
Board of Directors:

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

Secretary: Dan Tester, Granite Peak Management | **Treasurer:** Jim Phelan, Tahoe City Marina

Christine Horvath, Squaw Alpine | Jon Slaughter, Sugar Bowl Resort | Kevin Mitchell, Homewood Mountain Resort

Greg Gooding, Resort at Squaw Creek | Colin Perry, Ritz-Carlton, Lake Tahoe

Brett Williams, Agate Bay Realty | Stephanie Hoffman, Granlibakken Tahoe | Tom Turner, Tahoe Restaurant Collection

Advisory member: Jeff Cowen, TRPA

Advisory member: Erin Casey, Placer County Executive Office

Join Zoom Meeting

<https://us02web.zoom.us/j/82968523606?pwd=cU0xellxSGZ0ekgzQ2oyZFhWEUzZz09>

Meeting ID: 829 6852 3606

Passcode: 486552

+1 669 900 9128 US (San Jose)

- | | |
|------------------|---|
| 8:30 a.m. | 1. Call to Order – Establish Quorum |
| 8:30 a.m. | 2. Public Forum – Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum. |
| 8:35 a.m. | 3. Agenda Amendments and Approval |
| 8:40 a.m. | 4. Consent Calendar – All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions. |
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- | | |
|----------------|---|
| Page: 1 | A. NLTRA Board Meeting Minutes from Feb 3, 2021 Link to preliminary online document |
| Page: 4 | B. Approval of preliminary NLTRA Financial Statements of January 31, 2021 |
| Page:22 | C. Approval of CEO Expense Reports for Jan 2021 |
| Page:29 | D. Approval of Lake Tahoe Dance Festival Sponsorship |

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

- Finance Committee Meeting Feb 23, 2021
- Tourism Development Committee Feb 23, 2021
- In-Market Tourism Development Committee Jan 26, 2021

8:45 a.m.

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5. Action Items

- A. Review and Approval of Proposed Tourism Mitigation Activities Budget
- B. Review and Approval of Coraggio Group Contract for Consulting Services
- C. Review and Approval of Spring Consumer Media Campaign - Augustine

10:15a.m.

6. Informational Updates/Verbal Reports

- A. TBID Ad-Hoc Committee Update - Jeff
- B. 6-Month Report Highlights - Amber, Liz & Sarah

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10:50 a.m.

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

- A. Destimetrics Report Jan 31, 2021
- B. Conference Revenue Statistics Report Jan 2021
- C. Tourism Development Report on Activities, Jan 2021
- D. Public Relations & Communications, Jan 2021
- E. Visitor Information Center Visitor Report, Jan 2021
- F. North Lake Tahoe Marketing Coop Financial Statements Jan 202a
- G. Membership Accounts Receivable Report Jan 2021
- H. Financial Key Metrics Report Jan 2021

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10:50 a.m.

8. CEO and Staff Updates

10:55 a.m.

9. Directors Comments

11:00 a.m.

10. Meeting Review and Staff Direction

11. Closed Session

12. Adjournment

This meeting is wheelchair accessible

Posted online at nltra.org



north lake tahoe

Chamber | CVB | Resort Association

BOARD OF DIRECTORS MEETING

Date: Wednesday, February 3, 2020

Location: Virtual meeting via Zoom

Board of Directors:

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

Secretary: Dan Tester, Granite Peak Management | Treasurer: Jim Phelan, Tahoe City Marina

Christine Horvath, Squaw Alpine | Jon Slaughter, Sugar Bowl Resort | Kevin Mitchell, Homewood Mountain Resort

Greg Gooding, Resort at Squaw Creek | Colin Perry, Ritz-Carlton, Lake Tahoe

Brett Williams, Agate Bay Realty | Stephanie Hoffman, Granlibakken Tahoe | Tom Turner, Tahoe Restaurant Collection

Jeff Cowen, TRPA

Advisory Committee: Erin Casey, Placer County Executive Office

1. Call to Order at 8:31 AM— Establish Quorum

Board members in attendance

Samir Tuma, Stephanie Hoffman, Dan Tester, Jim Phelan, Brett Williams, Adam Wilson, Christine Horvath, Greg Gooding, Jon Slaughter, Jeff Cowen, and Tom Turner. A quorum was established. Advisory Committee Member Erin Casey was also present.

Board members absent

Kevin Mitchell and Colin Perry

Staff Members in attendance

Jeffrey Hentz, Bonnie Bavetta, Anna Atwood, Amber Burke, Sarah Winters, Liz Bowling, and DeWitt Van Siclen

Others in attendance

Included Walt... and Cathy Nanadiego with Richter 7, Andy Chapman, Nicholas Martin, Joy Doyle, Lindsay Romack, Kylee Bigelow, Jerusha Hall, and Alyssa Reilly

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. TESTER/HOFFMAN/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 Jan 13, 2021 [Link to preliminary online document](#)

B. Approval of preliminary NLTRA Financial Statements of December 31, 2020

C. Approval of CEO Expense Reports for Dec 2020

D. 2021 Homewood Pride Ride Event Sponsorship

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

- Finance Committee Meeting Jan 27, 2021
- Tourism Development Committee Jan 26, 2021

- **In-Market Tourism Development Committee Jan 26, 2021**

Motion to approve the Consent Calendar as presented. HOFFMAN/WILSON/UNANIMOUS

5. Action Items

A. NLTRA Chamber Fund Shortfall Remedy Plan – Bonnie

Bavetta noted the negative cash balance for the past several months, which was approximately \$16,000 as of December 31, 2020. There are several reasons, including businesses being late paying dues and the cancellation of the annual Awards Dinner, which usually brings in about \$30,000. Bavetta presented her memo outlining proposed remedies, which was included in the meeting packets. Discussion followed. There was agreement that all businesses should be invoiced for their dues, but a note be included acknowledging the COVID impacts on businesses and offering payment plans.

Motion to accept staff recommendations to addressing the budget shortfall with the caveat of invoicing all business and including a note outlining the situation. SLAUGHTER/HOFFMAN/UNANIMOUS

B. Approval of CAP Committee Recommendations – Erin

Phelan, Chair of the CAP Committee, reviewed the projects the Committee is recommending the Board of Supervisors approve for TOT funding. He explained how the Committee ranks projects, using the Tourism Master Plan Tier 1 and Tier 2 outline as a guide.

Motion to approve the CAP Committee recommendations. PHELAN/TESTER/UNANIMOUS

C. NLT Consumer Advertising Restart – Amber/Jeff

Burke reported on advertising ideas being considered by the Tourism Development Committee as California moves out of strict stay-at-home orders. Chapman is having similar conversations with his Board. Walt and Nanadiego presented a plan focused on safe and responsible travel, using statistics from Visit California and Destination Analysts indicating consumer sentiment is more favorable toward travel, particularly outdoor destinations. They proposed various consumer campaigns in February, March, and April. During the presentation, there was discussion about the timing and need for campaigns. Horvath suggested a "mid-week deals" campaign be considered. Williams agreed, saying weekends and February are already strong.

Chapman reported Incline has begun the Dallas campaign with South Lake Tahoe. The response has been good and he expects longer stays as a result. He suggested the Co-op join the effort in late-March.

Discussion continued regarding anticipated travel, the timing of campaigns, and appropriate messaging moving forward. There was general agreement that mid-week campaigns be considered and no real advertising be started until later in the season, perhaps the middle or end of March. Chapman appreciated the comments. His Board may ask for some of the Co-op funds for their efforts prior to that timeframe as they continue to look at fly-in markets.

6. Informational Updates/Verbal Reports

A. TBID Formation/Ad-Hoc Committee Update – Jeff

B. Funding for Business Consultant - Scope of Work & Funding Structure - Jeff

Hentz reported the Board of Supervisors conducted the first of two public hearings, which went exceptionally well. The second hearing is scheduled for March 9 and the Board will consider approving the Resolution of Formation at that meeting. Hentz described the next steps, public outreach, and strategies to educate the public on details of the TBID.

The Ad-Hoc Committee has met weekly to develop the process of reorganizing NLTRA and the Chamber to ensure the needs of the entire business community are being met and provisions of the MDP are being followed. Civitas continues to provide guidance. The Ad-Hoc and Executive Committees are considering options to bring in a consultant to help with the process. The proposed Scope of Work, including a Critical Needs Assessment and public engagement, was in today's meeting packets. A full proposal will be submitted for Board review and approval. Bavetta noted funds have been set aside for this purpose.

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

- A. Destimetrics Report Dec 30, 2020
- B. Conference Revenue Statistics Report Dec 2020
- C. Tourism Development Report on Activities, Dec 2020
- D. Public Relations & Communications, Dec 2020
- E. Visitor Information Center Visitor Report, Dec 2020
- F. North Lake Tahoe Marketing Coop Financial Statements Dec 2020
- G. Membership Accounts Receivable Report Dec 2020
- H. Financial Key Metrics Report Dec 2020

8. CEO and Staff Updates

Hentz reported participation in the First Tuesday Breakfast Club continues to grow.

The North Lake Tahoe Rent Relief program will allocate grants of up to \$5,000 to 56 businesses. The program is funded from the \$165,000 Placer Shares funds allocated to North Lake Tahoe.

Bavetta announced her plans to retire at the end of February. She was thanked for her commitment to the organization, the good work she's done in general, and specifically for her role as acting CEO. Her approach and professionalism are greatly appreciated.

9. Directors Comments

Cowen reported TRPA has been focused on housing and amending zoning in the Tahoe Basin Area Plan. The Governing Board approved 248 affordable housing units on California Tahoe Conservancy land. TRPA has partnered with the Center for Responsible Travel to host a workshop with the Sustainable Recreation working group to consider long-term strategies to address parking, trash, and overuse issues. Lastly, TRPA is addressing many transportation issues, but funding to implement solutions remains an issue.

Casey reported on items coming up on Board of Supervisor February 9 and February 16 agendas. The final hearing for the TBID is scheduled on March 9. The Board will meet in Tahoe on March 29 and 30 at the Resort at Squaw Creek.

Casey introduced Nick Martin, the new Senior Management Analyst in Placer County's Tahoe CEO office.

Turner asked this Board to consider spending time and money to address the major traffic backups on weekends. He suggested using traffic officers rather than depending on signal lights on weekends and holidays.

10. Meeting Review and Staff Direction

- Staff will finalize the Chamber membership issue
- Hentz will meet with Supervisor Jones to bring her up to speed on the TBID
- The Scope of Work and timeline for the consultant will be finalized within 2 weeks, which may require a Special Board meeting for final approval

11. Closed Session

Closed Session was not convened.

12. Adjournment

There being no further business to come before the Board, the meeting adjourned at 10:48 AM.

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



north lake tahoe

Chamber | CVB | Resort Association

Date: 2/18/21

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

From: Bonnie Bavetta, CFO
DeWitt Van Siclen, Sr. Accountant

RE: Report of Financial Results at January 31, 2021

A summary of preliminary NLTRA financial results for January 31, 2021 follows:

- Cash balance on January 31, 2021 of \$1,431,000 was \$817,000 greater than prior year due primarily to reduced Accounts Receivables by \$8,000, a net due to the County of Placer increase in the amount of approximately \$365,000, an increase in Deferred Revenue from the County of \$175,000, an increase to Payroll Liabilities of \$45,000, and an increase in equity of \$298,000 offset primarily by a decrease in Accounts Payable of \$45,000 and reduced Deferred Revenue – Marketing of \$37,000.
- Accounts Receivable (QB) balance of \$3,000 was down relative to last year by \$45,000, primarily due to fewer outstanding commissions owed to the NLTRA and MTS sponsorship invoices (\$37,000).
- The Accounts Receivable – TOT balance of \$505,000 reflected County TOT funding invoices for January. The balance at this date last year was \$487,000. Payment was received in February.
- Membership dues receivable totaled \$169,000; an increase of \$85,000 over prior year due to slow pay on membership dues invoices. The Allowance for Doubtful Accounts balance of \$62,000 was \$59,000 greater than prior year to cover potential uncollectible membership fees.
- Receivable from NLTMC was lower than prior year by \$5,000 due to fewer expenditures.
- Prepaid expenses of \$22,000 was higher than prior year by \$4,000.
- Accounts Payable of \$14,000 was \$45,000 lower than prior year due primarily to lower expenditures.
- Wages and related liabilities of \$144,000 were \$45,000 higher than prior year, a result of a combination of new incentive accrual for the CEO not paid at fiscal year-end, increased PTO liability of staff, and fewer commissions owed to NLTRA reps.
- Accrued Expenses totaling \$15,000 were \$15,000 higher than last year. A reduction to the committed programs will result in these expenses being returned to the County of Placer at the end of this fiscal year.
- Deferred Revenue Marketing prior year balance of \$37,000 was for Mountain Travel Symposium sponsorships being paid to NLTRA by local businesses to support the event. The event was later cancelled and is not planned for this year. Any monies received for the event were refunded.
- Deferred Revenue-Member Dues of \$96,000 was up \$3,000 from last year.

- Deferred Revenue—County of \$525,000 reflected the 2020/21 prepayment of TOT funds made at the beginning of the fiscal year to assist with cash flow due to the performance-based invoicing on part of the County contract and exceeded prior year by \$175,000. The prepayment anticipated a payment to Spartan in July in the amount of \$175,000. The event was cancelled, and payment was not made.
- Due To/From County balance of \$385,000 was \$365,000 greater than prior year and represents the balance due to the County of Placer for unspent fiscal year 2019/20 TOT funding.
- YTD consolidated net income of \$455,000 at month end January reflected a \$275,000 increase from prior year positive results of \$180,000, and represented Membership's negative net results YTD of \$7,000, and \$462,000 net positive results from TOT funded departments.
- Operating Results YTD – Marketing
 - YTD Revenue from Placer TOT Funding of \$1,395,000 was lower than budget by \$63,000.
 - Expenses, before overhead allocation, totaled \$837,000 and were \$307,000 below budget largely due to NLTMC contributions placed on hold as well as delayed marketing programs as a result of the pandemic. The hold on NLTMC contributions will continue for the rest of the fiscal year.
 - Total net results before overhead allocation of \$560,000 were better than budget by \$246,000.
- Operating Results YTD – Conference
 - TOT revenue of \$226,000 was on budget.
 - Expenses of \$194,000 before allocated overhead were over budget by \$8,000.
 - Net results of \$32,000 before overhead allocation were negative to budget by \$8,000.
- Operating Results YTD – Visitor Center
 - Retail sales of \$62,000 were positive to budget by \$11,000. TOT revenue of \$267,000 was on budget.
 - Expenses before overhead allocation of \$180,000 were good to budget by \$85,000 primarily due to reduced staffing and other operating costs related to the pandemic.
 - Net income of \$149,000 before overhead allocation was \$96,000 positive to budget.
- Operating Results YTD – TMPI
 - TOT revenue of \$113,000 was on budget.
 - Expenditures of \$50,000 before overhead were \$40,000 good to budget due to timing.
 - Net results of \$63,000 before overhead allocation were positive to budget \$40,000.
- Operating Results YTD – Membership
 - Membership dues revenue of \$81,000 was \$8,000 over budget, total other revenues of \$3,000 were \$2,000 below budget.
 - Expenses before overhead allocation of \$76,000 were \$12,000 over budget due to increasing the allowance for doubtful accounts offset primarily by reduced staffing.
 - Net income of \$8,000 before overhead allocations was below budget by \$7,000.
 - Net loss of \$7,000 after overhead allocations was \$3,000 unfavorable to budget.
- Operating Results YTD – Administration
 - Total expenses of \$361,000 were \$87,000 below budget due primarily to staffing (\$28,000) and timing.
- Membership cash position as of January 31, 2021
 - Membership activities resulted in a net loss \$6,580.
 - Deferred revenues of \$95,868 less receivables of \$170,730, plus the allowance for uncollectible receivables of \$61,574 resulted in the use of cash in the amount of \$19,868.
 - Tuesday Morning Breakfast Club deferred revenue provided \$1,290 in cash.
 - Accrued Payroll expense provided cash of \$1,063.
 - Prior years' cumulative negative net results totaled \$10,145.
 - Net cash year-to-date was negative \$27,660.

Summary of North Lake Tahoe Marketing Cooperative (NLTMC) financial results at January 31, 2021:

- Cash balance at month end of \$834,000 was \$387,000 greater than prior year primarily due to a decrease in Receivables of \$11,000, a decrease in prepaid expenses of \$18,000, an increase in Equity - Unrestricted Net Assets of \$462,000 (prior year funding reserve) and an increase in Net Income of \$207,000 offset by a reduction in Accounts Payable of \$315,000.
- Accounts Receivable was \$5,000 lower due to fewer partner-sponsored events.
- Accounts Payable of \$33,000 were \$315,000 less than prior year due to lower expenditures including agency work that had been placed on hold as well as prompt payment.
- Unrestricted Net Assets Equity of \$487,000 was \$462,000 greater than prior year due to unspent funding from 2019/20 fiscal year.
- Net Income of \$354,000 was \$209,000 greater than prior year.
- Year-to-date revenue from NLTRA and IVCBVB of \$926,000 was below budget \$317,000. NLTRA has halted contributions to NLTMC for the remainder of the fiscal year due to reduced forecasted expenditures. Budgeted use of prior year reserves had not been utilized to fund YTD operations. An additional unbudgeted receipt of \$45,000 from a Travel Nevada grant was received in January.
- Consumer Marketing expenditures of \$253,000 were \$482,000 below budget due to reduced expenditures due to the pandemic.
- Leisure Sales expenditures of \$20,000 were \$20,000 below budget.
- Public Relations expenses of \$104,000 were \$44,000 below budget due to reduced expenditures due to the pandemic.
- Conference Sales expenditures of \$62,000 were \$2,000 below budget.
- Trade Show expenditures of \$9,000 were \$42,000 below budget due to reduced expenditures due to the pandemic.
- Committed & Administrative expenditures of \$74,000 were \$73,000 below budget due to reduced expenditures due to the pandemic.
- Website & Maintenance expenses of \$50,000 were below budget \$8,000 due to timing.
- Total Expenses of \$572,000 were \$672,000 below budget.
- Net income of \$354,000 was better than budget by \$354,000.
- The recently completed reforecast for the NLTMC anticipates total expenses of \$1,311,000, a reduction of \$701,000 from the original budget due to impacts of the pandemic. The NLTRA funding of NLTMC is forecasted to drop \$454,000 from the budget of \$1,000,000 to \$546,000. In the reforecast, it is anticipated that the IVCBVB contribution will be reduced proportionally from \$600,000 originally budgeted to \$335,000 and the current reserve from previous years' funding will be fully utilized in covering current fiscal year expenditures.

North Lake Tahoe Resort Association

Preliminary

Financial Statements for the Period Ending

January 31, 2021

North Lake Tahoe Resort Association

Balance Sheet

As of January 31, 2021

Accrual Basis

	Jan 31, 21	Jan 31, 20	\$ Change	% Change	Jun 30, 20
ASSETS					
Current Assets					
Checking/Savings					
1001-00 · Petty Cash	158	184	(26)	(14%)	158
1003-00 · Cash - Operations BOTW #6712	1,185,906	322,912	862,994	267%	565,602
1007-00 · Cash - Payroll BOTW #7421	3,353	5,502	(2,149)	(39%)	3,200
1008-00 · Marketing Reserve - Plumas	50,340	50,288	52	0%	50,313
1009-00 · Cash Flow Reserve - Plumas	100,924	100,769	155	0%	100,839
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	60,315	104,621	(44,306)	(42%)	86,322
10950 · Cash in Drawer	619	203	416	205%	139
Total Checking/Savings	1,431,197	614,061	817,136	133%	836,155
Accounts Receivable					
1200-00 · Quickbooks Accounts Receivable	2,500	47,690	(45,190)	(95%)	3,500
1290-00 · A/R - TOT	505,473	486,921	18,552	4%	201,387
Total Accounts Receivable	507,973	534,611	(26,638)	(5%)	204,887
Other Current Assets					
1200-99 · AR Other	1,179	726	453	62%	12,881
1201-00 · Member Accounts Receivable					
1201-01 · Member AR - Member Dues	169,330	84,295	85,035	101%	35,696
1201-03 · Member AR - Other	1,400	4,125	(2,725)	(66%)	1,040
Total 1201-00 · Member Accounts Receivable	170,730	88,420	82,310	93%	36,736
1201-02 · Allowance for Doubtful Accounts	(61,574)	(2,775)	(58,799)	(2,119%)	(24,987)
12100 · Inventory Asset					
1210-01 · Inventory - Other	0	0	0	0%	4,236
25300 · Gift Cards Outstanding	18	18	0	0%	18
12100 · Inventory Asset - Other	23,270	24,316	(1,046)	(4%)	81,762
Total 12100 · Inventory Asset	23,288	24,334	(1,046)	(4%)	86,016
1299 · Receivable from NLTC	403	5,345	(4,942)	(92%)	0
1490-00 · Security Deposits	1,150	1,150	0	0%	1,150
Total Other Current Assets	135,176	117,200	17,976	15%	111,796
Total Current Assets	2,074,346	1,265,872	808,474	64%	1,152,838
Fixed Assets					
1700-00 · Furniture & Fixtures	45,289	45,289	0	0%	45,289
1701-00 · Accum. Depr. - Furn & Fix	(45,289)	(45,289)	0	0%	(45,289)
1740-00 · Computer Equipment	6,799	4,270	2,529	59%	4,270
1741-00 · Accum. Depr. - Computer Equip	(2,153)	(4,269)	2,116	50%	(4,270)
1750-00 · Computer Software	20,493	20,493	0	0%	20,493
1751-00 · Accum. Amort. - Software	(20,575)	(19,911)	(664)	(3%)	(20,493)
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	4,564	583	3,981	683%	0
Other Assets					
1400-00 · Prepaid Expenses					
1410-00 · Prepaid Insurance	14,185	12,484	1,701	14%	16,326

North Lake Tahoe Resort Association

Balance Sheet

As of January 31, 2021

Accrual Basis

	Jan 31, 21	Jan 31, 20	\$ Change	% Change	Jun 30, 20
1430-00 · Prepaid 1st Class Postage	100	100	0	0%	100
1400-00 · Prepaid Expenses - Other	7,939	5,438	2,501	46%	8,751
Total 1400-00 · Prepaid Expenses	22,224	18,022	4,202	23%	25,177
Total Other Assets	22,224	18,022	4,202	23%	25,177
TOTAL ASSETS	2,101,134	1,284,477	816,657	64%	1,178,015
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	14,455	59,802	(45,347)	(76%)	26,683
Total Accounts Payable	14,455	59,802	(45,347)	(76%)	26,683
Other Current Liabilities					
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	10,480	11,059	(579)	(5%)	39,445
2101-00 · Incentive Payable	69,096	34,359	34,737	101%	88,359
2102-00 · Commissions Payable	1,420	9,734	(8,314)	(85%)	3,506
2120-00 · Empl. Federal Tax Payable	5,545	5,426	119	2%	1,551
2175-00 · 401 (k) Plan	2,693	1,894	799	42%	2,626
2180-00 · Estimated PTO Liability	54,845	36,333	18,512	51%	54,845
Total 21000 · Salaries/Wages/Payroll Liabilit	144,079	98,805	45,274	46%	190,332
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	0	10	(10)	(100%)	0
25500 · *Sales Tax Payable	225	367	(142)	(39%)	1,374
Total 2190-00 · Sales and Use Tax Payable	225	377	(152)	(40%)	1,374
2250-00 · Accrued Expenses	15,132	0	15,132	100%	73,722
2300-00 · Marketing Cooperative Liabili	0	2,050	(2,050)	(100%)	6,073
2400-11 · Deferred Revenue - Marketing	0	37,000	(37,000)	(100%)	0
2400-60 · Deferred Revenue- Member Dues	95,868	92,631	3,237	3%	28,890
2500-00 · Deferred Revenue - TMBC	1,290	1,680	(390)	(23%)	1,290
2700-00 · Deferred Rev. County	525,305	350,305	175,000	50%	0
2900-00 · Due To/From County of Placer	384,939	19,871	365,068	1,837%	384,939
Total Other Current Liabilities	1,166,838	602,719	564,119	94%	686,620
Total Current Liabilities	1,181,293	662,521	518,772	78%	713,303
Total Liabilities	1,181,293	662,521	518,772	78%	713,303
Equity					
32000 · Unrestricted Net Assets	(10,145)	(17,007)	6,862	40%	(17,007)
3300-11 · Designated Marketing Reserve	324,590	308,202	16,388	5%	324,590
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	455,129	180,492	274,637	152%	6,862
Total Equity	919,840	621,953	297,887	48%	464,711
TOTAL LIABILITIES & EQUITY	2,101,134	1,284,477	816,657	64%	1,178,015

North Lake Tahoe Resort Association Profit & Loss Budget Performance

All Departments

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan ...	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	505,473	547,873	(42,400)	2,001,346	2,063,997	(62,651)	4,043,867
4200-00 - Membership Dues Revenue	12,012	10,417	1,595	80,586	72,917	7,670	125,000
4250-00 - Revenues-Membership Activities							
4250-01 - Community Awards	0	0	0	0	0	0	19,000
4250-04 - Silent Auction	0	0	0	0	0	0	19,000
4250-05 - Sponsorships	0	0	0	0	0	0	20,000
4250-01 - Community Awards - Other	0	0	0	0	0	0	58,000
Total 4250-01 - Community Awards	0	0	0	0	1,500	(1,500)	6,000
4250-02 - Chamber Events	0	0	0	0	1,500	(1,500)	2,500
4250-03 - Summer/Winter Rec Luncheon	0	0	0	0	800	(800)	2,000
4251-00 - Tues AM Breakfast Club	0	200	(200)	0	1,250	(1,250)	4,000
4251-01 - Tues AM Breakfast Club Sponsors	0	450	(450)	0	2,050	(2,050)	6,000
4251-00 - Tues AM Breakfast Club - Other	0	650	(650)	0	2,650	(2,650)	0
Total 4251-00 - Tues AM Breakfast Club	0	0	0	2,650	0	2,650	0
4250-00 - Revenues-Membership Activities - Other	0	650	(650)	2,650	5,050	(2,400)	72,500
Total 4250-00 - Revenues-Membership Activities	0	0	0	1,525	0	1,525	2,500
4253-00 - Revenue- Other	141	0	141	1,555	0	1,555	0
46000 - Merchandise Sales	0	0	0	560	0	560	0
4502-00 - Non-Retail VIC Income	2,964	3,500	(536)	59,736	51,000	8,736	85,000
4504-00 - Retail Revenue - Other	3,105	3,500	(395)	61,851	51,000	10,851	85,000
46000 - Merchandise Sales - Other	0	0	0	4,193	0	4,193	0
Total 46000 - Merchandise Sales	0	0	0	4,193	0	4,193	0
4720-00 - Miscellaneous	520,591	562,440	(41,849)	2,152,151	2,192,964	(40,813)	4,328,867
Total Income	520,591	562,440	(41,849)	2,152,151	2,192,964	(40,813)	4,328,867
Gross Profit	520,591	562,440	(41,849)	2,152,151	2,192,964	(40,813)	4,328,867
Expense							
5000-00 - Salaries & Wages	0	0	0	2,106	0	2,106	0
5010-00 - Sales Commissions	10,324	7,049	3,275	43,476	49,342	(5,866)	84,586
5020-00 - P/R - Tax Expense	10,298	11,750	(1,452)	70,485	82,250	(11,765)	141,000
5030-00 - P/R - Health Insurance Expense	1,356	1,128	228	6,246	7,894	(1,648)	13,532
5040-00 - P/R - Workmans Comp	2,473	3,308	(835)	12,609	23,158	(10,549)	39,700
5060-00 - 401 (k)	571	428	143	2,634	2,995	(361)	5,135
5070-00 - Other Benefits and Expenses	80,560	94,593	(14,033)	583,127	662,154	(79,027)	1,135,121
5000-00 - Salaries & Wages - Other	105,581	118,256	(12,675)	720,683	827,793	(107,110)	1,419,074
Total 5000-00 - Salaries & Wages	1,133	1,017	116	6,083	6,792	(709)	11,655
5100-00 - Rent	1,195	888	307	3,227	6,218	(2,991)	10,660
5110-00 - Utilities	725	1,058	(333)	4,075	7,408	(3,333)	12,700
5140-00 - Repairs & Maintenance	13,554	12,819	735	93,610	88,705	4,905	152,798
5150-00 - Office - Cleaning	16,607	15,782	825	106,995	109,123	(2,128)	187,813
5100-00 - Rent - Other	1,349	1,924	(575)	15,138	13,468	1,670	23,088
Total 5100-00 - Rent	1,349	1,924	(575)	15,138	13,468	1,670	23,088
5310-00 - Telephone	0	127	(127)	531	887	(356)	1,520
5320-00 - Telephone	1,149	1,692	(543)	7,397	11,842	(4,445)	20,300
Total 5310-00 - Telephone	1,149	1,692	(543)	7,397	11,842	(4,445)	20,300
5420-00 - Mail - USPS	1,979	287	1,693	3,589	2,007	1,583	3,440
5510-00 - Insurance/Bonding	3,165	7,598	(4,433)	9,513	53,185	(43,672)	91,174
5520-00 - Supplies	5,145	7,885	(2,740)	13,102	55,192	(42,089)	94,614
5520-00 - Supplies - Computer	83	0	83	388	0	388	0
5520-00 - Supplies - Other	2,322	2,267	55	18,771	15,867	2,905	27,200
Total 5520-00 - Supplies	2,640	1,025	1,615	7,806	7,175	631	12,300
5610-00 - Depreciation	365	969	(604)	3,022	6,784	(3,762)	11,630
5700-00 - Equipment Support & Maintenance	0	1,667	(1,667)	66	11,667	(11,601)	22,000
5710-00 - Taxes, Licenses & Fees	0	250	(250)	1,010	1,750	(740)	3,000
5740-00 - Equipment Rental/Leasing	260	750	(490)	1,860	5,250	(3,390)	9,000
5800-00 - Training Seminars	0	0	0	21,800	28,000	(4,200)	26,000
5850-00 - Artist of Month - Commissions	0	13,750	(13,750)	31,200	63,250	(32,050)	134,000
5900-00 - Professional Fees	260	14,500	(14,240)	54,860	94,500	(39,640)	169,000
5910-00 - Professional Fees - Attorneys	0	11,250	(11,250)	0	28,750	(28,750)	55,000
5920-00 - Professional Fees - Accountant	0	2,500	(2,490)	141	8,750	(8,609)	50,000
5921-00 - Professional Fees - Other	10	0	0	0	0	0	30,000
Total 5900-00 - Professional Fees	10	2,500	(2,490)	141	8,750	(8,609)	80,000
5941-00 - Research & Planning	0	0	0	0	0	0	0
6020-00 - Programs	0	0	0	0	0	0	0
6018-00 - Special Event Partnership	0	0	0	0	0	0	0
6018-00 - Business Assoc. Grants	0	0	0	0	0	0	0
Total 6020-00 - Programs	0	0	0	0	0	0	0
6420-00 - Events	0	0	0	0	0	0	0
6420-01 - Sponsorships	0	0	0	0	0	0	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

All Departments

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan ...	YTD Budget	\$ Over Budget	Annual Bud...
6421-01 - 4th of July Fireworks	0	0	0	0	0	0	20,000
6421-04 - Broken Arrow Skyrace	0	0	0	0	0	0	25,400
6421-06 - Spartan	0	0	0	0	0	0	180,900
6421-07 - Tahoe Lacrosse Tournament	0	0	0	0	0	0	8,000
6421-10 - WinterWonderGrass - Tahoe	0	24,400	(24,400)	0	24,400	(24,400)	24,400
6421-17 - Enduro	0	0	0	0	0	0	31,500
6420-01 - Sponsorships - Other	0	0	0	0	0	0	240,800
Total 6420-01 - Sponsorships	0	24,400	(24,400)	0	24,400	(24,400)	529,000
6421-00 - New Event Development	0	5,000	(5,000)	4,000	7,500	(3,500)	30,000
6424-00 - Event Operation Expenses	0	500	(500)	0	2,000	(2,000)	6,000
Total 6420-00 - Events	0	29,900	(29,900)	4,000	33,900	(29,900)	585,000
6423-00 - Membership Activities	0	0	0	295	0	295	28,000
6434-00 - Community Awards Dinner	0	0	0	0	500	(500)	1,000
6436-00 - Membership - Wnt/Sum Rec Lunch	0	338	(338)	0	938	(938)	3,000
6437-00 - Tuesday Morning Breakfast Club	933	417	516	4,667	2,917	1,750	5,000
6442-00 - Public Relations/Website	0	417	(417)	915	2,917	(2,002)	5,000
6423-00 - Membership Activities - Other	0	0	0	0	0	0	0
Total 6423-00 - Membership Activities	933	1,171	(238)	5,877	7,271	(1,394)	42,000
6730-00 - Marketing Cooperative/Media	185,043	303,111	(118,068)	546,253	664,321	(118,068)	1,000,000
6740-00 - Media/Collateral/Production	0	1,667	(1,667)	0	11,667	(11,667)	20,000
6742-00 - Non-NLT Co-Op Marketing Program	245	23,000	(22,755)	2,277	117,000	(114,723)	232,000
6743-00 - BACC Marketing Programs	59	1,000	(941)	13,409	5,000	8,409	10,000
6743-01 - Year Round Shopping Campaign	0	1,000	(1,000)	0	5,000	(5,000)	10,000
6743-03 - Winter Lakeside Campaign	0	1,000	(1,000)	0	5,000	(5,000)	10,000
6743-04 - Summerlong Music Campaign	0	1,000	(1,000)	0	5,000	(5,000)	10,000
6743-05 - Summer Mountain Campaign	0	4,000	(4,000)	0	20,000	(20,000)	40,000
6743-06 - COVID Summer Recovery Campaign	0	0	0	18,027	0	18,027	0
6743-07 - Winter Regional Campaign	0	0	0	0	0	0	0
Total 6743-00 - BACC Marketing Programs	59	8,000	(7,941)	31,436	40,000	(8,564)	80,000
7500-00 - Trade Shows/Travel	0	1,250	(1,250)	395	8,750	(8,355)	15,000
8100-00 - Cost of Goods Sold	9	125	(116)	1,020	875	145	1,500
51100 - Freight and Shipping Costs	105	0	105	583	0	583	0
59900 - POS Inventory Adjustments	98	0	98	98	0	98	0
8100-01 - CGS - Other	1,558	1,565	(7)	31,762	22,797	8,965	38,000
8100-00 - Cost of Goods Sold - Other	0	0	0	0	0	0	0
Total 8100-00 - Cost of Goods Sold	1,769	1,690	80	33,463	23,672	9,791	39,500
8200-00 - Associate Relations	0	135	(135)	2,014	924	1,090	1,600
8300-00 - Board Functions	0	500	(500)	2,244	4,500	(2,256)	7,000
8500-00 - Credit Card Fees	163	165	(2)	2,599	2,397	202	5,850
8600-00 - Additional Opportunities	985	10,000	(9,015)	72,303	70,000	2,303	120,000
8700-00 - Automobile Expenses	136	466	(330)	1,603	3,122	(1,519)	5,450
8750-00 - Meals/Meetings	69	763	(694)	330	5,088	(4,757)	8,900
8810-00 - Dues & Subscriptions	1,006	1,513	(507)	4,953	10,334	(5,381)	17,900
8910-00 - Travel	0	0	0	0	0	0	12,600
8920-00 - Bad Debt	37,107	0	37,107	37,479	0	37,479	0
Total Expense	363,025	563,421	(200,396)	1,697,135	2,196,492	(499,357)	4,299,338
Net Ordinary Income	157,565	(982)	158,547	455,016	(3,528)	458,544	29,529
Other Income/Expense							
Other Income	15	0	15	113	0	113	0
4700-00 - Revenues - Interest & Investment	15	0	15	113	0	113	0
Total Other Income	15	0	15	113	0	113	0
Other Expense	0	0	0	0	(0)	0	0
8990-00 - Allocated	0	0	0	0	(0)	0	0
Total Other Expense	0	0	0	0	0	0	0
Net Other Income	15	0	15	113	0	113	(0)
Net Income	157,580	(982)	158,562	455,129	(3,528)	458,657	29,529

North Lake Tahoe Resort Association
Profit & Loss Prev Year Comparison
 July 2020 through January 2021

Accrual Basis

	Jul '20 - Jan 21	Jul '19 - Jan 20	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	2,001,346	2,306,693	(305,347)	(13)%
4200-00 · Membership Dues Revenue	80,586	78,445	2,141	3%
4250-00 · Revenues-Membership Activities				
4251-00 · Tues AM Breakfast Club		3,325	(3,325)	(100)%
4251-01 · Tues AM Breakfast Club Sponsors	0	3,480	(3,480)	(100)%
4251-00 · Tues AM Breakfast Club - Other	0			
Total 4251-00 · Tues AM Breakfast Club	0	6,805	(6,805)	(100)%
4250-00 · Revenues-Membership Activities - Other	2,650	5,936	(3,286)	(55)%
Total 4250-00 · Revenues-Membership Activities	2,650	12,741	(10,091)	(79)%
4253-00 · Revenue- Other	1,525	1,000	525	53%
4350-00 · Special Events (Marketing)	0	0	0	0%
4600-00 · Commissions	0	10,138	(10,138)	(100)%
4601-00 · Commissions - South Shore	0	34,545	(34,545)	(100)%
4600-00 · Commissions - Other	0			
Total 4600-00 · Commissions	0	44,684	(44,684)	(100)%
46000 · Merchandise Sales	1,555	6,836	(5,281)	(77)%
4502-00 · Non-Retail VIC income	560	0	560	100%
4504-00 · Retail Revenue - Other	59,736	67,575	(7,839)	(12)%
46000 · Merchandise Sales - Other				
Total 46000 · Merchandise Sales	61,851	74,411	(12,560)	(17)%
4720-00 · Miscellaneous	4,193	0	4,193	100%
Total Income	2,152,151	2,517,973	(365,822)	(15)%
Cost of Goods Sold	0	0	0	0%
52900 · Purchases - Resale Items	0	0	0	0%
Total COGS	0	0	0	0%
Gross Profit	2,152,151	2,517,973	(365,822)	(15)%
Expense				
5000-00 · Salaries & Wages	0	0	0	0%
5000-01 · In-Market Administration	2,106	15,302	(13,197)	(86)%
5010-00 · Sales Commissions	43,476	43,938	(462)	(1)%
5020-00 · P/R - Tax Expense	70,485	75,788	(5,303)	(7)%
5030-00 · P/R - Health Insurance Expense	6,246	5,829	416	7%
5040-00 · P/R - Workmans Comp	12,609	20,304	(7,694)	(38)%
5060-00 · 401 (k)	2,634	2,109	526	25%
5070-00 · Other Benefits and Expenses	583,127	484,742	98,385	20%
5000-00 · Salaries & Wages - Other				
Total 5000-00 · Salaries & Wages	720,683	648,012	72,671	11%
5100-00 · Rent	6,083	6,113	(30)	(1)%
5110-00 · Utilities	3,227	4,423	(1,196)	(27)%
5140-00 · Repairs & Maintenance	4,075	5,000	(925)	(19)%
5150-00 · Office - Cleaning	93,610	91,427	2,183	2%
5100-00 · Rent - Other				
Total 5100-00 · Rent	106,995	106,963	32	0%
5310-00 · Telephone	15,138	13,305	1,832	14%
5320-00 · Telephone				
Total 5310-00 · Telephone	15,138	13,305	1,832	14%
5420-00 · Mail - USPS	531	1,017	(486)	(48)%
5510-00 · Insurance/Bonding	7,397	9,135	(1,738)	(19)%
5520-00 · Supplies				
5525-00 · Supplies- Computer	3,589	595	2,995	503%
5520-00 · Supplies - Other	9,513	10,844	(1,331)	(12)%
Total 5520-00 · Supplies	13,102	11,439	1,664	15%
5610-00 · Depreciation	388	826	(437)	(53)%
5700-00 · Equipment Support & Maintenance	18,771	11,720	7,052	60%
5710-00 · Taxes, Licenses & Fees	7,806	7,728	78	1%
5740-00 · Equipment Rental/Leasing	3,022	8,078	(5,055)	(63)%
5800-00 · Training Seminars	66	2,207	(2,141)	(97)%
5850-00 · Artist of Month - Commissions	1,010	9,287	(8,276)	(89)%

North Lake Tahoe Resort Association
Profit & Loss Prev Year Comparison
July 2020 through January 2021

Accrual Basis

	Jul '20 - Jan 21	Jul '19 - Jan 20	\$ Change	% Change
5900-00 · Professional Fees	1,860	3,660	(1,800)	(49)%
5910-00 · Professional Fees - Attorneys	21,800	18,800	3,000	16%
5920-00 · Professional Fees - Accountant	31,200	69,098	(37,898)	(55)%
5921-00 · Professional Fees - Other				
Total 5900-00 · Professional Fees	54,860	91,558	(36,698)	(40)%
6020-00 · Programs	141	2,500	(2,359)	(94)%
6016-00 · Special Event Partnership				
Total 6020-00 · Programs	141	2,500	(2,359)	(94)%
6420-00 · Events				
6420-01 · Sponsorships	0	34,668	(34,668)	(100)%
6023-00 · Autumn Food & Wine				
6421-06 · Spartan	0	254,019	(254,019)	(100)%
6421-10 · WinterWonderGrass - Tahoe	0	17,680	(17,680)	(100)%
6421-16 · Mountain Travel Symposium	0	5,525	(5,525)	(100)%
Total 6420-01 · Sponsorships	0	311,892	(311,892)	(100)%
6421-00 · New Event Development	4,000	220	3,780	1,718%
6424-00 · Event Operation Expenses	0	1,617	(1,617)	(100)%
Total 6420-00 · Events	4,000	313,729	(309,729)	(99)%
6423-00 · Membership Activities				
6434-00 · Community Awards Dinner	295	6,140	(5,845)	(95)%
6436-00 · Membership - Wnt/Sum Rec Lunch	0	633	(633)	(100)%
6437-00 · Tuesday Morning Breakfast Club	0	2,211	(2,211)	(100)%
6442-00 · Public Relations/Website	4,667	3,464	1,203	35%
6444-00 · Trades	0	0	0	0%
6423-00 · Membership Activities - Other	915	1,129	(214)	(19)%
Total 6423-00 · Membership Activities	5,877	13,577	(7,699)	(57)%
6730-00 · Marketing Cooperative/Media	546,253	990,140	(443,887)	(45)%
6740-00 · Media/Collateral/Production	0	384	(384)	(100)%
6742-00 · Non-NLT Co-Op Marketing Program	2,277	8,779	(6,502)	(74)%
6743-00 · BACC Marketing Programs				
6743-01 · Year Round Shopping Campaign	13,409	7,900	5,509	70%
6743-03 · Winter Lakeside Campaign	0	10,334	(10,334)	(100)%
6743-04 · Summerlong Music Campaign	0	0	0	0%
6743-05 · Summer Mountain Campaign	0	0	0	0%
6743-07 · Winter Regional Campaign	18,027	0	18,027	100%
Total 6743-00 · BACC Marketing Programs	31,436	18,234	13,202	72%
7500-00 · Trade Shows/Travel	395	593	(198)	(33)%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	1,020	754	267	35%
52500 · Purchase Discounts	0	(1)	1	100%
59900 · POS Inventory Adjustments	583	351	232	66%
8100-01 · CGS - Other	98	0	98	100%
8100-00 · Cost of Goods Sold - Other	31,762	34,884	(3,123)	(9)%
Total 8100-00 · Cost of Goods Sold	33,463	35,988	(2,525)	(7)%
8200-00 · Associate Relations	2,014	993	1,021	103%
8300-00 · Board Functions	2,244	17,058	(14,814)	(87)%
8500-00 · Credit Card Fees	2,599	4,062	(1,463)	(36)%
8600-00 · Additional Opportunities	72,303	0	72,303	100%
8700-00 · Automobile Expenses	1,603	1,741	(138)	(8)%
8750-00 · Meals/Meetings	330	1,145	(815)	(71)%
8810-00 · Dues & Subscriptions	4,953	4,714	239	5%
8920-00 · Bad Debt	37,479	2,735	34,744	1,270%
Total Expense	1,697,135	2,337,644	(640,509)	(27)%
Net Ordinary Income	455,016	180,329	274,687	152%
Other Income/Expense				
Other Income				
4700-00 · Revenues-Interest & Investment	113	163	(50)	(31)%
Total Other Income	113	163	(50)	(31)%
Other Expense				
Balancing Adjustments	0	0	0	0%

North Lake Tahoe Resort Association
Profit & Loss Prev Year Comparison
 July 2020 through January 2021

Accrual Basis

	Jul '20 - Jan 21	Jul '19 - Jan 20	\$ Change	% Change
8990-00 - Allocated	0	0	0	0%
Total Other Expense	0	0	0	0%
Net Other Income	113	163	(50)	(31)%
Net Income	455,129	180,492	274,637	152%

North Lake Tahoe Resort Association Profit & Loss Budget Performance

11 - Marketing

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income	412,270	454,670	(42,400)	1,395,364	1,458,014	(62,650)	2,983,682
4050-00 - County of Placer TOT Funding	0			1,525	0	1,525	0
4253-00 - Revenue- Other	412,270	454,670	(42,400)	1,396,889	1,458,014	(61,125)	2,983,682
Total Income	412,270	454,670	(42,400)	1,396,889	1,458,014	(61,125)	2,983,682
Gross Profit							
Expense							
5000-00 - Salaries & Wages	2,169	1,667	503	10,923	11,667	(743)	20,000
5020-00 - P/R - Tax Expense	6,071	4,000	2,071	22,605	28,000	(5,395)	48,000
5030-00 - P/R - Health Insurance Expense	529	125	404	2,543	675	1,868	1,500
5040-00 - P/R - Workmans Comp	622	833	(212)	5,875	5,833	41	10,000
5050-00 - 401 (k)	33	142	(109)	642	992	(349)	1,700
6070-00 - Other Benefits and Expenses	17,515	22,299	(4,784)	159,592	166,095	(6,503)	267,592
5000-00 - Salaries & Wages - Other							
Total 5000-00 - Salaries & Wages	26,938	29,066	(2,128)	202,180	203,462	(1,282)	348,792
5100-00 - Rent	175	200	(25)	1,020	1,075	(55)	1,855
5110-00 - Utilities	74	75	(1)	166	525	(359)	900
5140-00 - Repairs & Maintenance	216	250	(33)	1,332	1,750	(418)	3,000
5150-00 - Office - Cleaning	2,124	2,400	(276)	15,167	15,776	(609)	27,777
5100-00 - Rent - Other							
Total 5100-00 - Rent	2,592	2,925	(334)	17,705	19,126	(1,421)	33,532
5310-00 - Telephone	344	549	(205)	3,547	3,843	(296)	6,588
5320-00 - Telephone							
Total 5310-00 - Telephone	344	549	(205)	3,547	3,843	(296)	6,588
5420-00 - Mail - USPS	0	0	0	54	0	54	0
5520-00 - Supplies	1,979	1,716	(1,577)	3,382	0	3,382	0
5525-00 - Supplies- Computer	139			532	12,013	(11,481)	20,584
5520-00 - Supplies - Other							
Total 5520-00 - Supplies	2,118	1,716	402	3,914	12,013	(8,099)	20,584
5700-00 - Equipment Support & Maintenance	0	13	(13)	(3)	88	(90)	150
5710-00 - Taxes, Licenses & Fees	0	13	(13)	78	88	(8)	150
5740-00 - Equipment Rental/Leasing	91	167	(76)	760	1,167	(407)	2,000
5800-00 - Training Seminars	0	750	(750)	0	5,250	(5,250)	9,000
5900-00 - Professional Fees	0	125	(125)	0	875	(875)	1,500
5910-00 - Professional Fees - Attorneys	0	1,125	(1,125)	0	7,875	(7,875)	13,500
5921-00 - Professional Fees - Other	0						
Total 5900-00 - Professional Fees	0	1,250	(1,250)	0	8,750	(8,750)	15,000
5941-00 - Research & Planning	0	10,000	(10,000)	0	20,000	(20,000)	40,000
6020-00 - Programs	10	2,500	(2,490)	141	8,750	(8,609)	50,000
6016-00 - Special Event Partnership	0	0	0	0	0	0	30,000
6018-00 - Business Assoc. Grants	0						
Total 6020-00 - Programs	10	2,500	(2,490)	141	8,750	(8,609)	80,000
6420-00 - Events							
6420-01 - Sponsorships	0	0	0	0	0	0	20,000
6421-01 - 4th of July Fireworks	0	0	0	0	0	0	25,400
6421-04 - Broken Arrow Skyrace	0	0	0	0	0	0	180,900
6421-05 - Spartan	0	0	0	0	0	0	6,000
6421-07 - Tahoe Lacrosse Tournament	0	24,400	(24,400)	0	24,400	(24,400)	24,400
6421-10 - WinterWonderGrass - Tahoe	0	0	0	0	0	0	31,500
6421-17 - Enduro	0	0	0	0	0	0	240,800
6420-01 - Sponsorships - Other	0						
Total 6420-01 - Sponsorships	0	24,400	(24,400)	0	24,400	(24,400)	529,000
6421-00 - New Event Development	0	5,000	(5,000)	4,000	7,500	(3,500)	30,000
6424-00 - Event Operation Expenses	0	500	(500)	0	2,000	(2,000)	8,000
Total 6420-00 - Events	0	29,900	(29,900)	4,000	33,900	(29,900)	565,000
6730-00 - Marketing Cooperative/Media	180,159	295,112	(114,953)	503,399	618,352	(114,953)	925,000
6742-00 - Non-NLT Co-Op Marketing Program	45	22,000	(21,555)	877	110,000	(109,123)	220,000
6743-00 - BACC Marketing Programs							
6743-01 - Year Round Shopping Campaign	59	1,000	(941)	13,409	5,000	8,409	10,000
6743-03 - Winter Lakeside Campaign	0	1,000	(1,000)	0	5,000	(5,000)	10,000
6743-04 - Summerlong Music Campaign	0	1,000	(1,000)	0	5,000	(5,000)	10,000
6743-05 - Summer Mountain Campaign	0	1,000	(1,000)	0	5,000	(5,000)	10,000
6743-06 - COVID Summer Recovery Campaign	0	4,000	(4,000)	0	20,000	(20,000)	40,000
6743-07 - Winter Regional Campaign	0	0	0	18,027	0	18,027	0
Total 6743-00 - BACC Marketing Programs	59	8,000	(7,941)	31,436	40,000	(8,564)	80,000
7600-00 - Trade Shows/Travel	0	0	0	395	0	395	0
8200-00 - Associate Relations	0	23	(23)	166	136	20	250
8600-00 - Additional Opportunities	335	7,917	(7,581)	67,763	55,417	12,338	95,000
8700-00 - Automobile Expenses	5	136	(131)	272	818	(546)	1,500
8750-00 - Media/Meetings	152	250	(98)	16	1,500	(1,484)	2,750
8810-00 - Dues & Subscriptions	0	259	(259)	368	1,555	(1,187)	2,850
8910-00 - Travel	0	0	0	0	0	0	11,100
Total Expense	212,849	412,545	(199,696)	837,049	1,144,214	(307,164)	2,459,256
Net Ordinary Income	199,421	42,125	157,296	559,840	313,801	246,039	524,426
Other Income/Expense							
Other Income	15	0	15	113	0	113	0
4700-00 - Revenues-Interest & Investment							
Total Other Income	15	0	15	113	0	113	0
Other Expense	32,852	42,125	(9,273)	247,111	313,801	(66,689)	524,426
8990-00 - Allocated							
Total Other Expense	32,852	42,125	(9,273)	247,111	313,801	(66,689)	524,426
Net Other Income	(32,837)	(42,125)	9,288	(246,999)	(313,801)	66,802	(524,426)
Net Income	166,583	0	166,583	312,841	(0)	312,841	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

30 - Conference

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	33,384	33,384	0	226,099	226,099	0	384,054
Total Income	<u>33,384</u>	<u>33,384</u>	<u>0</u>	<u>226,099</u>	<u>226,099</u>	<u>0</u>	<u>384,054</u>
Gross Profit	<u>33,384</u>	<u>33,384</u>	<u>0</u>	<u>226,099</u>	<u>226,099</u>	<u>0</u>	<u>384,054</u>
Expense							
5000-00 - Salaries & Wages	0	0	0	2,106	0	2,106	0
5010-00 - Sales Commissions	2,289	1,157	1,132	8,470	8,100	369	13,886
5020-00 - P/R - Tax Expense	2,320	2,042	279	15,570	14,292	1,279	24,500
5030-00 - P/R - Health Insurance Expense	481	167	314	1,578	1,167	412	2,000
5040-00 - P/R - Workmans Comp	667	500	167	4,027	3,500	527	6,000
5060-00 - 401 (k)	446	36	409	692	283	430	450
5070-00 - Other Benefits and Expenses	15,651	14,030	1,621	103,957	98,213	5,744	168,385
5000-00 - Salaries & Wages - Other							
Total 5000-00 - Salaries & Wages	<u>21,854</u>	<u>17,933</u>	<u>3,920</u>	<u>136,400</u>	<u>125,534</u>	<u>10,866</u>	<u>215,201</u>
5100-00 - Rent	125	75	50	678	525	153	900
5110-00 - Utilities	55	22	33	138	152	(14)	260
5140-00 - Repairs & Maintenance	161	142	19	906	992	(86)	1,700
5150-00 - Office - Cleaning	1,422	1,167	255	9,435	8,167	1,269	14,000
5100-00 - Rent - Other							
Total 5100-00 - Rent	<u>1,763</u>	<u>1,405</u>	<u>358</u>	<u>11,156</u>	<u>9,835</u>	<u>1,321</u>	<u>16,860</u>
5310-00 - Telephone	290	267	24	2,661	1,867	794	3,200
5320-00 - Telephone							
Total 5310-00 - Telephone	<u>290</u>	<u>267</u>	<u>24</u>	<u>2,661</u>	<u>1,867</u>	<u>794</u>	<u>3,200</u>
5420-00 - Mail - USPS	0	17	(17)	36	117	(80)	200
5520-00 - Supplies	0	45	(45)	0	315	(315)	540
5525-00 - Supplies- Computer	46	113	(67)	323	788	(464)	1,350
5520-00 - Supplies - Other							
Total 5520-00 - Supplies	<u>46</u>	<u>158</u>	<u>(112)</u>	<u>323</u>	<u>1,103</u>	<u>(779)</u>	<u>1,890</u>
5710-00 - Taxes, Licenses & Fees	0	8	(8)	120	58	61	100
5740-00 - Equipment Rental/Leasing	40	83	(43)	350	583	(234)	1,000
5800-00 - Training Seminars	0	0	0	0	0	0	2,000
5730-00 - Marketing Cooperative/Media	4,883	7,999	(3,116)	42,853	45,969	(3,116)	75,000
8750-00 - Meals/Meetings	0	29	(29)	0	204	(204)	350
8810-00 - Dues & Subscriptions	0	63	(63)	0	438	(438)	750
Total Expense	<u>28,877</u>	<u>27,962</u>	<u>915</u>	<u>193,899</u>	<u>185,707</u>	<u>8,192</u>	<u>316,551</u>
Net Ordinary Income	<u>4,507</u>	<u>5,422</u>	<u>(915)</u>	<u>32,200</u>	<u>40,392</u>	<u>(8,192)</u>	<u>67,503</u>
Other Income/Expense							
Other Expense	4,227	5,422	(1,195)	31,794	40,392	(8,597)	67,503
8990-00 - Allocated							
Total Other Expense	<u>4,227</u>	<u>5,422</u>	<u>(1,195)</u>	<u>31,794</u>	<u>40,392</u>	<u>(8,597)</u>	<u>67,503</u>
Net Other Income	<u>(4,227)</u>	<u>(5,422)</u>	<u>1,195</u>	<u>(31,794)</u>	<u>(40,392)</u>	<u>8,597</u>	<u>(67,503)</u>
Net Income	<u>280</u>	<u>(0)</u>	<u>280</u>	<u>405</u>	<u>(0)</u>	<u>405</u>	<u>0</u>

North Lake Tahoe Resort Association Profit & Loss Budget Performance

42 - Visitor Center

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	39,566	39,566	0	266,727	266,728	(1)	457,711
46000 - Merchandise Sales	141	0	141	1,555	0	1,555	0
4502-00 - Non-Retail VIC Income	0	0	0	560	0	560	0
4504-00 - Retail Revenue - Other	2,964	3,500	(536)	59,736	51,000	8,736	85,000
46000 - Merchandise Sales - Other							
Total 46000 - Merchandise Sales	3,105	3,500	(395)	61,851	51,000	10,851	85,000
Total Income	42,672	43,066	(395)	328,578	317,728	10,850	542,711
Gross Profit	42,672	43,066	(395)	328,578	317,728	10,850	542,711
Expenses							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	1,160	1,292	(132)	6,083	9,042	(2,959)	15,500
5030-00 - P/R - Health Insurance Expense	1,247	1,583	(337)	8,092	11,083	(2,992)	19,000
5040-00 - P/R - Workmans Comp	253	433	(180)	2,535	3,033	(499)	5,200
5060-00 - 401 (k)	306	417	(111)	2,563	2,917	(354)	5,000
5070-00 - Other Benefits and Expenses	17	82	(65)	514	573	(69)	982
5000-00 - Salaries & Wages - Other	8,110	15,568	(7,458)	67,304	108,977	(41,673)	186,818
Total 5000-00 - Salaries & Wages	11,093	19,375	(8,282)	87,090	135,625	(48,535)	232,500
5100-00 - Rent							
5110-00 - Utilities	568	583	(15)	2,976	4,083	(1,107)	7,000
5140-00 - Repairs & Maintenance	248	458	(211)	619	3,208	(2,590)	5,500
5150-00 - Office - Cleaning	0	358	(358)	0	2,508	(2,508)	4,300
5160-00 - Rent - Other	6,398	6,721	(323)	45,251	47,046	(1,795)	80,650
Total 5100-00 - Rent	7,214	8,121	(907)	48,846	56,846	(6,000)	97,450
6310-00 - Telephone							
6320-00 - Telephone	200	238	(37)	2,044	1,663	381	2,850
Total 6310-00 - Telephone	200	238	(37)	2,044	1,663	381	2,850
5420-00 - Mail - USPS	0	17	(17)	36	117	(80)	200
5520-00 - Supplies							
5525-00 - Supplies- Computer	0	75	(75)	0	525	(525)	900
5520-00 - Supplies - Other	221	2,817	(2,695)	2,319	20,417	(18,098)	35,000
Total 5520-00 - Supplies	221	2,892	(2,770)	2,319	20,942	(18,623)	35,900
5610-00 - Depreciation	83	0	83	262	0	262	0
5700-00 - Equipment Support & Maintenance	0	4	(4)	0	29	(29)	50
5710-00 - Taxes, Licenses & Fees	7	4	3	30	29	1	50
5740-00 - Equipment Rental/Leasing	73	129	(56)	600	904	(304)	1,550
5800-00 - Training Seminars	0	250	(250)	0	1,760	(1,760)	3,000
5850-00 - Artist of Month - Commissions	0	250	(250)	1,010	1,760	(750)	3,000
6740-00 - Media/Collateral/Production	0	1,667	(1,667)	0	11,667	(11,667)	20,000
6742-00 - Non-NLT Co-Op Marketing Program	200	1,000	(800)	1,400	7,000	(5,600)	12,000
8100-00 - Cost of Goods Sold							
81100 - Freight and Shipping Costs	0	125	(125)	1,020	875	145	1,500
59900 - POS Inventory Adjustments	105	0	105	583	0	583	0
8100-01 - CGS - Other	98	0	98	98	0	98	0
8100-00 - Cost of Goods Sold - Other	1,558	1,565	(7)	31,762	22,797	8,965	38,000
Total 8100-00 - Cost of Goods Sold	1,769	1,690	80	33,463	23,672	9,791	39,500
8200-00 - Associate Relations	0	17	(17)	112	117	(5)	200
8500-00 - Credit Card Fees	125	165	(39)	2,337	2,397	(60)	4,000
8700-00 - Automobile Expenses	0	46	(46)	83	321	(238)	550
8750-00 - Meals/Meetings	58	33	25	58	233	(175)	400
8810-00 - Dues & Subscriptions	0	8	(8)	0	58	(58)	100
8910-00 - Travel	0	0	0	0	0	0	1,500
Total Expense	21,044	38,004	(14,960)	179,691	265,119	(85,428)	454,800
Net Ordinary Income	21,628	7,062	14,566	148,888	52,609	96,278	87,911
Other Income/Expense							
8990-00 - Allocated	6,077	7,062	(985)	45,711	52,609	(6,898)	87,921
Total Other Expense	6,077	7,062	(985)	45,711	52,609	(6,898)	87,921
Net Other Income	(6,077)	(7,062)	985	(45,711)	(52,609)	6,898	(87,921)
Net Income	15,551	0	15,551	103,176	0	103,176	(10)

North Lake Tahoe Resort Association Profit & Loss Budget Performance

51 - TMPI

Accrual Basis

	Jan 21	Budget	\$ Over Bu...	Jul '20 - Ja...	YTD Budget	\$ Over Bu...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	20,253	20,253	0	113,155	113,155	0	218,419
	20,253	20,253	0	113,155	113,155	0	218,419
Total Income	20,253	20,253	0	113,155	113,155	0	218,419
Gross Profit							
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	142	225	(83)	766	1,575	(809)	2,700
5030-00 · P/R - Health Insurance Expense	156	167	(11)	1,066	1,167	(101)	2,000
5040-00 · P/R - Workmans Comp	6	175	(169)	49	1,225	(1,176)	2,100
5060-00 · 401 (k)	0	167	(167)	0	1,167	(1,167)	2,000
5070-00 · Other Benefits and Expenses	1	17	(16)	6	118	(112)	203
5000-00 · Salaries & Wages - Other	1,586	3,836	(2,250)	11,530	26,849	(15,318)	46,026
Total 5000-00 · Salaries & Wages	1,891	4,586	(2,695)	13,417	32,100	(18,683)	55,029
5100-00 · Rent							
5110-00 · Utilities	6			30	0	30	0
5140-00 · Repairs & Maintenance	3			7	0	7	0
5150-00 · Office - Cleaning	8			45	0	45	0
5100-00 · Rent - Other	71	0	71	355	0	355	0
Total 5100-00 · Rent	88	0	88	438	0	438	0
5310-00 · Telephone	12	0	12	114	0	114	0
5320-00 · Telephone							
Total 5310-00 · Telephone	12	0	12	114	0	114	0
5420-00 · Mail - USPS	0			2	0	2	0
5520-00 · Supplies							
5525-00 · Supplies- Computer	0			3	0	3	0
5520-00 · Supplies - Other	2,443	2,083	359	4,496	14,583	(10,088)	25,000
Total 5520-00 · Supplies	2,443	2,083	359	4,499	14,583	(10,085)	25,000
5710-00 · Taxes, Licenses & Fees	0			1	0	2	0
5740-00 · Equipment Rental/Leasing	0			2	0		0
5900-00 · Professional Fees							
5921-00 · Professional Fees - Other	0	10,500	(10,500)	31,200	43,500	(12,300)	100,000
Total 5900-00 · Professional Fees	0	10,500	(10,500)	31,200	43,500	(12,300)	100,000
8700-00 · Automobile Expenses	11	0	11	53	0	53	0
8810-00 · Dues & Subscriptions	2	0	2	52	0	52	0
Total Expense	4,447	17,169	(12,722)	49,778	90,184	(40,406)	180,029
Net Ordinary Income	15,806	3,084	12,722	63,378	22,972	40,406	38,390
Other Income/Expense							
Other Expense							
8990-00 · Allocated	2,405	3,084	(679)	18,092	22,972	(4,880)	38,390
Total Other Expense	2,405	3,084	(679)	18,092	22,972	(4,880)	38,390
Net Other Income	(2,405)	(3,084)	679	(18,092)	(22,972)	4,880	(38,390)
Net Income	13,401	(0)	13,401	45,286	(0)	45,286	0

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

60 - Membership

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income	12,012	10,417	1,595	80,586	72,917	7,670	125,000
4200-00 - Membership Dues Revenue							
4250-00 - Revenues-Membership Activities							
4250-01 - Community Awards	0	0	0	0	0	0	19,000
4250-04 - Silent Auction	0	0	0	0	0	0	19,000
4250-05 - Sponsorships	0	0	0	0	0	0	20,000
4250-01 - Community Awards - Other	0	0	0	0	0	0	58,000
Total 4250-01 - Community Awards	0	0	0	0	0	0	6,000
4250-02 - Chamber Events	0	0	0	0	1,500	(1,500)	2,500
4250-03 - Summer/Winter Rec Luncheon	0	0	0	0	1,500	(1,500)	2,000
4251-00 - Tues AM Breakfast Club	0	200	(200)	0	800	(800)	4,000
4251-01 - Tues AM Breakfast Club Sponsors	0	450	(450)	0	1,250	(1,250)	6,000
4251-00 - Tues AM Breakfast Club - Other	0	650	(650)	0	2,050	(2,050)	0
Total 4251-00 - Tues AM Breakfast Club	0	0	0	2,650	0	2,650	0
4250-00 - Revenues-Membership Activities - Other	0	850	(850)	2,650	5,050	(2,400)	72,500
Total 4250-00 - Revenues-Membership Activities	0	0	0	0	0	0	2,500
4253-00 - Revenue- Other	12,012	11,067	945	83,236	77,967	5,270	200,000
Total Income	12,012	11,067	945	83,236	77,967	5,270	200,000
Gross Profit	12,012	11,067	945	83,236	77,967	5,270	200,000
Expense							
5000-00 - Salaries & Wages	960	458	501	1,742	3,208	(1,466)	5,500
5020-00 - P/R - Tax Expense	371	667	(295)	1,185	4,667	(3,482)	8,000
5030-00 - P/R - Health Insurance Expense	15	33	(18)	66	233	(167)	400
5040-00 - P/R - Workmans Comp	264	142	123	516	992	(476)	1,700
5060-00 - 401 (k)	9	33	(24)	27	233	(207)	400
5070-00 - Other Benefits and Expenses	7,543	5,333	2,209	21,476	37,333	(15,858)	64,000
5000-00 - Salaries & Wages - Other	9,162	6,867	2,495	25,011	46,667	(21,655)	80,000
Total 5000-00 - Salaries & Wages	9,162	6,867	2,495	25,011	46,667	(21,655)	80,000
5100-00 - Rent	47	33	14	237	233	4	400
5110-00 - Utilities	23	8	15	58	58	0	100
5140-00 - Repairs & Maintenance	68	58	10	277	408	(131)	700
5150-00 - Office - Cleaning	809	638	172	4,927	4,463	465	7,650
5100-00 - Rent - Other	948	737	211	5,500	5,162	337	8,850
Total 5100-00 - Rent	948	737	211	5,500	5,162	337	8,850
5310-00 - Telephone	92	121	(29)	719	846	(127)	1,450
5320-00 - Telephone	92	121	(29)	719	846	(127)	1,450
Total 5310-00 - Telephone	0	10	(10)	11	70	(59)	120
5420-00 - Mail - USPS	0	0	0	2	0	2	0
5520-00 - Supplies	18	167	(149)	136	1,167	(1,030)	2,000
5525-00 - Supplies - Computer	18	167	(149)	136	1,167	(1,030)	2,000
5520-00 - Supplies - Other	0	0	0	23	0	23	0
Total 5520-00 - Supplies	55	173	(119)	431	1,213	(783)	2,080
5710-00 - Taxes, Licenses & Fees	0	0	0	0	0	0	1,000
5740-00 - Equipment Rental/Leasing	0	500	(500)	0	500	(500)	1,000
5900-00 - Professional Fees	0	500	(500)	0	500	(500)	1,000
5921-00 - Professional Fees - Other	0	500	(500)	0	500	(500)	1,000
Total 5900-00 - Professional Fees	0	0	0	295	0	295	28,000
6423-00 - Membership Activities	0	0	0	0	500	(500)	1,000
6434-00 - Community Awards Dinner	0	0	0	0	938	(938)	3,000
6436-00 - Membership - Wnt/Sum Rec Lunch	0	338	(338)	0	2,917	(2,917)	5,000
6437-00 - Tuesday Morning Breakfast Club	933	417	516	4,667	2,917	(2,002)	5,000
6442-00 - Public Relations/Website	0	417	(417)	915	2,917	(2,002)	5,000
6423-00 - Membership Activities - Other	933	1,171	(238)	5,877	7,271	(1,394)	42,000
Total 6423-00 - Membership Activities	0	13	(13)	31	88	(56)	150
8200-00 - Associate Relations	38	0	38	262	0	262	1,850
8500-00 - Credit Card Fees	5	33	(28)	147	233	(86)	400
8700-00 - Automobile Expenses	0	33	(33)	7	233	(226)	400
8750-00 - Meals/Meetings	11	17	(6)	137	117	20	200
8810-00 - Dues & Subscriptions	37,107	0	37,107	37,392	0	37,392	0
8920-00 - Bad Debt	46,369	9,642	38,728	75,686	63,567	12,119	140,500
Total Expense	(36,357)	1,425	(37,782)	7,551	14,400	(6,850)	59,500
Net Ordinary Income							
Other Income/Expense	1,879	2,407	(528)	14,131	17,928	(3,797)	29,961
Other Expense	1,879	2,407	(528)	14,131	17,928	(3,797)	29,961
8990-00 - Allocated							
Total Other Expense							

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

60 - Membership

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan 21	YTD Budget	\$ Over Budget	Annual Budget
Net Other Income	(1,879)	(2,407)	528	(14,131)	(17,928)	3,797	(29,961)
Net Income	(38,236)	(982)	(37,254)	(8,580)	(3,528)	(3,053)	29,539

North Lake Tahoe Resort Association Profit & Loss Budget Performance

70 - Administration

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income	0	0	0	4,193	0	4,193	0
4720-00 - Miscellaneous	0	0	0	4,193	0	4,193	0
Total Income	0	0	0	4,193	0	4,193	0
Gross Profit							
Expense							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	3,604	2,250	1,354	15,492	15,750	(258)	27,000
5030-00 - P/R - Health Insurance Expense	132	3,292	(3,160)	21,968	23,042	(1,073)	39,500
5040-00 - P/R - Workmans Comp	72	194	(123)	(526)	1,380	(1,886)	2,332
5050-00 - 401 (K)	615	1,250	(635)	(371)	8,750	(9,121)	15,000
5070-00 - Other Benefits and Expenses	65	117	(52)	753	817	(64)	1,400
5090-00 - Salaries & Wages - Other	30,166	33,527	(3,371)	219,269	234,687	(15,418)	402,320
Total 5000-00 - Salaries & Wages	34,643	40,629	(5,987)	256,585	284,405	(27,821)	487,552
5100-00 - Rent							
5110-00 - Utilities	210	125	85	1,142	875	287	1,500
5140-00 - Repairs & Maintenance	792	325	487	2,220	2,275	(55)	3,900
5150-00 - Office - Cleaning	270	250	20	1,515	1,750	(235)	3,008
5190-00 - Rent - Other	2,729	1,893	836	16,473	13,254	5,219	22,720
Total 5100-00 - Rent	4,002	2,593	1,408	23,349	18,164	5,186	31,120
5310-00 - Telephone							
5320-00 - Telephone	411	750	(339)	6,053	5,250	803	9,000
Total 5310-00 - Telephone	411	750	(339)	6,053	5,250	803	9,000
5420-00 - Mail - USPS	0	83	(83)	392	583	(192)	1,000
5510-00 - Insurance/Bonding	1,149	1,692	(543)	7,397	11,842	(4,445)	20,300
5520-00 - Supplies							
5525-00 - Supplies - Computer	0	167	(167)	202	1,167	(964)	2,900
5520-00 - Supplies - Other	289	603	(304)	1,707	4,218	(2,511)	7,230
Total 5520-00 - Supplies	289	769	(471)	1,909	5,384	(3,475)	9,230
5610-00 - Depreciation	0	0	0	126	0	126	0
5700-00 - Equipment Support & Maintenance	2,322	2,250	72	18,774	15,750	3,024	27,000
5710-00 - Taxes, Licenses & Fees	2,633	1,000	1,633	7,553	7,000	553	12,000
5740-00 - Equipment Rental/Leasing	106	417	(311)	880	2,917	(2,037)	5,000
5800-00 - Training Seminars	0	667	(667)	66	4,687	(4,601)	8,000
5900-00 - Professional Fees							
5910-00 - Professional Fees - Attorneys	260	625	(365)	1,860	4,375	(2,515)	7,500
5920-00 - Professional Fees - Accountant	0	0	0	21,800	28,000	(4,200)	26,000
5921-00 - Professional Fees - Other	0	1,625	(1,625)	0	11,375	(11,375)	19,500
Total 5900-00 - Professional Fees	260	2,250	(1,990)	23,660	41,750	(18,090)	53,000
5941-00 - Research & Planning	0	1,250	(1,250)	0	8,750	(8,750)	15,000
7500-00 - Trade Shows/Travel	0	1,250	(1,250)	0	8,750	(8,750)	15,000
8200-00 - Associate Relations	0	83	(83)	1,714	583	1,131	1,000
8300-00 - Board Functions	0	500	(500)	2,244	4,500	(2,256)	7,000
8500-00 - Additional Opportunities	650	2,083	(1,433)	4,550	14,583	(10,033)	25,000
8700-00 - Automobile Expenses	114	250	(136)	1,047	1,750	(703)	3,000
8750-00 - Meals/Meetings	10	417	(406)	249	2,917	(2,667)	5,000
8810-00 - Dues & Subscriptions	841	1,167	(325)	4,395	8,167	(3,771)	14,000
8920-00 - Bad Debt	0	0	0	87	0	87	0
Total Expense	47,439	60,100	(12,661)	361,032	447,702	(86,669)	748,202
Net Ordinary Income	(47,439)	(60,100)	12,661	(356,839)	(447,702)	90,862	(748,202)
Other Income/Expense							
Other Expenses	(47,439)	(60,100)	12,661	(356,839)	(447,701)	90,862	(748,202)
8990-00 - Allocated	(47,439)	(60,100)	12,661	(356,839)	(447,701)	90,862	(748,202)
Total Other Expense	47,439	60,100	(12,661)	356,839	447,701	(90,862)	748,202
Net Other Income	0	(0)	0	0	(0)	0	0
Net Income	0	(0)	0	0	0	0	0

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)
Employee Expense Report

Month/Yr January 2021
Employee Hentz, Jeff

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
01.14.2021	A	CGS Direct Inc		TBID Mailings	\$2,140.30		5520-00/51
01.26.2021	B	Panera Bread		BOS Meeting in Auburn	\$10.37		8750-00/70
	C						
	D						
	E						
	F						
	G						
	H						
	I						
	J						
	K						
	L						
	M						
	N						
	O						
	P						
	Q						
	R						
	S						
	T						
	U						
	V						
	W						
	X						
	Y						
	Z						
MILEAGE REIMBURSEMENT							
						\$108.64	8700-00-70
TOTAL - CREDIT CARD EXPENSES							
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)							
	Attach 1			Mileage		\$2,150.67	
				See Attached Mileage Report			
				Mileage Reimbursed Through Payroll			
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)							
						\$108.64	

Signed By: Jeff Hentz Date: 2/10/2021

Approved By: Jim Plulaw Date: 2/24/2021

DocuSigned by: 1A39FEB21252440...

ACCOUNTING

DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED
		<u>BB</u>	<u>2/10/2021</u>	

Z:\Expense Reports\NLTRA Employee Expense Report - Hentz Jan 2021



CSG DIRECT, INC.
640 Maestro Dr. #100
Reno, NV 89511

DATE	INVOICE NO.
1/14/2021	3971790

ACCOUNTS PAYABLE
NORTH LAKE TAHOE RESORT ASSOC
PO BOX 5459
TAHOE CITY CA 96145

P.O. NO.	TERMS	CONTACT	PRODUCT/JOB NAME
	PRE-PAY	R. KAUTZ	JAN21 PLACER CO LTR
ITEM	QTY	DESCRIPTION	AMOUNT
DIGITAL PRL...	4.995	Digital Print- Nevada Mail	1,181.41T
MAIL SERVI...	4.995	DIRECT MAIL OR PRODUCTION SERVICES	861.25
		Subtotal	2,042.66
		Washoe County Sales Tax	97.64
Thank You for your business. Overdue invoices are subject to late fees of 2% / mo.			BALANCE DUE: \$2,140.30
775.852.9777 • 800.881.2150 • csdirect.com			

(A)

DeWitt Van Siclen

From: Jeffrey Hentz <jeff@gotahoenorth.com>
Sent: Thursday, January 14, 2021 12:35 PM
To: DeWitt Van Siclen; Bonnie Bavetta
Subject: Fwd: CSG Direct Inc Transaction Receipt - Reference Number 361529369

Sent from my iPhone

Begin forwarded message:

From: "Tami.Jones@csgdirect.com" <Tami.Jones@csgdirect.com>
Date: January 14, 2021 at 12:17:39 PM PST
To: Jeffrey Hentz <jeff@gotahoenorth.com>
Subject: fw: CSG Direct Inc Transaction Receipt - Reference Number 361529369
Reply-To: tami.jones@csgdirect.com

Hi Jeff,

The CC receipt for the credit card charge is below.

No need to sign and return, just keep for your records.

Thank you!
Tami



Tami Jones
Director of Client Services
CSG Direct - Mail and Digital Printing
775.852.9777



EMAIL IS NOT GUARANTEED TO BE A PRIVATE CONVERSATION
Use our secure website at portal.csgdirect.com for uploading private documents.

CSG Direct Inc

640 Maestro Drive
Suite 100
Reno , NV 89511
775-852-9777

1/14/2021 11:45:04 AM

Reference Number:	361529369
Total:	\$2,140.30
Transaction Type:	Sale
Transaction Status:	Pending Settlement
Card Brand:	MasterCard
Card Number:	xxxxxxxxxxxx4616
Entry Method:	Keyed
Approval Code:	031558
Approval Message:	EXACT MATCH
AVS Result:	Full Exact Match
CSC Result:	Match
Customer Name:	JEFFREY HENTZ NORTH LAKE TAHOE RESORT
Invoice:	3971790

X

Please sign here to agree to payment.

2
A

Bos Mts in Auburn -

Jeffrey

01/25/21 09:25 AM
xxxDrive Thruxxx Cashier:

- ☐ 1 Cranberry Orange Muffin
- ☐ 1 Caramel Latte 16 oz
- ☐ 1 Blueberry Soome

Total 10.37

Order Checked By

Bag of

Cafe Order Number 1326323

(B)



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: March 3, 2021

TO: NLTRA Board of Directors

FROM: Katie Biggers, NLTRA Sr. Event Specialist

RE: Lake Tahoe Dance Festival Opportunistic Funds Approval

Action Requested:

Review and approval of Lake Tahoe Dance Collective's request for \$20,000 in support of their 2021 Lake Tahoe Dance Festival taking place July 28-30, 2021 at Gatekeepers Museum, Tahoe City, CA.

Background:

Lake Tahoe Dance Collective's proposal for a \$20,000 sponsorship of the 2021 Lake Tahoe Dance Festival was approved at the Tourism Development meeting on February 23, 2021.

Lake Tahoe Dance Collective (LTDC) is the only presenter and producer of a professional dance production in the North Lake Tahoe Region. LTDC has produced seven years of previous festivals, thirteen years of annual winter seasons, and five presentations of visiting dance companies.

They have hired the marketing firm Michelle Tabnick Public Relations, in collaboration with RKF Social Media Management. Sponsorship funds will go to these two respective agencies for marketing, as well as marketing collateral, website and social media design, and out of area advertising in specific websites/publications targeting dance fans.

Within the 19.20 fiscal year, the NLTRA committed to funding the 2020 Lake Tahoe Dance Festival with \$20,000 in sponsorship funds - \$10,000 was Marketing Sponsorship funding and \$10,000 from Partnership Funding.

Due to the COVID-19 pandemic, the festival announced that the 2020 event would not take place in person. The Tourism Development committee then received a revised sponsorship proposal from the Lake Tahoe Dance Collective for a virtual offering, asking \$5,000. This request was approved at the May 25, 2020 meeting.

They already received \$5,000 in funding for marketing out of our Partnership Funding grant process. Their total combined ask was \$25,000

Fiscal Impact:

\$20,000

Special Event/Sponsorship Budget
July 2020 - June 2021

Line Item	Date	Budget	Actual	Allocated (Not Yet Paid)	Remaining
Sponsorships					
2021 Spartan World Championships	September 26 & 27, 2021	\$180,900	\$0	\$176,900	\$4,000
Cash Sponsorship		\$175,000		\$175,000	
The Abbi Agency		\$4,000		\$0	
Booth Staffing		\$400		\$400	
Media Reception		\$1,500		\$1,500	
2021 WinterWonderGrass Tahoe	April 9-11, 2021	\$24,400	\$0	\$0	\$24,400
Cash Sponsorship	CANCELLED	\$20,000		\$0	
Tahoe City Banners		\$400		\$0	
The Abbi Agency		\$4,000		\$0	
2021 Broken Arrow Skyrace	June 2021	\$25,400	\$0	\$25,400	\$0
Cash Sponsorship	Pending Approval	\$25,000		\$25,000	
Booth Staffing		\$400		\$400	
2021 Tahoe Lacrosse Tournament	June 2021	\$6,000	\$0	\$6,000	\$0
Cash Sponsorship		\$6,000		\$6,000	
4th of July Fireworks Sponsorship 2021		\$20,000	\$0	\$20,000	\$0
2021 Tahoe City Fireworks	TBD (Placeholder)	\$10,000		\$10,000	
2021 Kings Beach Fireworks	TBD (Placeholder)	\$10,000		\$10,000	
New Event Development (Potential Events)		\$302,300	\$5,000	\$8,000	\$289,300
Opportunistic Funds		\$302,300			
2020 Tahoe City Scavenger Hunt	September 2020		\$5,000		
Northstar Enduro World Series	August 22 & 23, 2021				
Homewood Pride Ride	March 26 & 28, 2021			\$8,000	
Halloweekends at Homewood	October 22- 24, 2021				
High Sierra Archery	June 12-13, 2021				
Lake Tahoe Dance Festival	July 28-30, 2021				
Sponsorship Totals		\$559,000	\$5,000	\$236,300	\$317,700
Operations					
Operations		\$6,000	\$1,166	\$4,834	\$0
Swag					
Banners					
Barrier Jacket Banners					
Partnership Funding Selection Panel			\$206		
Partnership Funding Newsletter Inclusion			\$960		
Operations Totals		\$6,000	\$1,166	\$4,834	\$0
Total Spend		\$565,000	\$6,166	\$241,134	\$317,700

Approved Budget	\$565,000
Spent	\$6,166
Allocated (Not Yet Paid)	\$241,134
Remaining Budget	<u>\$317,700</u>

Required Supplemental Documents

Document #1: Event Overview

The Lake Tahoe Dance Festival, held annually in July, is a presentation of the Lake Tahoe Dance Collective, whose mission is to promote classical, modern and contemporary dance of the finest quality in the Lake Tahoe area through performance, education and outreach, enriching the community as a whole and as a cultural destination.

Through the Festival, we offer the finest professional dance and dance instruction in North Lake Tahoe. This includes a three-week workshop for young dancers, who then perform alongside some of the finest international guest artists and choreographers in the three performance evenings of the Festival.

The Festival is directed by longtime friends and collaborators, Constantine Baecher (Royal Danish Ballet) and Christin Hanna (Founding Artistic Director, LTDC), whose friendship started in 1998 at American Ballet Theatre's summer program in New York.

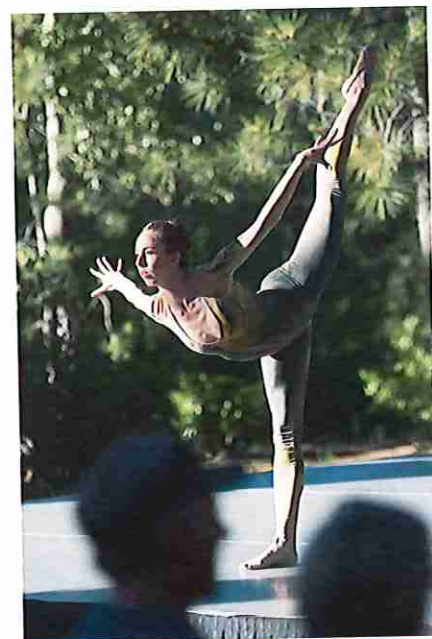
To further collaboration between professional artists and young dancers, the festival offers three days of main stage performances, audience participatory demonstrations, site-specific installations, meet-the-artists talks and more.

The festival celebrates a variety of innovative new works while preserving beloved classics of the past: including works by George Balanchine, Lester Horton, Erick Hawkins, and most recently, the rarely-performed work of Agnes DeMille, "The Other."

In its first 8 years, the Festival has established itself within the dance world for taking risks and fostering groundbreaking new works by up-and-coming choreographers. The Festival's diverse offerings in programming represent a wide range of dance styles and disciplines. First-rate dancers from New York City Ballet, Billy Elliott (Broadway), Dresden-Franfurt Dance Company, Ballet Black (London), SFDanceworks, Aspen Santa Fe Ballet, Frankfurt Ballet, San Francisco Ballet, Los Angeles Ballet, Paul Taylor American Dance, and Robert Moses KIN have graced the Lake Tahoe Dance Festival stage, to name a few.



New York City Ballet Principal Dancer Abi Stafford partnered by former New York City Ballet principal Stephen Hanna at the 2019 Lake Tahoe Dance Festival



New Chamber Ballet's Traci Finch at the 2019 Lake Tahoe Dance Festival

Goals for the 2021 Lake Tahoe Dance Festival

In 2021 we envision yet another outstanding Festival in continuance of our highly successful model of presenting phenomenal guest artists in our uniquely beautiful world-class setting.

The Lake Tahoe Dance Festival will continue to include international guest dancers and choreographers, exceptional new and classic works, and a three-week Young Dancers Workshop. Our young dancers will also realize the opportunity to perform alongside professional Festival artists.

Specific Goals:

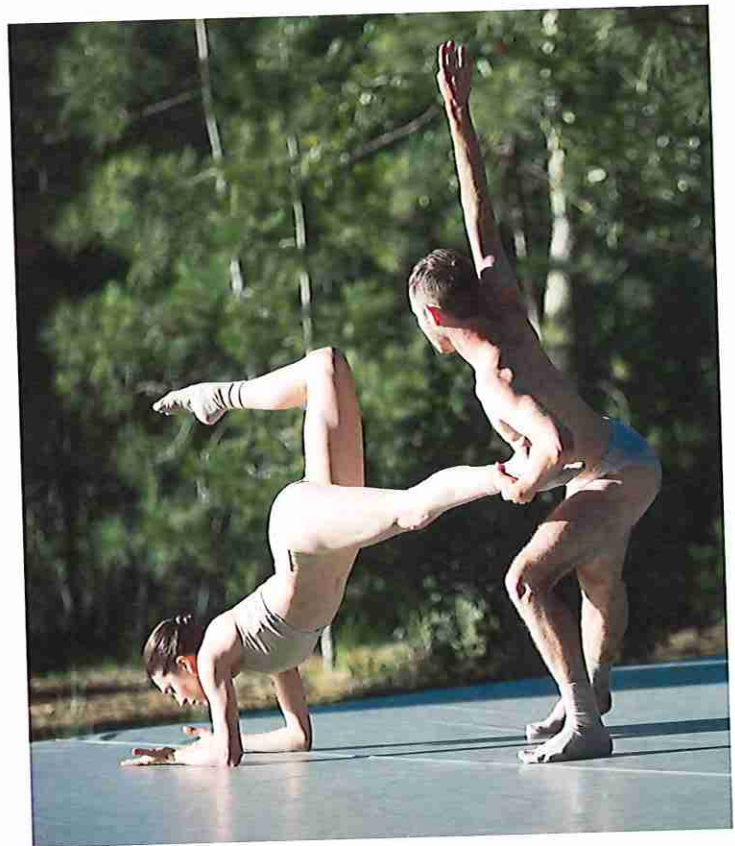
- Maximize performances: increase marketing reach and continue to engage the finest professional artists who in turn will draw additional audiences, thus benefitting the entire community through cultural tourism. Our performance venues can accommodate more attendees easily.
- A-List guest performers: dancers from Martha Graham Dance, New York City Ballet, Miami City Ballet, SFDanceworks and others have expressed interest. These artists will lend greater credibility to our growing Festival as they also bring works that would otherwise require additional licensing and production costs, but more importantly are easy to market because of their strong, established reputations within the dance world. In other words, the product is first-rate, we just need help getting the word out.

Project Feasibility, Accessibility, Management & Evaluation:

Now in its 8th year, the Lake Tahoe Dance Festival has grown to three performance evenings in two locations. This growth has been accompanied by several challenges that we have met: we now own our own portable staging; enjoy a consistently growing audience base; and present a well-rounded artistic program that offers a diverse 'sampling' to our audiences who may be seeing dance for the first time. We have accomplished all this while keeping our ticket prices at affordable rates as we feel strongly that we do not want to price our performances out of the range of affordability for many.

In addition to our performances, we present a range of exciting opportunities for our audiences to engage with our artists and programs that are always free. These include: Meet the Artist talks, Post-Show Q&As, Pre-Performance talks, and Open Rehearsals.

Our evaluation process includes tracking attendance by ticket purchases to attend the event and gauging audience response with a post-event survey.



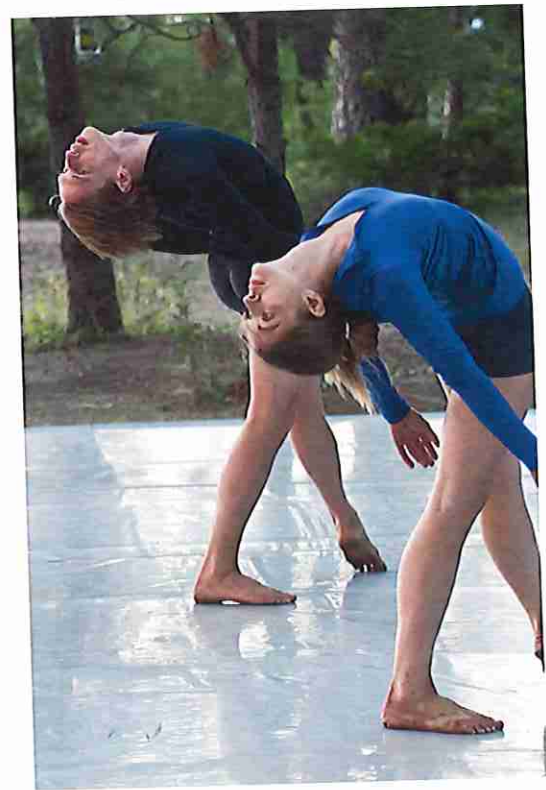
*Daphne Fernberger & Ulysse Zangs of
Jacopo Godani Dresden Frankfurt Dance Company at
the 2019 Lake Tahoe Dance Festival.*

Who Are We:

Christin Hanna is the founding Artistic Director of the Lake Tahoe Dance Collective, the producing entity of the Lake Tahoe Dance Festival. Christin is invested in the community, her home town, and has served on the Board of Directors of the Tahoe City Downtown Association. Her background as a successful professional dancer and teacher as well as her personal relationships with the families, business owners, and leaders in the community have benefitted the creation of the Festival many times over. Her connections in the professional dance world link the finest dance and dance artists to the beautiful stage setting of Lake Tahoe.

Co-Director Constantine Baecher has enjoyed an international career in dance (Royal Danish Ballet, Hamburg Ballet, Compagnie du Carolyn Carlson), as well as having founded the Copenhagen International Choreography Competition. Constantine's extensive personal relationships with dancers, choreographers and companies around the world coalesce with his desire to foster a place where artists come to share their works with a new community and are inspired by the beautiful surroundings of Lake Tahoe.

The artists we have brought to the Lake Tahoe Dance Festival possess backgrounds and expertise that span an entire spectrum from classical to contemporary, offering both new works and a commitment to the preservation and performance of beloved classics.



*Lake Tahoe Dance Festival co-Founders
Christin Hanna and Constantine Baecher on
stage at the inaugural Festival in 2013.*

Document #2: 2020 Profit & Loss Statement

*2020's Lake Tahoe Dance Festival Performances took place online, with a suggested donation for viewing. The Young Dancers Workshop was held outdoors. Should there be any questions regarding this P&L, please do not hesitate to contact us for further explanation.

Ordinary Income/Expense

Income

4000 — Revenue from Direct Cont.	5,000.00
4020 — Corporate Contributions	
Total 4000 — Revenue from Direct Co...	5,000.00
4200 — Revenue from Non-Gov Grant	
4230 — Foundation Support	3,000.00
Total 4200 — Revenue from Non-Gov ...	3,000.00
5100 — Program Income	
5110 — Workshops/Master Classes	11,600.00
Total 5100 — Program Income	11,600.00
5400 — Revenue from Other Sources	
Retail Sales Net	
5415 — Sales Cost	-95.06
Total Retail Sales Net	-95.06
Total 5400 — Revenue from Other Sou...	-95.06
Total Income	19,504.94
Cost of Goods Sold	
Cost of Goods to be Sold	193.92
Total COGS	193.92
Gross Profit	19,311.02

Expense

8100 — Nonpersonnel Expenses	113.56
8112 — Costume supplies	
Total 8100 — Nonpersonnel Expenses	113.56
8200 — Facilities and Equipment	
8250 — Technical Equipment Purchase	491.57
8260 — Equip Rental and Maintenance	3,382.80
Total 8200 — Facilities and Equipment	3,874.37
8300 — Travel and Meetings	
8320 — Conferences, conv, meetings	122.88

8310 — Travel	2,746.94
8330 — Artists Meals	<u>1,330.30</u>
Total 8300 — Travel and Meetings	4,200.12
7500 — Contract Service Expenses	
7541 — Public Relations	2,750.00
7550 — Artist Fees	7,150.00
7560 — Videography	<u>1,500.00</u>
Total 7500 — Contract Service Expenses	11,400.00
8500 — Other Expenses	
8570 — Advertising Expenses	
8571 — Marketing Advertising	<u>2,325.00</u>
Total 8570 — Advertising Expenses	2,325.00
8592 — Licensing Fees	<u>500.00</u>
Total 8500 — Other Expenses	<u>2,825.00</u>
Total Expense	<u>22,413.05</u>
Net Ordinary Income	<u>-3,102.03</u>
Net Income	<u><u>-3,102.03</u></u>

LAKE TAHOE DANCE FESTIVAL

BUDGET

INCOME	W/O NLTRA	WITH NLTRA
FOUNDATION GRANTS	\$10,750	\$10,750
SPONSORSHIPS (CASH)	\$5,000	\$30,000
SPONSORSHIPS (IN-KIND)	\$12,500	\$12,500
EVENT INCOME (TICKET SALES, WORKSHOP TUITION)	\$19,000	\$31,000
TOTAL INCOME	\$47,250	\$84,250

EXPENSE	W/O NLTRA	WITH NLTRA
NON-PERSONNEL EXPENSES (COSTUMES, ETC)	\$1,000	\$1,000
FACILITIES & EQUIPMENT (PAID VENUE & REHEARSAL SPACE, EQUIPMENT RENTAL/ PURCHASES)	\$3,000	\$8,000
FACILITIES (IN-KIND)	\$6,000	\$6,000
TRAVEL & MEETINGS (INCLUDES GUESTS FLIGHTS, MEALS, AND CATERING FOR GALA EVENT)	\$8,000	\$20,000
CONTRACT SERVICE EXPENSES (ARTISTS FEES)	\$20,000	\$20,000
ADVERTISING/MARKETING EXPENSES	\$5,000	\$30,000
TOTAL EXPENSES	\$43,000	\$85,000

Document #4: 2021 Event Marketing Plan

DRAFT MARKETING PLAN - WITHOUT NLTRA SPONSORSHIP MONIES

ITEM	NOTE	COST
MARKETING COLLATERAL	Posters, Postcards, Rack Cards, Banners	\$1000.00
MAILING	EDDM Nonprofit mailing, 13,000+ Mailing List	\$1000.00
PAID ADVERTISING	OUT OF MARKET: Conversations on Dance Podcast Sponsorship & Sponsored Content Episodes, SFGate, Stern Grove Festival Guide, SF Ballet Program, SF Chronicle/Datebook Picks. LOCAL/IN-MARKET: Moonshine Ink, NLT Visitor's Guide	\$1000.00
SOCIAL MEDIA/ DIGITAL ADVERTISING	Facebook & Instagram post and event promotion; Google targeted ads	\$1000.00
PUBLIC RELATIONS	Michelle Tabnick Public Relations & RKF Social Media Management	\$1000.00
TOTAL WITHOUT NLTRA MONIES		\$5000.00

DRAFT MARKETING PLAN - WITH NLTRA SPONSORSHIP MONIES

ITEM	NOTE	COST
MARKETING COLLATERAL	Posters, Postcards, Rack Cards, Banners	\$4000.00
MAILING	EDDM Nonprofit mailing, 13,000+ Mailing List	\$2000.00
PAID ADVERTISING	OUT OF MARKET: TBD per advisement from Michelle Tabnick Public Relations - also dependent on programs for live/virtual shows LOCAL/IN-MARKET: Moonshine Ink, NLT Visitor's Guide	\$8000.00
SOCIAL MEDIA/ DIGITAL ADVERTISING	Facebook & Instagram post and event promotion; Google targeted ads	\$8000.00
PUBLIC RELATIONS	Michelle Tabnick Public Relations & RKF Social Media Management	\$8000.00
TOTAL WITH NLTRA MONIES		\$30000.00

Document #5: Potential Sponsorship Amenities to NLTRA

- Name/logo included in all marketing materials with in “brought to you by” billing in all marketing materials: print ads, postcard mailings, rack cards, performance program, posters, banners, etc
- Inclusion of NLTRA logo and hyperlink in event’s e-newsletters
- Invitation to one private rehearsal with guest choreographers for NLTRA Board of Directors & Staff & Special Guests
- 8 Tickets to the Lake Tahoe Dance Festival Opening Night Gala to be used at NLTRA’s Discretion (Giveaways/client hosting/etc)
- 25 General Admission ticket vouchers to be used at NLTRA’s Discretion (Giveaways/etc)
- Opportunity for NLTRA specific messaging (content provided by NLTRA) in event’s e-newsletter
- Specific descriptive message and link from event website to GoTahoeNorth.com
- Opportunity to interact with out-of-market journalists that may be scheduled to attend the event
- Ad space in event’s program guide
- Opportunity for opening/closing remarks during performance
- Dedicated Instagram/Facebook Posts promoting attending the Festival with specific messaging/ tagging Go Tahoe North to drive visitorship - will rely on consultant to illuminate the best way to manifest this concept



MICHELLE TABNICK

PUBLIC RELATIONS

michelle@michelletabnickpr.com
www.michelletabnickpr.com

Lake Tahoe Dance Festival PR Proposal

Michelle Tabnick Public Relations proposes to serve as publicist for Lake Tahoe Dance Festival from April through July 2021.

As publicist, Michelle Tabnick PR would provide the following:

- Create over-arching plan and strategies for a PR campaign aimed at increasing the profile of the company and its summer season
- Participate in planning with staff to develop comprehensive promotional campaigns for activities, events, and engagements.
- Identify print, broadcast and electronic media outlets to be targeted for the campaign, including exclusive media opportunities, with such outlets as *The New York Times*, *The Wall Street Journal*, *Time Out New York*, *ABC*, *CBS*, *NY1*, *WNET*, among others, with special emphasis on travel press.
- Write and oversee production of press releases with support materials, including, but not limited to:
 1. Press releases.
 2. Fact sheets on the programs.
 3. Selection of promotional materials, including photos and videos.
- Send releases to appropriate editors and writers at print, TV, radio and electronic media outlets.
- Create and send ancillary written materials, including persuasive pitch letters and memoranda to editors and writers at print, radio and electronic media outlets.
- Track media coverage and compile on-going and post-event reports.
- Additional support as needed.

Project Fee: \$5,000, payable \$1,250 on the 1st of each month.

Michelle Tabnick Public Relations provides public relations services for arts organizations in the tri-state area, with a primary focus on dance, theatre, and opera. Current and past clients include: Asase Yaa Cultural Arts Foundation, Ballet Hispánico, Battery Dance, Big Apple Circus, Bloomingdale School of Music, BodyStories, Brooklyn Center for the Performing Arts, Chamber Dance Project, CUNY Dance Initiative, Dance/NYC, Dances Patrelle, Dorrance Dance, Eryc Taylor Dance, Jody Sperling/Time Lapse Dance, Kinesis Project dance theatre, Lake Tahoe Dance Festival, Lincoln Center for the Performing Arts, Nai-Ni Chen Dance Company, New York Theatre Ballet, RIOULT, South Street Seaport Museum, The School of American Ballet, Works & Process at the Guggenheim, and ZviDance, among others. Before starting her own company, Michelle Tabnick held senior positions at Off-Broadway theatre companies in Manhattan as director of marketing at Signature Theatre Company from 2003-2005 and as director of marketing at The Pearl Theatre Company from 2000-2003. Previously, she was employed by New York City Opera, Hangar Theatre and Porthouse Theatre. She has more than twenty years of experience in NYC-based non-profit publicity and marketing.



SOCIAL MEDIA MANAGEMENT PROPOSAL

Rebecca King Ferraro Digital Marketing Management (RKF)

AND

Lake Tahoe Dance Collective (LTDC)

DATE: February 4, 2021 – Revision 0

ABOUT REBECCA KING FERRARO DIGITAL MARKETING MANAGEMENT

Rebecca King Ferraro is a former professional ballet dancer with Miami City Ballet. Upon retiring from her 10 year professional ballet career, she started her digital marketing company that allows her to delve into her second passion, social media and marketing. Ms. Ferraro has had the privilege of working as a consultant with numerous small businesses and nonprofit organizations helping them to advance and achieve their marketing goals.

Beginning in 2011, while dancing full time, Rebecca volunteered to work with Miami City Ballet's marketing department, helping to grow their social media presence within the Miami area and well as the international dance world. Through this opportunity, she obtained valuable experience in the field and came to understand what it takes to promote a large organization in a professional and effective manner.

Rebecca is the co-founder of the popular ballet podcast, [Conversations on Dance](#). Since beginning this podcast in 2016, she has been responsible for not only co-hosting each weekly episode, but also for sound equipment development, audio recording and producing, marketing, and live events. Rebecca now offers podcast consulting services, helping businesses establish feeds and produce episodes.

For more information on available services see rebeccaferraro.com.

Email: rebecca@rebeccakingferraro.com

Phone: 925-785-0928

1. STATEMENT OF WORK

RKF has prepared a quote for LTDC social media promotion of the Lake Tahoe Dance Festival, tentatively scheduled for July 27-31.

2. PERIOD OF WORK

This agreement will cover work from April 1, 2021 – July 31, 2021.

3. SOCIAL MEDIA MANAGEMENT

- Management of Facebook and Instagram accounts.
- Minimum of 3 posts per week on each platform.
- Post to Instagram stories as appropriate.

4. SOCIAL MEDIA PLAN

- Meet virtually with Christin of LTDC at the start of this agreement to review promotion calendar.
- This plan will include review of available content, social media focuses for each week, optional boosted posts, etc. Content will be provided by LTDC.
- RKF will then implement this plan on a weekly basis, allowing Christin to approve posts using RKF's scheduling software, "Later," which Christin will have access to.

FACEBOOK

- Posts will include appropriate content to encourage engagement and site clicks
- Majority of posts will include links to encourage traffic to website
- Incorporate sponsor posts as needed / as directed
- Current Facebook Statistics: Likes as of February 2, 2021: 1,125. Follows: 1,185.

INSTAGRAM

- Goal will be to post visually pleasing images / videos that encourage engagement
- Followers will be increased by utilizing appropriate hashtags, by following ballet / dance lovers and organizations, liking other user's photos, commenting on user's content when appropriate, and posting high quality content
- Utilize "stories" as another way to engage followers and share information
- "Link in bio" will continue to be utilized to drive ticket sales and traffic to website.
- Current Instagram Statistics: Followers as of February 2, 2021: 1,179.

Social media messages and comments will be responded to (if response is needed) within 24 hours. If the appropriate response is unknown, RKF will be in touch with Christin via email or text (whichever is preferred.)

5. COMMUNICATION

LTDC will submit any relevant material they would like to have added to the social media schedule to RKF. Relevant material includes but is not limited to: press coverage, event information, and relevant links to content that is associated with the festival, it's participants, sponsors, or performers.

These materials can be submitted via email or text.

rebecca@rebeccakingferraro.com • 925-785-0928

6. MAILCHIMP

RKF will work with Christin to create e-blast promotion schedule through the end of July as appropriate to drive direct ticket sales.

6. PRICE

For social media management and email list maintenance to promote the Lake Tahoe Dance Festival, the fee will be \$1,500 per month.

Marketing consulting as needed:

\$50/ hour: Website management, SEO enhancement, Google AdWords for non-profits, iMovie video editing from a dancer's perspective, etc.

Payments can be made by PayPal or check made payable to Rebecca King Ferraro LLC and sent to: Rebecca King Ferraro, PO Box #2273, Stuart, FL 34995.



**MEMORANDUM
COUNTY EXECUTIVE OFFICE
ADMINISTRATION**
County of Placer

TO: North Lake Tahoe Resort Association Board of Directors

DATE: February 23, 2021

FROM: Erin Casey

SUBJECT: Potential "Tourism Mitigating" Projects and/or Services to be funded with FY 2019-20 Transient Occupancy Tax Fund Balance as a Result of TBID Formation

Background

In January 2020, the Placer County Board of Supervisors approved an agreement (Agreement) with the NLTRA for a five-year period which outlines the county's commitment to investing Transient Occupancy Tax (TOT) revenues, no longer needed to fund the NLTRA contract because of TBID formation, in eastern Placer County. The Agreement also describes the NLTRA's new role in advising the Placer County Board of Supervisors on the allocation of these "freed-up" TOT funds to housing and transportation programs and projects.

That advisory role also applies to FY 2019-20 TOT fund balance in the amount of \$2.1 million as detailed in the Agreement. This memo outlines proposed transportation and other tourism mitigating projects and services that could be funded with the FY 2019-20 TOT fund balance and implemented immediately in 2021. While this proposal focuses on existing TOT fund balance and not "freed-up" TOT, the formation of the TBID impacts how these funds might be used. For this reason, this proposal is contingent on the formation of the TBID on March 9, 2021. Should your Board vote to recommend the allocation of these funds to projects described below, county staff will present the recommendation as part of the TBID agenda item on March 9, 2021.

In 2020, your Board took action to recommend the allocation of \$250,000 of FY 2019-20 TOT fund balance to the Workforce Housing Preservation Program. This recommendation was approved by the Placer County Board of Supervisors on February 9, 2021. Therefore, total available funds from this funding source are \$1,850,000. The total requested amount for these potential tourism mitigating projects and services is \$1,105,000.

Proposed Tourism Mitigating Projects/Services

Microtransit Service in North Lake Tahoe – \$450,000

On-demand shuttle service has been identified as a priority in the Tourism Master Plan and the Resort Triangle Transportation Plan. On-demand microtransit service is currently provided in Olympic Valley and Alpine Meadows by the Downtowner. County staff has met with Downtowner owners and staff to discuss expanding the current microtransit program to the Placer County portion of the Lake Tahoe Basin. This includes Kings Beach, Tahoe Vista, Dollar Hill, Tahoe City, and the West Shore. In response to these discussions, Downtowner staff provided a proposal to implement a microtransit pilot in the 2021 summer season. That proposal is attached to this document for review. In summary, service would be provided July 1, 2021 – September 2021 from 8 am – midnight 7 days a week. More details are available in the attached proposal.

Expanded Park and Ride Service to Summer Peak Periods - \$150,000

Currently, Placer County contracts with the North Lake Tahoe Truckee Transportation Management Association (TNT-TMA) to manage a park and ride program during peak periods. This program is primarily offered in winter months but could be expanded to peak periods during summer months. A summer pilot was successfully implemented in 2019 during Fourth of July events and was used by both visitors and residents. This proposal includes funding for a park and ride program at current service levels in winter months and expansion to summer months. Program goals include reducing traffic congestion, reducing vehicle miles traveled or "VMT", encouraging use of public transit and improving the overall visitor experience to the region. A contract with the TNT-TMA for this service is included to provide more background and detail on the existing service. The expansion includes offering park and ride service between June 2021 – August 2021 on weekends and during special events i.e., Fourth of July. This service complements the microtransit pilot as riders can take a TART bus from the park and ride lot in Truckee (Truckee Tahoe Airport District parking lot and Truckee Tahoe Unified School District parking lot) to the Tahoe Basin then use microtransit to move around North Lake Tahoe.

Enhanced Litter/Trash Service - \$150,000

In 2020, Placer County increased the frequency of trash pickup service in Kings Beach and Tahoe City to address issues with litter and trash. To further address this issue, county staff is currently working with Clean Tahoe to supplement existing trash service in summer 2021 and winter 2022. Clean Tahoe currently provides on-demand trash pickup service in South Lake Tahoe. Clean Tahoe will also be "on-call" to address overflowing trash cans and dumpsters in Town Centers. They will also monitor trash and litter in Town Centers and public parks and beaches daily. County staff is working with the California Tahoe Conservancy and other local and state agencies to partner on this enhanced service. The requested funds are half of the total estimated cost to implement the service in upcoming months. Department of Public Works (DPW) staff will be available to answer questions on this proposal during the NLTRA's March 3, 2021 board meeting. A link to Clean Tahoe's website is also included. <https://www.clean-tahoe.org>

Pedestrian Crossing Guards - \$140,000

In 2020, Placer County contracted with a third-party vendor to provide crossing guards on weekends from July – September in Kings Beach and Tahoe City. Specifically, crossing guards were placed at heavily used crosswalks at the roundabouts in Kings Beach and at Grove Street and Commons Beach Road in Tahoe City. This proposal would continue the service in 2021 and expand to additional weekends in June and July which were not included in the 2020 service contract. The goals of this program include pedestrian safety and reduction in traffic congestion. DPW staff will be available to answer questions on this proposal during the NLTRA's March 3, 2021 board meeting.

Temporary Signal at Grove Street and SR 28 - \$150,000

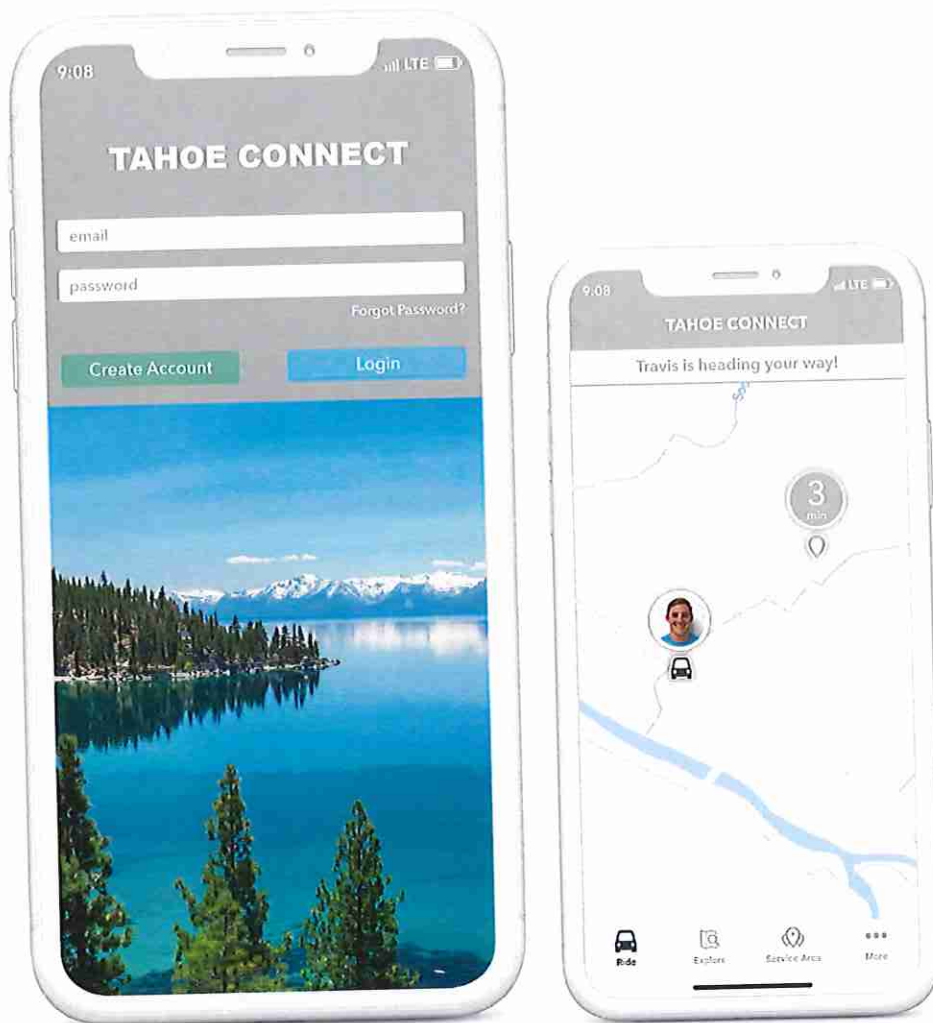
In 2020, county staff hired a third-party consultant develop a design for a temporary signal at the Grove Street and SR 28 intersection. Staff has also worked with Caltrans to obtain the necessary permits and approvals for the signal. A rendering of the temporary signal is included as an attachment to this memo. By installing a temporary signal, county staff can monitor traffic flow conditions to determine whether a permanent signal could work. In addition, if funding for this is approved, crossing guards at Grove Street would not be needed. DPW staff will be available to answer questions on this proposal during the NLTRA's March 3, 2021 board meeting.

CMS Message Board - \$15,000

Over the past several years, the county has borrowed or rented message boards to message traffic congestion issues, COVID-19 related restrictions, a temporary alcohol ban on the Truckee River and other. This potential project would fund the purchase of a CMS message board to communicate with residents and visitors as needed.

Expanded Trail Snow Clearing Service - \$50,000

Currently, Placer County contracts with the Tahoe City Public Utility District and the Olympic Valley Public Services District to provide snow removal services on portions of the Truckee River Trail. Recently, the Town of Truckee committed to snow removal on all sections of Class I bike trails within Town boundaries. County staff has received requests from community members to provide the same level of service specifically on sections on trails that are not currently plowed. This potential project includes snow removal on portions of the Martis Valley Trail and Dollar Creek Trail. These funds would support snow removal on all sections of paved trail in eastern Placer County consistent with community feedback and the approach of an adjacent jurisdiction. This expanded service would be through winter 2021-21.



Placer County Microtransit Pilot

Service Specs

Program Term

July 1, 2021 - September 6, 2021

Service Days & Hours

Option 1

- Daily service; 8am - midnight

Option 2

- Thursday - Monday service; 8am - midnight

Ride Requests

Rides will be available within each zone, requested on-demand via mobile app or call in number (app available for iPhone and Android)

Mobile App

Name and branding to be provided by Placer County; Downtownner can assist / suggest options

Vehicle Branding

Vehicle branding decals included in program cost

Driver Uniforms

Branded shirts included in program cost

Wait Times

Goal of 15 minutes average or less

Vehicle Parking

Provided by County; vehicle parking spots located in each of the two zones

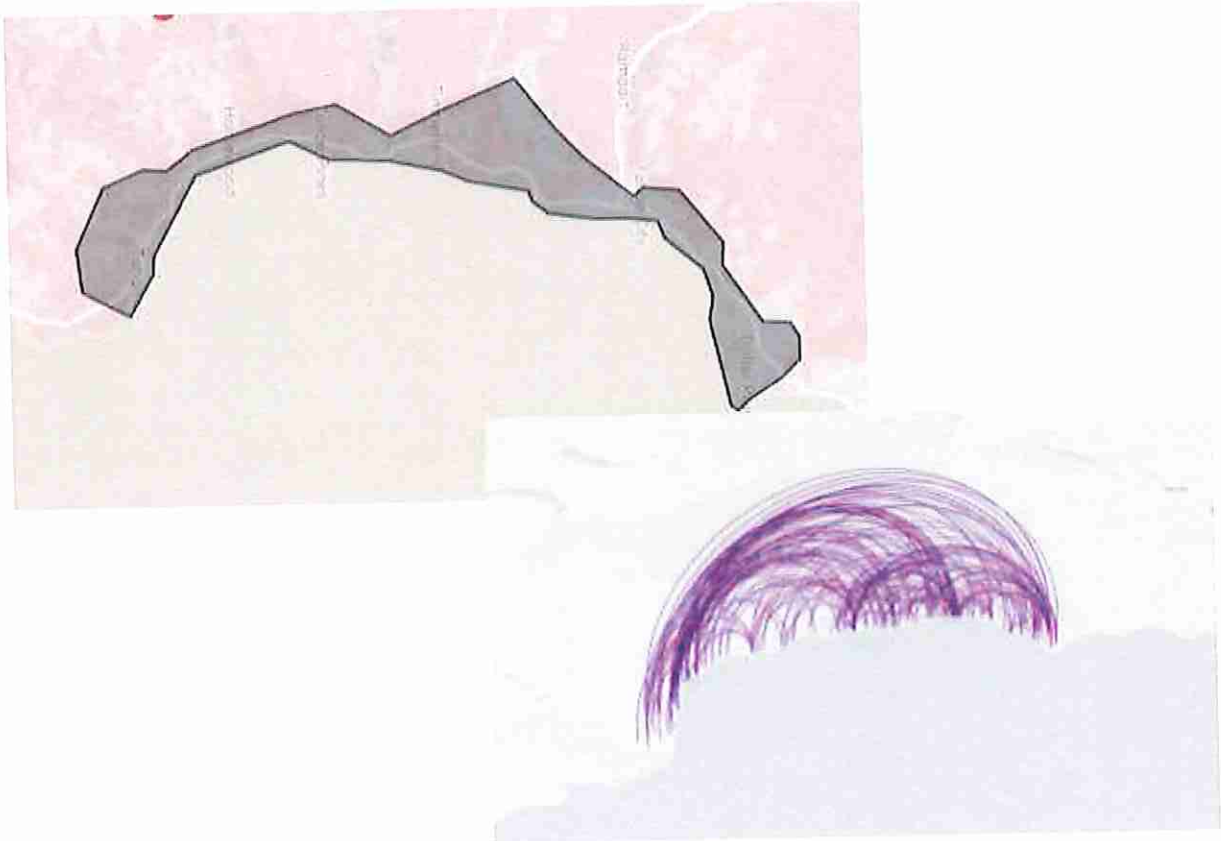
Vehicle Types

- Standard Vehicles
 - Ford Transit Van
 - Standard passenger seating: 9
- ADA Vehicles
 - Ford Transit Van with ADA Conversion
 - Standard passenger seating: 6
 - Wheelchair passenger seating: 1
 - If a rider selects the ADA button in the rider app, the ride will be assigned to the driver utilizing the ADA van

NOT FOR DISTRIBUTION

Service Area

Zone 1: Dollar Point - Tahoe City - Sunnyside - West Shore



Simulation Results

- We use the inputs such as Trip Type, Passengers per Pickup, Peak Hours and Trip Direction to simulate ridership demand and vehicle needs
- Using these inputs we simulated 200 pickups over the course of a service day, signifying a moderate level of demand for this area

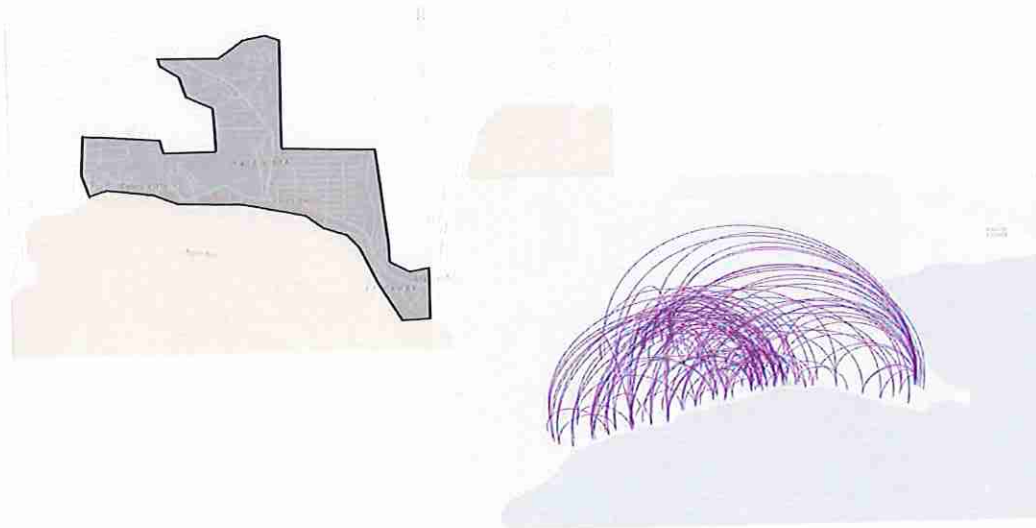
Vehicles Online	% picked up in under 15 min	% of rides shared during peak hours
4	87%	43%
5	98%	38%

Conclusion

- With 98% of rides being picked up in under 15 minutes, having 5 vehicles online is our recommendation for this pilot

NOT FOR DISTRIBUTION

Zone 2: Kings Beach - Tahoe Vista - Brockway



Simulation Results

- We use the inputs such as Trip Type, Passengers per Pickup, Peak Hours and Trip Direction to simulate ridership demand and vehicle needs
- Using these inputs we simulated 150 pickups over the course of a service day, signifying a moderate level of demand for this area

Vehicles Online	% picked up in under 15 min	% of rides shared during peak hours
2	88%	45%
3	99%	25%

Conclusion

- With 99% of rides being picked up in under 15 minutes, having 3 vehicles online is our recommendation for this pilot

Total Estimated Budget

- Vehicles in each Zone
 - Zone 1: 5 (4 Standard + 1 ADA)
 - Zone 2: 3 (2 Standard + 1 ADA)
- Option 1
 - Daily service; 8am - midnight
 - \$462,290
- Option 2
 - Thursday - Monday service; 8am - midnight
 - \$378,968

Invoicing

Downtowner will offer raw cost monthly invoicing for each operating month, within a not to exceed budget. Under this structure, the only true fixed cost is the Downtowner Management and Technology fee. All other costs are billed to the client at their actual cost. This structure allows for driver staffing and other service adjustments throughout the term of the program based on ridership demand. Downtowner will assist Client in understanding true costs by various units of measurement (i.e. cost per service hour) upon conclusion of the pilot program.

Downtowner will invoice the Client for the upcoming month's expected costs. After the month is completed, Downtowner will actualize the month's costs and issue a refund or additional invoice to the Client for the difference between the expected cost and the actual cost. The Client will be provided with support for each line item it is billed for at the time of actualization.

Invoice Item	Date Invoiced	Date Actualized
Program Setup / Breakdown	May 15, 2021	Not actualized
July Operations	June 15, 2021	August 15, 2021
August Operations	July 15, 2021	September 15, 2021
September Operations	August 15, 2021	October 1, 2021

Exhibit A – Scope of Work

FY 2019-20 Park and Ride Pilot Program

Project Purpose:

Coordinate access to designated parking lots for use as park and ride facilities and promote use of those lots and connected public transportation services to destinations between Truckee and North Lake Tahoe along SR 267, SR 89 and SR 28 as designated by Placer County.

Task 1: Coordinate rental of park and ride lots

Develop and administer contracts for park and ride lots on days as define by Placer County, the TMA and resort partners.

Subtasks:

- Contract with regional partners for use of facilities within for park and ride lots
- Develop program schedule
- Administer contracts to ensure public access to the parking lots
- Identify bus schedule to service park and ride lots & publish for public viewing

Task 2: Contract for parking and ride lot snow removal

Develop and administer contracts for snow removal services for park and ride lots on an as needed basis

Subtasks:

- Manage contracts for snow removal on days defined by schedule and when snow levels impact parking lot access

Task 3: Develop RFP for bus service in addition to existing TART service and manage vendor selection process

Develop and release RFP for additional bus service to/from contracted park and ride facilities on an as needed basis. **Dependent on additional funding from private partners*

Subtasks:

- Seek funding from partners (resorts, government agencies, business) for additional bus service
- Develop request for proposals with partner input
- Release request for proposals for additional bus service
- Review and evaluate proposals with partners
- Bid award and negotiations with chosen operator

Task 4: Develop and administer contract for additional bus service

Develop and administer contracts for additional bus service to supplement TART service to/from contracted park and ride facilities on an as needed basis. **Dependent on additional funding from private partners*

Subtasks:

- Develop operator contract with partner input
- Contract with operator successful in the RFP process.
- Administer contract and ensure additional bus services are provided consistent with contract terms and schedule as promoted to the public

Task 5: Promote park and ride program

Work with partner organizations to promote park and ride program

Subtasks:

- Coordinate with partner organizations to promote public transportation services to/from park and ride facilities
- Coordinate inclusion of park and ride information within TART's seasonal transit marketing campaigns
- Write and distribute press-releases to promote the program
- Coordinate parking lot signage (A-frame sign placement at lots)
- Work with TART to adjust routes to serve park & ride lots when feasible
- Establish system for "free" fares from Park and Ride lots with TART

Task 6: Monitor program and collect ridership data

Coordinate and monitor pilot park and ride programs

Subtasks:

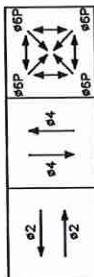
- Monitor use of park and ride lots and ridership from those lots
- Provide a final report on any deployed park and ride programs to Placer County within 30 days of contracted service

1. PLAN FOR ELECTRICAL ONLY.
2. OVERHEAD AND UNDERGROUND UTILITIES.
3. ENGINE PERFORMANCE TESTS SHALL BE CONDUCTED ON THE RECOMMENDED AREA SHOWN IN CAMUOTO FIGURE 4E-3, AND MOUNTED AT A HEIGHT OF 4 FEET FROM THE SURFACE OF THE ROAD TO THE SIGNALS FINISH GRADE.
4. ALL TYPES OF TRAFFIC AND WARNING MARKINGS ARE TO BE IN ACCORDANCE WITH THE STANDARD SPECIFICATIONS FOR CALIFORNIA AND CONFORM TO THE LATEST EDITION OF THE CAMUTO AND THE 2010 STATE STANDARD PLANS.
5. CONTRACTOR SHALL PROVIDE SUITABLE ADVANCE WARNING AND PROTECTION TO PROTECT EQUIPMENT IN THE ROADWAY.
6. CONTRACTOR SHALL PROVIDE ADVANCE 12 INCHES OF THE FACE OF CURB. SHALL HAVE PARKING REMOVED ACQUAINT AND ADEQUATELY BE MARKED WITHIN THE ROADWAY.
7. PORTABLE TRAFFIC SIGNALS SHALL HAVE VIDEO IMAGE OR MICROWAVE VEHICLE DETECTION SENSORS AND SHALL BE APPROVED BY ENGINEER.
8. STRIPING AND MARKINGS WILL BE RESTORED TO ACCEPTABLE CONDITION FOR ORIGINAL TWO-WAY STOP CONTROL UPON REMOVAL.
9. EXISTING STOP SIGNS WILL BE COVERED WHILE TEMPORARY SIGNAL IS IN OPERATION. SIGNAL HEADS WILL BE COVERED OR TURNED OR STOP SIGNS UNCOVERED WHILE SIGNAL IS NOT IN OPERATION.
10. ALL SIGN CODES SHOWN ARE FEDERAL SIGN CODES UNLESS OTHERWISE DESIGNATED AS CALIFORNIA SIGN CODES "COSA".
11. SIGN LOCATIONS SHOWN ARE APPROXIMATE. THE LOCATION/PLACEMENT OF ALL SIGNS SHALL BE APPROVED BY THE ENGINEER.
12. CONTRACTOR SHALL INSTALL INTERSECTION CHANGED CONDITIONS SIGNS.
13. TEMPORARY AS PEDESTRIAN RAMPS TO BE REMOVED WITH TEMPORARY SIGNALS.
14. REMOVE ALL CONE/STRIPING AND MARKINGS PRIOR TO PLACING FINAL PAVEMENT DELINEATION.



SHEET KEYNOTES

1. INSTALL PTL2-4X WITH TWO SIGNAL HEADS, A PED HEAD, AND PED PUSH BUTTON
2. INSTALL RCP2-1 WITH SIGNAL HEAD, TWO PED HEADS, AND PED PUSH BUTTON
3. INSTALL RCP3-1 WITH SIGNAL HEAD AND A PED HEAD

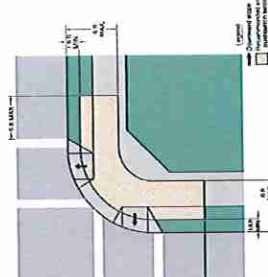


PHASE DIAGRAM



SIGNAL HEAD DETAIL

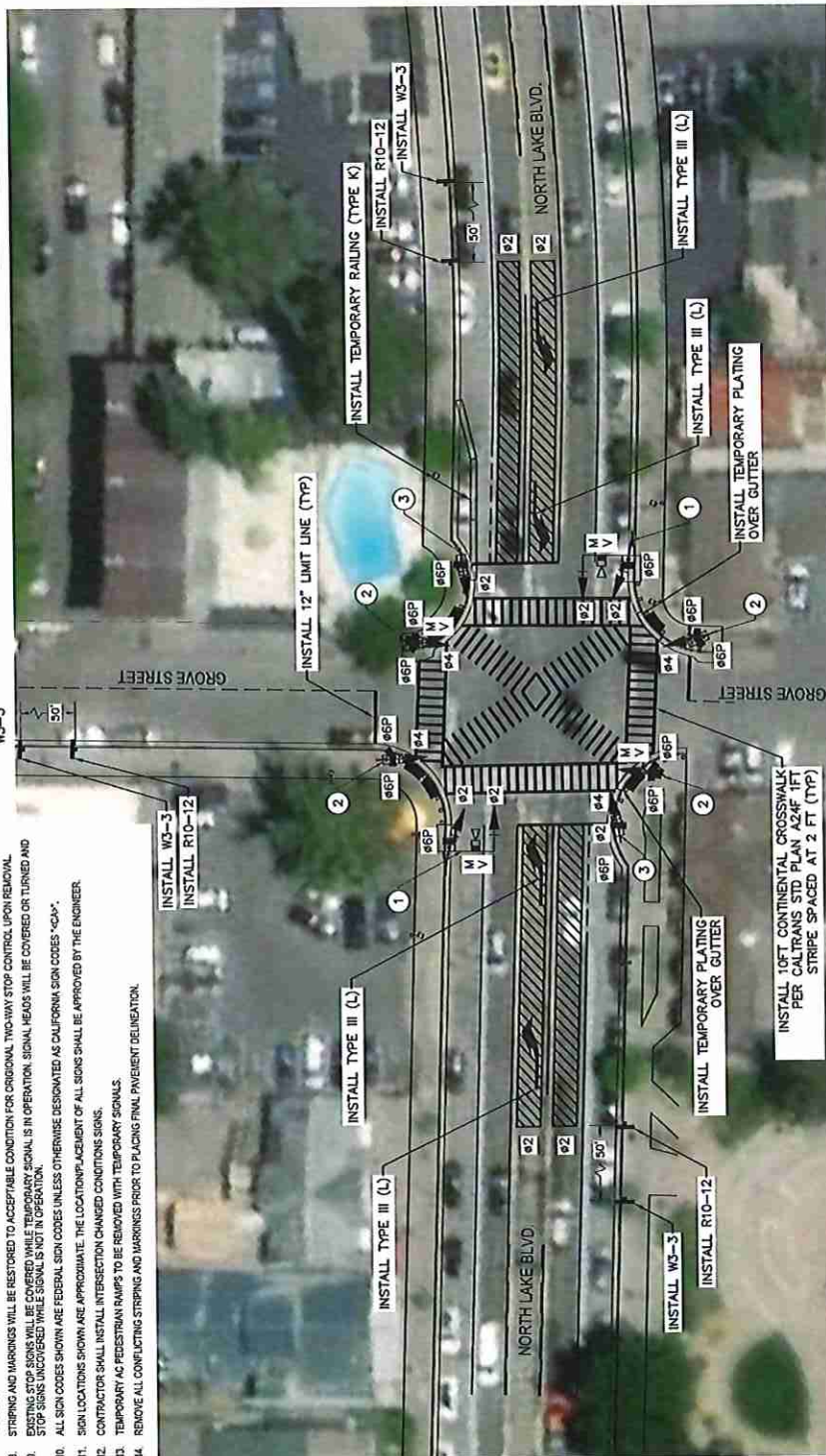
PED. HEAD DETAIL



CAMUTCO FIGURE 4E-3

PTL2.4x PORTABLE
TRAFFIC SIGNAL DETAIL

RCF3.4 PORTABLE TRAFFIC SIGNAL DETAIL



TEMPORARY SIGNAL PLAN

[illegible]

PRELIMINARY

PLACER COUNTY DEPARTMENT OF PUBLIC WORKS

TEMPORARY SIGNALIZATION

TEMPORARY SIGNAL PLAN
GROVE ST. & N. LAKE BLVD (SR 28)

S-001

.001



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: February 26, 2021

TO: NLTRA Board of Directors

FROM: Jeffrey Hentz

RE: Coraggio Group Business Consulting Firm Agreement for Services

Action Requested:

Staff Requests that the NLTRA Board of Directors approve the Proposed Agreement to conduct consultancy and organization planning services for the North Lake Tahoe Resort Association and Chamber of Commerce, commencing on or around March 10, 2021.

Background:

The Coraggio Group is an established professional business consulting firm with a significant portfolio segment on the tourism industry sector and helps many tourism-facing organizations envision their future and strategic direction, while formulating and identifying new business and organizational models to improve results and outcomes in an ever-changing business operating environment. Coraggio Group will perform and execute on the following scope of critical areas of needs assessment:

- Stakeholder Engagement Needs Assessment
- Review of overall Organizational Structure and business units, and identify relevancy, redundancy, and opportunities for efficiencies.
- Destination Stewardship responsibility.
- Re-visioning NLTRA for the next 5-10 years.
- Identify & Develop strategic guidance for the organization and business units.

Work is expected to commence in mid-March and project recommendations and completion is anticipated in June.

Fiscal Impact:

The total fiscal impact of the Coraggio Group project on behalf of NLTRA is \$99,102.

Attachments:

Strategic & Operational Plan

North Lake Tahoe Resort Association

February 26, 2021
Submitted by Coraggio Group

2240 N. Interstate Avenue, Suite 300
Portland, OR 97227
503.493.1452
coraggiogroup.com

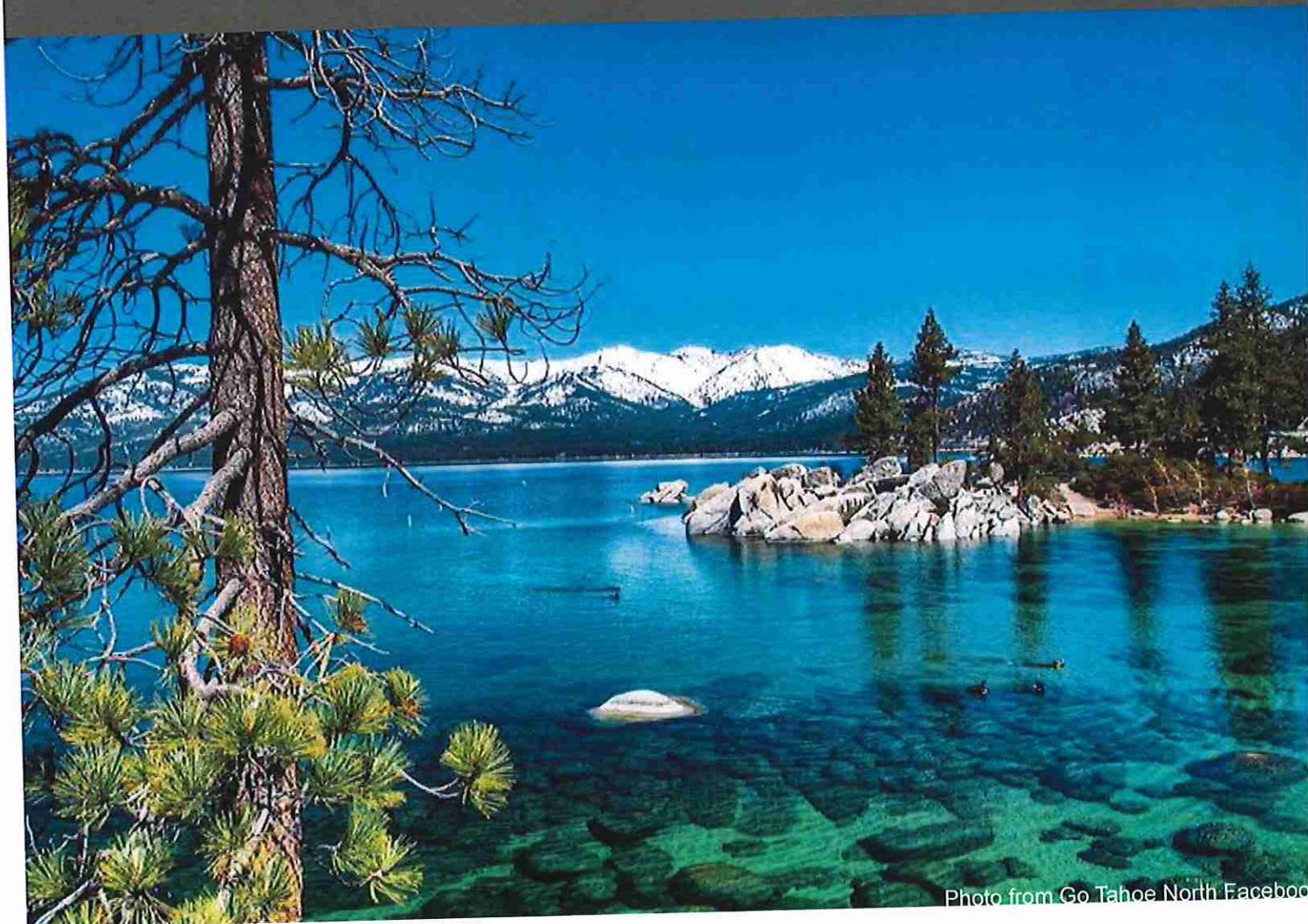


Photo from Go Tahoe North Facebook

February 26, 2021

Jeffrey Hentz
Chief Executive Officer
North Lake Tahoe Resort Association

Dear Jeff,

The coming years will be a profound inflection point for North Lake Tahoe. With the launch of your newly-approved TBID, new direction for the TOT funding, a resident population whose patience for visitation is tenuous, and the tectonic shifts brought about by the covid-19 pandemic, change is not an option—it's a given. In this context, NLTRA has wisely chosen to step back and consider its strategic and operational future, asking questions like these:

- How can we best collaborate with and support our business community and partner with other business associations in the North Lake Tahoe region?
- How can we be stewards of North Lake Tahoe, keeping a focus on environmental preservation and quality of life for residents while we champion the business community?
- What organizational structure will best suit us as we take on our future challenges?
- What strategies will carry us into the future we envision?

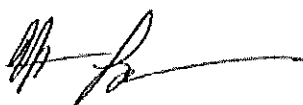
To help you design and lead such a process, you will need a partner who is experienced in the travel & tourism industry, skilled at stakeholder engagement, fluent in the analysis and synthesis of information, and expert at strategic planning and organizational design. The Coraggio team is all these things, and we offer one thing more: we work hard to bring our clients an experience that is as engaging and enlightening as it is rigorous.

Through the years, we have found that the human dynamics of planning are as critical as the process of planning. Failing to focus on the people produces a process that can feel like a forced march to the goal. On the other hand, failing to mind the process can result in fuzzy outputs or missed opportunities. We design processes that have an integrated focus on both, which will give you much more in the end—not only will you have an intelligent and considered Strategic Plan, but you will also build understanding and trust that will support buy-in, and will enhance your ability to implement the plan.

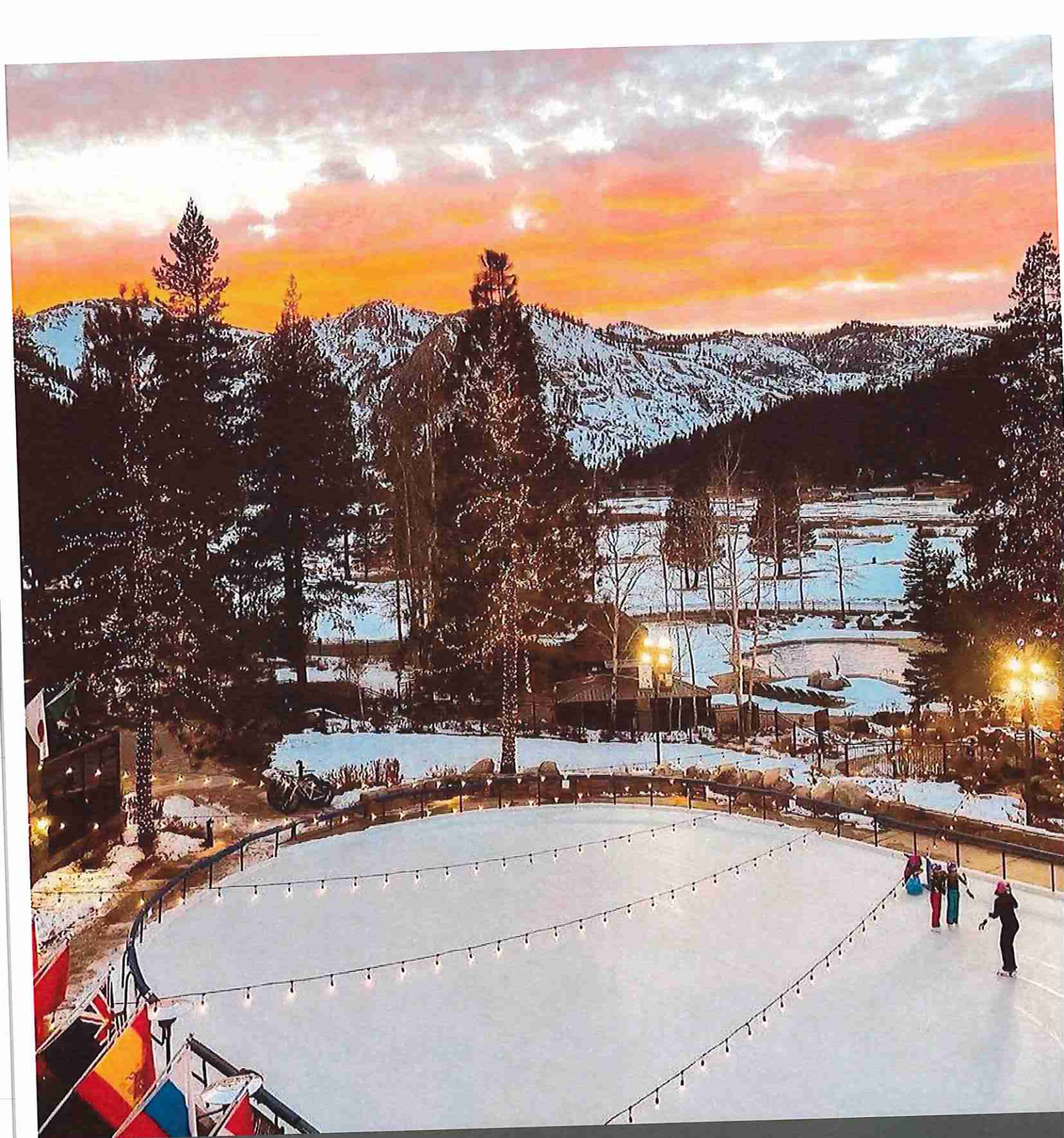
Strategy is a core competency of Coraggio Group—more than two-thirds of our work is strategic planning or counsel. Within that work, travel and tourism clients make up the greatest portion, as you will see in the client list provided later in this proposal. The intersection of strategy and tourism is squarely in our wheelhouse, and the team we have proposed is experienced in both.

We look forward to working with you to define North Lake Tahoe's future, and welcome any questions that you may have in the meantime.

Enthusiastically,



Matthew Landkamer
Principal, Travel & Tourism Practice Lead



Scope of Work

Project Approach

In response to your SOW, we've incorporated all your key work areas in our approach—but have re-ordered them based on our experience and our perspective on order of operations. Hence, we recommend that the stakeholder engagement and organizational structure review take place in our discovery phase to set the stage for successful planning. The destination stewardship responsibility comes next, as that will set the longer-term course for the destination. The planning work can then tackle the re-visioning of NLTRA and identification of your strategic guidance. Finally, with the long-term vision and nearer-term strategy set, we will be best equipped to recommend organizational structure and staffing models that will best support those strategies and goals. This re-ordering is as listed below, and we have also included these six tasks in the introductions for each of our three phases of work detailed in the pages that follow.

Critical Areas of Needs Assessment Conducted by Business Consultant:

- 1. Stakeholder Engagement approach needs assessment of the NLT business community**
Determine best practice and approach to achieve organizational and business partner efficiencies in delivering goals and objectives of the TBID initiatives. In addition, identify best approach to incorporate better efficiencies with regional business associations while meeting regional business and community objectives
- 2. Review of the overall Organizational Structure and current business units, and identify relevancy and redundancy**
Conduct a SWOT analysis of existing organization and compare to the structural needs of the new organization. Conduct a thorough review of the NLTRA organization corporate structure and division business units and assess against the target goals and objectives, considering the new TBID, new TOT Fund steering responsibility, CAP Committee responsibility, and directives of the MDF. This would include the analysis of the NLTRA name and purpose, mission statement and organizational structure alignment with the MDP and optimization of the goals and objectives within the NLT business community.
- 3. Destination Stewardship responsibility**
With the TBID allocating funds to visitor impact mitigation—and with responsibilities to steer TOT funding for workforce housing, transportation, and traffic—reviewing and identifying key initiatives and activities in destination stewardship the NLTRA can adopt to initiate and lead the NLT region and work with agency partners.
- 4. Re-Visioning of North Lake Tahoe Resort Association (NLTRA) for the next 5-10 years**
Review existing organizational structure and stakeholder-facing initiatives and contrast that with new organizational models in comparative market segments, especially considering the responsibilities NLTRA will have in regards to the newly-established TBID, the new direction of TOT funding, and the additional CAP Committee responsibility.
- 5. Identify & Develop strategic guidance for the organization and business units to carry out successful fulfillment of the TBID for the business & local community**
Review various business models and determine best organizational design in providing business and fulfillment services to the business community as a whole and deliver highest and best advisory directives on TOT funding of community infrastructure and visitor impact issues.
- 6. Org. chart & staffing models**
Conduct thorough analysis of current corporate structure and of business units within NLTRA, and identify business unit and staffing needs to be required to meet the TBID initiatives and objectives.

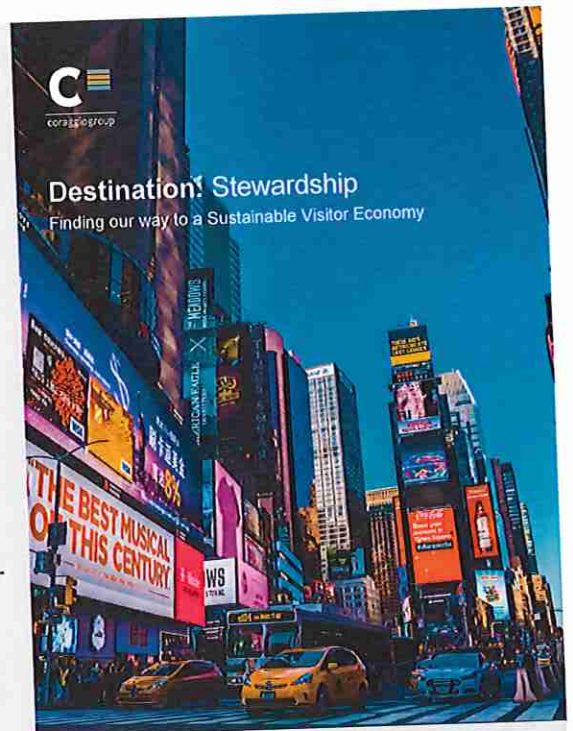
How we view stewardship planning

Destination stewardship planning considers *“the full account of tourism’s current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.”* (UN World Tourism Organization). It considers the destination and visitor economy for many years to come—resulting in tourism that is sustainable in every sense of the word. As NLTRA launches this effort, this means thinking about the future of the visitor economy through a triple-bottom-line perspective:

- **Social:** How can we ensure that North Lake Tahoe’s visitor economy offers cultural, recreational, and quality-of-life benefits to all residents?
- **Environmental:** How can we ensure that travel to and within North Lake Tahoe occurs in ways that protect its environment, natural resources, and assets?
- **Economic:** How can we ensure that travel and tourism continues to be a thriving and enduring economic sector?

The pandemic has made the world’s interconnectivity extremely clear. Our social, environmental, and economic well-being are intrinsically connected and dependent upon one another. This has certainly been borne out in the travel and tourism industry, as shifts in visitation have had impacts on our communities, environment, and economy. Approaching strategic planning and long-term planning with this awareness will bring greater clarity to NLTRA as it delivers on its mission. Further, it will preserve the value of the destination you sell—ultimately success depends upon the right balance of inviting visitation and maintaining a destination’s sense of place.

To learn more about how we think about Stewardship Planning click [here](#) to download our whitepaper.



Scope of Work

We propose a straightforward, three-phase framework to Get Clear, Get Focused, and Get Moving. Below, we have identified the components of our approach, including tasks and deliverables for each stage. We expect to develop a more detailed project plan with you once we begin the engagement and more deeply understand your needs.

At this stage in the COVID-19 Pandemic, and given current conditions in Oregon and California, we are anticipating that all of our work sessions will be held using video conference and online collaboration tools. Over the course of the past year, we have become adept at facilitating engaging and collaborative planning sessions using Zoom, Miro, and other online technologies. Should travel become possible, later phases of the project may be facilitated in-person.



Phase One: Get Clear

The Get Clear phase of our work is all about discovery—we will take a deep dive into your documentation, your data, your structure and funding, your partners, and your community—and use that information to shape a background report that will highlight your most important strategic opportunities.

Key NLTRA Scope Items:

1. Stakeholder Engagement approach needs assessment of the NLT business community
2. Review of the overall Organizational Structure and current business units, and identify relevancy and redundancy

Immersion Session

Our first step together will be creating an environment for successful strategy to emerge. In an Immersion Session with key NLTRA leadership and your Coraggio partners, we will work to align on the proposed planning framework and its principles, both at the stewardship and supporting strategic planning levels. We will establish and agree on important gates and dates required to meet plan goals and identify key decision points and owners.

We will also take this time to further ground ourselves in the current North Lake Tahoe tourism environment, building an understanding of the current state of tourism. We will work with your team to

map ongoing NLTRA efforts and partnerships that can be leveraged in our approach, resulting in a smooth connection between current and future efforts. Specific areas include the organization's data and research efforts, established marketing strategies, and existing partnership efforts.

Background Document Review

This step of the process sets the stage for informed stewardship and strategy. We will begin by aggregating NLTRA's available or commissioned research and data across the following categories: Visitation, Macro-Market Trends, Economic, Environmental, DEI, and Social. Working through these documents, we will begin to make sense of what it means strategically for the organization by summarizing key strategic implications and identifying areas of further inquiry that might demand additional data and research support.

Business Model Benchmarking

In parallel to our review of your destination data, we will take a deep dive into building an understanding of your business model to identify what parts remain relevant, where there might be redundancies, and where there might be opportunities for innovation. Referencing your TBID documentation, Management District Plan (MDP), bylaws, articles of incorporation, current organizational chart, annual budget, newly-assigned responsibilities for TOT funds and CAP, and other documents, we will build out a "current state" model of your organization and local business associations and will then be able to identify a few key benchmarks where we can leverage industry connections to help us identify best practices for destinations with similar opportunities and challenges. By looking at how other destinations have structured their business models, we will be able to see some strategic implications for NLTRA—while we won't likely recommend that you directly copy the model of another destination, elements of what we see elsewhere may become part of the consideration set for NLTRA. As part of this analysis, we will also consider the name/brand of NLTRA, how it aligns with the needs of the business community, where there might be overlaps and redundancies in roles and responsibilities, and how it represents your desire for efficient and aligned partnerships with your business community.

Strategic Implications Work Session

Using what we've learned in our background document review and our business model benchmarking, we will run a Strategic Implications Session. During this time, we will work with your Planning Team plus those closest to the data and its impacts on North Lake Tahoe's tourism economy to review and expand on our synthesis with a desired outcome of aligning on a mutually identified set of key strategic implications for both the long-term and near-term success of North Lake Tahoe's visitor economy and way of life. Additionally, we will identify what key questions we need to answer because of these implications and/or what data are required to answer those questions. Holding this session in advance of our stakeholder engagement will allow us to ask more targeted questions of your stakeholders, and to go deeper on the most critical issues.

Stakeholder Engagement

Once we have a firm grounding on existing research, we will start capturing new data and insights important to the creation of NLTRA's strategic and operational plan. We believe the voices of the visitor and your industry stakeholders are critical inputs to understanding North Lake Tahoe's strengths and weaknesses as a destination and in shaping NLTRA's strategic focus going forward. All survey respondents will be asked questions about North Lake Tahoe as a destination, but we will also seek specific information from different groups, as described below:

- **Resident Survey**

Perhaps the most urgent need for input is from your local residents. When tourism has become a flashpoint in a community, bringing the resident voice into the planning process is critical. We will seek

to understand where they are appreciative of tourism's contributions to the local economy, where they perceive tourism to be the source of community challenges, ways in which they would like for North Lake Tahoe's visitor economy to evolve, and who in the community is most likely to assist in those endeavors. We will work with your team to raise local awareness of this survey and will deploy notices both electronically and in paper form, perhaps at local grocery stores and restaurants.

- **Business Community Survey**

We will also want to extensively survey your local business community to understand what they need from NLTRA, their hopes for the future of the visitor economy, and where they see opportunities for better partnership. We will also seek to understand the range of opportunities for the parallel operation of the many regional business associations, and how those might best be partnered going forward.

- **Staff and Board Survey**

From internal survey respondents, we will ask questions about the organization itself. These questions will enable us to evaluate your business model, employee engagement, organizational structure, and change readiness—four areas we believe are critical to strong plan implementation once the plan is complete. These are also areas where our firm is uniquely qualified to assist in further strengthening leadership effectiveness.

- **Interviews and Focus Groups**

We will identify key stakeholders to interview across a wide range of industry inputs, including representatives of your NLTRA Board, local tourism industry, residents, economic development agencies, and any other groups that travel and tourism depends upon or affects. Through a combination of 1:1 interviews and focus groups, we will use our identified implications and questions, as well as preliminary survey results, to go deeper on how you might strategically drive change to North Lake Tahoe's tourism industry and balance it with community needs in the long run. We anticipate 20 30-minute interviews, and four 90-minute focus groups that may include key stakeholders such as Board members and Placer County representatives.

Deliverable: Situation Assessment

The Get Clear portion of our strategic planning process will culminate with a Situation Assessment. This assessment will aggregate background research insights, implications, and stakeholder feedback while also presenting important current market trends identified by Coraggio's secondary research. This document will also include an organizational assessment section outlining our internal findings relating to organizational structure, effectiveness, engagement, and change readiness. This document will serve as the touchstone for NLTRA's strategic planning, organizational design, and stewardship conversations.

Phase Two: Get Focused

The purpose of the Get Focused phase is to identify the long-term vision for NLTRA and build supportive strategies that will make that vision a reality. To begin this phase, we will work with you to identify a Planning Team of approximately 8-12 members who represent a cross-section of the NLTRA staff, Board, Placer County representatives, NLTRA Chamber, Tahoe City Downtown Association, North Tahoe Business Association, and other representatives of your local business community. It will be important to choose Planning Team members who are able to bring a strategic destination-wide outlook to the sessions, and who will be able to make their time available to attend the full series of work sessions. These meetings will typically be held during business hours, and will be no longer than four hours in length.

We will meet with this Planning Team to review the Situation Assessment; affirm your vision, mission and values; craft a strategic plan; and identify longer-term actions to support the stewardship of North Lake Tahoe as a destination. Because you'll be setting longer-term stewardship goals, and because of the rapid pace of change in the tourism environment, there is an opportunity to reconsider the planning horizon for your strategic plan. Although three-year plans have been the recent standard, we will work with you to identify your plan horizon, perhaps choosing to plan in a more agile fashion that considers an even closer-in time horizon, while having goals that span a decade or more into the future.

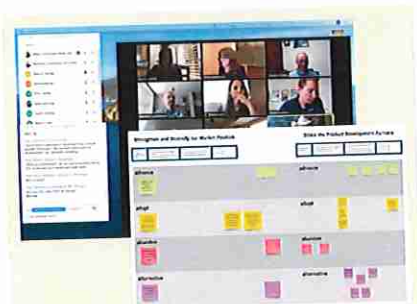
Key NLTRA Scope Items:

3. Destination Stewardship responsibility
4. Re-Visioning of North Lake Tahoe Resort Association (NLTRA) for the next 5-10 years
5. Identify & Develop strategic guidance for the organization and business units to carry out successful fulfillment of the TBID for the business & local community

Planning Team Sessions

- **Planning Team Session One: Strategic Clarity (4 hours)**
At our first Planning Team session we will review the Situation Assessment and craft and/or reaffirm NLTRA's vision, mission, and values. These components will be twin foundations as we continue in the planning process. During this session, we will also envision NLTRA's future position. This statement clearly states what NLTRA does for the community and helps avoid the need for the plan to explain what you do. It also allows strategies to be more specific and actionable.
- **Planning Team Session Two: Destination Stewardship (3 hours)**
As the saying goes, "The best time to plant a tree was twenty years ago the next best time is now." This proverb is the basis of our justification in beginning our Get Focused phase by looking toward the future and ensuring that the stewardship and preservation of Tahoe's visitor economy for years—if not decades—to come is at the heart of the planning process.

Once we are immersed in the knowledge of the Situation Assessment, and oriented toward NLTRA's north star of its vision, mission, and values, we will turn our attention to stewardship goals



Since March of 2020, we have moved all of our client engagements from in-person to a virtual format. We have conducted strategic planning sessions, retreats, and stakeholder engagement activities like surveys, interviews, and focus groups virtually. For this project, we will virtually conduct all planning activities until it is safe to convene in person.

We use the following virtual tools to provide our clients with an interactive and collaborative experience: Zoom, Miro (online collaborative software for planning sessions), PollEverywhere, ThoughtExchange, and Survey Monkey.

which will be the foundation of NLTRA's destination stewardship direction. This will consider factors such as:

- Resident sentiment and experience
- Visitor demand and experience
- Infrastructure capacity
- Environmental sustainability
- Economic impact
- Government engagement and advocacy
- Organizational health and resilience
- Preservation of culture and heritage
- NLTRA's role in guiding use of TOT funds for workforce housing, transportation, and traffic issues

The stewardship goals identified as part of this session will ground NLTRA's strategic planning efforts in the future and ensure that the work required to be successful in stewarding the destination—work that can take years—is starting now and in service to the destination's longevity and sustainability. Each of these stewardship principles will serve as guardrails in our strategic planning process, allowing it to be focused on the long-term, while remaining impactful, action-oriented, and agile in the near-term.

- **Planning Team Sessions Three and Four: Strategic Focus (3 hours each)**

In this pair of sessions, we will come back to your near-term strategic plan, explore the stewardship goals identified in the prior session, and determine specific initiatives that can be implemented in service to the TBID, local businesses, and your community. As we do this work, we will continue to ground ourselves in the findings of the Situation Assessment and use those strategic insights to help guide to our work. We will also work to identify objectives—metrics and modes of measuring progress towards achieving the goals of NLTRA.

- **Planning Team Session Five: Revisions (3 hours)**

In this session, we'll share the draft strategic plan with the Planning Team. We'll make adjustments as needed, now that we see the pieces as they fit and work together. We'll also take time during this session to affirm and do minor adjustments (if needed) to ensure the near-term plan and the Destination Stewardship goals crafted at Planning Session Two dovetail smoothly.

Deliverable: Feedback and Plan Finalization

We recommend sharing the draft plan with NLTRA Board and other stakeholders to gain feedback and provide the opportunity for the industry to comment on NLTRA's strategy. We recommend a public comment forum and/or survey, co-designed and managed with internal research and strategy staff. Once feedback is collected, we will meet with your leadership team to incorporate revisions.

Phase Three: Get Moving

The purpose of the Get Moving phase of our approach is to enable NLTRA to accomplish its strategic goals through organizational redesign and ongoing implementation support.

Key NLTRA Scope Item:

6. Organizational chart & staffing models

Organizational Redesign Recommendations

With your plan completed and your stewardship goals set, and with a full understanding of the additional roles you've take on in relationship to management of TOT funds and full responsibility for the CAP, we will now be prepared to take a comprehensive look at your organizational structure and staffing needs. To ensure the organization is fully prepared to deliver on the commitments this plan and your expanded community role represent, Coraggio will apply what we learned from our business model benchmarking, our surveys, and our focus groups—combined with an understanding of what the organization will need to execute on its plans and responsibilities—and will make recommendations about NLTRA organizational structure, staffing models, and partnership options.

A few questions the recommendations will be designed to answer:

1. What roles, responsibilities, and structure will the organization require with the addition of the TOT & CAP Funds allocation responsibility?
2. What are the respective roles for our chamber and tourism functions?
3. Do we have the right organizational structure to deliver on our plan and responsibilities?
4. What is our ideal staffing model?
5. What are the implications for Board structure and governance, given the additional oversight the organization has been tasked with?
6. Are there "hot spots" in the organization that need to be addressed—for example communication bottlenecks, decision-making bottlenecks, etc.
7. Do we have the required capabilities in-house? If not, where do we get them?
8. Is the current rewards and recognition system organized to promote the right behaviors and action we need?
9. Does the organization have the right name and brand to represent all its future work?

We will provide our recommendations on potential internal shifts—all of which would be designed to ensure the organization is operating at its highest and best. We will also provide assistance with Change Management strategies to ease the way for staff to make needed adjustments, should any be identified.

Quarterly Progress Support

We also recommended quarterly meetings with your leadership team to discuss progress on work that is underway. Conversations should be focused on the enterprise level to highlight cross-functional requirements and asks, identify operational challenges, clear barriers, and align on potential course corrections. Coraggio will facilitate the quarterly roundups through March 2022.

Project Schedule

The chart below reflects Coraggio's anticipated delivery schedule for NTLRA's Strategic & Operational Plan Work:

Tasks/Deliverables		MAR	APR	MAY	JUN	JUL
Get Clear	Immersion Session					
	Background Document Review					
	Business Modeling Benchmarking					
	Strategic Implications Work Session					
	Stakeholder Engagement					
	Deliverable: Situation Assessment					
Get Focused	Planning Team Sessions					
	Deliverable: Feedback and Plan Finalization					
Get Moving	Organizational Redesign Recommendations					
	Quarterly Progress Support (through March 2022)					

Project Team



Matthew Landkamer
Principal and Project Lead

- B.A. in Liberal Arts, Nebraska Wesleyan University
- Certified in PROSCI® Change Management
- Certified in Public Interest Design, SEED Network

As the lead of Coraggio's Travel & Tourism practice, Matthew focuses on bringing strategic thinking and an innovation mindset to destination marketing organizations and attractions alike. His art and design background, combined with hands-on business experience, allows him to bring a unique balance of creative design thinking and strategic rigor to each of his client engagements. He is a skilled facilitator and problem solver with an impressive ability to start the conversations that need to be had inside organizations, and among organizational leaders—the kind of conversations that lead to valuable insights, bold thinking and needed results.

He has worked with tourism organizations at every scale—from rural communities such as Visit Casper and Visit Mendocino County; to metropolitan destinations such as San Francisco Travel and Travel Portland; to state tourism agencies such as Visit New Hampshire and Visit California; and to tourism attractions such as NBC Universal Studios Hollywood. He is keenly interested in fostering regional collaboration in destination marketing and in bringing the voice of the visitor into the room as a strategic input.

Select Relevant Experience:

- Beverly Hills Convention & Visitors Bureau
Destination Development Planning
- Santa Monica Travel & Tourism
Destination Development Planning
- Santa Monica Travel & Tourism
Destination Perception Study
- Visit Mendocino County
Strategic Planning
- Visit SLO CAL
Strategic Planning
- City of San Luis Obispo TBID
Strategic Planning
- Utah Office of Tourism
Destination Development Planning
- New Mexico Office of Tourism
Destination Development Planning
- City of Oregon City
Destination Development Planning
- Visit West Hollywood
Strategic Planning & BID Charters
- U.S. Travel/National Council of State Tourism Directors
Leadership Development



Colin Stoetzel

Associate Principal

As an Associate Principal with our firm, Colin provides market research and insights that drives the development of strategies, operational improvements, and organizational assessments for our clients. On each project, Colin identifies and evaluates strategic priorities that drive meaningful, effective and sustainable solutions to organizational challenges.

Colin prides himself as a big picture strategic thinker who believes the greatest insights and actions lie at the intersection of data, institutional knowledge and organizational culture. He is a champion for organizational effectiveness and believes organizations can drive change socially, environmentally and economically for the benefit of their employees and community.

As a key member of Coraggio's Travel & Tourism practice, Colin has worked with clients that span the gamut of destinations and scale including Travel Oregon, Utah Office of Tourism, Visit California, Greater Palm Springs, and Santa Monica Travel & Tourism. He has also presented at a number of Governor's Conferences on Tourism including Florida, Missouri, and Oregon.

Select Relevant Experience:

- Travel Oregon
Strategic and Operational Planning
- Utah Office of Tourism
Destination Development Planning
- New Mexico Office of Tourism
Destination Development Planning
- Unincorporated San Luis Obispo County TBID
Strategic Planning
- Discover Los Angeles
Strategic Planning and Employee Engagement
- San Diego Tourism Authority
Strategic Planning
- Beaver County, Utah
Destination Development Plan
- Santa Monica Travel & Tourism Brand Study
Destination Perception Study
- Beverly Hills Convention & Visitors Bureau
Destination Development Planning
- City of Oregon City
Destination Development Planning
- City of Avondale, Arizona
Tourism and Destination Planning - In-Progress

Project Support



Yahya Haqiqi
Business Analyst

Yahya is a passionate and motivated professional with a proven record of analyzing and finding solutions to business challenges. Skilled at researching, collecting, and effectively presenting large and complex data sets, Yahya prides himself on helping clients find the road to success. As a Business Analyst, Yahya works with clients to help them find insights and creative solutions to their most complex problems. He is passionate about riding alongside his clients to help them identify roadblocks and how to overcome them.

- B.A. in Leadership and Management and B.A. in HR Management, Portland State University

Prior to joining Coraggio, Yahya was the Business Manager for New Avenues for Youth. During his four years with the organization, he oversaw the development and day-to-day operations of one of their social enterprises. He successfully implemented and drove the business towards sustainability, increasing revenue by nearly 50% while driving down costs. He was also part of the Equity Team and helped the organization transition towards a more equitable future by helping New Avenues develop its first ever Equity Lens, Equity Statement and a comprehensive Equity Plan. During his time as a student for Portland State University, he worked on various consulting projects for small businesses like Tropic Salvage and Cipriano Designs as well as Portland State University's Audio-Visual Department.



Nicole Chiang
Graphic Designer

Nicole partners with our project teams to design and transform reports, presentations, and print materials into visually appealing documents that connect with our client's goals and brand. Born in California, raised in Taiwan, her design aesthetic is influenced by her experience growing up in Asia. She leverages and applies her global perspective to each project she designs. She loves clean and elegant designs but also likes to incorporate sophisticated aspects to her projects.

- B.A. in Graphic Design, Portland State University

When she's not working on client deliverables, Nicole contributes to Coraggio's marketing efforts by ensuring the team stays on-brand and thinking of new ways to keep Coraggio's look and feel fresh and current. She is an independent individual whose work is heavily inspired by her experience and interactions. Her philosophy is to tackle every challenge in life with accountability and optimism.

In her free time, she enjoys making delicious food for her loved ones and also exploring the natural beauty of the Pacific Northwest with her family.

Investment

The work described in this proposal results in a proposed budget of \$99,102 as itemized in the table below. If selected for this project, we will work with NLTRA to re-apportion the budget as necessary to ensure that we are best meeting the needs of your organization and your budget requirements, and will finalize an agreed-upon budget as part of contract negotiations.

Phase of Work		Task Subtotal
Get Clear	<ul style="list-style-type: none">• Immersion Session• Background Document Review• Business Model Benchmarking• Strategic Implications Work Session• Stakeholder Engagement• Deliverable: Situation Assessment	\$49,530
Get Focused	<ul style="list-style-type: none">• Planning Team Sessions• Deliverable: Feedback and Plan Finalization	\$31,694
Get Moving	<ul style="list-style-type: none">• Organizational Redesign Recommendations• Quarterly Progress Support	\$17,878
Total:		\$99,102

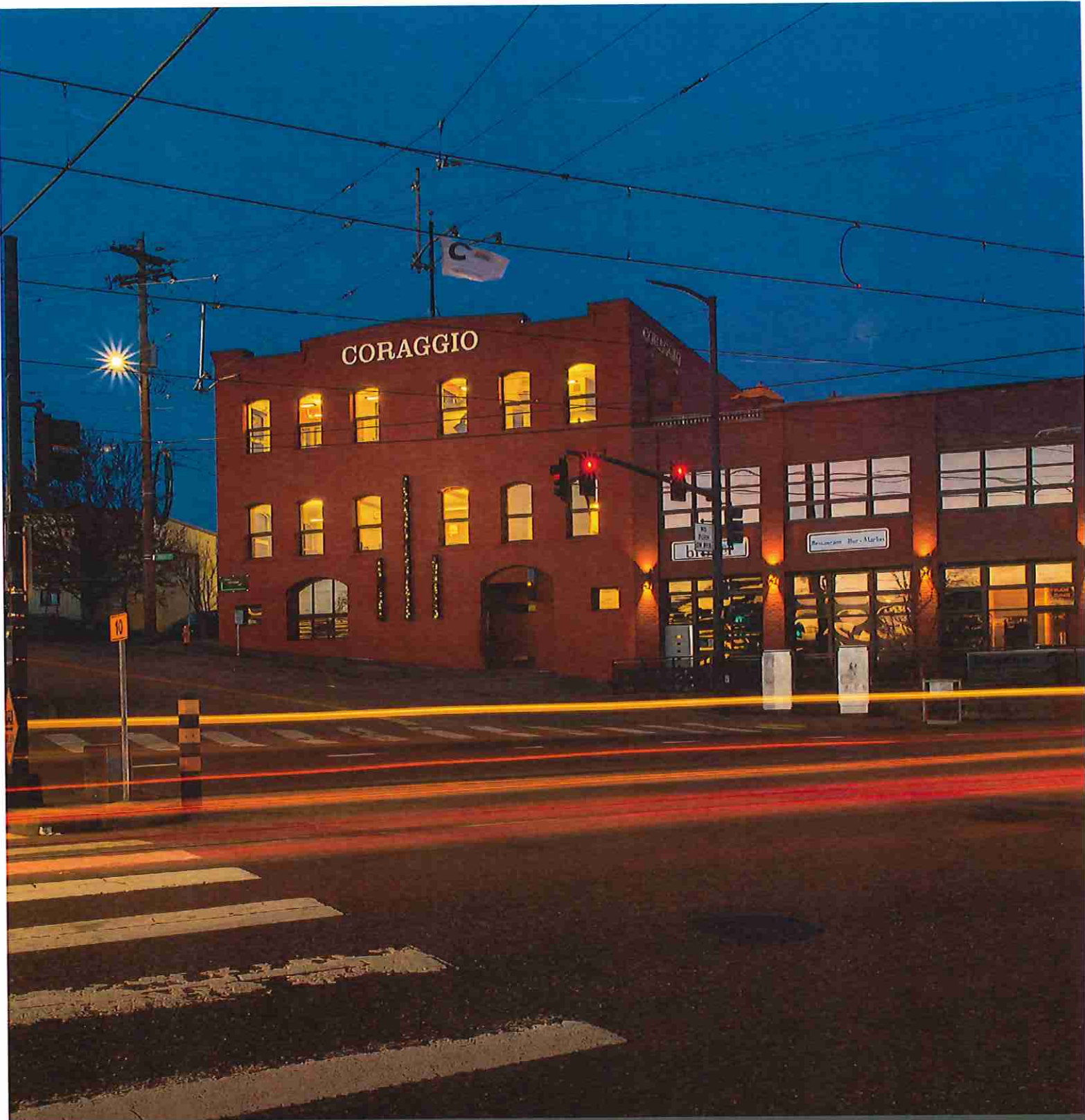
Administrative Fees

The total budget shown includes a 4% administrative budget to cover administrative tasks, project coordination, printing, print production, and other expenses.

Terms

All activities are invoiced on a monthly basis and are due net 15. Should travel become possible during the project and should any work sessions be scheduled in-person we will invoice travel amounts at cost.





About Coraggio



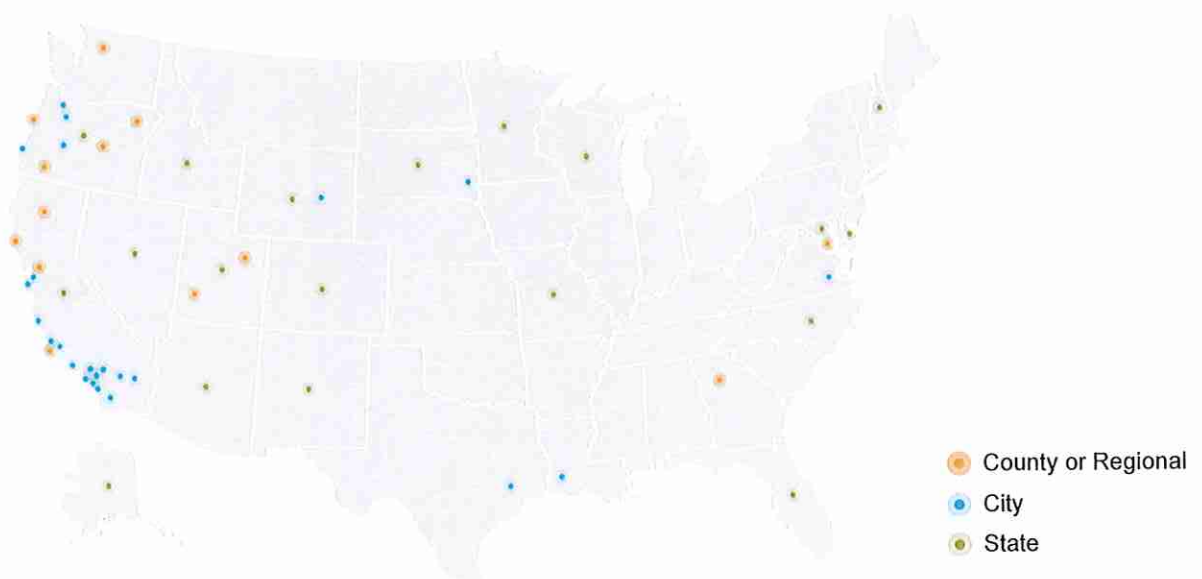
About Coraggio

Since 2005, Coraggio has been helping tourism leaders envision their organization's future, create exciting plans, and foster the agile teams they need to get there. Our team helps clients better understand their rapidly changing operating environments, determine how to respond to complex challenges and position their organizations and destinations to seize the right opportunities.



Coraggio is the only firm in the U.S. that has our powerful combination of strategy expertise, organizational effectiveness and destination marketing experience at every scale within the travel and tourism sector, as evidenced by:

- We have been hired by U.S. Travel—for the fifth year running—to design and lead their annual leadership forum for state tourism directors (National Council of State Tourism Directors). These forums emphasize practical ways to strengthen leadership and organizational effectiveness.
- Over the last two years, we have been or will be featured speakers at the Arizona, Florida, Idaho, Missouri, New Hampshire, North Carolina, Oregon, South Dakota, and Utah state tourism conferences, where we are speaking on organizational effectiveness, resilience, destination perception, and strategy.
- On the national stage, we presented at Destination International's Annual Conference and at their Advocacy Summit. We also presented a webinar as part of U.S. Travel's online replacement for their ESTO (Educational Seminar for Tourism Organizations) conference—one of the biggest annual conferences for destination marketing in the U.S.—and next year will facilitate the second WESTO conference that brings together leadership from most of the 15 states that make up the Western States Tourism Policy Council.
- We have worked directly with the leadership teams and industry stakeholders of 18 state tourism offices, and with dozens of city and county tourism agencies nationally.
- In addition to travel & tourism industry expertise, our team members have backgrounds in marketing and economics that help them understand the unique needs of destination marketing organizations.



Destination Marketing Experience

Helping our tourism clients take big leaps forward is what we do best.



Strategic Planning Philosophy



We help leaders and their teams Get Clear, Get Focused and Get Moving on their most important strategic and organizational challenges.

Companies that are the most successful at implementing new strategies and reaping their benefits tend to do two things right: they get early buy-in from key stakeholders and make sure their leaders have the skills and willingness to see them through. We call this approach “integrating people and process for impact.”

This requires top leadership to advance on three tracks: developing the strategic plan, building key support for that plan, and ensuring their organization can execute it. In other words, strategy development, stakeholder development, and leadership development (below).

Running these three processes concurrently is critical as they inform each other. Approaching them in phases or neglecting any one of them is like trying to fly a plane with one wing. Leaders willing to tackle all three simultaneously are more likely to achieve their plan’s desired outcomes.



To read more about how we think about strategy development visit: www.coraggiogroup.com/whitepaper-library to download our whitepaper.





ARIZONA OFFICE OF TOURISM

Client:

Arizona Office of
Tourism

Project:

Strategic Recovery
Plan

To learn more
about the project
please visit:

[https://tourism.
az.gov/strategic-
plan/](https://tourism.az.gov/strategic-plan/)

In early 2020, the Arizona Office of Tourism (AOT) hired Coraggio Group to develop their next three-year strategic plan. Within days of kicking off the project, the Covid-19 pandemic hit the globe and the US economy shut down, causing a devastating blow to travel & tourism worldwide. After seeing the impacts of Covid-19 firsthand in Arizona, AOT quickly redirected the work with our firm to focus on identifying strategic actions to stabilize and accelerate the recovery of the state's tourism industry, long considered a key driver of Arizona's economy.

The Arizona Tourism Strategic Recovery Plan provides a focused roadmap for AOT and its many partners statewide as they move forward over the next 12-18 months. The process began with a series of facilitated virtual listening sessions with tourism industry stakeholders from urban and rural areas across the state. Participants represented all levels of government (local, state, federal, Tribal), multiple facets of tourism (accommodations, outdoor recreation, sports, attractions, food & beverage, retail, and tourism management), and voices from all corners of the state. The guidance provided was invaluable and culminated in a comprehensive report that synthesized our findings into key themes and provided needed context that would help to focus our planning efforts. Following the listening sessions, our first step was to ensure alignment on what recovery looked like. We helped AOT's planning team, which included both internal team members and external stakeholders, develop a vision statement that clearly articulated what

stabilization and recovery would entail 12-18 months in the future. Using this agreed-upon "north star" as a backdrop, we then explored multiple macro-economic scenarios that might emerge in the coming months as a result of the pandemic. Once we were clear on which scenario presented the greatest probability of occurring, we then conducted a series of planning work sessions to explore strategic challenges and opportunities and finally establish the foundation of AOT's Tourism Strategic Recovery plan.

After nearly seven weeks of hard work on behalf of a very dedicated AOT team, the plan was rolled out to several hundred industry stakeholders and partners at the Governor's Conference on Tourism (held virtually) in July 2020. In support of the implementation of the plan we then partnered with AOT to help establish internal urban and rural strategy teams that would lead dozens of targeted action steps, including monitoring the plan's progress and, based on data-driven insights tied to the trajectory of the pandemic, recommend course-corrections over time as and if needed.

The success of this project started with the quick thinking of AOT's leadership. They knew they were in uncharted territory and a very different kind of strategic plan was needed in order to stabilize the state's travel & tourism industry. Because of their hard work and dedication, along with the guidance of hundreds of stakeholders statewide Arizona will be recognized as national model for recovery. We're grateful for the opportunity to be part of it.



Client:
Visit SLO CAL

Project:
Strategic Planning

Visit SLO CAL inspires travel and fosters economic growth in San Luis Obispo County, a region known for its diverse Central Coast landscape of Pacific Ocean, oak-dotted hills and expansive vineyards. When the organization transitioned from a modest, county-funded marketing team to an industry-backed Tourism Business Improvement District (TBID), funding dramatically increased—as did stakeholder interest.

Under the new model, local hotels began contributing funds directly to the TBID, and they wanted a speedy return on their investment in the form of a more productive organization and a vigorous tourism industry. In the face of these expectations, Visit SLO CAL needed to prove to stakeholders that it was shifting momentum and nurturing new opportunities across the region. Like many teams establishing themselves, Visit SLO CAL's was intent on developing its identity and clarifying its direction. The organization partnered with Coraggio to get a fresh look at the area's tourism environment and produce a strategic plan to guide and stimulate growth. Doing so also meant transforming the group from a small-scale marketing agency to a flourishing community advocate.

To form a long-term, collaborative plan with community support, we had to understand stakeholders' expectations: What did they need? How did they envision the future of San Luis Obispo County tourism? We interviewed hotel owners, community leaders and other residents to gather a holistic view of the region's interests. Their feedback

gave clarity and guidance on our next steps. Visit SLO CAL's survival depends on the support of its constituents, so transparency was vital. With each two-day strategic planning workshop, we concluded the working sessions with Board input and stakeholder feedback. The insights from these meetings were incorporated into the strategic plan to create a stronger, more relevant final product.

This commitment to communication and transparency paid off. By including board members and stakeholders in the development process, we were able to address any potential issues before finalizing the strategic plan. The enthusiastic team at Visit SLO CAL facilitated a smooth planning process, and our success gave invested stakeholders confidence that the group was serving their interests and capable of developing new economic opportunities for the county. They respected the breadth of the research and plan, which spanned everything from a review of higher-level community values to specific advice to increase daily flights into the regional airport.

The benefits of this process branched out beyond tourism marketing agencies. With the insights and experience he gained working with Coraggio, Visit SLO CAL's President and CEO advised groups like the local Chamber of Commerce and SLO Wine Country Association to be more strategic with resources. Visit SLO CAL—and the entire region—were empowered to lead on their own.



Client:
Beverly Hills
Convention and
Visitors Bureau

Project:
Destination
Development Plan

Tourism is a vital part of the Beverly Hills economy and contributes significantly to the high quality of life residents enjoy, but, the continued vibrancy of the local travel and tourism industry is not something the City can take for granted. For eight years, Coraggio has worked with the Beverly Hills Conference & Visitors Bureau to maintain and grow the health of the travel and tourism industry and its contribution to the community.

Most recently, Coraggio has partnered with the CVB and the City of Beverly Hills on the Beverly Hills Destination Development Plan. That Plan answers this important question: How can we ensure our destination is as relevant 10, 15, even 20 years from now as it is today? Coraggio worked with key stakeholders to create a vision for the destination and deliver a blueprint to make progress toward that vision over the course of ten years. By proactively supporting a vibrant travel and tourism industry, and working collaboratively toward realizing a shared vision, the Destination Development Plan will help to preserve and enhance the Beverly Hills quality of life while setting the stage for ongoing economic growth in the sector.

The Beverly Hills Destination Development Plan included the following key deliverables:

- A comprehensive Situation Assessment based on robust secondary research and analytics as well as stakeholder engagement
- A Vision for the destination
- Final Big Moves (destination strategies) based on an evaluation of potential strategies against select criteria and stakeholder engagement to build consensus around the final set
- An Implementation Plan based on a collective impact model

20/21 Consumer Spring Campaign



north lake tahoe



SPRING PAID TACTICS

- Direction from the Marketing Cooperative Committee:
 - Focus on Texas Market due to addition of flights to both Dallas and Houston and to compliment the current coop plan running between Incline Village and LTVA.
 - Drill down into SoCal to a targeted audience and be prepared for a limited spring message/campaign depending on COVID infection rates and travel restrictions.
- Incorporate adaptability and audience targeting strategies
- Video will be our primary media vehicle allowing visuals to carry our product into the hearts/minds of consumers.
- The budget doesn't allow for traditional media like outdoor, nor does our adaptability strategy.
- The OTA's are still an important vehicle for targeting opportunities.
- Current allocation to Houston/Dallas is 65% of budget. May consider a higher percentage depending on the SoCal environment as we get closer to April.

North Lake Tahoe 2020-21 Plan

CAMPAIGN: CONSUMER

CAMPAIGN: CONSUMER	March		April				May					
	15	22	29	5	12	19	26	3	10	17	24	
	SPRING											
	GEO: Houston/Dallas 3/15 to 5/9 (65%)											
	GEO: SoCal April-May (35%)											
DIGITAL ADVERTISING											Total	
Search Marketing											\$14,690	
Retargeting Display											\$4,520	
Native (programmatic and direct)											\$12,995	
Programmatic Display											\$11,300	
Video (Youtube)											\$3,390	
Search Retargeting Video											\$3,107	
OTT.CTV											\$48,590	
Digital Total											\$98,592	
PAID SOCIAL												
FB/Insta Retargeting											\$7,308	
FB/Insta Prospecting (Carousel, Timeline, and Instant Experience)											\$19,210	
FB/Insta Video											\$9,040	
Instagram Stories											\$7,345	
Twitter											\$3,390	
Paid Social Total											\$46,292	
TRIPADVISOR												
Desktop & Mobile Display											\$14,690	
Mobile Display											\$3,390	
Audience Segments (Outdoor/Ski/Hike/etc)											\$9,040	
TripAdvisor Total											\$27,120	
OTHER												
Expedia											\$16,950	
Other Total											\$16,950	
Adserving											\$1,695	
Total Media Investment	\$51,132		\$84,185				\$57,592					\$190,649

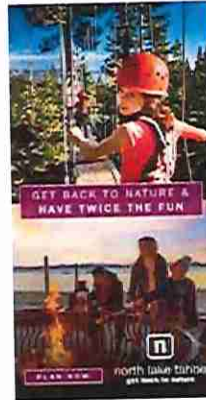
SPRING CAMPAIGN CREATIVE



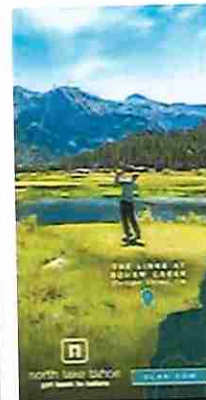
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Dual Days – Digital Banners

FAMILY 300x600



BOOMER 300x600



Dual Days – Digital Banners

MILLENNIAL

300x600



RETARGETING - LODGING FOCUS

300x600

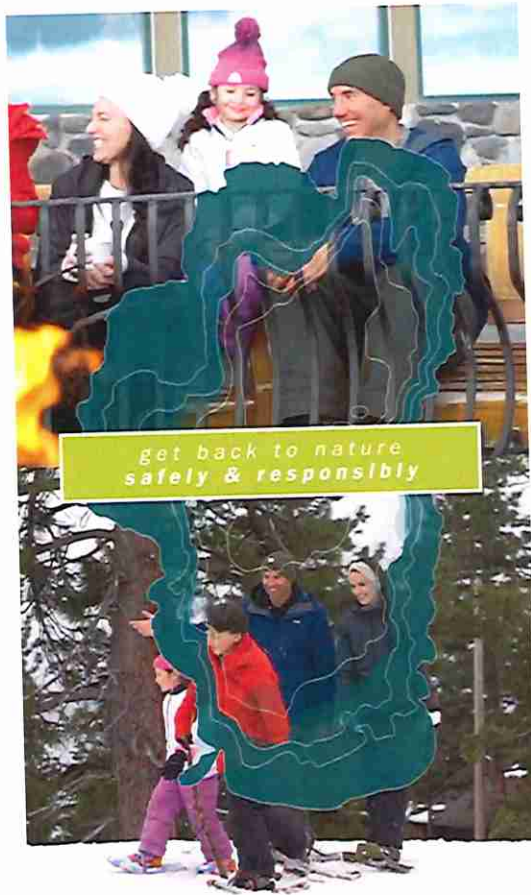


KNOW BEFORE YOU GO

300x600

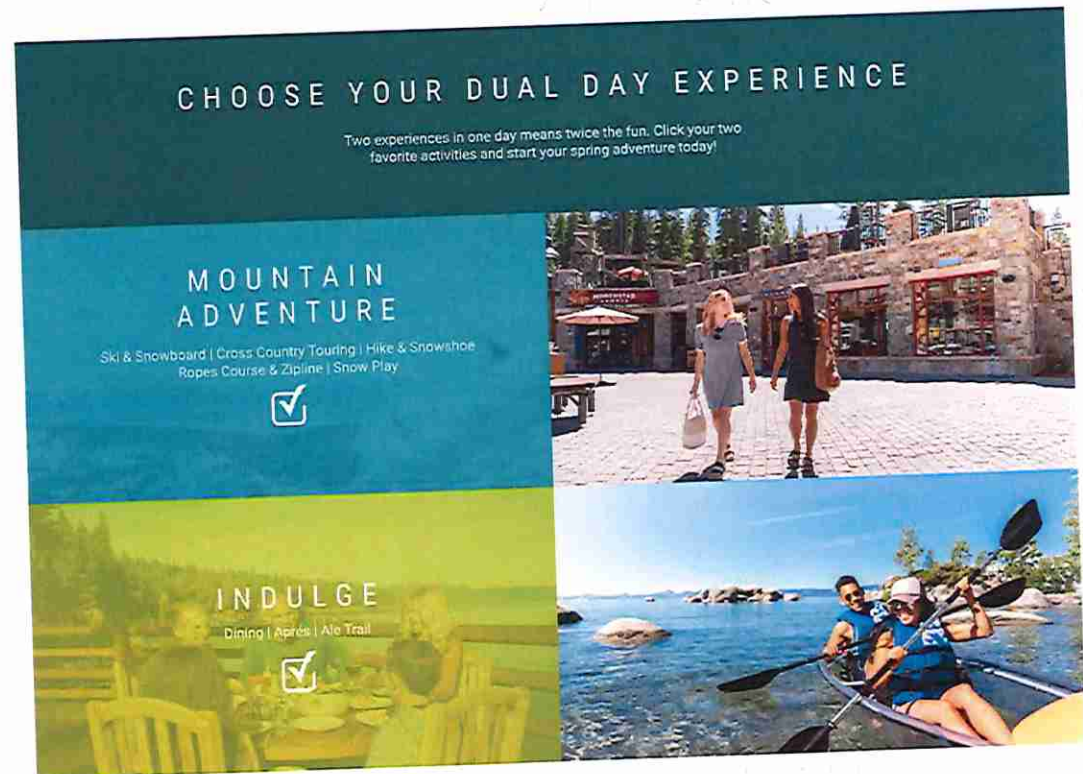


Dual Days – Instagram Stories



Dual Days - Landing Page

- Updated all content.
- Lead with activities that rank highly preferred.
- Tied in approachable activities to reach all persona types, highlighting locations across the region.
- Added sections to promote the KBYG guides, encourage midweek travel and include sustainable travel messaging.





Thank you!

North Lake Tahoe Semi-Annual Summary 2020-2021



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Sales



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MCC HIGHLIGHTS

- Completed a regional lodging survey that went out to all major MCC lodging properties to analyze market trends, needs, changes in staffing and more.
- Completed an IDSS CRM audit, including cleaning out all duplicate accounts, updating primary markets and more to enhance reporting capabilities and completed an IDSS sales training manual.
- Sales staff attended (6) virtual educational webinars and (6) virtual tradeshow with over 100+ B2B appointments
- Maximized our HelmsBriscoe, CVENT and Conference Direct Partnerships by participating in moderating of panels, custom newsletters sent to planners and participating in available training series.
- 6 key newsletters went out to different MCC distribution lists . Each newsletter July – December averaged an open rate of between 42-57%
- New Cancellation Report was developed to keep internal staff and lodging properties in the loop on cancellations due to covid-19 and rebooking's. This goes out bi-weekly.
 - Cancelled groups since March 15, 2020: \$1,481,544 and 7,332 room nights
 - Postponed/Rebooked Business: \$902,589 and 4,145 room nights
 - July 2020 – June 2021 Upcoming Group Business
 - Room Revenue: \$500,823
 - Room nights: 2,118



- Completed a full edit and redesign of our meetings and weddings webpages. Including new copy, new organizational structure of our properties, new downloadable one-pager documents, and a redesign and complete update of business listings on the meetings and website pages.
- Completed a redesign of the Come See, Fly Free flyer and the Meetings & Conventions Cash Incentive Program
- MCC Know Before You Go Guide
 - The MCC paid media campaign started early December to align with timing directed by Travel Nevada, who awarded North Lake Tahoe grant funds to support the campaign.
 - While the campaign continues to run through the end of the fiscal 20/21 year, initial results from the December flight showed promise and surpassed industry benchmarks: display .52% CTR; paid search 5.26% CTR; paid social 5.04% CTR.
 - The campaign targets meeting planners who primarily live or have clients in Nevada and California. Beyond drive markets, there are target markets where quick direct flights to Reno bring additional opportunities for longer stays and higher spends. Targeted media focuses on these areas as tertiary key performance indicators to drive higher spend and return on investment for North Lake Tahoe. Tactics for the campaign incorporates emails (4 total), search, display, native, LinkedIn, video, and a *Meetings Today* package which includes lead generation, eHandbook (full page ad with 2 pages of editorial) and Facebook ads.





LEISURE HIGHLIGHTS



- Two dedicated leisure sales newsletters have gone out with an average open rate of 43%
- FAM Tours have been put on hold due to the sensitivity of covid-19, but in exchange we have participated in:
 - B2B sales meetings with domestic and international travel agents
 - Conducted 8 destination webinar trainings
 - Attended 5 virtual sales missions
 - Attended 11 educational webinars
- Marketing Campaigns
 - Expedia's Travel Nevada Crisis Recovery Campaign – this campaign ran October 15th – January 15th
 - Impressions: 3.05 million
 - Clicks: 3.129
 - Room nights: 103
 - Gross bookings: \$22,690.04
 - Visit California's HotelBeds Sales Campaign
 - The goal of this marketing campaign is to target domestic travel agents throughout different parts of the US.
 - Running October – March, but currently on hold and will resume March 1st.
 - Room night production per month is averaging at 300 rooms



International Update

➤ North Lake Tahoe is currently contracted with DCI in Canada and Gate 7 in Australia

➤ DCI key highlights

- We reduced our scope of the contract to focus on agent trainings and setting up webinar series
- We have completed (1) tour operator trainings with TrufflePig and have (1) planned with Kensington Tours
- We are working on another (4) trainings for spring 2021
- Roughly 5 key sales calls/meeting have taken place with Air Canada, WestJet Vacations, Kensington Tours, TrufflePig, and Alberta Motor Association

➤ Gate 7 key highlights

- Keep the Lights on Webinar Series
- Date a Destination – B2B meetings with key tour operators and seminars with high level decision makers
- Conducted 299 agents trained
- Hosted 27 sales calls with key industry tour operators
- Currently moved from a monthly trade contract to a three-month public relations contract (Jan – March)



Domestic Visa Vue Analysis

- Analysis of quarterly reports
 - July – September
 - Total Spend: \$162,176,325
 - Year over year growth during this quarter was +2.5%
 - Average Cardholder spend: \$249.42
 - Top regions visiting: SF, Sacramento, Reno, LA, San Diego, Phoenix, Las Vegas, Seattle, New York, Stockton, Chico

DestiMetrics Data

- Currently working on a new communication tool with Liz and Amber to get more information out to partners and our monthly reports will be loaded onto the NLTRA.org site for our partners to access
- Current snapshot of future occupancy rates
 - Weekend of Feb 12th – 86% occupancy
 - Feb weekends roughly 66% occupancy and mid-week is anywhere between 17%-55% depending on the week
 - March is forecasting anywhere between 55-75% on weekends and 18-43% midweek

Marketing



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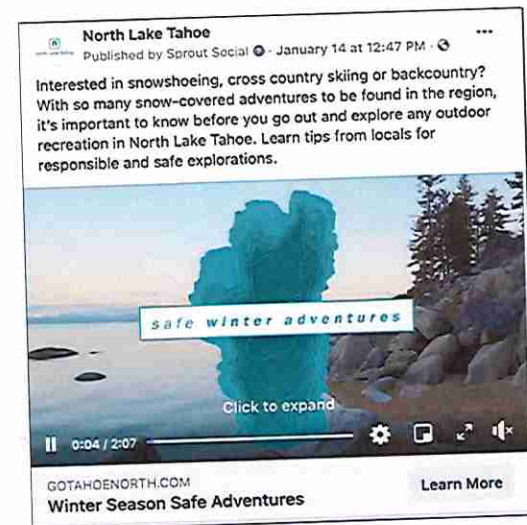
GoTahoeNorth.com Key Analytics

- 17.4% Increase in Users on GoTahoeNorth.com
 - 44% Increase in CA Users
 - 61% Increase in SF/Oakland/San Jose Metro
 - 47% Increase in Sac/Stockton/Modesto Metro
 - 35% Increase in LA Metro
 - 22% Decrease in San Diego Metro
 - 137% Increase in Fresno/Visalia Metro
 - 147% Increase in Monterey/Salinas Metro
 - 19% Increase in Reno Metro
 - 25% Increase in Dallas/Fort Worth Metro
 - 81% Decrease in New York Metro
- COVID-19 Destination Information Page is second most visited page
 - 3 Minute Avg. Time on Page



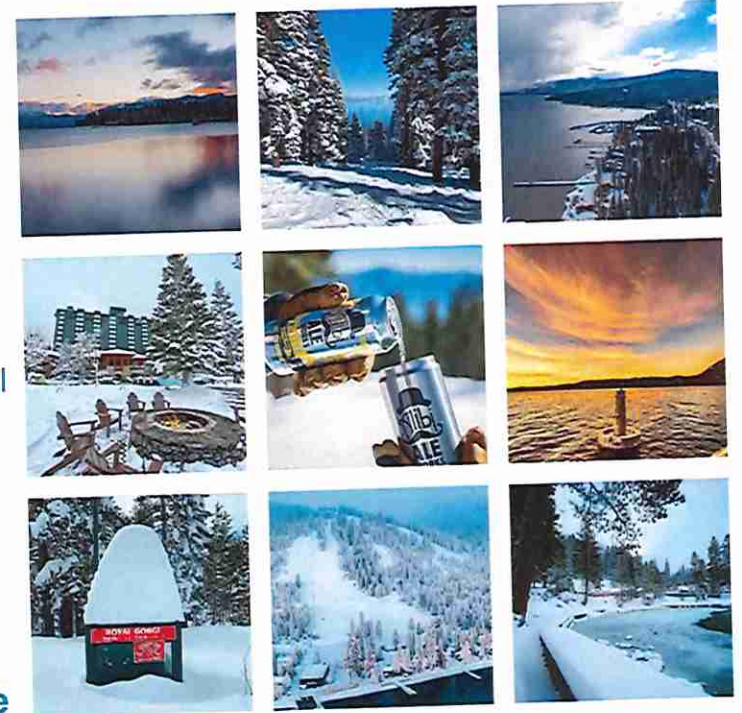
Content Development

- Gift Card Portal on NLTRA.org
- Six (6) COVID Friendly Itineraries
- Three (3) Know Before You Go Guides Created
 - Summer/Fall, Winter, & MCC
 - Safe Travels Landing Page Pageviews: 21,050
- Nine (9) Blog Posts Published
- Eight (8) Responsible Travel Videos Created
 - **Summer** – Traveling Responsibly in NLT, Safe Outdoor Recreation, Restaurant & Retail Safety, Safe Lodging Practices
 - **Winter** – Winter Safe Lodging Practices, Winter Responsible Travel, Safe Winter Outdoor Adventures, Indulging Safely
 - Total Impressions: 68,475
 - Total Engagements: 2,041
- Takeout Tahoe Guide
- Shop & Win Contest Campaign



North Lake Tahoe Social Media

- Created a Social Media Communication Plan structured loosely on the CA Tier system
 - Included Posting Frequency and Recommended Content
 - Content Focus has been on:
 - Responsible Travel – KBYG Guide, Parking, Weather, Trash
 - Education – COVID-19 Restrictions, Wildfire Resources, Operational Modifications, Ski Safe
 - Local Business Support – Gift Cards/Shopping, Takeout Tahoe, Virtual Events, Resort Openings
 - Inspirational Imagery & Videos
- Social Media channels saw a decrease in audience acquisition YOY. We attribute this to:
 - No paid advertising
 - No acquisition campaigns or social media contests
 - Negative sentiment in the summer when safety and responsible travel posts were interpreted as political



Public Relations



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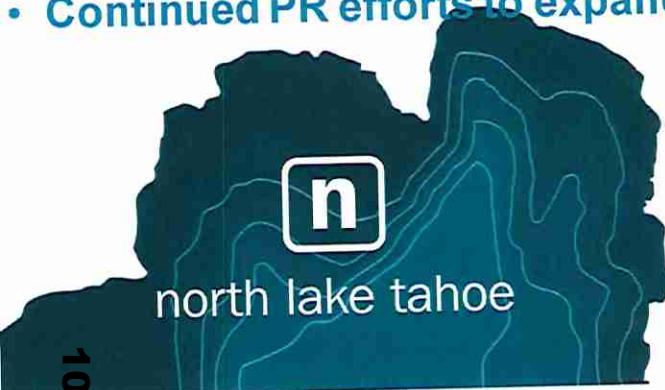
Six Month Recap

Public Relations moves in-house

- PR Spend: \$13,487 (FY 20/21) \$50,500 (FY 19/20) -- \$37,013 savings
- Placements: 166 | Regional / National: 27% / 73% | Marketing Campaigns | Updated Metrics for Reporting
- Facilitated all media inquiries, itineraries, pitches, press releases, talking points & statements
- NLT representation & collaboration: Regional Communications PIO Call (coordinated response), Visit California Public Relations Committee & Crisis Taskforce & Reno-Tahoe Territories Public Relations Committee
- Success with Tier 1 publications, story themes & content initiatives; limited FAMs; virtual media relations
- Australia / Gate 7 & IMM TravMedia Update

Launched Mask UP Tahoe campaign

Continued PR efforts to expand Tourism Business Improvement District education



#MASK
UP
TAHOE



Melissa Sigg
TAHOE TAP HAUS &
TAHOE ART HAUS



"The TBID offers an opportunity to regain control of our future, and create solutions to some of our biggest problems. In my 20 years in Tahoe, this is the first time I have seen Placer County offer North Tahoe a chance for some independence. Let's not pass up this moment."

Placement Highlights

Key Messaging Themes

- Safe & Responsible Travel (placements: *USA Today*, *CNN Travel*, *Forbes*, *Visit California*, *Marin Magazine*)
- Destination / Local Business Highlight (placements: *Vogue*, *Thrillist*, *Conde Nast Traveler*, *New York Times*)
- Crisis Response (placements: *San Francisco Chronicle*, Local/Regional)
- FAM Coordination (*CNN Travel*, *Thrillist*, *Vogue*, *Forbes*, *Conde Nast Traveler*, *Golf Media Tour*)
- Pending: *National Geographic*, *Conde Nast Traveler*, *Meetings Today*, *NY Elite Magazine*

The
New York
Times

THRILLIST

POWDER
THE SKIER'S MAGAZINE



USA
TODAY
A GANNETT COMPANY

VOGUE

Forbes

San Francisco
Chronicle



Condé Nast
Traveler
104



travel

visit
California

Marin
MAGAZINE

LA
Times



ADVICE

Still traveling despite the CDC warning? Here's how to pick a safe vacation destination

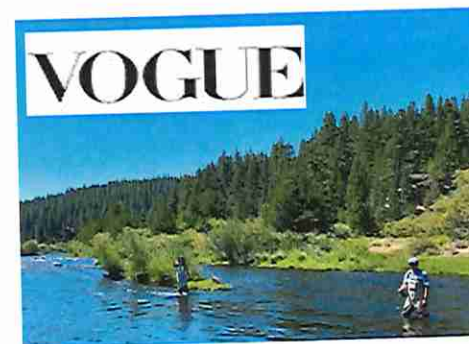
Christopher Elliott Special to USA TODAY

Published 7:00 a.m. ET Dec. 11, 2020 | Updated 1:10 p.m. ET Dec. 11, 2020



TRAVEL

Looking for a Socially Distanced Escape? Go to a River



The New York Times

A Surge of Women in Ski Patrols, Once Nearly All Men

The women say they bring a more varied approach and perspective to polarizing resort skiers and helping distressed ones.



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Where to Eat, Stay, and Play Around Lake Tahoe

20 Snow-Filled, Socially Distanced Christmas Vacation Ideas



Media Trends & Partner Support

- **Media Trends:**

- Sustainability; Voluntourism; Safe Travel; Local Experiences; Location Considerations; Road Trips – willingness/ability to travel longer; Travelers are **cautiously optimistic**; How To stories; Hidden Gems/Rediscovery of Destinations You Know; Slow Travel; International: Dreaming of Travel; 2021: Domestic & Road Trip Travel; 2022/23: Big Splurge Travel
- Continued visitor education; on the ground task force; infrastructure enhancements that benefit both residents and visitors

- **Partner Support:**

- Ski Season Town Hall
- Public Relations & Crisis Communications Summit
- Two pre-winter press releases | Welcome to Winter Video | Regional Resort Map
- Responsible Travel Toolkits & Guest Communications
- Trash Mitigation Updates: We're Listening



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Communications



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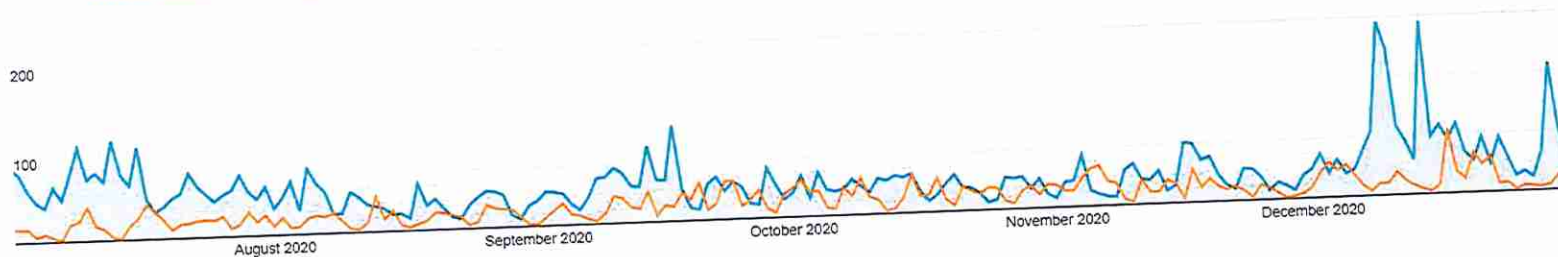
Communications Highlights

Digital Newsletters

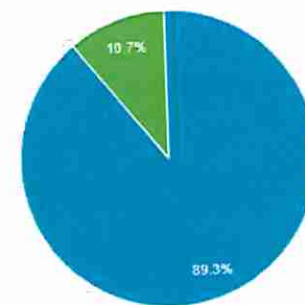
- Newsletters Issued: 81 (increased by 50 YOY)
- Open Rate: 36-43% (up by 13% from last year; industry standard: 23%)
- Key Themes: Member to Member; Business Reopening Toolkits; Marketing Campaign & KBYG Resources; Industry News; TBID Education

NLTRA.org

- New users on NLTRA.org increased by 191% YOY and pageviews increased by 31% YOY
- Shop Local: 40,000 page views
- Continued to drive traffic to Blog, Event Calendar and TBID Education page
- Increased digital connectivity (newsletters, facebook)



■ New Visitor ■ Returning Visitor
Jul 1, 2020 - Dec 31, 2020



Communications Highlights

- **NLTRA Facebook Page:**

- 4,780 Followers
- Content Focus: Visitor Education, Local Business Highlights, PPE information, Consumer Marketing Campaigns, Funding Resources, NLTRA.org tools, Take Care Tahoe Resources, Placer County initiatives, Wildfire Preparedness

- **TBID Education:**

- Updated Informational Packet; Press Release + FAQ's
- Overview Video + Timeline
- Funding Sources Graphic + TOT vs. TBID Graphic
- Opinion Pieces (x4)
- 1x1 Media Overview



The background of the slide is a scenic photograph of a lake. In the upper left, a person is seen in a red canoe on the water. The lower part of the image shows large, light-colored rocks in the foreground. On the right side, there are green evergreen trees. The water is a deep blue-green color.

Thank You

Executive Summary

Data based on a sample of up to 12 properties in the North Lake Tahoe destination, representing up to 1572 Units ("DestiMetrics Census**") and 48.67% of 3229 total units in the North Lake Tahoe destination ("Destination Census**")

Last Month Performance: Current YTD vs. Previous YTD		2020/21	2018/19	Year over Year Variance
North Lake Tahoe Occupancy for last month (Jan) changed by (-45.7%)	Occupancy (Jan) :	30.9%	57.0%	-45.7%
North Lake Tahoe ADR for last month (Jan) changed by (4.7%)	ADR (Jan) :	\$ 381	\$ 364	4.7%
North Lake Tahoe RevPAR for last month (Jan) changed by (-43.2%)	RevPAR (Jan) :	\$ 118	\$ 207	-43.2%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Feb) changed by (-23.7%)	Occupancy (Feb) :	42.6%	55.8%	-23.7%
North Lake Tahoe ADR for next month (Feb) changed by (18.3%)	ADR (Feb) :	\$ 472	\$ 399	18.3%
North Lake Tahoe RevPAR for next month (Feb) changed by (-9.7%)	RevPAR (Feb) :	\$ 201	\$ 223	-9.7%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (-31.5%)	Occupancy	34.9%	50.9%	-31.5%
North Lake Tahoe ADR for the past 6 months changed by (15.3%)	ADR	\$ 391	\$ 339	15.3%
North Lake Tahoe RevPAR for the past 6 months changed by (-21.0%)	RevPAR	\$ 136	\$ 173	-21.0%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (-15.3%)	Occupancy	20.8%	24.6%	-15.3%
North Lake Tahoe ADR for the future 6 months changed by (26.1%)	ADR	\$ 467	\$ 370	26.1%
North Lake Tahoe RevPAR for the future 6 months changed by (6.7%)	RevPAR	\$ 97	\$ 91	6.7%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Jan 31, 2021 vs. Previous Year				
Rooms Booked during last month (Jan,21) compared to Rooms Booked during the same period last year (Jan,19) for all arrival dates has changed by (-26.9%)	Booking Pace (Jan)	6.9%	9.4%	-26.9%

* 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 January 2021

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 20/21

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 20/21</u>	<u>FY 19/20</u>	<u>Variance</u>
Total Revenue Booked as of 1/31/21:	\$623,732	\$3,419,824	-82%
Number of Room Nights:	2,683	14989	-82%
Number of Delegates:	1346	8009	-83%
Annual Revenue Goal:	\$2,000,000	\$2,500,000	-20%

Monthly Detail/Activity	<u>January-21</u>	<u>January-20</u>	
<u>Number of Groups Booked:</u>	0	4	
Revenue Booked:	\$0	\$103,336	
Room Nights:	0	418	
Number of Delegates:	0	298	
		1 Corp., 3	
Booked Group Types:		Assoc.	
Lost Business, # of Groups:	3	29	
 <u>Arrived in the month</u>	 <u>January-21</u>	 <u>January-20</u>	
Number of Groups:	0	4	
Revenue Arrived:	\$0	\$330,384	
Room Nights:	0	1522	-100%
Number of Delegates:	0	578	
		2 Corp., 2	
Arrived Group Types:	0	Assoc.	

Monthly Detail/Activity	<u>December-20</u>	<u>December-19</u>	
<u>Number of Groups Booked:</u>	0	4	
Revenue Booked:	\$0	\$155,480	-100%
Room Nights:	0	687	-100%
Number of Delegates:	0	197	-100%
		2 Corp, 1	
Booked Group Types:		Assoc., 1 Govt.	
Lost Business, # of Groups:	1	22	-95%
 <u>Arrived in the month</u>	 <u>December-20</u>	 <u>December-19</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$55,138	-100%
Room Nights:	0	441	-100%
Number of Delegates:	0	363	
		1 Corp., 1	
Arrived Group Types:		Assoc.	

Monthly Detail/Activity	<u>November-20</u>	<u>November-19</u>	
<u>Number of Groups Booked:</u>	1	9	
Revenue Booked:	\$33,881	\$587,681	-94%
Room Nights:	94	2328	-96%
Number of Delegates:	65	1151	-94%
		3 Corp., 5	
Booked Group Types:	1 CA Assoc.	Assoc., 1 SMF	
Lost Business, # of Groups:	2	40	-95%
 <u>Arrived in the month</u>	 <u>November-20</u>	 <u>November-19</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$66,659	-100%
Room Nights:	0	380	-100%
Number of Delegates:	0	447	
Arrived Group Types:		2 Corp.	
 <u>Monthly Detail/Activity</u>	 <u>October-20</u>	 <u>October-19</u>	
<u>Number of Groups Booked:</u>	2	7	
Revenue Booked:	\$136,331	\$580,148	-77%
Room Nights:	569	1106	-49%
Number of Delegates:	250	3212	-92%
		3 Corp., 4	
Booked Group Types:	2 Corp.	Assoc.	
Lost Business, # of Groups:	0	48	-100%
 <u>Arrived in the month</u>	 <u>October-20</u>	 <u>October-19</u>	
Number of Groups:	0	4	
Revenue Arrived:	\$0	\$166,169	-100%
Room Nights:	0	825	-100%
Number of Delegates:	0	365	
		3 Corp., 1	
Arrived Group Types:		Assoc.	
 <u>Monthly Detail/Activity</u>	 <u>September-20</u>	 <u>September-19</u>	
<u>Number of Groups Booked:</u>	1	5	
Revenue Booked:	\$57,355	\$233,431	-75%
Room Nights:	345	1190	-71%
Number of Delegates:	120	705	-83%
		4 Corp., 1 Non-	
Booked Group Types:	1 Assoc.	Profit	
Lost Business, # of Groups:	2	35	-94%
 <u>Arrived in the month</u>	 <u>September-20</u>	 <u>September-19</u>	
Number of Groups:	0	9	
Revenue Arrived:	\$0	\$493,612	-100%
Room Nights:	0	2281	-100%
Number of Delegates:	0	697	
	1 Corp, 1 Non-	5 Corp., 3	
Arrived Group Types:	Profit	Assoc., 1 Govt.	

Monthly Detail/Activity	<u>August-20</u>	<u>August-19</u>	
<u>Number of Groups Booked:</u>	2	5	
Revenue Booked:	\$61,662	\$200,159	-69%
Room Nights:	353	987	-64%
Number of Delegates:	317	433	-27%
Booked Group Types:	1 Corp. 1 SMF	4 Corp., 1 Assn.	
Lost Business, # of Groups:	14	35	-60%

<u>Arrived in the month</u>	<u>August-20</u>	<u>August-19</u>	
Number of Groups:	1	10	
Revenue Arrived:	\$6,965	\$875,661	-99%
Room Nights:	53	3335	-98%
Number of Delegates:	17	2141	
Arrived Group Types:	1 Corp	9 Corp., 1 Assn.	

Monthly Detail/Activity	<u>July-20</u>	<u>July-19</u>	
<u>Number of Groups Booked:</u>	0	6	
Revenue Booked:	\$0	\$138,643	-100%
Room Nights:	0	591	-100%
Number of Delegates:	0	335	-100%
Booked Group Types:	0	3 Corp, 2 SMF, 1 Govt.	
Lost Business, # of Groups:	0	28	

<u>Arrived in the month</u>	<u>July-20</u>	<u>July-19</u>	
Number of Groups:	2	8	
Revenue Arrived:	\$21,415	\$359,396	-94%
Room Nights:	80	1666	-95%
Number of Delegates:	39	2160	
Arrived Group Types:	1 CA Assoc.	2 Corp, 2 Assoc, 2 SMF, 2 Non-Profit	

	<u>Current Numbers</u>	<u>Goals</u>
For 2021/22:	\$1,527,901	\$1,200,000
For 2022/23:	\$116,002	\$500,000



January 2021
Conference Sales Report

NEW MEETINGS & RFPs DISTRIBUTED:

1. Osteopathic Physicians & Surgeons - OMM Weekend, 6/11/2021-6/13/2021, 100 room nights, 50 people
2. American Bar Association - FSLC Spring Meeting, 5/9/2023-5/14/2023, 404 room nights, 225 people
3. Conference Direct - NCPA 2021 Summer Board of Directors Meeting, July 25-27, 2021, 28 room nights, 15 people
4. Palffy Wedding, September 29-October 2, 2021, 35 room nights, 50 people
5. Ziprecruiter - President Chair Enterprise Group, March 3-6, 2022, 42 room nights, 28 people
6. American Council of Engineering Companies - 2022 Summer Public Affairs Conference, June 8-12, 2022, 175 room nights, 85 people

NEW INQUIRIES:

1. Compass Group USA, Inc - 2022 Retention and Sales Excellence, 1/16/2022-1/23/2022, 541 room nights, 250 people
2. Cutera, Inc - Workshop Q1, 3/4/2021-3/7/2021, 30 room nights, 50 people
3. California Warehouse Association - 2021 Annual Meeting, 3/11/2021- 3/12/2021, 25 room nights, 50 people
4. California Trails Conference Foundation- 2022 Conference, March 7-, 2022, 475 room nights, 400 people
5. McKesson Corporation - #13724 Radiation Business & Education Meeting, October 5-9, 2021, 325 room nights, 150 people

TRADE SHOWS & EVENTS:

- Attended the MPI Southern California Chapter State of Industry Education Event – January 28th
- Attended the MPI Sacramento Sierra Nevada Chapter Membership Committee Meeting –

PROJECTS:

- Webinars Attended
 - January 6 - CVENT webinar “Understand the Planner Perspective.”
 - January 13 - CVENT webinar “Effectively Managing Inbound Leads”
 - January 15 – webinar on “Group Business Insight, January 2021”
 - January 20 – CVENT webinar “Increase RFP Conversion Rates”
- Newsletter Distribution
 - January 27th - Meetings & Events Incentives on 1001 Planners located in West Coast States. The e-blast newsletter had a 24% open rate.
- Finalized the MCC website update

- Finalized the MCC weddings website update
- Finalized our CRM database training manual

CHICAGO EFFORTS:

- Mailing and personally dropping off Valentine's packages with Lake Tahoe masks & cookie and brownie mix to top clients. Adding Bart's info to card.
- North Lake Tahoe continues to be represented on the Chicago Destination Reps social media sites: Facebook, Instagram and Linked-In and on the website.
- Virtual Yoga being planned for top accounts in February/March.
- Key events attended:
 - GMC-PCMA Virtual Reception
 - PCMA Convening Leaders Conference
 - MPI Holiday Event



Leisure Departmental Report
January 2021

KEY MEETINGS & PROJECT WORK

- Educated and on-boarded the five new Tourism Development Committee members
- Launched Australia PR scope of work
- Met with DCI on next phases of Canada contract
 - To engage in up to (4) more webinars trainings in spring 2021
- Attended all day IDSS Sales Training
- Lead on NLT Sustainability Travel Project
 - Creating content for GTN
 - Working with Augustine on the development of the sustainability pledge
 - Working with Kind Traveler to secure non-profit selection
 - Organizing Tourism Cares Conference – looking at moving dates to fall of 2021
 - Met with Sierra Business Council to go over local business involvement

TRADESHOWS, SALES CALLS & TRAININGS

- Attended the Visit CA Rural Committee
- Attended the Visit CA High Sierra meeting
 - Lead on High Sierra Influencer Program – we had an RFP review and selected company.
 - Working on upcoming Tradeshow for the High Sierra – Family Travel Expo
- Participating in the upcoming Virtually Yours Travel NV Virtual Roadshow
 - Currently have one lodging partner signed up – The Village at Squaw Valley
- Attended Visit Asheville's Virtual FAM and working with Liz to develop NLT's virtual FAM program for spring 2021
- Met with internal team to develop new DestiMetrics distribution platform
- Upcoming Tradeshows:
 - Visit CA Virtual Outlook Forum – February
 - Go West Virtual Summit – March

MARKETING CAMPAIGNS

- Leisure sales newsletter went out to 3000 agents and had an open rate 22%
- Upcoming Marketing Campaign:
 - Started outreach for spring NLT Expedia marketing and sales program to select dates and recruit hotel partners
- Wrapped up Travel NV Crisis Recovery Expedia Campaign
 - Focus is on destination relief and recovery. Includes dedicated landing pages, reporting, re-targeting and competitive of NV comp set.

- Campaign Dates: *October 15, 2020 – January 15, 2021*
- Impressions: 3.05M
- Clicks: 3,129
- Room Nights: 103
- Gross bookings: \$22,690.04

VISAVUE DATA

- Q3 July – September
 - Total spend: \$162,176,325
 - Year over year growth during this quarter was +2.5%
 - Average cardholder spend: \$249.42
 - Top regions visiting: San Francisco, Sacramento, Reno, LA, San Diego, Phoenix, Las Vegas, Seattle, New York, Stockton, Chico

January 2021 Recap



north lake tahoe

THE ABBY
AGENCY™

The background of the slide is a vibrant, high-contrast photograph of a natural landscape. It features a deep blue lake with visible ripples and reflections. In the foreground, there are large, light-colored rocks. To the right, the dense green foliage of evergreen trees hangs over the water. In the middle ground, a person in a yellow kayak is visible on the lake. A semi-transparent white rectangular box is centered over the image, containing the title text.

Social Media Blog and Newsletter Content

Overall Objectives & KPIs

Social Media

- Goal
 - Increase followers: from Bay Area / SoCal by 5 percent
 - Bay Area: -3.93% decrease in Facebook followers and -3.75% decrease in Instagram followers.
 - SoCal: -9.18% decrease in Facebook followers and -48.40% decrease in IG followers.

Content

- Blog
 - Goal: 1 per month
 - Completed: 1 published in December; 1 updated and published in January.
- Newsletter
 - Goal: 1 per month
 - Completed: 2



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Social Media



north lake tahoe

Social Media Approach

Strategy

- North Lake Tahoe has returned to higher posting frequency, with approx. 5 posts per week (optimized for each platform). Content has focused on responsible travel/education, while also educating our audience on the opening of individual resorts and the restrictions and changes found there.
- General consumer sentiment has improved so select messages around winter travel and the in-market campaign have been included.

Objectives

- **Instagram:** Maintain a 5-7% engagement rate month over month (this is *very high*, compared to industry average of 2-3%)
- **Facebook:** Maintain a 3-4% engagement rate month over month (industry average for all types of content is 3.91%)
- **Twitter:** Maintain an average engagement between 0.09% and 0.33% (industry standard)
- **Increase overall followers** by at least 0.5% monthly

Channels

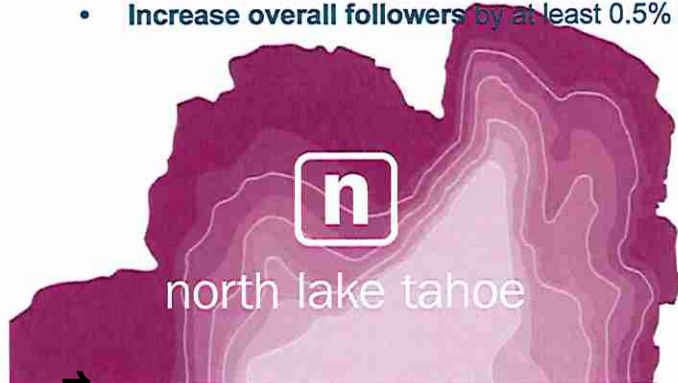
- Facebook, Instagram, Twitter, YouTube, Pinterest

Follower + Engagement Insights:

- Total followers: **232,965**
 - Total audience increased by **0.2%** with total net audience growth decreasing by **2.8%** compared to the previous month.
- Total Impressions: **1,888,756 (+33%)**
- Total Engagement: **117,473 (+114%)**

Insights:

- Engagements and impressions increased over the course of January. Because we have increased our posting frequency slightly, with imagery focused on beautiful scenic imagery, we believe this benefited our pages.



Top Posts by Engagement

#1 Instagram Post: 63k impressions, 61k reach, 8.1k engagements, 12% engagement rate

#1 Facebook Post: 188K impressions, 179k reach, 18k engagements, 10% engagement rate

#1 Twitter Post: 39,286 impressions, 1,059 engagements, 9% engagement rate



Content Messaging

North Lake Tahoe Social Media Efforts

- North Lake Tahoe has returned to higher posting frequency, with approx. 5 posts per week (optimized for each platform). Content is focused on responsible travel/education, while also educating our audience on the opening of individual resorts and the restrictions and changes found there.
- General consumer sentiment has improved so select messages around winter travel and the in-market campaign have been included.

Local Business Support:

- The Takeout Tahoe campaign continues to run across social media, with posts being boosted and promoted to in-market visitors.
- On top of Takeout Tahoe we have been continuing to share ways visitors can support local restaurants and retailers.

Winter Resort/Snow Messaging

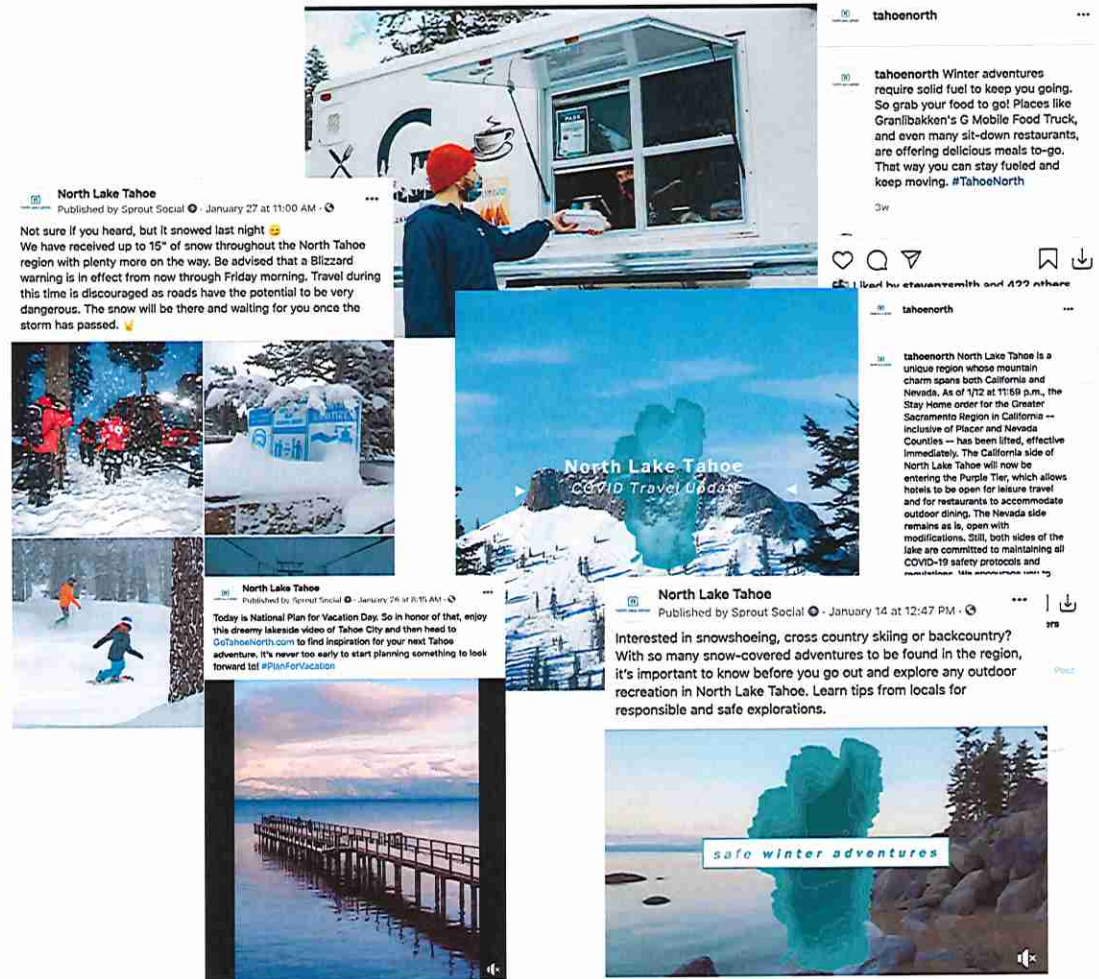
- Posts and videos shared to educate our audience around the opening dates for individual resorts with messaging related to safety and access booking to specific resorts.

Winter Responsible Travel

- Shared visuals and messages that connect to the Winter Know Before You Go guide. When applicable we have linked to the section of the website where visitors can download the guide.
- We have also made an effort to educate our audience on any weather related travel changes.


COVID-19 Restrictions

- In an effort to inform our audience on the changes, our posts aim to keep North Lake Tahoe's audience up to date on any changes within the industry.



Instagram Competitor Set

Tahoe North has identified both Tahoe South and Visit Mammoth as competitors. In January @TahoeNorth had more engagements than Tahoe South and fewer than Visit Mammoth. All destinations are continuing to weave in beautiful imagery with safety messaging with about the same posting frequency throughout the month of January.

 **tahoenorth**
tahoenorth

20

#tahoenorth #TahoeNorth #2021vision

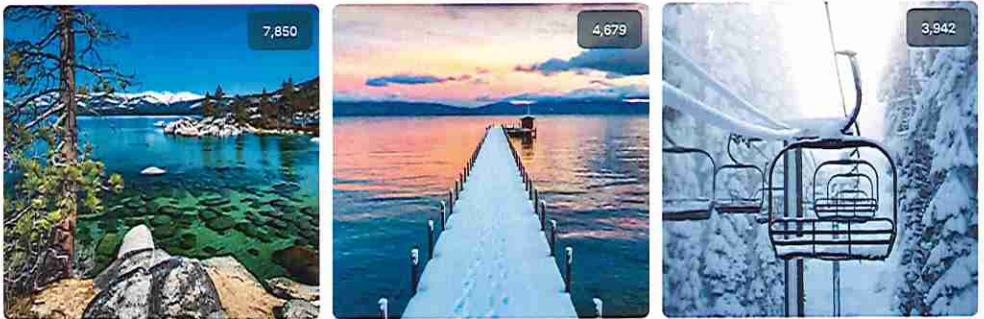
48,331

438

48,769

2,438

Most Popular Media by tahoenorth



 **tahoosouth**
tahoosouth

13

#regram #TahoeSouth #DogGoals2021

21,507

169

21,676

1,667

Most Popular Media by tahoosouth



 **visitmammoth**
visitmammoth

16

#StaySafe #MammothLakes #VisitMammoth

52,200

841

53,041

3,315

Most Popular Media by visitmammoth



Content



north lake tahoe

Content Approach

Overall Strategy:

The Abbi Agency has evolved content strategy by:

- ***Creating evergreen blog messages*** to provide consumers with messages that are beneficial year-round.
- ***Reserving time-sensitive information for monthly newsletters*** with the understanding that the newsletter can inspire and motivate travel intent.
- **Brand Voice & Tone** – Blogs and newsletters are crafted with an identifiable “character,” with the intent of conveying the “Tahoe experience” in all levels of the decision-making funnel.
- **Granular content per channel** for better segmentation to fly/drive market audiences.



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Content Approach (cont)

Blogs:

- We have shifted from “events-based marketing” and are focusing primarily on education/responsible travel and evergreen content.
- In this way, we create aspirational messages that are useful to consumers for trip planning, year-round.
- With one blog per month, each is designed to **improve SEO, increase brand awareness** (especially during shoulder seasons) and **provide educational content**.
- Most blogs range from 600-800 words (a length that Google deems valuable).
- The **Content Guidelines** draft is complete and will be evolved in tandem with the brand book in 2021.

Newsletters:

- The newsletter takes a more “news and events” approach, highlighting current and upcoming events, driving bookings and encouraging users in our flight and drive markets to *explore North Lake Tahoe* as its offerings change throughout the seasons.



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Blogs & Newsletters

Key Themes:

- Safety
- Winter Travel Advisories
- Safe Parking/Driving Behaviors
- Update to stay at home orders/tiers

Campaigns:

- Transit safety, Know Before You Go, Winter Advisory

Newsletters Posted: 1

- ***Stay-at-Home Orders Lifted 2021***
 - Open Rate 41.6% (15.6 percentage growth rate) | CTR 0.9 %

Blogs Posted: 2

- ***Dashing Through the Snow: Your Guide to Getting Around North Lake Tahoe this Winter***
 - Page views: 430 | Avg. time on page: 02:06
- ***Planning to Visit North Lake Tahoe This Winter? Here's What You Need to Know***
 - Page views: 476 | Avg. time on page: 02:10



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Content Marketing Campaign: Winter Responsible Travel Video Series

Overview

North Lake Tahoe received a COVID-19 CARES ACT Grant from Travel Nevada to promote the openness and safety of the destination.

This grant will be used for a multi-part winter responsible travel video series as well as supporting photography of safe travel.

Completed Videos:

- Lodging Winter Update
- General Responsible Travel Video
- Winter Outdoor Recreation Safety
- Takeout & Dining

Planned Videos:

- Final video subject - TBD

Distribution:

Currently, the photos and videos have been utilized on North Lake Tahoe's owned channels including website and social media and boosted to the drive market.

The grant includes paid advertising dollars for the videos which will be deployed within Q1 2021 to align with current COVID-19 travel restrictions and the resumption of consumer spending.

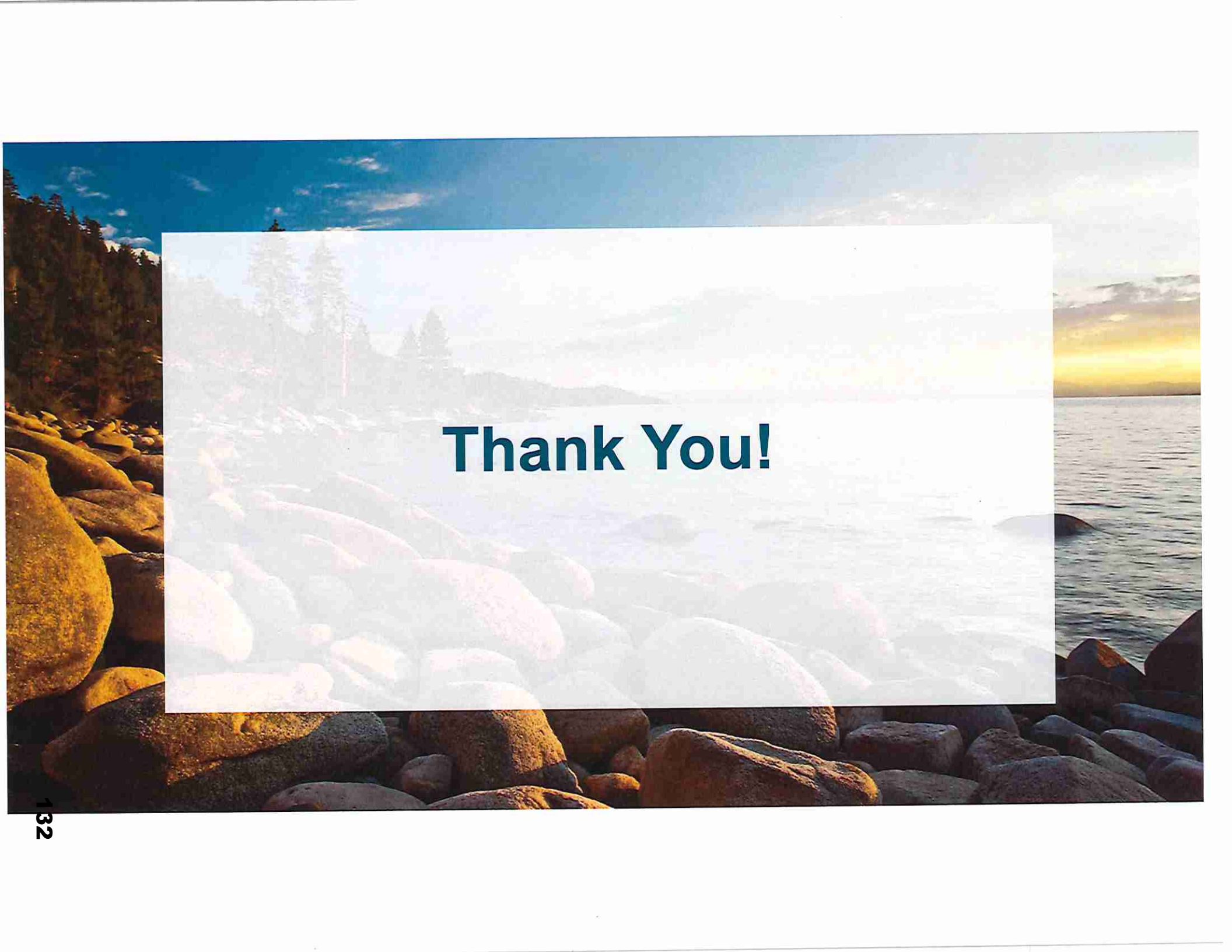
Post and Boost results through January:

Total Impressions: 68,475

Total Engagements: 2,041



north lake tahoe



Thank You!



NORTH LAKE TAHOE DIGITAL REPORT

January 2021

EXECUTIVE SUMMARY

- The MCC campaign had nearly 335,250 impressions.
- The first email for the campaign went out in January and provided a CTR of 10.2%.
- MCC's video view rate was at 79% and over 4,000 views.
- Search is performing well with an average CTR of 3.31%.
- 98% of the website sessions were new users.

Performance Overview

Start Date
1/1/2021

End Date
1/31/2021

335,243
IMPRESSIONS

5,057
CLICKS

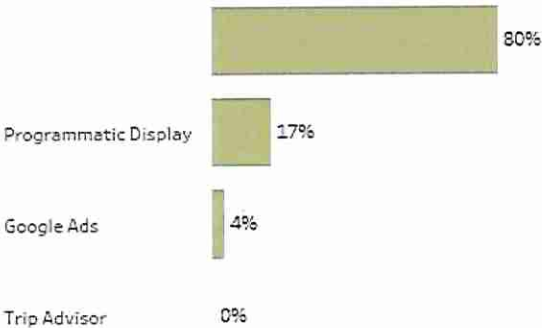
\$0.91
COST PER CLICK

278
PRIMARY
CONVERSIONS

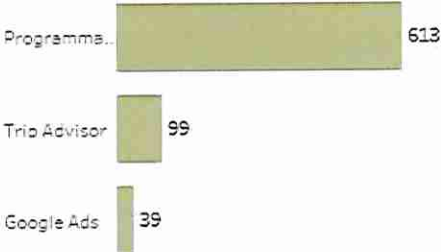
\$7.52
COST PER TOS
CONVERSION

Channel	Impressions	Clicks	Click Through Rate	Cost
Display	239,118	786	0.3%	\$478
Email	37,280	3,798	10.2%	\$1,327
Paid Search	5,401	179	3.3%	\$284
Paid Social	47,430	260	0.5%	\$1,190
Video	6,005	34	0.6%	\$1,327
Grand Total	335,234	5,057	1.5%	\$4,606

Click Share



Lead Share



Overview by Campaign

Start Date
1/1/2021

End Date
1/31/2021

335,243
IMPRESSIONS

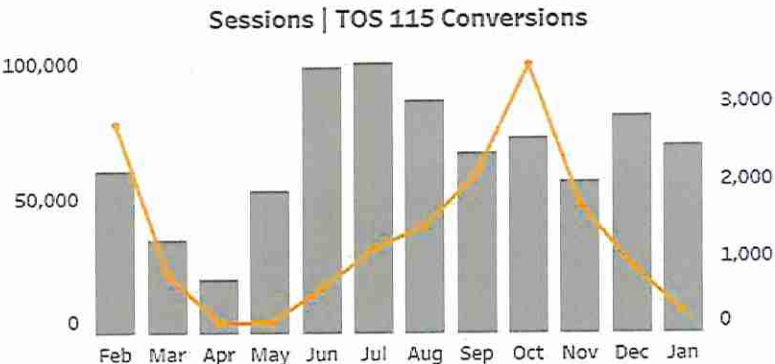
5,057
CLICKS

\$0.91
COST PER CLICK

278
PRIMARY
CONVERSIONS

\$7.52
COST PER TOS
CONVERSION

The MCC campaign had an average CTR of 1.51% with a CPC of \$0.91.



Impressions	Clicks	Click Through Rate	Cost per Click	Cost	TOS 115	Cost per TOS Conversion	Max. Book Now Conversions	Submit RFP Conversion
335,234	5,057	1.51%	\$0.91	\$4,606	126	\$14.45	8	0

Overview by Medium

Start Date 1/1/2021
End Date 1/31/2021

335,243
IMPRESSIONS

5,057
CLICKS

\$0.91
COST PER CLICK

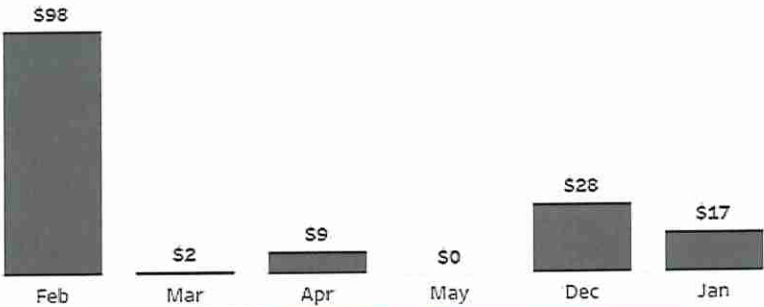
126
PRIMARY
CONVERSIONS

\$16.58
COST PER TOS
CONVERSION

Cost per Conversion Persona

Persona	TOS115	TOS Conversion Rate	Cost per TOS Conversion	Submit RFP Conversion	Cost per Submit RFP Conversion
Hotel	34	12.7%	\$3.95		\$0.00
KBYG	28	11.4%	\$4.80		\$0.00
mcctravel		0.0%	\$0.00		\$0.00
Outdoor	34	14.0%	\$3.98		\$0.00

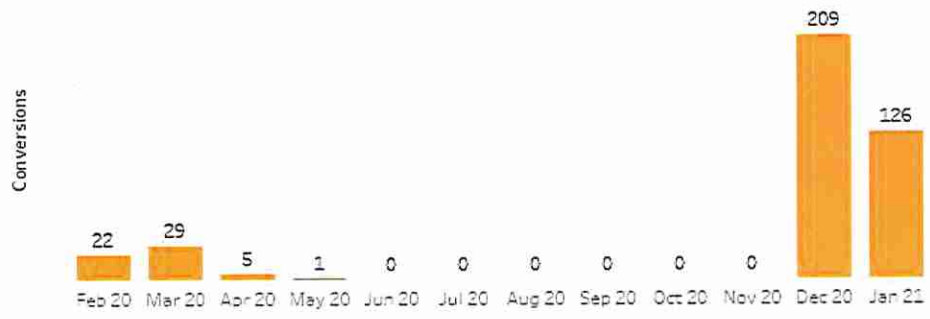
Cost per Conversion Trending



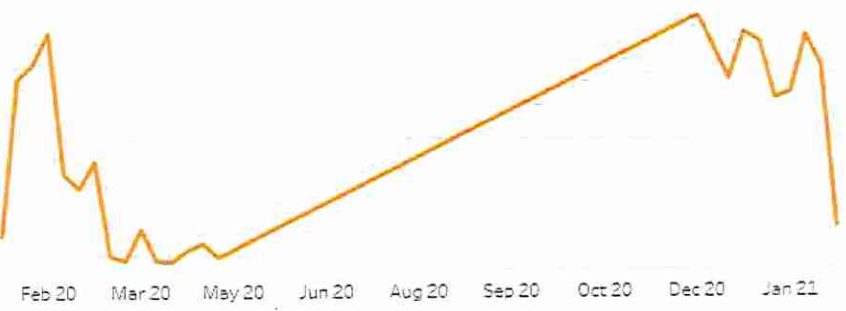
Channel	Impressions	Clicks	Cost per Click	Cost	TOS 115	Cost per TOS Conversion	Submit RFP Conversion	Cost per Submit RFP C.	Views	View Rate
Display	239,118	786	\$0.61	\$478	96	\$4.98	0	\$0.00		
Email	37,280	3,798	\$0.35	\$1,327	0	\$0.00	0	\$0.00		
Paid Search	5,401	179	\$1.59	\$284	30	\$9.47	0	\$0.00		
Paid Social	47,430	260	\$4.58	\$1,190	0	\$0.00	0	\$0.00		
Video	6,005	34	\$39.03	\$1,327	0	\$0.00	0	\$0.00	4,766	79%

Trending Performance

TOS 115 & Book Now Conversions



Website Sessions



Cost per TOS 115 Conversion



Impressions



Website Performance

Report Date
1/1/2021 to 1/31/2021

4,135
SESSIONS

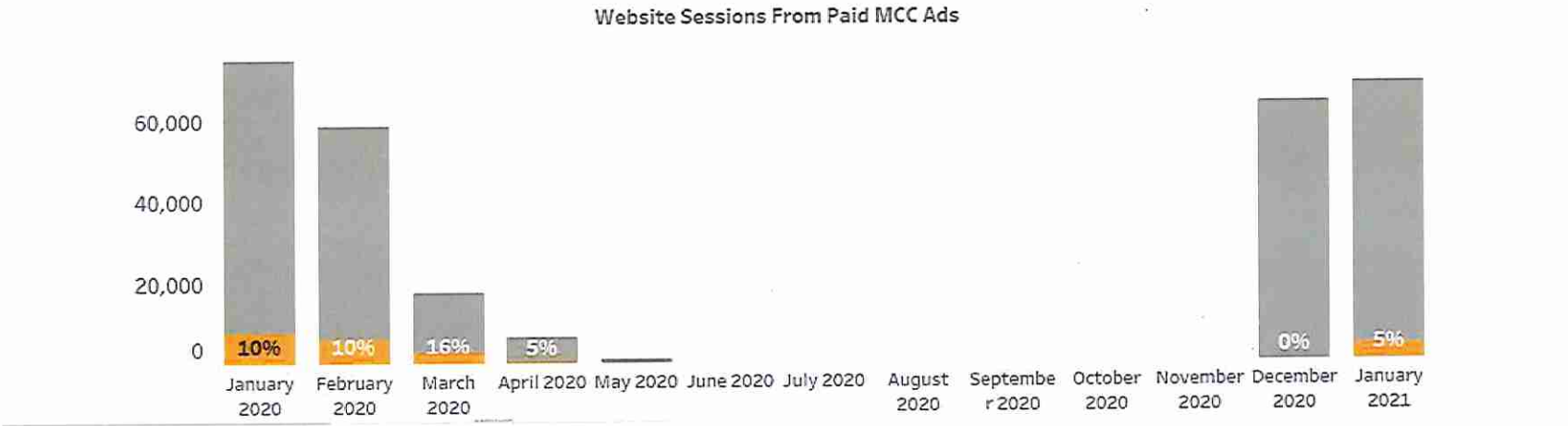
00:01:39
SESSION DURATION

2.2
PAGES PER SESSION

98%
NEW USER SESSION RATE

56%
BOUNCE RATE

Website Sessions From Paid MCC Ads



Medium	Sessions	Pageviews	Time on Site	Pages per Session	Bounce Rate
Display	3,640	8,200	00:01:47	2.3	53%
Search	177	397	00:01:38	2.2	67%
Social	318	387	00:00:11	1.2	87%
Total	4,135	8,984	00:01:39	2.2	56%

Display Performance by Placement

Start Date
1/1/2021

End Date
1/31/2021

Cost per Conversion Trending

239,118
IMPRESSIONS

786
CLICKS

Display performed well with over 750 clicks, and a CTR of 0.33%.



96
TOS 115
CONVERSIONS

SUBMIT RFP
CONVERSIONS

\$5
COST PER
TOS CONVERSION

Platform	Impressions	Clicks	CTR	Cost Per Click	Cost	TOS115	Cost per TOS Conversion	Submit RFP Conversion
Programmatic Display	239,118	786	0.33%	\$0.61	\$478.24	96	\$4.98	
Total	239,118	786	0.33%	\$0.61	\$478.24	96	\$4.98	

Display Performance by Creative

Start Date
1/1/2021

End Date
1/31/2021

239,118
IMPRESSIONS

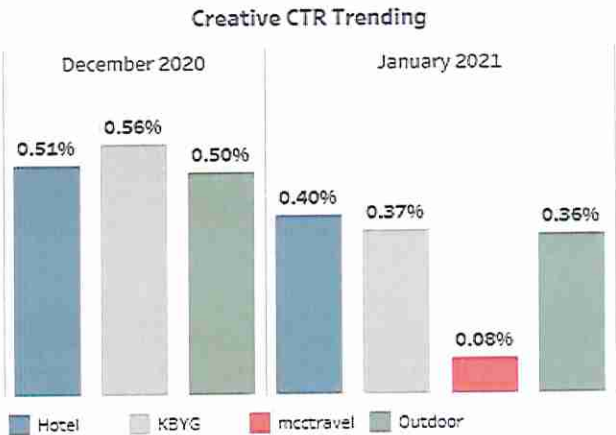
786
CLICKS

96
TOS 115
CONVERSIONS

SUBMIT RFP
CONVERSIONS

\$5
COST PER
TOS CONVERSION

Display creative variants performed evenly across the platform impressions wise. However, the hotel creative had the most clicks.



Persona	Impressions	Clicks	CTR	Cost Per Click	Cost	TOS115	Cost per TOS Conversion	Submit RFP Conversion
Hotel	67,143	268	0.40%	\$0.50	\$134.29	34	\$3.95	
KBYG	67,184	246	0.37%	\$0.55	\$134.37	28	\$4.80	
mcctravel	37,176	30	0.08%	\$2.48	\$74.35		\$0.00	
Outdoor	67,615	242	0.36%	\$0.56	\$135.23	34	\$3.98	
Total	239,118	786	0.33%	\$0.61	\$478.24	96	\$4.98	

Social Ad Performance

Start Date
1/1/2021

End Date
1/31/2021

47,430
IMPRESSIONS

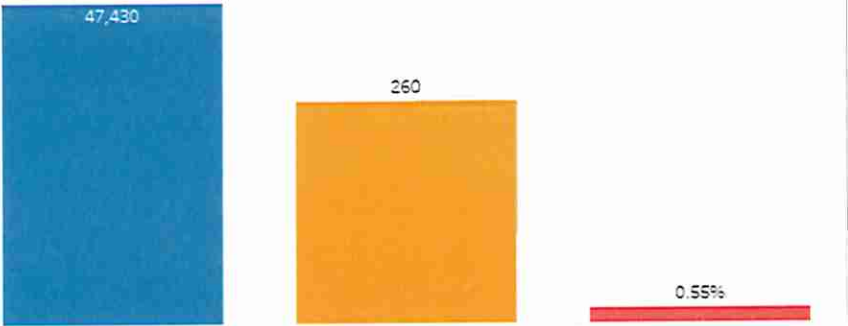
260
CLICKS

0
PRIMARY
CONVERSIONS

0
SECONDARY
CONVERSIONS

0
COST PER 1000
CONVERSION

Impressions
Clicks
CTR



Campaign	Impressions	Clicks	CTR	Total Conversions	Total Conversion Rate	Cost Per Conversion
nlt_mcc-2020-2021	47,430	260	0.55%	0	0.0%	\$0.00

Paid Search Performance

Start Date
1/1/2021

End Date
1/31/2021

Ad Group Performance

5,401
IMPRESSIONS

MCC

Impressions	Clicks	Click Through Rate	Cost	Cost per Click	TOS 115 Conversions	Submit RFP Conversion
5,401	179	3.31%	\$284.09	\$0.63	30	

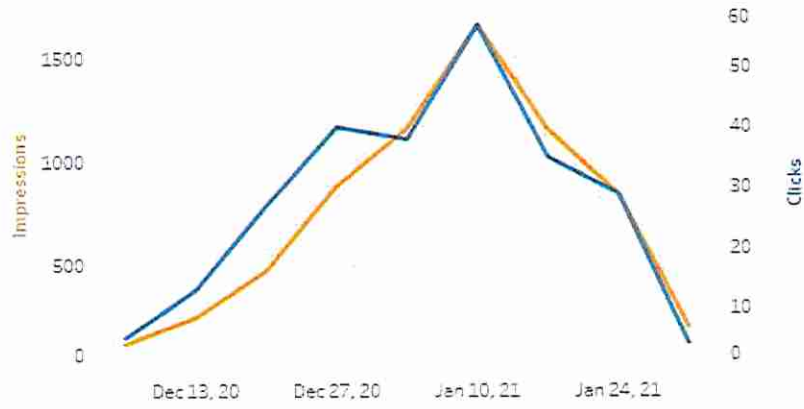
179
CLICKS

39
TOS 115
CONVERSIONS

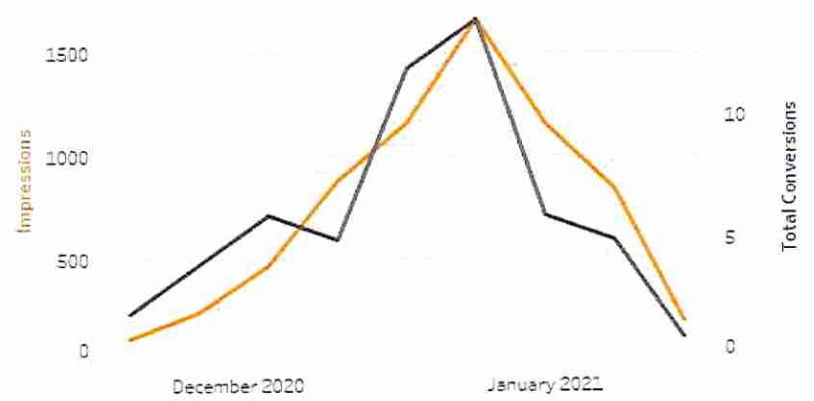
SUBMIT RFP
CONVERSIONS

\$0.63
COST PER CLICK

Impressions | Clicks



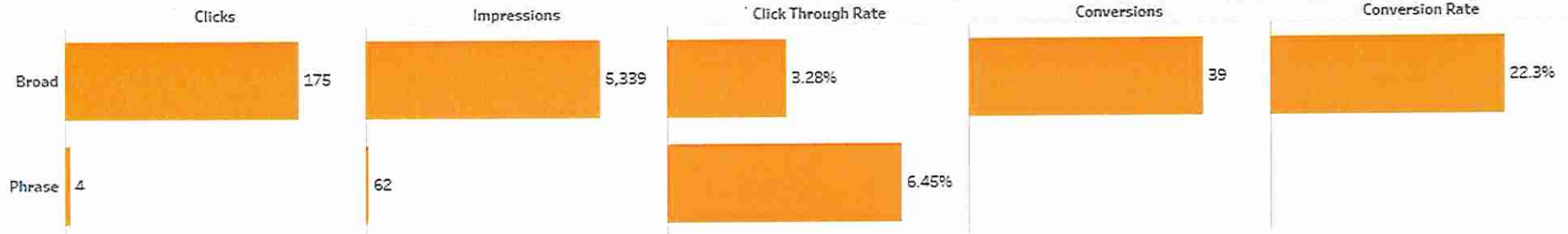
Impressions | Conversions



Paid Search Performance

Start Date 1/1/2021
End Date 1/31/2021

Keyword Match Type Performance



Campaign Performance

	Impressions	Cost	Clicks	Cost per Click	Click Through Rate	Conversions
MCC	5,401	\$284.09	179	\$0.63	3.31%	30

Paid Search Performance

Start Date End Date
1/1/2021 1/31/2021

Keyword Performance

	Impressions	Clicks	Cost per Click	Click Through Rate	Cost	Conversions	Conversion Rate	Cost per Conversion
north lake tahoe things to..	4,423	157	\$0.63	3.10%	\$217.60	31	22.6%	\$7.37
lake tahoe venues	575	24	\$0.63	4.17%	\$38.05	6	25.0%	\$6.96
lake tahoe wedding venues	302	11	\$0.77	3.64%	\$14.30	2	18.2%	\$6.96
north lake Tahoe activities	62	4	\$0.37	6.45%	\$10.79			\$7.73
+lake +Tahoe +venue	37	3	\$0.90	8.11%	\$3.35			\$7.42
+lake +Tahoe +conference..	1	0		0.00%	\$0.00			\$5.66
+Tahoe +conference +cen..	1	0		0.00%	\$0.00			\$9.30
+lake +Tahoe +convention..	0	0			\$0.00			\$14.86
+Tahoe +convention +cen..	0	0			\$0.00			\$5.65

RECOMMENDATIONS

OVERALL

The campaign has been adjusted to expand through May, spreading the budget out to additional months. This is to account for recent developments with vaccinations and optimism towards events later in the year, which in turn will increase interest for meetings over time.

DISPLAY

Display is performing well, and we're optimizing the campaign towards the best performing creatives.

SOCIAL

Social received a decrease in traffic for this space, so we are continually making optimizations to increase its performance.

SEARCH

Google Ads is beginning to remove the Broad Match Modified keyword option. Functionally they have said this shouldn't change how the keywords operate. This means you will see many Broad Match Modified keyword absorbed into the Phrase match type.

VIDEO

Video is doing exceptionally well and will continue optimizations to keep performance high.



north lake tahoe

Chamber | CVB | Resort Association

Public Relations + Communications

January Report

Communications

- To further educate the local community on North Lake Tahoe's Tourism Business Improvement District, we are developing three additional content tools to be shared across NLTRA's digital channels ahead of the District formation in July 2021. All content was written in-house and a local videographer filmed the video. The project will include:
 - An overview video describing how the TBID will work features interviews with Jeffrey Hentz, Cindy Gustafson and Erin Casey
 - An animated and still timeline graphic describes timing specifics of when a TBID was first introduced as a funding model, the petition drive process and next steps
 - A funding sources graphic that describes three key funding sources, governance structure and areas of spend
- Regional Communications Call: continued participation with regional PR/PIO stakeholders to share outreach, responsible recreation/travel messaging and campaign updates (1x per week). Discussions continue to be centered around holiday programming, a *Leave No Trace* message for winter and Backcountry Safety Awareness Week (12/14-12/18).
- 8 Newsletters were issued in January with an average open rate of 36%. Focus was centered on updated Tier guidance from the state of California, promotion of the North Lake Tahoe Emergency Relief Fund, Placer County vaccine information, lodging data and more.
- A communications toolkit was compiled to launch the North Lake Tahoe Emergency Rent Relief Fund, inclusive of a press release and digital graphic.
- Continued collaboration with local partners to ensure consistency in safety messaging.
- Developed Chamber Member Renewal Letter and Contact Information Form to send to Members for past due charges.

Earned Media

- Compiled seasonal pitches and story ideas ahead of the IMM TravMedia conference. This virtual conference is typically held in New York City; this year was virtual and resulted in 37 media appointments over 3 days with a range of top tier publications.
- Continued pitching of the following press materials: What's New Winter; Takeout Tahoe; Shop Local and TBID; shared snow totals and date-stamped photos with national press following the January storm (this effort resulted in two placements – San Francisco Chronicle and The Coast News in San Diego).
- To ensure local media partners had facts and information pertaining to the TBID, the NLTRA Communications Director and CEO hosted two meetings – one with Sierra Sun's editorial staff, one with Moonshine Ink's editorial staff, and arranged an interview with KTKE that was broadcast three times and shared on the station's Facebook page.

Placements

January Issue: About Town San Diego
Distributed in various locations around San Diego

Jan. 8, 2021: KTKR
[Community Spotlight: TBID; NLT Emergency Rent Relief Grant Program](#)

Jan. 13, 2021: Wall Street Journal
[Ski Tourism Faces a Boom or Bust Winter Season](#)
UVM: 39,949,169
Domain Authority: 94

Jan/Feb Issue: Marin Living Magazine
[North Lake Tahoe's Slopes Are Open — and Safer Than Ever](#)

Jan. 15, 2021: Moonshine Ink
[Boosting Business in the Pandemic](#)
UVM: 4,054
Domain Authority: 47

Jan. 15, 2021: Sierra Sun
[Rent Relief Program offers eligible small businesses financial support](#)
UVM: 53,624
Domain Authority: 59

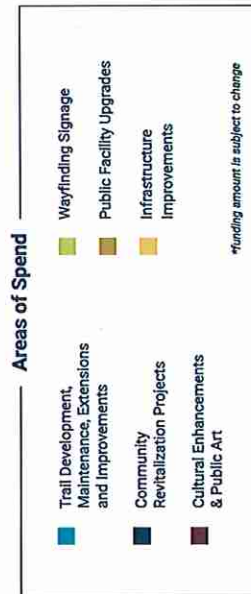
Jan. 29, 2021: SF Chronicle
[Photos show snow piling up at Tahoe resorts](#)
UVM: 6,271,922
Domain Authority: 86

Capital Projects Advisory (CAP) Committee

The purpose of this committee is to recommend Tier 1 and Tier 2 Tourism Master Plan priorities and capital projects to the Placer County Board of Supervisors.

Governed by local business owners, special districts, Placer County, North Lake Tahoe Resort Association, transportation, lodging and ski resort representatives and two at-large seats with expertise in housing, arts, health and human services. The Placer County Board of Supervisors provides final approval on project applications submitted.

Available Funds: \$2 million*



Transient Occupancy Tax Committee

The TOT dollars currently used to fund the North Lake Tahoe Resort Association will remain in the region and be redirected to initiatives and projects that support workforce housing, traffic mitigation and transportation solutions. The TOT Committee will outline spending recommendations to the Placer County Board of Supervisors, who will provide final approval on projects submitted.

Governed by local business owners, Placer County, North Lake Tahoe Resort Association, Business Associations, restaurants, outdoor activity providers, lodging properties and retail representatives.

Available Funds: \$4.1 million

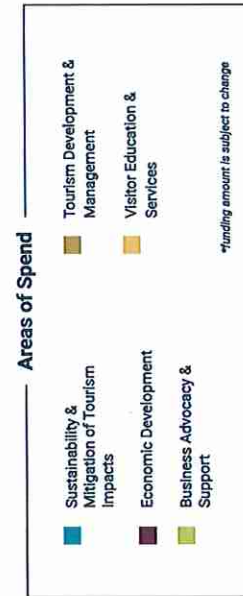


Tourism Business Improvement District (TBID) Committee

TBID dollars will support a year-round economy, offset tourism impacts and ensure locally generated funds are managed by local businesses.

Governed by 16 elected members from ski resorts, lodging properties, Business Associations, restaurants, outdoor activity providers and retail representatives, Placer County and several at-large seats.

Available Funds: \$6 million*





north lake tahoe
CHAMBER OF COMMERCE

Evolution of North Lake Tahoe's Tourism Business Improvement District





north lake tahoe

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North Lake Tahoe Visitor Information Center Visitor Report: January 2021

VISITORS SERVED:

Dec 2020

Total TC & KB Walk-ins: 825
Total Phone Calls: 206
Total 1,031

Jan 2020

Total TC & KB Walk-ins: 2,338
Total Phone Calls: 234
2,572

Jan 2021

Total TC Walk-ins: 623
Total Phone Calls: 144
767

REFERRALS GIVEN TO VISITORS:

Restaurants	Lodging	Historic / Museum	Events
59	28	14	0
Tours	Surrounding Towns (SLT / Truckee)	Shopping	Transportation
1	11	22	10
Services – Covid 19 & Closures	Activities Mountain / Trails	Activities / Lake	Maps / Directions
16	105	14	109

TOTAL: 389 = 13 referrals per day

January

- YTD we are -44% down on walk-ins and -9% in call volumes. We are only -16% down in sales.
- Started selling Snowfest merchandise on consignment. Looking at consignment merchandise selling for other big events in the region.
- Participating partner for Take Out Tahoe promotion
- Promoted Alpenglow lecture series at the Visitor Center
- Trained on IDSS for future contact information on local businesses
- Had a successful quarterly inventory
- Assisting NLT Chamber on membership information
- Continued servicing our local businesses by being a distribution center for 3 ply masks, sanitizer, funnels, pumps, signs, gloves, and floor decals.

North Lake Tahoe Marketing Cooperative

Preliminary

Financial Statements for the Period Ending

January 31, 2021

North Lake Tahoe Marketing Cooperative

Accrual Basis

Balance Sheet

As of January 31, 2021

	Jan 31, 21	Jan 31, 20	\$ Change	% Change	Jun 30, 20
ASSETS					
Current Assets					
Checking/Savings					
1000-00 · Cash	833,746	446,358	387,388	87%	491,681
Total Checking/Savings	833,746	446,358	387,388	87%	491,681
Accounts Receivable					
1200-00 · Accounts Receivable	390	5,884	(5,494)	(93%)	1,335
Total Accounts Receivable	390	5,884	(5,494)	(93%)	1,335
Other Current Assets					
1200-99 · Accounts Receivable - Other	0	0	0	0%	25,720
1300 · Reimbursements Receivable	0	5,500	(5,500)	(100%)	11,705
1350-00 · Security Deposits	100	3,325	(3,225)	(97%)	100
Total Other Current Assets	100	8,825	(8,725)	(99%)	37,525
Total Current Assets	834,236	461,067	373,169	81%	530,541
Other Assets					
1400-00 · Prepaid Expenses	40,467	58,821	(18,354)	(31%)	8,321
Total Other Assets	40,467	58,821	(18,354)	(31%)	8,321
TOTAL ASSETS	874,703	519,888	354,815	68%	538,862
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	33,815	348,466	(314,651)	(90%)	51,879
Total Accounts Payable	33,815	348,466	(314,651)	(90%)	51,879
Total Current Liabilities	33,815	348,466	(314,651)	(90%)	51,879
Total Liabilities	33,815	348,466	(314,651)	(90%)	51,879
Equity					
32000 · Unrestricted Net Assets	486,983	24,842	462,141	1,860%	24,842
Net Income	353,905	146,581	207,324	141%	462,141
Total Equity	840,888	171,423	669,465	391%	486,983
TOTAL LIABILITIES & EQUITY	874,703	519,888	354,815	68%	538,862

**North Lake Tahoe Marketing Cooperative
Profit & Loss Budget Performance
January 2021**

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan 21	YTD Budget	\$ Over Budget	Annual Budget
Income							
4000-00 - LTVCBVB Funding	31,600	31,600	0	328,800	328,800	0	592,000
4001-00 - NLTRA Funding	185,043	303,111	(118,068)	546,253	664,321	(118,068)	1,000,000
4004-00 - IVCBVB Entertainment	2,000	2,000	0	6,000	6,000	0	8,000
4005-00 - Prior Year Net Income	0	34,903	(34,903)	0	244,321	(244,321)	410,697
4099-00 - Revenue - Other	44,000			45,200			
Total Income	262,643	371,614	(108,971)	926,253	1,243,442	(317,189)	2,010,697
Gross Profit	262,643	371,614	(108,971)	926,253	1,243,442	(317,189)	2,010,697
Expense							
5000-00 - CONSUMER MARKETING							
5001-00 - Broadcast / Radio - High Notes	0	0	0	0	0	0	5,000
5002-01 - Native Display	833	5,531	(4,698)	3,333	26,593	(23,260)	42,501
5004-00 - Trip Advisor	0	10,362	(10,362)	5,903	51,886	(45,983)	85,000
5005-00 - Paid Social	0	10,000	(10,000)	18,896	90,632	(71,736)	112,660
5005-01 - Digital Display / Retargeting	0	12,000	(12,000)	40,052	51,400	(11,348)	85,600
5005-02 - Retargeting Video	0	1,125	(1,125)	0	6,125	(6,125)	9,000
5007-00 - Creative Production							
5007-01 - Creative Production	1,239			37,104			
5007-02 - Website Production	0			2,843			
5007-03 - Photo/Video Creative	1,350			4,102			
5007-00 - Creative Production - Other	128	10,210	(10,083)	1,020	58,642	(57,622)	105,364
Total 5007-00 - Creative Production	2,716	10,210	(7,494)	45,068	58,642	(13,574)	105,364
5010-00 - Account Strategy & Management	6,000	6,000	0	42,000	42,000	0	72,000
5010-02 - Website Strategy & Analysis	3,204	3,117	87	9,612	21,819	(12,207)	37,400
5013-00 - Outdoor	0	115,000	(115,000)	0	115,000	(115,000)	115,000
5015-00 - Video	0	17,250	(17,250)	0	70,700	(70,700)	112,350
5017-00 - Rich Media	0	8,750	(8,750)	0	26,250	(26,250)	35,000
5018-00 - Media Commission	1,200	24,772	(23,572)	29,823	65,543	(35,720)	98,631
5018-01 - Digital Ad Serving	0	250	(250)	333	1,750	(1,417)	3,000
5020-00 - Search Engine Marketing	0	8,000	(8,000)	34,744	43,000	(8,256)	65,700
5022-00 - Email	0	4,163	(4,163)	4,162	14,189	(10,027)	35,000
5024-00 - Fusion 7	2,000	2,000	0	14,000	14,000	0	24,000
5025-00 - Expedia	0	10,000	(10,000)	0	20,000	(20,000)	20,000
5028-00 - High Impact Media	0	4,000	(4,000)	0	15,900	(15,900)	30,000
5029-00 - Television	0			5,331			
Total 5000-00 - CONSUMER MARKETING	15,954	252,530	(236,576)	253,258	735,429	(482,171)	1,091,406
5110-00 - LEISURE SALES							
5107-00 - Creative Production	0	0	0	150	5,250	(5,100)	7,250
5111-00 - FAMS - Domestic	0	0	0	0	0	0	4,500
5112-00 - Training / Sales Calls	0	0	0	120	4,000	(3,880)	5,000
5113-00 - Additional Opportunities	0	3,000	(3,000)	0	4,000	(4,000)	10,000
5115-00 - Travel Agent Incentive Program	0	0	0	0	0	0	2,000
5120-00 - Domestic - Trade Shows	0	0	0	0	3,500	(3,500)	6,500
5131-00 - FAMS -Intl - Travel Trade	0	0	0	0	0	0	5,510
5133-00 - Ski-Tops	0	0	0	0	1,345	(1,345)	2,545
5134-00 - Intl Marketing - Additional Opp	0	0	0	0	0	0	4,000
5137-00 - Co-op Opportunities	5,000	0	5,000	10,000	0	10,000	12,000
5143-00 - Mountain Travel Symposium	0	350	(350)	0	3,150	(3,150)	5,350
5144-00 - IPW - POW WOW	0	0	0	0	0	0	11,000
5145-00 - TIA Annual Dues	0	0	0	0	2,695	(2,695)	2,895
5147-00 - AUS / Gate 7	1,013	6,075	(5,063)	8,266	6,075	2,191	12,150
5154-00 - Canada							
5154-01 - Canada Sales Mission	0	0	0	0	0	0	6,000
5154-00 - Canada - Other	0	6,000	(6,000)	0	6,000	(6,000)	12,000
Total 5154-00 - Canada	0	6,000	(6,000)	0	6,000	(6,000)	18,000
5155-00 - California Star Program	0	0	0	1,167	3,500	(2,333)	3,500
Total 5110-00 - LEISURE SALES	6,013	15,425	(9,413)	19,703	39,515	(19,812)	112,000
5200-00 - PUBLIC RELATIONS							
5200-01 - Strategy, Reporting, Mgmt, Etc.	1,500	1,500	0	10,500	10,500	0	18,000
5202-00 - PR Program/ Content Dev - Blogs	1,000	2,000	(1,000)	7,500	11,500	(4,000)	18,500
5202-01 - Rich Content Development	0			20,000	0	20,000	0
5204-00 - Media Mission(s)	0	10,000	(10,000)	747	20,000	(19,253)	30,000
5206-00 - Digital Buy/ Social Media Boost	500	500	0	3,500	3,500	0	6,000
5207-00 - Content Campaigns/Tools-My Emma	300	300	0	2,100	2,100	0	3,600
5209-00 - Domestic Travel Media FAMS	0	2,000	(2,000)	5,866	13,000	(7,134)	20,000
5210-00 - Content Dev - Newsletters	1,800	1,800	0	10,800	12,600	(1,800)	21,600
5211-00 - Social Media Strategy & Mgmt	4,000	4,000	0	28,000	28,000	0	48,000
5212-00 - Social Giveaways & Contests	0	3,500	(3,500)	0	7,000	(7,000)	10,500
5213-00 - Facebook Live	0			0	150	(150)	150
5214-00 - Social Takeover	0	3,750	(3,750)	0	11,250	(11,250)	15,000
5216-00 - PR Content Development + Distrib	0	700	(700)	7,403	4,900	2,503	8,400
5218-00 - Crisis Communication / Training	0	0	0	5,000	4,900	100	4,900
5221-00 - Photography & Video Asset Dev	0	3,750	(3,750)	1,500	11,250	(9,750)	15,000
5222-00 - Media Tracking / Membership	0	1,166	(1,166)	1,800	8,162	(6,362)	14,000
5280-00 - PR Meals / Entertainment	0			29			
Total 5200-00 - PUBLIC RELATIONS	9,100	34,966	(25,866)	104,744	148,812	(44,068)	233,650

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

January 2021

Accrual Basis

	Jan 21	Budget	\$ Over Budget	Jul '20 - Jan 21	YTD Budget	\$ Over Budget	Annual Budget
6000-00 - CONFERENCE SALES							
6002-00 - Destination Print	0	0	0	2,500	10,000	(7,500)	20,000
6003-00 - Geo-Fence Targeting	0	0	0	0	1,500	(1,500)	3,000
6004-00 - Email	0	0	0	0	2,500	(2,500)	5,000
6005-00 - Paid Media	11,368	0	11,368	18,995	3,000	15,995	6,000
6006-00 - CVENT	0	0	0	10,678	10,678	0	10,678
6007-00 - Creative Production	1,674	0	1,674	14,308	7,372	6,936	14,744
6014-00 - MCC Group Incentive Program	0	5,000	(5,000)	0	5,000	(5,000)	10,000
6015-00 - MCC National Memberships	0	0	0	399	2,919	(2,520)	3,773
6016-00 - MCC Search Engine Marketing	283	416	(133)	478	2,912	(2,434)	5,000
6018-00 - MCC Media Commission	1,398	0	1,398	4,038	3,262	776	6,526
6019-00 - Conference Direct Partnership	417	0	417	4,917	5,000	(83)	5,000
6128-00 - HelmsBriscoe Strategic Partner	583	0	583	4,083	7,000	(2,917)	7,000
6152-00 - Client Events / Opportunities	25	1,570	(1,545)	109	1,570	(1,461)	6,570
6153-00 - Chicago Sales Rep Support	83	0	83	1,206	1,000	206	1,000
Total 6000-00 - CONFERENCE SALES	15,831	6,986	8,845	61,710	63,713	(2,003)	104,291
6100-00 - TRADE SHOWS							
6111-00 - Site Inspections	0	0	0	393	2,500	(2,107)	4,500
6116-00 - CalSAE Seasonal Spectacular	0	0	0	1,099	5,200	(4,101)	3,700
6118-00 - ASAE Annual	0	0	0	0	795	(795)	795
6120-01 - Sac River Cats Client Event	0	0	0	0	0	0	1,000
6127-00 - CalSAE Annual	0	0	0	0	0	0	6,700
6143-00 - Connect Marketplace	0	0	0	4,900	14,850	(9,950)	14,850
6146-00 - UC Vendor Fair	0	3,750	(3,750)	0	3,750	(3,750)	5,250
6151-00 - Destination CA	0	0	0	0	0	0	1,500
6154-00 - HelmsBriscoe ABC	0	4,500	(4,500)	0	4,500	(4,500)	6,500
6156-00 - Connect California	0	0	0	0	0	0	5,250
6156-02 - Connect Chicago	0	0	0	0	3,750	(3,750)	5,750
6157-00 - HPN Partner Conference	0	0	0	1,175	0	1,175	0
6160-00 - AllThingsMeetings Silicon Valley	0	0	0	675	0	675	0
6160-01 - AllThingsMeetings East Bay	0	0	0	0	2,000	(2,000)	2,000
6164-00 - Connect Mountain Incentive	0	3,750	(3,750)	0	3,750	(3,750)	5,750
6165-00 - Bay Area Client Appreciation	0	0	0	0	0	0	4,500
6166-00 - Sports Commission	0	0	0	0	795	(795)	795
6167-00 - Nor Cal DMO	0	0	0	420	0	420	0
6168-00 - Sacramento/Roseville TopGolf	0	0	0	0	0	0	2,500
6169-00 - Prestige Meetings SF	0	0	0	0	2,500	(2,500)	2,500
6171-00 - Outdoor Retailer	0	1,000	(1,000)	0	1,000	(1,000)	1,000
6173-00 - Connect NYC	0	0	0	0	3,750	(3,750)	6,250
6180-00 - Conference Direct CA	0	0	0	0	1,000	(1,000)	1,000
6181-00 - Conference Direct PNW	0	0	0	0	1,000	(1,000)	1,000
Total 6100-00 - TRADE SHOWS	0	13,000	(13,000)	8,662	51,140	(42,478)	83,090
7000-00 - COMMITTED & ADMIN EXPENSES							
5008-00 - Cooperative Programs	0	2,500	(2,500)	0	17,500	(17,500)	30,000
5009-00 - Fulfillment / Mail	0	1,000	(1,000)	1,046	7,000	(5,954)	12,000
5021-00 - RASC-Reno Air Service Corp	25,000	25,000	0	25,000	25,000	0	50,000
5123-00 - HSVC - High Sierra Visitors	167	0	167	833	2,000	(1,167)	2,000
7002-00 - CRM Subscription	0	2,499	(2,499)	5,125	7,497	(2,372)	9,996
7003-00 - IVCBVB Entertainment Fund	303	0	303	398	4,000	(3,602)	8,000
7004-00 - Research	0	0	0	0	5,000	(5,000)	29,000
7005-00 - Film Festival	0	0	0	15,000	15,000	0	15,000
7006-00 - Special Events	0	0	0	0	0	0	30,000
7007-00 - Destimetrics / DMX	667	8,338	(7,671)	11,775	25,014	(13,239)	33,352
7008-00 - Opportunistic Funds	75	0	75	131	23,243	(23,112)	46,487
7009-00 - Tahoe Cam Usage	0	177	(177)	0	1,239	(1,239)	2,124
7010-00 - Photo Management & Storage	592	592	(0)	4,225	4,144	81	7,089
7020-00 - Collateral Production / PrintIn	0	0	0	10,256	8,000	2,256	8,000
8700-00 - Automobile Expense*	0	350	(350)	309	2,450	(2,141)	4,200
Total 7000-00 - COMMITTED & ADMIN EXPENSES	26,803	40,456	(13,653)	74,099	147,087	(72,988)	287,258
8000-00 - WEBSITE CONTENT & MAINTENANCE							
8002-00 - Content Manager Contractor	4,250	4,250	0	29,802	29,750	52	51,000
8003-00 - Website Hosting Maintenance	1,088	4,000	(2,932)	20,369	28,000	(7,631)	48,000
Total 8000-00 - WEBSITE CONTENT & MAINTENANCE	5,338	8,250	(2,932)	50,171	57,750	(7,579)	99,000
Total Expense	79,018	371,613	(292,595)	572,348	1,243,446	(671,098)	2,010,695
Net Income	183,624	1	183,623	353,905	(4)	353,909	2

North Lake Tahoe Marketing Cooperative Profit & Loss Prev Year Comparison

Accrual Basis

July 2020 through January 2021

	Jul '20 - Jan 21	Jul '19 - Jan 20	\$ Change	% Change
Income				
4000-00 • LTIVCBVB Funding	328,800.00	572,057.00	-243,257.00	-42.5%
4001-00 • NLTRA Funding	546,252.63	990,140.00	-443,887.37	-44.8%
4004-00 • IVCBVB Entertainment	6,000.00	4,000.00	2,000.00	50.0%
4099-00 • Revenue - Other	45,200.00	0.00	45,200.00	100.0%
Total Income	926,252.63	1,566,197.00	-639,944.37	-40.9%
Gross Profit	926,252.63	1,566,197.00	-639,944.37	-40.9%
Expense				
5000-00 • CONSUMER MARKETING				
5001-00 • Broadcast / Radio - High Notes	0.00	5,104.00	-5,104.00	-100.0%
5002-01 • Native Display	3,333.32	9,250.00	-5,916.68	-64.0%
5004-00 • Trip Advisor	5,902.93	49,807.12	-43,904.19	-88.2%
5005-00 • Paid Social	18,896.35	88,758.61	-69,862.26	-78.7%
5005-01 • Digital Display / Retargeting	40,052.28	126,416.43	-86,364.15	-68.3%
5005-02 • Retargeting Video	0.00	12,472.82	-12,472.82	-100.0%
5007-00 • Creative Production				
5007-01 • Creative Production	37,103.87	0.00	37,103.87	100.0%
5007-02 • Website Production	2,842.50	0.00	2,842.50	100.0%
5007-03 • Photo/Video Creative	4,101.63	0.00	4,101.63	100.0%
5007-00 • Creative Production - Other	1,020.00	127,268.90	-126,248.90	-99.2%
Total 5007-00 • Creative Production	45,068.00	127,268.90	-82,200.90	-64.6%
5010-00 • Account Strategy & Management	42,000.00	49,000.00	-7,000.00	-14.3%
5010-01 • Digital Management & Reporting	0.00	14,000.00	-14,000.00	-100.0%
5010-02 • Website Strategy & Analysis	9,612.00	8,400.00	1,212.00	14.4%
5013-00 • Outdoor	0.00	115,000.00	-115,000.00	-100.0%
5016-00 • Video	0.00	4,373.48	-4,373.48	-100.0%
5017-00 • Rich Media	0.00	34,187.65	-34,187.65	-100.0%
5018-00 • Media Commission	29,823.23	62,800.49	-32,977.26	-52.5%
5018-01 • Digital Ad Serving	332.89	1,232.35	-899.46	-73.0%
5020-00 • Search Engine Marketing	34,744.30	36,082.85	-1,338.55	-3.7%
5022-00 • Email	4,162.45	22,726.45	-18,564.00	-81.7%
5024-00 • Fusion 7	14,000.00	0.00	14,000.00	100.0%
5029-00 • Television	5,330.55	0.00	5,330.55	100.0%
Total 5000-00 • CONSUMER MARKETING	253,258.30	766,861.15	-513,622.85	-67.0%
5110-00 • LEISURE SALES				
5107-00 • Creative Production	150.00	2,565.00	-2,415.00	-94.2%
5112-00 • Training / Sales Calls	119.88	6,582.91	-6,463.03	-98.2%
5113-00 • Additional Opportunities	0.00	2,945.88	-2,945.88	-100.0%
5120-00 • Domestic - Trade Shows	0.00	2,383.83	-2,383.83	-100.0%
5131-00 • FAMS -Intl - Travel Trade	0.00	2,683.75	-2,683.75	-100.0%
5132-00 • FAMS -Intl - Media	0.00	35.08	-35.08	-100.0%
5134-00 • Intl Marketing - Additional Opp	0.00	4,526.92	-4,526.92	-100.0%
5136-00 • Tour Operator Brochure Support	0.00	2,000.00	-2,000.00	-100.0%
5137-00 • Co-op Opportunities	10,000.00	2,925.41	7,074.59	241.7%
5142-00 • UK Sales Mission	0.00	2,176.93	-2,176.93	-100.0%
5143-00 • Mountain Travel Symposium	0.00	509.75	-509.75	-100.0%
5144-00 • IPW - POWWOW	0.00	1,114.32	-1,114.32	-100.0%
5145-00 • TIA Annual Dues	0.00	2,695.00	-2,695.00	-100.0%
5146-00 • UK / Black Diamond	0.00	17,500.00	-17,500.00	-100.0%
5147-00 • AUS / Galt 7	8,266.22	23,775.00	-15,508.78	-65.2%
5148-00 • Mexico Program	0.00	2,490.81	-2,490.81	-100.0%
5150-00 • China Program	0.00	154.17	-154.17	-100.0%
5154-00 • Canada				
5154-01 • Canada Sales Mission	0.00	6,409.16	-6,409.16	-100.0%
5154-00 • Canada - Other	0.00	16,859.94	-16,859.94	-100.0%
Total 5154-00 • Canada	0.00	23,269.12	-23,269.12	-100.0%
5165-00 • California Star Program	1,168.68	875.00	293.68	33.3%
5166-00 • German Trade Representation	0.00	9,256.57	-9,256.57	-100.0%
Total 5110-00 • LEISURE SALES	19,702.78	110,468.45	-90,765.67	-82.2%
5200-00 • PUBLIC RELATIONS				
5200-01 • Strategy, Reporting, Mgmt, Etc.	10,500.00	15,400.00	-4,900.00	-31.8%
5201-00 • National, Regional, & Local PR	0.00	35,000.00	-35,000.00	-100.0%
5202-00 • PR Program/ Content Dev - Blogs	7,500.00	14,000.00	-6,500.00	-46.4%
5202-01 • Rich Content Development	20,000.00	4,875.00	15,125.00	302.0%
5204-00 • Media Mission(s)	748.96	8,143.65	-7,394.69	-90.8%
5206-00 • Digital Buy/ Social Media Boost	3,500.00	3,500.00	0.00	0.0%
5207-00 • Content Campaigns/Tools-My Emma	2,100.00	2,100.00	0.00	0.0%
5208-00 • International Travel Media FAMS	0.00	2,948.12	-2,948.12	-100.0%
5208-01 • Int'l FAM Hard Cost	0.00	1,580.96	-1,580.96	-100.0%
5208-02 • Int'l Media Retainer	0.00	2,100.00	-2,100.00	-100.0%
5209-00 • Domestic Travel Media FAMS	5,865.75	13,638.28	-7,772.53	-57.0%
5210-00 • Content Dev - Newsletters	10,800.00	12,600.00	-1,800.00	-14.3%
5211-00 • Social Media Strategy & Mgmt	28,000.00	28,000.00	0.00	0.0%
5212-00 • Social Giveaways & Contests	0.00	5,053.62	-5,053.62	-100.0%
5213-00 • Facebook Live	0.00	2,500.00	-2,500.00	-100.0%
5214-00 • Social Takeover	0.00	7,951.75	-7,951.75	-100.0%
5216-00 • PR Content Development + Distrib	7,403.06	0.00	7,403.06	100.0%
5218-00 • Crisis Communication / Training	5,000.00	0.00	5,000.00	100.0%
5221-00 • Photography & Video Asset Dev	1,500.00	0.00	1,500.00	100.0%
5222-00 • Media Tracking / Membership	1,800.00	0.00	1,800.00	100.0%
5280-00 • PR Meals / Entertainment	28.72	0.00	28.72	100.0%
Total 5200-00 • PUBLIC RELATIONS	104,744.49	159,492.38	-54,747.89	-34.3%
6000-00 • CONFERENCE SALES				
6002-00 • Destination Print	2,500.00	12,740.00	-10,240.00	-80.4%
6004-00 • Email	0.00	1,700.00	-1,700.00	-100.0%
6005-00 • Paid Media	18,995.32	4,791.24	14,204.08	296.5%
6006-00 • CVENT	10,678.00	11,166.81	-488.81	-4.4%
6007-00 • Creative Production	14,308.19	12,626.11	1,682.08	13.3%
6008-00 • Conference PR / Social Outreach	0.00	7,000.00	-7,000.00	-100.0%
6015-00 • MCC National Memberships	399.00	0.00	399.00	100.0%
6016-00 • MCC Search Engine Marketing	477.72	3,401.55	-2,923.83	-86.0%
6018-00 • MCC Media Commission	4,037.71	4,817.06	-779.35	-16.2%
6019-00 • Conference Direct Partnership	4,916.69	0.00	4,916.69	100.0%
6128-00 • HelmsBriscoe Strategic Partner	4,083.31	3,999.98	83.33	2.1%
6162-00 • Client Events / Opportunities	108.54	10,221.78	-10,113.22	-98.9%
6163-00 • Chicago Sales Rep Support	1,205.65	8,239.64	-7,033.99	-85.4%

North Lake Tahoe Marketing Cooperative Profit & Loss Prev Year Comparison

Accrual Basis

July 2020 through January 2021

	Jul '20 - Jan 21	Jul '19 - Jan 20	\$ Change	% Change
Total 6000-00 • CONFERENCE SALES	61,710.13	80,704.15	-18,994.02	-23.5%
6100-00 • TRADE SHOWS				
6111-00 • Site Inspections	392.56	1,890.24	-1,497.68	-78.2%
6116-00 • CalSAE Seasonal Spectacular	1,099.00	1,936.06	-837.06	-43.2%
6118-00 • ASAE Annual	0.00	6,036.38	-6,036.38	-100.0%
6120-01 • Sac River Cats Client Event	0.00	2,392.41	-2,392.41	-100.0%
6127-00 • CalSAE Annual	0.00	6,022.07	-6,022.07	-100.0%
6143-00 • Connect Marketplace	4,900.00	3,814.74	1,085.26	28.5%
6156-04 • Connect Georgia	0.00	5,733.39	-5,733.39	-100.0%
6157-00 • HPN Partner Conference	1,175.00	4,299.45	-3,124.45	-72.7%
6160-00 • AllThingsMeetings Silicon Valley	675.00	510.76	164.24	32.2%
6161-00 • Connect Southwest	0.00	5,057.32	-5,057.32	-100.0%
6162-00 • Connect Tech & Medical	0.00	4,748.61	-4,748.61	-100.0%
6165-00 • Bay Area Client Appreciation	0.00	2,750.00	-2,750.00	-100.0%
6167-00 • Nor Cal DMO	420.00	489.00	-69.00	-14.1%
Total 6100-00 • TRADE SHOWS	8,681.56	45,680.43	-37,018.87	-81.0%
6106-00 • CalSAE Seasonal Spectacular	0.00	0.00	0.00	0.0%
7000-00 • COMMITTED & ADMIN EXPENSES				
6008-00 • Cooperative Programs	0.00	24,871.60	-24,871.60	-100.0%
6009-00 • Fulfillment / Mail	1,045.87	8,271.94	-7,226.07	-87.4%
6021-00 • RASC-Reno Air Service Corp	25,000.00	50,000.00	-25,000.00	-50.0%
6122-00 • SSMC Shipping - Sierra Ski Mkt	0.00	5.03	-5.03	-100.0%
6123-00 • H SVC - High Sierra Visitors	833.35	1,166.69	-333.34	-28.6%
7001-00 • Miscellaneous	0.00	253.04	-253.04	-100.0%
7002-00 • CRM Subscription	5,124.98	5,833.32	-708.34	-12.1%
7003-00 • IVCBVB Entertainment Fund	398.08	2,100.01	-1,701.93	-81.0%
7004-00 • Research	0.00	26,530.02	-26,530.02	-100.0%
7005-00 • Film Festival	15,000.00	15,000.00	0.00	0.0%
7007-00 • Destimetrics / DMX	11,775.43	0.00	11,775.43	100.0%
7008-00 • Opportunistic Funds	131.19	35,566.40	-35,435.21	-99.8%
7010-00 • Photo Management & Storage	4,225.06	0.00	4,225.06	100.0%
7011-00 • TrendKite PR Software	0.00	2,142.85	-2,142.85	-100.0%
7020-00 • Collateral Production / Printin	10,256.45	0.00	10,256.45	100.0%
8700-00 • Automobile Expense*	308.02	3,072.09	-2,763.07	-89.9%
7000-00 • COMMITTED & ADMIN EXPENSES - Other	0.00	160.44	-160.44	-100.0%
Total 7000-00 • COMMITTED & ADMIN EXPENSES	74,099.43	174,973.43	-100,874.00	-57.7%
8000-00 • WEBSITE CONTENT & MAINTENANCE				
8002-00 • Content Manager Contractor	29,601.84	29,750.00	51.94	0.2%
8003-00 • Website Hosting Maintenance	20,369.00	51,667.78	-31,298.78	-60.6%
Total 8000-00 • WEBSITE CONTENT & MAINTENANCE	50,170.84	81,417.76	-31,246.82	-38.4%
Total Expense	572,347.63	1,419,615.75	-847,268.12	-59.7%
Net Income	353,905.00	146,581.25	207,323.76	141.4%

Aging by Revenue Item

As of 1/31/2021

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			\$975.00	\$0.00	\$0.00	\$975.00	\$0.00	\$940.00	\$2,890.00
11-20 Employees Membership Dues			\$690.00	\$0.00	\$0.00	\$345.00	\$0.00	\$2,740.00	\$3,775.00
1-5 Employees Membership Dues			\$6,480.00	\$2,065.00	\$1,465.00	\$865.00	\$1,180.00	\$21,500.00	\$33,555.00
200+ Employees Membership Dues			\$1,085.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,085.00
21-50 Employees Membership Dues			\$9,180.00	\$1,080.00	\$1,080.00	\$0.00	\$1,080.00	\$9,620.00	\$22,040.00
50-100 Employees Membership Dues			\$4,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$725.00	\$5,225.00
6-10 Employees Membership Dues			\$19,500.00	\$1,625.00	\$0.00	\$315.00	\$325.00	\$12,965.00	\$34,730.00
Associate Member Membership Dues			\$0.00	\$0.00	\$0.00	\$50.00	\$0.00	\$0.00	\$50.00
Financial Institutions Membership			\$2,100.00	\$700.00	\$0.00	\$0.00	\$0.00	\$3,500.00	\$6,300.00
Non-Profit Membership Dues Totals:			\$4,250.00	\$680.00	\$0.00	\$340.00	\$0.00	\$5,410.00	\$10,680.00
PUD Membership Dues Totals:			\$1,490.00	\$0.00	\$0.00	\$0.00	\$0.00	\$580.00	\$2,070.00
Ski Resorts Membership Dues Totals:			\$28,315.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,615.00	\$46,930.00
1201-01 Member AR Membership Dues			\$78,565.00	\$6,150.00	\$2,545.00	\$2,890.00	\$2,585.00	\$76,595.00	\$169,330.00
Account: 1201-03 Member Accounts Receivable - Other (Member Accounts Receivable:Member AR - Other)									
Eblast Totals:			\$0.00	\$345.00	\$150.00	\$0.00	\$0.00	\$175.00	\$670.00
Tuesday Morning Breakfast Club			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$165.00	\$165.00
Tuesday Morning Breakfast Club			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$565.00	\$565.00
1201-03 Member Accounts Receivable -			\$0.00	\$345.00	\$150.00	\$0.00	\$0.00	\$905.00	\$1,400.00
GRAND TOTALS			\$78,565.00	\$6,495.00	\$2,695.00	\$2,890.00	\$2,585.00	\$77,500.00	\$170,730.00

KEY METRICS FOR January 31, 2021 FINANCIAL STATEMENTS

Total District 5 Eastern Slope TOT Collections by Quarter 2012 - 2021 (as reported thru Dec 2020)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2012 - 2013	3,767,648	2,018,857	4,199,290	1,352,487	\$ 11,338,282
2013 - 2014	4,401,773	2,048,674	3,497,093	1,639,259	\$ 11,586,799
2014 - 2015	4,560,065	2,415,022	3,428,514	1,742,210	\$ 12,145,811
2015 - 2016	4,729,061	3,755,563	5,332,084	2,201,370	\$ 16,018,078
2016 - 2017	5,504,750	3,319,046	6,141,161	3,359,626	\$ 18,324,583
2017 - 2018	6,281,807	3,455,348	5,640,623	3,198,849	\$ 18,576,627
2018 - 2019	7,071,334	4,035,204	7,008,083	3,588,254	\$ 21,702,875
2019 - 2020	7,262,166	4,159,902	5,968,221	1,207,948	\$ 18,598,237
2020 - 2021	7,461,968	2,295,886	1,769		\$ 9,759,623

updated

Visitor Information Comparative Statistics For FYTD 2017/18 - 2020/21 (thru Jan 2021)					
Referrals -	2017-18	2018-19	2019-20	2020-21	YOY % Change
Tahoe City:					
Walk In	29109	27903	31506	17664	-44%
Phone	2051	1827	1944	1774	-9%
Email	242	250	284	290	2%
Kings Beach (Walk In)	7883	11439	8322	5406	-35%
NLT - Event Traffic	3127	3295	2913	749	-74%
Total	42,412.00	44,714.00	44,969.00	25,883.00	-42%

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)					
Quarter	2017	2018	2019	2020	YOY % Change
First (Jan - Mar)	\$ 820,233	\$ 762,370	\$ 875,360	\$ 754,821	-13.77%
Second (Apr - June)	\$ 716,779	\$ 627,831	\$ 674,366	\$ 378,672	-43.85%
Third (Jul - Sept)	\$ 1,001,144	\$ 1,018,271	\$ 1,058,279	\$ 884,576	
Fourth (Oct - Dec)	\$ 641,261	\$ 671,770	\$ 770,185	\$ -	
Total	\$ 3,179,417	\$ 3,080,242	\$ 3,378,190	\$ 2,018,069	

Unemployment Rates - EDD					Dec 2020
California (pop. 38,332,521)					9.0%
Placer County (367,309)					6.2%
Dollar Point (1,215)					4.3%
Kings Beach (3,893)					2.4%
Sunbyside/Tahoe City (1,557)					9.6%
Tahoe Vista (1,433)					1.3%

Destimetrics Reservations Activity	FYTD 2018/19	FYTD 2020/21	YOY % Change
Occupancy	57.0%	30.9%	-45.7%
ADR (Average Daily Rate)	\$ 364	\$ 381	4.7%
RevPAR (Rev per Available Room)	\$ 207	\$ 118	-43.2%
Occupancy 1 Mth Forecast	55.8%	42.6%	-23.7%
ADR 1 Mth Forecast	\$ 399	\$ 472	18.3%
RevPAR 1 Mth Forecast	\$ 223	\$ 201	-9.7%
Occupancy (prior 6 months)	50.9%	34.9%	-31.5%
ADR (prior 6 months)	\$ 339	\$ 391	15.3%
RevPAR (prior 6 months)	\$ 173	\$ 136	-21.0%
Occupancy (next 6 months)	24.6%	20.8%	-15.3%
ADR (next 6 months)	\$ 370	\$ 467	26.1%
RevPAR (next 6 months)	\$ 91	\$ 97	6.7%

Total Chamber Membership	
June 2016	508
June 2017	424
June 2018	378
June 2019	371
June 2020	362

Conference Revenue Statistics Comparison FYTD 19/20 vs. FYTD 20/21 at 1/31/2021							
			2019-20	2019-20	2020-21	YOY %	
FORWARD LOOKING			Actuals	Forecasted	Forecasted	Change	
Total Revenue Booked			\$2,685,035	\$ 3,616,793	\$ 290,287	-91.97%	
Commission for this Revenue			\$ 36,962	\$ 51,400	\$ -		
Number of Room Nights			12,075	17,367	1,361	-92.16%	
Number of Bookings			53	63	6	-90.48%	
Conference Revenue And Percentage by County:							
	19-20	20-21					
Placer	79%	100%	\$2,096,775	\$ 2,865,634	\$ 290,287	-89.87%	
Washoe	16%	0%	\$381,642	\$ 580,963	\$ -	-100.00%	
South Lake	5%	0%	\$206,618	\$ 170,196		-100.00%	
Nevada County	0%	0%					
Total Conference Revenue	100%	100%	\$2,685,035	\$ 3,616,793	\$ 290,287	-91.97%	
CURRENT							
NLT - Annual Revenue Goal				\$ 2,500,000	\$ 2,500,000	0.00%	