

**NLTRA Mission**

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

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**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, Tom Lotshaw, Tahoe Regional Planning Agency

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**AGENDA**

**NUMBER TO CALL IN:** 1-712-770-4010, enter code 775665#

If unable to attend, join the conference call from your computer, tablet or smartphone: (712) 770-4010, enter code 775665#  
and Log on: <https://global.gotomeeting.com/join/968960189>

First GoToMeeting? Do a quick system check:  
<https://link.gotomeeting.com/system-check>

**Estimated  
Time**

- 8:30 a.m.** 1. Call to Order – Establish Quorum
- 8:35 a.m.** 2. Public Forum-Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.
- 8:40 a.m.** 3. Agenda Amendments and Approval
- 8:45 a.m.** 4. Consent Calendar-All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.
- A. NLTRA Board Meeting Minutes
    - NLTRA Board Meeting December 5, 2018 [Link to preliminary online document](#)
  - B. Approval of NLTRA Financial Statements of November, 2018
  - C. Approval of CEO Expense Report
  - D. The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at [www.nltra.org](http://www.nltra.org)
    - Tourism Development Committee Meeting November 27, 2018 [Will place online at www.nltra.org once approved](#)
    - Finance Committee Meeting November 26, 2018 [Link to online document](#)

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- 9:00 a.m.**      **5. Action Items**
- Page 37*      A. Report from Richter 7 - Paid Media Tactics Using Targeted Consumer Research and Opportunities for Increased Reach
- Page 38*      B. Budget Revision for Video of Board Meetings
- Page 39*      C. Amendment to Tahoe City Golf Course Memorandum of Understanding
- Page 49*      D. Capital Projects Advisory Committee Appointment – Jim Phelan
- 6. Contract Approval** (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)
- None at this time
- 10:00 a.m.**      **7. Informational Updates/Verbal Reports**
- Page 52*      A. Update on Spartan ESPN Broadcast
- B. Update on Winter Creative
- C. Staff updates on Events, Sales, Membership and Visitor Center
- 11:00 a.m.**      **8. Reports/Back up-**The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member.
- Page 80*      A. Destimetrics Report December 31, 2018
- Page 81*      B. Conference Revenue Statistics Report December, 2018
- Page 87*      C. Tourism Development Report on Activities, November/December, 2018
- Page 90*      D. Chamber of Commerce Board Report December, 2018
- Page 92*      E. Visitor Information Center Visitor Report December, 2018
- Page 93*      F. North Lake Tahoe Marketing Coop Financial Statements November, 2018
- Page 97*      G. Membership Accounts Receivable Report, December 31, 2018
- Page 98*      H. Financial Key Metrics Report
- 11: 10 a.m.**      **9. CEO and Staff Updates**
- 11:15 a.m.**      **10. Directors Comments**
- 11:25 a.m.**      **11. Meeting Review and Staff Direction**
- 12. Closed Session** (as may be necessary)
- 11:30 a.m.**      **13. Adjournment.**



north lake tahoe

Chamber | CVB | Resort Association

## BOARD OF DIRECTORS MEETING

Date: Wednesday, December 5, 2018

Time: 8:30 a.m. – 11:00 a.m.

Location: Tahoe City PUD

221 Fairway Drive,  
Tahoe City CA 96145

### NLTRA Mission

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

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#### Board of Directors:

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**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  
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**Advisory Committee:** **Erin Casey**, Placer County Executive Office, **Tom Lotshaw**, Tahoe Regional Planning Agency

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### MINUTES

1. Call to Order – Meeting called to order at 8:34 a.m. Quorum not established.

Board members in attendance: Samir Tuma, Brett Williams, Aaron Rudnick, Bruce Siegel (joined at 8:42 a.m.), Chris Brown, Dan Tester, Jim Phelan, Lynn Gibson, Stephanie Hoffman

Non-voting: Erin Casey, Tom Lotshaw (arrived at 8:45 a.m.)

Board members absent from meeting: Adam Wilson, Andre Priemer, Christy Beck, Gary Davis, Greg Dallas, Karen Plank, Kevin Mitchell, Tom Turner.

Staff members in attendance: Cindy Gustafson, Liz Bowling, Amber Burke, Bonnie Bavetta, Daphne Lange, Dawn Teran.

Other in attendance: Sherina Kruel, Katherine Hill.

While lacking a quorum, Daphne presented first on the Tahoe Treasures campaign, Item 7.A. She presented a slide show.

#### Quorum established at 8:42 am

2. Public Forum-Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.

- No public forum.

#### 3. Agenda Amendments and Approval

- Agenda amendment: Action item 5.E. moved to top of action items.

**MOTION to approve the Agenda and amendments. M/S/C Dan/Brett/9-0-0**

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.

**MOTION to approve the Consent Calendar. M/S/C Brett/Aaron 9-0-0**

#### A. NLTRA Board Meeting Minutes

- NLTRA/IVCBVB Joint Board Meeting November 7, 2018 [Link to preliminary online document](#)
- NLTRA Board Meeting November 7, 2018 [Link to preliminary online document](#)

#### B. Approval of NLTRA Financial Statements of October, 2018

#### C. Approval of CEO Expense Report

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



- Tourism Development Committee Meeting October 30, 2018 [Link to online document](#) (November, 2018 will be posted online when available)
- Finance Committee Meeting October 30, 2018 [Link to online document](#) (November, 2018 will be posted online when available)

## 5. Action Items

### A. MOTION/DISCUSSION: Appointment to the Capital Project Advisory Committee

- Cindy reported that the Executive Committee has requested that the Board solicit applications for the next 30 days for CAP Committee and Board make appointment to CAP Committee in January meeting. She reviewed the purpose of CAP Committee, and the commitment. Criteria is based on geographic distribution of entire committee and no more than one from an organization. Alex Mourelatos was elected to the NTPUD Board and there is already one CAP committee member from the NTPUD Board, which is the reason for the vacancy.
- Cindy clarified what seats are available and what types of seats they are.
- Erin said the commitment is once a month and described value of being on the committee.
- No action on this item required.

### B. MOTION/DISCUSSION: Review of Placer County TOT Ordinance revisions

- Cindy announced that the Board of Supervisors approved the ordinance.
- Erin addressed questions that were presented yesterday. Another workshop will be held in January, possibly January 9<sup>th</sup>, at the Administrative Center. Revised version of ordinance and booklet will be Board approved. Copy can be supplied by end of this week. Samir requested the red-lined version and Erin said that will be supplied. Taxable items list will be updated per Board request.
- Samir reported that Supervisor Montgomery implemented that the list come quarterly instead of yearly.
- Brett clarified changes in ordinance. It was stated that property management firms were not required to previously file for each Condo hotel properties. Single family homes have their own individual certificate.
- Dan expressed disappointment in the decision regarding procedure from a multiple lodging property manager's point of view; that each individual condo owner will have to submit the TOT form and individually go through filing process.
- No action on this item required.

### C. MOTION/DISCUSSION: Review of Proposed Committee Structure

- Cindy presented overview of page 62, NLTRA Board of Directors Committee Structure, in packet.
- Cindy described where we can have more Board involvement in committees and the estimated frequency of meetings/commitments.
- Samir urged Board members involvement in committees which would most likely result in less Board meetings, and less time spent at each Board meeting.
- Jim asked if there is a duties list for the Executive Committee. Cindy said the duties and responsibilities will be defined. A sample duties list consists of: Contract negotiations with county, agenda review, personnel issues, CEO review, staffing and high-priority, pressing issues.
- Erin commented regarding the Business Advocacy Committee and suggested that this committee can take a role in engaging the business community as part of their duties.
- Discussion regarding the Business Advocacy Committee. Cindy urged the Board to sign up and get engaged.
- No action on this item required.

### D. MOTION/DISCUSSION: Preview of Winter Creative – Daphne Lange

- Daphne presented this item which had already been reviewed by the Coop and Tourism Committee. This campaign is geared towards those coming via airlines, not geared to those traveling from the bay area. Longer stays targeted.
- Samir suggested changing the headline to: "Clear Skies" instead of "Clear Water" for winter messaging.
- Lynn expressed concern over using word "Budget" in messaging and Daphne said that language is not consumer facing.
- Bruce asked what the total budget dollars are going into the campaign. Daphne said she will get him that information at a later time via the flow chart.
- Bruce commented regarding the tactical campaign and how the budget was allocated. Daphne responded that the bulk is towards digital display advertising with print being the smallest percentage. Bruce requested that information be supplied to the Board, along with budget information and flow chart.
- Daphne explained how the images will be used in the Awareness portion of the campaign.



- Bruce asked about how time on site conversions is measured. Time on the site is monitored and also clicks on the "Book Now" button. Current goals have been set based on past campaigns. Time-on-site goal has been increased. "Book Now" conversions per-month goal is increased as well. Cindy asked Bruce to present what goals he would like to add to the Tourism Development Committee.
- It is requested that the reports be included in Board Packet. Cindy offered that, as the reports are long, important factors and key information will be highlighted by staff in the report.
- Brett explained feeder markets.
- New snowshoeing and new campaigns have been added to the winter creative.
- Daphne reviewed fall lifestyle campaign photos.
- Photos were adapted to the SMARI research that was completed and tailored to the findings.
- No action required on this item.

E. MOTION/DISCUSSION: Review and approval of 2019 Special Event Partnership Funding allocation recommendations. – Amber Burke

- \$58,000 was the final ask from the opportunistic funds budget.
- Criteria used for selection was reviewed.
- Amber reviewed comments made previously from the Partnership Funding committee.
- Jim asked about spending restrictions on funds granted, and Amber replied that the money must be used for marketing purposes. There is much help from NLTRA to help make decisions on what the money is used for.
- Dan T. asked about how the success is measured. An event recap is submitted and how money is utilized. A template has been created to obtain the appropriate information and will be completed and forwarded.
- Samir asked if a larger amount is recommended if we want to choose to help fund the TCDA event further. Cindy recommends that we meet with TCDA and see if they can expand event and provide more funds. After meeting with them and a plan is worked out, it can be brought back to the Board.
- Brett asked if there are other events that may have higher priority, Amber said that the Lake Tahoe Dance Collective event is one that may have a need as well.
- Kathryn Hill, President of the Tahoe City Downtown Assn. Board, spoke on behalf of grant request and presented statistics on attendance, growth, hotel stays, etc.
- Cindy requested more time to meet with TCDA to discuss and then come back to the Board with this item and the total of funds which will be requested.
- Jim asked what the difference is between "TCDA" events vs. "Tahoe City" events. TCDA has ability to market all of Tahoe City events. The producers of each event files their own applications, etc.
- Samir asked if we supply funding to any of the other business associations. Amber replied yes.
- Question regarding the event profit. Amber said the classic made \$22,000 and Octoberfest made \$7,000.
- Jim asked for timeframe information. Amber said that the 2019 calendar year applications were due November 2<sup>nd</sup>. Information was distributed 5 weeks prior to that.

**MOTION to approve the 2019 Partnership Funding allocation applications that have been recommended by the Partnership Funding Committee, and that the Partnership Funding Committee reconvene in January to review applications, prioritize them and consider additional funding opportunities with event opportunistic funds. Then, the Partnership Funding Committee present those prioritized recommendations to the Tourism Development Committee for their recommendations for presentation to the Board in February to discuss along with other funding possibilities.**

**M/S/C Brett/Chris/8-0-1 Stephanie abstained.**

- Lynn suggested to reevaluate those who didn't previously get grant funding then prioritize. (Motion amended.) She asked if this should be made public to other applicants. Group agreed that they should.
- Samir asked if other entities are seeking opportunistic funds. Amber said 3 other groups are requesting the opportunistic funds for bigger events. Sugar Bowl and Donner Summit are also being looked at for events in those locations.
- Brett recommends that these events should be looked at in the February meeting, in order to present the committee recommendations to Tourism development meeting in January first. (Motion amended.)
- More discussion about motion. Amber said a Tough Mudder cancellation could open up additional funds.
- Samir recommended not exhausting the entire fund in case there are other events that come up. Cindy commented that once the events are self-sustaining, we would like to see the events move on and not be included in funding requests in the future.
- Discussion about value of promoting everything in the region, and what we provide.
- Daphne clarified that opportunistic funds are funds designated specifically for the event.

F. MOTION/DISCUSSION: Review and possible approval of an agreement with ADVNC Lacrosse and Summit Lacrosse Ventures to sponsor the 2019 Lake Tahoe Summit Classic Lacrosse Tournament taking place in North Lake Tahoe and Truckee, June 21 – 23, 2019 with a \$5,000 cash sponsorship.

- Amber reviewed statistics and contract summary.

**MOTION TO APPROVE AGREEMENT WITH ADVNC Lacrosse and Summit Lacrosse Ventures to sponsor the 2019 lake Tahoe Summit Classic Lacrosse Tournament. M/S/C Dan/Lynn/9-0-0**

6. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)

- None at this time

7. Informational Updates/Verbal Reports

A. Tahoe Treasures Content Campaign Update – Daphne Lange

B. Staff updates on Events, Sales, Membership and Visitor Center

- Liz reviewed Visitor Information Center and Chamber statistics. Front line training coming. Board staff urged to participate.
- Filmfest will begin this weekend.

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

A. Destimetrics Report November 30, 2018

B. Conference Revenue Statistics Report November, 2018

C. North Lake Tahoe Marketing Coop October, 2018 Financial Reports

D. Membership Accounts Receivable Report, November 30, 2018

E. Financial Key Metrics Report

9. CEO and Staff Updates

- Bringing back budget revision in January to continue TV webcast.
- Next Board meeting will be on January 9<sup>th</sup>, location TBA.

10. Directors Comments

- Erin provided an update about the Nahas property. County staff has been authorized to begin negotiating with a developer on a proposed concept. Apartments and single family homes are included in the current concept. Much revision is still anticipated, based on the feedback from community in order to align the vision with community feedback.
- Erin provided an update regarding the Station 51 facility repurpose. Two proposals were received, one was arts related and the other was mixed-use including retail. Feasibility studies for both proposals were approved yesterday.
- Tom: The TRPA Governing Board approved the Kings Beach Pier project. The US 50 South Shore revitalization project was also approved.

11. Meeting Review and Staff Direction

- Moving January Board meeting to 9<sup>th</sup>.
- Partnership funding process.
- Follow up with budget and flow chart for winter campaign.

12. Adjourned to Closed Session at 11:10am

13. Adjournment at 11:54 a.m.





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## Finance Committee Staff Report

Date: 12/20/18

To: North Lake Tahoe Resort Association (NLTRA) Finance Committee

From: Bonnie Bavetta, CFO

RE: Report for November 30, 2018

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Summary of preliminary NLTRA financial results for November 30, 2018:

- Cash balance on 11/30/18 of \$664,000 was 31% or \$303,000 less than prior year due primarily to the fact that the FY 2016/17 TOT funding due back to the County in the amount of \$221,000 had not yet been repaid. FY 2017/18 excess funding was sent to the County in November this year.
- Accounts receivable related to sales commissions totaled \$25,000, down 40% or \$16,000 from prior year. Commission collection was slow in prior year and uncollectable receipts remained in the balance.
- The Accounts Receivable – TOT balance of \$288,000 reflected the County TOT funding invoices for the month of November. Payment in full was received in December.
- Membership dues and other membership related accounts receivable totaled \$15,000, an increase of \$13,000 over prior year. Prior year receivables reflected adjustments for uncollected and unearned balances.
- Accounts receivable – NLTMC of \$12,000 was \$12,000 higher than prior year and represented credit card charges due NLTRA for November. Payment was received in December.
- Prepaid Insurance balance of \$18,000 reflected payment at the end of the month for the subsequent month's coverage. Payment is due on the first of the month. Payment processing was changed this year to ensure timely receipt of payment. Prior year account balance was \$1,000.
- Prepaid expenses - Other of \$9,000 was \$4,000 less than prior year and consisted of a number of small long term contracts.
- Accounts payable of \$49,000 was \$16,000 greater than prior year due primarily to timing.
- Wages and related liabilities of \$116,000 were \$47,000 or 29% lower than prior year. Wages, taxes & 401k payable were \$6,000 lower than the same date last year. Incentives Payable were \$14,000 lower than prior year due to reduced accrual rates in 2018/19. The PTO liability was \$26,000 less than prior year due to the lower average tenure of staff.
- Deferred Revenue-Member Dues of \$37,000 was \$12,000 greater than prior year. Prior year was reduced for unpaid and unearned dues.
- Deferred Revenue-County of \$350,000 reflected the prepayment of TOT funds made at the beginning of the fiscal year to assist with cash flow due to the new performance based timing of monthly payments from the County.



- Due to/from the County of Placer balance of \$5,000 was \$216,000 less than prior year due to timing of payment to the County of excess funding in the prior year. Refund of 2017/18 excess TOT funding in the amount of \$216,000 was made to the County in November 2018. Payment of 2016/17 excess funding in the amount of \$174,000 was made in January 2018.
  
- YTD consolidated net income of \$72,000 at month end November 30 represented the result of TOT funding exceeding actual expenditures year-to-date by \$73,000, less Membership's negative net results YTD of \$523.
  
- Operating Results YTD – Marketing
  - YTD Revenue from Placer TOT Funding of \$1,278,000 was below budget \$36,000 due to timing of payment based on performance for events/sponsorships/research. Items expended and not yet invoiced to the County included Broken Arrow Skyrace \$20,000, Non-NLT Coop Marketing Programs \$9,000, and BACC programs \$5,000.
  - Expenses were \$35,000 or approximately 3% below budget due primarily to timing.
  - Net results before overhead allocations were on budget
- Operating Results YTD – Conference
  - Commissions revenue of \$35,000 was \$15,000 or 75% above budget
  - Expenses of \$152,000 were \$3,000 greater than budget; Sales commissions were up \$9,000 to budget, offset by wages and related down \$6,000
  - Net results before overhead allocations were positive to budget \$12,000
- Operating Results YTD – Visitor Center
  - Merchandise sales of \$61,000 were up \$11,000 or 22% relative to budget
  - Expenses of \$176,000 were down \$36,000 or 17% relative to budget; COGS up \$9,000, wages and related down \$8,000, office repairs and renovation down \$11,000, and marketing programs down \$16,000 due to timing
  - Net positive results before overhead allocations of \$64,000 were \$40,000 better than budget
- Operating Results YTD – TMPI
  - Expenditures and net results were down \$1,000 to budget
- Operating Results YTD – Membership
  - Membership dues revenues of \$55,000 were \$2,000 or 4% greater than budget; Other revenues of \$10,000 were \$1,000 higher than budget
  - Expenses of \$56,000 were \$1,000 less than budget, primarily a combination of wages down \$3,000, rent & related down \$3,000, training down \$1,000, membership activities expense up \$5,000
  - Net loss of \$1,000, after overhead allocations, was \$7,000 better than budget
- Operating Results YTD – Administration
  - Total expenses of \$216,000 were \$33,000 or 13% below budget
  - Wage and related expense of \$152,000 was \$14,000 below budget, a combination of lower wages and lower insurance benefits
  - Professional fees were \$15,000 less than budget due to timing
  
- Membership cash position as of November 30, 2018:
  - Membership activities resulted in a net loss of \$523
  - Deferred revenues of \$37,000 less receivables of \$14,000 contributed an additional \$23,000 in cash
  - Prior years' negative net results totaled \$11,700
  - No other funds were required to support Membership activities

Summary of preliminary NLTMC financial results for November 30, 2018:

- Cash at month end of \$467,00 was \$18,000 greater than prior year

- Prepaid expenses of \$34,000 were up from \$6,000 in prior year due to Connect Marketplace (\$29,000) and VisaVue (\$5,000) payments that will be expensed over their contract year
- Accounts payable and credit cards payable of \$52,000 were down from \$159,000 due to lower agency expenditures this November.
- Unrestricted Net Asset balance of \$189,000 reflects the unspent funding balance from prior years
- Net income YTD of \$269,000 is \$142,000 greater than the same time last year due largely to timing of TOT funding from Placer County (flat over 12 months in FY18/19 vs. fluctuating in FY 17/18)
- Net positive operating results for NLTMC YTD of \$269,000 were \$92,000 better than budget;
  - Consumer marketing expenditures of \$304,00 were \$102,000 below budget due to timing, November budgeted expenditures were pushed into December for winter campaign
  - Leisure sales expenditures of \$107,000 were \$8,000 over budget,
  - Public relations expenditures of \$117,000 were \$12,000 below budget,
  - Conference sales expenditures of \$52,000 were \$17,000 below budget due to timing,
  - Trade show expenditures of \$42,000 were below budget \$30,000 due to timing (Connect Marketplace in prepaid),
  - Committed and admin expenses of \$186,000 were over budget \$58,000, and included \$75,000 in unbudgeted expenditures for the Hidden Gems production which were being funded from prior years' excess funding balance.

# North Lake Tahoe Resort Association

## Balance Sheet

As of November 30, 2018

Accrual Basis

	Nov 30, 18	Nov 30, 17	\$ Change	% Change	Jun 30, 18
<b>ASSETS</b>					
<b>Current Assets</b>					
<b>Checking/Savings</b>					
1001-00 · Petty Cash	409	359	50	14%	289
1003-00 · Cash - Operations BOTW #6712	333,248	627,147	(293,899)	(47%)	619,232
1007-00 · Cash - Payroll BOTW #7421	6,548	9,883	(3,335)	(34%)	6,195
1008-00 · Marketing Reserve - Plumas	50,200	50,125	75	0%	50,168
1009-00 · Cash Flow Reserve - Plumas	100,533	100,333	200	0%	100,449
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	142,461	149,283	(6,822)	(5%)	88,355
10950 · Cash in Drawer	950	295	655	222%	597
<b>Total Checking/Savings</b>	<b>663,931</b>	<b>967,007</b>	<b>(303,076)</b>	<b>(31%)</b>	<b>894,867</b>
<b>Accounts Receivable</b>					
1200-00 · Quickbooks Accounts Receivable	24,650	30,660	(6,010)	(20%)	24,331
1210-00 · A/R - Sales Estimates	0	10,469	(10,469)	(100%)	0
1290-00 · A/R - TOT	287,990	0	287,990	100%	0
<b>Total Accounts Receivable</b>	<b>312,640</b>	<b>41,129</b>	<b>271,511</b>	<b>660%</b>	<b>24,331</b>
<b>Other Current Assets</b>					
1200-99 · AR Other	248	1,614	(1,366)	(85%)	(41)
<b>1201-00 · WebLink Accounts Receivable</b>					
1201-01 · WebLink AR - Member Dues	13,685	0	13,685	100%	3,417
1201-00 · WebLink Accounts Receivable - Other	900	1,860	(960)	(52%)	2,870
<b>Total 1201-00 · WebLink Accounts Receivable</b>	<b>14,585</b>	<b>1,860</b>	<b>12,725</b>	<b>684%</b>	<b>6,287</b>
1201-02 · Allowance for Doubtful Accounts	(2,775)	(254)	(2,521)	(993%)	(2,500)
12100 · Inventory Asset	24,130	25,953	(1,823)	(7%)	28,203
1299 · Receivable from NLTCM	12,114	0	12,114	100%	28,954
1490-00 · Security Deposits	1,250	550	700	127%	650
<b>Total Other Current Assets</b>	<b>49,552</b>	<b>29,723</b>	<b>19,829</b>	<b>67%</b>	<b>61,553</b>
<b>Total Current Assets</b>	<b>1,026,123</b>	<b>1,037,859</b>	<b>(11,736)</b>	<b>(1%)</b>	<b>980,751</b>
<b>Fixed Assets</b>					
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)	(8,031)	(404)	(5%)	(8,435)
1750-00 · Computer Software	21,520	21,520	0	0%	21,520
1751-00 · Accum. Amort. - Software	(19,225)	(17,437)	(1,788)	(10%)	(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)
<b>Total Fixed Assets</b>	<b>2,296</b>	<b>4,488</b>	<b>(2,192)</b>	<b>(49%)</b>	<b>3,041</b>
<b>Other Assets</b>					
<b>1400-00 · Prepaid Expenses</b>					
1410-00 · Prepaid Insurance	17,775	1,322	16,453	1,245%	9,151
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%	1,000
1400-00 · Prepaid Expenses - Other	8,836	13,203	(4,367)	(33%)	17,116
<b>Total 1400-00 · Prepaid Expenses</b>	<b>27,611</b>	<b>15,525</b>	<b>12,086</b>	<b>78%</b>	<b>27,267</b>
<b>Total Other Assets</b>	<b>27,611</b>	<b>15,525</b>	<b>12,086</b>	<b>78%</b>	<b>27,267</b>
<b>TOTAL ASSETS</b>	<b>1,056,030</b>	<b>1,057,872</b>	<b>(1,842)</b>	<b>(0%)</b>	<b>1,011,059</b>



# North Lake Tahoe Resort Association

## Balance Sheet

As of November 30, 2018

Accrual Basis

	Nov 30, 18	Nov 30, 17	\$ Change	% Change	Jun 30, 18
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
<b>Accounts Payable</b>					
2000-00 · Accounts Payable	49,264	33,294	15,970	48%	42,156
<b>Total Accounts Payable</b>	<b>49,264</b>	<b>33,294</b>	<b>15,970</b>	<b>48%</b>	<b>42,156</b>
<b>Credit Cards</b>					
<b>2080-00 · Bank of the West - Master Cards</b>					
2080-02 · MC_6765_Jason	0	60	(60)	(100%)	15
2080-04 · MC_5968_Ronald	0	45	(45)	(100%)	126
2080-05 · MC_2107_Greg	0	45	(45)	(100%)	
2080-06 · MC_5288_Emily	0	627	(627)	(100%)	0
2080-10 · MC_9495_AI	0	512	(512)	(100%)	180
2080-11 · MC_3978_Amber	0	665	(665)	(100%)	3,070
2080-12 · MC_3960_Natalie	0	577	(577)	(100%)	0
2080-13 · MC_6903_Cindy	0	82	(82)	(100%)	2,430
2080-14 · MC_6193_Daphne	0	0	0	0%	83
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>0</b>	<b>2,613</b>	<b>(2,613)</b>	<b>(100%)</b>	<b>5,904</b>
<b>Total Credit Cards</b>	<b>0</b>	<b>2,613</b>	<b>(2,613)</b>	<b>(100%)</b>	<b>5,904</b>
<b>Other Current Liabilities</b>					
<b>21000 · Salaries/Wages/Payroll Liabilit</b>					
2100-00 · Salaries / Wages Payable	22,362	38,973	(16,611)	(43%)	36,870
2101-00 · Incentive Payable	25,082	39,365	(14,283)	(36%)	43,384
2102-00 · Commissions Payable	3,986	4,839	(853)	(18%)	4,698
2120-00 · Empl. Federal Tax Payable	9,686	3,118	6,568	211%	3,072
2175-00 · 401 (k) Plan	5,427	1,559	3,868	248%	1,157
2180-00 · Estimated PTO Liability	49,004	74,725	(25,721)	(34%)	49,004
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	<b>115,547</b>	<b>162,579</b>	<b>(47,032)</b>	<b>(29%)</b>	<b>138,185</b>
<b>2190-00 · Sales and Use Tax Payable</b>					
2195-00 · Use Tax Payable	26	0	26	100%	853
25500 · *Sales Tax Payable	1,240	636	604	95%	1,941
2190-00 · Sales and Use Tax Payable - Other	36	0	36	100%	0
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,302</b>	<b>636</b>	<b>666</b>	<b>105%</b>	<b>2,794</b>
<b>2250-00 · Accrued Expenses</b>	<b>1,339</b>	<b>0</b>	<b>1,339</b>	<b>100%</b>	<b>49,521</b>
<b>2400-60 · Deferred Revenue- Member Dues</b>	<b>37,046</b>	<b>24,958</b>	<b>12,088</b>	<b>48%</b>	<b>67,000</b>
<b>2500-00 · Deferred Revenue - TMBC</b>	<b>599</b>	<b>0</b>	<b>599</b>	<b>100%</b>	<b>56,979</b>
<b>2651-00 · Deferred Rev - Conference</b>	<b>4,904</b>	<b>6,417</b>	<b>(1,513)</b>	<b>(24%)</b>	<b>535</b>
<b>2700-00 · Deferred Rev. County</b>	<b>350,305</b>	<b>0</b>	<b>350,305</b>	<b>100%</b>	<b>0</b>
<b>2800-00 · Suspense</b>	<b>4,067</b>	<b>(186)</b>	<b>4,253</b>	<b>2,287%</b>	<b>4,202</b>
<b>2900-00 · Due To/From County of Placer</b>	<b>5,160</b>	<b>220,746</b>	<b>(215,586)</b>	<b>(98%)</b>	<b>229,432</b>
<b>Total Other Current Liabilities</b>	<b>520,269</b>	<b>415,150</b>	<b>105,119</b>	<b>25%</b>	<b>548,648</b>
<b>Total Current Liabilities</b>	<b>569,533</b>	<b>451,057</b>	<b>118,476</b>	<b>26%</b>	<b>596,708</b>
<b>Total Liabilities</b>	<b>569,533</b>	<b>451,057</b>	<b>118,476</b>	<b>26%</b>	<b>596,708</b>
<b>Equity</b>					
32000 · Unrestricted Net Assets	(11,669)	(8,754)	(2,915)	(33%)	(6,430)
3300-11 · Designated Marketing Reserve	275,755	256,830	18,925	7%	275,755
3301 · Cash Flow Reserve	100,248	100,048	200	0%	100,248

**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of November 30, 2018

Accrual Basis

	Nov 30, 18	Nov 30, 17	\$ Change	% Change	Jun 30, 18
3302 - Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	72,139	208,672	(136,533)	(65%)	(5,239)
Total Equity	486,491	606,814	(120,323)	(20%)	414,352
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,056,024</b>	<b>1,057,871</b>	<b>(1,847)</b>	<b>(0%)</b>	<b>1,011,060</b>

# North Lake Tahoe Resort Association

## Profit & Loss

July through November 2018

Accrual Basis

	Jul - Nov 18	Jul - Nov 17	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · County of Placer TOT Funding	1,609,947.51	1,648,528.00	-38,580.49	-2.3%
4200-00 · Membership Dues	55,366.09	57,039.73	-1,673.64	-2.9%
4201-00 · New Member Fees	0.00	75.00	-75.00	-100.0%
4205-00 · Conference Dues	4,262.48	4,583.35	-320.87	-7.0%
4250-00 · Revenues-Membership Activities				
4250-02 · Chamber Events	526.75	53.00	473.75	893.9%
4250-03 · Summer/Winter Rec Luncheon	2,622.30	3,409.44	-787.14	-23.1%
4251-00 · Tues AM Breakfast Club	2,701.82	1,369.40	1,332.42	97.3%
4250-00 · Revenues-Membership Activities - Other	3,394.81	1,119.95	2,274.86	203.1%
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>9,245.68</b>	<b>5,951.79</b>	<b>3,293.89</b>	<b>55.3%</b>
4252-00 · Sponsorships	600.00	0.00	600.00	100.0%
4253-00 · Revenue- Other	6.00	0.00	6.00	100.0%
4350-00 · Special Events (Marketing)	0.00	77,627.73	-77,627.73	-100.0%
4600-00 · Commissions				
4601-00 · Commissions - South Shore	8,618.18	1,780.00	6,838.18	384.2%
4600-00 · Commissions - Other	27,369.89	45,889.61	-18,519.72	-40.4%
<b>Total 4600-00 · Commissions</b>	<b>35,988.07</b>	<b>47,669.61</b>	<b>-11,681.54</b>	<b>-24.5%</b>
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	2,344.36	7,287.45	-4,943.09	-67.8%
46000 · Merchandise Sales - Other	58,620.65	43,316.08	15,304.57	35.3%
<b>Total 46000 · Merchandise Sales</b>	<b>60,965.01</b>	<b>50,603.53</b>	<b>10,361.48</b>	<b>20.5%</b>
<b>Total Income</b>	<b>1,776,380.84</b>	<b>1,892,078.74</b>	<b>-115,697.90</b>	<b>-6.1%</b>
<b>Gross Profit</b>	<b>1,776,380.84</b>	<b>1,892,078.74</b>	<b>-115,697.90</b>	<b>-6.1%</b>
<b>Expense</b>				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	12,031.98	6,823.54	5,208.44	76.3%
5020-00 · P/R - Tax Expense	31,627.29	36,312.96	-4,685.67	-12.9%
5030-00 · P/R - Health Insurance Expense	49,958.48	40,294.49	9,663.99	24.0%
5040-00 · P/R - Workmans Comp	3,284.50	3,813.80	-529.30	-13.9%
5060-00 · 401 (k)	16,968.59	15,887.71	1,080.88	6.8%
5070-00 · Other Benefits and Expenses	1,545.80	1,244.43	301.37	24.2%
5000-00 · Salaries & Wages - Other	433,172.86	437,710.53	-4,537.67	-1.0%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>548,589.50</b>	<b>542,087.46</b>	<b>6,502.04</b>	<b>1.2%</b>
5100-00 · Rent				
5110-00 · Utilities	4,978.90	4,574.51	404.39	8.8%
5140-00 · Repairs & Maintenance	925.87	836.05	89.82	10.7%
5150-00 · Office - Cleaning	2,865.00	3,705.00	-840.00	-22.7%
5100-00 · Rent - Other	63,826.00	62,327.00	1,499.00	2.4%
<b>Total 5100-00 · Rent</b>	<b>72,595.77</b>	<b>71,442.56</b>	<b>1,153.21</b>	<b>1.6%</b>
5310-00 · Telephone				
5320-00 · Telephone	14,971.72	11,682.19	3,289.53	28.2%
5350-00 · Internet	25.00	25.00	0.00	0.0%
<b>Total 5310-00 · Telephone</b>	<b>14,996.72</b>	<b>11,707.19</b>	<b>3,289.53</b>	<b>28.1%</b>
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	53.65	120.54	-66.89	-55.5%
5420-00 · Mail - USPS - Other	1,314.75	1,283.00	31.75	2.5%
<b>Total 5420-00 · Mail - USPS</b>	<b>1,368.40</b>	<b>1,403.54</b>	<b>-35.14</b>	<b>-2.5%</b>
5510-00 · Insurance/Bonding	2,676.96	4,533.80	-1,856.84	-41.0%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	3,203.87	1,070.19	2,133.68	199.4%
5520-00 · Supplies - Other	5,147.64	4,709.88	437.76	9.3%



# North Lake Tahoe Resort Association

## Profit & Loss

July through November 2018

Accrual Basis

	Jul - Nov 18	Jul - Nov 17	\$ Change	% Change
Total 5520-00 · Supplies	8,351.51	5,780.07	2,571.44	44.5%
5610-00 · Depreciation	745.30	1,098.42	-353.12	-32.2%
5700-00 · Equipment Support & Maintenance	649.95	6,171.64	-5,521.69	-89.5%
5710-00 · Taxes, Licenses & Fees	4,155.85	5,874.15	-1,718.30	-29.3%
5740-00 · Equipment Rental/Leasing	5,234.43	6,679.87	-1,445.44	-21.6%
5800-00 · Training Seminars	2,277.72	2,143.96	133.76	6.2%
5815 · Training Video Series	0.00	408.00	-408.00	-100.0%
5830-00 · Commission Due to Third Party	0.00	765.00	-765.00	-100.0%
5850-00 · Artist of Month - Commissions	1,894.35	2,588.90	-694.55	-26.8%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	840.00	5,820.00	-4,980.00	-85.6%
5920-00 · Professional Fees - Accountant	21,000.00	16,715.00	4,285.00	25.6%
5921-00 · Professional Fees - Other	0.00	32,156.25	-32,156.25	-100.0%
Total 5900-00 · Professional Fees	21,840.00	54,691.25	-32,851.25	-60.1%
5940-00 · Research & Planning Membership	0.00	3,000.00	-3,000.00	-100.0%
5941-00 · Research & Planning	5,000.00	2,266.25	2,733.75	120.6%
6020-00 · Programs				
6016-00 · Special Event Partnership	0.00	14,500.00	-14,500.00	-100.0%
6018-00 · Business Assoc. Grants	0.00	10,000.00	-10,000.00	-100.0%
Total 6020-00 · Programs	0.00	24,500.00	-24,500.00	-100.0%
6420-00 · Events				
6420-01 · Sponsorships				
6023-00 · Autumn Food & Wine	34,277.57	109,771.83	-75,494.26	-68.8%
6421-04 · Broken Arrow Skyrace	20,000.00	0.00	20,000.00	100.0%
6421-06 · Spartan	254,000.00	254,000.00	0.00	0.0%
6421-08 · Tough Mudder	8,000.00	0.00	8,000.00	100.0%
6421-09 · Wanderlust	0.00	4,042.80	-4,042.80	-100.0%
6421-10 · WinterWonderGrass - Tahoe	47.47	15,000.00	-14,952.53	-99.7%
6421-14 · Tahoe Trail 100	0.00	5,000.00	-5,000.00	-100.0%
Total 6420-01 · Sponsorships	316,325.04	387,814.63	-71,489.59	-18.4%
6421-00 · New Event Development	0.00	1,064.13	-1,064.13	-100.0%
6422-00 · Event Media				
6422-03 · Human Powered Sports Campaign	0.00	73.77	-73.77	-100.0%
Total 6422-00 · Event Media	0.00	73.77	-73.77	-100.0%
6424-00 · Event Operation Expenses	2,514.28	0.00	2,514.28	100.0%
Total 6420-00 · Events	318,839.32	388,952.53	-70,113.21	-18.0%
6423-00 · Membership Activities				
6435-00 · Shop Local Event	0.00	50.95	-50.95	-100.0%
6436-00 · Membership - Wnt/Sum Rec Lunch	3,469.45	2,716.40	753.05	27.7%
6437-00 · Tuesday Morning Breakfast Club	1,632.00	1,809.00	-177.00	-9.8%
6441-00 · Membership - Miscellaneous Exp	59.65	0.00	59.65	100.0%
6442-00 · Public Relations/Website	6,551.22	1,398.45	5,152.77	368.5%
6444-00 · Trades	0.00	835.00	-835.00	-100.0%
6423-00 · Membership Activities - Other	1,787.64	16.55	1,771.09	10,701.5%
Total 6423-00 · Membership Activities	13,499.96	6,826.35	6,673.61	97.8%
6490-00 · Classified Ads	0.00	50.00	-50.00	-100.0%
6701-00 · Market Study Reports/Research	0.00	807.50	-807.50	-100.0%
6730-00 · Marketing Cooperative/Media	608,263.00	471,606.00	136,657.00	29.0%
6742-00 · Non-NLT Co-Op Marketing Program	13,759.10	9,476.88	4,282.22	45.2%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	6,681.69	770.65	5,911.04	767.0%
6743-03 · Touch Lake Tahoe	0.00	7,602.50	-7,602.50	-100.0%
6743-05 · Peak Your Adventure	1,450.00	0.00	1,450.00	100.0%

# North Lake Tahoe Resort Association

## Profit & Loss

July through November 2018

Accrual Basis

	Jul - Nov 18	Jul - Nov 17	\$ Change	% Change
Total 6743-00 · BACC Marketing Programs	8,131.69	8,373.15	-241.46	-2.9%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	758.60	519.12	239.48	46.1%
52500 · Purchase Discounts	-40.22	-620.80	580.58	93.5%
59900 · POS Inventory Adjustments	31.61	472.25	-440.64	-93.3%
8100-00 · Cost of Goods Sold - Other	31,347.77	24,940.73	6,407.04	25.7%
Total 8100-00 · Cost of Goods Sold	32,097.76	25,311.30	6,786.46	26.8%
8200-00 · Associate Relations	903.44	484.24	419.20	86.6%
8300-00 · Board Functions	4,779.63	5,730.43	-950.80	-16.6%
8500-00 · Credit Card Fees	3,055.69	2,752.73	302.96	11.0%
8700-00 · Automobile Expenses	2,397.14	1,891.28	505.86	26.8%
8750-00 · Meals/Meetings	1,210.66	1,203.24	7.42	0.6%
8810-00 · Dues & Subscriptions	2,756.75	3,875.40	-1,118.65	-28.9%
8910-00 · Travel	0.00	943.55	-943.55	-100.0%
8920-00 · Bad Debt	4,286.72	8,096.00	-3,809.28	-47.1%
Total Expense	1,704,357.32	1,683,522.64	20,834.68	1.2%
Net Ordinary Income	72,023.52	208,556.10	-136,532.58	-65.5%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	115.80	115.58	0.22	0.2%
Total Other Income	115.80	115.58	0.22	0.2%
Net Other Income	115.80	115.58	0.22	0.2%
Net Income	72,139.32	208,671.68	-136,532.36	-65.4%

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Bud...
<b>Ordinary Income/Expense</b>							
Income							
4050-00 · County of Placer TOT Funding	280,072	280,127	(55)	1,609,948	1,653,714	(43,766)	3,793,727
4200-00 · Membership Dues	11,322	10,600	722	55,366	53,000	2,366	128,000
4205-00 · Conference Dues	596	825	(229)	4,262	4,125	137	9,900
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards	0	0	0	0	0	0	19,000
4250-04 · Silent Auction	0	0	0	0	0	0	13,000
4250-05 · Sponsorships	0	0	0	0	0	0	18,000
4250-01 · Community Awards - Other	0	0	0	0	0	0	50,000
Total 4250-01 · Community Awards	0	0	0	0	0	0	2,500
4250-02 · Chamber Events	464	208	256	527	1,044	(517)	8,000
4250-03 · Summer/Winter Rec Luncheon	0	0	0	2,622	4,000	(1,378)	3,050
4251-00 · Tues AM Breakfast Club	0	0	0	0	1,050	(1,050)	6,960
4251-01 · Tues AM Breakfast Club Sponsors	1,045	580	465	2,702	2,900	(198)	10,010
4251-00 · Tues AM Breakfast Club - Other	1,045	580	465	2,702	3,950	(1,248)	0
Total 4251-00 · Tues AM Breakfast Club	2,335	0	2,335	3,395	0	3,395	70,510
4250-00 · Revenues-Membership Activities - Other	3,844	788	3,056	9,246	8,994	252	0
Total 4250-00 · Revenues-Membership Activities	600	0	600	600	0	600	0
4252-00 · Sponsorships	0	0	0	6	0	0	0
4253-00 · Revenue- Other	0	0	0	0	0	0	0
4600-00 · Commissions	201	1,667	(1,466)	8,618	8,331	287	20,000
4601-00 · Commissions - South Shore	5,413	2,500	2,913	27,370	12,500	14,870	30,000
4600-00 · Commissions - Other	5,614	4,167	1,447	35,988	20,831	15,157	50,000
Total 4600-00 · Commissions	48	500	(452)	2,344	6,000	(3,656)	9,500
46000 · Merchandise Sales	7,587	3,500	4,087	58,621	43,500	15,121	95,000
4502-00 · Non-Retail VIC income	7,635	4,000	3,635	60,965	49,500	11,465	104,500
46000 · Merchandise Sales - Other	7,635	4,000	3,635	60,965	49,500	11,465	104,500
Total 46000 · Merchandise Sales	309,683	300,507	9,176	1,776,381	1,790,164	(13,783)	4,156,637
Total Income	309,683	300,507	9,176	1,776,381	1,790,164	(13,783)	4,156,637
Gross Profit	309,683	300,507	9,176	1,776,381	1,790,164	(13,783)	4,156,637
<b>Expense</b>							
5000-00 · Salaries & Wages	2,367	633	1,734	12,032	3,169	8,863	7,600
5010-00 · Sales Commissions	5,397	6,960	(1,563)	31,627	37,306	(5,679)	86,761
5020-00 · P/R - Tax Expense	12,034	11,058	976	49,958	55,284	(5,326)	132,690
5030-00 · P/R - Health Insurance Expense	0	956	(956)	3,285	5,081	(1,797)	11,845
5040-00 · P/R - Workmans Comp	3,179	3,539	(360)	16,969	18,159	(1,190)	43,048
5060-00 · 401 (k)	197	586	(389)	1,546	2,927	(1,381)	7,029
5070-00 · Other Benefits and Expenses	87,634	87,783	(149)	433,173	450,637	(17,464)	1,068,067
5000-00 · Salaries & Wages - Other	110,808	111,515	(707)	548,590	572,563	(23,974)	1,357,040
Total 5000-00 · Salaries & Wages	989	1,028	(39)	4,979	4,745	234	12,191
5100-00 · Rent	989	1,028	(39)	4,979	4,745	234	12,191
5110-00 · Utilities	881	3,902	(3,021)	926	19,507	(18,581)	46,850
5140-00 · Repairs & Maintenance	550	800	(250)	2,865	4,321	(1,456)	10,444
5150-00 · Office - Cleaning	12,614	12,957	(343)	63,826	64,769	(943)	155,468
5100-00 · Rent - Other	15,033	18,687	(3,654)	72,596	93,342	(20,746)	224,953
Total 5100-00 · Rent	2,894	2,129	765	14,972	10,645	4,327	25,548
5310-00 · Telephone	0	461	(461)	0	2,308	(2,308)	5,535
5320-00 · Telephone	0	461	(461)	0	2,308	(2,308)	5,535
5350-00 · Internet	0	461	(461)	0	2,308	(2,308)	5,535
5310-00 · Telephone - Other	2,894	2,590	304	14,997	12,953	2,044	31,083
Total 5310-00 · Telephone	0	0	0	54	0	54	0
5420-00 · Mail - USPS	774	325	449	1,315	1,928	(613)	5,203
5480-00 · Mail - Fed Ex	774	325	449	1,315	1,928	(613)	5,203
5420-00 · Mail - USPS - Other	774	325	449	1,315	1,928	(613)	5,203
Total 5420-00 · Mail - USPS	681	485	196	2,677	2,743	(66)	6,138
5510-00 · Insurance/Bonding	575	2,625	(2,050)	3,204	4,925	(1,721)	7,600
5520-00 · Supplies	760	1,650	(890)	5,148	8,943	(3,795)	21,493
5525-00 · Supplies- Computer <\$1000	1,336	4,275	(2,939)	8,352	13,868	(5,516)	29,093
5520-00 · Supplies - Other	149	177	(28)	745	890	(145)	2,129
Total 5520-00 · Supplies	10	1,116	(1,106)	650	5,588	(4,938)	13,412
5610-00 · Depreciation	864	1,050	(186)	4,156	5,451	(1,295)	12,951
5700-00 · Equipment Support & Maintenance	22	1,478	(1,456)	5,234	7,380	(2,146)	17,726
5710-00 · Taxes, Licenses & Fees	669	1,817	(1,148)	2,278	7,331	(5,053)	16,450
5740-00 · Equipment Rental/Leasing	1,396	458	938	1,894	2,294	(400)	5,500
5800-00 · Training Seminars	0	750	(750)	840	3,750	(2,910)	9,000
5850-00 · Artist of Month - Commissions	0	0	0	21,000	25,000	(4,000)	25,000
5900-00 · Professional Fees	0	1,916	(1,916)	0	11,459	(11,459)	26,000
5910-00 · Professional Fees - Attorneys	0	0	0	0	0	0	0
5920-00 · Professional Fees - Accountant	0	0	0	0	0	0	0
5921-00 · Professional Fees - Other	0	0	0	0	0	0	0



# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Bud...
Total 5900-00 - Professional Fees	0	2,666	(2,666)	21,840	40,209	(18,369)	60,000
5941-00 - Research & Planning	0	0	0	5,000	2,500	2,500	5,000
6020-00 - Programs	0	0	0	0	0	0	50,000
6016-00 - Special Event Partnership	0	0	0	0	10,000	(10,000)	30,000
6018-00 - Business Assoc. Grants	0	0	0	0	10,000	(10,000)	80,000
Total 6020-00 - Programs	0	0	0	0	10,000	(10,000)	80,000
6420-00 - Events							
6420-01 - Sponsorships							
6023-00 - Autumn Food & Wine	3,880	0	3,880	34,278	37,375	(3,097)	37,375
6421-01 - 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 - Broken Arrow Skyrace	20,000	0	20,000	20,000	0	20,000	20,000
6421-05 - No Barriers	0	0	0	0	0	0	12,400
6421-06 - Spartan	(4,000)	0	(4,000)	254,000	254,500	(500)	254,500
6421-07 - Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 - Tough Mudder	0	0	0	8,000	0	8,000	35,550
6421-09 - Wanderlust	0	0	0	0	0	0	37,700
6421-10 - WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 - Mountain Travel Symposium	0	0	0	0	0	0	5,000
Total 6420-01 - Sponsorships	19,880	0	19,880	316,325	291,875	24,450	447,225
6421-00 - New Event Development	0	2,750	(2,750)	0	13,750	(13,750)	58,000
6424-00 - Event Operation Expenses	293	667	(374)	2,514	3,333	(819)	8,000
Total 6420-00 - Events	20,173	3,417	16,756	318,839	308,958	9,881	513,225
6423-00 - Membership Activities							
6434-00 - Community Awards Dinner	0	0	0	0	0	0	27,500
6436-00 - Membership - Wnt/Sum Rec Lunch	275	0	275	3,469	2,500	969	5,000
6437-00 - Tuesday Morning Breakfast Club	0	650	(650)	1,632	2,600	(968)	7,150
6441-00 - Membership - Miscellaneous Exp	0	0	0	60	0	0	0
6442-00 - Public Relations/Website	2,116	344	1,772	6,551	3,220	3,331	5,628
6423-00 - Membership Activities - Other	558	0	558	1,788	0	1,788	0
Total 6423-00 - Membership Activities	2,949	994	1,955	13,500	8,320	5,180	45,278
6730-00 - Marketing Cooperative/Media	121,652	121,652	0	608,263	608,259	4	1,459,823
6742-00 - Non-NLT Co-Op Marketing Program	9,530	4,316	5,214	13,759	21,588	(7,829)	51,800
6743-00 - BACC Marketing Programs							
6743-01 - Shop Local	3,740	5,000	(1,260)	6,682	11,000	(4,318)	20,000
6743-03 - Touch Lake Tahoe	0	10,000	(10,000)	0	10,000	(10,000)	20,000
6743-04 - High Notes	0	0	0	0	0	0	20,000
6743-05 - Peak Your Adventure	1,000	0	1,000	1,450	0	1,450	20,000
Total 6743-00 - BACC Marketing Programs	4,740	15,000	(10,260)	8,132	21,000	(12,868)	80,000
8100-00 - Cost of Goods Sold							
51100 - Freight and Shipping Costs	110	0	110	759	0	759	0
52500 - Purchase Discounts	(0)	0	(0)	(40)	0	(40)	0
59900 - POS Inventory Adjustments	0	0	0	32	0	32	0
8100-00 - Cost of Goods Sold - Other	3,883	1,838	2,045	31,348	22,836	8,512	49,875
Total 8100-00 - Cost of Goods Sold	3,993	1,838	2,155	32,098	22,836	9,262	49,875
8200-00 - Associate Relations	225	616	(391)	903	3,088	(2,185)	7,400
8300-00 - Board Functions	72	150	(78)	4,780	2,100	2,680	4,500
8500-00 - Credit Card Fees	710	310	400	3,056	2,661	395	6,658
8600-00 - Additional Opportunities	0	3,134	(3,134)	0	15,662	(15,662)	37,600
8700-00 - Automobile Expenses	573	498	75	2,397	2,677	(280)	6,183
8750-00 - Meals/Meetings	97	637	(540)	1,211	3,181	(1,970)	7,640
8810-00 - Dues & Subscriptions	584	852	(268)	2,757	4,256	(1,499)	10,220
8910-00 - Travel	0	1,800	(1,800)	0	1,900	(1,900)	6,600
8920-00 - Bad Debt	4,012	0	4,012	4,287	0	4,287	0
Total Expense	303,946	301,853	2,093	1,704,357	1,805,526	(101,169)	4,153,480
Net Ordinary Income	5,737	(1,346)	7,083	72,024	(15,362)	87,386	3,157
Other Income/Expense							
Other Income	23			116			
4700-00 - Revenues- Interest & Investment							
Total Other Income	23			116			
Other Expense	0	0	(0)	0	(0)	0	0
8990-00 - Allocated	0	0	(0)	0	(0)	0	0
Total Other Expense	0	0	(0)	0	(0)	0	0
Net Other Income	23	(0)	23	116	0	116	0
Net Income	5,760	(1,346)	7,106	72,139	(15,362)	87,501	3,157

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

11 - Marketing

Accrual Basis

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4050-00 - County of Placer TOT Funding	213,682	210,404	3,278	1,278,310	1,314,388	(36,078)	2,983,906
Total Income	213,682	210,404	3,278	1,278,310	1,314,388	(36,078)	2,983,906
Gross Profit	213,682	210,404	3,278	1,278,310	1,314,388	(36,078)	2,983,906
<b>Expense</b>							
5000-00 - Salaries & Wages							
5000-01 - In-Market Administration	1,375	1,375	0	6,875	6,875	0	16,500
5020-00 - P/R - Tax Expense	1,622	1,877	(255)	8,248	9,541	(1,293)	22,712
5030-00 - P/R - Health Insurance Expense	4,471	4,080	391	22,734	20,400	2,334	48,960
5040-00 - P/R - Workmans Comp	0	188	(188)	547	955	(408)	2,268
5060-00 - 401 (k)	1,008	1,073	(65)	5,318	5,451	(133)	12,978
5070-00 - Other Benefits and Expenses	80	167	(87)	352	839	(487)	2,008
5000-00 - Salaries & Wages - Other	26,903	26,815	88	133,579	136,299	(2,720)	324,453
Total 5000-00 - Salaries & Wages	35,459	35,575	(116)	177,653	180,360	(2,707)	429,879
5100-00 - Rent							
5110-00 - Utilities	132	135	(3)	713	675	38	1,620
5140-00 - Repairs & Maintenance	80	1,167	(1,087)	80	5,835	(5,755)	14,033
5150-00 - Office - Cleaning	183	175	8	967	1,075	(108)	2,700
5100-00 - Rent - Other	2,050	1,984	66	10,594	9,917	677	23,805
Total 5100-00 - Rent	2,445	3,461	(1,016)	12,354	17,502	(5,148)	42,158
5310-00 - Telephone							
5320-00 - Telephone	646	670	(24)	3,343	3,350	(7)	8,040
Total 5310-00 - Telephone	646	670	(24)	3,343	3,350	(7)	8,040
5420-00 - Mail - USPS	95	0	95	190	300	(110)	900
5510-00 - Insurance/Bonding	129	169	(40)	509	845	(336)	2,028
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	53	0	53	847	1,800	(953)	3,600
5520-00 - Supplies - Other	60	417	(357)	518	2,081	(1,563)	5,000
Total 5520-00 - Supplies	113	417	(304)	1,365	3,881	(2,516)	8,600
5610-00 - Depreciation	0	20	(20)	0	100	(100)	240
5700-00 - Equipment Support & Maintenance	0	290	(290)	0	1,458	(1,458)	3,500
5740-00 - Equipment Rental/Leasing	0	315	(315)	1,258	1,575	(317)	3,780
5800-00 - Training Seminars	0	0	0	609	0	609	4,500
5900-00 - Professional Fees							
5910-00 - Professional Fees - Attorneys	0	125	(125)	0	625	(625)	1,500
5921-00 - Professional Fees - Other	0	416	(416)	0	2,084	(2,084)	5,000
Total 5900-00 - Professional Fees	0	541	(541)	0	2,709	(2,709)	6,500
5941-00 - Research & Planning	0	0	0	5,000	2,500	2,500	5,000
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	10,000	(10,000)	30,000
Total 6020-00 - Programs	0	0	0	0	10,000	(10,000)	80,000
6420-00 - Events							
6420-01 - Sponsorships							
6023-00 - Autumn Food & Wine	3,880	0	3,880	34,278	37,375	(3,097)	37,375
6421-01 - 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 - Broken Arrow Skyrace	20,000	0	20,000	20,000	0	20,000	20,000
6421-05 - No Barriers	0	0	0	0	0	0	12,400
6421-06 - Spartan	(4,000)	0	(4,000)	254,000	254,500	(500)	254,500
6421-07 - Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 - Tough Mudder	0	0	0	8,000	0	8,000	35,550
6421-09 - Wanderlust	0	0	0	0	0	0	37,700
6421-10 - WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 - Mountain Travel Symposium	0	0	0	0	0	0	5,000
Total 6420-01 - Sponsorships	19,880	0	19,880	316,325	291,875	24,450	447,225
6421-00 - New Event Development	0	2,750	(2,750)	0	13,750	(13,750)	58,000
6424-00 - Event Operation Expenses	106	667	(561)	2,056	3,333	(1,277)	8,000
Total 6420-00 - Events	19,986	3,417	16,569	318,381	308,958	9,423	513,225
6730-00 - Marketing Cooperative/Media	111,384	111,384	0	556,920	556,916	4	1,336,604
6742-00 - Non-NLT Co-Op Marketing Program	9,330	833	8,497	12,609	4,169	8,440	10,000
6743-00 - BACC Marketing Programs							
6743-01 - Shop Local	3,740	5,000	(1,260)	6,682	11,000	(4,318)	20,000
6743-03 - Touch Lake Tahoe	0	10,000	(10,000)	0	10,000	(10,000)	20,000
6743-04 - High Notes	0	0	0	0	0	0	20,000
6743-05 - Peak Your Adventure	1,000	0	1,000	1,450	0	1,450	20,000
Total 6743-00 - BACC Marketing Programs	4,740	15,000	(10,260)	8,132	21,000	(12,868)	80,000
8200-00 - Associate Relations	0	133	(133)	25	669	(644)	1,600
8500-00 - Credit Card Fees	0	0	0	45	0	45	0
8600-00 - Additional Opportunit	0	2,667	(2,667)	0	13,331	(13,331)	32,000

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

Accrual Basis

**11 - Marketing**

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
8700-00 - Automobile Expenses	201	125	76	689	625	64	1,500
8750-00 - Meals/Meetings	36	300	(264)	78	1,500	(1,422)	3,600
8810-00 - Dues & Subscriptions	30	292	(262)	498	1,456	(958)	3,500
8910-00 - Travel	0	1,800	(1,800)	0	1,800	(1,800)	5,500
<b>Total Expense</b>	<b>184,595</b>	<b>177,409</b>	<b>7,186</b>	<b>1,099,657</b>	<b>1,135,004</b>	<b>(35,347)</b>	<b>2,582,654</b>
<b>Net Ordinary Income</b>	<b>29,087</b>	<b>32,995</b>	<b>(3,908)</b>	<b>178,653</b>	<b>179,384</b>	<b>(731)</b>	<b>401,252</b>
<b>Other Income/Expense</b>							
Other Income				99			
4700-00 - Revenues- Interest & Investment	23						
<b>Total Other Income</b>	<b>23</b>			<b>99</b>			
<b>Other Expense</b>							
8990-00 - Allocated	31,041	32,995	(1,953)	155,609	179,384	(23,775)	401,252
<b>Total Other Expense</b>	<b>31,041</b>	<b>32,995</b>	<b>(1,953)</b>	<b>155,609</b>	<b>179,384</b>	<b>(23,775)</b>	<b>401,252</b>
<b>Net Other Income</b>	<b>(31,019)</b>	<b>(32,995)</b>	<b>1,976</b>	<b>(155,510)</b>	<b>(179,384)</b>	<b>23,874</b>	<b>(401,252)</b>
<b>Net Income</b>	<b>(1,932)</b>	<b>0</b>	<b>(1,932)</b>	<b>23,143</b>	<b>0</b>	<b>23,143</b>	<b>0</b>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

30 - Conference

Accrual Basis

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4050-00 - County of Placer TOT Funding	29,299	29,299	0	148,468	148,458	10	352,299
4205-00 - Conference Dues	596	825	(229)	4,262	4,125	137	9,900
4600-00 - Commissions							
4601-00 - Commissions - South Shore	201	1,667	(1,466)	8,618	8,331	287	20,000
4600-00 - Commissions - Other	5,413	2,500	2,913	27,370	12,500	14,870	30,000
<b>Total 4600-00 - Commissions</b>	<b>5,614</b>	<b>4,167</b>	<b>1,447</b>	<b>35,988</b>	<b>20,831</b>	<b>15,157</b>	<b>50,000</b>
<b>Total Income</b>	<b>35,509</b>	<b>34,291</b>	<b>1,218</b>	<b>188,718</b>	<b>173,414</b>	<b>15,305</b>	<b>412,199</b>
<b>Gross Profit</b>	<b>35,509</b>	<b>34,291</b>	<b>1,218</b>	<b>188,718</b>	<b>173,414</b>	<b>15,305</b>	<b>412,199</b>
<b>Expense</b>							
5000-00 - Salaries & Wages							
5010-00 - Sales Commissions	2,367	633	1,734	12,032	3,169	8,863	7,600
5020-00 - P/R - Tax Expense	745	1,165	(420)	5,199	5,822	(623)	13,977
5030-00 - P/R - Health Insurance Expense	2,814	1,633	1,181	8,954	8,159	795	19,590
5040-00 - P/R - Workmans Comp	0	172	(172)	321	861	(540)	2,065
5060-00 - 401 (k)	425	555	(130)	3,078	2,772	306	6,657
5070-00 - Other Benefits and Expenses	42	84	(42)	210	416	(206)	1,004
5000-00 - Salaries & Wages - Other	12,204	13,236	(1,032)	61,049	66,175	(5,126)	158,827
<b>Total 5000-00 - Salaries &amp; Wages</b>	<b>18,596</b>	<b>17,478</b>	<b>1,118</b>	<b>90,842</b>	<b>87,374</b>	<b>3,468</b>	<b>209,720</b>
5100-00 - Rent							
5110-00 - Utilities	66	70	(4)	347	350	(3)	840
5140-00 - Repairs & Maintenance	40	43	(3)	40	216	(176)	517
5150-00 - Office - Cleaning	92	102	(10)	483	509	(26)	1,223
5100-00 - Rent - Other	1,025	953	72	5,125	4,762	363	11,433
<b>Total 5100-00 - Rent</b>	<b>1,223</b>	<b>1,168</b>	<b>55</b>	<b>5,996</b>	<b>5,837</b>	<b>159</b>	<b>14,013</b>
5310-00 - Telephone							
5320-00 - Telephone	232	206	26	1,196	1,030	166	2,472
<b>Total 5310-00 - Telephone</b>	<b>232</b>	<b>206</b>	<b>26</b>	<b>1,196</b>	<b>1,030</b>	<b>166</b>	<b>2,472</b>
5420-00 - Mail - USPS	31	42	(11)	63	206	(143)	500
5510-00 - Insurance/Bonding	43	115	(72)	168	572	(404)	1,377
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	30	0	30	152	0	152	0
5520-00 - Supplies - Other	30	52	(22)	195	254	(59)	618
<b>Total 5520-00 - Supplies</b>	<b>61</b>	<b>52</b>	<b>9</b>	<b>347</b>	<b>254</b>	<b>93</b>	<b>618</b>
5610-00 - Depreciation	0	8	(8)	0	38	(38)	94
5700-00 - Equipment Support & Maintenance	0	140	(140)	0	705	(705)	1,685
5710-00 - Taxes, Licenses & Fees	0	8	(8)	0	40	(40)	96
5740-00 - Equipment Rental/Leasing	0	155	(155)	546	771	(225)	1,856
6730-00 - Marketing Cooperative/Media	10,268	10,268	0	51,343	51,343	0	123,219
8200-00 - Associate Relations	0	25	(25)	0	125	(125)	300
8810-00 - Dues & Subscriptions	0	83	(83)	0	419	(419)	1,000
8920-00 - Bad Debt	1,467			1,467			
<b>Total Expense</b>	<b>31,920</b>	<b>29,748</b>	<b>2,172</b>	<b>151,967</b>	<b>148,714</b>	<b>3,253</b>	<b>356,950</b>
<b>Net Ordinary Income</b>	<b>3,588</b>	<b>4,543</b>	<b>(955)</b>	<b>36,751</b>	<b>24,700</b>	<b>12,052</b>	<b>55,249</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 - Allocated	4,274	4,543	(269)	21,426	24,700	(3,274)	55,249
<b>Total Other Expense</b>	<b>4,274</b>	<b>4,543</b>	<b>(269)</b>	<b>21,426</b>	<b>24,700</b>	<b>(3,274)</b>	<b>55,249</b>
<b>Net Other Income</b>	<b>(4,274)</b>	<b>(4,543)</b>	<b>269</b>	<b>(21,426)</b>	<b>(24,700)</b>	<b>3,274</b>	<b>(55,249)</b>
<b>Net Income</b>	<b>(686)</b>	<b>0</b>	<b>(686)</b>	<b>15,325</b>	<b>0</b>	<b>15,325</b>	<b>0</b>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

## 42 - Visitor Center

Accrual Basis

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4050-00 • County of Placer TOT Funding	36,369	39,702	(3,333)	179,570	187,219	(7,650)	448,844
46000 • Merchandise Sales	48	500	(452)	2,344	6,000	(3,656)	9,500
4502-00 • Non-Retail VIC income	7,587	3,500	4,087	58,621	43,500	15,121	95,000
46000 • Merchandise Sales - Other							
Total 46000 • Merchandise Sales	7,635	4,000	3,635	60,965	49,500	11,465	104,500
Total Income	44,004	43,702	302	240,535	236,719	3,815	553,344
Gross Profit	44,004	43,702	302	240,535	236,719	3,815	553,344
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	958	1,208	(250)	6,724	8,391	(1,667)	17,550
5030-00 • P/R - Health Insurance Expense	1,057	1,806	(749)	6,516	9,030	(2,514)	21,672
5040-00 • P/R - Workmans Comp	0	403	(403)	1,312	2,297	(985)	5,193
5060-00 • 401 (k)	509	537	(28)	2,883	3,065	(182)	6,924
5070-00 • Other Benefits and Expenses	45	102	(57)	469	511	(42)	1,225
5000-00 • Salaries & Wages - Other	12,890	13,425	(535)	74,345	76,628	(2,283)	173,103
Total 5000-00 • Salaries & Wages	15,461	17,481	(2,020)	92,250	99,922	(7,672)	225,667
5100-00 • Rent							
5110-00 • Utilities	626	650	(24)	2,976	2,850	126	7,650
5140-00 • Repairs & Maintenance	260	2,292	(2,032)	305	11,456	(11,151)	27,500
5160-00 • Office - Cleaning	46	237	(191)	242	1,188	(946)	2,847
5100-00 • Rent - Other	6,663	7,025	(363)	33,313	35,122	(1,810)	84,297
Total 5100-00 • Rent	7,595	10,204	(2,609)	36,836	50,616	(13,780)	122,294
5310-00 • Telephone							
5320-00 • Telephone	779	0	779	4,083	0	4,083	0
5310-00 • Telephone - Other	0	461	(461)	0	2,308	(2,308)	5,535
Total 5310-00 • Telephone	779	461	318	4,083	2,308	1,775	5,535
5420-00 • Mail - USPS							
5480-00 • Mail - Fed Ex	0	0	0	54	0	54	0
5420-00 • Mail - USPS - Other	166	145	21	333	729	(396)	1,744
Total 5420-00 • Mail - USPS	166	145	21	387	729	(342)	1,744
5510-00 • Insurance/Bonding	227	146	81	891	731	160	1,753
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	55	125	(70)	306	625	(319)	1,500
5520-00 • Supplies - Other	517	473	44	2,607	3,064	(457)	7,375
Total 5520-00 • Supplies	572	598	(26)	2,913	3,689	(776)	8,875
5610-00 • Depreciation	118	87	31	590	440	150	1,049
5700-00 • Equipment Support & Maintenance	0	300	(300)	0	1,500	(1,500)	3,600
5710-00 • Taxes, Licenses & Fees	0	0	0	0	155	(155)	155
5740-00 • Equipment Rental/Leasing	22	429	(407)	1,189	2,147	(958)	5,150
5800-00 • Training Seminars	0	1,400	(1,400)	0	3,550	(3,550)	5,000
5850-00 • Artist of Month - Commissions	1,396	458	938	1,894	2,294	(400)	5,500
6742-00 • Non-NLT Co-Op Marketing Program	200	3,483	(3,283)	1,150	17,419	(16,269)	41,800
8100-00 • Cost of Goods Sold							
51100 • Freight and Shipping Costs	110	0	110	759	0	759	0
52500 • Purchase Discounts	0	0	0	(40)	0	(40)	0
59900 • POS Inventory Adjustments	0	0	0	32	0	32	0
8100-00 • Cost of Goods Sold - Other	3,933	1,838	2,095	30,640	22,836	7,804	49,875
Total 8100-00 • Cost of Goods Sold	4,043	1,838	2,205	31,390	22,836	8,554	49,875
8200-00 • Associate Relations	0	58	(58)	0	294	(294)	700
8500-00 • Credit Card Fees	252	140	112	1,682	1,731	(49)	3,658
8700-00 • Automobile Expenses	116	45	71	396	415	(19)	750
8750-00 • Meals/Meetings	0	67	(67)	73	331	(258)	800
8810-00 • Dues & Subscriptions	0	167	(167)	0	831	(831)	2,000
8910-00 • Travel	0	0	0	0	100	(100)	1,100
Total Expense	30,948	37,507	(6,559)	175,725	212,038	(36,313)	487,005
Net Ordinary Income	13,057	6,195	6,862	64,809	24,681	40,128	66,339
Other Income/Expense							
Other Expense							
8990-00 • Allocated	5,828	6,195	(367)	29,217	33,681	(4,464)	75,339
Total Other Expense	5,828	6,195	(367)	29,217	33,681	(4,464)	75,339
Net Other Income	(5,828)	(6,195)	367	(29,217)	(33,681)	4,464	(75,339)
Net Income	7,228	0	7,228	35,592	(9,000)	44,592	(9,000)

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

51 - TMPI

Accrual Basis

	Nov 18	Budget	\$ Over Bu...	Jul - Nov 18	YTD Budget	\$ Over Bu...	Annual Bu...
<b>Ordinary Income/Expense</b>							
Income							
4050-00 · County of Placer TOT Funding	722	722	0	3,600	3,649	(49)	8,677
<b>Total Income</b>	<u>722</u>	<u>722</u>	<u>0</u>	<u>3,600</u>	<u>3,649</u>	<u>(49)</u>	<u>8,677</u>
<b>Gross Profit</b>	<u>722</u>	<u>722</u>	<u>0</u>	<u>3,600</u>	<u>3,649</u>	<u>(49)</u>	<u>8,677</u>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	33	(33)	(152)	167	(319)	401
5030-00 · P/R - Health Insurance Expense	6	4	2	34	18	16	42
5040-00 · P/R - Workmans Comp	0	4	(4)	41	20	21	48
5060-00 · 401 (k)	21	23	(2)	150	113	37	272
5070-00 · Other Benefits and Expenses	0	0	0	1	0	1	0
5000-00 · Salaries & Wages - Other	641	567	74	3,599	2,833	766	6,798
<b>Total 5000-00 · Salaries &amp; Wages</b>	<u>668</u>	<u>630</u>	<u>38</u>	<u>3,673</u>	<u>3,150</u>	<u>523</u>	<u>7,561</u>
5100-00 · Rent							
5110-00 · Utilities	5			29			
5140-00 · Repairs & Maintenance	3			3			
5150-00 · Office - Cleaning	6			34			
5100-00 · Rent - Other	72	0	72	359	0	359	0
<b>Total 5100-00 · Rent</b>	<u>86</u>	<u>0</u>	<u>86</u>	<u>424</u>	<u>0</u>	<u>424</u>	<u>0</u>
5310-00 · Telephone							
5320-00 · Telephone	42			223			
<b>Total 5310-00 · Telephone</b>	<u>42</u>	<u>0</u>	<u>42</u>	<u>223</u>	<u>0</u>	<u>223</u>	<u>0</u>
5420-00 · Mail - USPS	9	0	9	19	0	19	0
5510-00 · Insurance/Bonding	13	0	13	51	0	51	0
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	12			59			
5520-00 · Supplies - Other	2	0	2	14	0	14	0
<b>Total 5520-00 · Supplies</b>	<u>14</u>	<u>0</u>	<u>14</u>	<u>73</u>	<u>0</u>	<u>73</u>	<u>0</u>
5740-00 · Equipment Rental/Leasing	0	0	0	150	0	150	0
8700-00 · Automobile Expenses	3	0	3	17	0	17	0
8750-00 · Meals/Meetings	1	0	1	2	0	2	0
<b>Total Expense</b>	<u>835</u>	<u>630</u>	<u>205</u>	<u>4,632</u>	<u>3,150</u>	<u>1,481</u>	<u>7,561</u>
<b>Net Ordinary Income</b>	<u>(114)</u>	<u>92</u>	<u>(205)</u>	<u>(1,031)</u>	<u>499</u>	<u>(1,530)</u>	<u>1,116</u>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 · Allocated	86	92	(5)	433	499	(66)	1,116
<b>Total Other Expense</b>	<u>86</u>	<u>92</u>	<u>(5)</u>	<u>433</u>	<u>499</u>	<u>(66)</u>	<u>1,116</u>
<b>Net Other Income</b>	<u>(86)</u>	<u>(92)</u>	<u>5</u>	<u>(433)</u>	<u>(499)</u>	<u>66</u>	<u>(1,116)</u>
<b>Net Income</b>	<u>(200)</u>	<u>0</u>	<u>(200)</u>	<u>(1,464)</u>	<u>0</u>	<u>(1,464)</u>	<u>0</u>

# North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

60 - Membership

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
Income							
4200-00 - Membership Dues	11,322	10,600	722	55,366	53,000	2,366	128,000
4250-00 - Revenues-Membership Activities							
4250-01 - Community Awards							
4250-04 - Silent Auction	0	0	0	0	0	0	19,000
4250-05 - Sponsorships	0	0	0	0	0	0	13,000
4250-01 - Community Awards - Other	0	0	0	0	0	0	18,000
Total 4250-01 - Community Awards	0	0	0	0	0	0	50,000
4250-02 - Chamber Events	464	208	256	527	1,044	(517)	2,500
4250-03 - Summer/Winter Rec Luncheon	0	0	0	2,622	4,000	(1,378)	8,000
4251-00 - Tues AM Breakfast Club							
4251-01 - Tues AM Breakfast Club Sponsors	0	0	0	0	1,050	(1,050)	3,050
4251-00 - Tues AM Breakfast Club - Other	1,045	580	465	2,702	2,900	(198)	6,960
Total 4251-00 - Tues AM Breakfast Club	1,045	580	465	2,702	3,950	(1,248)	10,010
4250-00 - Revenues-Membership Activities - Other	2,335	0	2,335	3,395	0	3,395	0
Total 4250-00 - Revenues-Membership Activities	3,844	788	3,056	9,246	8,994	252	70,510
4252-00 - Sponsorships	600	0	600	600	0	600	0
4253-00 - Revenue- Other	0			6			
Total Income	15,766	11,388	4,378	65,218	61,994	3,224	198,510
Gross Profit	15,766	11,388	4,378	65,218	61,994	3,224	198,510
Expense							
5000-00 - Salaries & Wages							
5000-01 - In-Market Administration	(1,375)	(1,375)	0	(6,875)	(6,875)	0	(16,500)
5020-00 - P/R - Tax Expense	373	547	(174)	1,989	2,737	(748)	6,566
5030-00 - P/R - Health Insurance Expense	514	888	(374)	4,434	4,440	(6)	10,656
5040-00 - P/R - Workmans Comp	0	7	(7)	187	38	149	87
5060-00 - 401 (k)	211	262	(51)	1,119	1,311	(192)	3,145
5070-00 - Other Benefits and Expenses	8	66	(58)	31	330	(299)	792
5000-00 - Salaries & Wages - Other	6,053	6,553	(500)	30,460	32,765	(2,305)	78,636
Total 5000-00 - Salaries & Wages	5,785	6,948	(1,163)	31,345	34,746	(3,401)	83,382
5100-00 - Rent							
5110-00 - Utilities	18	50	(32)	111	255	(144)	605
5140-00 - Repairs & Maintenance	11	25	(14)	11	125	(114)	300
5150-00 - Office - Cleaning	25	78	(53)	133	508	(375)	1,177
5100-00 - Rent - Other	282	819	(537)	1,754	4,093	(2,339)	9,826
Total 5100-00 - Rent	336	972	(636)	2,009	4,981	(2,972)	11,908
5310-00 - Telephone							
5320-00 - Telephone	184	253	(69)	971	1,265	(294)	3,036
Total 5310-00 - Telephone	184	253	(69)	971	1,265	(294)	3,036
5420-00 - Mail - USPS	36	50	(14)	71	250	(179)	1,000
5510-00 - Insurance/Bonding	48	55	(7)	190	390	(200)	775
5520-00 - Supplies							
5525-00 - Supplies- Computer <\$1000	118	500	(382)	492	500	(8)	500
5520-00 - Supplies - Other	8	83	(75)	98	419	(321)	1,000
Total 5520-00 - Supplies	126	583	(457)	590	919	(329)	1,500
5610-00 - Depreciation	0	8	(8)	0	40	(40)	96
5700-00 - Equipment Support & Maintenance	0	56	(56)	0	280	(280)	672
5710-00 - Taxes, Licenses & Fees	0	0	0	0	50	(50)	200
5740-00 - Equipment Rental/Leasing	0	250	(250)	740	1,240	(500)	2,990
5800-00 - Training Seminars	20	0	20	895	1,700	(805)	1,950
5900-00 - Professional Fees							
5921-00 - Professional Fees - Other	0	0	0	0	375	(375)	1,500
Total 5900-00 - Professional Fees	0	0	0	0	375	(375)	1,500
6420-00 - Events							
6422-00 - Event Media	0			(300)			
6424-00 - Event Operation Expenses	187			458			
Total 6420-00 - Events	187			158			
6423-00 - Membership Activities							
6434-00 - Community Awards Dinner	0	0	0	0	0	0	27,500
6436-00 - Membership - Wnt/Sum Rec Lunch	275	0	275	3,469	2,500	969	5,000
6437-00 - Tuesday Morning Breakfast Club	0	650	(650)	1,632	2,600	(968)	7,150
6441-00 - Membership - Miscellaneous Exp	0			60			
6442-00 - Public Relations/Website	2,116	344	1,772	6,551	3,220	3,331	5,628
6423-00 - Membership Activities - Other	558	0	558	1,788	0	1,788	0
Total 6423-00 - Membership Activities	2,949	994	1,955	13,500	8,320	5,180	45,278
8100-00 - Cost of Goods Sold	(50)			707			
8200-00 - Associate Relations	0	67	(67)	0	331	(331)	800

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

Accrual Basis

60 - Membership

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
8500-00 - Credit Card Fees	193	170	23	1,019	930	89	3,000
8700-00 - Automobile Expenses	69	78	(9)	214	387	(173)	933
8750-00 - Meals/Meetings	47	150	(103)	242	750	(508)	1,800
8810-00 - Dues & Subscriptions	0	35	(35)	530	175	355	420
8920-00 - Bad Debt	2,545	0	2,545	2,820	0	2,820	0
<b>Total Expense</b>	<b>12,474</b>	<b>10,669</b>	<b>1,805</b>	<b>56,002</b>	<b>57,129</b>	<b>(1,127)</b>	<b>161,240</b>
<b>Net Ordinary Income</b>	<b>3,292</b>	<b>719</b>	<b>2,573</b>	<b>9,216</b>	<b>4,865</b>	<b>4,351</b>	<b>37,270</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 - Allocated	1,943	2,065	(122)	9,739	11,227	(1,488)	25,113
<b>Total Other Expense</b>	<b>1,943</b>	<b>2,065</b>	<b>(122)</b>	<b>9,739</b>	<b>11,227</b>	<b>(1,488)</b>	<b>25,113</b>
<b>Net Other Income</b>	<b>(1,943)</b>	<b>(2,065)</b>	<b>122</b>	<b>(9,739)</b>	<b>(11,227)</b>	<b>1,488</b>	<b>(25,113)</b>
<b>Net Income</b>	<b>1,349</b>	<b>(1,346)</b>	<b>2,695</b>	<b>(523)</b>	<b>(6,362)</b>	<b>5,839</b>	<b>12,157</b>



# North Lake Tahoe Resort Association Profit & Loss Budget Performance

## 70 - Administration

Accrual Basis

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 • Salaries & Wages							
5020-00 • P/R - Tax Expense	1,698	2,130	(431)	9,618	10,648	(1,030)	25,555
5030-00 • P/R - Health Insurance Expense	3,172	2,648	524	7,430	13,238	(5,808)	31,770
5040-00 • P/R - Workmans Comp	0	182	(182)	876	910	(34)	2,184
5060-00 • 401 (k)	1,005	1,089	(84)	4,421	5,447	(1,026)	13,072
5070-00 • Other Benefits and Expenses	21	167	(146)	482	831	(349)	2,000
5000-00 • Salaries & Wages - Other	28,943	27,188	1,755	130,142	135,938	(5,796)	328,250
Total 5000-00 • Salaries & Wages	34,839	33,403	1,436	152,969	167,011	(14,042)	400,831
5100-00 • Rent							
5110-00 • Utilities	142	123	19	803	615	188	1,476
5140-00 • Repairs & Maintenance	486	375	111	486	1,875	(1,389)	4,500
5150-00 • Office - Cleaning	198	208	(10)	1,007	1,041	(34)	2,497
5100-00 • Rent - Other	2,523	2,176	347	12,681	10,875	1,806	26,107
Total 5100-00 • Rent	3,349	2,882	467	14,977	14,406	571	34,580
5310-00 • Telephone							
5320-00 • Telephone	1,011	1,000	11	5,155	5,000	155	12,000
5350-00 • Internet	0			25			
Total 5310-00 • Telephone	1,011	1,000	11	5,180	5,000	180	12,000
5420-00 • Mail - USPS	436	88	348	639	443	196	1,059
5510-00 • Insurance/Bonding	221	0	221	868	205	663	205
5520-00 • Supplies							
5525-00 • Supplies- Computer <\$1000	307	2,000	(1,693)	1,348	2,000	(652)	2,000
5520-00 • Supplies - Other	142	625	(483)	1,716	3,125	(1,409)	7,500
Total 5520-00 • Supplies	450	2,625	(2,176)	3,063	5,125	(2,062)	9,500
5610-00 • Depreciation	31	54	(23)	156	272	(116)	650
5700-00 • Equipment Support & Maintenance	10	330	(320)	650	1,645	(995)	3,955
5710-00 • Taxes, Licenses & Fees	864	1,042	(178)	4,156	5,206	(1,050)	12,500
5740-00 • Equipment Rental/Leasing	0	329	(329)	1,351	1,647	(296)	3,950
5800-00 • Training Seminars	649	417	232	774	2,081	(1,307)	5,000
5900-00 • Professional Fees							
5910-00 • Professional Fees - Attorneys	0	625	(625)	840	3,125	(2,285)	7,500
5920-00 • Professional Fees - Accountant	0	0	0	21,000	25,000	(4,000)	25,000
5921-00 • Professional Fees - Other	0	1,500	(1,500)	0	9,000	(9,000)	19,500
Total 5900-00 • Professional Fees	0	2,125	(2,125)	21,840	37,125	(15,285)	52,000
6420-00 • Events							
6422-00 • Event Media	0			300			
Total 6420-00 • Events	0			300			
8200-00 • Associate Relations	225	333	(108)	878	1,669	(791)	4,000
8300-00 • Board Functions	72	150	(78)	4,780	2,100	2,680	4,500
8500-00 • Credit Card Fees	265	0	265	310	0	310	0
8600-00 • Additional Opportunites	0	467	(467)	0	2,331	(2,331)	5,600
8700-00 • Automobile Expenses	184	250	(66)	1,081	1,250	(169)	3,000
8750-00 • Meals/Meetings	14	120	(107)	816	600	216	1,440
8810-00 • Dues & Subscriptions	554	275	279	1,729	1,375	354	3,300
Total Expense	43,173	45,890	(2,717)	216,518	249,491	(32,973)	558,070
Net Ordinary Income	(43,173)	(45,890)	2,717	(216,518)	(249,491)	32,973	(558,070)
Other Income/Expense							
Other Income							
4700-00 • Revenues-Interest & Investment	0			17			
Total Other Income	0			17			
Other Expense							
8990-00 • Allocated	(43,173)	(45,890)	2,717	(216,424)	(249,491)	33,067	(558,070)
Total Other Expense	(43,173)	(45,890)	2,717	(216,424)	(249,491)	33,067	(558,070)
Net Other Income	43,173	45,890	(2,717)	216,441	249,491	(33,050)	558,070
Net Income	0	0	0	(77)	0	(77)	0

# NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

## Employee Expense Report

Month/Yr November 2018  
 Employee Gustafson, Cindy

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE
11.01.2018	A	Tahoe House	4649	Associate Relations	25.00		8200-00/70
11.07.2018	B	Survey Monkey	32697791	Survey Monkey Annual fee	384.00		8810-00/70
11.08.2018	C	Tahoe Central Market	11346	Lunch - Daphne, Denise, Cindy	35.83		8250-00/11
11.09.2018	D	Visit California	35965711	2019 Visit California Outlook Forum	649.00		5800-00/70
11.01.2018	E	TMA	n/a	TMA Oct Board Meeting breakfast receipt		3.00	8750-00/alloc
11.01.2018	F	TMA	n/a	TMA Nov Board Meeting breakfast receipt		12.00	8750-00/alloc
	G						
	H						
	I						
	J						
	K						
	L						
	M						
	N						
	O						
	P						
	Q						
	R						
	S						
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	U						
	V						
	W						
	X						
	Y						
	Z						
<b>MILEAGE REIMBURSEMENT</b>							
	Attach 1		Mileage	See Attached Mileage Report		67.58	8700-00-70
				Mileage Reimbursed Through Payroll			
<b>TOTAL - CREDIT CARD EXPENSES</b>					1,093.83		
<b>TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)</b>						82.58	

Signed By:

*Cindy Gustafson*  
12.7.18

Approved By:

*Cheryl Buck*  
12/21/18

Date:

Date:

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
12/7/18 DWS	12/7/18 DWS	<i>BWB</i>	12/7/18		

## NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA) MILEAGE REIMBURSEMENT

EMPLOYEE NAME: Gustafson, Cindy

REPORT MONTH: Nov-18

[illegible]

<b>TOTAL MILES SUBMITTED:</b>	124.00
<b>MILEAGE RATE PER MILE</b>	\$ 0.545
<b>TOTAL MILEAGE REIMBURSEMENT DUE</b>	\$ 67.58



**BANK OF THE WEST**  
**BNP PARIBAS**

BANKCARD CENTER  
PO BOX 84043  
COLUMBUS GA 31908-4043

### MEMO STATEMENT

Account Number	XXXX-XXXX-0108-6903
Statement Date	NOV 28, 2018
Total Activity	\$1,093.83

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

CINDY M GUSTAFSON  
N LAKE TAHOE RESORT  
PO BOX 5459  
TAHOE CITY CA 96145

### ACCOUNT SUMMARY

CINDY M GUSTAFSON XXXX-XXXX-0108-6903	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$1,093.83		\$0.00		\$0.00		\$1,093.83

### ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
10-29	10-26	55432868299200719699983	SQU*SQ *TAHOE HOUSE BA Tahoe City CA Tran: 00011529215082774 Tax ID: 800429876 Mer Ref: 00011529215082774 Mer Zip: 96145 Origin Zip: 96145 Dest Zip: 96145 Dest City: USA	25.00
11-07	11-06	75418238310063059071628	Product Code: 099 Desc: Square Purchase Qty: 1 Unit: NMB Disc: N Ext Item Amt: 25.00 SMK*SURVEYMONKEY.COM 971-2445555 CA Tran: 32697791 Tax ID: 371581003 Mer Zip: 94301 Dest Zip: 96145	384.00
11-08	11-07	05140488311720027114556	Product Code: CODE Desc: Advantage Annual Plan Qty: 1 Unit: Sub Unit Cost: 38400 Disc: N Ext Item Amt: 384.00 TAHOE CENTRAL MARKET KINGS BEACH CA	35.83
11-09	11-09	55432868313200401288089	Tax ID: 462707389 Mer Zip: 96143 VISIT CALIFORNIA 916-444-4429 CA Tran: 00000000000000000000 Tax ID: 680408095 Mer Ref: 41041990404 Mer Zip: 95814	649.00

A  
B  
C  
D

For Customer Service, Call:	Account Number	Account Summary	
	XXXX-XXXX-0108-6903	Purchases & Other Charges	\$1,093.83
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Statement Date	Cash Advances	\$0.00
	NOV 28, 2018	Fees	\$0.00
	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$1,093.83
	\$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.

**Tahoe House Bakery & Gourmet**

625 West Lake Blvd  
Tahoe City, CA 96145  
(530) 583-1377  
www.tahoe-house.com

Oct 26, 2018  
8:10 AM  
Celeste

---

Authorization 086351    MasterCard 6903  
Receipt GX0k

---

MASTERCARD  
AID A0 00 00 00 04 10 10

---

Gift Card 4649                      \$25.00

---

Total                                      \$25.00  
MasterCard 6903 (Chip)              \$25.00

Cindy Gustafson

**GIFTCARD ANNA BD**





## Invoice #32697791

Nov 6, 2018

Paid on Nov 6, 2018 10:56:00 PM (UTC)

Description	Billing Period	Price	Quantity	Amount
Advantage Annual Plan	Nov 6, 2018 - Nov 5, 2019	\$384	1	\$384
Audience Bundled Credits	Nov 6, 2018 - Nov 5, 2019	\$0	25	\$0
				TOTAL: \$384

## Billing Details

Liz Bowling

NLTRA

PO Box 1757

Tahoe City

California

96145

United States

530.581-8778

Username: cindy@GoTahoenorth.com

## Notes

## How to Pay

Payment made on

Nov 6, 2018 10:56:00 PM (UTC).

**Payment Method:** MASTERCARD**Card Number(last 4 digits):** 6903

SurveyMonkey

3050 South Delaware Street, San Mateo CA 94403, USA

Our Tax ID (EIN): 37-1581003

Contact: [billing@surveymonkey.com](mailto:billing@surveymonkey.com)



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Invite friends to purchase an annual plan and you'll both receive 10% off your next bill. Earn up to 100% off your next renewal.

[LEARN MORE](#)

[Referral Program Terms of Service](#)

# Thank you for your payment!

**Receipt #32697791**

You'll receive a confirmation email shortly. You now have access to all Advantage Annual Plan features.

Happy surveying!



[GO TO DASHBOARD](#)

ENGLISH

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Lunch: Daphne  
Demise  
Cindy



TAHOE CENTRAL MARKET AND DELI  
8487 N. LAKE BLVD  
KINGS BEACH CA 96143  
530-546-8344

0001 01 01284439 11/07/18 12:05pm 309 JUANA  
DELI SANDWICH \$9.95 F  
DELI SANDWICH \$9.95 F  
COLD SAND +1.00 \$10.95 F  
SKINNY TREE LIME \$2.49 F  
SKINNY TREE CHER \$2.49 F

SUBTOTAL \$35.83  
TOTAL \$35.83

MASTER CARD \$35.83

ACCT# XXXXXXXXXXXX6903  
CINDY GUSTAFSON  
11/07/18 12:05  
AUTH # 016097  
REF # 011346  
SEQ # 011346  
MID # 098574

CHANGE \$0.00

# OF ITEMS: 5  
THANK YOU FOR SHOPPING  
TAHOE CENTRAL MARKET AND DELI



## 2019 VISIT CALIFORNIA

# Outlook

## FORUM

Attendee Information



Additional Attendees



Registration Record

## 2019 Visit California Outlook Forum

Print Record



Event Home Page



## Attendee Information

Reference Number 35965711

Email Address Cindy@gotahoenorth.com

First Name Cindy

Last Name Gustafson

Name as it would appear on  
your badge (first and last name) Cindy Gustafson

Job Title Chief Executive Officer

Company/Organization Name North Lake Tahoe Resort Assn.

Country United States

Address Line 1 100 N Lake Blvd

City Tahoe City

US State California

Zip (Postal Code) 96145

Work Phone 530-581-8739

Mobile Phone 530-448-1069

		Selection	Cost
Register as: Industry Attendee			\$649.00
Sub Category DMO			
		Total	\$649.00
Date	Transaction Type		
Wednesday, November 7th, 2018	Transaction Amount		\$649.00
Wednesday, November 7th, 2018	Online Credit Card Payment(xxxxxxxxxxxx6903)		\$-649.00
		Balance	\$0.00

Powered by  
 **aventri**



TMA Board Meeting Breakfast Receipts

Date: 10.11.18

Member: GUSTAFSON

Amount: \$ 3.00

Signed: Cindy Gustafson

[E]

alloc  
70 - 90%  
51 - 5%  
60 - 5%

TMA Board Meeting Breakfast Receipts

Date: 11/1/18

Member: CINDY GUSTAFSON

Amount: 12.00

Signed: Cindy Gustafson

CASH  
PAID

[F]

alloc  
70 - 90%  
51 - 5%  
60 - 5%

[E]

[F]





**BANK OF THE WEST**  
BNP PARIBAS

BANKCARD CENTER  
PO BOX 84043  
COLUMBUS GA 31908-4043

# MEMO STATEMENT

Account Number	XXXX-XXXX-0108-6903
Statement Date	NOV 28, 2018
Total Activity	\$1,093.83

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

CINDY M GUSTAFSON  
N LAKE TAHOE RESORT  
PO BOX 5459  
TAHOE CITY CA 96145

## ACCOUNT SUMMARY

CINDY M GUSTAFSON XXXX-XXXX-0108-6903	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$1,093.83		\$0.00		\$0.00		\$1,093.83

## ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
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11-07	11-06	75418238310083059071628	SMK*SURVEYMONKEY.COM 971-2445555 CA Tran: 32697791 Tax ID: 371581003 Mer Zip: 94301 Dest Zip: 96145 Product Code: CODE Desc: Advantage Annual Plan Qty: 1 Unit: Sub Unit Cost: 38400 Disc: N Ext Item Amt: 384.00	384.00
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11-09	11-09	55432888313200401288089	VISIT CALIFORNIA 916-444-4429 CA Tran: 000000000000000000000000 Tax ID: 880408095 Mer Ref: 41041890404 Mer Zip: 95814	649.00

For Customer Service, Call:  1-866-432-8161	Account Number	Account Summary	
	XXXX-XXXX-0108-6903	Purchases & Other Charges	\$1,093.83
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Statement Date	Cash Advances	\$0.00
	NOV 28, 2018	Fees	\$0.00
	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$1,093.83
	\$0.00		

**Tahoe House Bakery & Gourmet**

625 West Lake Blvd  
Tahoe City, CA 96145  
(530) 583-1377  
www.tahoe-house.com

Oct 26, 2018

8:10 AM

Celeste

---

Authorization 086351    MasterCard 6903  
Receipt GX0k

---

MASTERCARD  
AID A0 00 00 00 04 10 10

---

Gift Card 4649                      \$25.00

---

Total                                      \$25.00  
MasterCard 6903 (Chip)              \$25.00  
Cindy Gustafson

**GIFT CARD ANNA BD**

A



north lake tahoe

Chamber | CVB | Resort Association

## Richter 7 Presentation

Date: 1/3/19

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: Presentation from Richter 7

---

**Action Requested:**

Discussion after presentation

**Background:**

Walt McRoberts, Partner, EVP Media Strategy from our media buying agency Richter 7 will be presenting on the media planning process and options to consider in the competitive travel and tourism space.

Richter 7 is a full-service agency based out of Salt Lake City, Utah with clients spanning the country. Their media planning expertise allows for access to research tools and gaining competitive rates for buys. NLT has worked with Richter 7 since 16/17 as a partner with Augustine Agency (NLT's creative agency).

**Attachments:**

None

**Fiscal Impact:**

None



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 1/03/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Budget Revision for TTCV Broadcast of NLTRA Meetings

---

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

Staff requests Board approval of a budget revision to fund video and broadcast of our Board meetings. While this budget revision is less than \$4,000, because it includes a new service to the members and the community, I recommend Board take official action to approve.

### **Background:**

A focus of the Board and staff has been to increase transparency and improve engagement with our members and the community. One suggestion, supported by several Board members, was to consider video-taping our meetings and making those available to our membership and the community. While not as robust as some of the services provided through larger providers (with links to agenda items, etc) TTCV is a reasonable cost especially considering our movements around the region.

If approved, the live stream will be through our NLTRA blog. The recorded video will be linked to our Board meetings page on our website several days after the meeting.

### **Fiscal Impact:**

The estimated cost for the remainder of the year is \$3,000. With savings we have accomplished in the Administrative budget during the first five months of the year, we are confident we can afford this service for the remainder of the fiscal year without any other financial impact.



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 1/02/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Tahoe City Golf Course Memorandum of Understanding (MOU) Amendment Number One

---

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

Staff requests Board approval of the attached MOU Amendment Number One, extending TCPUD's operating agreement of the Tahoe City Golf Course, contingent on Placer County's approval.

### **Background:**

In 2011-12, the NLTRA, along with Truckee Tahoe Airport District (TTAD), Tahoe City Public Utility District (TCPUD) and Placer County created a partnership to purchase the largest contiguous private property in Tahoe City, the 44 acre Tahoe City Golf Course (TCGC). The purchase price was \$4.7 million and the NLTRA Board of Directors recommended the expenditure of \$2,495,000 from the Transient Occupancy Tax Infrastructure funds. The attached Memorandum of Understanding (MOU) was developed to assure all parties that the purposes of each of the partners would be met through future opportunities made available by the resources of the property.

The MOU calls for an Oversight Committee to be established and be responsible for execution and communication with each of the respective boards. The NLTRA has three appointed representatives to the TCGC Oversight Committee. Those appointments currently include: former Board Member Ron McIntyre, current Board Member Gary Davis, and myself as CEO.

In the six years since acquisition, a number of changes have occurred and the current MOU needs revisions and updating. The TCGC Oversight Committee has agreed that the MOU revisions will be undertaken during 2019. The current MOU authorized TCPUD to operate and maintain the facility for an initial period of five years which expired March of 2017. TCPUD has requested consideration of Amendment One which would officially extend that operating authority through March 31, 2020 while the remainder of the MOU is reviewed and revised.

### **Fiscal Impact:**

There is no fiscal impact by taking this action.

### **Attachments:**

Memorandum of Understanding  
Amendment Number One to the Memorandum of Understanding

## MEMORANDUM OF UNDERSTANDING

This MEMORANDUM OF UNDERSTANDING, ("MOU") is made and entered into at Tahoe City, Placer County, California, on the \_\_\_\_ day of March, 2012, by and between the TAHOE CITY PUBLIC UTILITY DISTRICT, a body politic, and governmental entity ("TCPUD"), COUNTY OF PLACER, a political subdivision of the State of California ("COUNTY"), TRUCKEE TAHOE AIRPORT DISTRICT, a body politic, and governmental entity ("TTAD"), and the NORTH LAKE TAHOE RESORT ASSOCIATION, a California nonprofit public benefit corporation ("NLTRA"). TCPUD, COUNTY, TTAD and NLTRA may be referred to herein individually as "PARTY" or jointly as "PARTIES" as the context requires. This MOU is intended to set forth each PARTY's expectations and goals but is not intended to be, nor is it, a legally binding document.

### RECITALS

- A. WHEREAS, the owners of the real property commonly known as Tahoe City Golf Course, and more specifically described as: Placer County APNs: 094-050-03, 094-540-11, 094-540-12, 094-020-06 and 094-060-016, desire to sell such property, certain personal property used in conjunction with the operation of the real property as a golf course, clubhouse and restaurant facilities and the liquor license currently used at the restaurant on the real property ("PROPERTY").
- B. WHEREAS, TCPUD invests funds to acquire recreation facilities for the benefit of the public and for the acquisition of assets that strengthen its utilities.
- C. WHEREAS, Placer County invests funds to provide infrastructure and to promote the economic vitality, redevelopment, and environmental improvements of the area.
- D. WHEREAS, TTAD invests funds to provide and maintain public airports and landing places for aerial traffic.
- E. WHEREAS, NLTRA invests fund to provide infrastructure and to promote the economic vitality and redevelopment of the area.
- F. TCPUD, COUNTY, TTAD, AND NLTRA have cooperatively considered the merits of acquiring the PROPERTY and believe that there are numerous public benefits to the public acquisition and ownership of the PROPERTY, including, but not limited to, the ability to:
  1. TCPUD:
    - Provide for public recreation and open space to help maintain the Lake Tahoe region's high quality of life and promote economic vitality.
    - Provide opportunity for a potential site for a domestic water treatment facility.
    - Provide the community with additional publicly-held water rights.



## 2. COUNTY and NLTRA:

- Improve parking and traffic circulation in the downtown Tahoe City area, which will benefit the public generally and promote the economic vitality and redevelopment of the area.
- Provide a potential site for the construction of visitor amenity capital improvements within walking distance of the downtown Tahoe City businesses, services and recreational amenities.
- Address water quality in the urbanized core to improve environmental quality, enhance economic vitality, and provide an opportunity to meet regulatory requirements so that individual commercial core buildings and parking areas can be reconfigured.
- Address air quality in the urbanized core to improve environmental quality, enhance economic vitality, and provide an opportunity to meet regulatory requirements so that individual commercial core buildings and parking areas can be reconfigured.

## 3. TTAD:

- Provide an opportunity for a permanent easement for an emergency- services helipad available 24 hours a day, seven days a week, year-round for public health and safety including: medical, fire, law enforcement, search and rescue and other emergency service provider operations.
- Provide an opportunity for an emergency landing area for aircraft.

## 4. BENEFITS of IMPORTANCE TO ALL :

- Maintain the largest contiguous parcels of real property in the Tahoe City area by providing public ownership for the benefit of the community and allow the community to have a voice in planning for the future use of the PROPERTY.
- Consolidate landholdings with other adjacent public parcels to more efficiently provide for above public services as well as increasing fire suppression and emergency access to commercial properties and structures in the downtown core.

G. Based on the numerous public benefits to the public acquisition and ownership of the PROPERTY and indication from each of the PARTIES of their desire to participate in the funding of the acquisition, use, operation, planning for the future use and operation of the PROPERTY, on or about September 14, 2011 TCPUD entered into an agreement to purchase the PROPERTY.

H. Based on the numerous public benefits to the public acquisition and ownership of the PROPERTY and that fact that TCPUD had entered into an agreement to purchase the PROPERTY, on or about October 2011 the Parties executed a Letter of Intent to fund the due diligence activities to be undertaken by TCPUD in conjunction with the acquisition of the PROPERTY.

- I. TCPUD has proceeded with its due diligence activities and the PARTIES now desire to enter into this MOU to provide for the funding of the acquisition, use and operation and planning for the future use and operation of the PROPERTY.

NOW THEREFORE, the PARTIES agree as follows:

#### Article I. Purpose

The purpose of this MOU is for the PARTIES to agree upon the terms and conditions upon which they would jointly fund acquisition of the PROPERTY, hold title to the PROPERTY, provide for use and operation of the PROPERTY and plan for the future use and operation of the PROPERTY.

#### Article II. Funding the Acquisition of the Property

- A. The PARTIES agree that they would share in the cost of the acquisition of the PROPERTY based upon their proportionate value for the public uses that meet their purpose and mission. The terms and amounts will be set forth in ATTACHMENT A to this MOU. The PARTIES agree that TCPUD would acquire the PROPERTY and hold title to it in its name.

#### Article III. Planning for the Future Use of the PROPERTY

- A. The PARTIES agree that within three (3) months of acquisition of the PROPERTY, they will work together to create and begin a public planning and visioning process for the PROPERTY, including participating in the current TRPA Regional Plan Update process, and Placer County Community Plan Update processes, to ensure the maximum appropriate beneficial uses for the PROPERTY within established regulatory and land use frameworks. Except as otherwise provided for in this MOU, each PARTY will take the lead with respect to any potential future uses within its mission and jurisdiction. The PARTIES agree to establish an Oversight Committee (OC) with representation from the following: 3 people from NLTRA Board or Staff, 2 persons from TCPUD Board or Staff, 1 person from TTAD Board or Staff and 1 person from Placer County BOS or Staff, to be responsible for execution and communication with respective boards. To the extent necessary, NLTRA agrees to provide staff support to the OC.
- B. The PARTIES agree that for the purposes of wetlands mitigation and open space protection, the planning for future use of the PROPERTY will include planning for a portion of the PROPERTY, at least to the extent commensurate with funds allocated toward the PROPERTY purchase by PLACER COUNTY, to be set aside and improved as necessary for those purposes. Additionally, the PARTIES agree that planning for future use of the PROPERTY will include consideration of and planning for a contiguous area on the southern portion of the PROPERTY and some or all abutting adjacent commercial properties to be dedicated to parking, traffic and circulation improvements and that golf course layout or other uses and parcel boundary line adjustments required to

ensure implementation of those improvements shall be accommodated.

- C. The PARTIES agree that within one (1) year of acquisition of the PROPERTY the OC will develop a mutually agreed upon set of objectives with a timeline and trackable measurements for progress.
- D. The PARTIES through the OC agree to meet at least annually to review the objectives, timelines and measurements.
- E. The PARTIES agree that if in five (5) years they haven't made measurable progress on the objectives, timelines and measurements, through the OC and upon any PARTY's request they will pay back that PARTY for its contribution to fund acquisition of the PROPERTY or convert such contribution to a loan. Should funding for such pay back be unavailable and should the PARTIES decline to agree to conversion to a loan, PARTIES agree that PROPERTY will be sold and that proceeds from sale will be distributed proportionately to all PARTIES based upon their original funding contribution. PARTIES also agree that should Airport District wish to retain ownership of a helipad site, that PARTIES agree that said site will be reserved from sale, and that Airport District will forfeit proportionate disbursement of funds from proceeds of the remainder of the property sale.

#### Article IV. Future Improvements, Changes in Uses, Leases or Sale of All or Portion of the PROPERTY

- A. The PARTIES agree to meet and confer on an as needed basis to implement the plan adopted as a result of Article IV. The PARTIES shall identify the appropriate lead agency, funding, and process for implementation.
- B. TCPUD agrees to conduct the necessary environmental review, make all applications for permits and approvals for the development of the emergency helipad. TTAD agrees to fund the costs associated with such permits, environmental review and approvals, including TCPUD's direct engineering time and costs (not to include general and administrative overhead). The PARTIES will select the location for helipad and will take into consideration TTAD's preferred location and will make every effort to avoid impact to the current golf course layout and design. An additional planning goal of the PARTIES will to keep fairway #1 or #3 open and available for use by distressed aircraft as long as golf course is in operation.
- C. The PARTIES acknowledge and agree that they will plan for the potential construction of an emergency helipad on golf course property or adjacent TCPUD property. As such, future development of property in immediate vicinity of helipad may be subject to height and use restrictions as well as the granting of an aviation or overflight easement and other architectural design restrictions.
- D. In the event that TTAD does not approve of the location selected by the PARTIES for the

helipad or TRPA and/or Placer County deny permits or restricts TTAD from construction of a helipad, or if the proposed site cannot meet the certifications or standards of Caltrans Division of Aeronautics, or the FAA, the PARTIES agree to negotiate reasonable terms for TTAD to be reimbursed for its financial contribution to the acquisition of the PROPERTY.

#### Article V. Use and Operation of the Property

A. The PARTIES agree that TCPUD shall operate and maintain the PROPERTY until the PARTIES mutually agree otherwise in writing and that TCPUD intends to operate and maintain the PROPERTY as a golf course, with other potential compatible uses, for the first five (5) years following acquisition. The duty to operate and maintain the PROPERTY carries with it a multitude of financial, operational and regulatory risks. TCPUD's willingness to undertake this duty is based on its ability to use the PROPERTY to offset its costs and minimize its risks. Therefore, TCPUD shall be entitled to engage in any lawful activity in conjunction with its use and operation of the PROPERTY, including but not limited to the following:

1. Operation of a public golf course, clubhouse and restaurant, either through its own employees, a management services contract(s); lease, or a combination of these.
2. Provision of winter recreation activities and other summer recreational activities, either through its own employees, a management services contract(s), a lease, or a combination of these.
3. Charging user fees, providing fees for services, selling merchandise and operating a restaurant with a liquor license.
4. TCPUD shall be solely responsible for and benefit from all profits and losses from operation of the golf course and related facilities.
5. During such time that TCPUD operates and maintains the PROPERTY, it shall cooperate with the other PARTIES with respect to planning for the future use of the PROPERTY.

No later than one (1) year prior to the end of the first five (5) years of use and operation as set forth in Article III.A., above, or longer period as agreed to in writing by the PARTIES, the PARTIES shall meet and confer and negotiate in good faith for the uses and operation of the PROPERTY beyond such five (5) year, or longer, period.

#### Article VI. Dispute Resolution

In the event of a dispute between the PARTIES arising under or relating to performance of any PARTY's obligations under this MOU, or any aspect of the planning process contemplated in this MOU, the Executive Officer of each involved party to the MOU will meet to discuss a resolution to the dispute. If the dispute is not resolved, any of the PARTIES may request the initiation of mediation for any dispute, by delivering a written request for advisory mediation to the other PARTIES. The mediation request must include a brief summary of the issues in dispute. Any party

may serve a response to the issues in dispute to clarify those issues. Within 10 calendar days after delivery to the mediation request, the PARTIES will attempt in good faith to agree upon a neutral mediator to preside over an advisory mediation. If unable to facilitate a mutually agreed upon resolution by all PARTIES, the mediator shall provide a written advisory decision to the PARTIES. The governing body of each PARTY shall have 20 calendar days to accept the decision, or provide a written response rejecting the decision. Each PARTY shall bear its own costs for the mediation and share equally with the other PARTIES the costs of the mediator and mediation, if any.

TAHOE CITY PUBLIC UTILITY DISTRICT,

3/8/12  
Date

Judy Friedman  
President

COUNTY OF PLACER,

3/25/12  
Date

Janice Montoya

TRUCKEE TAHOE AIRPORT DISTRICT,

3/22/12  
Date

John Van Berken  
J. THOMAS VAN BERKEN  
PRESIDENT

NORTH LAKE TAHOE RESORT ASSOCIATION,

7 March 2012  
Date

Rex Parson  
Rex Parson, Chair

~~CONFIDENTIAL~~  
ATTACHMENT A

ACQUISITION PARTICIPATION

Placer County/North Lake Tahoe Resort Association - TOT - \$2,495,000

TCPUD \$1,405,000

Placer County - Mitigation Fees \$300,000

Tahoe Truckee Airport District \$500,000

**AMENDMENT NUMBER ONE  
TO MEMORANDUM OF UNDERSTANDING  
(Tahoe City Golf Course)**

This Amendment Number One ("Amendment") to Memorandum of Understanding (Tahoe City Golf Course) is entered into on this \_\_\_\_ day of January 2019 ("Amendment Effective Date"), by and between the TAHOE CITY PUBLIC UTILITY DISTRICT, a body politic, and governmental entity ("TCPUD"), COUNTY OF PLACER, a political subdivision of the State of California ("COUNTY"), TRUCKEE TAHOE AIRPORT DISTRICT, a body politic, and governmental entity ("TTAD"), and the NORTH LAKE TAHOE RESORT ASSOCIATION, a California nonprofit public benefit corporation ("NLTRA"). TCPUD, COUNTY, TTAD and NLTRA may be referred to herein individually as "PARTY" or jointly as "PARTIES" as the context requires.

**RECITALS**

- A. WHEREAS, in March 2012, the Parties entered into and executed that certain Memorandum of Understanding to agree upon the terms and conditions upon which they would jointly fund acquisition of the real property comprising the Tahoe City Golf Course ("PROPERTY"), hold title to the PROPERTY, provide for use and operation of the PROPERTY and plan for the future use and operation of the PROPERTY, a copy of which is attached hereto as Exhibit "A" and incorporated herein ("MOU").
- B. WHEREAS, the PARTIES intended for the MOU to set forth each PARTY'S expectations and goals but was not intended to be, nor is it, a legally binding document.
- C. WHEREAS, in Article V of the MOU, the PARTIES agreed that TCPUD would operate and maintain the PROPERTY until the PARTIES mutually agree otherwise in writing and that TCPUD intends to operate and maintain the PROPERTY as a golf course, with other potential compatible uses, for the first five (5) years following acquisition and the PARTIES further agreed that thereafter they would meet and confer and negotiate in good faith for the uses and operation of the PROPERTY beyond such five (5) year, or longer, period.
- D. WHEREAS, the PARTIES have met and conferred and have agreed that TCPUD will operate and maintain the PROPERTY through at least March 31, 2020.
- E. WHEREAS, the PARTIES desire to amend the MOU to reflect such agreement.

**AGREEMENT**

NOW, THEREFORE, in consideration of the mutual promises made herein, which the PARTIES agree are valuable consideration, the PARTIES agree as follows:



1. Definitions. Capitalized terms used and not defined in this Amendment have the respective meanings assigned to them in the MOU.

2. Amendment to MOU. As of the Amendment Effective Date, the MOU is hereby amended or revised as follows:

2.1. The last paragraph of Article V of the MOU shall be revised to read as follows,

B. The PARTIES agree that TCPUD shall operate and maintain the PROPERTY as set forth in Article V.A. above, through March 31, 2020. No later than December 31, 2019, the PARTIES shall meet and confer and negotiate in good faith for the uses and operation of the PROPERTY beyond March 31, 2020.

3. Miscellaneous. Except as specifically amended by this Amendment Number One, all terms and conditions of the MOU shall remain unchanged and in full force and effect.

WHEREFORE, the PARTIES by their signatures below enter into this Amendment on the date first set forth above.

TAHOE CITY PUBLIC UTILITY DISTRICT,

\_\_\_\_\_  
Date

\_\_\_\_\_

COUNTY OF PLACER,

\_\_\_\_\_  
Date

\_\_\_\_\_

TRUCKEE TAHOE AIRPORT DISTRICT,

\_\_\_\_\_  
Date

\_\_\_\_\_

NORTH LAKE TAHOE RESORT ASSOCIATION,

\_\_\_\_\_  
Date

\_\_\_\_\_



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 1/4/19

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: Capital Projects Advisory Committee Appointment – Jim Phelan

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

Board appointment of Jim Phelan to one of the NLTRA seats on the Capital Projects Advisory Committee (CAP Committee).

### **Background:**

In 2017, through negotiations with NLTRA, Placer County formed a new Capital Projects Advisory Committee (CAP) to make recommendations on expenditures of the TOT funds dedicated to infrastructure projects. There are 13 seats on the CAP Committee through agreement with the County CEO's office, the NLTRA has two appointments as representatives of the NLTRA. Additionally, it was agreed that the NLTRA would recommend the appointment for the "lodging" seat. Currently the NLTRA seats are filled by former NLTRA Board Members: Alex Mourelatos, of Mourelatos Lakeshore Resort, and Ron Parson, Granlibakken Tahoe Resort and Franciscan lakeside Resort. Drew Conly from the Resort at Squaw Creek serves in the dedicated Lodging Seat.

When the CAP Committee was formed a there was a sideboard stating a preference for "less than two representatives from any organization" to ensure broad representation of the community. Alex Mourelatos has been elected to the NTPUD Board of Directors. Since NTPUD already has a representative on the CAP Committee and given the desire to ensure geographic and organizational diversity and recognizing Alex's new time commitments to his elected post he has agreed to step down at the end of the year.

After last month's Board meeting, Board Member Jim Phelan expressed his interest in serving on the CAP committee.

### **Fiscal Impact:**

There is no fiscal impact by taking this action.

### **Attachments:**

Placer County description of committee and current appointments.



**Placer County**  
— CALIFORNIA —

# Capital Projects Advisory (CAP) Committee

## Purpose

The purpose of this committee is to recommend Tourism Master Plan priorities and capital projects to the Placer County Board of Supervisors to implement the Tourism Master Plan and Transient Occupancy Tax Policy in eastern Placer County

[Meetings](#)

[Compensation](#)

[Contacts](#)

[Current Members](#)

Seat	Name	Represents	Term	Appointed By
1	Dave Wilderotter	Business Associations	2-years	Business Associations
2	Krista Voosen	Business Associations	2-years	Business Associations
3	Sarah Coolidge	Special Districts	2-years	Special Districts
4	John Wilcox	Special Districts	2-years	Special Districts
5	Danielle Grindle	Placer County	3-years	Placer County
6	Mike Staudenmayer	Placer County	3-years	Placer County
7	Ron Parson	North Lake Tahoe Resort Association	3-years	North Lake Tahoe Resort Association
8	Alex Mourelatos	North Lake Tahoe Resort Association	3-years	North Lake Tahoe Resort Association
9	Jaime Wright	Transportation	2-years	Truckee North Tahoe Transportation Management Association
10	Drew Conly	Lodging	3-years	North Lake Tahoe Resort Association
11	Greg Dallas	Ski Resorts	2-years	Ski Resorts
12	David Hansen	At-Large (preference for representatives with expertise in housing, arts and culture, health and human services)	3-years	Placer County
13	Rick Stephens	At-Large (preference for representatives with expertise in housing,	3-	Placer County

[Tourism Master Plan Grant Guide and Application](#)

[2015 North Lake Tahoe Tourism Master Plan](#)

[Eastern Placer County Transient Occupancy Tax Investment Resolution](#)

## Past Agendas and Minutes

2018

### 2018 Agendas

Date	Agenda	Minutes
11/29/2018	<a href="#">Agenda w/packet</a>	
10/25/2018	<a href="#">Agenda w/packet</a>	
09/27/2018	<a href="#">Canceled</a>	No Minutes
08/30/2018	<a href="#">Agenda w/packet</a>	<a href="#">Minutes</a>
07/26/2018	<a href="#">Agenda w/ packet</a>	<a href="#">Minutes</a>
06/28/2018	<a href="#">Agenda w/ packet</a>	<a href="#">Minutes</a>
06/12/2018	<a href="#">Agenda w/ packet</a>	<a href="#">Minutes</a>
05/31/2018	<a href="#">Agenda w/ packet</a>	<a href="#">Minutes</a>
05/01/2018	<a href="#">Agenda w/ packet</a>	<a href="#">Minutes</a>



north lake tahoe

Chamber | CVB | Resort Association

## Winter Creative Update

Date: 1/3/19

TO: NLTRA Board of Directors

FROM: Daphne Lange, Tourism Director

RE: Winter Creative Update

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**Action Requested:**

Review of changes made based on feedback from Board and Committees on the creative targeting flight/longer haul markets of New York, LA and San Diego

**Background:**

Using insights gleaned from the SMARI Research, Augustine Agency created a new suite of winter creative assets that will be used across advertising platforms. This winter season will be using a mix of ski and non-ski assets to target on a more behavior-based approach vs. age. "Winter Wow" messaging was the selected creative idea and the attached PDF shows the updates made based on input from all committees and both the NLTRA and IVCBVB Boards.

This included adding in snowshoeing, changing out 12 Towns to One Destination, 12 Resorts, clarifying some of the images and adding in the Outdoor Billboards for our targets and the weather triggered element.

**Attachments:**

PDF

**Fiscal Impact:**

None





North Lake Tahoe Winter 18/19 | November 27, 2018



# OBJECTIVES

- Attract and engage leisure audiences during the winter season.
- Increase overnight stays by positioning North Lake Tahoe as the preferred winter destination.
- Increase awareness of winter activities in North Lake Tahoe.
- Continue to grow and engage destination awareness, loyalty and conversation.





# INSIGHTS & TRENDS

- Travelers seek vacations that create a deeper, emotional connection.
- Travelers want to immerse themselves in local culture and experience destinations that feel unique and authentic.
- Millennials value exclusive experiences and older audiences have caught this wave. Travel decisions are more mindset driven rather than dictated by age.
- Travelers are seeking opportunities to experience a destination's local culture and want to feel at home.



# STRATEGY

## THE DIFFERENTIATOR

Lake + Resorts + Towns

## THE ADVENTURE

Seek the unique winter spirit.  
Off and on mountain

## THE UNDISCOVERED

Venturing out, fills within

## THE EVENTS

WinterWonderGrass,  
holidays, featured events





# TACTICS

LANDING PAGE

DIGITAL ADS

PAID SOCIAL

RETARGETING ADS

DIGITAL OUTDOOR

PRINT







## Winter that Wows, It's Human Nature

Welcome to a one of kind, winter experience. Unified by 12 unique towns, the North Lake Tahoe adventurous spirit will open up your mind and awaken your winter soul. Home to North America's highest concentration of ski resorts, snow seekers will also discover options for all skiers and riders. Heighten your senses and find your own comfort zone with local beer and cuisines crafted for enjoyment. The majestic lake view, blanketed with pillows of snowflakes will create memories that last a lifetime.

Discover a destination that's waist deep with winter wow.

North Lake Tahoe, It's Human Nature.



# SAMPLE TACTICS



#### Millennial



Craft Brew



Dining

#### Retargeting

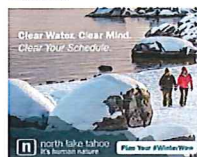


Deal Focus



Differentiator Focus

#### Boomer



Scenery/Off Mountain



XC Skiing

#### Events/Live Music



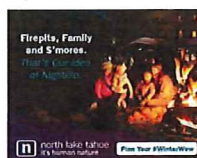
#### Luxury



#### Family



Ice Skating



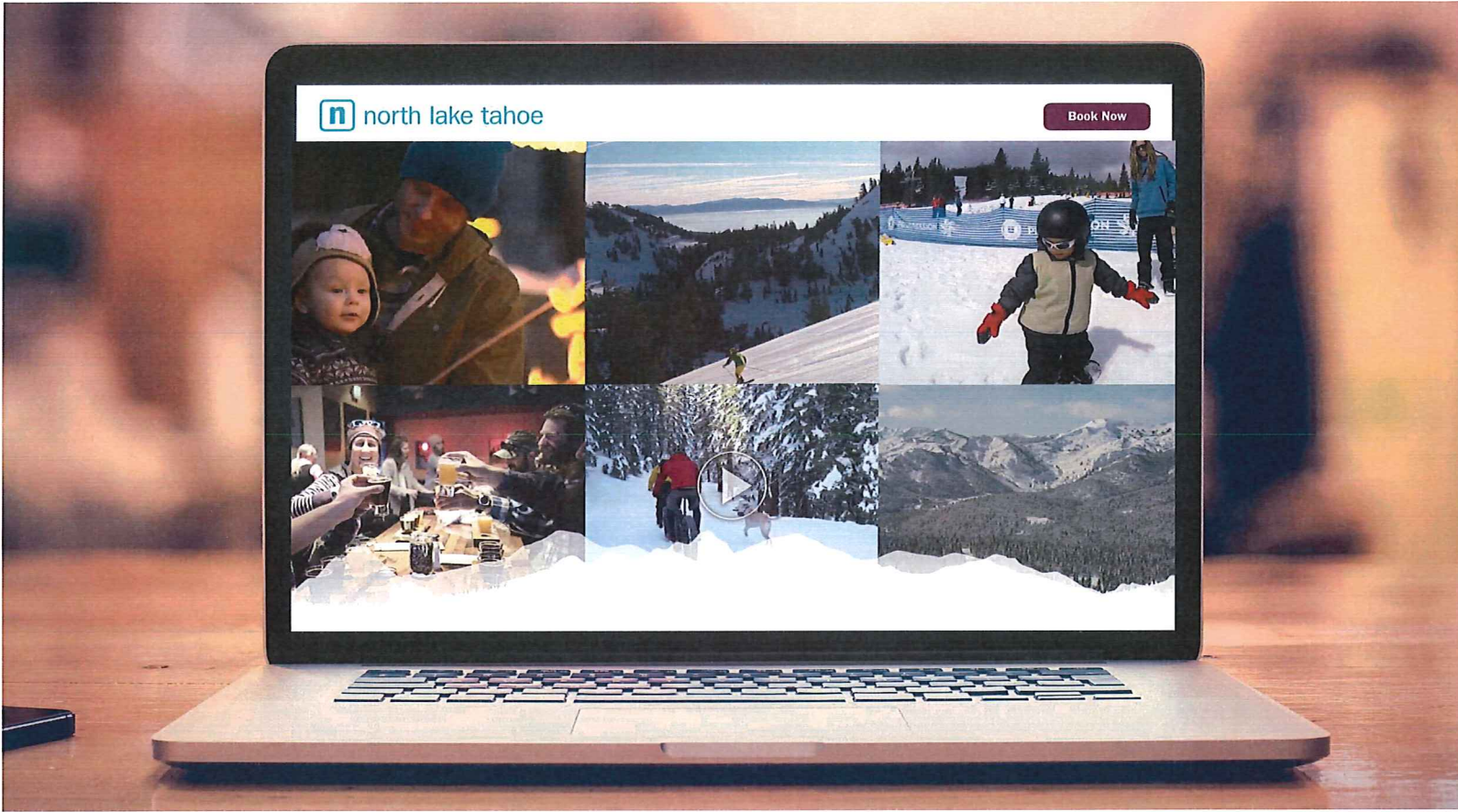
Fire Pit

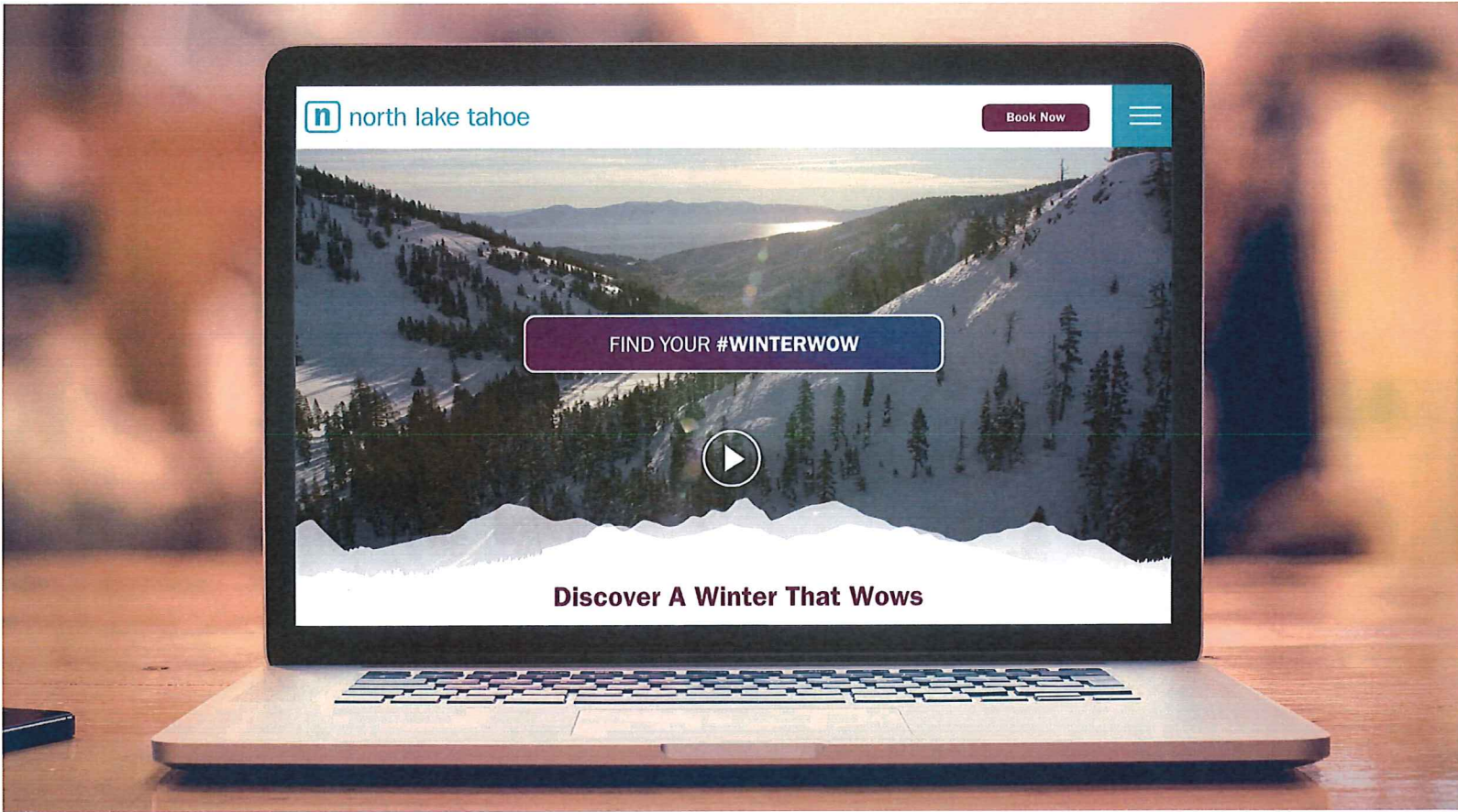
#### Outdoor Enthusiasts



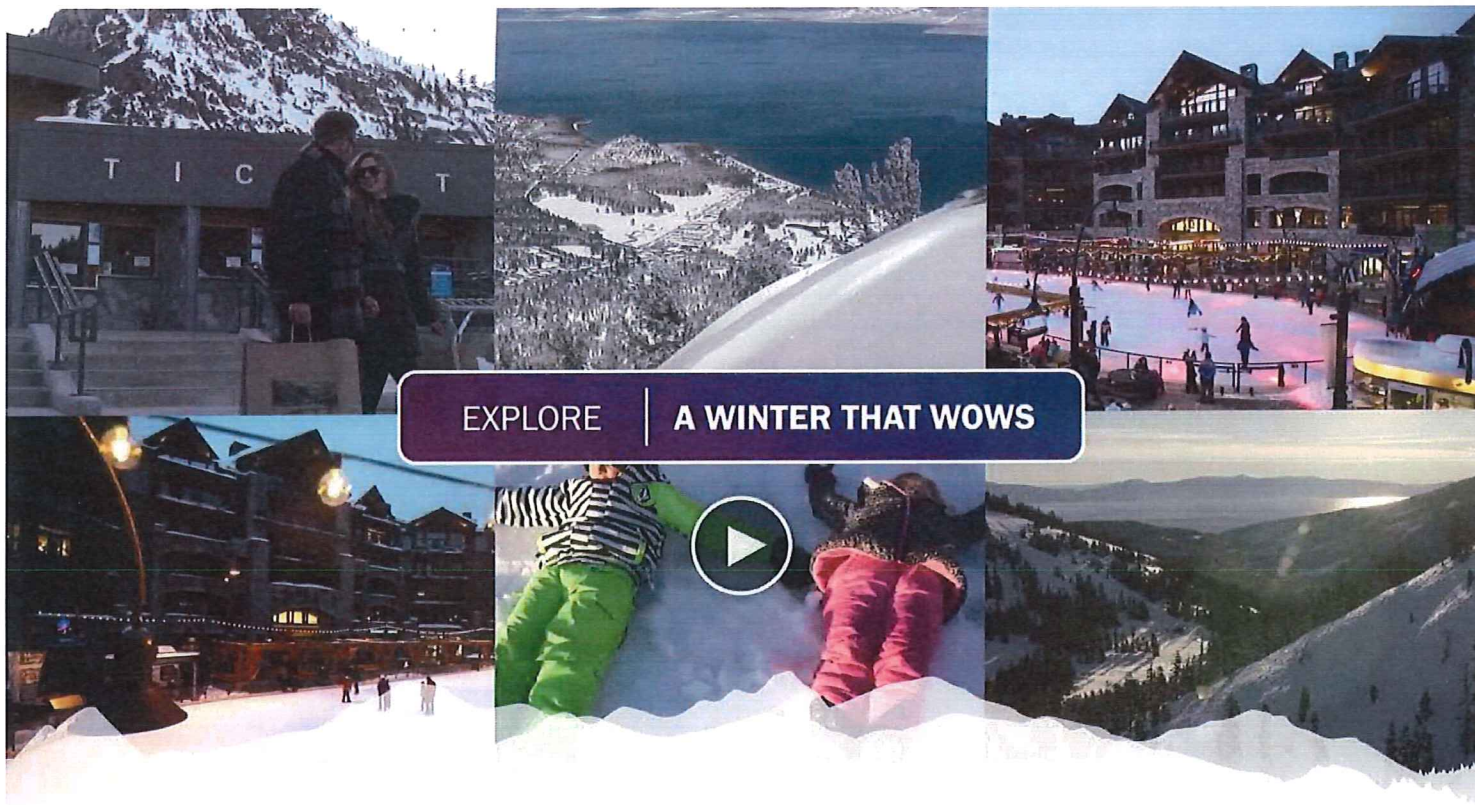
Skiing











EXPLORE

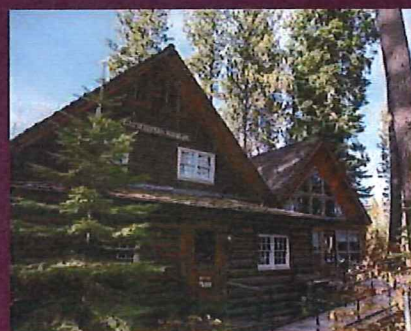
A WINTER THAT WOWS

## Discover A Winter That Wows

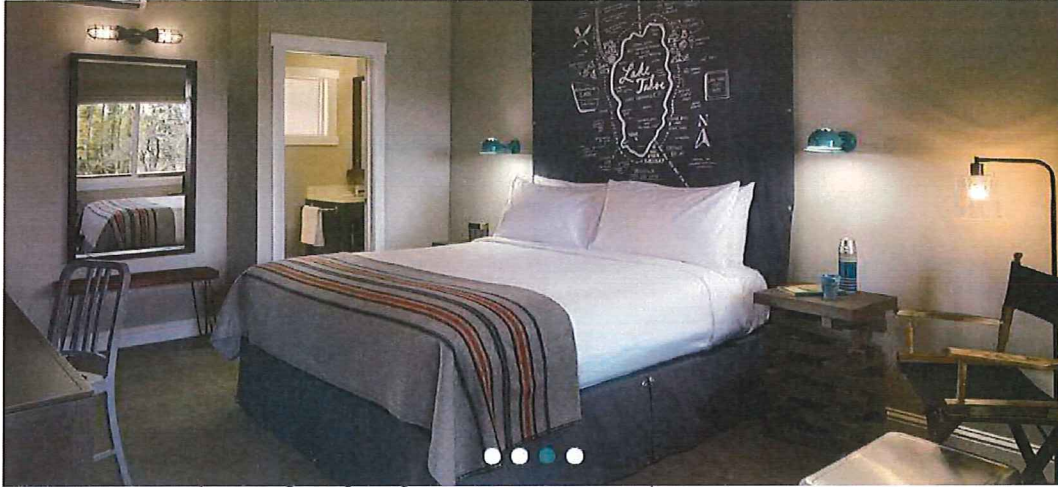
Welcome to a one of kind, winter experience. Unified by 12 unique towns, the North Lake Tahoe adventurous spirit will open up your mind and awaken your winter soul. Home to some of North America's largest ski resorts, snow seekers will also discover budget friendly options for everyone. Heighten your senses or find your own comfort zone with local beer and cuisines crafted for comfort. The majestic lake view, blanketed with pillows of snowflakes will create memories that last a lifetime. Discover a destination that's waist deep with winter wow.



## Start Planning Your #WinterWOW



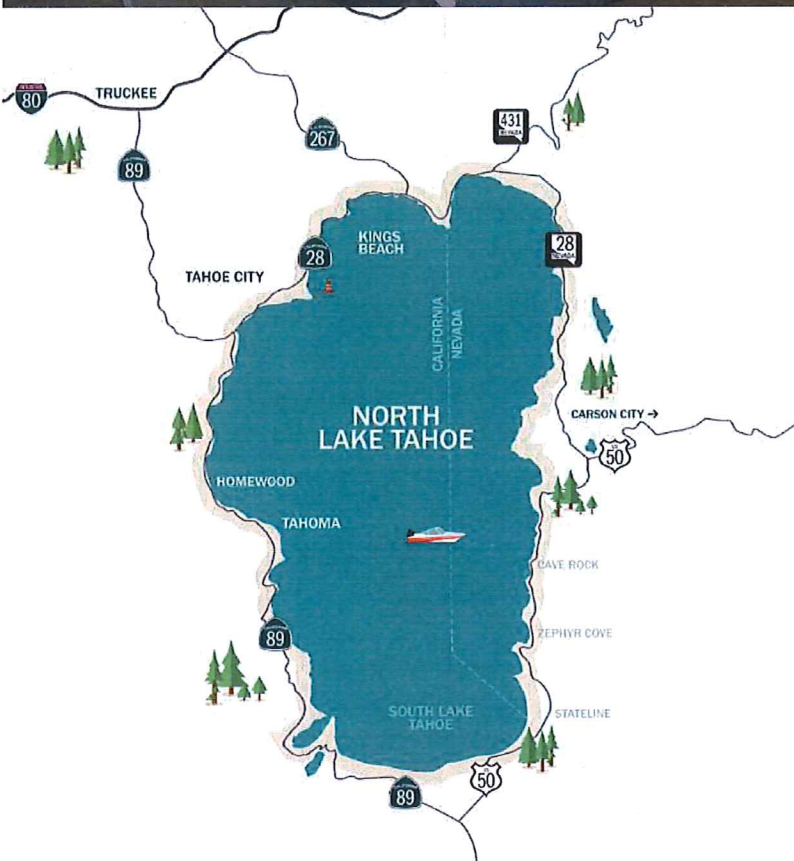




## Play, Stay, Repeat

Discover the many options for accommodations just right for you.

[Book a Room](#)



## Getting Here is Easy

Using our interactive flight planner makes travel quick and painless. It's easier to get here than you might think. Read our Getting Here blog for easy tips to explore North Lake Tahoe in the winter.



[Flight Planner](#)



## Check Out What's Trending



### DEALS

Don't miss out on a winter that wows. Check out the best deals of the season and plan your winter escape today. →

[Check Out the Deals](#)



### EVENTS

North Lake Tahoe is home to one-of-a-kind, world class events. Check out our calendar and put some more excitement in your stay! →

[See What's Happening](#)



### LODGING


From luxury resorts to cozy cabins and everything in between, find the perfect lodging for your winter getaway. →

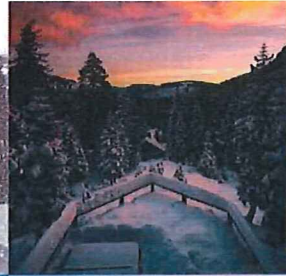
[Find the Perfect Stay](#)



Follow Us On Instagram

#TahoeNorth

 #WinterWOW



Stay a while and discover a winter that wows in North Lake Tahoe

[Book Now](#)

Experience all North Lake Tahoe has to offer



[Send Me a Guide](#)



north lake tahoe



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Find Your Balance | Get Here

 north lake tahoe  
it's human nature

[GoTahoeNorth.com/Wow](http://GoTahoeNorth.com/Wow)

LAMAR





Clear Skies, Clear Your Schedule | Get Here

 north lake tahoe  
it's human nature

[GoTahoeNorth.com/Wow](http://GoTahoeNorth.com/Wow)

All Paths Lead To Adventure | Get Here

 north lake tahoe  
it's human nature

[GoTahoeNorth.com/Wow](http://GoTahoeNorth.com/Wow)

Taste Our Winter Cheer | Get Here

 north lake tahoe  
it's human nature

[GoTahoeNorth.com/Wow](http://GoTahoeNorth.com/Wow)

Fresh Powder Arriving | Get Here



north lake tahoe  
it's human nature

[GoTahoeNorth.com/Wow](http://GoTahoeNorth.com/Wow)



A photograph of a group of people standing in a city street at night. The scene is dimly lit, with some buildings and streetlights visible in the background. A large, semi-transparent teal rectangle is overlaid on the center of the image, containing the text "THANK YOU!" in a bold, white, sans-serif font.

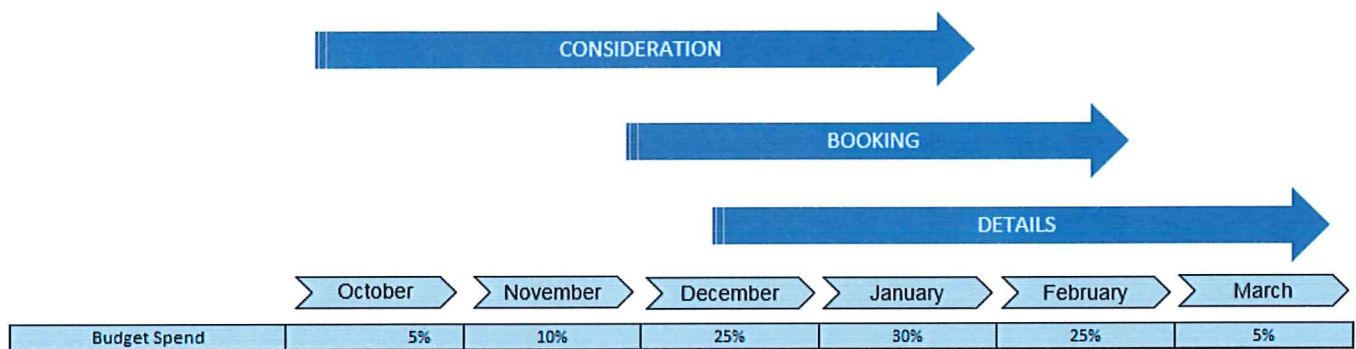
**THANK YOU!**



## | Target Markets and Media Mix

 north lake tahoe

## Consumer Journey - Winter



Consumer Journey | Winter 2018-2019

## Target Markets, Spend, Media Mix

### Geographic Targets

- Los Angeles
- New York
- San Diego\*

### Media Spend \*Print TBD

\$395,597 total winter spend (Nov-March)

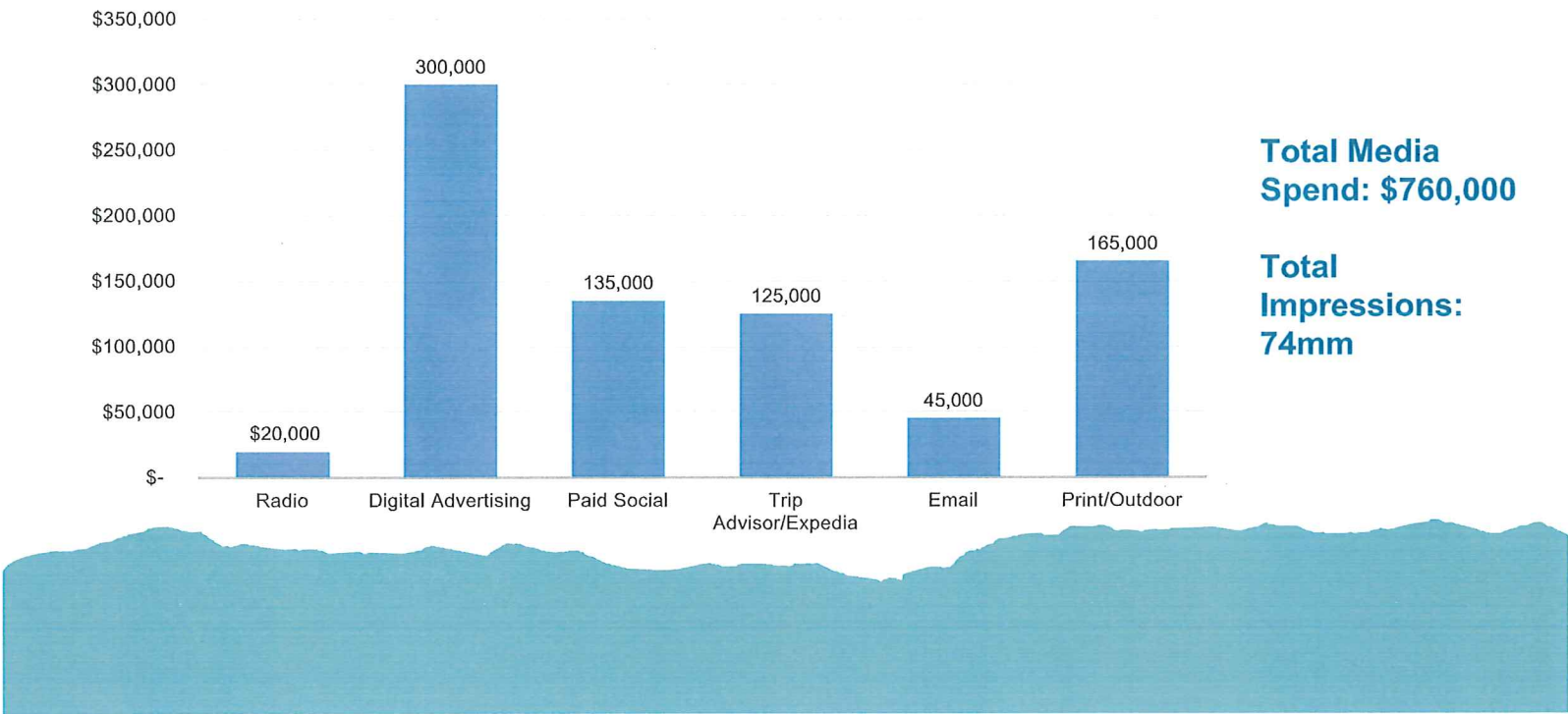
- 39% Digital Display
- 16% Paid Social
- 12% Trip Advisor
- 24% Outdoor
- 4% Email

26,000,000 total estimated impressions

- Year-round media spend will continue this winter, including SEM, retargeting display and video, and social media retargeting
- The Winter campaign will also include a mix of:
  - Native advertising
  - Programmatic display
  - Video
  - Rich media
  - Social media conquering
  - Outdoor



# 18/19 Year-round Media Mix Spend Breakout



A scenic landscape photograph of a lake at sunset. The sky is a mix of orange, yellow, and purple. The lake is calm, reflecting the sky. In the foreground, there are dark green pine trees. A semi-transparent white box with rounded corners is centered over the image, containing the text "Thank you!" in a bold, dark blue font.

**Thank you!**



2018-19 MEDIA FLOWCHART		3Q 2018												4Q 2018												1Q 2019												2Q 2019												RICHTER7																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
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### Executive Summary

Data based on a sample of up to 10 properties in the North Lake Tahoe destination, representing up to 1187 Units ('DestiMetrics Census\*\*') and 36.75% of 3229 total units in the North Lake Tahoe destination ('Destination Census\*\*')

Last Month Performance: Current YTD vs. Previous YTD		2018/19	2017/18	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Nov) changed by (34.6%)	Occupancy (Nov) :	38.8%	28.8%	34.6%
North Lake Tahoe ADR for last month (Nov) changed by (-2.6%)	ADR (Nov) :	\$ 204	\$ 209	-2.6%
North Lake Tahoe RevPAR for last month (Nov) changed by (31.0%)	RevPAR (Nov) :	\$ 79	\$ 60	31.0%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Dec) changed by (5.3%)	Occupancy (Dec) :	38.3%	36.4%	5.3%
North Lake Tahoe ADR for next month (Dec) changed by (-7.1%)	ADR (Dec) :	\$ 381	\$ 410	-7.1%
North Lake Tahoe RevPAR for next month (Dec) changed by (-2.3%)	RevPAR (Dec) :	\$ 146	\$ 149	-2.3%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (6.1%)	Occupancy	53.4%	50.3%	6.1%
North Lake Tahoe ADR for the past 6 months changed by (1.2%)	ADR	\$ 297	\$ 293	1.2%
North Lake Tahoe RevPAR for the past 6 months changed by (7.4%)	RevPAR	\$ 159	\$ 148	7.4%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (3.3%)	Occupancy	21.5%	20.8%	3.3%
North Lake Tahoe ADR for the future 6 months changed by (-10.0%)	ADR	\$ 305	\$ 339	-10.0%
North Lake Tahoe RevPAR for the future 6 months changed by (-7.0%)	RevPAR	\$ 66	\$ 71	-7.0%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Nov 30, 2018 vs. Previous Year				
Rooms Booked during last month (Nov,18) compared to Rooms Booked during the same period last year (Nov,17) for all arrival dates has changed by (94.7%)	Booking Pace (Nov)	6.5%	3.3%	94.7%

\* Inntopia Census: Total number of rooms reported by participating Inntopia properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time. \*\* Destination Census: The total number of rooms available for rental within the community as established by the and adjusted for properties that have opened / closed since that time. This number varies infrequently as new properties start, or existing properties cease operations.

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy. The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result. Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst Inntopia's other participants. As is the case in all Inntopia data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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## Monthly Report December2018

### CONFERENCE REVENUE STATISTICS

#### North Shore Properties

#### Year to Date Bookings/Monthly Production Detail FY 17/18

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 18/19</u>	<u>FY 17/18</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/18:	\$2,119,038	\$1,768,735	20%
Forecasted Commission for this Revenue:	\$42,308	\$50,110	-16%
Number of Room Nights:	11933	8343	43%
Number of Delegates:	8811	3096	185%
Annual Revenue Goal:	\$2,500,000	\$2,500,000	0%
Annual Commission Goal:	\$50,000	\$70,000	-29%

<u>Monthly Detail/Activity</u>	<u>December-18</u>	<u>December-17</u>	
<u>Number of Groups Booked:</u>	7	1	
Revenue Booked:	\$357,079	\$4,500	7835%
Projected Commission:	\$6,635	\$0	
Room Nights:	1994	28	7021%
Number of Delegates:	1145	30	3717%
	5 Corp, 2		
Booked Group Types:	Assoc.	1 SMF	
Lost Business, # of Groups:	6	4	

<u>Arrived in the month</u>	<u>December-18</u>	<u>December-17</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$45,377	
Projected Commission:	\$0	\$0	
Room Nights:	0	153	
Number of Delegates:	0	64	
		1 Corp, 1	
Arrived Group Types:		Assoc.	

<u>Monthly Detail/Activity</u>	<u>November-18</u>	<u>November-17</u>	
<u>Number of Groups Booked:</u>	3	2	
Revenue Booked:	\$133,642	\$13,868	864%
Projected Commission:	\$7,252	\$551	1216%
Room Nights:	846	76	1013%
Number of Delegates:	355	34	944%
		1 Corp, 1	
Booked Group Types:	3 Corp.	Assoc.	
Lost Business, # of Groups:	9	10	

<u>Arrived in the month</u>	<u>November-18</u>	<u>November-17</u>	
Number of Groups:	2	0	
Revenue Arrived:	\$240,580	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	1396	0	
Number of Delegates:	470	0	

Arrived Group Types: 1 Corp., 1  
Assoc.

Monthly Detail/Activity	<u>October-18</u>	<u>October-17</u>	
<b><u>Number of Groups Booked:</u></b>	<b>4</b>	<b>5</b>	
Revenue Booked:	\$124,184	\$221,137	-44%
Projected Commission:	\$0	\$5,257	-100%
Room Nights:	586	1099	-47%
Number of Delegates:	190	437	-57%
Booked Group Types:	2 Corp, 1 Smf,	2 Corp, 1	
Lost Business, # of Groups:	1 Semiar/Educ.	Assoc, 2 SMF	
	21	12	
<b><u>Arrived in the month</u></b>	<b><u>October-18</u></b>	<b><u>October-17</u></b>	
Number of Groups:	4	6	
Revenue Arrived:	\$211,162	\$531,593	-60%
Projected Commission:	\$8,600	\$15,631	-45%
Room Nights:	1228	1586	-23%
Number of Delegates:	500	597	-16%
Arrived Group Types:	4 Corp, 3	2 Corp, 3	
	Assoc.	Assoc, 1 Govt.	

Monthly Detail/Activity	<u>September-18</u>	<u>September-17</u>	
<b><u>Number of Groups Booked:</u></b>	<b>4</b>	<b>5</b>	
Revenue Booked:	\$124,184	\$45,964	170%
Projected Commission:	\$0	\$2,568	-100%
Room Nights:	586	307	91%
Number of Delegates:	190	139	37%
Booked Group Types:	2 Corp, 1 Smf,	3 Corp, 1 Smf,	
Lost Business, # of Groups:	1 Semiar/Educ.	1 Film Crew	
	21	6	
<b><u>Arrived in the month</u></b>	<b><u>September-18</u></b>	<b><u>September-17</u></b>	
Number of Groups:	7	6	
Revenue Arrived:	\$221,430	\$175,816	26%
Projected Commission:	\$3,863	\$4,434	-13%
Room Nights:	1140	957	19%
Number of Delegates:	506	388	30%
Arrived Group Types:	4 Corp, 3	3 Corp, 1	
	Assoc.	Assoc., 1 Smf,	
		1 Film crew	

Monthly Detail/Activity	<u>August-18</u>	<u>August-17</u>	
<b><u>Number of Groups Booked:</u></b>	<b>4</b>	<b>2</b>	
Revenue Booked:	\$248,395	\$58,220	327%
Projected Commission:	\$66	\$2,560	-97%
Room Nights:	1147	409	180%
Number of Delegates:	307	165	86%
Booked Group Types:	3 Corp., 1 SMF	1 Corp., 1	
Lost Business, # of Groups:	14	Assoc.	
		6	

<u>Arrived in the month</u>	<u>August-18</u>	<u>August-17</u>	
Number of Groups:	8	4	
Revenue Arrived:	\$154,661	\$55,514	179%
Projected Commission:	\$66	\$1,101	-94%
Room Nights:	876	234	274%
Number of Delegates:	374	152	146%
	5 Corp, 1	2 Corp, 1	
Arrived Group Types:	Assoc., 2 SMF	Assoc., 1 Non-Profit	

<u>Monthly Detail/Activity</u>	<u>July-18</u>	<u>July-17</u>	
<u>Number of Groups Booked:</u>	6	7	
Revenue Booked:	\$755,251	\$638,565	18%
Projected Commission:	\$6,861	\$20,074	-66%
Room Nights:	3526	3689	-4%
Number of Delegates:	1075	4680	-77%
	2 Corp, 3	4 Corp, 2	
Booked Group Types:	Assoc., 1 SMF	Assoc., 1 SMF	
Lost Business, # of Groups:	5	1	

<u>Arrived in the month</u>	<u>July-18</u>	<u>July-17</u>	
Number of Groups:	8	5	
Revenue Arrived:	\$497,793	\$319,142	56%
Projected Commission:	\$12,999	\$13,840	-6%
Room Nights:	3963	1368	190%
Number of Delegates:	4370	645	578%
	5 Corp, 3	4 Corp, 1	
Arrived Group Types:	Assoc.	Assoc.	

	<u>Current Numbers</u>	<u>Goals</u>
For 2019/20:	\$1,322,360	\$750,000
For 2020/21:	\$193,747	\$500,000

NUMBER OF LEADS Generated as of 12/31/18:	177
YTD 12/31/17:	157
YTD 12/31/16:	127

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

2017/2018	302
2016/2017	244
2015/2016	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107



# Monthly Report December 2018

## CONFERENCE REVENUE STATISTICS

### South Lake Tahoe

#### Year to Date Bookings/Monthly Production Detail FY 17/18

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>18/19</u>	<u>17/18</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/18:	\$669,977	\$204,568	228%
Forecasted Commission for this Revenue:	\$29,617	\$4,988	494%
Number of Room Nights:	2872	1349	113%
Number of Delegates:	1659	617	169%
Annual Commission Projection:	\$25,000	\$10,000	150%

Monthly Detail/Activity	<u>December-18</u>	<u>Decemeber 2017</u>	
<u>Number of Groups Booked:</u>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$47,500	\$9,240	414%
Projected Commission:	\$7,125	\$0	
Room Nights:	80	60	33%
Number of Delegates:	16	250	-94%
Booked Group Types:	1 Corp.	1 Wedding	

<u>Arrived in the month</u>	<u>December-18</u>	<u>*Est.</u>	<u>December-17</u>	
Number of Groups:	1		1	
Revenue Arrived:	\$47,500		\$1,580	2906%
Projected Commission:	\$7,125		\$79	8919%
Room Nights:	80		26	208%
Number of Delegates:	16		12	33%
Booked Group Types:	1 Corp.		1 Govt.	

Monthly Detail/Activity	<u>November-18</u>	<u>November-17</u>	
<u>Number of Groups Booked:</u>	<b>0</b>	<b>1</b>	
Revenue Booked:	\$0	\$2,228	
Projected Commission:	\$0	\$334	
Room Nights:	0	12	
Number of Delegates:	0	6	
Booked Group Types:		1 Corp.	

<u>Arrived in the month</u>	<u>November-18</u>	<u>November-17</u>	
Number of Groups:	0	2	
Revenue Arrived:	\$0	\$33,553	
Projected Commission:	\$0	\$563	
Room Nights:	0	347	
Number of Delegates:	0	132	
Booked Group Types:		1 Corp., 1 Smf	

<b>Monthly Detail/Activity</b>	<b><u>October-18</u></b>	<b><u>October-17</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$7,942	\$5,547	43%
Projected Commission:	\$0	\$0	
Room Nights:	38	45	-16%
Number of Delegates:	75	45	67%
Booked Group Types:	1 Corp.	1 Assoc.	
 <b><u>Arrived in the month</u></b>	 <b><u>October-18</u></b>	 <b><u>October-17</u></b>	
Number of Groups:	3	1	
Revenue Arrived:	\$98,202	\$10,842	806%
Projected Commission:	\$0	\$0	
Room Nights:	737	78	845%
Number of Delegates:	228	25	812%
Booked Group Types:	1 Govt., 1 Assoc., 1 Corp.	1 Corp.	
 <b>Monthly Detail/Activity</b>	 <b><u>September-18</u></b>	 <b><u>September-17</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>0</b>	<b>1</b>	
Revenue Booked:	\$0	\$38,000	-100%
Projected Commission:	\$0	\$5,700	
Room Nights:	0	380	-100%
Number of Delegates:	0	200	-100%
Booked Group Types:		1 Assoc.	
 <b><u>Arrived in the month</u></b>	 <b><u>September-18</u></b>	 <b><u>September-17</u></b>	
Number of Groups:	3	1	
Revenue Arrived:	\$51,530	\$33,892	52%
Projected Commission:	\$2,383	\$0	
Room Nights:	282	136	107%
Number of Delegates:	230	70	229%
Booked Group Types:	2 Corp, 1 Assoc.	1 Assoc.	
 <b>Monthly Detail/Activity</b>	 <b><u>August-18</u></b>	 <b><u>August-17</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>1</b>	
Revenue Booked:	\$12,005	\$50,490	-76%
Projected Commission:	\$0	\$0	
Room Nights:	78	488	-84%
Number of Delegates:	38	200	-81%
Booked Group Types:	1 Corp., 1 Govt.	1 Assoc.	
 <b><u>Arrived in the month</u></b>	 <b><u>August-18</u></b>	 <b><u>August-17</u></b>	
Number of Groups:	3	1	
Revenue Arrived:	\$109,857	\$32,350	240%
Projected Commission:	\$6,034	\$1,617	273%
Room Nights:	331	82	304%
Number of Delegates:	195	20	875%
Booked Group Types:	1 Corp, 1 Assoc, 1 Smf	1 Corp.	
 <b>Monthly Detail/Activity</b>	 <b><u>July-18</u></b>	 <b><u>July-17</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>3</b>	<b>0</b>	
Revenue Booked:	\$226,602	\$0	

Projected Commission:	\$8,828	\$0
Room Nights:	1038	0
Number of Delegates:	500	0
Booked Group Types:	2 Assoc., 1 Corp.	

<b><u>Arrived in the month</u></b>	<b><u>July-18</u></b>	<b>* Est.</b>	<b><u>July-17</u></b>
Number of Groups:	3		0
Revenue Arrived:	\$135,902		\$0
Projected Commission:	\$0		\$0
Room Nights:	738		0
Number of Delegates:	510		0
Booked Group Types:	2 Assoc., 1 Corp.		



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### Tourism Development Report on Activities November 2018

Departmental Reports Posted - <http://www.nltra.org/marketing/?cat=1>

#### PR Highlights

- 412 placements; \$1.9M in ad value; 104,890,188 in total impressions.
  - Publication highlights include USA Today, Outside Online, SF Gate, 7x7, NBC Los Angeles, NBC San Diego
- Hosted:
  - Travel Nevada Media FAM – 27 Journalists, 6 Countries for two days.
  - Malik Cocherel for the Tahoe Film Fest
- NLT B2B Release sent to local/regional media – touting SMARI results, new Canada office and other accomplishments

#### Content Review

- 5 Blogs Posted
- 2 Newsletter Distributed
- Tahoe Treasures Social Media Content Campaign
  - Treasures of Tahoe wrapped for Fall
    - Historic Hideaways and High-Flying Adventure has accumulated over 200k impressions and 11k engagements
    - 47.8K Average Reach per Post

#### Social Media Update

- 1,007 New followers across FB, Instagram and Twitter
- 2.7 million impressions
- 68.3k engagements
- #TahoeSnowTracker launched for winter and has accumulated over 65k impressions, 4.8k engagements and high sharing numbers, including a share from Visit California

#### Paid Media Update

- 3.4 million impressions
- 4,300 website visits
- 260 Book Now Conversions
- 1,919 Time on Site Conversions – nearly 45% of all users stemming from digital ads spent more than 115 seconds on the site, up from 34% the prior month
- Optimizations made to advertising mediums and targeting are proving to have a positive impact, with the average session duration increasing for the past 8 months
- Nearly 54K users visited GoTahoeNorth's website in November, up from 44K the year before (+22%). In addition, the average session duration from ad traffic improved from 30 seconds in 2017 to 50 seconds this year (+67%).
- Paid social performance continued to improve in November, with the average cost per conversion hovering around \$9. This is down from \$21 in November 2017. Improved performance on social can be attributed to the use of dynamic creative and copy

#### Leisure Sales Efforts

- New Marketing Coop: Dreamscapes Canada
  - Travel Nevada incentivized promotion
  - ½ page ad with a ½ page advertorial about NLT
  - Winter issue



- Expedia Program Update:
  - Launched September 15<sup>th</sup>, switched to winter creative Nov 1<sup>st</sup>
  - Extending the program through December 15<sup>th</sup>
  - Current ROI: 12:1
  - Producing over \$170,000 in room revenue
- FAMs:
  - Hosted Travel Nevada Global Tourism Summit Post Media FAM
    - November with 27 journalists from 10+ countries
  - Upcoming Winter FAMs:
    - North Lake Tahoe Winter FAM – January 14-17<sup>th</sup>
    - China Visit California FAM – January 14<sup>th</sup>
- International Office Update
  - UK/Ireland Update:
    - Meetings held with Abercrombie & Kent, BA Holidays
    - Working on Sip & Ski FAM
    - Attended World Travel Market
    - Trainings conducted with Flight Centre, Thomas Cook.
      - Total agents trained: 75
  - Australia October Update:
    - 59 agents trained
    - Highlights: Thanksgiving Event, Sno’N’Ski Training, Snowcapped Training & Flight Centre Trainings
    - Leads: Destination HQ, MTA Travel

#### Conference Sales

##### Definite Bookings:

- Meister Media Worldwide, October 21-24, 2019. 243 room nights; \$36,263 in room revenue and 75pp at the Village at Squaw Valley
- Meister Media Worldwide, FruitGrower Direct, November 11-14, 2019. 243 room nights; \$36,263 in room revenue and 80pp at the Village at Squaw Valley
- California Special Districts Association, General Manager Leadership Summit, June 27 – July 2, 2020. 376 room nights; \$76,146 in room revenue and 145pp at the Resort at Squaw Creek
- Water Quality Association, Mid-Year Leadership Summit, 9/13 – 17, 2020. 280 room nights; \$77,745 in room revenue and 150 pp at the Resort at Squaw Creek
- The Institute of Makers of Explosives, Annual Fall Meeting, September 28 – October 6, 2019. 220 room nights; \$56,000 in room revenue and 100pp at the Hyatt
- Employer Associations of America, Fall CEO Conference, September 14-18, 2019. 77 room nights; \$16,093 in room revenue and 27pp at the Hyatt
- Adventist Health, Hanford Strategic Planning Retreat, April 4-6, 2019, 360 room nights; \$96,116 in room revenue and 200pp at the Resort at Squaw Creek
- Adventist Health, Mission Summit, April 9-13, 2019, 589 room nights; \$66,348 in room revenue and 300pp at the Resort at Squaw Creek
- HPN Global, 58597 Mini-Conference, May 18-22, 2019, 70 room nights; \$12,448 in room revenue and 3pp at the Ritz-Carlton
- Microsoft, Go for the Gold Tahoe, June 5-9, 2019, 183 room nights; \$35,742 in room revenue and 45pp at the Hyatt
- Lever, Culture Quest 2019, August 20-22, 2019, 292 room nights; \$58,254 in room revenue and 175pp at the Hyatt
- Accu-Bore, Holiday Party, November 8-9, 2019, 204 room nights; \$30,396 in room revenue and 300pp at the Hyatt

##### Events/Trade Shows Attended

- CalSAE Seasonal Spectacular in Sacramento. Staff met with roughly 75 current and potential customers who swiped their card at the trade show booth and generated 4 leads from the show.
  - Hosted a 13-person customer dinner at Camden Spit & Larder with the Hyatt, Resort at Squaw Creek, Village at Squaw Valley
- HPN Partner Conference in Miami. Over 30 one on one appointments with HPN meeting planners and participated in networking events with roughly 200 HPN planners
- Connect Southwest. 20 one on one appointments with meeting planners from across the country

- Connect Georgia. 22 one on one appointments with meeting planners from across the country. Conducted a number of sales calls in Atlanta

#### Site Visits/Contacts

- In the months of November & December, staff made over 800 contacts with prospective clients.
- Lever, Culture Quest 2019, 292 room nights in August 2019
- California Association of Community College Registrars and Admissions Officers, Annual Meeting, 620 room nights in April 2020
- Connect Southwest North Lake Tahoe pre-conference customer familiarization tour. Staff hosted 11 customers for 2 nights of activities and hotel tours. The planners stayed at the Resort at Squaw Creek and toured Hyatt, Ritz-Carlton, Granlibakken and the Village at Squaw Valley. They also saw a number of offsite venues including Thunderbird Lodge, High Camp and Truckee
- American Angus Association, Board Meeting. 228 room nights in June 2019. They have selected the Resort at Squaw Creek

#### Sponsored Events

- Partnership Funding Grants Approved
  - Applications for funding of events taking place in 2019 were submitted on November 2, 2018. A selection panel reviewed applications and met with all applicants before making funding recommendations based on existing criteria.
  - Total of \$53,000 awarded to 12 different events.
  - Currently meeting with recipients and putting together a toolkit for frequently asked questions and expectations.



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## North Lake Tahoe Resort Association/Chamber of Commerce Board Report: December 2018

### Communications Update

Website (NLTRA.org): Final stages of development and design are underway via SDBX Studios.

Social Media: December posts focused on community events, resort openings, non-profit season and local businesses giving back; two ribbon cuttings (Snowbird Chair @ Tahoe Donner and Summit Smokehouse @ Northstar California), along with tourism insights that included campaigns, guest information and content from NLTRA staff. Through Holiday Market promotion, local businesses were highlighted and tagged numerous times, increasing the value of their vendor partnership.

Facebook Insights: Dec. 6 - Jan. 2

- Total Page Followers: 3,980
- New Followers: 10
- Total Post Reach: 4,112
- Total Post Engagements: 993
- Total Video Views: 2,285

Facebook Live Highlights: Dec. 1 – Dec. 31

- D’lish Catering @ Local Holiday Market, Dec. 1. Results: Reach: 419; Engagements: 57; Views: 180
- Local Business Vendors @ Holiday Market, Dec. 1. Results: Reach: 404; Engagements: 44; Views: 154
- North Tahoe Jazz Band @ Holiday Market, Dec. 1. Results: Reach: 674; Engagements: 121; Views: 311
- NLTRA Board Meeting, Dec. 5. Results (average per post): Reach: 228; Engagements: 22; Views: 86
- Snowbird Chair Ribbon Cutting @ Tahoe Donner, Dec. 7. Results: Reach: 518; Engagements: 51; Views: 211
- Business Gives Back: A Community Panel @ Sierra Nevada College, Dec. 11. Reach: 205; Engagements: 13; Views: 408
- Summit Smokehouse @ Northstar California, Dec. 14. Results: Reach: 492; Engagements: 64; Views: 245
- Gar Woods 30<sup>th</sup> Anniversary & Chamber Mixer, Dec. 20. Results: Reach: 2,612; Engagements: 224; Views: 1,300

Media Placements:

- Photo Feature of Local Business Holiday Market vendors and attendees, Sierra Sun (print): Dec. 7
- Pending: Local Business Staying Power - Gar Woods Celebrates 30 Years in North Lake Tahoe, Sierra Sun (run date: TBD)
- Ongoing Breakfast Club advertising via Sierra Sun (twice per month; value: \$5,280)

### Membership Report

Membership Base: 384

New Members:	New Member Leads:
<ul style="list-style-type: none"><li>• Safeway, Tahoe City</li><li>• Tahoe Star Tours</li><li>• Tiffany Connolly, writer</li><li>• Kyle Marmesh, graphic designer</li></ul>	<ul style="list-style-type: none"><li>• Safeway, Kings Beach</li><li>• Tahoe Tap Haus</li><li>• Tahoe Business Exchange</li><li>• Luxury Retreats</li><li>• Tahoe City Inn</li><li>• Jim Morrison Construction</li><li>• Truckee-Tahoe Lumber</li><li>• Goose &amp; Chey’s Restaurant</li><li>• Brockway Golf Course</li><li>• Spindleshanks</li></ul>

### Chamber of Commerce Updates, Events & Partnerships

- December Breakfast Club: Speakers included the Placer County Assessor, Placer County Treasurer, and two representatives from Tahoe Truckee Community Foundation.
- Two Networking Mixers were held in December:
  - Northern Lights Mixer in conjunction with the Incline Village Business Association: Dec. 7.
  - Gar Woods Mixer and 30<sup>th</sup> Anniversary Celebration: Dec. 20.
- Sierra Sun Meet & Greet: Convened meeting with the Sierra Sun to educate the editor, publisher and lead business reporter on NLTRA background, North Tahoe business advocacy and destination marketing efforts.
- Business Association 2019 Planning Meeting: Representatives from TCDA, NTBA, Sierra Business Council, NLTRA and Placer County met to discuss 2019 training seminars, business workshops and collaborative opportunities for the 2019 calendar year. Next steps include a local design contest to brand the series and further discussion on topics and speakers.
- Breakfast Club Sponsorships: The Chamber team is working to secure 2019 Breakfast Club sponsors to generate additional revenue for this monthly event; funds will be utilized for staff time and hard costs. Sponsorship Fee for the 2019 calendar year is \$750 and includes business logo/tag on promotional materials and input on speaker topics and program themes.

### Event Recaps

Guest Services Training: The Visitor Center welcomed front-line staff for a free 1-hour training to learn about the range of resources the NLTRA offers along with *What's New* information for the 2019 winter season. The interactive training included guest presenter, Jaime Wright, who shared updates and resources to encourage public transit, and two videos from the online video series housed on GoTahoeNorth.com and funded by Placer County in the 2017-18 FY. In total, 23 people were in attendance. The training will be offered again in spring to prepare for summer visitation.

Business Gives Back - A Community Panel Connecting Businesses to Non-Profit Organizations: Combining business leadership and savvy fundraising tactics, this diverse panel educated attendees on community foundation resources and successful business + non-profit partnerships. Attendees included 24 community members, 15 of which were representing a local non-profit. The event was live-streamed and has currently been viewed 408 times.

### Looking ahead:

- Partnership Funding Press Release
- Business Insurance Training: Date/Time TBD
- Chamber Mixer at Moe's Original BBQ: Jan. 17 @ 5-7 p.m.
- 2019 Labor Law Update in conjunction with the Better Business Bureau: Jan. 29 @ 10-11 a.m.





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## North Lake Tahoe Visitor Information Center Visitor Report: December 2018

### VISITORS SERVED:

#### Nov. 2018

Total TC Walk-ins: 3,112

Total Phone Calls: 364

Events: 140

**Total: 3,588**

#### Dec. 2017

Total TC Walk-ins: 2,687

Total Phone Calls: 251

Events: 0

**Total: 2,938**

#### Dec. 2018

Total TC Walk-ins: 2,161

Total Phone Calls: 167

Events: 75

**Total: 2,403**

### REFERRALS GIVEN TO VISITORS:

<b>Restaurants</b>  <b>216</b>	<b>Lodging</b>  <b>47</b>	<b>Historic/Museum</b>  <b>68</b>	<b>Events</b>  <b>13</b>
<b>Tours</b>  <b>8</b>	<b>Surrounding Towns (SLT/Truckee)</b>  <b>67</b>	<b>Shopping</b>  <b>85</b>	<b>Transportation</b>  <b>20</b>
<b>Real Estate</b>  <b>0</b>	<b>Activities Mountain/Trails</b>  <b>263</b>	<b>Activities – Lake</b>  <b>47</b>	<b>Maps/Directions</b>  <b>341</b>

**TOTAL: 1,175 = 39 referrals per day**

**Visitor Surveys Gathered: 28**

**Guest Book Signatures – Total Collected: 31**

- Domestic Visitation: VT, CA, FL, TX, CO, VA, GA, MI, OR, OH, LA
- International visitation included Taiwan, Germany, Australia, Brazil

### December Highlights:

- Added one additional local vendor to the Visitor Center (Jackie Pearson)
- Special Events: attended both days of the Local Business Holiday Market

# North Lake Tahoe Marketing Cooperative Balance Sheet

Accrual Basis

As of November 30, 2018

	Nov 30, 18	Nov 30, 17	\$ Change	% Change
<b>ASSETS</b>				
Current Assets				
Checking/Savings				
1000-00 · Cash	467,468.52	449,660.14	17,808.38	4.0%
Total Checking/Savings	467,468.52	449,660.14	17,808.38	4.0%
Accounts Receivable				
1200-00 · Accounts Receivable	7,816.02	6,222.20	1,593.82	25.6%
Total Accounts Receivable	7,816.02	6,222.20	1,593.82	25.6%
Other Current Assets				
1300 · Reimbursements Receivable	166.00	0.00	166.00	100.0%
1350-00 · Security Deposits	100.00	0.00	100.00	100.0%
Total Other Current Assets	266.00	0.00	266.00	100.0%
Total Current Assets	475,550.54	455,882.34	19,668.20	4.3%
Other Assets				
1400-00 · Prepaid Expenses	34,346.35	5,686.64	28,659.71	504.0%
Total Other Assets	34,346.35	5,686.64	28,659.71	504.0%
<b>TOTAL ASSETS</b>	<b>509,896.89</b>	<b>461,568.98</b>	<b>48,327.91</b>	<b>10.5%</b>
<b>LIABILITIES &amp; EQUITY</b>				
Liabilities				
Current Liabilities				
Accounts Payable				
2000-00 · Accounts Payable	51,914.79	150,253.16	(98,338.37)	(65.5)%
Total Accounts Payable	51,914.79	150,253.16	(98,338.37)	(65.5)%
Credit Cards				
2080 · Bank of the West Credit Cards				
2080-02 · MC_4222 Jason	0.00	2,533.31	(2,533.31)	(100.0)%
2080-05 · MC_2107 Greg	0.00	1,528.31	(1,528.31)	(100.0)%
2080-09 · MC_3126 Sarah	0.00	5,097.42	(5,097.42)	(100.0)%
Total 2080 · Bank of the West Credit Cards	0.00	9,159.04	(9,159.04)	(100.0)%
Total Credit Cards	0.00	9,159.04	(9,159.04)	(100.0)%
Other Current Liabilities				
2402-00 · Suspense - Jason	0.00	(174.22)	174.22	100.0%
Total Other Current Liabilities	0.00	(174.22)	174.22	100.0%
Total Current Liabilities	51,914.79	159,237.98	(107,323.19)	(67.4)%
Total Liabilities	51,914.79	159,237.98	(107,323.19)	(67.4)%
Equity				
32000 · Unrestricted Net Assets	189,432.74	176,268.43	13,164.31	7.5%
Net Income	268,549.36	126,062.57	142,486.79	113.0%
Total Equity	457,982.10	302,331.00	155,651.10	51.5%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>509,896.89</b>	<b>461,568.98</b>	<b>48,327.91</b>	<b>10.5%</b>

# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

November 2018

	Nov 18	Budget	Jul - Nov 18	YTD Budget	Annual Budget
<b>Income</b>					
4000-00 · LTIVCBVB Funding	79,705.00	79,705.00	497,173.00	497,173.00	942,000.00
4001-00 · NLTRA Funding	121,652.00	121,652.00	608,263.00	608,258.00	1,459,822.00
4004-00 · IVCBVB Entertainment	0.00	0.00	4,000.00	4,000.00	8,000.00
<b>Total Income</b>	<b>201,357.00</b>	<b>201,357.00</b>	<b>1,109,436.00</b>	<b>1,109,431.00</b>	<b>2,409,822.00</b>
<b>Gross Profit</b>	<b>201,357.00</b>	<b>201,357.00</b>	<b>1,109,436.00</b>	<b>1,109,431.00</b>	<b>2,409,822.00</b>
<b>Expense</b>					
<b>5000-00 · CONSUMER MARKETING</b>					
5001-00 · Broadcast / Radio - High Notes	0.00	0.00	13,471.65	20,000.00	20,000.00
5002-00 · Consumer Print	0.00	0.00	24,000.00	24,000.00	40,000.00
5002-01 · Native Display	0.00	4,500.00	3,063.00	8,500.00	50,000.00
5004-00 · Trip Advisor	0.00	3,125.00	14,135.50	15,625.00	95,000.00
5005-00 · Paid Social	0.00	3,150.00	29,585.82	42,350.00	135,000.00
5005-01 · Digital Display	0.00	5,700.00	31,227.93	43,564.00	115,004.00
5005-02 · Retargeting Video	0.00	390.00	0.00	3,500.00	10,000.00
5007-00 · Creative Production	6,820.00	10,000.00	57,221.95	51,000.00	121,000.00
5010-00 · Account Strategy & Management	7,000.00	7,000.00	35,000.00	35,000.00	84,000.00
5010-01 · Digital Management & Reporting	3,000.00	3,000.00	15,000.00	15,000.00	36,000.00
5010-02 · Website Strategy & Analysis	2,000.00	2,000.00	10,000.00	10,000.00	24,000.00
5013-00 · Outdoor	0.00	0.00	0.00	0.00	95,000.00
5015-00 · Video	0.00	5,000.00	4,754.59	11,000.00	25,000.00
5017-00 · Rich Media	0.00	0.00	20,000.00	0.00	50,000.00
5018-00 · Media Commission	0.00	3,369.00	18,933.48	27,662.00	98,796.00
5018-01 · Digital Ad Serving	0.00	625.00	245.57	3,125.00	7,500.00
5018-03 · Strategic Marketing Plan	0.00	0.00	0.00	3,500.00	3,500.00
5020-00 · Search Engine Marketing	0.00	1,500.00	14,928.59	16,500.00	50,000.00
5022-00 · Email	0.00	2,550.00	12,877.50	12,750.00	45,000.00
5023-00 · Additional Opportunities	0.00	40,479.00	0.00	40,479.00	40,479.00
5025-00 · Expedia	0.00	7,500.00	0.00	22,500.00	30,000.00
<b>Total 5000-00 · CONSUMER MARKETING</b>	<b>18,820.00</b>	<b>99,888.00</b>	<b>304,445.58</b>	<b>406,055.00</b>	<b>1,175,279.00</b>
<b>5110-00 · LEISURE SALES</b>					
5107-00 · Creative Production	503.75	0.00	2,163.75	500.00	2,500.00
5111-00 · FAMS - Domestic	0.00	0.00	22.00	0.00	1,250.00
5112-00 · Training / Sales Calls	117.02	1,000.00	445.66	2,000.00	3,500.00
5113-00 · Additional Opportunities	0.00	2,000.00	4,203.96	3,000.00	7,000.00
5115-00 · Travel Agent Incentive Program	0.00	0.00	0.00	0.00	1,000.00
5120-00 · Domestic - Trade Shows	123.59	1,000.00	498.04	2,000.00	4,750.00
5131-00 · FAMS -Intl - Travel Trade	332.99	0.00	388.94	2,250.00	6,500.00
5132-00 · FAMS -Intl - Media	2,124.36	1,000.00	3,456.19	5,000.00	12,000.00
5133-00 · Ski-Tops	0.00	0.00	0.00	800.00	3,250.00
5134-00 · Intl Marketing - Additional Opp	3,555.00	0.00	3,555.00	3,000.00	13,000.00
5136-00 · Tour Operator Brochure Support	0.00	0.00	2,500.00	0.00	6,000.00
5137-00 · Co-op Opportunities	(1,500.00)	5,000.00	4,000.00	5,000.00	13,000.00
5141-00 · Australian Sales Mission	0.00	0.00	2,455.55	0.00	5,500.00
5142-00 · UK Sales Mission	0.00	0.00	0.00	0.00	5,500.00
5143-00 · Mountain Travel Symposium	0.00	0.00	2,195.00	0.00	5,500.00
5144-00 · IPW - POW WOW	9,930.00	0.00	9,930.00	0.00	9,000.00
5145-00 · TIA Annual Dues	2,635.00	0.00	2,635.00	0.00	2,500.00
5146-00 · UK / Black Diamond	1,372.52	0.00	16,372.52	22,500.00	45,000.00
5147-00 · AUS / Gate 7	3,106.03	0.00	23,372.70	20,500.00	41,000.00
5149-00 · Mexico Program	2,100.00	3,000.00	2,124.48	3,000.00	5,000.00
5150-00 · China Program	0.00	0.00	3,550.77	8,500.00	8,500.00
5151-00 · RTO West	0.00	1,695.00	1,895.00	1,695.00	4,195.00
5152-00 · Go West	0.00	0.00	0.00	0.00	1,500.00
5154-00 · Canada	235.65	5,000.00	17,387.51	15,000.00	25,000.00
5155-00 · California Star Program	3,500.00	0.00	3,500.00	3,500.00	3,500.00
<b>Total 5110-00 · LEISURE SALES</b>	<b>28,135.91</b>	<b>19,695.00</b>	<b>106,652.07</b>	<b>98,245.00</b>	<b>235,445.00</b>
<b>5200-00 · PUBLIC RELATIONS</b>					
5200-01 · Strategy, Reporting, Mgmt, Etc.	2,200.00	2,200.00	11,000.00	11,000.00	26,400.00
5201-00 · National, Regional, & Local PR	5,000.00	5,000.00	25,000.00	25,000.00	60,000.00
5202-00 · PR Program/ Content Dev - Blogs	1,800.00	1,800.00	9,000.00	9,000.00	21,600.00
5204-00 · Media Mission(s)	0.00	0.00	1,550.00	5,300.00	10,600.00
5206-00 · Digital Buy/ Social Media Boost	500.00	500.00	2,500.00	2,500.00	6,000.00
5207-00 · Content Campaigns/Tools-My Emma	300.00	300.00	1,500.00	1,500.00	3,600.00
5208-00 · International Travel Media FAMS	1,000.00	3,000.00	3,466.03	6,000.00	12,000.00
5209-00 · Domestic Travel Media FAMS	2,000.00	3,209.00	9,953.03	16,042.00	38,500.00
5210-00 · Content Dev - Newsletters	2,000.00	2,000.00	10,000.00	10,000.00	24,000.00
5211-00 · Social Media Strategy & Mgmt	4,000.00	4,000.00	20,000.00	20,000.00	48,000.00
5212-00 · Social Giveaways & Contests	0.00	3,350.00	1,100.00	4,450.00	8,900.00
5213-00 · Facebook Live	1,500.00	0.00	1,500.00	1,620.00	6,480.00

# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

November 2018

	Nov 18	Budget	Jul - Nov 18	YTD Budget	Annual Budget
5214-00 · Social Takeover	0.00	1,100.00	6,688.34	5,300.00	13,000.00
5215-00 · Content Campaign-Local Luminary	0.00	0.00	13,500.00	11,000.00	22,000.00
<b>Total 5200-00 · PUBLIC RELATIONS</b>	<b>20,300.00</b>	<b>26,459.00</b>	<b>116,757.40</b>	<b>128,712.00</b>	<b>301,080.00</b>
<b>6000-00 · CONFERENCE SALES</b>					
6002-00 · Destination Print	0.00	6,000.00	2,800.00	8,500.00	20,500.00
6003-00 · Geo-Fence Targeting	0.00	800.00	2,214.76	2,900.00	3,000.00
6004-00 · Email	0.00	850.00	2,550.00	4,250.00	10,200.00
6004-01 · Newsletter	0.00	1,650.00	0.00	1,650.00	5,950.00
6005-00 · Paid Media	0.00	1,234.00	3,118.59	5,286.00	12,154.00
6006-00 · CVENT	0.00	0.00	13,196.46	13,196.00	13,196.00
6007-00 · Creative Production	2,783.75	2,000.00	10,276.75	8,000.00	20,000.00
6008-00 · Conference PR / Social Outreach	1,000.00	1,000.00	5,000.00	5,000.00	12,000.00
6010-00 · Collateral Production	0.00	0.00	0.00	2,500.00	7,500.00
6018-00 · MCC Media Commission	0.00	1,370.00	2,831.46	4,653.00	8,450.00
6018-01 · MCC Digital Ad Serving	0.00	0.00	34.98	200.00	200.00
6019-00 · Conference Direct Partnership	0.00	0.00	0.00	5,000.00	5,000.00
6128-00 · HelmsBriscoe Strategic Partner	500.00	0.00	2,500.00	0.00	6,000.00
6152-00 · Client Events / Opportunities	1,332.59	0.00	7,115.16	7,500.00	18,000.00
6153-00 · Chicago Sales Rep Support	0.00	0.00	690.03	500.00	10,000.00
<b>Total 6000-00 · CONFERENCE SALES</b>	<b>5,616.34</b>	<b>14,904.00</b>	<b>52,328.19</b>	<b>69,135.00</b>	<b>152,150.00</b>
<b>6100-00 · TRADE SHOWS</b>					
6111-00 · Site Inspections	202.67	250.00	2,807.17	2,250.00	7,000.00
6115-00 · Chicago Holiday Showcase	0.00	0.00	0.00	0.00	3,000.00
6116-00 · CalSAE Seasonal Spectacular	0.00	0.00	3,554.00	2,500.00	3,000.00
6118-00 · ASAE Annual	0.00	0.00	5,945.97	4,250.00	4,250.00
6120-00 · AFW Client Event	0.00	0.00	820.83	3,000.00	3,000.00
6120-01 · Sac River Cats Client Event	0.00	0.00	2,002.97	3,000.00	3,000.00
6127-00 · CalSAE Annual	30.75	0.00	153.75	0.00	6,700.00
6136-00 · Mountain Travel Symposium	0.00	0.00	0.00	0.00	4,895.00
6143-00 · Connect Marketplace	0.00	0.00	2,402.34	2,500.00	10,000.00
6144-00 · ASAE XDP	0.00	2,500.00	0.00	2,500.00	4,000.00
6150-01 · Luxury Meeting Summit Northwest	0.00	0.00	1,650.00	1,500.00	3,000.00
6150-02 · Luxury Summit Meeting Texas	0.00	0.00	3,300.00	4,500.00	4,500.00
6150-03 · Luxury Meeting Summit NorCal	0.00	0.00	1,650.00	1,500.00	2,800.00
6150-05 · Luxury Meeting Summit PHX/SD/OC	0.00	0.00	3,300.00	4,200.00	4,200.00
6151-00 · Destination CA	0.00	0.00	0.00	0.00	1,500.00
6154-00 · HelmsBriscoe ABC	0.00	0.00	0.00	0.00	5,500.00
6156-00 · Connect California	0.00	0.00	0.00	3,750.00	5,000.00
6156-02 · Connect Chicago	0.00	0.00	0.00	3,750.00	4,000.00
6156-03 · Connect New England	0.00	0.00	112.00	3,750.00	6,250.00
6156-04 · Connect Georgia	3,700.00	2,000.00	3,700.00	5,750.00	5,750.00
6157-00 · HPN Partner Conference	1,102.26	2,005.00	3,717.80	3,700.00	3,700.00
6157-01 · HPN Spring Training CE (RSCVA)	0.00	0.00	0.00	0.00	3,000.00
6160-00 · AllThingsMeetings Silicon Valley	0.00	0.00	1,038.15	500.00	1,500.00
6160-01 · AllThingsMeetings East Bay	1,161.44	1,500.00	1,756.44	2,000.00	2,000.00
6161-00 · Connect Southwest	0.00	0.00	0.00	3,750.00	4,450.00
6162-00 · Connect Tech & Medical	0.00	0.00	4,745.85	5,250.00	5,250.00
6163-00 · Connect Financial	0.00	0.00	0.00	3,750.00	5,250.00
6164-00 · Connect Mountain Incentive	0.00	0.00	0.00	3,750.00	5,250.00
6165-00 · Bay Area Client Appreciation	0.00	0.00	0.00	0.00	5,000.00
6166-00 · Sports Commission	0.00	0.00	0.00	0.00	2,900.00
6167-00 · Nor Cal DMO	0.00	0.00	0.00	1,500.00	4,500.00
<b>Total 6100-00 · TRADE SHOWS</b>	<b>6,197.12</b>	<b>8,255.00</b>	<b>42,657.27</b>	<b>72,900.00</b>	<b>134,145.00</b>
<b>7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>					
5008-00 · Cooperative Programs	2,568.88	0.00	10,714.44	18,000.00	51,000.00
5009-00 · Fulfillment / Mail	309.99	0.00	9,062.94	7,000.00	13,000.00
5021-00 · RASC-Reno Air Service Corp	0.00	0.00	50,000.00	50,000.00	100,000.00
5123-00 · HSVC - High Sierra Visitors	0.00	0.00	2,000.00	0.00	2,250.00
7001-00 · Miscellaneous	0.00	250.00	0.00	1,250.00	3,000.00
7002-00 · CRM Subscription	833.33	0.00	4,166.65	10,000.00	10,000.00
7003-00 · IVCBVB Entertainment Fund	457.50	0.00	1,592.23	2,000.00	8,000.00
7004-00 · Research	113.72	0.00	3,908.72	0.00	45,000.00
7005-00 · Film Festival	0.00	0.00	15,000.00	15,000.00	15,000.00
7006-00 · Special Events	0.00	0.00	0.00	0.00	45,000.00
7007-00 · Destimetrics / DMX	0.00	0.00	16,675.00	16,676.00	33,352.00
7008-00 · Opportunistic Funds	682.64	6,600.00	75,960.98	6,600.00	16,600.00
7009-00 · Tahoe Cam Usage	531.00	177.00	531.00	885.00	2,124.00
8700-00 · Automobile Expense*	383.68	200.00	2,568.64	1,000.00	2,400.00
7000-00 · COMMITTED & ADMIN EXPENSES - Other	0.00		(5,779.00)		
<b>Total 7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>	<b>5,880.74</b>	<b>7,227.00</b>	<b>186,401.60</b>	<b>128,411.00</b>	<b>346,726.00</b>

# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

November 2018

	Nov 18	Budget	Jul - Nov 18	YTD Budget	Annual Budget
8000-00 • WEBSITE CONTENT & MAINTENANCE					
8002-00 • Content Manager Contractor	3,583.33	3,750.00	17,916.65	18,750.00	45,000.00
8003-00 • Website Hosting Maintenance	0.00	0.00	13,727.88	10,000.00	20,000.00
Total 8000-00 • WEBSITE CONTENT & MAINTENANCE	3,583.33	3,750.00	31,644.53	28,750.00	65,000.00
Total Expense	88,533.44	180,178.00	840,886.64	932,208.00	2,409,825.00
Net Income	112,823.56	21,179.00	268,549.36	177,223.00	(3.00)



## Accounts Receivable Summary

Invoices With Apply Dates Through November 30, 2018

Aged as of Friday, November 30, 2018

<u>Revenue Item</u>	(Double click to drill down)	<u>Not Yet Due</u>	<u>Current</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>91 - 120</u>	<u>121+</u>	<u>Total</u>
Activities		0.00	80.00	0.00	0.00	0.00	135.00	215.00
Community Awards 2018- Employee Av		0.00	0.00	0.00	0.00	0.00	40.00	40.00
Dues		0.00	3,695.00	875.00	275.00	0.00	8,840.00	13,685.00
Email Blast		0.00	0.00	80.00	240.00	0.00	0.00	320.00
Sponsorships		0.00	0.00	0.00	0.00	0.00	250.00	250.00
TMBC - Ticket		0.00	30.00	15.00	30.00	0.00	0.00	75.00
<b>Total Open Invoices</b>		<u>0.00</u>	<u>3,805.00</u>	<u>970.00</u>	<u>545.00</u>	<u>0.00</u>	<u>9,265.00</u>	<u>14,585.00</u>

Unapplied Payments With Payment

Dates Prior to and Including

11/30/2018

Pre-Payments: Payments Made Prior to 11/30/2018 on Invoices With Apply Dates After 11/30/2018

Total Pre-Payments

Net Accounts Receivable (Open Invoices Less Unapplied Payments Less Pre-Payments)

14,585.00

# KEY METRICS FOR November 30, 2018 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru October 2018)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2011 - 2012	3,683,345	1,794,633	3,159,674	1,554,224	\$ 10,191,876
2012 - 2013	3,882,952	2,106,483	4,263,868	1,447,976	\$ 11,701,279
2013 - 2014	4,525,882	2,145,820	3,569,535	1,751,001	\$ 11,992,238
2014 - 2015	4,693,908	2,527,728	3,513,439	1,868,331	\$ 12,603,406
2015 - 2016	4,872,923	3,874,544	5,438,716	2,349,780	\$ 16,535,963
2016 - 2017	5,505,352	3,358,686	6,115,617	3,353,157	\$ 18,332,812
2017 - 2018	6,270,288	3,443,205	5,594,120	3,162,945	\$ 18,470,558
2018 - 2019	5,667,116				\$ 5,667,116

updated

Visitor Information Comparative Statistics For FYTD 2015/16 - 2018/19 (thru Nov 2018)					
Referrals -	2015-2016	2016-2017	2017-2018	2018-2019	YOY % Change
Tahoe City:					
Walk In	24,716	23,356	24,546	24,446	-0.41%
Phone	1,221	1,638	1,652	1,501	-9.14%
Email	80	173	186	180	-3.23%
Kings Beach (Walk In)	8,609	3,926	8,733	11,439	30.99%
NLT - Event Traffic	1,760	4,150	3,127	3,227	3.20%
Total	36,386	33,243	38,244	40,793	6.67%

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe ( 6 mth lag)					
Quarter	2015	2016	2017	2018	YOY % Change
First (Jan - Mar)	\$ 573,778	\$ 699,157	\$ 814,951	\$ 733,660	-9.97%
Second (Apr - June)	\$ 495,699	\$ 559,589	\$ 728,030	\$ -	-100.00%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 987,813	\$ -	-100.00%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 634,133	\$ -	-100.00%
Total	\$ 2,542,230	\$ 2,832,127	\$ 3,164,927	\$ 733,660	-76.82%

Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Oct 2018
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.1%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.1%
Kings Beach (3,893)	6.0%	6.8%	6.1%	3.0%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.4%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.2%

Destimetrics Reservations Activity	FYTD 17/18	FYTD 18/19	YOY % Change
Occupancy	28.8%	38.8%	34.6%
ADR (Average Daily Rate)	\$ 209	\$ 204	-2.6%
RevPAR (Rev per Available Room)	\$ 60	\$ 79	31.0%
Occupancy 1 Mth Forecast	36.4%	38.3%	5.3%
ADR 1 Mth Forecast	\$ 410	\$ 381	-7.1%
RevPAR 1 Mth Forecast	\$ 149	\$ 146	-2.3%
Occupancy (prior 6 months)	50.3%	53.4%	6.1%
ADR (prior 6 months)	\$ 293	\$ 297	1.2%
RevPAR (prior 6 months)	\$ 148	\$ 159	7.4%
Occupancy (next 6 months)	20.8%	21.5%	3.3%
ADR (next 6 months)	\$ 339	\$ 305	-10.0%
RevPAR (next 6 months)	\$ 71	\$ 66	-7.0%

Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)		Total Chamber Membership	
FY 2015-16 Contract	\$ 4,260,134	June 2014	457
FY 2016-17 Contract	2,526,980	June 2015	474
Total Fund Balances	\$ 6,787,115	June 2016	508
		June 2017	424
		Jun 2018	378

Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 11/30/2018				
	2017-18	2017-18	2018-19	YOY %
FORWARD LOOKING				
	Actuals	Forecasted	Forecasted	Change
Total Revenue Booked	\$2,568,183	\$ 1,930,483	\$ 2,585,767	33.94%
Commission for this Revenue	\$ 60,863	\$ 56,151	\$ 58,165	3.59%
Number of Room Nights	12,962	10,321	13,883	34.51%
Number of Bookings	76	38	55	44.74%
Conference Revenue And Percentage by County:				
	17-18	18-19		
Placer	47%	68%	\$1,392,285	\$ 902,580 \$ 1,760,243 95.02%
Washoe	39%	9%	\$730,318	\$ 760,368 \$ 241,375 -68.26%
South Lake	12%	23%	\$397,939	\$ 225,961 \$ 584,149 158.52%
Nevada	2%	0%	\$50,288	\$ 41,574 \$ - -100.00%
Total Conference Revenue	100%	100%	\$2,570,830	\$ 1,930,483 \$ 2,585,767 33.94%
CURRENT				
NLT - Annual Revenue Goal			\$ 2,500,000	\$ 2,500,000 0.00%
Annual Commission Goal			\$ 70,000	\$ 50,000 -28.57%