

NLTRA Mission

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

Board of Directors:

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

Treasurer: Christy Beck, Squaw Alpine | **Secretary:** Brett Williams, Agate Bay Realty

Aaron Rudnick, Sierra Tahoe Recreation | **Andre Priemer**, Resort at Squaw Creek | **Bruce Seigel**, Ritz-Carlton, Lake Tahoe
Chris Brown, Elevation Law Firm | **Dan Tester**, Granite Peak Management | **Gary Davis**, JK Architecture Engineering | **Greg Dallas**,
Sugar Bowl Resort | **Jim Phelan**, Tahoe City Marina | **Karen Plank**, Placer County Appointee | **Kevin Mitchell**, Homewood Mountain
Resort | **Lynn Gibson**, Keoki Gallery | **Stephanie Hoffman**, Granlibakken Tahoe | **Tom Turner**, Tahoe Restaurant Collection
Advisory Committee: Erin Casey, Placer County Executive Office

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

Board members in attendance:

Christy Beck, Gary Davis, Stephanie Hoffman, Lynn Gibson, Kevin Mitchell, Karen Plank, Jim Phelan, Samir Tuma, and Brett Williams. Aaron Rudnick attended via teleconference. A quorum was established. Greg Dallas arrived at 8:58 AM. Advisory Members Chris Larson and Erin Casey were also present.

Board members absent:

Chris Brown, Bruce Seigel, Tom Turner, Andre Priemer, Adam Wilson, and Dan Tester

Staff Members in attendance:

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

Others in attendance

Andy Chapman, Emily Setzer, and Kylee Bigelow

2. Public Forum

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

3. Agenda Amendments and Approval

Motion to approve today's agenda as presented. MITCHELL/PHELAN/UNANIMOUS

4. Consent Calendar – All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

A. NLTRA Board Meeting Minutes from June 5, 2019 [Link to preliminary online document](#)

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

C. Approval of Interim CEO Expense Reports for May 31, 2019 & June 30, 2019

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

- Finance Committee Meeting June 27, 2019 & July 31, 2019 [Link to online document](#)

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

5. Action Items - None

6. Informational Updates/Verbal Reports

A. TBID Update & Discussion

Kautz narrated a Power Point giving a background of the proposed TBID, spending priorities identified in the Tourism Master Plan, and the need to fund a shortfall of approximately \$12.4 million per year for the next eight years. Priorities include maintenance of infrastructure projects, shorter headways and free fares on TART, and overall promotion of the area to remain competitive in the market place. A TBID could realize almost \$6 million in revenues. The Board of Supervisors has indicated that if a TBID is approved for the proposed 5 years, an increase in TOT may not be considered during that term. However, if for some reason TOT is increased, the assessment on the lodging community will be terminated.

Kautz described the TBID area that includes 892 businesses have been identified as currently paying sales tax and almost 5,000 TOT payers. TBID assessments would be 1% or 2%. Kautz showed a proposed budget. Given the current timeline, the District could be formed this winter and begin collecting assessments on January 1, 2020. Kautz discussed next steps and answered questions clarifying his presentation.

B. Placer County In-Lieu Fee Structure

Casey and Setzer explained the current structure for developers either building required housing or paying in-lieu fees. Although there is currently a fee, there is no fixed formula to determine the fee. The needs on the east side of the County differ from those on the west side. Setzer presented results of a recent study. Based on that, staff has recommended that the Board of Supervisors either remove the fee altogether or direct staff to develop an ordinance with structured fees and a formula for when housing is required. Discussion followed regarding the current and proposed situation.

C. NLTRA Board Seat Replacement

Bavetta reported Lynn Gibson has resigned from the Arts & Culture seat on the NLTRA Board. Bavetta will publicize the vacancy for the Board to make an appointment. Bruce Segal has moved away, but that seat is appointed by the Ritz.

D. CEO Search Update

E. Hiring Committee Update

Bavetta reported the position has been posted and some strong candidates have applied. The application period is now closed. The applications have been narrowed to nine potential candidates. The Executive Committee and Hiring Committee will review those applications.

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

A. Destimetrics Report June 30, 2019

B. Conference Revenue Statistics Report June 2019

C. Tourism Development Report on Activities, June 2019

D. International Sales Update

E. Chamber of Commerce Board Report, June 2019

F. Visitor Information Center Visitor Report, June 2019

G. North Lake Tahoe Marketing Coop Financial Statements May 2019

H. Membership Accounts Receivable Report May 2019

I. Financial Key Metrics Report June 2019

8. CEO and Staff Updates

Bavetta presented the financial reports. The year-end Auditor's Report is expected in October. There are unspent funds for the co-op, leaving a reserve of close to \$30,000. She updated the Board on staffing.

Burke presented the summer 30-second video featured on the website and social media. She discussed promotion for upcoming events.

Casey reported the CAP Committee has changed the annual grant cycle from spring to fall, partly to allow those on the Committee whose terms expire at the end of the year to review applications and partly because applicants have asked for that extra time to prepare for summer projects.

Placer County has set up a hotline for short-term rental complaints. The number is 530-448-8003. It is manned by Host Compliance 24/7, and Host will track down the "contact" for the property.

9. Directors Comments

Davis commented on the busy summer. He hopes the roundabout project will be completed soon.

Tuma announced a Demolition Party on August 21 at 6:00 PM to take down the Henrikson Building. Anyone can "swing the sledgehammer" for a donation to a local non-profit.

Williams reported the Mountain Housing Council has gathered data and will now focus on funding and implementing a regional approach to the issue.

Phelan reported the Concourse d'Elegance is this weekend in Homewood. He noted two instances where property fire insurance is a big issue. Casey said the County is working with local fire departments to conduct a survey and consider recommendations to the California Insurance Commissioner to address the issue.

Larson reported TRPA is seeing a record number of applications for tree removal in the Basin, probably related to the fire insurance issues. The Tahoe Summit takes place on August 20 at Valhalla. Governor Newsom will deliver the keynote address. The TRPA Housing Committee is considering a third criterion for new development, neighborhood compatibility.

10. Meeting Review and Staff Direction

- Bavetta will publicize the vacant Board seat
- The CEO search will continue and a Hiring Committee meeting will be scheduled

11. Adjournment

There being no further business to come before the Board, the meeting adjourned at 10:31 AM.

Respectfully submitted,

Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS

North Lake Tahoe Resort Association

Preliminary

Financial Statements for the Period

Ending

June 30, 2019

North Lake Tahoe Resort Association

Balance Sheet

As of June 30, 2019

Accrual Basis

	Jun 30, 19	Jun 30, 18	\$ Change	% Change	Jun 30, 18
ASSETS					
Current Assets					
Checking/Savings					
1001-00 • Petty Cash	116	289	(173)	(60%)	289
1003-00 • Cash - Operations BOTW #6712	331,812	619,232	(287,420)	(46%)	619,232
1007-00 • Cash - Payroll BOTW #7421	11,572	6,195	5,377	87%	6,195
1008-00 • Marketing Reserve - Plumas	50,244	50,168	76	0%	50,168
1009-00 • Cash Flow Reserve - Plumas	100,650	100,449	201	0%	100,449
1071-00 • Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 • Special Events BOTW #1626	138,243	88,355	49,888	56%	88,355
10950 • Cash in Drawer	1,678	597	1,081	181%	597
Total Checking/Savings	663,897	894,867	(230,970)	(26%)	894,867
Accounts Receivable					
1200-00 • Quickbooks Accounts Receivable	31,420	24,331	7,089	29%	24,331
1290-00 • A/R - TOT	342,133	0	342,133	100%	0
Total Accounts Receivable	373,553	24,331	349,222	1,435%	24,331
Other Current Assets					
1200-99 • AR Other	10	(41)	51	124%	(41)
1201-00 • Member Accounts Receivable					
1201-01 • Member AR - Member Dues	2,696	3,417	(721)	(21%)	3,417
1201-03 • Member AR - Other	4,035	0	4,035	100%	0
1201-00 • Member Accounts Receivable - Other	0	2,870	(2,870)	(100%)	2,870
Total 1201-00 • Member Accounts Receivable	6,731	6,287	444	7%	6,287
1201-02 • Allowance for Doubtful Accounts	(1,587)	(2,500)	913	37%	(2,500)
12100 • Inventory Asset					
25300 • Gift Cards Outstanding	15	0	15	100%	0
12100 • Inventory Asset - Other	22,838	28,203	(5,365)	(19%)	28,203
Total 12100 • Inventory Asset	22,853	28,203	(5,350)	(19%)	28,203
1299 • Receivable from NLTMC	15,703	28,954	(13,251)	(46%)	28,954
1490-00 • Security Deposits	1,610	650	960	148%	650
Total Other Current Assets	45,320	61,553	(16,233)	(26%)	61,553
Total Current Assets	1,082,770	980,751	102,019	10%	980,751
Fixed Assets					
1700-00 • Furniture & Fixtures	68,768	68,768	0	0%	68,768
1701-00 • Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%	(68,768)
1740-00 • Computer Equipment	8,436	8,436	0	0%	8,436
1741-00 • Accum. Depr. - Computer Equip	(8,435)	(8,435)	0	0%	(8,435)
1750-00 • Computer Software	21,520	21,520	0	0%	21,520
1751-00 • Accum. Amort. - Software	(20,113)	(18,480)	(1,633)	(9%)	(18,480)
1770-00 • Leasehold Improvements	24,284	24,284	0	0%	24,284
1771-00 • Accum. Amort - Leasehold Impr	(24,284)	(24,284)	0	0%	(24,284)
Total Fixed Assets	1,408	3,041	(1,633)	(54%)	3,041
Other Assets					
1400-00 • Prepaid Expenses					
1410-00 • Prepaid Insurance	14,312	9,151	5,161	56%	9,151
1430-00 • Prepaid 1st Class Postage	100	1,000	(900)	(90%)	1,000
1400-00 • Prepaid Expenses - Other	5,502	17,116	(11,614)	(68%)	17,116

North Lake Tahoe Resort Association

Balance Sheet

As of June 30, 2019

Accrual Basis

	Jun 30, 19	Jun 30, 18	\$ Change	% Change	Jun 30, 18
Total 1400-00 · Prepaid Expenses	19,914	27,267	(7,353)	(27%)	27,267
Total Other Assets	19,914	27,267	(7,353)	(27%)	27,267
TOTAL ASSETS	1,104,092	1,011,059	93,033	9%	1,011,059
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	73,605	42,156	31,449	75%	42,156
Total Accounts Payable	73,605	42,156	31,449	75%	42,156
Credit Cards					
2080-00 · Bank of the West - Master Cards					
2080-02 · MC_6765_Jason	0	15	(15)	(100%)	15
2080-04 · MC_5968_Ronald	0	126	(126)	(100%)	126
2080-10 · MC_9495_AI	0	180	(180)	(100%)	180
2080-11 · MC_3978_Amber	0	3,070	(3,070)	(100%)	3,070
2080-13 · MC_6903_Cindy	0	2,430	(2,430)	(100%)	2,430
2080-14 · MC_6193_Daphne	0	83	(83)	(100%)	83
Total 2080-00 · Bank of the West - Master Cards	0	5,904	(5,904)	(100%)	5,904
Total Credit Cards	0	5,904	(5,904)	(100%)	5,904
Other Current Liabilities					
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	20,922	36,870	(15,948)	(43%)	36,870
2101-00 · Incentive Payable	58,630	43,384	15,246	35%	43,384
2102-00 · Commissions Payable	8,373	4,698	3,675	78%	4,698
2120-00 · Empl. Federal Tax Payable	9,775	3,072	6,703	218%	3,072
2175-00 · 401 (k) Plan	4,369	1,157	3,212	278%	1,157
2180-00 · Estimated PTO Liability	52,993	49,004	3,989	8%	49,004
Total 21000 · Salaries/Wages/Payroll Liabilit	155,062	138,185	16,877	12%	138,185
2190-00 · Sales and Use Tax Payable					
2195-00 · Use Tax Payable	827	853	(26)	(3%)	853
25500 · *Sales Tax Payable	2,307	1,941	366	19%	1,941
2190-00 · Sales and Use Tax Payable - Other	3	0	3	100%	0
Total 2190-00 · Sales and Use Tax Payable	3,137	2,794	343	12%	2,794
2250-00 · Accrued Expenses	57,490	49,521	7,969	16%	49,521
2400-42 · Marketing Co-op	0	67,000	(67,000)	(100%)	67,000
2400-60 · Deferred Revenue- Member Dues	57,969	56,979	990	2%	56,979
2500-00 · Deferred Revenue - TMBC	840	535	305	57%	535
2651-00 · Deferred Rev - Conference	0	0	0	0%	0
2700-00 · Deferred Rev. County	350,305	0	350,305	100%	0
2800-00 · Suspense	0	4,202	(4,202)	(100%)	4,202
2900-00 · Due To/From County of Placer	(5,638)	229,432	(235,070)	(102%)	229,432
Total Other Current Liabilities	619,165	548,648	70,517	13%	548,648
Total Current Liabilities	692,770	596,708	96,062	16%	596,708
Total Liabilities	692,770	596,708	96,062	16%	596,708
Equity					
32000 · Unrestricted Net Assets	(11,669)	(6,430)	(5,239)	(81%)	(6,430)
3300-11 · Designated Marketing Reserve	275,755	275,755	0	0%	275,755

North Lake Tahoe Resort Association

Balance Sheet

As of June 30, 2019

Accrual Basis

	<u>Jun 30, 19</u>	<u>Jun 30, 18</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Jun 30, 18</u>
3301 • Cash Flow Reserve	100,248	100,248	0	0%	100,248
3302 • Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	(3,029)	(5,239)	2,210	42%	(5,239)
Total Equity	<u>411,323</u>	<u>414,352</u>	<u>(3,029)</u>	<u>(1%)</u>	<u>414,352</u>
TOTAL LIABILITIES & EQUITY	<u><u>1,104,093</u></u>	<u><u>1,011,060</u></u>	<u><u>93,033</u></u>	<u><u>9%</u></u>	<u><u>1,011,060</u></u>

North Lake Tahoe Resort Association

Profit & Loss

Accrual Basis

June 2019

	Jun 19	Jun 18	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 • County of Placer TOT Funding	323,775	108,809	214,966	198%
4200-00 • Membership Dues Revenue	12,318	5,086	7,232	142%
4205-00 • Conference Dues	367	917	-550	-60%
4250-00 • Revenues-Membership Activities				
4250-01 • Community Awards	0	85	-85	-100%
4250-03 • Summer/Winter Rec Luncheon	0	2,001	-2,001	-100%
4251-00 • Tues AM Breakfast Club	510	929	-419	-45%
4250-00 • Revenues-Membership Activities - Other	875	1,570	-695	-44%
Total 4250-00 • Revenues-Membership Activities	1,385	4,585	-3,200	-70%
4252-00 • Sponsorships	0	250	-250	-100%
4350-00 • Special Events (Marketing)	82,598	0	82,598	100%
4600-00 • Commissions				
4601-00 • Commissions - South Shore	14,442	2,358	12,084	512%
4600-00 • Commissions - Other	2,649	7,916	-5,267	-67%
Total 4600-00 • Commissions	17,091	10,274	6,816	66%
46000 • Merchandise Sales				
4502-00 • Non-Retail VIC income	12	240	-228	-95%
46000 • Merchandise Sales - Other	13,582	11,163	2,419	22%
Total 46000 • Merchandise Sales	13,594	11,403	2,191	19%
Total Income	451,127	141,324	309,803	219%
Gross Profit	451,127	141,324	309,803	219%
Expense				
5000-00 • Salaries & Wages				
5010-00 • Sales Commissions	5,536	-1,951	7,488	384%
5020-00 • P/R - Tax Expense	2,971	8,246	-5,275	-64%
5030-00 • P/R - Health Insurance Expense	7,678	8,524	-846	-10%
5040-00 • P/R - Workmans Comp	1,064	0	1,064	100%
5060-00 • 401 (k)	2,476	2,353	123	5%
5070-00 • Other Benefits and Expenses	155	188	-33	-17%
5000-00 • Salaries & Wages - Other	53,578	23,702	29,875	126%
Total 5000-00 • Salaries & Wages	73,459	41,062	32,397	79%
5100-00 • Rent				
5110-00 • Utilities	777	1,201	-424	-35%
5140-00 • Repairs & Maintenance	87	4,454	-4,368	-98%
5150-00 • Office - Cleaning	1,680	1,655	25	2%
5100-00 • Rent - Other	13,058	12,780	278	2%
Total 5100-00 • Rent	15,602	20,090	-4,489	-22%
5310-00 • Telephone				
5320-00 • Telephone	2,254	2,962	-708	-24%
Total 5310-00 • Telephone	2,254	2,962	-708	-24%
5420-00 • Mail - USPS	100	44	56	129%
5510-00 • Insurance/Bonding	3,814	264	3,549	1,342%
5520-00 • Supplies				
5525-00 • Supplies- Computer <\$1000	130	4,658	-4,528	-97%
5520-00 • Supplies - Other	7,136	1,545	5,591	362%
Total 5520-00 • Supplies	7,266	6,204	1,062	17%
5610-00 • Depreciation	118	149	-31	-21%
5700-00 • Equipment Support & Maintenance	66	2,420	-2,354	-97%
5710-00 • Taxes, Licenses & Fees	823	2,458	-1,635	-67%
5740-00 • Equipment Rental/Leasing	1,108	1,132	-24	-2%

North Lake Tahoe Resort Association

Profit & Loss

June 2019

Accrual Basis

	Jun 19	Jun 18	\$ Change	% Change
5800-00 • Training Seminars	1,749	781	968	124%
5850-00 • Artist of Month - Commissions	0	253	-253	-100%
5900-00 • Professional Fees				
5910-00 • Professional Fees - Attorneys	1,480	80	1,400	1,750%
5921-00 • Professional Fees - Other	46,120	5,363	40,758	760%
Total 5900-00 • Professional Fees	47,600	5,443	42,158	775%
5941-00 • Research & Planning	0	10,196	-10,196	-100%
6020-00 • Programs				
6016-00 • Special Event Partnership	22,750	85,347	-62,597	-73%
6018-00 • Business Assoc. Grants	20,000	10,000	10,000	100%
Total 6020-00 • Programs	42,750	95,347	-52,597	-55%
6420-00 • Events				
6420-01 • Sponsorships				
6023-00 • Autumn Food & Wine	82,598	2,800	79,798	2,850%
6421-05 • No Barriers	5,229	0	5,229	100%
6421-08 • Tough Mudder	0	40,000	-40,000	-100%
6421-09 • Wanderlust	8,340	7,327	1,013	14%
Total 6420-01 • Sponsorships	96,167	50,127	46,040	92%
6421-00 • New Event Development	90,262	3,085	87,178	2,826%
6422-00 • Event Media				
6422-06 • Music Campaign	0	860	-860	-100%
Total 6422-00 • Event Media	0	860	-860	-100%
6424-00 • Event Operation Expenses	6,474	7,585	-1,111	-15%
Total 6420-00 • Events	192,904	61,657	131,246	213%
6423-00 • Membership Activities				
6434-00 • Community Awards Dinner	1,385	1,594	-209	-13%
6436-00 • Membership - Wnt/Sum Rec Lunch	23	15	8	54%
6437-00 • Tuesday Morning Breakfast Club	0	486	-486	-100%
6442-00 • Public Relations/Website	1	3,765	-3,764	-100%
6444-00 • Trades	-1,430	825	-2,255	-273%
6423-00 • Membership Activities - Other	2,844	0	2,844	100%
Total 6423-00 • Membership Activities	2,822	6,684	-3,862	-58%
6730-00 • Marketing Cooperative/Media	121,652	144,215	-22,563	-16%
6742-00 • Non-NLT Co-Op Marketing Program	4,698	11,607	-6,909	-60%
6743-00 • BACC Marketing Programs				
6743-01 • Shop Local	3,425	6,735	-3,310	-49%
6743-03 • Touch Lake Tahoe	0	63	-63	-100%
6743-04 • High Notes	11,635	16,200	-4,565	-28%
6743-05 • Peak Your Adventure	16,335	20,300	-3,965	-20%
Total 6743-00 • BACC Marketing Programs	31,395	43,297	-11,902	-28%
8100-00 • Cost of Goods Sold				
51100 • Freight and Shipping Costs	176	137	39	29%
52500 • Purchase Discounts	-0	0	-0	-100%
59900 • POS Inventory Adjustments	68	20	48	242%
8100-00 • Cost of Goods Sold - Other	7,507	5,837	1,670	29%
Total 8100-00 • Cost of Goods Sold	7,750	5,993	1,756	29%
8200-00 • Associate Relations	253	1,948	-1,695	-87%
8300-00 • Board Functions	2,875	0	2,875	100%
8500-00 • Credit Card Fees	837	830	7	1%
8600-00 • Additional Opportunities	2,088	0	2,088	100%
8700-00 • Automobile Expenses	800	578	222	39%
8750-00 • Meals/Meetings	366	260	106	41%
8810-00 • Dues & Subscriptions	-535	655	-1,190	-182%

North Lake Tahoe Resort Association
Profit & Loss
June 2019

Accrual Basis

	Jun 19	Jun 18	\$ Change	% Change
8910-00 • Travel	1,166	0	1,166	100%
8920-00 • Bad Debt	2,586	4,483	-1,897	-42%
Total Expense	568,366	471,013	97,353	21%
Net Ordinary Income	-117,239	-329,689	212,450	64%
Other Income/Expense				
Other Income				
4700-00 • Revenues- Interest & Investment	23	23	0	0%
Total Other Income	23	23	0	0%
Net Other Income	23	23	0	0%
Net Income	-117,216	-329,666	212,450	64%

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun ...	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	323,775	321,077	2,698	3,673,546	3,811,191	(137,645)	3,811,191
4200-00 • Membership Dues Revenue	12,318	10,700	1,618	138,397	128,000	10,397	128,000
4205-00 • Conference Dues	367	825	(458)	6,829	9,900	(3,071)	9,900
4250-00 • Revenues-Membership Activities							
4250-01 • Community Awards							
4250-04 • Silent Auction	0	0	0	12,876	19,000	(6,125)	19,000
4250-05 • Sponsorships	0	0	0	17,165	13,000	4,165	13,000
4250-01 • Community Awards - Other	0	0	0	14,646	18,000	(3,354)	18,000
Total 4250-01 • Community Awards	0	0	0	44,687	50,000	(5,314)	50,000
4250-02 • Chamber Events	0	208	(208)	2,892	2,500	392	2,500
4250-03 • Summer/Winter Rec Luncheon	0	4,000	(4,000)	2,622	8,000	(5,378)	8,000
4251-00 • Tues AM Breakfast Club							
4251-01 • Tues AM Breakfast Club Sponsors	0	300	(300)	2,500	3,050	(550)	3,050
4251-00 • Tues AM Breakfast Club - Other	510	580	(70)	6,087	6,960	(873)	6,960
Total 4251-00 • Tues AM Breakfast Club	510	880	(370)	8,587	10,010	(1,423)	10,010
4250-00 • Revenues-Membership Activities - Other	875			4,793	0	4,793	0
Total 4250-00 • Revenues-Membership Activities	1,385	5,088	(3,703)	63,582	70,510	(6,928)	70,510
4252-00 • Sponsorships	0			600	0	600	0
4253-00 • Revenue- Other	0	0	0	6	0	6	0
4350-00 • Special Events (Marketing)	82,598	0	82,598	82,598	0	82,598	0
4600-00 • Commissions							
4601-00 • Commissions - South Shore	14,442	1,671	12,771	22,859	20,004	2,855	20,004
4600-00 • Commissions - Other	2,649	2,500	149	49,615	30,000	19,615	30,000
Total 4600-00 • Commissions	17,091	4,171	12,920	72,474	50,004	22,470	50,004
46000 • Merchandise Sales							
4602-00 • Non-Retail VIC Income	12	500	(488)	3,212	9,500	(6,288)	9,500
46000 • Merchandise Sales - Other	13,582	12,000	1,582	107,672	95,000	12,672	95,000
Total 46000 • Merchandise Sales	13,594	12,500	1,094	110,884	104,500	6,384	104,500
Total Income	451,127	354,361	96,766	4,148,915	4,174,105	(25,190)	4,174,105
Gross Profit	451,127	354,361	96,766	4,148,915	4,174,105	(25,190)	4,174,105
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	5,536	633	4,903	21,119	7,600	13,519	7,600
5020-00 • P/R - Tax Expense	2,971	7,656	(4,685)	76,828	86,783	(9,955)	86,783
5030-00 • P/R - Health Insurance Expense	7,678	11,058	(3,380)	120,087	132,690	(12,603)	132,690
5040-00 • P/R - Workmans Comp	1,064	1,093	(29)	7,908	11,912	(4,004)	11,912
5060-00 • 401 (K)	2,476	3,600	(1,124)	34,677	43,026	(8,349)	43,026
5070-00 • Other Benefits and Expenses	155	586	(431)	3,864	7,029	(3,165)	7,029
5000-00 • Salaries & Wages - Other	53,578	89,873	(36,295)	1,009,329	1,068,071	(58,742)	1,068,071
Total 5000-00 • Salaries & Wages	73,459	114,499	(41,040)	1,273,811	1,357,111	(83,300)	1,357,111
5100-00 • Rent							
5110-00 • Utilities	777	928	(151)	11,649	12,191	(542)	12,191
5140-00 • Repairs & Maintenance	87	(10,492)	10,579	14,222	32,456	(18,234)	32,456
5150-00 • Office - Cleaning	1,680	800	880	7,570	10,444	(2,874)	10,444
5100-00 • Rent - Other	13,058	12,957	101	153,525	155,468	(1,943)	155,468
Total 5100-00 • Rent	15,602	4,193	11,409	186,966	210,559	(23,593)	210,559
5310-00 • Telephone							
5320-00 • Telephone	2,254	2,129	125	26,595	25,548	1,047	25,548
5350-00 • Internet	0			25			
5310-00 • Telephone - Other	0	461	(461)	0	5,535	(5,535)	5,535
Total 5310-00 • Telephone	2,254	2,590	(336)	26,620	31,083	(4,463)	31,083
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0			84	0	84	0
5420-00 • Mail - USPS - Other	100	479	(379)	(3,462)	5,207	(8,669)	5,207
Total 5420-00 • Mail - USPS	100	479	(379)	(3,379)	5,207	(8,586)	5,207
5510-00 • Insurance/Bonding	3,814	485	3,329	10,838	6,138	4,700	6,138
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	130	125	5	7,013	7,600	(587)	7,600
5520-00 • Supplies - Other	7,136	1,650	5,486	20,940	21,493	(553)	21,493
Total 5520-00 • Supplies	7,266	1,775	5,491	27,953	29,093	(1,140)	29,093
5610-00 • Depreciation	118	177	(59)	1,633	2,129	(496)	2,129
5700-00 • Equipment Support & Maintenance	66	1,118	(1,052)	3,471	13,412	(9,941)	13,412
5710-00 • Taxes, Licenses & Fees	823	1,100	(277)	10,850	12,951	(2,101)	12,951
5740-00 • Equipment Rental/Leasing	1,108	1,478	(370)	15,118	17,726	(2,608)	17,726
5800-00 • Training Seminars	1,749	417	1,332	9,748	16,450	(6,702)	16,450
5850-00 • Artist of Month - Commissions	0	458	(458)	2,769	5,500	(2,731)	5,500
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	1,480	750	730	2,600	9,000	(6,400)	9,000
5920-00 • Professional Fees - Accountant	0	0	0	24,250	25,000	(750)	25,000

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun ...	YTD Budget	\$ Over Budget	Annual Bud...
5921-00 • Professional Fees - Other	46,120	51,292	(5,172)	57,930	75,000	(17,070)	75,000
Total 5900-00 • Professional Fees	47,600	52,042	(4,442)	84,780	109,000	(24,220)	109,000
5941-00 • Research & Planning	0	0	0	28,820	18,000	10,820	18,000
6020-00 • Programs							
6016-00 • Special Event Partnership	22,750	25,000	(2,250)	50,500	50,000	500	50,000
6018-00 • Business Assoc. Grants	20,000	10,000	10,000	30,000	30,000	0	30,000
Total 6020-00 • Programs	42,750	35,000	7,750	80,500	80,000	500	80,000
6420-00 • Events							
6420-01 • Sponsorships							
6023-00 • Autumn Food & Wine	82,598	0	82,598	116,875	37,375	79,500	37,375
6421-01 • 4th of July Fireworks	0	300	(300)	20,085	20,300	(215)	20,300
6421-04 • Broken Arrow Skyrace	0	0	0	27,500	20,000	7,500	20,000
6421-05 • No Barriers	5,229	4,000	1,229	13,779	12,400	1,379	12,400
6421-06 • Spartan	0	0	0	254,353	254,500	(147)	254,500
6421-07 • Tahoe Lacrosse Tournament	0	0	0	5,000	5,000	0	5,000
6421-08 • Tough Mudder	0	18,050	(18,050)	0	35,550	(35,550)	35,550
6421-09 • Wanderlust	8,340	0	8,340	38,816	37,700	1,116	37,700
6421-10 • WinterWonderGrass - Tahoe	0	0	0	19,447	19,400	47	19,400
6421-16 • Mountain Travel Symposium	0	0	0	5,625	5,000	625	5,000
Total 6420-01 • Sponsorships	96,167	22,350	73,817	501,482	447,225	54,257	447,225
6421-00 • New Event Development	90,262	2,750	87,512	123,253	58,000	65,253	58,000
6424-00 • Event Operation Expenses	6,474	667	5,807	8,530	8,000	530	8,000
Total 6420-00 • Events	192,904	25,767	167,137	633,266	513,225	120,041	513,225
6423-00 • Membership Activities							
6434-00 • Community Awards Dinner	1,385	0	1,385	27,155	27,500	(345)	27,500
6436-00 • Membership - Wnt/Sum Rec Lunch	23	2,500	(2,477)	3,492	5,000	(1,508)	5,000
6437-00 • Tuesday Morning Breakfast Club	0	650	(650)	5,436	7,150	(1,714)	7,150
6441-00 • Membership - Miscellaneous Exp	0			60			
6442-00 • Public Relations/Website	1	344	(343)	14,269	5,628	8,641	5,628
6444-00 • Trades	(1,430)			0	0	0	0
6423-00 • Membership Activities - Other	2,844	0	2,844	16,266	0	16,266	0
Total 6423-00 • Membership Activities	2,822	3,494	(672)	66,679	45,278	21,401	45,278
6730-00 • Marketing Cooperative/Media	121,652	121,652	0	1,459,827	1,459,823	4	1,459,823
6740-00 • Media/Collateral/Production	0	0	0	1,278	0	1,278	0
6742-00 • Non-NLT Co-Op Marketing Program	4,698	(32,484)	37,182	32,272	15,000	17,272	15,000
6743-00 • BACC Marketing Programs							
6743-01 • Shop Local	3,425	0	3,425	11,308	20,000	(8,692)	20,000
6743-03 • Touch Lake Tahoe	0	0	0	17,000	20,000	(3,000)	20,000
6743-04 • High Notes	11,635	0	11,635	20,545	20,000	545	20,000
6743-05 • Peak Your Adventure	16,335	0	16,335	20,970	20,000	970	20,000
Total 6743-00 • BACC Marketing Programs	31,395	0	31,395	69,823	80,000	(10,177)	80,000
7500-00 • Trade Shows/Travel	0	0	0	372	0	372	0
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	176	0	176	1,316	0	1,316	0
52500 • Purchase Discounts	(0)			(40)	0	(40)	0
59900 • POS Inventory Adjustments	68			12	0	12	0
8100-00 • Cost of Goods Sold - Other	7,507	6,300	1,207	59,630	49,875	9,755	49,875
Total 8100-00 • Cost of Goods Sold	7,750	6,300	1,450	60,916	49,875	11,041	49,875
8200-00 • Associate Relations	253	616	(363)	3,880	7,400	(3,520)	7,400
8300-00 • Board Functions	2,875	150	2,725	11,233	4,500	6,733	4,500
8500-00 • Credit Card Fees	837	688	149	7,877	6,658	1,219	6,658
8600-00 • Additional Opportunities	2,088	3,134	(1,047)	13,837	37,600	(23,763)	37,600
8700-00 • Automobile Expenses	800	518	282	5,446	6,183	(737)	6,183
8750-00 • Meals/Meetings	366	637	(271)	4,372	7,640	(3,268)	7,640
8810-00 • Dues & Subscriptions	(535)	852	(1,387)	7,406	10,220	(2,814)	10,220
8910-00 • Travel	1,166	0	1,166	4,820	6,600	(1,780)	6,600
8920-00 • Bad Debt	2,586			8,419	0	8,419	0
Total Expense	568,366	347,135	221,231	4,152,221	4,164,361	(12,140)	4,164,361
Net Ordinary Income	(117,239)	7,226	(124,465)	(3,306)	9,744	(13,050)	9,744
Other Income/Expense							
Other Income							
4700-00 • Revenues- Interest & Investment	23			276			
Total Other Income	23			276			
Other Expense							
8990-00 • Allocated	0	0	(0)	0	0	0	0
Total Other Expense	0	0	(0)	0	0	0	0
Net Other Income	23	(0)	23	276	0	276	0
Net Income	(117,216)	7,226	(124,442)	(3,029)	9,744	(12,773)	9,744

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

Accrual Basis

11 - Marketing

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	324,794	290,503	34,290	2,959,839	3,038,206	(78,367)	3,038,206
4350-00 • Special Events (Marketing)	82,598	0	82,598	82,598	0	82,598	0
Total Income	407,391	290,503	116,888	3,042,437	3,038,206	4,231	3,038,206
Gross Profit	407,391	290,503	116,888	3,042,437	3,038,206	4,231	3,038,206
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	1,375	1,375	0	16,500	16,500	0	16,500
5020-00 • P/R - Tax Expense	1,126	1,848	(722)	21,472	22,712	(1,240)	22,712
5030-00 • P/R - Health Insurance Expense	2,700	4,080	(1,380)	48,569	48,960	(391)	48,960
5040-00 • P/R - Workmans Comp	94	183	(89)	1,216	2,268	(1,052)	2,268
5060-00 • 401 (k)	674	1,056	(382)	10,977	12,978	(2,001)	12,978
5070-00 • Other Benefits and Expenses	72	167	(95)	1,696	2,008	(312)	2,008
5000-00 • Salaries & Wages - Other	17,780	26,405	(8,625)	290,141	324,457	(34,316)	324,457
Total 5000-00 • Salaries & Wages	23,821	35,114	(11,293)	390,571	429,883	(39,312)	429,883
5100-00 • Rent							
5110-00 • Utilities	103	135	(32)	1,854	1,620	234	1,620
5140-00 • Repairs & Maintenance	0	773	(773)	2,367	13,639	(11,272)	13,639
5160-00 • Office - Cleaning	332	175	157	2,404	2,700	(296)	2,700
5100-00 • Rent - Other	2,442	1,984	458	26,641	23,805	2,836	23,805
Total 5100-00 • Rent	2,877	3,067	(190)	33,266	41,764	(8,498)	41,764
5310-00 • Telephone							
5320-00 • Telephone	544	670	(126)	6,597	8,040	(1,443)	8,040
Total 5310-00 • Telephone	544	670	(126)	6,597	8,040	(1,443)	8,040
5420-00 • Mail - USPS	34	150	(116)	296	900	(604)	900
5510-00 • Insurance/Bonding	0	169	(169)	646	2,028	(1,382)	2,028
5520-00 • Supplies							
5525-00 • Supplies - Computer <\$1000	0	0	0	1,153	3,600	(2,447)	3,600
5520-00 • Supplies - Other	216	417	(201)	1,619	5,000	(3,381)	5,000
Total 5520-00 • Supplies	216	417	(201)	2,772	8,600	(5,828)	8,600
5610-00 • Depreciation	0	20	(20)	0	240	(240)	240
5700-00 • Equipment Support & Maintenance	0	292	(292)	240	3,500	(3,260)	3,500
5740-00 • Equipment Rental/Leasing	277	315	(38)	3,626	3,780	(154)	3,780
5800-00 • Training Seminars	13	0	13	3,358	4,500	(1,142)	4,500
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	580	125	455	580	1,500	(920)	1,500
5921-00 • Professional Fees - Other	0	417	(417)	0	5,000	(5,000)	5,000
Total 5900-00 • Professional Fees	580	542	38	580	6,500	(5,920)	6,500
5941-00 • Research & Planning	0	0	0	18,720	18,000	720	18,000
6020-00 • Programs							
6016-00 • Special Event Partnership	22,750	25,000	(2,250)	50,500	50,000	500	50,000
6018-00 • Business Assoc. Grants	20,000	10,000	10,000	30,000	30,000	0	30,000
Total 6020-00 • Programs	42,750	35,000	7,750	80,500	80,000	500	80,000
6420-00 • Events							
6420-01 • Sponsorships							
6023-00 • Autumn Food & Wine	82,598	0	82,598	116,875	37,375	79,500	37,375
6421-01 • 4th of July Fireworks	0	300	(300)	20,085	20,300	(215)	20,300
6421-04 • Broken Arrow Skyrace	0	0	0	27,500	20,000	7,500	20,000
6421-05 • No Barriers	5,229	4,000	1,229	13,779	12,400	1,379	12,400
6421-06 • Spartan	0	0	0	254,353	254,500	(147)	254,500
6421-07 • Tahoe Lacrosse Tournament	0	0	0	5,000	5,000	0	5,000
6421-08 • Tough Mudder	0	18,050	(18,050)	0	35,550	(35,550)	35,550
6421-09 • Wanderlust	8,340	0	8,340	38,816	37,700	1,116	37,700
6421-10 • WinterWonderGrass - Tahoe	0	0	0	19,447	19,400	47	19,400
6421-16 • Mountain Travel Symposium	0	0	0	5,625	5,000	625	5,000
Total 6420-01 • Sponsorships	96,167	22,350	73,817	501,482	447,225	54,257	447,225
6421-00 • New Event Development	90,262	2,750	87,512	123,253	58,000	65,253	58,000
6424-00 • Event Operation Expenses	6,662	667	5,995	8,718	8,000	718	8,000
Total 6420-00 • Events	193,092	25,767	167,325	633,453	513,225	120,228	513,225
6730-00 • Marketing Cooperative/Media	111,384	111,384	0	1,336,608	1,336,604	4	1,336,604
6742-00 • Non-NLT Co-Op Marketing Program	898	833	65	21,735	10,000	11,735	10,000
6743-00 • BACC Marketing Programs							
6743-01 • Shop Local	3,425	0	3,425	11,308	20,000	(8,692)	20,000
6743-03 • Touch Lake Tahoe	0	0	0	17,000	20,000	(3,000)	20,000
6743-04 • High Notes	11,635	0	11,635	20,545	20,000	545	20,000
6743-05 • Peak Your Adventure	16,335	0	16,335	20,970	20,000	970	20,000
Total 6743-00 • BACC Marketing Programs	31,395	0	31,395	69,823	80,000	(10,177)	80,000
8200-00 • Associate Relations	26	133	(107)	56	1,600	(1,544)	1,600
8500-00 • Credit Card Fees	0			135	0	135	0

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

Accrual Basis

11 - Marketing

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun 19	YTD Budget	\$ Over Budget	Annual Budget
8600-00 - Additional Opportunit	1,000	2,667	(1,667)	7,125	32,000	(24,875)	32,000
8700-00 - Automobile Expenses	651	125	526	2,220	1,500	720	1,500
8750-00 - Meals/Meetings	253	300	(47)	902	3,600	(2,698)	3,600
8810-00 - Dues & Subscriptions	188	292	(104)	2,553	3,500	(947)	3,500
8910-00 - Travel	1,166	0	1,166	4,820	5,500	(680)	5,500
Total Expense	411,164	217,257	193,907	2,620,604	2,595,264	25,340	2,595,264
Net Ordinary Income	(3,773)	73,246	(77,019)	421,833	442,942	(21,109)	442,942
Other Income/Expense							
Other Income							
4700-00 - Revenues- Interest & Investment	23			259			
Total Other Income	23			259			
Other Expense							
8990-00 - Allocated	51,751	75,237	(23,486)	422,093	444,932	(22,839)	444,932
Total Other Expense	51,751	75,237	(23,486)	422,093	444,932	(22,839)	444,932
Net Other Income	(51,728)	(75,237)	23,508	(421,833)	(444,932)	23,099	(444,932)
Net Income	(55,501)	(1,990)	(53,511)	0	(1,990)	1,990	(1,990)

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

30 - Conference

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	8,097	34,776	(26,680)	331,305	357,974	(26,669)	357,974
4205-00 • Conference Dues	367	825	(458)	6,829	9,900	(3,071)	9,900
4600-00 • Commissions							
4601-00 • Commissions - South Shore	14,442	1,671	12,771	22,859	20,004	2,855	20,004
4600-00 • Commissions - Other	2,649	2,500	149	49,615	30,000	19,615	30,000
Total 4600-00 • Commissions	17,091	4,171	12,920	72,474	50,004	22,470	50,004
Total Income	25,554	39,772	(14,218)	410,608	417,878	(7,270)	417,878
Gross Profit	25,554	39,772	(14,218)	410,608	417,878	(7,270)	417,878
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	5,536	633	4,903	21,119	7,600	13,519	7,600
5020-00 • P/R - Tax Expense	919	1,165	(247)	13,194	13,977	(783)	13,977
5030-00 • P/R - Health Insurance Expense	1,810	1,633	177	21,392	19,590	1,802	19,590
5040-00 • P/R - Workmans Comp	73	172	(99)	804	2,065	(1,261)	2,065
5060-00 • 401 (k)	503	555	(52)	6,664	6,657	7	6,657
5070-00 • Other Benefits and Expenses	17	84	(67)	454	1,004	(550)	1,004
5000-00 • Salaries & Wages - Other	8,381	13,236	(4,855)	141,542	158,827	(17,285)	158,827
Total 5000-00 • Salaries & Wages	17,239	17,478	(239)	205,169	209,720	(4,551)	209,720
5100-00 • Rent							
5110-00 • Utilities	50	70	(20)	901	840	61	840
5140-00 • Repairs & Maintenance	0	43	(43)	637	517	120	517
5150-00 • Office - Cleaning	162	102	60	1,187	1,223	(36)	1,223
5100-00 • Rent - Other	1,146	953	193	12,795	11,433	1,362	11,433
Total 5100-00 • Rent	1,358	1,168	190	15,520	14,013	1,507	14,013
5310-00 • Telephone							
5320-00 • Telephone	302	206	96	2,923	2,472	451	2,472
Total 5310-00 • Telephone	302	206	96	2,923	2,472	451	2,472
5420-00 • Mail - USPS	17	46	(29)	114	504	(390)	504
5510-00 • Insurance/Bonding	0	115	(115)	213	1,377	(1,164)	1,377
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	0	0	331	0	331	0
5520-00 • Supplies - Other	52	52	(0)	678	618	60	618
Total 5520-00 • Supplies	52	52	(0)	1,009	618	391	618
5610-00 • Depreciation	0	8	(8)	0	94	(94)	94
5700-00 • Equipment Support & Maintenance	0	140	(140)	240	1,685	(1,445)	1,685
5710-00 • Taxes, Licenses & Fees	0	8	(8)	0	96	(96)	96
5740-00 • Equipment Rental/Leasing	122	155	(33)	1,595	1,856	(261)	1,856
5800-00 • Training Seminars	0			38	0	38	0
6730-00 • Marketing Cooperative/Media	10,268	10,268	0	123,219	123,219	0	123,219
8200-00 • Associate Relations	0	25	(25)	46	300	(254)	300
8750-00 • Meals/Meetings	20	0	20	20	0	20	0
8810-00 • Dues & Subscriptions	0	83	(83)	0	1,000	(1,000)	1,000
8920-00 • Bad Debt	1,650			2,383			
Total Expense	31,027	29,752	1,275	352,490	356,954	(4,464)	356,954
Net Ordinary Income	(5,473)	10,020	(15,494)	58,118	60,924	(2,806)	60,924
Other Income/Expense							
Other Expense							
8990-00 • Allocated	7,126	10,292	(3,167)	58,118	61,196	(3,078)	61,196
Total Other Expense	7,126	10,292	(3,167)	58,118	61,196	(3,078)	61,196
Net Other Income	(7,126)	(10,292)	3,167	(58,118)	(61,196)	3,078	(61,196)
Net Income	(12,599)	(272)	(12,327)	(0)	(272)	272	(272)

North Lake Tahoe Resort Association Profit & Loss Budget Performance

42 - Visitor Center

Accrual Basis

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	(9,896)	(4,983)	(4,913)	373,711	406,271	(32,560)	406,271
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC Income	12	500	(488)	3,212	9,500	(6,288)	9,500
46000 - Merchandise Sales - Other	13,582	12,000	1,582	107,672	95,000	12,672	95,000
Total 46000 - Merchandise Sales	13,594	12,500	1,094	110,884	104,500	6,384	104,500
Total Income	3,698	7,517	(3,818)	484,595	510,771	(26,176)	510,771
Gross Profit	3,698	7,517	(3,818)	484,595	510,771	(26,176)	510,771
Expense							
5000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	1,397	1,911	(514)	14,829	17,550	(2,721)	17,550
5030-00 - P/R - Health Insurance Expense	1,308	1,806	(498)	17,920	21,672	(3,752)	21,672
5040-00 - P/R - Workmans Comp	382	478	(96)	3,411	5,193	(1,782)	5,193
5060-00 - 401 (k)	520	637	(117)	6,159	6,924	(765)	6,924
5070-00 - Other Benefits and Expenses	45	102	(57)	835	1,225	(390)	1,225
5000-00 - Salaries & Wages - Other	20,129	15,925	4,204	172,954	173,103	(149)	173,103
Total 5000-00 - Salaries & Wages	23,781	20,859	2,922	216,107	225,667	(9,560)	225,667
5100-00 - Rent							
5110-00 - Utilities	521	550	(29)	6,669	7,650	(981)	7,650
5140-00 - Repairs & Maintenance	0	(11,708)	11,708	5,355	13,500	(8,145)	13,500
5150-00 - Office - Cleaning	825	237	588	1,209	2,847	(1,638)	2,847
5100-00 - Rent - Other	6,502	7,025	(523)	78,532	84,297	(5,765)	84,297
Total 5100-00 - Rent	7,847	(3,896)	11,743	91,765	108,294	(16,529)	108,294
5310-00 - Telephone							
5320-00 - Telephone	232	0	232	5,445	0	5,445	0
5310-00 - Telephone - Other	0	461	(461)	0	5,535	(5,535)	5,535
Total 5310-00 - Telephone	232	461	(229)	5,445	5,535	(90)	5,535
5420-00 - Mail - USPS							
5480-00 - Mail - Fed Ex	0			54	0	54	0
5420-00 - Mail - USPS - Other	12	145	(133)	369	1,744	(1,375)	1,744
Total 5420-00 - Mail - USPS	12	145	(133)	423	1,744	(1,321)	1,744
5510-00 - Insurance/Bonding	0	146	(146)	1,132	1,753	(621)	1,753
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	0	125	(125)	1,440	1,500	(60)	1,500
5520-00 - Supplies - Other	5,851	473	5,378	11,547	7,375	4,172	7,375
Total 5520-00 - Supplies	5,851	598	5,253	12,986	8,875	4,111	8,875
5610-00 - Depreciation	118	87	31	1,415	1,049	366	1,049
5700-00 - Equipment Support & Maintenance	0	300	(300)	280	3,600	(3,320)	3,600
5710-00 - Taxes, Licenses & Fees	0	0	0	0	155	(155)	155
5740-00 - Equipment Rental/Leasing	222	429	(207)	3,580	5,150	(1,570)	5,150
5800-00 - Training Seminars	0	0	0	120	5,000	(4,880)	5,000
5850-00 - Artist of Month - Commissions	0	458	(458)	2,769	5,500	(2,731)	5,500
6740-00 - Media/Collateral/Production	0	0	0	1,278	0	1,278	0
6742-00 - Non-NLT Co-Op Marketing Program	200	(33,317)	33,517	3,336	5,000	(1,664)	5,000
8100-00 - Cost of Goods Sold							
51100 - Freight and Shipping Costs	176	0	176	1,316	0	1,316	0
52500 - Purchase Discounts	(0)			(40)	0	(40)	0
59900 - POS Inventory Adjustments	68			12	0	12	0
8100-00 - Cost of Goods Sold - Other	7,507	6,300	1,207	58,922	49,875	9,047	49,875
Total 8100-00 - Cost of Goods Sold	7,750	6,300	1,450	60,209	49,875	10,334	49,875
8200-00 - Associate Relations	64	58	6	139	700	(561)	700
8500-00 - Credit Card Fees	509	438	71	3,271	3,658	(387)	3,658
8700-00 - Automobile Expenses	84	65	19	883	750	133	750
8750-00 - Meals/Meetings	0	67	(67)	154	800	(646)	800
8810-00 - Dues & Subscriptions	0	167	(167)	48	2,000	(1,952)	2,000
8910-00 - Travel	0	0	0	0	1,100	(1,100)	1,100
Total Expense	46,669	(6,635)	53,304	405,342	436,205	(30,863)	436,205
Net Ordinary Income	(42,971)	14,152	(57,123)	79,253	74,566	4,687	74,566
Other Income/Expense							
Other Expense							
8990-00 - Allocated	9,717	5,369	4,348	79,252	74,783	4,469	74,783
Total Other Expense	9,717	5,369	4,348	79,252	74,783	4,469	74,783
Net Other Income	(9,717)	(5,369)	(4,348)	(79,252)	(74,783)	(4,469)	(74,783)
Net Income	(52,688)	8,783	(61,471)	0	(217)	217	(217)

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

Accrual Basis

51 - TMPI

	Jun 19	Budget	\$ Over Bu...	Jul '18 - Ju...	YTD Budget	\$ Over Bu...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	780	781	(0)	8,691	8,740	(49)	8,740
Total Income	780	781	(0)	8,691	8,740	(49)	8,740
Gross Profit	780	781	(0)	8,691	8,740	(49)	8,740
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	(95)	33	(128)	(246)	401	(647)	401
5030-00 · P/R - Health Insurance Expense	0	4	(4)	52	42	10	42
5040-00 · P/R - Workmans Comp	0	4	(4)	58	48	10	48
5060-00 · 401 (k)	0	23	(23)	251	272	(21)	272
5070-00 · Other Benefits and Expenses	0			3	0	3	0
5000-00 · Salaries & Wages - Other	(1,172)	567	(1,738)	7,036	6,798	238	6,798
Total 5000-00 · Salaries & Wages	(1,266)	630	(1,896)	7,154	7,561	(407)	7,561
5100-00 · Rent							
5110-00 · Utilities	0	0	0	36	0	36	0
5140-00 · Repairs & Maintenance	0	0	0	6	0	6	0
5150-00 · Office - Cleaning	0	0	0	42	0	42	0
5100-00 · Rent - Other	0	0	0	502	0	502	0
Total 5100-00 · Rent	0	0	0	586	0	586	0
5310-00 · Telephone							
5320-00 · Telephone	0	0	0	230	0	230	0
Total 5310-00 · Telephone	0	0	0	230	0	230	0
5420-00 · Mail - USPS	0	0	0	19	0	19	0
5510-00 · Insurance/Bonding	0	0	0	64	0	64	0
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	0	0	71	0	71	0
5520-00 · Supplies - Other	0	0	0	17	0	17	0
Total 5520-00 · Supplies	0	0	0	88	0	88	0
5740-00 · Equipment Rental/Leasing	0	0	0	217	0	217	0
8700-00 · Automobile Expenses	0	0	0	26	0	26	0
8750-00 · Meals/Meetings	0	0	0	3	0	3	0
Total Expense	(1,266)	630	(1,896)	8,386	7,561	825	7,561
Net Ordinary Income	2,047	151	1,896	304	1,179	(875)	1,179
Other Income/Expense							
Other Expense							
8990-00 · Allocated	144	152	(8)	1,174	1,180	(6)	1,180
Total Other Expense	144	152	(8)	1,174	1,180	(6)	1,180
Net Other Income	(144)	(152)	8	(1,174)	(1,180)	6	(1,180)
Net Income	1,903	(1)	1,904	(870)	(1)	(869)	(1)

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

Accrual Basis

60 - Membership

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 • Membership Dues Revenue	12,318	10,700	1,618	138,397	128,000	10,397	128,000
4250-00 • Revenues-Membership Activities							
4250-01 • Community Awards							
4250-04 • Silent Auction	0	0	0	12,876	19,000	(6,125)	19,000
4250-05 • Sponsorships	0	0	0	17,165	13,000	4,165	13,000
4250-01 • Community Awards - Other	0	0	0	14,646	18,000	(3,354)	18,000
Total 4250-01 • Community Awards	0	0	0	44,687	50,000	(5,314)	50,000
4250-02 • Chamber Events	0	208	(208)	2,892	2,500	392	2,500
4250-03 • Summer/Winter Rec Luncheon	0	4,000	(4,000)	2,622	8,000	(5,378)	8,000
4251-00 • Tues AM Breakfast Club							
4251-01 • Tues AM Breakfast Club Sponsors	0	300	(300)	2,500	3,050	(550)	3,050
4251-00 • Tues AM Breakfast Club - Other	510	580	(70)	6,087	6,960	(873)	6,960
Total 4251-00 • Tues AM Breakfast Club	510	880	(370)	8,587	10,010	(1,423)	10,010
4250-00 • Revenues-Membership Activities - Other	875			4,793	0	4,793	0
Total 4250-00 • Revenues-Membership Activities	1,385	5,088	(3,703)	63,582	70,510	(6,928)	70,510
4252-00 • Sponsorships	0			600	0	600	0
4253-00 • Revenue- Other	0	0	0	6	0	6	0
Total Income	13,703	15,788	(2,085)	202,585	198,510	4,075	198,510
Gross Profit	13,703	15,788	(2,085)	202,585	198,510	4,075	198,510
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	(1,375)	(1,375)	0	(16,500)	(16,500)	0	(16,500)
5020-00 • P/R - Tax Expense	119	547	(428)	4,661	6,566	(1,905)	6,566
5030-00 • P/R - Health Insurance Expense	416	888	(472)	11,203	10,656	547	10,656
5040-00 • P/R - Workmans Comp	19	7	12	360	87	273	87
5060-00 • 401 (k)	135	262	(127)	2,659	3,145	(486)	3,145
5070-00 • Other Benefits and Expenses	4	66	(62)	191	792	(601)	792
5000-00 • Salaries & Wages - Other	4,226	6,553	(2,327)	80,103	78,636	1,467	78,636
Total 5000-00 • Salaries & Wages	3,544	6,948	(3,404)	82,678	83,382	(704)	83,382
5100-00 • Rent							
5110-00 • Utilities	24	50	(26)	367	605	(238)	605
5140-00 • Repairs & Maintenance	0	25	(25)	478	300	178	300
5150-00 • Office - Cleaning	77	78	(1)	445	1,177	(732)	1,177
5100-00 • Rent - Other	637	819	(182)	5,412	9,826	(4,414)	9,826
Total 5100-00 • Rent	738	972	(234)	6,702	11,908	(5,206)	11,908
5310-00 • Telephone							
5320-00 • Telephone	121	253	(132)	1,698	3,036	(1,338)	3,036
Total 5310-00 • Telephone	121	253	(132)	1,698	3,036	(1,338)	3,036
5420-00 • Mail - USPS	8	50	(42)	96	1,000	(904)	1,000
5510-00 • Insurance/Bonding	0	55	(55)	242	775	(533)	775
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	0	0	892	500	392	500
5520-00 • Supplies - Other	25	83	(58)	668	1,000	(332)	1,000
Total 5520-00 • Supplies	25	83	(58)	1,560	1,500	60	1,500
5610-00 • Depreciation	0	8	(8)	0	96	(96)	96
5700-00 • Equipment Support & Maintenance	0	56	(56)	0	672	(672)	672
5710-00 • Taxes, Licenses & Fees	0	50	(50)	0	200	(200)	200
5740-00 • Equipment Rental/Leasing	166	250	(84)	2,110	2,990	(880)	2,990
5800-00 • Training Seminars	0	0	0	3,721	1,950	1,771	1,950
5900-00 • Professional Fees							
5921-00 • Professional Fees - Other	0	375	(375)	0	1,500	(1,500)	1,500
Total 5900-00 • Professional Fees	0	375	(375)	0	1,500	(1,500)	1,500
6420-00 • Events							
6422-00 • Event Media	0			(300)			
6424-00 • Event Operation Expenses	(188)			(188)			
Total 6420-00 • Events	(188)			(488)			
6423-00 • Membership Activities							
6434-00 • Community Awards Dinner	1,385	0	1,385	27,155	27,500	(345)	27,500
6436-00 • Membership - Wnt/Sum Rec Lunch	23	2,500	(2,477)	3,492	5,000	(1,508)	5,000
6437-00 • Tuesday Morning Breakfast Club	0	650	(650)	5,436	7,150	(1,714)	7,150
6441-00 • Membership - Miscellaneous Exp	0			60			
6442-00 • Public Relations/Website	1	344	(343)	14,569	5,628	8,941	5,628
6444-00 • Trades	(1,430)			0	0	0	0
6423-00 • Membership Activities - Other	2,844	0	2,844	16,266	0	16,266	0
Total 6423-00 • Membership Activities	2,822	3,494	(672)	66,979	45,278	21,701	45,278
8100-00 • Cost of Goods Sold	0			707			

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

Accrual Basis

60 - Membership

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun 19	YTD Budget	\$ Over Budget	Annual Budget
8200-00 - Associate Relations	0	67	(67)	0	800	(800)	800
8500-00 - Credit Card Fees	328	250	78	4,158	3,000	1,158	3,000
8700-00 - Automobile Expenses	58	78	(20)	451	933	(483)	933
8750-00 - Meals/Meetings	93	150	(57)	1,003	1,800	(797)	1,800
8810-00 - Dues & Subscriptions	0	35	(35)	530	420	110	420
8920-00 - Bad Debt	936			6,036	0	6,036	0
Total Expense	8,652	13,174	(4,522)	178,180	161,240	16,940	161,240
Net Ordinary Income	5,051	2,614	2,437	24,405	37,270	(12,865)	37,270
Other Income/Expense							
Other Expense							
8990-00 - Allocated	3,239	1,908	1,331	26,418	25,046	1,372	25,046
Total Other Expense	3,239	1,908	1,331	26,418	25,046	1,372	25,046
Net Other Income	(3,239)	(1,908)	(1,331)	(26,418)	(25,046)	(1,372)	(25,046)
Net Income	1,812	706	1,106	(2,013)	12,224	(14,237)	12,224

North Lake Tahoe Resort Association Profit & Loss Budget Performance

70 - Administration

Accrual Basis

	Jun 19	Budget	\$ Over Budget	Jul '18 - Jun 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	(495)	2,152	(2,647)	22,918	25,577	(2,659)	25,577
5030-00 • P/R - Health Insurance Expense	1,300	2,648	(1,347)	20,951	31,770	(10,819)	31,770
5040-00 • P/R - Workmans Comp	497	249	248	2,058	2,251	(193)	2,251
5060-00 • 401 (k)	644	1,067	(423)	7,966	13,050	(5,084)	13,050
5070-00 • Other Benefits and Expenses	17	167	(150)	686	2,000	(1,314)	2,000
5000-00 • Salaries & Wages - Other	4,233	27,188	(22,954)	317,553	326,250	(8,697)	326,250
Total 5000-00 • Salaries & Wages	6,196	33,470	(27,274)	372,132	400,898	(28,766)	400,898
5100-00 • Rent							
5110-00 • Utilities	80	123	(43)	1,821	1,476	345	1,476
5140-00 • Repairs & Maintenance	87	375	(288)	5,379	4,500	879	4,500
5150-00 • Office - Cleaning	284	208	76	2,284	2,497	(213)	2,497
5100-00 • Rent - Other	2,332	2,176	156	29,643	26,107	3,536	26,107
Total 5100-00 • Rent	2,782	2,882	(100)	39,128	34,580	4,548	34,580
5310-00 • Telephone							
5320-00 • Telephone	1,056	1,000	56	9,703	12,000	(2,297)	12,000
5350-00 • Internet	0			25			
Total 5310-00 • Telephone	1,056	1,000	56	9,728	12,000	(2,272)	12,000
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0			30	0	30	0
5420-00 • Mail - USPS - Other	29	88	(59)	(4,357)	1,059	(5,416)	1,059
Total 5420-00 • Mail - USPS	29	88	(59)	(4,327)	1,059	(5,386)	1,059
5510-00 • Insurance/Bonding	3,814	0	3,814	8,540	205	8,335	205
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	130	0	130	3,126	2,000	1,126	2,000
5520-00 • Supplies - Other	993	625	368	6,412	7,500	(1,088)	7,500
Total 5520-00 • Supplies	1,123	625	498	9,538	9,500	38	9,500
5610-00 • Depreciation	0	54	(54)	218	650	(432)	650
5700-00 • Equipment Support & Maintenance	66	330	(264)	2,711	3,955	(1,244)	3,955
5710-00 • Taxes, Licenses & Fees	823	1,042	(219)	10,850	12,500	(1,650)	12,500
5740-00 • Equipment Rental/Leasing	321	329	(8)	3,990	3,950	40	3,950
5800-00 • Training Seminars	1,736	417	1,319	2,510	5,000	(2,490)	5,000
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	900	625	275	2,020	7,500	(5,480)	7,500
5920-00 • Professional Fees - Accountant	0	0	0	24,250	25,000	(750)	25,000
5921-00 • Professional Fees - Other	46,120	50,500	(4,380)	57,930	68,500	(10,570)	68,500
Total 5900-00 • Professional Fees	47,020	51,125	(4,105)	84,200	101,000	(16,800)	101,000
5941-00 • Research & Planning	0	0	0	10,100	0	10,100	0
6420-00 • Events							
6422-00 • Event Media	0			300			
Total 6420-00 • Events	0			300			
6423-00 • Membership Activities							
6442-00 • Public Relations/Website	0			(300)			
Total 6423-00 • Membership Activities	0			(300)	0	(300)	0
6742-00 • Non-NLT Co-Op Marketing Program	3,600	0	3,600	7,200	0	7,200	0
7500-00 • Trade Shows/Travel	0	0	0	372	0	372	0
8200-00 • Associate Relations	164	333	(169)	3,640	4,000	(361)	4,000
8300-00 • Board Functions	2,875	150	2,725	11,233	4,500	6,733	4,500
8500-00 • Credit Card Fees	0			313	0	313	0
8600-00 • Additional Opportunities	1,088	467	621	6,713	5,600	1,113	5,600
8700-00 • Automobile Expenses	7	250	(243)	1,866	3,000	(1,134)	3,000
8750-00 • Meals/Meetings	0	120	(120)	2,280	1,440	850	1,440
8810-00 • Dues & Subscriptions	(723)	275	(998)	4,275	3,300	975	3,300
Total Expense	71,976	92,957	(20,981)	587,219	607,137	(19,918)	607,137
Net Ordinary Income	(71,976)	(92,957)	20,981	(587,219)	(607,137)	19,918	(607,137)
Other Income/Expense							
Other Income							
4700-00 • Revenues- Interest & Investment	0			17			
Total Other Income	0			17			
Other Expense							
8990-00 • Allocated	(71,976)	(92,957)	20,981	(587,055)	(607,137)	20,082	(607,137)
Total Other Expense	(71,976)	(92,957)	20,981	(587,055)	(607,137)	20,082	(607,137)
Net Other Income	71,976	92,957	(20,981)	587,072	607,137	(20,065)	607,137
Net Income	0	0	0	(147)	0	(147)	0

North Lake Tahoe Resort Association

Preliminary

Financial Statements for the Period Ending

July 31, 2019

North Lake Tahoe Resort Association

Balance Sheet

As of July 31, 2019

Accrual Basis

	Jul 31, 19	Jul 31, 18	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1001-00 · Petty Cash	400	189	211	112%
1003-00 · Cash - Operations BOTW #6712	805,824	701,932	103,891	15%
1007-00 · Cash - Payroll BOTW #7421	42,282	10,813	31,469	291%
1008-00 · Marketing Reserve - Plumas	50,250	50,175	75	0%
1009-00 · Cash Flow Reserve - Plumas	100,667	100,466	201	0%
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%
1080-00 · Special Events BOTW #1626	135,201	83,406	51,795	62%
10950 · Cash in Drawer	392	302	90	30%
Total Checking/Savings	1,164,597	976,864	187,733	19%
Accounts Receivable				
1200-00 · Quickbooks Accounts Receivable	27,803	22,823	4,980	22%
1290-00 · A/R - TOT	680,210	285,445	394,765	138%
Total Accounts Receivable	708,014	308,268	399,745	130%
Other Current Assets				
1200-99 · AR Other	30	(41)	71	174%
1201-00 · Member Accounts Receivable				
1201-01 · Member AR - Member Dues	13,935	15,745	(1,810)	(12)%
1201-03 · Member AR - Other	2,610	0	2,610	100%
1201-00 · Member Accounts Receivable - Other	0	2,390	(2,390)	(100)%
Total 1201-00 · Member Accounts Receivable	16,545	18,135	(1,590)	(9)%
1201-02 · Allowance for Doubtful Accounts	(2,775)	(2,500)	(275)	(11)%
12100 · Inventory Asset				
25300 · Gift Cards Outstanding	15	0	15	100%
12100 · Inventory Asset - Other	25,796	26,265	(469)	(2)%
Total 12100 · Inventory Asset	25,811	26,265	(454)	(2)%
1299 · Receivable from NLTMC	5,661	5,649	12	0%
1490-00 · Security Deposits	1,610	1,250	360	29%
Total Other Current Assets	46,882	48,758	(1,876)	(4)%
Total Current Assets	1,919,492	1,333,891	585,602	44%
Fixed Assets				
1700-00 · Furniture & Fixtures	68,768	68,768	0	0%
1701-00 · Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%
1740-00 · Computer Equipment	8,436	8,436	0	0%
1741-00 · Accum. Depr. - Computer Equip	(8,435)	(8,435)	0	0%
1750-00 · Computer Software	21,520	21,520	0	0%
1751-00 · Accum. Amort. - Software	(20,231)	(18,629)	(1,602)	(9)%
1770-00 · Leasehold Improvements	24,284	24,284	0	0%
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,284)	0	0%
Total Fixed Assets	1,289	2,892	(1,602)	(55)%
Other Assets				
1400-00 · Prepaid Expenses				
1410-00 · Prepaid Insurance	14,833	8,666	6,166	71%
1430-00 · Prepaid 1st Class Postage	100	1,000	(900)	(90)%
1400-00 · Prepaid Expenses - Other	5,193	16,402	(11,209)	(68)%
Total 1400-00 · Prepaid Expenses	20,126	26,069	(5,942)	(23)%
Total Other Assets	20,126	26,069	(5,942)	(23)%
TOTAL ASSETS	1,940,908	1,362,851	578,057	42%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				

North Lake Tahoe Resort Association

Balance Sheet

As of July 31, 2019

Accrual Basis

	Jul 31, 19	Jul 31, 18	\$ Change	% Change
Accounts Payable				
2000-00 · Accounts Payable	516,031	12,747	503,285	3,948%
Total Accounts Payable	516,031	12,747	503,285	3,948%
Credit Cards				
2080-00 · Bank of the West - Master Cards				
2080-02 · MC_6765_Jason	0	15	(15)	(100)%
2080-10 · MC_9495_AI	0	555	(555)	(100)%
2080-11 · MC_3978_Amber	0	1,506	(1,506)	(100)%
2080-13 · MC_6903_Cindy	0	1,568	(1,568)	(100)%
2080-14 · MC_6193_Daphne	0	761	(761)	(100)%
Total 2080-00 · Bank of the West - Master Cards	0	4,405	(4,405)	(100)%
Total Credit Cards	0	4,405	(4,405)	(100)%
Other Current Liabilities				
21000 · Salaries/Wages/Payroll Liabilit				
2100-00 · Salaries / Wages Payable	26,370	45,965	(19,595)	(43)%
2101-00 · Incentive Payable	63,651	47,961	15,690	33%
2102-00 · Commissions Payable	10,249	6,898	3,351	49%
2120-00 · Empl. Federal Tax Payable	11,473	5,421	6,052	112%
2175-00 · 401 (k) Plan	5,379	1,420	3,958	279%
2180-00 · Estimated PTO Liability	52,993	49,004	3,988	8%
Total 21000 · Salaries/Wages/Payroll Liabilit	170,114	156,670	13,445	9%
2190-00 · Sales and Use Tax Payable				
2195-00 · Use Tax Payable	1,331	943	389	41%
25500 · *Sales Tax Payable	3,349	3,217	132	4%
2190-00 · Sales and Use Tax Payable - Other	3	0	3	100%
Total 2190-00 · Sales and Use Tax Payable	4,683	4,159	524	13%
2250-00 · Accrued Expenses	45,946	49,521	(3,575)	(7)%
2400-42 · Marketing Co-op	0	1,000	(1,000)	(100)%
2400-60 · Deferred Revenue- Member Dues	63,325	65,935	(2,609)	(4)%
2500-00 · Deferred Revenue - TMBC	840	535	305	57%
2651-00 · Deferred Rev - Conference	0	8,525	(8,525)	(100)%
2700-00 · Deferred Rev. County	700,610	350,305	350,305	100%
2800-00 · Suspense	0	4,202	(4,202)	(100)%
2900-00 · Due To/From County of Placer	(5,638)	229,432	(235,070)	(103)%
Total Other Current Liabilities	979,881	870,284	109,596	13%
Total Current Liabilities	1,495,912	887,436	608,476	69%
Total Liabilities	1,495,912	887,436	608,476	69%
Equity				
32000 · Unrestricted Net Assets	(14,698)	(11,669)	(3,029)	(26)%
3300-11 · Designated Marketing Reserve	275,755	275,755	0	0%
3301 · Cash Flow Reserve	100,248	100,248	0	0%
3302 · Marketing Cash Reserve	50,018	50,018	0	0%
Net Income	33,673	61,062	(27,389)	(45)%
Total Equity	444,996	475,414	(30,418)	(6)%
TOTAL LIABILITIES & EQUITY	1,940,908	1,362,851	578,057	42%

North Lake Tahoe Resort Association

Profit & Loss

Accrual Basis

July 2019

	Jul 19	Jul 18	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 • County of Placer TOT Funding	588,077	535,445	52,632	10%
4200-00 • Membership Dues Revenue	11,093	11,008	85	1%
4205-00 • Conference Dues	0	825	-825	-100%
4250-00 • Revenues-Membership Activities				
4251-00 • Tues AM Breakfast Club	0	75	-75	-100%
4250-00 • Revenues-Membership Activities - Other	600	160	440	275%
Total 4250-00 • Revenues-Membership Activities	600	235	365	155%
4600-00 • Commissions				
4601-00 • Commissions - South Shore	6,563	0	6,563	100%
4600-00 • Commissions - Other	681	2,805	-2,124	-76%
Total 4600-00 • Commissions	7,245	2,805	4,439	158%
46000 • Merchandise Sales				
4502-00 • Non-Retail VIC income	20	425	-405	-95%
46000 • Merchandise Sales - Other	14,354	17,178	-2,824	-16%
Total 46000 • Merchandise Sales	14,374	17,603	-3,229	-18%
Total Income	621,388	567,921	53,467	9%
Gross Profit	621,388	567,921	53,467	9%
Expense				
5000-00 • Salaries & Wages				
5010-00 • Sales Commissions	1,876	4,609	-2,733	-59%
5020-00 • P/R - Tax Expense	5,803	7,383	-1,580	-21%
5030-00 • P/R - Health Insurance Expense	7,937	4,605	3,332	72%
5040-00 • P/R - Workmans Comp	447	0	447	100%
5060-00 • 401 (k)	2,752	2,750	3	0%
5070-00 • Other Benefits and Expenses	155	516	-361	-70%
5000-00 • Salaries & Wages - Other	78,597	89,324	-10,727	-12%
Total 5000-00 • Salaries & Wages	97,568	109,187	-11,619	-11%
5100-00 • Rent				
5110-00 • Utilities	977	1,020	-43	-4%
5140-00 • Repairs & Maintenance	187	510	-324	-63%
5150-00 • Office - Cleaning	550	0	550	100%
5100-00 • Rent - Other	13,058	12,780	278	2%
Total 5100-00 • Rent	14,772	14,311	461	3%
5310-00 • Telephone				
5320-00 • Telephone	1,809	3,952	-2,142	-54%
5350-00 • Internet	0	25	-25	-100%
Total 5310-00 • Telephone	1,809	3,977	-2,167	-55%
5420-00 • Mail - USPS	100	21	79	382%
5510-00 • Insurance/Bonding	730	264	466	176%
5520-00 • Supplies				
5525-00 • Supplies- Computer <\$1000	10	260	-250	-96%
5520-00 • Supplies - Other	2,063	1,143	920	81%
Total 5520-00 • Supplies	2,073	1,403	670	48%
5610-00 • Depreciation	118	149	-31	-21%
5700-00 • Equipment Support & Maintenance	0	10	-10	-100%
5710-00 • Taxes, Licenses & Fees	816	522	294	56%
5740-00 • Equipment Rental/Leasing	1,108	170	938	551%
5850-00 • Artist of Month - Commissions	726	180	546	304%
5900-00 • Professional Fees				
5910-00 • Professional Fees - Attorneys	0	840	-840	-100%

North Lake Tahoe Resort Association
Profit & Loss
July 2019

Accrual Basis

	Jul 19	Jul 18	\$ Change	% Change
5921-00 · Professional Fees - Other	10,148	0	10,148	100%
Total 5900-00 · Professional Fees	10,148	840	9,308	1,108%
6420-00 · Events				
6420-01 · Sponsorships				
6421-06 · Spartan	250,000	250,000	0	0%
Total 6420-01 · Sponsorships	250,000	250,000	0	0%
6424-00 · Event Operation Expenses	0	1,374	-1,374	-100%
Total 6420-00 · Events	250,000	251,374	-1,374	-1%
6423-00 · Membership Activities				
6434-00 · Community Awards Dinner	285	0	285	100%
6436-00 · Membership - Wnt/Sum Rec Lunch	318	0	318	100%
6442-00 · Public Relations/Website	315	580	-265	-46%
6423-00 · Membership Activities - Other	570	0	570	100%
Total 6423-00 · Membership Activities	1,488	580	908	156%
6730-00 · Marketing Cooperative/Media	195,584	111,384	84,200	76%
6742-00 · Non-NLT Co-Op Marketing Program	729	1,282	-553	-43%
6743-00 · BACC Marketing Programs				
6743-05 · Peak Your Adventure	-1,000	0	-1,000	-100%
Total 6743-00 · BACC Marketing Programs	-1,000	0	-1,000	-100%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	218	212	7	3%
52500 · Purchase Discounts	0	-15	15	100%
59900 · POS Inventory Adjustments	10	-48	57	120%
8100-00 · Cost of Goods Sold - Other	7,268	8,797	-1,528	-17%
Total 8100-00 · Cost of Goods Sold	7,496	8,946	-1,450	-16%
8200-00 · Associate Relations	100	627	-527	-84%
8300-00 · Board Functions	0	96	-96	-100%
8500-00 · Credit Card Fees	633	529	103	20%
8700-00 · Automobile Expenses	220	331	-111	-33%
8750-00 · Meals/Meetings	121	77	44	57%
8810-00 · Dues & Subscriptions	1,211	623	588	94%
8920-00 · Bad Debt	1,188	0	1,188	100%
Total Expense	587,738	506,882	80,856	16%
Net Ordinary Income	33,650	61,039	-27,389	-45%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	24	23	0	0%
Total Other Income	24	23	0	0%
Net Other Income	24	23	0	0%
Net Income	33,673	61,062	-27,389	-45%

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	588,077	623,244	(35,167)	588,077	623,244	(35,167)	3,914,430
4200-00 • Membership Dues Revenue	11,093	10,833	259	11,093	10,833	259	130,000
4250-00 • Revenues-Membership Activities							
4250-01 • Community Awards							
4250-04 • Silent Auction	0	0	0	0	0	0	17,000
4250-05 • Sponsorships	0	0	0	0	0	0	17,000
4250-01 • Community Awards - Other	0	0	0	0	0	0	16,000
Total 4250-01 • Community Awards	0	0	0	0	0	0	50,000
4250-02 • Chamber Events	0	0	0	0	0	0	2,500
4250-03 • Summer/Winter Rec Luncheon	0	0	0	0	0	0	2,700
4251-00 • Tues AM Breakfast Club							
4251-01 • Tues AM Breakfast Club Sponsors	0	583	(583)	0	583	(583)	7,000
4251-00 • Tues AM Breakfast Club - Other	0	0	0	0	0	0	3,000
Total 4251-00 • Tues AM Breakfast Club	0	583	(583)	0	583	(583)	10,000
4250-00 • Revenues-Membership Activities - Other	600			600			
Total 4250-00 • Revenues-Membership Activities	600	583	17	600	583	17	65,200
4253-00 • Revenue- Other	0	333	(333)	0	333	(333)	4,000
4600-00 • Commissions							
4601-00 • Commissions - South Shore	6,563	0	6,563	6,563	0	6,563	0
4600-00 • Commissions - Other	681	0	681	681	0	681	28,276
Total 4600-00 • Commissions	7,245	0	7,245	7,245	0	7,245	28,276
46000 • Merchandise Sales							
4502-00 • Non-Retail VIC Income	20	400	(380)	20	400	(380)	4,800
46000 • Merchandise Sales - Other	14,354	17,000	(2,646)	14,354	17,000	(2,646)	108,100
Total 46000 • Merchandise Sales	14,374	17,400	(3,026)	14,374	17,400	(3,026)	112,900
Total Income	621,388	652,394	(31,005)	621,388	652,394	(31,005)	4,254,806
Gross Profit	621,388	652,394	(31,005)	621,388	652,394	(31,005)	4,254,806
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	1,876	800	1,076	1,876	800	1,076	9,600
5020-00 • P/R - Tax Expense	5,803	7,033	(1,230)	5,803	7,033	(1,230)	84,163
5030-00 • P/R - Health Insurance Expense	7,937	11,868	(3,931)	7,937	11,868	(3,931)	142,416
5040-00 • P/R - Workmans Comp	447	1,273	(826)	447	1,273	(826)	13,981
5060-00 • 401 (k)	2,752	3,366	(614)	2,752	3,366	(614)	41,981
5061-00 • 401k Profit Sharing	0	80	(80)	0	80	(80)	960
5070-00 • Other Benefits and Expenses	155	413	(258)	155	413	(258)	5,040
5000-00 • Salaries & Wages - Other	78,597	84,142	(5,545)	78,597	84,142	(5,545)	1,049,304
Total 5000-00 • Salaries & Wages	97,568	108,976	(11,408)	97,568	108,976	(11,408)	1,347,445
5100-00 • Rent							
5110-00 • Utilities	977	1,055	(78)	977	1,055	(78)	12,899
5140-00 • Repairs & Maintenance	187	1,464	(1,277)	187	1,464	(1,277)	21,938
5150-00 • Office - Cleaning	550	421	129	550	421	129	9,505
5100-00 • Rent - Other	13,058	12,597	461	13,058	12,597	461	151,529
Total 5100-00 • Rent	14,772	15,536	(765)	14,772	15,536	(765)	195,871
5310-00 • Telephone							
5320-00 • Telephone	1,809	2,104	(295)	1,809	2,104	(295)	24,134
Total 5310-00 • Telephone	1,809	2,104	(295)	1,809	2,104	(295)	24,134
5420-00 • Mail - USPS	100	213	(113)	100	213	(113)	2,578
5510-00 • Insurance/Bonding	730	800	(70)	730	800	(70)	9,604
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	10	3,324	(3,314)	10	3,324	(3,314)	10,442
5520-00 • Supplies - Other	2,063	4,736	(2,673)	2,063	4,736	(2,673)	29,248
Total 5520-00 • Supplies	2,073	8,060	(5,986)	2,073	8,060	(5,986)	39,690
5610-00 • Depreciation	118	148	(30)	118	148	(30)	1,560
5700-00 • Equipment Support & Maintenance	0	2,420	(2,420)	0	2,420	(2,420)	29,280
5710-00 • Taxes, Licenses & Fees	816	1,045	(229)	816	1,045	(229)	12,695
5740-00 • Equipment Rental/Leasing	1,108	1,244	(135)	1,108	1,244	(135)	15,104
5800-00 • Training Seminars	0	421	(421)	0	421	(421)	12,835
5850-00 • Artist of Month - Commissions	726	360	366	726	360	366	4,320
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	725	(725)	0	725	(725)	9,000
5920-00 • Professional Fees - Accountant	0	0	0	0	0	0	24,900
5921-00 • Professional Fees - Other	10,148	1,983	8,164	10,148	1,983	8,164	26,800
5900-00 • Professional Fees - Other	0	10,000	(10,000)	0	10,000	(10,000)	55,000
Total 5900-00 • Professional Fees	10,148	12,708	(2,561)	10,148	12,708	(2,561)	115,700
5941-00 • Research & Planning	0	1,800	(1,800)	0	1,800	(1,800)	21,600
6020-00 • Programs							
6016-00 • Special Event Partnership	0	0	0	0	0	0	50,000

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Bud...
6018-00 • Business Assoc. Grants	0	0	0	0	0	0	30,000
Total 6020-00 • Programs	0	0	0	0	0	0	80,000
6420-00 • Events							
6420-01 • Sponsorships							
6023-00 • Autumn Food & Wine	0	30,000	(30,000)	0	30,000	(30,000)	37,495
6421-01 • 4th of July Fireworks	0	0	0	0	0	0	20,000
6421-04 • Broken Arrow Skyrace	0	0	0	0	0	0	25,400
6421-06 • Spartan	250,000	250,000	0	250,000	250,000	0	254,400
6421-07 • Tahoe Lacrosse Tournament	0	0	0	0	0	0	6,000
6421-09 • Wanderlust	0	500	(500)	0	500	(500)	37,500
6421-10 • WinterWonderGrass - Tahoe	0	0	0	0	0	0	21,900
6421-16 • Mountain Travel Symposium	0	0	0	0	0	0	75,000
Total 6420-01 • Sponsorships	250,000	280,500	(30,500)	250,000	280,500	(30,500)	477,695
6421-00 • New Event Development	0	2,500	(2,500)	0	2,500	(2,500)	30,000
6424-00 • Event Operation Expenses	0	667	(667)	0	667	(667)	8,000
Total 6420-00 • Events	250,000	283,667	(33,667)	250,000	283,667	(33,667)	515,695
6423-00 • Membership Activities							
6434-00 • Community Awards Dinner	285	0	285	285	0	285	27,500
6435-00 • Shop Local Event	0	0	0	0	0	0	5,000
6436-00 • Membership - Wnt/Sum Rec Lunch	318	0	318	318	0	318	0
6437-00 • Tuesday Morning Breakfast Club	0	500	(500)	0	500	(500)	6,000
6442-00 • Public Relations/Website	315	417	(102)	315	417	(102)	5,000
6423-00 • Membership Activities - Other	570	50	520	570	50	520	8,500
Total 6423-00 • Membership Activities	1,488	967	521	1,488	967	521	52,000
6730-00 • Marketing Cooperative/Media	195,584	195,584	0	195,584	195,584	0	1,503,362
6740-00 • Media/Collateral/Production	0	0	0	0	0	0	3,000
6742-00 • Non-NLT Co-Op Marketing Program	729	2,500	(1,771)	729	2,500	(1,771)	27,910
6743-00 • BACC Marketing Programs							
6743-01 • Shop Local	0	0	0	0	0	0	20,000
6743-03 • Touch Lake Tahoe	0	0	0	0	0	0	20,000
6743-04 • High Notes	0	0	0	0	0	0	20,000
6743-05 • Peak Your Adventure	(1,000)	0	(1,000)	(1,000)	0	(1,000)	20,000
Total 6743-00 • BACC Marketing Programs	(1,000)	0	(1,000)	(1,000)	0	(1,000)	80,000
7500-00 • Trade Shows/Travel	0	0	0	0	0	0	3,000
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	218	200	18	218	200	18	1,190
59900 • POS Inventory Adjustments	10			10			
8100-00 • Cost of Goods Sold - Other	7,268	8,500	(1,232)	7,268	8,500	(1,232)	54,050
Total 8100-00 • Cost of Goods Sold	7,496	8,700	(1,204)	7,496	8,700	(1,204)	55,240
8200-00 • Associate Relations	100	648	(548)	100	648	(548)	7,756
8300-00 • Board Functions	0	100	(100)	0	100	(100)	5,950
8500-00 • Credit Card Fees	633	901	(268)	633	901	(268)	7,454
8600-00 • Additional Opportunities	0	1,108	(1,108)	0	1,108	(1,108)	32,091
8700-00 • Automobile Expenses	220	543	(322)	220	543	(322)	6,285
8750-00 • Meals/Meetings	121	461	(340)	121	461	(340)	5,534
8810-00 • Dues & Subscriptions	1,211	616	595	1,211	616	595	7,490
8910-00 • Travel	0	0	0	0	0	0	7,800
8920-00 • Bad Debt	1,188			1,188			
Total Expense	587,738	651,629	(63,891)	587,738	651,629	(63,891)	4,232,983
Net Ordinary Income	33,650	765	32,885	33,650	765	32,885	21,823
Other Income/Expense							
Other Income							
4700-00 • Revenues- Interest & Investment	24			24			
Total Other Income	24			24			
Net Other Income	24	0	24	24	0	24	0
Net Income	33,673	765	32,909	33,673	765	32,909	21,823

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

Accrual Basis

11 - Marketing

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	506,888	542,054	(35,166)	506,888	542,054	(35,166)	3,044,007
Total Income	506,888	542,054	(35,166)	506,888	542,054	(35,166)	3,044,007
Gross Profit	506,888	542,054	(35,166)	506,888	542,054	(35,166)	3,044,007
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	1,375	1,375	0	1,375	1,375	0	16,500
5020-00 • P/R - Tax Expense	1,274	2,037	(764)	1,274	2,037	(764)	21,537
5030-00 • P/R - Health Insurance Expense	4,092	3,667	425	4,092	3,667	425	44,004
5040-00 • P/R - Workmans Comp	93	178	(86)	93	178	(86)	2,139
5060-00 • 401 (k)	766	1,019	(253)	766	1,019	(253)	12,224
5070-00 • Other Benefits and Expenses	72	160	(88)	72	160	(88)	1,920
5000-00 • Salaries & Wages - Other	21,765	25,467	(3,702)	21,765	25,467	(3,702)	305,604
Total 5000-00 • Salaries & Wages	29,435	33,903	(4,468)	29,435	33,903	(4,468)	403,929
5100-00 • Rent							
5110-00 • Utilities	203	156	47	203	156	47	2,001
5140-00 • Repairs & Maintenance	0	0	0	0	0	0	4,367
5150-00 • Office - Cleaning	206	0	206	206	0	206	2,866
5100-00 • Rent - Other	2,442	2,133	309	2,442	2,133	309	24,200
Total 5100-00 • Rent	2,850	2,289	561	2,850	2,289	561	33,434
5310-00 • Telephone							
5320-00 • Telephone	489	600	(111)	489	600	(111)	6,600
Total 5310-00 • Telephone	489	600	(111)	489	600	(111)	6,600
5420-00 • Mail - USPS	34	50	(16)	34	50	(16)	600
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	1,500	(1,500)	0	1,500	(1,500)	3,700
5520-00 • Supplies - Other	127	150	(23)	127	150	(23)	4,750
Total 5520-00 • Supplies	127	1,650	(1,523)	127	1,650	(1,523)	8,450
5700-00 • Equipment Support & Maintenance	0	120	(120)	0	120	(120)	1,440
5710-00 • Taxes, Licenses & Fees	60			60			
5740-00 • Equipment Rental/Leasing	277	315	(38)	277	315	(38)	3,780
5800-00 • Training Seminars	0	0	0	0	0	0	4,785
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	100	(100)	0	100	(100)	1,500
5921-00 • Professional Fees - Other	0	400	(400)	0	400	(400)	4,800
Total 5900-00 • Professional Fees	0	500	(500)	0	500	(500)	6,300
5941-00 • Research & Planning	0	1,500	(1,500)	0	1,500	(1,500)	18,000
6020-00 • Programs							
6016-00 • Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 • Business Assoc. Grants	0	0	0	0	0	0	30,000
Total 6020-00 • Programs	0	0	0	0	0	0	80,000
6420-00 • Events							
6420-01 • Sponsorships							
6023-00 • Autumn Food & Wine	0	30,000	(30,000)	0	30,000	(30,000)	37,495
6421-01 • 4th of July Fireworks	0	0	0	0	0	0	20,000
6421-04 • Broken Arrow Skyrace	0	0	0	0	0	0	25,400
6421-06 • Spartan	250,000	250,000	0	250,000	250,000	0	254,400
6421-07 • Tahoe Lacrosse Tournament	0	0	0	0	0	0	6,000
6421-09 • Wanderlust	0	500	(500)	0	500	(500)	37,500
6421-10 • WinterWonderGrass - Tahoe	0	0	0	0	0	0	21,900
6421-16 • Mountain Travel Symposium	0	0	0	0	0	0	75,000
Total 6420-01 • Sponsorships	250,000	280,500	(30,500)	250,000	280,500	(30,500)	477,695
6421-00 • New Event Development	0	2,500	(2,500)	0	2,500	(2,500)	30,000
6424-00 • Event Operation Expenses	0	667	(667)	0	667	(667)	8,000
Total 6420-00 • Events	250,000	283,667	(33,667)	250,000	283,667	(33,667)	515,695
6730-00 • Marketing Cooperative/Media	185,005	185,005	0	185,005	185,005	0	1,376,446
6742-00 • Non-NLT Co-Op Marketing Program	529	1,500	(971)	529	1,500	(971)	15,910
6743-00 • BACC Marketing Programs							
6743-01 • Shop Local	0	0	0	0	0	0	20,000
6743-03 • Touch Lake Tahoe	0	0	0	0	0	0	20,000
6743-04 • High Notes	0	0	0	0	0	0	20,000
6743-05 • Peak Your Adventure	(1,000)	0	(1,000)	(1,000)	0	(1,000)	20,000
Total 6743-00 • BACC Marketing Programs	(1,000)	0	(1,000)	(1,000)	0	(1,000)	80,000
8200-00 • Associate Relations	0	140	(140)	0	140	(140)	1,660
8600-00 • Additional Opportunites	0	608	(608)	0	608	(608)	26,091
8700-00 • Automobile Expenses	161	130	31	161	130	31	1,560
8750-00 • Meals/Meetings	84	163	(79)	84	163	(79)	1,950
8810-00 • Dues & Subscriptions	194	250	(56)	194	250	(56)	3,000

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

Accrual Basis

11 - Marketing

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Budget
8910-00 - Travel	0	0	0	0	0	0	6,300
Total Expense	468,246	512,390	(44,144)	468,246	512,390	(44,144)	2,595,931
Net Ordinary Income	38,642	29,665	8,977	38,642	29,665	8,977	448,076
Other Income/Expense							
Other Income							
4700-00 - Revenues- Interest & Investment	24			24			
Total Other Income	24			24			
Other Expense							
8890-00 - Allocated	21,491	29,677	(8,186)	21,491	29,677	(8,186)	448,076
Total Other Expense	21,491	29,677	(8,186)	21,491	29,677	(8,186)	448,076
Net Other Income	(21,468)	(29,677)	8,209	(21,468)	(29,677)	8,209	(448,076)
Net Income	17,174	(13)	17,187	17,174	(13)	17,187	0

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

Accrual Basis

30 - Conference

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	33,211	33,211	(0)	33,211	33,211	(0)	383,252
4600-00 • Commissions							
4601-00 • Commissions - South Shore	6,563	0	6,563	6,563	0	6,563	0
4600-00 • Commissions - Other	681	0	681	681	0	681	28,276
Total 4600-00 • Commissions	7,245	0	7,245	7,245	0	7,245	28,276
Total Income	40,456	33,211	7,244	40,456	33,211	7,244	411,528
Gross Profit	40,456	33,211	7,244	40,456	33,211	7,244	411,528
Expense							
5000-00 • Salaries & Wages							
5010-00 • Sales Commissions	1,876	800	1,076	1,876	800	1,076	9,600
5020-00 • P/R - Tax Expense	926	1,064	(138)	926	1,064	(138)	12,764
5030-00 • P/R - Health Insurance Expense	1,383	1,754	(371)	1,383	1,754	(371)	21,048
5040-00 • P/R - Workmans Comp	83	88	(5)	83	88	(5)	1,051
5060-00 • 401 (k)	510	501	10	510	501	10	6,007
5061-00 • 401k Profit Sharing	0	80	(80)	0	80	(80)	960
5070-00 • Other Benefits and Expenses	17	0	17	17	0	17	0
5000-00 • Salaries & Wages - Other	12,758	12,514	244	12,758	12,514	244	150,168
Total 5000-00 • Salaries & Wages	17,553	16,800	753	17,553	16,800	753	201,598
5100-00 • Rent							
5110-00 • Utilities	99	66	33	99	66	33	792
5140-00 • Repairs & Maintenance	0	45	(45)	0	45	(45)	540
5150-00 • Office - Cleaning	100	94	6	100	94	6	1,128
5100-00 • Rent - Other	1,146	1,025	121	1,146	1,025	121	12,300
Total 5100-00 • Rent	1,345	1,230	115	1,345	1,230	115	14,760
5310-00 • Telephone							
5320-00 • Telephone	275	300	(25)	275	300	(25)	3,600
Total 5310-00 • Telephone	275	300	(25)	275	300	(25)	3,600
5420-00 • Mail - USPS	17	15	2	17	15	2	180
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	31	(31)	0	31	(31)	372
5520-00 • Supplies - Other	62	28	34	62	28	34	594
Total 5520-00 • Supplies	62	59	3	62	59	3	966
5700-00 • Equipment Support & Maintenance	0	0	0	0	0	0	240
5710-00 • Taxes, Licenses & Fees	29	0	29	29	0	29	0
5740-00 • Equipment Rental/Leasing	122	125	(3)	122	125	(3)	1,496
6730-00 • Marketing Cooperative/Media	10,579	10,579	0	10,579	10,579	0	126,916
8200-00 • Associate Relations	0	80	(80)	0	80	(80)	960
8810-00 • Dues & Subscriptions	0	20	(20)	0	20	(20)	240
Total Expense	29,982	29,207	774	29,982	29,207	774	350,956
Net Ordinary Income	10,474	4,004	6,470	10,474	4,004	6,470	60,572
Other Income/Expense							
Other Expense							
8990-00 • Allocated	2,899	4,004	(1,105)	2,899	4,004	(1,105)	60,572
Total Other Expense	2,899	4,004	(1,105)	2,899	4,004	(1,105)	60,572
Net Other Income	(2,899)	(4,004)	1,105	(2,899)	(4,004)	1,105	(60,572)
Net Income	7,575	0	7,575	7,575	0	7,575	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

42 - Visitor Center

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 • County of Placer TOT Funding	31,331	31,331	0	31,331	31,331	0	398,306
46000 • Merchandise Sales							
4502-00 • Non-Retail VIC Income	20	400	(380)	20	400	(380)	4,800
46000 • Merchandise Sales - Other	14,354	17,000	(2,646)	14,354	17,000	(2,646)	108,100
Total 46000 • Merchandise Sales	14,374	17,400	(3,026)	14,374	17,400	(3,026)	112,900
Total Income	45,705	48,731	(3,026)	45,705	48,731	(3,026)	511,206
Gross Profit	45,705	48,731	(3,026)	45,705	48,731	(3,026)	511,206
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	2,055	1,764	291	2,055	1,764	291	17,362
5030-00 • P/R - Health Insurance Expense	893	2,225	(1,332)	893	2,225	(1,332)	26,700
5040-00 • P/R - Workmans Comp	586	810	(224)	586	810	(224)	7,856
5060-00 • 401 (k)	630	720	(90)	630	720	(90)	6,984
5070-00 • Other Benefits and Expenses	45	80	(35)	45	80	(35)	960
5000-00 • Salaries & Wages - Other	20,960	18,000	2,960	20,960	18,000	2,960	174,600
Total 5000-00 • Salaries & Wages	25,169	23,599	1,570	25,169	23,599	1,570	234,462
5100-00 • Rent							
5110-00 • Utilities	455	600	(145)	455	600	(145)	7,600
5140-00 • Repairs & Maintenance	0	1,000	(1,000)	0	1,000	(1,000)	12,000
5150-00 • Office - Cleaning	20	50	(30)	20	50	(30)	2,500
5100-00 • Rent - Other	6,502	6,500	2	6,502	6,500	2	78,800
Total 5100-00 • Rent	6,977	8,150	(1,173)	6,977	8,150	(1,173)	100,900
5310-00 • Telephone							
5320-00 • Telephone	217	242	(25)	217	242	(25)	2,904
Total 5310-00 • Telephone	217	242	(25)	217	242	(25)	2,904
5420-00 • Mail - USPS	12	50	(38)	12	50	(38)	600
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	1	(1)	0	1	(1)	1,310
5520-00 • Supplies - Other	1,247	350	897	1,247	350	897	4,894
Total 5520-00 • Supplies	1,247	351	896	1,247	351	896	6,204
5610-00 • Depreciation	118	118	(0)	118	118	(0)	1,180
5700-00 • Equipment Support & Maintenance	0	100	(100)	0	100	(100)	1,200
5710-00 • Taxes, Licenses & Fees	20	0	20	20	0	20	155
5740-00 • Equipment Rental/Leasing	222	235	(13)	222	235	(13)	2,820
5800-00 • Training Seminars	0	0	0	0	0	0	3,000
5850-00 • Artist of Month - Commissions	726	360	366	726	360	366	4,320
6740-00 • Media/Collateral/Production	0	0	0	0	0	0	3,000
6742-00 • Non-NLT Co-Op Marketing Program	200	1,000	(800)	200	1,000	(800)	12,000
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	218	200	18	218	200	18	1,190
59900 • POS Inventory Adjustments	10			10			
8100-00 • Cost of Goods Sold - Other	7,268	8,500	(1,232)	7,268	8,500	(1,232)	54,050
Total 8100-00 • Cost of Goods Sold	7,496	8,700	(1,204)	7,496	8,700	(1,204)	55,240
8200-00 • Associate Relations	0	58	(58)	0	58	(58)	696
8500-00 • Credit Card Fees	458	609	(151)	458	609	(151)	3,954
8700-00 • Automobile Expenses	36	100	(64)	36	100	(64)	950
8750-00 • Meals/Meetings	0	65	(65)	0	65	(65)	780
8810-00 • Dues & Subscriptions	0	0	0	0	0	0	100
8910-00 • Travel	0	0	0	0	0	0	1,500
Total Expense	42,897	43,737	(840)	42,897	43,737	(840)	435,965
Net Ordinary Income	2,808	4,994	(2,186)	2,808	4,994	(2,186)	75,241
Other Income/Expense							
Other Expense							
8990-00 • Allocated	3,617	4,994	(1,377)	3,617	4,994	(1,377)	75,243
Total Other Expense	3,617	4,994	(1,377)	3,617	4,994	(1,377)	75,243
Net Other Income	(3,617)	(4,994)	1,377	(3,617)	(4,994)	1,377	(75,243)
Net Income	(809)	0	(809)	(809)	0	(809)	(2)

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

51 - TMPI

	Jul 19	Budget	\$ Over Bu...	Jul 19	YTD Budget	\$ Over Bu...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	16,647	16,647	0	16,647	16,647	0	88,866
Total Income	16,647	16,647	0	16,647	16,647	0	88,866
Gross Profit	16,647	16,647	0	16,647	16,647	0	88,866
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	33	(33)	0	33	(33)	396
5030-00 · P/R - Health Insurance Expense	0	4	(4)	0	4	(4)	48
5040-00 · P/R - Workmans Comp	0	4	(4)	0	4	(4)	48
5060-00 · 401 (k)	0	23	(23)	0	23	(23)	276
5000-00 · Salaries & Wages - Other	0	567	(567)	0	567	(567)	6,804
Total 5000-00 · Salaries & Wages	0	631	(631)	0	631	(631)	7,572
5100-00 · Rent							
5110-00 · Utilities	0	7	(7)	0	7	(7)	36
5140-00 · Repairs & Maintenance	0	0	0	0	0	0	6
5150-00 · Office - Cleaning	0	0	0	0	0	0	41
5100-00 · Rent - Other	0	72	(72)	0	72	(72)	504
Total 5100-00 · Rent	0	79	(79)	0	79	(79)	587
5310-00 · Telephone							
5320-00 · Telephone	0	62	(62)	0	62	(62)	230
Total 5310-00 · Telephone	0	62	(62)	0	62	(62)	230
5420-00 · Mail - USPS	0	0	0	0	0	0	18
5510-00 · Insurance/Bonding	0	5	(5)	0	5	(5)	64
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	1,500	(1,500)	0	1,500	(1,500)	1,560
5520-00 · Supplies - Other	0	3,500	(3,500)	0	3,500	(3,500)	10,510
Total 5520-00 · Supplies	0	5,000	(5,000)	0	5,000	(5,000)	12,070
5740-00 · Equipment Rental/Leasing	0	3	(3)	0	3	(3)	216
5900-00 · Professional Fees							
5921-00 · Professional Fees - Other	10,148			10,148			
5900-00 · Professional Fees - Other	0	10,000	(10,000)	0	10,000	(10,000)	55,000
Total 5900-00 · Professional Fees	10,148	10,000	148	10,148	10,000	148	55,000
8700-00 · Automobile Expenses	0	0	0	0	0	0	25
8750-00 · Meals/Meetings	0	0	0	0	0	0	4
Total Expense	10,148	15,780	(5,633)	10,148	15,780	(5,633)	75,786
Net Ordinary Income	6,500	867	5,633	6,500	867	5,633	13,080
Other Income/Expense							
Other Expense							
8990-00 · Allocated	628	867	(239)	628	867	(239)	13,080
Total Other Expense	628	867	(239)	628	867	(239)	13,080
Net Other Income	(628)	(867)	239	(628)	(867)	239	(13,080)
Net Income	5,872	0	5,872	5,872	0	5,872	0

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

Accrual Basis

60 - Membership

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 • Membership Dues Revenue	11,093	10,833	259	11,093	10,833	259	130,000
4250-00 • Revenues-Membership Activities							
4250-01 • Community Awards							
4250-04 • Silent Auction	0	0	0	0	0	0	17,000
4250-05 • Sponsorships	0	0	0	0	0	0	17,000
4250-01 • Community Awards - Other	0	0	0	0	0	0	16,000
Total 4250-01 • Community Awards	0	0	0	0	0	0	50,000
4250-02 • Chamber Events	0	0	0	0	0	0	2,500
4250-03 • Summer/Winter Rec Luncheon	0	0	0	0	0	0	2,700
4251-00 • Tues AM Breakfast Club							
4251-01 • Tues AM Breakfast Club Sponsors	0	583	(583)	0	583	(583)	7,000
4251-00 • Tues AM Breakfast Club - Other	0	0	0	0	0	0	3,000
Total 4251-00 • Tues AM Breakfast Club	0	583	(583)	0	583	(583)	10,000
4250-00 • Revenues-Membership Activities - Other	600			600			
Total 4250-00 • Revenues-Membership Activities	600	583	17	600	583	17	65,200
4253-00 • Revenue- Other	0	333	(333)	0	333	(333)	4,000
Total Income	11,693	11,750	(58)	11,693	11,750	(58)	199,200
Gross Profit	11,693	11,750	(58)	11,693	11,750	(58)	199,200
Expense							
5000-00 • Salaries & Wages							
5000-01 • In-Market Administration	(1,375)	(1,375)	0	(1,375)	(1,375)	0	(16,500)
5020-00 • P/R - Tax Expense	171	434	(264)	171	434	(264)	5,211
5030-00 • P/R - Health Insurance Expense	184	849	(665)	184	849	(665)	10,188
5040-00 • P/R - Workmans Comp	19	44	(25)	19	44	(25)	532
5060-00 • 401 (k)	108	253	(145)	108	253	(145)	3,038
5070-00 • Other Benefits and Expenses	4	13	(9)	4	13	(9)	160
5000-00 • Salaries & Wages - Other	3,496	6,329	(2,833)	3,496	6,329	(2,833)	75,948
Total 5000-00 • Salaries & Wages	2,608	6,548	(3,940)	2,608	6,548	(3,940)	78,577
5100-00 • Rent							
5110-00 • Utilities	47	36	11	47	36	11	430
5140-00 • Repairs & Maintenance	0	44	(44)	0	44	(44)	525
5150-00 • Office - Cleaning	48	27	21	48	27	21	320
5100-00 • Rent - Other	637	497	140	637	497	140	5,965
Total 5100-00 • Rent	732	603	129	732	603	129	7,240
5310-00 • Telephone							
5320-00 • Telephone	108	150	(42)	108	150	(42)	1,800
Total 5310-00 • Telephone	108	150	(42)	108	150	(42)	1,800
5420-00 • Mail - USPS	8	8	(0)	8	8	(0)	100
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	0	42	(42)	0	42	(42)	500
5520-00 • Supplies - Other	29	83	(54)	29	83	(54)	1,000
Total 5520-00 • Supplies	29	125	(96)	29	125	(96)	1,500
5710-00 • Taxes, Licenses & Fees	14	0	14	14	0	14	0
5740-00 • Equipment Rental/Leasing	166	225	(59)	166	225	(59)	2,700
5800-00 • Training Seminars	0	21	(21)	0	21	(21)	250
5900-00 • Professional Fees							
5921-00 • Professional Fees - Other	0	83	(83)	0	83	(83)	1,000
Total 5900-00 • Professional Fees	0	83	(83)	0	83	(83)	1,000
6423-00 • Membership Activities							
6434-00 • Community Awards Dinner	285	0	285	285	0	285	27,500
6435-00 • Shop Local Event	0	0	0	0	0	0	5,000
6436-00 • Membership - Wnt/Sum Rec Lunch	318	0	318	318	0	318	0
6437-00 • Tuesday Morning Breakfast Club	0	500	(500)	0	500	(500)	6,000
6442-00 • Public Relations/Website	315	417	(102)	315	417	(102)	5,000
6423-00 • Membership Activities - Other	570	50	520	570	50	520	8,500
Total 6423-00 • Membership Activities	1,488	967	521	1,488	967	521	52,000
8200-00 • Associate Relations	0	25	(25)	0	25	(25)	300
8500-00 • Credit Card Fees	175	292	(117)	175	292	(117)	3,500
8700-00 • Automobile Expenses	23	63	(40)	23	63	(40)	750
8750-00 • Meals/Meetings	37	83	(46)	37	83	(46)	1,000
8810-00 • Dues & Subscriptions	0	46	(46)	0	46	(46)	550
8920-00 • Bad Debt	1,188			1,188			
Total Expense	6,576	9,239	(2,663)	6,576	9,239	(2,663)	151,267
Net Ordinary Income	5,117	2,511	2,606	5,117	2,511	2,606	47,933
Other Income/Expense							
Other Expense							

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

Accrual Basis

60 - Membership

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Budget
8990-00 - Allocated	1,255	1,734	(479)	1,255	1,734	(479)	26,107
Total Other Expense	1,255	1,734	(479)	1,255	1,734	(479)	26,107
Net Other Income	(1,255)	(1,734)	479	(1,255)	(1,734)	479	(26,107)
Net Income	<u>3,862</u>	<u>777</u>	<u>3,084</u>	<u>3,862</u>	<u>777</u>	<u>3,084</u>	<u>21,826</u>

North Lake Tahoe Resort Association Profit & Loss Budget Performance

70 - Administration

Accrual Basis

	Jul 19	Budget	\$ Over Budget	Jul 19	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	1,378	1,701	(323)	1,378	1,701	(323)	26,892
5030-00 • P/R - Health Insurance Expense	1,385	3,369	(1,984)	1,385	3,369	(1,984)	40,428
5040-00 • P/R - Workmans Comp	(333)	149	(482)	(333)	149	(482)	2,355
5060-00 • 401 (k)	739	851	(112)	739	851	(112)	13,452
5070-00 • Other Benefits and Expenses	17	160	(143)	17	160	(143)	2,000
5000-00 • Salaries & Wages - Other	19,617	21,265	(1,648)	19,617	21,265	(1,648)	336,180
Total 5000-00 • Salaries & Wages	22,803	27,495	(4,692)	22,803	27,495	(4,692)	421,307
5100-00 • Rent							
5110-00 • Utilities	173	190	(17)	173	190	(17)	2,040
5140-00 • Repairs & Maintenance	187	375	(188)	187	375	(188)	4,500
5150-00 • Office - Cleaning	176	250	(74)	176	250	(74)	2,650
5100-00 • Rent - Other	2,332	2,370	(38)	2,332	2,370	(38)	29,760
Total 5100-00 • Rent	2,868	3,185	(317)	2,868	3,185	(317)	38,950
5310-00 • Telephone							
5320-00 • Telephone	720	750	(30)	720	750	(30)	9,000
Total 5310-00 • Telephone	720	750	(30)	720	750	(30)	9,000
5420-00 • Mail - USPS	29	90	(61)	29	90	(61)	1,080
5510-00 • Insurance/Bonding	730	795	(65)	730	795	(65)	9,540
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	10	250	(240)	10	250	(240)	3,000
5520-00 • Supplies - Other	598	625	(27)	598	625	(27)	7,500
Total 5520-00 • Supplies	608	875	(267)	608	875	(267)	10,500
5610-00 • Depreciation	0	30	(30)	0	30	(30)	380
5700-00 • Equipment Support & Maintenance	0	2,200	(2,200)	0	2,200	(2,200)	26,400
5710-00 • Taxes, Licenses & Fees	693	1,045	(352)	693	1,045	(352)	12,540
5740-00 • Equipment Rental/Leasing	321	341	(20)	321	341	(20)	4,092
5800-00 • Training Seminars	0	400	(400)	0	400	(400)	4,800
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	625	(625)	0	625	(625)	7,500
5920-00 • Professional Fees - Accountant	0	0	0	0	0	0	24,900
5921-00 • Professional Fees - Other	0	1,500	(1,500)	0	1,500	(1,500)	21,000
Total 5900-00 • Professional Fees	0	2,125	(2,125)	0	2,125	(2,125)	53,400
5941-00 • Research & Planning	0	300	(300)	0	300	(300)	3,600
7500-00 • Trade Shows/Travel	0	0	0	0	0	0	3,000
8200-00 • Associate Relations	100	345	(245)	100	345	(245)	4,140
8300-00 • Board Functions	0	100	(100)	0	100	(100)	5,950
8600-00 • Additional Opportunitites	0	500	(500)	0	500	(500)	6,000
8700-00 • Automobile Expenses	0	250	(250)	0	250	(250)	3,000
8750-00 • Meals/Meetings	0	150	(150)	0	150	(150)	1,800
8810-00 • Dues & Subscriptions	1,017	300	717	1,017	300	717	3,600
Total Expense	29,890	41,276	(11,386)	29,890	41,276	(11,386)	623,079
Net Ordinary Income	(29,890)	(41,276)	11,386	(29,890)	(41,276)	11,386	(623,079)
Other Income/Expense							
Other Expense							
8990-00 • Allocated	(29,890)	(41,276)	11,386	(29,890)	(41,276)	11,386	(623,078)
Total Other Expense	(29,890)	(41,276)	11,386	(29,890)	(41,276)	11,386	(623,078)
Net Other Income	29,890	41,276	(11,386)	29,890	41,276	(11,386)	623,078
Net Income	0	0	0	0	0	0	(1)

NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

Employee Expense Report

Month/Yr July 2019
Employee Bavetta, Bonnie

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
07.01.2019	A	Adobe Acrobat Pro	1050894540	Acrobat Pro sub for Dawn	14.99		8810-0070
07.01.2019	B	Adobe Acrobat Pro	1051403746	Acrobat Pro sub for DeWitt	14.99		8810-0070
07.10.2019	C	Crashplan Pro	63949544100	server backup monthly software charge	9.99		5525-0070
07.10.2019	D	Adobe Acrobat Pro	1055187104	Acrobat Pro sub for Dawn - refund	(14.99)		8810-0070
07.10.2019	E	Adobe Acrobat Pro	1055187103	Acrobat Pro sub for Dawn - refund	(14.99)		8810-0070
07.10.2019	F	Adobe Acrobat Pro	1055187102	Acrobat Pro sub for Dawn - refund	(14.99)		8810-0070
07.17.2019	G	Adobe Acrobat Pro	1057963228	2 Acrobat Pro subs	33.98		8810-0070
07.23.2019	H	Constant Contact	233972584	Constant Contact	125.00		8810-0070
07.23.2019	I	Intermedia.net	1908053042	NLTRA office phone system	653.78		5320-00/Alloc C
07.24.2019	J	Spindleshanks	130524	Lunch meeting with Andy Chapman re: staffing	38.18		8750-00/11
	K						
	L						
	M						
	N						
	O						
	P						
	Q						
	R						
	S						
	T						
	U						
	V						
	W						
	X						
	Y						
	Z						
MILEAGE REIMBURSEMENT							
	Attach 1	Mileage	See Attached Mileage Report			0.00	8700-00-70
			Mileage Reimbursed Through Payroll				
TOTAL - CREDIT CARD EXPENSES					845.94		
TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)							

Signed By: BTB Approved By: Andy Beck
Date: 8/12/19 Date: 8/28/19

ACCOUNTING			
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	DATE SCANNED
8/12/19 MS	8/14/19 MS	BBB	8/12/19



BANK OF THE WEST
BNP PARIBAS

BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number	XXXX-XXXX-0119-2321
Statement Date	JUL 28, 2019
Total Activity	\$845.94

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

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

ACCOUNT SUMMARY

BONNIE L BAVETTA XXXX-XXXX-0119-2321	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$890.91		\$0.00		\$44.97		\$845.94

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
07-01	06-29	55310209180026725164431 Tax ID: 770019522 Mer Ref: 72516443 USA	ADOBE *ACROPRO SUBS 8008336687 CA Mer Zip: 95110 Origin Zip: 95110 Dest Ctry:	14.99
07-01	06-30	55310209181026727784870 Tax ID: 770019522 Mer Ref: 72778487 USA	ADOBE *ACROPRO SUBS 8008336687 CA Mer Zip: 95110 Origin Zip: 95110 Dest Ctry:	14.99
07-10	07-09	15470209190000036904833 Tax ID: 411901640 Mer Zip: 55343	DRI*CrashPlan for SB 8883148842 MN	9.99
07-10	07-09	55310209190026744082273 Tax ID: 770019522 Mer Ref: 74408227 USA	ADOBE *ACROPRO SUBS 4085366000 CA Mer Zip: 95110 Origin Zip: 95110 Dest Ctry:	14.99 CR
07-10	07-09	55310209190026744082281 Tax ID: 770019522 Mer Ref: 74408228 USA	ADOBE *ACROPRO SUBS 4085366000 CA Mer Zip: 95110 Origin Zip: 95110 Dest Ctry:	14.99 CR
07-10	07-09	55310209190026744082265 Tax ID: 770019522 Mer Ref: 74408226 USA	ADOBE *ACROPRO SUBS 4085366000 CA Mer Zip: 95110 Origin Zip: 95110 Dest Ctry:	14.99 CR
07-17	07-16	55310209197026533977694 Tran: ADB067740022 Tax ID: 770019522 Mer Ref: ADB067740022 Origin Zip: 95110 Dest Zip: 94043 Dest Ctry: USA	ADOBE *ACROPRO SUBS 8004438158 CA Mer Zip: 95110	33.98

For Customer Service, Call:	Account Number	Account Summary	
	XXXX-XXXX-0119-2321	Purchases & Other Charges	\$890.91
1-866-432-8161	Statement Date	Cash Advances	\$0.00
	JUL 28, 2019	Fees	\$0.00
	Credit Limit	Credits	\$44.97
	\$20,000	Payments	\$0.00
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Disputed Amount	Total Activity	\$845.94
	\$0.00		

IMPORTANT INFORMATION ABOUT THIS STATEMENT

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

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

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

Statement Date	JUL 28, 2019	Total Activity	\$845.94
Credit Limit	\$20,000	Single Purchase Limit	\$0.00
BONNIE L BAVETTA			
XXXX-XXXX-0119-2321			

ACCOUNT ACTIVITY				
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
07-23	07-22	75418239203076663446463	EIG*CONSTANTCONTACT.C 855-2295506 MA Tran: 31993374 Tax ID: 043285398 Mer Zip: 02451 Product Code: 100040 Desc: Constant Contact Qty: 1 Unit: EAC Unit Cost: 125 Disc: N Ext Item Amt: 125.00	125.00
07-23	07-22	65480779204026475012036	INTERMEDIA.NET INC 6506414000 WA Tran: 5423628 Tax ID: 411816682 Mer Ref: 5423628 Mer Zip: 98007 Origin Zip: 98007 Dest Zip: 96145 Dest Ctry: USA Tax: 46.87 Product Code: DEFAULT Desc: INTERMEDIA HOSTED SERVICES Qty: 1 Unit: ITE Disc: N Ext Item Amt: 606.91	653.78
07-24	07-22	25247809204002029243775	SPINDLESHANKS AMERICAN KINGS BEACH CA Tax ID: 300346317 Mer Zip: 96143	38.18



INVOICE

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

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

Federal Tax ID 77-0019522

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

Reprint Page 1 of 1
Invoice Number: 1050894540
Invoice Date: JUN-28-19
Payment Terms: Credit Card
Due Date: JUL-05-19
Purchase Order: C5011713566
Contract No 00004490
Order Number: 5011713566
Order Date: DEC-29-16
Customer No.: 1452233
Bill to No. 542191345
Adobe Contact Information:
<https://helpx.adobe.com/contact.html>

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

Comments:

(A)

INVOICE

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

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

Federal Tax ID 77-0019522

Reprint Page 1 of 1

Invoice Number: 1051403746

Invoice Date: JUN-29-19

Payment Terms: Credit Card

Due Date: JUL-06-19

Purchase Order: ADD005588015

Contract No 00004490

Order Number: 5011731811

Order Date: DEC-30-16

Customer No.: 1452233

Bill to No. 542204552

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

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

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

Comments:

(B)

Invoice

Order Date: 7/9/2019

Order Number: 63949544100

Billing Address:

Bonnie Bavetta

North Lake Tahoe Resort

Association

100 N Lake Blvd

Tahoe City, CA 96145

US

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

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

**CRASHPLAN**
For Small Business

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

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CREDIT MEMO



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

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

Federal Tax ID 77-0019522

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

Reprint Page 1 of 1
Invoice Number: 1055187104
Invoice Date: JUL-08-19
Payment Terms: Credit Card
Due Date: JUL-15-19
Purchase Order: ADD005588015
Contract No 00004490
Order Number: 189100660
Order Date: JUL-08-19
Customer No.: 1450443
Bill to No. 542204552
Adobe Contact Information:
eCommerce - AMERICAS +1 408 536 5000

Line No	Material No / Description	UOM	Unit Price	Qty	Extended Price
000010	65232730 Acrobat Pro Subs CC ALL MLP DSP Ret Inv 01 mnth MUN 1 YR SERVICE PERIOD: JUL-08-19 to JUL-29-19	EA	14.99	1	14.99
North America		Invoice Totals			** Credit **
		S & H	Sales Tax	Currency	Qty Shipped
		0.00	0.00	USD	1
					Invoice Total
					14.99

Comments:

Credit Memo Reference to Original Invoice 5011731811

5

CREDIT MEMO

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

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

Federal Tax ID 77-0019522

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

Reprint Page 1 of 1
Invoice Number: 1055187103
Invoice Date: JUL-08-19
Payment Terms: Credit Card
Due Date: JUL-15-19
Purchase Order: ADD005588015
Contract No 00004490
Order Number: 189099951
Order Date: JUL-08-19
Customer No.: 1450443
Bill to No. 542204552
Adobe Contact Information:
eCommerce - AMERICAS +1 408 536 5000

Line No	Material No / Description	UOM	Unit Price	Qty	Extended Price
000010	65232730 Acrobat Pro Subs CC ALL MLP DSP Ret Inv 01 mnth MUN 1 YR SERVICE PERIOD: JUL-08-19 to JUL-29-19	EA	14.99	1	14.99
North America		Invoice Totals ** Credit **			
		S & H	Sales Tax	Currency	Qty Shipped Invoice Total
		0.00	0.00	USD	1 14.99

Comments:

Credit Memo Reference to Original Invoice 5011731811

(E)

CREDIT MEMO



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

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

Federal Tax ID 77-0019522

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

Reprint Page 1 of 1
Invoice Number: 1055187102
Invoice Date: JUL-08-19
Payment Terms: Credit Card
Due Date: JUL-15-19
Purchase Order: ADD005588015
Contract No 00004490
Order Number: 189097747
Order Date: JUL-08-19
Customer No.: 1450443
Bill to No. 542204552
Adobe Contact Information:
eCommerce - AMERICAS +1 408 536 5000

Line No	Material No / Description	UOM	Unit Price	Qty	Extended Price
000010	65232730 Acrobat Pro Subs CC ALL MLP DSP Ret Inv 01 mnth MUN 1 YR SERVICE PERIOD: JUL-08-19 to JUL-29-19	EA	14.99	1	14.99
North America		Invoice Totals ** Credit **			
		S & H	Sales Tax	Currency	Qty Shipped Invoice Total
		0.00	0.00	USD	1 14.99

Comments:

Credit Memo Reference to Original Invoice 5011731811

(F)

INVOICE

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

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

Federal Tax ID 77-0019522

Bill To:
Bonnie Bavetta
PO Box 1757
CA 96145-1757

Reprint Page 1 of 1

Invoice Number: 1057963228

Invoice Date: JUL-15-19

Payment Terms: Credit Card

Due Date: JUL-22-19

Purchase Order: ADB067740022

Contract No 00004490

Order Number: 7001287628

Order Date: JUL-15-19

Customer No.: 1452233

Bill to No. 1200696926

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

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

Comments:

⑦

[Print](#)**Billing Activity - Invoices***N Lake Tahoe Resort Assoc**Attn: Bonnie Bayetta**PO Box 1757**Tahoe City CA 96145**US**P: 5305818726***Today's Date:** 08/07/2019**User Name:** nltra1**Invoices from 07/08/2019 to 08/07/2019**

Date	Description	Charge Amount	Credit Amount
07/27/2019	Invoice #233972584		\$125.00
	Constant Contact Toolkit - Email Plus		
	Contacts		
	5,001 - 10,000 Contacts		
	Maximum Number of Contacts This Billing Period:	\$125.00	
	5265		
	Period from 07/27/2019 to 08/26/2019		

Billing questions? [Contact Support](#)

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





INTERMEDIA

Invoice # 1908053042

Bill to

North Lake Tahoe Resort Association
100 N Lake Blvd
Tahoe City, California, 96145
United States

Username NLTRA
Account ID 1620115

Billing Period Jul 02, 2019 - Aug 01, 2019

Net Charges

Date	Item	Quantity	Unit Price	Net Amount Due
New services (pro-rated for optional services)				
Jul 21, 2019	AK/HI/PR/VI Inbound Toll-Free	1	\$2.1660	\$2.17
Jul 21, 2019	Inbound Toll-Free	1	\$75.3207	\$75.32
Jul 21, 2019	Local and Toll Free Numbers	1	\$22.9500	\$22.95
Jul 21, 2019	Regulatory Cost Recovery Surcharges	1	\$75.6200	\$75.62
Jul 21, 2019	Cloud PBX Resource Lines	1	\$12.9900	\$12.99
Jul 21, 2019	Unified Communications Users	1	\$413.8200	\$413.82
Sub-total due				\$602.87

Taxes

Tax	Level	Tax Amount
State	State/Province	\$9.10
Government Telecommunications Service Fees	Other	\$40.11
Local	Local	\$1.71
Sub-total due		\$50.91

Total new charges during Jul 02, 2019 - Aug 01, 2019 \$653.78

Total does not reflect past due balances, please refer to account statement balance for total outstanding balance



Charges displayed on this invoice may include: (1) For services that have commenced in the past 30 days, pro-rated charges (including taxes and fees) for the initial period of service through the first monthly billing date; (2) Monthly charges (including taxes and fees) for the upcoming month of service; and (3) Hardware and/or shipping charges, as applicable. Please note that the initial invoice for a service will include BOTH pro-rated charges for the first partial month of service and advance monthly charges for the first full month of service. For voice services please review your explanation of charges in HostPilot for dates of service.

SPINDLESHANKS
400 Brassie Avenue
Kings Beach, CA 96143
(530)-546-2191

SERVER: CLARIBEL C
TABLE: 6
TICKET #: 130524 07/22/2019 12:06
GUESTS: 2

FRENCH DIP 17.00
VEGGIE SANDWICH 13.00

SUB TOTAL: 30.00
SALES TAX: 2.18

TOTAL: 32.18

We serve
BREAKFAST LUNCH
and DINNER
Happy Hour 4 to 6 pm
All night Happy Hour on Tuesday

Andy Chapman
Bonnie Borella
Lunch meeting
re staffing

SPINDLESHANKS AMERICAN BISTRO
400 BRASSIE AVE
KINGS BEACH CA 96143
530-546-2191

Terminal ID: *****866 ***8
7/22/19 12:54 PM

SERVER #: 21

MASTERCARD - INSERT
AID: A0000000041010
ACCT #: *****2321

CREDIT SALE
UID: 920334506808 REF #: 0508
BATCH #: 010 AUTH #: 063179

AMOUNT \$32.18

TIP \$ 6.00
TOTAL \$ 38.18

APPROVED

ARQC - A519756EEC1B155B

CUSTOMER COPY

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north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM

Date: 8/30/19

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta

RE: Annual Organizational Performance Report

Action(s) Requested:

None

Background:

An Annual Organizational Performance Report is required to be filed with the County of Placer by August 15th of each year per the agreement between County of Placer and NLTRA. This year's filed report is attached. The NLTRA achieved nearly every tasks outlined in the contract. Those missed were few, and from thoughtful consideration or rescheduled for completion in 2019/20. All indications are that the County is satisfied with the performance of the contracted Scope of Work.

A summary of the outlined tasks and performance on each follows:

1. Management and Administration

- Compliance with County contract - Open communication between County and NLTRA staff , and diligence in adhering to deadlines resulted in achieving compliance
- Ensure cost effective delivery of services while achieving goals – further staff restructuring created great cost savings while achieving goals
- Adapt to Placer County's Performance-Based Contracting requirements – successfully implemented step one of invoicing based on performance in areas specified by contract
- Complete revisions of Supplemental Operating Procedures and Policies – in process, not completed by year end
- Implementation of new NLTRA.org website – completed

2. Support for Tourism Master Plan Implementation

- Implementation of new committee structures – CAP committee reorganized
- Co-chair CAP committee and ensure business awareness of process and programs – new committee structure creates broader business representation, efforts continue to increase awareness in the community
- Coordinate with Placer County, special districts, and community to develop funding strategies to support implementation of Tourism Master Plan – have worked with County and community on funding strategies
- Propose additional funding strategy by March 2019 – TBID determined to be best source of additional funding, County Board of Supervisors has indicated support

3. Tourism Development Programs

- Position North Lake Tahoe as a year-round/ four season destination
 - Evergreen content – 52 Weeks in North Lake Tahoe and 12 Treasures of Tahoe
 - Sales collateral showcasing year-round activities – planning guide, one-sheet, table-top pop up banners

- Two blog posts per month – at least 2 per month, including Discover North Lake Tahoe's Secret Season, Dashing Through Snow, Your Lake Tahoe Independence Day Guide
- Create destination video – in process, nearing completion
- Sponsored event partnerships to extend reach of destination messaging – sponsored many events including Wanderlust and Spartan, communicating to their audiences in key areas: San Diego, Dallas, Los Angeles, plus other key domestic and international areas
- Develop sales kit for tour operators and travel agents – completed, located on gotahoenorth.com
- Execute two trade marketing collaborative in tier 1 or 2 markets – executed Hotel beds with South Lake Tahoe and RSCVA; British Holiday in collaboration with Visit California
- Increase non-peak visitation
 - Provide ROI on events – completed
 - Notify local districts and service agencies of events – emails sent with schedules in winter and spring, and events listed in newsletters throughout the year
 - Sponsor events that generate significant room nits, greater than 2.5 night stays, Media/PR value greater than \$25,000, and/or match brand pillars- these criteria were utilized in sponsorships of all events
 - Host 2 group media FAMS, spring and fall – completed
 - Increase website visitation and social media in Bay Area/Sacramento
 - Two FAMS targeted markets in TMP – hosted 14
- Increase mid-week visitation
 - One article in Tier 1 publication – 2 Forbes, 3 USA Today
 - Increase ad equivalency of international media placement – no prior year data, collected current to compare future years
 - Increase Mon-Fri groups – 56% increase in number of mid-week room nights
 - Increase website visitation and time on site from flight markets – flight markets decrease, partially due to pulling out of Houston; total site visits and time on site increased
- Increase length of stay and visitor spend
 - Conduct 15 leisure sales site inspections/sales missions – 8 sales missions, 11 site visits
 - Increase product placement by 5% - Greater than 5% achieved, Australia 26%, UK/Ireland 28%, HotelBeds, Bonotel, Meeting Point International, Canada
 - Increase international spend in NLT (VisaVue data) by 2% - 11% growth
 - Host two digital influencer FAMS that align with long haul destinations – hosted five international, plus domestic
 - Obtain one media placement in Tier 1 publication – 2 Forbes, 3 USA Today
- Create opportunities that align with direct lift into Reno/Tahoe and Sacramento
 - Two FAMS – Hosted many FAMS
 - One media placement in TDP emerging markets – placements in NYC, Texas, San Diego
 - Presence at one event in direct flight market – attempted to coordinate without success this year, working on a Wanderlust presence in a market for 2019/20
- Increase conference leads and bookings
 - Increase total bookings - bookings dropped 17%, but room revenue increased 35% and room nights increased 8%
 - Increase room nights generated by leads – room nights through leads increased 10%
 - Increase leads identified in TCP by 10% - Illinois, Washington DC, Georgia, Oregon, Washington, Texas, and Arizona increased by 29%
 - Create conference destination video – not accomplished in 2018/19; will follow NLTRA general destination video
 - Attend two trade shows or events in emerging markets – attended five
 - Book one major industry event – booked Mountain Travel Symposium for March/April 2020
- Increase stakeholder communication and partnership opportunities
 - Create four opportunities they could not do on their own – International Pow Wow with Hyatt Regency and Tahoe Mountain Lodging, Vancouver sales mission with five lodging partners, CalSAE Season Spectacular with Hyatt Regency, Resort at Squaw Creek, Village at Squaw Valley, Ski.com Newsletters with four lodging partners

- Create monthly email/newsletter highlighting research insights, and other pertinent information – Member-to-member email and quarterly conference sales newsletter
- Host monthly partner call to align winter communication – pre-season meeting held, determined to talk at time of necessary communication rather than monthly
- Implement partnership funding program – program implemented, 12 events funded
- Distribute international market information – information provided following each international sales mission and educational forums attended
- Create ongoing measurement plans
 - Implement advertising effectiveness and ROI study – contracted with SMARI
 - Create surveys for 4 events – surveys were created and devices purchased, surveys will begin with 2019/20 events
 - Use Destimetrics to forecast lodging occupancy – data utilized and communicated to partners weekly
 - Utilize VisaVue data to inform markets – data received and utilized in evaluating markets
- 4. Visitor Information Services
 - Provide 364 days of operation at the Tahoe City Visitor Center
 - Develop three programs to increase visitors served – open 363 days due to one snow day closure, visitors served in the center decreased 1% but email request for information increased 6.9%
 - Resume operation of Kings Beach State Recreation Area Visitor Center for summer
 - Increase days of operation to seven days per week – operations were increased to seven days per week for the summer
 - Assist in development of bi-annual North Lake Tahoe Official Visitor Guide
 - Increase distribution through gift bags, events – NLTRA assisted in the development of content for the guide, guides were distributed in gift bags and at events including Hot August Nights and Placer County booth at the California State Fair, and were made available at the Reno Tahoe Airport and in an outside rack at the Tahoe City Visitors Center
 - Maintain information kiosk at RSCVA and study cost for adding kiosk at Reno Tahoe Airport and Sacramento Airport – visitors guides were available at the RSCVA kiosk; cost evaluation indicated Sacramento Airport was not cost effective, but guides were made available at Reno Tahoe Airport
 - Educate eastern Placer County lodging properties about services provided by NLTRA contract with Placer County
 - Develop bi-annual training programs – a free one-hour training was offered to educate on resources, marketing tools, and information on what was new, online video series was also offered
 - Update, change, publish and distribute Neighborhood Maps – with a large inventory of old maps, the update was postponed to 2019/20
 - Regularly distribute information on events, training and business opportunities – communications sent to over 1,500 businesses via email, event calendars reside on gotahoenorth.com and NLTRA.org, community bulletin board exists in the Visitors Center
 - Identify retail training opportunities – options being evaluated, will undertake training in 2019/20
 - Ensure proper signage in place to entice visitation at Visitors Center
 - Amplify offerings at mobile booth and add POS – analysis indicated it would not be cost effective to maintain inventory and cash to sell at mobile unit, a new booth and more prominent location were utilized over the summer and increased visitors served
 - Enhance Visitors Center with larger conference/meeting/event space – project postponed, funding redirected to fund Civitas research on TBID development

Fiscal Impact:

None

Attachments:

NLTRA Annual Organizational Performance Report 2018/19



north lake tahoe

North Lake Tahoe Resort Association

**ANNUAL
ORGANIZATIONAL PERFORMANCE
REPORT 2018/2019**

North Lake Tahoe Resort Association Year-End Organizational Performance Report for the period of July 1, 2018 - June 30, 2019

The North Lake Tahoe Resort Association (NLTRA) contracted to provide services in accordance with the provisions and requirements specified in the Scope of Work document, in order to assist the County in meeting its tourism promotion objectives as identified in the 2015 Tourism Master Plan. Services included:

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

Performance indicators for the services provided throughout the year are recapped below (in blue) utilizing the Scope of Work outline from the 2018/19 County of Placer contract. North Lake Tahoe Resort Association works with the Incline Village Crystal Bay Visitors Bureau through a cooperative marketing agreement, the North Lake Tahoe Marketing Cooperative agreement (NLTMC), to strengthen and enhance the accomplishment of the NLTRA service goals.

Task #1. ORGANIZATION MANAGEMENT AND ADMINISTRATION

GOAL: Provide management and administrative functions for the organization.

Tasks:

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

Performance Indicators:

1. Ensure compliance with all provisions and requirements of the Agreement between Placer County and the Resort Association.
 - a. Achieve full compliance with County contract, utilizing written memorandums to clarify contract and reporting requirements.
Open communication between County and NLTRA staff, along with diligence by NLTRA staff in adhering to specified deadlines, allowed NLTRA to achieve compliance with contract and reporting requirements.
2. Continue evaluation and modification of NLTRA's service delivery methods to ensure cost effectiveness.

- a. Successful implementation of organizational goals and achievement of performance indicators in most cost-effective manner.
A number of changes were made to staffing and individual position's responsibilities throughout the contract period in an effort to further streamline work flow and achieve the most efficient and cost effective means of achieving the performance goals. One full-time position was eliminated in the process. It is felt organizational goals and achievement of performance indicators were achieved with very few exceptions.
3. Adapt NLTRA's procedures to meet Placer County's Performance-Based Contracting specifications.
 - a. Implementation of initial revisions to NLTRA's procedures to meet Placer County Performance Standards (two-year project).
NLTRA successfully implemented, under the direction of the County, a monthly invoicing system for performance based elements of the County contract.
4. Complete revisions to the Supplemental Operating Procedures and Policies consistent with scope of work and contract requirements.
 - a. NLTRA Board adoption of SOP, including committee make-up organizational communications, and travel policy.
Revisions to Supplemental Operating Procedures and Policies are in process and should be completed in the first half of the 2019-20 period.
5. Implementation of new NLTRA.org website.
Conduct RFP and full vetting procedure for creation of new website
The new NLTRA website was launched in 2018/19 following a full vetting process for services related to the rebuild and a focused effort on creating a new and valuable website.

Task #2. SUPPORT FOR TOURISM MASTER PLAN IMPLEMENTATION

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

Tasks:

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

Performance Indicators:

1. Implementation of new committee organization.
 - a. Implement revised committees to complement new Board structure and NLTRA revised contract compliance.
The CAP committee was reorganized in accordance with changes made to its structure and changes in the NLTRA contract
2. Co-chair, with Placer County, the Capital Projects Advisory Committee (CAP Committee), ensuring business community awareness of process and programs.
 - a. Business community participation in CAP committee meetings and processes.
Changes in the committee structure have allowed for greater business participation in the CAP committee processes
 - b. Achieve general business community awareness for CAP Committee review and recommendations to the Board of Supervisors
Public announcements of the funding opportunities, application process and selection criteria were implemented. Discussion continues regarding methods for increasing awareness of the process.
3. Coordinate with Placer County, special districts, and business community to develop funding strategies to support implementation of the Tourism Master Plan including consideration of: increases in sales tax, increases in transient occupancy tax, and the establishment of a regional tourism business improvement district.
 - a. Funding strategy acceptance by governmental and business leaders for implementation of Tourism Master Plan priorities.
County Board of Supervisors' general support for a potential TBID formation was achieved, and support has been indicated by numerous business leaders in the community.
 - b. Develop outreach and education for business community support for funding of Tourism Master Plan priorities.
Outreach and education within the business community for support of potential TBID funding to assist in funding of Tourism Master Plan priorities took place throughout 2018/19 and continues currently. It is anticipated a petition will be initiated this fall.
4. Proposed additional funding strategy for NLTRA Board of Directors and Placer County Board of Supervisors review and approval by March, 2019.
Formation of a TBID was proposed to the NLTRA Board of Directors and the County Board of Supervisors as a source of additional funding. Support has been indicated and efforts continue in that direction.

Task #3. TOURISM DEVELOPMENT PROGRAMS

GOAL: In accordance with the strategic Tourism Development Plan, develop and execute comprehensive public relations, marketing, advertising, sales, special events,

and promotion programs to maximize the exposure and promotion of eastern Placer County, as part of the North Lake Tahoe region, as a premier mountain resort destination in the United States.

Tourism Development Tasks:

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

Performance Indicators/Results Tracking:

1. Position North Lake Tahoe as a year-round/four season destination
 - a. Create two evergreen content articles per season that align with pillars identified in the Tourism Development Plan
[Our top performing evergreen blog post was: 52 Weeks In North Lake Tahoe](#) (Users spent 620 percent more time engaging/reading this page than all others on the site, generating 892 additional views since being updated). The long-form essay was broken up into listicle content to make it easy to read. It also showcased North Lake Tahoe as a year-round destination, shedding light on lesser known aspects of the area.

In 2018/19, NLTRA/NLTMC produced 12 Treasures of Tahoe content pieces to highlight lesser known experiences throughout the region. Each treasure included a video, downloadable PDF guide and an accompanying blog post. With the exception of one treasure, all topics were focused on evergreen content and are reusable pieces of content. Treasures content highlighted NLT's pillars and were season specific. A few examples are below.

- i. Outdoor Recreation: Best Panoramic Views, High-Flying Tahoe Adventure, Chickadee Ridge, Dual Season Days
 - ii. Arts & Culture: Historic Hideaways, WinterWonderGrass
 - iii. Culinary: Lake Tahoe Rum Trail, Tahoe Lakeside S'more Tour
 - iv. Wellness: Alpine Hot Tubs
- b. Create new meetings and sales collateral showcasing year-round activities

New collateral developed in 2018/19 included:

- i. An updated and redesigned North Lake Tahoe Meeting and Conference Planning Guide.
 - ii. A new Meeting in the Mountains one-sheet.
 - iii. Four new tabletop pop up banners for use in sales calls and trade shows.
- c. Publish 2 blog posts per month to align with key themes and pillars
At least two blogs were published each month that aligned with the identified NLTRA/NLTMC themes and pillars.
A top performing seasonal blog was: Discover North Lake Tahoe's Secret Season with 4 Local Secrets (Users spent 80 percent more time than usual reading/engaging this page, which had 652 page views).
Two top performing "timely" blog posts included: Dashing Through the Snow: Your Guide to Getting Around North Lake Tahoe this Winter (756 views; users spent 64 percent more time than usual viewing this page than all others on site); and Fourth Up North: Your Lake Tahoe Independence Day Guide (2322 views; users spent the average amount of time reading this, which is still a meaningful win considering the sheer amount of views).
- d. Create a destination video that highlights all offerings around North Lake Tahoe
During 2018/19, an all-encompassing destination video concept was developed to highlight North Lake Tahoe as a year-round destination. Throughout the year, concepts were presented and the chosen option was then executed into a formal storyboard with an accompanying script. Voice over talent was selected and editing of the approved storyboard began. Final editing will be completed in 2019/20, with the intention of scaling the video into various lengths to run across multiple mediums and to be used by various partners throughout North Lake Tahoe.
- e. Utilize sponsored event partnerships to extend reach of destination messaging
NLTRA/NLTMC continually leveraged sponsorships to extend destination messaging through a variety of events during 2018/19. One example is staff worked closely with the Wanderlust team to communicate NLTRA/NLTMC wellness curated messaging to Wanderlust audiences in San Diego, Dallas, and Los Angeles via social media channels with three individual posts. Through the sponsorship of the Spartan World Championships the event saw 420,000 unique event page views, over one million digital advertising impressions and 19.9 million social advertising impressions in pre-race marketing which all highlighted North Lake Tahoe as the location. The live stream of the event, which included

specific information and b-roll of NLT saw 19.2 million impressions and 12.7 million page views. Two 1-hour shows showcasing the World Championships aired on ESPN which has a viewership of 215,000 VPM.

- f. Develop a sales kit for tour operator and travel agent use

A sales kit was developed and is located on the GoTahoeNorth.com website. On this site are updated itineraries as well as the new leisure sales brochure which has been translated into: German, Chinese, Japanese, Dutch, Hindi, French, Spanish, Portuguese, and English. In addition, a new sales map was created and is used for sales calls and trainings.

- g. Develop and execute two trade marketing collaboratives in a tier 1 or tier 2 market

Collaborative marketing efforts in 2018/19 included:

- o HotelBeds: Our first shared marketing collaboration with both South Lake Tahoe and the RSCVA. This campaign targeted travel agents throughout the globe with a specific emphasis on Canada, China and the UK. Hotelbeds is the number one receptive tour operator, selling to more international countries than any other US based company.
- o British Holidays/Airlines Campaign, UK: This marketing program featured North Lake Tahoe in the Telegraph Magazine (500K circulation) as well as Highlife Magazine, British Airways award winning in-flight magazine. This project was subsidized by Visit California, allowing smaller destinations to have access to such a large company.

2. Increase visitation during non-peak periods (peak periods are typically identified as the third week in June through mid-August and December 20 – January 2, plus other holiday weekends/ski weeks) targeting Bay Area/Sacramento using events as a key driver.

- a. Provide summary of sponsored events with ROI including report on event attendance, overnight stays and media exposure in eastern Placer County

Summary of sponsored events:

2018 Wanderlust Squaw Valley

Date: July 19 – 22, 2018

Location: Squaw Valley

Funded: \$30,000

Attendance:

9,131

Avg. Economic Impact: \$1,469,503
Economic Impact ROI: 49:1
Media Exposure: National

2018 BIG BLUEgrass at Sugar Pine Point

Date: July 27, 2018
Location: Sugar Pine State Park, West Shore
Funded: \$1,000

Attendance: 279
Avg. Economic Impact: \$15,401
Economic Impact ROI: 15:1
Media Exposure: Regional

2018 Lake Tahoe Music Festival

Date: August 22 - 26, 2018
Location: Sugar Pine State Park, West Shore Cafe, Skylandia Beach, Truckee
Funded: \$5,750

Attendance: 1,030
Avg. Economic Impact: \$28,144
Economic Impact ROI: 5:1

2018 Lake Tahoe Autumn Food & Wine Festival

Date: September 7 - 9, 2018
Location: Northstar California
Funded: \$30,000

Attendance: 1,523 ticketed (2,500+)
Avg. Economic Impact: \$366,637
Economic Impact ROI: 12:1 (based on ticketed guests)
Media Exposure: Regional (extends into SoCal)

2018 Northstar Free-Ride Festival

Date: September 13 - 17, 2018
Location: Northstar California
Funded: \$15,000

Attendance: 670
Avg. Economic Impact: \$28,509
Economic Impact ROI: 2:1
Northstar Booked Rooms: 290
Media Exposure: National

2018 Tahoe Cup Paddle Series

Date: May 26, July 21, Aug. 26 (cxl - permit issues), Sept. 15 (cxl - weather)
Location: Carnelian Bay
Funded: \$4,000

Attendance: 178
Avg. Economic Impact: \$3,537
Economic Impact ROI: 1:1

Media Exposure: Regional

2018 Tahoe Adventure Van Expo

Date: September 15, 2018
Location: Homewood Resort
Funded: \$2,000

Attendance: 700
Avg. Economic Impact: \$9,660
Economic Impact ROI: 5:1
Media Exposure: Regional

2018 Spartan World Championships

Date: September 29 - 30, 2018
Location: Squaw Valley
Funded: \$250,000

Attendance: 13,995 (includes racers, staff, registered spectators, volunteers)
Avg. Economic Impact: \$2,197,596
Economic Impact ROI: 9:1
Media Exposure: International

2018 Tahoe City Oktoberfest

Date: September 29, 2019
Location: Tahoe City
Funded: \$2,000

Attendance: 3,000+
Avg. Economic Impact: \$118,727
Economic Impact ROI: 59:1
Media Exposure: Regional

2019 Alpenglöw Mountain Festival

Date: February 16 - 24, 2019
Location: Tahoe City
Funded: \$5,000

Attendance: 2,300
Avg. Economic Impact: \$24,835
Economic Impact ROI: 5:1
Media Exposure: Regional

2019 Snowfest!

Date: February 28 - March 10, 2019
Location: Tahoe City, Kings Beach, West Shore
Funded: \$5,000

Attendance: 6,500
Avg. Economic Impact: \$333,253*
Economic Impact ROI: 67:1*

* Date was derived from the Snowfest! Survey which was a very small sample size.
Media Exposure: Regional

2019 WinterWonderGrass Tahoe

Date: March 29 - 31, 2019
Location: Squaw Valley
Funded: \$15,000 cash

Attendance: 4,500
Avg. Economic Impact: \$795,262
Economic Impact ROI: 53:1
Media Exposure: National

Liberty Mutual NASTAR National Championships

Date: April 4 - 7, 2019
Location: Squaw Valley
Funded: \$10,000

Attendance: 349 (participants only - avg. party size was 2.3)
Avg. Economic Impact: \$393,630
Economic Impact ROI: 39:1
Media Exposure: International (Canada)

2019 Restorative Arts & Yoga Festival

Date: May 31 - June 2, 2019
Location: Granlibakken Tahoe
Funded: \$5,000

Attendance: 71
Avg. Economic Impact: \$20,249
Economic Impact ROI: 4:1
Media Exposure: Regional

2019 No Barriers Summit

Date: June 13 - 16, 2019
Location: Resort at Squaw Creek
Funded: \$8,000 cash, \$10,000 in-kind marketing

Attendance: 700
Avg. Economic Impact: \$231,840
Economic Impact ROI: 29:1
Media Exposure: National

2019 Broken Arrow Skyrace

Date: June 21 - 23, 2019
Location: Squaw Valley
Funded: \$27,500

Attendance: 1,605 (participants)
Average Economic Impact: \$263,366
Economic Impact ROI: 10:1
Media Exposure: International

2019 Lake Tahoe Summit Classic Lacrosse Tournament

Date: June 21 – 23, 2019
Location: North Lake Tahoe and Truckee
Funded: \$5,000

Attendance: 6,000 est. (participants, family, friends, staff)
Average Economic Impact: pending
Economic Impact ROI: pending
Media Exposure: National

2019 Kid's Adventure Games

Date: June 28 - 30, 2019
Location: Northstar California
Funded: \$12,500 (\$2,500 - to producer, \$10,000 - to Northstar)

Attendance: 564 participants/ 1,000+ spectators

Avg. Economic Impact: pending
Economic Impact ROI: pending
Media Exposure: Regional

- b. Ensure local districts and public service agencies are notified of North Lake Tahoe sponsored special events.
 - i. Distribute event notifications after sponsorships are approved by the Resort Association Board of Directors and on a quarterly basis via email.

Emails were sent out to local districts and public agencies with a full list of annual sponsored events in the winter (12/20/18) and spring (2/22/19) after approvals from the NLTRA Board of Directors. NLTRA Sponsored events were also listed in five Member to Member newsletters and then multiple events were highlighted in the Member to Member newsletter a few weeks prior to their start dates as reminders to the community.

- c. Sponsor events that meet 3 of the 4 following criteria:
 - i. Number of room nights generated – greater than 100
 - ii. Average night stay – at least/greater than 2.5
 - iii. Media/PR value – greater than \$25,000
 - iv. Meet at least one of the brand pillars (wellness, arts/culture, culinary, outdoor recreation)

The above mentioned criteria were considered when evaluating all event sponsorships through the marketing sponsorship program. For any events that took place in the region in a prior year, we were able to evaluate past results to help determine lodging and media coverage expectations. For example, the Broken Arrow Skyrace received \$27,500 this year. When considering a sponsorship staff reviewed 2018 results that indicated the event generated approximately 235 visitors contributing to TOT with an average night stay of 2.4 nights. The expectation was that

these numbers would grow due to YOY participation momentum and the addition of becoming an internationally sanctioned event in the World Mountain Running Association World Tour. The addition of the international sanctioning also contributed to higher media coverage including content inclusion to both the World Mountain Running Association database and the American Trail Running Association along with editorial coverage as a Featured Trail Town through the American Trail Running Association website.

For new opportunity events such as the Enduro World Series, staff looked at past event results from other locations and used that as a guideline in making decisions. At past stops of the internationally sanctioned race, the average duration of stay for riders and teams was 5-6 nights and the event was sold out at 600 competitors. The event also showed significant coverage through the EWS channels including 1.26 million online video views per year and 2.7 million page views on enduroworldseries.com per year. Based on this information staff recommended sponsoring the event at an \$80,000 level.

Staff was also cognizant of having a diversified portfolio of events relative to the established brand pillars. A few examples of events in each category were as follows:

- Outdoor Recreation: Spartan World Championships, Broken Arrow Skyrace, Enduro World Series
- Arts & Culture: WinterWonderGrass, Lake Tahoe Dance Festival
- Culinary: Autumn Food & Wine Festival
- Wellness: Wanderlust, No Barriers Summit, Restorative Arts & Yoga

- d. Host 2 group media FAMS one in spring and one in fall – 3-4 journalists each

Domestic: In FY2018-19, we committed to hosting 70 percent of our fams during shoulder seasons to increase brand awareness of lesser known amenities. Our hosted media trips contributed to a 2 percent increase of Southern California coverage, which continues to be a primary market to the region. In partnership with North Lake Tahoe, The Abbi Agency completed a total of 36 fams with 59 total media participating. This includes 11 fully-hosted domestic media fams, 10 international fams, partnerships with Visit California, digital influencer FAMS and event media. Compared to the year prior, we hosted less fams, but generated a much higher number of placements (99) and impressions (174,224,805). This means, we were more selective and focused on quality media from target outlets, rather than providing hosted experiences to everyone. Our overall FAM execution generated a higher ROI than past years.

Two group international media FAMs were hosted this year. In November, we hosted 17 journalists after the Travel Nevada Global Tourism Summit.

The journalists came from multiple countries including, China, India, New Zealand, Latin America, France, Canada, Australia, and Germany. Our second group media FAM was hosted in partnership with Visit California in early June, immediately following International Pow Wow, the largest US based travel convention. During this FAM, we hosted journalists from South Korea, Ireland, China, Canada, Germany, and Hong Kong. During these two FAMs, 15 of our local partners were included and showcased.

- e. Increase website visitation and social media followers from the Bay Area/Sacramento by 5%
Combined website visitation from the Bay Area DMA and Sacramento DMA increased by 7.5% in 2018/19. The two markets combined produced 273,274 website visits in 2018/19 versus 255,030 in 2017/18. The two main social media channels that North Lake Tahoe engages in are Facebook and Instagram. In the 2017/18 fiscal year, the two channels combined had 15,083 followers from the Bay Area and Sacramento. At the end of the 2018/19 fiscal, the two channels combined had 16,354 followers from the Bay Area and Sacramento, resulting in an 8.4% increase overall.
- f. Host at least 2 travel trade FAMs per year with targeted markets referenced in the Tourism Development plan in the fall and spring
NLTRA/NLTMC hosted 14 travel trade FAMs throughout the year. In the fall, we hosted both the UK SuperFAM in October and the Virgin Holidays FAM in November. In the spring, we were able to host IPW Post FAM, China IPW Post FAM, Mailpound Travel Agent FAM and our annual Australia FAM.

3. Increase mid-week visitation

- a. Obtain at least 1 article in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
In FY18-19, our top five placements, in terms of reach, included three Forbes and two USA Today stories.
 - Forbes: [What to pack for a yoga festival](#); Reach: 36901289
 - Forbes: ['Summerhouse' Is A Tahoe Luxury Properties Top-Tier Vacation Rental In Any Season](#); Reach: 34304784
 - Forbes: [Why you should follow us to Reno and Lake Tahoe](#); Reach: 32771518
 - USA Today: [9 places you must eat and drink in North Lake Tahoe](#); Reach: 26527292
 - USA Today: [News from around our 50 states](#); Reach: 25550930

- b. Increase ad equivalency of media placement in targeted International markets by 7%
In 2018/19 we began to track ad equivalency of media placements in international markets. In 2018/19, we saw a reach of 311,845,679 and an Ad Value of \$2,884,655. We will have year-over-year comparison beginning in 2019/20.
 - c. Increase groups arriving Mon-Fri, not utilizing a Friday or Saturday stay over FY17/18
Sales efforts of NLTRA/NLTMC contributed to a 56% increase in the number of mid-week room nights, growing from 6,081 in 2017/18 to 9,469 in 2018/19
 - d. Increase website visitation and time on site from flight markets by 5%
In 2018/19 there were 372,094 total visitors to the website from all markets. When compared to the same time frame in the prior year (353,801 visitors), visitation increased by 5%. In addition, the time on site conversions increased from prior year. In 2017/18 the site received 109,407 time on site conversions, meaning the visitor was on the site for 115 seconds or more. In 2018/19 the site received 129,176 time on site conversions, providing an increase of 15%. Flight markets specifically declined 13%, partially due to the fact that we pulled out of the Austin market when those flights were cancelled.
- 4. Increase length of stay and visitor spending year-round
 - a. Conduct 15 leisure sales site inspections/sales missions
The leisure sales team attended eight sales missions, including the Mexico Sales Mission, Canada Sales Mission, Go West, IPW, SkiTops, MTS, NAJ East, The California Cup. In addition, 11 site visits were conducted with Expedia, Thomas Cook India, Bonotel, HotelBeds, Meeting Point International, Best Day Travel, Mundo Ski, Sportvac Vacations, Flight Centre, Virgin Holidays and Ski USA/Ski Brazil.
 - b. Increase product placement with receptive operators and brochure placement with international and domestic tour operators by 5%
NLTRA/NLTMC now tracks hotel product in international countries rather than brochure placements. We continue to participate in brochure placements as a form of marketing; but brochures are becoming a dated tool as more companies move digital. As of 17/18, we began tracking how many tour operators were working with North Lake Tahoe hotels to get a better understanding of our growth
 - i. Australia: 26% increase in hotel product across 16 tour operator retailers.

- ii. UK/Ireland: 28% increase in hotel product across 54 tour operator retailers
 - iii. Receptive operator channels continue to grow. Our largest receptive tour operator channels are HotelBeds and Bonotel. Our greatest growth this year with a receptive tour operator was with Meeting Point International, which is a receptive operator primarily selling to the German market. We went from zero hotels listed with this receptive tour operator to two hotels being sold with direct contracts.
 - iv. Canada is our new office so year over year data is not available, but North Lake Tahoe hotel product is featured in 8 tour operator retailers.
- c. Increase international spend in North Lake Tahoe (tracking by Visa Vue data) by 2%
 As tracked by Visa Vue, the international spend in North Lake Tahoe has grown 11% from 2017. This is an annual document and the data reflects a calendar year, not a fiscal year
- d. Host at least two digital influencer FAMs that align with long haul destinations
 NLTRA/NLTMC hosted (5) different international digital influencers this year. These influencers were identified, supported and additionally funded by both Visit California and Travel Nevada. They included:
 - i. A Lady in London, UK
 - ii. Carlos Lang, Mexico
 - iii. Fer Altuzar, Mexico
 - iv. Latitude Blog, Mexico
 - v. Mrs Around the World, UK
 Additional domestic digital influencers from long haul markets were hosted throughout the year, including Lisa Bao (Denver, 53.6k followers) who focused on scenic fall colors among other offerings and Laura Gimbert (LA, 81.1k followers) whose focus is wellness and families.
- e. Obtain at least 1 media placement in a Tier 1 Publication – (ex. Conde Nast, Outside, Travel & Leisure, Forbes Travel)
 In FY18-19, our top five placements, in terms of reach, included three Forbes and two USA Today stories (noted in 3.a above).
 - Forbes: [What to pack for a yoga festival](#) ; Reach: 36901289
 - Forbes ['Summerhouse' Is A Tahoe Luxury Properties Top-Tier Vacation Rental In Any Season](#); Reach: 34304784

- Forbes [Why you should follow us to Reno and Lake Tahoe](#); Reach: 32771518
- USA Today [9 places you must eat and drink in North Lake Tahoe](#); Reach: 26527292
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5. Create opportunities for new market entry that aligns with direct lift into Reno/Tahoe Airport and Sacramento Airport
 - a. Host at least two media FAMs per year from new markets, each one aligning to a specific season
 Southern California and New York were the top two markets targeted in 2018/19 aligning with direct lift to the Reno/Tahoe Airport. We hosted FAMS for contributors to national publications (i.e. Forbes / USA Today) that reached both of these markets.
 Among our hosted FAMS, we welcomed Sheri Baer of Punch Magazine, which is a niche luxury publication. Her Spring story spoke to our high net worth traveler and engaged the Southern California audience.
 David Dickstein was a hosted FAM who reached the Southern California audience, in addition to our drive market, with syndicated pieces that talked about short hikes, delicious dining, the history of Thunderbird Lodge plus other locales, and shared why Spring is a favorable time to visit the region.
 We hosted Tina Lassen from Endless Vacation, which is the official Travel Publication of RCI, based in NYC. Her story focused on hiking in North Lake Tahoe.
 - b. Obtain at least one media placement in publication that is targeted to emerging markets identified in the Tourism Development Plan
 Media placements in publications identified as emerging markets included:
 - i. NYC:
 1. [The Best Places in America for a Last-Minute Memorial Day Weekend Getaway](#) - Spring 2018
 - ii. Texas:
 1. [Houston Chronicle](#) - Feb 2018 / Winter
 2. [San Antonio Express](#) - Feb 2018 / Winter
 - iii. San Diego:
 1. [Coronado Times](#) - August 2018 / Summer
 2. [NBC San Diego](#) - November 2018 / Fall
 3. [SD union tribune](#) - November 2018/ Fall

- c. Have presence at one event in a direct flight market
We were not able to attend an event in a direct flight market in 2018/19. Conversations began with Wanderlust to change our booth space (part of our contract of sponsorship) to space at the Brooklyn and/or Southern California events. Wanderlust was open to discussion but an agreement was not reached in time to execute this year. Staff feels it would be most beneficial to incorporate presence at these out of market events in the 2020 contract to ensure we are receiving the most for our sponsorship dollars, and will work to achieve that.
Although not a direct flight market, NLTRA did have a presence at four Pops in the Park events in Sacramento in June 2019 to promote the region as a whole with an emphasis on summer music offerings.

6. Increase the number of conference leads and bookings

- a. Increase total bookings over FY 17/18
Although the total number of bookings decreased by 17% (92 in 2017/18 to 76 in 2018/19), room revenue increased by 35% (\$2,970,363 in 2017/18 to \$4,020,845 in 2018/19) and the number of room nights increased by 8% (17,571 in 2017/18 to 19,009 in 2018/19)
- b. Increase room nights generated through leads over FY 17/18
The total room nights generated by leads increased by 10% from 100,977 to 110,878
- c. Increase leads in markets identified in the Tourism Development plan by 10%
Leads from Illinois, Washington D.C., Georgia, Oregon, Washington, Texas and Arizona increased by 29% from 83 leads in 2017/18 to 107 leads in 2018/19
- d. Create a destination video specific to meetings industry – video will be shared via paid advertising, at trade shows, in one on one appointments by sales staff, social media and on GoTahoeNorth.com. Views and shares will be tracked
A new Meet in Tahoe video was created for our Meetings, Conference and Conventions landing page. The destination video will be created in 2019/20 following the completion of the general NLTRA/NLTMC destination video. That general destination video will be cut and edited for conference use.
- e. Attend at least 2 trade shows or events in emerging markets
Attended (5) trade shows in emerging markets
 - i. Connect Georgia
 - ii. Connect Chicago

- iii. **Luxury Meetings Summit in Dallas, Los Angeles and Phoenix**
 - f. **Book one major industry event in Eastern Placer County, North Lake Tahoe (CalSAE ELEVATE, Connect CA, etc.)**
NLTRA/NLTMC booked Mountain Travel Symposium (MTS) in North Lake Tahoe for March 28 - April 4, 2020. The program brings over 600 professionals to the area and is the single largest and longest-running annual gathering of mountain travel professionals in the world. Representatives from over 35 countries will come to the region to establish relationships, build their business, and create a stronger mountain travel business community.
7. **Increase stakeholder communication and partnership opportunities**
- a. **Create at least 4 opportunities where industry stakeholders can participate in a program they could otherwise not do on their own (for example IPW trade show, media missions, research opportunities, state programs)**
Partner opportunities provided in 2018/19 included:
 - i. **International Pow Wow: NLTRA/NLTMC offers our hotel partners the opportunity to join them at the largest US based trade show for the travel industry. To attend this show independently would cost roughly \$11-\$15,000, but to attend with NLTRA/NLTMC it is roughly \$2,500. This year we had two lodging partners participate, the Hyatt Regency and Tahoe Mountain Lodging. Leads go out to all lodging and activity providers in the region after the conference.**
 - ii. **Vancouver Sales Mission: NLTRA/NLTMC's first international sales mission. We took the lead on planning and executing the event and sales calls. Our partners were only asked to contribute \$250 toward the event. We had five North Lake Tahoe lodging partners join us. This event resulted in training of 60 agents as well as trainings at the Travel Masters and Air Canada offices.**
 - iii. **CalSAE Seasonal Spectacular in Sacramento: NLTRA/NLTMC shared a booth with The Hyatt, The Resort at Squaw Creek and The Village at Squaw Valley. Roughly seventy-five meetings were conducted and four qualified leads were generated. In addition, NLTRA/NLTMC and our partners came together to host a customer dinner the night prior.**
 - iv. **Giant's Game: NLTRA/NLTMC teamed up with The Resort at Squaw Creek and The Village at Squaw Valley to host fifteen corporate/association meeting and event planners in the Bay Area.**
 - v. **Expedia Campaigns: Each partner participated at a lower cost to enhance the overall advertising spend. These were programs that cost \$15-30,000 individually and would not be affordable to our partners without NLTRA/NLTMC support and coordination.**

- vi. Ski.Com Newsletters: Four local lodging partners joined NLTRA/NLTMC in this effort to push out winter specific information and lodging deals to over 18,000 reservation agents selling winter business through ski.com.
- b. Create and distribute monthly email and/or newsletter that highlights research insights, group bookings, social media metrics, travel trade insights and other pertinent information to interested parties
The Member to Member email was reimagined this year to convey more relevant and useful information to stakeholders. The monthly email now incorporates sections including News & Business Resources, Tourism Insights, Out & About with NLTRA, Community News and Visitor Resources. Additionally, the conference sales department created and distributed a quarterly newsletter with updates on group activities and other area information to our list of over four hundred contacts that was distributed at the beginning of each quarter. The newsletter had an average open rate of 35%.
- c. Host monthly partner calls during winter months to align communication efforts and strategies
Partner calls were conducted early in the winter season to align major resorts and lodging partners on winter messaging. It was determined the business community would be best served by partner communication and collaboration at the actual time of any crisis or snow and/or road condition requiring messaging.
NLTRA/NLTMC participated in the January NLT/Truckee Winter & Emergency Messaging meeting to devise a plan to communicate to regional businesses and visitors during large snow storms where roadways were being significantly impacted. NLTRA/Chamber fulfilled commitments following that meeting by distributing CalTrans, CHP, or other pertinent messaging through Chamber channels in a timely manner.
- d. Implement partnership funding program to increase exposure for local events
The 2018/19 partnership funding program was fully implemented and was successful. Sponsorships were awarded in December for the 2019 calendar year, and funded 12 events for a total of \$53,000. All funding was required to be spent on marketing the event, with an emphasis on driving overnight lodging. There were a few new components this year. One was that NLTRA staff reached out directly to regional lodging partners to facilitate partnerships and had success in those efforts. For

instance, Snowfest! worked with 7 lodging partners this year which had not been done for a number of years. Another new component this year was the creation of a toolkit for event producers. The toolkit was created to get helpful information to producers and to provide them with easily accessible content and information on the region to be included in their marketing and public relations outreach. Items included in the toolkit were the newly updated Event Resource Guide, regional information including sample social media posts, photos and links to video content, seasonal talking points, regional media contacts, event recap requirements and post event survey questions.

- e. Distribute international market information such as: market profiles, trends and state opportunities to industry members

Following each international sales mission, market data was provided to the North Lake Tahoe sales community along with new contact lists. NLTRA/NLTMC attends two educational forums through our state partnerships, the Travel NV Governor's Global Tourism Summit and the Visit California Outlook Forum, which provide updates on international markets. This information is then communicated to our stakeholders.

- 8. Create ongoing measurement plan evaluating ad effectiveness, visitor profiles, lodging occupancy data, target market and visitation.

- a. Implement advertising effectiveness and ROI study

NLTRA/NLTMC contracted with Strategic Marketing and Research Insights (SMARI) to conduct an advertising effectiveness and ROI study for 2018/19. Results indicated the effectiveness and ROI of our advertising investment far exceeded industry norms.

- b. Create surveys to distribute during 4 events throughout the year – targeting each season

A survey has been created and devices have been acquired to perform the surveys. Surveys will begin with the early 2019/20 events.

- c. Continue using Destimetrics to forecast lodging occupancy data

NLTRA/NLTMC receives daily and monthly reporting on lodging business occupancy, with multi-destination comparative sets. Currently, ten hotel partners participate in reporting of monthly occupancy and five hotels participate in daily occupancy reporting. Each month, NLTRA/NLTMC reviews the reporting with the Destimetrics team to evaluate trends, lodging forecasts and competitive set comparisons to assist in making informed marketing decisions. Occupancy information is shared with stakeholders. Efforts are underway to achieve higher lodging partner participation, and to refine channels for sharing the information.

- d. Utilize Visa Vue data to inform target market priorities

Visa Vue data helps to inform on international and domestic market