specifically benefit from NLTTBID activities that are designed to increase physical customers within the boundaries of the NLTTBID and will not be assessed. Any business owner who believes their business should be categorized as an internet sales

business may request a hearing with the NLTTBID appeals committee as outlined in Appendix 3.

8. Wholesale Businesses

The NLTTBID activities are designed to increase commerce at tourist businesses within the boundaries of the NLTTBID. Because wholesale businesses, or the wholesale portion of a business that is otherwise assessed, do not consummate sales from in-person retail customers (tourists), they will not specifically benefit from NLTTBID activities that are designed to increase physical customers within the boundaries of the NLTTBID and will not be assessed. Any business owner who believes their business should be categorized as a wholesale business may request a hearing with the NLTTBID appeals committee as outlined in Appendix 3.

9. Disclosure of the Assessment

The assessment is levied upon and a direct obligation of the assessed business. However, the assessed business may, at its discretion, pass the assessment on to customers. The amount of assessment, if passed on to each customer, shall be disclosed in advance and separately stated from the amount of consideration charged and any other applicable taxes, and each customer shall receive a receipt for payment from the business. If the NLTTBID assessment is identified separately it shall be disclosed as the "NLTTBID Assessment." As an alternative, the disclosure may include the amount of the NLTTBID assessment and the amount of the assessment imposed pursuant to the California Tourism Marketing Act, Government Code §13995 et seq. and shall be disclosed as the "Tourism Assessment." The assessment is imposed solely upon, and is the sole obligation of the assessed business even if it is passed on to customers. The assessment shall not be considered revenue for any purpose, including calculation of transient occupancy taxes and sales taxes.

Bonds shall not be issued.

E. Penalties, Interest, & Appeals

The NLTTBID shall reimburse the County of Placer for any costs associated with collecting unpaid assessments. If sums in excess of the delinquent NLTTBID assessment are sought to be recovered in the same collection action by the County, the NLTTBID shall bear its pro rata share of such collection costs. If a business can demonstrate that earnest efforts were made to implement procedures and systems to collect and pay NLTTBID assessments, then penalties or interest charges shall not be levied for late payment of assessments in the first year of operation of the NLTTBID. Otherwise, assessed businesses which are delinquent in paying the assessment shall be responsible for paying:

1. *Original Delinquency:* Any assessed business that fails to remit any assessment imposed within the time required shall pay a penalty of ten percent (10%) of the amount of the assessment in addition to the amount of the assessment.
2. *Continued Delinquency:* Any assessed business that fails to remit any delinquent remittance on or before a period of thirty (30) days following the date on which the remittance first became delinquent shall pay a second delinquency penalty of ten percent (10%) of the amount of the assessment in addition to the amount of the assessment and the ten percent (10%) penalty first imposed.
3. *Fraud:* If the County determines that the nonpayment of any remittance is fraudulent, a penalty of twenty-five percent (25%) of the amount of the assessment shall be added in addition to the penalties stated in paragraphs 1 and 2 above.
4. *Interest:* In addition to the penalties imposed, any assessed business that fails to remit any assessment imposed shall pay interest at the rate of one and one-half percent (1.5%) per month

or fraction thereof on the amount of the assessment, exclusive of penalties from the date on which the remittance first became delinquent until paid.

5. *Penalties Merged with Assessment:* Every penalty imposed and such interest as accrues shall become a part of the assessment herein required to be paid.
6. *Appeal to the Association:* Any assessed business that wishes to contest its status to be reclassified as a non-assessable business or otherwise wishes to appeal its classification may appeal its classification to the Association's appeals committee. Details on the appeals process are provided in Appendix 3.

F. Time and Manner for Collecting Assessments

The NLTTBID assessment will be implemented beginning July 1, 2020 or as soon as possible thereafter and will continue for five (5) years. The County will be responsible for collecting the assessment on a monthly or quarterly basis (including any delinquencies, penalties and interest) from each assessed business. The County shall take all reasonable efforts to collect the assessments from each assessed business. The County shall forward the assessments collected to the Owners' Association.

V. GOVERNANCE

A. Owners' Association

The Board of Supervisors, through adoption of this Management District Plan, has the right, pursuant to Streets and Highways Code §36651, to identify the body that shall implement the proposed program, which shall be the Owners' Association of the NLTTBID as defined in Streets and Highways Code §36612. The Board of Supervisors has determined that North Lake Tahoe Resort Association (NLTRA), Inc. will serve as the Owners' Association for the NLTTBID.

After formation of the NLTTBID, the Association's Board of Directors will form a NLTTBID advisory committee, which shall be comprised of seven (7) to nine (9) members, with a majority of members being assessed businesses owners or assessed business owner representatives. There shall be three (3) designated seats: one (1) from the Squaw Valley/Alpine Meadows region, one (1) from the Northstar region, and one (1) from the Zone 1 region. This advisory committee will advise the Board on the implementation of the Management District Plan.

Additionally, the Association's Board of Directors will form a Zone 1 advisory committee, comprised of five (5) to seven (7) members, with a majority of members being assessed lodging business owners in Zone 1 or their duly appointed representatives. The Zone 1 advisory committee will make recommendations to the NLTTBID Board on the uses and implementation of funds allocated to the Zone 1 specific services budget category.

The composition of the North Lake Tahoe Resort Association board of directors shall be as follows:

Six (6) Seats Nominated by:

1. Squaw/Alpine Meadows Ski Area
2. Northstar, California
3. Homewood Mountain Resort
4. Resort at Squaw Creek
5. Ritz Carlton Lake Tahoe
6. The Placer County Board of Supervisors

Ten (10) Seats with the following designations

1. Representing North Shore Lodging/Property Management
2. Representing West Shore Lodging/Property Management
3. At Large, representing Activity businesses
4. At-Large, representing Food & Beverage businesses
5. Tahoe City Downtown Association, designee selected by its board of directors
6. North Tahoe Business Association, designee selected by its board of directors
7. Squaw Village Business Association, designee selected by its board of directors
8. Northstar Business Association, designee selected by its board of directors
9. At-Large
10. At-Large

All board of director seats shall be elected by the NLTRA members.

Zero (0) to Three (3) Non-voting Advisors:

1. Placer County CEO or designee

2. Representative with transportation expertise
3. Representative with workforce housing expertise

B. Brown Act and California Public Records Act Compliance

An Owners' Association is a private entity and may not be considered a public entity for any purpose, nor may its board members or staff be considered to be public officials for any purpose. The Owners' Association is, however, subject to government regulations relating to transparency, namely the Ralph M. Brown Act and the California Public Records Act. These regulations are designed to promote public accountability. The Owners' Association acts as a legislative body under the Ralph M. Brown Act (Government Code §54950 et seq.). Thus, meetings of the Association Board of Directors and certain committees must be held in compliance with the public notice and other requirements of the Brown Act. The Owners' Association is also subject to the record keeping and disclosure requirements of the California Public Records Act. Accordingly, the Owners' Association shall publicly report any action taken and the vote or abstention on that action of each member present for the action.

C. Annual Report

The Association shall present an annual report at the end of each year of operation to the Board of Supervisors pursuant to Streets and Highways Code §36650 (see Appendix 1). The annual report shall include:

- Any proposed changes in the boundaries of the improvement district or in any benefit zones or classification of businesses within the district.
- The improvements and activities to be provided for that fiscal year.
- An estimate of the cost of providing the improvements and the activities for that fiscal year.
- The method and basis of levying the assessment in sufficient detail to allow each business owner to estimate the amount of the assessment to be levied against his or her business for that fiscal year.
- The estimated amount of any surplus or deficit revenues to be carried over from a previous fiscal year.
- The estimated amount of any contributions to be made from sources other than assessments levied pursuant to this part.

APPENDIX 1 – LAW

*** THIS DOCUMENT IS CURRENT THROUGH THE 2019 SUPPLEMENT ***
(2019 LEGISLATION)

STREETS AND HIGHWAYS CODE DIVISION 18. PARKING PART 7. PROPERTY AND BUSINESS IMPROVEMENT DISTRICT LAW OF 1994

CHAPTER 1. General Provisions

ARTICLE I. Declarations

36600. Citation of part

This part shall be known and may be cited as the “Property and Business Improvement District Law of 1994.”

36601. Legislative findings and declarations; Legislative guidance

The Legislature finds and declares all of the following:

(a) Businesses located and operating within business districts in some of this state’s communities are economically disadvantaged, are underutilized, and are unable to attract customers due to inadequate facilities, services, and activities in the business districts.

(b) It is in the public interest to promote the economic revitalization and physical maintenance of business districts in order to create jobs, attract new businesses, and prevent the erosion of the business districts.

(c) It is of particular local benefit to allow business districts to fund business related improvements, maintenance, and activities through the levy of assessments upon the businesses or real property that receive benefits from those improvements.

(d) Assessments levied for the purpose of conferring special benefit upon the real property or a specific benefit upon the businesses in a business district are not taxes for the general benefit of a city, even if property, businesses, or persons not assessed receive incidental or collateral effects that benefit them.

(e) Property and business improvement districts formed throughout this state have conferred special benefits upon properties and businesses within their districts and have made those properties and businesses more useful by providing the following benefits:

(1) Crime reduction. A study by the Rand Corporation has confirmed a 12-percent reduction in the incidence of robbery and an 8-percent reduction in the total incidence of violent crimes within the 30 districts studied.

(2) Job creation.

(3) Business attraction.

(4) Business retention.

(5) Economic growth.

(6) New investments.

(f) With the dissolution of redevelopment agencies throughout the state, property and business improvement districts have become even more important tools with which communities can combat blight, promote economic opportunities, and create a clean and safe environment.

(g) Since the enactment of this act, the people of California have adopted Proposition 218, which added Article XIII D to the Constitution in order to place certain requirements and restrictions on the formation of, and activities, expenditures, and assessments by property-based districts. Article XIII D of the Constitution provides that property-based districts may only levy assessments for special benefits.

(h) The act amending this section is intended to provide the Legislature’s guidance with regard to this act, its interaction with the provisions of Article XIII D of the Constitution, and the determination of special benefits in property-based districts.

(1) The lack of legislative guidance has resulted in uncertainty and inconsistent application of this act, which discourages the use of assessments to fund needed improvements, maintenance, and activities in property-based districts, contributing to blight and other underutilization of property.

(2) Activities undertaken for the purpose of conferring special benefits upon property to be assessed inherently produce incidental or collateral effects that benefit property or persons not assessed.

Therefore, for special benefits to exist as a separate and distinct category from general benefits, the incidental or collateral effects of those special benefits are inherently part of those special benefits. The mere fact that special benefits produce incidental or collateral effects that benefit property or persons not assessed does not convert any portion of those special benefits or their incidental or collateral effects into general benefits.

(3) It is of the utmost importance that property-based districts created under this act have clarity regarding restrictions on assessments they may levy and the proper determination of special benefits. Legislative clarity with regard to this act will provide districts with clear instructions and courts with legislative intent regarding restrictions on property-based assessments, and the manner in which special benefits should be determined.

36602. Purpose of part

The purpose of this part is to supplement previously enacted provisions of law that authorize cities to levy assessments within property and business improvement districts, to ensure that those assessments conform to all constitutional requirements and are determined and assessed in accordance with the guidance set forth in this act. This part does not affect or limit any other provisions of law authorizing or providing for the furnishing of improvements or activities or the raising of revenue for these purposes.

36603. Preemption of authority or charter city to adopt ordinances levying assessments

Nothing in this part is intended to preempt the authority of a charter city to adopt ordinances providing for a different method of levying assessments for similar or additional purposes from those set forth in this part. A property and business improvement district created pursuant to this part is expressly exempt from the provisions of the Special Assessment Investigation, Limitation and Majority Protest Act of 1931 (Division 4 (commencing with Section 2800)).

36603.5. Part prevails over conflicting provisions

Any provision of this part that conflicts with any other provision of law shall prevail over the other provision of law, as to districts created under this part.

36604. Severability

This part is intended to be construed liberally and, if any provision is held invalid, the remaining provisions shall remain in full force and effect. Assessments levied under this part are not special taxes.

ARTICLE 2. Definitions

36606. “Activities”

“Activities” means, but is not limited to, all of the following that benefit businesses or real property in the district:

- (a) Promotion of public events.
- (b) Furnishing of music in any public place.
- (c) Promotion of tourism within the district.
- (d) Marketing and economic development, including retail retention and recruitment.
- (e) Providing security, sanitation, graffiti removal, street and sidewalk cleaning, and other municipal services supplemental to those normally provided by the municipality.
- (f) Other services provided for the purpose of conferring special benefit upon assessed real property or specific benefits upon assessed businesses located in the district.

36606.5. “Assessment”

“Assessment” means a levy for the purpose of acquiring, constructing, installing, or maintaining improvements and providing activities that will provide certain benefits to properties or businesses located within a property and business improvement district.

36607. “Business”

“Business” means all types of businesses and includes financial institutions and professions.

36608. “City”

“City” means a city, county, city and county, or an agency or entity created pursuant to Article 1 (commencing with Section 6500) of Chapter 5 of Division 7 of Title 1 of the Government Code, the public member agencies of which includes only cities, counties, or a city and county, or the State of California.

36609. “City council”

“City council” means the city council of a city or the board of supervisors of a county, or the agency, commission, or board created pursuant to a joint powers agreement and which is a city within the meaning of this part.

36609.4. “Clerk”

“Clerk” means the clerk of the legislative body.

36609.5. “General benefit”

“General benefit” means, for purposes of a property-based district, any benefit that is not a “special benefit” as defined in Section 36615.5.

36610. “Improvement”

“Improvement” means the acquisition, construction, installation, or maintenance of any tangible property with an estimated useful life of five years or more including, but not limited to, the following:

- (a) Parking facilities.
- (b) Benches, booths, kiosks, display cases, pedestrian shelters and signs.
- (c) Trash receptacles and public restrooms.
- (d) Lighting and heating facilities.
- (e) Decorations.
- (f) Parks.
- (g) Fountains.
- (h) Planting areas.
- (i) Closing, opening, widening, or narrowing of existing streets.
- (j) Facilities or equipment, or both, to enhance security of persons and property within the district.
- (k) Ramps, sidewalks, plazas, and pedestrian malls.
- (l) Rehabilitation or removal of existing structures.

36611. “Management district plan”; “Plan”

“Management district plan” or “plan” means a proposal as defined in Section 36622.

36612. “Owners’ association”

“Owners’ association” means a private nonprofit entity that is under contract with a city to administer or implement improvements, maintenance, and activities specified in the management district plan. An owners’ association may be an existing nonprofit entity or a newly formed nonprofit entity. An owners’ association is a private entity and may not be considered a public entity for any purpose, nor may its board members or staff be considered to be public officials for any purpose. Notwithstanding this section, an owners’ association shall comply with the Ralph M. Brown Act (Chapter 9 (commencing with Section 54950) of Part 1 of Division 2 of Title 5 of the Government Code), at all times when matters within the subject matter of the district are heard, discussed, or deliberated, and with the California Public Records Act (Chapter 3.5 (commencing with Section 6250) of Division 7 of Title 1 of the Government Code), for all records relating to activities of the district.

36614. “Property”

“Property” means real property situated within a district.

36614.5. “Property and business improvement district”; “District”

“Property and business improvement district,” or “district,” means a property and business improvement district established pursuant to this part.

36614.6. “Property-based assessment”

“Property-based assessment” means any assessment made pursuant to this part upon real property.

36614.7. “Property-based district”

“Property-based district” means any district in which a city levies a property-based assessment.

36615. “Property owner”; “Business owner”; “Owner”

“Property owner” means any person shown as the owner of land on the last equalized assessment roll or otherwise known to be the owner of land by the city council. “Business owner” means any person recognized by the city as the owner of the business. “Owner” means either a business owner or a property owner. The city council has no obligation to obtain other information as to the ownership of land or businesses, and its determination of ownership shall be final and conclusive for the purposes of this part. Wherever this part requires the signature of the property owner, the signature of the authorized agent of the property owner shall be sufficient. Wherever this part requires the signature of the business owner, the signature of the authorized agent of the business owner shall be sufficient.

36615.5. “Special benefit”

“Special benefit” means, for purposes of a property-based district, a particular and distinct benefit over and above general benefits conferred on real property located in a district or to the public at large. Special benefit includes incidental or collateral effects that arise from the improvements, maintenance, or activities of property-based districts even if those incidental or collateral effects benefit property or persons not assessed. Special benefit excludes general enhancement of property value.

36616. “Tenant”

“Tenant” means an occupant pursuant to a lease of commercial space or a dwelling unit, other than an owner.

ARTICLE 3. Prior Law

36617. Alternate method of financing certain improvements and activities; Effect on other provisions

This part provides an alternative method of financing certain improvements and activities. The provisions of this part shall not affect or limit any other provisions of law authorizing or providing for the furnishing of improvements or activities or the raising of revenue for these purposes. Every improvement area established pursuant to the Parking and Business Improvement Area Law of 1989 (Part 6 (commencing with Section 36500) of this division) is valid and effective and is unaffected by this part.

CHAPTER 2. Establishment

36620. Establishment of property and business improvement district

A property and business improvement district may be established as provided in this chapter.

36620.5. Requirement of consent of city council

A county may not form a district within the territorial jurisdiction of a city without the consent of the city council of that city. A city may not form a district within the unincorporated territory of a county without the consent of the board of supervisors of that county. A city may not form a district within the territorial jurisdiction of another city without the consent of the city council of the other city.

36621. Initiation of proceedings; Petition of property or business owners in proposed district

(a) Upon the submission of a written petition, signed by the property or business owners in the proposed district who will pay more than 50 percent of the assessments proposed to be levied, the city council may initiate proceedings to form a district by the adoption of a resolution expressing its intention to form a district. The amount of assessment attributable to property or a business owned by the same property or business owner that is in excess of 40 percent of the amount of all assessments proposed to be levied, shall not be included in determining whether the petition is signed by property or business owners who will pay more than 50 percent of the total amount of assessments proposed to be levied.

(b) The petition of property or business owners required under subdivision (a) shall include a summary of the management district plan. That summary shall include all of the following:

- (1) A map showing the boundaries of the district.
- (2) Information specifying where the complete management district plan can be obtained.
- (3) Information specifying that the complete management district plan shall be furnished upon request.

(c) The resolution of intention described in subdivision (a) shall contain all of the following:

- (1) A brief description of the proposed improvements, maintenance, and activities, the amount of the proposed assessment, a statement as to whether the assessment will be levied on property or businesses within the district, a statement as to whether bonds will be issued, and a description of the exterior boundaries of the proposed district, which may be made by reference to any plan or map that is on file with the clerk. The descriptions and statements do not need to be detailed and shall be sufficient if they enable an owner to generally identify the nature and extent of the improvements, maintenance, and activities, and the location and extent of the proposed district.
- (2) A time and place for a public hearing on the establishment of the property and business improvement district and the levy of assessments, which shall be consistent with the requirements of Section 36623.

36622. Contents of management district plan

The management district plan shall include, but is not limited to, all of the following:

(a) If the assessment will be levied on property, a map of the district in sufficient detail to locate each parcel of property and, if businesses are to be assessed, each business within the district. If the assessment will be levied on businesses, a map that identifies the district boundaries in sufficient detail to allow a business owner to reasonably determine whether a business is located within the district boundaries. If the assessment will be levied on property and businesses, a map of the district in sufficient detail to locate each parcel of property and to allow a business owner to reasonably determine whether a business is located within the district boundaries.

(b) The name of the proposed district.

(c) A description of the boundaries of the district, including the boundaries of benefit zones, proposed for establishment or extension in a manner sufficient to identify the affected property and businesses included, which may be made by reference to any plan or map that is on file with the clerk. The boundaries of a proposed property assessment district shall not overlap with the boundaries of another existing property assessment district created pursuant to this part. This part does not prohibit the boundaries of a district created pursuant to this part to overlap with other assessment districts established pursuant to other provisions of law, including, but not limited to, the Parking and Business Improvement Area Law of 1989 (Part 6 (commencing with Section 36500)). This part does not prohibit the boundaries of a business assessment district created pursuant to this part to overlap with another business assessment district created pursuant to this part. This part does not prohibit the boundaries of a business assessment district created pursuant to this part to overlap with a property assessment district created pursuant to this part.

(d) The improvements, maintenance, and activities proposed for each year of operation of the district and the maximum cost thereof. If the improvements, maintenance, and activities proposed for each year of operation are the same, a description of the first year's proposed improvements, maintenance, and activities and a

statement that the same improvements, maintenance, and activities are proposed for subsequent years shall satisfy the requirements of this subdivision.

(e) The total annual amount proposed to be expended for improvements, maintenance, or activities, and debt service in each year of operation of the district. If the assessment is levied on businesses, this amount may be estimated based upon the assessment rate. If the total annual amount proposed to be expended in each year of operation of the district is not significantly different, the amount proposed to be expended in the initial year and a statement that a similar amount applies to subsequent years shall satisfy the requirements of this subdivision.

(f) The proposed source or sources of financing, including the proposed method and basis of levying the assessment in sufficient detail to allow each property or business owner to calculate the amount of the assessment to be levied against his or her property or business. The plan also shall state whether bonds will be issued to finance improvements.

(g) The time and manner of collecting the assessments.

(h) The specific number of years in which assessments will be levied. In a new district, the maximum number of years shall be five. Upon renewal, a district shall have a term not to exceed 10 years. Notwithstanding these limitations, a district created pursuant to this part to finance capital improvements with bonds may levy assessments until the maximum maturity of the bonds. The management district plan may set forth specific increases in assessments for each year of operation of the district.

(i) The proposed time for implementation and completion of the management district plan.

(j) Any proposed rules and regulations to be applicable to the district.

(k) (1) A list of the properties or businesses to be assessed, including the assessor's parcel numbers for properties to be assessed, and a statement of the method or methods by which the expenses of a district will be imposed upon benefited real property or businesses, in proportion to the benefit received by the property or business, to defray the cost thereof.

(2) In a property-based district, the proportionate special benefit derived by each identified parcel shall be determined exclusively in relationship to the entirety of the capital cost of a public improvement, the maintenance and operation expenses of a public improvement, or the cost of the activities. An assessment shall not be imposed on any parcel that exceeds the reasonable cost of the proportional special benefit conferred on that parcel. Only special benefits are assessable, and a property-based district shall separate the general benefits, if any, from the special benefits conferred on a parcel. Parcels within a property-based district that are owned or used by any city, public agency, the State of California, or the United States shall not be exempt from assessment unless the governmental entity can demonstrate by clear and convincing evidence that those publicly owned parcels in fact receive no special benefit. The value of any incidental, secondary, or collateral effects that arise from the improvements, maintenance, or activities of a property-based district and that benefit property or persons not assessed shall not be deducted from the entirety of the cost of any special benefit or affect the proportionate special benefit derived by each identified parcel.

(l) In a property-based district, the total amount of all special benefits to be conferred upon the properties located within the property-based district.

(m) In a property-based district, the total amount of general benefits, if any.

(n) In a property-based district, a detailed engineer's report prepared by a registered professional engineer certified by the State of California supporting all assessments contemplated by the management district plan.

(o) Any other item or matter required to be incorporated therein by the city council.

36623. Procedure to levy assessment

(a) If a city council proposes to levy a new or increased property assessment, the notice and protest and hearing procedure shall comply with Section 53753 of the Government Code.

(b) If a city council proposes to levy a new or increased business assessment, the notice and protest and hearing procedure shall comply with Section 54954.6 of the Government Code, except that notice shall be mailed to the owners of the businesses proposed to be assessed. A protest may be made orally or in writing by any interested person. Every written protest shall be filed with the clerk at or before the time fixed for the public hearing. The city council may waive any irregularity in the form or content of any written protest. A written protest may be withdrawn in writing at any time before the conclusion of the public hearing. Each written protest shall contain a description of the business in which the person subscribing the protest is interested sufficient to identify the business and, if a person subscribing is not shown on the official records of the city as the owner of the business, the protest shall contain or be accompanied by written evidence that

the person subscribing is the owner of the business or the authorized representative. A written protest that does not comply with this section shall not be counted in determining a majority protest. If written protests are received from the owners or authorized representatives of businesses in the proposed district that will pay 50 percent or more of the assessments proposed to be levied and protests are not withdrawn so as to reduce the protests to less than 50 percent, no further proceedings to levy the proposed assessment against such businesses, as contained in the resolution of intention, shall be taken for a period of one year from the date of the finding of a majority protest by the city council.

(c) If a city council proposes to conduct a single proceeding to levy both a new or increased property assessment and a new or increased business assessment, the notice and protest and hearing procedure for the property assessment shall comply with subdivision (a), and the notice and protest and hearing procedure for the business assessment shall comply with subdivision (b). If a majority protest is received from either the property or business owners, that respective portion of the assessment shall not be levied. The remaining portion of the assessment may be levied unless the improvement or other special benefit was proposed to be funded by assessing both property and business owners.

36624. Changes to proposed assessments

At the conclusion of the public hearing to establish the district, the city council may adopt, revise, change, reduce, or modify the proposed assessment or the type or types of improvements, maintenance, and activities to be funded with the revenues from the assessments. Proposed assessments may only be revised by reducing any or all of them. At the public hearing, the city council may only make changes in, to, or from the boundaries of the proposed property and business improvement district that will exclude territory that will not benefit from the proposed improvements, maintenance, and activities. Any modifications, revisions, reductions, or changes to the proposed assessment district shall be reflected in the notice and map recorded pursuant to Section 36627.

36625. Resolution of formation

(a) If the city council, following the public hearing, decides to establish a proposed property and business improvement district, the city council shall adopt a resolution of formation that shall include, but is not limited to, all of the following:

- (1) A brief description of the proposed improvements, maintenance, and activities, the amount of the proposed assessment, a statement as to whether the assessment will be levied on property, businesses, or both within the district, a statement on whether bonds will be issued, and a description of the exterior boundaries of the proposed district, which may be made by reference to any plan or map that is on file with the clerk. The descriptions and statements need not be detailed and shall be sufficient if they enable an owner to generally identify the nature and extent of the improvements, maintenance, and activities and the location and extent of the proposed district.
- (2) The number, date of adoption, and title of the resolution of intention.
- (3) The time and place where the public hearing was held concerning the establishment of the district.
- (4) A determination regarding any protests received. The city shall not establish the district or levy assessments if a majority protest was received.
- (5) A statement that the properties, businesses, or properties and businesses in the district established by the resolution shall be subject to any amendments to this part.
- (6) A statement that the improvements, maintenance, and activities to be conferred on businesses and properties in the district will be funded by the levy of the assessments. The revenue from the levy of assessments within a district shall not be used to provide improvements, maintenance, or activities outside the district or for any purpose other than the purposes specified in the resolution of intention, as modified by the city council at the hearing concerning establishment of the district. Notwithstanding the foregoing, improvements and activities that must be provided outside the district boundaries to create a special or specific benefit to the assessed parcels or businesses may be provided, but shall be limited to marketing or signage pointing to the district.
- (7) A finding that the property or businesses within the area of the property and business improvement district will be benefited by the improvements, maintenance, and activities funded by the proposed assessments, and, for a property-based district, that property within the district will receive a special benefit.

- (8) In a property-based district, the total amount of all special benefits to be conferred on the properties within the property-based district.
- (b) The adoption of the resolution of formation and, if required, recordation of the notice and map pursuant to Section 36627 shall constitute the levy of an assessment in each of the fiscal years referred to in the management district plan.

36627. Notice and assessment diagram

Following adoption of the resolution establishing district assessments on properties pursuant to Section 36625 or Section 36626, the clerk shall record a notice and an assessment diagram pursuant to Section 3114. No other provision of Division 4.5 (commencing with Section 3100) applies to an assessment district created pursuant to this part.

36628. Establishment of separate benefit zones within district; Categories of businesses

The city council may establish one or more separate benefit zones within the district based upon the degree of benefit derived from the improvements or activities to be provided within the benefit zone and may impose a different assessment within each benefit zone. If the assessment is to be levied on businesses, the city council may also define categories of businesses based upon the degree of benefit that each will derive from the improvements or activities to be provided within the district and may impose a different assessment or rate of assessment on each category of business, or on each category of business within each zone.

36628.5. Assessments on businesses or property owners

The city council may levy assessments on businesses or on property owners, or a combination of the two, pursuant to this part. The city council shall structure the assessments in whatever manner it determines corresponds with the distribution of benefits from the proposed improvements, maintenance, and activities, provided that any property-based assessment conforms with the requirements set forth in paragraph (2) of subdivision (k) of Section 36622.

36629. Provisions and procedures applicable to benefit zones and business categories

All provisions of this part applicable to the establishment, modification, or disestablishment of a property and business improvement district apply to the establishment, modification, or disestablishment of benefit zones or categories of business. The city council shall, to establish, modify, or disestablish a benefit zone or category of business, follow the procedure to establish, modify, or disestablish a property and business improvement district.

36630. Expiration of district; Creation of new district

If a property and business improvement district expires due to the time limit set pursuant to subdivision (h) of Section 36622, a new management district plan may be created and the district may be renewed pursuant to this part.

CHAPTER 3. Assessments

36631. Time and manner of collection of assessments; Delinquent payments

The collection of the assessments levied pursuant to this part shall be made at the time and in the manner set forth by the city council in the resolution levying the assessment. Assessments levied on real property may be collected at the same time and in the same manner as for the ad valorem property tax, and may provide for the same lien priority and penalties for delinquent payment. All delinquent payments for assessments levied pursuant to this part may be charged interest and penalties.

36632. Assessments to be based on estimated benefit; Classification of real property and businesses; Exclusion of residential and agricultural property

- (a) The assessments levied on real property pursuant to this part shall be levied on the basis of the estimated benefit to the real property within the property and business improvement district. The city council may

classify properties for purposes of determining the benefit to property of the improvements and activities provided pursuant to this part.

(b) Assessments levied on businesses pursuant to this part shall be levied on the basis of the estimated benefit to the businesses within the property and business improvement district. The city council may classify businesses for purposes of determining the benefit to the businesses of the improvements and activities provided pursuant to this part.

(c) Properties zoned solely for residential use, or that are zoned for agricultural use, are conclusively presumed not to benefit from the improvements and service funded through these assessments, and shall not be subject to any assessment pursuant to this part.

36633. Time for contesting validity of assessment

The validity of an assessment levied under this part shall not be contested in any action or proceeding unless the action or proceeding is commenced within 30 days after the resolution levying the assessment is adopted pursuant to Section 36626. Any appeal from a final judgment in an action or proceeding shall be perfected within 30 days after the entry of judgment.

36634. Service contracts authorized to establish levels of city services

The city council may execute baseline service contracts that would establish levels of city services that would continue after a property and business improvement district has been formed.

36635. Request to modify management district plan

The owners' association may, at any time, request that the city council modify the management district plan. Any modification of the management district plan shall be made pursuant to this chapter.

36636. Reflection of modification in notices recorded and maps

(a) Upon the written request of the owners' association, the city council may modify the management district plan after conducting one public hearing on the proposed modifications. The city council may modify the improvements and activities to be funded with the revenue derived from the levy of the assessments by adopting a resolution determining to make the modifications after holding a public hearing on the proposed modifications. If the modification includes the levy of a new or increased assessment, the city council shall comply with Section 36623. Notice of all other public hearings pursuant to this section shall comply with both of the following:

(1) The resolution of intention shall be published in a newspaper of general circulation in the city once at least seven days before the public hearing.

(2) A complete copy of the resolution of intention shall be mailed by first class mail, at least 10 days before the public hearing, to each business owner or property owner affected by the proposed modification.

(b) The city council shall adopt a resolution of intention which states the proposed modification prior to the public hearing required by this section. The public hearing shall be held not more than 90 days after the adoption of the resolution of intention.

36637. Reflection of modification in notices recorded and maps

Any subsequent modification of the resolution shall be reflected in subsequent notices and maps recorded pursuant to Division 4.5 (commencing with Section 3100), in a manner consistent with the provisions of Section 36627.

CHAPTER 3.5. Financing

36640. Bonds authorized; Procedure; Restriction on reduction or termination of assessments

(a) The city council may, by resolution, determine and declare that bonds shall be issued to finance the estimated cost of some or all of the proposed improvements described in the resolution of formation adopted

pursuant to Section 36625, if the resolution of formation adopted pursuant to that section provides for the issuance of bonds, under the Improvement Bond Act of 1915 (Division 10 (commencing with Section 8500)) or in conjunction with Marks-Roos Local Bond Pooling Act of 1985 (Article 4 (commencing with Section 6584) of Chapter 5 of Division 7 of Title 1 of the Government Code). Either act, as the case may be, shall govern the proceedings relating to the issuance of bonds, although proceedings under the Bond Act of 1915 may be modified by the city council as necessary to accommodate assessments levied upon business pursuant to this part.

(b) The resolution adopted pursuant to subdivision (a) shall generally describe the proposed improvements specified in the resolution of formation adopted pursuant to Section 36625, set forth the estimated cost of those improvements, specify the number of annual installments and the fiscal years during which they are to be collected. The amount of debt service to retire the bonds shall not exceed the amount of revenue estimated to be raised from assessments over 30 years.

(c) Notwithstanding any other provision of this part, assessments levied to pay the principal and interest on any bond issued pursuant to this section shall not be reduced or terminated if doing so would interfere with the timely retirement of the debt.

CHAPTER 4. Governance

36650. Report by owners' association; Approval or modification by city council

(a) The owners' association shall cause to be prepared a report for each fiscal year, except the first year, for which assessments are to be levied and collected to pay the costs of the improvements, maintenance, and activities described in the report. The owners' association's first report shall be due after the first year of operation of the district. The report may propose changes, including, but not limited to, the boundaries of the property and business improvement district or any benefit zones within the district, the basis and method of levying the assessments, and any changes in the classification of property, including any categories of business, if a classification is used.

(b) The report shall be filed with the clerk and shall refer to the property and business improvement district by name, specify the fiscal year to which the report applies, and, with respect to that fiscal year, shall contain all of the following information:

(1) Any proposed changes in the boundaries of the property and business improvement district or in any benefit zones or classification of property or businesses within the district.

(2) The improvements, maintenance, and activities to be provided for that fiscal year.

(3) An estimate of the cost of providing the improvements, maintenance, and activities for that fiscal year.

(4) The method and basis of levying the assessment in sufficient detail to allow each real property or business owner, as appropriate, to estimate the amount of the assessment to be levied against his or her property or business for that fiscal year.

(5) The estimated amount of any surplus or deficit revenues to be carried over from a previous fiscal year.

(6) The estimated amount of any contributions to be made from sources other than assessments levied pursuant to this part.

(c) The city council may approve the report as filed by the owners' association or may modify any particular contained in the report and approve it as modified. Any modification shall be made pursuant to Sections 36635 and 36636.

The city council shall not approve a change in the basis and method of levying assessments that would impair an authorized or executed contract to be paid from the revenues derived from the levy of assessments, including any commitment to pay principal and interest on any bonds issued on behalf of the district.

36651. Designation of owners' association to provide improvements, maintenance, and activities

The management district plan may, but is not required to, state that an owners' association will provide the improvements, maintenance, and activities described in the management district plan. If the management district plan designates an owners' association, the city shall contract with the designated nonprofit corporation to provide services.

CHAPTER 5. Renewal

36660. Renewal of district; Transfer or refund of remaining revenues; District term limit

- (a) Any district previously established whose term has expired, or will expire, may be renewed by following the procedures for establishment as provided in this chapter.
- (b) Upon renewal, any remaining revenues derived from the levy of assessments, or any revenues derived from the sale of assets acquired with the revenues, shall be transferred to the renewed district. If the renewed district includes additional parcels or businesses not included in the prior district, the remaining revenues shall be spent to benefit only the parcels or businesses in the prior district. If the renewed district does not include parcels or businesses included in the prior district, the remaining revenues attributable to these parcels shall be refunded to the owners of these parcels or businesses.
- (c) Upon renewal, a district shall have a term not to exceed 10 years, or, if the district is authorized to issue bonds, until the maximum maturity of those bonds. There is no requirement that the boundaries, assessments, improvements, or activities of a renewed district be the same as the original or prior district.

CHAPTER 6. Disestablishment

36670. Circumstances permitting disestablishment of district; Procedure

- (a) Any district established or extended pursuant to the provisions of this part, where there is no indebtedness, outstanding and unpaid, incurred to accomplish any of the purposes of the district, may be disestablished by resolution by the city council in either of the following circumstances:
 - (1) If the city council finds there has been misappropriation of funds, malfeasance, or a violation of law in connection with the management of the district, it shall notice a hearing on disestablishment.
 - (2) During the operation of the district, there shall be a 30-day period each year in which assesses may request disestablishment of the district. The first such period shall begin one year after the date of establishment of the district and shall continue for 30 days. The next such 30-day period shall begin two years after the date of the establishment of the district. Each successive year of operation of the district shall have such a 30-day period. Upon the written petition of the owners or authorized representatives of real property or the owners or authorized representatives of businesses in the district who pay 50 percent or more of the assessments levied, the city council shall pass a resolution of intention to disestablish the district. The city council shall notice a hearing on disestablishment.
- (b) The city council shall adopt a resolution of intention to disestablish the district prior to the public hearing required by this section. The resolution shall state the reason for the disestablishment, shall state the time and place of the public hearing, and shall contain a proposal to dispose of any assets acquired with the revenues of the assessments levied within the property and business improvement district. The notice of the hearing on disestablishment required by this section shall be given by mail to the property owner of each parcel or to the owner of each business subject to assessment in the district, as appropriate. The city shall conduct the public hearing not less than 30 days after mailing the notice to the property or business owners. The public hearing shall be held not more than 60 days after the adoption of the resolution of intention.

36671. Refund of remaining revenues upon disestablishment or expiration without renewal of district; Calculation of refund; Use of outstanding revenue collected after disestablishment of district

- (a) Upon the disestablishment or expiration without renewal of a district, any remaining revenues, after all outstanding debts are paid, derived from the levy of assessments, or derived from the sale of assets acquired with the revenues, or from bond reserve or construction funds, shall be refunded to the owners of the property or businesses then located and operating within the district in which assessments were levied by applying the same method and basis that was used to calculate the assessments levied in the fiscal year in which the district is disestablished or expires. All outstanding assessment revenue collected after disestablishment shall be spent on improvements and activities specified in the management district plan.
- (b) If the disestablishment occurs before an assessment is levied for the fiscal year, the method and basis that was used to calculate the assessments levied in the immediate prior fiscal year shall be used to calculate the amount of any refund.

APPENDIX 2 – ASSESSED BUSINESSES

APPENDIX 3 – APPEALS PROCESS

The appeals process described below outlines the appeals process that will be adopted by the Association Board. The Association Board may modify this process in the future as it deems necessary. Modification of this process is not considered a modification of this Plan for purposes of Streets and Highways Code section 36636.

a. Appeal Panel Criteria

The Appeals Committee shall be an ad hoc committee of the Association Board. The Appeals Committee will consist of three (3) Directors designated by the Chair of the Association Board. The Chair will consider any potential conflicts of interest relative to the members of the Appeals Committee. The Association Executive Director shall be present as staff at all Appeal Committee meetings to share information provided by appealing businesses. All Appeals Committee decisions shall be final.

b. Criteria for NLTTBID Appeal Consideration

i. NAICS Code Appeal

Businesses with NAICS codes that are not identified as an assessable business or are explicitly excluded from being assessed shall be collectively referred to herein as “exempted NAICS business”. If a business has been misidentified with an incorrect NAICS code and believes that they should not be considered an assessed NAICS business, such a business may appeal their NAICS code classification before the Appeals Committee. If successfully appealed, the exempted NAICS business shall be refunded any assessment paid during the period in which it should have classified as an exempted NAICS business.

ii. Non-Assessable Business Appeal

The following businesses are exempt from paying the NLTTBID assessment and are collectively referred to herein as “non-assessable businesses”. The definitions of each type of non-assessed businesses can be found in Section IV, subsection D. If any of the businesses listed are currently being assessed, such a business may appeal their classification before the Appeals Committee. If successfully appealed, a non-assessed business shall be refunded any assessment paid during the period in which it should have been classified as a non-assessed business.

The following business categories shall be considered non-assessable businesses:

- Non-tourist businesses (as defined on page fifteen of this Management District Plan)
- Nonprofit Organizations (as defined on page fifteen of this Management District Plan)
- Internet Sales Businesses (as defined on page fifteen of this Management District Plan)
- Wholesale Businesses (as defined on page sixteen of this Management District Plan)

c. Process and Protocol

- i. Requests:* Requests for an appeal can be made by emailing info@gotahoenorth.com.

- ii. Timeline for Appeals: Appeals shall be heard between May 1 and June 30 each year.
- iii. Annual Appeal: If a business successfully appeals their status as an exempted NAICS business or a non-assessable business they will need to re-appeal every year to confirm their status in the ensuing year. The appealing business' assessment shall not be exempted until a successful appeal is heard during the May 1 through June 30 annual appeal period.
- iv. Appeal Documentation for Exempted NAICS Business: An appealing business must provide verifiable records to conclusively demonstrate that the appealing business's NAICS code is either not identified as an assessable business or is explicitly excluded from being assessed.
- v. Appeal Documentation for Non-Assessable Business: An appealing business must provide verifiable records to conclusively demonstrate their status as one or more of the categories of non-assessable businesses.
 - a. Non-Tourism Businesses:
If a non-tourist business appeals their status to be classified as a non-assessable business, they must provide verifiable documentation to confirm that they receive twenty percent (20%) or less of their revenue from tourists.
 - b. Private Nonprofit Tax-Exempt Organizations:
If a private nonprofit tax exempt organization appeals their status to be classified as a non-assessable business, they must provide verifiable documentation that they are a tax-exempt corporation.
 - c. Internet Sales Business:
If an internet sales business appeals their status to be classified as a non-assessable business, they must provide verifiable documentation to confirm that they do not receive any sales from in-person retail customers (tourists).
 - d. Wholesale Business:
If a wholesale business appeals their status to be classified as a non-assessable business, they must provide verifiable documentation to confirm that they do not receive any sales from in-person retail customers (tourists).

d. *New Businesses*

All new businesses that commence operations within the NLTTBID shall collect and remit NLTTBID assessments each month for at least one year (first full tax year they are in business) before being eligible for appeal to their status to either an exempted NAICS business or a non-assessable business. If a business is reclassified as an exempted NAICS business or a non-assessable business, the business will be refunded any assessments paid.



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 1/31/2020

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta

RE: Proposed Adjustment to the Fiscal Year 2019/20 Budget

Action Requested:

Board approval of a request to increase the County of Placer 2019/20 TOT funding to NLTRA in the amount of \$73,000.

Background:

The process of developing a potential TBID for the North Lake Tahoe region of Eastern Placer County has been more complex than either NLTRA or Civitas had anticipated. The inclusion of all businesses with greater than 20% of their revenue coming from tourism (not just lodging as in many TBID's), the exclusion of the Donner Summit area, and the creation of a special Zone of Benefit for the lake area lodging properties have resulted in extended time in drafting the district management plan document, developing a more expansive informational program for local businesses, including additional outreach to stakeholders to confirm the best TBID structure to meet the assessed businesses' needs, and working on an extensive review of business classifications with Civitas to ensure proper inclusions and exclusions. As a result, additional expenses are being incurred and there is a need to increase funding of the effort to move it through to completion.

Estimated additional funding needs are as follows:

Professional fees – Civitas (3.5 months)	\$20,000
Staff time (3 months)	\$30,000
Informational materials production	\$17,000
Additional mailing (one)	\$ 6,000
Total	\$73,000

NLTRA requests an increase to budget of the 2019/20 Agreement with the County of Placer in the amount of \$73,000 and would propose that this be funded from the NLTRA budgeted, unspent 2018/19 TOT Funds of \$132,404.

Fiscal Impact:

Additional TOT funding in the amount of \$73,000, which would be offset by expenses of the same amount.



north lake tahoe

Chamber | CVB | Resort Association

Date: January 31, 2020

TO: Board of Directors

FROM: Bonnie Bavetta, CFO

RE: Resolutions Appointing Signatories for NLTRA and NLTMC Bank Accounts

Action Requested:

With the hiring of the new NLTRA CEO it is requested that the board approve resolutions to appoint new signers to the bank accounts as outlined below.

Background:

The NLTRA and the NLTMC bank accounts require two signers on every check. Prior to arrival of Jeffrey Hentz as CEO, authorized signers on the NLTRA accounts were Bonnie Bavetta, Elizabeth Bowling, Amber Burke and Brett Williams. It is proposed that Bonnie Bavetta, CFO, be removed as an authorized signer to improve the system of controls in the accounting department, and that Jeffrey Hentz, Elizabeth Bowling, Amber Burke and Brett Williams be approved as signers on the NLTRA accounts.

It is also recommended that Jeffrey Hentz and Amber Burke be approved as signers on the NLT Marketing Cooperative bank accounts for NLTRA. The IVCBVB will have authorized signers for the second signature on those checks.

Recommendation:

Staff recommends that the Board approve a resolution, removing Bonnie Bavetta as signer on the NLTRA accounts, and authorizing Jeffrey Hentz, Amber Burke and Elizabeth Bowling as signers on the accounts, and that the Secretary affirm such to the institutions requiring notification.

Staff also recommends that the Board approve a resolution, removing Bonnie Bavetta as signer on the NLTMC accounts, and authorizing Jeffrey Hentz and Amber Burke as signers on the accounts, and that the Secretary affirm such to the institutions requiring notification.



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 1/31/2020

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta

RE: RFP Committee Member Appointment

Action Requested:

Board approval of two members to sit on the North Lake Tahoe Marketing Cooperative Agency RFP/Selection Committee.

Background:

The North Lake Tahoe Marketing Cooperative (NLTMC) has issued an RFP for solicitation of bids for the Marketing, Advertising, Communications, Social Media and Website services of the NLTMC for the 2020/21 fiscal year, and potentially beyond. The document was released on December 27th to interested parties. Proposals are due by February 14, 2020 and interviews will take place between March 2nd and March 13th. The RFP/Selection committee will prepare a recommendation for approval by the NLTRA and IVCBVB Board of Directors by March 24th.

The RFP/Selection committee is comprised of two board appointed members from both NLTRA and IVCBVB, plus the CEO from each organization.

Staff recommends approval of Brett Williams as one member, and will present a second recommendation at the board meeting for possible approval.

Fiscal Impact:

None

Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1425 Units ('DestiMetrics Census**') and 44.13% of 3229 total units in the North Lake Tahoe destination ('Destination Census***')

Last Month Performance: Current YTD vs. Previous YTD		2019/20	2018/19	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Dec) changed by (-5.9%)	Occupancy (Dec) :	49.3%	52.4%	-5.9%
North Lake Tahoe ADR for last month (Dec) changed by (11.1%)	ADR (Dec) :	\$ 556	\$ 501	11.1%
North Lake Tahoe RevPAR for last month (Dec) changed by (4.6%)	RevPAR (Dec) :	\$ 274	\$ 262	4.6%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Jan) changed by (-8.6%)	Occupancy (Jan) :	40.0%	43.8%	-8.6%
North Lake Tahoe ADR for next month (Jan) changed by (12.0%)	ADR (Jan) :	\$ 423	\$ 377	12.0%
North Lake Tahoe RevPAR for next month (Jan) changed by (2.4%)	RevPAR (Jan) :	\$ 169	\$ 165	2.4%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (-5.0%)	Occupancy	52.3%	55.0%	-5.0%
North Lake Tahoe ADR for the past 6 months changed by (5.3%)	ADR	\$ 383	\$ 363	5.3%
North Lake Tahoe RevPAR for the past 6 months changed by (0.1%)	RevPAR	\$ 200	\$ 200	0.1%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (-5.2%)	Occupancy	20.5%	21.6%	-5.2%
North Lake Tahoe ADR for the future 6 months changed by (10.2%)	ADR	\$ 385	\$ 349	10.2%
North Lake Tahoe RevPAR for the future 6 months changed by (4.5%)	RevPAR	\$ 79	\$ 75	4.5%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Dec 31, 2019 vs. Previous Year				
Rooms Booked during last month (Dec,19) compared to Rooms Booked during the same period last year (Dec,18) for all arrival dates has changed by (19.6%)	Booking Pace (Dec)	7.6%	6.4%	19.6%

* 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 December 2019

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 19/20

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 19/20</u>	<u>FY 18/19</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/19:	\$3,446,597	\$2,119,038	63%
Forecasted Commission for this Revenue:	\$41,249	\$42,308	-3%
Number of Room Nights:	16,025	11933	34%
Number of Delegates:	8340	8811	-5%
Annual Revenue Goal:	\$2,500,000	\$2,500,000	0%

<u>Monthly Detail/Activity</u>	<u>December-19</u>	<u>December-18</u>	
<u>Number of Groups Booked:</u>	4	7	
Revenue Booked:	\$155,480	\$357,079	-56%
Room Nights:	687	1994	-66%
Number of Delegates:	197	1145	-83%
	2 Corp., 1	5 Corp., 2	
Booked Group Types:	Assoc., 1 Govt.	Assoc.	
Lost Business, # of Groups:	22	9	144%

<u>Arrived in the month</u>	<u>December-19</u>	<u>December-18</u>	
Number of Groups:	2	0	
Revenue Arrived:	\$55,138	\$0	
Room Nights:	441	0	
Number of Delegates:	363	0	
	1 Corp., 1		
Arrived Group Types:	Assoc.	0	

<u>Monthly Detail/Activity</u>	<u>November-19</u>	<u>November-18</u>	
<u>Number of Groups Booked:</u>	9	3	
Revenue Booked:	\$587,681	\$133,642	340%
Room Nights:	2328	846	175%
Number of Delegates:	1151	355	224%
	3 Corp., 5		
	Assoc., 1 SMF,		
Booked Group Types:	1 TA	3 Corp.	
Lost Business, # of Groups:	40	9	344%

<u>Arrived in the month</u>	<u>November-19</u>	<u>November-18</u>	
Number of Groups:	2	2	
Revenue Arrived:	\$77,310	\$236,962	-67%
Room Nights:	488	1473	-67%
Number of Delegates:	380	470	-19%
		1 Corp. 1	
Arrived Group Types:	2 Corp.	Assoc.	

Monthly Detail/Activity	<u>October-19</u>	<u>October-18</u>	
<u>Number of Groups Booked:</u>	7	3	
Revenue Booked:	\$580,148	\$226,569	156%
Room Nights:	1106	952	16%
Number of Delegates:	3212	335	859%
	3 Corp., 4	1 Corp., 2	
Booked Group Types:	Assoc.	Assoc.	
Lost Business, # of Groups:	48	21	129%

<u>Arrived in the month</u>	<u>October-19</u>	<u>October-18</u>	
Number of Groups:	4	4	
Revenue Arrived:	\$167,335	\$183,995	-9%
Room Nights:	878	1071	-18%
Number of Delegates:	365	500	-27%
	3 Corp., 1	2 Assoc., 1	
Arrived Group Types:	Assoc.	SMF, 1 Corp.	

Monthly Detail/Activity	<u>September-19</u>	<u>September-18</u>	
<u>Number of Groups Booked:</u>	5	4	
Revenue Booked:	\$233,431	\$124,184	88%
Room Nights:	1190	586	103%
Number of Delegates:	705	190	271%
	4 Corp., 1 Non-Profit	2 Corp., 1 SMF, 1 Seminar	
Booked Group Types:			
Lost Business, # of Groups:	6	21	-71%

<u>Arrived in the month</u>	<u>September-19</u>	<u>September-18</u>	
Number of Groups:	9	7	
Revenue Arrived:	\$497,069	\$221,430	124%
Room Nights:	2358	1140	107%
Number of Delegates:	763	506	51%
	5 Corp., 3	4 Corp., 3	
Arrived Group Types:	Assoc., 1 Govt.	Assoc.	
	5 Corp., 3	4 Corp., 3	
Arrived Group Types:	Assoc., 1 Govt.	Assoc.	

Monthly Detail/Activity	<u>August-19</u>	<u>August-18</u>	
<u>Number of Groups Booked:</u>	5	4	
Revenue Booked:	\$200,159	\$248,395	-19%
Projected Commission:	\$0	\$66	
Room Nights:	987	1147	-14%
Number of Delegates:	433	307	41%
	4 Corp., 1		
Booked Group Types:	Assoc.	3 Corp., 1 SMF	
Lost Business, # of Groups:	35	14	150%

<u>Arrived in the month</u>	<u>August-19</u>	<u>August-18</u>	
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Number of Groups:	10	8	
Revenue Arrived:	\$881,024	\$154,661	470%
Projected Commission:	\$2,524	\$66	
Room Nights:	3338	876	281%
Number of Delegates:	3293	374	780%
	9 Corp., 1	5 Corp., 1	
Arrived Group Types:	Assoc.	Assoc., 2 SMF	

Monthly Detail/Activity	<u>July-19</u>	<u>July-18</u>	
<u>Number of Groups Booked:</u>	6	6	
Revenue Booked:	\$138,643	\$329,030	-58%
Projected Commission:	\$2,580	\$3,266	
Room Nights:	591	3405	-83%
Number of Delegates:	335	3850	-91%
	3 Corp, 2 SMF,	5 Corp, 1	
Booked Group Types:	1 Govt.	Assoc.	
Lost Business, # of Groups:	28	4	600%

<u>Arrived in the month</u>	<u>July-19</u>	<u>July-18</u>	
Number of Groups:	8	4	
Revenue Arrived:	\$219,964	\$141,134	56%
Projected Commission:	\$7,979	\$0	
Room Nights:	837	714	17%
Number of Delegates:	290	13670	-98%
	2 Corp, 2		
	Assoc, 2 SMF,	2 SMF, 2	
Arrived Group Types:	2 Non-Profit	Assoc.	

	<u>Current Numbers</u>	<u>Goals</u>
For 2020/21:	\$1,279,645	\$750,000
For 2021/22:	\$543,222	\$500,000

NUMBER OF LEADS Generated as of 12/31/19:	160
YTD 12/31/18:	177
YTD 12/31/17:	157

Total Number of Leads Generated in Previous Years:

2018/2019	320
2017/2018	302
2016/2017	244
2015/2016	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92



north lake tahoe

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NLTRA Board of Directors Report Marketing | Sales | Public Relations: December Results

Departmental Reports Posted: <https://www.nltra.org/about/meetings-minutes-agendas/nltra-board-of-directors/>

PR Highlights

- Media Placements: 24
 - Coverage book: <https://coveragebook.com/b/d55444ae>
- Publication Highlights: Forbes, Los Angeles Times, Conde Nast Traveler, Meetings Today, Men's Journal, Paste Magazine, The Mercury News, MSN, PureWow
 - Key Insights: there was an increase of coverage in both southern California and northern California markets surrounding winter activities and apres ski offerings. Five placements were a direct result of previously hosted media.
- Total Impressions: 984,062,795
- Media FAM Update:
 - Domestic:
 - Coordinated two December FAMs: Mountain Living Magazine, Paste Magazine
 - Planning for 5280 / Matador Network FAM in January with Shauna Farnell
 - Evaluating spring opportunities with Modern Luxury Houston, Penta Magazine and freelancer for NBC/ABC/Fox
 - International:
 - Hosted Perkovic, Managing Editor for Expedia Australia.
 - Experienced Northstar California and is writing articles for the following publications:
 - Polka Dot Bride
 - Expedia, Australia
 - New Zealand Blog - Out Here, Starts Here
- Media Desksides:
 - Planning for January 2020: TravMedia's International Media Marketplace, NYC. Desksides will be added, targeting key travel national publications
 - Spring 2020: Texas (Dallas, Houston, Austin) and Atlanta are being considered
- Content:
 - Visit California monthly content submission
 - Met with Abbi Team to discuss spring strategy (Andy Chapman also attended) and reviewed top 100 media list
- Influencers: reviewing options for spring

Blog & Newsletter Content Review

- Dec. Themes: Shopping, Winter Celebration, Lodging, Holiday Planning, Learn to Ski & Ride
- One (1) Newsletter Posted
 - Happy Holidays from NLT
 - 10.5% Open Rate, 0.4% CTR
- Two (2) Blogs Posted
 - 52 Weeks in NLT (refreshed content from last year - was our most popular blog in 2019)

- o 2020 In NLT: Starting Your Year Off Right

Social Media Update

- Monthly Impressions: 5.7M (9.8% increase from previous month), Monthly Engagements: 88.3k (20% decrease from previous month)
- Total followers increased by 0.6% from the previous month, with Instagram seeing the highest growth with a 1.7% increase. Though overall engagements are down 20%, the amount of comments and messages our channels received increased by 243% thanks to our 12 Days of Liftmas giveaway.
- Social Media Growth:
 - o Facebook: 35 Fans, Instagram: 1,253 Followers, Twitter: 79 Followers
- 12 Days of Liftmas Giveaway - Ran in December, 12 days of lift tickets were given away
 - o 345K Impressions, 13K Engagements, 4,080 Entries, 793 New Followers
 - o This contest was one of our highest performing contests, and improved on all metrics compared to our 2018 12 Days of Christmas giveaway.
- We kicked off our seasonal snow report, Tahoe Snow Tracker campaign, with stories and posts highlighting snowfall, resort openings and traveling safely in winter weather.
- In December, @tahoenorth received almost 10x more comments on our posts than @tahoemouth and @visitmammoth. Tahoe North also received a higher net follower growth than both competitors.

Paid Media Update

- As we moved fully into the winter season the campaign launched on all social and digital platforms. Both MCC and the Consumer campaign generated 8.3M impressions, which resulted in 34K clicks and 21K sessions, as well as 4.1K TOS conversions and over 469 Book Now conversions.
- Paid Search and Email continue to drive higher results with social media following in third.
- Further testing and optimizations with Reddit and Twitter have proved successful. We are excited about Twitter conversion and click rates as well as Reddit's initial TOS conversions.
- Consumer
 - o 8.25M Impressions, 22.5K Website Visits, 3.9K Time on Site Conversions, \$60.7K Spend, 463 Book Now Conversions
 - o Average session duration increased by :09 seconds from November to December and display bounce rates improved with the new winter messaging.
 - o Since the start of the winter campaign, click through rates (0.21%) have been higher than the 12-month average (0.18%).
 - o Among the persona's, General creative performed best, with the lowest cost per click (\$3.22) and the most TOS (1.3K) and most Book Now Conversions (108).
 - o Across all channels, paid search continues to achieve the highest click through rates.
 - o New this fiscal is the use of Sequential Video ads where the viewer sees 3 ads in a row across a period of time. The format aims to tell the story of the destination with longer length content. Winter video one led the way with the highest view rate and most clicks. During the second video interaction view rates decreased. Those who made it to the third had a Click Through Rate and TOS conversion at a higher level.
- MCC
 - o 95.9K Impressions, 959 Website Visits, 1k Time on Site Conversions, \$3K Spend, 6 Book Now Conversions
 - o The email campaign generated the most sessions on GTN.com and the longest average session duration of 1:09.

- The Conference Center keyword group performed best in paid search for MCC. Meetings did well too however we didn't see as strong results from the Planning or Retreats keyword groups.

Upcoming Sponsored Events

- 2020 Alpenglow Mountain Festival | February 15 - 23 | North Lake Tahoe
- 2020 Snowfest! | February 28 - March 10 | North Lake Tahoe
- 2020 WinterWonderGrass | March 27 - 29 | Squaw Valley Resort
- 2020 Mountain Travel Symposium | March 29 - April 4 | Squaw Valley
- 2020 Homewood - Pride Ride | March 28-29 | Homewood Resort
- 2020 Wild and Scenic Film Fest | April 17-18 | Tahoe City Tap Haus
- 2020 Tourism Cares Sustainability Conference | May 13 - 15 | Squaw Valley

Leisure Sales Efforts

- Sales Missions
 - Mexico Sales Mission: RSCVA & NLT joint sales mission to Guadalajara Mexico to promote the 5th anniversary of the Volaris flight
 - (70) agents trained
 - (35) media trained
- Launched a marketing campaign with TravelZoo
 - Goal is to drive bookings to their 20K membership database
- International Representation Highlights
 - Germany, Austria, Switzerland:
 - (6) meetings conducted with: CRD, America Unlimited, Faszination, CANUSA, VUSA Switzerland and FTI
 - Confirmed new marketing co-operative with CANUSA
 - Featured North Lake Tahoe in the December 17th newsletter
 - 42.5% open rate
 - 5.2% click rate
 - Canada
 - (2) key meetings held with Huntington Travel and Travel Impresarios
 - (29) travel agents trained during a joint webinar conducted with NLT & The Hyatt Regency, Lake Tahoe
 - UK/Ireland Update:
 - (5) Meetings conducted with Expedia, BA Holidays, Travel Bulletin and Virgin Holidays
 - (234) agents trained at the Virgin Holidays Lunch, Travel Counsellors in Bristol and Hayes & Jarvis
 - Attended the Kuoni Holiday Party, the Norwegian Supplier Appreciation Day, and Turquoise Holidays Appreciation Event
 - Australia October Update
 - (9) Meetings conducted with: Viva Holidays, Helloworld Viva Sales calls, Helloworld Fern Tree Gully, Helloworld Stud Park and Helloworld Knox Westfield
 - (324) agents trained at Viva Holidays roadshow, Helloworld roadshow and the Brand USA partner breakfast

Conference Sales Efforts

- (4) Groups turn definite in November with an estimated \$155,480 in estimated revenue
- (17) RFPs went out to local properties
- Trade shows/sales missions attended:
 - Attended Connect Southwest: Staff conducted 23 appointments and generated (3) RFPs. In addition to attending this show, additional sales calls were completed in the Scottsdale/Phoenix area to (7) meeting planners.

- Staff attended and partnered with local hotels on CalSAE Seasonal Spectacular. This event is the largest annual association trade show on the west coast. North Lake Tahoe was joined by the Resort at Squaw Creek and the Village at Squaw Valley. Over 120 people came by the the North Lake Tahoe booth.
 - In addition, NLT sponsored a client dinner with our partners in which ten additional meeting planners were in attendance.
- Chicago Updates:
 - Conducted NHS presentation
 - Attended: Experient Wrap-up Party, PCMA Holiday Event, MPI Holiday Event, and the Holiday Showcase.
 - Booked next Chicago partner event - Elton John on June 19th.
 - Currently have two partners joining us: RSC & The Village at Squaw Valley

North Lake Tahoe Visitor Information Center Visitor Report: December 2019

VISITORS SERVED:

<u>November 2019</u>		<u>December 2018</u>		<u>December 2019</u>	
Total TC Walk-ins:	3,345	Total TC Walk-ins:	2,161	Total TC Walk-ins:	3,191
Total Phone Calls:	394	Total Phone Calls:	167	Total Phone Calls:	325
Total	3,740		2,403		3,536

REFERRALS GIVEN TO VISITORS:

Restaurants	Lodging	Historic / Museum	Events
289	53	82	26
Tours	Surrounding Towns (SLT / Truckee)	Shopping	Transportation
16	35	49	23
Services	Activities Mountain / Trails	Activities / Lake	Maps / Directions
289	299	41	494

TOTAL: 1,696 = 57 local business referrals per day

Visitor Surveys Gathered: 13 in December with total of 385 since September 2018

December 2019 Highlights:

- Partnered with USFS to sell 150 Christmas Tree Permits (total permits sold: 608).
- Held Artist Reception for Ernie Brassard and Maureen Millican to highlight their exhibit in the Visitor Center. In total, 20 people were in attendance.
- Added information table about Chamber of Commerce events and TBID educational materials.
- Added new area on the retail floor to highlight "Fun Fireside Reading".
- The Visitor Center conference room was used by two community groups in December.



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

Communications Update

Creative development continued for the TBID educational campaign, with a goal of educating the business community in Eastern Placer County about fundamentals of NLTRA's proposed TBID. The campaign scope includes digital and direct mail components, highly targeted to the TBID assessment industries (retail, activity provider, lodging, F&B). Campaign elements include:

- Post Card (sent prior to petition mailer)
- Cover Letter & Infographic (in petition mailing, approved by legal as "educational")
- Testimonials (shared digitally, funded by the Chamber of Commerce as "advocacy")
- Customized Envelope for Petition Mailing (in petition mailing, approved by legal as "educational")
- Landing Page via NLTRA.org (MDP will be linked once NLTRA Board approves)
- Dedicated e-blasts (to be sent through Chamber channels week of Feb. 10)

Additional Communications & Public Relations Projects:

- The bi-annual NLT PR Summit took place on Dec. 12 and featured presentations by Visit California, Travel Nevada, NLTRA and The Abbi Agency. Hosted at The Ritz-Carlton, Lake Tahoe the Summit was promoted through NLTRA digital channels and well attended by over 40 regional partners. Cost to attend was free and the focus highlighted industry standards and best practices for working with Social Media influencers. As this trend continues to evolve, businesses were provided with tools to navigate requests and the opportunity to work with DMO partners. The topic was very well received; attendees were also provided presentations given by each speaker.
 - *"Thank you again for putting this together for everyone. I wanted to share that working so much media and having so much knowledge in this field already, I was blown away by how thorough and well put together their presentation was! I'm excited to share it with our team and learn from it moving forward."* – Kressa Olguin, The Hyatt Regency, Lake Tahoe
- Assisted with promotion of the Tahoe Film Festival:
 - Dedicated e-blast through NLTRA newsletter database
 - Met with journalist from Paste Magazine and facilitated interview with Jeremy Jones (in-market Dec. 5-8)
 - Attended Out of Bounds Tahoe premier at Crystal Bay Club
- Completed itinerary and hosting logistics for Devon Minor on behalf of Mountain Living Magazine (in-market Dec. 6-8).
- Began outreach for NYC desksides (Jan 20-24).
- Completed International Media Marketplace (IMM) / TravMedia profile page to highlight pitch angles, photos and videos on behalf of North Lake Tahoe; secured meetings with top-tier media through their meeting booking platform.

NLTRA Newsletter:

- Tahoe Film Fest Promotional Email: Dec. 3 (26% open rate)
- December Chamber Mixer Promotion: Dec. 11 (24% open rate)
- Breakfast Club Promotional Email: Nov. 1 (30% open rate)
- Member to Member Advertising: Dec. 18 (27% open rate)
- Happy Holidays from NLTRA: Dec. 24 (25% open rate)
- Dedicated Member Advertising: Free TART Fares

Social Media: December posts highlighted local business trainings, NLTRA sponsored events and programs, Member events and anniversaries, and recent press coverage.

Chamber of Commerce Updates, Events & Partnerships

- First Tuesday Breakfast Club: held at the North Tahoe Event Center in Kings Beach, the topic was themed around public transit initiatives for winter. TMA discussed the kick-off of free TART service, SATCo shared learnings from their micro-transit program in Olympic Valley, and TRPA gave an update on their regional transportation plan. 48 people were in attendance.
- Guest Services Training: The Visitor Center welcomed front-line staff for a free 1-hour training to learn about the range of resources the NLTRA offers along with *What's New* information for the 2020 winter season. The interactive training included guest presenter, Jaime Wright, who shared updates and resources to encourage public transit, and two videos from the online video series housed on GoTahoeNorth.com and funded by Placer County in the 2017-18 FY. The training was offered over two days and at two different times per day (Dec. 10 & 11, 9am & 1pm). In total, two people attended. The training will be offered again in spring to prepare for summer visitation.
- A Chamber Mixer was held on Dec. 12 at TC's Tap House in the Village at Northstar, immediately following the PR Summit. 10-15 Chamber Members were in attendance.
- New for 2020 is a co-branded small business training series in conjunction with Placer County and Sierra Business Development Center. To ensure there are not overlapping topics and to cross promote through additional distribution channels, the training will be named and branded with all party logos included. The goal is to encourage stronger attendance and co-create a series that includes not only marketing topics, but business basics. Trainings will continue to be held in shoulder seasons: six in spring; six in fall.
 - Placer County to host:
 - Business Plan Basics
 - Financial Management for your Business
 - Access to Capital
 - Business Development
 - NLTRA/Chamber of Commerce to host:
 - Branding Your Business (tentative: March 25)
 - Press Release Development + Pitching (tentative: June 3)
 - Marketing Topic (fall)
 - Marketing Topic (fall)
- Sponsorship and involvement opportunities are available for the 66th Annual Community Awards Dinner; save the date for Thursday, April 23 at Olympic Village Lodge in Squaw Valley. Award nominations will be promoted in January.

Suggested Board participation:

 - Purchase tickets to the event
 - Donate a bottle of wine for the wine pull
 - Nominate a volunteer or employee
 - Raffle Tickets – each Board Member will be asked to purchase/sell 10 raffle tickets
 - Sponsorship (various categories/levels)
 - Promote via social media
 - Donate an item to the Silent Auction

Looking Ahead

- First Tuesday Breakfast Club: Feb. 4, 2020 at Granlibakken Tahoe Resort
- Chamber Mixer: Feb. 18 from 5-7pm at Jakes on the Lake
- Squaw Dogs Event (in conjunction with SnowFest): Mar. 7 from 5:30-7:30pm at Tahoe City Visitors Center
- 66th Annual Community Awards: Thursday, Apr. 23 @ Olympic Village Lodge in Squaw Valley

North Lake Tahoe Marketing Cooperative

Preliminary

Financial Statements for the Period Ending

December 31, 2019

North Lake Tahoe Marketing Cooperative

Accrual Basis

Balance Sheet

As of December 31, 2019

	Dec 31, 19	Dec 31, 18	\$ Change	% Change	Jun 30, 19
ASSETS					
Current Assets					
Checking/Savings					
1000-00 · Cash	393,336	510,066	(116,730)	(23%)	363,031
Total Checking/Savings	393,336	510,066	(116,730)	(23%)	363,031
Accounts Receivable					
1200-00 · Accounts Receivable	4,484	7,273	(2,789)	(38%)	10,196
Total Accounts Receivable	4,484	7,273	(2,789)	(38%)	10,196
Other Current Assets					
1300 · Reimbursements Receivable	0	442	(442)	(100%)	4,362
1350-00 · Security Deposits	3,325	100	3,225	3,225%	100
Total Other Current Assets	3,325	542	2,783	513%	4,462
Total Current Assets	401,145	517,881	(116,736)	(23%)	377,689
Other Assets					
1400-00 · Prepaid Expenses	28,484	27,484	1,000	4%	12,340
Total Other Assets	28,484	27,484	1,000	4%	12,340
TOTAL ASSETS	429,629	545,365	(115,736)	(21%)	390,029
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	277,836	79,179	198,657	251%	365,187
Total Accounts Payable	277,836	79,179	198,657	251%	365,187
Total Current Liabilities	277,836	79,179	198,657	251%	365,187
Total Liabilities	277,836	79,179	198,657	251%	365,187
Equity					
32000 · Unrestricted Net Assets	24,842	189,433	(164,591)	(87%)	189,433
Net Income	126,952	276,753	(149,801)	(54%)	(164,591)
Total Equity	151,794	466,186	(314,392)	(67%)	24,842
TOTAL LIABILITIES & EQUITY	429,629	545,365	(115,736)	(21%)	390,029

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

December 2019

	Dec 19	Budget	Jul - Dec 19	YTD Budget	Annual Budget
Income					
4000-00 · LTIVCBVB Funding	37,449	37,449	536,622	536,622	942,000
4001-00 · NLTRA Funding	150,831	150,831	637,976	637,976	1,503,362
4004-00 · IVCBVB Entertainment	2,000	2,000	4,000	4,000	8,000
Total Income	190,280	190,280	1,178,598	1,178,598	2,453,362
Gross Profit	190,280	190,280	1,178,598	1,178,598	2,453,362
Expense					
5000-00 · CONSUMER MARKETING					
5001-00 · Broadcast / Radio - High Notes	0	0	5,104	10,320	16,720
5002-01 · Native Display	0	7,000	0	34,000	68,000
5004-00 · Trip Advisor	16,964	8,333	31,619	49,998	100,000
5005-00 · Paid Social	14,697	29,797	58,005	66,035	139,000
5005-01 · Digital Display	38,077	9,000	103,580	42,000	85,000
5005-02 · Retargeting Video	0	2,500	12,473	15,000	30,000
5007-00 · Creative Production	19,589	13,250	123,844	79,500	158,219
5010-00 · Account Strategy & Management	7,000	7,000	42,000	42,000	84,000
5010-01 · Digital Management & Reporting	2,000	2,000	12,000	12,000	24,000
5010-02 · Website Strategy & Analysis	1,200	1,200	7,200	7,200	14,400
5013-00 · Outdoor	0	0	0	0	115,000
5015-00 · Video	0	5,000	4,373	17,500	35,000
5017-00 · Rich Media	4,965	12,500	11,837	25,000	50,000
5018-00 · Media Commission	11,176	9,093	33,782	35,012	103,607
5018-01 · Digital Ad Serving	339	504	1,232	3,024	6,050
5020-00 · Search Engine Marketing	9,507	5,000	27,008	30,000	60,000
5022-00 · Email	4,600	3,500	15,226	17,500	35,000
5025-00 · Expedia	0	0	0	0	20,000
5026-00 · Consumer Research	0	0	0	750	750
5027-00 · Consumer Retargeting Video	0	1,250	0	7,500	15,000
5028-00 · High Impact Media	0	5,000	0	22,000	45,000
Total 5000-00 · CONSUMER MARKETING	130,114	121,927	489,284	516,339	1,204,746
5110-00 · LEISURE SALES					
5107-00 · Creative Production	0	0	2,565	3,000	6,000
5112-00 · Training / Sales Calls	2,966	0	6,440	2,500	6,500
5113-00 · Additional Opportunities	0	1,750	2,946	3,500	7,000
5115-00 · Travel Agent Incentive Program	0	0	0	0	1,500
5120-00 · Domestic - Trade Shows	0	500	2,125	4,950	6,450
5131-00 · FAMS -Intl - Travel Trade	0	0	2,684	2,000	10,500
5132-00 · FAMS -Intl - Media	0	0	35	0	0
5133-00 · Ski-Tops	0	0	0	845	845
5134-00 · Intl Marketing - Additional Opp	0	2,750	4,527	5,500	11,000
5136-00 · Tour Operator Brochure Support	0	0	2,000	2,000	2,000
5137-00 · Co-op Opportunities	2,126	5,000	2,926	10,000	15,000
5141-00 · Australian Sales Mission	0	0	0	0	6,550
5142-00 · UK Sales Mission	0	0	2,177	3,000	3,000
5143-00 · Mountain Travel Symposium	0	0	510	0	1,500
5144-00 · IPW - POW WOW	857	0	257	0	11,000
5145-00 · TIA Annual Dues	0	0	2,695	0	2,650
5146-00 · UK / Black Diamond	2,500	0	15,000	15,500	31,000
5147-00 · AUS / Gate 7	0	0	15,850	15,850	31,700
5149-00 · Mexico Program	0	0	1,607	6,500	6,500
5150-00 · China Program	0	0	154	3,500	3,500
5154-00 · Canada					
5154-01 · Canada Sales Mission	0	0	6,409	6,000	6,000
5154-00 · Canada - Other	5,000	0	11,860	13,500	26,000
Total 5154-00 · Canada	5,000	0	18,269	19,500	32,000
5155-00 · California Star Program	583	0	583	3,500	3,500
5156-00 · German Trade Representation	1,870	1,000	6,782	11,500	23,000
Total 5110-00 · LEISURE SALES	15,902	11,000	90,132	113,145	222,695
5200-00 · PUBLIC RELATIONS					
5200-01 · Strategy, Reporting, Mgmt, Etc.	2,200	2,200	13,200	13,200	26,400
5201-00 · National, Regional, & Local PR	5,000	5,000	30,000	30,000	60,000
5202-00 · PR Program/ Content Dev - Blogs	2,000	2,000	12,000	12,000	24,000
5202-01 · Rich Content Development	300	0	4,975	11,000	22,000
5204-00 · Media Mission(s)	475	0	4,438	5,300	10,600
5206-00 · Digital Buy/ Social Media Boost	500	500	3,000	3,000	6,000
5207-00 · Content Campaigns/Tools-My Emma	300	300	1,800	1,800	3,600
5208-00 · International Travel Media FAMS	0	0	2,949	6,800	13,600
5208-01 · Int'l FAM Hard Cost	0	0	1,581	6,000	12,000

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

December 2019

	Dec 19	Budget	Jul - Dec 19	YTD Budget	Annual Budget
5208-02 - Int'l Media Retainer	300	300	1,800	1,800	3,600
5209-00 - Domestic Travel Media FAMS	3,378	3,500	10,125	21,000	38,500
5210-00 - Content Dev - Newsletters	1,800	1,800	10,800	10,800	21,600
5211-00 - Social Media Strategy & Mgmt	4,000	4,000	24,000	24,000	48,000
5212-00 - Social Giveaways & Contests	3,500	0	4,654	4,600	9,200
5213-00 - Facebook Live	0	0	1,000	3,240	6,480
5214-00 - Social Takeover	0	0	7,952	8,000	16,000
Total 5200-00 - PUBLIC RELATIONS	23,752	19,600	134,274	162,540	321,580
6000-00 - CONFERENCE SALES					
6002-00 - Destination Print	(4,000)	0	5,520	23,850	23,850
6003-00 - Geo-Fence Targeting	0	0	0	2,500	2,500
6004-00 - Email	0	0	850	2,550	7,650
6005-00 - Paid Media	199	833	3,970	4,998	10,000
6006-00 - CVENT	0	0	11,167	13,500	13,500
6007-00 - Creative Production	2,489	5,000	11,620	20,000	30,000
6008-00 - Conference PR / Social Outreach	1,000	1,000	6,000	6,000	12,000
6016-00 - MCC Search Engine Marketing	901		1,466		
6018-00 - MCC Media Commission	226	219	3,331	6,880	8,861
6019-00 - Conference Direct Partnership	0	0	0	5,000	5,000
6128-00 - HelmsBriscoe Strategic Partner	583	0	3,417	6,000	6,000
6152-00 - Client Events / Opportunities	3,122	0	7,628	3,000	15,000
6153-00 - Chicago Sales Rep Support	129	0	242	1,500	10,000
Total 6000-00 - CONFERENCE SALES	4,650	7,052	55,212	95,778	144,361
6100-00 - TRADE SHOWS					
6111-00 - Site Inspections	0	450	1,890	3,900	7,000
6116-00 - CalSAE Seasonal Spectacular	2,928	2,500	4,336	7,750	4,250
6118-00 - ASAE Annual	0	0	6,036	6,000	6,000
6120-00 - AFW Client Event	0	0	0	2,500	2,500
6120-01 - Sac River Cats Client Event	1,205	0	2,392	2,500	2,500
6127-00 - CalSAE Annual	1,022	0	1,022	5,000	6,700
6143-00 - Connect Marketplace	0	0	3,815	11,000	11,000
6144-00 - ASAE XDP	0	0	0	2,500	4,000
6151-00 - Destination CA	0	0	0	0	1,500
6154-00 - HelmsBriscoe ABC	0	0	0	0	6,500
6156-00 - Connect California	0	0	0	3,750	5,250
6156-02 - Connect Chicago	0	0	0	3,750	4,250
6156-04 - Connect Georgia	0	0	5,733	5,250	5,250
6157-00 - HPN Partner Conference	0	0	4,299	3,195	3,195
6160-00 - AllThingsMeetings Silicon Valley	0	0	511	1,000	1,000
6160-01 - AllThingsMeetings East Bay	0	0	0	1,625	1,625
6161-00 - Connect Southwest	4,822	1,500	5,057	5,250	5,250
6162-00 - Connect Tech & Medical	3,700	0	4,749	5,250	5,250
6163-00 - Connect Financial	0	0	0	3,750	5,250
6164-00 - Connect Mountain Incentive	0	0	0	3,750	5,250
6165-00 - Bay Area Client Appreciation	0	0	(1,000)	0	5,000
6167-00 - Nor Cal DMO	0	0	489	0	0
6168-00 - Sacramento/Roseville TopGolf	0	0	0	2,500	2,500
6169-00 - Prestige Meetings SF	0	0	0	2,395	2,395
6171-00 - Outdoor Retailer	0	0	0	0	600
6172-00 - Prestige Meetings Seattle	0	0	0	0	2,595
Total 6100-00 - TRADE SHOWS	13,678	4,450	39,330	82,615	106,610
6106-00 - CalSAE Seasonal Spectacular	11		0		
7000-00 - COMMITTED & ADMIN EXPENSES					
5008-00 - Cooperative Programs	0	12,500	24,872	25,000	50,000
5009-00 - Fulfillment / Mail	0	1,000	8,060	6,000	12,000
5021-00 - RASC-Reno Air Service Corp	0	0	50,000	50,000	100,000
5122-00 - SSMC Shipping - Sierra Ski Mkt	0		5		
5123-00 - HSVC - High Sierra Visitors	167	0	1,000	2,000	2,000
7001-00 - Miscellaneous	0	0	253	0	0
7002-00 - CRM Subscription	833	833	5,000	4,998	9,996
7003-00 - IVCBVB Entertainment Fund	478	2,000	2,038	4,000	8,000
7004-00 - Research	422	0	26,530	0	24,000
7005-00 - Film Festival	0	0	15,000	15,000	15,000
7006-00 - Special Events	0	0	0	0	30,000
7007-00 - Destimetrics / DMX	0	0	0	16,676	33,352
7008-00 - Opportunistic Funds	550	0	29,516	25,000	50,000
7009-00 - Tahoe Cam Usage	0	177	0	1,062	2,124
7010-00 - Photo Management & Storage	0	592	0	3,552	7,104
7011-00 - TrendKite PR Software	357	333	1,786	1,998	3,996
8700-00 - Automobile Expense*	323	400	2,630	2,400	4,800
7000-00 - COMMITTED & ADMIN EXPENSES - Other	0		160		

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

December 2019

	Dec 19	Budget	Jul - Dec 19	YTD Budget	Annual Budget
Total 7000-00 - COMMITTED & ADMIN EXPENSES	3,130	17,835	166,850	157,686	352,372
8000-00 - WEBSITE CONTENT & MAINTENANCE					
8002-00 - Content Manager Contractor	4,250	4,250	25,500	25,500	51,000
8003-00 - Website Hosting Maintenance	47,327	4,166	51,065	24,996	50,000
Total 8000-00 - WEBSITE CONTENT & MAINTENANCE	51,577	8,416	76,565	50,496	101,000
Total Expense	242,814	190,280	1,051,646	1,178,599	2,453,364
Net Income	(52,534)	0	126,952	(1)	(2)



north lake tahoe
Chamber/ CVB / Resort Association

Aging by Revenue Item

As of 12/31/2019

Invoice ID	Invoice Date	Due Date	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)									
101-200 Employees Membership Dues			\$0.00	\$0.00	\$940.00	\$0.00	\$0.00	\$0.00	\$940.00
11-20 Employees Membership Dues			\$0.00	\$0.00	\$335.00	\$0.00	\$0.00	\$0.00	\$335.00
1-5 Employees Membership Dues			\$1,425.00	\$1,140.00	\$285.00	\$570.00	\$0.00	\$4,275.00	\$7,695.00
21-50 Employees Membership Dues			\$1,560.00	\$3,075.00	\$0.00	\$520.00	\$0.00	\$1,040.00	\$6,195.00
50-100 Employees Membership Dues			\$0.00	\$1,450.00	\$0.00	\$0.00	\$0.00	\$470.00	\$1,920.00
6-10 Employees Membership Dues			\$1,260.00	\$0.00	\$0.00	\$315.00	\$0.00	\$630.00	\$2,205.00
Financial Institutions Membership			\$700.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$700.00
Non-Profit Membership Dues Totals:			\$495.00	\$0.00	\$165.00	\$0.00	\$0.00	\$660.00	\$1,320.00
1201-01 Member AR Membership			\$5,440.00	\$5,665.00	\$1,725.00	\$1,405.00	\$0.00	\$7,410.00	\$21,645.00
Account: 1201-03 Member Accounts Receivable - Other (Member Accounts Receivable: Member AR - Other)									
Community Awards Ticket Totals:			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$180.00	\$180.00
Eblast Totals:			\$320.00	\$0.00	\$0.00	\$0.00	\$260.00	\$80.00	\$660.00
Employee of the Year Award Totals:			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$65.00	\$65.00
Tahoe LOVE Stickers Totals:			\$0.00	\$0.00	\$0.00	\$0.00	\$200.00	\$0.00	\$200.00
Tuesday Morning Breakfast Club			\$495.00	\$0.00	\$0.00	\$0.00	\$0.00	\$165.00	\$660.00
1201-03 Member Accounts Receivable			\$815.00	\$0.00	\$0.00	\$0.00	\$460.00	\$490.00	\$1,765.00
GRAND TOTALS			\$6,255.00	\$5,665.00	\$1,725.00	\$1,405.00	\$460.00	\$7,900.00	\$23,410.00

KEY METRICS FOR December 31, 2019 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru September 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	3,892,952	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	1,868,483	\$ 12,603,558	
2015 - 2016	4,872,923	3,874,544	5,436,080	2,349,451	\$ 16,532,998	
2016 - 2017	5,504,750	3,319,046	6,140,764	3,358,360	\$ 18,322,920	
2017 - 2018	6,277,849	3,453,729	5,636,806	3,196,960	\$ 18,565,344	
2018 - 2019	7,066,677	4,032,171	6,976,003	3,421,260	\$ 21,496,111	
2019 - 2020	6,785,262				\$ 6,785,262	updated

Visitor Information Comparative Statistics For FYTD 2016/17 - 2019/20 (thru Dec 2019)					
Referrals -	2016-2017	2017-2018	2018-2019	2019-2020	YOY % Change
Tahoe City:					
Walk In	25849	27233	26604	29168	9.64%
Phone	2152	1903	1668	1710	2.52%
Email	208	220	215	249	15.81%
Kings Beach (Walk In)	3455	7883	11439	8322	-27.25%
NLT - Event Traffic	4,195	3127	3295	2913	-11.59%
Total	35,859	40,366.00	43,221.00	42,362.00	-1.99%

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)						
Quarter	2015	2016	2017	2019	YOY % Change	
First (Jan - Mar)	\$ 699,157	\$ 820,233	\$ 762,370	\$ 874,230	14.67%	
Second (Apr - June)	\$ 558,566	\$ 716,779	\$ 627,831	\$ 672,108	7.05%	
Third (Jul - Sept)	\$ 943,574	\$ 1,001,144	\$ 1,018,271			
Fourth (Oct - Dec)	\$ 629,807	\$ 641,261	\$ 671,770			
Total	\$ 2,831,104	\$ 3,179,417	\$ 3,080,242			

Unemployment Rates - EDD		Dec 2019
California (pop. 38,332,521)		3.9%
Placer County (367,309)		2.7%
Dollar Point (1,215)		1.5%
Kings Beach (3,893)		1.6%
Sunnyside/Tahoe City (1,557)		3.5%
Tahoe Vista (1,433)		2.2%

Destimetrics Reservations Activity					
	FYTD 18/19	FYTD 19/20	YOY % Change		
Occupancy	52.4%	49.3%	-5.9%		
ADR (Average Daily Rate)	\$ 501	\$ 556	11.1%		
RevPAR (Rev per Available Room)	\$ 262	\$ 274	4.6%		
Occupancy 1 Mth Forecast	43.8%	40.0%	-8.6%		
ADR 1 Mth Forecast	\$ 377	\$ 423	12.0%		
RevPAR 1 Mth Forecast	\$ 165	\$ 169	2.4%		
Occupancy (prior 6 months)	55.0%	52.3%	-5.0%		
ADR (prior 6 months)	\$ 363	\$ 383	5.3%		
RevPAR (prior 6 months)	\$ 200	\$ 200	0.1%		
Occupancy (next 6 months)	21.6%	20.5%	-5.2%		
ADR (next 6 months)	\$ 349	\$ 385	10.2%		
RevPAR (next 6 months)	\$ 75	\$ 79	4.5%		

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

Conference Revenue Statistics Comparison FYTD 18/19 vs. FYTD 19/20 at 12/31/2019					
FORWARD LOOKING	2018-19 Actuals	2018-19 Forecasted	2019-20 Forecasted	YOY % Change	
Total Revenue Booked	\$2,890,990	\$ 2,789,017	\$ 3,616,793	29.68%	
Commission for this Revenue	\$ 79,949	\$ 71,924	\$ 51,400	-28.54%	
Number of Room Nights	14,165	14,905	17,367	16.52%	
Number of Bookings	72	60	63	5.00%	
Conference Revenue And Percentage by County:					
	18-19	19-20			
Placer	66%	79%	\$1,850,907	\$ 1,838,304	\$ 2,865,634 55.88%
Washoe	10%	16%	\$314,610	\$ 280,735	\$ 580,963 106.94%
South Lake	24%	5%	\$725,473	\$ 669,978	\$ 170,196 -74.60%
Nevada County	0%	0%			
Total Conference Revenue	100%	100%	\$2,890,990	\$ 2,789,017	\$ 3,616,793 29.68%
CURRENT					
NLT - Annual Revenue Goal			\$ 2,500,000	\$ 2,500,000	0.00%
Annual Commission Goal			\$ 70,000	\$ 50,000	-28.57%