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**Board of Directors:**

**Chair: Samir Tuma**, Tahoe City Lodge

**Ron Cohen**, Squaw Valley Alpine Meadows | **Deirdra Walsh**, Northstar California | **Kevin Mitchell**, Homewood Mountain Resort |

**David Lockard**, Resort at Squaw Creek | **Colin Perry**, Ritz-Carlton, Lake Tahoe

**Brett Williams**, Agate Bay Realty | **Stephanie Hoffman**, Tahoe Luxury Properties

**Jim Phelan**, Tahoe City Marina | **Tom Turner**, Tahoe Restaurant Collection | **Samir Tuma**, Tahoe City Lodge

**Dave Wilderotter**, Tahoe Daves

**Melissa Siig**, TCDA | **Alyssa Reilly**, NTBA | **Ray Villaman**, Northstar Business Assoc. | **Dan Tester**, Squaw Valley Business Assoc.

Advisory member: **Jeff Cowen**, TRPA

Advisory member: **Nick Martin and Lindsay Romack**, Placer County Executive Office

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**Join Zoom Meeting**

<https://us02web.zoom.us/j/82968523606?pwd=cU0xeIlxSGZ0ekgzQ2oyZFbnWEUzZz09>

Meeting ID: 829 6852 3606

Passcode: 486552

Dial by your location

+1 669 900 9128 US (San Jose)

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- 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. Board Member Introductions
- 8:45 a.m.** 4. Agenda Amendments and Approval
- 8:50 a.m.** 5. Consent Calendar – All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.
- Page:1** A. NLTRA Board Meeting Minutes from June 9, 2021 [Link to preliminary online document](#)
- Page:5** B. NLTRA Special Board of Directors Meeting Minutes June 11, 2021 [Link to preliminary online document](#)
- Page:8** C Approval of preliminary NLTRA Financial Statements of May 31, 2021
- Page:28** D. Approval of CEO Expense Reports for May 2021

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)

- Finance Committee Meeting June 29, 2021
- Tourism Development Committee June 29, 2021
- In-Market Tourism Development Committee Mar 25, 2021

**8:55 a.m.**

6. Action Items

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A. Election of new Officers - Jeff

B. Review and Approval of Scope of Work and Agreement for TCDA and NTBA - Jeff

C. Review and Approval of NLTRA FY 2021/22 Scope of Work and Budget Addendum for Augustine Agency Services – Jeff/Amber

D. Review and Approval of the 3-Year NLTMC Agreement with Augustine Agency for Advertising, Marketing and Design Services Jeff/Amber

E. Review and Approval of Winter Microtransit Pilot Program Funding Request with FY 2019/20 Transient Occupancy Tax Fund Balance as a Result of TBID Formation - Lindsay

**10:10 a.m.**

7. Informational Updates/Verbal Reports

A. Coraggio Group Update - Matthew

B. TBID Committees - Jeff

C. TBID Update - Jeff

**10:50 a.m.**

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

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A. Destimetrics Report May 31, 2021

B. Conference Revenue Statistics Report May 2021

C. Tourism Development Report on Activities, May 2021

D. Reno Tahoe Airport Report, May 2021

E. Visitor Information Center Visitor Report, May 2021

F. North Lake Tahoe Marketing Coop Financial Statements 2020

G. Membership Accounts Receivable Report May 2021

H. Financial Key Metrics Report May 2021

**10:50 a.m.**

9. CEO and Staff Updates

**10:55 a.m.**

10. Directors Comments

**11:00 a.m.**

11. Meeting Review and Staff Direction

12. Adjournment



## north lake tahoe

Chamber | CVB | Resort Association

### BOARD OF DIRECTORS MEETING

Date: Wednesday, June 9, 2021

Location: Virtual meeting via Zoom

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#### 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

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

##### Board members in attendance

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

##### Board members absent

Colin Perry and Greg Gooding

##### Staff Members in attendance

Jeffrey Hentz, Anna Atwood, Amber Burke, DeWitt Van Sicen, Katie Biggers, and Liz Bowling

##### Others in attendance

Included Andy Chapman, Lindsay Romack, Nick Martin, Alyssa Reilly, Kylee Bigelow, Peter Kraatz, Matthew Landkamer, and Chris Harder.

#### 2. Public Forum

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

#### 3. Agenda Amendments and Approval

Item 5K was added yesterday and not properly posted. The item will be tabled. There was a brief discussion about the number of action items on today's agenda. It was agreed to convene a Special Meeting on Friday June 11 at 2:00 PM.

**Motion to approve today's agenda as presented. Items 5G, 5H, 5J, 5I, and 5K will be tabled to a Special Board meeting on Friday June 11, 2021. TUMA/TESTER/UNANIMOUS**

#### 4. Consent Calendar

A. NLTRA Board Meeting Minutes from May 5, 2021 [Link to preliminary online document](#)

B. Approval of preliminary NLTRA Financial Statements of Apr 30, 2021

C. Approval of CEO Expense Reports for Apr 2021

D. Community Marketing Grants

E. North Lake Tahoe Eats Campaign SOW with Abbi Agency

F. In-Market Gift Card Program with Augustine Agency

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)

- Finance Committee Meeting June 1, 2021
- Tourism Development Committee May 25, 2021
- In-Market Tourism Development Committee Mar 25, 2021

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

#### 5. Action Items

Burke presented the following sponsorship requests. The Tourism Committee has reviewed each request and recommends approval.

##### A. Review and Approval of Made in Tahoe Sponsorship – Amber

Motion to approve the \$10,000 sponsorship request for Made In Tahoe, scheduled for October 2021. **PHELAN/MITCHELL/Carried with Horvath abstaining.**

##### B. Review and Approval of Oktoberfest Sponsorship – Amber

This event is scheduled for September 18 and 19 in Squaw Valley.

Motion to approve the \$10,000 sponsorship request for Oktoberfest. **TESTER/PHELAN/Carried with Horvath abstaining.**

##### C. Review and Approval of Halloweekends at Homewood – Amber

Motion to approve the \$10,000 sponsorship request for Halloweekends at Homewood, scheduled for October 2021 at Homewood. **WILLIAMS/HOFFMAN/Carried with Mitchell abstaining.**

##### D. Review and Approval of Tahoe Adventure Vans Sponsorship – Amber

This event is scheduled for September 18 and 19 in Homewood. It is part of a seven-stop national event.

Motion to approve the \$10,000 sponsorship request for Tahoe Adventure Vans. **TESTER/PHELAN/UNANIMOUS**

##### E. Review and Approval of Tahoe Trail 100 Sponsorship – Amber

This is the 11<sup>th</sup> annual event at Northstar scheduled for July 17. It is a qualifier for Leadville in Colorado.

Motion to approve the \$10,000 sponsorship request for the Tahoe Trail 100. **MITCHELL/PHELAN/Carried with Wilson abstaining.**

##### F. In-Market Sustainability Initiative SOW with Abbi Agency – Amber/Liz

Burke reported some of the Marketing Committee’s budget was used for the Take-Out Tahoe guide and Shop & Win contest. Burke presented a proposal to allocate the remaining funds to promote the Traveler Responsibility Pledge and Sustainable Travel messaging from Memorial Day to Labor Day. These funds will be used mainly for print and radio in-market, including Reno and Carson City, as a way to reach day-visitors. The co-op is funding the digital and social outreach.

Discussion followed regarding the target for the Traveler Responsibility Pledge and whether or not it should be called the Tahoe Responsibility Pledge. It was noted the campaign is directed both to residents and visitors and has already been launched. There was consensus to continue the name Traveler Responsibility Pledge for now.

Motion to allocate \$38,714 for the Traveler Responsibility Pledge campaign. **TESTER/PHELAN/Motion carried with Williams voting no.**

##### G. 2021/22 NLTRA Budget Review & Approval – Jeff/DeWitt

This item was tabled to a Special Meeting on Friday, June 11, 2021

##### H. 2021/22 County of Placer Agreement & Scope of Work Review & Approval - Jeff

This item was tabled to a Special Meeting on Friday, June 11, 2021

**I. TBID Contract with County of Placer - Jeff/Erin**

This item was tabled to a Special Meeting on Friday, June 11, 2021

**J. Unspent NLTRA funding recommendation from FY 2019/20 - Jeff/DeWitt**

This item was tabled to a Special Meeting on Friday, June 11, 2021

**K. Review and Approval of additional Tourism Mitigating Services – Jeff/Erin**

This item was tabled to a Special Meeting on Friday, June 11, 2021

**6. Informational Updates/Verbal Reports**

**A. Coraggio Group Presentation on preliminary results – Matthew**

Matthew Landkamer and Chris Harder from Coraggio Group presented preliminary results of the focus groups and interviews conducted to inform the NLTRA re-organization. This information and feedback from today's discussion will be considered by the Ad Hoc Committee as it forms its recommendations.

Landkamer described the work done with stakeholders, which resulted in eleven Key Strategic Insights. Housing and related employment issues were number one. Landkamer reviewed a slide showing who "owns" and who "influences allocations of TBID and TOT funds. He discussed a proposed Governance Structure, showing the flow of responsibilities for overseeing and recommending how funds are allocated. This is different from an Organization Structure.

The Organization Structure was considered, including the sustainability of the TBID and where the Chamber fits in. It was suggested a 5-year road map be developed to show the possible evolution of the organization.

Discussion followed as the presentation and findings were clarified.

**B. TBID and NLTRA Board Election Update - Jeff**

Hentz reported the Bylaw revisions were approved at the recent Membership Meeting. That set the timeline for the Board election, which is currently underway. Ballots are being tallied by McClintock Accountancy. The results will be known on June 18 and the new Board seated July 1.

**7. Reports/Back up**

- A. Destimetrics Report Apr 30, 2021**
- B. Conference Revenue Statistics Report Apr 2021**
- C. Tourism Development Report on Activities, Apr 2021**
- D. Reno Tahoe Airport Report, April 2021**
- E. Visitor Information Center Visitor Report, Apr 2021**
- F. North Lake Tahoe Marketing Coop Financial Statements 2020**
- G. Membership Accounts Receivable Report Apr 2021**
- H. Financial Key Metrics Report Apr 2021**

**8. CEO and Staff Updates**

Hentz reported Augustine Agency/Richter 7 was selected to handle advertising and outreach, including the website, both for NLTRA and the co-op. The three-year contract will come to the Board for action in July.

Hentz is working with counsel, TCDA, and NTBA to develop the scope of work and agreements as NLTRA takes over the business associations as part of the TBID transition. Van Sicle will be sending out an amendment to the current contract regarding grant funding.

### **9. Directors Comments**

Turner asked about weekend trash pick-ups. Peter Kraatz is unsure of the schedule, but will follow up.

Discussion

followed and there was consensus to encourage trash pick up for commercial and residential properties on weekends, since that is a time of high use.

### **10. Meeting Review and Staff Direction**

Hentz will get the agenda and supporting documents out for Friday's Special Board meeting.

### **11. Closed Session**

Closed Session was not convened.

### **12. Adjournment**

There being no further business to come before the Board, the meeting adjourned at 11:07 AM. A Special Board Meeting will be convened on Friday, June 11, 2021 at 2:00 PM.

Respectfully submitted,

Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



# north lake tahoe

Chamber | CVB | Resort Association

## BOARD OF DIRECTORS MEETING

Date: Wednesday, June 11, 2021

Location: Virtual meeting via Zoom

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### 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

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### 1. Call to Order at 2:04 PM – Establish Quorum

#### Board members in attendance

Samir Tuma, Dan Tester, Jim Phelan, Brett Williams, Adam Wilson, Stephanie Hoffman, Christine Horvath, Kevin Mitchell, and Tom Turner. A quorum was established. Advisory Committee member Erin Casey was also present.

#### Board members absent

Colin Perry, Greg Gooding, David Lockhard, Jeff Cowen, and Jon Slaughter

#### Staff Members in attendance

Jeffrey Hentz, Amber Burke, DeWitt Van Siclen, and Katie Biggers

#### Others in attendance

Included Peter Kraatz, Nick Martin, Lindsay Romack, Alyssa Reilly, and Jeffrey Thorsby.

### 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. MITCHELL/WILSON/UNANIMOUS**

### 4. Action Items

#### A. 2021/22 NLTRA Budget Review & Approval – Jeff/DeWitt

Hentz noted challenges with cash flow, given the timing of various funding streams and anticipated TBID revenues. Van Siclen provided more details, including the assumptions made as the budget was being prepared. Discussion followed as specific line items were clarified. Phelan suggested Van Siclen pull out the allocations and percentages to see what revenues are anticipated throughout the year to provide a clear picture of what may be available when.

**Motion to adopt the FY 2021/22 NLTRA Budget as presented. PHELAN/WILSON/UNANIMOUS**

#### B. 2021/22 County of Placer Agreement, Scope of Work, Attachment A-2, B, C and E Review & Approval – Jeff

Hentz noted the Agreement and attachments have been vetted by Counsel. Casey presented the documents. Discussion followed as each document was reviewed and clarified.

Tuma noted an open issue regarding subsequent year's contracting. There was agreement that language for "next year's contract" be added to the current agreement.

The Board reviewed the attachments which include the transition of the scope of work as the TBID comes into play, references to getting the 2% TOT renewed, and new sections including Capital Improvements, Planning, Infrastructure, Housing and Transportation, and Research and Planning. There is a section about Business Association Contract Management and Oversight, which addresses funding and managing the North Tahoe Business Association and Tahoe City Downtown Association.

There was agreement that additional Key Performance Indicators could be identified through Committee discussions.

Attachment A2 reflects the Tourism Marketing Budget. Attachment B is the payment schedule from Placer County to NLTRA. Attachment C is the proposed budget. Attachment E addresses the frequency and documentation for progress and performance reporting.

Casey will make the changes to the contract related to renewal and identify which funds come from TOT and TBID, so expenditures can be more clearly identified.

**Motion to approve the FY 2021/22 County of Placer Agreement, Scope of Work, and Attachments A-2, B, C and E, noting changes to undo deletions to Section 5 and identifying which dollars come from TOT or TBID for expenditures needing approval. This will be submitted with the revised Attachment C.**

**PHELAN/TESTER/UNANIMOUS**

**C. TBID Contract with County of Placer - Jeff/Erin**

**Motion to approve the TBID contract with the County of Placer. PHELAN/TURNER/UNANIMOUS**

**D. Unspent NLTRA funding recommendation from FY 2019/20 - Jeff/DeWitt**

**Motion to authorize allocating the fund balance of \$284,909.36 to the Tahoe Tourism and Promotions Budget for workforce housing and transit line items. WILSON/MITCHELL/UNANIMOUS**

**E. Review and Approval of additional Tourism Mitigating Services – Jeff/Erin**

Peter Kraatz presented requests for:

- 1) \$150,000, over and above the \$150,000 already approved, for the temporary signal at Grove Street and SR 28. The bids were much higher than expected. The signal may be installed by the 4<sup>th</sup> of July, or at least mid-July and remain in place until October.
- 2) \$50,000 for the West Shore Pedestrian Improvements including crosswalks and signage. As with the Grove St crossing, Caltrans has included more requirements so additional funds are needed.

Casey presented requests for:

- 1) \$15,000 for restrooms and trash containers on Donner Summit. Jeff Thorsday said the Nevada County Board of Supervisors may be willing to contribute to these improvements as well.
- 2) Squaw Alpine Transit Company (SATCo) is requesting approximately \$500,000 to expand the Squaw Valley/Alpine Meadows Mountaineer program into Tahoe City as part of a winter pilot for TART Connect. This could bring additional people into town for dinner and shopping. Lindsay Romack will confirm the dollar amount being requested. Romack said a micro-transit route between Northstar and Kings Beach is also being considered.

**Motion to approve \$215,000 from TOT funds for all of the above project except the SATCo request, which will be considered at the July meeting. TUMA/WILIAMS/UNANIMOUS**

Hentz noted today is Erin Casey's last meeting with NLTRA. She is leaving her position with the County. Casey was recognized and thanked for all she's done for the area.



## 5. Adjournment

There being no further business to come before the Board, the meeting adjourned at 4:00 PM.

Respectfully submitted,

Judy Friedman, Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



## north lake tahoe

Chamber | CVB | Resort Association

Date: 6/24/21

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

From: DeWitt Van Sicen, Accounting Manager

RE: Report of Financial Results at May 31, 2021

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

- Cash balance on May 31, 2021 of \$2,098,000 was \$1,249,000 greater than prior year due primarily to reduced Accounts Receivables of \$95,000, a reduction in inventory of \$56,000, a decrease in prepaid expenses of \$17,000, an increase in Accounts Payable of \$78,000, an increase in Deferred Revenue from the County of \$175,000, an increase to Payroll Liabilities of \$35,000, and an increase in equity of \$810,000 offset primarily by an increase in Fixed Assets of \$8,000, and a reduction in Marketing Cooperative Liabilities of \$9,000.
- Accounts Receivable (QB) balance of \$1,000 was down relative to last year by \$44,000, due to fewer outstanding commissions owed to the NLTRA and a refund due on a deposit for the cancelled Community Awards Dinner event.
- The Accounts Receivable – TOT balance of \$218,000 reflected County TOT funding invoices for May 31. The balance at this date last year was \$232,000. Payment has been received.
- Membership dues receivable totaled \$80,000; an increase of \$6,000 over prior year due to slow pay on membership dues invoices. The Allowance for Doubtful Accounts balance of \$50,000 was \$47,000 greater than prior year to cover potential uncollectible membership fees.
- Retail Inventory totaled \$28,000, a decrease of \$56,000 from prior year due to the purchase of PPE that had originally been sold at cost to the local business community and later distributed free of charge.
- Receivable from NLTMC was greater than prior year by \$3,000 due to the prior month's credit card expenses not yet reimbursed.
- Fixed Assets increased over prior year by \$8,000 due to the purchase of a new company server.
- Prepaid Expenses decreased by \$17,000 over prior year. This is primarily made up of prior year PPE purchases made on credit card that had been paid for but not yet received by the NLTRA.
- Accounts Payable of \$137,000 was \$78,000 great than prior year due primarily to lower expenditures in prior year due to the pandemic.
- Wages and related liabilities of \$174,000 were \$35,000 higher than prior year, a result of a combination of higher incentive accruals, increased PTO liability of staff, and fewer commissions owed to NLTRA reps.

- Marketing Cooperative Liabilities of \$0 were lower than prior year by \$9,000 due to refunds received on credit cards in the prior year for NLTCMC expenses as well as a payment received by the NLTRA in prior year that was due to the NLTCMC.
- Deferred Revenue-Member Dues of \$73,000 was down \$1,000 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.
- YTD consolidated net income of \$1,041,000 at month end May 31 reflected a \$787,000 increase from prior year positive results of \$253,000, and represented Membership's net results YTD of \$13,000, and \$1,027,000 net positive results from TOT funded departments.
- Operating Results YTD – Marketing
  - YTD Revenue from Placer TOT Funding of \$2,119,000 was lower than budget by \$425,000.
  - Expenses before overhead allocation totaled \$973,000 and were \$1,089,000 below budget largely due to NLTCMC contributions placed on hold as well as delayed marketing programs as a result of the pandemic. The hold on NLTCMC contributions will continue for the rest of the fiscal year.
  - Total net results before overhead allocation of \$1,149,000 were better than budget by \$667,000.
- Operating Results YTD – Conference
  - TOT revenue of \$348,000 was on budget.
  - Expenses of \$282,000 before allocated overhead were below budget by \$4,000.
  - Net results of \$66,000 before overhead allocation were negative to budget by \$4,000.
- Operating Results YTD – Visitor Center
  - Retail sales of \$93,000 were positive to budget by \$18,000. TOT revenue of \$421,000 was on budget.
  - Expenses before overhead allocation of \$276,000 were good to budget by \$139,000 primarily due to reduced staffing and other operating costs related to the pandemic.
  - Net income of \$238,000 before overhead allocation was \$157,000 positive to budget.
- Operating Results YTD – TMPI
  - TOT revenue of \$198,000 was on budget.
  - Expenditures of \$107,000 before overhead were \$55,000 good to budget due to timing.
  - Net results of \$90,000 before overhead allocation were positive to budget \$55,000.
- Operating Results YTD – Membership
  - Membership dues revenue of \$127,000 was \$13,000 over budget, total other revenues of \$7,000 were \$63,000 below budget due primarily to the Community Awards Dinner being cancelled.
  - Expenses before overhead allocation of \$100,000 were \$31,000 below budget due to increasing the allowance for doubtful accounts offset primarily by reduced staffing and the Community Awards Dinner being cancelled.
  - Net income of \$35,000 before overhead allocations was below budget by \$22,000.
  - Net results of \$13,000 after overhead allocations was bad to budget \$15,000.
- Operating Results YTD – Administration
  - Miscellaneous income of \$14,000 is due to 401k forfeitures of employees terminated in prior years. Auditors have advised that these should be expensed rather than recognized as revenue and will be reclassified as expenses in this fiscal year.
  - Total expenses of \$551,000 were \$137,000 below budget due primarily to staffing and timing.
- Membership cash position as of May 31, 2021
  - Membership activities resulted in a net gain of \$13,348.
  - Deferred revenues of \$72,693 less receivables of \$80,595, plus the allowance for uncollectible receivables of \$49,558 resulted in the saving of cash in the amount of \$55,014.
  - Tuesday Morning Breakfast Club deferred revenue provided \$1,290 in cash.

- Accrued Payroll expense provided cash of \$164.
- Prior years' cumulative negative net results totaled \$10,145.
- Net cash year-to-date was positive \$46,323.

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

- Cash balance at month end of \$326,000 was \$77,000 lower than prior year primarily due to a decrease in Receivables of \$99,000, an increase in Accounts Payable of \$33,000, and an increase in Equity - Unrestricted Net Assets of \$462,000 (prior year funding reserve), offset by a decrease in Net Income of \$635,000 and an increase in prepaid expenses of \$36,000.
- Accounts Receivable was \$71,000 lower due primarily to delayed payment on April and May funding by IVCBVB as a result of the pandemic.
- Reimbursements Receivable was \$6,000 lower than prior year due to a reimbursement owed on a shared advertisement.
- Prepaid Expenses of \$52,000 were \$36,000 greater than prior year due primarily to research software purchased in the current fiscal year.
- Accounts Payable of \$49,000 were \$33,000 greater than prior year due to decreased expenditures in the prior year due to the pandemic.
- Unrestricted Net Assets Equity of \$487,000 was \$462,000 greater than prior year due to unspent funding from 2019/20 fiscal year.
- Net Loss of \$158,000 was \$635,000 lower than prior year.
  
- Year-to-date revenue from NLTRA and IVCBVB of \$680,000 was below budget \$810,000. NLTRA and IVCBVB has halted contributions to NLTMC for the remainder of the fiscal year due to reduced forecasted expenditures. Budgeted use of prior year reserves (\$384,000) is now being utilized to fund YTD operations.
- Revenue - Other of \$45,000 is primarily due to an unbudgeted receipt from a Travel Nevada grant.
- Consumer Marketing expenditures of \$337,000 were \$701,000 below budget due to reduced expenditures due to the pandemic.
- Leisure Sales expenditures of \$25,000 were \$80,000 below budget due to reduced expenditures due to the pandemic.
- Public Relations expenses of \$168,000 were \$54,000 below budget due to reduced expenditures due to the pandemic.
- Conference Sales expenditures of \$91,000 were \$8,000 over budget.
- Trade Show expenditures of \$21,000 were \$57,000 below budget due to reduced expenditures due to the pandemic.
- Committed & Administrative expenditures of \$137,000 were \$113,000 below budget due to reduced expenditures due to the pandemic.
- Website & Maintenance expenses of \$105,000 were over budget \$14,000 due to invoices received for prior year services offset by timing.
- Total Expenses of \$883,000 were \$983,000 below budget.
- Net loss of \$158,000 was bad to budget by \$166,000.
- The 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

May 31, 2021

North Lake Tahoe Resort Association

Balance Sheet

As of May 31, 2021

	May 31, 21	May 31, 20	\$ Change	% Change	Jun 30, 20
<b>ASSETS</b>					
<b>Current Assets</b>					
<b>Checking/Savings</b>					
1001-00 · Petty Cash	158	158	0	0%	158
1003-00 · Cash - Operations BOTW #6712	1,864,047	575,650	1,288,397	224%	565,602
1007-00 · Cash - Payroll BOTW #7421	7,973	2,551	5,422	213%	3,200
1008-00 · Marketing Reserve - Plumas	50,354	50,309	45	0%	50,313
1009-00 · Cash Flow Reserve - Plumas	100,967	100,827	140	0%	100,839
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	43,811	89,739	(45,928)	(51%)	86,322
10950 · Cash in Drawer	1,356	139	1,217	876%	139
<b>Total Checking/Savings</b>	<b>2,098,248</b>	<b>848,955</b>	<b>1,249,293</b>	<b>147%</b>	<b>836,155</b>
<b>Accounts Receivable</b>					
1200-00 · Quickbooks Accounts Receivable	1,000	45,212	(44,212)	(98%)	3,500
1290-00 · A/R - TOT	218,253	231,500	(13,247)	(6%)	201,387
<b>Total Accounts Receivable</b>	<b>219,253</b>	<b>276,712</b>	<b>(57,459)</b>	<b>(21%)</b>	<b>204,887</b>
<b>Other Current Assets</b>					
1200-99 · AR Other	2,397	1,776	621	35%	12,881
12000 · Undeposited Funds	0	538	(538)	(100%)	
<b>1201-00 · Member Accounts Receivable</b>					
1201-01 · Member AR - Member Dues	80,020	73,610	6,410	9%	1,040
1201-03 · Member AR - Other	575	955	(380)	(40%)	36,736
<b>Total 1201-00 · Member Accounts Receivable</b>	<b>80,595</b>	<b>74,565</b>	<b>6,030</b>	<b>8%</b>	<b>(24,987)</b>
1201-02 · Allowance for Doubtful Accounts	(49,558)	(2,775)	(46,783)	(1,686%)	
<b>12100 · Inventory Asset</b>					
25300 · Gift Cards Outstanding	18	18	0	0%	18
12100 · Inventory Asset - Other	28,229	83,786	(55,557)	(66%)	81,762
<b>Total 12100 · Inventory Asset</b>	<b>28,247</b>	<b>83,804</b>	<b>(55,557)</b>	<b>(66%)</b>	<b>86,016</b>
1299 · Receivable from NLTMC	3,041	328	2,713	827%	0
1490-00 · Security Deposits	1,150	1,150	0	0%	1,150
<b>Total Other Current Assets</b>	<b>65,872</b>	<b>159,386</b>	<b>(93,514)</b>	<b>(59%)</b>	<b>111,796</b>
<b>Total Current Assets</b>	<b>2,383,373</b>	<b>1,285,053</b>	<b>1,098,320</b>	<b>85%</b>	<b>1,152,838</b>
<b>Fixed Assets</b>					
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	11,013	4,270	6,743	158%	4,270
1741-00 · Accum. Depr. - Computer Equip	(3,069)	(4,269)	1,200	28%	(4,270)
1750-00 · Computer Software	20,493	20,493	0	0%	20,493
1751-00 · Accum. Amort. - Software	(20,493)	(20,383)	(110)	(1%)	(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)
<b>Total Fixed Assets</b>	<b>7,944</b>	<b>111</b>	<b>7,833</b>	<b>7,057%</b>	<b>0</b>
<b>Other Assets</b>					
<b>1400-00 · Prepaid Expenses</b>					
1410-00 · Prepaid Insurance	16,337	16,595	(258)	(2%)	16,326

North Lake Tahoe Resort Association

Balance Sheet

As of May 31, 2021

	May 31, 21	May 31, 20	\$ Change	% Change	Jun 30, 20
1430-00 · Prepaid 1st Class Postage	100	100	0	0%	100
1400-00 · Prepaid Expenses - Other	9,601	26,722	(17,121)	(64%)	8,751
<b>Total 1400-00 · Prepaid Expenses</b>	<b>26,038</b>	<b>43,417</b>	<b>(17,379)</b>	<b>(40%)</b>	<b>25,177</b>
<b>Total Other Assets</b>	<b>26,038</b>	<b>43,417</b>	<b>(17,379)</b>	<b>(40%)</b>	<b>25,177</b>
<b>TOTAL ASSETS</b>	<b>2,417,355</b>	<b>1,328,581</b>	<b>1,088,774</b>	<b>82%</b>	<b>1,178,015</b>
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
<b>Accounts Payable</b>					
2000-00 · Accounts Payable	137,164	59,628	77,536	130%	26,683
<b>Total Accounts Payable</b>	<b>137,164</b>	<b>59,628</b>	<b>77,536</b>	<b>130%</b>	<b>26,683</b>
<b>Other Current Liabilities</b>					
<b>21000 · Salaries/Wages/Payroll Liabilit</b>					
2100-00 · Salaries / Wages Payable	20,202	20,217	(15)	(0%)	39,445
2101-00 · Incentive Payable	85,711	64,411	21,300	33%	88,359
2102-00 · Commissions Payable	30	5,657	(5,627)	(99%)	3,506
2120-00 · Empl. Federal Tax Payable	9,032	8,710	322	4%	1,551
2175-00 · 401 (k) Plan	4,204	3,396	808	24%	2,626
2180-00 · Estimated PTO Liability	54,845	36,333	18,512	51%	54,845
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	<b>174,024</b>	<b>138,724</b>	<b>35,300</b>	<b>25%</b>	<b>190,332</b>
<b>2190-00 · Sales and Use Tax Payable</b>					
2195-00 · Use Tax Payable	10	0	10	100%	0
25500 · *Sales Tax Payable	1,584	651	933	143%	1,374
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,594</b>	<b>651</b>	<b>943</b>	<b>145%</b>	<b>1,374</b>
2250-00 · Accrued Expenses	0	0	0	0%	73,722
2300-00 · Marketing Cooperative Liabili	0	9,202	(9,202)	(100%)	6,073
2400-60 · Deferred Revenue- Member Dues	72,693	73,951	(1,258)	(2%)	28,890
2500-00 · Deferred Revenue - TMBC	1,290	1,290	0	0%	1,290
2700-00 · Deferred Rev. County	525,305	350,305	175,000	50%	0
2900-00 · Due To/From County of Placer	0	0	0	0%	384,939
<b>Total Other Current Liabilities</b>	<b>774,906</b>	<b>574,123</b>	<b>200,783</b>	<b>35%</b>	<b>686,620</b>
<b>Total Current Liabilities</b>	<b>912,070</b>	<b>633,751</b>	<b>278,319</b>	<b>44%</b>	<b>713,303</b>
<b>Total Liabilities</b>	<b>912,070</b>	<b>633,751</b>	<b>278,319</b>	<b>44%</b>	<b>713,303</b>
<b>Equity</b>					
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	1,040,572	253,367	787,205	311%	6,862
<b>Total Equity</b>	<b>1,505,283</b>	<b>694,828</b>	<b>810,455</b>	<b>117%</b>	<b>464,711</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>2,417,353</b>	<b>1,328,579</b>	<b>1,088,774</b>	<b>82%</b>	<b>1,178,014</b>

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

	May 21	Budget	\$ Over Bu...	Jul '20 - M...	YTD Budget	\$ Over Bu...	Annual Bu...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	218,253	289,253	(71,000)	3,086,073	3,510,624	(424,551)	4,043,867
4200-00 · Membership Dues Revenue	11,554	10,417	1,137	127,247	114,583	12,663	125,000
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	0	0	0	0	19,000	(19,000)	19,000
4250-05 · Sponsorships	0	0	0	0	19,000	(19,000)	19,000
4250-01 · Community Awards - Other	0	0	0	0	20,000	(20,000)	20,000
<b>Total 4250-01 · Community Awards</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,000</b>	<b>(58,000)</b>	<b>58,000</b>
4250-02 · Chamber Events	0	1,500	(1,500)	0	6,000	(6,000)	6,000
4250-03 · Summer/Winter Rec Luncheon	0	0	0	0	1,500	(1,500)	2,500
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0	200	(200)	500	1,600	(1,100)	2,000
4251-00 · Tues AM Breakfast Club - Other	0	550	(550)	0	3,450	(3,450)	4,000
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>0</b>	<b>750</b>	<b>(750)</b>	<b>500</b>	<b>5,050</b>	<b>(4,550)</b>	<b>6,000</b>
4250-00 · Revenues-Membership Activities - Other	385	0	385	6,675	0	6,675	0
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>385</b>	<b>2,250</b>	<b>(1,865)</b>	<b>7,175</b>	<b>70,550</b>	<b>(63,375)</b>	<b>72,500</b>
4253-00 · Revenue- Other	0	500	(500)	1,525	2,000	(475)	2,500
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC income	2,664	0	2,664	4,802	0	4,802	0
4504-00 · Retail Revenue - Other	0	0	0	560	0	560	0
46000 · Merchandise Sales - Other	10,803	8,000	2,803	87,150	75,000	12,150	85,000
<b>Total 46000 · Merchandise Sales</b>	<b>13,467</b>	<b>8,000</b>	<b>5,467</b>	<b>92,512</b>	<b>75,000</b>	<b>17,512</b>	<b>85,000</b>
4720-00 · Miscellaneous	2,403	0	2,403	15,254	0	15,254	0
<b>Total Income</b>	<b>246,062</b>	<b>310,420</b>	<b>(64,358)</b>	<b>3,329,786</b>	<b>3,772,758</b>	<b>(442,972)</b>	<b>4,328,867</b>
<b>Gross Profit</b>	<b>246,062</b>	<b>310,420</b>	<b>(64,358)</b>	<b>3,329,786</b>	<b>3,772,758</b>	<b>(442,972)</b>	<b>4,328,867</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	0	0	0	2,106	0	2,106	0
5020-00 · P/R - Tax Expense	5,229	7,049	(1,820)	64,889	77,537	(12,648)	84,586
5030-00 · P/R - Health Insurance Expense	8,527	11,750	(3,223)	109,151	129,250	(20,099)	141,000
5040-00 · P/R - Workmans Comp	670	1,128	(458)	9,819	12,404	(2,585)	13,532
5060-00 · 401 (k)	2,422	3,308	(886)	21,466	36,392	(14,926)	39,700
5070-00 · Other Benefits and Expenses	25	428	(403)	3,553	4,707	(1,154)	5,135
5000-00 · Salaries & Wages - Other	80,711	94,593	(13,883)	907,989	1,040,528	(132,539)	1,135,121
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>97,584</b>	<b>118,256</b>	<b>(20,672)</b>	<b>1,118,973</b>	<b>1,300,818</b>	<b>(181,845)</b>	<b>1,419,074</b>
5100-00 · Rent							
5110-00 · Utilities	654	967	(313)	9,496	10,718	(1,222)	11,655
5140-00 · Repairs & Maintenance	342	888	(546)	7,254	9,772	(2,518)	10,660
5150-00 · Office - Cleaning	0	1,058	(1,058)	5,875	11,642	(5,767)	12,700
5100-00 · Rent - Other	13,279	12,819	460	147,127	139,979	7,148	152,798
<b>Total 5100-00 · Rent</b>	<b>14,274</b>	<b>15,732</b>	<b>(1,458)</b>	<b>169,751</b>	<b>172,110</b>	<b>(2,359)</b>	<b>187,813</b>
5310-00 · Telephone							
5320-00 · Telephone	2,631	1,924	707	26,951	21,164	5,787	23,088
<b>Total 5310-00 · Telephone</b>	<b>2,631</b>	<b>1,924</b>	<b>707</b>	<b>26,951</b>	<b>21,164</b>	<b>5,787</b>	<b>23,088</b>
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	50	0	50	50	0	50	0
5420-00 · Mail - USPS - Other	235	127	108	1,266	1,393	(128)	1,520
<b>Total 5420-00 · Mail - USPS</b>	<b>285</b>	<b>127</b>	<b>158</b>	<b>1,316</b>	<b>1,393</b>	<b>(77)</b>	<b>1,520</b>
5510-00 · Insurance/Bonding	269	1,692	(1,423)	9,352	18,608	(9,256)	20,300
5520-00 · Supplies							
5525-00 · Supplies- Computer	3,176	287	2,890	10,665	3,153	7,512	3,440
5520-00 · Supplies - Other	2,189	7,598	(5,409)	21,331	83,576	(62,245)	91,174
<b>Total 5520-00 · Supplies</b>	<b>5,365</b>	<b>7,885</b>	<b>(2,519)</b>	<b>31,996</b>	<b>86,730</b>	<b>(54,734)</b>	<b>94,614</b>
5610-00 · Depreciation	153	0	153	1,222	0	1,222	0
5700-00 · Equipment Support & Maintenance	2,396	2,267	129	24,321	24,933	(612)	27,200
5710-00 · Taxes, Licenses & Fees	322	1,025	(703)	12,201	11,275	926	12,300
5740-00 · Equipment Rental/Leasing	0	969	(969)	4,237	10,681	(6,423)	11,630
5800-00 · Training Seminars	0	1,667	(1,667)	526	20,333	(19,807)	22,000
5850-00 · Artist of Month - Commissions	2,070	250	1,820	3,272	2,750	522	3,000



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

All Departments

	May 21	Budget	\$ Over Bu...	Jul '20 - M...	YTD Budget	\$ Over Bu...	Annual Bu...
<b>5900-00 · Professional Fees</b>							
5910-00 · Professional Fees - Attorneys	1,460	750	710	7,320	8,250	(930)	9,000
5920-00 · Professional Fees - Accountant	0	0	0	21,800	26,000	(4,200)	26,000
5921-00 · Professional Fees - Other	29,166	17,750	11,416	83,725	120,250	(36,525)	134,000
<b>Total 5900-00 · Professional Fees</b>	<b>30,626</b>	<b>18,500</b>	<b>12,126</b>	<b>112,845</b>	<b>154,500</b>	<b>(41,655)</b>	<b>169,000</b>
<b>5941-00 · Research &amp; Planning</b>	<b>0</b>	<b>6,250</b>	<b>(6,250)</b>	<b>0</b>	<b>43,750</b>	<b>(43,750)</b>	<b>55,000</b>
<b>6020-00 · Programs</b>							
6016-00 · Special Event Partnership	1,500	10,000	(8,500)	2,926	43,750	(40,824)	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	15,000	(15,000)	30,000
<b>Total 6020-00 · Programs</b>	<b>1,500</b>	<b>10,000</b>	<b>(8,500)</b>	<b>2,926</b>	<b>58,750</b>	<b>(55,824)</b>	<b>80,000</b>
<b>6420-00 · Events</b>							
<b>6420-01 · Sponsorships</b>							
6421-01 · 4th of July Fireworks	0	0	0	0	20,000	(20,000)	20,000
6421-04 · Broken Arrow Skyrace	0	0	0	0	25,400	(25,400)	25,400
6421-06 · Spartan	0	0	0	0	0	0	180,900
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	6,000	(6,000)	6,000
6421-10 · WinterWonderGrass - Tahoe	0	0	0	0	24,400	(24,400)	24,400
6421-17 · Enduro	0	0	0	0	31,500	(31,500)	31,500
6420-01 · Sponsorships - Other	0	50,000	(50,000)	0	200,000	(200,000)	240,800
<b>Total 6420-01 · Sponsorships</b>	<b>0</b>	<b>50,000</b>	<b>(50,000)</b>	<b>0</b>	<b>307,300</b>	<b>(307,300)</b>	<b>529,000</b>
6421-00 · New Event Development	0	5,000	(5,000)	18,000	27,500	(9,500)	30,000
6424-00 · Event Operation Expenses	0	1,000	(1,000)	13	5,000	(4,987)	6,000
<b>Total 6420-00 · Events</b>	<b>0</b>	<b>56,000</b>	<b>(56,000)</b>	<b>18,013</b>	<b>339,800</b>	<b>(321,787)</b>	<b>565,000</b>
<b>6423-00 · Membership Activities</b>							
6434-00 · Community Awards Dinner	0	0	0	295	28,000	(27,705)	28,000
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	500	(500)	1,000
6437-00 · Tuesday Morning Breakfast Club	0	413	(413)	0	2,588	(2,588)	3,000
6442-00 · Public Relations/Website/Digita	319	417	(98)	6,121	4,583	1,538	5,000
6423-00 · Membership Activities - Other	0	417	(417)	2,560	4,583	(2,023)	5,000
<b>Total 6423-00 · Membership Activities</b>	<b>319</b>	<b>1,246</b>	<b>(927)</b>	<b>8,976</b>	<b>40,254</b>	<b>(31,278)</b>	<b>42,000</b>
<b>6730-00 · Marketing Cooperative/Media</b>	<b>(124,402)</b>	<b>9,718</b>	<b>(134,120)</b>	<b>421,850</b>	<b>923,800</b>	<b>(501,950)</b>	<b>1,000,000</b>
6740-00 · Media/Collateral/Production	1,825	1,667	158	1,825	18,333	(16,508)	20,000
6742-00 · Non-NLT Co-Op Marketing Program	109,261	23,000	86,261	113,636	209,000	(95,364)	232,000
<b>6743-00 · BACC Marketing Programs</b>							
6743-01 · Year Round Shopping Campaign	0	1,000	(1,000)	13,409	9,000	4,409	10,000
6743-03 · Winter Lakeside Campaign	0	1,000	(1,000)	0	9,000	(9,000)	10,000
6743-04 · Summerlong Music Campaign	0	1,000	(1,000)	0	9,000	(9,000)	10,000
6743-05 · Summer Mountain Campaign	0	1,000	(1,000)	0	9,000	(9,000)	10,000
6743-06 · COVID Summer Recovery Campaign	0	4,000	(4,000)	(14,507)	36,000	(50,507)	40,000
6743-07 · Winter Regional Campaign	0	0	0	17,277	0	17,277	0
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>0</b>	<b>8,000</b>	<b>(8,000)</b>	<b>16,178</b>	<b>72,000</b>	<b>(55,822)</b>	<b>80,000</b>
<b>7500-00 · Trade Shows/Travel</b>	<b>0</b>	<b>1,250</b>	<b>(1,250)</b>	<b>395</b>	<b>13,750</b>	<b>(13,355)</b>	<b>15,000</b>
<b>8100-00 · Cost of Goods Sold</b>							
51100 · Freight and Shipping Costs	206	125	81	1,562	1,375	187	1,500
59900 · POS Inventory Adjustments	(16)	0	(16)	572	0	572	0
8100-01 · CGS - Other	0	0	0	247	0	247	0
8100-00 · Cost of Goods Sold - Other	5,591	3,576	2,015	46,000	33,525	12,475	38,000
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>5,780</b>	<b>3,701</b>	<b>2,079</b>	<b>48,380</b>	<b>34,900</b>	<b>13,480</b>	<b>39,500</b>
<b>8200-00 · Associate Relations</b>	<b>479</b>	<b>135</b>	<b>344</b>	<b>3,086</b>	<b>1,465</b>	<b>1,621</b>	<b>1,600</b>
8300-00 · Board Functions	1,014	500	514	4,001	6,500	(2,499)	7,000
8500-00 · Credit Card Fees	337	376	(39)	3,588	5,375	(1,787)	5,850
8600-00 · Additional Opportunit	797	10,000	(9,203)	75,900	110,000	(34,100)	120,000
8700-00 · Automobile Expenses	82	466	(384)	2,026	4,984	(2,958)	5,450
8750-00 · Meals/Meetings	0	763	(763)	450	8,138	(7,687)	8,900
8810-00 · Dues & Subscriptions	587	1,513	(926)	12,775	16,387	(3,612)	17,900
8910-00 · Travel	0	4,000	(4,000)	134	11,500	(11,366)	12,600
8920-00 · Bad Debt	50	0	50	38,280	0	38,280	0
<b>Total Expense</b>	<b>153,604</b>	<b>308,876</b>	<b>(155,272)</b>	<b>2,289,383</b>	<b>3,743,962</b>	<b>(1,454,580)</b>	<b>4,299,338</b>
<b>Net Ordinary Income</b>	<b>92,457</b>	<b>1,543</b>	<b>90,914</b>	<b>1,040,403</b>	<b>28,795</b>	<b>1,011,608</b>	<b>29,529</b>
<b>Other Income/Expense</b>							
<b>Other Income</b>							
4700-00 · Revenues- Interest & Investment	15	0	15	169	0	169	0

11:14 AM

06/24/21

Accrual Basis

North Lake Tahoe Resort Association  
Profit & Loss Budget Performance  
All Departments

	May 21	Budget	\$ Over Bu...	Jul '20 - M...	YTD Budget	\$ Over Bu...	Annual Bu...
Total Other Income	15	0	15	169	0	169	0
Other Expense 8990-00 - Allocated	0	0	0	0	(0)	0	0
Total Other Expense	0	0	0	0	(0)	0	0
Net Other Income	15	0	15	169	0	169	(0)
Net Income	<u>92,472</u>	<u>1,543</u>	<u>90,929</u>	<u>1,040,572</u>	<u>28,795</u>	<u>1,011,777</u>	<u>29,529</u>

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

	Jul '20 - May 21	Jul '19 - May 20	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · County of Placer TOT Funding	3,086,073	3,363,001	(276,927)	(8)%
4200-00 · Membership Dues Revenue	127,247	123,594	3,652	3%
4250-00 · Revenues-Membership Activities				
4250-01 · Community Awards				
4250-05 · Sponsorships	0	0	0	0%
<b>Total 4250-01 · Community Awards</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
4251-00 · Tues AM Breakfast Club				
4251-01 · Tues AM Breakfast Club Sponsors	500	3,325	(2,825)	(85)%
4251-00 · Tues AM Breakfast Club - Other	0	4,380	(4,380)	(100)%
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>500</b>	<b>7,705</b>	<b>(7,205)</b>	<b>(94)%</b>
4250-00 · Revenues-Membership Activities - Other	6,675	8,106	(1,431)	(18)%
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>7,175</b>	<b>15,811</b>	<b>(8,636)</b>	<b>(55)%</b>
4253-00 · Revenue- Other	1,525	1,000	525	53%
4350-00 · Special Events (Marketing)	0	0	0	0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	0	10,138	(10,138)	(100)%
4600-00 · Commissions - Other	0	34,320	(34,320)	(100)%
<b>Total 4600-00 · Commissions</b>	<b>0</b>	<b>44,459</b>	<b>(44,459)</b>	<b>(100)%</b>
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	4,802	9,867	(5,065)	(51)%
4504-00 · Retail Revenue - Other	560	8,984	(8,424)	(94)%
46000 · Merchandise Sales - Other	87,150	73,746	13,404	18%
<b>Total 46000 · Merchandise Sales</b>	<b>92,512</b>	<b>92,597</b>	<b>(85)</b>	<b>(0)%</b>
4720-00 · Miscellaneous	15,254	0	15,254	100%
<b>Total Income</b>	<b>3,329,786</b>	<b>3,640,461</b>	<b>(310,676)</b>	<b>(9)%</b>
<b>Cost of Goods Sold</b>				
52900 · Purchases - Resale Items	0	0	0	0%
<b>Total COGS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Gross Profit</b>	<b>3,329,786</b>	<b>3,640,461</b>	<b>(310,676)</b>	<b>(9)%</b>
<b>Expense</b>				
5000-00 · Salaries & Wages				
5000-01 · In-Market Administration	0	0	0	0%
5010-00 · Sales Commissions	2,106	15,326	(13,220)	(86)%
5020-00 · P/R - Tax Expense	64,889	64,853	36	0%
5030-00 · P/R - Health Insurance Expense	109,151	115,244	(6,093)	(5)%
5040-00 · P/R - Workmans Comp	9,819	7,571	2,248	30%
5060-00 · 401 (k)	21,466	28,633	(7,167)	(25)%
5070-00 · Other Benefits and Expenses	3,553	3,822	(269)	(7)%
5000-00 · Salaries & Wages - Other	907,989	797,035	110,954	14%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>1,118,973</b>	<b>1,032,484</b>	<b>86,488</b>	<b>8%</b>
5100-00 · Rent				
5110-00 · Utilities	9,496	9,418	78	1%
5140-00 · Repairs & Maintenance	7,254	7,098	155	2%
5150-00 · Office - Cleaning	5,875	9,190	(3,315)	(36)%
5100-00 · Rent - Other	147,127	143,994	3,133	2%
<b>Total 5100-00 · Rent</b>	<b>169,751</b>	<b>169,701</b>	<b>51</b>	<b>0%</b>
5310-00 · Telephone				
5320-00 · Telephone	26,951	22,050	4,901	22%

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

	Jul '20 - May 21	Jul '19 - May 20	\$ Change	% Change
Total 5310-00 · Telephone	26,951	22,050	4,901	22%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	50	0	50	100%
5420-00 · Mail - USPS - Other	1,266	1,957	(691)	(35)%
Total 5420-00 · Mail - USPS	1,316	1,957	(641)	(33)%
5510-00 · Insurance/Bonding	9,352	10,211	(859)	(8)%
5520-00 · Supplies				
5525-00 · Supplies- Computer	10,665	855	9,810	1,147%
5520-00 · Supplies - Other	21,331	31,564	(10,232)	(32)%
Total 5520-00 · Supplies	31,996	32,419	(423)	(1)%
5610-00 · Depreciation	1,222	1,297	(75)	(6)%
5700-00 · Equipment Support & Maintenance	24,321	22,359	1,962	9%
5710-00 · Taxes, Licenses & Fees	12,201	10,521	1,680	16%
5740-00 · Equipment Rental/Leasing	4,237	9,658	(5,421)	(56)%
5800-00 · Training Seminars	526	4,513	(3,986)	(88)%
5850-00 · Artist of Month - Commissions	3,272	9,927	(6,656)	(67)%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	7,320	4,720	2,600	55%
5920-00 · Professional Fees - Accountant	21,800	21,825	(25)	(0)%
5921-00 · Professional Fees - Other	83,725	91,498	(7,773)	(9)%
Total 5900-00 · Professional Fees	112,845	118,043	(5,198)	(4)%
6020-00 · Programs				
6016-00 · Special Event Partnership	2,926	18,454	(15,529)	(84)%
Total 6020-00 · Programs	2,926	18,454	(15,529)	(84)%
6420-00 · Events				
6420-01 · Sponsorships				
6023-00 · Autumn Food & Wine	0	34,668	(34,668)	(100)%
6421-04 · Broken Arrow Skyrace	0	0	0	0%
6421-06 · Spartan	0	254,019	(254,019)	(100)%
6421-07 · Tahoe Lacrosse Tournament	0	6,000	(6,000)	(100)%
6421-10 · WinterWonderGrass - Tahoe	0	21,120	(21,120)	(100)%
6421-13 · Big Blue Adventure	0	0	0	0%
6421-16 · Mountain Travel Symposium	0	10,078	(10,078)	(100)%
6420-01 · Sponsorships - Other	0	5,000	(5,000)	(100)%
Total 6420-01 · Sponsorships	0	330,885	(330,885)	(100)%
6421-00 · New Event Development	18,000	0	18,000	100%
6424-00 · Event Operation Expenses	13	1,617	(1,604)	(99)%
Total 6420-00 · Events	18,013	332,502	(314,489)	(95)%
6423-00 · Membership Activities				
6434-00 · Community Awards Dinner	295	1,222	(927)	(76)%
6436-00 · Membership - Wnt/Sum Rec Lunch	0	633	(633)	(100)%
6437-00 · Tuesday Morning Breakfast Club	0	2,724	(2,724)	(100)%
6442-00 · Public Relations/Website/Digita	6,121	5,025	1,096	22%
6444-00 · Trades	0	0	0	0%
6423-00 · Membership Activities - Other	2,560	1,894	666	35%
Total 6423-00 · Membership Activities	8,976	11,498	(2,522)	(22)%
6730-00 · Marketing Cooperative/Media	421,850	1,421,444	(999,594)	(70)%
6740-00 · Media/Collateral/Production	1,825	413	1,412	342%
6742-00 · Non-NLT Co-Op Marketing Program	113,636	10,004	103,632	1,036%
6743-00 · BACC Marketing Programs				
6743-01 · Year Round Shopping Campaign	13,409	10,557	2,852	27%
6743-03 · Winter Lakeside Campaign	0	19,788	(19,788)	(100)%
6743-04 · Summerlong Music Campaign	0	0	0	0%

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Accrual Basis

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

	Jul '20 - May 21	Jul '19 - May 20	\$ Change	% Change
6743-05 · Summer Mountain Campaign	0	(1,000)	1,000	100%
6743-06 · COVID Summer Recovery Campaign	(14,507)	0	(14,507)	(100)%
6743-07 · Winter Regional Campaign	17,277	0	17,277	100%
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>16,178</b>	<b>29,345</b>	<b>(13,166)</b>	<b>(45)%</b>
7500-00 · Trade Shows/Travel	395	3,476	(3,081)	(89)%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	1,562	2,405	(843)	(35)%
52500 · Purchase Discounts	0	(101)	101	100%
59900 · POS Inventory Adjustments	572	351	221	63%
8100-01 · CGS - Other	247	8,654	(8,407)	(97)%
8100-00 · Cost of Goods Sold - Other	46,000	39,399	6,601	17%
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>48,380</b>	<b>50,707</b>	<b>(2,327)</b>	<b>(5)%</b>
8200-00 · Associate Relations	3,086	1,042	2,044	196%
8300-00 · Board Functions	4,001	21,632	(17,631)	(82)%
8500-00 · Credit Card Fees	3,588	4,856	(1,268)	(26)%
8600-00 · Additional Opportunites	75,900	21,017	54,883	261%
8700-00 · Automobile Expenses	2,026	2,376	(350)	(15)%
8750-00 · Meals/Meetings	450	1,369	(919)	(67)%
8810-00 · Dues & Subscriptions	12,775	8,625	4,150	48%
8910-00 · Travel	134	0	134	100%
8920-00 · Bad Debt	38,280	3,434	34,846	1,015%
<b>Total Expense</b>	<b>2,289,383</b>	<b>3,387,335</b>	<b>(1,097,953)</b>	<b>(32)%</b>
<b>Net Ordinary Income</b>	<b>1,040,403</b>	<b>253,126</b>	<b>787,277</b>	<b>311%</b>
<b>Other Income/Expense</b>				
Other Income				
4700-00 · Revenues- Interest & Investment	169	241	(72)	(30)%
<b>Total Other Income</b>	<b>169</b>	<b>241</b>	<b>(72)</b>	<b>(30)%</b>
Other Expense				
Balancing Adjustments	0	0	0	0%
8990-00 · Allocated	0	0	0	0%
<b>Total Other Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Net Other Income</b>	<b>169</b>	<b>241</b>	<b>(72)</b>	<b>(30)%</b>
<b>Net Income</b>	<b>1,040,572</b>	<b>253,367</b>	<b>787,205</b>	<b>311%</b>

**North Lake Tahoe Resort Association  
Profit & Loss Budget Performance  
11 - Marketing**

	May 21	Budget	\$ Over Budget	Jul '20 - May 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	128,159	199,159	(71,000)	2,119,160	2,543,710	(424,550)	2,983,682
4253-00 · Revenue- Other	0			1,525	0	1,525	0
4720-00 · Miscellaneous	0			1,250			
<b>Total Income</b>	<b>128,159</b>	<b>199,159</b>	<b>(71,000)</b>	<b>2,121,935</b>	<b>2,543,710</b>	<b>(421,775)</b>	<b>2,983,682</b>
<b>Gross Profit</b>	<b>128,159</b>	<b>199,159</b>	<b>(71,000)</b>	<b>2,121,935</b>	<b>2,543,710</b>	<b>(421,775)</b>	<b>2,983,682</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	1,288	1,667	(379)	16,029	18,333	(2,304)	20,000
5030-00 · P/R - Health Insurance Expense	2,534	4,000	(1,466)	35,110	44,000	(8,890)	48,000
5040-00 · P/R - Workmans Comp	175	125	50	3,768	1,375	2,393	1,500
5060-00 · 401 (k)	780	833	(54)	9,022	9,167	(145)	10,000
5070-00 · Other Benefits and Expenses	(14)	142	(156)	722	1,558	(837)	1,700
5000-00 · Salaries & Wages - Other	21,468	22,299	(832)	246,179	245,293	886	267,592
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>26,229</b>	<b>29,066</b>	<b>(2,837)</b>	<b>310,829</b>	<b>319,726</b>	<b>(8,897)</b>	<b>348,792</b>
5100-00 · Rent							
5110-00 · Utilities	84	150	(66)	1,513	1,735	(222)	1,855
5140-00 · Repairs & Maintenance	0	75	(75)	374	825	(451)	900
5150-00 · Office - Cleaning	0	250	(250)	1,872	2,750	(878)	3,000
5100-00 · Rent - Other	2,219	2,400	(181)	23,841	25,377	(1,536)	27,777
<b>Total 5100-00 · Rent</b>	<b>2,303</b>	<b>2,875</b>	<b>(572)</b>	<b>27,600</b>	<b>30,687</b>	<b>(3,087)</b>	<b>33,532</b>
5310-00 · Telephone							
5320-00 · Telephone	623	549	74	6,238	6,039	199	6,588
<b>Total 5310-00 · Telephone</b>	<b>623</b>	<b>549</b>	<b>74</b>	<b>6,238</b>	<b>6,039</b>	<b>199</b>	<b>6,588</b>
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	50			50			
5420-00 · Mail - USPS - Other	26	0	26	212	0	212	0
<b>Total 5420-00 · Mail - USPS</b>	<b>76</b>	<b>0</b>	<b>76</b>	<b>262</b>	<b>0</b>	<b>262</b>	<b>0</b>
5520-00 · Supplies							
5525-00 · Supplies- Computer	1,090			4,472	0	4,472	0
5520-00 · Supplies - Other	46	1,716	(1,670)	760	18,878	(18,118)	20,594
<b>Total 5520-00 · Supplies</b>	<b>1,136</b>	<b>1,716</b>	<b>(580)</b>	<b>5,232</b>	<b>18,878</b>	<b>(13,646)</b>	<b>20,594</b>
5700-00 · Equipment Support & Maintenance	0	13	(13)	0	138	(138)	150
5710-00 · Taxes, Licenses & Fees	0	13	(13)	124	138	(13)	150
5740-00 · Equipment Rental/Leasing	0	167	(167)	1,063	1,833	(770)	2,000
5800-00 · Training Seminars	0	750	(750)	0	8,250	(8,250)	9,000
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	125	(125)	0	1,375	(1,375)	1,500
5921-00 · Professional Fees - Other	13,000	1,125	11,875	13,000	12,375	625	13,500
<b>Total 5900-00 · Professional Fees</b>	<b>13,000</b>	<b>1,250</b>	<b>11,750</b>	<b>13,000</b>	<b>13,750</b>	<b>(750)</b>	<b>15,000</b>
5941-00 · Research & Planning	0	5,000	(5,000)	0	30,000	(30,000)	40,000
6020-00 · Programs							
6016-00 · Special Event Partnership	1,500	10,000	(8,500)	2,926	43,750	(40,824)	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	15,000	(15,000)	30,000
<b>Total 6020-00 · Programs</b>	<b>1,500</b>	<b>10,000</b>	<b>(8,500)</b>	<b>2,926</b>	<b>58,750</b>	<b>(55,824)</b>	<b>80,000</b>
6420-00 · Events							
6420-01 · Sponsorships							
6421-01 · 4th of July Fireworks	0	0	0	0	20,000	(20,000)	20,000
6421-04 · Broken Arrow Skyrace	0	0	0	0	25,400	(25,400)	25,400
6421-06 · Spartan	0	0	0	0	0	0	180,900
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	6,000	(6,000)	6,000
6421-10 · WinterWonderGrass - Tahoe	0	0	0	0	24,400	(24,400)	24,400
6421-17 · Enduro	0	0	0	0	31,500	(31,500)	31,500
6420-01 · Sponsorships - Other	0	50,000	(50,000)	0	200,000	(200,000)	240,800
<b>Total 6420-01 · Sponsorships</b>	<b>0</b>	<b>50,000</b>	<b>(50,000)</b>	<b>0</b>	<b>307,300</b>	<b>(307,300)</b>	<b>529,000</b>
6421-00 · New Event Development	0	5,000	(5,000)	18,000	27,500	(9,500)	30,000
6424-00 · Event Operation Expenses	0	1,000	(1,000)	13	5,000	(4,987)	6,000
<b>Total 6420-00 · Events</b>	<b>0</b>	<b>56,000</b>	<b>(56,000)</b>	<b>18,013</b>	<b>339,800</b>	<b>(321,787)</b>	<b>565,000</b>
6423-00 · Membership Activities							
6442-00 · Public Relations/Website/Digital	0			600			
<b>Total 6423-00 · Membership Activities</b>	<b>0</b>			<b>600</b>			
6730-00 · Marketing Cooperative/Media	(114,705)	8,551	(123,256)	388,694	859,856	(470,962)	925,000
6742-00 · Non-NLT Co-Op Marketing Program	109,061	22,000	87,061	111,436	198,000	(86,564)	220,000
6743-00 · BACC Marketing Programs							
6743-01 · Year Round Shopping Campaign	0	1,000	(1,000)	13,409	9,000	4,409	10,000
6743-03 · Winter Lakeside Campaign	0	1,000	(1,000)	0	9,000	(9,000)	10,000
6743-04 · Summerlong Music Campaign	0	1,000	(1,000)	0	9,000	(9,000)	10,000
6743-05 · Summer Mountain Campaign	0	1,000	(1,000)	0	9,000	(9,000)	10,000
6743-06 · COVID Summer Recovery Campaign	0	4,000	(4,000)	(14,507)	36,000	(50,507)	40,000

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

**11 - Marketing**

	May 21	Budget	\$ Over Budget	Jul '20 - May 21	YTD Budget	\$ Over Budget	Annual Budget
6743-07 · Winter Regional Campaign	0	0	0	17,277	0	17,277	0
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>0</b>	<b>8,000</b>	<b>(8,000)</b>	<b>16,178</b>	<b>72,000</b>	<b>(55,822)</b>	<b>80,000</b>
7500-00 · Trade Shows/Travel	0	0	0	395	0	395	0
8200-00 · Associate Relations	0	23	(23)	168	227	(59)	250
8600-00 · Additional Opportunit	147	7,917	(7,769)	68,750	87,083	(18,333)	95,000
8700-00 · Automobile Expenses	11	136	(125)	329	1,364	(1,035)	1,500
8750-00 · Meals/Meetings	0	250	(250)	16	2,500	(2,484)	2,750
8810-00 · Dues & Subscriptions	32	259	(227)	497	2,591	(2,094)	2,850
8910-00 · Travel	0	2,500	(2,500)	0	10,000	(10,000)	11,100
8920-00 · Bad Debt	0			556			
<b>Total Expense</b>	<b>39,415</b>	<b>157,034</b>	<b>(117,618)</b>	<b>972,906</b>	<b>2,061,409</b>	<b>(1,088,504)</b>	<b>2,459,256</b>
<b>Net Ordinary Income</b>	<b>88,744</b>	<b>42,125</b>	<b>46,618</b>	<b>1,149,030</b>	<b>482,301</b>	<b>666,729</b>	<b>524,426</b>
<b>Other Income/Expense</b>							
<b>Other Income</b>							
4700-00 · Revenues- Interest & Investment	15	0	15	169	0	169	0
<b>Total Other Income</b>	<b>15</b>	<b>0</b>	<b>15</b>	<b>169</b>	<b>0</b>	<b>169</b>	<b>0</b>
<b>Other Expense</b>							
8990-00 · Allocated	26,923	42,125	(15,202)	371,988	482,301	(110,314)	524,426
<b>Total Other Expense</b>	<b>26,923</b>	<b>42,125</b>	<b>(15,202)</b>	<b>371,988</b>	<b>482,301</b>	<b>(110,314)</b>	<b>524,426</b>
<b>Net Other Income</b>	<b>(26,908)</b>	<b>(42,125)</b>	<b>15,217</b>	<b>(371,819)</b>	<b>(482,301)</b>	<b>110,483</b>	<b>(524,426)</b>
<b>Net Income</b>	<b>61,835</b>	<b>0</b>	<b>61,835</b>	<b>777,211</b>	<b>(0)</b>	<b>777,211</b>	<b>0</b>

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

30 - Conference

	May 21	Budget	\$ Over Bud...	Jul '20 - Ma...	YTD Budget	\$ Over Bud...	Annual Bud...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	26,552	26,552	0	347,813	347,813	0	384,054
<b>Total Income</b>	26,552	26,552	0	347,813	347,813	0	384,054
<b>Gross Profit</b>	26,552	26,552	0	347,813	347,813	0	384,054
<b>Expense</b>							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	0	0	0	2,106	0	2,106	0
5020-00 · P/R - Tax Expense	1,569	1,157	412	13,250	12,729	521	13,886
5030-00 · P/R - Health Insurance Expense	1,001	2,042	(1,040)	23,451	22,458	992	24,500
5040-00 · P/R - Workmans Comp	179	167	12	2,520	1,833	687	2,000
5060-00 · 401 (k)	846	500	346	6,661	5,500	1,161	6,000
5070-00 · Other Benefits and Expenses	39	38	2	908	413	495	450
5000-00 · Salaries & Wages - Other	22,218	14,030	8,188	174,107	154,335	19,772	168,365
<b>Total 5000-00 · Salaries &amp; Wages</b>	25,852	17,933	7,919	223,002	197,268	25,735	215,201
5100-00 · Rent							
5110-00 · Utilities	60	75	(15)	1,030	825	205	900
5140-00 · Repairs & Maintenance	0	22	(22)	275	238	37	260
5150-00 · Office - Cleaning	0	142	(142)	1,306	1,558	(253)	1,700
5100-00 · Rent - Other	1,449	1,167	283	15,667	12,833	2,834	14,000
<b>Total 5100-00 · Rent</b>	1,510	1,405	105	18,277	15,455	2,822	16,860
5310-00 · Telephone							
5320-00 · Telephone	408	267	141	4,649	2,933	1,715	3,200
<b>Total 5310-00 · Telephone</b>	408	267	141	4,649	2,933	1,715	3,200
5420-00 · Mail - USPS	18	17	2	145	183	(38)	200
5520-00 · Supplies							
5525-00 · Supplies- Computer	0	45	(45)	1,232	495	737	540
5520-00 · Supplies - Other	32	113	(81)	472	1,238	(766)	1,350
<b>Total 5520-00 · Supplies</b>	32	158	(126)	1,704	1,733	(28)	1,890
5710-00 · Taxes, Licenses & Fees	0	8	(8)	120	92	28	100
5740-00 · Equipment Rental/Leasing	0	83	(83)	492	917	(425)	1,000
5800-00 · Training Seminars	0	0	0	0	2,000	(2,000)	2,000
6730-00 · Marketing Cooperative/Media	(9,697)	1,167	(10,864)	33,156	64,144	(30,988)	75,000
8200-00 · Associate Relations	391			419	0	419	0
8750-00 · Meals/Meetings	0	29	(29)	0	321	(321)	350
8810-00 · Dues & Subscriptions	0	63	(63)	0	688	(688)	750
<b>Total Expense</b>	18,514	21,130	(2,616)	281,965	285,733	(3,768)	316,551
<b>Net Ordinary Income</b>	8,038	5,422	2,616	65,848	62,081	3,768	67,503
<b>Other Income/Expense</b>							
Other Expense							
8990-00 · Allocated	3,464	5,422	(1,958)	47,862	62,081	(14,219)	67,503
<b>Total Other Expense</b>	3,464	5,422	(1,958)	47,862	62,081	(14,219)	67,503
<b>Net Other Income</b>	(3,464)	(5,422)	1,958	(47,862)	(62,081)	14,219	(67,503)
<b>Net Income</b>	4,574	(0)	4,574	17,987	(0)	17,987	0



**North Lake Tahoe Resort Association**  
**Profit & Loss Budget Performance**  
**42 - Visitor Center**

	May 21	Budget	\$ Over Budget	Jul '20 - May 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 - County of Placer TOT Funding	38,789	38,789	0	421,433	421,434	(1)	457,711
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC Income	2,664	0	2,664	4,802	0	4,802	0
4504-00 - Retail Revenue - Other	0	0	0	560	0	560	0
46000 - Merchandise Sales - Other	10,803	8,000	2,803	87,150	75,000	12,150	85,000
<b>Total 46000 - Merchandise Sales</b>	<b>13,467</b>	<b>8,000</b>	<b>5,467</b>	<b>92,512</b>	<b>75,000</b>	<b>17,512</b>	<b>85,000</b>
<b>Total Income</b>	<b>52,256</b>	<b>46,789</b>	<b>5,467</b>	<b>513,945</b>	<b>498,434</b>	<b>17,511</b>	<b>542,711</b>
<b>Gross Profit</b>	<b>52,256</b>	<b>46,789</b>	<b>5,467</b>	<b>513,945</b>	<b>498,434</b>	<b>17,511</b>	<b>542,711</b>
<b>Expense</b>							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	621	1,292	(670)	8,831	14,208	(5,377)	15,500
5030-00 - P/R - Health Insurance Expense	1,254	1,583	(330)	13,088	17,417	(4,330)	19,000
5040-00 - P/R - Workmans Comp	254	433	(180)	3,532	4,767	(1,235)	5,200
5060-00 - 401 (k)	336	417	(81)	3,820	4,583	(763)	5,000
5070-00 - Other Benefits and Expenses	0	82	(82)	965	900	65	982
5000-00 - Salaries & Wages - Other	8,858	15,568	(6,710)	100,591	171,250	(70,659)	166,818
<b>Total 5000-00 - Salaries &amp; Wages</b>	<b>11,323</b>	<b>19,375</b>	<b>(8,052)</b>	<b>130,806</b>	<b>213,125</b>	<b>(82,319)</b>	<b>232,500</b>
5100-00 - Rent							
5110-00 - Utilities	382	583	(201)	4,806	6,417	(1,611)	7,000
5140-00 - Repairs & Maintenance	0	458	(458)	1,238	5,042	(3,804)	5,500
5150-00 - Office - Cleaning	0	358	(358)	0	3,942	(3,942)	4,300
5100-00 - Rent - Other	6,522	6,721	(199)	70,502	73,929	(3,428)	80,650
<b>Total 5100-00 - Rent</b>	<b>6,904</b>	<b>8,121</b>	<b>(1,217)</b>	<b>76,545</b>	<b>89,329</b>	<b>(12,784)</b>	<b>97,450</b>
5310-00 - Telephone							
5320-00 - Telephone	377	238	139	3,692	2,613	1,080	2,850
<b>Total 5310-00 - Telephone</b>	<b>377</b>	<b>238</b>	<b>139</b>	<b>3,692</b>	<b>2,613</b>	<b>1,080</b>	<b>2,850</b>
5420-00 - Mail - USPS	18	17	2	145	183	(38)	200
5520-00 - Supplies							
5525-00 - Supplies - Computer	0	75	(75)	95	825	(730)	900
5520-00 - Supplies - Other	143	2,917	(2,774)	3,510	32,083	(28,573)	35,000
<b>Total 5520-00 - Supplies</b>	<b>143</b>	<b>2,992</b>	<b>(2,849)</b>	<b>3,606</b>	<b>32,908</b>	<b>(29,303)</b>	<b>35,900</b>
5700-00 - Equipment Support & Maintenance	0	4	(4)	0	48	(48)	50
5710-00 - Taxes, Licenses & Fees	0	4	(4)	31	46	(15)	50
5740-00 - Equipment Rental/Leasing	0	129	(129)	841	1,421	(580)	1,550
5800-00 - Training Seminars	0	250	(250)	0	2,750	(2,750)	3,000
5850-00 - Artist of Month - Commissions	2,070	250	1,820	3,272	2,750	522	3,000
6740-00 - Media/Collateral/Production	1,825	1,667	158	1,825	18,333	(16,508)	20,000
6742-00 - Non-NLT Co-Op Marketing Program	200	1,000	(800)	2,200	11,000	(8,800)	12,000
8100-00 - Cost of Goods Sold							
81100 - Freight and Shipping Costs	206	125	81	1,562	1,375	187	1,500
81900 - POS Inventory Adjustments	(16)	0	(16)	572	0	572	0
8100-01 - CGS - Other	0	0	0	247	0	247	0
8100-00 - Cost of Goods Sold - Other	5,591	3,576	2,015	46,000	33,525	12,475	38,000
<b>Total 8100-00 - Cost of Goods Sold</b>	<b>5,780</b>	<b>3,701</b>	<b>2,079</b>	<b>48,380</b>	<b>34,900</b>	<b>13,480</b>	<b>39,500</b>
8200-00 - Associate Relations	0	17	(17)	142	183	(42)	200
8500-00 - Credit Card Fees	293	376	(83)	3,059	3,525	(466)	4,000
8700-00 - Automobile Expenses	12	46	(34)	125	504	(379)	550
8750-00 - Meals/Meetings	0	33	(33)	58	367	(308)	400
8810-00 - Dues & Subscriptions	0	8	(8)	1,530	92	1,438	100
8910-00 - Travel	0	1,500	(1,500)	0	1,500	(1,500)	1,500
<b>Total Expense</b>	<b>28,943</b>	<b>39,727</b>	<b>(10,784)</b>	<b>276,257</b>	<b>415,575</b>	<b>(139,318)</b>	<b>454,800</b>
<b>Net Ordinary Income</b>	<b>23,313</b>	<b>7,062</b>	<b>16,251</b>	<b>237,688</b>	<b>80,859</b>	<b>156,829</b>	<b>87,911</b>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 - Allocated	4,980	7,062	(2,082)	68,811	80,859	(12,048)	87,921
<b>Total Other Expense</b>	<b>4,980</b>	<b>7,062</b>	<b>(2,082)</b>	<b>68,811</b>	<b>80,859</b>	<b>(12,048)</b>	<b>87,921</b>
<b>Net Other Income</b>	<b>(4,980)</b>	<b>(7,062)</b>	<b>2,082</b>	<b>(68,811)</b>	<b>(80,859)</b>	<b>12,048</b>	<b>(87,921)</b>
<b>Net Income</b>	<b>18,333</b>	<b>0</b>	<b>18,333</b>	<b>168,877</b>	<b>0</b>	<b>168,877</b>	<b>(10)</b>

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget Performance**  
 51 - TMPI

	May 21	Budget	\$ Over ...	Jul '20 - ...	YTD Bu...	\$ Over ...	Annual ...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	24,753	24,753	0	197,667	197,667	0	218,419
<b>Total Income</b>	24,753	24,753	0	197,667	197,667	0	218,419
<b>Gross Profit</b>	24,753	24,753	0	197,667	197,667	0	218,419
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	95	225	(130)	1,177	2,475	(1,298)	2,700
5030-00 · P/R - Health Insurance Expense	156	167	(11)	1,685	1,833	(148)	2,000
5040-00 · P/R - Workmans Comp	6	175	(169)	76	1,925	(1,849)	2,100
5060-00 · 401 (k)	0	167	(167)	0	1,833	(1,833)	2,000
5070-00 · Other Benefits and Expenses	0	17	(17)	9	186	(178)	203
5000-00 · Salaries & Wages - Other	1,586	3,836	(2,250)	18,304	42,191	(23,887)	46,026
<b>Total 5000-00 · Salaries &amp; Wages</b>	1,843	4,586	(2,743)	21,250	50,443	(29,193)	55,029
5100-00 · Rent							
5110-00 · Utilities	3			48	0	48	0
5140-00 · Repairs & Maintenance	0			14	0	14	0
5150-00 · Office - Cleaning	0			65	0	65	0
5100-00 · Rent - Other	72	0	72	783	0	783	0
<b>Total 5100-00 · Rent</b>	75	0	75	910	0	910	0
5310-00 · Telephone							
5320-00 · Telephone	21	0	21	207	0	207	0
<b>Total 5310-00 · Telephone</b>	21	0	21	207	0	207	0
5420-00 · Mail - USPS	1			7	0	7	0
5520-00 · Supplies							
5525-00 · Supplies- Computer	0			3	0	3	0
5520-00 · Supplies - Other	1,820	2,083	(264)	13,821	22,917	(9,096)	25,000
<b>Total 5520-00 · Supplies</b>	1,820	2,083	(264)	13,824	22,917	(9,093)	25,000
5710-00 · Taxes, Licenses & Fees	0			1			
5740-00 · Equipment Rental/Leasing	0			3	0	3	0
5800-00 · Training Seminars	0			150			
5900-00 · Professional Fees							
5921-00 · Professional Fees - Other	16,166	15,000	1,166	70,725	89,000	(18,275)	100,000
<b>Total 5900-00 · Professional Fees</b>	16,166	15,000	1,166	70,725	89,000	(18,275)	100,000
8700-00 · Automobile Expenses	0	0	0	65	0	65	0
8750-00 · Meals/Meetings	0	0	0	61	0	61	0
8810-00 · Dues & Subscriptions	2	0	2	66	0	66	0
8910-00 · Travel	0			13			
<b>Total Expense</b>	19,927	21,669	(1,742)	107,283	162,360	(55,077)	180,029
<b>Net Ordinary Income</b>	4,826	3,084	1,742	90,384	35,307	55,077	38,390
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	1,971	3,084	(1,113)	27,234	35,307	(8,072)	38,390
<b>Total Other Expense</b>	1,971	3,084	(1,113)	27,234	35,307	(8,072)	38,390
<b>Net Other Income</b>	(1,971)	(3,084)	1,113	(27,234)	(35,307)	8,072	(38,390)
<b>Net Income</b>	2,854	(0)	2,854	63,149	(0)	63,149	0

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget Performance**  
**60 - Membership**

	May 21	Budget	\$ Over Budget	Jul '20 - May...	YTD Budget	\$ Over Budget	Annual Bud...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4200-00 · Membership Dues Revenue	11,554	10,417	1,137	127,247	114,583	12,663	125,000
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	0	0	0	0	19,000	(19,000)	19,000
4250-05 · Sponsorships	0	0	0	0	19,000	(19,000)	19,000
4250-01 · Community Awards - Other	0	0	0	0	20,000	(20,000)	20,000
<b>Total 4250-01 · Community Awards</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,000</b>	<b>(58,000)</b>	<b>58,000</b>
4250-02 · Chamber Events	0	1,500	(1,500)	0	6,000	(6,000)	6,000
4250-03 · Summer/Winter Rec Luncheon	0	0	0	0	1,500	(1,500)	2,500
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0	200	(200)	500	1,600	(1,100)	2,000
4251-00 · Tues AM Breakfast Club - Other	0	550	(550)	0	3,450	(3,450)	4,000
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>0</b>	<b>750</b>	<b>(750)</b>	<b>500</b>	<b>5,050</b>	<b>(4,550)</b>	<b>6,000</b>
4250-00 · Revenues-Membership Activities - Other	385	0	385	6,675	0	6,675	0
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>385</b>	<b>2,250</b>	<b>(1,865)</b>	<b>7,175</b>	<b>70,550</b>	<b>(63,375)</b>	<b>72,500</b>
4253-00 · Revenue- Other	0	500	(500)	0	2,000	(2,000)	2,500
<b>Total Income</b>	<b>11,939</b>	<b>13,167</b>	<b>(1,228)</b>	<b>134,422</b>	<b>187,133</b>	<b>(52,712)</b>	<b>200,000</b>
<b>Gross Profit</b>	<b>11,939</b>	<b>13,167</b>	<b>(1,228)</b>	<b>134,422</b>	<b>187,133</b>	<b>(52,712)</b>	<b>200,000</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	238	458	(220)	2,902	5,042	(2,139)	5,500
5030-00 · P/R - Health Insurance Expense	347	667	(319)	2,607	7,333	(4,727)	8,000
5040-00 · P/R - Workmans Comp	17	33	(16)	131	367	(236)	400
5060-00 · 401 (k)	105	142	(37)	970	1,558	(589)	1,700
5070-00 · Other Benefits and Expenses	0	33	(33)	19	367	(347)	400
5000-00 · Salaries & Wages - Other	3,551	5,333	(1,782)	36,769	58,667	(21,897)	64,000
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>4,259</b>	<b>6,667</b>	<b>(2,408)</b>	<b>43,398</b>	<b>73,333</b>	<b>(29,935)</b>	<b>80,000</b>
5100-00 · Rent							
5110-00 · Utilities	23	33	(10)	369	367	2	400
5140-00 · Repairs & Maintenance	0	8	(8)	114	92	23	100
5150-00 · Office - Cleaning	0	58	(58)	447	642	(195)	700
5100-00 · Rent - Other	589	638	(49)	6,216	7,013	(797)	7,850
<b>Total 5100-00 · Rent</b>	<b>612</b>	<b>737</b>	<b>(126)</b>	<b>7,146</b>	<b>8,112</b>	<b>(967)</b>	<b>8,850</b>
5310-00 · Telephone							
5320-00 · Telephone	140	121	19	1,322	1,329	(7)	1,450
<b>Total 5310-00 · Telephone</b>	<b>140</b>	<b>121</b>	<b>19</b>	<b>1,322</b>	<b>1,329</b>	<b>(7)</b>	<b>1,450</b>
5420-00 · Mail - USPS	6	10	(4)	46	110	(64)	120
5520-00 · Supplies							
5525-00 · Supplies- Computer	35			37	0	37	0
5520-00 · Supplies - Other	10	167	(156)	185	1,833	(1,649)	2,000
<b>Total 5520-00 · Supplies</b>	<b>46</b>	<b>167</b>	<b>(121)</b>	<b>222</b>	<b>1,833</b>	<b>(1,612)</b>	<b>2,000</b>
5710-00 · Taxes, Licenses & Fees	0			23	0	23	0
5740-00 · Equipment Rental/Leasing	0	173	(173)	604	1,907	(1,302)	2,080
5900-00 · Professional Fees							
5921-00 · Professional Fees - Other	0	0	0	0	1,000	(1,000)	1,000
<b>Total 5900-00 · Professional Fees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>(1,000)</b>	<b>1,000</b>
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	0	0	0	295	28,000	(27,705)	28,000
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	500	(500)	1,000
6437-00 · Tuesday Morning Breakfast Club	0	413	(413)	0	2,588	(2,588)	3,000
6442-00 · Public Relations/Website/Digita	319	417	(98)	5,521	4,583	938	5,000
6423-00 · Membarship Activities - Other	0	417	(417)	2,560	4,583	(2,023)	5,000
<b>Total 6423-00 · Membership Activities</b>	<b>319</b>	<b>1,246</b>	<b>(927)</b>	<b>8,376</b>	<b>40,254</b>	<b>(31,878)</b>	<b>42,000</b>
8200-00 · Associate Relations	88	13	76	181	138	44	150
8500-00 · Credit Card Fees	44	0	44	529	1,850	(1,321)	1,850
8700-00 · Automobile Expenses	0	33	(33)	159	367	(208)	400
8750-00 · Meals/Meetings	0	33	(33)	8	367	(359)	400
8810-00 · Dues & Subscriptions	11	17	(6)	194	183	11	200
8910-00 · Travel	0			7			
8920-00 · Bad Debt	0	0	0	37,587	0	37,587	0
<b>Total Expense</b>	<b>5,524</b>	<b>9,217</b>	<b>(3,692)</b>	<b>99,802</b>	<b>130,783</b>	<b>(30,981)</b>	<b>140,500</b>
<b>Net Ordinary Income</b>	<b>6,414</b>	<b>3,950</b>	<b>2,464</b>	<b>34,620</b>	<b>56,350</b>	<b>(21,731)</b>	<b>59,500</b>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	1,540	2,407	(867)	21,272	27,554	(6,283)	29,961

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06/24/21

Accrual Basis

North Lake Tahoe Resort Association  
Profit & Loss Budget Performance  
60 - Membership

	May 21	Budget	\$ Over Budget	Jul '20 - May...	YTD Budget	\$ Over Budget	Annual Bud...
Total Other Expense	1,540	2,407	(867)	21,272	27,554	(6,283)	29,961
Net Other Income	(1,540)	(2,407)	867	(21,272)	(27,554)	6,283	(29,961)
Net Income	4,875	1,543	3,332	13,348	28,796	(15,448)	29,539

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget Performance**  
**70 - Administration**

	May 21	Budget	\$ Over Budget	Jul '20 - May 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4720-00 · Miscellaneous	2,403	0	2,403	14,004	0	14,004	0
<b>Total Income</b>	<b>2,403</b>	<b>0</b>	<b>2,403</b>	<b>14,004</b>	<b>0</b>	<b>14,004</b>	<b>0</b>
<b>Gross Profit</b>	<b>2,403</b>	<b>0</b>	<b>2,403</b>	<b>14,004</b>	<b>0</b>	<b>14,004</b>	<b>0</b>
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	1,418	2,250	(832)	22,699	24,750	(2,051)	27,000
5030-00 · P/R - Health Insurance Expense	3,235	3,292	(56)	33,233	36,208	(2,976)	39,500
5040-00 · P/R - Workmans Comp	40	194	(155)	(208)	2,138	(2,346)	2,332
5060-00 · 401 (k)	356	1,250	(894)	993	13,750	(12,757)	15,000
5070-00 · Other Benefits and Expenses	0	117	(117)	931	1,283	(353)	1,400
5090-00 · Salaries & Wages - Other	23,030	33,527	(10,497)	332,039	368,793	(36,754)	402,320
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>28,079</b>	<b>40,629</b>	<b>(12,550)</b>	<b>389,687</b>	<b>446,923</b>	<b>(57,236)</b>	<b>487,552</b>
5100-00 · Rent							
5110-00 · Utilities	101	125	(24)	1,731	1,375	356	1,500
5140-00 · Repairs & Maintenance	342	325	17	5,239	3,575	1,664	3,900
5150-00 · Office - Cleaning	0	250	(250)	2,185	2,750	(565)	3,000
5100-00 · Rent - Other	2,427	1,893	534	30,118	20,827	9,291	22,720
<b>Total 5100-00 · Rent</b>	<b>2,870</b>	<b>2,593</b>	<b>277</b>	<b>39,273</b>	<b>28,527</b>	<b>10,746</b>	<b>31,120</b>
5310-00 · Telephone							
5320-00 · Telephone	1,062	750	312	10,843	8,250	2,593	9,000
<b>Total 5310-00 · Telephone</b>	<b>1,062</b>	<b>750</b>	<b>312</b>	<b>10,843</b>	<b>8,250</b>	<b>2,593</b>	<b>9,000</b>
5420-00 · Mail - USPS	165	83	82	709	917	(207)	1,000
5510-00 · Insurance/Bonding	269	1,692	(1,423)	9,352	18,608	(9,256)	20,300
5520-00 · Supplies							
5525-00 · Supplies- Computer	2,051	167	1,884	4,825	1,833	2,992	2,000
5520-00 · Supplies - Other	139	603	(464)	2,584	6,628	(4,044)	7,230
<b>Total 5520-00 · Supplies</b>	<b>2,190</b>	<b>769</b>	<b>1,421</b>	<b>7,409</b>	<b>8,461</b>	<b>(1,052)</b>	<b>9,230</b>
5610-00 · Depreciation	153	0	153	1,222	0	1,222	0
5700-00 · Equipment Support & Maintenance	2,396	2,250	146	24,321	24,750	(429)	27,000
5710-00 · Taxes, Licenses & Fees	322	1,000	(678)	11,902	11,000	902	12,000
5740-00 · Equipment Rental/Leasing	0	417	(417)	1,234	4,583	(3,349)	5,000
5800-00 · Training Seminars	0	687	(687)	376	7,333	(6,957)	8,000
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	1,460	625	835	7,320	6,875	445	7,500
5920-00 · Professional Fees - Accountant	0	0	0	21,800	26,000	(4,200)	26,000
5921-00 · Professional Fees - Other	0	1,625	(1,625)	0	17,875	(17,875)	19,500
<b>Total 5900-00 · Professional Fees</b>	<b>1,460</b>	<b>2,250</b>	<b>(790)</b>	<b>29,120</b>	<b>50,750</b>	<b>(21,630)</b>	<b>53,000</b>
5941-00 · Research & Planning	0	1,250	(1,250)	0	13,750	(13,750)	15,000
7500-00 · Trade Shows/Travel	0	1,250	(1,250)	0	13,750	(13,750)	15,000
8200-00 · Associate Relations	0	83	(83)	2,175	917	1,259	1,000
8300-00 · Board Functions	1,014	500	514	4,001	6,500	(2,499)	7,000
8600-00 · Additional Opportunitis	650	2,083	(1,433)	7,150	22,917	(15,767)	25,000
8700-00 · Automobile Expenses	59	250	(191)	1,348	2,750	(1,402)	3,000
8750-00 · Meals/Meetings	0	417	(417)	308	4,583	(4,275)	5,000
8810-00 · Dues & Subscriptions	542	1,167	(624)	10,487	12,833	(2,346)	14,000
8910-00 · Travel	0	0	0	114	0	114	0
8920-00 · Bad Debt	50	0	50	137	0	137	0
<b>Total Expense</b>	<b>41,280</b>	<b>60,100</b>	<b>(18,820)</b>	<b>551,170</b>	<b>688,102</b>	<b>(136,932)</b>	<b>748,202</b>
<b>Net Ordinary Income</b>	<b>(38,878)</b>	<b>(60,100)</b>	<b>21,223</b>	<b>(537,166)</b>	<b>(688,102)</b>	<b>150,936</b>	<b>(748,202)</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 · Allocated	(38,878)	(60,100)	21,223	(537,166)	(688,102)	150,936	(748,202)
<b>Total Other Expense</b>	<b>(38,878)</b>	<b>(60,100)</b>	<b>21,223</b>	<b>(537,166)</b>	<b>(688,102)</b>	<b>150,936</b>	<b>(748,202)</b>
<b>Net Other Income</b>	<b>38,878</b>	<b>60,100</b>	<b>(21,223)</b>	<b>537,166</b>	<b>688,102</b>	<b>(150,936)</b>	<b>748,202</b>
<b>Net Income</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>

**NORTH LAKE TAHOE RESORT ASSOCIATION (NL TMC)**

**Employee Expense Report**

Month Yr May 2021  
 Employee Hentz, Jeff

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
	A						
	B						
	C						
	D						
	E						
	F						
	G						
	H						
	I						
	J						
	K						
	L						
	M						
	N						
	O						
	P						
	Q						
	R						
	S						
	T						
	U						
	V						
	W						
	X						
	Y						
	Z						
<b>MILEAGE REIMBURSEMENT</b>							
	Attach 1		Mileage	See Attached Mileage Report		\$ 46.48	8700-00-70
				Mileage Reimbursed Through Payroll		\$0.00	
<b>TOTAL - CREDIT CARD EXPENSES</b>							
<b>TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)</b>							
						\$46.48	

Signed By: Jeff Hentz DocuSigned by: Jeff Hentz  
 Date: 6/10/2021 Approved By: Jim Pluhlan  
 Date: 7/1/2021

ACCOUNTING			
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	DATE SCANNED
		<u>JS</u>	<u>6/11/2021</u>



**NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)**  
Employee Expense Report

Month'Yr May 2021  
Employee Hentz, Jeff

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
05.27.2021	A	Front Street Station	39	lunch for election envelope stuffing	\$88.20		8200-00/60
05.28.2021	B	CSG Direct	3973299	mailer for TBID setup process to Tier 1/2/3 businesses	\$818.00		5520-00/51
	C						
	D						
	E						
	F						
	G						
	H						
	I						
	J						
	K						
	L						
	M						
	N						
	O						
	P						
	Q						
	R						
	S						
	T						
	U						
	V						
	W						
	X						
	Y						
	Z						
<b>MILEAGE REIMBURSEMENT</b>							
	Attach 1		Mileage	See Attached Mileage Report		\$28.00	8700-00-70
				Mileage Reimbursed Through Payroll			
<b>TOTAL - CREDIT CARD EXPENSES</b>					<b>\$906.20</b>		
<b>TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)</b>						<b>\$28.00</b>	

Signed By: Jeff Hentz  
Date: 6/10/2021

Approved By: Jim Phelan  
Date: 7/1/2021

ACCOUNTING				
DATE RECEIVED	DATE ENTERED	Accounting Manager APPROVAL	Accounting Manager APPROVAL DATE	DATE SCANNED
		<u>WS</u>	<u>6/11/2021</u>	







BANKCARD CENTER  
PO BOX 84043  
COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number	XXXX-XXXX-0150-4616
Statement Date	MAY 28, 2021
Total Activity	\$906.20

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

JEFFREY HENTZ  
N LAKE TAHOE RESORT  
PO BOX 5459  
TAHOE CITY CA 96145-5459

ACCOUNT MESSAGES

Your Bank of the West Mastercard includes an additional benefit: Mastercard ID Theft Protection with access to complimentary Identity Theft resolution services. The benefit also helps prevent identity theft by monitoring the Internet to identify compromised and potentially damaging use of personal information. To enroll your card, please visit: <https://mastercardus.idprotectiononline.com>.

ACCOUNT SUMMARY

JEFFREY HENTZ XXXX-XXXX-0150-4616	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$906.20		\$0.00		\$0.00		\$906.20

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
05-27	05-26	55310201147400757000087	FRONT STREET STATION TAHOE CITY CA	88.20
		Tax ID: 260088583 Mer Zip: 96145		
05-28	05-27	85345331147900010208360	CSG DIRECT INC 775-8529777 NV	818.00
		Tran: 3973299 Tax ID: 880374083 Mer Ref: 3973299 Mer Zip: 89511 Origin Zip: 89511 Dest Zip: 96145 Dest Ctry: USA Tax: 40.90 Product Code: 3973299 Desc: CSG Direct Inc Qty: 1.0000 Unit: EAC Disc: N Ext Item Amt: 818.00		

A  
B

For Customer Service, Call:  1-866-432-8161	Account Number	XXXX-XXXX-0150-4616	Account Summary	
	Statement Date	MAY 28, 2021	Purchases & Other Charges	\$906.20
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Credit Limit	\$10,000	Cash Advances	\$0.00
	Disputed Amount	\$0.00	Fees	\$0.00
			Credits	\$0.00
			Payments	\$0.00
		Total Activity	\$906.20	

### IMPORTANT INFORMATION ABOUT THIS STATEMENT

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

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

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

**FRONT STREET STATION ( Tahoe City)**

205 RIVER RD  
TAHOE CITY, CA 96145  
5303632004

**ORDER: 039**  
**Walk In - To Go**

Cashier: Day shift crew  
26-May-2021 12:48:35P

Transaction **218850**

1	1/2 LARGE SPICY THAI	\$14.50
1	1/2 LARGE BBQ CHICK	\$14.25
1	1/2 MEDIUM PEPPERONI	\$10.25
1	1/2 MEDIUM CHEESE	\$9.00
1	MEDIUM SAUSAGE	\$20.00
	Mushrooms	\$2.00
1	Yerba Mate	\$3.50

**Total** \$73.50  
**Tip** \$14.70

CREDIT CARD SALE \$88.20  
MASTERCARD 4616

26-May-2021 12:50:19P  
\$88.20 | Method: EMV  
MASTERCARD XXXXXXXXXXXXX4616  
JEFFREY HENTZ  
Reference ID: 114600598726 | Auth ID:  
066750  
MID: \*\*\*\*\*3884  
AID: A0000000041010  
AthNtwkNm: MASTERCARD  
SIGNATURE VERIFIED

Online: <https://clover.com/p/1NETZK0HTY5XP>

Order SNSH3EB8BR116  
Payment 1NETZK0HTY5XP

Clover Privacy Policy  
<https://clover.com/privacy>

5/26

Electron Mailer -  
Lunch for

Staff

- Katie
- Liz
- Amber
- Kym
- Anna
- Jeff



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

DATE	INVOICE NO.
5/27/2021	3973299

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

P.O. NO.	TERMS	CONTACT	PRODUCT/JOB NAME
	PRE-PAY	J. HENTZ	MAY21 NON LODGE LTR
ITEM	QTY	DESCRIPTION	AMOUNT
DIGITAL PRI...	28	Digital Print- Nevada Mail	19.38T
DIGITAL PRI...	523	Digital Print- Out of State Mail	362.03
MAIL SERVI...	551	DIRECT MAIL OR PRODUCTION SERVICES	287.42
		Subtotal	668.83
PROCESSIN...		Postage Processing Fee	5.68
POSTAGE		USPS POSTAGE	141.89
		Washoe County Sales Tax	1.60
		B	

Thank You for your business.  
 Overdue invoices are subject to late fees of 2% / mo.

**BALANCE DUE:** \$818.00

775.852.9777 • 800.881.2150 • csgdirect.com

The receipt for 393867286 has been successfully emailed to TAMI.JONES@CSGDIRECT.COM

CSG Direct Inc

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

5/27/2021 11:09:35 AM

Reference Number:	393867286
Total:	\$818.00
Transaction Type:	Sale
Transaction Status:	Pending Settlement
Card Brand:	MasterCard
Card Number:	xxxxxxxxxxxx4616
Entry Method:	Keyed
Approval Code:	037007
Approval Message:	EXACT MATCH
AVS Result:	Full Exact Match
CSC Result:	Match
Customer Name:	JEFFREY HENTZ NORTH LAKE TAHOE RESORT ASSOCIATION
Invoice:	3973299

X \_\_\_\_\_  
Please sign here to agree to payment.



## MEMORANDUM

Date: July 2, 2021

TO: NLTRA Board of Directors

FROM: Jeffrey Hentz

RE: First Year Economic Development Services Agreement /Scope of Work with Tahoe City Downtown Association and North Tahoe Business Association

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### Action Requested:

Approval of the first year Agreement & scope of work between NLTRA and Tahoe City Downtown Association (TCDA) and North Tahoe Business Association (NTBA) or 21/22 fiscal year.

### Background:

In FY 21/22, NLTRA will take over management of the economic development services agreement from Placer County and both NTBA and TCDA. This is a 1-year agreement with the Tahoe City Downtown Association and the North Tahoe Business Association and includes a 1) Scope of Work (Exhibit A); and 2) Payment Schedule (Exhibit B), 3) Membership & Sponsorship Benefits (Exhibit C);

NLTRA and our attorney utilized the most recent Placer County economic development services agreement (see attached) with both NTBA and TCDA. Our attorney and NLTRA used this current agreement as the source to create a new Agreement that condensed several Exhibits into the new agreement pending approval by NLTRA Board. This included:

- Relocation of Exhibit B -Reporting Requirement – of County agreement into Section 5 of this agreement
- Added a New section 3 – Membership & Sponsorship and referenced what is Exhibit C
- Relocated Exhibit E, General Conditions, of the current County agreement into the body of this agreement starting with Section 8.
- Added a new Section 20, Dispute Resolution into this agreement.
- Creation of new Exhibit B – Invoice and Payment Schedule

The changes made in this new agreement are sourced from the current Placer County agreement and are **color-coded** with the following breakdown to assist you in understanding these changes:

- Changes in Blue = New Language added to this new NLTRA agreement with NTBA/TCDA
- Changes in RED = Deleted language from Placer County's agreement
- Changes in Green = Language re-located from Placer County agreement/Exhibits into this new agreement

**Fiscal Impact:**

The budget for Tahoe City Downtown Association and North Tahoe Business Association is \$100,000 each.

**Attachments:**

- NLTRA FY 21/22 Scope of Work for Tahoe City Downtown Association
- NLTRA FY 20/22 Scope of Work for North Tahoe Business Association
- NLTRA Economic Development Services Agreement with Tahoe City Downtown Association and North Tahoe Business Association for FY2021/22.
- Placer County Economic Development Services Agreement with Tahoe City Downtown Association and North Tahoe Business Association.



Administering Agency: ~~Placer County, County Executive Office Contract No.:~~

ECONOMIC DEVELOPMENT SERVICES AGREEMENT FOR BUSINESS COMMUNITY  
DEVELOPMENT AND PROMOTIONAL SERVICES \_\_\_\_\_

BY AND BETWEEN

~~IN THE~~ NORTH LAKE TAHOE ~~AREA FOR FY 2020-21~~ RESORT ASSOCIATION, INC.

AND

TAHOE CITY DOWNTOWN ASSOCIATION

This Economic Development Services Agreement For Business Community Development And Promotional Services ("Agreement") is made and entered into this \_\_\_\_\_ day of July, 2021 by and between the North Lake Tahoe Resort Association, Inc., a California Nonprofit Public Benefit Corporation ("NLTRA") and Tahoe City Downtown Association a California Nonprofit Public Benefit Corporation ("TCDA") (hereinafter sometimes referred to individually as "Party" and collectively as "Parties") with respect to the following

RECITALS

WHEREAS, the ~~County Executive Office~~ NLTRA wishes to encourage and support the Tahoe City Downtown Association in its effort to implement a Main Street Program in the Tahoe City/North Lake Tahoe areas; and

WHEREAS, sufficient funds have been budgeted by the ~~County~~ NLTRA to fund ~~the services contract;~~ and this Agreement.

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

~~WHEREAS, this Agreement is made and entered into, as of July 1, 2020, and will commence per the terms as outlined below, by and between the COUNTY OF PLACER, ("County") and the TAHOE CITY DOWNTOWN ASSOCIATION ("TCDA"), a nonprofit corporation, who agree as follows:~~

- ~~1. SERVICES.~~ Subject to the terms and conditions set forth in this ~~agreement~~ Agreement, TCDA shall provide the services described in Exhibit A, Scope of Work, incorporated herein by this reference ("Services"). TCDA shall provide said ~~services~~ Services at the time, place, and in the manner specified in Exhibit A.
- ~~2. PAYMENT.~~ County NLTRA shall pay TCDA for ~~services~~ Services rendered pursuant to this ~~agreement~~ Agreement at the time and in the amount set forth in Exhibit ~~DB~~, incorporated herein by this reference. The payment specified in Exhibit ~~DB~~ shall be the only payments made to TCDA for ~~services~~ Services rendered pursuant to this Agreement. TCDA shall submit all billings for said ~~services~~ Services to County NLTRA in the manner specified in Exhibit ~~DB~~ and this ~~agreement~~ Agreement. Evaluations of invoices shall be consistent with the criteria established in this Agreement and associated Exhibits. The amount of the ~~contract~~ Agreement shall not

~~agreement. Any inconsistency between said General Provisions and any other term or condition of this agreement shall be controlled by the term or condition of this agreement insofar as they are inconsistent.~~

~~IV. EXHIBITS. All exhibits referred to herein are attached hereto and by this reference incorporated herein.~~

3. MEMBERSHIP AND SPONSORSIP BENEFITS. As partial consideration for entering into this Agreement, TCDA shall provide NLTRA with member and event sponsorship benefits set forth in Exhibit C, Membership and Sponsorship Benefits, incorporated herein by this reference.

4. ~~V. INVOICING PACKAGE.~~ The TCDA shall submit monthly invoices (hereon referred to as "invoices") to address the tasks listed in Exhibit A. These invoices shall be evaluated by the following set of criteria:

- a. ~~1.~~ Inclusion of monthly report consistent with tasks and metrics identified in Exhibit A.
- b. ~~2.~~ Submission of invoice per schedule and required backup as defined in Exhibit B.
- c. ~~3.~~ Submission of Contract Compliance Summary Matrix in the form attached hereto as defined in Exhibit ~~F~~D, incorporated herein by this reference.
- d. ~~4.~~ Profit/Loss monthly financial report including expenses for each focus area and/or task.

5. REPORTING RQUIREMENTS. TCDA shall report the status of the Services it is providing pursuant to this Agreement to NLTRA as follows.

- a. Quarterly Reports. TCDA to submit quarterly reports to NLTRA CEO and <sup>th</sup> assigned staff on a quarterly basis – Oct. 15<sup>th</sup>, January 15<sup>th</sup>, April 15<sup>th</sup>, July 15<sup>th</sup> - that will include reporting on all focus areas and outlining the metrics accomplished organized by focus area and outlining the metrics accomplished.
- b. Semi-Annual NLTRA Board Mid-Year Update - TCDA will present to the NLTRA Board of Directors at the February Board meeting to update on all Agreement Scope of Work tasks and targeted goals/objectives from the first 6-months of the fiscal year. TCDA Board of Directors will be invited to attend and offer additional support and information.
- c. Annual Report to NLTRA Board – TCDA agree to prepare an annual <sup>th</sup> report on past year's accomplishments and submit no later than September 15<sup>th</sup>, 2022 to NLTRA CEO and prepare a PowerPoint presentation to NLTRA Board at the October 2022 Board meeting.
- d. September 15<sup>th</sup>, 2022 to NLTRA CEO and prepare a PowerPoint presentation to NLTRA Board at the October 2022 Board meeting.

County ~~NLIRA~~, according to generally accepted accounting and internal control principles, and County ~~NLTRA~~ shall have the right to inspect such records at any reasonable time. Notwithstanding any other terms of this ~~agreement~~ Agreement, no payments shall be made to TCDA until the County ~~NLTRA~~ is satisfied that ~~work~~ Services of such value ~~has~~ have been rendered by the TCDA pursuant to this ~~agreement~~ Agreement.

7. ~~VII.~~ EFFECTIVE PERIOD. This ~~agreement~~ Agreement shall be effective for the period of 12 months commencing July 1, ~~2020~~ 2021 and ending June 30, ~~2021~~ 2022 unless canceled by either ~~party~~ Party pursuant to the cancellation provisions herein. Renewal for any term will require a written amendment to this Agreement, signed by an authorized representative(s) of each ~~party~~ Party.
8. INDEPENDENT CONTRACTOR. At all times during the term of this Agreement, employees of TCDA shall be independent contractors and at no time shall employees of the TCDA be employees of the NLTRA. NLTRA shall have no right to control TCDA's performance hereunder except only insofar as is necessary to assure that the NLTRA receives acceptable Services from TCDA pursuant to this Agreement. NLTRA shall not have the right to control the means by which TCDA accomplished Services rendered pursuant to this Agreement, and shall therefore, not be responsible for willful or negligent acts of TCDA.
9. LICENSES, PERMITS, ETC. TCDA represents and warrants to NLTRA that it has all licenses, permits, qualifications, and approvals of whatsoever nature, which are legally required for TCDA to practice its profession. TCDA represents and warrants to NLTRA that TCDA shall, at its sole cost and expense, obtain and keep in effect at all times during the term of this Agreement, any licenses, permits, and approvals which are legally required for TCDA to provide the Services at the time the Services are performed.
10. TIME. TCDA shall devote such time to the performance of Services pursuant to this Agreement as may be reasonably necessary for the satisfactory performance of TCDA's obligations pursuant to this Agreement. Neither Party shall be considered in default of this Agreement to the extent performance is prevented or delayed by any cause, present or future, which is beyond the reasonable control of the Party failing to timely perform.
11. HOLD HARMLESS AND INDEMNIFICATION AGREEMENT. The TCDA hereby agrees to protect, defend, indemnify, and hold NLTRA, its directors, officers, employees and volunteers (collectively "NLTRA Indemnitees") free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by NLTRA Indemnitees arising in favor of any party, including claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. TCDA agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the TCDA. TCDA also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create

12. NSURANCE. TCDA shall file with NLTRA concurrently herewith a Certificate of Insurance, in companies acceptable to NLTRA, with a Best's Rating of no less than A-VII showing.

A. Worker's Compensation and Employer Liability Insurance.

- (1). Worker's Compensation Insurance shall be provided as required by any applicable law or regulation. Employer's liability insurance shall be provided in amounts not less than one million dollars (\$1,000,000) each accident for bodily injury by accident, one million dollars (\$1,000,000) policy limit for bodily injury by disease, and one million dollars (\$1,000,000) each employee for bodily injury by disease.
- (2). If there is an exposure of injury to TCDA'S employees under the U.S. Longshoremen's and Harbor Worker's Compensation Act, the Jones Act, or under laws, regulations, or statutes applicable to maritime employees, coverage shall be included for such injuries or claims.
- (3). Each Worker's Compensation policy shall be endorsed with the following specific language:
  - a. Cancellation Notice – "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the NLTRA".
  - b. Waiver of Subrogation – The workers' compensation policy shall be endorsed to state that the workers' compensation carrier waives its right of subrogation against the NLTRA, its directors, officers, employees, agents or volunteers, which might arise by reason of payment under such policy in connection with performance under this Agreement by the TCDA.
  - c. CONTRACTOR shall require all SUBCONTRACTORS to maintain adequate Workers' Compensation insurance. Certificates of Workers' Compensation shall be filed forthwith with the NLTRA upon demand.

B. General Liability Insurance.

- (1). Comprehensive General Liability or Commercial General Liability insurance covering all operations by or on behalf of TCDA, providing insurance for bodily injury liability and property damage liability for the limits of liability indicated below and including coverage for:
  - a. Contractual liability insuring the obligations assumed by TCDA in this Agreement.
- (2). One of the following forms is required:
  - a. Comprehensive General Liability;
  - b. Commercial General Liability (Occurrence); or
  - c. Commercial General Liability (Claims Made)
- (3). If TCDA carries a Comprehensive General Liability policy, the limits of liability shall not be less than a Combined Single Limit for bodily injury, property damage, and Personal Injury Liability of:
  - a. One million dollars (\$1,000,000) each occurrence
  - b. Two million dollars (\$2,000,000) aggregate
- (4). If TCDA carries a Commercial General Liability (Occurrence) policy:

- One million dollars (\$1,000,000) for Products-Completed Operations
- b. Two million dollars (\$2,000,000) General Aggregate
- c. If the policy does not have an endorsement providing that the General Aggregate Limit applies separately, or if defense costs are included in the aggregate limits, then the required aggregate limits shall be two million dollars (\$2,000,000).

(5). Special Claims Made Policy Form Provisions:

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

- a. The limits of liability shall not be less than:
  - One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
  - One million dollars (\$1,000,000) aggregate for Products Completed Operations
  - Two million dollars (\$2,000,000) General Aggregate
- b. The insurance coverage provided by TCDA shall contain language providing coverage up to one (1) year following the completion of this Agreement in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims-made policy.

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

(7). Endorsements. Each Comprehensive or Commercial General Liability policy shall be endorsed with the following specific language:

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

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

D. Additional Requirements.

- (1). Premium Payments – The insurance companies shall have no recourse against the NLTRA and funding agencies, its directors, officers and employees or any of them for payment of any premiums or assessments under any policy issued by a mutual insurance company.
- (2). Policy Deductibles – The TCDA shall be responsible for all deductibles in all of the TCDA's insurance policies. The maximum amount of allowable deductible for insurance coverage required herein shall be \$25,000.
- (3). CONSULTANT's Obligations – TCDA's indemnity and other obligations shall not be limited by the foregoing insurance requirements and shall survive the expiration of this Agreement.
- (4). Verification of Coverage – TCDA shall furnish the NLTRA with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the NLTRA before Services are provided. However, failure to obtain the required documents prior to the work beginning shall not waive the TCDA's obligation to provide them. The NLTRA reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

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

13. CONSULTANT NOT AGENT. Except as NLTRA may specify in writing, TCDA shall have no authority, express or implied, to act on behalf of NLTRA in any capacity as an agent. TCDA shall not have authority, express or implied, pursuant to this Agreement to bind NLTRA to any contractual obligation whatsoever.

14. ASSIGNMENT PROHIBITED. TCDA may not assign any right or obligation pursuant to this Agreement. Any attempted or purported assignment of any right or obligation pursuant to this Agreement shall be void and of no legal effect.

15. STANDARD OF PERFORMANCE. TCDA shall perform all Services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner or business in which TCDA is engaged. All products of whatsoever nature which TCDA delivers to NLTRA pursuant to this Agreement shall be prepared in a workmanlike manner and shall conform to the standards or quality normally observed by a person practicing in TCDA's business. A violation of the standard of performance described in this paragraph shall constitute a material breach of the Agreement.

16. DESIGNATED REPRESENTATIVE (Name): NLTRA is the representative of NLTRA and will administer this Agreement for the TCDA. Changes in designated representatives shall occur only by  
Executive Director is the authorized representative for the TCDA and will administer this Agreement for the TCDA. Changes in designated representatives shall occur only by

advance written notice to the other Party.

17. NOTICE AND CORRESPONDENCE.

- A) Notice and correspondence to NLTRA regarding this Agreement should be delivered to: Jeffrey Hentz  
North Lake Tahoe Resort  
Association, Inc. 100 North Lake  
Blvd.  
Tahoe City, CA 96145
- B) Notice and correspondence to TCDA should be delivered to: Kylee Bigelow,  
Executive Director Tahoe City  
Downtown Association  
P.O. Box 6744  
Tahoe City, California 96145  
Phone: (530) 583-3348 Fax: (530) 583-3098

18. TERMINATION. Either Party shall have the right to terminate this Agreement upon thirty (30) days' notice by giving notice in writing of such termination to the other Party. In the event NLTRA gives notice of termination, TCDA shall immediately cease rendering Service upon receipt of such written notice, and the following shall apply:

- A) TCDA shall deliver copies of all writings prepared by it pursuant to this Agreement. The term "writings" shall be construed to mean and include: handwriting, typewriting, printing, photocopies, photographing, computer disks and every other means of recording upon any tangible things, and form of communication or representation, including letters, words, picture, sounds, or symbols, or combinations thereof.
- B) NLTRA shall have full ownership and control of all such writings or other communications delivered by TCDA pursuant to this Agreement.
- C) NLTRA shall pay TCDA the reasonable value of Services rendered by TCDA to the date of termination pursuant to this Agreement not to exceed the amount documented by TCDA and approved by NLTRA as work accomplished to date; provided, however, that in no event shall the NLTRA be liable for lost profits which might have been made by TCDA had TCDA completed the services required by this Agreement. In this regard, TCDA shall furnish to the NLTRA such financial information as in the judgment of the NLTRA is necessary to determine the reasonable value of the Services rendered by TCDA. In the event of a dispute as to the reasonable value of the Services rendered by TCDA, the decision of the NLTRA shall be final.

Acceptance of payment described in this paragraph shall constitute a complete accord and satisfaction as between the Parties. The foregoing is cumulative and does not affect any right or remedy, which NLTRA may have in law or equity.

19. OWNERSHIP OF INFORMATION. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA and TCDA agrees to deliver reproducible copies of such documents to NLTRA on completion of the services hereunder. TCDA, by signing this Agreement, disclaims any copyright in the information published or produced in conjunction with this

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Agreement.

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

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

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

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

iii. In the event the committees fail to resolve the dispute to the satisfaction of the Parties, the unsatisfied party shall within five (5) days of the CEOs meeting, provide a written notice to the other Party requesting that a neutral mediator (agreed to by both committees) be engaged to attempt to resolve the dispute. The mediator shall use best efforts to meet within thirty (30) days of receipt of the notice, but no later than forty-five (45) days after receipt of the notice.

b. Formal Dispute Resolution. The Parties agree that any dispute or claim in law or equity arising between them out of this Agreement or any resulting transaction, which is not settled through the Informal Dispute Resolution procedures set forth above, shall be decided by neutral, binding arbitration and not by court action. The arbitration shall be conducted by a retired judge or justice, or an attorney with not less than five (5) years substantial experience with business law, unless the Parties mutually agree to a different arbitrator, who shall render an award in accordance with substantive California law. In all other respects, the arbitration shall be conducted in accordance with Part III, Title 9 of the California Code of Civil Procedure. Judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction. The Parties shall have the right to discovery in accordance with Code of Civil Procedure section 1283.05. The award may be vacated or corrected on appeal to a court of competent jurisdiction for any error in applying substantive California law. The arbitration shall take place in Tahoe City, unless the Parties agree to conduct it in a different location.

21. WAIVER. One or more waivers by one Party of any major or minor breach or default of any provision term, condition, or covenant of this Agreement shall not operate as a waiver of any subsequent breach or default by the other Party.

22. ENTIRETY OF AGREEMENT. This Agreement contains the entire agreement of NLTRA and TCDA with respect to the subject matter hereof, and no other agreement, statement or promise made by any Party, or to any employee, offer or agent of any party which is

not contained in this Agreement shall be binding or valid.

23. GOVERNING LAW. This Agreement is executed and intended to be performed in the State of California, and the laws of California shall govern its interpretation and effect. Venue for any litigation arising from this Agreement shall be the Superior Court for the County of Placer.

24. INTEREST OF TCDA. TCDA covenants that it presently has no interest and shall not acquire any interest, direct, or indirect, which would conflict in any manner or degree with the performance of its Services hereunder. TCDA further covenants that in the performance of this Agreement no person having any such interest shall be employed.

25. AMENDMENT. This Agreement may be amended at any time upon the mutual written agreement of the Parties.

Executed as of the day first above stated: **PLACER**

**COUNTY**

By: \_\_\_\_\_, Todd Leopold, County Executive Officer

NORTH LAKE TAHOE RESORT ASSOCIATION ("NLTRA")

TAHOE CITY DOWNTOWN ASSOCIATION ("TCDA")

By: ~~Robb~~ \_\_\_\_\_ Date: \_\_\_\_\_  
Rob Olson, President

By: \_\_\_\_\_ Kylee Bigelow,  
~~Executive Director~~ APPROVED AS TO FORM:



## MEMORANDUM

Date: July 2, 2021

TO: NLTRA Board of Directors

FROM: Amber Burke, Dir. of Marketing

RE: NLTRA FY 21/22 Scope of Work and Budget Addendum for Augustine Agency Services

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### Action Requested:

Approval of the scope of work between NLTRA and Augustine Agency for NLTRA specific work in the 21/22 fiscal year.

### Background:

On April 1, 2021, NLTRA entered into a 3-year agreement with Augustine Agency for Advertising, Marketing and Design services. Augustine Agency will be taking over the In-Market Tourism Development media buying and creative production services per the agency RFP process. This will guarantee the In-Market Tourism Development campaigns are in alignment with the broader consumer media brand.

To clarify services for this fiscal year, we've created a scope of work and budget for the 21/22 fiscal year to act as an addendum to the broader contract. This gives leeway to utilize Augustine Agency services for both In-Market Tourism Development services and broader NLTRA services if necessary. There is no obligation of services rendered, just an anticipated budget. All projects will be quoted and approved before being executed.

### Fiscal Impact:

The In-Market Tourism Development annual budget is \$80,000.

### Attachments:

- NLTRA FY 21/22 Scope of Work and Budget Addendum
- Agreement for Advertisement, Marketing, and Design between NLTRA and Augustine

**NLTRA FY 21/22 Scope of Work and Budget**

This document serves as scope of work and budget for FY 21/22 covering marketing and advertising services performed by Augustine Agency on behalf of the North Lake Tahoe Resort Association. Budget is included in totality and should be considered tentative with each project being estimated separately ahead of time and approved prior to beginning any work.

This scope of work is an addendum to the broader Agreement for Advertisement, Marketing and Design between the North Lake Tahoe Resort Association and Augustine which went into effect for a 3-year term beginning April 1, 2021.

Scope of Work

- Creative advertising and marketing services needed pertaining to NLTRA’s In-Market projects
- Creative advertising and marketing services needed pertaining to NLTRA’s TBID projects
- Tasks may include, but are not limited to the following:
  - o Account strategy and management
  - o Creative development
  - o Copywriting
  - o Media Planning & Buying
  - o Campaign message development
  - o Collateral material development

Budget

Anticipated NLTRA budget for FY 21/22 is around \$80,000, however the entire budget will not necessarily be spent with Augustine. All projects will be scoped and estimated prior to any work beginning.

X \_\_\_\_\_  
Jeffrey Hentz  
CEO, NLTRA

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

X \_\_\_\_\_  
Robert Nelson  
CEO, Augustine Agency

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



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

- (1) THIS AGREEMENT (“Agreement”) between **Augustine** a California corporation (hereinafter "**AUGUSTINE**") with its principal place of business at 3017 Douglas Blvd, Ste. 200, Roseville, CA 95661, and
- (2) **North Lake Tahoe Resort Association**, organized in the State of California and having its principal place of business at 100 North Lake Boulevard, Second Floor, Tahoe City, CA 96145 (“**CLIENT**”).

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

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

**SECTION 1. TERM**

This Agreement shall commence on 4/1/2021 and shall continue in full force and effect until terminated as provided in Section 6.

**SECTION 2. OBLIGATIONS OF AUGUSTINE**

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

**SECTION 3. OBLIGATIONS OF CLIENT**

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

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

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

**SECTION 4. INDEMNITY**

**4.01.** Indemnification of CLIENT by AUGUSTINE.

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

These indemnification provisions shall survive any termination of the Agreement.

#### Indemnification of AUGUSTINE by CLIENT.

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

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

These indemnification provisions shall survive the termination of this Agreement.

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

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

## **SECTION 5. PROPRIETARY RIGHTS**

### **5.01. Ownership**

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



using the Work Product to produce print collateral for use at trade shows, conventions, or similar events, social media campaigns, promotional products and signage, or any other use authorized by Agency

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

**5.03. Confidentiality.**

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



Tahoe City, CA 96145  
Attn: Jeffrey Hentz

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**12.12 Insurance.** Prior to providing any services, AUGUSTINE shall provide CLIENT with certificates of insurance, as may be appropriate, with original endorsements and copies of policies with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in AUGUSTINE's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.

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

**12.14 Force Majeure.** Services may be modified in writing by both parties if prevention, delay, or stoppage due to strikes, lockouts, labor disputes, acts of God or nature, inability to obtain labor or materials or reasonable substitutes therefor, governmental restrictions, governmental regulations, governmental controls, judicial orders, enemy or hostile governmental action, civil commotion, fire or other casualty, and other causes beyond the reasonable control of either party occur.

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

Executed this 16th day of April, 2021.

AUGUSTINE

Sign: Robert Nelson

Name: Robert Nelson

Title: CEO

NORTH LAKE TAHOE RESORT ASSOCIATION

Sign: Jeffrey Hentz  
Jeffrey Hentz (Apr 15, 2021 12:25 PDT)

Name: Jeffrey Hentz

Title: CEO

Exhibit A  
Scope of Work

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

Media Platforms: (all digital)

- We can incorporate the above strategies and key direction through most digital platforms.
  - This includes programmatic display and native, social with Facebook and Instagram, streaming video through OTT and CTV platforms.

Budget and Targeting:

- SoCal: LA, San Diego, Santa Barbara, Monterey Bay (split would be 40/40/20 with 20% for coastal cities)
- Timeline: 4/12 to 5/21

Total Budget: \$114k

- Target Audience Split = 40/40/20 with the Family audience only having 20%
  - Family is not the primary audience for this campaign.
  - Research is showing the boomer audience is traveling more, even before vaccine's came in to play.
  - Short/quick timeline for bookings favors Millennial and Boomer targets.
- Payment of \$112,991.20 to be submitted to Richter7. Payment of \$1,008.80 to be submitted to Augustine

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

iH

Client Initials

RN

Augustine Initials

North Lake Tahoe 2020-21 Plan					
CAMPAIGN: CONSUMER SoCal	April		May		
	12	19	26	3 10 17	
	SPRING				
	GEO: SoCal				
DIGITAL ADVERTISING					Net Total
Search Marketing	2500		3500		\$6,000
Retargeting Display	750		1250		\$2,000
Native (programmatic and direct)	1000		2000		\$3,000
Programmatic Display	4000		9000		\$13,000
Video (Youtube)	1000		2000		\$3,000
Search Retargeting Video	1000		2000		\$3,000
OTT.CTV	10000		13660		\$23,660
<b>Digital Total</b>	<b>20250</b>		<b>33410</b>		<b>\$53,660</b>
PAID SOCIAL					
FB/Insta Retargeting	2500		3500		\$6,000
FB/Insta Prospecting (Carousel, Timeline, and Instant Experience)	4500		7500		\$12,000
FB/Insta Video	1000		2000		\$3,000
Instagram Stories	1000		2000		\$3,000
Twitter	800		1600		\$2,400
<b>Paid Social Total</b>	<b>9800</b>		<b>16600</b>		<b>\$26,400</b>
TRIPADVISOR					
Desktop & Mobile Display	2000		3500		\$5,500
Mobile Display	1500		1600		\$3,100
Audience Segments (Outdoor/Ski/Hike/etc)	1500		2475		\$3,975
<b>TripAdvisor Total</b>	<b>5000</b>		<b>7575</b>		<b>\$12,575</b>
OTHER					
Expedia	7500				\$7,500
<b>Other Total</b>	<b>7500</b>		<b>0</b>		<b>\$7,500</b>
Adserving	450		300		\$750
<b>Total Media Investment</b>	<b>\$43,000</b>		<b>\$57,885</b>		<b>\$100,885</b>

jh  
Client Initials

RV  
Augustine Initials

Net Media Spend	<b>\$100,885</b>
Commission	<b>\$13,115</b>
Total Spend	<b>\$114,000</b>


# NLTRA\_Agreement\_4.1.21


Final Audit Report


2021-04-15


Created:	2021-04-15
By:	Cathy Nanadiego (cnanadiego@augustineagency.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA144Ez23v7edL2dEbIP6YGq6vqg-yxZ0N


## "NLTRA\_Agreement\_4.1.21" History

 Document created by Cathy Nanadiego (cnanadiego@augustineagency.com)  
2021-04-15 - 7:23:19 PM GMT - IP address: 99.135.35.15

 Document emailed to Jeffrey Hentz (jeff@gotahoenorth.com) for signature  
2021-04-15 - 7:23:59 PM GMT

 Email viewed by Jeffrey Hentz (jeff@gotahoenorth.com)  
2021-04-15 - 7:24:26 PM GMT - IP address: 24.182.61.126

 Document e-signed by Jeffrey Hentz (jeff@gotahoenorth.com)  
Signature Date: 2021-04-15 - 7:25:38 PM GMT - Time Source: server - IP address: 24.182.61.126

 Agreement completed.  
2021-04-15 - 7:25:38 PM GMT

Signature: *Jeffrey Hentz*  
Jeffrey Hentz (Apr 16, 2021 13:09 PDT)

Email: jeff@gotahoenorth.com




# NLTRA\_Agreement

Final Audit Report

2021-04-16

Created:	2021-04-16
By:	Cathy Nanadiego (cnanadiego@augustineagency.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAOFXO7FsPekWBjIEzsyGjF33Fuv87SS3

## "NLTRA\_Agreement" History

-  Document created by Cathy Nanadiego (cnanadiego@augustineagency.com)  
2021-04-16 - 7:47:27 PM GMT - IP address: 99.135.35.15
-  Document emailed to Jeffrey Hentz (jeff@gotahoenorth.com) for signature  
2021-04-16 - 7:50:57 PM GMT
-  Email viewed by Jeffrey Hentz (jeff@gotahoenorth.com)  
2021-04-16 - 8:08:24 PM GMT - IP address: 24.182.61.126
-  Document e-signed by Jeffrey Hentz (jeff@gotahoenorth.com)  
Signature Date: 2021-04-16 - 8:09:10 PM GMT - Time Source: server- IP address: 24.182.61.126
-  Agreement completed.  
2021-04-16 - 8:09:10 PM GMT



## MEMORANDUM

Date: July 2, 2021

TO: NLTRA Board of Directors

FROM: Amber Burke, Dir. of Marketing

RE: NLTMC FY 21/22 Agreement and Scope of Work for Augustine Agency Services

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### Action Requested:

Approval of the 3-year agreement and an annual scope of work between NLTMC and Augustine Agency.

### Background:

Over the past year and a half, NLTRA and IVCBVB conducted a robust RFP process to determine which agency(s) the NLT Marketing Cooperative would use for the next 3-years. The end result was to hire Augustine Agency for all services.

The agreement is for a 3-year term with the ability to extend if desired. There is also a cancellation clause that allows for either party to terminate the contract upon 30 days written notice if desired. The contract is the same template used in the previous NLTMC agreement and the recently approved NLTRA agreement which was approved by the BOD on April 7<sup>th</sup>.

To clarify services for this fiscal year, we've created a scope of work and budget for the 21/22 fiscal year to act as an addendum to the broader contract. The included budget is considered tentative and will be clarified before each campaign.

### Fiscal Impact:

Approximate annual budget of \$1,239,600 out of the North Lake Tahoe Marketing Coop.

### Attachments:

- Agreement for Advertisement, Marketing, and Design between NLTMC and Augustine
  - Includes the annual Scope of Work for the 21/22 FY



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

- (1) THIS AGREEMENT (“Agreement”) between **Augustine** a California corporation (hereinafter "**AUGUSTINE**") with its principal place of business at 3017 Douglas Blvd., Ste. 200, Roseville, CA 95661, and
- (2) **North Lake Tahoe Marketing Cooperative**, a marketing cooperative created by the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau, organized in the State of California and having its principal place of business at 100 North Lake Boulevard, Second Floor, Tahoe City, CA 96145 (“**CLIENT**”).

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

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

**SECTION 1. TERM**

This Agreement shall commence on \_\_\_\_\_ and shall continue in full force and effect until terminated as provided in Section 6.

**SECTION 2. OBLIGATIONS OF AUGUSTINE**

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

**SECTION 3. OBLIGATIONS OF CLIENT**

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

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

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

**SECTION 4. INDEMNITY**

**4.01.** Indemnification of CLIENT by AUGUSTINE.

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

These indemnification provisions shall survive any termination of the Agreement.

#### Indemnification of AUGUSTINE by CLIENT.

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

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

These indemnification provisions shall survive the termination of this Agreement.

**4.03. Talent Union Codes.** AUGUSTINE will advise CLIENT in writing of AUGUSTINE's obligations under applicable union codes or contracts relating to the use of the commercials produced by AUGUSTINE for CLIENT, as such codes or contracts exist from time to time. If any Claim is made or brought against AUGUSTINE because CLIENT or its employees, agents or representatives have used such commercials without complying with such union codes or contracts in accordance with AUGUSTINE's advice to CLIENT, CLIENT shall indemnify, defend, and hold harmless AUGUSTINE and its subsidiaries and affiliates, and their

officers, directors, employees, agents, and representatives against any loss they may sustain resulting from such Claim. CLIENT's duty under this paragraph attaches to all commercials produced by AUGUSTINE for CLIENT pursuant to this Agreement and will survive the termination of this Agreement.

## **SECTION 5. PROPRIETARY RIGHTS**

### **5.01. Ownership**

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

authorized by Agency

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

**5.03. Confidentiality.**

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

this obligation and shall use reasonable efforts to have them agree to comply with the requirements set forth in this paragraph.

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

## **SECTION 6. TERMINATION**

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

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

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

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

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

## **SECTION 7. NOTICES**

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

To AUGUSTINE:                      Augustine  
3017 Douglas Blvd., Ste. 200  
Roseville, California, 95661  
Attn: Debra Augustine

To CLIENT:                              North Lake Tahoe Marketing Cooperative  
P.O. Box 5459  
Tahoe City, CA 96145  
Attn: Andy Chapman

## **SECTION 8. SUCCESSORS**

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

## **SECTION 9. SURVIVABILITY**

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

## **SECTION 10. DISPUTES**

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

## **SECTION 11. WAIVER**

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

## **SECTION 12. GENERAL PROVISIONS**

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

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

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

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

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

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

**12.07. Entire Agreement.** This Agreement, including all Exhibits, Appendices, and Attachments, contains the entire agreement of the Parties relating to the rights granted and obligations assumed in this Agreement.



Any oral representations or modifications concerning this instrument shall be of no force or effect unless contained in a subsequent written modification signed by the Party to be charged.

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

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

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

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

**12.12 Insurance.** Prior to providing any services, AUGUSTINE shall provide CLIENT with certificates of insurance, as may be appropriate, with original endorsements and copies of policies with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in AUGUSTINE's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.

**12.13 Non-Discrimination.** Neither party shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition,

marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.

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

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

AUGUSTINE

NORTH LAKE TAHOE MARKETING  
COOPERATIVE

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

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

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

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

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

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

INCLINE VILLAGE CRYSTAL BAY VISITOR  
BUREAU

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

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

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

NORTH LAKE TAHOE RESORT ASSOCIATION

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

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

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

Exhibit A  
Scope of Work

**North Lake Tahoe Marketing Co-Op: FY 21/22 Scope of Work and Budget**

This document serves as Scope of Work and budget for FY 21/22, year one of the three-year contract term between Augustine and the North Lake Tahoe Marketing Cooperative (NLTMC). All tasks and projects included cover marketing and advertising services performed by Augustine on behalf of NLTMC. Budget is included in totality and should be considered tentative with each project being estimated separately and approved prior to beginning any work.

Scope of Work

**Consumer Marketing** – Tasks include, but are not limited to the following:

- Consumer Paid Media
- Creative Production
- Account Strategy & Management

*Total Budget for Consumer Marketing: \$880,000*

**Leisure Sales** – Tasks include, but are not limited to the following:

- Creative Production

*Total Budget for Leisure Sales: \$2,000*

**Public Relations** – Tasks include, but are not limited to the following:

- Media relations support
- Proactive pitching
- Reactive media relations as needed
- Press page management on GTN.com
- Press asset management and updates
- FAM Tour support
- Monthly reporting
- Other PR support as needed

*Total Public Relations Budget: \$69,600*

**Content Strategy, Development & Management** – Tasks include, but are not limited to the following:

- Content campaign development
- Blog development
- Newsletter development and coordination
- Social Media Strategy & Management
  - Content development for all channels
  - Post scheduling & management
  - Real-time audience engagement
  - Reporting
  - Social Contests
  - Social post boosting

*Total Content Budget: \$138,000*

**Conference Sales** – Tasks include, but are not limited to the following:

- Paid Media
- Creative Production

*Total Conference Sales Budget: \$60,000*

**Website Strategy, Maintenance & Optimization** – Tasks include, but are not limited to the following:

- Creative & Content Development
- Back End Development/Coding
- Front End Development
- Website Strategy

*Total Website Budget: \$90,000*

**Paid Media:** All paid media will run through MāhK Advertising, Augustine’s media partner on the account. MāhK will bill NLTMC directly for all media hard costs and 12% commission. Augustine will bill NLTMC for 1% commission of the total hard cost spend.

*Please Note: Fees included are an estimate only and Augustine asks for a contingency fee of +/- 15% of the total. Estimate does not include hard costs. This estimate will expire 30 days after the date generated, and costs may change if work is not completed by that date.*

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

Jeffrey Hentz

CEO, NLTRA

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

Andy Chapman

President/CEO, IVCBVB

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

Robert Nelson

CEO, Augustine



will analyze the data from the summer pilot program this fall before requesting approval for the specific contract details for the winter pilot program from the Board of Supervisors.

On-demand shuttle service has been identified as a priority in the Tourism Master Plan and the Resort Triangle Transportation Plan. On June 24, TART Connect Microtransit service kicked off with two zones in Placer County within the Tahoe Basin (funded by TOT funds recommended by your board on March 3). In the first weekend of service (June 24-27), there were a total of 360 total passengers with an average wait time of just over five minutes.



**MOUNTAINEER**



PO Box 2984  
Olympic Valley, CA 96146  
[www.SquawAlpineTransit.org](http://www.SquawAlpineTransit.org)  
[info@SquawAlpineTransit.org](mailto:info@SquawAlpineTransit.org)

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Keith Fountain, Squaw Valley Lodge and Squaw Valley HOA Forum | Drew Conly, Resort at Squaw Creek  
Evan Benjaminson, Granite Peak Management | Mike Martin, Squaw Valley Alpine Meadows  
Kyle Crezee, Squaw Valley Alpine Meadows | Peter Grant, Red Wolf Lodge and Olympic Village Inn  
David Stepner, Squaw Valley Municipal Advisory Committee | Bob Tetrault, Alpine Meadows Resident

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June 30, 2021

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

Re: Winter 2021-22 Micro-Transit Funding Request on July 7, 2021

NLTRA Board Members,

As the innovators of Mountaineer, the highly successful micro-transit service in Squaw Valley and Alpine Meadows and pioneers of micro-transit in the North Lake Tahoe region since December 2018, SATCo is in full support of TART Connect micro-transit service in the 2021-22 winter season. Mountaineer rider surveys have identified a desire for service between Squaw Valley and Tahoe City and we are pleased to see it included.

We are optimistic that this summer's TART Connect pilot will be successful and we are pleased that Placer County is contracting with SATCo's micro-transit service provider, Downtowner.

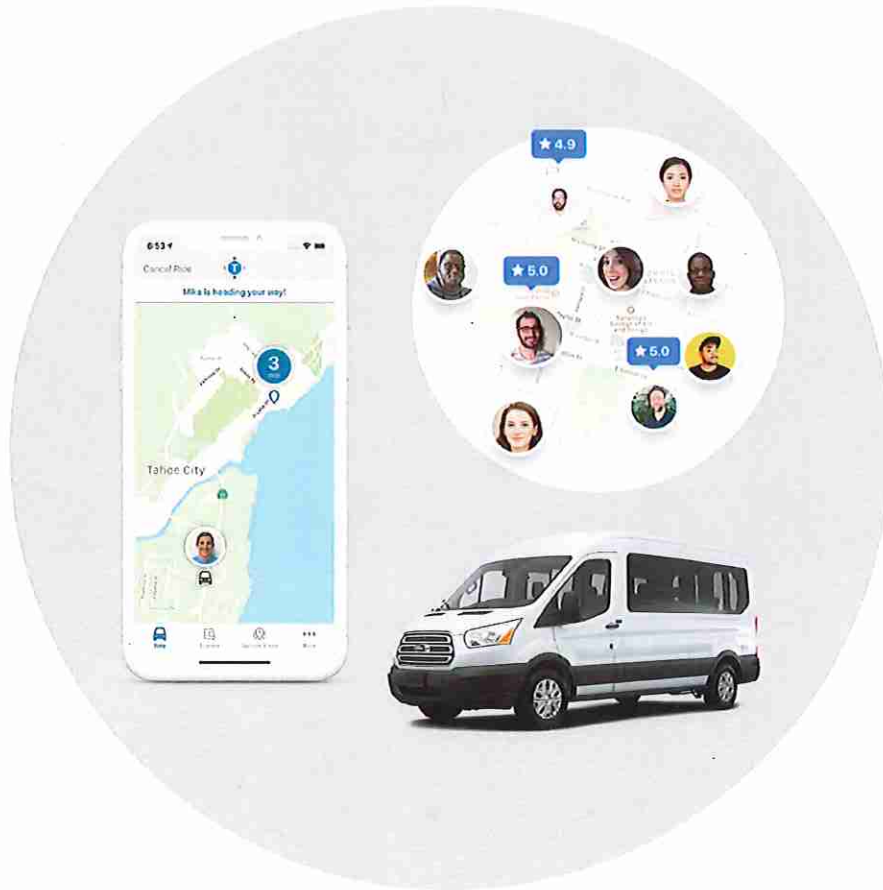
We are supportive of the 2021-22 winter pilot of TART Connect on the north shore including Squaw Valley / Tahoe City weekend evening service at a significant cost savings by using Mountaineer vehicles when they otherwise would not be used. This is a win-win that maximizes shared resources and gets us all one step closer to a fully integrated regional public transportation system.

The funding of winter TART Connect allows us to test the integration of Mountaineer with the regional system to (1) make it easy for visitors to explore our region without a personal vehicle including the environmental gains, (2) enhance guest experience, and (3) become a more competitive winter mountain destination.

We encourage you to support the 2021-22 winter TART Connect micro-transit funding request.

Respectfully,

Joy M. Doyle  
Executive Director



## Winter 2021/22 Proposal



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# Core Service

## Overview

### Service Dates

December 10, 2021 - April 10, 2022

### Service Hours

8am - midnight, Daily

### Ride Requests

Rides available within each service area, and will be requested on-demand using the mobile app or call in number

### Vehicle Branding

Vehicle branding decals included in program cost

### Driver Uniforms

Branded shirts included in program cost

### Wait Time Goal

15 minute average or less

### Vehicle Parking

Provided by County

### Vehicles

- Vehicle type: Ford Transit Van
- Quantity: up to 9
- Passenger seating: 9 (standard vehicles), 6 (ADA vehicle)
- The fleet will include at least one ADA capable vehicle

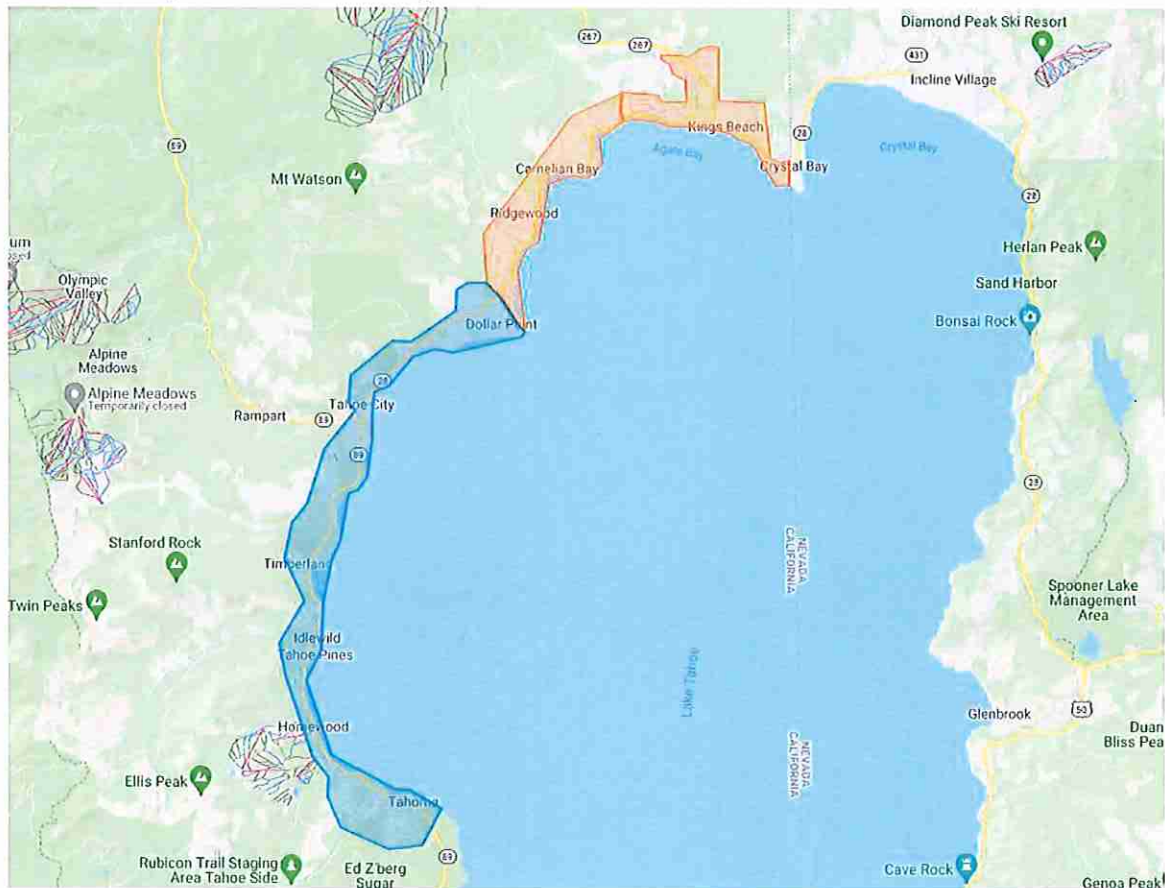
## Service Areas

### Service Area 1 (blue)

Dollar Point - Tahoe City - Sunnyside - West Shore

### Service Area 2 (orange)

Carnelian Bay - Tahoe Vista - Kings Beach



## Budget

### Estimated Budget

- Setup cost: \$81,051
- Operation cost: \$739,389
- Total: \$820,440

# Squaw Valley - Tahoe City Service

## Overview

### Service Dates

December 10, 2021 - April 10, 2022

### Service Hours

5:30pm - 10:30pm, Friday - Saturday

### Ride Requests

Rides will be available between Squaw Valley and downtown Tahoe City. Rides will be requested on-demand using the TART Connect app. Riders trying to request trips using the Mountaineer app will be redirected to the TART Connect app. See Exhibit A for more details on this experience.

### Vehicle Branding

Vehicle branding decals included in program cost

### Driver Uniforms

Branded shirts included in program cost

### Vehicle Parking

Provided by SATCo

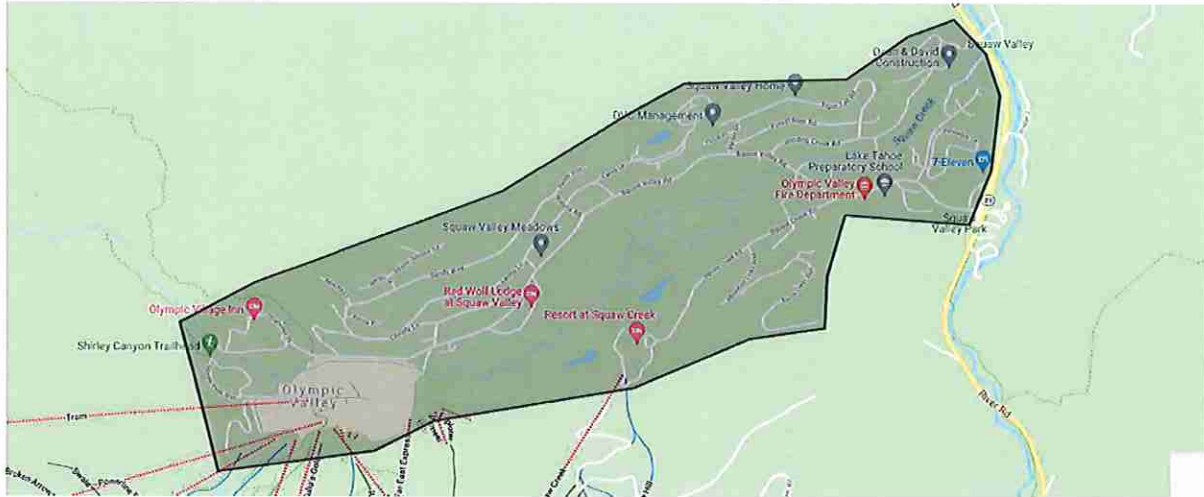
### Vehicles

A number of vehicles in the Mountaineer fleet are not used during evening hours. TART Connect will compensate Mountaineer to utilize these vehicles. Vehicles will be co-branded with Mountaineer and TART Connect logos while providing this service.

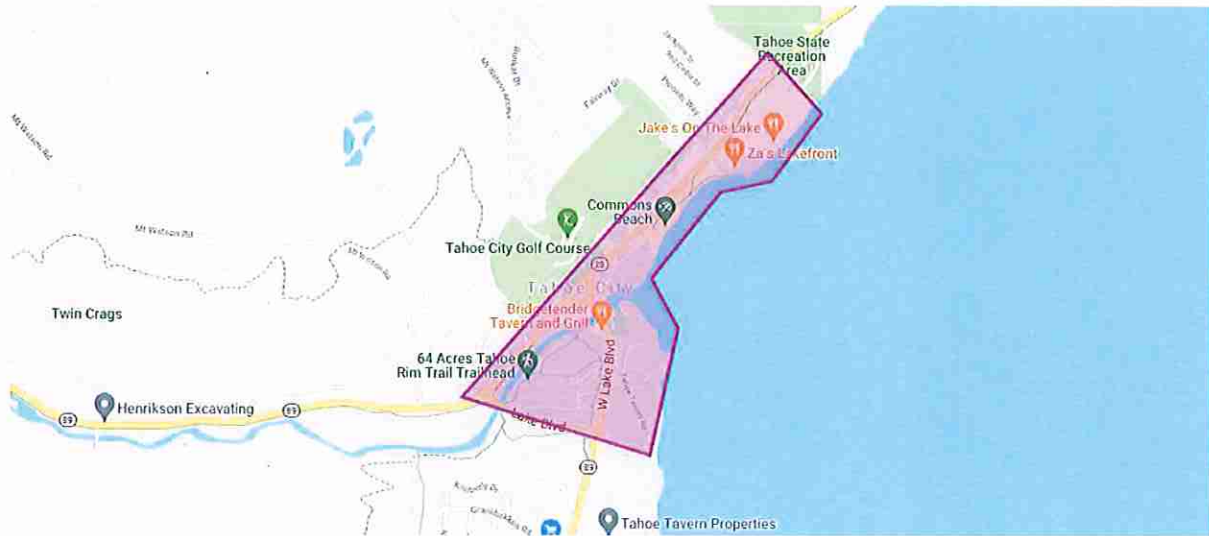
- Vehicle type: Ford Transit Van
- Quantity: up to 4
- Passenger seating: 9 (standard vehicles), 6 (ADA vehicle)
- The fleet will include an ADA capable vehicle

# Service Area

## Squaw Valley



## Downtown Tahoe City



## Budget

### Estimated Budget

- Setup cost: \$7,871
- Operation cost: \$86,094
- SATCo fee: \$9,396
- Total: \$103,361

### Cost Savings

- The pilot will leverage vehicles, management and other resources already procured for Mountaineer operations, resulting in cost savings to Placer County

## Exhibit A



### Overview

- Mountaineer app users will see the message above if they try to request rides between Squaw Valley and Tahoe City
- If the user does not already have the TART Connect app, tapping the 'Open TART Connect app' button will open the TART Connect app in the app store for download and they can create an account before requesting, they will only need to do this one time

# Northstar - Kings Beach Service

## Overview

### Service Dates

December 10, 2021 - April 10, 2022

### Service Hours

5:30pm - 10:30pm, Friday - Saturday

### Ride Requests

Rides will be available between Northstar and downtown Kings Beach. Rides will be requested on-demand using the TART Connect app.

### Vehicle Branding

Vehicle branding decals included in program cost

### Driver Uniforms

Branded shirts included in program cost

### Vehicle Parking

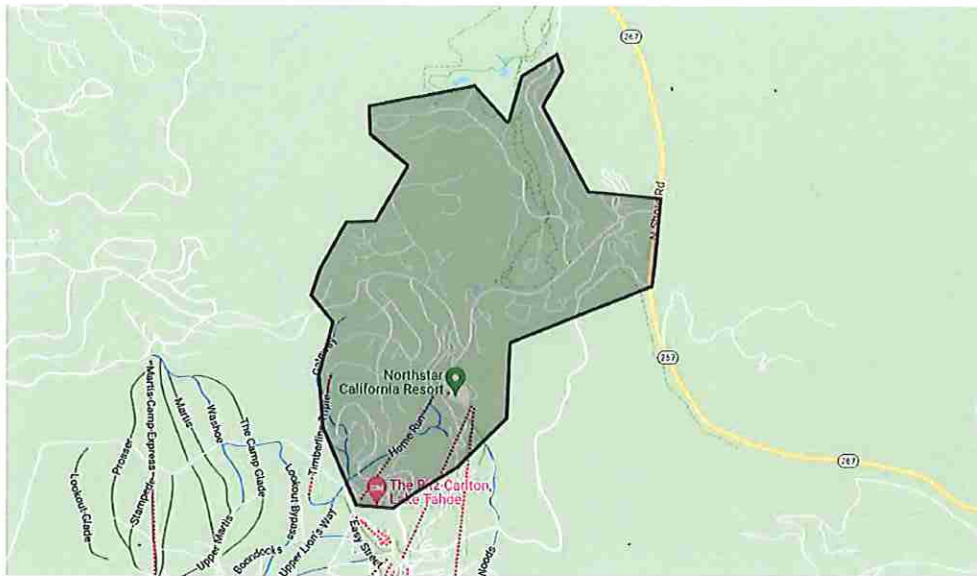
Provided by County

### Vehicles

- Vehicle type: Ford Transit Van
- Quantity: up to 4
- Passenger seating: 9 (standard vehicles), 7 (ADA vehicle)
- The fleet will include an ADA capable vehicle

## Service Area

### Northstar



### Downtown Kings Beach



## Budget

### Estimated Budget

- Setup cost: \$23,193
- Operation cost: \$114,038
- Total: \$137,230



## Executive Summary

Data based on a sample of up to 10 properties in the North Lake Tahoe destination, representing up to 1395 Units ("DestiMetrics Census\*\*") and 43.20% of 3229 total units in the North Lake Tahoe destination ("Destination Census\*\*\*)

Last Month Performance: Current YTD vs. Previous YTD		2020/21	2019/20	Year over Year Variance
North Lake Tahoe Occupancy for last month (May) changed by (4314.2%)	Occupancy (May) :	30.7%	0.7%	4,314.2%
North Lake Tahoe ADR for last month (May) changed by (507.7%)	ADR (May) :	\$ 277	\$ 46	507.7%
North Lake Tahoe RevPAR for last month (May) changed by (26726.1%)	RevPAR (May) :	\$ 85	\$ 0	26,726.1%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Jun) changed by (278.3%)	Occupancy (Jun) :	49.4%	13.1%	278.3%
North Lake Tahoe ADR for next month (Jun) changed by (-4.5%)	ADR (Jun) :	\$ 419	\$ 439	-4.5%
North Lake Tahoe RevPAR for next month (Jun) changed by (261.4%)	RevPAR (Jun) :	\$ 207	\$ 57	261.4%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (24.5%)	Occupancy	39.6%	31.8%	24.5%
North Lake Tahoe ADR for the past 6 months changed by (-14.4%)	ADR	\$ 369	\$ 431	-14.4%
North Lake Tahoe RevPAR for the past 6 months changed by (6.6%)	RevPAR	\$ 146	\$ 137	6.6%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (103.0%)	Occupancy	35.1%	17.3%	103.0%
North Lake Tahoe ADR for the future 6 months changed by (5.4%)	ADR	\$ 426	\$ 404	5.4%
North Lake Tahoe RevPAR for the future 6 months changed by (113.9%)	RevPAR	\$ 150	\$ 70	113.9%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: May 31, 2021 vs. Previous Year				
Rooms Booked during last month (May,21) compared to Rooms Booked during the same period last year (May,20) for all arrival dates has changed by (-472.7%)	Booking Pace (May)	6.0%	-1.6%	-472.7%

\* 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 May 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 5/31/21:	\$389,258	\$2,487,372	-84%
Number of Room Nights:	1,673	10202	-84%
Number of Delegates:	616	6598	-91%
Annual Revenue Goal:	\$2,000,000	\$2,500,000	-20%

Monthly Detail/Activity	<u>May-21</u>	<u>May-20</u>	
<u>Number of Groups Booked:</u>	0	2	
Revenue Booked:	\$0	\$88,500	
Room Nights:	0	464	
Number of Delegates:	0	172	
Booked Group Types:		2 Assoc.	
Lost Business, # of Groups:	1	0	

<u>Arrived in the month</u>	<u>May-21</u>	<u>May-20</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$18,126	\$0	
Room Nights:	64	0	
Number of Delegates:	50	0	
Arrived Group Types:	1 Corp.	0	

Monthly Detail/Activity	<u>April-21</u>	<u>April-20</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$34,163	\$164,519	-79%
Room Nights:	127	877	-86%
Number of Delegates:	35	510	-93%
Booked Group Types:	1 Meeting Planner	1 Corp., 1 Assoc., 1 SMF	
Lost Business, # of Groups:	6	6	

<u>Arrived in the month</u>	<u>April-21</u>	<u>April-20</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:	0	0	

Monthly Detail/Activity	<u>March-21</u>	<u>March-20</u>	
<u>Number of Groups Booked:</u>	1	4	
Revenue Booked:	\$2,197	\$247,127	-99%
Room Nights:	35	830	-96%

Number of Delegates:	50	314	-84%
Booked Group Types:	Smf	4 Corp.	
Lost Business, # of Groups:	6	10	

<u>Arrived in the month</u>	<u>March-21</u>	<u>March-20</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:	0	0	

<u>Monthly Detail/Activity</u>	<u>February-21</u>	<u>February-20</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$12,537	\$6,519	92%
Room Nights:	45	51	-12%
Number of Delegates:	10	17	-41%
Booked Group Types:	Corp	1 Assoc.	
Lost Business, # of Groups:	6	13	

<u>Arrived in the month</u>	<u>February-21</u>	<u>February-20</u>	
Number of Groups:	1	4	
Revenue Arrived:	\$12,537	\$222,088	-94%
Room Nights:	45	1070	-96%
Number of Delegates:	10	578	-98%
Arrived Group Types:	Corp.	3 Corp., 1 Assic,	

<u>Monthly Detail/Activity</u>	<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	
Booked Group Types:		1 Corp., 3 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	
Arrived Group Types:	0	2 Corp., 2 Assoc.	

<u>Monthly Detail/Activity</u>	<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%
Booked Group Types:		2 Corp, 1 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	
Arrived Group Types:		1 Corp., 1 Assoc.	

<b>Monthly Detail/Activity</b>	<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%
Booked Group Types:	1 CA Assoc.	3 Corp., 5 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.	

<b>Monthly Detail/Activity</b>	<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%
Booked Group Types:	2 Corp.	3 Corp., 4 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	
Arrived Group Types:		3 Corp., 1 Assoc.	

<b>Monthly Detail/Activity</b>	<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%
Booked Group Types:	1 Assoc.	4 Corp., 1 Non-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	
Arrived Group Types:	1 Corp, 1 Non-Profit	5 Corp., 3 Assoc., 1 Govt.	

<b>Monthly Detail/Activity</b>	<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.	

<b>Monthly Detail/Activity</b>	<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:	\$1,600,437	\$1,200,000
For 2022/23:	\$223,464	\$500,000

<b>NUMBER OF LEADS Generated as of 5/31/21:</b>	<b>83</b>
YTD 5/31/20:	242
YTD 5/31/19:	321

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

2019/2020	252
2018/2019	320
2017/2018	302
2016/2017	244
2015/2016	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205



## north lake tahoe

May 2021

Meetings & Conventions Report

### **NEW MEETINGS & RFPs DISTRIBUTED**

1. Blueprint to Practice Automation - Epic Mastermind Experience, August 5-8, 2021, 165 room nights, 100 people
2. HPN Global - 76689 Confidential Influence Event, August 11-15, 2021, 30 room nights, 14 people
3. HPN Global - 76808 - Room Block Only, October 11-15, 2021, 40 room nights, 10 people
4. Sacramento County of Education - SCOE Retreat, June 16-17, 2021, 18 room nights, 20 people
5. Soccer Shots Franchising - 2022 National Convention, July 19-23, 2022, 485 room nights, 300 people
6. HPN Global - 77067 Executive Recruiting Retreat, June 7-10, 2021, 36 room nights, 12 people
7. HPN Global - 77086 - Recruitment Incentive, November 4-7, 2021, 60 room nights, 20 people
8. HPN Global - 76994V2 Summer Executive Meeting, July 14-16, 2021, 20 room nights, 10 people
9. Sweat Equity Ventures - 2020 Team Meeting, August 23-26, 2021, 60 room nights, 20 people
10. Snow Tours, Inc - Schmusmeister Ski and Board Club - Detroit, February 26-March 5, 2022, 42 room nights, 24 people
11. Soccer Shots Franchising - 2022 National Convention, July 19-23, 2022, 485 room nights, 300 people
12. Sacramento County Office of Education - Retreat, June 16-17, 2021, 18 room nights, 20 people

### **NEW INQUIRIES**

1. Placer County, Vaccine Clinic, June 2021, 20 room nights, 10 attendees
2. Enpro, Inc, 2021 Enpro EEC Retreat, August 2021, 68 room nights, 17 attendees
3. OE Federal Credit Union, Executive Planning Seminar, August 2021. 36 room nights, 18 attendees
4. HPN Global, Sales Summit, November 2021, 680 room nights, 200 attendees
5. HPN Global, Anonymous Group Name. March 2022, 2100 room nights, 800 attendees
  - Sourced the entire Village of Squaw Valley
6. Hamilton Group Meeting Planners, Wetzels Pretzels 2022 Meeting, May 2022. 500 room nights, 200 attendees
7. HPN Global, July Meeting . July 2022. 54 room nights, 18 attendees

8. Church of the Nazarene, District Superintendents Leadership Program, September 2022, 287 room nights, 150 attendees

### **NEW DEFINITES**

- No groups turned definite this month.

### **CONFERENCE SALES PROJECTS**

- Staff continues to add new associates from HelmsBriscoe to our IDSS data base. All the new associates receive a follow up email with our group and meetings incentives plus a link to our "Know Before You Go Guide".
- Staff finalized the edits to the new Conference Planning Guide. Link to the updated guide will be added to our GTN website and can be found by [clicking here](#).
- Staff continue to review and provide edits for the new meeting & conference planning guide.

### **SITE VISITS & SALES CALLS**

- Upcoming Site Visits
  - Sarah – hosting Megan Hemming from California Special Districts Association – June
  - Bart – hosting Jeremy Wright Shaw of HPN – contracted a group for the Hyatt – September 2021

### **TRADE SHOWS & EVENTS**

- Connect Corporate and Association – May 24-26, 2021
  - 36 association meetings and 21 corporate appointments
  - Link to follow up – [click here](#).

### **UPCOMING TRADE SHOWS AND EVENTS**

- Upcoming Tradeshow:
  - June 28-30, 2021, HelmsBriscoe ABC, Dallas, TX

### **CHICAGO EFFORTS**

- Attended 6 virtual events including: Destination Reps Marketing Meeting, PCMA Meeting, Am Academy of Dermatology.
- Participated in the Destination reps May Marketing campaign – a total of (3) NLT ads.
- Coming up: working on additional in person client calls, another virtual yoga session and signed up for Destination Celebration taking place in November 2021.





## north lake tahoe

May 2021  
Tourism Development Report

### **KEY MEETINGS & PROJECT WORK**

- Attended the Reno Tahoe Territory Meeting – May 12<sup>th</sup>
- Met with the Resort at Squaw Creek
- Brainstorming session with CEOs on International Recovery Plan
- Met with Kind Traveler
  - Sales Efforts:
    - Current properties on board: Squaw Valley Lodge and Plumpjack
    - Working on getting: The Village at Squaw Valley, Sunnyside, East West Partners
  - Marketing Efforts:
    - Finalized copy for the website
    - Working on Kind Facts
    - Working on press release and activation plan

### **TRADESHOWS & FAMS**

- Attended the Visit California Luxury Summit:
  - May 5-6, 2021
  - Two lodging partners participated in appointments – The Resort at Squaw Creek and The Ritz-Carlton
  - [Link to notes](#)
- Hosted Visit California AAA Domestic Virtual FAM with the Via Ferrata. AAA Travel, a leading US travel company, will be hosting a 4-day virtual program that will provide Visit California and partners the opportunity to educate their 3,000 national agents.
- Planned the below opportunities:
  - Traveler Responsibility Influencer – May 8<sup>th</sup>
  - High Sierra Influencer program with SLT and Truckee Tahoe – June 8<sup>th</sup>
  - High Sierra Podcast - End of June
- Currently planning site visits for:
  - Getaroom.com – June
  - Expedia – June

### **INTERNATIONAL UPDATES**

- Canada/DCI – limited scope of work and are working on future webinar trainings for June. With the following companies:
  - Ellison Tours
  - Contiki
  - Butterfield & Robinson

- Canada Airlift
  - Air Canada – has released seats through December
  - Westjet focusing on domestic travel

# May 2021 Recap



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THE ABBI  
AGENCY™



# **Social Media Blog and Newsletter Content**

# Overall Objectives & KPIs

## Social Media

- **Goal**
  - Increase followers: from Bay Area / SoCal by 5 percent
    - Bay Area: 0.5% increase in Facebook followers and -0.3% decrease in Instagram followers.
    - SoCal: -0.75% decrease in Facebook followers and -4.5% decrease in IG followers.

## Content

- **Blog**
  - Goal: 1 per month
  - Completed: 2 (both to be published in June)
- **Newsletter**
  - Goal: 1
  - Completed: 1



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# Social Media



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# Social Media Approach

## Strategy

- For the month of May we focused on sustainability and continued to push the Traveler's Responsibility Pledge, videos, and messaging.
- We issued a Call to Action to take the pledge and Facebook frames to further engage our followers.
- North Lake Tahoe has continued posting more frequently, 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.

## 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: **235,406**
  - Total audience increased by **0.3%** with **685** new followers from the last month.
- Total Impressions: **6,751,129 (10%)**
- Total Engagement: **118,580 (53.9%)**

## Insights:

- Overall performance is up from last month. In May we continued to increase awareness around the new Traveler Responsibility Pledge and sustainability messaging. We also had an influencer in market helping to drive awareness to the Pledge.




north lake tahoe

# Top Posts by Engagement


**#1 Instagram Post:** 60,624 impressions, 6,093 engagements, 10.1% engagement rate

**#1 Facebook Post:** 183,778 impressions, 15,336 engagements, 8.3% engagement rate

**#1 Twitter Post:** 3,279 impressions, 279 engagements, 8.5% engagement rate


 **tahoenorth**  
Sat 5/1/2021 11:11 am PDT

Today is the first day of May, so we hope that you may go forth and enjoy this beautiful spring day! 🍀 Photo by...




<b>Engagement Rate (per Impr...</b>	<b>10.1%</b>
Impressions	60,624
Engagements	6,093

⋮ 🗨️

 **North Lake Tahoe**  
Sat 5/1/2021 12:38 pm PDT

Today is the first day of May, so we hope that you may go forth and enjoy this beautiful spring day! 🍀 Photo from IG:...



<b>Engagement Rate (per Imp...</b>	<b>8.3%</b>
Impressions	183,778
Engagements	15,336

⋮ 🗨️

 **@TahoeNorth**  
Sat 5/22/2021 12:20 pm PDT

Perched at the top of the Tunnel Creek Trail is the famous Monkey Rock, one of many hidden treasures found around...



<b>Engagement Rate (per Impre...</b>	<b>8.5%</b>
Impressions	3,279
Engagements	279

⋮ 🗨️



# Content Messaging

## North Lake Tahoe Social Media Efforts

- North Lake Tahoe has returned to higher posting frequency, with approx. 5-7 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 spring travel and the in-market campaign have been included.

## Local Business Support:

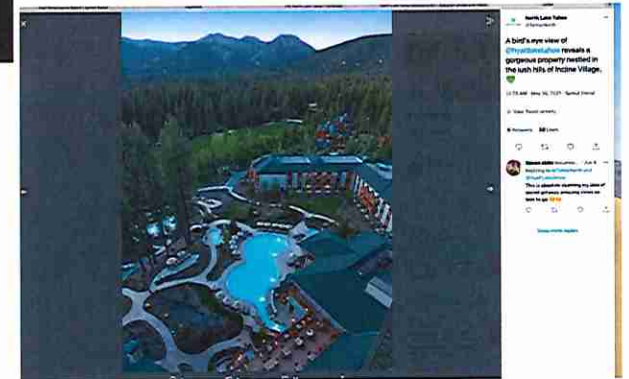
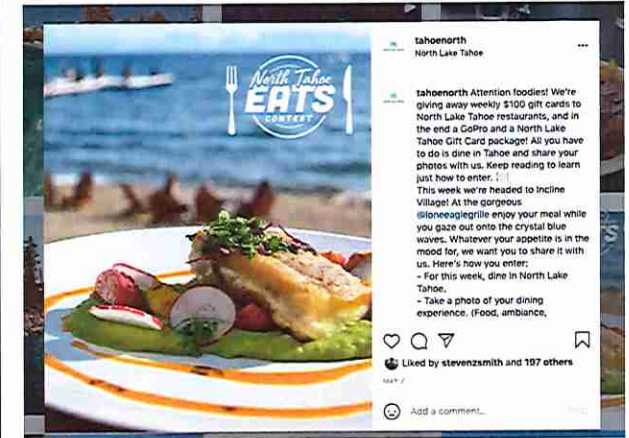
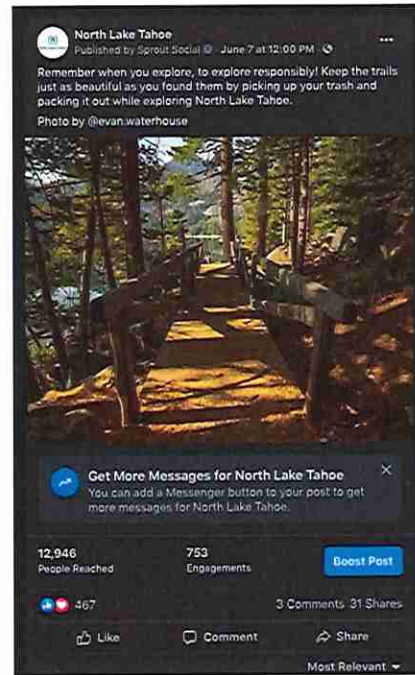
- The North Tahoe Eats campaign continues to run across social media, with posts being boosted and promoted to in-market visitors via organic posts and stories.

## North Tahoe Eats Contest

- The North Tahoe Eats Contest ended in May. The content was a photo submission contest, where visitors to the region can submit photos of their favorite meals from around the lake either through a CrowdRiff form or through the #NorthTahoeEats hashtag.

## Traveler Responsibility Pledge

- With the launch of the Traveler Responsibility Pledge, our social channels have developed a launch strategy for releasing the video series over the next few weeks, supported through Instagram stories and additional in-feed posts.



# 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:

- Spring Dual Days
- Travel Preparedness
- Responsible Travel / Leave No Trace

### Campaigns:

- Dual Days
- Sustainability Pledge Continued
- Biking and trail usage

### Newsletters Posted: 1; In Draft: 1

- ***Thank You for Taking the Pledge to Protect North Lake Tahoe***
  - Segmented newsletter (pledge subscribers)
  - Open rate: 62.1 percent.
  - Click through rate: 6.9 percent.
  - Newsletter performance suffers when not segmented.
- ***Get Ready for Summer in North Lake Tahoe***
  - Newsletter publishing in June.

### Blogs In Draft/Review: 2

- ***Travel Responsibly: How You Tap Into North Lake Tahoe's Sustainability Ethos***
  - Post Pending
- ***North Lake Tahoe on Two Wheels - Taking Tahoe By Bicycle***
  - Metrics pending, to be included in June report.

### Pledge Subscribers: 55



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**Thank You!**

# May Monthly Report



north lake tahoe

An aerial photograph of a kayaker on a vibrant turquoise lake. The water is crystal clear, revealing large, smooth, light-colored rocks at the bottom. Lush green pine trees are visible along the shoreline on the right. A semi-transparent white rectangular box is centered over the image, containing the text 'SEO' in a bold, dark blue font.

**SEO**



## May SEO Overview

- For the month of May, Augustine created an ongoing [Issues doc](#) with SEO problems that have arisen over the last few months that development help is needed to fix.
- Augustine identified 59 new broken links on the site and was able to fix a majority of them with the remaining broken links are listed in the Issues doc.
- A couple of issues Augustine previously sent were resolved in May including removing the old website from indexing and proper canonicals for listing pages were set up.



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## SEO UPDATES: Removed Old Site from Indexing

- As mentioned in the last report, it appeared that the old site — which is archived at [old.gotahoenorth.com](http://old.gotahoenorth.com) — was still being indexed. This issue appears to have been fixed.
- This was accomplished by creating 301 redirects for pages on the old site to their corresponding equivalent page on the new site. Most of the redirects were successful, however two aren't working properly (reference “**\*NEW ISSUE\* Fix Broken Redirects From Old Site**” in [Issues doc](#)).



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## SEO UPDATES: Fixed Broken Links

- There were 59 new instances of broken links on the site – the majority of these have been fixed.
- The remaining broken links require the development team's assistance. These are outlined in the “**\*ISSUE\* Existing Broken Links**” section of the [Issues doc](#).



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## SEO UPDATES: Listing Pages Canonicalized

- A previous report found that listing pages were not being canonicalized, creating duplicate content issues. **This issue has been fixed and listing pages appear to all now have proper canonicals set up.**



north lake tahoe



## NEW ISSUES: Reduce CSL

- As of June 2021, Google will be instituting a new ranking factor called “Core Web Vitals.” This ranking factor measures page experience and consists of several metrics. One of those metrics is cumulative layout shift (CSL). Over the next couple months, we will be addressing any issues that arise related to this new ranking factor. At the moment, the most noticeable is that that logo in the main menu is generating a layout shift that Google is flagging.
- You will notice this shift when refreshing the homepage. Look at the top main menu. At initial load, the logo does not appear. After a few moments, it appears causing the menu items to shift to the right. This shift is a red flag for Google. We recommend reducing any instances of CSL where possible, like the logo in the main menu.



## NEW ISSUES: Reduce CSL (cont'd.)

- To fix this particular issue, we recommend creating a set height and width size attribute for the logo or implementing an aspect ratio to ensure adequate space is reserved for the logo upon load.
- Once the logo's CSL issue is resolved, the next item to address is the video hero on the homepage. This too is creating a downward shift on the page during load. To fix this shift, similarly reserve a set space for the hero video to load into. Currently, the hero video's size is defined using CSS as width: 100% and height: 100%. While this is useful for responsive design, it creates issues with page experience and moving forward Google will flag it as poor SEO, which is why specific dimensions need to be set to reserve the space for loading the video. Alternatively, we can have a call to review the best ways to implement and avoid a high CSL.

## NEW ISSUES: Missing Homepage Canonical

- The homepage currently does not have a canonical set. We recommend setting one up by adding the following code in its <head> section:
  - `<link rel="canonical" href="https://www.gotahoenorth.com" />`



An aerial photograph of a person in a yellow kayak on a vibrant turquoise lake. The water is clear, revealing large, light-colored rocks at the bottom. The shoreline is lined with dense green trees. A semi-transparent white rectangular box is overlaid on the center of the image, containing the text "PAID MEDIA" in a bold, dark teal font.

# PAID MEDIA





## Executive Summary

- Overall, campaigns performed well with good engagement rates, conversions and impression delivery to targeted audiences.
- After discussions with TripAdvisor concerning delivery and results, they dramatically improved and added additional bonus impressions through May.
- YouTube drove a much higher level of TOS conversions suggesting high interest after messaging through video.
- The iOS update lowered conversion data with user tracking and change of 28-day click window to 7-days.
- As the Texas campaign progressed, we improved from 3x higher conversion costs vs SoCal down to less than 2x in most cases.

# All Campaigns Overview

Start Date: 5/1/2021  
End Date: 5/31/2021

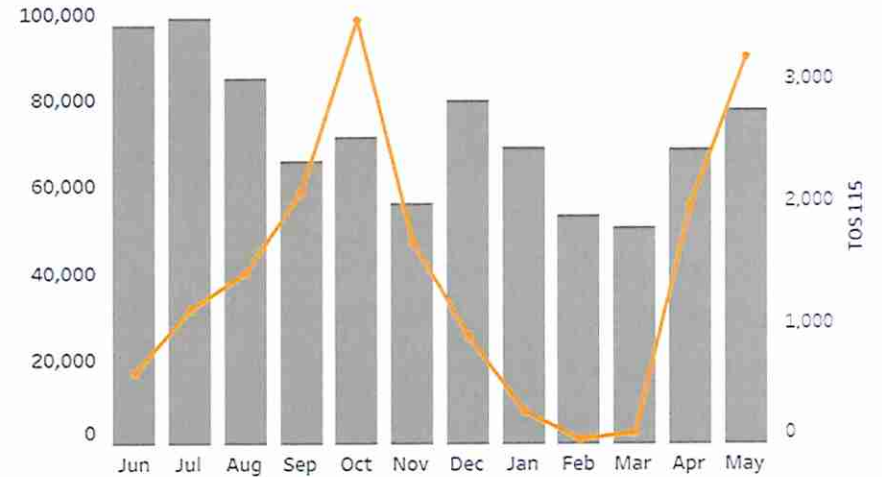
10,942,360  
IMPRESSIONS

\$1.00  
COST PER CLICK

59,216  
CLICKS

- The Consumer and MCC campaigns provided a combined nearly 11M impressions in May.
- The MCC campaign lead the CTRs with an impressive 1.21% across tactics.
- The Consumer campaign lead the TOS and Book Now conversions.

Sessions | TOS 115 Conversions



## Campaign Overview

3,172  
TOS  
CONVERSIONS

Campaign	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115	Book Now Conversions
Consumer	10,812,461	57,643	0.53%	\$0.99	\$56,892.23	3,169	\$17.95	96
MCC	129,899	1,573	1.21%	\$1.31	\$2,054.05	3	\$684.68	1
<b>Total</b>	<b>10,942,360</b>	<b>59,216</b>	<b>0.54%</b>	<b>\$1.00</b>	<b>\$58,946.28</b>	<b>3,172</b>	<b>\$18.58</b>	<b>97</b>

\$18.58  
COST PER TOS CONVERSION

An aerial photograph of a serene lake scene. In the upper left, a person in a yellow kayak is visible on the water. In the lower center, a white cabin is situated on a rocky shore. The water is a deep blue-green, and the surrounding forest is lush and green. The entire scene is framed by a semi-transparent white rectangle that contains the title text.

# Texas Consumer Campaign Overview

# Overview by Campaign - Texas

Start Date: 1/1/2021  
End Date: 5/31/2021

3,947,511  
IMPRESSIONS

27,134  
CLICKS

\$0.70  
CPC

1,547  
TOS 115  
CONVERSIONS

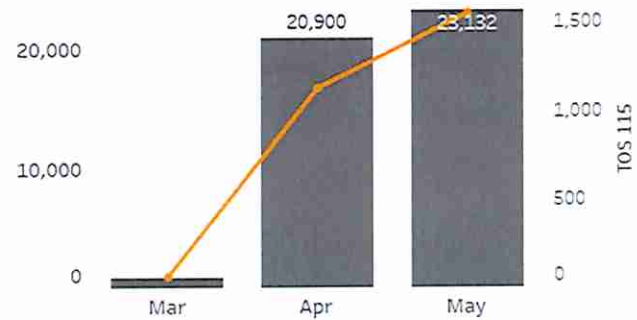
\$12.26  
COST PER TOS 115  
CONVERSION

Campaign	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115	Book Now Conversions
----------	-------------	--------	-----	-----	------	---------	------------------	----------------------

Consumer	3,947,511	27,134	0.69%	\$0.70	\$18,966.97	1,547	\$12.26	17
----------	-----------	--------	-------	--------	-------------	-------	---------	----

- As the campaign ramped down, CTRs started to decrease as well hitting just below industry averages (paid search 1.9%, paid social .89%).

Sessions | TOS 115 Conversions



## Creative Performance

	Impressions	Clicks	CTR	Cost	TOS 115
YouTube	2,396,156	12,278	0.51%	\$6,570	1,163
Facebook	1,098,470	11,502	1.05%	\$7,503	228
Instagram	379,299	2,341	0.62%	\$2,713	23
Google Ads	55,853	975	1.75%	\$2,180	101
TripAdvisor	17,730	38	0.21%	\$0	28
Programmatic Display	3	0	0.00%	\$0	4
<b>Grand Total</b>	<b>3,947,511</b>	<b>27,134</b>	<b>0.69%</b>	<b>\$18,967</b>	<b>1,547</b>

## Overview by Medium

Start Date  
5/1/2021

End Date  
5/31/2021

**3,947,511**  
IMPRESSIONS

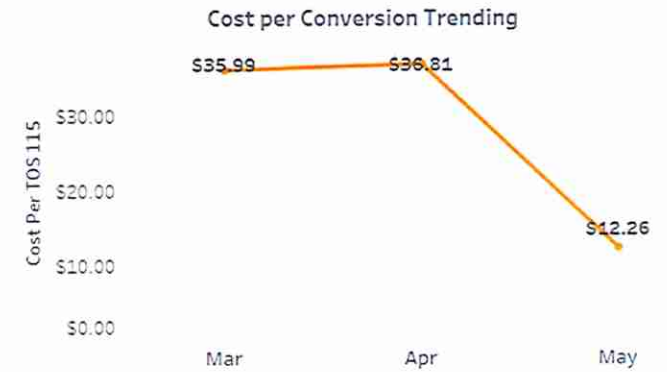
**27,134**  
CLICKS

**\$0.70**  
CPC

**1,547**  
TOS 115  
CONVERSIONS

**\$12.26**  
COST PER TOS 115  
CONVERSION

Persona	TOS 115	TOS Conversion Rate	Cost Per TOS 115	Book Now Conversions	Impressions
Boomer Ben	1,242	6.3%	\$8.89	1	3,049,824
Know Before You Go	27	2.6%	\$24.10	0	127,824
Lodging	104	6.1%	\$23.34	6	216,662
Millennial Megan	30	1.5%	\$51.26	2	299,836
The Jones Family	28	1.9%	\$40.19	3	179,782
<b>Grand Total</b>	<b>1,431</b>	<b>5.5%</b>	<b>\$41.73</b>	<b>12</b>	<b>3,873,928</b>



Channel	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Display	17,733	38	0.21%	\$0.00	\$0.01	32	\$0.00
Paid Search	55,853	975	1.75%	\$2.24	\$2,180.13	101	\$21.59
Paid Social	1,061,055	8,515	0.80%	\$0.89	\$7,539.08	225	\$33.51
Video	2,812,870	17,606	0.63%	\$0.53	\$9,247.75	1,189	\$7.78
<b>Grand Total</b>	<b>3,947,511</b>	<b>27,134</b>	<b>0.69%</b>	<b>\$0.70</b>	<b>\$18,966.97</b>	<b>1,547</b>	<b>\$12.26</b>

# Paid Social Performance

Start Date  
5/1/2021

End Date  
5/31/2021

- Boomer Ben creative is the best performing ad set and surpassed paid social industry benchmark (.89%).
- Despite providing one of the lower CTRs, the Retargeting Lodging ad set provided nearly half of the TOS conversions.

1,061,055  
IMPRESSIONS

8,515  
CLICKS

225  
TOS 115  
CONVERSIONS

12  
SUM OF ALL  
CONVERSIONS

\$33.51  
COST PER TOS 115  
CONVERSION

Social Trending Performance



Cost per Conversion Trending



Targeting	Persona	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Prospecting	Boomer Ben	236,953	2,250	0.95%	\$0.80	\$1,798.28	50	\$35.97
	Know Before You Go	127,824	1,029	0.81%	\$0.63	\$650.78	21	\$30.99
	Millennial Megan	299,835	2,062	0.69%	\$0.75	\$1,537.66	26	\$59.14
	The Jones Family	179,782	1,458	0.81%	\$0.77	\$1,125.45	28	\$40.19
Retargeting	Lodging	216,661	1,716	0.79%	\$1.41	\$2,426.91	100	\$24.27
<b>Total</b>		<b>1,061,055</b>	<b>8,515</b>	<b>0.80%</b>	<b>\$0.89</b>	<b>\$7,539.08</b>	<b>225</b>	<b>\$33.51</b>

# Paid Social Creative Performance

Start Date  
5/1/2021

End Date  
5/31/2021

## Creative Performance

1,061,055  
IMPRESSIONS

8,515  
CLICKS

\$0.89  
CPC

225  
SUM OF ALL  
CONVERSIONS

\$33.51  
COST PER TOS 115  
CONVERSION

		Impressions	Clicks	CTR	Cost	CPC	TOS 115	Cost Per TOS 115
Facebook	Lodging	199,091	1,595	0.80%	\$2,102	\$1.32	99	\$21.23
	Boomer Ben	173,221	1,726	1.00%	\$1,128	\$0.65	47	\$24.00
	The Jones Family	136,351	1,237	0.91%	\$783	\$0.63	24	\$32.62
	Millennial Megan	92,292	856	0.93%	\$468	\$0.55	13	\$35.97
	Know Before You Go	80,801	760	0.94%	\$346	\$0.45	19	\$18.18
Instagram	Millennial Megan	207,543	1,206	0.58%	\$1,070	\$0.89	13	\$82.31
	Boomer Ben	63,732	524	0.82%	\$670	\$1.28	3	\$223.36
	Know Before You Go	47,023	269	0.57%	\$305	\$1.13	2	\$152.64
	The Jones Family	43,431	221	0.51%	\$343	\$1.55	4	\$85.63
	Lodging	17,570	121	0.69%	\$325	\$2.69	1	\$325.41

# Paid Search Performance

Start Date  
5/1/2021

End Date  
5/31/2021

## Ad Group Performance

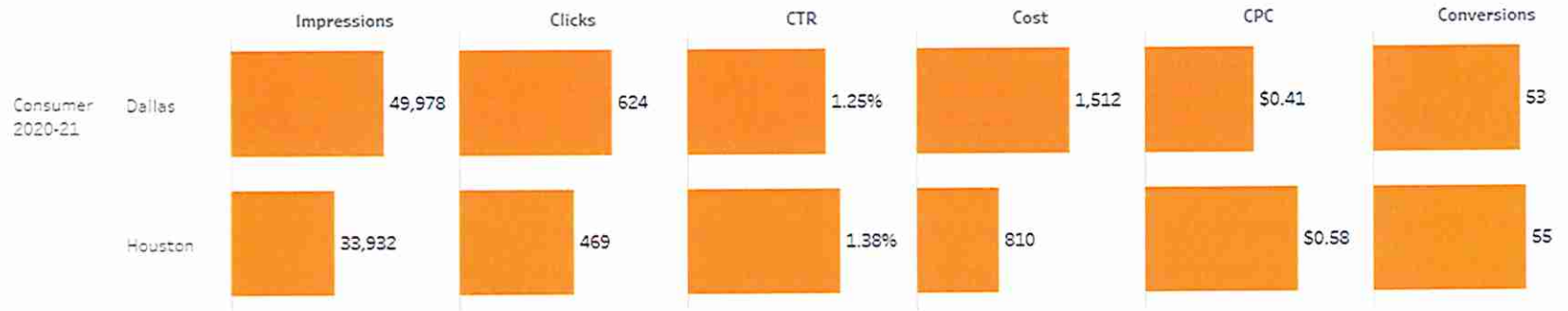
83,910  
IMPRESSIONS

1,093  
CLICKS

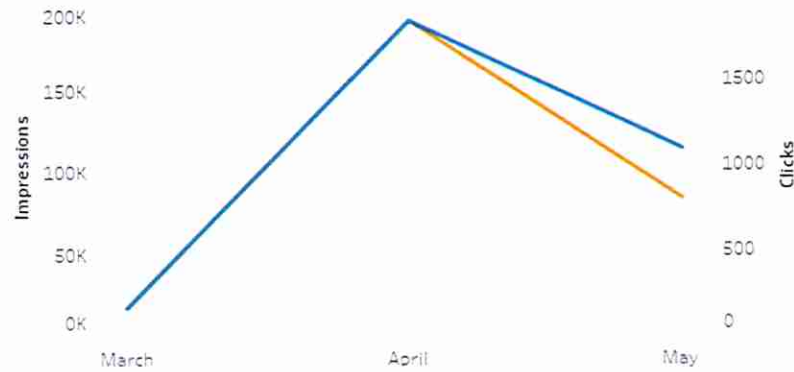
\$0.47  
COST PER CLICK

108  
TOS 115  
CONVERSIONS

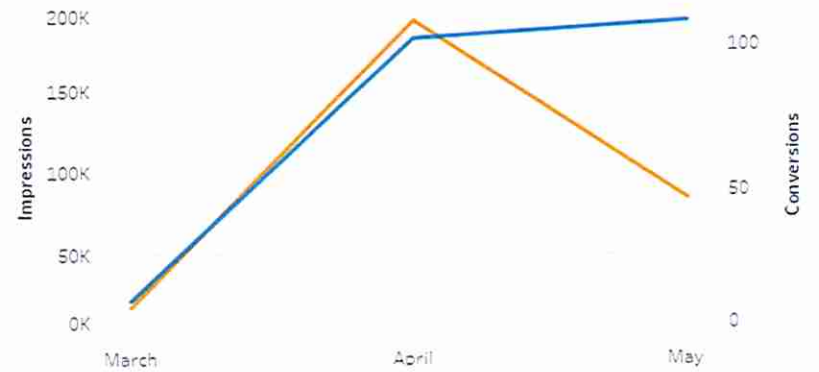
\$21.59  
COST PER TOS 115  
CONVERSIONS



Impressions | Clicks



Impressions | Conversions



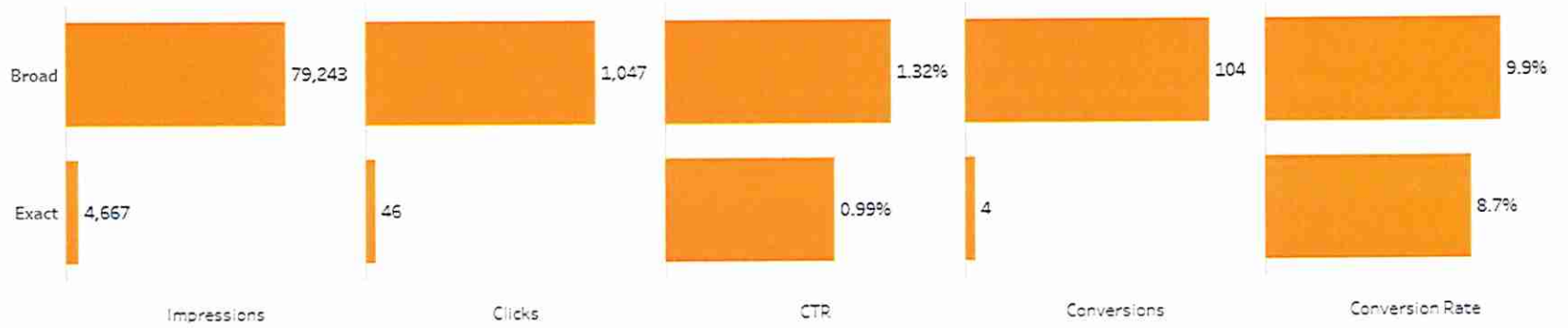


# Paid Search Performance

83,910  
IMPRESSIONS

## Keyword Match Type Performance

1,093  
CLICKS



\$0.47  
COST PER CLICK

## Campaign Performance

108  
TOS 115  
CONVERSIONS

	Impressions	Cost	Clicks	CPC	CTR	Conversions
Dallas	49,978	1,512	624	\$0.41	1.25%	53
Houston	33,932	810	469	\$0.58	1.38%	55

\$21.59  
COST PER TOS 115  
CONVERSIONS

# Paid Search Performance

Start Date 5/1/2021 End Date 5/31/2021

## Keyword Performance

	Impressions	Clicks	CPC	CTR	Cost	Conversions	Conversion Rate	Cost per Conversion
AutomaticKeywords	49,671	212	\$0.86	0.43%	\$247.85	9	4.2%	\$2.83
+fishing	34,428	262	\$0.79	0.76%	\$333.37	5	1.9%	\$2.87
+hiking	25,395	265	\$0.39	1.04%	\$676.00	53	20.0%	\$2.87
+kayaking	16,554	385	\$0.43	2.33%	\$905.09	77	20.0%	\$2.87
+beaches	9,814	213	\$0.53	2.17%	\$401.14	30	14.1%	\$2.87
fishing	4,285	7	\$0.93	0.16%	\$7.54			\$2.87
+boating	3,902	79	\$0.76	2.02%	\$104.13			\$2.87
+river +rafting	3,057	194	\$0.42	6.35%	\$467.23	30	15.5%	\$2.87
+horseback +riding	2,667	183	\$0.64	6.86%	\$284.80	15	8.2%	\$2.87
+mountain +biking	1,819	39	\$0.63	2.14%	\$61.65	3	7.7%	\$2.87
beaches	1,609	6	\$0.73	0.37%	\$8.23	1	16.7%	\$2.87
+paddle +boarding	1,577	59	\$0.51	3.74%	\$115.57	16	27.1%	\$2.87
+outdoor +hiking	1,555	1	\$0.53	0.06%	\$1.88			\$2.87
+rafting +river	1,476	87	\$0.45	5.89%	\$194.70	7	8.0%	\$2.87
+hiking +trails	985	24	\$0.44	2.44%	\$55.16	8	33.3%	\$2.87
hiking	956	3	\$0.72	0.31%	\$4.16	1	33.3%	\$2.87
+camping +California	803	54	\$0.99	6.72%	\$54.75	1	1.9%	\$2.87
+best +camping	651	72	\$1.01	11.06%	\$71.62			\$2.87
+water +parasailing	543	25	\$0.40	4.60%	\$62.29	2	8.0%	\$2.87
mountain biking	492	4	\$1.01	0.81%	\$3.97			\$2.87
horseback riding	477	13	\$1.13	2.73%	\$11.54	4	30.8%	\$2.87
+north +lake +tahoe +lake	435	48	\$0.51	11.03%	\$94.50	10	20.8%	\$2.89
+white +water +river +raf..	399	14	\$0.32	3.51%	\$43.17	6	42.9%	\$2.87
+river +water +rafting	388	22	\$0.39	5.67%	\$56.42			\$2.87
+water +river +rafting	373	11	\$0.51	2.95%	\$21.63			\$2.87

# Video Performance

Start Date  
5/1/2021

End Date  
5/31/2021

- One in every five viewers completed the video ads in full on YouTube.
- The :15 videos performed better for completion rates on Facebook.

2,812,870  
IMPRESSIONS

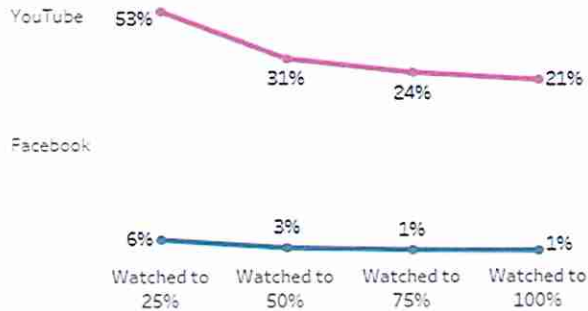
3,118,419  
TOTAL VIEWS

1,189  
TOS CONVEIONS

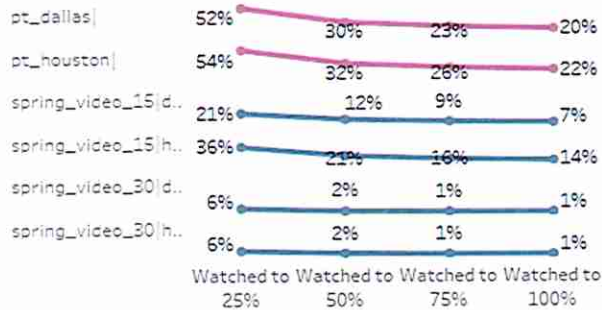
\$0.53  
COST PER CLICK

\$7.78  
PRIMARY CPC

Video Completion Rates



Video Completion Rates



Top Ads	Total Views
pt_dallas	1,879,618
pt_houston	1,192,043
spring_video_15 dallas	3,464
spring_video_15 houston	4,957
spring_video_30 dallas	26,832
spring_video_30 houston	11,505

Platform	Impressions	Watched to 100%	Video Clicks	Cost	TOS 115	Cost Per TOS 115
YouTube	2,396,156	20.7%	12,278	\$6,570	1,163	\$5.65
Facebook	416,714	1.0%	5,328	\$2,677	26	\$102.98
<b>Grand Total</b>	<b>2,812,870</b>	<b>17.8%</b>	<b>17,606</b>	<b>\$9,248</b>	<b>1,189</b>	<b>\$7.78</b>

# Website Performance

Start Date  
5/1/2021

End Date  
5/31/2021

23,132  
SESSIONS

Tablet  
1,205

Mobile  
51,800

Computer  
1,410

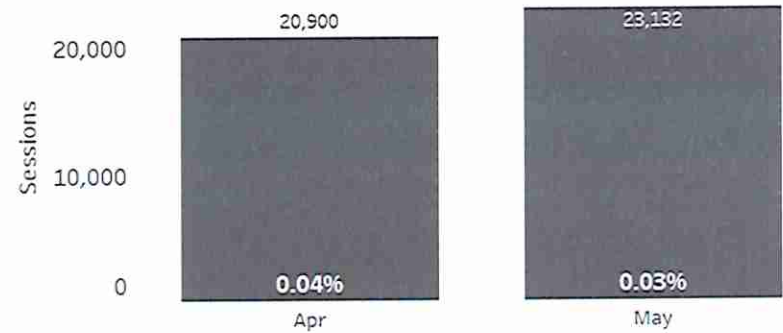


Top Regions	Sessions
California	36,519
Texas	18,012
Nevada	4,981
Florida	1,134
Arizona	1,061



00:00:20  
SESSION DURATION

Website Sessions From Paid Consumer Ads



1.2  
PAGES PER SESSION

90%  
NEW USER  
SESSION RATE

87%  
BOUNCE RATE

Medium	Sessions	Pageviews	Session Duration	Pages per Session	Bounce Rate
Display	3,400	3,944	00:00:20	1.2	92%
Native	5	7	00:00:05	1.4	60%
Search	12,880	16,707	00:00:22	1.3	84%
Social	6,132	7,044	00:00:17	1.1	91%
Video	715	820	00:00:20	1.1	90%
<b>Grand Total</b>	<b>23,132</b>	<b>28,522</b>	<b>00:00:20</b>	<b>1.2</b>	<b>87%</b>

An aerial photograph of a person in a yellow kayak on a vibrant turquoise lake. The water is crystal clear, revealing large white rocks and green algae. Lush green trees are visible on the right side of the frame. A semi-transparent white rectangular box is centered over the image, containing the title text.

# SoCal Consumer Campaign Overview

# Overview by Campaign - SoCal

Start Date: 5/1/2021  
End Date: 5/31/2021

Campai..	Impressi..	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115	Book Now Conversi..
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6,933,618  
IMPRESSIONS

30,661  
CLICKS

\$1.24  
CPC

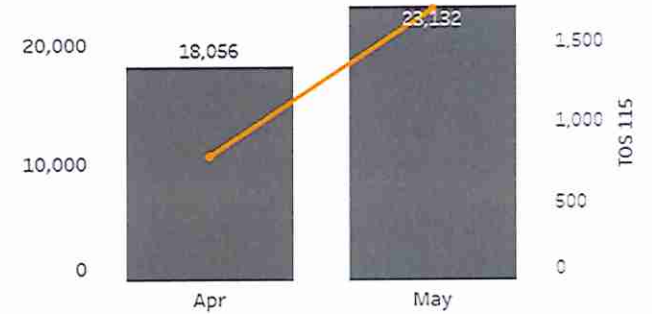
1,699  
TOS 115  
CONVERSIONS

\$22.32  
COST PER TOS 115  
CONVERSION

Consumer	6,933,618	30,661	0.44%	\$1.24	\$37,925.25	1,699	\$22.32	92
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- The SoCal campaign provided more impressions than the Texas campaign, and while it had a lower overall CTR, it provided over 5x the number of Book Now conversions.

Sessions | TOS 115 Conversions



## Creative Performance

	Impressions	Clicks	CTR	Cost	TOS 115
Programmatic Display	2,903,536	3,765	0.13%	\$14,518	274
YouTube	1,690,660	6,266	0.37%	\$4,733	590
Facebook	1,470,657	14,869	1.01%	\$9,457	425
Instagram	622,140	4,059	0.65%	\$4,029	78
TripAdvisor	178,582	231	0.13%	\$2,599	119
Google Ads	68,043	1,471	2.16%	\$2,589	213
<b>Grand Total</b>	<b>6,933,618</b>	<b>30,661</b>	<b>0.44%</b>	<b>\$37,925</b>	<b>1,699</b>

# Overview by Medium

Start Date: 5/1/2021  
End Date: 5/31/2021

- While the Boomer Ben audience had the most TOS conversions, The Jones Family had the most Book Now conversions.
- Industry benchmarks were exceeded for all paid search (2%) and display ads (.08-.1%). Paid social was just below the industry benchmark of .89%.

6,933,618  
IMPRESSIONS

Persona	TOS 115	TOS Conversion Rate	Cost Per TOS 115	Book Now Conversions	Impressions
Boomer Ben	750	5.6%	\$16.05	3	2,865,193
Know Before You Go	180	4.3%	\$30.96	17	1,025,733
Lodging	168	6.1%	\$37.28	16	843,321
Millennial Megan	128	3.2%	\$44.04	6	1,068,469
The Jones Family	195	4.3%	\$28.88	27	969,460
<b>Grand Total</b>	<b>1,421</b>	<b>4.9%</b>	<b>\$24.73</b>	<b>69</b>	<b>6,772,176</b>

Cost per Conversion Trending



30,661  
CLICKS

Channel	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Display	3,082,118	3,996	0.13%	\$4.28	\$17,117.06	393	\$43.55
Paid Search	68,043	1,471	2.16%	\$1.76	\$2,589.11	213	\$12.16
Paid Social	1,829,815	15,727	0.86%	\$0.75	\$11,819.89	479	\$24.68
Video	1,953,642	9,467	0.48%	\$0.68	\$6,399.19	614	\$10.42
<b>Grand Total</b>	<b>6,933,618</b>	<b>30,661</b>	<b>0.44%</b>	<b>\$1.24</b>	<b>\$37,925.25</b>	<b>1,699</b>	<b>\$22.32</b>

\$1.24  
CPC

1,699  
TOS 115  
CONVERSIONS

\$22.32  
COST PER TOS 115  
CONVERSION

# Paid Social Performance

Start Date 5/1/2021  
End Date 5/31/2021

- Boomer Ben and The Jones Family had the highest click through rates exceeding the industry benchmark of .89%.
- The Jones Family also had the most TOS conversions, closely followed by Lodging and KBYG ad assets.

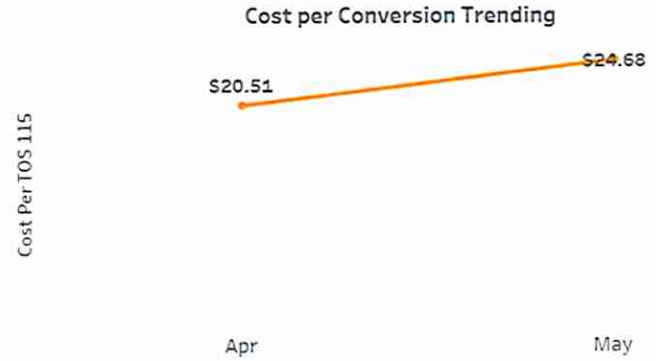
1,829,815  
IMPRESSIONS

15,727  
CLICKS

479  
TOS 115  
CONVERSIONS

59  
SUM OF ALL  
CONVERSIONS

\$24.68  
COST PER TOS 115  
CONVERSION



Targeting	Persona	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Prospecting	Boomer Ben	301,685	3,228	1.07%	\$0.66	\$2,122.29	73	\$29.07
	Know Before You Go	415,266	3,429	0.83%	\$0.60	\$2,052.32	113	\$18.16
	Lodging	295,466	2,122	0.72%	\$1.61	\$3,409.16	119	\$28.65
	Millennial Megan	457,620	3,192	0.70%	\$0.66	\$2,118.57	54	\$39.23
	The Jones Family	359,778	3,756	1.04%	\$0.56	\$2,117.55	120	\$17.65
<b>Total</b>		<b>1,829,815</b>	<b>15,727</b>	<b>0.86%</b>	<b>\$0.75</b>	<b>\$11,819.89</b>	<b>479</b>	<b>\$24.68</b>



# Paid Social Creative Performance

Start Date  
5/1/2021

End Date  
5/31/2021

## Creative Performance

**1,829,815**  
IMPRESSIONS

**15,727**  
CLICKS

**\$0.75**  
CPC

**479**  
SUM OF ALL  
CONVERSIONS

**\$24.68**  
COST PER TOS 115  
CONVERSION

**135**

		Impressions	Clicks	CTR	Cost	CPC	TOS 115	Cost Per TOS 115
Facebook	Know Before You Go	325,914	2,936	0.90%	\$1,509	\$0.51	106	\$14.24
	The Jones Family	286,019	3,186	1.11%	\$1,593	\$0.50	96	\$16.60
	Lodging	254,582	1,836	0.72%	\$2,679	\$1.46	109	\$24.58
	Boomer Ben	207,578	2,465	1.19%	\$1,383	\$0.56	65	\$21.27
	Millennial Megan	133,582	1,245	0.93%	\$626	\$0.50	25	\$25.06
Instagram	Millennial Megan	324,038	1,947	0.60%	\$1,492	\$0.77	29	\$51.45
	Boomer Ben	94,107	763	0.81%	\$740	\$0.97	8	\$92.45
	Know Before You Go	89,352	493	0.55%	\$543	\$1.10	7	\$77.62
	The Jones Family	73,759	570	0.77%	\$524	\$0.92	24	\$21.84
	Lodging	40,884	286	0.70%	\$730	\$2.55	10	\$72.99

# Display Performance

Start Date  
5/1/2021

End Date  
5/31/2021

2,988,719  
IMPRESSIONS

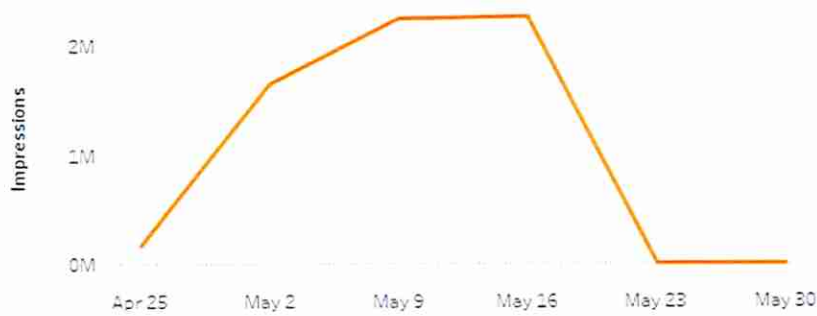
3,809  
CLICKS

\$4.44  
CPC

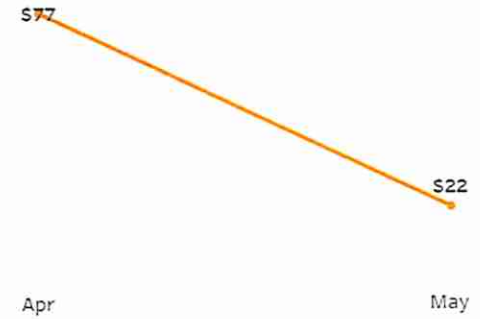
328  
TOS 115  
CONVERSIONS

\$51.60  
COST PER TOS 115  
CONVERSION

Display Campaign Trending



Cost per Conversion Trending



Platform	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Programmatic Display	2,864,939	3,711	0.13%	\$3.86	\$14,324.69	273	\$52.47
TripAdvisor	123,780	98	0.08%	\$26.52	\$2,599.38	55	\$47.26
<b>Grand Total</b>	<b>2,988,719</b>	<b>3,809</b>	<b>0.13%</b>	<b>\$4.44</b>	<b>\$16,924.07</b>	<b>328</b>	<b>\$51.60</b>

# Display Creative Performance

Start Date  
5/1/2021

End Date  
5/31/2021

2,988,719  
IMPRESSIONS

3,809  
CLICKS

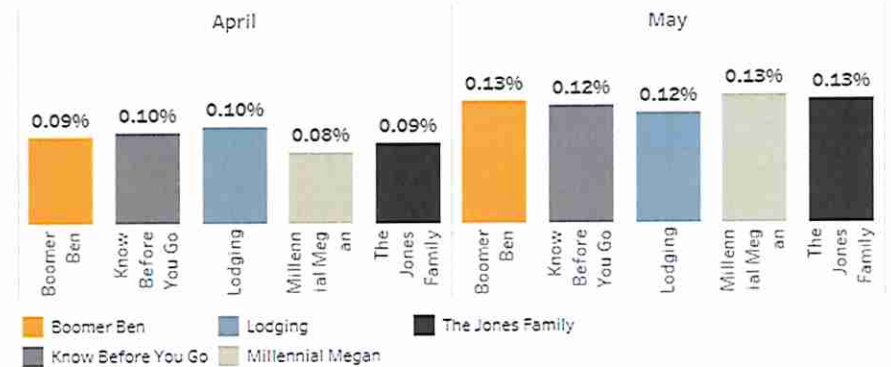
\$4.44  
CPC

328  
TOS 115  
CONVERSIONS

\$51.60  
COST PER  
TOS CONVERSION

- All ad sets saw about the same CTR, all exceeding industry benchmarks (.08-.1%).
- Millennial Megand and The Jones Family provided the most TOS conversions.

Creative CTR Trending



Persona	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Boomer Ben	609,866	788	0.13%	\$4.46	\$3,517.41	63	\$55.83
Know Before You Go	610,467	757	0.12%	\$4.65	\$3,520.35	67	\$52.54
Lodging	547,855	641	0.12%	\$4.45	\$2,853.74	49	\$58.24
Millennial Megan	610,849	823	0.13%	\$4.28	\$3,518.37	74	\$47.55
The Jones Family	609,692	800	0.13%	\$4.39	\$3,514.20	75	\$46.86
<b>Grand Total</b>	<b>2,988,719</b>	<b>3,809</b>	<b>0.13%</b>	<b>\$4.44</b>	<b>\$16,924.07</b>	<b>328</b>	<b>\$51.60</b>

# Paid Search Performance

Start Date  
5/1/2021

End Date  
5/31/2021

## Ad Group Performance

89,431  
IMPRESSIONS

1,563  
CLICKS

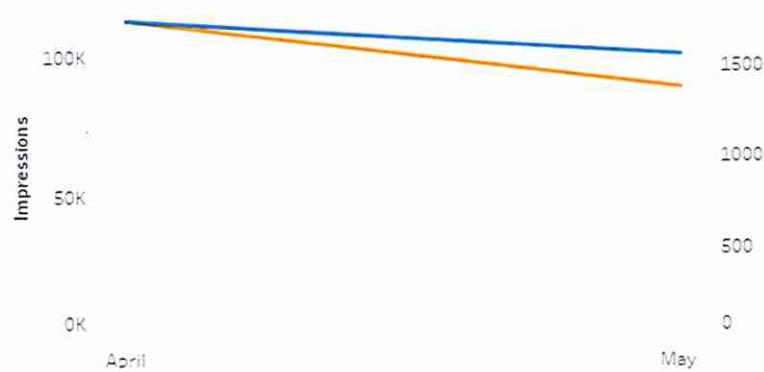
\$0.58  
COST PER CLICK

230  
TOS 115  
CONVERSIONS

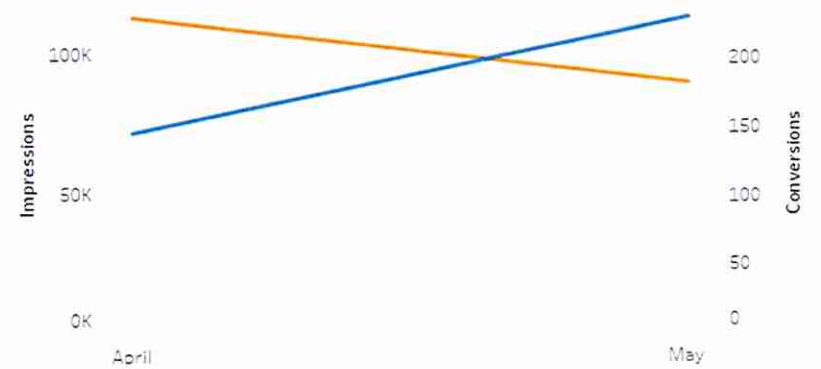
\$12.16  
COST PER TOS 115  
CONVERSIONS



Impressions | Clicks



Impressions | Conversions

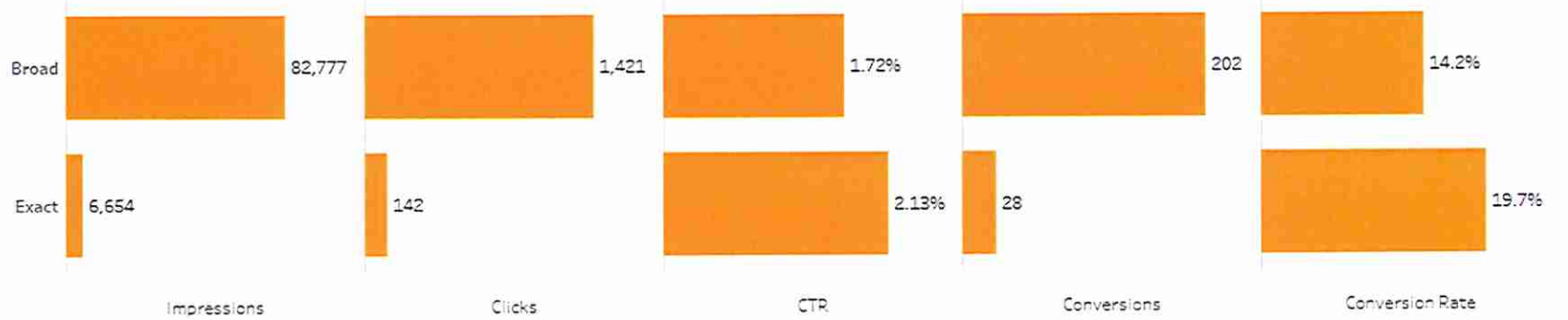


# Paid Search Performance

89,431  
IMPRESSIONS

## Keyword Match Type Performance

1,563  
CLICKS



\$0.58  
COST PER CLICK

## Campaign Performance

230  
TOS 115  
CONVERSIONS

\$12.16  
COST PER TOS 115  
CONVERSIONS

	Impressions	Cost	Clicks	CPC	CTR	Conversions
Los Angeles	39,313	1,066	780	\$0.73	1.98%	142
San Diego	37,348	1,101	547	\$0.50	1.46%	67
Monterey	6,507	273	120	\$0.44	1.84%	9
Santa Barbara	6,263	255	116	\$0.46	1.85%	12

# Paid Search Performance

Start Date  
5/1/2021

End Date  
5/31/2021

## Keyword Performance

	Impressions	Clicks	CPC	CTR	Cost	Conversions	Conversion Rate	Cost per Conversion
AutomaticKeywords	49,671	212	\$0.86	0.43%	\$247.85	9	4.2%	\$2.75
+fishing	34,428	262	\$0.79	0.76%	\$333.37	5	1.9%	\$2.83
+hiking	25,395	265	\$0.39	1.04%	\$676.00	53	20.0%	\$2.83
+kayaking	16,554	385	\$0.43	2.33%	\$905.09	77	20.0%	\$2.83
+beaches	9,814	213	\$0.53	2.17%	\$401.14	30	14.1%	\$2.83
fishing	4,285	7	\$0.93	0.16%	\$7.54			\$2.83
+boating	3,902	79	\$0.76	2.02%	\$104.13			\$2.83
+river +rafting	3,057	194	\$0.42	6.35%	\$467.23	30	15.5%	\$2.83
+horseback +riding	2,667	183	\$0.64	6.86%	\$284.80	15	8.2%	\$2.83
+mountain +biking	1,819	39	\$0.63	2.14%	\$61.65	3	7.7%	\$2.83
beaches	1,609	6	\$0.73	0.37%	\$8.23	1	16.7%	\$2.83
+paddle +boarding	1,577	59	\$0.51	3.74%	\$115.57	16	27.1%	\$2.83
+outdoor +hiking	1,555	1	\$0.53	0.06%	\$1.88			\$2.83
+rafting +river	1,476	87	\$0.45	5.89%	\$194.70	7	8.0%	\$2.83
+hiking +trails	985	24	\$0.44	2.44%	\$55.16	8	33.3%	\$2.83
hiking	956	3	\$0.72	0.31%	\$4.16	1	33.3%	\$2.83
+camping +California	803	54	\$0.99	6.72%	\$54.75	1	1.9%	\$2.83
+best +camping	651	72	\$1.01	11.06%	\$71.62			\$2.83
+water +parasailing	543	25	\$0.40	4.60%	\$62.29	2	8.0%	\$2.83
mountain biking	492	4	\$1.01	0.81%	\$3.97			\$2.83
horseback riding	477	13	\$1.13	2.73%	\$11.54	4	30.8%	\$2.83
+north +lake +tahoe +lake	435	48	\$0.51	11.03%	\$94.50	10	20.8%	\$2.88
+white +water +river +raf..	399	14	\$0.32	3.51%	\$43.17	6	42.9%	\$2.83
+river +water +rafting	388	22	\$0.39	5.67%	\$56.42			\$2.83
+water +river +rafting	373	11	\$0.51	2.95%	\$21.63			\$2.83

# Video Performance

Start Date: 5/1/2021  
End Date: 5/31/2021

- Similar to the TX campaign, one in every five viewers completed the video ads in full on YouTube, and the :15 videos performed better for completion rates on Facebook.
- YouTube provided the most TOS conversions.

1,953,642  
IMPRESSIONS

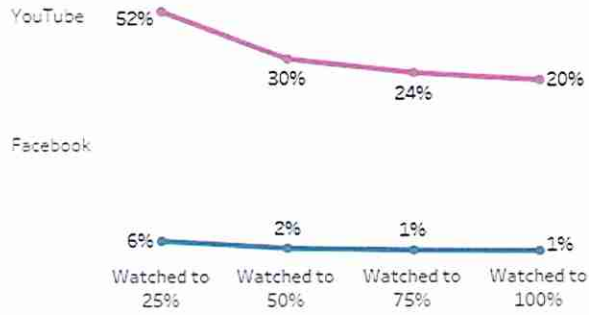
2,162,659  
TOTAL VIEWS

614  
TOS CONVERSIONS

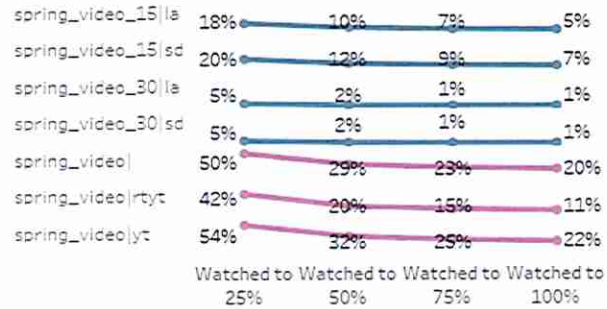
\$0.68  
COST PER CLICK

\$10.42  
PRIMARY CPC

Video Completion Rates



Video Completion Rates



Top Ads	Total Views
spring_video_15 la	1,565
spring_video_15 sd	3,797
spring_video_30 la	9,754
spring_video_30 sd	12,623
spring_video	1,170,918
spring_video rtyt	938
spring_video yt	963,044

Platform	Impressions	Watched to 100%	Video Clicks	Cost	TOS 115	Cost Per TOS 115
YouTube	1,690,660	20.5%	6,266	\$4,733	590	\$8.02
Facebook	262,982	1.0%	3,201	\$1,666	24	\$69.43
<b>Grand Total</b>	<b>1,953,642</b>	<b>17.9%</b>	<b>9,467</b>	<b>\$6,399</b>	<b>614</b>	<b>\$10.42</b>

# Website Performance

Start Date  
5/1/2021

End Date  
5/31/2021

23,132  
SESSIONS

Tablet  
1,205

Mobile  
51,800

Computer  
1,410



Top Regions	Sessions
California	36,519
Texas	18,012
Nevada	4,981
Florida	1,134
Arizona	1,061



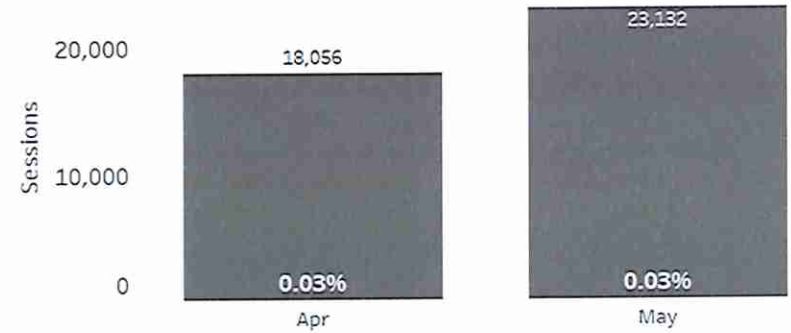
00:00:20  
SESSION DURATION

1.2  
PAGES PER SESSION

90%  
NEW USER  
SESSION RATE

87%  
BOUNCE RATE

Website Sessions From Paid Consumer Ads



Medium	Sessions	Pageviews	Session Duration	Pages per Session	Bounce Rate
Display	3,400	3,944	00:00:20	1.2	92%
Native	5	7	00:00:05	1.4	60%
Search	12,880	16,707	00:00:22	1.3	84%
Social	6,132	7,044	00:00:17	1.1	91%
Video	715	820	00:00:20	1.1	90%
<b>Grand Total</b>	<b>23,132</b>	<b>28,522</b>	<b>00:00:20</b>	<b>1.2</b>	<b>87%</b>



An aerial photograph of a kayaker on a vibrant turquoise lake. The water is crystal clear, revealing large white rocks and patches of green algae. Lush green trees line the right side of the frame. A semi-transparent white rectangle is overlaid on the center of the image, containing the text 'MCC Campaign Overview' in a bold, dark blue font.

# MCC Campaign Overview

## Overview by Campaign

Start Date  
5/1/2021

End Date  
5/31/2021

**129,899**  
IMPRESSIONS

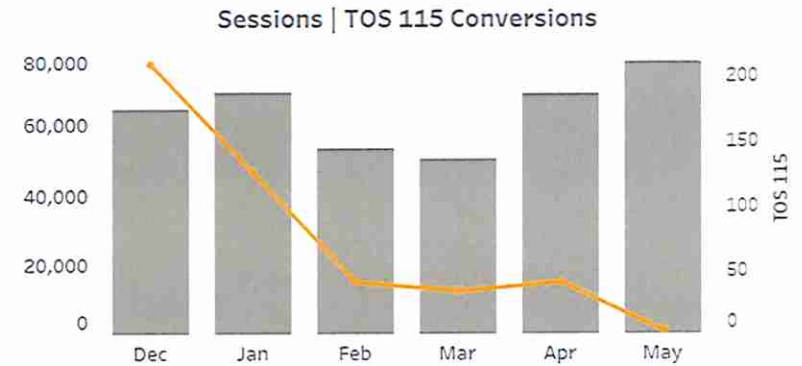
**1,573**  
CLICKS

**\$1.31**  
COST PER CLICK

**3**  
TOS CONVERSIONS

**\$684.68**  
COST PER TOS  
CONVERSION

- The number of paid media tactics running decreased resulting in TOS conversions declining in addition to seeing no "Submit RFP" conversions.
- CTRs remain steady for the remaining media channels with a balanced CPC.



Campaign	Impressions	Clicks	CTR	CPC	Cost	Submit RFP Conversion	TOS 115	Cost Per TOS 115
MCC	129,899	1,573	1.21%	\$1.31	\$2,054.05		3	\$684.68
<b>Total</b>	<b>129,899</b>	<b>1,573</b>	<b>1.21%</b>	<b>\$1.31</b>	<b>\$2,054.05</b>		<b>3</b>	<b>\$684.68</b>

## Overview by Medium

Start Date  
5/1/2021

End Date  
5/31/2021

**129,899**  
IMPRESSIONS

**1,573**  
CLICKS

**\$1.31**  
COST PER CLICK

**3**  
TOS CONVERSIONS

**\$684.68**  
COST PER TOS  
CONVERSION

### Cost per Conversion Persona

Persona	TOS 115	TOS Conversion Rate
Hotel	0	0.0%
KBYG	2	0.2%
Outdoor	1	0.0%
Travel	0	0.0%

- Although email saw a decent CTR, we are looking for more ways to increase 'submit RFP' conversions.
- Email drove the majority of traffic with paid search and social providing steady frequency and reach.

Channel	Impressions	Clicks	CTR	CPC	Cost	Submit RFP	TOS 115	Cost Per TOS 115
Email	9,326	948	10.17%	\$0.00	\$0.00	0	1	\$0.00
Paid Search	4,706	177	3.76%	\$1.46	\$258.18	0	2	\$129.09
Paid Social	115,867	448	0.39%	\$4.01	\$1,795.87	0	0	\$0.00
<b>Grand Total</b>	<b>129,899</b>	<b>1,573</b>	<b>1.21%</b>	<b>\$1.31</b>	<b>\$2,054.05</b>	<b>0</b>	<b>3</b>	<b>\$684.68</b>

# Social Ad Performance

Start Date  
5/1/2021

End Date  
5/31/2021

115,867  
IMPRESSIONS

448  
CLICKS

0  
TOS  
CONVERSIONS

0  
BOOK NOW  
CONVERSIONS

\$0.00  
COST PER TOS  
CONVERSION

Social Trending Performance



Cost per Conversion Trending



Targeting	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost per TOS Conversion
Prospecting	115,867	448	0.39%	\$4.01	\$1,795.87	0	\$0.00

# Paid Search Performance

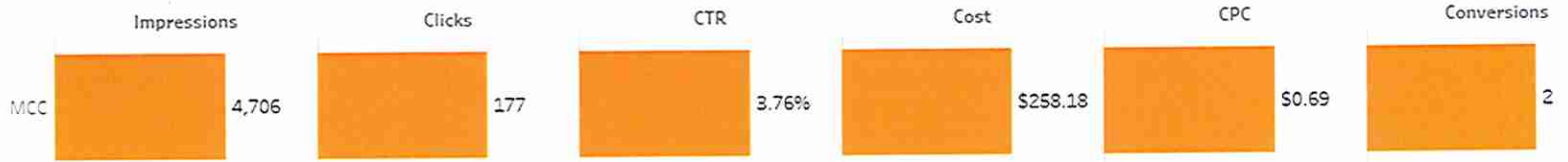
Start Date  
5/1/2021

End Date  
5/31/2021

- Paid Search performed extremely well with a CTR of 3.76%, exceeding the industry benchmark (1.9%).

## Ad Group Performance

**4,706**  
IMPRESSIONS



**177**  
CLICKS

**2**  
TOS 115  
CONVERSIONS

**\$129.09**  
COST PER TOS 115

**\$0.69**  
COST PER CLICK

Impressions | Clicks



Impressions | Conversions



# Paid Search Performance

Keyword Match Type Performance



Campaign Performance

	Impressions	Cost	Clicks	CPC	CTR	Conversions
MCC	4,706	\$258.18	177	\$0.69	3.76%	4

# Paid Search Performance

Start Date: 5/1/2021  
 End Date: 5/31/2021

## Keyword Performance

	Impressions	Clicks	CPC	CTR	Cost	Conversions	Conversion Rate - Keyword	Cost per Conversion
+lake +Tahoe +conference..	4	0		0.00%	\$0.00		0.0%	\$290.90
+lake +Tahoe +convention..	2	0		0.00%	\$0.00		0.0%	\$235.86
+lake +Tahoe +venue	0	0			\$0.00		0.0%	\$428.30
+Tahoe +conference +cen..	1	0		0.00%	\$0.00		0.0%	\$341.73
+Tahoe +convention +cen..	1	0		0.00%	\$0.00		0.0%	\$805.15
lake tahoe venues	316	9	\$0.86	2.85%	\$10.44	3	33.3%	\$268.61
lake tahoe wedding venues	164	1	\$0.72	0.61%	\$1.36		0.0%	\$268.61
north lake Tahoe activities	89	4	\$0.74	4.49%	\$5.40		0.0%	\$268.61
north lake tahoe things to..	3,646	146	\$0.67	4.00%	\$217.08	1	0.7%	\$268.61
things to do in north shor..	453	17	\$0.71	3.92%	\$23.88		0.0%	\$268.61

## Recommendations

- For the Consumer campaign, YouTube TOS results are performing extraordinarily. This suggests videos are impactful at piquing interest and driving high quality site visitation. We recommend the increased use of video going forward on all campaigns.
- The MCC campaign is now extended through June for paid search and social to increase traffic to the overall campaign.
- As we continue to implement tracking through phone GPS tracking, we recommend messaging beyond specific target markets to visitors nationally with a smaller percentage of budget. Additional consideration will be given to conquering competitor locations.



north lake tahoe





**THANK YOU**

# Interoffice Memo

**DATE:** June 24, 2021  
**TO:** Daren Griffin, A.A.E., Executive Team  
**FROM:** Hasaan Azam, Manager of Air Service & Cargo Business Development  
**SUBJECT:** July 2021 Flight Schedule

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In July 2021, Reno-Tahoe International Airport (RNO) will offer a total of 2,274 scheduled departures, an increase of 137% versus July 2020 and an increase of 7.4% when compared to the July 2019 schedule. The monthly scheduled seat capacity is up 118% at 269,337 versus July 2020 and up 2.0% when compared to July 2019 schedule. In July 2021, RNO will offer 24 non-stop destinations on 10 airlines.

On May 21, 2021, JSX began daily non-stop flights from RNO to Las Vegas and Oakland using a 30-seat Embraer 135/145 aircraft. The airline also served non-stop flights from RNO to Orange County and Burbank four times a week. JSX operates out of Stellar Aviation, a private Fixed Base Operator, located at 485 South Rock Blvd. This report does not include JSX schedule details.

On June 3, 2021, American Airlines began daily non-stop flights between RNO and Charlotte Douglas International (CLT), the first such recorded service in RNO's history.

On June 4, Allegiant Air began non-stop flights between RNO and Jackson Hole (JAC) as a twice a week service.

On June 6, Southwest Airlines began non-stop flights between RNO and Orange County (SNA) as a daily service.

Starting July 11, Southwest Airlines will offer non-stop daily flights between RNO and Burbank (BUR).

July 2021 RNO Flight Schedule			
Destination	Airlines	Total Departures	Details
Atlanta	Delta	27	Daily
Burbank	Southwest	21	Daily starting July 11
Charlotte-Douglas	American	31	Daily
Chicago-Midway	Southwest	31	Daily
Chicago-O'Hare	American	61	Twice daily
	United	31	Daily
Dallas-Love	Southwest	32	Daily
Dallas/Fort Worth	American	119	Three to four times a day
Denver	Frontier	9	Twice weekly. Mon, Fri
	Southwest	88	Three daily
	United	102	Three to four times a day
Guadalajara	Volaris	18	Four weekly. Mon, Wed, Thu, Fri
Houston-Hobby	Southwest	22	Five weekly. Mon, Tue, Wed, Thu, Fri
Houston-Intercontinental	United	61	Twice daily
Jackson Hole	Allegiant	9	Twice weekly. Mon, Fri
Las Vegas	Allegiant	31	Daily
	Frontier	23	Five weekly. Mon, Thu, Fri, Sat, Sun
	Southwest	203	Six to seven times a day
Long Beach	Southwest	31	Daily
Los Angeles	Alaska	58	Twice daily
	American	120	Four daily
	Delta	93	Three daily
	JetBlue	31	Daily
	Southwest	26	Six weekly. No Sat flight
	United	93	Three daily
New York-JFK	JetBlue	31	Daily
Oakland	Southwest	31	Daily
Orange County	Allegiant	9	Twice weekly. Thu, Sun
	Southwest	31	Daily
Phoenix	American	120	Four daily
	Southwest	84	Three daily
Portland	Alaska	62	Twice daily
Salt Lake City	Delta	153	Five daily
San Diego	Southwest	53	Twice daily. Once a day on weekends
San Francisco	United	107	Three to four times a day
Seattle	Alaska	186	Six daily
	Delta	36	Daily
Multiple airlines in a market			
Source: Dio Mi, 6.22.2021			
JSX	Burbank		Four weekly. Mon, Thu, Fri, Sun
	Orange County		Four weekly. Mon, Thu, Fri, Sun
	Las Vegas		Twice on Mon, Thu, Fri, Sun. Once on Tue, Wed, Sat
	Oakland		Twice on Mon, Thu, Fri, Sun. Once on Tue, Wed, Sat

Airline Codes	
AA	American Airlines
AS	Alaska Airlines
B6	JetBlue Airways
DL	Delta Air Lines
F9	Frontier Airlines
G4	Allegiant Air
MQ	American Eagle
OO	SkyWest Airlines
QX	Horizon Air
UA	United Airlines
WN	Southwest Airlines
YV	Mesa Airlines
Y4	Volaris Airlines
Equipment Codes	
319	Airbus A319
320	Airbus A320
733, 735, 738, 73G	Boeing 737 (all variants)
757	Boeing 757
CRJ, CR7, CR9	Canadair Regional Jet (all variants)
DH4	DeHavilland Dash 8 Q400
M80, M83	McDonnell Douglas MD-80
ERD, ERJ	Embraer Regional Jet

Airport Codes	
ATL	Atlanta, GA
CLT	Charlotte, NC
DEN	Denver, CO
DFW	Dallas/Ft. Worth, TX
DAL	Dallas Love Field, TX
GDL	Guadalajara, MX
IAH	Houston, TX
JAC	Jackson Hole, WY
JFK	New York City, NY
LAS	Las Vegas, NV
LGB	Long Beach, CA
LAX	Los Angeles, CA
MDW	Chicago, IL (Midway)
MSP	Minneapolis, MN
OAK	Oakland, CA
ORD	Chicago, IL (O'Hare)
PDX	Portland, OR
PHX	Phoenix, AZ
PSP	Palm Springs, CA
SAN	San Diego, CA
SEA	Seattle, WA
SFO	San Francisco, CA
SLC	Salt Lake City, UT
SJC	San Jose, CA
Operating Days	
1	Monday
2	Tuesday
3	Wednesday
4	Thursday
5	Friday
6	Saturday
7	Sunday

**Peak Day Non-Stop Departures (including less than daily flights)**

**July 2021**

Airport	Code	Alaska	Allegiant	American	Delta	Frontier	JetBlue	Southwest	United	Volaris	Totals	Percent of Total	Total Seats
Atlanta, GA	ATL				1						1	1%	199
Burbank, CA	BUR							1			1	1%	143
Charlotte, NC	CLT			1							1	1%	128
Denver, CO	DEN					1		3	4		8	10%	1,098
Dallas/Ft. Worth, TX	DFW			4							4	5%	644
Dallas Love Field, TX	DAL							1			1	1%	143
Guadalajara, MX	GDL									1	1	1%	174
Houston, TX	HOU							1			1	1%	143
Houston, TX	IAH								2		2	3%	152
Jackson Hole, WY	JAC		1								1	1%	156
New York City, NY	JFK						1				1	1%	162
Las Vegas, NV	LAS		1			1		7			9	11%	1,407
Long Beach, CA	LGB						0	1			1	1%	143
Los Angeles, CA	LAX	2		4	3		1	1	3		14	18%	1,135
Chicago, IL (Midway)	MDW							1			1	1%	143
Oakland, CA	OAK							1			1	1%	143
Chicago, IL (O'Hare)	ORD			2					1		3	4%	420
Portland, OR	PDX	2									2	3%	152
Phoenix, AZ	PHX			4				3			7	9%	955
San Diego, CA	SAN							2			2	3%	286
Seattle, WA	SEA	6			1			0			7	9%	628
San Francisco, CA	SFO								4		4	5%	220
Salt Lake City, UT	SLC				5						5	6%	548
San Jose, CA	SJC	0						0			0	0%	0
Orange County, CA	SNA		1					1			2	3%	299
<b>Total</b>		<b>10</b>	<b>3</b>	<b>15</b>	<b>10</b>	<b>2</b>	<b>2</b>	<b>23</b>	<b>14</b>	<b>1</b>	<b>80</b>	<b>100%</b>	<b>9,621</b>

**Peak Day Non-Stop Departures (including less than daily flights)** \*May 15, 2020, schedule is shown for CY 2020 comparison\*

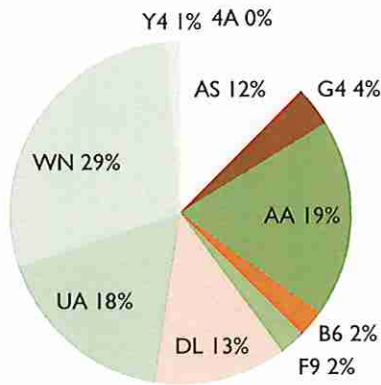
Airline/Destination	Code	July 2021	June 2021	July 2020	Change vs Prior Month	Change vs Prior Year	% Change vs Prior Month	% Change vs Prior Year	July 2021	June 2021	July 2020	Change vs Prior Month	Change vs Prior Year	% Change vs Prior Month	% Change vs Prior Year		
		<b>Flights</b>								<b>Seats</b>							
<b>Alaska - (AS)</b>		<b>10</b>	<b>9</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>11.1%</b>	<b>100.0%</b>	<b>862</b>	<b>786</b>	<b>380</b>	<b>76</b>	<b>482</b>	<b>9.7%</b>	<b>126.8%</b>		
Los Angeles, CA	LAX	2	2	0	0	2	0.0%	-	152	152	0	0	152	0.0%	-		
Portland, OR	PDX	2	2	1	0	1	0.0%	100.0%	152	152	76	0	76	0.0%	100.0%		
Seattle, WA	SEA	6	5	4	1	2	20.0%	50.0%	558	482	304	76	254	15.8%	83.6%		
<b>Allegiant - (G4)</b>		<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>200.0%</b>	<b>468</b>	<b>468</b>	<b>156</b>	<b>0</b>	<b>312</b>	<b>0.0%</b>	<b>200.0%</b>		
Jackson Hole, WY	JAC	1	1	0	0	1	0.0%	-	156	156	0	0	156	0.0%	-		
Las Vegas, NV	LAS	1	1	1	0	0	0.0%	0.0%	156	156	156	0	0	0.0%	0.0%		
Orange County, CA	SNA	1	1	0	0	1	0.0%	-	156	156	0	0	156	0.0%	-		
<b>American Airlines (AA)</b>		<b>15</b>	<b>15</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0.0%</b>	<b>150.0%</b>	<b>1,806</b>	<b>1,850</b>	<b>864</b>	<b>-44</b>	<b>942</b>	<b>-2.4%</b>	<b>109.0%</b>		
Charlotte, NC	CLT	1	1	0	0	1	0.0%	-	128	128	0	0	128	0.0%	-		
Dallas/Ft. Worth, TX	DFW	4	4	3	0	1	0.0%	33.3%	644	688	480	-44	164	-6.4%	34.2%		
Los Angeles, CA	LAX	4	4	0	0	4	0.0%	-	260	260	0	0	260	0.0%	-		
Chicago, IL (O'Hare)	ORD	2	2	1	0	1	0.0%	100.0%	344	344	128	0	216	0.0%	168.8%		
Phoenix	PHX	4	4	2	0	2	0.0%	100.0%	430	430	256	0	174	0.0%	68.0%		
<b>Delta Airlines (DL)</b>		<b>10</b>	<b>10</b>	<b>3</b>	<b>0</b>	<b>7</b>	<b>0.0%</b>	<b>233.3%</b>	<b>1,027</b>	<b>1,027</b>	<b>390</b>	<b>0</b>	<b>637</b>	<b>0.0%</b>	<b>163.3%</b>		
Atlanta, GA	ATL	1	1	0	0	1	0.0%	-	199	199	0	0	199	0.0%	-		
Los Angeles, CA	LAX	3	3	0	0	3	0.0%	-	210	210	0	0	210	0.0%	-		
Salt Lake City, UT	SLC	5	5	3	0	2	0.0%	66.7%	548	548	390	0	158	0.0%	40.5%		
Seattle, WA	SEA	1	1	0	0	1	0.0%	-	70	70	0	0	70	0.0%	-		
<b>Frontier Airlines (F9)</b>		<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0.0%</b>	<b>100.0%</b>	<b>366</b>	<b>366</b>	<b>180</b>	<b>0</b>	<b>186</b>	<b>0.0%</b>	<b>103.3%</b>		
Denver, CO	DEN	1	1	1	0	0	0.0%	0.0%	180	180	180	0	0	0.0%	0.0%		
Las Vegas, NV	LAS	1	1	0	0	1	0.0%	-	186	186	0	0	186	0.0%	-		
<b>JetBlue Airways (B6)</b>		<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0.0%</b>	<b>100.0%</b>	<b>324</b>	<b>312</b>	<b>162</b>	<b>12</b>	<b>162</b>	<b>3.8%</b>	<b>100.0%</b>		
Long Beach, CA	LGB	0	0	1	0	-1	-	-100.0%	0	0	162	0	-162	-	-100.0%		
Los Angeles, CA	LAX	1	1	0	0	1	0.0%	-	162	150	0	12	162	8.0%	-		
New York City, NY	JFK	1	1	0	0	1	0.0%	-	162	162	0	0	162	0.0%	-		
<b>Southwest Airlines (WN)</b>		<b>23</b>	<b>22</b>	<b>11</b>	<b>0</b>	<b>11</b>	<b>4.5%</b>	<b>109.1%</b>	<b>3,545</b>	<b>3,402</b>	<b>1,797</b>	<b>143</b>	<b>1,748</b>	<b>4.2%</b>	<b>97.3%</b>		
Burbank, CA	BUR	1	0	0	1	1	-	-	143	0	0	143	143	-	-		
Dallas Love Field, TX	DAL	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Denver, CO	DEN	3	3	2	0	1	0.0%	50.0%	493	493	318	0	175	0.0%	55.0%		
Houston, TX	HOU	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Las Vegas, NV	LAS	7	7	5	0	2	0.0%	40.0%	1,065	1,065	843	0	222	0.0%	26.3%		
Long Beach, CA	LGB	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Los Angeles, CA	LAX	1	1	1	0	0	0.0%	0.0%	175	175	143	0	32	0.0%	22.4%		
Chicago, IL (Midway)	MDW	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Oakland, CA	OAK	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Orange County, CA	SNA	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Phoenix, AZ	PHX	3	3	2	0	1	0.0%	50.0%	525	525	318	0	207	0.0%	65.1%		
San Diego, CA	SAN	2	2	1	0	1	0.0%	100.0%	286	286	175	0	111	0.0%	63.4%		
<b>United Airlines (UA)</b>		<b>14</b>	<b>11</b>	<b>5</b>	<b>3</b>	<b>9</b>	<b>27.3%</b>	<b>180.0%</b>	<b>1,049</b>	<b>896</b>	<b>328</b>	<b>153</b>	<b>721</b>	<b>17.1%</b>	<b>219.8%</b>		
Denver, CO	DEN	4	3	2	1	2	33.3%	100.0%	425	346	152	79	273	22.8%	179.6%		
Houston, TX	IAH	2	1	0	1	2	100.0%	-	152	76	0	76	152	100.0%	-		
Los Angeles, CA	LAX	3	3	1	0	2	0.0%	200.0%	176	202	50	-26	126	-12.9%	252.0%		
Chicago, IL (O'Hare)	ORD	1	1	0	0	1	0.0%	-	76	76	0	0	76	0.0%	-		
San Francisco, CA	SFO	4	3	2	1	2	33.3%	100.0%	220	196	126	24	94	12.2%	74.6%		
<b>Volaris Airlines (Y4)</b>		<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0.0%</b>	<b>-</b>	<b>174</b>	<b>174</b>	<b>0</b>	<b>0</b>	<b>174</b>	<b>0.0%</b>	<b>-</b>		
Guadalajara, MX	GDL	1	1	0	0	1	0.0%	-	174	174	0	0	174	0.0%	-		
<b>AIRPORT TOTALS</b>		<b>80</b>	<b>75</b>	<b>33</b>	<b>5</b>	<b>47</b>	<b>6.7%</b>	<b>142.4%</b>	<b>9,621</b>	<b>9,281</b>	<b>4,257</b>	<b>340</b>	<b>5,364</b>	<b>3.7%</b>	<b>126.0%</b>		

**Peak Day Non-Stop Departures (including less than daily flights) \*May 15, 2020, schedule is shown for CY 2020 comparison\***

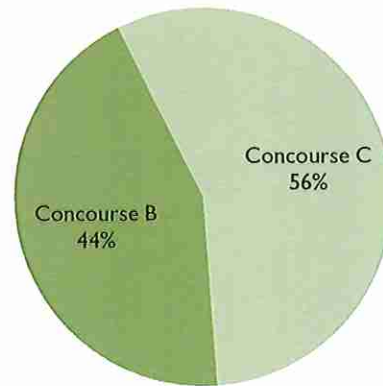
Airline/Destination	Code	July 2021	June 2021	July 2020	Change vs Prior Month	Change vs Prior Year	% Change vs Prior Month	% Change vs Prior Year	July 2021	June 2021	July 2020	Change vs Prior Month	Change vs Prior Year	% Change vs Prior Month	% Change vs Prior Year		
<b>AIRLINES TOTALS</b>		<b>Flights</b>								<b>Seats</b>							
Alaska Airlines	AS	10	9	5	1	5	11.1%	100.0%	862	786	380	76	482	9.7%	126.8%		
Allegiant Air	G4	3	3	1	0	2	0.0%	200.0%	468	468	156	0	312	0.0%	200.0%		
American Airlines	AA	15	15	6	0	9	0.0%	150.0%	1,806	1,850	864	-44	942	-2.4%	109.0%		
Delta Air Lines	DL	10	10	3	0	7	0.0%	233.3%	1,027	1,027	390	0	637	0.0%	163.3%		
Frontier Airlines	F9	2	2	1	0	1	0.0%	100.0%	366	366	180	0	186	0.0%	103.3%		
JetBlue Airways	B6	2	2	1	0	1	0.0%	100.0%	324	312	162	12	162	3.8%	100.0%		
Southwest Airlines	WN	23	22	11	1	12	4.5%	109.1%	3,545	3,402	1,797	143	1,748	4.2%	97.3%		
United Airlines	UA	14	11	5	3	9	27.3%	180.0%	1,049	896	328	153	721	17.1%	219.8%		
Volaris Airlines	Y4	1	1	0	0	1	0.0%	-	174	174	0	0	174	0.0%	-		
<b>Grand Total - All Airlines</b>		<b>80</b>	<b>75</b>	<b>33</b>	<b>5</b>	<b>47</b>	<b>6.7%</b>	<b>142.4%</b>	<b>9,621</b>	<b>9,281</b>	<b>4,257</b>	<b>340</b>	<b>5,364</b>	<b>3.7%</b>	<b>126.0%</b>		
<b>TOTALS BY CITY</b>		<b>Flights</b>								<b>Seats</b>							
Atlanta, GA	ATL	1	1	0	0	1	0.0%	-	199	199	0	0	199	0.0%	-		
Burbank, CA	BUR	1	0	0	1	1	-	-	143	0	0	143	143	-	-		
Charlotte, NC	CLT	1	1	0	0	1	0.0%	-	128	128	0	0	128	0.0%	-		
Denver, CO	DEN	8	7	5	1	3	14.3%	60.0%	1,098	1,019	650	79	448	7.8%	68.9%		
Dallas/Ft. Worth, TX	DFW	4	4	3	0	1	0.0%	33.3%	644	688	480	-44	164	-6.4%	34.2%		
Dallas Love Field	DAL	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Guadalajara, MX	GDL	1	1	0	0	1	0.0%	-	174	174	0	0	174	0.0%	-		
Houston, TX	HOU	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Houston, TX	IAH	2	1	0	1	2	100.0%	-	152	76	0	76	152	100.0%	-		
Las Vegas, NV	LAS	9	9	6	0	3	0.0%	50.0%	1,407	1,407	999	0	408	0.0%	40.8%		
Jackson Hole, WY	JAC	1	1	0	0	1	0.0%	-	156	156	0	0	156	0.0%	-		
Long Beach, CA	LGB	1	1	1	0	0	0.0%	0.0%	143	143	162	0	-19	0.0%	-11.7%		
Los Angeles, CA	LAX	14	14	2	0	12	0.0%	600.0%	1,135	1,149	193	-14	942	-1.2%	488.1%		
Chicago, IL (Midway)	MDW	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Oakland, CA	OAK	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Orange County, CA	SNA	2	2	0	0	2	0.0%	-	299	299	0	0	299	0.0%	-		
Chicago, IL (O'Hare)	ORD	3	3	1	0	2	0.0%	200.0%	420	420	128	0	292	0.0%	228.1%		
Minneapolis, MN	MSP	0	0	0	0	0	-	-	0	0	0	0	0	-	-		
New York City	JFK	1	1	0	0	1	0.0%	-	162	162	0	0	162	0.0%	-		
Palm Springs, CA	PSP	0	0	0	0	0	-	-	0	0	0	0	0	-	-		
Portland, OR	PDX	2	2	1	0	1	0.0%	100.0%	152	152	76	0	76	0.0%	100.0%		
Phoenix, AZ	PHX	7	7	4	0	3	0.0%	75.0%	955	955	574	0	381	0.0%	66.4%		
San Diego, CA	SAN	2	2	1	0	1	0.0%	100.0%	286	286	175	0	111	0.0%	63.4%		
Seattle, WA	SEA	7	6	4	1	3	16.7%	75.0%	628	552	304	76	324	13.8%	106.6%		
San Francisco, CA	SFO	4	3	2	1	2	33.3%	100.0%	220	196	126	24	94	12.2%	74.6%		
Salt Lake City, UT	SLC	5	5	3	0	2	0.0%	66.7%	548	548	390	0	158	0.0%	40.5%		
San Jose, CA	SJC	0	0	0	0	0	-	-	0	0	0	0	0	-	-		
<b>Grand Total - All Cities</b>		<b>80</b>	<b>75</b>	<b>33</b>	<b>5</b>	<b>47</b>	<b>6.7%</b>	<b>142.4%</b>	<b>9,621</b>	<b>9,281</b>	<b>4,257</b>	<b>340</b>	<b>5,364</b>	<b>3.7%</b>	<b>126.0%</b>		

Peak Day Non-Stop Departures (including less than daily flights) by Concourse								
July 2021								
Airline	Code	Daily Flights	Concourse	Airport	Daily Seats	Concourse	Airport	
Delta	DL	10	28.6%	12.5%	1,027	21.0%	10.7%	
JetBlue	B6	2	5.7%	2.5%	324	6.6%	3.4%	
Southwest	WN	23	65.7%	28.8%	3,545	72.4%	36.8%	
<b>B-Concourse</b>		<b>35</b>	<b>100.0%</b>	<b>43.8%</b>	<b>4,896</b>	<b>100.0%</b>	<b>50.9%</b>	
Alaska	AS	10	22.2%	12.5%	862	18.2%	9.0%	
Allegiant	G4	3	6.7%	3.8%	468	9.9%	4.9%	
American	AA	15	33.3%	18.8%	1,806	38.2%	18.8%	
Frontier	F9	2	4.4%	2.5%	366	7.7%	3.8%	
United	UA	14	31.1%	17.5%	1,049	22.2%	10.9%	
Volaris	Y4	1	2.2%	1.3%	174	3.7%	1.8%	
<b>C-Concourse</b>		<b>45</b>	<b>100.0%</b>	<b>56.3%</b>	<b>4,725</b>	<b>100.0%</b>	<b>49.1%</b>	
<b>Grand Total</b>		<b>80</b>		<b>100.0%</b>	<b>9,621</b>		<b>100.0%</b>	

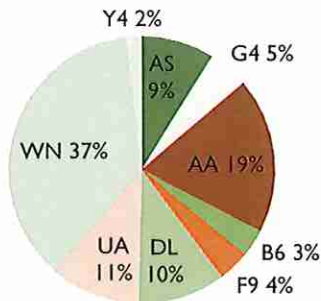
Percent of Scheduled Flights by Airlines



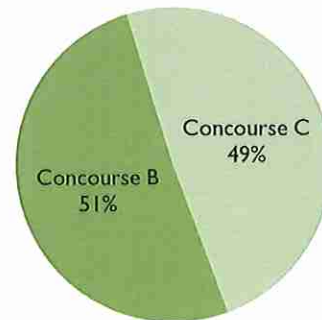
Percent of Scheduled Flights by Concourse



Percent of Scheduled Seats by Airline



Percent of Scheduled Seats by Concourse





## Non-Stop Arrivals

July 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
WN	WN	LAS	RNO	3139	73W	143	2245	0005	1..45..
WN	WN	LAS	RNO	1169	7M8	175	0600	0715	1..45..
WN	WN	LAS	RNO	3686	73W	143	0605	0725	.....7
G4	G4	LAS	RNO	148	319	156	0615	0733	1...5..
G4	G4	LAS	RNO	148	319	156	0655	0813	...4..7
WN	WN	LAS	RNO	4886	73W	143	0700	0820	.23....
WN	WN	LAS	RNO	4293	73W	143	0725	0845	.....7
AS	QX	PDX	RNO	2253	DH4	76	0715	0850	1234567
DL	OO	SLC	RNO	3638	E7W	76	0825	0858	1234567
WN	WN	LAS	RNO	3907	73W	143	0750	0905	.....6.
UA	OO	DEN	RNO	5968	CRJ	50	0756	0922	...567
WN	WN	LAS	RNO	2109	73W	143	0805	0925	1..45..
WN	WN	LAS	RNO	4485	73H	175	0805	0925	.23....
AA	OO	LAX	RNO	2987	CR7	65	0800	0933	1234567
WN	WN	SAN	RNO	2213	73W	143	0805	0940	1..45..
WN	WN	DEN	RNO	602	73H	175	0825	0945	.....7
WN	WN	PHX	RNO	4215	73W	143	0800	0945	.....6.
AA	AA	PHX	RNO	1656	319	128	0800	0947	1234567
UA	OO	LAX	RNO	5696	CRJ	50	0825	0949	1234567
AS	QX	SEA	RNO	2441	DH4	76	0757	0956	1234567
G4	G4	JAC	RNO	2622	319	156	0918	0956	1...5..
WN	WN	LAX	RNO	4838	73W	143	0835	1000	.23....
WN	WN	PHX	RNO	1210	73H	175	0815	1000	1..45..
UA	OO	SFO	RNO	5983	CR7	70	0900	1010	123456.
UA	OO	SFO	RNO	5983	E7W	70	0900	1010	.....7
WN	WN	SAN	RNO	4029	7M8	175	0840	1010	.23....
WN	WN	PHX	RNO	2147	73W	143	0845	1030	.23....
WN	WN	PHX	RNO	2147	73H	175	0845	1030	.....7
WN	WN	DEN	RNO	5040	73W	143	0940	1055	12345..
WN	WN	MDW	RNO	1443	73W	143	0845	1055	1..45..
DL	OO	LAX	RNO	3501	E7W	70	0935	1103	1234567
WN	WN	SNA	RNO	2626	73W	143	0950	1110	.....7
Y4	Y4	GDL	RNO	998	320	174	0918	1115	1.345..
AA	AA	DFW	RNO	2722	319	128	1000	1119	1234567
WN	WN	DAL	RNO	4402	73H	175	1010	1125	.23....
WN	WN	HOU	RNO	5388	73W	143	0940	1125	.23....
WN	WN	LAS	RNO	3716	73W	143	1020	1140	.....6.
WN	WN	LAS	RNO	2182	73H	175	1025	1145	1..45..
WN	WN	MDW	RNO	4945	73H	175	0935	1150	.23....
DL	OO	SEA	RNO	3809	E7W	70	0948	1154	.....6.
WN	WN	SAN	RNO	1036	7M8	175	1025	1155	.....6.
AS	QX	SEA	RNO	2032	DH4	76	1000	1159	1234567
WN	WN	LAX	RNO	538	73H	175	1050	1210	.....7
DL	DL	SLC	RNO	2666	738	160	1140	1212	1234567
WN	WN	DAL	RNO	1174	73H	175	1105	1220	1..45..
AS	OO	LAX	RNO	3340	E75	76	1055	1225	12.4567
WN	WN	LAS	RNO	1	7M8	175	1105	1225	.....7
UA	YV	IAH	RNO	6131	E7W	76	1040	1229	1234567
UA	UA	DEN	RNO	2141	319	126	1127	1241	....567

## Non-Stop Arrivals

July 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
UA	UA	DEN	RNO	2141	320	150	1127	1241	1234...
AA	OO	PHX	RNO	3141	CR7	65	1105	1259	1234567
G4	G4	LAS	RNO	148	319	156	1141	1259	.2.....
AS	AS	SEA	RNO	475	73H	159	1122	1310	.....67
AS	AS	SEA	RNO	475	73J	178	1122	1310	12345..
WN	WN	SAN	RNO	2659	73H	175	1140	1310	.....7
WN	WN	LAS	RNO	1877	73W	143	1200	1320	.23....
AA	AA	DFW	RNO	1923	738	172	1220	1338	1234567
WN	WN	SNA	RNO	1830	73W	143	1220	1340	1..45..
G4	G4	SNA	RNO	221	319	156	1226	1344	.....7
WN	WN	LAX	RNO	6	73H	175	1250	1410	1..45..
UA	OO	LAX	RNO	5708	CRJ	50	1250	1414	1234567
F9	F9	LAS	RNO	2175	320	186	1309	1430	....5..
WN	WN	DEN	RNO	4092	73H	175	1320	1435	.....6.
WN	WN	PHX	RNO	5659	73W	143	1255	1435	.23....
WN	WN	MDW	RNO	3769	73H	175	1230	1440	.....7
G4	G4	SNA	RNO	221	319	156	1326	1444	...4...
UA	OO	SFO	RNO	5469	CRJ	50	1340	1446	1234567
AA	OO	LAX	RNO	3021	CR7	65	1317	1448	1234567
WN	WN	DAL	RNO	2764	73H	175	1340	1455	.....7
WN	WN	LAS	RNO	5474	73W	143	1340	1500	.23....
WN	WN	PHX	RNO	950	73W	143	1325	1505	1..45..
WN	WN	LAS	RNO	2274	73W	143	1400	1520	.....6.
WN	WN	SNA	RNO	495	73W	143	1400	1520	.23....
F9	F9	LAS	RNO	2175	320	186	1415	1536	1.....
WN	WN	DEN	RNO	5312	73W	143	1430	1545	.23....
WN	WN	LGB	RNO	4134	73W	143	1425	1545	.....6.
WN	WN	DEN	RNO	519	73W	143	1440	1555	1..45..
DL	OO	SLC	RNO	3653	E7W	76	1555	1629	1234567
WN	WN	LAS	RNO	1321	73H	175	1510	1630	1..45..
WN	WN	LGB	RNO	2724	7M8	175	1510	1630	.....7
AA	OO	LAX	RNO	3212	CR7	65	1502	1633	1234567
WN	WN	BUR	RNO	5740	73W	143	1515	1640	.....6.
UA	OO	DEN	RNO	5245	E7W	70	1552	1715	1234567
WN	WN	BUR	RNO	5743	73W	143	1555	1720	.23....
G4	G4	LAS	RNO	148	319	156	1603	1721	.....6.
AA	OO	PHX	RNO	3210	CR7	65	1530	1724	1234567
AA	AA	ORD	RNO	887	738	172	1521	1736	1234567
B6	B6	LAX	RNO	942	320	150	1615	1737	1.....
B6	B6	LAX	RNO	942	320	162	1615	1737	..3.5..
WN	WN	LAS	RNO	5042	73W	143	1630	1750	.....7
AS	OO	SEA	RNO	3411	E75	76	1612	1800	1234567
B6	B6	LAX	RNO	942	320	150	1639	1800	.2....7
B6	B6	LAX	RNO	942	320	162	1639	1800	...4.6.
DL	OO	LAX	RNO	3630	E7W	70	1639	1800	1234567
WN	WN	LAS	RNO	3479	73H	175	1645	1805	.23....
WN	WN	LAS	RNO	2120	73W	143	1655	1815	1..45..
WN	WN	SNA	RNO	5680	73W	143	1655	1815	.....6.
DL	OO	SLC	RNO	3505	E7W	76	1745	1818	1234567

## Non-Stop Arrivals

July 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
WN	WN	BUR	RNO	5728	73W	143	1655	1820	.....7
WN	WN	DAL	RNO	5348	73H	175	1705	1820	.....6.
WN	WN	LGB	RNO	559	73W	143	1655	1820	12345..
AS	QX	PDX	RNO	2394	DH4	76	1710	1848	1234567
F9	F9	LAS	RNO	2175	320	186	1729	1850	.....6.
WN	WN	BUR	RNO	5742	73W	143	1750	1915	1..45..
F9	F9	LAS	RNO	2177	320	186	1800	1921	...4...
F9	F9	LAS	RNO	2177	320	186	1806	1927	.....7
F9	F9	DEN	RNO	531	320	180	1759	1929	1...5..
DL	DL	ATL	RNO	2542	757	199	1750	1930	.234567
WN	WN	DEN	RNO	4767	73W	143	1810	1935	.....7
WN	WN	SAN	RNO	2415	73W	143	1805	1935	.23....
UA	OO	SFO	RNO	5470	CRJ	50	1835	1939	1234567
AS	QX	SEA	RNO	2351	DH4	76	1746	1945	1234567
WN	WN	OAK	RNO	1207	73W	143	1905	2000	1..45..
WN	WN	OAK	RNO	4265	73W	143	1905	2000	.....6.
G4	G4	LAS	RNO	148	319	156	1853	2011	..3....
UA	OO	LAX	RNO	5716	E7W	76	1855	2015	1234567
WN	WN	OAK	RNO	5325	73W	143	1930	2025	.23....
WN	WN	OAK	RNO	2667	73H	175	1935	2030	.....7
AA	AA	DFW	RNO	2448	738	172	1906	2034	1234567
WN	WN	LAS	RNO	3514	73W	143	1915	2035	.....6.
WN	WN	LAS	RNO	4462	73W	143	1935	2055	.23....
AA	AA	PHX	RNO	1453	738	172	1904	2056	12345.7
UA	UA	DEN	RNO	272	320	150	1941	2059	123.567
UA	UA	DEN	RNO	272	739	179	1941	2059	...4...
AA	AA	PHX	RNO	1165	738	172	1910	2102	.....6.
WN	WN	SAN	RNO	1859	73W	143	1940	2105	1..45..
WN	WN	MDW	RNO	4296	73W	143	1900	2110	.....6.
DL	OO	SEA	RNO	3779	E7W	70	1925	2122	1234567
WN	WN	LAS	RNO	1951	73W	143	2010	2125	1..45..
UA	YV	IAH	RNO	6107	E7W	76	1940	2131	1234567
WN	WN	LAS	RNO	3688	73W	143	2025	2140	.....7
DL	OO	LAX	RNO	3860	E7W	70	2033	2154	1234567
WN	WN	PHX	RNO	3073	73H	175	2015	2155	.....6.
AA	AA	CLT	RNO	1278	319	128	2010	2212	1234567
AA	AA	ORD	RNO	1289	738	172	1950	2212	1234567
UA	OO	ORD	RNO	4650	E7W	76	1945	2220	1234567
WN	WN	PHX	RNO	3590	73W	143	2045	2230	.23....
WN	WN	LAS	RNO	2185	73H	175	2120	2240	.23....
WN	WN	PHX	RNO	4815	73W	143	2105	2245	.....7
B6	B6	JFK	RNO	81	320	150	1939	2255	.2.....
B6	B6	JFK	RNO	81	320	162	1939	2255	1.34567
WN	WN	DEN	RNO	4735	73H	175	2135	2255	.23....
WN	WN	PHX	RNO	2100	73W	143	2115	2255	1..45..
WN	WN	DEN	RNO	641	73H	175	2140	2300	1..45..
WN	WN	DEN	RNO	4801	73H	175	2145	2305	.....6.
WN	WN	HOU	RNO	1666	73H	175	2120	2305	1..45..
WN	WN	LAS	RNO	3539	73W	143	2145	2305	.....6.

## Non-Stop Arrivals

July 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
AS	OO	SEA	RNO	3483	E75	76	2121	2309	1234567
WN	WN	DEN	RNO	4055	73H	175	2200	2315	.....7
DL	DL	SLC	RNO	2652	738	160	2258	2328	1234567
AA	OO	LAX	RNO	3256	CR7	65	2200	2331	12345.7
UA	OO	SFO	RNO	5885	CRJ	50	2240	2344	...45.7
AS	OO	LAX	RNO	3422	E75	76	2215	2345	1234567
WN	WN	LAS	RNO	5170	73W	143	2225	2345	.....7
AA	AA	DFW	RNO	1273	738	172	2232	2354	1234567

## Non-Stop Departures

July 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
WN	WN	RNO	MDW	1739	73W	143	0520	1100	.....6.
UA	UA	RNO	DEN	2415	739	179	0540	0846	....5..
UA	UA	RNO	DEN	2415	320	150	0540	0847	1234.67
WN	WN	RNO	PHX	3127	73H	175	0540	0725	1..45..
AA	AA	RNO	DFW	1361	738	172	0600	1119	1234567
AS	OO	RNO	LAX	3316	E75	76	0600	0738	1234567
DL	DL	RNO	SLC	2762	738	160	0600	0827	1234567
UA	OO	RNO	LAX	5489	E7W	76	0600	0736	1234567
WN	WN	RNO	LAS	2945	73W	143	0600	0720	.....7
WN	WN	RNO	MDW	4777	73W	143	0600	1145	1..45..
WN	WN	RNO	PHX	1664	73W	143	0600	0745	.23....
WN	WN	RNO	DEN	1698	73H	175	0610	0915	....6.
WN	WN	RNO	PHX	4573	73H	175	0610	0755	.....7
WN	WN	RNO	LAS	5711	73H	175	0615	0735	.23....
WN	WN	RNO	LAS	1940	73W	143	0620	0735	1..45..
WN	WN	RNO	OAK	2406	73W	143	0620	0720	.....6.
AA	AA	RNO	ORD	1290	738	172	0625	1228	1234567
UA	OO	RNO	SFO	5998	CRJ	50	0629	0740	1234567
AA	AA	RNO	PHX	677	738	172	0630	0831	.....7
DL	OO	RNO	SEA	3777	E7W	70	0630	0834	1234567
WN	WN	RNO	DEN	4925	73H	175	0635	0940	.23....
WN	WN	RNO	DEN	1938	73H	175	0640	0945	1..45..
WN	WN	RNO	OAK	4644	73W	143	0640	0740	.....7
AA	AA	RNO	PHX	677	738	172	0645	0846	123456.
WN	WN	RNO	HOU	4559	73W	143	0650	1235	.23....
WN	WN	RNO	LAS	3214	73W	143	0650	0805	.....6.
WN	WN	RNO	OAK	1223	73W	143	0655	0755	1..45..
AA	OO	RNO	LAX	3114	CR7	65	0700	0854	123456.
AS	OO	RNO	SEA	3469	E75	76	0700	0859	1234567
UA	OO	RNO	ORD	4753	E7W	76	0700	1258	1234567
WN	WN	RNO	MDW	3136	73W	143	0700	1240	.....7
WN	WN	RNO	DEN	3371	73H	175	0710	1015	.....7
WN	WN	RNO	OAK	1637	73W	143	0710	0810	.23....
DL	OO	RNO	LAX	4172	E7W	70	0722	0855	1234567
UA	YV	RNO	IAH	6137	E7W	76	0730	1313	1234567
WN	WN	RNO	PHX	2357	73H	175	0735	0920	.....6.
DL	DL	RNO	ATL	1227	757	199	0745	1512	1.34567
AA	AA	RNO	DFW	392	738	172	0800	1318	1234567
WN	WN	RNO	BUR	5734	73W	143	0800	0920	12345..
WN	WN	RNO	LAS	640	73W	143	0800	0920	.....7
WN	WN	RNO	LAS	640	7M8	175	0800	0920	1..45..
G4	G4	RNO	LAS	109	319	156	0818	0932	....5..
G4	G4	RNO	LAS	106	319	156	0828	0941	1.....
G4	G4	RNO	SNA	174	319	156	0858	1017	...4..7
WN	WN	RNO	BUR	5726	73W	143	0900	1020	.....7
WN	WN	RNO	BUR	5730	73W	143	0900	1020	.....6.
WN	WN	RNO	LAS	3467	73W	143	0900	1020	.23....
UA	OO	RNO	DEN	4767	E7W	70	0910	1222	1234567

## Non-Stop Departures

July 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
WN	WN	RNO	DAL	4293	73W	143	0920	1425	.....7
AS	QX	RNO	PDX	2250	DH4	76	0930	1109	1234567
WN	WN	RNO	LAS	3565	73W	143	0935	1050	.....6.
WN	WN	RNO	LGB	2110	73W	143	0955	1120	1..45..
DL	OO	RNO	SLC	3638	E7W	76	1010	1237	1234567
WN	WN	RNO	LGB	4488	73H	175	1010	1135	.23....
AA	OO	RNO	LAX	2987	CR7	65	1013	1201	1234567
WN	WN	RNO	DEN	2213	73W	143	1015	1320	1..45..
WN	WN	RNO	DAL	4215	73W	143	1020	1530	.....6.
UA	OO	RNO	LAX	5548	CRJ	50	1022	1200	1234567
AA	AA	RNO	PHX	1656	319	128	1027	1217	1234567
WN	WN	RNO	LGB	602	73H	175	1035	1200	.....7
WN	WN	RNO	MDW	4838	73W	143	1035	1615	.23....
G4	G4	RNO	JAC	2623	319	156	1041	1311	1..5..
AS	QX	RNO	SEA	2442	DH4	76	1045	1248	1234567
UA	OO	RNO	SFO	5899	CR7	70	1053	1204	123456.
UA	OO	RNO	SFO	5899	E7W	70	1053	1204	.....7
WN	WN	RNO	LAS	4034	7M8	175	1055	1215	.23....
WN	WN	RNO	LAS	1955	73H	175	1100	1220	1..45..
WN	WN	RNO	LAX	1672	73W	143	1105	1235	.23....
UA	OO	RNO	DEN	5894	CRJ	50	1115	1431	....567
WN	WN	RNO	DEN	2147	73H	175	1120	1425	.....7
WN	WN	RNO	DAL	47	73W	143	1130	1640	.23....
WN	WN	RNO	HOU	1885	73W	143	1135	1720	1..45..
WN	WN	RNO	SNA	5566	73W	143	1145	1315	.....7
DL	OO	RNO	LAX	3501	E7W	70	1148	1318	1234567
WN	WN	RNO	SAN	1443	73W	143	1150	1320	1..45..
AA	AA	RNO	DFW	2722	319	128	1200	1718	1234567
WN	WN	RNO	PHX	5388	73W	143	1200	1345	.23....
WN	WN	RNO	SAN	4402	73H	175	1210	1340	.23....
WN	WN	RNO	LGB	197	73W	143	1215	1340	.....6.
WN	WN	RNO	DEN	4945	73H	175	1235	1540	.23....
WN	WN	RNO	LAX	1734	73H	175	1235	1405	1..45..
AS	QX	RNO	SEA	2596	DH4	76	1240	1443	1234567
DL	OO	RNO	SEA	3809	E7W	70	1240	1445	.....6.
WN	WN	RNO	DEN	1036	7M8	175	1250	1600	.....6.
Y4	Y4	RNO	GDL	999	320	174	1255	1841	1.345..
WN	WN	RNO	LAS	3920	73H	175	1300	1420	.....7
AS	OO	RNO	LAX	3341	E75	76	1305	1443	12.4567
UA	YV	RNO	IAH	6220	E7W	76	1305	1845	1234567
WN	WN	RNO	PHX	1174	73H	175	1310	1455	1..45..
WN	WN	RNO	SAN	2458	7M8	175	1310	1440	.....7
DL	DL	RNO	SLC	2666	738	160	1330	1559	1234567
UA	UA	RNO	DEN	2470	319	126	1340	1647	....567
UA	UA	RNO	DEN	2470	320	150	1340	1647	1234...
G4	G4	RNO	LAS	106	319	156	1344	1458	.2.....
WN	WN	RNO	LAS	865	73W	143	1355	1515	.23....
AA	OO	RNO	PHX	3141	CR7	65	1405	1608	1234567

## Non-Stop Departures

July 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
AS	AS	RNO	SEA	474	73H	159	1405	1605	....67
AS	AS	RNO	SEA	474	73J	178	1405	1605	12345..
WN	WN	RNO	DEN	2659	73H	175	1405	1710	.....7
WN	WN	RNO	DAL	1830	73W	143	1415	1920	1..45..
AA	AA	RNO	DFW	1923	738	172	1429	1954	1234567
G4	G4	RNO	LAS	106	319	156	1429	1543	.....7
WN	WN	RNO	DEN	6	73H	175	1455	1800	1..45..
WN	WN	RNO	DEN	5659	73W	143	1510	1820	.23....
F9	F9	RNO	LAS	2174	320	186	1515	1636	....5..
UA	OO	RNO	LAX	5844	CRJ	50	1520	1658	1234567
WN	WN	RNO	PHX	4092	73H	175	1520	1705	.....6.
AA	OO	RNO	LAX	3021	CR7	65	1525	1708	1234567
G4	G4	RNO	LAS	106	319	156	1529	1642	...4...
WN	WN	RNO	LAX	3769	73H	175	1530	1705	.....7
WN	WN	RNO	LAS	2764	73H	175	1540	1700	.....7
WN	WN	RNO	LAS	678	73W	143	1550	1710	12345..
WN	WN	RNO	LAS	3363	73W	143	1555	1715	.....6.
WN	WN	RNO	PHX	3250	73W	143	1555	1740	.23....
UA	OO	RNO	SFO	5814	CRJ	50	1608	1720	1234567
WN	WN	RNO	SNA	706	73W	143	1620	1750	.....6.
WN	WN	RNO	SNA	5312	73W	143	1620	1750	.23....
WN	WN	RNO	SNA	519	73W	143	1630	1805	1..45..
F9	F9	RNO	LAS	2174	320	186	1640	1801	1.....
AA	OO	RNO	PHX	3144	CR7	65	1709	1911	1234567
DL	OO	RNO	SLC	3653	E7W	76	1715	1943	1234567
WN	WN	RNO	PHX	1322	73H	175	1720	1905	1..45..
WN	WN	RNO	PHX	2724	7M8	175	1720	1905	.....7
AA	OO	RNO	LAX	3280	CR7	65	1755	1941	1234567
G4	G4	RNO	LAS	106	319	156	1806	1920	.....6.
B6	B6	RNO	LAX	943	320	150	1823	1957	1.....
B6	B6	RNO	LAX	943	320	162	1823	1957	..3.5..
WN	WN	RNO	LAS	3685	73W	143	1830	1950	.....7
AS	OO	RNO	SEA	3378	E75	76	1840	2030	1234567
B6	B6	RNO	LAX	943	320	150	1845	2020	.2....7
B6	B6	RNO	LAX	943	320	162	1845	2020	...4.6.
DL	OO	RNO	LAX	3630	E7W	70	1845	2019	1234567
WN	WN	RNO	LAS	5685	73W	143	1845	2005	.....6.
WN	WN	RNO	LAS	1137	73W	143	1850	2010	12345..
WN	WN	RNO	SAN	2342	73W	143	1850	2020	1..45..
WN	WN	RNO	SAN	4411	73H	175	1855	2025	.23....
WN	WN	RNO	SAN	5348	73H	175	1905	2035	.....6.
DL	OO	RNO	SLC	3505	E7W	76	1910	2139	1234567
AS	QX	RNO	SEA	2218	DH4	76	1930	2136	1234567
F9	F9	RNO	LAS	2174	320	186	1939	2100	.....6.
F9	F9	RNO	LAS	2176	320	186	2006	2127	...4...
WN	WN	RNO	LAS	4767	73W	143	2010	2140	.23...7
F9	F9	RNO	LAS	2176	320	186	2012	2133	.....7
UA	OO	RNO	SFO	5380	CRJ	50	2020	2132	...45.7

## Non-Stop Departures

July 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
F9	F9	RNO	DEN	530	320	180	2024	2346	1...5..
AS	QX	RNO	PDX	2446	DH4	76	2025	2204	1234567
WN	WN	RNO	LAS	1207	73W	143	2030	2155	1..45..
WN	WN	RNO	LAS	4265	73W	143	2050	2210	....6.
G4	G4	RNO	LAS	106	319	156	2056	2210	..3....
WN	WN	RNO	LAS	1952	73W	143	2155	2315	1..45..
AA	AA	RNO	CLT	2278	319	128	2253	0635	....56.
AA	AA	RNO	CLT	2278	319	128	2254	0636	1234..7
B6	B6	RNO	JFK	80	320	150	2349	0800	.2.....
B6	B6	RNO	JFK	80	320	162	2349	0800	1.34567
AA	AA	RNO	ORD	1289	738	172	2359	0552	1234567





**Reno-Tahoe International Airport**

Hourly schedule arrivals, departures, and related seats

Sample: 19th - 25th July 2021

A i r p o r t  T o t a l s	Monday				Tuesday				Wednesday				Thursday				Friday				Saturday				Sunday									
	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	
	0	0	0500	0	0	143	1	0500	0	0	0	0	0500	0	0	0	0	0500	0	0	143	1	0500	0	0	143	1	0500	0	0	0	0	0000	0
0	0	0100	0	0	0	0	0100	0	0	0	0	0100	0	0	0	0	0100	0	0	0	0	0100	0	0	0	0	0100	0	0	0	0	0100	0	0
0	0	0200	0	0	0	0	0200	0	0	0	0	0200	0	0	0	0	0200	0	0	0	0	0200	0	0	0	0	0200	0	0	0	0	0200	0	0
0	0	0300	0	0	0	0	0300	0	0	0	0	0300	0	0	0	0	0300	0	0	0	0	0300	0	0	0	0	0300	0	0	0	0	0300	0	0
0	0	0400	0	0	0	0	0400	0	0	0	0	0400	0	0	0	0	0400	0	0	0	0	0400	0	0	0	0	0400	0	0	0	0	0400	0	0
0	0	0500	2	325	0	0	0500	1	150	0	0	0500	1	150	0	0	0500	2	325	0	0	0500	2	354	0	0	0500	2	293	0	0	0500	1	150
0	0	0600	12	1,552	0	0	0600	12	1,584	0	0	0600	12	1,584	0	0	0600	12	1,552	0	0	0600	12	1,552	0	0	0600	11	1,469	0	0	0600	11	1,469
331	2	0700	6	562	0	0	0700	6	506	0	0	0700	7	705	175	1	0700	6	562	331	2	0700	6	562	0	0	0700	7	737	143	1	0700	7	815
152	2	0800	4	646	295	3	0800	2	315	295	3	0800	2	315	308	3	0800	4	646	152	2	0800	4	646	152	2	0800	1	122	451	4	0800	3	471
761	7	0900	3	289	494	5	0900	3	289	494	5	0900	3	289	605	6	0900	3	289	811	8	0900	3	289	655	7	0900	4	432	544	6	0900	4	432
531	4	1000	8	764	674	5	1000	9	958	674	5	1000	9	958	531	4	1000	7	608	531	4	1000	8	764	70	1	1000	7	608	245	2	1000	7	640
623	5	1100	4	531	767	6	1100	3	356	941	7	1100	3	356	623	5	1100	4	531	623	5	1100	5	581	662	6	1100	2	120	417	4	1100	4	438
702	6	1200	4	553	693	6	1200	5	697	451	4	1200	6	871	702	6	1200	4	553	678	6	1200	4	553	503	5	1200	5	592	853	7	1200	2	204
493	3	1300	5	637	493	3	1300	6	761	493	3	1300	4	529	493	3	1300	5	637	493	3	1300	5	613	331	2	1300	4	438	662	4	1300	6	788
340	4	1400	5	733	308	4	1400	3	415	308	4	1400	3	415	496	5	1400	5	733	526	5	1400	5	733	340	4	1400	3	396	515	5	1400	5	727
472	3	1500	3	258	429	3	1500	5	544	429	3	1500	5	544	266	2	1500	4	414	266	2	1500	4	444	286	2	1500	4	433	0	0	1500	4	465
316	3	1600	3	379	141	2	1600	2	193	141	2	1600	2	193	316	3	1600	2	193	316	3	1600	2	193	284	3	1600	2	193	316	3	1600	1	50
457	4	1700	4	331	459	4	1700	3	206	612	5	1700	3	206	307	3	1700	4	331	459	4	1700	4	331	453	4	1700	3	206	450	4	1700	4	331
584	6	1800	5	582	766	7	1800	5	614	616	6	1800	5	626	746	7	1800	5	594	584	6	1800	5	594	964	8	1800	5	607	591	6	1800	4	439
449	4	1900	2	152	468	4	1900	2	152	468	4	1900	2	152	654	5	1900	2	152	648	5	1900	2	152	325	3	1900	4	513	654	5	1900	2	152
713	5	2000	3	359	856	6	2000	2	219	1,012	7	2000	3	375	742	5	2000	4	455	713	5	2000	4	449	684	5	2000	2	219	745	5	2000	4	455
502	5	2100	1	143	216	3	2100	0	0	216	3	2100	0	0	502	5	2100	1	143	502	5	2100	1	143	706	6	2100	0	0	359	4	2100	0	0
691	5	2200	1	128	1,019	7	2200	1	128	1,031	7	2200	1	128	681	5	2200	1	128	681	5	2200	1	128	538	4	2200	1	128	681	5	2200	1	128
899	7	2300	2	334	549	5	2300	2	322	549	5	2300	2	334	949	8	2300	2	334	949	8	2300	2	334	802	6	2300	2	334	917	8	2300	2	334
<b>9,006</b>	<b>75</b>	<b>77</b>	<b>9,348</b>	<b>8,751</b>	<b>74</b>	<b>72</b>	<b>8,409</b>	<b>8,730</b>	<b>73</b>	<b>73</b>	<b>8,730</b>	<b>9,116</b>	<b>76</b>	<b>77</b>	<b>9,230</b>	<b>9,436</b>	<b>79</b>	<b>79</b>	<b>9,465</b>	<b>7,808</b>	<b>69</b>	<b>69</b>	<b>7,830</b>	<b>8,543</b>	<b>73</b>	<b>72</b>	<b>8,478</b>							



north lake tahoe

Chamber | CVB | Resort Association

## North Lake Tahoe Visitor Information Center Visitor Report: May 2021

### VISITORS SERVED:

<u>Apr 2020</u>		<u>May 2020</u>		<u>May 2021</u>	
Total TC & KB Walk-ins	0	Total TC & KB Walk-ins:	0	Total TC Walk-ins:	3,093
Total Phone Calls:	196	Total Phone Calls:	353	Total Phone Calls:	225
<b>Total</b>	<b>196</b>		<b>353</b>		<b>3,318</b>

### REFERRALS GIVEN TO VISITORS:

<b>Restaurants</b>	<b>Lodging</b>	<b>Historic / Museum</b>	<b>Events</b>
<b>432</b>	<b>86</b>	<b>95</b>	<b>29</b>
<b>Tours</b>	<b>Surrounding Towns (SLT / Truckee)</b>	<b>Shopping</b>	<b>Transportation</b>
<b>52</b>	<b>75</b>	<b>99</b>	<b>29</b>
<b>Services – Covid 19 &amp; Closures</b>	<b>Activities Mountain / Trails</b>	<b>Activities / Lake</b>	<b>Maps / Directions</b>
<b>30</b>	<b>515</b>	<b>349</b>	<b>625</b>

**TOTAL: 2,416 = 78 referrals per day**

### May

- YTD we are -31% down in walk-ins and -12% down in call volumes. We are up .3% in retail sales. Set a record sales month since we began keeping records in May 2014.
- YTD the VIC staff has an average of referring local businesses, activities, and directions 78 times per day.
- Continued servicing our local businesses by being a distribution center for 3 ply masks, sanitizer, funnels, pumps, signs, gloves, and floor decals
- Completed Visitor Guide Listing project – new this year to include all tourist related businesses (not just Chamber Members)
- Added 2 new local vendors for the summer: Live Tahloha and Wild Tribute. Wild Tribute also puts 4% back into our National Parks
- Participated in the preparation for the Chamber Membership Elections
- Helped advertise the Kiwanis Club Annual Auction & Via Ferrata on the Visitor Center Board

# **North Lake Tahoe Marketing Cooperative**

Preliminary

Financial Statements for the Period Ending

May 31, 2021

North Lake Tahoe Marketing Cooperative  
**Balance Sheet**  
As of May 31, 2021

	<u>May 31, 21</u>	<u>May 31, 20</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Jun 30, 20</u>
<b>ASSETS</b>					
<b>Current Assets</b>					
Checking/Savings					
1000-00 · Cash	325,700	402,276	(76,576)	(19%)	491,681
<b>Total Checking/Savings</b>	<u>325,700</u>	<u>402,276</u>	<u>(76,576)</u>	<u>(19%)</u>	<u>491,681</u>
Accounts Receivable					
1200-00 · Accounts Receivable	390	71,096	(70,706)	(99%)	1,335
<b>Total Accounts Receivable</b>	<u>390</u>	<u>71,096</u>	<u>(70,706)</u>	<u>(99%)</u>	<u>1,335</u>
Other Current Assets					
1200-99 · Accounts Receivable - Other	0	22,820	(22,820)	(100%)	25,720
1300 · Reimbursements Receivable	0	5,500	(5,500)	(100%)	11,705
1350-00 · Security Deposits	100	100	0	0%	100
<b>Total Other Current Assets</b>	<u>100</u>	<u>28,420</u>	<u>(28,320)</u>	<u>(100%)</u>	<u>37,525</u>
<b>Total Current Assets</b>	<u>326,190</u>	<u>501,792</u>	<u>(175,602)</u>	<u>(35%)</u>	<u>530,541</u>
Other Assets					
1400-00 · Prepaid Expenses	51,611	15,187	36,424	240%	8,321
<b>Total Other Assets</b>	<u>51,611</u>	<u>15,187</u>	<u>36,424</u>	<u>240%</u>	<u>8,321</u>
<b>TOTAL ASSETS</b>	<u><u>377,801</u></u>	<u><u>516,979</u></u>	<u><u>(139,178)</u></u>	<u><u>(27%)</u></u>	<u><u>538,862</u></u>
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Accounts Payable					
2000-00 · Accounts Payable	48,598	15,328	33,270	217%	51,879
<b>Total Accounts Payable</b>	<u>48,598</u>	<u>15,328</u>	<u>33,270</u>	<u>217%</u>	<u>51,879</u>
<b>Total Current Liabilities</b>	<u>48,598</u>	<u>15,328</u>	<u>33,270</u>	<u>217%</u>	<u>51,879</u>
<b>Total Liabilities</b>	<u>48,598</u>	<u>15,328</u>	<u>33,270</u>	<u>217%</u>	<u>51,879</u>
<b>Equity</b>					
32000 · Unrestricted Net Assets	486,983	24,842	462,141	1,860%	24,842
Net Income	(157,780)	476,809	(634,589)	(133%)	462,141
<b>Total Equity</b>	<u>329,203</u>	<u>501,651</u>	<u>(172,448)</u>	<u>(34%)</u>	<u>486,983</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>377,801</u></u>	<u><u>516,979</u></u>	<u><u>(139,178)</u></u>	<u><u>(27%)</u></u>	<u><u>538,862</u></u>

## North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

May 2021

	May 21	Budget	\$ Over Budget	Jul '20 - May ...	YTD Budget	\$ Over Budget	Annual Budget
<b>Income</b>							
4000-00 · LTVCBVB Funding	0	47,400	(47,400)	252,553	559,000	(306,447)	592,000
4001-00 · NLTRA Funding	0	9,718	(9,718)	421,850	923,800	(501,950)	1,000,000
4004-00 · IVCBVB Entertainment	0	0	0	6,000	8,000	(2,000)	8,000
4005-00 · Prior Year Net Income	0	34,903	(34,903)	0	383,933	(383,933)	410,697
4099-00 · Revenue - Other	0	0	0	45,200	0	45,200	0
<b>Total Income</b>	<b>0</b>	<b>92,021</b>	<b>(92,021)</b>	<b>725,604</b>	<b>1,874,733</b>	<b>(1,149,129)</b>	<b>2,010,697</b>
<b>Gross Profit</b>	<b>0</b>	<b>92,021</b>	<b>(92,021)</b>	<b>725,604</b>	<b>1,874,733</b>	<b>(1,149,129)</b>	<b>2,010,697</b>
<b>Expense</b>							
<b>5000-00 · CONSUMER MARKETING</b>							
5001-00 · Broadcast / Radio - High Notes	0	0	0	0	0	0	5,000
5002-01 · Native Display	833	3,188	(2,355)	6,667	39,312	(32,645)	42,501
5004-00 · Trip Advlsor	0	6,375	(6,375)	5,903	78,623	(72,720)	85,000
5005-00 · Paid Social	0	2,014	(2,014)	18,882	110,646	(91,764)	112,660
5005-01 · Digital Display / Retargeting	0	6,000	(6,000)	40,052	79,800	(39,748)	85,800
5005-02 · Retargeting Video	0	375	(375)	0	8,625	(8,625)	9,000
5007-00 · Creative Production							
5007-01 · Creative Production	11,927	0	11,927	60,388	0	60,388	0
5007-02 · Website Production	0	0	0	4,013	0	4,013	0
5007-03 · Photo/Video Creative	1,200	0	1,200	8,902	0	8,902	0
5007-00 · Creative Production - Other	128	128	(1)	1,530	104,236	(102,706)	105,364
<b>Total 5007-00 · Creative Production</b>	<b>13,255</b>	<b>128</b>	<b>13,127</b>	<b>74,832</b>	<b>104,236</b>	<b>(29,404)</b>	<b>105,364</b>
5010-00 · Account Strategy & Management	6,000	6,000	0	66,000	66,000	0	72,000
5010-02 · Website Strategy & Analysis	3,204	3,117	87	22,428	34,287	(11,859)	37,400
5013-00 · Outdoor	0	0	0	0	115,000	(115,000)	115,000
5015-00 · Video	0	4,725	(4,725)	0	107,625	(107,625)	112,350
5017-00 · Rich Media	0	0	0	0	35,000	(35,000)	35,000
5018-00 · Media Commission	0	4,845	(4,845)	30,468	91,786	(61,318)	96,631
5018-01 · Digital Ad Serving	0	250	(250)	333	2,750	(2,417)	3,000
5020-00 · Search Engine Marketing	0	3,000	(3,000)	34,744	62,700	(27,956)	65,700
5022-00 · Email	0	4,163	(4,163)	4,162	30,841	(26,679)	35,000
5024-00 · Fusion 7	4,000	2,000	2,000	22,000	22,000	0	24,000
5025-00 · Expedia	0	0	0	0	20,000	(20,000)	20,000
5028-00 · High Impact Media	0	1,950	(1,950)	0	28,050	(28,050)	30,000
5029-00 · Television	0	0	0	10,154	0	10,154	0
<b>Total 5000-00 · CONSUMER MARKETING</b>	<b>27,292</b>	<b>48,130</b>	<b>(20,838)</b>	<b>336,626</b>	<b>1,037,281</b>	<b>(700,655)</b>	<b>1,091,406</b>
<b>5110-00 · LEISURE SALES</b>							
5107-00 · Creative Production	0	0	0	150	7,250	(7,100)	7,250
5111-00 · FAMS - Domestic	0	0	0	0	4,500	(4,500)	4,500
5112-00 · Training / Sales Calls	1,178	0	1,178	1,298	5,000	(3,702)	5,000
5113-00 · Additional Opportunities	0	0	0	0	7,000	(7,000)	10,000
5115-00 · Travel Agent Incentive Program	0	0	0	0	2,000	(2,000)	2,000
5120-00 · Domestic - Trade Shows	0	0	0	0	6,500	(6,500)	6,500
5131-00 · FAMS - Intl - Travel Trade	0	0	0	595	2,500	(1,905)	5,510
5133-00 · Ski-Tops	0	0	0	0	2,545	(2,545)	2,545
5134-00 · Intl Marketing - Additional Opp	0	2,000	(2,000)	0	4,000	(4,000)	4,000
5137-00 · Co-op Opportunities	0	6,000	(6,000)	10,000	12,000	(2,000)	12,000
5143-00 · Mountain Travel Symposium	0	0	0	995	5,350	(4,355)	5,350
5144-00 · IPW - POW WOW	0	0	0	0	10,000	(10,000)	11,000
5145-00 · TIA Annual Dues	0	0	0	0	2,695	(2,695)	2,695
5147-00 · AUS / Gate 7	1,013	0	1,013	9,279	12,150	(2,871)	12,150
5154-00 · Canada							
5154-01 · Canada Sales Mission	0	0	0	0	6,000	(6,000)	6,000
5154-00 · Canada - Other	1,500	0	1,500	1,500	12,000	(10,500)	12,000
<b>Total 5154-00 · Canada</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>	<b>1,500</b>	<b>18,000</b>	<b>(16,500)</b>	<b>18,000</b>
5155-00 · California Star Program	0	0	0	1,167	3,500	(2,333)	3,500
<b>Total 5110-00 · LEISURE SALES</b>	<b>3,691</b>	<b>8,000</b>	<b>(4,309)</b>	<b>24,983</b>	<b>104,990</b>	<b>(80,007)</b>	<b>112,000</b>
<b>5200-00 · PUBLIC RELATIONS</b>							
5200-01 · Strategy, Reporting, Mgmt, Etc.	1,500	1,500	0	16,500	16,500	0	18,000
5202-00 · PR Program/ Content Dev - Blogs	1,000	2,000	(1,000)	11,500	17,500	(6,000)	18,500
5202-01 · Rich Content Development	0	0	0	20,500	0	20,500	0
5204-00 · Media Mission(s)	32	0	32	812	30,000	(29,188)	30,000
5206-00 · Digital Buy/ Social Media Boost	500	500	0	5,500	5,500	0	6,000
5207-00 · Content Campaigns/Tools-My Emma	300	300	0	3,300	3,300	0	3,600
5209-00 · Domestic Travel Media FAMS	938	0	938	7,164	20,000	(12,836)	20,000
5210-00 · Content Dev - Newsletters	1,800	1,800	0	18,000	19,800	(1,800)	21,600
5211-00 · Social Media Strategy & Mgmt	4,000	4,000	0	44,000	44,000	0	48,000
5212-00 · Social Giveaways & Contests	3,500	0	3,500	3,979	10,500	(6,521)	10,500
5213-00 · Facebook Live	0	0	0	63	150	(87)	150
5214-00 · Social Takeover	1,000	0	1,000	10,775	15,000	(4,225)	15,000
5216-00 · PR Content Development + Distri	0	700	(700)	8,847	7,700	1,147	8,400
5218-00 · Crisis Communication / Training	0	0	0	5,000	4,900	100	4,900
5221-00 · Photography & Video Asset Dev	0	0	0	10,500	15,000	(4,500)	15,000
5222-00 · Media Tracking / Membership	0	1,166	(1,166)	1,816	12,826	(11,010)	14,000
5280-00 · PR Meals / Entertainment	0	0	0	29	0	29	0
<b>Total 5200-00 · PUBLIC RELATIONS</b>	<b>14,570</b>	<b>11,966</b>	<b>2,604</b>	<b>168,285</b>	<b>222,676</b>	<b>(54,391)</b>	<b>233,650</b>
<b>6000-00 · CONFERENCE SALES</b>							
6002-00 · Destination Print	0	0	0	2,500	15,000	(12,500)	20,000
6003-00 · Geo-Fence Targeting	0	0	0	0	2,250	(2,250)	3,000

## North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

May 2021

	May 21	Budget	\$ Over Budget	Jul '20 - May ...	YTD Budget	\$ Over Budget	Annual Budget
6004-00 - Email	0	0	0	0	3,750	(3,750)	5,000
6005-00 - Paid Media	9,173	0	9,173	37,521	4,500	33,021	6,000
6006-00 - CVENT	0	0	0	10,678	10,678	0	10,678
6007-00 - Creative Production	120	0	120	15,256	11,058	4,198	14,744
6014-00 - MCC Group Incentive Program	0	0	0	0	5,000	(5,000)	10,000
6015-00 - MCC National Memberships	0	0	0	399	3,394	(2,995)	3,773
6016-00 - MCC Search Engine Marketing	853	416	437	2,329	4,576	(2,247)	5,000
6018-00 - MCC Media Commission	1,251	0	1,251	6,829	4,893	1,936	6,526
6018-01 - MCC Digital Ad Serving	77	0	77	77	0	77	0
6019-00 - Conference Direct Partnership	417	0	417	6,583	5,000	1,583	5,000
6128-00 - HelmsBriscoe Strategic Partner	583	0	583	6,417	7,000	(583)	7,000
6152-00 - Client Events / Opportunities	0	0	0	109	4,070	(3,961)	6,570
6153-00 - Chicago Sales Rep Support	83	0	83	1,922	1,000	922	1,000
<b>Total 6000-00 - CONFERENCE SALES</b>	<b>12,557</b>	<b>416</b>	<b>12,141</b>	<b>90,618</b>	<b>82,169</b>	<b>8,449</b>	<b>104,291</b>
<b>6100-00 - TRADE SHOWS</b>							
6111-00 - Site Inspections	0	0	0	414	3,500	(3,086)	4,500
6116-00 - CalSAE Seasonal Spectacular	0	0	0	1,099	3,700	(2,601)	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	379	0	379	3,071	6,700	(3,629)	6,700
6143-00 - Connect Marketplace	0	0	0	4,900	14,850	(9,950)	14,850
6146-00 - UC Vendor Fair	0	0	0	0	5,250	(5,250)	5,250
6151-00 - Destination CA	26	0	26	26	1,500	(1,474)	1,500
6154-00 - HelmsBriscoe ABC	730	0	730	730	6,500	(5,770)	6,500
6156-00 - Connect California	8,115	0	8,115	8,328	5,250	3,078	5,250
6156-02 - Connect Chicago	0	0	0	0	5,750	(5,750)	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	0	0	0	5,750	(5,750)	5,750
6165-00 - Bay Area Client Appreciation	0	0	0	0	1,500	(1,500)	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	2,500	(2,500)	0	2,500	(2,500)	2,500
6169-00 - Prestige Meetings SF	0	0	0	0	2,500	(2,500)	2,500
6174-00 - Outdoor Retailer	0	0	0	0	1,000	(1,000)	1,000
6173-00 - Connect NYC	0	0	0	0	6,250	(6,250)	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
<b>Total 6100-00 - TRADE SHOWS</b>	<b>9,250</b>	<b>2,500</b>	<b>6,750</b>	<b>20,838</b>	<b>78,090</b>	<b>(57,252)</b>	<b>83,090</b>
<b>7000-00 - COMMITTED &amp; ADMIN EXPENSES</b>							
5008-00 - Cooperative Programs	0	2,500	(2,500)	7,834	27,500	(19,666)	30,000
5009-00 - Fulfillment / Mail	336	1,000	(664)	1,680	11,000	(9,320)	12,000
5021-00 - RASC-Reno Air Service Corp	0	0	0	25,000	50,000	(25,000)	50,000
5123-00 - HSVC - High Sierra Visitors	167	0	167	1,500	2,000	(500)	2,000
7001-00 - Miscellaneous	298	0	298	3,008	0	3,008	0
7002-00 - CRM Subscription	833	0	833	9,792	9,996	(204)	9,996
7003-00 - IVCBVB Entertainment Fund	51	0	51	935	6,000	(5,065)	8,000
7004-00 - Research	1,111	0	1,111	10,001	29,000	(18,999)	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	7,775	0	7,775	28,660	33,352	(4,692)	33,352
7008-00 - Opportunistic Funds	0	0	0	131	46,487	(46,356)	46,487
7009-00 - Tahoe Cam Usage	0	177	(177)	2,124	1,947	177	2,124
7010-00 - Photo Management & Storage	711	592	119	6,925	6,512	413	7,099
7020-00 - Collateral Production / Printin	0	0	0	10,256	8,000	2,256	8,000
7030-00 - Contract Review	3,005	0	3,005	13,768	0	13,768	0
8700-00 - Automobile Expense*	125	350	(225)	560	3,850	(3,290)	4,200
<b>Total 7000-00 - COMMITTED &amp; ADMIN EXPENSES</b>	<b>14,413</b>	<b>4,619</b>	<b>9,794</b>	<b>137,172</b>	<b>250,644</b>	<b>(113,472)</b>	<b>287,258</b>
<b>8000-00 - WEBSITE CONTENT &amp; MAINTENANCE</b>							
8002-00 - Content Manager Contractor	4,250	4,250	0	46,802	46,750	52	51,000
8003-00 - Website Hosting Maintenance	10	4,000	(3,990)	58,059	44,000	14,059	48,000
<b>Total 8000-00 - WEBSITE CONTENT &amp; MAINTENANCE</b>	<b>4,260</b>	<b>8,250</b>	<b>(3,990)</b>	<b>104,861</b>	<b>90,750</b>	<b>14,111</b>	<b>99,000</b>
<b>Total Expense</b>	<b>86,032</b>	<b>83,881</b>	<b>2,151</b>	<b>883,384</b>	<b>1,866,600</b>	<b>(983,216)</b>	<b>2,010,695</b>
<b>Net Income</b>	<b>(86,032)</b>	<b>8,140</b>	<b>(94,172)</b>	<b>(157,780)</b>	<b>8,133</b>	<b>(165,913)</b>	<b>2</b>

## North Lake Tahoe Marketing Cooperative Profit & Loss Prev Year Comparison

July 2020 through May 2021

Accrual Basis

	Jul '20 - May 21	Jul '19 - May 20	\$ Change	% Change
<b>Income</b>				
4000-00 · LTIVCBVB Funding	252,553.38	877,496.00	-624,942.62	-71.2%
4001-00 · NLTRA Funding	421,850.25	1,421,444.00	-999,593.75	-70.3%
4004-00 · IVCBVB Entertainment	6,000.00	6,000.00	0.00	0.0%
4099-00 · Revenue - Other	45,200.00	0.00	45,200.00	100.0%
<b>Total Income</b>	<b>725,603.63</b>	<b>2,304,940.00</b>	<b>-1,579,336.37</b>	<b>-68.5%</b>
<b>Gross Profit</b>	<b>725,603.63</b>	<b>2,304,940.00</b>	<b>-1,579,336.37</b>	<b>-68.5%</b>
<b>Expense</b>				
<b>5000-00 · CONSUMER MARKETING</b>				
5001-00 · Broadcast / Radio - High Notes	0.00	5,104.00	-5,104.00	-100.0%
5002-01 · Native Display	6,666.64	9,250.00	-2,583.36	-27.9%
5004-00 · Trip Advisor	5,802.93	66,400.69	-60,497.76	-91.1%
5005-00 · Paid Social	18,881.83	101,950.14	-83,068.31	-81.5%
5005-01 · Digital Display / Retargeting	40,052.28	155,778.15	-115,725.87	-74.3%
5005-02 · Retargeting Video	0.00	14,972.28	-14,972.28	-100.0%
5007-00 · Creative Production				
5007-01 · Creative Production	60,387.74	0.00	60,387.74	100.0%
5007-02 · Website Production	4,012.50	0.00	4,012.50	100.0%
5007-03 · Photo/Video Creative	8,901.63	0.00	8,901.63	100.0%
5007-00 · Creative Production - Other	1,530.00	160,882.71	-159,152.71	-99.1%
<b>Total 5007-00 · Creative Production</b>	<b>74,831.87</b>	<b>160,882.71</b>	<b>-85,850.84</b>	<b>-53.4%</b>
5010-00 · Account Strategy & Management	66,000.00	67,000.00	-1,000.00	-1.5%
5010-01 · Digital Management & Reporting	0.00	18,000.00	-18,000.00	-100.0%
5010-02 · Website Strategy & Analysis	22,428.00	11,400.00	11,028.00	96.7%
5013-00 · Outdoor	0.00	115,000.00	-115,000.00	-100.0%
5015-00 · Video	0.00	20,176.21	-20,176.21	-100.0%
5017-00 · Rich Media	0.00	34,987.64	-34,987.64	-100.0%
5018-00 · Media Commission	30,468.43	77,333.06	-46,864.63	-60.6%
5018-01 · Digital Ad Serving	332.89	2,194.45	-1,861.56	-84.8%
5020-00 · Search Engine Marketing	34,744.30	43,847.92	-9,103.62	-20.8%
5022-00 · Email	4,162.45	26,476.66	-22,314.21	-84.3%
5024-00 · Fusion 7	22,000.00	0.00	22,000.00	108.0%
5029-00 · Television	10,154.30	0.00	10,154.30	100.0%
<b>Total 5000-00 · CONSUMER MARKETING</b>	<b>336,625.92</b>	<b>930,553.91</b>	<b>-593,927.99</b>	<b>-63.8%</b>
<b>5110-00 · LEISURE SALES</b>				
5107-00 · Creative Production	150.00	3,944.12	-3,794.12	-96.2%
5112-00 · Training / Sales Calls	1,297.98	6,928.20	-5,630.24	-81.3%
5113-00 · Additional Opportunities	0.00	3,392.02	-3,392.02	-100.0%
5115-00 · Travel Agent Incentive Program	0.00	1,500.00	-1,500.00	-100.0%
5120-00 · Domestic - Trade Shows	0.00	5,504.87	-5,504.87	-100.0%
5131-00 · FAMS Intl - Travel Trade	594.82	2,392.35	-1,797.53	-75.1%
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	8,266.41	1,733.59	21.0%
5142-00 · UK Sales Mission	0.00	2,176.93	-2,176.93	-100.0%
5143-00 · Mountain Travel Symposium	995.00	37.93	957.07	2,523.3%
5144-00 · IPW - POW WOW	0.00	257.16	-257.16	-100.0%
5145-00 · TIA Annual Dues	0.00	2,695.00	-2,695.00	-100.0%
5146-00 · UK / Black Diamond	0.00	25,833.34	-25,833.34	-100.0%
5147-00 · AUS / Gate 7	9,278.72	26,469.00	-17,190.28	-64.9%
5149-00 · 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	6,409.18	-6,409.18	-100.0%
5154-00 · Canada - Other	1,500.00	18,859.94	-15,359.94	-81.1%
<b>Total 5154-00 · Canada</b>	<b>1,500.00</b>	<b>23,269.12</b>	<b>-21,769.12</b>	<b>-93.6%</b>
5155-00 · California Star Program	1,165.88	2,041.68	-875.00	-42.9%
5156-00 · German Trade Representation	0.00	17,976.97	-17,976.97	-100.0%
<b>Total 5110-00 · LEISURE SALES</b>	<b>24,983.18</b>	<b>141,892.08</b>	<b>-116,908.90</b>	<b>-82.4%</b>
<b>5200-00 · PUBLIC RELATIONS</b>				
5200-01 · Strategy, Reporting, Mgmt, Etc.	16,500.00	22,200.00	-5,700.00	-25.7%
5201-00 · National, Regional, & Local PR	0.00	48,500.00	-48,500.00	-100.0%
5202-00 · PR Programs/ Content Dev - Blogs	11,500.00	19,000.00	-7,500.00	-39.5%
5202-01 · Rich Content Development	20,500.00	4,975.00	15,525.00	312.1%
5204-00 · Media Mission(s)	811.91	8,823.11	-8,011.20	-98.0%
5206-00 · Digital Buy/ Social Media Boost	5,500.00	4,066.00	1,414.00	34.6%
5207-00 · Content Campaigns/Tools-MY Emma	3,300.00	3,300.00	0.00	0.0%
5208-00 · International Travel Media FAMS	0.00	5,252.35	-5,252.35	-100.0%
5208-01 · Int'l FAM Hard Cost	0.00	2,107.97	-2,107.97	-100.0%
5208-02 · Int'l Media Retainer	0.00	2,650.00	-2,650.00	-100.0%
5209-00 · Domestic Travel Media FAMS	7,164.48	19,773.06	-12,608.58	-63.8%
5210-00 · Content Dev - Newsletters	18,000.00	19,800.00	-1,800.00	-9.1%
5211-00 · Social Media Strategy & Mgmt	44,000.00	44,000.00	0.00	0.0%
5212-00 · Social Giveaways & Contests	3,978.95	6,153.62	-2,174.67	-35.3%
5213-00 · Facebook Live	63.28	2,500.00	-2,436.72	-97.5%
5214-00 · Social Takeover	10,775.00	7,951.75	2,823.25	35.5%
5216-00 · PR Content Development + Distri	8,846.81	0.00	8,846.81	100.0%
5218-00 · Crisis Communication / Training	5,000.00	0.00	5,000.00	100.0%
5221-00 · Photography & Video Asset Dev	10,500.00	0.00	10,500.00	100.0%
5222-00 · Media Tracking / Membership	1,816.00	0.00	1,816.00	100.0%
5280-00 · PR Meals / Entertainment	28.72	0.00	28.72	100.0%
<b>Total 5200-00 · PUBLIC RELATIONS</b>	<b>168,285.15</b>	<b>221,072.86</b>	<b>-52,787.71</b>	<b>-23.9%</b>
<b>6000-00 · CONFERENCE SALES</b>				
6002-00 · Destination Print	2,500.00	17,260.00	-14,760.00	-85.5%
6004-00 · Email	0.00	2,550.00	-2,550.00	-100.0%
6005-00 · Paid Media	37,520.61	6,276.18	31,244.43	497.8%
6006-00 · CVENT	10,678.00	11,289.76	-611.76	-5.4%
6007-00 · Creative Production	15,255.69	14,536.11	719.58	5.0%
6008-00 · Conference PR / Social Outreach	0.00	8,400.00	-8,400.00	-100.0%
6015-00 · MCC National Memberships	399.00	0.00	399.00	100.0%
6016-00 · MCC Search Engine Marketing	2,329.05	3,408.21	-1,079.16	-31.7%
6018-00 · MCC Media Commission	6,829.40	5,840.88	988.52	16.8%
6018-01 · MCC Digital Ad Serving	76.52	1.26	75.26	5,973.0%
6019-00 · Conference Direct Partnership	6,583.37	0.00	6,583.37	100.0%
6128-00 · Helms/Briscoe Strategic Partner	6,416.63	6,333.30	83.33	1.3%
6162-00 · Client Events / Opportunities	108.54	10,789.44	-10,680.90	-99.0%



North Lake Tahoe Marketing Cooperative  
Profit & Loss Prev Year Comparison

Accrual Basis

July 2020 through May 2021

	Jul '20 - May 21	Jul '19 - May 20	\$ Change	% Change
6163-00 • Chicago Sales Rep Support	1,921.57	1,880.04	41.53	2.2%
<b>Total 6000-00 • CONFERENCE SALES</b>	<b>90,618.38</b>	<b>88,565.18</b>	<b>2,053.20</b>	<b>2.3%</b>
<b>6100-00 • TRADE SHOWS</b>				
6111-00 • Site Inspections	413.81	2,328.67	-1,914.86	-82.2%
6116-00 • CalSAE Seasonal Spectacular	1,099.00	5,161.06	-4,062.06	-78.7%
6118-00 • ASAE Annual	0.00	6,036.38	-6,036.38	-100.0%
6120-00 • AFW Client Event	0.00	1,168.39	-1,168.39	-100.0%
6120-01 • Sac River Cats Client Event	0.00	2,392.41	-2,392.41	-100.0%
6127-00 • CalSAE Annual	3,070.75	1,022.07	2,048.68	200.4%
6143-00 • Connect Marketplace	4,900.00	3,814.74	1,085.26	28.5%
6151-00 • Destination CA	25.90	0.00	25.90	100.0%
6154-00 • HelmsBriscoe ABC	730.10	5,316.80	-4,586.70	-86.3%
6156-00 • Connect California	8,328.07	260.96	8,047.11	2,864.2%
6156-04 • Connect Georgia	0.00	5,733.39	-5,733.39	-100.0%
6167-00 • 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%
6151-00 • 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%
6163-00 • Connect Financial	0.00	7,961.19	-7,961.19	-100.0%
6165-00 • Bay Area Client Appreciation	0.00	3,250.00	-3,250.00	-100.0%
6167-00 • Nor Cal DMO	420.00	489.00	-69.00	-14.1%
6168-00 • Sacramento/Roseville TopGolf	0.00	1,144.42	-1,144.42	-100.0%
6171-00 • Outdoor Retailer	0.00	105.10	-105.10	-100.0%
6173-00 • Connect NYC	0.00	324.96	-324.96	-100.0%
<b>Total 6100-00 • TRADE SHOWS</b>	<b>20,837.63</b>	<b>61,145.68</b>	<b>-40,308.05</b>	<b>-65.9%</b>
6106-00 • CalSAE Seasonal Spectacular	0.00	0.00	0.00	0.0%
<b>7000-00 • COMMITTED &amp; ADMIN EXPENSES</b>				
5008-00 • Cooperative Programs	7,834.00	33,558.60	-25,724.60	-76.7%
5009-00 • Fulfillment / Mail	1,679.82	9,019.90	-7,340.08	-81.4%
5021-00 • RASC-Reno Air Service Corp	25,000.00	75,000.00	-50,000.00	-66.7%
5122-00 • SSMC Shipping - Sierra Ski Mkt	0.00	5.03	-5.03	-100.0%
5123-00 • HSVC - High Sierra Visitors	1,500.03	1,833.37	-333.34	-18.2%
7001-00 • Miscellaneous	3,007.54	253.04	2,754.50	1,088.6%
7002-00 • CRM Subscription	9,791.64	7,499.98	2,291.66	30.6%
7003-00 • IVCBVB Entertainment Fund	935.07	2,258.40	-1,323.33	-58.6%
7004-00 • Research	10,000.91	30,030.02	-20,029.11	-66.7%
7005-00 • Film Festival	15,000.00	15,000.00	0.00	0.0%
7006-00 • Special Events	0.00	30,000.00	-30,000.00	-100.0%
7007-00 • DesImetrics / DMX	28,659.61	25,012.50	3,647.11	14.6%
7008-00 • Opportunistic Funds	131.19	34,373.27	-34,242.08	-99.6%
7009-00 • Tahoe Cam Usage	2,124.00	2,124.00	0.00	0.0%
7010-00 • Photo Management & Storage	6,924.56	6,049.12	875.44	14.5%
7011-00 • TrendKite PR Software	0.00	2,499.99	-2,499.99	-100.0%
7020-00 • Collateral Production / Printin	10,256.45	0.00	10,256.45	100.0%
7030-00 • Contract Review	13,767.61	0.00	13,767.61	100.0%
8700-00 • Automobile Expense*	559.96	3,390.20	-2,830.24	-83.5%
7000-00 • COMMITTED & ADMIN EXPENSES - Other	0.00	324.99	-324.99	-100.0%
<b>Total 7000-00 • COMMITTED &amp; ADMIN EXPENSES</b>	<b>137,172.39</b>	<b>278,232.41</b>	<b>-141,060.02</b>	<b>-50.7%</b>
<b>8000-00 • WEBSITE CONTENT &amp; MAINTENANCE</b>				
8002-00 • Content Manager Contractor	46,801.94	46,750.00	51.94	0.1%
8003-00 • Website Hosting Maintenance	58,059.26	59,918.76	-1,859.50	-3.1%
<b>Total 8000-00 • WEBSITE CONTENT &amp; MAINTENANCE</b>	<b>104,861.20</b>	<b>106,668.76</b>	<b>-1,807.56</b>	<b>-1.7%</b>
<b>Total Expense</b>	<b>883,363.85</b>	<b>1,828,130.68</b>	<b>-944,747.03</b>	<b>-51.7%</b>
<b>Net Income</b>	<b>-157,780.22</b>	<b>476,809.12</b>	<b>-634,589.34</b>	<b>-133.1%</b>



# Aging by Revenue Item

As of 5/31/2021

Invoice ID	Invoice Date	Due Date	Not Yet Due	0-30	31-60	61-90	91-120	120+	Total
<b>Account: 1201-01 Member AR Membership Dues (Member Accounts Receivable:Member AR - Member Dues)</b>									
11-20 Employees Membership Dues			\$0.00	\$0.00	\$690.00	\$345.00	\$0.00	\$2,375.00	\$3,410.00
1-5 Employees Membership Dues			\$4,405.00	\$3,540.00	\$1,475.00	\$5,300.00	\$285.00	\$17,360.00	\$32,365.00
21-50 Employees Membership Dues			\$1,620.00	\$1,080.00	\$0.00	\$2,160.00	\$540.00	\$4,800.00	\$10,200.00
50-100 Employees Membership Dues			\$0.00	\$750.00	\$0.00	\$750.00	\$0.00	\$0.00	\$1,500.00
6-10 Employees Membership Dues			\$1,615.00	\$325.00	\$0.00	\$4,845.00	\$0.00	\$6,470.00	\$13,255.00
Associate Member Membership Dues			\$0.00	\$0.00	\$50.00	\$0.00	\$0.00	\$50.00	\$100.00
Financial Institutions Membership			\$0.00	\$0.00	\$700.00	\$700.00	\$0.00	\$1,990.00	\$3,390.00
Non-Profit Membership Dues Totals:			\$170.00	\$340.00	\$510.00	\$1,530.00	\$0.00	\$3,550.00	\$6,100.00
Ski Resorts Membership Dues Totals:			\$0.00	\$0.00	\$0.00	\$9,700.00	\$0.00	\$0.00	\$9,700.00
1201-01 Member AR Membership			\$7,810.00	\$6,035.00	\$3,425.00	\$25,330.00	\$825.00	\$36,595.00	\$80,020.00
<b>Account: 1201-03 Member Accounts Receivable - Other (Member Accounts Receivable:Member AR - Other)</b>									
Eblast Totals:			\$85.00	\$150.00	\$0.00	\$0.00	\$0.00	\$175.00	\$410.00
Tuesday Morning Breakfast Club			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$165.00	\$165.00
1201-03 Member Accounts Receivable			\$85.00	\$150.00	\$0.00	\$0.00	\$0.00	\$340.00	\$575.00
<b>GRAND TOTALS</b>			<b>\$7,895.00</b>	<b>\$6,185.00</b>	<b>\$3,425.00</b>	<b>\$25,330.00</b>	<b>\$825.00</b>	<b>\$36,935.00</b>	<b>\$80,595.00</b>

**KEY METRICS FOR May 31, 2021 FINANCIAL STATEMENTS**

Total District 5 Eastern Slope TOT Collections by Quarter 2012 - 2021 (as reported thru April 2021)					
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	5,335,081	3,217,765	5,991,509	3,175,348	\$ 17,719,703
2017 - 2018	6,083,237	3,298,036	5,504,277	3,020,130	\$ 17,905,680
2018 - 2019	6,865,753	3,832,273	6,816,271	3,346,850	\$ 20,861,147
2019 - 2020	7,019,017	3,967,123	5,766,189	1,058,017	\$ 17,810,346
2020 - 2021	7,291,841	3,206,134	6,046,087	364,390	\$ 16,908,452

updated

Visitor Information Comparative Statistics For FYTD 2017/18 - 2020/21 (thru May 2021)					
Referrals -	2017-18	2018-19	2019-20	2020-21	YOY % Change
<b>Tahoe City:</b>					
Walk In	393344	36845	36049	24758	-31.3%
Phone	2816	2551	2808	2468	-12.1%
Email	343	365	405	505	24.7%
<b>Kings Beach (Walk In)</b>	7883	11439	8322	5406	-35.0%
<b>NLT - Event Traffic</b>	4774	4393	3305	809	-75.5%
<b>Total</b>	<b>409,160</b>	<b>55,593</b>	<b>50,889</b>	<b>33,946</b>	<b>-33.3%</b>

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	-16.41%
Fourth (Oct - Dec)	\$ 641,261	\$ 671,770	\$ 770,185	\$ -	
<b>Total</b>	<b>\$ 3,179,417</b>	<b>\$ 3,080,242</b>	<b>\$ 3,378,190</b>	<b>\$ 2,018,069</b>	

Unemployment Rates - EDD					May 2021
California (pop. 38,332,521)					7.9%
Placer County (367,309)					4.9%
Dollar Point (1,215)					0.0%
Kings Beach (3,893)					1.6%
Sunnyside/Tahoe City (1,557)					0.0%
Tahoe Vista (1,433)					0.0%

Destimetrics Reservations Activity	FYTD 2019/20	FYTD 2020/21	YOY % Change
Occupancy	0.7%	30.7%	97.7%
ADR (Average Daily Rate)	\$ 46	\$ 277	83.4%
RevPAR (Rev per Available Room)	\$ -	\$ 85	100.0%
Occupancy 1 Mth Forecast	13.1%	49.4%	73.5%
ADR 1 Mth Forecast	\$ 439	\$ 419	-4.77%
RevPAR 1 Mth Forecast	\$ 57	\$ 207	72.5%
Occupancy (prior 6 months)	31.8%	39.6%	19.7%
ADR (prior 6 months)	\$ 431	\$ 369	-16.80%
RevPAR (prior 6 months)	\$ 137	\$ 146	6.6%
Occupancy (next 6 months)	17.3%	35.1%	103.0%
ADR (next 6 months)	\$ 404	\$ 426	5.4%
RevPAR (next 6 months)	\$ 70	\$ 150	113.9%

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 5/31/2021					
	2019-20		2019-20	2020-21	YOY %
FORWARD LOOKING	Actuals	Forecasted	Forecasted	Forecasted	Change
Total Revenue Booked	\$2,685,035	\$ 2,693,990	\$ 389,258	\$ -	-592.08%
Commission for this Revenue	\$ 36,962	\$ 46,373	\$ -	\$ -	
Number of Room Nights	12,075	11,544	1,693	9	-581.87%
Number of Bookings	53	54	9	9	-500.00%
Conference Revenue And Percentage by County:					
	19-20	20-21			
Placer	78%	83%	\$2,096,775	\$ 2,105,730	\$ 348,025 -505.05%
Washoe	14%	17%	\$381,642	\$ 381,642	\$ 69,577 -448.52%
South Lake	8%	0%	\$206,618	\$ 206,618	
Nevada County	0%	0%			
<b>Total Conference Revenue</b>	<b>100%</b>	<b>100%</b>	<b>\$2,685,035</b>	<b>\$ 2,693,990</b>	<b>\$ 417,602 -545.11%</b>
<b>CURRENT</b>					
NLT - Annual Revenue Goal			\$ 2,500,000	\$ 2,500,000	0.00%