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**Board of Directors:**

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

**Dee Byrne**, Palisades Tahoe | **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 Dave's

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

**Sue Rae Irelan**, Placer County Appointee

**Advisory members: Stephanie Holloway**, Placer County Executive Office | **Jeff Cowen**, TRPA

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**Join Zoom Meeting**

<https://us02web.zoom.us/j/82968523606?pwd=cU0xellxSGZ0ekgzQ2oyZFBNWEUzZz09>

Meeting ID: 829 6852 3606

Passcode: 486552

Dial by your location

+1 669 900 9128 US (San Jose)

- 
- 8:30 a.m.** 1. Call to Order – Establish Quorum
- 8:35a.m.** 2. Approval of Resolution 2021.03  
**Page:1** A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTH LAKE TAHOE RESORT ASSOCIATION PROCLAIMING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY GOVERNOR NEWSOM'S ORDER DATED MARCH 4, 2020 AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE LEGISLATIVE BODIES OF THE NORTH LAKE TAHOE RESORT ASSOCIATION FOR THE PERIOD NOVEMBER 3, 2021 TO DECEMBER 2, 2021 PURSUANT TO BROWN ACT PROVISIONS. **[ACTION]**
- 8:40 a.m.** 3. 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.
- 8:45 a.m.** 4. Agenda Amendments and Approval **[ACTION]**
- 8:50 a.m.** 6. Consent Calendar – All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed

from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

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A. NLTRA Board Meeting Minutes from Oct 6, 2021 [Link to preliminary online document](#)

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B. NLTRA Financial Statements, Sept 31, 2021

C. 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 Oct 26, 2021
- Tourism Development Committee Oct 26, 2021
- In-Market Tourism Development Committee Sept 28, 2021

**9:00 a.m.**

7. Action Item:

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A. NLTRA Fiscal Year 2020/21 Audit – McClintock Accountancy [MOTION]

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B. Lake Tahoe-Truckee Sustainable Recreation & Tourism Funding [MOTION]

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C. Appointment of Kevin Mitchell to the Finance Committee [MOTION]

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D. Spartan 2022 Sponsorship [MOTION]

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E. Broken Arrow 2022 Sponsorship & Contract [MOTION]

**9:35 a.m.**

8. Informational Updates/Verbal Reports:

A. Recap of Summer TOT/TBID Dollars at Work

B. County of Placer STR Moratorium Update – Stephanie Holloway

C. County of Placer Housing Review – Shawna Pervines

D. County of Placer TOT renewal Update – Stephanie Holloway

**10:10 a.m.**

9. 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, Sep 30, 2021

**Page: 114**

B. Conference Revenue Statistics Report, Sep 2021

**Page: 116**

C. Tourism Development Report on Activities, Sep 2021

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D. Reno Tahoe Airport Report, Sep 2021

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E. Visitor Information Center Report, Sep 2021

**Page: 192**

F. North Lake Tahoe Marketing Coop Financial Statements, Sep 30, 2021

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G. Membership Accounts Receivable Report Sep 30, 2021

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H. Financial Key Metrics Report Sep 2021

**10:15 a.m.**

10. CEO and Staff Updates

**10:20 a.m.**

11. Directors Comments

**10:30 a.m.**

12. Meeting Review and Staff Direction

**10:35 a.m.**

13. Closed Session

**11:00 a.m.**

14. Adjournment

*This meeting is wheelchair accessible*

*Posted online at [nltra.org](http://nltra.org)*

**RESOLUTION NO. 2021.03**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTH LAKE TAHOE RESORT ASSOCIATION PROCLAIMING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY GOVERNOR NEWSOM'S ORDER DATED MARCH 4, 2020 AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE LEGISLATIVE BODIES OF THE NORTH LAKE TAHOE RESORT ASSOCIATION FOR THE PERIOD NOVEMBER 3, 2021 TO DECEMBER 2, 2021 PURSUANT TO BROWN ACT PROVISIONS.**

WHEREAS, the North Lake Tahoe Resort Association ("NLTRA") is committed to preserving and nurturing public access and participation in meetings of the Board of Directors; and

WHEREAS, all meetings of the NLTRA's legislative bodies organized and meeting for purposes of the North Lake Tahoe Tourism & Business Improvement District ("NLTTBID") are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend, participate, and watch the NLTRA's legislative bodies conduct their business; and

WHEREAS, the Brown Act, Government Code section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, without compliance with the requirements of Government Code section 54953(b)(3), subject to the existence of certain conditions; and

WHEREAS, a required condition is that a state of emergency is declared by the Governor pursuant to Government Code section 8625, proclaiming the existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by conditions as described in Government Code section 8558; and

WHEREAS, a proclamation is made when there is an actual incident, threat of disaster, or extreme peril to the safety of persons and property within the jurisdictions that are within the NLTRA's boundaries, caused by natural, technological, or human-caused disasters; and

WHEREAS, it is further required that state or local officials have imposed or recommended measures to promote social distancing, or the legislative body meeting in person would present imminent risks to the health and safety of attendees; and

WHEREAS, such conditions now exist in the NLTRA, specifically, the State of Emergency declared by Governor Newsom on March 4, 2020, due to COVID-19; and

WHEREAS, the Board of Directors does hereby find that the increase in SARS-CoV-2 Delta Variant has caused, and will continue to cause, conditions of peril to the safety of persons within the NLTRA that are likely to be beyond the control of services, personnel, equipment, and facilities of the NLTRA, and desires to proclaim a local emergency and ratify the proclamation of state of emergency by the Governor of the State of California; and

WHEREAS, as a consequence of the local emergency, the Board of Directors does hereby find that the legislative bodies of North Lake Tahoe Resort Association organized and meeting for purposes of the NLTTBID shall conduct their meetings without compliance with paragraph (3) of subdivision (b) of Government Code section 54953, as authorized by subdivision (e) of section 54953, and that such legislative bodies shall comply with the requirements to provide the public with access to the meetings as prescribed in paragraph (2) of subdivision (e) of section 54953; and

WHEREAS, the NLTRA enacted virtual meeting protocols on April 01, 2020, which include options for public participation.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE NORTH LAKE TAHOE RESORT ASSOCIATION DOES HEREBY RESOLVE AS FOLLOWS:

1. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.
2. Proclamation of Local Emergency. The Board hereby proclaims that a local emergency now exists throughout the NLTRA, and COVID-19 has caused, and will continue to cause, conditions of peril to the safety of persons within the NLTRA that are likely to be beyond the control of services, personnel, equipment, and facilities of the NLTRA.
3. Ratification of Governor's Proclamation of a State of Emergency. The Board hereby ratifies the Governor of the State of California's Proclamation of State of Emergency, effective as of its issuance date of March 4, 2020.
4. Remote Teleconference Meetings. The General Manager and Board of Directors of the North Lake Tahoe Resort Association are hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution including, conducting open and public meetings in accordance with Government Code section 54953(e) and other applicable provisions of the Brown Act.
5. Effective Date of Resolution. This Resolution shall take effect immediately upon its adoption and shall be effective until the earlier of (i) November 5, 2021, or such time the Board of Directors adopts a subsequent resolution in accordance with Government Code section 54953(e)(3) to extend the time during which the legislative bodies of Tahoe City Public Utility NLTRA may continue to teleconference without compliance with paragraph (3) of subdivision (b) of section 54953.

PASSED AND ADOPTED by the Board of Directors of the North Lake Tahoe Resort Association Tahoe this 6th day of October 2021 by the following vote:

**NORTH LAKE TAHOE RESORT ASSOCIATION**

BY:

ATTEST:

\_\_\_\_\_  
Samir Tuma, President

\_\_\_\_\_  
Dan Tester, NLTRA Secretary



north lake tahoe

Chamber | CVB | Resort Association

**BOARD OF DIRECTORS MEETING**

Date: Wednesday, September 1, 2021

Time: 8:30 a.m. – 11:00 a.m.

Location: Virtual meeting via Zoom

**Board of Directors:**

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

**Dee Byrne, Palisades Tahoe | 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: Stephanie Holloway, Placer County Executive Office | Jeff Cowen, TRPA**

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

**Board members in attendance**

Samir Tuma, Dave Wilderotter, Alyssa Reilly, Dee Byrne (approved today), Dan Tester, Jim Phelan, David Lockard, Melissa Siig, Brett Williams, Kevin Mitchell, Sue Rae Irelan, Colin Perry, Stephanie Hoffman, and Tom Turner, A quorum was established. Advisory Committee member Stephanie Holloway (approved today) was also present.

**Board members absent**

Deirdra Walsh and Ray Villaman

**Staff Members in attendance**

Bonnie Bavetta, DeWitt Van Siclen, Amber Burke, and Katie Biggers

**Others in attendance**

Included (using Zoom names provided) Jess Weaver, Todd Kelly, Cathy Nanadiego, and Joy Doyle

**2. Public Forum**

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

**3. Agenda Amendments and Approval**

**Motion to approve the agenda as amended, noting items may be taken out of order. PHELAN/TESTER/UNANIMOUS**

**4. Approval of Resolution 2021.02**

Bavetta explained that because this organization is subject to the California Brown Act, a resolution must be adopted at each meeting to continue meeting electronically.

**Motion to adopt Resolution 2021.02 proclaiming a local emergency, ratifying the proclamation of a state of emergency by Governor Newsom's order dated March 4, 2020 and authorizing remote teleconference meetings of the legislative bodies of the North Lake Tahoe Resort Association for the period October 6, 2021 to November 5, 2021, pursuant to Brown Act provisions. TESTER/MITCHELL/Approved unanimously by roll call vote.**

**5. Introduction and Approval of new NLTRA Board Members**

**A. Introduction and Approval of NLTRA Board Member/Palisades Tahoe, Dee Byrne [ACTION]**

**Motion to approve appointment of Dee Byrne from Palisades Tahoe to the NLTRA Board of Directors.**

**MITCHELL/WILLIAMS/UNANIMOUS**

**B. Introduction and Approval of County of Placer, Executive Office/Tahoe advisory board member, Stephanie Holloway [ACTION]**

**Motion to approve appointment of Stephanie Holloway from the Placer County CEO's office to the NLTRA Advisory Committee. WILDEROTTER/HOFFMANUNANIMOUS**

**6. Consent Calendar**

**A. NLTRA Board Meeting Minutes from Sept 1, 2021 Link to preliminary online document**

**B. Approval of modifications to NTBA and TCDA 2021/22 contracts**

**C. Approval of Bavetta consultant contract**

**D. Approval of Northstar 21.22 Business Association Grant**

**E. 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 Sept 28, 2021**
- **Tourism Development Committee Sept 28, 2021**
- **In-Market Tourism Development Committee Sept 28, 2021**

**Motion to approve the Consent Calendar as presented. TURNER/PHELAN/UNANIMOUS**

**7. Action Item**

**A. Review and Approval of Northstar/USA Cycling Contract [ACTION] -Amber Burke/Northstar**

Biggers presented the request for a \$175,000 sponsorship of the UCI and USA Cycling event at Northstar in October 2022. The Tourism Development Committee has reviewed the request and recommends approval. Event organizer Todd Kelly provided more detail of the event. He and Biggers answered questions regarding logistics including the route, anticipated impacts to roadways, and outreach to regional partners that may be involved, including Truckee and Incline. The final contract is still being negotiated. It will be vetted by NLTRA Counsel and presented to the Board next month. Time is of the essence to approve funding.

**Motion to allocate up to \$175,000 to sponsor the USA Cycling Event, subject to approval of the final contract. WILLIAMS/TESTER/UNANIMOUS**

**8. Informational Updates/Verbal Reports:**

**A. Fall Tourism Development Strategy Update – Augustine/Amber Burke**

Burke and Cathy Nanadiego from Augustine presented the proposed 2021 fall strategy for marketing and PR, including goals, strategies, and anticipated outcomes. The Board suggested there needs to be a balance to speak to residents as well as visitors about stewardship of the area, sustainability, and responsible travel. Projects such as trail head improvements and TART Connect reach both audiences positively. There was a request that the year-round focus on stewardship be considered at a future meeting.

**B. CEO search update – Samir Tuma**

Tuma reported Walsh has been leading the search process. A committee of local business people has been formed and is working with SearchWide Global, an executive search firm, to move the process forward. A job description has been developed and it differs from what the role of the CEO has been. It is focused on making NLTRA more of a stewardship organization. It is hoped a candidate will be selected by the end of the year, but it depends on the applications received.

Tuma noted the Visit California white paper regarding “stewardship,” which also encompasses “management” of a destination.

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

**A. Destimetrics Report, Aug 31, 2021**

**B. Conference Revenue Statistics Report, Aug 2021**

**C. Tourism Development Report on Activities, Aug 2021**

**D. Reno Tahoe Airport Report, Aug 2021**

**E. Visitor Information Center Report, Aug 2021**

**F. North Lake Tahoe Resort Association Financial Statements, Aug 31, 2021**

**G. North Lake Tahoe Marketing Coop Financial Statements, Aug 31, 2021**

**H. Membership Accounts Receivable Report Aug 31, 2021**

**I. Financial Key Metrics Report Aug 2021**

**10. CEO and Staff Updates**

Bavetta reported initial numbers from Placer County indicate record high TOT collections from the last fiscal year of just over \$20.6 million. That translates to approximately \$4.3 million for CAP Committee recommendations for local projects. Applications for those grants are due by October 14.

Bavetta is hoping to conduct new Board member orientation by the end of this month.

TBID collections began July 1, 2020. Most of the funds will be sent to the County quarterly. Numbers for this July and August are expected to be low, but within projections. The funds will be submitted to NLTRA in November.

Placer County and the Town of Truckee hosted a ribbon cutting ceremony last week showcasing the 288 affordable housing units in four projects.

Presentations at yesterday's Breakfast Club included Dee Byrne speaking about the ski area name change to Palisades at Tahoe and Stacy Caldwell giving updates for the Tahoe Truckee Community Foundation. About 75 people attended the Zoom meeting.

Biggers reported on events, including the Spartan Race which saw approximately 3700 racers and last weekend's Broken Arrow event with 2000 runners.

The Made in Tahoe event is scheduled for this weekend. Also this weekend is Halloweekend at Homewood.

Approximately \$50,000 in grants is available for local events and marketing promotions. Biggers is working with TCDA and NTBA on the "Yifty" give card program that will begin on Small Business Saturday in November.

**11. Directors Comments**

Holloway reminded the group that the Short-Term Rental permit moratorium was extended to the end of March so County staff can evaluate the program and make recommendations on changes to the STR Ordinance. In addition to code enforcement, staff is considering the impacts of STRs on workforce housing and how other communities are addressing similar issues. BAE is being contracted to consider economic impacts.

Byrne thanked NLTRA for its support of the recent Spartan and Broken Arrow events.

Williams noted expanding air service from the Reno airport to some emerging markets.

Cowen reported TRPA has been working with water providers, the Sustainable Recreation group, and the USFS as much is being learned about water and environmental quality from the recent fires. A Burned Area Assessment is being done, which will inform fire reduction projects and the impact of Fire Wise Communities.

TRPA has issued an RFP to identify consultants to consider the future of recreational tourism on a regional scale.

Boat inspections for aquatic invasive species is closing for the season at Alpine Meadows, but will remain open at the Lake Forest and Cave Rock launches.

TRPA will continue to push the Take Care and stewardship messaging, as well as the back country safety campaign launched last year.

Reilly thanked Phelan for his work at getting the NTBA contract completed. NTBA is excited about the future and finding efficiencies by working with TCDA and NLTRA.

Tuma reported the next iteration of the Mountain Housing Council is being considered. The County joined the Mountain Housing Trust, but most of that focus is on the west side of the County. There are opportunities for NLTRA to be directly involved through the use of "freed-up" TOT dollars, which have been allocated to housing and transportation.

**12. Meeting Review and Staff Direction**

- The contract for the Northstar bike event will be submitted to the Board
- There will be an agenda item to consider year-round focus on stewardship
- New Board member orientation will be scheduled

**13. Closed Session at 10:41 AM**

**A.. Personnel matter regarding wages**

The Board met to discuss potential compensation for the new CEO. No reportable action.

**14. Adjournment**

There being no further business to come before the Board, the meeting adjourned at 11:22 AM.

Respectfully submitted,

Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS





## north lake tahoe

Chamber | CVB | Resort Association

Date: 10/28/21

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

From: DeWitt Van Sicien, Accounting Manager

RE: Report of Financial Results for September 30, 2021 & update on June 30, 2021 financial results

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### Update to June 30, 2021 Financial Results:

- Preliminary results at the September Finance Committee meeting anticipated an underspent position of \$1,480,000. As of now, staff anticipates the same underspent position.
- Adjustments to prior financial statements to June 2021 since the September Finance Committee Meeting included the following adjusting journal entries:
  - Increase in accounts payable and cash of \$5,000 due to a selection of checks that had originally been issued prior to year end and reissued in FY2021.22.
  - Disposal of fixed assets in the amount of \$16,000.
  - A true up to the Cash Flow Reserve account in the amount of \$591 offset by a reduction to Unrestricted Net Assets.
  - An invoice of \$2,000 relating to legal services during June 2021 was posted along with a true up of Admin Expense Allocation as well as a true up of funds due back to the County of Placer.

### A summary of preliminary NLTRA financial results for September 30, 2021 follows:

- Cash balance on September 30, 2021 of \$2,616,000 was \$1,318,000 greater than prior year due primarily to a decrease to Inventory of \$3,000, a decrease in Prepaid Expenses of \$10,000, an increase in Accounts Payable of \$35,000, an increase in Accrued Expenses of \$2,000, an increase in Due To/From County of Placer of \$1,096,000, an increase in Unrestricted Net Assets of \$28,000, an increase in the Designated Marketing Reserve of \$7,000, and an increase in Net Income of \$693,000 offset by an increase in Accounts Receivable of \$485,000, an increase in Fixed Assets of \$7,000, a decrease in Payroll Liabilities of \$46,000, and a decrease in Deferred Revenue – Member Dues of \$18,000.
- Accounts Receivable (QB) balance of \$0 was down relative to last year by \$3,000.
- The Accounts Receivable – TOT balance of \$249,000 reflected County TOT funding invoices for September. The balance at this date last year was \$276,000. Payment has been made.
- AR Other balance of \$5,000 was \$4,000 greater than prior year and primarily constitutes the amount due back for a cancelled portion of the contract for the Spartan 2021 event.
- Membership dues receivable totaled \$25,000, which reflects a decrease of \$59,000 from prior year due to a combination of increased collections as well as write-offs on uncollectible amounts. The Allowance for Doubtful Accounts balance of \$9,000 was \$16,000 less than prior year.
- Retail Inventory totaled \$27,000, which reflects a decrease of \$3,000 from prior year.
- AR TBID balance of \$559,000 reflects the anticipated revenue on TBID assessment collections that have not yet been received. This number will be updated as reporting becomes available.

- Fixed Assets increased over prior year by \$7,000 due to the purchase of a new server for the NLTRA.
- Prepaid Expenses of \$13,000 decreased by \$10,000 over prior year.
- Accounts Payable of \$33,000 was \$11,000 greater than prior year.
- Accounts Payable – Other balance of \$24,000 reflects unrealized revenue due back on member dues invoices paid by TBID-assessed businesses in the prior fiscal year.
- Wages and related liabilities of \$79,000 were \$46,000 lower than prior year; primarily the result of reduced staffing as well as incentives in prior year that had not yet been distributed.
- Sales and Use Tax liability balance of \$3,000 was \$1,000 higher than prior year.
- Accrued expenses of \$23,000 were \$2,000 higher than prior year, primarily due to an increase in the number of events scheduled for the summer and fall over prior year offset by a COVID recovery campaign that had been accrued in prior year.
- Deferred Revenue-Member Dues of \$30,000 was down \$18,000 from last year due to a combination of writing off uncollectible invoices, reclassing the unrealized revenue owed for paid invoices from TBID-assessed businesses, and reduced membership billing due to the inception of the TBID.
- Deferred Revenue–County of \$525,000 reflects the 2021/22 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. The prepayment also anticipates a payment to Spartan for September 2022 pending board approval in the amount of \$175,000.
- Due To/From County balance of \$1,480,000 was \$1,096,000 greater than prior year and represents the balance due to the County of Placer for unspent fiscal year 2020/21 TOT funding.
- YTD consolidated net income of \$796,000 at September 30 reflected a \$693,000 increase from prior year positive results of \$103,000, and represents anticipated TBID revenues of \$559,000 YTD, Membership’s net loss of \$2,000, and \$239,000 net positive results from TOT funded departments.
- Operating Results YTD – Marketing
  - YTD Revenue from Placer TOT Funding of \$455,000 was lower than budget by \$39,000.
  - Expenses before overhead allocation totaled \$302,000 and were \$83,000 below budget largely due to a combination of reduced staffing and timing.
  - Total net results before overhead allocation of \$153,000 were better than budget by \$45,000.
- Operating Results YTD – Conference
  - TOT revenue of \$128,000 was on budget.
  - Expenses of \$58,000 before allocated overhead were below budget by \$38,000 primarily due to reduced staffing.
  - Net results of \$70,000 before overhead allocation were good to budget by \$38,000.
- Operating Results YTD – Visitor Center
  - Retail sales of \$38,000 were positive to budget by \$11,000. TOT revenue of \$121,000 was on budget.
  - Expenses before overhead allocation of \$90,000 were below budget by \$20,000.
  - Net income of \$69,000 before overhead allocation was \$32,000 positive to budget.
- Operating Results YTD – TMPI
  - TOT revenue of \$56,000 was on budget.
  - Expenditures of \$15,000 before overhead were \$28,000 good to budget primarily due to reduced staffing and timing.
  - Net results of \$40,000 before overhead allocation were positive to budget \$28,000.
- Operating Results YTD – TBID Assessment Revenue
  - Anticipated revenues YTD totaled \$559,000. Collection has not yet been made YTD.

- Operating Results YTD – Membership
  - Membership dues revenue of \$19,000 was \$1,000 good to budget, total other revenues of \$1,000 were \$1,000 good to budget.
  - Expenses before overhead allocation of \$16,000 were good to budget by \$5,000.
  - Net income of \$4,000 before overhead allocations was good to budget by \$7,000.
  - Net loss of \$2,000 after overhead allocations was good to budget \$8,000.
- Operating Results YTD – Business Association Grant Funding
  - TOT Revenue of \$50,000 was on budget.
  - Expenses of \$0 was below budget by \$50,000 due to Association Grant Funding placed on hold.
  - Net results of \$50,000 was good to budget \$50,000.
- Operating Results YTD – Administration
  - Total expenses of \$194,000 were \$15,000 below budget due primarily to staffing and timing.
- Operating Results YTD – TOT Housing & Transportation Allocation
  - TOT Revenue of \$44,000 was on budget.
  - Total expense of \$1,000 was below budget \$33,000 due primarily to staffing.
  - Net results of \$43,000 before overhead was \$32,000 good to budget.
- Membership cash position as of September 30, 2021
  - Membership activities YTD resulted in a net loss of \$2,115.
  - Deferred revenues of \$29,970 less receivables of \$25,444, plus the allowance for uncollectible receivables of \$9,178 resulted in the saving of cash in the amount of \$11,589.
  - The balance owed on paid invoices from TBID businesses increased cash by \$23,835.
  - Tuesday Morning Breakfast Club deferred revenue provided \$1,290 in cash.
  - Prior years' cumulative net results totaled \$17,781.
  - Net cash year-to-date was positive \$54,495.

Summary of North Lake Tahoe Marketing Cooperative (NLTCM) preliminary financial results at September 30, 2021

- Cash balance at month end of \$334,000 was \$174,000 lower than prior year primarily due to a decrease in Accounts Receivable of \$162,000 and an increase in Net Income of \$34,000, offset by an increase in Prepaid Expenses of \$54,000 a decrease in Accounts Payable of \$21,000, and a decrease in Unrestricted Net Assets of \$294,000.
- Accounts Receivable was \$154,000 lower than prior year due primarily to late payment on contributions from the NLTRA & IVCBVB in prior year.
- A/R – Other was \$8,000 lower than prior year due to a refund owed on a cancelled trade show in prior year.
- Prepaid Expenses of \$80,000 were \$54,000 greater than prior year.
- Accounts Payable of \$46,000 were \$21,000 lower than prior year due to timing.
- Unrestricted Net Assets Equity of \$193,000 was \$294,000 less than prior year due to the use of unspent FY19.20 funds in the prior fiscal year.
- Net Income of \$175,000 was \$34,000 greater than prior year.
- Year-to-date revenue from NLTRA and IVCBVB of \$406,000 was on budget.
- Consumer Marketing expenditures of \$102,000 were \$96,000 below budget due to timing.
- Leisure Sales expenditures of \$2,000 were \$14,000 below budget.
- Public Relations expenses of \$28,000 were \$23,000 below budget due to timing.
- Conference Sales expenditures of \$10,000 were \$11,000 below budget.
- Trade Show expenditures of \$1,000 were \$12,000 below budget due to anticipated trade shows and client events being cancelled.
- Committed & Administrative expenditures of \$44,000 were \$16,000 below budget due to timing.
- Website & Maintenance expenses of \$46,000 were \$3,000 over budget.
- Total Expenses of \$232,000 were \$169,000 below budget.
- Net Income of \$175,000 was good to budget by \$169,000.

# **North Lake Tahoe Resort Association**

Preliminary

Financial Statements for the Period Ending

September 30, 2021

North Lake Tahoe Resort Association  
**Balance Sheet**  
As of September 30, 2021

	Sep 30, 21	Sep 30, 20	\$ Change	% Change	Jun 30, 21
<b>ASSETS</b>					
<b>Current Assets</b>					
<b>Checking/Savings</b>					
1001-00 · Petty Cash	158	158	0	0%	158
1002-00 · Cash - Operations BOTW #8328	2,399,957	0	2,399,957	100%	1,965,992
1003-00 · Cash - Operations BOTW #6712	0	1,036,571	(1,036,571)	(100%)	(268,644)
1007-00 · Cash - Payroll BOTW #7421	4,565	3,917	648	17%	38,521
1008-00 · Marketing Reserve - Plumas	50,364	50,325	39	0%	50,356
1009-00 · Cash Flow Reserve - Plumas	101,001	100,877	124	0%	100,976
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	29,136	76,030	(46,894)	(62%)	39,803
10950 · Cash in Drawer	876	145	731	504%	139
<b>Total Checking/Savings</b>	<b>2,615,639</b>	<b>1,297,605</b>	<b>1,318,034</b>	<b>102%</b>	<b>1,956,883</b>
<b>Accounts Receivable</b>					
1200-00 · Quickbooks Accounts Receivable	0	2,500	(2,500)	(100%)	1,000
1290-00 · A/R - TOT	249,450	276,280	(26,830)	(10%)	432,499
<b>Total Accounts Receivable</b>	<b>249,450</b>	<b>278,780</b>	<b>(29,330)</b>	<b>(11%)</b>	<b>433,499</b>
<b>Other Current Assets</b>					
1200-99 · AR Other	5,383	1,323	4,060	307%	2,442
<b>1201-00 · Member Accounts Receivable</b>					
1201-01 · Member AR - Member Dues	25,124	82,785	(57,661)	(70%)	17,025
1201-03 · Member AR - Other	320	1,395	(1,075)	(77%)	985
<b>Total 1201-00 · Member Accounts Receivable</b>	<b>25,444</b>	<b>84,180</b>	<b>(58,736)</b>	<b>(70%)</b>	<b>18,010</b>
1201-02 · Allowance for Doubtful Accounts	(9,178)	(24,987)	15,809	63%	(9,632)
<b>12100 · Inventory Asset</b>					
25300 · Gift Cards Outstanding	18	18	0	0%	18
12100 · Inventory Asset - Other	27,204	30,050	(2,846)	(9%)	26,867
<b>Total 12100 · Inventory Asset</b>	<b>27,222</b>	<b>30,068</b>	<b>(2,846)</b>	<b>(9%)</b>	<b>26,885</b>
1220-00 · AR TBID	559,336	0	559,336	100%	0
1299 · Receivable from NLTC	941	6,719	(5,778)	(86%)	5,932
1490-00 · Security Deposits	1,150	1,150	0	0%	1,150
<b>Total Other Current Assets</b>	<b>610,298</b>	<b>98,453</b>	<b>511,845</b>	<b>520%</b>	<b>44,787</b>
<b>Total Current Assets</b>	<b>3,475,387</b>	<b>1,674,838</b>	<b>1,800,549</b>	<b>108%</b>	<b>2,435,169</b>
<b>Fixed Assets</b>					
1700-00 · Furniture & Fixtures	43,330	45,289	(1,959)	(4%)	43,330
1701-00 · Accum. Depr. - Furn & Fix	(43,330)	(45,289)	1,959	4%	(43,330)
1740-00 · Computer Equipment	11,013	4,270	6,743	158%	11,013
1741-00 · Accum. Depr. - Computer Equip	(3,680)	(4,270)	590	14%	(3,222)
1750-00 · Computer Software	6,206	20,493	(14,287)	(70%)	6,206
1751-00 · Accum. Amort. - Software	(6,206)	(20,493)	14,287	70%	(6,206)
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>7,333</b>	<b>0</b>	<b>7,333</b>	<b>100%</b>	<b>7,791</b>
<b>Other Assets</b>					
<b>1400-00 · Prepaid Expenses</b>					
1410-00 · Prepaid Insurance	8,279	16,112	(7,833)	(49%)	2,689
1430-00 · Prepaid 1st Class Postage	100	100	0	0%	100
1400-00 · Prepaid Expenses - Other	4,550	6,801	(2,251)	(33%)	6,500
<b>Total 1400-00 · Prepaid Expenses</b>	<b>12,929</b>	<b>23,013</b>	<b>(10,084)</b>	<b>(44%)</b>	<b>9,289</b>

North Lake Tahoe Resort Association  
**Balance Sheet**  
As of September 30, 2021

	Sep 30, 21	Sep 30, 20	\$ Change	% Change	Jun 30, 21
Total Other Assets	12,929	23,013	(10,084)	(44%)	9,289
<b>TOTAL ASSETS</b>	<b>3,495,649</b>	<b>1,697,851</b>	<b>1,797,798</b>	<b>106%</b>	<b>2,452,249</b>
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
<b>Accounts Payable</b>					
2000-00 · Accounts Payable	33,085	22,034	11,051	50%	69,892
<b>Total Accounts Payable</b>	<b>33,085</b>	<b>22,034</b>	<b>11,051</b>	<b>50%</b>	<b>69,892</b>
<b>Other Current Liabilities</b>					
2000-01 · Accounts Payable - Other	23,835	0	23,835	100%	22,140
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	13,609	18,421	(4,812)	(26%)	41,223
2101-00 · Incentive Payable	9,982	37,560	(27,578)	(73%)	44,055
2102-00 · Commissions Payable	0	3,500	(3,500)	(100%)	0
2120-00 · Empl. Federal Tax Payable	6,213	8,065	(1,852)	(23%)	3,379
2175-00 · 401 (k) Plan	3,535	3,392	143	4%	1,218
2180-00 · Estimated PTO Liability	45,948	54,845	(8,897)	(16%)	62,280
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	<b>79,287</b>	<b>125,783</b>	<b>(46,496)</b>	<b>(37%)</b>	<b>152,155</b>
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	12	0	12	100%	0
25500 · *Sales Tax Payable	3,126	2,542	584	23%	1,418
2190-00 · Sales and Use Tax Payable - Other	0	88	(88)	(100%)	2,877
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>3,138</b>	<b>2,630</b>	<b>508</b>	<b>19%</b>	<b>4,295</b>
2250-00 · Accrued Expenses	22,500	20,507	1,993	10%	200,350
2400-60 · Deferred Revenue- Member Dues	29,970	47,960	(17,990)	(38%)	0
2500-00 · Deferred Revenue - TMBC	1,290	1,290	0	0%	20,827
2700-00 · Deferred Rev. County	525,305	525,305	0	0%	1,290
2900-00 · Due To/From County of Placer	1,480,803	384,939	1,095,864	285%	1,480,803
<b>Total Other Current Liabilities</b>	<b>2,166,128</b>	<b>1,108,414</b>	<b>1,057,714</b>	<b>95%</b>	<b>1,881,860</b>
<b>Total Current Liabilities</b>	<b>2,199,213</b>	<b>1,130,448</b>	<b>1,068,765</b>	<b>95%</b>	<b>1,951,752</b>
<b>Total Liabilities</b>	<b>2,199,213</b>	<b>1,130,448</b>	<b>1,068,765</b>	<b>95%</b>	<b>1,951,752</b>
<b>Equity</b>					
32000 · Unrestricted Net Assets	17,781	(10,145)	27,926	275%	(10,736)
3300-11 · Designated Marketing Reserve	331,856	324,590	7,266	2%	331,856
3301 · Cash Flow Reserve	100,839	100,248	591	1%	100,839
3302 · Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	795,942	102,688	693,254	675%	28,518
<b>Total Equity</b>	<b>1,296,436</b>	<b>567,399</b>	<b>729,037</b>	<b>128%</b>	<b>500,495</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>3,495,649</b>	<b>1,697,847</b>	<b>1,797,802</b>	<b>106%</b>	<b>2,452,247</b>

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

All Departments

	Sep 21	Budget	\$ Over Bu...	Jul - Sep 21	YTD Budget	\$ Over Bu...	Annual B...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	249,450	255,226	(5,776)	854,897	893,722	(38,825)	3,395,286
4100-00 · TBID Assessment Revenue	185,257	185,257	0	559,336	559,336	0	4,689,362
4200-00 · Membership Dues Revenue	6,493	6,250	243	19,415	18,750	665	56,250
<b>4250-00 · Revenues-Membership Activities</b>							
4260-02 · Chamber Events	0	0	0	0	0	0	4,500
4260-03 · Summer/Winter Rec Luncheon	0	0	0	0	0	0	1,500
<b>4251-00 · Tues AM Breakfast Club</b>							
4251-01 · Tues AM Breakfast Club Sponsors	0	0	0	0	0	0	2,350
4251-00 · Tues AM Breakfast Club - Other	0	0	0	0	0	0	1,200
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,550</b>
4250-00 · Revenues-Membership Activities - Other	25	0	25	1,085	0	1,085	0
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>1,085</b>	<b>0</b>	<b>1,085</b>	<b>9,550</b>
4253-00 · Revenue- Other	0	0	0	0	0	0	1,000
<b>46000 · Merchandise Sales</b>							
4502-00 · Non-Retail VIC income	35	0	35	105	0	105	0
46000 · Merchandise Sales - Other	5,074	11,000	(5,926)	37,809	26,500	11,309	59,500
<b>Total 46000 · Merchandise Sales</b>	<b>5,109</b>	<b>11,000</b>	<b>(5,891)</b>	<b>37,914</b>	<b>26,500</b>	<b>11,414</b>	<b>59,500</b>
<b>Total Income</b>	<b>446,334</b>	<b>457,733</b>	<b>(11,399)</b>	<b>1,472,646</b>	<b>1,498,307</b>	<b>(25,661)</b>	<b>8,210,947</b>
<b>Gross Profit</b>	<b>446,334</b>	<b>457,733</b>	<b>(11,399)</b>	<b>1,472,646</b>	<b>1,498,307</b>	<b>(25,661)</b>	<b>8,210,947</b>
<b>Expense</b>							
<b>5000-00 · Salaries &amp; Wages</b>							
5020-00 · P/R - Tax Expense	3,795	10,695	(6,900)	18,218	32,086	(13,868)	98,560
5030-00 · P/R - Health Insurance Expense	11,445	13,890	(2,445)	16,180	41,669	(25,489)	128,597
5040-00 · P/R - Workmans Comp	524	1,131	(608)	3,190	3,394	(204)	10,260
5060-00 · 401 (k)	1,922	3,834	(1,912)	6,026	11,502	(5,476)	35,428
5070-00 · Other Benefits and Expenses	254	646	(392)	1,090	1,939	(849)	5,993
5000-00 · Salaries & Wages - Other	55,037	108,002	(52,965)	256,534	324,006	(67,473)	995,051
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>72,977</b>	<b>138,199</b>	<b>(65,222)</b>	<b>301,237</b>	<b>414,596</b>	<b>(113,358)</b>	<b>1,273,889</b>
<b>5100-00 · Rent</b>							
5110-00 · Utilities	263	1,113	(849)	2,718	3,338	(620)	10,088
5140-00 · Repairs & Maintenance	(80)	1,104	(1,184)	94	3,313	(3,219)	9,983
5160-00 · Office - Cleaning	1,375	929	446	2,550	2,788	(238)	8,483
5100-00 · Rent - Other	13,698	14,391	(693)	41,141	43,172	(2,032)	130,642
<b>Total 5100-00 · Rent</b>	<b>15,256</b>	<b>17,537</b>	<b>(2,280)</b>	<b>46,502</b>	<b>52,610</b>	<b>(6,108)</b>	<b>159,197</b>
<b>5310-00 · Telephone</b>							
5320-00 · Telephone	3,253	2,973	280	7,101	8,920	(1,819)	27,002
<b>Total 5310-00 · Telephone</b>	<b>3,253</b>	<b>2,973</b>	<b>280</b>	<b>7,101</b>	<b>8,920</b>	<b>(1,819)</b>	<b>27,002</b>
<b>5420-00 · Mail - USPS</b>							
5470-00 · Mail - UPS	0	4	(4)	0	13	(13)	50
5480-00 · Mail - Fed Ex	0	4	(4)	233	13	221	50
5420-00 · Mail - USPS - Other	0	127	(127)	200	380	(180)	1,140
<b>Total 5420-00 · Mail - USPS</b>	<b>0</b>	<b>135</b>	<b>(135)</b>	<b>433</b>	<b>405</b>	<b>28</b>	<b>1,240</b>
<b>5510-00 · Insurance/Bonding</b>							
5520-00 · Supplies	1,803	1,250	553	2,731	3,750	(1,019)	11,250
<b>5520-00 · Supplies</b>							
5525-00 · Supplies- Computer	0	492	(492)	135	6,475	(6,340)	9,425
5520-00 · Supplies - Other	1,878	1,779	99	2,998	10,338	(7,340)	22,263
<b>Total 5520-00 · Supplies</b>	<b>1,878</b>	<b>2,271</b>	<b>(392)</b>	<b>3,133</b>	<b>16,813</b>	<b>(13,680)</b>	<b>31,688</b>
5610-00 · Depreciation	153	153	0	458	458	0	1,375
5700-00 · Equipment Support & Maintenance	131	2,933	(2,802)	428	8,800	(8,372)	26,400
5710-00 · Taxes, Licenses & Fees	1,312	1,308	4	4,663	3,925	738	11,832
5740-00 · Equipment Rental/Leasing	586	435	150	1,316	1,306	10	4,116
5800-00 · Training Seminars	0	500	(500)	0	1,500	(1,500)	4,500
5850-00 · Artist of Month - Commissions	0	167	(167)	670	500	170	1,500
<b>5900-00 · Professional Fees</b>							
5910-00 · Professional Fees - Attorneys	4,775	750	4,025	4,775	7,250	(2,475)	11,750
5920-00 · Professional Fees - Accountant	0	22,500	(22,500)	0	22,500	(22,500)	26,000
5921-00 · Professional Fees - Other	0	1,792	(1,792)	12,077	5,375	6,702	18,625
<b>Total 5900-00 · Professional Fees</b>	<b>4,775</b>	<b>25,042</b>	<b>(20,267)</b>	<b>16,852</b>	<b>35,125</b>	<b>(18,273)</b>	<b>56,375</b>
5941-00 · Research & Planning	0	1,250	(1,250)	0	3,750	(3,750)	11,250
6020-00 · Programs							

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

All Departments

	Sep 21	Budget	\$ Over Bu...	Jul - Sep 21	YTD Budget	\$ Over Bu...	Annual B...
6016-00 · Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	0	0	20,000
<b>Total 6020-00 · Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>
<b>6420-00 · Events</b>							
6420-01 · Sponsorships							
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	30,000
6421-04 · Broken Arrow Skyrace	5,000	0	5,000	5,000	0	5,000	25,400
6421-06 · Spartan	0	4,400	(4,400)	0	4,400	(4,400)	179,400
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	8,000
6421-09 · Wanderlust	0	0	0	0	0	0	25,400
6421-17 · Enduro	0	0	0	0	0	0	80,000
6421-18 · Sponsorships - Other	0	400	(400)	0	400	(400)	62,800
<b>Total 6420-01 · Sponsorships</b>	<b>5,000</b>	<b>4,800</b>	<b>200</b>	<b>5,000</b>	<b>4,800</b>	<b>200</b>	<b>411,000</b>
6421-00 · New Event Development	0	0	0	0	34,025	(34,025)	102,075
6424-00 · Event Operation Expenses	0	0	0	225	0	225	1,500
<b>Total 6420-00 · Events</b>	<b>5,000</b>	<b>4,800</b>	<b>200</b>	<b>5,225</b>	<b>38,825</b>	<b>(33,600)</b>	<b>514,575</b>
<b>6423-00 · Membership Activities</b>							
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	0	0	500
6437-00 · Tuesday Morning Breakfast Club	0	0	0	(500)	0	(500)	1,763
6442-00 · Public Relations/Website/Digita	600	500	100	1,838	1,500	338	4,500
6423-00 · Membership Activities - Other	62	417	(355)	403	1,250	(847)	3,750
<b>Total 6423-00 · Membership Activities</b>	<b>662</b>	<b>917</b>	<b>(255)</b>	<b>1,741</b>	<b>2,750</b>	<b>(1,009)</b>	<b>10,513</b>
6730-00 · Marketing Cooperative/Media	33,270	33,270	0	231,391	231,391	0	871,278
6740-00 · Media/Collateral/Production	0	1,667	(1,667)	0	5,000	(5,000)	15,000
6742-00 · Non-NLT Co-Op Marketing Program	8,893	6,000	2,893	9,323	18,000	(8,677)	54,000
<b>6743-00 · BACC Marketing Programs</b>							
6743-01 · Year Round Shopping Campaign	0	2,000	(2,000)	0	2,000	(2,000)	14,000
6743-03 · Winter Lakeside Campaign	0	0	0	0	0	0	20,000
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>0</b>	<b>2,000</b>	<b>(2,000)</b>	<b>0</b>	<b>2,000</b>	<b>(2,000)</b>	<b>34,000</b>
<b>6750-00 · Business Association Grant</b>							
6750-01 · Business Assn Grant - NTBA	0	8,333	(8,333)	0	25,000	(25,000)	100,000
6750-02 · Business Assn Grant - TCDA	0	8,333	(8,333)	0	25,000	(25,000)	100,000
<b>Total 6750-00 · Business Association Grant</b>	<b>0</b>	<b>16,667</b>	<b>(16,667)</b>	<b>0</b>	<b>50,000</b>	<b>(50,000)</b>	<b>200,000</b>
7500-00 · Trade Shows/Travel	0	1,667	(1,667)	0	5,000	(5,000)	15,000
<b>8100-00 · Cost of Goods Sold</b>							
51100 · Freight and Shipping Costs	120	125	(5)	696	375	321	1,125
59900 · POS Inventory Adjustments	135	0	135	112	0	112	0
8100-01 · CGS - Other	0	0	0	10	0	10	0
8100-00 · Cost of Goods Sold - Other	2,596	5,500	(2,904)	19,103	13,250	5,853	29,750
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>2,851</b>	<b>5,625</b>	<b>(2,774)</b>	<b>19,921</b>	<b>13,625</b>	<b>6,296</b>	<b>30,875</b>
8200-00 · Associate Relations	0	195	(195)	190	585	(395)	1,770
8300-00 · Board Functions	823	583	240	16,248	1,750	14,498	5,250
8500-00 · Credit Card Fees	168	567	(399)	1,109	1,396	(286)	3,247
8600-00 · Additional Opportunites	650	5,833	(5,183)	1,950	17,500	(15,550)	55,000
8700-00 · Automobile Expenses	56	542	(486)	136	1,625	(1,489)	5,025
8750-00 · Meals/Meetings	0	642	(642)	111	1,925	(1,814)	6,088
8810-00 · Dues & Subscriptions	1,249	1,275	(26)	3,243	3,825	(582)	11,500
8910-00 · Travel	0	417	(417)	0	1,250	(1,250)	3,750
8920-00 · Bad Debt	624	0	624	624	0	624	0
<b>Total Expense</b>	<b>156,369</b>	<b>276,818</b>	<b>(120,448)</b>	<b>676,737</b>	<b>948,905</b>	<b>(272,167)</b>	<b>3,528,482</b>
<b>Net Ordinary Income</b>	<b>289,964</b>	<b>180,916</b>	<b>109,049</b>	<b>795,909</b>	<b>549,403</b>	<b>246,506</b>	<b>4,682,465</b>
<b>Other Income/Expense</b>							
Other Income							
4700-00 · Revenues- Interest & investment	11	0	11	33	0	33	0
<b>Total Other Income</b>	<b>11</b>	<b>0</b>	<b>11</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>0</b>
Other Expense							
8990-00 · Allocated	0	0	(0)	0	0	0	9,744
<b>Total Other Expense</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,744</b>
<b>Net Other Income</b>	<b>11</b>	<b>(0)</b>	<b>11</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>(9,744)</b>



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10/21/21

Accrual Basis

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

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	<u>Sep 21</u>	<u>Budget</u>	<u>\$ Over Bu...</u>	<u>Jul - Sep 21</u>	<u>YTD Budget</u>	<u>\$ Over Bu...</u>	<u>Annual B...</u>
Net income	<u>289,975</u>	<u>180,916</u>	<u>109,060</u>	<u>795,942</u>	<u>549,403</u>	<u>246,539</u>	<u>4,672,721</u>

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

10/21/21

Accrual Basis

	Jul - Sep 21	Jul - Sep 20	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · County of Placer TOT Funding	854,897	721,302	133,594	19%
4100-00 · TBID Assessment Revenue	559,336	0	559,336	100%
4200-00 · Membership Dues Revenue	19,415	34,018	(14,603)	(43)%
4250-00 · Revenues-Membership Activities	1,085	1,780	(695)	(39)%
<b>46000 · Merchandise Sales</b>				
4502-00 · Non-Retail VIC income	105	1,132	(1,027)	(91)%
4504-00 · Retail Revenue - Other	0	450	(450)	(100)%
46000 · Merchandise Sales - Other	37,809	34,698	3,111	9%
<b>Total 46000 · Merchandise Sales</b>	<b>37,914</b>	<b>36,280</b>	<b>1,634</b>	<b>5%</b>
<b>Total Income</b>	<b>1,472,646</b>	<b>793,381</b>	<b>679,265</b>	<b>86%</b>
<b>Gross Profit</b>	<b>1,472,646</b>	<b>793,381</b>	<b>679,265</b>	<b>86%</b>
<b>Expense</b>				
<b>5000-00 · Salaries &amp; Wages</b>				
5010-00 · Sales Commissions	0	2,106	(2,106)	(100)%
5020-00 · P/R - Tax Expense	18,218	17,164	1,054	6%
5030-00 · P/R - Health Insurance Expense	16,180	29,403	(13,223)	(45)%
5040-00 · P/R - Workmans Comp	3,190	2,823	367	13%
5060-00 · 401 (k)	6,026	2,681	3,345	125%
5070-00 · Other Benefits and Expenses	1,090	818	272	33%
5000-00 · Salaries & Wages - Other	256,534	251,995	4,539	2%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>301,237</b>	<b>306,990</b>	<b>(5,753)</b>	<b>(2)%</b>
<b>5100-00 · Rent</b>				
5110-00 · Utilities	2,718	2,413	305	13%
5140-00 · Repairs & Maintenance	94	260	(167)	(64)%
5150-00 · Office - Cleaning	2,550	1,975	575	29%
5100-00 · Rent - Other	41,141	40,009	1,132	3%
<b>Total 5100-00 · Rent</b>	<b>46,502</b>	<b>44,657</b>	<b>1,845</b>	<b>4%</b>
<b>5310-00 · Telephone</b>				
5320-00 · Telephone	7,101	6,846	256	4%
<b>Total 5310-00 · Telephone</b>	<b>7,101</b>	<b>6,846</b>	<b>256</b>	<b>4%</b>
<b>5420-00 · Mail - USPS</b>				
5480-00 · Mail - Fed Ex	233	0	233	100%
5420-00 · Mail - USPS - Other	200	100	100	100%
<b>Total 5420-00 · Mail - USPS</b>	<b>433</b>	<b>100</b>	<b>333</b>	<b>333%</b>
<b>5510-00 · Insurance/Bonding</b>	<b>2,731</b>	<b>3,165</b>	<b>(434)</b>	<b>(14)%</b>
<b>5520-00 · Supplies</b>				
5525-00 · Supplies- Computer	135	307	(172)	(56)%
5520-00 · Supplies - Other	2,998	2,281	717	31%
<b>Total 5520-00 · Supplies</b>	<b>3,133</b>	<b>2,588</b>	<b>544</b>	<b>21%</b>
5610-00 · Depreciation	458	0	458	100%
5700-00 · Equipment Support & Maintenance	428	7,141	(6,714)	(94)%
5710-00 · Taxes, Licenses & Fees	4,663	2,514	2,149	86%
5740-00 · Equipment Rental/Leasing	1,316	1,282	34	3%
5800-00 · Training Seminars	0	66	(66)	(100)%
5850-00 · Artist of Month - Commissions	670	918	(248)	(27)%
<b>5900-00 · Professional Fees</b>				
5910-00 · Professional Fees - Attorneys	4,775	1,080	3,695	342%
5920-00 · Professional Fees - Accountant	0	2,390	(2,390)	(100)%
5921-00 · Professional Fees - Other	12,077	12,480	(403)	(3)%
<b>Total 5900-00 · Professional Fees</b>	<b>16,852</b>	<b>15,950</b>	<b>902</b>	<b>6%</b>
<b>6420-00 · Events</b>				
6420-01 · Sponsorships				

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

	Jul - Sep 21	Jul - Sep 20	\$ Change	% Change
6421-04 · Broken Arrow Skyrace	5,000	0	5,000	100%
<b>Total 6420-01 · Sponsorships</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>100%</b>
6421-00 · New Event Development	0	4,000	(4,000)	(100)%
6424-00 · Event Operation Expenses	225	0	225	100%
<b>Total 6420-00 · Events</b>	<b>5,225</b>	<b>4,000</b>	<b>1,225</b>	<b>31%</b>
<b>6423-00 · Membership Activities</b>				
6434-00 · Community Awards Dinner	0	295	(295)	(100)%
6437-00 · Tuesday Morning Breakfast Club	(500)	0	(500)	(100)%
6442-00 · Public Relations/Website/Digital	1,838	1,843	(5)	(0)%
6444-00 · Trades	0	0	0	0%
6423-00 · Membership Activities - Other	403	915	(512)	(56)%
<b>Total 6423-00 · Membership Activities</b>	<b>1,741</b>	<b>3,053</b>	<b>(1,312)</b>	<b>(43)%</b>
6730-00 · Marketing Cooperative/Media	231,391	205,271	26,120	13%
6742-00 · Non-NLT Co-Op Marketing Program	9,323	1,177	8,146	692%
6743-00 · BACC Marketing Programs				
6743-01 · Year Round Shopping Campaign	0	0	0	0%
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>8100-00 · Cost of Goods Sold</b>				
51100 · Freight and Shipping Costs	696	601	95	16%
59900 · POS Inventory Adjustments	112	0	112	100%
8100-01 · CGS - Other	10	52,330	(52,321)	(100)%
8100-00 · Cost of Goods Sold - Other	19,103	18,021	1,082	6%
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>19,921</b>	<b>70,952</b>	<b>(51,032)</b>	<b>(72)%</b>
8200-00 · Associate Relations	190	522	(332)	(64)%
8300-00 · Board Functions	16,248	1,268	14,981	1,182%
8500-00 · Credit Card Fees	1,109	1,103	6	1%
8600-00 · Additional Opportunities	1,950	8,905	(6,955)	(78)%
8700-00 · Automobile Expenses	136	547	(411)	(75)%
8750-00 · Meals/Meetings	111	200	(89)	(45)%
8810-00 · Dues & Subscriptions	3,243	1,528	1,715	112%
8920-00 · Bad Debt	624	0	624	100%
<b>Total Expense</b>	<b>676,737</b>	<b>690,744</b>	<b>(14,007)</b>	<b>(2)%</b>
<b>Net Ordinary Income</b>	<b>795,909</b>	<b>102,637</b>	<b>693,272</b>	<b>676%</b>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
4700-00 · Revenues- Interest & Investment	33	51	(18)	(35)%
<b>Total Other Income</b>	<b>33</b>	<b>51</b>	<b>(18)</b>	<b>(35)%</b>
<b>Other Expense</b>				
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>33</b>	<b>51</b>	<b>(18)</b>	<b>(35)%</b>
<b>Net Income</b>	<b>795,942</b>	<b>102,688</b>	<b>693,254</b>	<b>675%</b>

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

### 11 - Marketing

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	122,337	114,492	7,845	455,033	493,858	(38,825)	2,188,080
<b>Total Income</b>	122,337	114,492	7,845	455,033	493,858	(38,825)	2,188,080
<b>Gross Profit</b>	122,337	114,492	7,845	455,033	493,858	(38,825)	2,188,080
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	934	2,393	(1,459)	3,700	7,178	(3,478)	21,534
5030-00 · P/R - Health Insurance Expense	4,644	4,120	524	8,256	12,360	(4,104)	37,080
5040-00 · P/R - Workmans Comp	77	129	(52)	579	386	193	1,159
5060-00 · 401 (k)	453	957	(504)	2,045	2,871	(826)	8,614
5070-00 · Other Benefits and Expenses	116	121	(5)	913	364	549	1,092
5000-00 · Salaries & Wages - Other	14,722	23,927	(9,205)	54,851	71,781	(16,930)	215,344
<b>Total 5000-00 · Salaries &amp; Wages</b>	20,947	31,647	(10,700)	70,344	94,941	(24,596)	284,822
5100-00 · Rent							
5110-00 · Utilities	35	125	(90)	407	375	32	1,125
5140-00 · Repairs & Maintenance	0	75	(75)	0	225	(225)	675
5150-00 · Office - Cleaning	363	188	175	613	563	50	1,688
5100-00 · Rent - Other	1,858	2,083	(226)	5,573	6,250	(677)	18,750
<b>Total 5100-00 · Rent</b>	2,255	2,471	(216)	6,593	7,412	(819)	22,237
5310-00 · Telephone							
5320-00 · Telephone	655	578	77	1,550	1,735	(185)	5,205
<b>Total 5310-00 · Telephone</b>	655	578	77	1,550	1,735	(185)	5,205
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	0			85			
5420-00 · Mail - USPS - Other	0	0	0	53	0	53	0
<b>Total 5420-00 · Mail - USPS</b>	0	0	0	137	0	137	0
5510-00 · Insurance/Bonding	0			87			
5520-00 · Supplies							
5525-00 · Supplies - Computer	0	417	(417)	40	1,250	(1,210)	3,750
5520-00 · Supplies - Other	156	0	156	210	0	210	0
<b>Total 5520-00 · Supplies</b>	156	417	(261)	250	1,250	(1,000)	3,750
5700-00 · Equipment Support & Maintenance	0	13	(13)	0	38	(38)	113
5710-00 · Taxes, Licenses & Fees	0	13	(13)	48	38	10	113
5740-00 · Equipment Rental/Leasing	133	83	50	296	250	46	750
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	125	(125)	0	375	(375)	1,125
5921-00 · Professional Fees - Other	0	125	(125)	0	375	(375)	1,125
<b>Total 5900-00 · Professional Fees</b>	0	250	(250)	0	750	(750)	2,250
6020-00 · Programs							
6016-00 · Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	0	0	20,000
<b>Total 6020-00 · Programs</b>	0	0	0	0	0	0	70,000
6420-00 · Events							
6420-01 · Sponsorships							
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	30,000
6421-04 · Broken Arrow Skyrace	5,000	0	5,000	5,000	0	5,000	25,400
6421-06 · Spartan	0	4,400	(4,400)	0	4,400	(4,400)	179,400
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	8,000
6421-09 · Wanderlust	0	0	0	0	0	0	25,400
6421-17 · Enduro	0	0	0	0	0	0	80,000
6421-18 · Sponsorships - Other	0	400	(400)	0	400	(400)	62,800
<b>Total 6420-01 · Sponsorships</b>	5,000	4,800	200	5,000	4,800	200	411,000
6421-00 · New Event Development	0	0	0	0	34,025	(34,025)	102,075
6424-00 · Event Operation Expenses	0	0	0	225	0	225	1,500
<b>Total 6420-00 · Events</b>	5,000	4,800	200	5,225	38,825	(33,600)	514,575
6730-00 · Marketing Cooperative/Media	25,531	25,531	0	208,175	208,175	0	801,630
6742-00 · Non-NLT Co-Op Marketing Program	8,493	5,000	3,493	8,723	15,000	(6,277)	45,000
6743-00 · BACC Marketing Programs							
6743-01 · Year Round Shopping Campaign	0	2,000	(2,000)	0	2,000	(2,000)	14,000
6743-03 · Winter Lakeside Campaign	0	0	0	0	0	0	20,000
<b>Total 6743-00 · BACC Marketing Programs</b>	0	2,000	(2,000)	0	2,000	(2,000)	34,000
8200-00 · Associate Relations	0	21	(21)	0	62	(62)	187
8600-00 · Additional Opportunities	0	4,167	(4,167)	0	12,500	(12,500)	37,500
8700-00 · Automobile Expenses	28	125	(97)	59	375	(316)	1,125
8750-00 · Meals/Meetings	0	42	(42)	0	125	(125)	375
8810-00 · Dues & Subscriptions	32	83	(51)	97	250	(153)	750
8910-00 · Travel	0	417	(417)	0	1,250	(1,250)	3,750
<b>Total Expense</b>	63,230	77,656	(14,426)	301,586	384,976	(83,390)	1,828,132
<b>Net Ordinary Income</b>	59,107	36,836	22,271	153,447	108,882	44,565	359,948

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

### 11 - Marketing

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Other Income/Expense</b>							
<b>Other Income</b>							
4700-00 - Revenues- Interest & Investment	11	0	11	33	0	33	0
<b>Total Other Income</b>	11	0	11	33	0	33	0
<b>Other Expense</b>							
8990-00 - Allocated	25,011	36,836	(11,825)	115,794	108,882	6,913	359,948
<b>Total Other Expense</b>	25,011	36,836	(11,825)	115,794	108,882	6,913	359,948
<b>Net Other Income</b>	(25,000)	(36,836)	11,836	(115,761)	(108,882)	(6,879)	(359,948)
<b>Net Income</b>	<b>34,107</b>	<b>0</b>	<b>34,107</b>	<b>37,686</b>	<b>0</b>	<b>37,686</b>	<b>0</b>

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

30 - Conference

	Sep 21	Budget	\$ Over Bud...	Jul - Sep 21	YTD Budget	\$ Over Bud...	Annual Bud...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	42,365	47,279	(4,913)	128,030	128,030	0	360,285
<b>Total Income</b>	42,365	47,279	(4,913)	128,030	128,030	0	360,285
<b>Gross Profit</b>	42,365	47,279	(4,913)	128,030	128,030	0	360,285
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	714	1,747	(1,034)	1,702	5,242	(3,540)	15,727
5030-00 · P/R - Health Insurance Expense	651	2,103	(1,452)	197	6,309	(6,112)	18,926
5040-00 · P/R - Workmans Comp	60	167	(107)	236	500	(264)	1,500
5060-00 · 401 (k)	389	417	(27)	950	1,250	(300)	3,750
5070-00 · Other Benefits and Expenses	24	75	(51)	63	225	(162)	675
5000-00 · Salaries & Wages - Other	10,126	17,474	(7,348)	25,723	52,423	(26,700)	157,268
<b>Total 5000-00 · Salaries &amp; Wages</b>	11,964	21,983	(10,019)	28,872	65,949	(37,077)	197,846
5100-00 · Rent							
5110-00 · Utilities	24	83	(59)	282	250	32	750
5140-00 · Repairs & Maintenance	0	63	(63)	0	188	(188)	563
5150-00 · Office - Cleaning	250	125	125	423	375	48	1,125
5100-00 · Rent - Other	1,186	1,333	(148)	3,557	4,000	(443)	12,000
<b>Total 5100-00 · Rent</b>	1,460	1,604	(144)	4,262	4,812	(550)	14,437
5310-00 · Telephone							
5320-00 · Telephone	436	417	20	967	1,250	(283)	3,750
<b>Total 5310-00 · Telephone</b>	436	417	20	967	1,250	(283)	3,750
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	0			137			
5420-00 · Mail - USPS - Other	0	17	(17)	36	50	(14)	150
<b>Total 5420-00 · Mail - USPS</b>	0	17	(17)	173	50	123	150
5510-00 · Insurance/Bonding	0			60			
5520-00 · Supplies	108	113	(5)	145	338	(193)	1,013
5710-00 · Taxes, Licenses & Fees	5	8	(3)	38	25	13	75
5740-00 · Equipment Rental/Leasing	93	63	31	206	188	18	563
5800-00 · Training Seminars	0	83	(83)	0	250	(250)	750
6730-00 · Marketing Cooperative/Media	7,739	7,739	0	23,216	23,216	0	69,648
8200-00 · Associate Relations	0	13	(13)	0	38	(38)	113
8750-00 · Meals/Meetings	0	29	(29)	0	88	(88)	263
<b>Total Expense</b>	21,805	32,067	(10,263)	57,940	96,202	(38,262)	288,607
<b>Net Ordinary Income</b>	20,560	15,211	5,349	70,090	31,828	38,262	71,678
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	4,181	15,211	(11,031)	19,355	31,828	(12,472)	71,678
<b>Total Other Expense</b>	4,181	15,211	(11,031)	19,355	31,828	(12,472)	71,678
<b>Net Other Income</b>	(4,181)	(15,211)	11,031	(19,355)	(31,828)	12,472	(71,678)
<b>Net Income</b>	16,380	(0)	16,380	50,735	(0)	50,735	(0)

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

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4060-00 - County of Placer TOT Funding	39,777	45,202	(5,425)	121,336	121,336	0	342,770
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC Income	35	0	35	105	0	105	0
46000 - Merchandise Sales - Other	5,074	11,000	(5,926)	37,809	26,500	11,309	59,500
<b>Total 46000 - Merchandise Sales</b>	<b>5,109</b>	<b>11,000</b>	<b>(5,891)</b>	<b>37,914</b>	<b>26,500</b>	<b>11,414</b>	<b>59,500</b>
<b>Total Income</b>	<b>44,886</b>	<b>56,202</b>	<b>(11,316)</b>	<b>159,250</b>	<b>147,836</b>	<b>11,414</b>	<b>402,270</b>
<b>Gross Profit</b>	<b>44,886</b>	<b>56,202</b>	<b>(11,316)</b>	<b>159,250</b>	<b>147,836</b>	<b>11,414</b>	<b>402,270</b>
<b>Expense</b>							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	758	1,551	(793)	3,707	4,653	(946)	13,859
5030-00 - P/R - Health Insurance Expense	(547)	1,583	(2,131)	(298)	4,750	(5,048)	14,250
5040-00 - P/R - Workmans Comp	299	583	(284)	1,511	1,750	(239)	5,250
5060-00 - 401 (K)	383	417	(34)	1,453	1,250	203	3,750
5070-00 - Other Benefits and Expenses	33	83	(50)	33	250	(217)	750
5000-00 - Salaries & Wages - Other	9,894	15,510	(5,616)	37,668	46,530	(8,863)	139,591
<b>Total 5000-00 - Salaries &amp; Wages</b>	<b>10,821</b>	<b>19,728</b>	<b>(8,907)</b>	<b>44,074</b>	<b>59,183</b>	<b>(15,109)</b>	<b>177,550</b>
5100-00 - Rent							
5110-00 - Utilities	132	667	(535)	1,192	2,000	(808)	6,000
5140-00 - Repairs & Maintenance	0	500	(500)	0	1,500	(1,500)	4,500
5150-00 - Office - Cleaning	0	208	(208)	225	625	(400)	1,875
5100-00 - Rent - Other	6,522	6,667	(145)	19,565	20,000	(436)	60,000
<b>Total 5100-00 - Rent</b>	<b>6,653</b>	<b>8,042</b>	<b>(1,388)</b>	<b>20,981</b>	<b>24,125</b>	<b>(3,144)</b>	<b>72,375</b>
5310-00 - Telephone							
5320-00 - Telephone	436	413	24	967	1,238	(270)	3,713
<b>Total 5310-00 - Telephone</b>	<b>436</b>	<b>413</b>	<b>24</b>	<b>967</b>	<b>1,238</b>	<b>(270)</b>	<b>3,713</b>
5420-00 - Mail - USPS	0	17	(17)	36	50	(14)	150
5510-00 - Insurance/Bonding	0			60			
5520-00 - Supplies							
5525-00 - Supplies - Computer	0	75	(75)	0	225	(225)	675
5520-00 - Supplies - Other	834	583	251	1,433	1,750	(317)	5,250
<b>Total 5520-00 - Supplies</b>	<b>834</b>	<b>658</b>	<b>176</b>	<b>1,433</b>	<b>1,975</b>	<b>(542)</b>	<b>5,925</b>
5700-00 - Equipment Support & Maintenance	0	4	(4)	0	13	(13)	38
5710-00 - Taxes, Licenses & Fees	0	4	(4)	376	13	363	38
5740-00 - Equipment Rental/Leasing	93	63	31	208	188	18	563
5850-00 - Artist of Month - Commissions	0	167	(167)	670	500	170	1,500
6740-00 - Media/Collateral/Production	0	1,667	(1,667)	0	5,000	(5,000)	15,000
6742-00 - Non-NLT Co-Op Marketing Program	400	1,000	(600)	600	3,000	(2,400)	9,000
8100-00 - Cost of Goods Sold							
81100 - Freight and Shipping Costs	120	125	(5)	696	375	321	1,125
81900 - POS Inventory Adjustments	135	0	135	112	0	112	0
8100-01 - CGS - Other	0	0	0	10	0	10	0
8100-00 - Cost of Goods Sold - Other	2,596	5,500	(2,904)	19,103	13,250	5,853	29,750
<b>Total 8100-00 - Cost of Goods Sold</b>	<b>2,851</b>	<b>5,625</b>	<b>(2,774)</b>	<b>19,921</b>	<b>13,625</b>	<b>6,296</b>	<b>30,875</b>
8200-00 - Associate Relations	0	25	(25)	26	75	(49)	225
8500-00 - Credit Card Fees	135	517	(382)	962	1,246	(283)	2,797
8700-00 - Automobile Expenses	0	42	(42)	0	125	(125)	375
8750-00 - Meals/Meetings	0	17	(17)	0	50	(50)	150
8810-00 - Dues & Subscriptions	0	133	(133)	0	400	(400)	1,200
<b>Total Expense</b>	<b>22,223</b>	<b>38,120</b>	<b>(15,897)</b>	<b>90,312</b>	<b>110,804</b>	<b>(20,492)</b>	<b>321,471</b>
<b>Net Ordinary Income</b>	<b>22,663</b>	<b>18,082</b>	<b>4,581</b>	<b>68,938</b>	<b>37,032</b>	<b>31,906</b>	<b>80,798</b>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 - Allocated	4,715	18,082	(13,367)	21,829	37,032	(15,203)	80,798
<b>Total Other Expense</b>	<b>4,715</b>	<b>18,082</b>	<b>(13,367)</b>	<b>21,829</b>	<b>37,032</b>	<b>(15,203)</b>	<b>80,798</b>
<b>Net Other Income</b>	<b>(4,715)</b>	<b>(18,082)</b>	<b>13,367</b>	<b>(21,829)</b>	<b>(37,032)</b>	<b>15,203</b>	<b>(80,798)</b>
<b>Net Income</b>	<b>17,948</b>	<b>(0)</b>	<b>17,948</b>	<b>47,109</b>	<b>(0)</b>	<b>47,109</b>	<b>(0)</b>

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

	Sep 21	Budget	\$ Over ...	Jul - Se...	YTD Bu...	\$ Over ...	Annual ...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	14,077	15,710	(1,633)	56,009	56,009	0	141,237
<b>Total Income</b>	14,077	15,710	(1,633)	56,009	56,009	0	141,237
<b>Gross Profit</b>	14,077	15,710	(1,633)	56,009	56,009	0	141,237
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	768	(768)	201	2,303	(2,102)	7,363
5030-00 · P/R - Health Insurance Expense	201	1,000	(799)	133	3,000	(2,867)	9,590
5040-00 · P/R - Workmans Comp	0	25	(25)	54	75	(22)	240
5060-00 · 401 (k)	0	307	(307)	0	921	(921)	2,945
5070-00 · Other Benefits and Expenses	1	88	(87)	1	263	(263)	842
5000-00 · Salaries & Wages - Other	0	7,677	(7,677)	1,354	23,032	(21,678)	73,628
<b>Total 5000-00 · Salaries &amp; Wages</b>	202	9,865	(9,663)	1,741	29,595	(27,853)	94,608
5100-00 · Rent							
5110-00 · Utilities	7	25	(18)	78	75	3	238
5140-00 · Repairs & Maintenance	0	17	(17)	0	50	(50)	158
5150-00 · Office - Cleaning	75	42	33	127	125	2	396
5100-00 · Rent - Other	356	375	(19)	1,067	1,125	(58)	3,563
<b>Total 5100-00 · Rent</b>	438	458	(20)	1,272	1,375	(103)	4,354
5310-00 · Telephone							
5320-00 · Telephone	116	134	(18)	207	403	(196)	1,275
<b>Total 5310-00 · Telephone</b>	116	134	(18)	207	403	(196)	1,275
5420-00 · Mail - USPS	0			2			
5510-00 · Insurance/Bonding	0			18			
5520-00 · Supplies							
5525-00 · Supplies- Computer	0	0	0	0	1,250	(1,250)	1,250
5520-00 · Supplies - Other	32	0	32	39	5,000	(4,961)	5,000
<b>Total 5520-00 · Supplies</b>	32	0	32	39	6,250	(6,211)	6,250
5710-00 · Taxes, Licenses & Fees	0	13	(13)	10	38	(28)	120
5740-00 · Equipment Rental/Leasing	157	19	139	191	56	135	178
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	0	0	0	5,000	(5,000)	5,000
5921-00 · Professional Fees - Other	0	0	0	11,954	0	11,954	0
<b>Total 5900-00 · Professional Fees</b>	0	0	0	11,954	5,000	6,954	5,000
8700-00 · Automobile Expenses	0	42	(42)	0	125	(125)	400
8750-00 · Meals/Meetings	0	83	(83)	0	250	(250)	1,000
8810-00 · Dues & Subscriptions	2	42	(40)	5	125	(120)	400
<b>Total Expense</b>	947	10,655	(9,709)	15,438	43,216	(27,778)	113,584
<b>Net Ordinary Income</b>	13,130	5,054	8,076	40,570	12,792	27,778	27,653
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	4,017	5,054	(1,037)	18,600	12,792	5,807	27,653
<b>Total Other Expense</b>	4,017	5,054	(1,037)	18,600	12,792	5,807	27,653
<b>Net Other Income</b>	(4,017)	(5,054)	1,037	(18,600)	(12,792)	(5,807)	(27,653)
<b>Net Income</b>	9,113	(0)	9,113	21,971	(0)	21,971	(0)



**North Lake Tahoe Resort Association  
Profit & Loss Budget Performance  
52 - TBID Assessment**

	<u>Sep 21</u>	<u>Budget</u>	<u>\$ Over Bud...</u>	<u>Jul - Sep 21</u>	<u>YTD Budget</u>	<u>\$ Over Bud...</u>	<u>Annual Bud...</u>
<b>Ordinary Income/Expense</b>							
Income							
4100-00 - TBID Assessment Revenue	185,257	185,257	0	559,336	559,336	0	4,689,362
<b>Total Income</b>	<u>185,257</u>	<u>185,257</u>	<u>0</u>	<u>559,336</u>	<u>559,336</u>	<u>0</u>	<u>4,689,362</u>
<b>Gross Profit</b>	<u>185,257</u>	<u>185,257</u>	<u>0</u>	<u>559,336</u>	<u>559,336</u>	<u>0</u>	<u>4,689,362</u>
<b>Net Ordinary Income</b>	<u>185,257</u>	<u>185,257</u>	<u>0</u>	<u>559,336</u>	<u>559,336</u>	<u>0</u>	<u>4,689,362</u>
<b>Net Income</b>	<u><u>185,257</u></u>	<u><u>185,257</u></u>	<u><u>0</u></u>	<u><u>559,336</u></u>	<u><u>559,336</u></u>	<u><u>0</u></u>	<u><u>4,689,362</u></u>

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

### 60 - Membership

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Bud...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4200-00 · Membership Dues Revenue	6,493	6,250	243	18,415	18,750	665	56,250
4250-00 · Revenues-Membership Activities							
4250-02 · Chamber Events	0	0	0	0	0	0	4,500
4250-03 · Summer/Winter Rec Luncheon	0	0	0	0	0	0	1,500
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0	0	0	0	0	0	2,350
4251-00 · Tues AM Breakfast Club - Other	0	0	0	0	0	0	1,200
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,550</b>
4250-00 · Revenues-Membership Activities - Other	25	0	25	1,085	0	1,085	0
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>1,085</b>	<b>0</b>	<b>1,085</b>	<b>9,550</b>
4253-00 · Revenue- Other	0	0	0	0	0	0	1,000
<b>Total Income</b>	<b>6,518</b>	<b>6,250</b>	<b>268</b>	<b>20,500</b>	<b>18,750</b>	<b>1,750</b>	<b>68,800</b>
<b>Gross Profit</b>	<b>6,518</b>	<b>6,250</b>	<b>268</b>	<b>20,500</b>	<b>18,750</b>	<b>1,750</b>	<b>68,800</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	238	418	(180)	744	1,254	(509)	3,761
5030-00 · P/R - Health Insurance Expense	318	333	(15)	700	1,000	(300)	3,000
5040-00 · P/R - Workmans Comp	21	13	9	109	38	71	113
5060-00 · 401 (k)	0	167	(167)	135	501	(367)	1,504
5070-00 · Other Benefits and Expenses	0	54	(54)	0	163	(162)	488
5000-00 · Salaries & Wages - Other	3,354	4,179	(825)	9,829	12,537	(2,708)	37,611
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>3,932</b>	<b>5,164</b>	<b>(1,232)</b>	<b>11,517</b>	<b>15,492</b>	<b>(3,975)</b>	<b>46,477</b>
5100-00 · Rent							
5110-00 · Utilities	8	25	(17)	95	75	20	225
5140-00 · Repairs & Maintenance	0	21	(21)	0	62	(62)	187
5150-00 · Office - Cleaning	81	42	40	137	125	12	375
5100-00 · Rent - Other	524	527	(3)	1,572	1,580	(8)	4,740
<b>Total 5100-00 · Rent</b>	<b>613</b>	<b>614</b>	<b>(1)</b>	<b>1,804</b>	<b>1,843</b>	<b>(39)</b>	<b>5,528</b>
5310-00 · Telephone							
5320-00 · Telephone	156	139	16	358	418	(59)	1,253
<b>Total 5310-00 · Telephone</b>	<b>156</b>	<b>139</b>	<b>16</b>	<b>358</b>	<b>418</b>	<b>(59)</b>	<b>1,253</b>
5420-00 · Mail - USPS	0	10	(10)	12	30	(18)	90
5510-00 · Insurance/Bonding	0			20			
5520-00 · Supplies	35	167	(132)	47	500	(453)	1,500
5710-00 · Taxes, Licenses & Fees	0	4	(4)	11	13	(2)	38
5740-00 · Equipment Rental/Leasing	31	21	10	67	62	5	187
6423-00 · Membership Activities							
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	0	0	500
6437-00 · Tuesday Morning Breakfast Club	0	0	0	(500)	0	(500)	1,763
6442-00 · Public Relations/Website/Digital	600	500	100	1,838	1,500	338	4,500
6423-00 · Membership Activities - Other	62	417	(355)	403	1,250	(847)	3,750
<b>Total 6423-00 · Membership Activities</b>	<b>662</b>	<b>917</b>	<b>(255)</b>	<b>1,741</b>	<b>2,750</b>	<b>(1,009)</b>	<b>10,513</b>
8200-00 · Associate Relations	0	7	(7)	164	20	144	60
8500-00 · Credit Card Fees	33	50	(17)	127	150	(23)	450
8700-00 · Automobile Expenses	0	42	(42)	0	125	(125)	375
8750-00 · Meals/Meetings	0	33	(33)	111	100	11	300
8810-00 · Dues & Subscriptions	11	17	(6)	33	50	(17)	150
8920-00 · Bad Debt	325	0	325	325	0	325	0
<b>Total Expense</b>	<b>5,797</b>	<b>7,184</b>	<b>(1,387)</b>	<b>16,336</b>	<b>21,552</b>	<b>(5,216)</b>	<b>66,919</b>
<b>Net Ordinary Income</b>	<b>721</b>	<b>(934)</b>	<b>1,655</b>	<b>4,164</b>	<b>(2,802)</b>	<b>6,966</b>	<b>(119)</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 · Allocated	1,356	3,408	(2,052)	6,278	7,130	(852)	16,521
<b>Total Other Expense</b>	<b>1,356</b>	<b>3,408</b>	<b>(2,052)</b>	<b>6,278</b>	<b>7,130</b>	<b>(852)</b>	<b>16,521</b>
<b>Net Other Income</b>	<b>(1,356)</b>	<b>(3,408)</b>	<b>2,052</b>	<b>(6,278)</b>	<b>(7,130)</b>	<b>852</b>	<b>(16,521)</b>
<b>Net Income</b>	<b>(635)</b>	<b>(4,342)</b>	<b>3,707</b>	<b>(2,115)</b>	<b>(9,933)</b>	<b>7,818</b>	<b>(16,640)</b>

**North Lake Tahoe Resort Association  
Profit & Loss Budget Performance  
61 - Business Association Grant Funding**

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	16,667	16,667	0	50,000	50,000	0	200,000
<b>Total Income</b>	16,667	16,667	0	50,000	50,000	0	200,000
<b>Gross Profit</b>	16,667	16,667	0	50,000	50,000	0	200,000
<b>Expense</b>							
6750-00 · Business Association Grant							
6750-01 · Business Assn Grant - NTBA	0	8,333	(8,333)	0	25,000	(25,000)	100,000
6750-02 · Business Assn Grant - TCDA	0	8,333	(8,333)	0	25,000	(25,000)	100,000
<b>Total 6750-00 · Business Association Grant</b>	0	16,667	(16,667)	0	50,000	(50,000)	200,000
<b>Total Expense</b>	0	16,667	(16,667)	0	50,000	(50,000)	200,000
<b>Net Ordinary Income</b>	16,667	(0)	16,667	50,000	(0)	50,000	0
<b>Net Income</b>	16,667	(0)	16,667	50,000	(0)	50,000	0

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

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	1,152	3,202	(2,050)	8,163	9,605	(1,442)	28,816
5030-00 · P/R - Health Insurance Expense	6,179	3,750	2,429	7,193	11,250	(4,057)	33,750
5040-00 · P/R - Workmans Comp	66	194	(128)	701	583	118	1,749
5060-00 · 401 (k)	696	1,323	(627)	1,442	3,968	(2,526)	11,904
5070-00 · Other Benefits and Expenses	79	183	(104)	79	548	(469)	1,645
5000-00 · Salaries & Wages - Other	16,940	33,068	(16,128)	127,109	99,203	27,906	297,610
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>25,112</b>	<b>41,719</b>	<b>(16,607)</b>	<b>144,688</b>	<b>125,158</b>	<b>19,530</b>	<b>375,474</b>
5100-00 · Rent							
5110-00 · Utilities	52	167	(115)	601	500	101	1,500
5140-00 · Repairs & Maintenance	(80)	417	(497)	94	1,250	(1,156)	3,750
5150-00 · Office - Cleaning	544	292	252	919	875	44	2,625
5100-00 · Rent - Other	2,957	3,093	(136)	8,917	9,280	(363)	27,840
<b>Total 5100-00 · Rent</b>	<b>3,473</b>	<b>3,968</b>	<b>(495)</b>	<b>10,531</b>	<b>11,905</b>	<b>(1,374)</b>	<b>35,715</b>
5310-00 · Telephone							
5320-00 · Telephone	1,356	1,234	122	2,890	3,703	(812)	11,108
<b>Total 5310-00 · Telephone</b>	<b>1,356</b>	<b>1,234</b>	<b>122</b>	<b>2,890</b>	<b>3,703</b>	<b>(812)</b>	<b>11,108</b>
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	0	0	0	12	0	12	0
5420-00 · Mail - USPS - Other	0	83	(83)	61	250	(189)	750
<b>Total 5420-00 · Mail - USPS</b>	<b>0</b>	<b>83</b>	<b>(83)</b>	<b>73</b>	<b>250</b>	<b>(177)</b>	<b>750</b>
5510-00 · Insurance/Bonding	1,803	1,250	553	2,471	3,750	(1,279)	11,250
5520-00 · Supplies							
5525-00 · Supplies- Computer	0	0	0	95	2,500	(2,405)	2,500
5520-00 · Supplies - Other	687	500	187	1,092	1,500	(408)	4,500
<b>Total 5520-00 · Supplies</b>	<b>687</b>	<b>500</b>	<b>187</b>	<b>1,188</b>	<b>4,000</b>	<b>(2,812)</b>	<b>7,000</b>
5610-00 · Depreciation	153	153	0	458	458	0	1,375
5700-00 · Equipment Support & Maintenance	131	2,917	(2,786)	428	8,750	(8,322)	26,250
5710-00 · Taxes, Licenses & Fees	1,307	1,250	57	4,173	3,750	423	11,250
5740-00 · Equipment Rental/Leasing	60	125	(65)	304	375	(71)	1,125
5800-00 · Training Seminars	0	417	(417)	0	1,250	(1,250)	3,750
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	4,775	625	4,150	4,775	1,875	2,900	5,625
5920-00 · Professional Fees - Accountant	0	22,500	(22,500)	0	22,500	(22,500)	26,000
5921-00 · Professional Fees - Other	0	833	(833)	124	2,500	(2,376)	7,500
<b>Total 5900-00 · Professional Fees</b>	<b>4,775</b>	<b>23,958</b>	<b>(19,183)</b>	<b>4,899</b>	<b>26,875</b>	<b>(21,976)</b>	<b>39,125</b>
5941-00 · Research & Planning	0	1,250	(1,250)	0	3,750	(3,750)	11,250
7500-00 · Trade Shows/Travel	0	1,667	(1,667)	0	5,000	(5,000)	15,000
8200-00 · Associate Relations	0	125	(125)	0	375	(375)	1,125
8300-00 · Board Functions	823	583	240	16,248	1,750	14,498	5,250
8500-00 · Credit Card Fees	0			20			
8600-00 · Additional Opportunites	650	833	(183)	1,950	2,500	(550)	7,500
8700-00 · Automobile Expenses	28	250	(222)	77	750	(673)	2,250
8750-00 · Meals/Meetings	0	417	(417)	0	1,250	(1,250)	3,750
8810-00 · Dues & Subscriptions	1,204	1,000	204	3,108	3,000	108	9,000
8920-00 · Bad Debt	299	0	299	299	0	299	0
<b>Total Expense</b>	<b>41,861</b>	<b>83,700</b>	<b>(41,839)</b>	<b>193,805</b>	<b>208,599</b>	<b>(14,794)</b>	<b>579,296</b>
<b>Net Ordinary Income</b>	<b>(41,861)</b>	<b>(83,700)</b>	<b>41,839</b>	<b>(193,805)</b>	<b>(208,599)</b>	<b>14,794</b>	<b>(579,296)</b>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	(41,861)	(83,700)	41,839	(193,805)	(208,599)	14,794	(579,296)
<b>Total Other Expense</b>	<b>(41,861)</b>	<b>(83,700)</b>	<b>41,839</b>	<b>(193,805)</b>	<b>(208,599)</b>	<b>14,794</b>	<b>(579,296)</b>
<b>Net Other Income</b>	<b>41,861</b>	<b>83,700</b>	<b>(41,839)</b>	<b>193,805</b>	<b>208,599</b>	<b>(14,794)</b>	<b>579,296</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  
Profit & Loss Budget Performance  
80 - TOT Housing & Transportation**

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	14,227	15,877	(1,650)	44,490	44,490	0	162,914
<b>Total Income</b>	<u>14,227</u>	<u>15,877</u>	<u>(1,650)</u>	<u>44,490</u>	<u>44,490</u>	<u>0</u>	<u>162,914</u>
<b>Gross Profit</b>	14,227	15,877	(1,650)	44,490	44,490	0	162,914
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	617	(617)	0	1,850	(1,850)	7,400
5030-00 · P/R - Health Insurance Expense	0	1,000	(1,000)	0	3,000	(3,000)	12,000
5040-00 · P/R - Workmans Comp	0	21	(21)	0	62	(62)	250
5060-00 · 401 (K)	0	247	(247)	0	740	(740)	2,960
5070-00 · Other Benefits and Expenses	0	42	(42)	0	125	(125)	502
5000-00 · Salaries & Wages - Other	0	6,167	(6,167)	0	18,500	(18,500)	74,000
<b>Total 5000-00 · Salaries &amp; Wages</b>	<u>0</u>	<u>8,093</u>	<u>(8,093)</u>	<u>0</u>	<u>24,278</u>	<u>(24,278)</u>	<u>97,112</u>
5100-00 · Rent							
5110-00 · Utilities	6	21	(15)	64	62	1	250
5140-00 · Repairs & Maintenance	0	13	(13)	0	38	(38)	150
5150-00 · Office - Cleaning	63	33	29	106	100	6	400
5100-00 · Rent - Other	296	313	(16)	889	938	(48)	3,750
<b>Total 5100-00 · Rent</b>	<u>365</u>	<u>379</u>	<u>(14)</u>	<u>1,059</u>	<u>1,137</u>	<u>(79)</u>	<u>4,550</u>
5310-00 · Telephone							
5320-00 · Telephone	97	58	38	161	175	(14)	700
<b>Total 5310-00 · Telephone</b>	<u>97</u>	<u>58</u>	<u>38</u>	<u>161</u>	<u>175</u>	<u>(14)</u>	<u>700</u>
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0	4	(4)	0	13	(13)	50
5480-00 · Mail - Fed Ex	0	4	(4)	0	13	(13)	50
<b>Total 5420-00 · Mail - USPS</b>	<u>0</u>	<u>8</u>	<u>(8)</u>	<u>0</u>	<u>25</u>	<u>(25)</u>	<u>100</u>
5510-00 · Insurance/Bonding	0			15			
5520-00 · Supplies							
5525-00 · Supplies- Computer	0	0	0	0	1,250	(1,250)	1,250
5520-00 · Supplies - Other	27	417	(390)	32	1,250	(1,218)	5,000
<b>Total 5520-00 · Supplies</b>	<u>27</u>	<u>417</u>	<u>(390)</u>	<u>32</u>	<u>2,500</u>	<u>(2,468)</u>	<u>6,250</u>
5710-00 · Taxes, Licenses & Fees	0	17	(17)	8	50	(42)	200
5740-00 · Equipment Rental/Leasing	18	63	(45)	46	188	(141)	750
5900-00 · Professional Fees							
5921-00 · Professional Fees - Other	0	833	(833)	0	2,500	(2,500)	10,000
<b>Total 5900-00 · Professional Fees</b>	<u>0</u>	<u>833</u>	<u>(833)</u>	<u>0</u>	<u>2,500</u>	<u>(2,500)</u>	<u>10,000</u>
8200-00 · Associate Relations	0	5	(5)	0	15	(15)	60
8600-00 · Additional Opportunites	0	833	(833)	0	2,500	(2,500)	10,000
8700-00 · Automobile Expenses	0	42	(42)	0	125	(125)	500
8750-00 · Meals/Meetings	0	21	(21)	0	62	(62)	250
<b>Total Expense</b>	<u>506</u>	<u>10,768</u>	<u>(10,262)</u>	<u>1,321</u>	<u>33,555</u>	<u>(32,235)</u>	<u>130,472</u>
<b>Net Ordinary Income</b>	<u>13,720</u>	<u>5,108</u>	<u>8,612</u>	<u>43,169</u>	<u>10,934</u>	<u>32,235</u>	<u>32,442</u>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	2,581	5,108	(2,527)	11,948	10,934	1,014	32,442
<b>Total Other Expense</b>	<u>2,581</u>	<u>5,108</u>	<u>(2,527)</u>	<u>11,948</u>	<u>10,934</u>	<u>1,014</u>	<u>32,442</u>
<b>Net Other Income</b>	<u>(2,581)</u>	<u>(5,108)</u>	<u>2,527</u>	<u>(11,948)</u>	<u>(10,934)</u>	<u>(1,014)</u>	<u>(32,442)</u>
<b>Net Income</b>	<u>11,139</u>	<u>0</u>	<u>11,139</u>	<u>31,221</u>	<u>0</u>	<u>31,221</u>	<u>0</u>



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: November 3, 2021

TO: NLTRA Board of Directors

FROM: DeWitt Van Sicen, Accounting Manager

RE: NLTRA Auditors' Report

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### **Action Requested**

Requesting Board of Directors' approval of the June 30, 2021 Financial Statements and Independent Auditors' Report, acknowledging the County of Placer excess TOT funding for fiscal year ending June 30, 2021 in the amount of \$1,480,803.31.

### **Background**

McClintock Accountancy Corporation performed an audit of the financial statements of North Lake Tahoe Resort Association, Inc. for the year ending June 30, 2021. Their opinion, dated October 20, 2021, stated the financial statements present fairly, in all material respects, the financial position of North Lake Tahoe Resort Association, Inc. in accordance with accounting principles generally accepted in the United States of America. They issued an unmodified or clean opinion on the financial statements.

There were five audit adjustments proposed as a result of the audit, two of which were proposed by NLTRA management. The internal control recommendation from 2018/19 which relates to a capitalization policy has been closed. The policy was formalized with Finance Committee for recommendation to the board and was approved by the board in 2020/21. The other additional note from 2019/20 was regarding employee reimbursement for relocation expenses. The reimbursement of relocation expenses was not made through payroll with appropriate deductions for payroll taxes. The relocation expense reimbursement has been reported on the employee's W-2.

The County of Placer TOT funding budget for fiscal year ending June 30, 2021 exceeded actual expenditures by \$1,488,069.31. The Marketing Reserve was increased by \$7,266.00 per terms of the agreement with the County, reducing the amount due back to the County to \$1,480,803.31.

### **Fiscal Impact:**

Reduction to cash in the amount of \$1,480,803.31 upon payment of excess TOT funding to the County of Placer.

### **Attachments:**

Report to the Finance Committee and Board of Directors for Year Ended June 30, 2021 and the North Lake Tahoe Resort Association, Inc. Financial Statements and Independent Auditors' Report June 30, 2021 and 2020. The North Lake Tahoe Marketing Cooperative Auditors' Reviewed Statements are included for your information.

*North Lake Tahoe Resort Association, Inc.*

**REPORT TO THE FINANCE COMMITTEE  
AND BOARD OF DIRECTORS**

*For the Year Ended June 30, 2021*

- A. Introduction of firm.
- B. Unmodified or clean opinion on financial statements.
- C. Questions and answers regarding financial statements.
- D. Matters to be communicated
  - Auditor Responsibility – An audit conducted under U.S. generally accepted auditing standards is designed to obtain reasonable, rather than absolute, assurance about the financial statements.
  - Accounting Policies/Accounting Estimates – Significant accounting policies are described in Note 2 to the financial statements. Significant estimates include an allowance for doubtful accounts.
  - Significant adjustments – There were five audit adjustments proposed as a result of the current year audit, including two proposed by management, compared to three in prior year, including one proposed by management. Adjustments include disposal of fixed assets, reclassification of reissued checks, accrual of a refund and an expense, and a true up to net assets.
  - Disagreements with Management – None.
  - Difficulties encountered in performing the Audit – None
- E. Presentation of the Internal Control Report.
- F. We would like to thank management for their fine cooperation during the audit.

NORTH LAKE TAHOE  
RESORT ASSOCIATION, INC.

Tahoe City, California

DRAFT

INTERNAL CONTROL REPORT

June 30, 2021



# McCLINTOCK ACCOUNTANCY CORPORATION

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## INTERNAL CONTROL REPORT

To the Officers and Directors  
North Lake Tahoe Resort Association, Inc.

In planning and performing our audit of the financial statements of North Lake Tahoe Resort Association, Inc. as of June 30, 2021, in accordance with auditing standards generally accepted in the United States of America, we considered the Association's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control.

A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above.

Appendix A that accompanies this letter summarizes other items identified in previous years that have been resolved as of June 30, 2021.

This letter does not affect our report dated October 20, 2021 on the financial statements of North Lake Tahoe Resort Association, Inc.

This communication is intended solely for the information and use of management, the board of directors, and others within the organization, and is not intended to be and should not be used by anyone other than these specified parties.

McCLINTOCK ACCOUNTANCY CORPORATION  
Tahoe City, California  
October 20, 2021

DRAFT

### Recent Accounting Pronouncements

In February 2016, the FASB issued ASU 2016-02, *Leases*. The new guidance was issued to increase transparency and comparability among companies by requiring most leases to be included on the balance sheet and by expanding disclosure requirements. Implementation is required for the year ending June 30, 2023.

In June 2016, FASB issued ASU 2016-13, *Financial Instruments—Credit Losses (Topic 326)*. This ASU represents a significant change in the ACL accounting model by requiring immediate recognition of management's estimates of current expected credit losses (CECL). Under the prior model, losses were recognized only as they were incurred, which FASB has noted delayed recognition of expected losses that might not yet have met the threshold of being probable. Implementation is required for the year ending June 30, 2024.

DRAFT

**REPORT TO THE FINANCE COMMITTEE  
AND BOARD OF DIRECTORS**

*For the Year Ended June 30, 2021*

**Closed Matters**

**Employee Moving Expenses**

The CEO was reimbursed for moving expenses. The reimbursement was not administered through payroll and payroll taxes were not withheld from the compensation.

*Recommendation:* We remind the Association that withholding is required on all compensation including salaries, bonuses, and qualified moving reimbursements. Failure to withhold required amounts and periodically remit them to the government can subject both the Association and the employee to penalties.

*2021 Update:* Moving expenses reimbursed to the CEO were included in his W2 for 2020.

**Capitalization Policy**

Fixed assets were capitalized in the past based on a \$1,000 capitalization policy. During the 2017/18 fiscal year, the Director of Finance opted to change that policy to a \$2,000 capitalization policy. No formal policy change was made.

*2018 Recommendation:* We recommend that the Association implement a formal capitalization policy and adhere to that.

*2020 Status:* The new capitalization threshold has been accepted by the Finance Committee, however no formal policy has been written. It is the general understanding within the Association that only items over \$2,000 will be capitalized.

*2021 Update:* Following approval by the board and finance committee, a formal policy was written allowing capitalization of items over \$5,000.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Tahoe City, California

FINANCIAL STATEMENTS  
AND  
INDEPENDENT AUDITORS' REPORT

June 30, 2021 and 2020

# NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

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DRAFT

# McCLINTOCK ACCOUNTANCY CORPORATION

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
North Lake Tahoe Resort Association, Inc.

We have audited the accompanying financial statements of North Lake Tahoe Resort Association, Inc. (a nonprofit organization), which comprise the statements of financial position as of June 30, 2021 and 2020, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of North Lake Tahoe Resort Association, Inc. as of June 30, 2021 and 2020, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

McCLINTOCK ACCOUNTANCY CORPORATION  
Tahoe City, California  
October 20, 2021

DRAFT



NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit A

STATEMENTS OF FINANCIAL POSITION

June 30, 2021 and 2020

	<u>2021</u>	<u>2020</u>
<b>ASSETS</b>		
Current Assets		
Cash and cash equivalents	\$ 1,855,906	\$ 735,316
Restricted TOT cash reserve (Note 6)	100,976	100,839
Accounts receivable, net of allowance for doubtful accounts of \$9,632 in 2021 and \$24,987 in 2020	11,820	28,130
Placer County receivable	432,499	201,387
Accounts receivable - Marketing Cooperative (Note 2)	5,932	-0-
Prepaid expenses	9,287	25,177
Inventories	26,867	85,998
	<u>2,443,287</u>	<u>1,176,847</u>
Noncurrent Assets:		
Property and equipment, net of accumulated depreciation (Note 7)	7,791	-0-
	<u>7,791</u>	<u>-0-</u>
Total Assets	<u>\$ 2,451,078</u>	<u>\$ 1,176,847</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Current Liabilities:		
Accounts payable	\$ 92,032	\$ 26,683
Placer County payable	1,480,803	384,939
Accrued liabilities	356,800	271,502
Deferred revenue - membership dues	19,677	27,740
Deferred revenue - other	1,272	1,272
Total Liabilities (all current)	<u>1,950,584</u>	<u>712,136</u>
<b>NET ASSETS (Note 2)</b>		
Without Donor Restrictions		
Invested in property and equipment	7,791	-0-
Board designated marketing reserve (Note 3)	381,874	374,608
Undesignated	9,853	(10,736)
Total Without Donor Restrictions	<u>399,518</u>	<u>363,872</u>
With Donor Restrictions (Note 6)	100,976	100,839
Total Net Assets	<u>500,494</u>	<u>464,711</u>
Total Liabilities and Net Assets	<u>\$ 2,451,078</u>	<u>\$ 1,176,847</u>

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit B

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Years Ended June 30, 2021 and 2020

	<u>2021</u>	<u>2020</u>
<b>CHANGES IN NET ASSETS:</b>		
Revenue and other support:		
Placer County contract revenue	\$ 2,555,808	\$ 3,513,365
Commissions and booking fees	-0-	32,783
Member dues	137,471	134,937
Member services and special events	8,460	105,135
Retail sales and other, net of cost of sales of \$56,303 in 2021 and \$61,014 in 2020	55,582	42,654
Interest income	180	258
	<u>2,757,501</u>	<u>3,829,132</u>
Total revenue and other support		
Expenses and losses:		
Program services:		
Marketing	1,392,422	2,442,408
Group sales and conferences	287,050	281,481
Visitor information	251,215	332,289
North Lake Tahoe Chamber of Commerce	93,819	124,853
Tourism master plan implementation	144,786	117,443
	<u>2,169,292</u>	<u>3,298,474</u>
Supporting services:		
General and administrative	559,692	523,797
	<u>2,728,984</u>	<u>3,822,271</u>
Total expenses		
Increase in Net Assets	28,517	6,861
<b>NET ASSETS</b>		
Net assets distributed from Placer County (Note 3)	<u>7,266</u>	<u>16,388</u>
Beginning of Year	<u>464,711</u>	<u>441,462</u>
End of Year	<u>\$ 500,494</u>	<u>\$ 464,711</u>

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit C

STATEMENTS OF FUNCTIONAL EXPENSES  
For the Years Ended June 30, 2021 and 2020

Expenses	2021						Total
	Program Services					Supporting Services	
	Marketing	Group Sales and Conferences	Visitor Information	North Lake Tahoe Chamber of Commerce	Tourism Master Plan Implementation	General and Administrative	
Salaries, wages, and benefits	\$ 315,170	\$ 223,870	\$ 142,262	\$ 45,464	\$ 20,233	\$ 383,515	\$ 1,160,514
Building and utilities	29,889	19,799	82,629	7,762	986	41,998	182,973
Telephone and internet	6,863	5,058	4,071	1,462	228	11,933	29,615
Postage and printing	315	182	182	58	9	770	1,516
Insurance	-0-	-0-	-0-	-0-	-0-	9,621	9,621
Office and program supplies	5,387	1,746	4,128	610	13,826	9,456	35,153
Depreciation	-0-	-0-	-0-	-0-	-0-	1,375	1,375
Equipment support and maintenance	-0-	-0-	-0-	-0-	-0-	26,845	26,845
Taxes, licenses, and fees	124	120	31	23	1	12,946	13,245
Equipment rental and leasing	1,275	594	1,009	723	4	1,482	5,087
Training seminars	-0-	-0-	-0-	-0-	150	876	526
Commissions	-0-	2,106	3,272	-0-	-0-	-0-	5,378
Professional fees	11,819	-0-	-0-	-0-	109,127	31,140	152,086
Event partnerships	55,176	-0-	-0-	-0-	-0-	-0-	55,176
Events	433,477	-0-	-0-	-0-	-0-	-0-	433,477
Membership activities	-0-	-0-	-0-	9,485	-0-	-0-	9,485
Marketing Cooperative	388,694	33,156	-0-	-0-	-0-	-0-	421,850
Other marketing programs	112,107	-0-	5,725	-0-	-0-	-0-	117,832
Board functions	-0-	-0-	-0-	-0-	-0-	4,624	4,624
Credit card fees	-0-	-0-	3,497	554	-0-	-0-	4,051
Travel and meals	426	-0-	216	212	151	1,990	2,998
Dues and subscriptions	529	-0-	1,530	206	68	19,045	21,378
Bad debt	556	-0-	-0-	27,079	-0-	137	27,772
Miscellaneous	615	419	2,663	181	-0-	2,529	6,407
	<u>\$ 1,392,422</u>	<u>\$ 287,050</u>	<u>\$ 251,215</u>	<u>\$ 93,819</u>	<u>\$ 144,786</u>	<u>\$ 559,692</u>	<u>\$ 2,728,984</u>

Expenses	2020						Total
	Program Services					Supporting Services	
	Marketing	Group Sales and Conferences	Visitor Information	North Lake Tahoe Chamber of Commerce	Tourism Master Plan Implementation	General and Administrative	
Salaries, wages, and benefits	\$ 989,465	\$ 119,764	\$ 212,317	\$ 69,892	\$ 4,914	\$ 369,439	\$ 1,165,821
Building and utilities	35,123	16,539	87,023	8,996	-0-	37,054	184,785
Telephone and internet	6,823	3,272	2,709	1,439	3	9,974	24,220
Postage and printing	560	217	152	103	-0-	945	1,977
Insurance	-0-	-0-	-0-	-0-	-0-	10,480	10,480
Office and program supplies	1,533	473	5,433	623	19,300	6,415	33,777
Depreciation	-0-	-0-	1,407	-0-	-0-	-0-	1,407
Equipment support and maintenance	-0-	-0-	41	-0-	-0-	22,911	22,952
Taxes, licenses, and fees	60	121	404	14	-0-	11,273	11,872
Equipment rental and leasing	2,021	897	1,523	1,153	-0-	6,799	12,393
Training seminars	4,424	-0-	-0-	-0-	-0-	89	4,513
Commissions	-0-	13,174	9,927	-0-	-0-	-0-	23,101
Professional fees	-0-	-0-	-0-	-0-	93,217	25,166	118,383
Event partnerships	45,704	-0-	-0-	-0-	-0-	-0-	45,704
Events	499,563	-0-	-0-	-0-	-0-	1,300	500,863
Membership activities	-0-	-0-	-0-	12,270	-0-	-0-	12,270
Marketing Cooperative	1,376,446	126,916	-0-	-0-	-0-	-0-	1,503,362
Other marketing programs	76,010	-0-	2,843	2,350	-0-	371	81,574
Board functions	-0-	-0-	-0-	-0-	-0-	10,565	10,565
Credit card fees	50	-0-	3,495	1,385	-0-	175	5,105
Travel and meals	1,465	-0-	738	667	5	993	3,868
Dues and subscriptions	1,445	4	55	124	4	7,464	9,096
Bad debt	-0-	-0-	50	25,647	-0-	1	25,698
Miscellaneous	1,716	54	4,142	190	-0-	2,383	8,485
	<u>\$ 2,442,408</u>	<u>\$ 281,481</u>	<u>\$ 332,289</u>	<u>\$ 124,853</u>	<u>\$ 117,443</u>	<u>\$ 523,797</u>	<u>\$ 3,822,271</u>

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit D

STATEMENTS OF CASH FLOWS  
For the Years Ended June 30, 2021 and 2020

	2021	2020
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Increase in net assets without donor restrictions	\$ 28,517	\$ 6,861
Reconciliation of change in net assets to cash provided by operating activities		
Depreciation	1,375	1,407
Bad debt expense	27,772	25,698
Changes in operating assets and liabilities:		
Accounts receivable	(17,395)	(8,415)
Placer County receivable/payable	864,753	221,185
Prepaid expenses	15,890	(6,801)
Inventories	59,131	(63,983)
Accounts payable	65,349	(46,877)
Accrued liabilities	85,298	54,858
Deferred revenue - membership dues	(8,063)	(28,979)
Deferred revenue - other	-0-	447
Net Cash Provided by Operating Activities	<u>1,122,627</u>	<u>155,401</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property and equipment	(9,166)	-0-
Net Cash Used by Investing Activities	<u>(9,166)</u>	<u>-0-</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Net assets distributed from Placer County	7,266	16,388
Net Cash Provided by Financing Activities	<u>7,266</u>	<u>16,388</u>
Net Increase in Cash and Cash Equivalents	1,120,727	171,789
Cash and Cash Equivalents, Beginning of Year	836,155	664,366
Cash and Cash Equivalents, End of Year	<u>\$ 1,956,882</u>	<u>\$ 836,155</u>
Cash and Cash Equivalent Analysis:		
Cash and cash equivalents	\$ 1,855,906	\$ 735,316
Restricted TOT cash reserve	100,976	100,839
Net Cash and Cash Equivalents	<u>\$ 1,956,882</u>	<u>\$ 836,155</u>

The accompanying notes are an integral part of these statements.

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# NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

## NOTES TO FINANCIAL STATEMENTS

June 30, 2021 and 2020

### 1. Form of Organization

North Lake Tahoe Resort Association, Inc. (the "Association") was incorporated in the State of California in 1996, upon consolidation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The Association is organized under Section 501(c)(4) of the Internal Revenue Code as a non-profit public benefit corporation.

The primary function of the Association is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreation and cultural climate of the North Lake Tahoe, California area. The Association provides the following services to its members and the North Lake Tahoe community: Chamber of Commerce, Visitors and Convention Bureau, marketing, conference sales and membership services. The Association also serves as a partner with Placer County in the development and funding plan for infrastructure and transportation projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region.

The majority of the Association's revenue is derived from contract revenue with Placer County to administer and invest portions of transient occupancy taxes collected in the North Lake Tahoe area. Additional sources of revenue are derived from membership dues, commissions and booking fees earned from conference sales, special events, and from the sale of inventory items at its visitor centers.

### 2. Summary of Significant Accounting Policies

#### Basis of Accounting and Financial Statement Presentation

The financial statements of the Association have been prepared on the accrual basis of accounting. Additionally, information regarding its financial position and activities are classified according to two classes of net assets based upon the existence or absence of donor-imposed restrictions, as follows:

*Net Assets Without Donor Restrictions* are resources currently available for various programs and administration of the Association, board designated funds, or invested in property and equipment.

*Net Assets With Donor Restrictions* consist of donor restricted contributions. Amounts restricted by the donor for a particular purpose or time period are reported as revenue with donor restrictions when received and such unexpended amounts are reported as net assets with donor restrictions at year end.

When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as "net assets released from restrictions."

# NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

## NOTES TO FINANCIAL STATEMENTS

June 30, 2021 and 2020

### Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

### Liquidity Information

In order to provide information about liquidity, assets have been sequenced according to their nearness to conversion to cash and liabilities have been sequenced according to the nearness of their maturity and resulting use of cash.

### Allowance for Doubtful Accounts

An allowance for doubtful accounts is created when an account's collectability is uncertain. The Association estimates doubtful accounts based on factors related to the specific payer's ability to pay and current economic trends.

### Accounts Receivable

Accounts receivable consists of amounts due from members for membership dues, cooperative advertising costs, and commissions from group conference sales, as well as other miscellaneous receivables for services provided. The Association does not charge interest on delinquent receivables. Accounts are written off directly to bad debt expense when all attempts at collection are exhausted.

### Inventories

Inventories are primarily for the sale of retail goods at the visitor centers and are stated at the lower of cost or market. Cost is determined by the first-in, first-out method.

### Property, Buildings and Equipment

In general, property and equipment are capitalized on the Association's books and stated at cost when the asset has over a year of life and costs of over \$5,000. Depreciation is computed on the straight-line basis over the useful lives of the assets, which range from 3 to 7 years.

### Marketing Cooperative Agreement

During the year ended June 30, 2007, the Association established the North Lake Tahoe Marketing Cooperative (NLTMC) with Lake Tahoe Incline Village Crystal Bay Visitors and Convention Bureau (IVCBVCB) to cooperatively promote tourism based on shared objectives which are more effectively and efficiently accomplished collectively rather than independently. Under the terms of the agreement, the Association and the IVCBVCB are required to make annual contributions to fund marketing efforts based upon an approved pre-set formula. The Association contributed \$421,850 and \$1,503,362 for the years ended June 30, 2021 and 2020, respectively in connection with this marketing effort, which is included in marketing (tourism promotion) and group sales and conference expense in the statement of activities and changes in net assets. The Marketing Cooperative activities and

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2021 and 2020

balances are reported separately from those of the Association. At June 30, 2021 and 2020, NLTMC owed the Association \$5,932 and \$-0-, respectively

Net Assets Without Donor Restrictions

All net asset balances are classified as net assets without donor restriction, excluding the cash flow reserve with donor restrictions at Note 6. Net assets are not subject to imposed restriction or restrictions that have expired. As reflected in the accompanying notes, the Association has designated a portion of net assets without donor restrictions for specific purposes.

Advertising Costs

Advertising costs are expensed as incurred.

Income Tax Status

The Association is exempt from federal income taxes under the provisions of Internal Revenue Code Section 501(c) (4), and section 23701(f) for California purposes. Unrelated business income, if any, is taxed at regular corporate tax rates.

The Association's three previous federal tax returns and four previous state tax returns are available for examination by the taxing authorities.

Functional Allocation of Expenses

The Association's expenses are recorded into the functional expense categories of program and general and administrative based on a combination of direct identification and, when significant, allocation.

To the extent possible, expenses are recorded in the functional category that receives the most benefit. Expenses requiring allocation are allocated based on a reasonable basis that is consistently applied. Wages and benefits are allocated on the basis of estimates for time and effort. Occupancy expenses are allocated based on the number of full-time employees allocated to each department. Insignificant indirect expenses, such as, office supplies and telephone are recorded as general and administrative.

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Association considers all cash without donor restriction, money market funds, and debt securities with an original maturity less than three months to be cash equivalents.

Fair Value

The carrying value of financial instruments, including cash, accounts receivable and accounts payable approximates their fair value due to the short-term maturities of these instruments.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2021 and 2020

Revenue from Contracts with Customers

The Association has adopted the provisions of Accounting Standards Codification Topic 606, Revenue from Contracts with Customers, ("Topic 606" in the Accounting Standards Codification (ASC)). Topic 606 superseded the revenue recognition requirements in FASB ASC 980-605, Revenue Recognition. Under Topic 606, the Association must identify a contract with a customer, among other things, and recognize revenue as the Association satisfies a performance obligation.

The following provides information about the Association's composition of revenue recognized from contracts with customers, the performance obligations under those contracts, and the significant judgements made in accounting for those contracts:

The Association's contract with Placer County is considered to be an exchange transaction, therefore, revenues received from this contract are reported as unrestricted support. Placer County contract revenue is derived from a combination of advanced payments and reimbursements of approved expenses under the contract, which is renewed annually. Revenue for advanced payments is recognized over time as performance obligations are met when services are performed and at a point in time when expenditures are incurred and submitted to the County for approval.

Member dues revenue is recognized as performance obligations are satisfied by transferring underlying services, such as access to member services, to the customer. The Association records deferred revenue upon receipt of annual membership dues and recognizes the revenue evenly over the year of membership.

Retail sales revenue is derived from merchandise sales. Revenue is recognized at a point in time when performance obligations are satisfied by transferring control of the underlying goods to the customer.

Special event revenue is derived from tickets sales or sponsorships purchased by customers. Revenue is recognized as performance obligations are satisfied, on the day of the event.

Commission revenue is derived from hotels that receive customers as a result of a referral by the Association. Revenue is recognized as performance obligations are satisfied, as control of underlying goods are transferred to the customer.

*Contract Balances*

Contract liabilities are recorded primarily as deferred revenues when payments are received or due in advance of the Association's performance, including amounts which may be refundable. The deferred revenue balance is primarily related to cash payments recorded in advance of satisfying the Association's performance obligations related to advance purchase products consisting primarily of membership dues. Deferred revenue balances related to contracts was \$20,827 and \$28,890 as of June 30, 2021 and 2020, respectively. For the year ended June 30, 2021 and 2020, the Association recognized



NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2021 and 2020

approximately \$29,000 and \$58,000 of contract revenue that was included in the deferred revenue balance as of June 30, 2021 and 2020, respectively.

COVID-19

The COVID-19 outbreak in the United States has caused varying degrees of disruption across substantially all businesses. The full impact of the COVID-19 outbreak continues to evolve as of the date of this report. It is at least possible that NLTRA may experience adverse effects from the outbreak. The related financial impact to NLTRA is unknown at this time, and therefore no provisions have been reflected in the accompanying financial statements.

3. Board Designated Marketing Reserve

The Association created a marketing reserve, pursuant to the 2003-04 contract with Placer County, to be used for expenditures in key areas due to any unforeseen adverse fluctuations in collections of transient occupancy taxes. The details in the use of the reserves can be decided solely at the discretion of the Association's board of directors subject to compliance with an existing policy of maintaining the reserve level at 10% of a three-year average of budgeted annual marketing, conference and visitor information center expenditures.

	2021	2020
Beginning of year	\$ 374,608	\$ 358,220
Contributions	7,266	16,388
End of year	<u>\$ 381,874</u>	<u>\$ 374,608</u>

4. Concentration of Credit Risk

The Association maintains its cash accounts at a local bank. At June 30, 2021 and 2020, the aggregate balance of these accounts exceeded the federally insured (FDIC) limits by \$1,823,853 and \$501,649, respectively.

5. Concentration of Revenue

Support from Placer County in the form of contract contributed to 93% and 92% of the Association's total revenues and support for the years ended June 30, 2021 and 2020, respectively. The Association's contract with Placer County is renewed annually. At June 30, 2021 Placer County owed the Association \$432,499 and the Association owed Placer County \$1,480,803 for unspent funds. At June 30, 2020, Placer County owed the Association \$201,387 and the Association owed Placer County \$384,939 for unspent funds.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2021 and 2020

6. Net Assets with Donor Restrictions

Restrictions on Association cash and investment balances at June 30, 2021 and 2020, consist of the following:

	2021	2020
TOT cash reserve	\$ 100,976	\$ 100,839

The restricted Transient Occupancy Tax (TOT) cash reserve is comprised of previous years' TOT fund balance of \$100,000. The policy restricts use of these assets to only those that achieve public benefit, as agreed to by contract between Placer County and the Association. Expenditure shall only occur following approval by the Association's Board of Directors and approval by the Placer County Executive Office.

7. Property and Equipment

Property and equipment at June 30, 2021 and 2020, consists of the following:

	2021	2020
Furniture and fixtures	\$ 43,330	\$ 45,289
Computer equipment	11,013	4,270
Computer software	6,206	20,493
Leasehold improvements	24,284	24,284
	84,833	94,335
Less accumulated depreciation	(77,042)	(94,335)
Net property and equipment	\$ 7,791	\$ -0-

Depreciation expense was \$1,375 and \$1,407 for the years ended June 30, 2021 and 2020, respectively.

8. Operating Leases

The Association leases various facilities and equipment from others under non-cancellable operating leases expiring in May, 2022. Lease rent expense, including real property taxes and common area costs, was \$158,945 in 2021 and \$157,324 in 2020. Minimum lease payments are subject to escalation clauses and options to renew. At June 30, 2021, future minimum lease payments under such leases to the end of the contract includes \$95,000 to be paid during the year ending June 30, 2022.

9. Retirement Plan

The Association offers a 401(k) retirement plan to all full-time employees who have completed at least three months of service. The Association matches 100% of the participants first 2% of contributions and 50% of the next 4% of contributions for all

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2021 and 2020

participating employees. Contributions to the plan by the Association were \$13,941 and \$30,939 for the years ended June 30, 2021 and 2020, respectively.

10. Liquidity and Availability of Resources

The Association's goal is to use as much of the funding from Placer County as possible on the projects included in the budget approved by both parties. The Association manages its financial assets to be available as its general expenditures, liabilities and other obligations come due.

At June 30, 2021 and 2020, the following financial assets were available to meet general expenditures over the next twelve months:

Financial Assets at Year End	2021	2020
Cash	\$ 1,956,882	\$ 836,155
Accounts receivable, net	444,318	229,517
Total financial assets	<u>2,401,200</u>	<u>1,065,672</u>
Adjustments:		
Less: Net assets with donor restrictions (Note 6)	(100,976)	(100,839)
Less: Board designated marketing reserve (Note 3)	(381,874)	(374,608)
Financial Assets Available	<u>\$ 1,918,350</u>	<u>\$ 590,225</u>

11. Subsequent Events

Subsequent events have been evaluated by management through October 20, 2021, the date that the statements were available for issuance.

In March of 2021, the North Tahoe business community and the Placer County Board of Supervisors approved the formation of the North Lake Tahoe Tourism Business Improvement District ("NLTTBID"). NLTTBID is an assessment district to provide specific benefits to payers by funding marketing, promotions, and special events, visitor services and visitor centers, business support and advocacy, economic development and transportation, and sustainability and mitigation of tourism impacts programs for assessed businesses. The NLTTBID assessments will commence July 1, 2021 through June 30, 2026 and includes all lodging, restaurant, retail, activities and attractions businesses located within the boundaries of the eastern portion of unincorporated Placer County that benefit from tourism. Placer County will be responsible for collecting the assessment and remitting payments to NTLRA.

# NORTH LAKE TAHOE MARKETING COOPERATIVE

A Participant Cooperative Agreement  
Between  
North Lake Tahoe Resort Association, Inc., California  
&  
The Lake Tahoe Incline Village Crystal Bay Visitors Bureau, Nevada

FINANCIAL STATEMENTS  
AND  
INDEPENDENT ACCOUNTANTS' REVIEW REPORT

June 30, 2021

# NORTH LAKE TAHOE MARKETING COOPERATIVE

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DRAFT

# McCLINTOCK ACCOUNTANCY CORPORATION

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ROBERT J. McCLINTOCK, CPA  
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## INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To the Officers and Directors of  
North Lake Tahoe Marketing Cooperative

We have reviewed the accompanying financial statements of North Lake Tahoe Marketing Cooperative (a participant agreement), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

### **Accountants' Responsibility**

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

**Accountant's Conclusion**

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

McCLINTOCK ACCOUNTANCY CORPORATION  
Tahoe City, California  
October 20, 2021

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NORTH LAKE TAHOE MARKETING COOPERATIVE

Exhibit A

STATEMENT OF FINANCIAL POSITION

June 30, 2021

(See Independent Accountants' Review Report)

	<u>2021</u>
<b>ASSETS</b>	
Current Assets:	
Cash and cash equivalents	\$ 216,721
Prepaid expenses	<u>40,310</u>
Total Assets (all current)	<u><u>\$ 257,031</u></u>
<b>LIABILITIES AND NET ASSETS</b>	
<b>LIABILITIES</b>	
Current Liabilities:	
Accounts payable	\$ 58,709
Accounts payable - related party (Note 5)	<u>5,654</u>
Total Liabilities (all current)	<u>64,363</u>
<b>NET ASSETS</b>	
Without Donor Restrictions	<u>192,668</u>
Total Net Assets	<u>192,668</u>
Total Liabilities and Net Assets	<u><u>\$ 257,031</u></u>

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE MARKETING COOPERATIVE

Exhibit B

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Year Ended June 30, 2021

(See Independent Accountants' Review Report)

	<u>2021</u>
<b>CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS:</b>	
Increases in Net Assets Without Donor Restrictions	
Participant agreement contribution	\$ 674,405
LTIVCBVB Travel Nevada grant	44,000
LTIVCBVB Entertainment	6,000
Other revenue	<u>1,200</u>
Total revenue without donor restrictions	<u>725,605</u>
Decreases in Net Assets Without Donor Restrictions	
Public relations	186,749
Leisure sales	31,767
Conference sales	98,692
Trade shows	21,189
Website content/social media	111,966
Committed/admin	196,902
Consumer marketing	<u>372,655</u>
Total expenses	<u>1,019,920</u>
Decrease in Net Assets Without Donor Restrictions	(294,315)
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>	
Beginning of Year	<u>486,983</u>
End of Year	<u><u>\$ 192,668</u></u>

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE MARKETING COOPERATIVE

Exhibit C

STATEMENT OF FUNCTIONAL EXPENSES  
For the Year Ended June 30, 2021

(See Independent Accountants' Review Report)

		2021							
		Program Services							
		Public Relations	Leisure Sales	Conference Sales	Trade Shows	Website Content & Social Media	Committed/Admin	Consumer Marketing	Total
Expenses	Marketing	\$ 186,749	\$ 31,767	\$ 98,692	\$ 21,189	\$ 111,966	\$ 196,902	\$ 372,655	\$ 1,019,920
		\$ 186,749	\$ 31,767	\$ 98,692	\$ 21,189	\$ 111,966	\$ 196,902	\$ 372,655	\$ 1,019,920

DRAFT

The accompanying notes are an integral part of these statements.

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NORTH LAKE TAHOE MARKETING COOPERATIVE

Exhibit D

STATEMENT OF CASH FLOWS  
For the Year Ended June 30, 2021

(See Independent Accountants' Review Report)

	<u>2021</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Decrease in net assets without donor restrictions	\$ (294,315)
Reconciliation of change in net assets to cash used by operating activities	
Changes in operating assets and liabilities:	
Accounts receivable	38,760
Due to/from related party	5,410
Prepaid expenses	(31,990)
Accounts payable	<u>7,075</u>
Net Cash Used by Operating Activities	<u>(275,060)</u>
Net Decrease in Cash and Cash Equivalents	(275,060)
Cash and Cash Equivalents, Beginning of Year	<u>491,781</u>
Cash and Cash Equivalents, End of Year	<u><u>\$ 216,720</u></u>

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The accompanying notes are an integral part of these statements.

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# NORTH LAKE TAHOE MARKETING COOPERATIVE

## NOTES TO FINANCIAL STATEMENTS

June 30, 2021

(See Independent Accountants' Review Report)

### 1. Form of Organization

North Lake Tahoe Marketing Cooperative (the "Cooperative") is a cooperative agreement established by its participants, North Lake Tahoe Resort Association ("NLTRA") and The Lake Tahoe Incline Village Crystal Bay Visitor Bureau ("LTIVCBVB"), public non-profit corporations that receive Transient Occupancy Tax ("TOT") funds from their respective political jurisdictions for the purposes of marketing the North Lake Tahoe region. The union of the participants is to create the objective of combining funds to market and position the region as one tourism destination through the vehicle of the Cooperative. The agreement of the Cooperative remains in effect until canceled in writing by one of the participants.

A Cooperative Marketing Committee was formed and its elected representatives meet, coordinate and implement the terms and conditions of the marketing cooperative effort. Annual funding contributions are made by each participant on an annual basis.

### 2. Summary of Significant Accounting Policies

- A. The financial statements of the Cooperative have been prepared on the accrual basis of accounting in which revenue is recognized when earned and expenses are recognized when incurred.
- B. Functional expenses are charged to programs based on an allocation determined by management.
- C. The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.
- D. In order to provide information about liquidity, assets have been sequenced according to their nearness to conversion to cash and liabilities have been sequenced according to the nearness of their maturity and resulting use of cash.
- E. Accounts receivable consists of amounts due from various conference and leisure sales properties that owe amounts based upon an agreement to share in costs of travel and other expenditures. The Cooperative does not charge interest on delinquent receivables. Accordingly, no allowance for doubtful accounts has been provided.
- F. All net asset balances are classified as without donor restriction. Net assets are not subject to imposed restriction or restrictions that have expired.

# NORTH LAKE TAHOE MARKETING COOPERATIVE

## NOTES TO FINANCIAL STATEMENTS

June 30, 2021

(See Independent Accountants' Review Report)

- G. For purposes of the statement of cash flows, the Cooperative considers all cash held within its checking account to be cash equivalents.
- H. The carrying amount of financial instruments, including cash, accounts receivable and accounts payable approximates their fair value due to the short term maturities of these instruments.
- I. Advertising costs are expensed as incurred.
- J. The Cooperative has adopted the provisions of Accounting Standards Codification Topic 606, Revenue from Contracts with Customers, ("Topic 606" in the Accounting Standards Codification (ASC)). Topic 606 superseded the revenue recognition requirements in FASB ASC 972-605, Revenue Recognition. Under Topic 606, the Cooperative must identify a contract with a customer, among other things, and recognize revenue as the Cooperative satisfies a performance obligation.

Cooperative participants contribute funds each year for the Cooperative's operating expenses. The Cooperative has considered Topic 606 and concluded that Cooperative participants are not customers as defined in the ASC. As such, all contributions are recognized in the period in which it is contributed, regardless of whether it is collected or expended.

- K. The COVID-19 outbreak in the United States has caused varying degrees of disruption across substantially all businesses. The full impact of the COVID-19 outbreak continues to evolve as of the date of this report. It is at least possible that the Cooperative may experience adverse effects from the outbreak. The related financial impact to the Cooperative is unknown at this time, and therefore no provisions have been reflected in the accompanying financial statements.

### 3. Designated Net Assets

The Cooperative did not designate net assets to any restricted purpose at June 30, 2021.

### 4. Concentration of Credit Risk

The Association maintains its cash account in bank demand deposits. At June 30, 2021, the aggregate balance of this account exceeded the federally insured (FDIC) limit by \$120,917.

### 5. Concentration of Revenue

Support from the NLTRA was 58% and support from LTIVCBVB was 36% of the Cooperative's total revenues and support for the year ended June 30, 2021. Each participant agrees annually to contribute a minimum amount based upon a funding

NORTH LAKE TAHOE MARKETING COOPERATIVE

NOTES TO FINANCIAL STATEMENTS

June 30, 2021

(See Independent Accountants' Review Report)

formula calculated from year-to-year. At June 30, 2021, \$4,881 was due to NLTRA and \$773 was due to LTIVCBVB.

6. Liquidity

The Cooperative has \$257,031 of financial assets available within one year of the balance sheet date to meet cash needs for general expenditures consisting of cash and cash equivalents of \$216,721 along with \$40,310 in other assets. None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the balance sheet date. The Cooperative manages its financial assets to be available as its general expenditures, liabilities and other obligations come due.

7. Subsequent Events

Subsequent events have been evaluated by management through October 20, 2021 the date that the statements were available for issuance.

DRAFT



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 11/03/2021

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta, Interim-CEO

RE: Participation in Sustainable Recreation & Tourism Project

---

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

NLTRA board approval of a \$20,000 participation in the Lake Tahoe-Truckee Sustainable Recreation and Tourism project to achieve destination wide alignment on sustainable tourism in the region.

### **Background:**

NLTRA is being asked to participate in a region wide endeavor to coordinate the efforts of all partners in the Lake Tahoe-Truckee area toward attaining sustainable recreation and tourism. It is critical that all partners are aligned in a destination wide effort and not moving forward in independent directions if the goal of sustainable recreation and tourism is to be achieved. The project aligns with the NLTRA mission of sustainable tourism and stewardship of the community, and we believe NLTRA should be a strong partner in this endeavor.

An RFP was circulated and interviews have begun to select a consultant for this project. The total estimated cost is \$170,000. The project will include work with visitors' authorities, USDA Forest Service, Tahoe Regional Planning Agency, Nevada Office of Outdoor Recreation, Tahoe Fund, and other public and private partners to develop a shared vision for desired conditions and values, as well as mission and goals for sustainable recreation and tourism and a roadmap to achieve the desired results. Area DMO's, including IVCBVB, Visit Truckee, and LTVA have all committed funds to the project. Other contributors include Tahoe Fund and TRPA.

It is requested that the board approve an NLTRA contribution of \$20,000 for this project.

### **Fiscal Impact:**

Expense of \$20,000 that can be accommodated in the NLTRA FY 2021/22 budget.

### **Attachments:**



north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 11/03/2021

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta, Interim-CEO

RE: Finance Committee Member Appointment

---

**Action Requested:**

Board approval of Kevin Mitchell appointment to the Finance Committee.

**Background:**

Current Finance Committee members include Jim Phelan, NLTRA Board Member and Treasurer, David Brown, CPA, and Ramona Cruz, Tahoe City Public Utility District CFO/District Treasurer/District Accountant. As stated in the NLTRA bylaws, two board members are to serve on the committee. Kevin Mitchell has been on the NLTRA board for many years and has beneficial business experience as General Manager of Homewood Mountain Resort. It is recommended that the board approve the appointment of Kevin Mitchell to the NLTRA Finance Committee.

**Fiscal Impact:**

None





north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: November 3, 2021  
TO: NLTRA Board of Directors  
FROM: Katie Biggers, Sr. Event Specialist  
RE: 2022 Spartan North American Championship vs Spartan Ultra World  
Championship Sponsorship Discussion & Approval

---

### Action Requested:

Review and approval to commit NLTRA sponsorship funds to support a 2022 Spartan race slated to take place at Palisades Tahoe, September, 24 & 25, 2022.

Spartan and Palisades are still in negotiations to determine which type of race will take place in 2022. It's between a North American Championship or an Ultra World Championship – both of which are elite championship caliber events.

The NLTRA is being asked to commit to a sponsorship before Spartan's annual Black Friday sale. The sale is their only discounted promotion of the year, so they aim to have all 2022 events open for registration with date and location by the launch of the sale. Racers start planning their upcoming season, so a date and region is the bare minimum needed to begin planning. Spartan sells a significant number of registrations each year during this sale.

On October 26, 2021, Tourism Development Committee (TDC) approved allocating varying levels of sponsorship funds for each of the proposed Spartan Races.

- North American Championships
  - \$150,000 max sponsorship amount assuming the event reaches 100% of agreed upon performance KPIs
  - Base sponsorship of \$115,000 with \$35,000 sliding scale based on performance
- Ultra World Championships
  - \$175,000 max sponsorship amount assuming the event reaches 100% of agreed upon performance KPIs
  - Base sponsorship of \$125,000 with \$50,000 sliding scale based on performance

Staff will bring a formal contract to the NLTRA Board of Directors in December or January once the type of race has been determined. Staff expects the deliverables to be very similar to the deliverables received in past Spartan contracts.

**Background:**

The NLTRA has supported a Spartan race in the North Lake Tahoe Region for 5 years.

- 2017 – Spartan World Championship | \$250,000 sponsorship
- 2018 – Spartan World Championship | \$250,000 sponsorship
- 2019 – Spartan World Championship | \$250,000 sponsorship
- 2020 – Spartan North American Championship | \$175,000 – Cancelled due to COVID
- 2021 – Spartan North American Championship | \$175,000

The 2021 event took place in September and was a success operationally, however participation numbers were lower than anticipated - 3,300p. This has been attributed to COVID hesitation and some lost last-minute registration due to the Caldor Fire.

Spartan has approached us and Palisades with two opportunities - either the 2022 North American Championship or hosting the 2022 Ultra World Championship.

The NA Championships is what we've sponsored the past two years. The Ultra World Championships is a different discipline.

Telluride hosted the Ultra World Championship this October, where racers participated in a 24-hour race at altitude, along with the longest loop in UWC history of 10 miles. The weekend typically features a Saturday Beast 21K that is open to the general public, a Parade of Nations & Opening Ceremony, the Sunday into Monday 24-hour race for approximately 600 racers, and an awards dinner on Monday evening.

Telluride Recap Video - [2021 ULTRA WORLD CHAMPIONSHIP POWERED BY RAKUTEN | LIVE STREAM HIGHLIGHTS | SPARTAN](#)

**Fiscal Impact:**

- \$115,000 - \$175,000 - Cash Sponsorship

These funds will come out of the approved 21.22 fiscal year budget.

**Attachments:**

- Spartan 2022 Proposal
- 2021 Spartan Deliverables
- 2021 Media Partnership Overview
- 2018 North American vs. Worlds Comparison

## Spartan

Summary: Spartan seeking a commitment from NLT to host an event in 2022 during upcoming board meeting. Spartan's Black Friday sale is the only discounted promotion of the year, so it is imperative to have all 2022 events open with date and location by the launch of the sale. Racers start planning their upcoming season, so a date and region is the bare minimum needed to begin planning.

Historically the championship events are announced in January, however the event itself is already open for sale. We utilize the championship announcement as a second sales push and kick off to the championship campaign.

### Event

- September 24-25, 2022
- September 24<sup>th</sup>- 13miles
- September 25<sup>th</sup>- Distance TBD

Base commitment requested to be approved in October: \$125,000

To be discussed during November's meeting :

- **North American Championship.** Up to an additional \$40,000 commitment based on performance. Measurables- media and attendance
- **Ultra WC.** Up to an additional \$80,000 based on performance. Measurables- media and attendance

### Performance matrix

	Attendance				Media				
	70%	80%	90%	100%	60%	70%	80%	90%	100%
NAC	\$5,000	\$20,000	\$25,000	\$30,000	\$0	\$3,000	\$5,000	\$7,500	\$10,000
Ultra	\$20,000	\$25,000	\$30,000	\$40,000	\$10,000	\$15,000	\$20,000	\$25,000	\$40,000
	Attendance				Media				
	70%	80%	90%	100%	60%	70%	80%	90%	100%
NAC	7,700	8,800	9,900	11,000	-	7,000,000	8,000,000	9,000,000	10,000,000
Ultra	4,200B/455U	4,800B/520U	5,400B/585U	6,000B/650U	21,000,000	24,500,000	28,000,000	31,500,000	35,000,000

**SPARTAN**  
**2021 DELIVERABLES SHEET**  
North Lake Tahoe Resort Association  
100 North Lake Blvd, Tahoe City, CA 96145  
530.581.8735  
Attn: Katie Biggers  
katie@gotahoenorth.com

<b>PARTNERSHIP TERM</b>	January 1, 2021 – December 31, 2021
<b>TERRITORY</b>	Continental United States
<b>INVESTMENT</b>	\$175,000
<b>EVENT(S)</b>	September 25-26, 2021 North American Championship North Lake Tahoe Spartan Ultra 50K and Beast 21K North Lake Tahoe Spartan Trail 10K Night Run Olympic Valley, CA 96146
<b>CO-MARKETING AND TRADE SUPPORT, SPONSORSHIP BENEFITS</b>	<p>Spartan will provide for each Event, at no additional cost to NLTRA (unless otherwise specified below):</p> <ol style="list-style-type: none"> <li>1. <b>Host Destination Media Rights.</b> Spartan shall designate NLTRA as the host of the “Spartan Race North American Championship” in applicable media and mentions, including, but not limited to: <ol style="list-style-type: none"> <li>i. E-mail marketing of the Event to all email recipients in Spartan’s marketing database;</li> <li>ii. The Spartan Race North American Championship Race page on <a href="http://www.spartan.com">www.spartan.com</a>;</li> <li>iii. Facebook posts promoting the Event; and</li> <li>iv. Co-branded marketing collateral, which promote the Event.</li> </ol> </li> <li>2. <b>Logo.</b> Display of destination name, as provided by NLTRA, in or around official Spartan Race North American Championship logo lock-up. <ol style="list-style-type: none"> <li>i. Sponsor-approved logo/destination name to appear on Spartan website for the Spartan Race North American Championship page, marketing and advertising materials and other collateral where other World Championship sponsors receive mentions.</li> </ol> </li> <li>3. <b>Online/Social Media Promotion.</b> <ol style="list-style-type: none"> <li>i. Spartan will mention, tag or incorporate Sponsor in applicable social media posts, email blasts, and blog posts relating to the Event.</li> <li>ii. Spartan will collaborate with NLTRA to promote North Lake Tahoe, as well as activities located near the Event, including but not limited to: <ol style="list-style-type: none"> <li>1. Social media promotion; including at least up to 5 destination specific posts (NLTRA must provide content 2 weeks prior to desired postdate)</li> </ol> </li> </ol> </li> </ol>

2. Distribution of travel guide(s)

3. Distribution including vacation options/" things to do" in the identified regions during the week leading up to the Event and during Event weekend.

4. **TV/Media Promotion.** Spartan will provide NLTRA with the following television benefits with the same or equal coverage to ESPN, highlighting North Lake Tahoe as the host of the Spartan Race North American Championship Series and as a travel destination. The television/media benefits may include:

- i. Two (2) 30-second television commercials advertisements to be aired during the ESPN broadcast of the Spartan Race North American Championship Event;
- ii. One (1) Live Segment during the Spartan Race North American Championship Event. Segment shall be a 10-second location b-roll;
- iii. One (1) Live Segment during the Spartan Race North American Championship Event. Segment shall be a pre-show segment; and
- iv. One (1) Live Segment during the Spartan Race North American Championship Event. Segment shall feature location graphics.

If Media Partner chooses to re-air episode(s), the television commercial(s), set forth in 2(d)(1) above, aired in the original episode(s) will be included in the re-air. Segment creative shall be developed by Spartan and the Media Partner, with the goal of being naturally integrated into the respective episode theme.

5. **Lodging Promotion:** Spartan will provide a direct link from the Spartan website to participating North Lake Tahoe lodging properties via a microsite.

6. **Email Promotion.** Inclusion in event-related email blast to the email recipients in Spartan's Event specific marketing database to promote North Lake Tahoe, with content to be mutually approved by the parties.

7. **Race Day Program.** One (1) full-page advertisement in the Race Day Program to be distributed to all racers prior to event weekend. Content must be mutually approved by the parties.

8. **Post-Event Survey.** Spartan will include demographic, geographic, spending patterns and lodging questions into the post-race survey in order to gain an accurate ROI analysis of the annual Event. Sponsor will develop survey questions in coordination with Spartan and tailor subsequent annual marketing plans accordingly. Spartan agrees to provide the response data to NLTRA to such questions, however NLTRA understands and agrees that such response data shall be aggregated and anonymized in compliance with all applicable consumer protection and data privacy laws before Spartan provides the data to Sponsor. Sponsor acknowledges and agrees that Spartan shall own such data provided to Sponsor and in no instance shall Sponsor license, sell, or otherwise make such data available to any third party unless approved by Spartan in writing.

9. **MC Announcement.** MC announcement on Event day(s), which shall not exceed forty (40) words; and provided that NLTRA must provide the announcement at least three (3) weeks prior to the Event. Frequency of announcements shall be in Spartan's sole discretion.

10. **Media Wall.** Spartan will incorporate destination identifiers in Step and Repeat media wall and other locations to be mutually agreed upon by the parties at least one hundred and sixty (160) days out from the Event.
11. **Exhibit Space.** Spartan will grant NLTRA one 20 feet x 20 feet exhibit space in a high traffic area at the festival associated with each Event for NLTRA's use (the "Tent"). NLTRA will keep the exhibit open and staffed at all times during Event hours. NLTRA acknowledges that set-up hours are on Friday between 8:00 AM – 3:00 PM. Furthermore, set up before Friday is by appointment only and set up on Saturday is prohibited. Event hours will be Saturday from 7:00 AM – 7:00 PM and Sunday from 7:00 AM – 7:00 PM, or until the last racer exits the Event. Depending on the number of participants at the Event, the Event may end as early as 4pm on Sunday. Event tear down begins on the last day of the Event as soon as the last participant exits the Event. Early tear down is not allowed.
12. **Barrier Jackets.** NLTRA shall provide a minimum of four (4) and up to eight (8) barrier jackets to be installed in the festival area at the Event and/or on the racecourse. Please note, banners will likely be placed in less visible locations. Content and design to be reasonably approved by Spartan. Except as otherwise provided in this Agreement, NLTRA shall be responsible for the initial production of on-site barrier jackets and comparable signage. Any changes or alterations desired by NLTRA during the Term following initial production, including, without limitation, logo or slogan changes, shall be at the sole cost and expense of NLTRA.
13. **Course and Festival Maps.** NLTRA's logo to be included in the course and festival maps. NLTRA must provide a black and white logo 4 weeks prior to event date(s).
14. **Race Entries.** Spartan will provide NLTRA with up to ten (10) complimentary Event race entries to use for promotional purposes (more upon request). The start times for such race entries shall be determined in Spartan's sole discretion. The race entries shall be provided at Spartan's sole expense; provided that any person registering for the race using such race entries shall be responsible for the cost and purchase of the individual supplemental race insurance offered through the race registration platform.



## SPARTAN BRAND PORTFOLIO

### Experiential extreme wellness

Beyond the sport and lifestyle of extreme wellness and obstacle Course Racing (OCR)— via the Spartan and Tough Mudder brands — Spartan operates the world's largest international trail running series (under the Spartan Trail and Patagonia Run brands), the Decathlon of Functional Fitness brand DEKAFIT and the renowned mountain bike race brand La Ruta.

All properties are supported by a digital and lifestyle content ecosystem speaking directly to millions of passionate fans and athletes.



# SPARTAN<sup>®</sup>



## TRAIL



## LA RUTA



## DEKAFIT



## TOUGH MUDDER



## PATAGONIA RUN

SAN MARTIN DE LOS ANDES



## SPARTAN KIDS



# SPARTAN CUSTOMER TOUCHPOINTS 24/7–365 DAYS

**13M+**

Unique page views annually.

**2.5M+**

Email marketing Database.

**10M+**

Social media audience across multiple platforms.

**3B+**

Impressions earned & paid, based on average impressions across all platforms.

**20K+**

Spartan tattoos, a dedicated community.

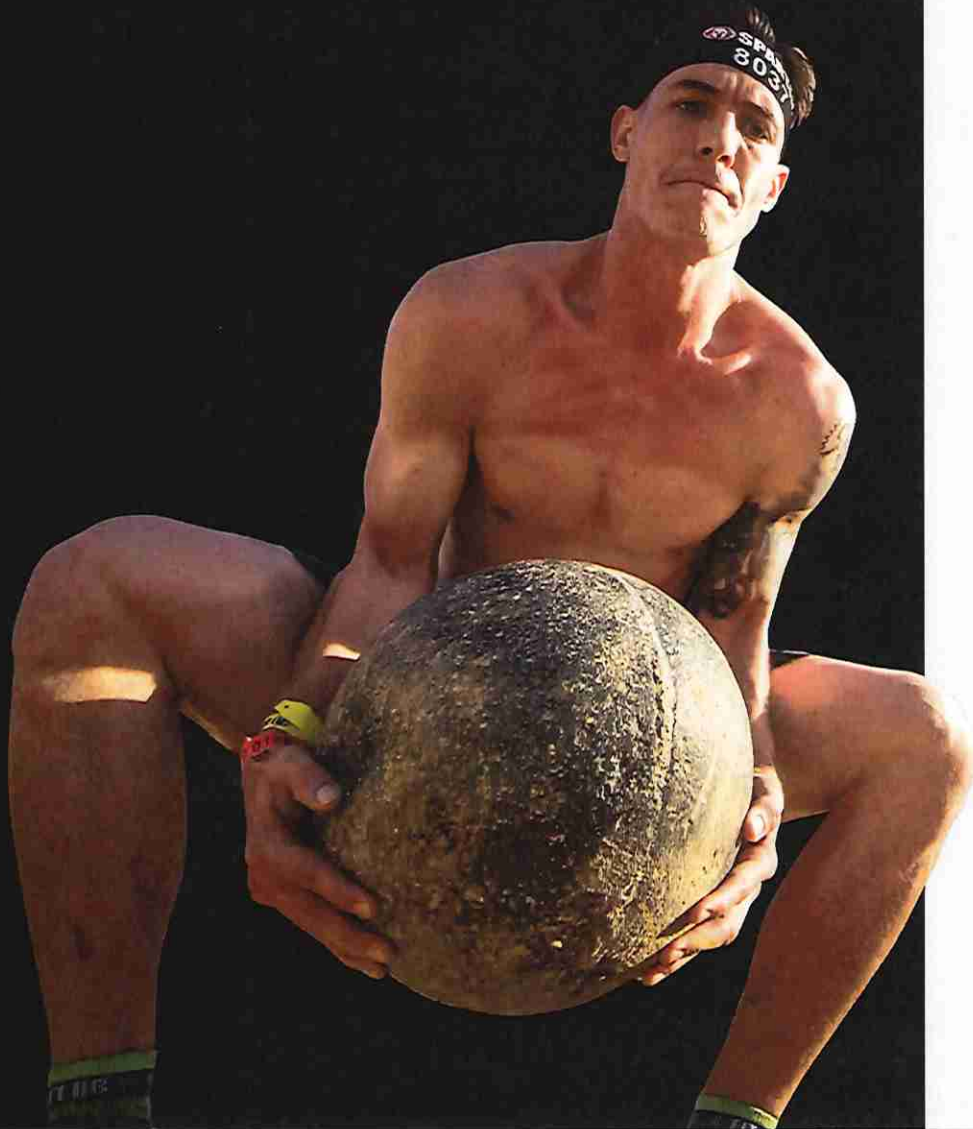
**1.5M**

Annual participants in our events globally.

**40+**

Countries across the globe.





## SPARTAN COMMUNITY

### By the numbers.

- 50% Millennials
- 60% Ages 28-42
- 40/60 Female/ Male
- 34% Multicultural
- 33 YO Average age
- \$134,000 Average income
- 20% Identify as professional or C level
- 15% Identify as military or first responder
- 80% College educated
- 45% With children in household
- 145% Index international travel

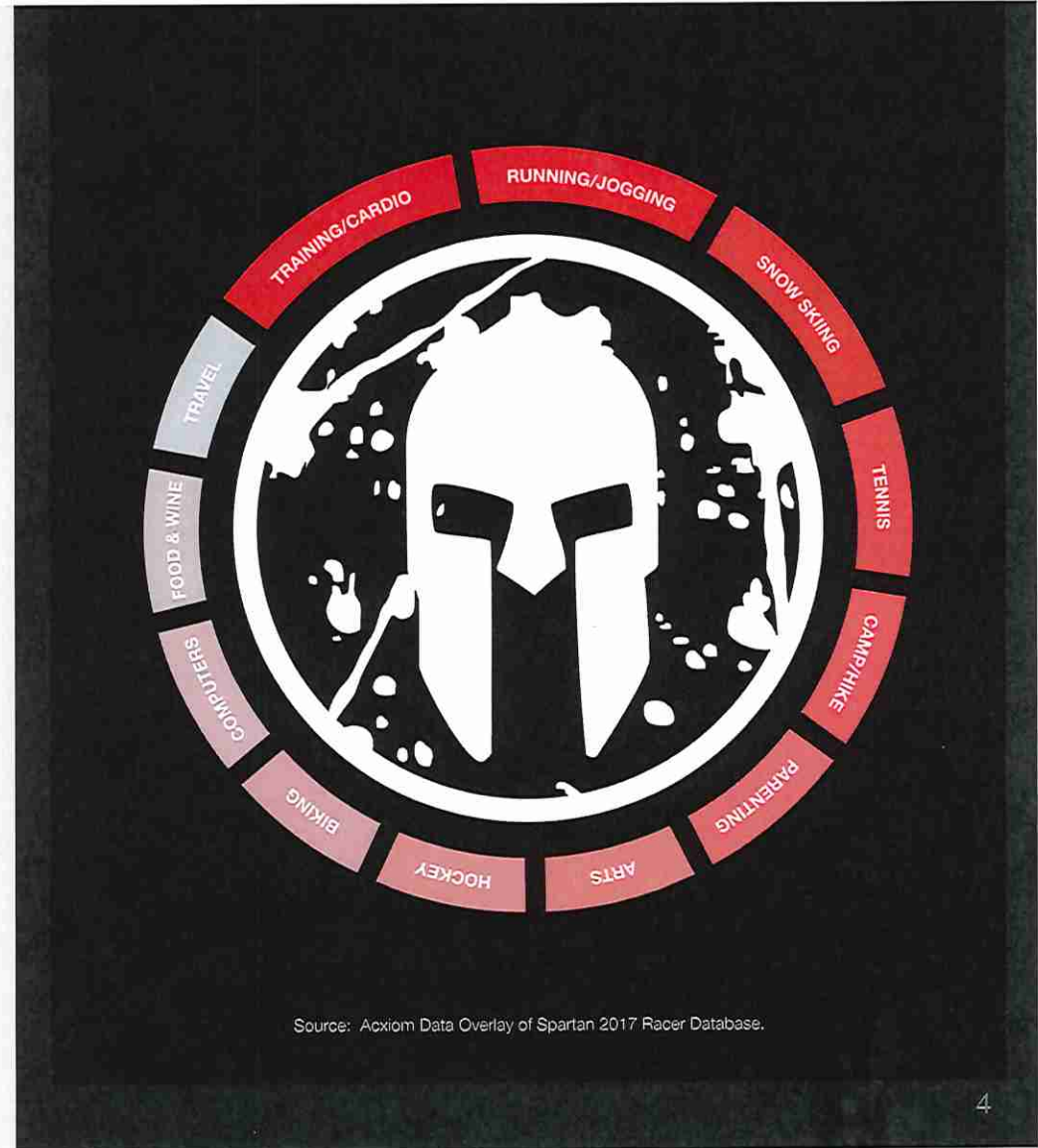


## SPARTANS HAVE MANY INTERESTS

**Fitness. Resilience. Community.**

INTEREST	INDEX
TRAINING/CARDIO	193
RUNNING/JOGGING	176
SNOW SKIING	169
TENNIS	122
CAMPING/HIKING	119
PARENTING	114
ARTS	112
HOCKEY (SPECTATOR)	112
BIKING	110
COMPUTERS	110
FOOD AND WINE	108
TRAVEL—INTERNATIONAL	106

4



4



# THE MOST ENGAGED COMMUNITY IN SPORTS & FITNESS

10

SPONSORED  
ATHLETES

250

SPARTAN  
PROS

2,000

SGX  
COACHES

10,000

INFLUENCERS

250

AMBASSADORS

500

STREET TEAM



# OVER 3+ BILLION TOUCHPOINTS- SPARTAN ECOSYSTEM



## SITES

Spartan.com, Life & Shop

13 Million Unique Users \*  
2.4 Mins avg Time Spent on Site \*  
104 Million Pageviews \*



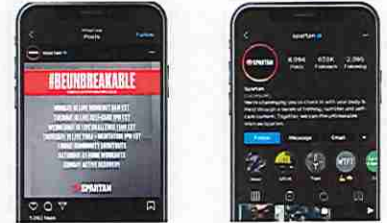
## EARNED MEDIA

2.2 Billion Impressions (US & Canada)  
(Cision media monitoring UJPM & Reach)



## NEWSLETTERS

1.5M total subs—15 -20% open rate  
UNBREAKABLE DAILY AND Weekly  
newsletter, Kids UNBREAKABLE



## #BEUNBREAKABLE & SOCIAL

+670% social engagement  
8M social audience (FB,IG,TW,LI)  
1.5B total impressions  
Daily reach up to 11M



## VIDEO

Total of 134.9M views

11.3M YT views \*  
100M FB views \*  
600K TW views \*  
17.6M IG views \*



## EMAIL DATABASE

2.5M total DB  
Open rate 12.5 avg \*



## SPARTAN EDGE

Subscription product (just launched)  
77 mins. avg time spent learning

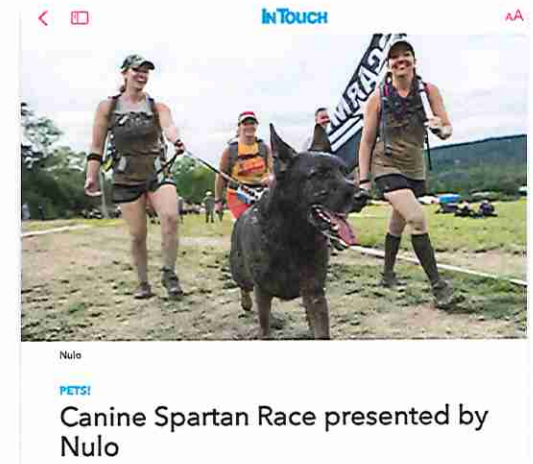
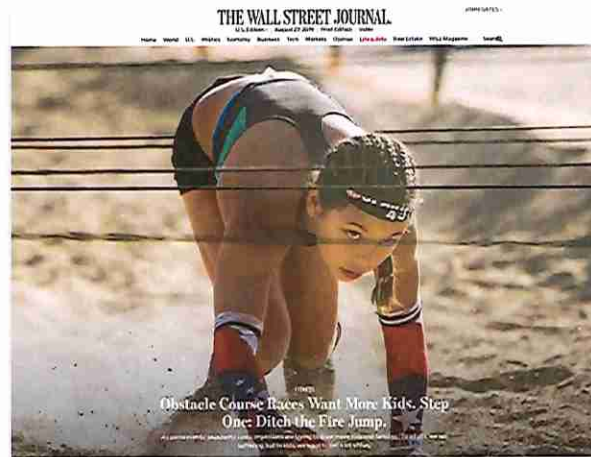


## PODCAST

6.8M all-time downloads



# 350+ MILLION EARNED MEDIA IMPRESSIONS (US + CANADA 2019)





**SPARTAN FIT APP**

Train Smarter, overcome obstacles and stay motivated with the Spartan. Training App available on IOS and Andriod



Top podcast featuring CEO, Mind Coach and featured guests 2 million annual downloads/views



Training Philosophy and Personal Coaching Certification recognized globally 1,200+ Certified coaches Globally



24/7 multi-platform content engine. Reaching 3 million people per day in the US



**The Center of Extreme Wellness**

Our multifaceted brand ECOSYSTEM stretches well beyond fitness and endurance events. We have multiple platforms and global reach.



Online education curriculum with new VOD courses released monthly



Bring a Champion's Mindset to your work. Elite Mindset training to help your people build emotional strength and unwavering focus.



Corporate resiliency offering designed for founders, teams and companies



Branded Merchandise and E-Commerce \$20 million annual merchandise sales

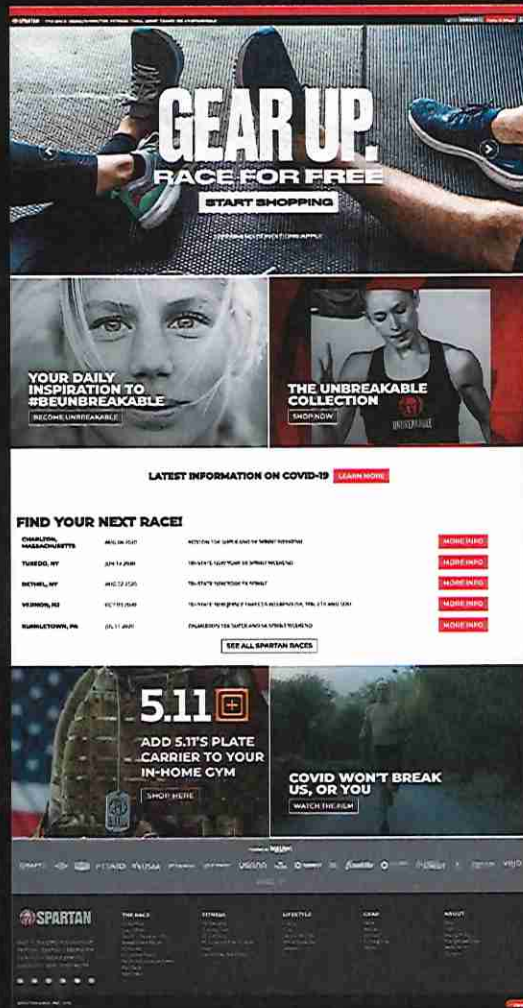
\*See Links and video for each Property



## HOW?

**All content syndicated authentically across our 3+ billion impression ecosystem.**

- Leverage our content creation community
- Tap into existing or custom content opportunities (live and recorded content)
- Sponsor our digital products (app, race, training)



## SPARTAN.COM WEB ECOSYSTEM

Spartan web domains garner over 13 million unique visitors yearly.

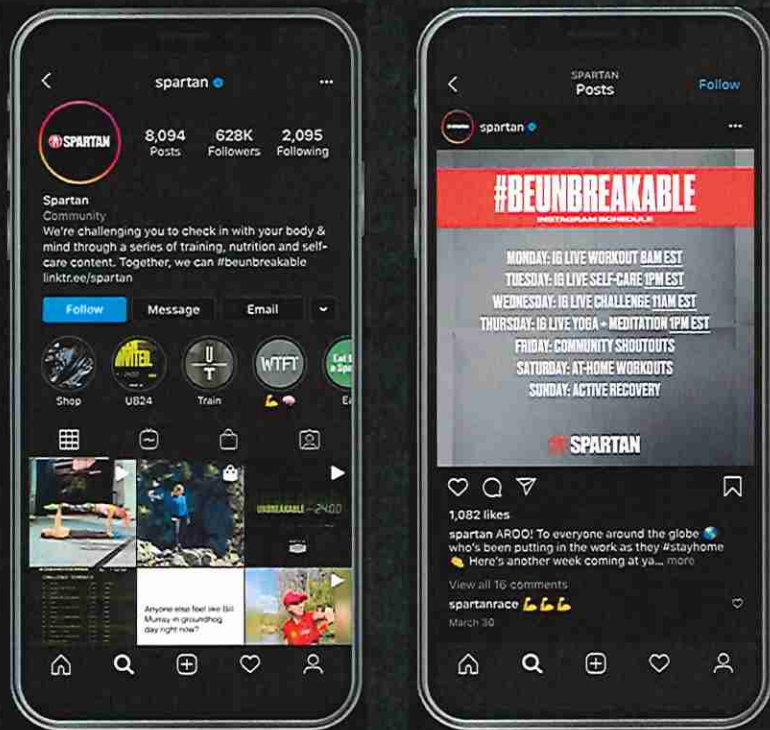
## AD PLACEMENTS AVAILABLE

[Spartan Homepage](#): 14,000 Avg. Daily Sessions

[Spartan Life Lead Topic](#): 200 Avg. Daily Clicks

[Spartan Life Articles](#): 19,300 Avg. Daily Pageviews





## SPARTAN SOCIAL MEDIA

**10 million active followers across primary social platforms.**

Spartan is engaging with our community 24/7. Branded content with Spartan allows a memorable touchpoint with our audience, connected with powerful stories and tools they use each day.

## CONTENT FEATURES AVAILABLE

- [Branded Spartan Segment](#)
- [Custom Brand Posts](#)
- [Full Custom Content Series with Campaign Support](#)

## AVERAGE POST IMPRESSIONS

- FB: 150,000 Avg Per Post
- IG: 115,000 Avg. Per Post
- IG Story: 10,000 Avg Per Post
- TW: 10,000 Avg Per Post
- TikTok: 300 Avg. Views Per Post



## SPARTAN EMAIL

# A database of 2.5 million.

Spartan's email platform provides our audience with Training, Nutrition and Community focused content that they rely on to live the Spartan Lifestyle. Present the email as a partner brand and deliver offers tailored to the Spartan audience, or showcase your brand content as part of our daily offerings.

## UNBREAKABLE DAILY EMAIL





































- 1,000,000 Recipient Database
- 71% Engaged over the last 4 weeks
- 16% Open-rate

## INTEGRATION OPPORTUNITIES

- Branding as Presenting Partner
- Banner Ad Placement
- Featured Content (Editorial or Video)



# 2021 RACE MARKETS & 150 WEEKEND EVENTS

- 
- |  |  |
|--|--|
|  AUSTRALIA      |  PERU           |
|  AUSTRIA        |  PHILIPPINES    |
|  BRAZIL         |  POLAND         |
|  CANADA         |  ROMANIA        |
|  CHILE          |  SAUDI ARABIA   |
|  CHINA          |  SINGAPORE      |
|  CZECH REPUBLIC |  SLOVAKIA       |
|  DENMARK        |  SLOVENIA       |
|  FRANCE         |  SOUTH AFRICA   |
|  GERMANY        |  SOUTH KOREA    |
|  GREECE         |  SPAIN          |
|  HONG KONG      |  SWITZERLAND    |
|  HUNGARY        |  TAIWAN         |
|  ITALY         |  THAILAND      |
|  JAPAN        |  UAE          |
|  MALAYSIA     |  UK & IRELAND |
|  MEXICO       |  USA          |
|  NEW ZEALAND  |  VIETNAM      |
|  OMAN         |  |

**Comparison of Spartan Sponsorship Benefits**  
*2018 North American Championship vs World Championship*

Facebook Live Analytics			
Difference		North America: Event Week	World Champs: Event Week
25 % Decrease NA	Impressions	7,696,482	10,273,528
76% Decrease NA	Views	1,555,087	6,646,583
59 % Increase NA	Impressions	30,376	12,277
33 % Decrease NA	Views	5,704	8,625
45 % Decrease NA	<b>Total</b>	<b>9,287,649</b>	<b>16,941,013</b>

ESPN Ratings		
Difference	North American	World Championships
71% Decrease for NA	122,742	426,509
68% Decrease for NA	.05 US HH Rating	.16 US HH Rating

Marketing Comparison			
Difference		North American	World Championship
5% Decrease for NA	Pre Race Marketing	395,856	420,000
62% Decrease for NA	Unique Event Page Views	403,501	1,060,681
93 % Decrease for NA	Digital Advertising Impressions	1,243,701	19,900,000
90% Decrease for NA	<b>Total</b>	<b>2,043,058</b>	<b>21,380,681</b>

Event Weekend Reach			
Difference		North American	World Championship
87% Decrease for NA	Social Media Reach	8,400,000	66,000,000
76% Decrease for NA	Interactions	171,000	733,000
82 % Decrease for NA	Impressions	889,789	4,900,000
88 % Decrease for NA	<b>Total Impressions</b>	<b>11,503,847</b>	<b>93,013,681</b>

Registration					
Difference		North American	% of Total Racers	World Championship	% of Total Racers
17 % Increase for NA	Total Racers	11,301		9,348	
52 % Increase for NA	> 100 Miles	7,601	67.26%	3,590	38.40%
6 % Decrease for NA	> 300 miles	3,768	33.34%	4,021	43.01%
.3 % Increase for NA	< 500	1,743	15.42%	1,737	18.58%



## MEMORANDUM

Date: November 3, 2021

TO: NLTRA Board of Directors

FROM: Katie Biggers, Sr. Event Specialist

RE: 2022 Broken Arrow Skyrace Sponsorship

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### Action Requested:

Review and possible approval of an agreement with Alpenglow Mountain Racing, LLC to sponsor the 2022 Broken Arrow Skyrace taking place in Olympic Valley, June 17-19, 2022.

### Background:

The Broken Arrow Skyrace is owned and operated by local business owner Brendan Madigan, owner of Alpenglow Sports. The race will be in its sixth year in 2022 (postponed in 2020) and the NLTRA has been a sponsor since their inception. The race will again be a part of the World Mountain Running Series and the Salomon North American Golden Trail Series. They are also going into their 2<sup>nd</sup> year of a 3-year contract with Salomon.

### Sponsorship History

2021: \$25,000+ \$5,000 Live Stream

2020: \$25,000 (All of which was returned)

2019: \$27,500 - Was originally funded at \$20K. Allocated \$7.5K of additional opportunistic funds to help the race become sanctioned in the World Mountain Running Association World Tour.

2018: \$15,000

2017: \$20,000

2016: \$10,000

Broken Arrow was approved at the October 26, 2021 TDC Meeting for a Sponsorship of \$40,000, with an \$5,000 that could be allocated based on their performance.

### Fiscal Impact:

\$40,000-\$45,000

These funds will come out of the approved the 21.22 fiscal year budget.

### Attachments:

Recap of 2021 is attached as well as social media results and 2022 Deck.

## 2022 Broken Arrow Skyrace EVENT SPONSORSHIP AGREEMENT

This EVENT SPONSORSHIP AGREEMENT (this "Agreement") is made and entered into between Alpenglow Mountain Racing LLC ("Producer"), and the NORTH LAKE TAHOE RESORT ASSOCIATION, INC., a California nonprofit corporation ("Sponsor") on November 3, 2021.

1. Event. Alpenglow Mountain Racing LLC, is the organizer, owner and operator of "Broken Arrow SkyRace" which will take place on June 17-19, 2022 at Palisades Tahoe, Placer County, California (the "Event"). Sponsor desires to obtain, and Alpenglow Mountain Racing LLC desires to grant, sponsorship rights to the Event, as set forth in this Agreement.

2. Obligations of Producer/Event to Sponsor: Sponsor will be incorporated into the Event marketing and will receive the following benefits:

- a) Sponsor's logo/web address/social handles/hash tags shall be included in all Event collateral, posters, websites, social media, videos, on-site signage, etc. where applicable. Sponsor is to be mentioned as a sponsor of the event wherever possible with links to GoTahoeNorth.
- b) 50+ mentions over all social media outlets to highlight sponsorship (FB, Twitter, Instagram) during the 6 months leading up to the event.
- c) 25+ Public address recognition at start/finish during pre-race meeting, race announcements, awards ceremony, and after party.
- d) NLT will have a presence within Vendor Village during the 3-day event expo in The Village at Palisades.
- e) List 2021 Broken Arrow Skyrace on the event calendar on the NLTRA website ([www.GoTahoeNorth.com](http://www.GoTahoeNorth.com)).
- f) Dedicated email to non-Western US states and international registrants with NLTRA desired messaging.
- g) Alpenglow Mountain Racing LLC will make reasonable efforts to partner with lodging properties within Placer County in regard to the event and track overnight lodging as a result of the event.
- h) Alpenglow Mountain Racing LLC will provide Sponsor with images and video for use in promoting both the event and the region.
- i) Sponsor shall receive five (10) race entries (any distance) which can be used for giveaways and/or staff.
- j) Alpenglow Mountain Racing LLC will conduct a post-event survey including the NLTRA specific questions and include results in the post-event report.
- k) Sponsor will be incorporated into the Event's Strava Live Stream.
- l) Prior to the Event, Alpenglow Mountain Racing LLC will procure and maintain, through the end of the Event, liability insurance in amounts not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate that provides coverage for the Event. Alpenglow Mountain Racing LLC will name Sponsor, its members, directors, officers, employees, agents, attorneys, representatives and volunteers as additional insureds on said policy or policies and provide Sponsor with an endorsement or endorsements to said policy or policies evidencing such coverage.
- m) Should the Event be canceled or postponed for a period of six months or more after the above-stated Date of Event due to an act of God, natural disaster, inclement weather, catastrophe, pandemic, disease, accident, or fire immediately upon such cancellation or postponement, Alpenglow Mountain Racing LLC shall return to Sponsor all

the sponsorship funding which has not been spent by Alpenglow Mountain Racing LLC. Upon cancelation or postponement, Sponsor's obligations to Alpenglow Mountain Racing LLC per this Agreement shall terminate.

3. Obligations of Sponsor to Producer/Event:

- a) Sponsor shall provide a \$40,000 cash sponsorship to the Event with \$5,000 based on performance, assuming the event reaches 100% of agreed upon performance KPIs.
- b) For any and all joint marketing efforts to promote the Event, both organizations will work together on the materials and will have joint approvals.

4. Economic Impact Assessment. Alpenglow Mountain Racing LLC and Sponsor shall work together to share available information and data to develop and economic impact analysis of the Event.

5. Use of Alpenglow Mountain Racing LLC's Intellectual Property by Sponsor. Sponsor hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of Alpenglow Mountain Racing LLC, including, without limitation, the Event Marks; the Event (collectively Alpenglow Mountain Racing LLC Property"); and all accounts, descriptions, pictures, videos, audio, reproductions, recordings, memorialization or other information concerning or in connection with the Event, belong exclusively to Alpenglow Mountain Racing LLC, (ii) Sponsor is hereby provided a limited license to use Alpenglow Mountain Racing LLC Property only in the manner and for the uses expressly permitted hereunder, and upon expiration or termination of this Agreement, all rights of Sponsor to use such Alpenglow Mountain Racing LLC Property shall immediately cease, (iii) Sponsor will not adopt or use any term, work, mark or designation which is in any respect confusingly similar to Alpenglow Mountain Racing LLC Property, (iv) all uses of Alpenglow Mountain Racing LLC Property by Sponsor, and all goodwill therefrom, inure to the benefit of Alpenglow Mountain Racing LLC, (v) any permitted use of Alpenglow Mountain Racing LLC Property may be used only to indicate a sponsor relationship with the Event and will use ownership marks (such as ® or ™) and designations (such as "An Official Sponsor") as directed by Alpenglow Mountain Racing LLC, and (vi) Event Marks must be used in a complete format, and no abbreviated uses are permitted.

6. Use of Sponsor's Intellectual Property by Producer. Alpenglow Mountain Racing LLC hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of Sponsor, including, without limitation, web addresses, social hash tags, and social handles (collectively "Sponsor Property"), belong exclusively to Sponsor, (ii) Alpenglow Mountain Racing LLC is hereby provided a limited license to use Sponsor Property only in the manner and for the uses expressly permitted hereunder, and upon expiration or termination of this Agreement, all rights of Alpenglow Mountain Racing LLC to use Sponsor Property shall immediately cease, (iii) Alpenglow Mountain Racing LLC will not adopt or use any term, work, mark or designation which is in any respect confusingly similar to Sponsor Property, (iv) all uses of Sponsor Property by Alpenglow Mountain Racing LLC, and all goodwill therefrom, inure to the benefit of Sponsor and (v) any permitted use of Sponsor Property may be used only to indicate a sponsor relationship with the Event and will use ownership marks (such as ® or ™) and designations (such as "An Official Sponsor") as directed by Sponsor.

7. Relationship of the Parties. The relationship of Sponsor and Alpenglow Mountain Racing LLC hereunder shall be solely that of independent contractors and nothing herein or in any related document or representation shall be construed to create or imply any relationship of employment, agency, partnership, joint venture or any relationship other than that of independent contractors. Sponsor and Alpenglow Mountain Racing LLC acknowledge and agree that each of them is engaged in a separate and independent business and neither shall state, represent or imply any interest in or control over the business of the other.

8. Indemnity. Alpenglow Mountain Racing LLC agrees to defend, indemnify and hold harmless Sponsor, its members, directors, officers, employees, agents, attorneys, representatives and volunteers, from and against any and all expenses, liabilities, damages and claims ("Claims") arising from Alpenglow Mountain Racing LLC's use of the sponsorship funding provided under this Agreement or from any other term or provision of the Agreement, including without limitation, all

attorneys, accountants, and other professional fees incurred by Sponsor in defense of any action, suit or other proceeding which may be brought against the Sponsor as a result of any action or inaction of Alpenglow Mountain Racing LLC, and Alpenglow Mountain Racing LLC further agrees that it will pay or satisfy any judgment which may be rendered against Sponsor arising from such claims.

9. Governing Law, Venue and Attorney Fees. This Agreement shall be governed by and interpreted in accordance with the laws of the State of California. Any lawsuit, proceeding or other attempt to enforce, construe or to determine the validity of this Agreement shall be commenced and maintained only in the Superior Court in and for the County of Placer, State of California. In any lawsuit, proceeding or other attempt to enforce, construe or to determine the validity of this Agreement, the prevailing party shall be entitled to an award of its attorneys' fees, costs, expert witness fees, fees of consultants and court costs incurred in connection therewith, in addition to any other relief awarded.

10. Sole Agreement/Amendment: This Agreement represents the entire agreement between Association and Alpenglow Mountain Racing LLC and supersedes any and all or prior agreements, negotiations or proposals related to the subject matter of this Agreement. This Agreement shall not be amended except by written agreement signed by both parties. No consent to any departure by Alpenglow Mountain Racing LLC from the limitations on use of the Funding contained in this Agreement shall be effective unless in writing and signed by an officer of Association and then only in the specific instance and for the specific purpose given.

11. Counterparts; Scan/Facsimile. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original but all of which taken together shall constitute one and the same instrument. This Agreement may be executed and delivered by exchange of scanned or facsimile copies showing the signatures of the parties hereto. Such copies showing the signatures of all Parties hereto shall constitute originally signed copies of the same Agreement requiring no further execution. This Agreement may be enforced by any of the Parties upon scanned or facsimile signatures.

IN WITNESS WHEREOF, the parties have caused this document to be executed on the date indicated by their signatures below.

**NORTH LAKE TAHOE RESORT ASSOCIATION, INC.**

By: \_\_\_\_\_

Name: Bonnie Bavetta

Title: CEO North Lake Tahoe Resort Assoc.

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

**ALPENGLow MOUNTAIN RACING, LLC**

By: \_\_\_\_\_

Name: Brendan Madigan

Title: Owner/Founder Alpenglow Mountain Racing LLC

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





# PARTICIPANT STATISTICS

2,200 Registrations in 2021 (2019: 1,427)



## Age Breakdown



## 42 US States Represented



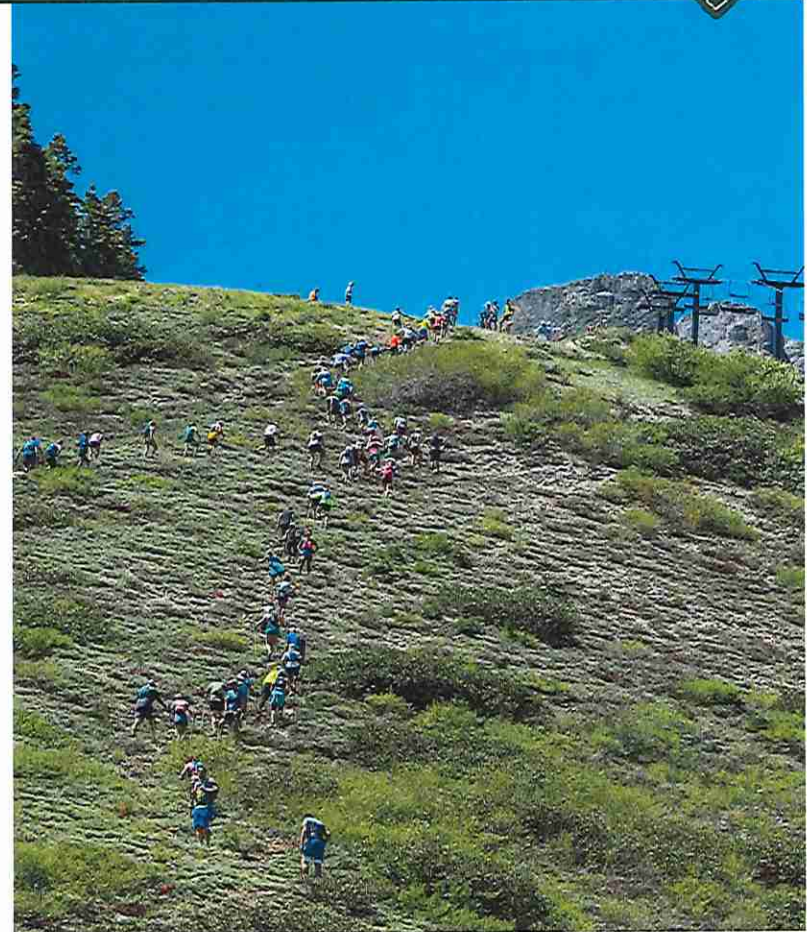
## California Counties Represented



## 25 Countries Represented



+Japan, Hungary, Tanzania, Argentina, Brazil, Czech Republic, Indonesia, UAE, Canada



# PARTICIPANT FEEDBACK SURVEY 93 Net Promoter Score



**100%** Rate the event "Excellent" (89%) "Very Good" (11%)

**99%** Think we provide a world-class race experience that is extremely competitive & welcoming to recreational runners

**99%** Happy with our COVID-19 policy (96% Vaccinated)

**88%** Have a Bachelor Degree or higher

**46%** Have an annual income higher than \$150,000

## Age Breakdown

35% 30-39	32% 40-49	14% 20-29	14% 50-59
-----------	-----------	-----------	-----------



# NLTRA SPECIFIC SURVEY per-contract



## Number of Nights Stayed



## Type of Lodging



## Location of Stay



## Number in Party



**94%** "Very Likely" or "Somewhat Likely" to return to North Lake Tahoe



# LIVESTREAM STATISTICS 2021 First Year with Livestream Features



Livestreamed races simultaneously on two YouTube channels:

Broken Arrow Skyrace (BAS) channel (546 subscribers)

Golden Trail Series (GTS) YouTube channel (GTS 35.5k subscribers)

BAS streamed two days, two races: Vertical Kilometer & 26k

GTS streamed one day, one race: 26k

Viewership would have been higher had both channels streamed two days, two races.



# LIVESTREAM STATISTICS

## Broken Arrow Skyrace Viewer Statistics



**70/30** split between domestic vs. global views

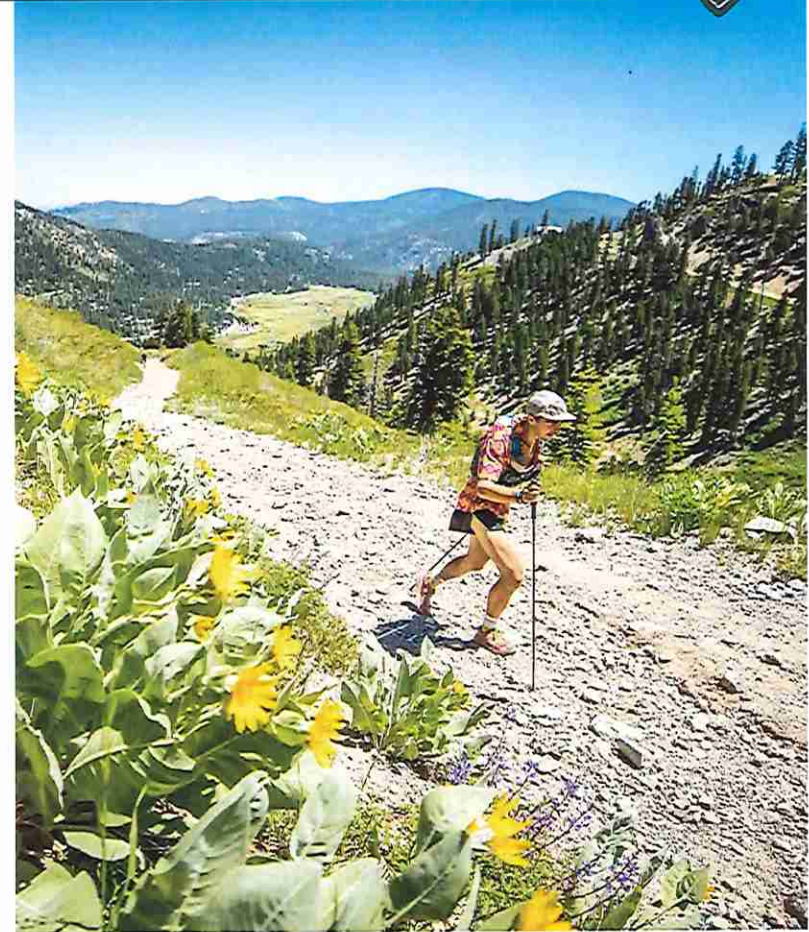
**40** US states represented (CA = 40% of total)

**32** countries represented (US = 70% of total)  
followed by: UK, Canada, Germany, Australia & France

**75%** male **25%** female

**84%** aged 35-54

**50%** streamed via phone **30%** streamed via computer



# LIVESTREAM STATISTICS

YouTube Channel Views



3,400 hour total watch time (race weekend)  
112,300 impressions  
12% average view duration



GTS declined request for viewer statistics. We assume a strong percentage (50-70%) of European viewership.

13,600 Broken Arrow YouTube views as of 10/17

11,422 Golden Trail Series YouTube views as of 10/17

With BAS YouTube views nearly the same as GTS – though their following (35.5k) is much larger than ours (546) – BAS has strongly engaged the global trail community with a MUCH higher rate of engagement.

# LIVESTREAM 2022 Commitments



Golden Trail Series will livestream our races in 2022.

Strava will livestream our races in 2022  
(additional 53.4k subscribers)

Total access would be nearly **100K** potential viewers



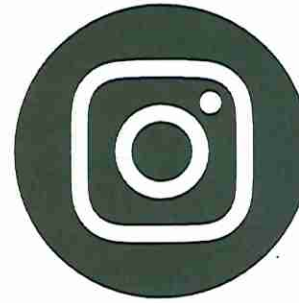


# SOCIAL MEDIA STATISTICS

Broken Arrow Skyrace October 1-3, 2021



FACEBOOK (5k Follows)  
62,300 reach  
11,000 engagements  
3,400 unique story opens  
200 page likes



INSTAGRAM (6.7k Followers)  
29,500 accounts reached  
14,000 content interactions  
171,000 post impressions  
30 posts / 183 stories / 1 reel  
174,000 Stories reach

## TOP POST

43.6k reach, 1.6k interactions, 2.9k engagements

## TOP POST

12.3k reach, 13.3k impressions, 1k likes



# SOCIAL MEDIA 2022 Commitments



Strava (1M Instagram/910k Facebook)

Salomon Running (813k Instagram/542k Facebook)

Golden Trail Series (60k Instagram/37k Facebook)

Total access would be nearly **3.4M** followers





## BROKEN ARROW RECAP

### Participant Statistics:

- *Given the 2.5-year window since we last executed the event the actual participant graphic is admittedly a little muddy, the take home is that even amidst a pandemic our attendance regionally, nationally and internationally were all very strong.*
- Gender: 60% male, 40% female
- Age Breakdown: 37% 30-39, 27% 40-49, 18% 20-29, 13% 50-59
- 42 US States Represented:
  - 62% California, 6% NV, 4% OR, 4% CO, 3% AK, 2% AZ
- CA Counties Represented:
  - 14% San Francisco, 10% other, 6% Truckee, 5% Oakland, 4% Sacramento, 2% LA
- 25 Countries Represented:
  - 30%+ Mexico/Spain, 12% Great Britain, Japan, Hungary, Tanzania, Argentina, Brazil, Czech Republic, Indonesia, UAE, Canada

### Participant Feedback Survey Results:

- 93 Net Promoter Score (94% promoter/5% passive/1% detractor)
- General Demographics/Results:
  - 100% rate the event excellent (89%) or very good (11%)
  - 99% think we provide a world-class race experience that is both extremely competitive as well as welcoming to recreational runners
  - 99% were happy with our Covid-19 policy (96% were vaccinated)
  - 35% age 30-39 / 32% 40-49 / 14% BOTH 20-29 and 50-59
  - 88% have a bachelor degree or higher
  - 46% have an annual income higher than \$150,000
- NLTRA Specific Questions (per contract - see attachments):
  - 31% stayed two nights / 21% three nights / 17% one night
  - 35% stayed in a hotel / 12% vacation rental / 9% condo
  - 35% stayed in Olympic Valley / 32% in Truckee / 9% Tahoe City
  - 34% one person in party / 34% two / 15% three / 11% four / 7% 5+
  - 94% very likely or somewhat likely to return to NLT

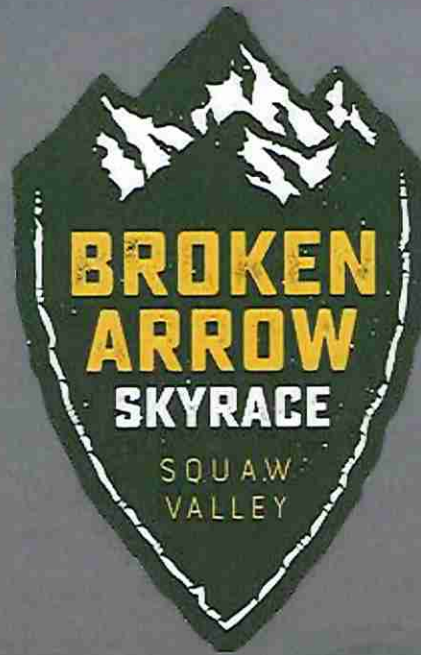
### Livestream Statistics:

- Streamed simultaneously via the Broken Arrow Skyrace (546 subscribers) AND ***Golden Trail Series (35.5k subscribers)*** Youtube channels. Note: we streamed both days (VK and 26k) while GTS only streamed the 26k i.e. the viewership would have been higher had they streamed both.
- ***3,400 hour watch time (race weekend ONLY)***
- ***112,300 impressions***
- ***12% average view duration***
- ***13,600 Broken Arrow Youtube views*** as of 10/17 (includes roughly 10k livestream and 3k other views). Specifics:
  - 70/30 split between domestic vs. global views

- Approximately 40 US states represented (CA = 40% of total)
- Approximately 32 countries represented (US = 70% of total, followed by the United Kingdom, Canada, Germany, Australia and France)
- Age: 36% 35-44, 29% 25-34, 19% 45-54 = 84% 35-54
- Gender: 75% male, 25% female
- 50% streamed via their phone while 30% streamed from a computer
- **11,422 Golden Trail Series Youtube views** as of 10/17. GTS has declined our request for the actual statistics, but we can assume they are global in scope with a strong percentage (50-70%) of Europeans dominating the total.
- Perhaps most intriguing is that our Youtube views are nearly the same as GTS, who have an astronomical following. Our read here is that we've strongly engaged the global trail community with a much higher engagement rate (546 vs. 35.5k viewers).
- ***We have commitment from GTS that they will once again stream us in 2022 and more importantly Strava (53.4k subscribers) as well.***
- ***TOTAL ACCESS: Nearly 100k potential viewers (not including our own).***

**Social Media Statistics (ONLY 10.1-10.3):**

- Facebook (5k Follows):
  - 62,300 reach
  - 11,000 engagements
  - 3,400 unique story opens
  - 200 page likes
  - Top post = 43,600 reach, 1,600 interactions, 2,900 engagements
- Instagram (6,700 Followers):
  - 29,500 accounts reached
  - 14,000 content interactions
  - 171,000 post impressions
  - Content: 30 posts / 183 stories / 1 reel
  - 174,000 Stories reach
  - Top post = 12,300 reach, 13,300 impressions, 1k likes
- ***We have commitment from the following partners to stream/highlight the 2022 event:***
  - ***Strava (1 million Instagram, 910,000 Facebook followers)***
  - ***Salomon Running (813,000 Instagram, 542,000 Facebook followers)***
  - ***Golden Trail Series (60,000 Instagram, 37,000 Facebook followers)***
  - ***TOTAL ACCESS: NEARLY 3.4 MILLION INSTAGRAM AND FACEBOOK FOLLOWERS (not to mention our own)***



**BROKEN ARROW SKYRACE**  
**2021**  
**SOCIAL MEDIA REPORT**  
**OCTOBER 1-3**

# KEY STATISTICS/FACEBOOK



PEOPLE REACHED: **62.3K**



ENGAGEMENT: **11K**



STORIES UNIQUE OPENS: **3.4K**



PAGE LIKES EVENT WEEK: **200**



# KEY STATISTICS/INSTAGRAM



ACCOUNTS REACHED: **29.5K**



CONTENT INTERACTIONS: **14K**



POSTS IMPRESSIONS: **171K**



CONTENT: **30 Posts / 183 Stories / 1 Reel**

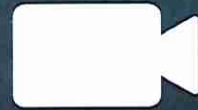


STORIES REACH: **174K**





# KEY STATISTICS/YouTube LIVESTREAM



LIVESTREAM VIEWS: **10.8K**



WATCH TIME (HRS): **3.4K**



IMPRESSIONS: **112.3K**



AV. VIEW DURATION: **12%**



GOLDEN TRAIL SERIES YOUTUBE  
LIVESTREAM CROSSPOST VIEWS: **10.8K**

# TOP POSTS/FACEBOOK

**POST REACH: 43,605**

**INTERACTIONS: 1,578**

**ENGAGEMENTS: 2,854**



The Broken Arrow Skyrace

4 October · 🌐

Anna Frost is truly one of the legends of the mountain/trail/ultra world. You know, a couple wins at the Hardrock 100, one at the Bear 100, North Face 50, Speedgoat (and so many more)...no big deal. Oh, and did I mention she was the first woman to complete the Nolans 14 (with Missy Gosney). You get the idea...she is AMAZING!

It's been a few years since Anna has been on the racing scene. She's been busy raising this little one!!! Say hello to Skylar who paced her mom into the ... See more



43,605

People reached

2,854

Engagements

Boost post

## Performance for your post

**43,605** People Reached

**1,578** Reactions, comments & shares <sup>#</sup>

1,281

Like

140

On post

1,141

On shares

254

Love

40

On post

214

On shares

2

Wow

0

On post

2

On shares

34

Comments

5

On Post

29

On Shares

9

Shares

9

On Post

0

On Shares

**1,276** Post Clicks

106

Photo views

0

Link clicks

1,170

Other Clicks <sup>#</sup>

### NEGATIVE FEEDBACK

3 Hide post

0 Hide all posts

0 Report as spam

0 Unlike Page

Reported stats may be delayed from what appears on posts



# TOP POSTS/FACEBOOK

**POST REACH: 3,560**

**INTERACTIONS: 264**

**ENGAGEMENTS: 405**



**The Broken Arrow Skyrace**  
2 October · 🌐

In her third year running the Broken Arrow Skyrace (but first VK)...12-year old Sunny Schranz!!!

This kid is a crusher...24th place overall (and 7th place in the under 29 division) in an insanely stacked women's VK field. 4.25 miles, 3,135 vertical feet of gain at a crushing pace of 18:37...no big deal.

The elite women had better watch out...I figure they've got 2-3 years before this kid is nipping at their heels!... See more

**3,560** People reached      **405** Engagements      [Boost post](#)

## Performance for your post

**3,560** People Reached

**264** Reactions, comments & shares #

**194** Like      **148** On post      **46** On shares

**47** Love      **42** On post      **5** On shares

**2** Haha      **1** On post      **1** On shares

**7** Wow      **5** On post      **2** On shares

**9** Comments      **7** On Post      **2** On Shares

**5** Shares      **5** On Post      **0** On Shares

**141** Post Clicks

**20** Photo views      **0** Link clicks      **121** Other Clicks #

### NEGATIVE FEEDBACK

**0** Hide post      **0** Hide all posts  
**0** Report as spam      **0** Unlike Page


Reported stats may be delayed from what appears on posts

# TOP POSTS/FACEBOOK

**POST REACH: 3,391**

**INTERACTIONS: 530**

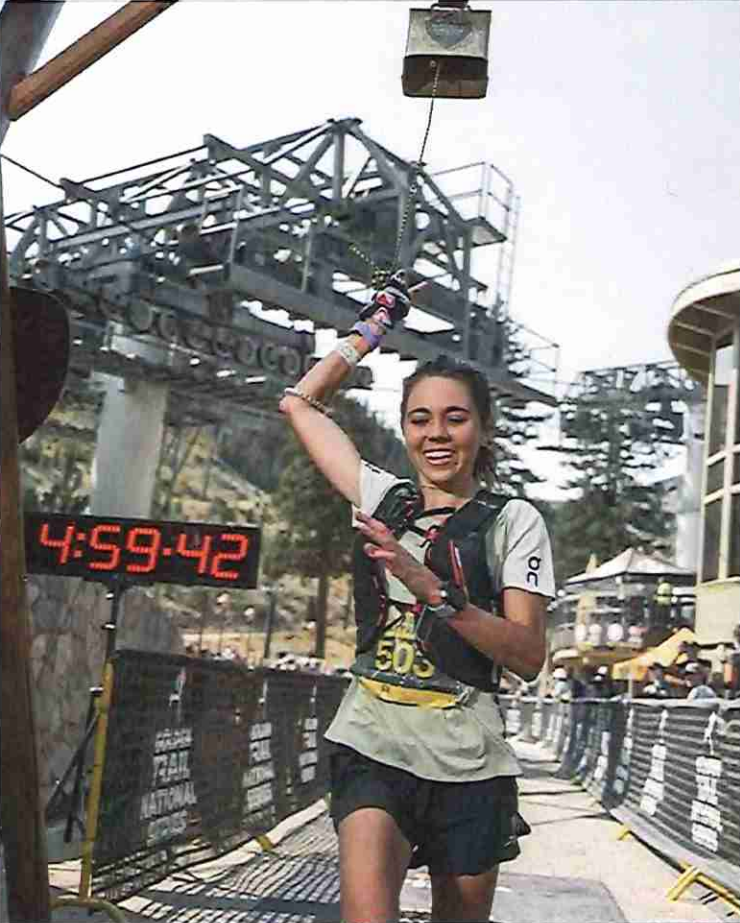
**ENGAGEMENTS: 701**

 **The Broken Arrow Skyrace** 3 October · 🌐

Allie McLaughlin is our 2021 52k Broken Arrow Skyrace Female Champion 🏆

Sub 5 hrs, lead all day for the win, won yesterday's VK, 7th overall, stoked & smiling still.

An incredible weekend for this champ!!



**3,391**  
People reached

**701**  
Engagements

[Boost post](#)

## Performance for your post

**3,391** People Reached

**530** Reactions, comments & shares ↕

**335** Like  
137 On post 198 On shares

**135** Love  
22 On post 113 On shares

**14** Wow  
9 On post 5 On shares

**44** Comments  
1 On Post 43 On Shares

**4** Shares  
4 On Post 0 On Shares

**171** Post Clicks

**24** Photo views 0 Link clicks 147 Other Clicks ↕

### NEGATIVE FEEDBACK

0 Hide post 0 Hide all posts  
0 Report as spam 0 Unlike Page

Reported stats may be delayed from what appears on posts



POST REACH: 12,258

IMPRESSIONS: 13,279

LIKES: 1,034



brokenarrowskyrace



brokenarrowskyrace @alliemc3 is our 2021 52k Broken Arrow Skyrace Female Champion 🏆

Sub 5 hrs, lead all day for the win, won yesterday's VK, 7th overall, stoked & smiling still.

An incredible weekend for this champ!!

3 Oct 2021

## Post performance

📍 1,034    💬 23    ➦ 11    📖 8

## Interactions

316

Actions taken from this post

Profile visits	308
Website clicks	8

## Discovery

12,258

Accounts reached

67% weren't following you

Follows	34
Reach	12,258
Impressions	13,279
From Explore	7,175
From home	4,148
From profile	1,757
From other	199



**POST REACH: 6,341**

**IMPRESSIONS: 6,873**

**LIKES: 761**



**brokenarrowskyrace**



**brokenarrowskyrace** In her third year running the Broken Arrow Skyrace (but first VK)...12-year old Sunny Schranz!!!

This kid is a crusher...24th place overall (and 7th place in the under 29 division) in an insanely stacked women's VK field. 4.25 miles, 3,135 vertical feet of gain at a crushing pace of 18:37...no big deal.

The elite women had better watch out...I figure they've got 2-3 years before this kid is nipping at their heels!

We've watched this kid grow up and love that she continues to show so much enj... [More](#)

2 Oct 2021

## Post performance

👍 761    💬 14    ➦ 24    📖 6

## Interactions

**146**

Actions taken from this post

Profile visits	140
Website clicks	6

## Discovery

**6,341**

Accounts reached

43% weren't following you

Follows	8
Reach	6,341
Impressions	6,873
From home	3,640
From profile	2,036
From Explore	1,027
From other	170



POST REACH: 5,977

IMPRESSIONS: 6,942

LIKES: 727



brokenarrowskyrace



**brokenarrowskyrace** Broken Arrow Skyrace 26k Female TOP 10  
@goldentrailseries Nation Series Grand Final  
@wmramountainrun World Cup Race  
LIVE coverage presented by @strava

- 1st 🏆 Janelle Lincks @janellelincks 2:14:03
- 2nd 🥈 Emkay Sullivan @emkaysulli 2:17:19
- 3rd 🥉 Bailey Kowalczyk @baileykowalczyk 2:19:43
- 4th Sam Lewis @samkeliiahonui 2:20:38
- 5th Kelly Wolf @kel.lobo 2:22:57
- 6th Lindsay Webster @lindsaydawnwebster 2:24:22
- 7th Collier Lawrence 2:25:20
- 8th Allie McLaughlin @alliemc3 2:25:52
- 9th Brigitte Takeuchi... [More](#)

4 Oct 2021

## Post performance

👍 727 💬 15 ➦ 15 📖 8

## Interactions

167

Actions taken from this post

Profile visits	166
Replies	1

## Discovery

5,977

Accounts reached

50% weren't following you

Follows	8
Reach	5,977
Impressions	6,942
From home	3,392
From profile	1,963
From hashtags	1,034
From other	553



POST REACH: 6,286

IMPRESSIONS: 7,357

LIKES: 716



brokenarrowskyrace



brokenarrowskyrace Broken Arrow Skyrace 26k Male TOP 10  
@goldentrailseries Nation Series Grand Final  
@wmramountainrun World Cup Race  
LIVE coverage presented by @strava

- 1st 🏆 Joseph Gray @joegeezi 1:52:44
- 2nd 🏅 Darren Thomas @rundarrun 1:52:46
- 3rd 🏅 Andy Wacker @wackera 1:53:12
- 4th David Sinclair @david.a.sinclair.92 1:53:53
- 5th Max King @maxkingor 1:55:22
- 6th Michelino Sunseri @michelino\_sunseri 1:57:35
- 7th Edward Owens 1:58:15
- 8th Ryan Becker @\_beckz 2:00:04
- 9th Kieran Nay 2:00:27
- 10th Aaron Robson 2... [More](#)

4 Oct 2021

## Post performance

👍 716 💬 18 ➦ 12 📄 8

## Interactions

201

Actions taken from this post

Profile visits	199
Website clicks	2

## Discovery

6,286

Accounts reached  
45% weren't following you

Follows	2
Reach	6,286
Impressions	7,357
From home	4,122
From profile	1,790
From hashtags	1,056
From other	389





# BROKEN ARROW SKYRACE ONLINE COMMUNITY



PAGE LIKES: 4.8K  
PAGE FOLLOWS: 5K



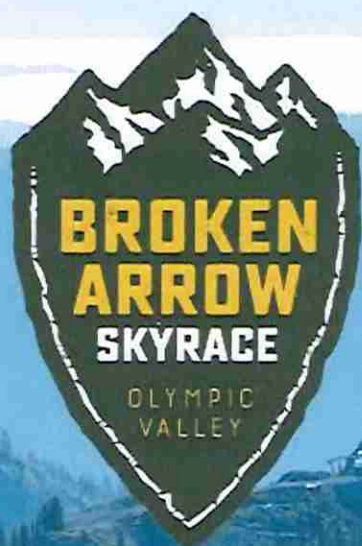
FOLLOWERS: 6.7K



SUBSCRIBERS: 546



THANK YOU!



PRESENTED BY  
salomon



## Executive Summary

Data based on a sample of up to 12 properties in the North Lake Tahoe destination, representing up to 1650 Units ('DestiMetrics Census\*\*') and 51.10% of 3229 total units in the North Lake Tahoe destination ('Destination Census\*\*\*')

Last Month Performance: Current YTD vs. Previous YTD		2021/22	2020/21	Year over Year Variance
North Lake Tahoe Occupancy for last month (Sep) changed by (-34.4%)	Occupancy (Sep) :	27.2%	41.5%	-34.4%
North Lake Tahoe ADR for last month (Sep) changed by (-16.7%)	ADR (Sep) :	\$ 308	\$ 369	-16.7%
North Lake Tahoe RevPAR for last month (Sep) changed by (-45.4%)	RevPAR (Sep) :	\$ 84	\$ 153	-45.4%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Oct) changed by (59.9%)	Occupancy (Oct) :	36.1%	22.6%	59.9%
North Lake Tahoe ADR for next month (Oct) changed by (-8.5%)	ADR (Oct) :	\$ 270	\$ 295	-8.5%
North Lake Tahoe RevPAR for next month (Oct) changed by (46.3%)	RevPAR (Oct) :	\$ 97	\$ 67	46.3%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (57.5%)	Occupancy	46.4%	29.5%	57.5%
North Lake Tahoe ADR for the past 6 months changed by (-1.6%)	ADR	\$ 432	\$ 439	-1.6%
North Lake Tahoe RevPAR for the past 6 months changed by (55.0%)	RevPAR	\$ 201	\$ 129	55.0%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (75.6%)	Occupancy	21.8%	12.4%	75.6%
North Lake Tahoe ADR for the future 6 months changed by (1.6%)	ADR	\$ 408	\$ 402	1.6%
North Lake Tahoe RevPAR for the future 6 months changed by (78.5%)	RevPAR	\$ 89	\$ 50	78.5%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Sep 30, 2021 vs. Previous Year				
Rooms Booked during last month (Sep,21) compared to Rooms Booked during the same period last year (Sep,20) for all arrival dates has changed by (-66.8%)	Booking Pace (Sep)	2.3%	6.8%	-66.8%

\* 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 Sep 2021

**CONFERENCE REVENUE STATISTICS**

*North Shore Properties*

**Year to Date Bookings/Monthly Production Detail FY 21/22**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 21/22</u>	<u>FY 20/21</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/21:	\$1,792,943	\$1,096,681	63%
Number of Room Nights:	8,304	4979	67%
Number of Delegates:	3909	2163	81%
Annual Revenue Goal:	\$2,000,000	\$2,000,000	0%

<u>Monthly Detail/Activity</u>	<u>September-21</u>	<u>September-20</u>
<u>Number of Groups Booked:</u>	0	1
Revenue Booked:	\$0	\$57,355
Room Nights:	0	345
Number of Delegates:	0	120
Booked Group Types:	0	1 Assoc.
Lost Business, # of Groups:	10	2

<u>Arrived in the month</u>	<u>September-21</u>	<u>September-20</u>
Number of Groups:	4	2
Revenue Arrived:	\$111,814	\$73,873
Room Nights:	718	343
Number of Delegates:	255	175
Arrived Group Types:	1 Govt., 1 SMF, 1 Assoc., 1 MP	1 Corp, 1 Non-profit

<u>Monthly Detail/Activity</u>	<u>August-21</u>	<u>August-20</u>
<u>Number of Groups Booked:</u>	0	2
Revenue Booked:	\$0	\$61,662
Room Nights:	0	353
Number of Delegates:	0	317
Booked Group Types:	0	1 Corp., 1 SMF
Lost Business, # of Groups:	10	14

<u>Arrived in the month</u>	<u>August-21</u>	<u>August-20</u>
Number of Groups:	4	1
Revenue Arrived:	\$444,915	\$5,907
Room Nights:	1816	53
Number of Delegates:	915	17
Arrived Group Types:	3 Corp., 1 Assoc.	1 Corp.

<u>Monthly Detail/Activity</u>	<u>July-21</u>	<u>July-20</u>
<u>Number of Groups Booked:</u>	1	0

Revenue Booked:	\$45,903	\$0
Room Nights:	100	0
Number of Delegates:	50	0
Booked Group Types:	1 Corp.	0
Lost Business, # of Groups:	22	0

<u>Arrived in the month</u>	<u>July-21</u>	<u>July-20</u>
Number of Groups:	2	2
Revenue Arrived:	\$208,360	\$21,415
Room Nights:	795	80
Number of Delegates:	330	39
Arrived Group Types:	2 Assoc.	1 CA Assoc.

	<u>Current Numbers</u>	<u>Goals</u>
For 2022/23:	\$337,674	\$2,000,000
For 2023/24:	\$100,804	\$2,000,000

NUMBER OF LEADS Generated as of 9/30/21:	20
YTD 9/30/20:	29
YTD 9/30/19:	89

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

2020/2021	90
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

September 2021  
Meetings & Conventions Report

### TURNED DEFINITE

1. Water Quality Association - 2022 Mid-Year Leadership Conference - 9/11/22 - 9/16/22, 325 rooms, 100 people at Resort at Squaw Creek
2. State Farm Insurance - SF NCST 2nd QTR Payoff - 10/21/2021 - 10/22/2021 - 90 people, 180 rooms at Hyatt Regency
3. Corsa America - Rally Lake Tahoe - 5/27/2022 - 5/27/2022, 100 people, 80 rooms at Ritz-Carlton

### NEW MEETINGS & RFPs DISTRIBUTED

1. Sidley Austin LLP - Fall/Winter Client Event - 10/21/21 - 10/23/21, 80 rooms, 40 people

### NEW INQUIRIES

1. Rev- REV Club Trip - 3/8/22 - 3/11/22 - 39 rooms, 24 people
2. HPN - Incentive - 79519 - 12/11/21 - 12/14/21 - 51 rooms, 17 people
3. DenCan - General Managers Nov Meeting 2022 - 11/13/22 - 11/17/22 - 226 rooms, 99 people
4. Gurstel Law Firm - 2022 Gurstel Law Firm Summit - 8/6/22 - 8/9/22 - 161 rooms, 50 people
5. HPN - 76464V2 2024 Annual Conference - 2/20/24 - 2/25/24, 1000 rooms, 500 people
6. Women's Industry Network - 2022 WIN - 4/30/22 - 5/5/22 - 329 rooms, 150 people
7. Metal Training Institute - 2023 Fall Meeting - 10/3/23 - 10/7/23 - 465 rooms, 225 people
8. Meetings Together - Sales Conference and Tradeshow - 1/31/23 - 2/3/23 - 1395 rooms, 390 people
9. HelmsBriscoe - Weintraub Firm Retreat 2022 - 5/19/22 - 5/22/22 - 52 rooms, 70 people

### CONFERENCE SALES PROJECTS

- Key Projects:
  - Newsletter sent on 9/14/21 to 3,108 planners, 18% open rate
  - Working on Conference Direct 1-page
  - Submitted conference content to Visit California for their first MCC promotion

### SITE VISITS & SALES CALLS

- Hosted Site Visits:
  - Hosted Marilyn Atchue-Zuill of HPN on September 24th
  - Hosted Regan Ghezzi, Adam Kincaid of Enverus on September 30th

### TRADE SHOWS & EVENTS

- Attended trade shows: none for September
- Upcoming trade shows:
  - Destination Celebration, Minneapolis Trade Show - November 2021
  - Connect Pacific Northwest November 15-16
  - CalSAE December 14-15

### **CHICAGO EFFORTS**

- Our in-market representative, Denise Cmiel focused on the below for the month of September:
  - Personal sales calls with Water Quality Association and American Bar Association Sept 14, in Oak Brook, IL.
  - Attended the GMAC- PCMA Awards Ceremony and Reception – Sept 28.



## north lake tahoe

September 2021

Tourism Development Report

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

- Key Meetings:
  - IPW Pre FAM w/RenoTahoe, (5) clients at Hyatt with bike ride on East Shore Trail
    - Margaret Smit – America As You Like It
    - Ana Yadira Sotomayor - Yadira Viajes
    - Emmanuelle Vaugeois - Scenic roads
    - Ana Hernandez - Turistear.mx
    - Leticia Gonzalez-Alvarez – Turistear.mx
  - The Cup Pre-IPW networking September 15-17
  - IPW September 20-22 NLT held (73) joint meetings with RenoTahoe
  
- Projects
  - Newsletter sent 9/7/21 to 2,616 travel trade 20% open rate
    - Traveller Responsibility Pledge
    - Wildfire Update
    - New flights from Charlotte, John Wayne and Burbank
    - Schedule training with NLT staff
    - Sample NLT itineraries



# September 2021 Monthly Report



north lake tahoe

An aerial photograph of a kayaker on a vibrant turquoise lake. The kayaker is positioned in the upper left quadrant, paddling a yellow kayak. The water is exceptionally clear, revealing large, smooth, light-colored rocks at the bottom. The right side of the image is framed by the dense, green foliage of evergreen trees. A large, semi-transparent white rectangular box is centered over the image, containing the text 'Paid Media' in a bold, dark blue font.

# Paid Media

## Consumer Paid Media Executive Summary

- As the campaign started later in September, we are already seeing great response from all markets. Seattle and LA leading in TOS conversions and Portland in CTR.
- Sustainability messaging strongly resonated across social channels.
- After expanding to four fall markets, TOS conversions boosted 63% compared to August conversions.
- National 'High Value' targeting is performing as expected for initial launch.



north lake tahoe

# Overview by Campaign

Start Date: 9/1/2021  
End Date: 9/30/2021

**1,759,894**  
IMPRESSIONS

**11,103**  
CLICKS

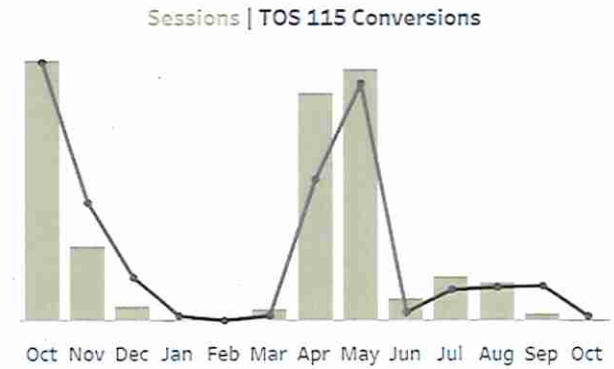
**\$1.40**  
CPC

**472**  
TOS 115  
CONVERSIONS

**\$32.89**  
COST PER TOS 115  
CONVERSION

Campaign	Impressio..	Clicks	CTR	CPC	Cost	Book Now Conversio..	TOS 115	Cost Per TOS 115
Consumer	1,759,894	11,103	0.63%	\$1.40	\$15,521.79	12	472	\$32.89

Tactics are meeting or exceeding industry benchmarks for display (.08%), paid social (.89%) and paid search (1.9-2%).



	Impressions	Clicks	CTR	Cost	Book Now Conversions	TOS 115
Programmatic Display	1,121,310	1,968	0.18%	\$6,727	4	266
Facebook	585,325	8,388	1.43%	\$7,378	8	199
Google Ads	30,988	608	1.96%	\$1,097	0	7
Instagram	22,271	139	0.62%	\$319	0	0
<b>Grand Total</b>	<b>1,759,894</b>	<b>11,103</b>	<b>0.63%</b>	<b>\$15,522</b>	<b>12</b>	<b>472</b>

## Overview by Medium

Start Date  
9/1/2021

End Date  
9/30/2021

Display and paid social are leading all conversions, with display providing the most TOS conversions and paid social providing the most Book Now conversions.

### Cost per Conversion by Medium

Channel	TOS 115	TOS Conversion Rate	Cost Per TOS 115	Book Now Conversions	Impressions
Display	266	13.5%	\$25.29	4	1,121,310
Paid Social	199	2.3%	\$38.68	8	607,596
Paid Search	7	1.2%	\$156.69	0	30,988
<b>Grand Total</b>	<b>472</b>	<b>4.3%</b>	<b>\$32.89</b>	<b>12</b>	<b>1,759,894</b>

### Cost per Conversion Trending



1,759,894  
IMPRESSIONS

11,103  
CLICKS

\$1.40  
CPC

472  
TOS 115  
CONVERSIONS

\$32.89  
COST PER TOS 115  
CONVERSION

Channel	Impressions	Clicks	CTR	CPC	Cost	Book Now Conversions	TOS 115	Cost Per TOS 115
Display	1,121,310	1,968	0.18%	\$3.42	\$6,727.44	4	266	\$25.29
Paid Search	30,988	608	1.96%	\$1.80	\$1,096.85	0	7	\$156.69
Paid Social	607,596	6,527	1.40%	\$0.90	\$7,697.50	8	199	\$38.68
<b>Grand Total</b>	<b>1,759,894</b>	<b>11,103</b>	<b>0.63%</b>	<b>\$1.40</b>	<b>\$15,521.79</b>	<b>12</b>	<b>472</b>	<b>\$32.89</b>

# Overview by DMA

Start Date: 9/1/2021  
End Date: 9/30/2021

Across all DMAs, the Millennial Megan audience has the highest TOS conversions.

Portland is providing the lowest CPC with the highest CTR.

1,759,894  
IMPRESSIONS

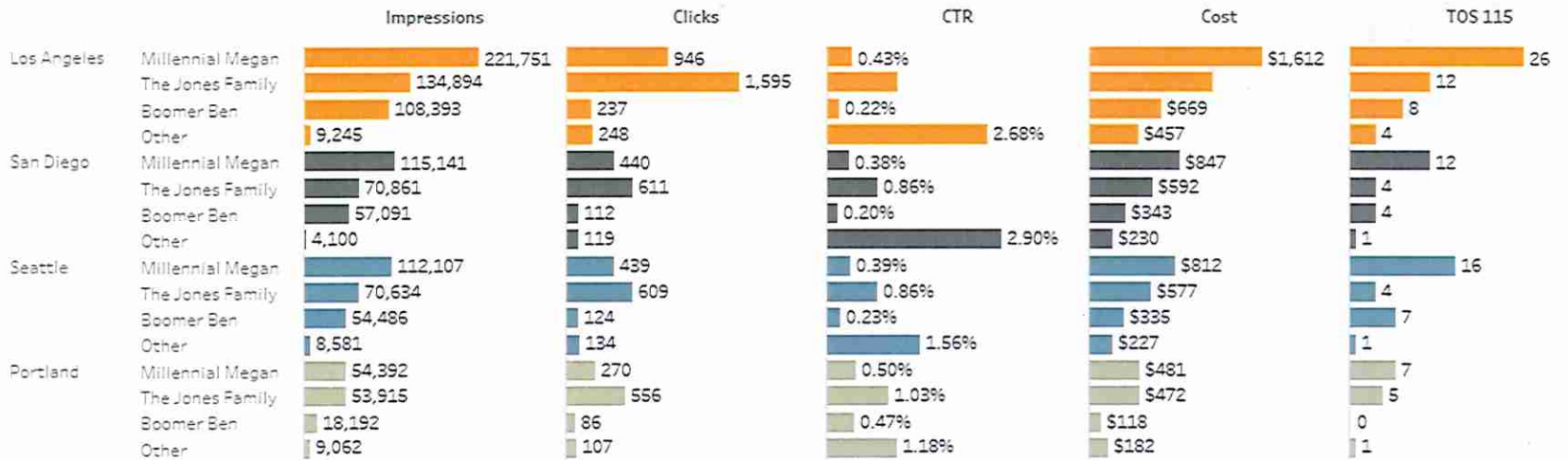
11,103  
CLICKS

	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115	Book Now Conversions
Los Angeles	474,283	3,026	0.64%	\$1.29	\$3,894.90	50	\$77.90	0
San Diego	247,193	1,282	0.52%	\$1.57	\$2,011.38	21	\$95.78	0
Seattle	245,808	1,306	0.53%	\$1.49	\$1,952.05	28	\$69.72	0
Portland	135,561	1,019	0.75%	\$1.23	\$1,253.42	13	\$96.42	0

\$1.40  
CPC

472  
TOS 115  
CONVERSIONS

\$32.89  
COST PER TOS 115  
CONVERSION



\*These visuals only include ads which have specified DMAs attached to them. The labels to the left include all ads which ran during the specified time period. In Persona, "Other" refers to paid search ads.

# Paid Social Performance

Start Date  
9/1/2021

End Date  
9/30/2021

607,596  
IMPRESSIONS

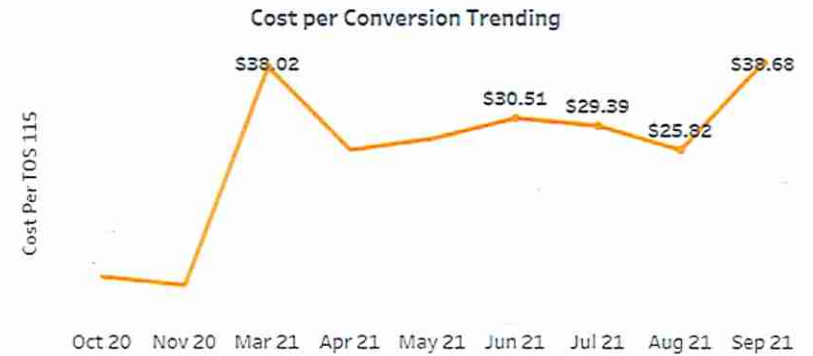
8,527  
CLICKS

\$0.90  
CPC

199  
TOS 115  
CONVERSIONS

\$38.68  
COST PER TOS 115  
CONVERSION

- Campaigns performed with strong CTRs and converted 199 TOS conversions.
- All audiences served provided healthy CTRs.
  - Sustainability and retargeting campaigns served the strongest CTRs.
  - Millennial Megan and High Value audiences earned the highest number of TOS 115 conversions.
  - Boomer Ben and Jones Family have nearly double the CTR vs Millennial Megan.



Targeting	Persona	Impressions	Clicks	CTR	CPC	Cost	Book Now Conversions	TOS 115	Cost Per TOS 115
Prospecting	Millennial Megan	191,191	1,529	0.80%	\$1.23	\$1,880.01	0	41	\$45.85
	The Jones Family	177,360	2,983	1.68%	\$0.63	\$1,880.01	0	20	\$94.00
	High Value	151,813	1,429	0.94%	\$1.95	\$2,789.25	4	46	\$60.64
	Sustainability	37,885	1,432	3.78%	\$0.35	\$505.92	3	30	\$16.86
	Boomer Ben	6,109	114	1.87%	\$0.63	\$71.70	0	0	\$0.00
Retargeting	Retargeting	43,238	1,040	2.41%	\$0.55	\$570.61	1	62	\$9.20
<b>Total</b>		<b>607,596</b>	<b>8,527</b>	<b>1.40%</b>	<b>\$0.90</b>	<b>\$7,697.50</b>	<b>8</b>	<b>199</b>	<b>\$38.68</b>

# Paid Social Creative Performance

Start Date  
9/1/2021

End Date  
9/30/2021

## Creative Performance

607,596  
IMPRESSIONS

8,527  
CLICKS

\$0.90  
CPC

199  
TOS 115  
CONVERSIONS

\$38.68  
COST PER TOS 115  
CONVERSION

			Impressions	Clicks	CTR	Cost	CPC	TOS 115	Cost Per TOS 115
Facebook	Prospecting	Millennial Megan	188,065	1,521	0.81%	\$1,861	\$1.22	41	\$45.38
		The Jones Family	176,609	2,981	1.69%	\$1,877	\$0.63	20	\$93.86
		High Value	138,460	1,355	0.98%	\$2,556	\$1.89	46	\$55.58
		Sustainability	34,474	1,386	4.02%	\$462	\$0.33	30	\$15.39
		Boomer Ben	6,086	114	1.87%	\$71	\$0.63	0	\$0.00
	Retargeting	Retargeting	41,631	1,031	2.48%	\$551	\$0.53	62	\$8.89
Instagram	Prospecting	Millennial Megan	3,126	8	0.26%	\$19	\$2.43	0	\$0.00
		The Jones Family	751	2	0.27%	\$3	\$1.44	0	\$0.00
		High Value	13,353	74	0.55%	\$233	\$3.15	0	\$0.00
		Sustainability	3,411	46	1.35%	\$44	\$0.96	0	\$0.00
		Boomer Ben	23	0	0.00%	\$0	\$0.00	0	\$0.00
	Retargeting	Retargeting	1,607	9	0.56%	\$19	\$2.16	0	\$0.00



# Paid Search Performance

Start Date  
9/1/2021

End Date  
9/30/2021

San Diego provided the highest CTR for paid search, followed closely by Los Angeles.

## Ad Group Performance

30,988  
IMPRESSIONS

608  
CLICKS

\$0.55  
COST PER CLICK

7  
TOS 115  
CONVERSIONS

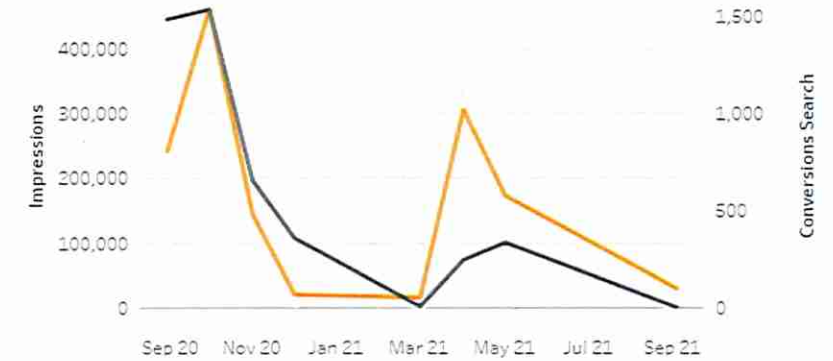
\$156.69  
COST PER TOS 115  
CONVERSIONS



### Impressions | Clicks



### Impressions | Conversions



# Paid Search Performance

Start Date  
9/1/2021

End Date  
9/30/2021

Top searches were around activities.

## Keyword Performance

	Impressions	Clicks	CPC	CTR	Cost	Conversions	Conversion Rate	Cost per Conversions
fishing	14,865	166	\$0.80	1.12%	\$207.63	0	0.0%	\$0.14
hiking	6,160	87	\$0.48	1.41%	\$179.49	2	2.3%	\$0.68
beaches	2,062	25	\$1.12	1.21%	\$22.23	3	12.0%	\$0.05
camping California	1,816	119	\$0.42	6.55%	\$282.25	0	0.0%	\$0.00
best camping	1,458	86	\$0.42	5.90%	\$206.27	0	0.0%	\$0.45
kayaking	1,291	15	\$0.82	1.16%	\$18.19	2	13.3%	\$0.02
boating	672	22	\$0.82	3.27%	\$26.91	0	0.0%	\$0.33
mountain biking	287	3	\$0.84	1.05%	\$3.57	0	0.0%	\$0.00
outdoor hiking	198	5	\$0.51	2.53%	\$9.89	0	0.0%	\$0.00
best hiking	176	5	\$0.48	2.84%	\$10.45	0	0.0%	\$0.00
lakeside camping	158	9	\$0.40	5.70%	\$22.77	0	0.0%	\$0.17
paddle boarding	144	0	\$0.00	0.00%	\$0.00	0	0.0%	\$0.00
horseback riding	122	2	\$1.00	1.64%	\$2.00	0	0.0%	\$0.00
camping vacation	117	3	\$0.43	2.56%	\$6.99	0	0.0%	\$0.02
hiking trails	115	4	\$0.53	3.48%	\$7.53	0	0.0%	\$0.07
october vacations	102	6	\$0.67	5.88%	\$8.94	0	0.0%	\$0.00
river rafting	83	2	\$0.85	2.41%	\$2.34	0	0.0%	\$0.00
best october vacation spo..	81	2	\$0.65	2.47%	\$3.09	0	0.0%	\$0.00
golf California	80	1	\$0.83	1.25%	\$1.20	0	0.0%	\$0.00
november vacations	72	5	\$0.66	6.94%	\$7.57	0	0.0%	\$0.00
fall vacation	71	2	\$0.71	2.82%	\$2.80	0	0.0%	\$0.00
fall getaways	68	1	\$0.75	1.47%	\$1.34	0	0.0%	\$0.00
camping Nevada	66	7	\$0.44	10.61%	\$16.00	0	0.0%	\$0.00
trails for hiking	64	1	\$0.53	1.56%	\$1.87	0	0.0%	\$0.00
fall vacation spots	55	3	\$0.67	5.45%	\$4.50	0	0.0%	\$0.03
top rated camping	49	6	\$0.45	12.24%	\$13.32	0	0.0%	\$0.00

# Display Performance

Start Date  
9/1/2021

End Date  
9/30/2021

1,121,310  
IMPRESSIONS

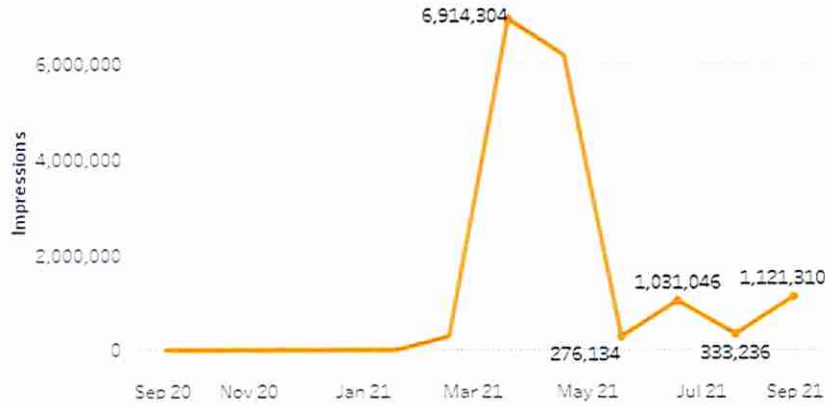
1,968  
CLICKS

\$3.42  
CPC

266  
TOS 115  
CONVERSIONS

\$25.29  
COST PER TOS 115  
CONVERSION

Display Impressions Trending



Cost per Conversion Trending



Targeting	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Prospecting	756,864	1,521	0.20%	\$2.99	\$4,540.76	173	\$26.25
Retargeting	364,446	447	0.12%	\$4.89	\$2,186.68	93	\$23.51
<b>Grand Total</b>	<b>1,121,310</b>	<b>1,968</b>	<b>0.18%</b>	<b>\$3.42</b>	<b>\$6,727.44</b>	<b>266</b>	<b>\$25.29</b>

# Display Creative Performance

Start Date  
9/1/2021

End Date  
9/30/2021

1,121,240  
IMPRESSIONS

1,967  
CLICKS

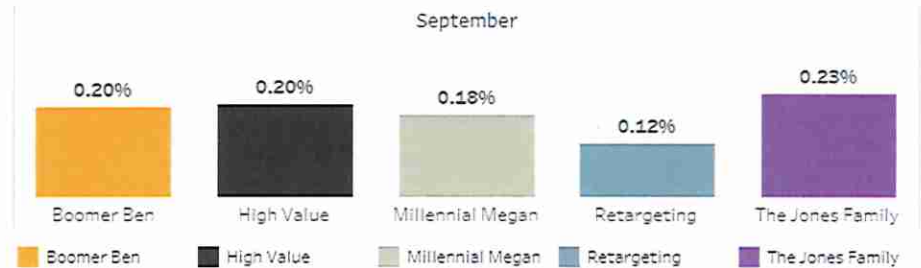
\$3.42  
CPC

144  
TOS 115  
CONVERSIONS

\$46.72  
COST PER TOS 115  
CONVERSION

- After increasing spend and expanding audiences and markets, display TOS conversions jumped 136% from August.
- RT strategy performed appropriately with lowest cost per TOS conversion.
- Jones Family had the highest cost per TOS conversion for display. Targeting metrics are being adjusted here and in other areas to improve TOS.

## Creative CTR Trending



Persona	DMA	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Retargeting	Other	323,637	385	0.12%	\$5.04	\$1,941.82	87	\$22.32
Millennial Megan	Los Angeles	143,360	252	0.18%	\$3.41	\$860.16	9	\$95.57
	San Diego	78,577	125	0.16%	\$3.77	\$471.46	6	\$78.58
	Seattle	72,729	128	0.18%	\$3.41	\$436.37	5	\$87.27
	Portland	17,534	61	0.35%	\$1.72	\$105.20	0	\$0.00
	Other	11	14	127.27%	\$0.00	\$0.07	0	\$0.00
Boomer Ben	Los Angeles	105,219	180	0.17%	\$3.51	\$631.31	8	\$78.91
	San Diego	57,091	112	0.20%	\$3.06	\$342.55	4	\$85.64
	Seattle	52,959	87	0.16%	\$3.65	\$317.75	7	\$45.39
	Portland	16,784	66	0.39%	\$1.53	\$100.70	0	\$0.00
	Other	11	14	127.27%	\$0.00	\$0.07	0	\$0.00
The Jones Family	Los Angeles	67,400	149	0.22%	\$2.71	\$404.40	2	\$202.20
	Other	40,798	48	0.12%	\$5.10	\$244.79	6	\$40.80
	San Diego	35,929	82	0.23%	\$2.63	\$215.57	2	\$107.79
	Seattle	33,575	88	0.26%	\$2.29	\$201.45	1	\$201.45
	Portland	16,040	69	0.43%	\$1.39	\$96.24	0	\$0.00
High Value	Other	59,597	121	0.20%	\$2.96	\$357.58	7	\$51.08
<b>Grand Total</b>		<b>1,121,240</b>	<b>1,967</b>	<b>0.18%</b>	<b>\$3.42</b>	<b>\$6,727.44</b>	<b>144</b>	<b>\$46.72</b>

## Consumer Paid Media Recommendations

- Campaign launched in later September; thus, sample sizes are not large enough to make stronger optimizations beyond the below.
- The Sustainability message strongly resonated across social.
  - Continue Sustainability campaigns on Facebook through all seasons.
- Continue to lead with social (lowest cost per TOS and highest CTRs) and back strongly with display (highest TOS results).
  - For social, continue impression optimization for higher-performing ads to grow TOS conversion.
  - For display, look for further enhancements to reach vs frequency for locals and visitors.
- Continue driving High Value performance on social and optimize display delivery for improved TOS conversion results.
- Adjust Jones Family targeting metrics in display and social to lower cost per TOS conversion.



north lake tahoe

## MCC Paid Media Executive Summary

- Even with a shortened run-time, the display campaigns performed well with good engagement rates and impression delivery to targeted MCC audiences.
- Overdelivered with a \$3.13 lower CPM and 2,400 more impressions than expected.
- While the campaign drove 3 TOS conversions in the two-day run, we did not see any RFP conversions. This likely a result of the shorter run time and other paths for RFP's. (CVENT, HelmsBriscoe, etc.)



north lake tahoe

# All Campaigns Overview

Start Date: 9/1/2021  
End Date: 9/30/2021

**1,770,795**  
IMPRESSIONS

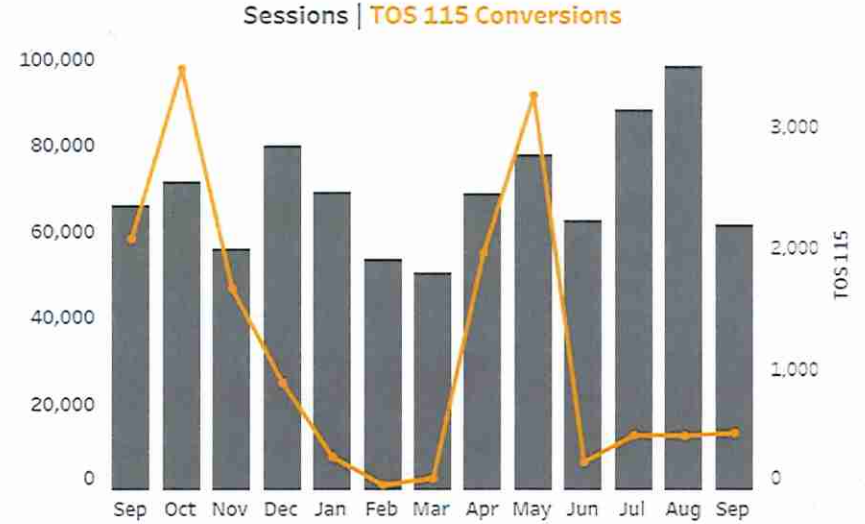
**\$1.40**  
COST PER CLICK

**11,172**  
CLICKS

**476**  
TOS  
CONVERSIONS

**\$32.77**  
COST PER TOS  
CONVERSION

- MCC served at a 20% higher CTR than the MCC 2020-21 annual average.
- September's MCC matched Consumer for CTR and cost \$7.63 less per TOS conversion.



## Campaign Overview

Campaign	Impressions	Clicks	CTR	CPC	Spend	TOS 115	Cost per Conversion	Book Now Conversions
Consumer	1,759,999	11,103	0.63%	\$1.40	\$15,521.79	473	\$32.62	12
MCC	10,796	69	0.64%	\$0.70	\$48.23	3	\$16.08	0
<b>Total</b>	<b>1,770,795</b>	<b>11,172</b>	<b>0.63%</b>	<b>\$1.40</b>	<b>\$15,570.02</b>	<b>476</b>	<b>\$32.77</b>	<b>12</b>

## Overview by Campaign

Start Date  
9/1/2021

End Date  
9/30/2021

**10,796**  
IMPRESSIONS

- Delivered a \$3.13 lower CPM and 2,400 more impressions than expected.
- Display went live later in September and accounts for the lower cost and time run compared to month-long campaigns.

**69**  
CLICKS

**\$0.70**  
COST PER CLICK

**3**  
TOS CONVERSIONS

**\$25.19**  
COST PER TOS  
CONVERSION

Sessions | TOS 115 Conversions



Campaign	Impressions	Clicks	CTR	CPC	Spend	Book Now Conversions	TOS 115	Cost per Conversion
MCC	10,796	69	0.64%	\$0.70	\$48.23	0	3	\$16.08
<b>Total</b>	<b>10,796</b>	<b>69</b>	<b>0.64%</b>	<b>\$0.70</b>	<b>\$48.23</b>	<b>0</b>	<b>3</b>	<b>\$16.08</b>



# Overview by Medium

Start Date  
9/1/2021

End Date  
9/30/2021

10,796  
IMPRESSIONS

69  
CLICKS

\$0.70  
COST PER CLICK

## Cost per Conversion by Creative

Creative	TOS 115	TOS Conversion Rate	Spend	Cost per Conversion
Travel Access	2	10.0%	\$13.34	\$6.67
Group Activity	1	5.9%	\$11.54	\$11.54
Know Before You Go	0	0.0%	\$11.80	\$0.00
Hotel Venues	0	0.0%	\$11.54	\$0.00

## Cost per Conversion Trending



3  
TOS CONVERSIONS

\$25.19  
COST PER TOS  
CONVERSION

Channel	Impressions	Spend	Clicks	CPC	CTR	Book Now Conversions	TOS 115	Cost per Conversion
Display	10,796	\$48.23	69	\$0.70	0.64%	0	3	\$16.08
<b>Grand Total</b>	<b>10,796</b>	<b>\$48.23</b>	<b>69</b>	<b>\$0.70</b>	<b>0.64%</b>	<b>0</b>	<b>3</b>	<b>\$16.08</b>

# Display Performance by Placement

Start Date: 9/1/2021  
End Date: 9/30/2021

10,796  
IMPRESSIONS

69  
CLICKS

3  
TOS 115  
CONVERSIONS

0.64%  
CLICK THROUGH RATE

\$16.08  
COST PER  
TOS CONVERSION

- Will need a longer run time to better establish the data and make optimizations.
- September's initial rate of 1.5 TOS conversions per day passed the 2020-21 TOS average of .95 conversions per day.

Cost per Conversion Trending



Platform	Impressions	Clicks	CTR	CPC	Spend	TOS 115	Cost per Conversion
Programmatic Display	10,796	69	0.64%	\$0.70	\$48.23	3	\$16.08
<b>Grand Total</b>	<b>10,796</b>	<b>69</b>	<b>0.64%</b>	<b>\$0.70</b>	<b>\$48.23</b>	<b>3</b>	<b>\$16.08</b>

## Display Performance by Creative

Start Date  
9/1/2021

End Date  
9/30/2021

10,796  
IMPRESSIONS

- Both Travel Access and KBYG converted at similar levels for CTR and Travel Access resonated with the highest TOS conversions.

69  
CLICKS

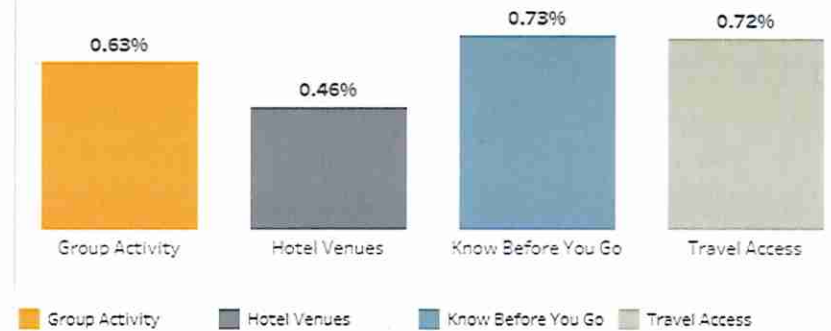
3  
TOS 115  
CONVERSIONS

0.64%  
CLICK THROUGH RATE

\$16.08  
COST PER  
TOS CONVERSION

Creative CTR Trending

September



Creative	Impressions	Clicks	CTR	CPC	Spend	TOS 115	Cost per Conversion
Travel Access	2,766	20	0.72%	\$0.67	\$13.34	2	\$6.67
Know Before You Go	2,736	20	0.73%	\$0.59	\$11.80	0	\$0.00
Group Activity	2,698	17	0.63%	\$0.68	\$11.54	1	\$11.54
Hotel Venues	2,596	12	0.46%	\$0.96	\$11.54	0	\$0.00
	10,796	69	0.64%	\$0.70	\$48.23	3	\$16.08

## MCC Paid Media Recommendation

- The campaign just started and only has a few days running. Will note optimizations in coming reports.



north lake tahoe

An aerial photograph of a person in a red kayak on a clear, turquoise lake. The water is so clear that large, light-colored rocks are visible beneath the surface. The shoreline is lined with lush green trees. A semi-transparent white rectangular box is overlaid on the center of the image, containing the word "Website" in a bold, dark blue font.

# Website

## Visitors & Sessions

Visitors (MoM)	Sessions	Page Views	Pages Per Session	Sessions Per User	Avg. Session Duration	Events	Pledge Form Completions
55,303 (-31%)	66,854 (-35%)	106,963 (-36%)	1.60 (-1%)	1.21 (-7%)	0:55 (-8%)	48,107 (-44%)	7 (-44%)

- There were 55,303 visitors to GoTahoeNorth.com, down 31% from August. Sessions were also up 17%.
- There were 48,107 events, down 44% and 7 pledge form completions.
- The decreases in traffic and events was most likely due to the Caldor Fire affecting lodging interest.



*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

## Location

State	Users	Time on Page
California	21,338	1:05
Oklahoma	4,647	0:03
Virginia	4,267	0:06
Nevada	3,956	1:17
Texas	2,048	1:22

City	Users	Time on Page
San Francisco	2,704	0:58
Los Angeles	2,121	0:45
Sacramento	2,019	0:58
Reno	1,489	1:25
Incline Village	1,202	1:25
Truckee	1,005	1:16
San Jose	810	1:13
San Diego	693	0:51
Roseville	665	1:33
New York	610	0:31

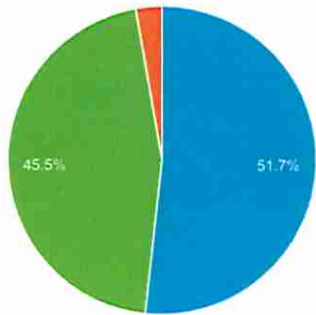
- Of the top five states, the most engaged with the website was Texas at 1:22.
- The top 10 cities were mostly nearby California and Nevada cities with Roseville as the most engaged audience at 1:33 average time on page. These locations were likely seeking local information about the Caldor Fire.

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



north lake tahoe

# Device



1. ■ desktop
2. ■ mobile
3. ■ tablet

Device Category	Acquisition		Behavior				Conversions	
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions
	55,303 <small>% of Total: 100.00% (55,303)</small>	53,090 <small>% of Total: 100.08% (53,050)</small>	66,854 <small>% of Total: 100.00% (66,854)</small>	76.94% <small>Avg for View: 76.94% (0.00%)</small>	1.60 <small>Avg for View: 1.60 (0.00%)</small>	00:00:55 <small>Avg for View: 00:00:55 (0.00%)</small>	64.60% <small>Avg for View: 64.60% (0.00%)</small>	43,185 <small>% of Total: 100.00% (43,185)</small>
1. desktop	28,513 (51.73%)	27,100 (51.05%)	33,727 (50.45%)	76.29%	1.70	00:00:59	65.78%	22,184 (51.37%)
2. mobile	25,090 (45.52%)	24,543 (46.23%)	31,170 (46.62%)	77.63%	1.49	00:00:51	62.22%	19,394 (44.91%)
3. tablet	1,520 (2.76%)	1,447 (2.73%)	1,957 (2.93%)	77.21%	1.57	00:00:55	82.12%	1,607 (3.72%)

- Most users visited the site from desktop with 51.7% of the total. We can attribute this shift to paid media pauses.
- Desktop users were the most engaged with 0:59 average time on page and 1.70 pages per session.

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*





## Top Pages Visited

- Users were most engaged with the Webcams page (3:59) followed by the Wildfire Resources Page (2:33). The webcams page also had many more visitors than the next highest page due most likely to the Caldor Fire.
- Demographics were a little more scattered this month, likely due to the lake of paid media targeting.

Page	Visitors	Time on Page	Top Demos
Webcams	15,545	3:59	M/55-64/Reno
Home	14,432	0:57	F/25-34/Los Angeles
Wildfire Resources	4,321	2:33	F/25-34/San Francisco
Fall Activities	3,944	1:45	F/45-54/Los Angeles
Events	2,821	1:45	F/25-34/New York
COVID-19	2,644	2:23	F/25-34/San Francisco
Lodging	2,422	1:22	F/35-44/San Francisco
Beach Activities	1,838	0:25	F/35-44/San Jose
Lake Tahoe Activities	1,697	0:34	F/25-34/San Jose
Biking	1,518	0:08	F/N/A/San Antonio

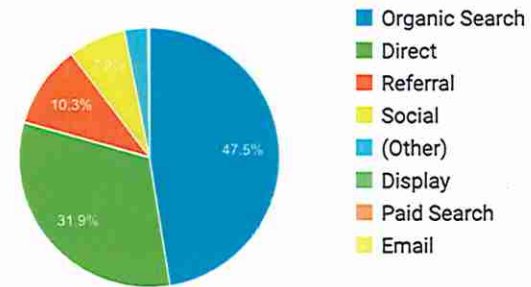
*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



## Channel Performance

- Organic Search brought in the most users to the website at 26,577.
- Users coming to the website from Referrals were the most engaged with the website (1:13).

Top Channels



Source	Visitors	Session Duration
Organic Search	26,577	1:11
Direct	17,851	0:30
Referral	5,779	1:13
Social	4,020	0:32
Paid Social	1,611	0:19

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



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## Referrals

- Facebook mobile brought in the most visitors at 2,607. VisitingLakeTahoe.com brought in the most engaged users (2:46).

Source	Visitors	Session Duration
Facebook Mobile	2,607	0:19
VisitingLakeTahoe.com	1,543	2:46
Facebook Link	518	1:18
Facebook Mobile Link	448	0:35
Facebook	206	0:01



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*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

## SEO Traffic Performance

Acquisition		Behavior				Conversions <span>All Goals ▾</span>	
Users <span>↕</span>	New Users <span>↕</span>	Sessions <span>↕</span>	Bounce Rate <span>↕</span>	Pages / Session <span>↕</span>	Avg. Session Duration <span>↕</span>	Goal Conversion Rate <span>↕</span>	Goal Completions <span>↕</span>
12.69% <span>▲</span> 49,626 vs 44,036	13.77% <span>▲</span> 47,858 vs 42,065	27.13% <span>▲</span> 67,313 vs 52,947	8.37% <span>▲</span> 76.30% vs 70.40%	13.07% <span>▲</span> 1.60 vs 1.84	22.20% <span>▲</span> 00:01:07 vs 00:01:26	3.39% <span>▲</span> 86.65% vs 83.82%	31.44% <span>▲</span> 58,330 vs 44,378

- Traffic from Organic Search was up 13% and goal completions were up 31% from July.
- Engagement metrics were slightly down but these numbers remain strong.
- For the SEO Technical work, the team is in progress on updating the Navigation and Site Structure.

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

## Blogs

- On 9/28, Augustine posted a blog around fire safety and supporting the Tahoe community. The blog reiterated the importance of fire safety, promoted helping the local community and encouraged readers to take the Traveler Responsibility Pledge.
- The blog had 30 page views and an average time on page of 2:36.



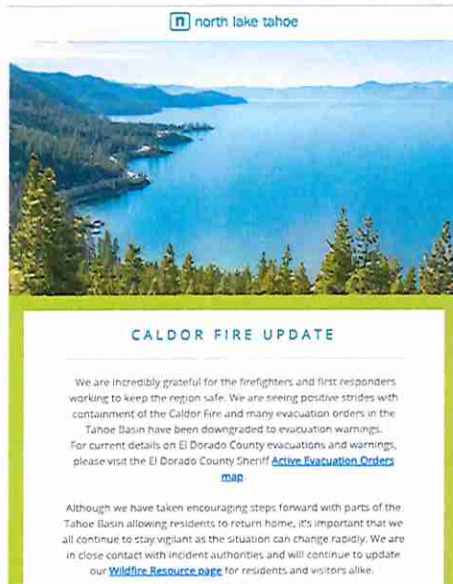
*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



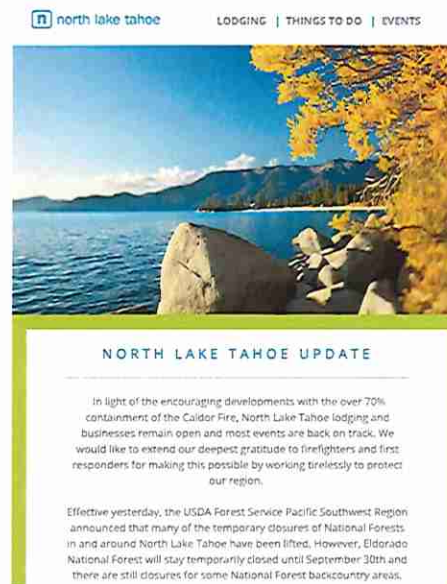
north lake tahoe

# eNewsletters

Two eNewsletters were sent out in September: Caldor Fire updates and reopening North Lake Tahoe.



Sent: 9/9  
Open Rate: 19.22%  
(Industry Avg: 16%)  
CTR: 1.26%  
(Industry Avg: 1.6%)



Sent: 9/17  
Open Rate: 13.49%  
(Industry Avg: 16%)  
CTR: 0.95%  
(Industry Avg: 1.6%)

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

# CrowdRiff Insights

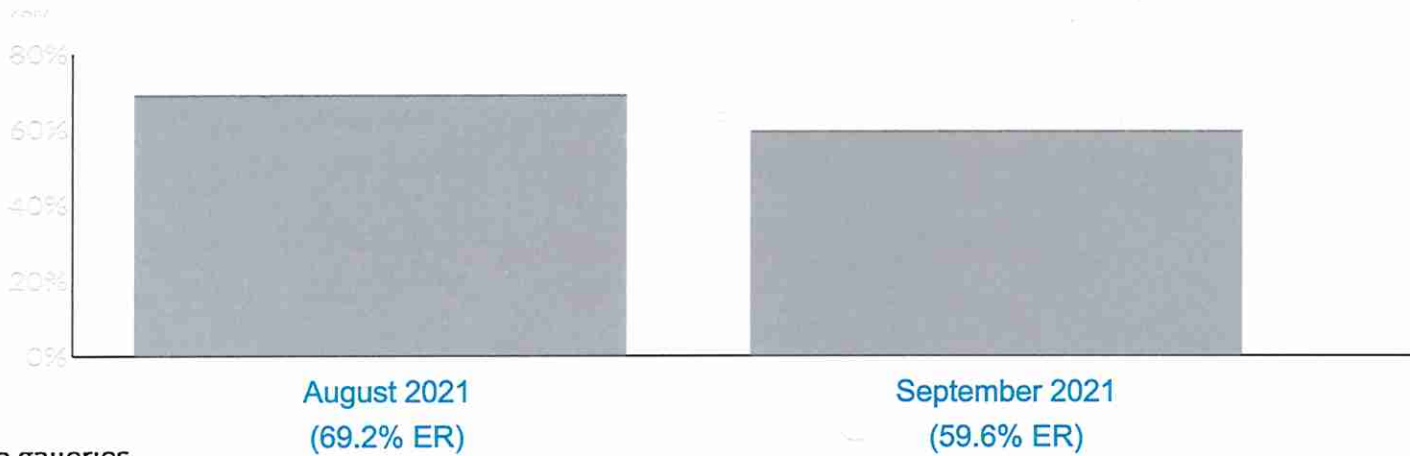
Sep 01, 2021 → Sep 30, 2021

Monthly

Engagement rate



For the selected date range your galleries had a **59.6% engagement rate**.  
Your engagement rate is calculated from **1.0k interactions** and **1.7k views**.



Top galleries.

Wedding page	66.7% Engagement rate	36 Interactions	54 Views
Home Page Test	59.6% Engagement rate	963 Interactions	1.6k Views
North Tahoe Eats	45.8% Engagement rate	11 Interactions	24 Views

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

# CrowdRiff Insights

Top assets.

Last 30 days Engagement rate





## SEO Traffic Performance

Acquisition			Behavior			Conversions <span>All Goals ▾</span>	
Users <sup>?</sup> ↓	New Users <sup>?</sup>	Sessions <sup>?</sup>	Bounce Rate <sup>?</sup>	Pages / Session <sup>?</sup>	Avg. Session Duration <sup>?</sup>	Goal Conversion Rate <sup>?</sup>	Goal Completions <sup>?</sup>
12.69% <span>▲</span> 49,626 vs 44,036	13.77% <span>▲</span> 47,858 vs 42,065	27.13% <span>▲</span> 67,313 vs 52,947	8.37% <span>▲</span> 76.30% vs 70.40%	13.07% <span>▲</span> 1.60 vs 1.84	22.20% <span>▲</span> 00:01:07 vs 00:01:26	3.39% <span>▲</span> 86.65% vs 83.82%	31.44% <span>▲</span> 58,330 vs 44,378

- Traffic from Organic Search was up 13% and goal completions were up 31% from July.
- Engagement metrics were slightly down but these numbers remain strong.

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

# SEO Progress

## Completed :

- Review site hierarchy
  - Map out current navigation
  - Identify duplicate and unnecessary pages
  - Mockup new navigation recommendations for desktop and mobile based on current navigation and duplicate/unnecessary pages

## In Progress:

- Listing page malfunction
- Event organizer and location clean up
- Keyword, SERP and page popularity research
- Optimize and implement new site structure map
- Search functionality
- H1 and H2 updates
- Plugin review



An aerial photograph of a person kayaking on a clear, turquoise lake. The kayaker is in a red kayak, positioned in the upper left quadrant. The water is exceptionally clear, revealing large, light-colored rocks at the bottom. On the right side, there are dense evergreen trees. A semi-transparent white rectangular box is centered over the middle of the image, containing the text "Public Relations" in a bold, dark blue font.

# Public Relations

## PR September Recap

- Augustine's PR efforts throughout the month primarily focused on Caldor Fire communication initiatives. The team continued to closely observe developments, update media talking points, monitor overall destination sentiment and execute post-crisis communication planning.
- Toward the end of the month, Augustine resumed general travel media relations efforts and FAM Tour planning.
- The team also completed an audit of the press room page and developed a Call for Content to be distributed to destination partners.
- Augustine submitted interest in and was selected to attend Visit California's Fall LA Media Event in October on behalf of North Lake Tahoe.



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## Post Crisis Communications

- Developed welcome back media talking points to be utilized for incoming media inquiries and owned channels related to the Caldor Fire.
- Developed and distributed a North Lake Tahoe specific welcome back press release.
  - The press release was distributed 9/14 to Sacramento, San Francisco Bay Area, San Diego, Los Angeles, and Reno/Tahoe media outlets as well as to various freelance journalists and national outlets.
- Supported various media inquiries/interviews related to the release as well as continued to monitor coverage and relevant updates.



## Post Crisis Communications Earned Media Results

- **Secured Clips:** 31+
- **Est. Digital Monthly Visits:** 8.48M
- **Est. Coverage Views:** 26.7K
- **Est. Audience Reach:** 646K
- Coverage included outlets across California markets and in Reno including Sacramento's CBS 13, Good Day Sacramento and Fox 40 affiliates; San Francisco's KRON 4, ABC 7 and CBS affiliates, Los Angeles' KTLA, San Diego's Fox 5, Reno's KRNV, KRXI and KOLO affiliates, among other outlets.



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# Welcome Back Coverage Highlights



## North Lake Tahoe bureaus officially welcome back visitors to region

by Ramsey Pfaffinger | Tuesday, September 14th 2021



Lake Tahoe Back In Action



CALIFORNIA

## North Lake Tahoe ready for tourists as Caldor fire threat diminishes



This photo taken July 13, 2020 at Lake Tahoe Nevada State Park shows a stretch of the lake's northeast shore looking north to...



## Lake Tahoe Ready To Welcome Back Caldor Fire Dies Down

By Heather Jamison | September 15, 2021 at 6:29 pm Filed Under: Caldor Fire, Lake Tahoe, Tahoe Tourism



FROM BEAUTIFUL PRODUCT TO A BEAUTIFUL HOME



Tourists welcomed back to North Lake Tahoe following Caldor Fire



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## Media Relations Updates

- As Augustine resumed general travel media relations efforts toward the end of the month, the team managed various media inquiries and pitched relevant journalists. The team also continues to coordinate and plan upcoming FAM Tours.
- Proactive Pitch Angles/Media Inquiries:
  - Halloween events
  - Dining globally
  - Tourism impacts going into fall/winter
  - Staffing shortages impacting region
  - How to have a safe golf trip
  - Snow resort updates
  - Stargazing opportunities
- Media Conversations:
  - Visit California, *Sierra Sun*, AARP, *Gold Country Media* newspapers, *San Jose Mercury News*, *Sunset Magazine*, Matador Network, freelance writers contributing to various outlets.



**MATADOR**  
network



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# General Earned Media Results

- Secured Clips: 2
- Est. Digital Monthly Visits: 1.11M
- Est. Digital Coverage Views: 4.02K
- Coverage featured Halloweekend at Homewood via [Visit California](#) and business optimism heading into fall via [Sierra Sun](#).



## Oct. 21–24: Halloweekend at Homewood, North Lake Tahoe

The weeks before ski season bring their own kind of fun at [North Lake Tahoe's](#) Homewood Mountain Resort: a trick-or-treat village, scary movie screenings, face painting, pumpkin decorating, and more. Be sure to take the spooky chairlift ride around dusk to enjoy haunted scenes along the mountainside.

## Upcoming FAM Tours

- Social Influencer:
  - Lindsay of Compass + Twine (audiences primarily within US/New York City)
  - Focus to include family-friendly travel, luxury experiences and lodging
  - Dates in Market: Oct. 20-24
- Traditional Media:
  - Cynthia Dial of JustLuxe and Travel Squire (national audiences)
  - Focus to include luxury travel, lodging, activities and restaurants
  - Dates in Market: Nov. 5-7



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compassandtwine [Follow](#) [...](#)

2,780 posts 30.5k followers 1,453 following

Compass + Twine  
Luxury Travel

• Writers: Signature Lux Travel, Orbitz  
• As seen on: Travel & Leisure, CNN Travel, NYT, AFAR, Fodor's, GOOP  
📍Mpls/Houston  
🏠Home  
[www.compassandtwine.com](http://www.compassandtwine.com)



Gulf Coast...



Travel Inspo



WritingPar...



The Baha...



Family Tra...



California



Turks & C...



## Upcoming PR Initiatives

- Continue to pitch local travel story angles to target media focusing on fall travel.
- Continue FAM Tour planning and coordination.
- Attend Visit California's LA Fall 2021 media event in October 2021.
- Develop a What's New/Seasonal press release.



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An aerial photograph of a person in a red kayak on a clear, turquoise lake. The water is so clear that large white rocks are visible at the bottom. The shoreline is lined with green evergreen trees. A semi-transparent white rectangular box is overlaid on the center of the image, containing the text "Social Media" in a bold, dark blue font.

# Social Media

## Facebook Overview

Data	August	September	MoM
Audience	130,528	130,520	-0.01%
Impressions	1,168,838	1,740,856	+48.9%
Engagement	39,400	47,694	+21.7%




- As a result of the Caldor Fire conditions, Augustine provided safety information, weather updates and welcome back content as the fire was contained.
- While content was paused due to the fire, Augustine continued to see increases in impressions and engagements.
- In September, 1.7M impressions and 7.3K post clicks were generated.
- The most reached audience was women aged 35-44. The highest reached locations included, Los Angeles, San Diego, Reno and Tahoe City.

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



# Facebook Top Posts

- Top posts included welcome back messaging, a thank you to frontline workers and general safety updates.
- Augustine continued to provide safety updates on social media to inform audiences of conditions in the area.
- The welcome back post generated 4,660 engagements, including 211 shares. This is a positive indicator that audiences were looking to North Lake Tahoe for wildfire condition updates.

Post Content	Total Engagements	Reactions	Comments	Shares	Post Link Clicks	Other Post Clicks
<p>Welcome back to North Lake Tahoe 🌲 We are looking forward to having guests for the fall season. Most businesses within North Lake Tahoe are open with no wildfire-related</p> 	4,660	2,626	93	211	106	1,624
<p>We'd like to send our deepest thanks and gratitude to all the firefighters, first responders and frontline workers this Labor Day for all your tireless hours working to protect our</p> 	3,930	2,675	102	163	-	990
<p>As the Tahoe basin continues to be impacted by the Caldor Fire, we encourage travelers to postpone their plans to visit North Lake Tahoe over Labor Day weekend. As travel is</p> 	1,745	499	56	74	124	992

*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



## Instagram Overview

Data	August	September	MoM
Audience	82,609	82,901	+0.4%
Impressions	631,111	445,473	-29.4%
Engagement	13,555	20,419	+50.6%

- While trip inspiration content was paused this month, there continued to be an upward trend in audience growth, gaining 292 followers.
- Additionally, due to providing safety updates, there was an increase in engagements this month.
- The most reached audience was women aged 25-34. The highest reached locations included Reno, Sparks and Sacramento.

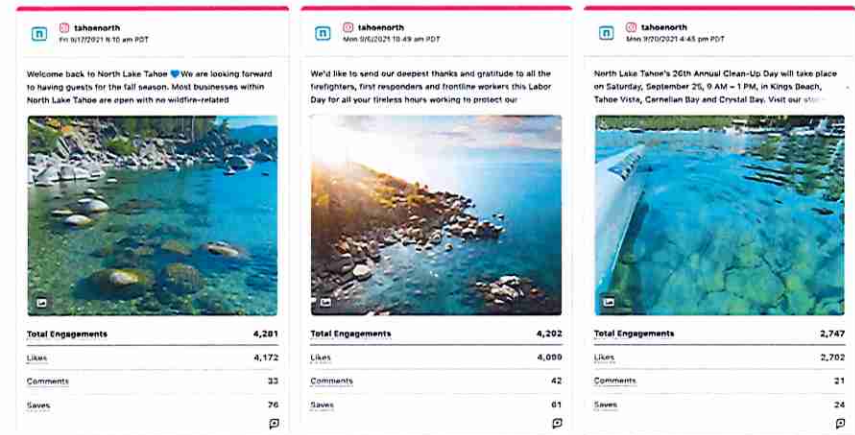
*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



north lake tahoe

# Instagram Top Posts

- Similar to Facebook, top posts included welcome back messaging, a thank you to front line workers as well as sustainability messaging.
- The welcome back post generated 4,281 engagements, including 76 saves.
- Throughout the month, North Lake Tahoe's Instagram audience continued to comment and mention well wishes for all impacted by the fire.



*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



## Twitter Overview

Data	August	September	MoM
Audience	22,823	22,928	+0.5%
Impressions	38,624	45,832	+17%
Engagement	1,484	1,648	+10.4%

- Content continued to provide updates and news. This continues to resonate well with increases in impressions and engagements.
- The Twitter audience increased this month, gaining 105 followers.
- Similar to last month, increases during the pause in content continue to prove that Twitter audiences are engaged with newsworthy content and updates relating to North Lake Tahoe versus travel inspiration.

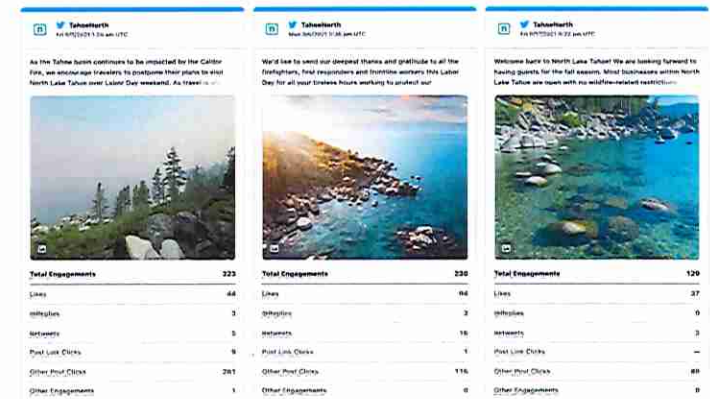
*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



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## Twitter Top Posts

- Similar to Facebook and Instagram, top posts provided safety updates with welcome back messaging and thanks for first responders.
- The top post on Twitter was a general safety update that generated 323 engagements including 261 clicks.
- The increase in followers indicates the audience on Twitter is reliant upon our page for updates.



*\*Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

## Upcoming Initiatives

- Pinterest
  - Build seasonal custom assets for Pinterest in alignment with ongoing paid media campaigns.
- LinkedIn
  - Create LinkedIn Strategy including MCC assets.
- Blogs
  - Add CA Now Stories to blogs for increased destination awareness.



north lake tahoe

An aerial photograph of a person kayaking on a clear, turquoise lake. The kayaker is in the upper left quadrant, wearing a white shirt and a dark hat, with a yellow paddle. The water is exceptionally clear, revealing large, smooth, light-colored rocks at the bottom. Lush green trees line the right and bottom edges of the frame. A semi-transparent white rectangular box is centered over the image, containing the text "Traveler Responsibility Pledge" in a bold, dark blue font.

# Traveler Responsibility Pledge

## Traveler Responsibility Pledge QR Code Results

- QR codes were generated to track traffic across collateral, print ads and signage.
- To date, the sandwich boards have provided the vast majority of scans (227 total, 11 in September).
- The swag tags made the list in September with six scans, with the number of scans growing vastly into October.
- The posters also made it to the list in September with four scans.
- Scans are completely mostly on iPhones, with devices registered primarily in Chicago, followed by Modesto and San Jose.



# QR Code September Results – Sandwich Boards

SCANS OVER TIME



SCANS BY OPERATING SYSTEM



Show less ^

SCANS BY TOP COUNTRIES

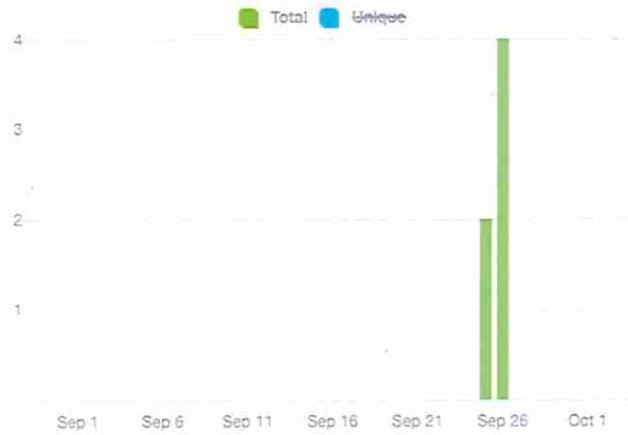
#	Country	Scans	%
1	United States	11	100%

SCANS BY TOP CITIES

#	City	Scans	%
1	Chicago	3	27.27%
2	Lovelock	2	18.18%
3	Indianapolis	2	18.18%
4	Modesto	1	9.09%
5	Jackson	1	9.09%
6	San Jose	1	9.09%

# QR Code September Results – Swag Tags

SCANS OVER TIME



SCANS BY OPERATING SYSTEM



SCANS BY TOP COUNTRIES

#	Country	Scans	%
1	United States	6	100%

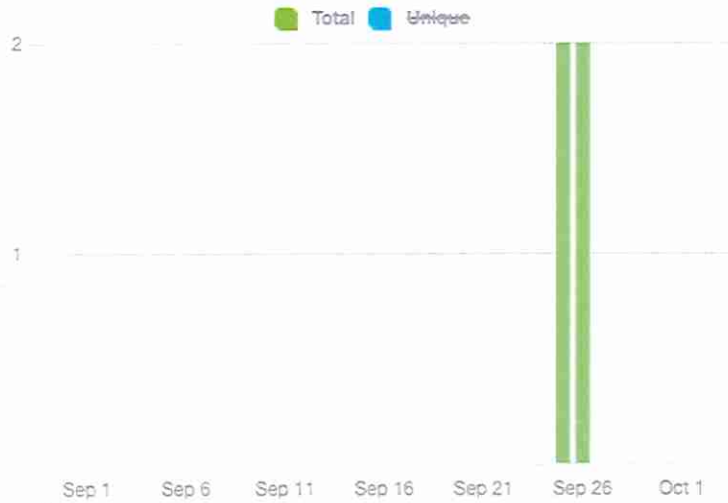
SCANS BY TOP CITIES

#	City	Scans	%
1	Reno	1	16.67%
2	Vineyard	1	16.67%
3	San Francisco (South Beach)	1	16.67%
4	Olympic Valley	1	16.67%
5	Chicago	1	16.67%



# QR Code September Results – VIC Posters

SCANS OVER TIME



SCANS BY OPERATING SYSTEM



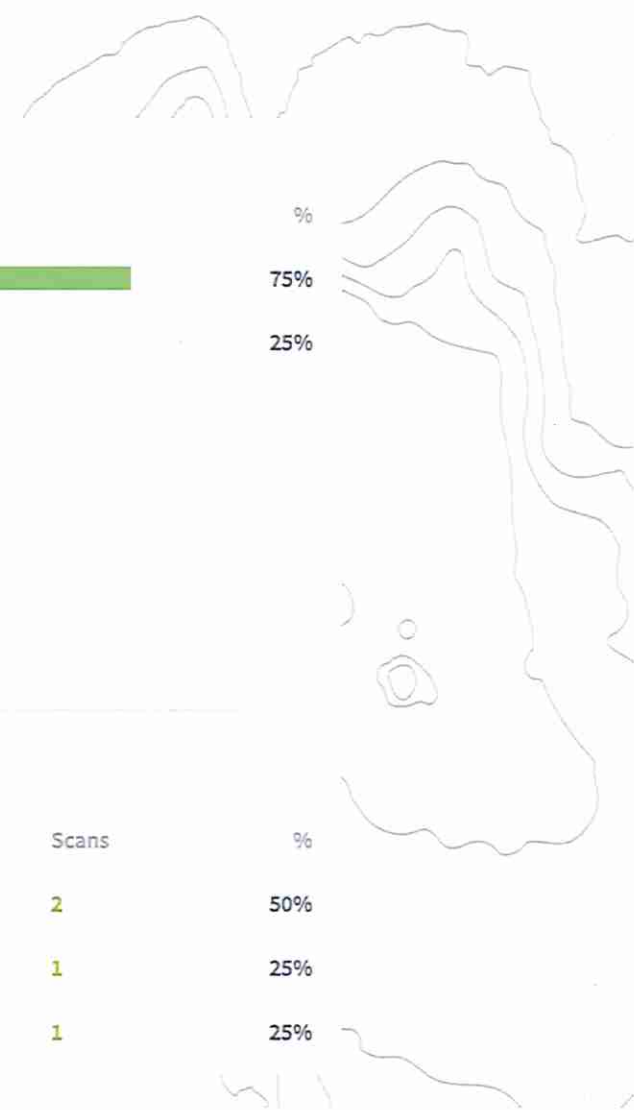
SCANS BY TOP COUNTRIES

#	Country	Scans	%
1	United States	4	100%

SCANS BY TOP CITIES

#	City	Scans	%
1	Chicago	2	50%
2	San Jose	1	25%
3	Modesto	1	25%

Show less ^





An aerial photograph of a person in a red kayak on a clear, turquoise lake. The water is so clear that large, light-colored rocks are visible beneath the surface. The shoreline is lined with dense evergreen trees. A semi-transparent white rectangular box is overlaid on the center of the image, containing the text "Other Creative Projects" in a bold, dark blue font.

## Other Creative Projects

## Creative Projects

- Developed wildfire safety social media ads to educate residents and travelers on how to be fire safe and prevent future wildfires.
- Finalizing the year-round Know Before You Go Responsible Travel Guide focusing on sustainability messaging.
- Completed Spartan Race deliverables: social media posts, :30 TV commercial, b-roll, email assets and print ad in preparation for the event in September.
- Fall campaign – finalized and trafficked creative for a wide variety of digital placements.
- Developed and presented new creative ideas and activations for the fiscal year.



north lake tahoe

An aerial photograph of a kayaker on a vibrant turquoise lake. The kayaker is positioned in the upper left quadrant, paddling a red kayak. The water is exceptionally clear, revealing large, light-colored rocks at the bottom. The right side of the image is framed by the dense green foliage of evergreen trees. A semi-transparent white rectangular box is centered over the middle of the image, containing the text "Industry Insights" in a bold, dark blue font.

# Industry Insights

## Industry Insights

- Consumer sentiment towards the virus and travel continues to trend positive as case rates decline. A greater number of Californians again believe the coronavirus situation will “get better” in the next month (41%) compared to those who think “get worse” (32%). 78% of California travelers are in the “ready to travel” mindset. Consumers are also increasingly more “excited” to travel and learn about new destinations. Resident sentiment towards welcoming visitors to their destination (49%) remained below levels reached in the early part of summer when case rates were low. (*Visit California*, "Recovery Research Dashboard – September 2021")
- Occupancy in the state for week ending Sept. 25 was at 66%, down 18% from the same week in 2019. Room demand was down 15%, driven by lower demand in the Gateway regions (-20%). California ADR declined slightly in September, down 6% for week ending Sept. 25 (relative to 2019). For the most recent week, TSA recorded 12.2 million passengers, down 25% from 2019. (*Visit California*, "Recovery Research Dashboard – September 2021")



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## Industry Insights

- American Travel Sentiment indicates a mixed bag among travelers in regard to the upcoming fall/holiday travel season, with 41% saying they plan on the same amount of travel and 32% saying they are planning fewer trips during the same season last year. On the positive side, 27% say they are actually planning more travel this fall/holiday season over last year. Overall demand for travel from now into early 2022 is solid, as 88% of American travelers indicate plans to travel in the next six months, and other Key Sentiment Indicators appear to be holding steady. Also, the news reports of the decline in the overall volume of delta variant cases in the U.S. is helping reverse or stabilize some the recent downward trends in resident/community sentiment in regards to welcoming back visitors to our communities, venturing outside our communities, and dining and shopping locally. (*Longwoods International*, "Travel Sentiment – Wave 47")



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## Industry Insights

- A combination of the recent Delta-variant surge and seasonality, Americans have slowed their previous rabid demand for travel. With the Covid-19 data making it appear that the peak of the Delta-variant fueled surge is likely over, high concerns about contracting the virus dropped another 4% to 56.4%. The greatest proportion of American travelers believe the pandemic situation will remain the same over the next month (38.6%). Nevertheless, over half (53.6%) of American travelers continue to say that what's recently happened with the Delta variant makes them less interested in traveling. And while 68.2% of Americans report travel planning or dreaming in the past week, back in June this was at 78.7%. Similarly, while 73.3% remain in a ready-to-travel-state-of-mind, this was at 82.8% in June. In the past two weeks, the percent of Americans who report having trips plans in October and November has dropped another 4 percentage points for each month. One perhaps fortunate related impact is the improvement in resident sentiment towards tourism—the percent who don't want tourists in town has dropped to 38.9% after reaching nearly half in August. (*Destination Analyst*, "American Travel Sentiment Week of October 4th")



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**THANK YOU**



Reno-Tahoe  
Airport  
Authority

# Reno-Tahoe International Airport

## Passengers and Cargo Statistics Report

September 2021



# U.S. DOMESTIC INDUSTRY OVERVIEW FOR SEPTEMBER 2021

## Systemwide RNO Airlines Domestic Flights – year over year comparison

Number of Flights *:	Up 62.1% vs. Sep 2020, down 14.3% vs. Sep 2019
Capacity of Seats *:	Up 68.4% vs. Sep 2020, down 10.9% vs. Sep 2019
Crude Oil Average:	\$71.65 per barrel in Sep 2021 \$39.63 per barrel in Sep 2020

## RNO Overview for September 2021 vs. September 2020

Total Passengers:	Up 84.6%
Avg. Enplaned Load Factor:	64.0%, up 0.6 pts.
Departures:	Up 84.3%
Departing Seats:	Up 82.2%
Cargo Volume:	Up 0.3%

## RNO Overview for September 2021 vs. September 2019

Total Passengers:	Down 22.8%
Avg. Enplaned Load Factor:	Down 15.8 pts.
Departures:	Down 3.6%
Departing Seats:	Down 6.3%

*Source: Airline Activity and Performance Reports; \* Cirium Flight Schedules via Diio mi*

## SEPTEMBER 2021 SUMMARY

Reno-Tahoe International Airport (RNO) served 302,929 passengers in September 2021, an increase of 84.6% versus September 2020, and a decrease of 22.8% versus September 2019. The September 2021 total seat capacity was up 82.2% and the flights increased 84.3% when compared to September 2020.

On October 24, 2021, aha!, powered by ExpressJet, will launch non-stop flights from RNO to eight cities across the western United States. aha! has chosen cities that do not currently have non-stop service to RNO, giving travelers access to convenient one-to-two hour non-stop flights. aha! will serve each community three times a week with 50-seat Embraer ERJ145 regional jets. The non-stop cities are Pasco/Tri-Cities, WA, Bakersfield, CA, Medford/Ashland, OR, Eugene/Springfield, OR, Ontario, CA, Redmond/Bend, OR, Eureka/Arcata, CA, and Fresno/Yosemite, CA.

On September 7, 2021, Southwest Airlines began daily non-stop flights between RNO and San Jose.

On September 9, 2021, American Airlines began daily non-stop flights between RNO and Austin.

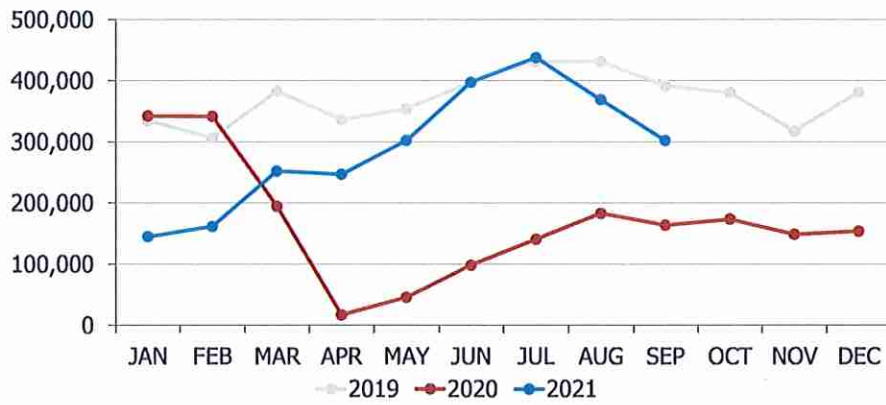
JSX offers non-stop flights from RNO to Orange County and Burbank using a 30-seat Embraer 135/145 aircraft. JSX operates out of Stellar Aviation, a private Fixed Base Operator, located at 485 South Rock Blvd.

RNO handled 13,055,518 pounds of air cargo in September 2021, an increase of 0.3% when compared to September 2020.

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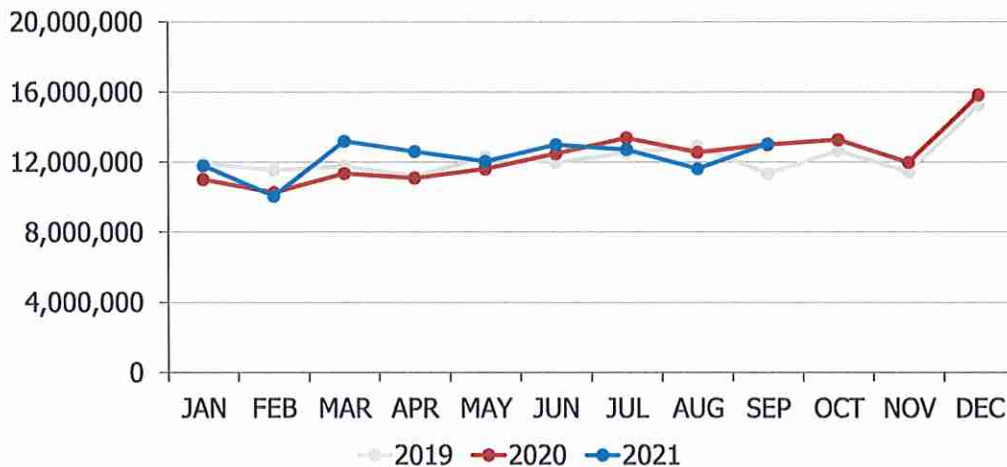


## Passengers



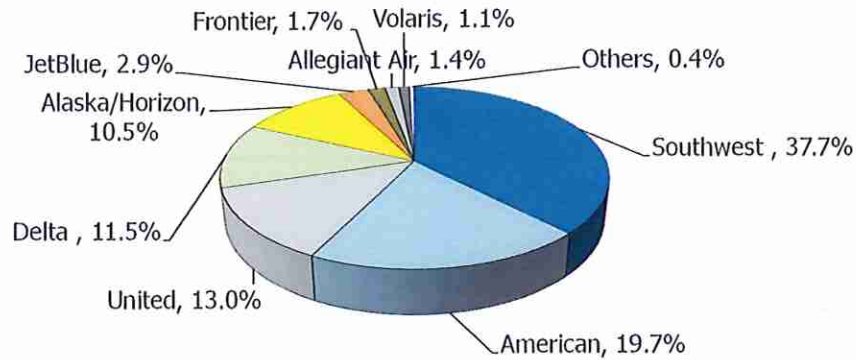
Total Passengers			
	Sep-21	Sep-20	Difference
Alaska/Horizon	34,661	16,414	111.2%
Allegiant Air	5,838	3,692	58.1%
American	60,652	38,836	56.2%
Delta	29,808	13,947	113.7%
Frontier	5,042	5,265	-4.2%
JetBlue	5,852	1,570	272.7%
Southwest	113,800	56,161	102.6%
United	42,625	25,536	66.9%
Volaris	3,342	2,075	61.1%

## Cargo



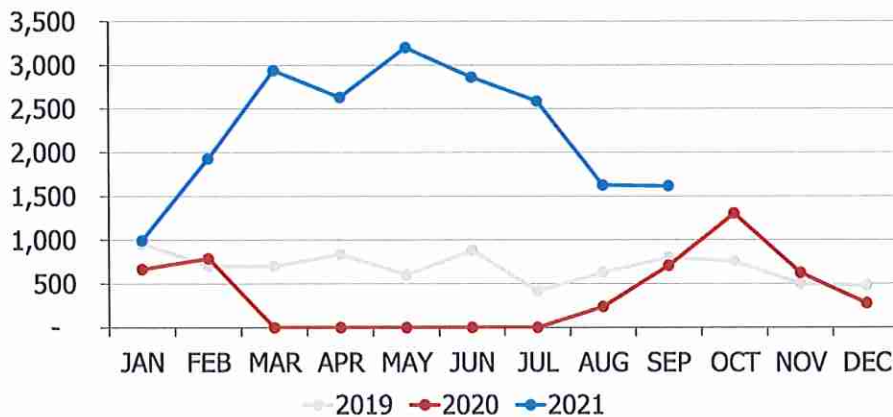
In September 2021, the UPS cargo volume was up 3.9% when compared to September 2020. FedEx was down 2.2% and DHL was down 3.7% during the same period.

## AIRLINE MARKET SHARE (passengers)



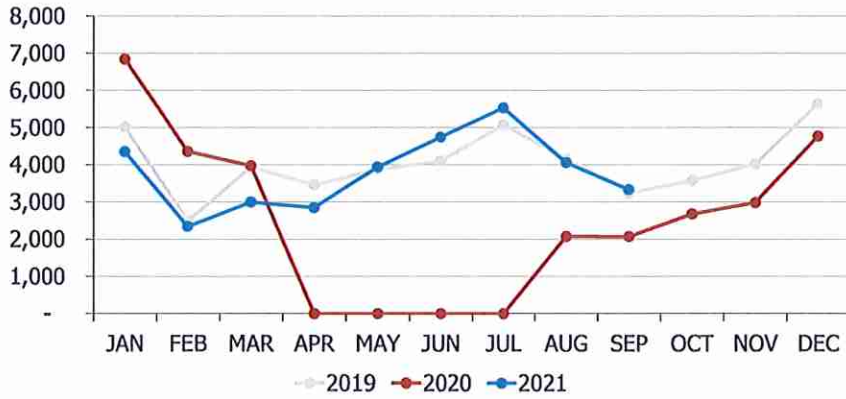
Airline Market Share			
	Sep-21	Sep-20	YOY Change
Alaska/Horizon	11.4%	10.0%	1.4
Allegiant Air	1.9%	2.2%	(0.3)
American	20.0%	23.7%	(3.6)
Delta	9.8%	8.5%	1.3
Frontier	1.7%	3.2%	(1.5)
JetBlue	1.9%	1.0%	1.0
Southwest	37.6%	34.2%	3.3
United	14.1%	15.6%	(1.5)
Volaris	1.1%	1.3%	(0.2)
Others	0.4%	0.4%	0.1

## TOTAL CHARTER PASSENGERS



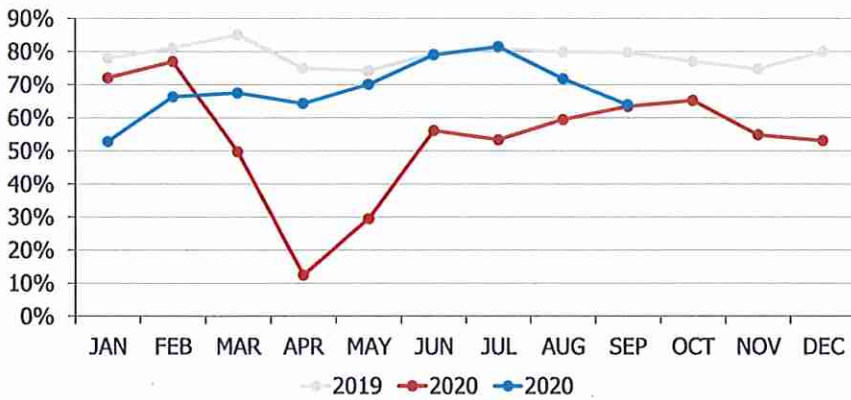
In September 2021, RNO served 1,618 passengers on charter flights, an increase of 128.9% when compared to September 2020.

## TOTAL INTERNATIONAL PASSENGERS

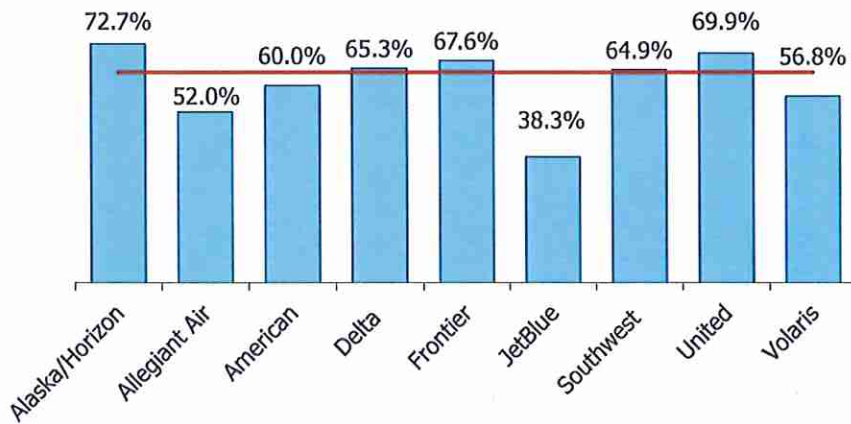


In September 2021, RNO served 3,342 international passengers, an increase of 61.1% versus September 2020.

## AVERAGE ENPLANED LOAD FACTOR

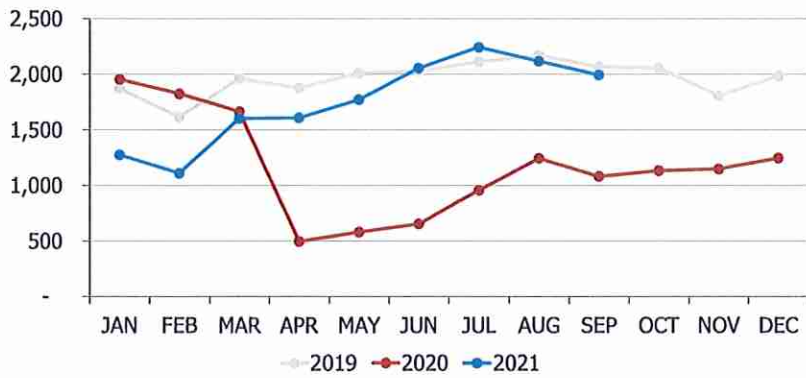


In September 2021, RNO's average enplaned load factor was 64.0%, an increase of 0.6 pts. versus September 2020.



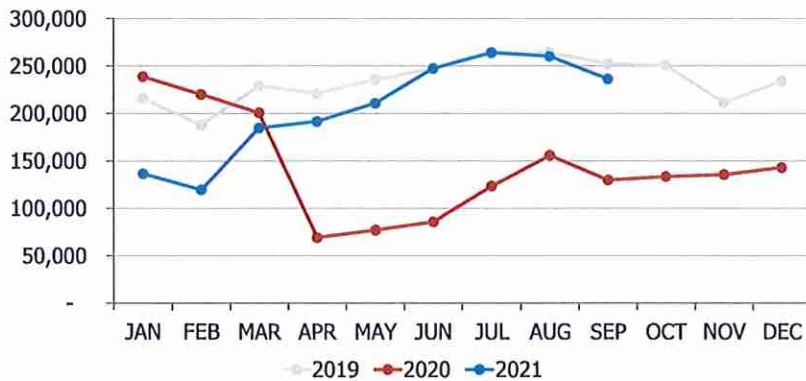
The red horizontal line on the left represents RNO's average enplaned load factor.

## DEPARTURES



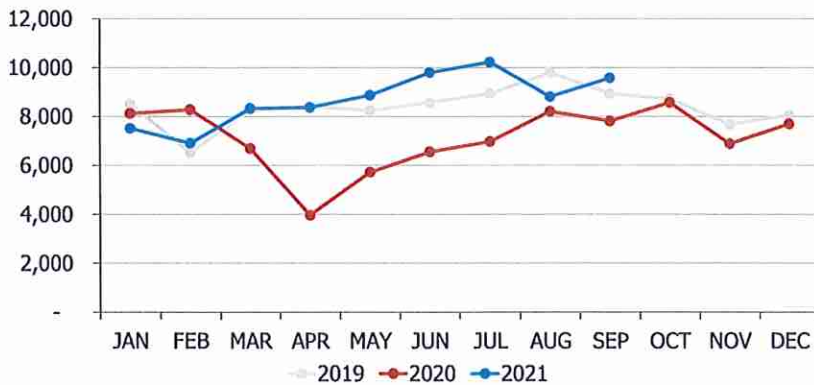
In September 2021, RNO handled 1,998 departures, an increase of 84.3% when compared to September 2020. This includes charter flights on Swift Air. Without the charter flights, the departures were up 84.2% for the same period.

## DEPARTING SEATS



In September 2021, RNO offered 236,862 departing seats, an increase of 82.2% when compared to September 2020.

## TOTAL OPERATIONS



A total of 9,580 operations were handled at RNO in September 2021, an increase of 22.6% when compared to September 2020. Total operations include: Air Carrier, Air Taxi, General Aviation and Military operations as reported by the FAA.

## November 2021 RNO Flight Schedule

Destination	Airlines	Total Departures	Details
<b>Arcata/Eureka</b>	aha! - ExpressJet	10	Begins Nov 9. Three weekly Tue, Thu, Sun
<b>Austin</b>	American	24	Five to six weekly flights the first three weeks. Then daily
<b>Bakersfield</b>	aha! - ExpressJet	13	Three weekly Mon, Wed, Fri
<b>Burbank</b>	Southwest	29	Daily
<b>Chicago-Midway</b>	Southwest	1	one flight on November 6. Then suspends for the season
<b>Chicago-O'Hare</b>	American	3	Two flights on Nov 1 and one flight on Nov 2. Then suspends for the season
<b>Dallas-Love</b>	Southwest	4	Daily flights on Nov 23, 24, 28, 29
<b>Dallas/Fort Worth</b>	American	89	Three daily
<b>Denver</b>	Southwest	74	Three daily. Once a day on Tue, Wed
	United	88	Three daily
<b>Eugene</b>	aha! - ExpressJet	13	Begins Nov 1. Three weekly Mon, Wed, Fri
<b>Fresno</b>	aha! - ExpressJet	9	Begins Nov 11. Twice weekly Wed, Fri
<b>Guadalajara</b>	Volaris	17	Four weekly. Mon, Wed, Thu, Fri
<b>Houston-Hobby</b>	Southwest	4	Daily flights on Nov 23, 24, 28, 29
<b>Houston-Intercontinental</b>	United	8	Daily flights on Nov 6, 7, 13, 14, 20, 21, 27, 28
<b>Las Vegas</b>	Allegiant	30	Daily
	Frontier	20	Four to six times a week
	Southwest	175	Five to seven times a day
<b>Long Beach</b>	Southwest	54	Twice daily. Once a day on Sat
<b>Los Angeles</b>	Alaska	48	Twice daily. Once a day starting Nov 19
	American	88	Three daily
	Delta	88	Three daily
	JetBlue	19	Four to five weekly flights
	Southwest	51	Twice daily. Once a day from Nov 1-6 and Sat
	United	58	Twice daily. Once a day on Nov 25, 26
<b>Medford</b>	aha! - ExpressJet	13	Three weekly Tue, Thu, Sun
<b>New York-JFK</b>	JetBlue	10	Daily, Nov 19-29
<b>Oakland</b>	Southwest	30	Daily
<b>Ontario</b>	aha! - ExpressJet	12	Begins Nov 4. Three weekly Tue, Thu, Sun
<b>Orange County</b>	Allegiant	1	Suspends after Nov 1
	Southwest	6	Once daily on Nov 20, 23, 24, 27, 28, 29
<b>Pasco</b>	aha! - ExpressJet	13	Three weekly Tue, Thu, Sun
<b>Phoenix</b>	American	118	Four daily
	Southwest	60	Twice daily
<b>Portland</b>	Alaska	40	Daily. Twice daily on Nov 2, 3, 7, 8, 11, 12, 14, 15, 18
<b>Redmond/Bend</b>	aha! - ExpressJet	11	Begins Nov 5. Three weekly Mon, Wed, Fri
<b>Salt Lake City</b>	Delta	113	Three to four daily
<b>San Diego</b>	Southwest	32	Daily
<b>San Francisco</b>	United	108	Three to four daily
<b>San Jose</b>	Southwest	29	Daily
<b>Seattle</b>	Alaska	110	Two to five times a day

Multiple airlines in a market

Source: Diio Mi, 10.21.2021

<b>JSX</b>	Burbank	Four weekly. Mon, Thu, Fri, Sun
	Orange County	Four weekly. Mon, Thu, Fri, Sun

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aha! Air Hotel Adventure										Schedule				
Airport/City	Code	Start Date	Day of Week							Departure		Arrival		
			Mon	Tue	Wed	Thu	Fri	Sat	Sun	RNO	Dest.	Dest.	RNO	
Pasco/Tri-Cities, WA	PSC	10.24.2021		X		X				X	2:05 PM	3:40 PM	4:25 PM	6:00 PM
Bakersfield, CA	BFL	10.25.2021	X		X		X				3:00 PM	4:15 PM	5:00 PM	6:15 PM
Medford/Ashland, OR	MFR	10.31.2021		X		X				X	10:00 AM	11:10 AM	11:55 AM	1:05 PM
Eugene/Springfield, OR	EUG	11.1.2021	X		X		X				10:25 AM	11:50 AM	12:35 PM	2:00 PM
Ontario, CA	ONT	11.4.2021		X		X				X	1:35 PM	3:03 PM	4:00 PM	5:28 PM
Redmond/Bend, OR	RDM	11.5.2021	X		X		X				9:50 AM	11:11 AM	11:55 AM	1:16 PM
Arcata/Eureka, CA	ACV	11.9.2021		X		X				X	9:30 AM	10:40 AM	11:25 AM	12:35 PM
Fresno, CA	FAT	11.10.2021	*		X			X			2:30 PM	3:33 PM	4:15 PM	5:18 PM

aha! will offer three weekly roundtrips to all destinations  
 \* = Monday flights added in December  
 For bookings go to [www.flyaha.com](http://www.flyaha.com)  
 Flights will be available on Expedia and Cheapoair on October 28  
 Expedia, Kayak and Travelocity is expected to go online on or before December 31  
 X = one roundtrip flight

Source: Schedules data via Diio Mi

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Total Passengers Sep-21						
	Passengers		% Diff.	Passengers		YOY % Diff.
	2019	2020		2021		
JAN	335,095	342,796	2.3%	145,421	-57.6%	
FEB	306,800	341,935	11.5%	162,071	-52.6%	
MAR	383,215	194,796	-49.2%	252,828	29.8%	
<b>1st QTR</b>	<b>1,025,110</b>	<b>879,527</b>	<b>-14.2%</b>	<b>560,320</b>	<b>-36.3%</b>	
APR	337,062	17,265	-94.9%	247,220	1331.9%	
MAY	354,311	46,015	-87.0%	302,403	557.2%	
JUN	397,211	98,619	-75.2%	397,906	303.5%	
<b>2nd QTR</b>	<b>1,088,584</b>	<b>161,899</b>	<b>-85.1%</b>	<b>947,529</b>	<b>485.3%</b>	
JUL	432,188	140,986	-67.4%	438,168	210.8%	
AUG	431,640	183,343	-57.5%	369,686	101.6%	
SEP	392,353	164,103	-58.2%	302,929	84.6%	
<b>3rd QTR</b>	<b>1,256,181</b>	<b>488,432</b>	<b>-61.1%</b>	<b>1,110,783</b>	<b>127.4%</b>	
OCT	380,879	173,682	-54.4%			
NOV	318,022	148,777	-53.2%			
DEC	381,897	154,103	-59.6%			
<b>4th QTR</b>	<b>1,080,798</b>	<b>476,562</b>	<b>-55.9%</b>	<b>0</b>		
<b>TOTAL</b>	<b>4,450,673</b>	<b>2,006,420</b>	<b>-54.9%</b>			
<b>YTD</b>		<b>1,529,858</b>		<b>2,618,632</b>	<b>71.2%</b>	

Total Enplaned Passengers Sep-21				
Month	2019	2020	2021	% Diff.
JAN	168,909	172,452	72,887	-57.7%
FEB	152,933	170,067	80,263	-52.8%
MAR	195,310	99,986	126,359	26.4%
APR	166,676	8,690	125,009	1338.5%
MAY	175,621	22,807	149,486	555.4%
JUN	197,397	48,274	197,261	308.6%
JUL	213,326	66,039	217,124	228.8%
AUG	211,958	93,015	188,207	102.3%
SEP	202,280	82,844	152,267	83.8%
OCT	193,859	87,379		
NOV	158,558	74,910		
DEC	187,914	76,164		
<b>TOTAL</b>	<b>2,224,741</b>	<b>1,002,627</b>	<b>1,308,863</b>	
<b>YTD Total</b>		<b>764,174</b>	<b>1,308,863</b>	<b>71.3%</b>

Total Deplaned Passengers				
Month	2019	2020	2021	% Diff.
JAN	166,186	170,344	72,534	-57.4%
FEB	153,867	171,868	81,808	-52.4%
MAR	187,905	94,810	126,469	33.4%
APR	170,386	8,575	122,211	1325.2%
MAY	178,690	23,208	152,917	558.9%
JUN	199,814	50,345	200,645	298.5%
JUL	218,862	74,947	221,044	194.9%
AUG	219,682	90,328	181,479	100.9%
SEP	190,073	81,259	150,662	85.4%
OCT	187,020	86,303		
NOV	159,464	73,867		
DEC	193,983	77,939		
<b>TOTAL</b>	<b>2,225,932</b>	<b>1,003,793</b>	<b>1,309,769</b>	
<b>YTD Total</b>		<b>765,684</b>	<b>1,309,769</b>	<b>71.1%</b>

Total Cargo Volume in Pounds Sep-21						
	Cargo in Pounds		% Diff.	2021		YOY % Diff.
	2019	2020		Pounds	Metric Tons	
JAN	11,940,830	11,008,444	-7.8%	11,805,228	5,354	7.2%
FEB	11,559,065	10,266,728	-11.2%	10,068,001	4,566	-1.9%
MAR	11,770,662	11,356,256	-3.5%	13,204,912	5,989	16.3%
<b>1st QTR</b>	<b>35,270,557</b>	<b>32,631,428</b>	<b>-7.5%</b>	<b>35,078,141</b>	<b>15,908</b>	<b>7.5%</b>
APR	11,208,216	11,090,789	-1.0%	12,611,682	5,720	13.7%
MAY	12,273,193	11,613,489	-5.4%	12,048,247	5,464	3.7%
JUN	11,988,693	12,488,906	4.2%	13,000,085	5,896	4.1%
<b>2nd QTR</b>	<b>35,470,102</b>	<b>35,193,184</b>	<b>-0.8%</b>	<b>37,660,014</b>	<b>17,079</b>	<b>7.0%</b>
JUL	12,537,938	13,387,102	6.8%	12,722,035	5,770	-5.0%
AUG	12,909,571	12,563,172	-2.7%	11,636,003	5,277	-7.4%
SEP	11,350,614	13,014,081	14.7%	13,055,518	5,921	0.3%
<b>3rd QTR</b>	<b>36,798,123</b>	<b>38,964,355</b>	<b>5.9%</b>	<b>37,413,556</b>	<b>16,968</b>	<b>-4.0%</b>
OCT	12,662,270	13,281,548	4.9%			
NOV	11,428,318	11,988,995	4.9%			
DEC	15,270,324	15,834,177	3.7%			
<b>4th QTR</b>	<b>39,360,912</b>	<b>41,104,720</b>	<b>4.4%</b>	<b>0</b>		
<b>TOTAL</b>	<b>146,899,694</b>	<b>147,893,687</b>	<b>0.7%</b>			
<b>YTD</b>		<b>106,788,967</b>		<b>110,151,711</b>	<b>49,955</b>	<b>3.1%</b>

Enplaned Passengers & Load Factor				
Airline	Enplaned	Sep-21	Sep-20	Diff.
Alaska/Horizon	17,645	72.7%	58.9%	13.9
Allegiant Air	3,089	52.0%	75.3%	-23.3
American	30,310	60.0%	74.9%	-14.9
Delta	15,152	65.3%	49.3%	16.0
Frontier	2,435	67.6%	68.9%	-1.3
JetBlue	3,103	38.3%	45.2%	-6.9
Southwest	57,015	64.9%	57.7%	7.1
United	21,201	69.9%	76.6%	-6.7
Volaris	1,728	56.8%	71.9%	-15.1

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north lake tahoe

Chamber | CVB | Resort Association

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

### VISITORS SERVED:

#### August 2021

Total TC & KB Walk-ins 4,190  
Total Phone Calls: 368  
Total 4,558

#### Sept 2020

Total TC & KB Walk-ins 4,047  
Total Phone Calls: 313  
Total 4,360

#### Sept 2021

Total TC&KB Walk-ins: 2,357  
Total Phone Calls: 336  
Total 2,693

### REFERRALS GIVEN TO VISITORS:

<b>Restaurants</b>  <b>265</b>	<b>Lodging</b>  <b>41</b>	<b>Historic / Museum</b>  <b>64</b>	<b>Events</b>  <b>68</b>
<b>Tours</b>  <b>27</b>	<b>Surrounding Towns (SLT / Truckee)</b>  <b>63</b>	<b>Retail</b>  <b>46</b>	<b>Transportation</b>  <b>35</b>
<b>Services – Covid 19 &amp; Smoke</b>  <b>248</b>	<b>Activities Mountain / Trails</b>  <b>258</b>	<b>Activities / Lake</b>  <b>341</b>	<b>Maps / Directions</b>  <b>574</b>

**TOTAL 2,030 = 68 referrals per day**

### September Highlights

- VIC sales and referrals are down due to very, very low visitors coming in the first 2 weeks of September due to smoke and fires in the area.
- YTD, our email correspondence to people looking for information from our GoTahoe North website is up 33% ([Info@gotahoenorth.com](mailto:Info@gotahoenorth.com)). Our phone calls are up from people calling wanting to know the air quality, fire danger, road and forest closures, evacuations and COVID restrictions.
- VIC staff has an average of referring local businesses, activities, restaurants and directions 68 times per day.
- Kings Beach Visitor Kiosk numbers are drastically down due to CA State Parks closing all Tahoe parks on 8/20/21 through 9/10/21.
- Continued servicing our local businesses by being a distribution center for 3 ply masks, sanitizer, funnels, pumps, signs and floor decals
- Helped advertise and manned NLTRA/VIC booth at Spartan.
- Meeting with Tahoe Fund and Tahoe Conservancy to continue VIC participation as the fulfillment center for the Plates for Powder Program.

# **North Lake Tahoe Marketing Cooperative**

Preliminary

Financial Statements for the Period Ending

September 30, 2021

**North Lake Tahoe Marketing Cooperative**

**Balance Sheet**

As of September 30, 2021

Accrual Basis

	<u>Sep 30, 21</u>	<u>Sep 30, 20</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Jun 30, 21</u>
<b>ASSETS</b>					
<b>Current Assets</b>					
Checking/Savings					
1000-00 · Cash	333,690	507,312	(173,622)	(34%)	216,621
<b>Total Checking/Savings</b>	<u>333,690</u>	<u>507,312</u>	<u>(173,622)</u>	<u>(34%)</u>	<u>216,621</u>
Accounts Receivable					
1200-00 · Accounts Receivable	0	153,658	(153,658)	(100%)	0
<b>Total Accounts Receivable</b>	<u>0</u>	<u>153,658</u>	<u>(153,658)</u>	<u>(100%)</u>	<u>0</u>
Other Current Assets					
1200-99 · Accounts Receivable - Other	0	7,970	(7,970)	(100%)	0
1300 · Reimbursements Receivable	0	132	(132)	(100%)	0
1350-00 · Security Deposits	100	100	0	0%	100
<b>Total Other Current Assets</b>	<u>100</u>	<u>8,202</u>	<u>(8,102)</u>	<u>(99%)</u>	<u>100</u>
<b>Total Current Assets</b>	<u>333,790</u>	<u>669,172</u>	<u>(335,382)</u>	<u>(50%)</u>	<u>216,721</u>
Other Assets					
1400-00 · Prepaid Expenses	79,714	25,777	53,937	209%	40,310
<b>Total Other Assets</b>	<u>79,714</u>	<u>25,777</u>	<u>53,937</u>	<u>209%</u>	<u>40,310</u>
<b>TOTAL ASSETS</b>	<u><u>413,504</u></u>	<u><u>694,949</u></u>	<u><u>(281,445)</u></u>	<u><u>(40%)</u></u>	<u><u>257,031</u></u>
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Accounts Payable					
2000-00 · Accounts Payable	46,035	67,397	(21,362)	(32%)	64,362
<b>Total Accounts Payable</b>	<u>46,035</u>	<u>67,397</u>	<u>(21,362)</u>	<u>(32%)</u>	<u>64,362</u>
<b>Total Current Liabilities</b>	<u>46,035</u>	<u>67,397</u>	<u>(21,362)</u>	<u>(32%)</u>	<u>64,362</u>
<b>Total Liabilities</b>	<u>46,035</u>	<u>67,397</u>	<u>(21,362)</u>	<u>(32%)</u>	<u>64,362</u>
<b>Equity</b>					
32000 · Unrestricted Net Assets	192,669	486,983	(294,314)	(60%)	486,983
Net Income	174,801	140,569	34,232	24%	(294,315)
<b>Total Equity</b>	<u>367,470</u>	<u>627,552</u>	<u>(260,082)</u>	<u>(41%)</u>	<u>192,668</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>413,505</u></u>	<u><u>694,949</u></u>	<u><u>(281,444)</u></u>	<u><u>(40%)</u></u>	<u><u>257,030</u></u>

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

September 2021

Accrual Basis

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Budget
<b>Income</b>							
4000-00 · LTIVCBVB Funding	57,666	57,666	0	172,998	172,998	0	692,000
4001-00 · NLTRA Funding	33,270	33,270	0	231,391	231,391	0	1,100,000
4004-00 · IVCBVB Entertainment	0	0	0	2,000	2,000	0	8,000
<b>Total Income</b>	<b>90,936</b>	<b>90,936</b>	<b>0</b>	<b>406,389</b>	<b>406,389</b>	<b>0</b>	<b>1,800,000</b>
<b>Gross Profit</b>	<b>90,936</b>	<b>90,936</b>	<b>0</b>	<b>406,389</b>	<b>406,389</b>	<b>0</b>	<b>1,800,000</b>
<b>Expense</b>							
<b>5000-00 · CONSUMER MARKETING</b>							
5002-01 · Native Display	833	12,500	(11,667)	2,500	12,500	(10,000)	70,000
5004-00 · Trip Advisor	0	9,000	(9,000)	0	9,000	(9,000)	50,000
5005-00 · Paid Social	8,076	22,000	(13,924)	19,401	33,118	(13,717)	132,960
5005-01 · Digital Display / Retargeting	10,515	10,500	15	21,946	21,640	306	79,000
5007-00 · Creative Production							
5007-01 · Creative Production	6,456	0	6,456	18,734	37,500	(18,766)	150,000
5007-02 · Website Production	120	0	120	120	0	120	0
5007-03 · Photo/Video Creative	2,244	2,373	(129)	6,973	7,119	(146)	28,469
5007-00 · Creative Production - Other	128	0	128	383	0	383	0
<b>Total 5007-00 · Creative Production</b>	<b>8,948</b>	<b>2,373</b>	<b>6,575</b>	<b>28,209</b>	<b>44,619</b>	<b>(18,410)</b>	<b>178,469</b>
5010-00 · Account Strategy & Management	7,000	7,000	0	21,000	21,000	0	84,000
5010-02 · Website Strategy & Analysis	0	0	0	2,500	0	2,500	0
5016 · Video Streaming	0	20,000	(20,000)	0	20,000	(20,000)	105,000
5018-00 · Media Commission	85	11,652	(11,567)	1,808	14,567	(12,759)	71,166
5018-01 · Digital Ad Serving	73	1,135	(1,062)	140	1,300	(1,160)	6,000
5020-00 · Search Engine Marketing	1,097	9,000	(7,903)	1,097	9,000	(7,903)	54,000
5022-00 · Email	0	5,000	(5,000)	0	5,000	(5,000)	20,000
5024-00 · Fusion 7	0	2,000	(2,000)	5,000	6,000	(1,000)	24,000
5025-00 · Expedia	0	0	0	0	0	0	15,000
5029-00 · Television	0	0	0	0	0	0	14,000
<b>Total 5000-00 · CONSUMER MARKETING</b>	<b>36,827</b>	<b>112,160</b>	<b>(75,333)</b>	<b>101,601</b>	<b>197,744</b>	<b>(96,143)</b>	<b>903,595</b>
<b>5110-00 · LEISURE SALES</b>							
5107-00 · Creative Production	0	500	(500)	0	500	(500)	2,000
5111-00 · FAMS - Domestic	0	500	(500)	0	500	(500)	1,500
5112-00 · Training / Sales Calls	120	0	120	1,620	0	1,620	5,000
5113-00 · Additional Opportunities	0	3,000	(3,000)	168	3,000	(2,832)	9,050
5115-00 · Travel Agent Incentive Program	0	0	0	0	0	0	4,750
5131-00 · FAMS - Intl - Travel Trade	0	750	(750)	0	750	(750)	2,250
5133-00 · Ski-Tops	0	0	0	0	0	0	4,000
5134-00 · Intl Marketing - Additional Opp	0	0	0	0	0	0	4,000
5137-00 · Co-op Opportunities	0	3,000	(3,000)	0	3,000	(3,000)	6,000
5143-00 · Mountain Travel Symposium	0	0	0	0	0	0	6,000
5144-00 · IPW - POW WOW	0	5,000	(5,000)	0	5,000	(5,000)	16,000
5145-00 · TIA Annual Dues	0	0	0	0	0	0	2,700
5155-00 · California Star Program	0	0	0	0	3,000	(3,000)	3,000
5157-00 · International Efforts	0	0	0	0	0	0	15,000
<b>Total 5110-00 · LEISURE SALES</b>	<b>120</b>	<b>12,750</b>	<b>(12,630)</b>	<b>1,788</b>	<b>15,750</b>	<b>(13,962)</b>	<b>81,250</b>
<b>5200-00 · PUBLIC RELATIONS</b>							
5200-01 · Strategy, Reporting, Mgmt, Etc.	5,000	5,000	0	5,000	10,000	(5,000)	55,000
5202-00 · PR Program/ Content Dev - Blogs	360	1,500	(1,140)	360	3,000	(2,640)	12,000
5204-00 · Media Mission(s)	559	0	559	559	0	559	24,000
5206-00 · Digital Buy/ Social Media Boost	800	800	0	2,400	2,400	0	9,600
5207-00 · Content Campaigns/Tools-My Emma	240	240	0	720	720	0	2,880
5208-00 · International Travel Media FAMS	0	0	0	0	0	0	3,000
5209-00 · Domestic Travel Media FAMS	0	3,100	(3,100)	0	3,100	(3,100)	18,600
5210-00 · Content Dev - Newsletters	480	1,800	(1,320)	480	5,400	(4,920)	21,600
5211-00 · Social Media Strategy & Mgmt	6,000	6,000	0	17,000	17,000	0	71,000
5212-00 · Social Giveaways & Contests	0	0	0	0	1,800	(1,800)	7,200
5214-00 · Social Takeover	0	2,500	(2,500)	0	2,500	(2,500)	10,000
5216-00 · PR Content Development + Distri	0	1,500	(1,500)	1,320	1,500	(180)	6,000
5221-00 · Photography & Video Assat Dev	0	2,000	(2,000)	0	2,000	(2,000)	8,000
5222-00 · Media Tracking / Membership	0	294	(294)	11	882	(871)	3,530
5280-00 · PR Meals / Entertainment	0	250	(250)	203	500	(297)	1,500
<b>Total 5200-00 · PUBLIC RELATIONS</b>	<b>13,439</b>	<b>24,984</b>	<b>(11,545)</b>	<b>28,052</b>	<b>50,802</b>	<b>(22,750)</b>	<b>253,910</b>
<b>6000-00 · CONFERENCE SALES</b>							
6005-00 · Paid Media	0	1,511	(1,511)	0	1,511	(1,511)	24,114
6006-00 · CVENT	1,462	916	546	2,174	2,722	(548)	10,987
6007-00 · Creative Production	330	0	330	330	0	330	10,000
6014-00 · MCC Group Incentive Program	0	0	0	0	0	0	7,000
6015-00 · MCC National Memberships	0	0	0	0	0	0	779
6018-00 · MCC Media Commission	2,457	459	1,998	2,688	459	2,229	4,590
6018-01 · MCC Digital Ad Serving	0	42	(42)	0	126	(126)	500
6019-00 · Conference Direct Partnership	1,750	0	1,750	1,750	7,000	(5,250)	7,000
6128-00 · HelmsBriscoe Strategic Partner	583	0	583	1,750	7,000	(5,250)	7,000
6152-00 · Client Events / Opportunities	0	0	0	0	1,000	(1,000)	17,000
6153-00 · Chicago Sales Rep Support	104	625	(521)	1,045	625	420	2,500
<b>Total 6000-00 · CONFERENCE SALES</b>	<b>6,685</b>	<b>3,553</b>	<b>3,132</b>	<b>9,737</b>	<b>20,443</b>	<b>(10,706)</b>	<b>91,450</b>
<b>6100-00 · TRADE SHOWS</b>							

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

Accrual Basis

	Sep 21	Budget	\$ Over Budget	Jul - Sep 21	YTD Budget	\$ Over Budget	Annual Budget
6111-00 · Site Inspections	0	1,500	(1,500)	138	1,500	(1,362)	6,000
6116-00 · CalSAE Seasonal Spectacular	0	0	0	0	0	0	5,000
6120-01 · Sac River Cats Client Event	0	0	0	500	0	500	0
6127-00 · CalSAE Annual	0	0	0	0	0	0	1,500
6143-00 · Connect Marketplace	0	0	0	0	6,000	(6,000)	6,000
6154-00 · HelmsBriscoe ABC	0	0	0	0	0	0	5,500
6156-00 · Connect California	0	0	0	0	0	0	5,500
6156-02 · Connect Chicago	0	1,000	(1,000)	0	4,700	(4,700)	4,700
6156-05 · Connect Northwest	0	0	0	0	0	0	5,500
6160-00 · AllThingsMeetings Silicon Valley	0	0	0	0	0	0	1,500
6160-01 · AllThingsMeetings East Bay	0	0	0	0	0	0	1,500
6165-00 · Bay Area Client Appreciation	0	0	0	0	0	0	4,500
6166-00 · Sports Commisision	0	420	(420)	0	420	(420)	420
6168-00 · Sacramento/Roseville TopGolf	0	0	0	0	0	0	2,500
6171-00 · Outdoor Retailer	0	0	0	0	0	0	1,500
6182-00 · Destination Celebration	0	0	0	0	0	0	2,275
<b>Total 6100-00 · TRADE SHOWS</b>	<b>0</b>	<b>2,920</b>	<b>(2,920)</b>	<b>638</b>	<b>12,620</b>	<b>(11,982)</b>	<b>53,895</b>
<b>7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>							
5008-00 · Cooperative Programs	0	3,000	(3,000)	0	3,000	(3,000)	30,000
5009-00 · Fulfillment / Mail	0	200	(200)	0	600	(600)	2,400
5021-00 · RASC-Reno Air Service Corp	0	25,000	(25,000)	25,000	25,000	0	100,000
5123-00 · HSVC - High Sierra Visitors	167	0	167	500	0	500	2,000
5124-00 · Reno Tahoe Territory Membership	0	0	0	0	1,000	(1,000)	1,000
7002-00 · CRM Subscription	7,609	885	6,724	10,109	2,855	7,454	10,620
7003-00 · IVCBVB Entertainment Fund	0	2,000	(2,000)	0	2,000	(2,000)	8,000
7004-00 · Research	3,492	2,750	742	5,714	8,250	(2,536)	83,000
7005-00 · Film Festival	0	0	0	0	15,000	(15,000)	15,000
7006-00 · Special Events	0	0	0	70	0	70	20,000
7007-00 · Destimetrics / DMX	0	0	0	0	0	0	33,352
7008-00 · Opportunistic Funds	0	0	0	0	0	0	25,000
7009-00 · Tahoe Cam Usage	0	177	(177)	0	531	(531)	2,124
7010-00 · Photo Management & Storage	621	625	(4)	1,862	1,875	(13)	7,757
7020-00 · Collateral Production / Printin	0	0	0	724	0	724	0
8700-00 · Automobile Expense*	9	0	9	9	0	9	0
<b>Total 7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>	<b>11,897</b>	<b>34,637</b>	<b>(22,740)</b>	<b>43,988</b>	<b>59,911</b>	<b>(15,923)</b>	<b>340,253</b>
<b>8000-00 · WEBSITE CONTENT &amp; MAINTENANCE</b>							
8002-00 · Content Manager Contractor	4,250	4,250	0	12,750	12,750	0	51,000
8003-00 · Website Hosting Maintenance	0	0	0	8,034	534	7,500	2,161
8004-00 · Website Strategy & Maintenance	7,500	7,500	0	15,000	22,500	(7,500)	80,000
8005-00 · Website SEO Strategy/Maint	7,500	2,500	5,000	10,000	7,500	2,500	30,000
<b>Total 8000-00 · WEBSITE CONTENT &amp; MAINTENANCE</b>	<b>19,250</b>	<b>14,250</b>	<b>5,000</b>	<b>45,784</b>	<b>43,284</b>	<b>2,500</b>	<b>173,161</b>
<b>Total Expense</b>	<b>88,019</b>	<b>205,254</b>	<b>(117,235)</b>	<b>231,588</b>	<b>400,554</b>	<b>(168,966)</b>	<b>1,897,514</b>
<b>Net Income</b>	<b>2,917</b>	<b>(114,318)</b>	<b>117,235</b>	<b>174,801</b>	<b>5,835</b>	<b>168,966</b>	<b>(97,514)</b>

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

July through September 2021

Accrual Basis

	Jul - Sep 21	Jul - Sep 20	\$ Change	% Change
<b>Income</b>				
4000-00 - LYVCBVB Funding	172,998.00	103,000.00	69,998.00	68.0%
4001-00 - NLTRA Funding	231,390.98	205,271.00	26,119.98	12.7%
4004-00 - IVCBVB Entertainment	2,000.00	2,000.00	0.00	0.0%
4099-00 - Revenue - Other	0.00	1,200.00	-1,200.00	-100.0%
<b>Total Income</b>	<b>406,388.98</b>	<b>311,471.00</b>	<b>94,917.98</b>	<b>30.5%</b>
<b>Gross Profit</b>	<b>406,388.98</b>	<b>311,471.00</b>	<b>94,917.98</b>	<b>30.5%</b>
<b>Expense</b>				
<b>5000-00 - CONSUMER MARKETING</b>				
5002-01 - Native Display	2,499.99	0.00	2,499.99	100.0%
5005-00 - Paid Social	19,400.51	3,115.57	16,284.94	522.7%
5005-01 - Digital Display / Retargeting	21,945.89	922.72	21,023.17	2,278.4%
5007-00 - Creative Production				
5007-01 - Creative Production	18,733.63	24,281.29	-5,547.66	-22.9%
5007-02 - Website Production	120.00	1,817.50	-1,697.50	-93.4%
5007-03 - Photo/Video Creative	6,973.20	100.00	6,873.20	6,873.2%
5007-00 - Creative Production - Other	382.50	510.00	-127.50	-25.0%
<b>Total 5007-00 - Creative Production</b>	<b>26,209.33</b>	<b>26,708.79</b>	<b>-499.46</b>	<b>-1.9%</b>
5010-00 - Account Strategy & Management	21,000.00	18,000.00	3,000.00	16.7%
5010-02 - Website Strategy & Analysis	2,500.00	0.00	2,500.00	100.0%
5018-00 - Media Commission	1,808.31	2,513.59	-705.28	-28.1%
5018-01 - Digital Ad Servng	139.90	10.54	129.36	1,227.3%
5020-00 - Search Engine Marketing	1,098.85	16,319.77	-15,222.92	-93.3%
5024-00 - Fusion 7	5,000.00	6,000.00	-1,000.00	-16.7%
<b>Total 5000-00 - CONSUMER MARKETING</b>	<b>101,600.78</b>	<b>73,590.98</b>	<b>28,009.80</b>	<b>38.1%</b>
<b>5110-00 - LEISURE SALES</b>				
5107-00 - Creative Production	0.00	150.00	-150.00	-100.0%
5112-00 - Training / Sales Calls	1,618.88	119.88	1,500.00	1,251.3%
5113-00 - Additional Opportunities	167.84	0.00	167.84	100.0%
5147-00 - AUS / Gate 7	0.00	3,115.64	-3,115.64	-100.0%
5155-00 - California Star Program	0.00	875.01	-875.01	-100.0%
<b>Total 5110-00 - LEISURE SALES</b>	<b>1,787.82</b>	<b>4,260.53</b>	<b>-2,472.71</b>	<b>-58.0%</b>
<b>5200-00 - PUBLIC RELATIONS</b>				
5200-01 - Strategy, Reporting, Mgmt, Etc.	5,000.00	4,500.00	500.00	11.1%
5202-00 - PR Program/ Content Dev - Blogs	360.00	3,500.00	-3,140.00	-89.7%
5204-00 - Media Mission(s)	558.84	746.96	-188.12	-25.2%
5206-00 - Digital Buy/ Social Media Boost	2,400.00	1,500.00	900.00	60.0%
5207-00 - Content Campaigns/Tools-My Emma	720.00	900.00	-180.00	-20.0%
5209-00 - Domestic Travel Media FAMS	0.00	5,706.88	-5,706.88	-100.0%
5210-00 - Content Dev - Newsletters	480.00	3,600.00	-3,120.00	-86.7%
5211-00 - Social Media Strategy & Mgmt	17,000.00	12,000.00	5,000.00	41.7%
5216-00 - PR Content Development + Distrib	1,320.00	1,334.06	-14.06	-1.1%
5221-00 - Photography & Video Asset Dev	0.00	3,500.00	-3,500.00	-100.0%
5222-00 - Media Tracking / Membership	10.93	1,800.00	-1,789.07	-99.4%
5280-00 - PR Meals / Entertainment	202.70	28.72	173.98	605.8%
<b>Total 5200-00 - PUBLIC RELATIONS</b>	<b>28,052.47</b>	<b>39,116.62</b>	<b>-11,064.15</b>	<b>-28.3%</b>
<b>6000-00 - CONFERENCE SALES</b>				
6006-00 - CVENT	2,173.74	10,678.00	-8,504.26	-79.6%
6007-00 - Creative Production	330.00	143.75	186.25	129.6%
6015-00 - MCC National Memberships	0.00	379.00	-379.00	-100.0%
6018-00 - MCC Media Commission	2,688.29	1,400.95	1,287.34	91.9%
6019-00 - Conference Direct Partnership	1,749.99	3,250.01	-1,500.02	-46.2%
6128-00 - HelmsBriscoe Strategic Partner	1,749.99	1,749.99	0.00	0.0%
6152-00 - Client Events / Opportunities	0.00	53.54	-53.54	-100.0%
6153-00 - Chicago Sales Rep Support	1,045.18	441.75	603.44	136.6%
<b>Total 6000-00 - CONFERENCE SALES</b>	<b>9,737.20</b>	<b>18,098.99</b>	<b>-8,359.79</b>	<b>-46.2%</b>
<b>6100-00 - TRADE SHOWS</b>				
6111-00 - Site Inspections	137.80	194.13	-56.33	-29.0%
6120-01 - Sac River Cats Client Event	499.90	0.00	499.90	100.0%
6160-00 - AllThingsMeetings Silicon Valley	0.00	675.00	-675.00	-100.0%
<b>Total 6100-00 - TRADE SHOWS</b>	<b>637.70</b>	<b>869.13</b>	<b>-231.43</b>	<b>-26.6%</b>
<b>7000-00 - COMMITTED &amp; ADMIN EXPENSES</b>				
5009-00 - Fulfillment / Mail	0.00	447.91	-447.91	-100.0%
5021-00 - RASC-Reno Air Service Corp	25,000.00	0.00	25,000.00	100.0%
6123-00 - HSVC - High Sierra Visitors	500.01	166.67	333.34	200.0%
7002-00 - CRM Subscription	10,108.75	2,624.99	7,483.76	285.1%
7003-00 - IVCBVB Entertainment Fund	0.00	13.78	-13.78	-100.0%
7004-00 - Research	5,714.28	0.00	5,714.28	100.0%
7005-00 - Film Festival	0.00	15,000.00	-15,000.00	-100.0%
7006-00 - Special Events	70.00	0.00	70.00	100.0%
7010-00 - Photo Management & Storage	1,662.25	1,858.74	3.51	0.2%
7020-00 - Collateral Production / Printin	723.94	1,250.00	-526.06	-42.1%
8700-00 - Automobile Expense*	8.93	296.07	-287.14	-97.0%
<b>Total 7000-00 - COMMITTED &amp; ADMIN EXPENSES</b>	<b>43,988.16</b>	<b>21,658.16</b>	<b>22,330.00</b>	<b>103.1%</b>

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

July through September 2021

Accrual Basis

	Jul - Sep 21	Jul - Sep 20	\$ Change	% Change
<b>8000-00 - WEBSITE CONTENT &amp; MAINTENANCE</b>				
8002-00 - Content Manager Contractor	12,750.00	12,775.91	-25.91	-0.2%
8003-00 - Website Hosting Maintenance	8,034.00	534.00	7,500.00	1,404.5%
8004-00 - Website Strategy & Maintenance	15,000.00	0.00	15,000.00	100.0%
8005-00 - Website SEO Strategy/Maint	10,000.00	0.00	10,000.00	100.0%
<b>Total 8000-00 - WEBSITE CONTENT &amp; MAINTENA...</b>	<b>45,784.00</b>	<b>13,309.91</b>	<b>32,474.09</b>	<b>244.0%</b>
<b>Total Expense</b>	<b>231,588.13</b>	<b>170,902.32</b>	<b>60,685.81</b>	<b>35.5%</b>
<b>Net Income</b>	<b>174,800.85</b>	<b>140,566.68</b>	<b>34,232.17</b>	<b>24.4%</b>



north lake tahoe  
Chamber / CVD / Resort Association

# Aging by Revenue Item

As of 9/30/2021

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>									
<b>11-20 Employees Membership Dues</b>			\$0.00	\$0.00	\$345.00	\$0.00	\$0.00	\$468.75	\$813.75
<b>Fee Item: 1-5 Employees Membership Dues</b>									
<b>1-5 Employees Membership Dues</b>			\$1,445.00	\$0.00	\$1,475.00	\$1,784.58	\$2,684.17	\$6,076.66	\$13,465.41
<b>Fee Item: 21-50 Employees Membership Dues</b>									
<b>21-50 Employees Membership Dues</b>			\$0.00	\$0.00	\$0.00	\$0.00	\$540.00	\$1,890.00	\$2,430.00
<b>Fee Item: 50-100 Employees Membership Dues</b>									
<b>50-100 Employees Membership Dues</b>			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$750.00	\$750.00
<b>Fee Item: 6-10 Employees Membership Dues</b>									
<b>6-10 Employees Membership Dues</b>			\$0.00	\$0.00	\$325.00	\$352.08	\$379.17	\$2,678.33	\$3,734.58
<b>Fee Item: Associate Member Membership Dues</b>									
<b>Associate Member Membership Dues</b>			\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$100.00	\$150.00
<b>Fee Item: Financial Institutions Membership Dues</b>									
<b>Financial Institutions Membership</b>			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,400.00	\$1,400.00
<b>Fee Item: Non-Profit Membership Dues</b>									
<b>Non-Profit Membership Dues Totals:</b>			\$0.00	\$340.00	\$340.00	\$340.00	\$170.00	\$1,190.00	\$2,380.00
<b>1201-01 Member AR Membership</b>			\$1,445.00	\$340.00	\$2,485.00	\$2,476.66	\$3,823.34	\$14,553.74	\$25,123.74
<b>Account: 1201-03 Member Accounts Receivable - Other (Member Accounts Receivable:Member AR - Other)</b>									
<b>Fee Item: Eblast</b>									
<b>Non-Member Transactions</b>									
<b>Eblast Totals:</b>			\$0.00	\$0.00	\$0.00	\$235.00	\$85.00	\$0.00	\$320.00
<b>1201-03 Member Accounts Receivable</b>			\$0.00	\$0.00	\$0.00	\$235.00	\$85.00	\$0.00	\$320.00
<b>GRAND TOTALS</b>			\$1,445.00	\$340.00	\$2,485.00	\$2,711.66	\$3,908.34	\$14,553.74	\$25,443.74



**KEY METRICS FOR Sep 30, 2021 FINANCIAL STATEMENTS**

Total District 5 Eastern Slope TOT Collections by Quarter 2013 - 2022 (as reported thru September 2021)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
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	6,876,440	3,904,575	6,856,707	3,399,734	\$ 21,037,456
2019 - 2020	7,028,821	3,976,398	5,798,487	1,078,692	\$ 17,882,398
2020 - 2021	7,355,541	3,312,068	6,212,587	4,942,971	\$ 21,823,167
2021 - 2022	1,773,876	-	-	-	\$ 1,773,876

Destimetrics Reservations Activity	2021/22	2020/21	YOY % Change
Occupancy	27.2%	41.5%	-34.46%
ADR (Average Daily Rate)	\$ 308	\$ 369	-16.53%
RevPAR (Rev per Available Room)	\$ 84	\$ 153	-45.10%
Occupancy 1 Mth Forecast	36.1%	22.6%	59.73%
ADR 1 Mth Forecast	\$ 270	\$ 295	-8.47%
RevPAR 1 Mth Forecast	\$ 97	\$ 67	44.78%
Occupancy (prior 6 months)	46.4%	29.5%	57.29%
ADR (prior 6 months)	\$ 432	\$ 439	-1.59%
RevPAR (prior 6 months)	\$ 201	\$ 129	55.81%
Occupancy (next 6 months)	21.8%	12.4%	75.81%
ADR (next 6 months)	\$ 408	\$ 402	1.49%
RevPAR (next 6 months)	\$ 89	\$ 50	78.00%

Visitor Information Comparative Statistics For FYTD 2018/19 - 2021/22 (thru Sep 2021)					
Referrals -	2018-19	2019-20	2020-21	2021-22	YOY % Change
Tahoe City:					
Walk In	18254	18580	4467	12403	177.66%
Phone	965	824	1027	1108	7.89%
Email	137	155	152	202	32.89%
Kings Beach (Walk In)	4439	8322	5408	3998	-26.07%
NLT - Event Traffic	3015	2840	666	1093	64.11%
<b>Total</b>	<b>26,810</b>	<b>30,721</b>	<b>11,720</b>	<b>18,804</b>	<b>60.44%</b>

Total Chamber Membership	
June 2017	424
June 2018	378
June 2019	371
June 2020	362
June 2021	366

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe ( 6 mth lag)					
Quarter	2018	2019	2020	2021	YOY % Change
First (Jan - Mar)	\$ 762,370	\$ 875,360	\$ 767,831	\$ 661,434	-13.86%
Second (Apr - June)	\$ 627,831	\$ 674,366	\$ 417,576	\$ -	
Third (Jul - Sept)	\$ 1,018,271	\$ 1,058,279	\$ 922,133	\$ -	
Fourth (Oct - Dec)	\$ 671,770	\$ 770,185	\$ 616,050	\$ -	
<b>Total</b>	<b>\$ 3,080,242</b>	<b>\$ 3,378,190</b>	<b>\$ 2,723,590</b>	<b>\$ 661,434</b>	

Conference Revenue Statistics Comparison FYTD 20/21 vs. FYTD 21/22 at 9/30/2021					
	2020-21	2020-21	2021-22	YOY %	
<b>FORWARD LOOKING</b>	<b>Actuals</b>	<b>Forecasted</b>	<b>Forecasted</b>	<b>Change</b>	
Total Revenue Booked	\$ 257,997	\$ 1,098,382	\$ 1,758,780	37.55%	
Commission for this Revenue	\$ -	\$ -	\$ -		
Number of Room Nights	1,287	4,958	8,177	39.37%	
Number of Bookings	8	16	23	30.43%	
Conference Revenue And Percentage by County:					
	<u>20-21</u>	<u>21-22</u>			
Placer	100%	\$257,997	\$ 913,269	\$ 1,193,220 23.46%	
Washoe	0%	\$0	\$ 185,113	\$ 565,560 67.27%	
South Lake	0%	\$0	\$ -		
Nevada County	0%	0%			
<b>Total Conference Revenue</b>	<b>100%</b>	<b>100%</b>	<b>\$257,997</b>	<b>\$ 1,098,382</b>	<b>\$ 1,758,780 37.55%</b>
<b>CURRENT</b>					
NLT - Annual Revenue Goal			\$ 2,500,000	\$ 2,500,000 0.00%	

Unemployment Rates - EDD	August 2021
California (pop. 38,332,521)	7.5%
Placer County (367,309)	5.1%
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%