



north lake tahoe

Chamber | CVB | Resort Association

**NLTRA Board of Directors  
Agenda and Meeting Notice  
Wednesday, February 7th, 2018  
Northstar Community Services District Board Room  
900 Northstar Drive, Truckee**

**NLTRA Mission**

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

**2018 Board of Directors**

**Adam Wilson(Chair)**

Northstar California

**Samir Tuma (Vice Chair)**

Kila Lake Tahoe

**Christy Beck (Treasurer)**

The Village at Squaw Valley

**Finance Committee**

**Brett Williams (Secretary)**

Agate Bay Realty  
**Marketing Committee**

**Jennifer Merchant (Erin Casey-Alternate)**

Placer County  
CEO Appointee

**Gary Davis**  
JK Architecture  
Engineering

**Eric Pilcher**  
Moe's BBQ/Gear & Grind  
**BACC**

To Call in: Dial (712) 770-4010, 775665#

Items May Not Be Heard In the Order They Are Listed

**A. 8:30 a.m. Call to Order-Establish Quorum**

**B. 8:35 a.m. 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.

**C. Agenda Amendments and Approval-MOTION**

**D. Consent Calendar-MOTION (15 minutes) 8:35-8:50**

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.

**1. Board Meeting Minutes –**

- a. **January 10th, 2018 (Page 1) [Link to online preliminary document \(Page 1\)](#)**

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

**2. Committee Minutes**

- a. **BACC January 2018 [Link to online preliminary document](#)**
- b. **Tourism Development January, 2018 [Link to online preliminary document.](#)**
- c. **Finance**
  - 1. **January 8th [Link to online document](#)**
  - 2. **January 29<sup>th</sup> Will be posted online when available**

- 3. **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**

**Karen Plank**  
Placer County  
Board of  
Supervisors  
Appointee

**Aaron  
Rudnick**  
Truckee River  
Raft Co.

**Quorum - 5**  
Majority of the  
NLTRA Board  
Representatives

**Advisory  
Board:**

**Tom Lotshaw**  
TRPA Non-Voting

**E. Action Items (45 Minutes) 8:50-9:35**

- 1. MOTION: Review and possible approval of the 2020 Mountain Travel Symposium (MTS) event sponsorship and contract (Page 8)**
- 2. MOTION: Board Approval of the Committee Recommendations of NLTRA's Two Appointments to New Capital Projects Advisory Committee (Page 34)**
- 3. MOTION: Board Acceptance of the Election Committee's Designation of the Qualified Candidates for the five elected Board seats (Page 36)**

**F. Informational Updates/Verbal Reports (20 minutes) 9:35-9:55**

- 1. Report on Tourism Development Annual Plan Process-Daphne Lange, Cindy Gustafson**
- 2. Update on Membership and TOT Funding-AI Priester (Page 37)**
- 3. Cindy will present any additional informational updates at meeting**

**G. Special Report (20 minutes) 9:55-10:15**

- 1. TRPA, Development Right Strategic Initiative-John Hester**

**H. Reports/Back up Documents**

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

- 1. Destimetrics Report (Page 39)**
- 2. Membership Staff Report and Accounts Receivable Report, January 2018 (Page 40)**
- 3. Conference Revenue Statistics Report (Page 44)**
- 4. Monthly Summary of Transportation Meeting Outcomes – Will post online when available**
- 5. Finance Committee Supplemental Reports, December 2017 (Page 50)**

**I. Directors Comments (10 minutes) 10:15-10:25**

**J. Meeting Review and Staff Direction (5 minutes) 10:25-10:30**

**K. Adjournment**

This meeting is wheelchair accessible

Posted and Emailed ( x )



## north lake tahoe

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### NLTRA Board of Directors MINUTES

**Wednesday, January 10, 2018 – 8:30 a.m.**  
**Tahoe City Public Utility District Board Room**

Board Members in attendance: Karen Plank, Samir Tuma, Adam Wilson, Brett Williams, Christy Beck, Aaron Rudnick, Gary Davis, Jennifer Merchant, Tom Lotshaw

Staff in attendance: Cindy Gustafson, Amber Burke, Al Priester, Natalie Parrish, Andy Chapman, Greg Howey, Sarah Winters, Anna Atwood

Others in attendance: Erin Casey, Ellie Waller, Lindsay Romack, Becky Moore, Caroline Ross, Renee Kojane, Christin Hannah, Rob Olson, Abigail Gallup, Christian Dempster, Bill Burke

#### A. Call to Order-Establish Quorum

The Board of Directors meeting was called to order at 8:30 am and a quorum was established.

#### B. 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.

- Ellie Waller, recommended that NLTRA visit and talk to Placer County about updating the strategic plan for Tahoe Vista/Kings Beach (for business retention and business retraction). There are many new business owners so a good opportunity to revisit.
- Ellie asked that staff update the strategic goals online.
- Ellie requested more details about weekly lodging barometer.

#### C. Agenda Amendments and Approval-MOTION

**M/S/C (Williams/Tuma) (8/0/0) to approve the agenda as presented**

#### D. Consent Calendar-MOTION

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.

- Jennifer questioned if Placer County would still have a seat on the Marketing Committee? Adam shared it was his impression from mediation conversations that they would not have a seat but would still participate.
- Jennifer questioned the losses in Membership and want to make sure non TOT revenue is used to compensate the deficit. Cindy stated that Membership Dues has been raised 11% and shared some new membership categories that were recently established using a similar model to what Truckee has. The biggest change is capturing the businesses that has over 10 employees.

**M/S/C (Beck/Williams) (8/0/0) to approve the consent calendar**

1. Board Meeting Minutes –
  - a. December 6, 2017

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

2. Committee Minutes
  - a. BACC December 2017
  - b. Marketing December 2017 – No meeting in December.
  - c. Finance December 30, 2017
3. 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

#### E. Action Items

1. MOTION: Presentation of Bylaw Revisions and Acceptance of Member Comments
  - Cindy made a presentation at the last Board of Directors meeting of proposed changes and offered to share it again. The changes is a results of many committee structure meetings with committee member and public input that started in June 2016.
  - Cindy shared the changes would be more geographically diverse and well as more business diversity. Concerns heard from the community included: large businesses dominance, lack of summer and lakeside presentation, and too heavily dominated by ski areas.
  - Cindy went through the new make-up of Board Members. 6 Designated seats including Squaw/Alpine, Northstar, Sugar Bowl, Homewood, Ritz-Carlton, Resorts and Squaw Creek, 5 elected seats (2 Lodging – Property Management and 3 At-Large any Member), 1 -5 Appointed Seats and 1 seat appointed by Board of Placer County Supervisors.
  - Terms were consolidated and Board Member used to change every year now it's every 2 years.
  - She also shared the transition plan of the existing Board Members.
  - A written statement from Gerard Fenech from Tamarack Lodge was shared with the NLTRA Board Members.
  - Comments from Ellie Waller: Why will the recently elected Board Members be removed? Cindy responded they had a lot of dialog regarding this and it was decided that going into this 1<sup>st</sup> term of election, Board Members who would want to serve out their term and didn't win election, could then stand for appointment and be allowed to serve out their term.
  - Jennifer requested that Adam share the results of the vote. Of 342 voting members, 171 vote was needed to pass the amendments to the bylaw changes and 181 voted yes, 8 voted no and 6 abstained.
  - Jennifer shared she reached out to her council to discuss the impact that some of the bylaw changes would have on the contract and the relationship. Although he did not express a significant concern that changes should not be made, it was made clear that Placer County will continue to monitor expenditures to make sure TOT revenue does not be benefit areas outside of Placer County.
  - Adam stated the Board Committee accept the Bylaw Revisions and Acceptance of Member votes. The Members vote (in favor) does not require a motion.
2. MOTION: Acceptance of Member Ballots and Announcement of Available Seats for Election
  - Cindy shared there are 5 seats up for election, 2 Real Estate and 3 At-Large. Filing deadline is February 5, 2018 at 5pm.

**M/S/C (Williams/Rudnick) (7/0/1 – Merchant abstained) to accept the ballot count for the bylaw changes.**

**Action to staff/admin: Upload the new Scope of Work to the nltra.org website.**

3. MOTION: Revisions to the Capital Projects Advisory Committee (CAP)
- At the December Board of Directors Meeting, the new Capital Advisory Committee (CAP) was approved. Comments received was to add Squaw Valley Business Association to the eligible Business Association list. At the Placer County Board of Supervisors' meeting this suggestion was raised and the Board requested NLTRA consider adding Squaw Valley and also consider Northstar business association if they were interested.
  - The Executive Committee raised concerns that you could have too many from on geographic locations so it was suggested to add a "sideboard" to the list indicating that one geography should have a maximum of two appointments between the three categories of group appointments to the CAP – Business Associations, Special Districts, and Ski Resorts.
  - Second provision was that each of the group appointments be requested to submit nominations as well as alternates for the CAP. This would allow for the final committee appointments to be balanced to meet the first provision, providing maximum diversity of geographic representation on the CAP.
  - Jennifer brought up the concern that Northstar business association is really not a business organization and that is why West Shore Association was excluded. Would it be appropriate to include or exclude Northstar or should then West Shore Association be included if Northstar is included?
  - Samir questioned the status of the West Shore Association. Cindy responded that they have been struggling with meetings and representation.
  - Brett suggested to change the language rather than making a policy behind a non-profit seems counter intuitive. The intent is to have representation. Christy also suggested on changing the language.
  - Cindy suggested moving forward and getting the committee going. She asked that we use the criteria of 501c3 for this first go around and ask that the business association reach out and represent.
  - Erin stated that organizations or individuals that has interest who don't see themselves on the list, NLTRA has a seat they can appoint and so does Placer County. This is a new committee and there will be room for improvement as you move forward and criteria can be changed down the road.

**M/S/C (Tuma/Plank) (8/0/0) to accept the revisions that other associations that are of 501c status that would like to participate would be able to be part of that group to designate their representation on behalf of their association and to accept the revisions of a maximum of two appointments in any geographic locations.**

**Action to staff (Cindy): Follow up with West Shore Association on their status as a business association.**

4. MOTION: Proposed Scope of Work (Attachment A) for February 1 – June 30, 2018.
- Adam thanked staff, Board Members and County staff for all their hard work over the holidays to get this completed.
  - Cindy went through the new task in the Scope of Work with Placer County, February 1 – June 30, 2018. Some of the added new task include:
    - Update of the Marketing Coop agreement to ensure adequate NLTRA Board of Directors and Placer County oversight.
    - Complete a Tourism Development Plan (to include public relations, media, advertising, group/leisure sales, promotions, special events).
    - Research options and changes for Special Event strategy and policies.
    - Develop a plan to encourage greater use of customer service training video.

- Evaluate distribution of materials at informational kiosks and looking and evaluate options for mobile visitor center vehicle. Also develop a plan for increased revenue at VIC.
- Develop a customer service survey for VIC.
- Co-chair with Placer County, the Capital Projects Advisor Committee (CAP Committee).
- Work with Placer County staff to promote the Tourism Master Plan grants program.
- Provide feedback to Placer County on voter surveys.
- Other revisions to the current Scope of Work include: 1) Changed the term “Marketing” to “Tourism Development” to ensure broader understanding of all efforts. 2) Created a separate category for Visitor Services. 3) Revised current Scope of Work category titled “Capital Projects and Transportation” to Tourism Master Plan Implementation. 4) Eliminated Research and Planning as separate category within Scope of Work.
- Jennifer questioned the \$158 under Tourism Master Plan Implementation. Cindy and AI explained that some of the numbers were front loaded and over budgeted in the previous 1 and 6 month contract causing. 20% of Cindy’s time is spent on this category. Jennifer suggested including a second sheet displaying a full year schedule when this goes to the Board of Supervisors.
- Jennifer commented that it looks like administration numbers are all under Marketing. She suggested working out details on how to best show this to the Board of Supervisors so that it is less confusing.
- Cindy and Adam shared the need to develop the right reporting mechanism to be more transparent with our Boards and Members.
- Jennifer questioned the Marketing budget as she recalls there were a proposed increase back in July to add \$300,000 to the marketing budget. Of this amount \$134,000 went to the coop and she questioned where the additional funds are in the budget. Andy replied that it was probably across all categories, but he will pull A2 and review. He reduced the expected contribution in order to make pay for some of the expenses on the event side. He also mentioned there were reallocation of some expenses in to the marketing budget as it relates to the allocated because of changes in the transportation and infrastructure.
- Cindy did emphasize that the organization does go through an audit every year and any money not spent through proper processes goes back to the county.
- Adam stated that “Co-chair with Placer County” is broader than just showing up and to co-chair. Staff will be working together with Placer County on a variety of projects behind the scene too.
- Erin shared that the Scope of Work will go for approval at the Placer County Board of Supervisors on January 23, 2018 at the North Tahoe Event Center.

**M/S/C (Davis/Rudnick) (7/0/1 – Merchant abstained) to accept the proposed Scope of Work (and the attachments) for February 1 – June 30, 2018.**

**Action to AI: Change Marketing and Visitor Information on Attachment C to Tourism and Visitor Information. Change misspelled Implementation on the same attachment.**

**Action to AI: Include a full years’ schedule for attachment C.**

**Action to AI/Cindy: Create a more transparent document that does align with our County contract that is easier to understand for our Board/Public/Members.**

**Action to AI/Andy: follow up on where the additional \$165,000 were allocated in the budget by looking at A2 attachment.**

## 5. MOTION: Appointment of Election Committee

- Cindy stated that the Bylaws require the Board of Directors to appoint an Election Committee.
- The make-up of the committee is 3-7 members, at least one current member of the Board and one member not currently serving on the Board.
- Some of the duties include: solicit qualified candidates for nomination, give notice of election, to appoint an impartial party as inspector of election to tally the ballots and announce the results of the Board.
- The Executive Committee discussed nominations. At this time they include: Current Board members: Karen Plank and Tom Lotshaw. NLTRA Members: Alex Mourelatos, Ron Parson, Joy Doyle, JT Chevallier and a Non NLTRA Member: Bob Lansinger.
- Cindy reached out to the Donner Summit Association, and Pat Malmberg is unable to serve but Bob Lansinger is willing to serve on the election committee.

**M/S/C (Williams/Merchant) (8/0/0) accept the election committee as presented with the adjustment Cindy recommended above.**

## F. Informational Updates/Verbal Reports

### 1. Review of Tourism Development Plan Process and Schedule

- Daphne Lange, the new Tourism Director comes onboard next week and is aware that one of the first tasks will be focused on the Tourism Development Plan.
- The first Tourism Development Committee meeting will be an initial workshop meeting.
- For that meeting Cindy proposes to extend invitations to all Members to attend and participate. The workshop will include a full presentation and then work stations throughout the room for input and suggestions.
- Samir questioned the outreach plan. Cindy replied the organization will e-mail our Members. Samir suggested that we consider a more personal outreach for a group of people to a few key stakeholders. Great way to introduce Daphne as our new Tourism Director.
- Jennifer suggested utilizing some of the CAP Committee - business association to reach out to their members.
- Brett suggested that we provide the Dean Runyan report and the Return on Investment on the events we support.

**Action to staff (Daphne/Anna): Email Dean Runyan report and the ROI on events to all participants prior to the first Tourism Development meeting/workshop.**

### 2. IMG/Escape Triathlon Introduction

- Amber introduced the Event Director, Christian Dempster (Event Director) and Bill Burke who are interested in conducting a race in North Lake Tahoe as part of the Escape Triathlon Series.
- The Escape to Triathlon series was started last year and 10,000 athletes enter a lottery for only 2,000 lots. As a qualifying event each Escape Triathlon Series event will be awarded 34 qualifying race slots into the 2019 Escape from Alcatraz Triathlon.
- Christian stated this is a Global Series with races in Huntington Beach, Philadelphia, Washington D.C, Lake Tahoe, London and Beijing. This is an event they are really looking to grow.
- The race is September 16, 2018 and Amber shared the event details. Mailers will be going out to residents and they will do everything they can to minimize impact.
- Jennifer suggested working with our local property management companies on keeping them updated.

- Andy stated the Olympic distance loop is a lot less impact than an Ironman race.

### 3. Staff Reports

- Andy has been working on the snow message, reaching out to partners and working around the low snow message. Funds has been reallocated and enhanced media efforts in Northern California. Digital outdoor was added, radio campaign with giveaways started last week, weather triggered digital assets along with social and PR efforts are in full swing.
- Preparing for Daphne Lange's onboarding next week.
- Andy shared that Greg Howey recently booked a big 1000 night program at Resort at Squaw Creek for November 2018.
- Sarah Winters also shared she has seen a nice increase in project placement in our Leisure Sales department.
- Christy had brought up a question on the dashboard report regarding the conference revenue being down 36% over last year. Andy shared some of the efforts and action steps done by the conference department.
- Cindy shared that visitation was up 38% at the Visitor Center over the holidays and thanked the staff that worked so hard on the bylaws.

### G. Special Report

#### 1. Renee Kojane, Siren Arts – Arts & Culture at the Firehouse

- Siren Arts is comprised of 3 local artists/community activists: Christin Hanna, Abigail Gallup and Renee Kojane. The group is aligned with Robb Olson and advised by: Samir Tuma, Marguerite Sprague and Judy Friedman (and growing).
- The group is focused on reimagining the Old Firehouse Station in Tahoe City. Envision a sustainable building housing non-profits, the public and private entities. Ideas for the space include: Work Studio Spaces, Year-Round Farmers Market, Pop Up Stores, Performance and Shows, Commercial Kitchen Rental, Wedding Venue, Corporate Meetings and Events, Local Events (such as Elegant Affair, Chamber Meetings, Tailgate Talks, Parks Side Concessions Rentals)
- Renee shared that the non-profit art industry is big. A study show from 2015 a \$166.3 billion of economic activity.
- Strategy: The goal is to first seek partnership with the philanthropic organization called Artspace for either 1) Consulting services 2) Opportunity for ownership and/or 3) Fundraising support ([www.artspace.org](http://www.artspace.org))
- Phase 1: Creative Space Consulting Visit. Onsite visit to facilitate focus group meetings with civic leadership, funders, artists and business sector. Phase 2: Sustainable Facilities Analysis. Concept refinement, capital pro forma, fundraising planning.
- Siren Arts will be submitting an RFI and raising awareness and asked for the following: 1) be endorsed 2) Be referred and 3) help support this project.

#### Comments:

- Are they any alternative spaces? Renee shared they are focused on the old fire house.
- Timeline was questioned. Renee shared probably between 3-5 years before fruition but space could be used immediately.
- Jennifer cautioned to endorse due to NLTRA's contractual arrangement with supporting one submittal over an other. Cindy suggested supporting the concept behind it or that the arts is valued and aligned with our Tourism Master Plan. Jennifer advised against endorsing one over another.
- Brett suggested we will know more about the ability to endorse as more proposals come along and as we get closer to the end.



- Ellie suggested that the Placer County Board of Supervisors revisits this process at the upcoming meeting.

#### H. Reports/Back up Documents

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

1. Destimetrics Report
2. Membership Accounts Receivable Report, December 2017
3. Conference Revenue Statistics Report
4. Monthly Summary of Transportation Meeting Outcomes – will post online when available
5. Finance Committee Reports, November 2017

#### I. Directors Comments

- TRPA received a permit application for the Tahoe South Event Center which Tahoe Douglas Visitors Authority is proposing to build on the big parking lot by the corner of Mount Bleu and Lake Parkway. This will go through an environmental review.
- Jennifer shared some highlights from a recent Placer County meeting. Placer County appointed Todd Leopold as their new executive officer, taking over from David Boesch who retired. The County also approved a loan agreement with Kila Tahoe to convey 60 tourist accommodations unit for Tahoe Lodge. The Board also approved a grant application for workforce housing development in Martis Valley.
- The upcoming Board of Supervisors Meeting will be held on January 23, 2018 at the North Tahoe Event Center. Some of the items on the agenda include: Scope of Work (NLTRA Contract), Agreement with one of the artist for art in the roundabout, Proposed North Tahoe Transportation Authority changes, 2 smaller contracts for snow removal for trails and a hearing on Granlibakken's TOT rates. There is a reception schedule for the Tavern at Northstar with the Board of Supervisors.
- Samir thanked Jennifer and staff at Placer County side on the incentive program for the tourist accommodations units. It sets a stage for more growth in the area.
- Brett shared the next Mountain Housing Council meeting is on Friday.
- Aaron shared that the local Rotary could always use more members.

#### J. Meeting Review and Staff Direction

- Cindy shared the new Bylaw will be posted on our website.
- Cindy will provide the notice of election and seats available to all the members.
- Will work with the county on a new budget exhibit and specially address the changes in the marketing plan this year.
- Reach out to the business association regarding the 501c status.
- Work on outreach for the Tourism Development Committee workshop.
- Cindy will start working with the Election Committee.
- Send out the revised budget to the Board Members.

#### K. Adjournment 11:50 am



## MEMORANDUM

Date: January 31, 2018

TO: NLTRA Board of Directors

FROM: Amber Burke, Events & Communications Manager

RE: Mountain Travel Symposium 2020 – Event Sponsorship

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### Action Requested:

Review and possible approval of the Mountain Travel Symposium (MTS) 2020 event sponsorship and contract. This contract includes a subcontract between regional partners called the North Tahoe Partners Group Agreement.

### Background:

MTS is the largest and longest running annual gathering of mountain travel professionals in the world with over 1,100 attendees including representatives from 35+ countries.

NLTRA worked in conjunction with Squaw Valley | Alpine Meadows, The Resort at Squaw Creek and The Squaw Valley Lodge to submit and bid (August 2017) to be the host location for the 2020 Mountain Travel Symposium. The last time this event was held in North Lake Tahoe was March 2012.

North Lake Tahoe was selected, and we are now hoping to move forward. Squaw Valley | Alpine Meadows, The Resort at Squaw Creek and The Squaw Valley Lodge have signed group contracts with Northstar Travel Group (MTS) with a clause stating they can cancel if the Master Hosting Agreement is not approved/signed by NLTRA no later than May 1, 2018.

The percentage breakdown of operational cost responsibilities listed below are the same allocations as the 2012 agreement between the North Tahoe Partners Group.

The event sponsorship and contract were unanimously approved by the NLTRA Marketing Committee at the January 30, 2018 meeting.

### Fiscal Impact:

NLTRA would cover 50% of operating costs required by the Master Hosting Agreement. Staff estimates those costs to be approximately \$66,500 and anticipates \$5,000 to hit in the 18.19 FY and \$61,500 to hit in the 19.20 FY. Staff will do everything in their power to bring these costs down through sponsorship opportunities and vendor negotiations.

Estimated Costs Per Partner	
NLTRA (50%)	\$66,500
Squaw Valley   Alpine Meadows (25%)	\$33,250
The Resort at Squaw Creek (18%)	\$23,940
The Squaw Valley Lodge (7%)	\$9,310
<b>TOTAL</b>	<b>\$133,000</b>

## 2020 Mountain Travel Symposium Contract Summary

### Duration & Timing

- 1-Year Contract
- Event Date: March 28 – April 5, 2020
- Location: Squaw Valley (Resort at Squaw Creek, Squaw Valley | Alpine Meadows, Squaw Valley Lodge)

### Cash Sponsorship

- \$65,000 (Estimated Cost) - \$5,000 in 18.19 FY, \$61,500 in 19.20 FY
  - NLTRA is responsible for 50% of the operational costs
    - Squaw Valley is responsible for 25% of the remaining operational costs
    - The Resort at Squaw Creek is responsible for 18% of the remaining operational costs
    - The Squaw Valley Lodge is responsible for 7% of the remaining operational costs
  - Estimated cost breakdown is included in the provided Summary of Event Expenses

### NLTRA Benefits

- Twenty (20) daily complementary passes for the general event sessions on 4/1 and 4/2 (Among NTPG)
- Gold level MTS Sponsorship (Among NTPG)
  - Full page ad in on-site attendee book
  - Booth throughout the week
  - Promotion of region in marketing campaign utilizing destination photos (website, eblasts, etc.)
  - Speaking opportunity at MTS 2019 in Whistler at closing session 4/4/19
  - Speaking opportunity at MTS 2020 welcome session 4/1/20
  - Pre-release of attendee list 30 days prior to start of conference
  - Logo/description on sponsor page, on-site attendee guide, loop on screen onsite & onsite signage
- Banner level sponsorship for Meetings FAM (Among NTPG)
  - Logo/link on Meeting Exchange section of site and email/electronic communications
  - Pre-release of Meeting Exchange attendee list 30 days prior
  - Half (1/2) page ad in Meeting Exchange program
  - Promotion of region in marketing campaign utilizing destination photos (website, eblasts, etc.)
  - Speaking opportunity at MTS 2019 in Whistler at closing session 4/4/19
  - Speaking opportunity at MTS 2020 welcome session 4/1/20
  - Pre-release of attendee list 30 days prior to start of conference
  - Logo/description on sponsor page, on-site attendee guide, loop on screen onsite & onsite signage
- Two (2) Trade Exchange/Forum Registrations (\$2,595 x 2 = \$5,190)
- One (1) Group Exchange Registration (\$1,995)
- One (1) Meeting Exchange Registration (\$2,595)

### Regional Benefits

- MTS is the largest and longest running annual gathering of mountain travel professionals in the world
- Attendees include 1,100+ representatives from 35+ countries which will drive domestic and international visitation
- Engaged and qualified attendees experience North Lake Tahoe first-hand during the event
- Attendees include:
  - Trade Exchange: tour operators, wholesalers, online travel agents, destinations, resorts, lodging, transportation, ski rentals, ski schools and more
  - Group Exchange: major ski clubs and ski councils
  - Meetings Exchange: meeting planners



**MASTER HOSTING (EVENT/CONFERENCE PRODUCTION) AGREEMENT (MHA)  
MOUNTAIN TRAVEL SYMPOSIUM 2020  
March 29 - April 4, 2020**

This Agreement ("Agreement") is made this \_\_\_\_ day of \_\_\_\_\_, 2017 (the "Effective Date"), by and between Northstar Travel Media LLC. d/b/a Mountain Travel Symposium ("MTS") on the one hand, and North Lake Tahoe Partners Group ("HOST") with regards to the hosting, promotion, and production of the 2020 Mountain Travel Symposium.

**BACKGROUND**

- A. MTS wishes to hold the 2020 Mountain Travel Symposium, a one-week premiere travel and tourism industry conference, in Squaw Valley, CA - North Lake Tahoe (the "Event").
- B. HOST wishes to showcase and generate product awareness of North Lake Tahoe, and its associated amenities, properties, and facilities to the national and international tour and travel market;
- C. All parties wish to document their respective obligations and responsibilities in regard to this Agreement;

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

**1. MTS AGREES:**

- 1.1** To produce, promote, and present the Mountain Travel Symposium as the premier tourism conference for the mountain vacation industry, providing similar services as typically provided in previous MTS years.
- 1.2** To officially name the location of MTS as Squaw Valley, CA - North Lake Tahoe such reference to be included in all emails, correspondence, collateral, websites, and other promotional materials for the MTS.
- 1.3** To list the following as the exclusive contact for lodging information for MTS attendees, to be included in all MTS collateral with no other lodging properties or entities listed: Resort at Squaw Creek, Village at Squaw Valley and the Squaw Valley Lodge. Additional properties may be added later to meet overall lodging requirements of group.
- 1.4** To provide complimentary registrations as per outlined below:
  - A. North Lake Tahoe Resort Association will receive two (2) Trade Exchange/Forum, one (1) Group Exchange and one (1) Meetings Exchange
  - B. Squaw Valley Ski Holdings will receive two (2) Trade Exchange/Forum, two (2) Group Exchange, one (1) Meetings Exchange. Maximum of one set of appointments at the Trade, Group and Meetings Exchanges.
  - C. Resort at Squaw Creek (host hotel) will receive two (2) Trade Exchange/Forum, one (1) Group Exchange, one (1) Meetings Exchange
  - D. Squaw Valley Lodge will receive one (1) Trade Exchange/Forum/Group, and one (1) Meetings Exchange. Maximum of one set of appointments at the Trade, Group and Meetings Exchanges.
  - E. The complimentary registrations listed above may not be split or shared or transferred to people who do not represent the organization for the complimentary registration was

intended.

- 1.5 To provide to HOST the use of twenty (20) daily complimentary passes for the general event sessions on Wednesday, April 1 and Thursday, April 2, 2020. These passes are intended for the exclusive use by senior management within four hosting entities only.
- 1.6 MTS will give HOST first right of refusal to host official\* MTS food and beverage functions. Venues for consideration will need to meet specific function criteria for hosting including capacity, set up, audio visual, food & beverage menu and budget requirements. In addition, MTS does not wish to use the same or similar locations for multiple events. And, MTS will retain the right of final approval as to location on these functions. \*Note: Official MTS functions are events for which MTS is financially responsible.
- 1.7 To provide the HOST and Squaw Valley Ski Holdings (the lift ticket provider) a Gold level MTS sponsorship with the following visibility and recognition to ensure the host destination is showcased.
  - A. A full page ad in the displayed in the on-site attendee book
  - B. Welcome and information booth located in high traffic area near MTS registration throughout the MTS week.
  - C. MTS will promote destination in our marketing campaign through the use of destination approved photos on items such as MTS website and email blasts/newsletters.
  - D. Host will have the following opportunities to address the MTS attendees during the Forum. MTS encourages the HOST to select a local tourism executive or mayor.
    - MTS 2019 in Whistler: Ability to invite attendees to the MTS being hosted in your destination the next year and show a brief video at the closing general session, on April 4, 2019.
    - MTS 2020 in North Lake Tahoe the host will welcome attendee at the opening general session during the Forum on Wednesday, April 1, 2020.
  - E. Provide HOST with a pre-release of the attendee list thirty (30) days prior to the start of the conference. HOST may use the list thirty days prior to and after the completion of the program for purposes of promoting the destination, and any events hosting/sponsoring including MTS
  - F. Plus Gold sponsorship benefits that include: Logo and company description featured on gold sponsor page of the website, logo on gold sponsor page in the on-site attendee guide and on gold sponsor loop on screen at the Forum, sponsor signage in high-traffic areas throughout the conference.
- 1.8 With respect to the GROUP EXCHANGE FAM TRIP LEADER outlined in Section 2.2 below, MTS will be responsible for the following:
  - A. Itinerary Management: in cooperation with HOST, development of the overall GROUP LEADER FAM itinerary, Wednesday, April 1st – Sunday, April 5th.
  - B. Attendee Fees: The participants of the group FAM tour will pay an attendee fee. The FAM tour fee rates will be set by MTS and confirmed no later than November 1, 2019. HOST will receive two hundred dollars (\$200.00 USD) of each registration fee, to offset HOST's costs for food, lodging and transportation. MTS shall be responsible for collecting the registration forms and fees from the attendees.
  - C. Invitation List: Development of the GROUP LEADER FAM tour invitee list. List to have approximately two hundred and fifty (250) invitees on it and presented to HOST for review by November 1, 2019. HOST can assist with development of the invitee list and provide additional names to be invited, assuming they meet the invitation criteria.
  - D. Produce an electronic invitation to for distribution to the final list of invitees by November 1, 2019. MTS will confirm the attendee list by January 31, 2020. HOST will have the "first right" to invite selected guests.
  - E. Air Reservations/Ticketing: MTS will do the booking and ticketing of air reservations for the group leaders.

- F. The MTS Group Exchange schedule is tentative and subject to change. MTS will confirm the MTS agenda to host by October 1, 2019.
- G. MTS shall create and send a confirmation packet to each attendee including: schedule of events, airline reservation, ground transportation and lodging information at least three weeks prior to their arrival date.
- H. Unless noted within this section other details remain the responsibility of the HOST. See Section 2.2, below.

1.9 With respect to the MEETINGS FAM trip outlined in Section 2.3 below, MTS will be responsible for the following:

- A. Itinerary Management: in cooperation with HOST, development of the overall Meetings Exchange FAM itinerary, Thursday, April 2 – Sunday, April 5, 2020
- B. Overall management of the meeting planner invitation list, qualification, RSVP and attendee management, including:
  - HOST and other sponsors submission of qualified planner candidates to invite. The attendance goal is a minimum number 40 and a maximum of 55 planners.
  - Inviting, marketing and promotion of the event to the potential attendees.
  - Registration processing: including biweekly update reports sent to HOST.
- C. Air Transportation: roundtrip air transportation for the meeting planners, including coordinating, booking and ticketing of their air reservations.
- D. Visibility & Recognition: Working with HOST on FAM/Exchange itinerary to ensure that host destination, their partners and sponsors are showcased.
- E. Banner level sponsorship status for HOST. Benefit include web presence with logo and link to sponsor web site as included in Meetings Exchange section of the site, logo on email and other electronic communications, pre/during/post event, pre-release of Meetings Exchange attendee list (30 days prior) and a half page ad in the Meetings Exchange program Guide. Note: other sponsors will also be added
- F. Reimbursement for the cost of meals/networking events for **suppliers only**: The Meetings Exchange suppliers will be included in the Meetings Exchange receptions and/or dinners on the Meetings Exchange schedule of events. Functions they are invited to are: the evening receptions and dinner held Thursday to Sunday which include but are not limited to the welcome reception and dinner, the farewell reception and dinner or any other networking receptions that may be a part of the program. MTS will reimburse HOST for the cost of the supplier's food & beverage at the following rates: breakfast \$45 USD per person inclusive, lunch \$55 USD per person inclusive, reception/dinner \$100 USD per person inclusive. MTS will notify HOST of these functions once the schedule of events is finalized and no later than December 1, 2019. MTS will have the right of review and approval of the food & beverage menu's, costs as well as the locations of all functions.
- G. Unless noted within this section other details remain the responsibility of the HOST.

## 2. HOST AGREES:

### 2.1 HOSTED ACTIVITIES.

To collaboratively host the following activities and/or host the following services to be offered during MTS.

- A. Lift Tickets  
Squaw Valley Ski Holdings agrees to provide complimentary lift tickets for all registered MTS attendees and staff including Meetings Exchange planners, and Group FAM attendees: Saturday, March 28, 2020 through Sunday, April 5, 2020 ("Comp Tickets"). Comp Tickets shall be distributed in a manner agreed upon by HOST and MTS. Any unused lift tickets shall be returned to HOST at

the end of the Event.

- B. NON-SKIER ACTIVITIES:** For the Meetings Exchange planners the HOST will also offer two non-skier activities for their activity day. Suggestions include: snowshoeing, snowmobiling, cross country skiing, spa day, shopping or art/museum tour.
- C. Tuesday – MTS Welcome Party**  
The welcome party is to be held on Tuesday, March 28, 2020, for approximately six hundred (600) people. This number may be revised upward by MTS at a later date. HOST may partner with the local organizations to hold this event. HOST and its hosting partners will be responsible for any/all costs associated with this event including, but not limited to food and beverage, décor and transportation. Location, function hours and complete menu (food and beverages) are subject to review and approval by MTS. *HOST proposed High Camp, Squaw Valley as the location for this event.*
- D. Thursday Après Ski Party**  
The après ski party is to be held on Thursday, March 30, 2020, for approximately three hundred and fifty (350) people. This number may be revised by MTS at a later date. HOST will be responsible for any/all costs associated with this event including but not limited to food and beverage, décor and transportation. Location, function hours and complete menu (food and beverages) are subject to review and approval by MTS. *Location TBD.*
- E. Friday MTS Farewell Party for MTS 2020**  
The farewell party is to be held on Friday, April 3, 2020, for a group of approximately three hundred fifty (350) people. This number may be revised by MTS at a later date. Location to be determined by MTS & HOST at a later date. HOST will be co-host of this party and contribute five thousand dollars (\$5,000.00 USD) to MTS to help cover the cost of this event. The other co-host will be the 2021 hosting destination. This farewell party will be organized and operated by MTS. *HOST proposed hosting at a lakefront restaurant in downtown Tahoe City and will provide transportation for the attendees to get there.*
- F. Saturday On-Hill Group Picnic**  
The on-hill group picnic will be held on \*Saturday, April 4, 2020, for the group leaders and MTS attendees. The approximate number of attendees is two hundred fifty (250). This number may be revised by MTS at a later date. The menu (food and beverages) for the picnic is subject to review and approval by MTS. The location and hours of the picnic shall be determined by HOST, with approval of MTS. *HOST proposed Squaw Valley as location for this event.*
- G. Prior Year Friday Farewell Party for MTS 2019 (in Whistler BC)**  
HOST agrees to participate, as a co-host, at the farewell party for MTS 2019, to be held April 6, 2019, in Whistler, BC, Canada. In connection with this farewell party, HOST agrees to contribute five thousand dollars (\$5,000.00 USD) to MTS to help cover the cost of this event. The co-host for this event will be Whistler, the hosting destination. This farewell party will be organized and operated by MTS. The amount paid by HOST in connection with MTS 2019, as set forth in this section, shall be paid to MTS on or before March 1, 2019, upon HOST's receipt of an invoice from MTS.
- H. Thursday Meetings Exchange Welcome Reception and Dinner**  
HOST agrees to host the Meetings Exchange welcome reception and dinner on Thursday, April 2nd for the exchange including planners (number as noted within agreement). The suppliers (an estimated 45-50 ppl) are also invited to attend, the cost of their attending will be reimbursed by MTS. Location, function time and complete menu (food & beverage) subject to MTS review and approval. See section 2.3 G for additional details. Location TBD for this event.
- I. Friday Meetings Exchange Planner Breakfast/Presentation & Activity/Ski Day**  
HOST agrees to host the Meetings Exchange planners for a plated breakfast Friday, April 3<sup>rd</sup>

followed by hosting them for a ski/activity day. Location, function time and complete menu (food & beverage) subject to MTS review and approval. HOST Location TBD for this event.

- J. Friday Meetings Welcome Reception and Dinner  
HOST agrees host the Meetings Exchange welcome reception and dinner on Friday, April 3<sup>rd</sup> for the Meetings Exchange including planners (number as noted within agreement). The suppliers (an estimated 40-45 ppl) are also invited to attend, the cost of their attending will be reimbursed by MTS. Location, function time and complete menu (food & beverage) subject to MTS review and approval. See section 2.3 G for additional details. *Location is still TBD.*
  
- K. Saturday Meetings Exchange Farewell Reception/Dinner  
HOST agrees to host the Meetings Exchange farewell dinner on Saturday, April 4<sup>th</sup> for the exchange including planners (number as noted within agreement). The suppliers (an estimated 40-45 ppl) are also invited to attend, the cost of their attending will be reimbursed by MTS. Location, function, time and complete menu (food & beverage) subject to MTS review and approval. Location for this event TBD.
  
- L. MTS reserves the right to make changes to the schedule of events. MTS will work cooperatively HOST to finalize the schedule by October 1, 2019. Date of event may change due to reformatting of the scheduling of the Group and Meetings Exchanges.

## 2.2 GROUP EXCHANGE FAM TRIP

HOST will coordinate a familiarization ("FAM") tour of the resort area for ski club and/or ski council group leader participants.

- A. HOST agrees to host a minimum of one hundred and twenty-five (125) and maximum of one hundred forty five (145) ski club/council leaders. The FAM tour shall include ground transportation (round trip airport shuttle and within the resort), four (4) nights' lodging accommodations based on double occupancy, ski lift tickets, ski rentals, and breakfast on Thursday and dinner on Saturday night for the attending group leaders. If the minimum number of delegates is not reached by January 31<sup>st</sup>, MTS reserve the right to supplement the invitation list. Target: 135
  
- B. Lodging accommodations, which include double occupancy accommodations in a standard lodge-type room, with a bed for each attendee. No bed-sharing, sofa sleepers or Murphy beds will be utilized. A maximum of five (5) lodging properties may be used to host the group. HOST to secure lodging accommodations and confirm to MTS by September 1, 2019.
  
- C. HOST to secure ground transportation to include round-trip airport and group transfers between lodging accommodations and all functions. HOST to confirm arrangements to MTS by September 1, 2019.
  
- D. Develop, in coordination with MTS, a detailed itinerary for the Group FAM trip (Wednesday, April 1 to Sunday, April 5, 2020) by October 1, 2019. The FAM tour schedule will include mandatory attendance for the Ski Club/Council Leaders at the following:
  - Wednesday: Arrival
    - Orientation & Resort Overview
    - Welcome Reception
  - Thursday: Fresh Tracks Breakfast
    - Ski Day
    - Après Ski Party
  - Friday: All Day - Group Exchange
    - Farewell Party
  - Saturday: Race/On-Hill Event and BBQ/lunch
    - Farewell Dinner (group leaders only)



*Note: HOST understands the schedule is tentative and subject to change. Should HOST wish to add/modify items to the schedule, like lodging site tours, MTS will make their best effort to accommodate said requests. MTS will confirm schedule with HOST no later than October 1, 2019.*

- E. Lift tickets, rental equipment and/or activities: complimentary for the ski club/council leaders.
- F. Hosted Meals: welcome breakfast on Thursday and farewell reception/dinner on Saturday.
- G. HOST will offer an optional two day early arrival option. The host resort would provide additional lodging (based on double occupancy), lift tickets and rentals. MTS would request an early arrival meet and greet so 1) the host resort can welcome them 2) pass out needed information (lift tickets/rental vouchers) and 3) provide an opportunity for the group leaders to connect with each other. HOST may charge for this optional add on, suggested price for the extended package is \$150 USD per person. MTS will collect monies and pass on directly to the resort to cover the additional cost of the lodging, tickets and rentals. MTS would like to request a minimum of 100 people be allow to participate in this program.
- H. Designate a lead contact to assist MTS with the overall coordination of the Group Exchange FAM including any/all aspects as determined by MTS. Lead contact to be available the thirty days prior to and during the event.

### **2.3 MEETINGS EXCHANGE FAM TRIP**

HOST agrees to host and provide the following for the Meetings Exchange Planner FAM trip.

- A. HOST agrees to host a minimum of forty (40) and a maximum of fifty-five (55) qualified meeting/event planners. MTS will look to confirm more planners to allow for cancellations. The FAM shall include ground transportation (round trip airport shuttle and within the resort three (3) nights' lodging (single occupancy) ski lift tickets, ski rentals, two non-skier activities and meals as outlined in item 2.3 G below.
- B. Lodging: HOST will provide lodging for the confirmed number of planners over the dates of April 2-5, 2020. Lodging needs estimated between 40-55 rooms for 3 nights. The lodging requirement for planners is based on single occupancy/room, using beds only. No sofa sleepers or Murphy beds.
- C. Transportation: "meet and greet" and complimentary transportation to/from the Reno Airport for Meetings Exchange planners. Transportation details must be reviewed and approved by MTS.
- D. Itinerary Development: Develop, in coordination with MTS, a detailed itinerary for the Planner FAM, (Thursday, April 2 to Sunday, April 5, 2020) by October 1, 2019, including activities, meal functions, networking and social events and the Meetings Exchange. The Planner FAM schedule will include mandatory attendance at the following:
  - Thursday: Arrivals, orientation, welcome reception & dinner
  - Friday: Breakfast/presentation, day activities, evening reception/dinner or other mutually agreed upon activity
  - Saturday: Breakfast, Meetings Exchange, lunch, farewell reception & dinner
  - Sunday: Departures

*Note: HOST understands the schedule is tentative and subject to change. Should HOST wish to add/modify items to the schedule, MTS will make their best effort to accommodate said requests. MTS will confirm schedule with HOST no later than October 1, 2019.*

- E. Meetings Exchange Planner invitation list and event promotion:
  - Submission of a list of qualified planner candidates to be invited. List to be submitted not later than November 1st. MTS is requesting a minimum of two hundred (200) qualified

planners/per company or organization on-site. Note: the other program sponsors: airline, trade publication and other program sponsors will also be submitting qualified lists.

- Provide promotional literature and information to assist MTS in promotion of Meetings Exchange Planner FAM/Exchange to potential attendees
- HOSTS will all ACTIVELY ASSIST in the process of recruiting qualified planners to attend the Meetings Exchange by making phone call and sending emails to qualified planners promoting the benefits of attending the event.

F. Lift tickets, rental equipment and activities: complimentary for the Meetings Exchange planners. HOST will need to provide two non-skier activities for planners. Based on history an estimated 40-45% of the group will be skier/boarders. HOST understands that Meetings Exchange suppliers will have the option of joining the planners for the on-hill ski day or non-skiing activities, if the activity does not have an activity cost associated with it.

G. Meals/Networking/Social Events: HOST to provide hosted meals to the Meetings Exchange planners and sponsors for the following tentative functions: Thursday: welcome reception and dinner, Friday: breakfast and lunch on activity day, reception & dinner and Saturday: farewell reception and dinner. Both planners and suppliers will be invited to these same functions. The cost of supplier meals will be reimbursed by MTS, see below. Location, function time and complete menu (food & beverage) subject to MTS review and approval.

Reimbursement for the cost of meals/networking events (suppliers only): HOST understands Meetings Exchange suppliers will be invited to attend the receptions and/or dinners on the Meetings Exchange schedule of events, as noted above. MTS will reimburse HOST for the cost of the supplier's food & beverage at the following pre-determined dollar amount per person, based on the number of suppliers attending: breakfast \$45 USD, lunch \$55 USD, heavy hors d'oeuvres/dinner \$100 USD, all price are inclusive per person.

H. Designate a lead contact to assist MTS with the overall coordination of the Meetings Exchange Planner FAM/Exchange including any/all aspects as determined by MTS. Lead contact to be available the thirty days prior to and during the event.

2.4 HOST understands the MTS Schedule of Events as noted in the RFP is tentative and subject to change. MTS will be developing the Schedule of Events and will coordinate with the HOST. The day/date/times of the events being hosted by HOST, as noted may be modified by MTS. HOST agrees, should the day/date/time of an event/s be modified, it will not affect their hosting of the overall Event, or the HOST sponsorship.

2.5 HOST will agree that the North Lake Tahoe Partners Group will not to host a similar travel industry event (SKI TOPS or similar) in the same or preceding year without prior approval of MTS, which will not unreasonably be withheld.

### 3. OTHER PROVISIONS

#### 3.1 GROUND TRANSPORTATION

HOST will provide, upon request by MTS, complimentary dedicated intra-resort shuttle transportation for attendees traveling to and from the lodging properties, meeting space and official MTS off site events. MTS will submit request and transportation requirements to HOST by August 1, 2019. HOST to submit MTS the transportation schedule and plan for approval by November 1, 2019. HOST to assist MTS in securing a discounted rate for ground transportation from their primary airport to host lodging properties for attendees. HOST will provide MTS with 25 complimentary round trip shuttle transfers and 10 round trip private transfers for MTS staff speakers and VIPs.

#### 3.2 STAFFING

HOST will provide staffing for use as greeters/door monitors, registration assistance, workshop runners and/or various other positions. Up to a maximum of four (4) people will be needed between the hours 8:00 am to 8:00 pm, starting Saturday, March 28 to Saturday, April 4, 2020. Exact days, hours and

responsibilities will be determined closer to the Event. Staff will be under the direction of MTS.

### **3.3 SITE INSPECTIONS**

HOST agrees to host MTS staff for two (2) site inspection meetings, which will include lodging (2 nights, per person/per site visit) MTS shall be responsible for all airfare and ground transportation costs associated with the site inspections. The first site inspection is tentatively scheduled between May and August of 2019 with up to seven (7) people from MTS in attendance for a day visit to the resort. The second site visit is TBD but will most likely be January, 2020 and will include up to seven (7) staff from MTS.

### **3.4 MARKETING**

HOST agrees to assist MTS in marketing MTS to the local audience by leveraging their partnerships with the local businesses. The HOST agrees to providing assistance, including but not limited to: promoting the event using electronic and print via articles and ads in local communications, providing five complimentary ads in monthly newsletter/similar, distribute to members/partners three special communications for MTS and place logo and click through link on member/partner only web site. And, also to their membership via an exclusive MTS social media plan. MTS reserves the right to send additional communications to the community via channels to be determined and HOST will assist and support these efforts.

### **3.5 TRADEMARK**

(a) HOST's trademarks are the sole property of HOST or its subsidiaries and affiliates and MTS does not have any right, title or interest in any of the trademarks, including reproduction of the trademarks in MTS' printed words or still or moving photographic images. MTS acknowledges that (i) all of the HOST trademarks have great value and good will; and (ii) if MTS breaches this Section, injury to HOST would be irreparable and injunctive relief to protect HOST's interests would be appropriate, without limiting HOST's other remedies allowed by law.

(b) MTS must not use any HOST trademarks without obtaining prior written permission from HOST. Any HOST trademarks used by MTS must be accompanied by adequate notification of HOST's ownership including proper usage of the ™ and/or the ® symbols, as appropriate

### **3.6 SPONSORSHIP**

MTS understands and acknowledges that HOST and its affiliates have strategic alliance agreements and relationships with various corporate sponsors. This section shall in no way serve to conflict with such agreements and/or relationships. HOST has the option to pursue and contract with sponsors to offset its costs associated with hosting the MTS. HOST shall not, without the prior written consent of MTS, solicit the sponsorship of MTS by any individual or entity that was a MTS sponsor in 2016 - 2019. Further, notwithstanding HOST's existing sponsorship agreements, any sponsorship secured by HOST specifically for the Event cannot be exclusive without the prior written approval of MTS, such approval not to be unreasonably withheld. In addition, any sponsorship secured by HOST specifically for the Event must not be in conflict with or to the exclusion of MTS sponsors. Should a conflict arise between MTS and HOST sponsors, MTS sponsors will take priority over HOST sponsors.

### **3.7 OTHER**

Upon request by MTS and upon reasonable approval by HOST, HOST agrees to provide such other services as reasonably required and/or requested by MTS in order to facilitate the Event, subject to the criteria as established by MTS and its operation of MTS.

### **3.8 TERM; TERMINATION; SURVIVAL**

The term of this MHA shall commence on the Effective Date and shall expire thirty (30) days after conclusion of the Event (the "Term"). This Agreement may be terminated by either party for any reason with 30 days' prior written notice at any time before June 30, 2019. Upon written notice, this Agreement may be terminated by either party in the event the other party is in default of any of its material obligations under this Agreement. The defaulting party shall have five (5) days from delivery of notice to remedy such default and, in the absence of such remedy, the non-defaulting party shall be entitled to terminate this

Agreement. Section 5 of this Agreement shall survive termination or expiration of this Agreement for any reason.

#### 4. HOTEL, MEETING SPACE AND TRANSPORTATION

- 4.1 The lodging and meeting space contracts at the following properties: The Resort at Squaw Creek, Squaw Valley Lodge and Squaw Valley Ski Holdings will be attached hereto as Exhibit A
- 4.2 The ground transportation agreement will be attached hereto as Exhibit B.
- 4.3 Other Agreements (Exhibits C and after) may be added to this agreement only upon the written approval of RIM and TW.
- 4.4 Exhibit A and B as outlined above in 4.1 & 4.2 are an integral part of this agreement. Without these exhibits the overall agreement becomes null and void.
- 4.5 After the execution of this Agreement, the parties intend to negotiate separate agreements relating to the Event for lodging, meeting space and transportation (the "Related Agreements"). The parties acknowledge that failure to consummate such agreements could frustrate the essential purpose of this Agreement. Accordingly, if the parties are unable, acting in good faith, to timely reach agreement on the Related Agreements, either party may terminate this Agreement upon delivery of written notice to the other. Except for obligations that necessarily survive termination of this Agreement, the parties shall have no further obligations to each other after the effective date of such termination. **THE PARTIES EXPRESSLY WAIVE AND RELEASE THEIR RIGHTS TO CLAIM OR RECOVER ANY INDIRECT, CONSEQUENTIAL OR SPECIAL DAMAGES (INCLUDING LOST PROFITS OR FUNDS SPENT IN ANTICIPATION OF THE EVENT) RESULTING FROM TERMINATION OF THE AGREEMENT DUE TO FAILURE TO CONSUMMATE THE RELATED AGREEMENTS AND COVENANT NOT TO INITIATE LITIGATION SOLELY ON SUCH BASIS.**

#### 5. MISCELLANEOUS PROVISIONS

- 5.1 Entire Agreement: This Agreement, together with any exhibits, sets forth the entire agreement and understanding between the parties hereto and supersedes all other understandings relating to the subject matter hereof.
- 5.2 Construction of Agreement: If any provision of this Agreement is found to be void or unenforceable, such provision shall be deemed omitted, and the remaining provisions shall remain in effect.
- 5.3 Disputes and Arbitrations: The laws of the State of New Jersey, USA, shall govern this Agreement. Any disputes arising hereunder between the parties shall be settled by binding arbitration in accordance with the rules and procedures of the American Arbitration Association. Any arbitration proceedings shall be held in the State of New Jersey, and County of Hudson. The Substantially Prevailing Party, as defined below, to such arbitration shall be entitled to an award against the other party for its reasonable attorneys' fees and costs incurred in such arbitration. For purposes of this Section, "Substantially Prevailing Party" shall mean that party which the arbitrator determines has prevailed in an arbitration or panel proceeding to a greater extent than any other person or entity that was a party to such arbitration proceeding.
- 5.4 No Assignment; Binding Effect: This Agreement shall not be assigned by either party without the express written consent of the other party, such consent not to be unreasonably withheld. Notwithstanding the foregoing, the provisions of this Agreement shall be binding upon the parties and their respective successors and permitted assigns.

#### 5.5 INSURANCE AND INDEMNITY:

##### A. Indemnity

MTS and HOST each shall indemnify, defend, and hold harmless each other and their respective affiliated companies and officers, directors shareholders, employees, agents, contractors, representatives and licensees from and against all liability, claims, expense (including related expert witness, attorneys' fees and costs), damage, or injury of any kind resulting from the negligence, misconduct, or intentional fault of the indemnifying party or its servants, employees, independent contractors, or assigns. The foregoing right to indemnification shall survive the termination or expiration of this Agreement

#### **B. Insurance**

As promoter and/or sponsor of the event, MTS warrants that at all times during the Term, MTS shall carry and maintain, in full force and effect and at its sole cost and expense, the following insurance policies with insurance companies holding an A.M. Best rating of "A+" and on forms satisfactory to HOST:

- (i) Commercial general liability insurance in an occurrence format in an amount of \$4,000,000 per occurrence, and a minimum of \$2,000,000 in the aggregate, including the following coverages: participant liability (no participant or spectator exclusions) contractual liability, personal injury and advertising injury liability, broad form property damage, independent contractors, volunteers and premises operations. MTS's insurance shall provide primary insurance coverage in the event of any loss or claim.
- (ii) Workers' Compensation insurance in accordance with the provisions of the Workers' Compensation Act (the "Act") of the Province where MTS's employees are performing in connection with this Agreement. MTS understands that HOST requires sole proprietors who are excluded under the Act to carry Workers' Compensation insurance.
- (iv) The insurance policies listed above shall provide insurance coverage on an occurrence rather than a "claims made" basis.
- (v) MTS agrees to provide HOST with certificates of insurance evidencing the policies listed above not less than thirty (30) days prior to the start of MTS. MTS warrants that such policies shall include a provision requiring a minimum of thirty (30) days' notice to HOST of any change, cancellation or non-renewal of any insurance policy. All HOST entities will be named as additional insured on the insurance policy for the event.
- (vi) The HOST agrees to provide the same above noted insurance agreements and limits, terms/conditions to MTS.

#### **5.6 FORCE MAJEURE**

Except for any payment obligations of the parties hereto, neither party shall be deemed to be in default or liable for any delays in the event and to the extent that performance thereof is delayed or prevented by strikes, lockouts, labor disputes, embargos, acts of God, inability to obtain labor or materials, or reasonable substitutes for labor or materials, government restrictions, government regulations, government controls, judicial orders, enemy or hostile government action, war or terrorism, civil commotion, fire or other casualty, or other causes (other than financial) beyond the reasonable control of either party. The above applies on a worldwide basis. In the case of such force majeure event, the non-performing or defaulting party's performance shall be excused.

- 5.7** The terms and conditions of this Agreement shall prevail over any attached exhibits which are inconsistent herewith. This Agreement may be altered, amended or modified only upon written agreement by both parties hereto. One or more waivers of any term or condition of this Agreement by either party shall not be construed as a waiver of a subsequent breach of the same term or condition. The consent or approval by either party to or of any act by the other party requiring such consent or approval shall not be deemed to waive or render unnecessary consent to or approval of any subsequent act.



**Squaw Valley Ski Holdings**

\_\_\_\_\_  
Signature Date

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

**Squaw Valley Lodge**

\_\_\_\_\_  
Signature Date

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

**Village at Squaw Valley**

\_\_\_\_\_  
Signature Date

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

**Northstar Travel Group, LLC**

\_\_\_\_\_  
Signature Date

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

Please return via email to [lwalton@mtntrvl.com](mailto:lwalton@mtntrvl.com) by February 8, 2018.

c:\users\mike\dropbox\mts 2020\operations\master hosting agreement\2020 NLT master hosting

**EXHIBIT A**

**Attached to and forming a part of the EVENT/CONFERENCE PRODUCTION AGREEMENT to host the MOUNTAIN TRAVEL SYMPOSIUM 2020 by and between North Lake Tahoe Partners Group and Northstar Travel Group LLC**

Lodging and Event Space Agreements:  
Resort at Squaw Creek, Village at Squaw Valley and Squaw Valley Lodge

(attached)



**EXHIBIT B**

**Attached to and forming a part of the EVENT/CONFERENCE PRODUCTION AGREEMENT to host the MOUNTAIN TRAVEL SYMPOSIUM 2020 by and between North Lake Tahoe Partners Group and Northstar Travel Group LLC**

Ground Transportation Agreement(s):

(attached)

Attached to and forming a part of the EVENT/CONFERENCE PRODUCTION AGREEMENT to host the MOUNTAIN TRAVEL SYMPOSIUM 2020 by and between Northstar Travel Media, LLC and North Tahoe Partners Group dated \_\_\_\_\_, \_\_\_\_\_

The following has been added at the request of the NTPG. It is for information purposes only and does not affect the contractual arrangements noted in the EVENT/CONFERENCE PRODUCTION AGREEMENT between MTS and the NPTG.

### MTS 2020 North Tahoe Partners Group Agreement

This Agreement ("Agreement") is made this \_\_\_\_\_ day of \_\_\_\_\_, 2018, by and between Squaw Valley Ski Holdings ("SQUAW"), The North Lake Tahoe Resort Association, LLC ("NLTRA"), The Resort at Squaw Creek ("RSC"), and the Squaw Valley Lodge ("SVL"), hereinafter known as The North Tahoe Partner Group ("NTPG") with regards to the hosting, promotion, and production of the 2020 Mountain Travel Symposium ("MTS2020").

WHEREAS the partners herein wish to host MTS2020, a one-week premiere travel and tourism industry conference, at Squaw Valley USA in North Lake Tahoe; and

WHEREAS the partners herein wish to showcase and generate product awareness of Squaw Valley USA and North Lake Tahoe, and its associated amenities, properties, and facilities to the national and international tour and travel market; and

WHEREAS all parties wish to document their respective obligations and responsibilities in regard to this Agreement;

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

#### **1. NLTRA AGREES:**

- 1.1 To participate in the hosting, production, and financial burden, including, but not limited to staffing, research, and costs of hosting MTS2020.
- 1.2 To co-host, as a member of the NTPG, the events and activities outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020 to which this Exhibit C is attached.
- 1.3 To pay a share equal to 50% of all related costs, as outlined in paragraph 5 of this agreement.
- 1.4 To provide staffing assistance to MTS2020 as outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020 to which this Exhibit C is attached.
- 1.5 Efforts will be made by each NTPG member to provide discounted or in-kind contribution of food & beverage, supplies, and services.
- 1.6 Participate and produce the group FAM as outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020

#### **2. RSC AGREES:**

- 2.1 To participate in the hosting, production, and financial burden, including, but not limited to staffing, research, and costs of hosting MTS2020.
- 2.2 RSC will be the designated host hotel for MTS 2020.
- 2.3 To co-host, as a member of the NTPG, the events and activities outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020 to which this Exhibit C is attached.
- 2.4 To pay a share equal to 18% of all related costs, as outlined in paragraph 6 of this agreement.
- 2.5 To provide room blocks, host facilities, lodging, meeting space, conference and dining facilities as outlined in Exhibit A of the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020 to which this Exhibit C is attached.
- 2.6 Efforts will be made by each NTPG member to provide discounted or in-kind contribution of food & beverage, supplies, and services.
- 2.7 Participate and produce the group FAM as outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020

**3. SVL AGREES:**

- 3.1 To participate in the hosting, production, and financial burden, including, but not limited to staffing, research, and costs of hosting MTS2020.
- 3.2 To co-host, as a member of the NTPG, the events and activities outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020 to which this Exhibit C is attached.
- 3.3 To pay a share equal to 7% of all related costs, as outlined in paragraph 6 of this agreement.
- 3.4 To provide room blocks as outlined in Exhibit A of the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020 to which this Exhibit C is attached.
- 3.5 Efforts will be made by each NTPG member to provide discounted or in-kind contribution of food & beverage, supplies, and services.
- 3.6 Participate and produce the group FAM as outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020

**4. SQUAW AGREES:**

- 4.1 To participate in the hosting, production, and financial burden, including, but not limited to staffing, research, and costs of hosting MTS2020.
- 4.2 To co-host, as a member of the NTPG, the events and activities outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020 to which this Exhibit C is attached.
- 4.3 To pay a share equal to 25% of all related costs, as outlined in paragraph 6 of this agreement.
- 4.4 To provide lift tickets, room blocks, host facilities, lodging, meeting space, conference and dining facilities as outlined in Exhibit A of the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020 to which this Exhibit C is attached.
- 4.5 Efforts will be made by each NTPG member to provide discounted or in-kind contribution of food & beverage, supplies, and services.
- 4.6 Participate and produce the group FAM as outlined in the EVENT/CONFERENCE PRODUCTION AGREEMENT - MOUNTAIN TRAVEL SYMPOSIUM 2020

**5. ESTIMATED COSTS:**

The parties herein understand and agree that preliminary estimates suggest the hard dollar costs associated with NTPG sponsorship to be:

- a. Travel Trade Welcome Party - Estimated cost \$52,400
- b. 2019 Farewell Party, Whistler - Contribution to MTS \$5,000
- c. Group Exchange: Including Après Ski Party, MTS Farewell Party, On-Hill Group Picnic and the Group Exchange FAM - Estimated cost \$51,050
- d. Meetings Exchange: F&B, Non-Skier Activities – Estimated cost \$4,550
- e. Additional Transportation Costs – Estimated cost \$10,000
- f. Promotions: Banners, Restaurant Guides, Etc. – Estimated cost \$3,000
- g. Promotional Items for 2019 Conference in Whistler: Estimated cost \$3,000
- h. Provisionary Fund - \$4,000

TOTAL ESTIMATED COSTS TO BE SHARED BY THE NTPG AS OUTLINED HEREIN: \$133,000

THESE COSTS DO NOT INCLUDE TRAVEL OR OTHER ASSOCIATED EXPENSES

**6. SPONSORSHIPS:**

The NTPG will actively seek outside sponsorships to help reduce the overall hard costs of each event to be sponsored.

IN WITNESS WHEREOF, the parties have duly executed this Agreement as of the date first written above.

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Tom Feiten, V.P. of Marketing & Business Development  
Squaw Valley Ski Holding

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Date

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Daphne Lange, Dir of Tourism  
North Lake Tahoe Resort Assn.

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Date

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Terra Calejari, Director of Sales & Marketing  
Resort at Squaw Creek

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Date

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Becky Moore, Dir Sales/Marketing  
Squaw Valley Lodge

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Date

## MTS 2020

### North Tahoe Partners Group - Division of Obligations & Benefits

#### OBLIGATIONS

##### All Partners

- Participate in the hosting, production, and financial burden, included by not limited to staffing, research, and costs of hosting MTS 2020.
- Co-host, as a member of the NTPG, the events and activities outlined in the MTS 2020 Master Hosting Agreement.
- Efforts made to provide discounted and/or in-kind contribution of food and beverage, supplies and services.
- Participate and produce the Group FAM

##### NLTRA

- 50% of all related costs covered by NTPG
- Staffing assistance to MTS

##### Resort at Squaw Creek

- 18% of all related costs covered by NTPG
- Will be designated the host hotel
- Provide room blocks, meeting space, conference and dining facilities

##### Squaw Valley

- 25% of all related costs covered by NTPG
- Provide lift tickets, room blocks, conference, event, and dining facilities

##### Squaw Valley Lodge

- 7% of all related costs covered by NTPG
- Provide room blocks

#### SHARED COSTS INCLUDE

##### All

- Ground Transportation
- Promotions
- Promo Items for Whistler Farewell Party
- Provisionary Fund

##### Leisure

- 3/28: MTS Welcome Party

##### Group

- 4/6/19: Farewell Party Contribution (Whistler)
- 3/30: Apres Ski Party
- 4/3: Farewell Party Contribution
- 4/4: On-Hill Picnic

##### Group Exchange FAM Trip

- Ground Transportation
- Ski Rentals

- 4/2: Welcome Breakfast
- 4/4: Farewell Dinner

#### Meeting Exchange FAM Trip

- Ground Transportation
- Lodging
- Non-Skier Activities
- 4/4: Breakfast & Lunch

### BENEFITS

#### All

- Twenty (20) daily complementary passes for the general event sessions on 4/1 and 4/2.
- Gold level MTS Sponsorship
  - Full page ad in on-site attendee book
  - Booth throughout the week
  - Promotion of destination in marketing campaign utilizing approved destination photos (website, eblasts, etc.)
  - Speaking opportunity at MTS 2019 in Whistler at closing session 4/4/19
  - Speaking opportunity at MTS 2020 welcome session 4/1/20
  - Pre-release of attendee list 30 days prior to start of conference
  - Logo/description on sponsor page, in on-site attendee guide, loop on screen onsite and onsite signage
- Banner level sponsorship for Meetings FAM
  - Logo/link on Meeting Exchange section of site
  - Logo on emails/electronic communications
  - Pre-release of Meeting Exchange attendee list 30 days prior
  - Half (1/2) page ad in Meeting Exchange program

#### NLTRA

- Two (2) Trade Exchange/Forum Registrations
- One (1) Group Exchange Registration
- One (1) Meeting Exchange Registration

#### Squaw Valley

- Three (3) Trade Exchange/Forum Registrations
- Two (2) Group Exchange Registrations
- Two (2) Meeting Exchange Registration
- Maximum of two (2) set of appointments at the Trade, Group and Meeting Exchanges
- Gold level MTS Sponsorship
  - Full page ad in on-site attendee book
  - Booth throughout the week
  - Promotion of destination in marketing campaign utilizing approved destination photos (website, eblasts, etc.)
  - Speaking opportunity at MTS 2019 in Whistler at closing session 4/4/19
  - Speaking opportunity at MTS 2020 welcome session 4/1/20
  - Pre-release of attendee list 30 days prior to start of conference
  - Logo/description on sponsor page, in on-site attendee guide, loop on screen onsite and onsite signage

#### Resort at Squaw Creek

- Two (2) Trade Exchange/Forum Registrations
- One (1) Group Exchange Registration

- One (1) Meeting Exchange Registration

Squaw Valley Lodge

- One (1) Trade Exchange/Forum Registration
- One (1) Meeting Exchange Registration
- Maximum of one (1) set of appointments at the Trade, Group and Meeting Exchanges

## Summary of Event Expenses

Event	Estimated Total Cost
MTS 2019 Party	\$5,000
MTS 2020 Welcome Party	\$52,650
Group Exchange	\$51,800
Meetings Exchange	\$4,550
<i>Additional Costs</i>	
<i>Additional Transportation Costs (in valley &amp; misc)</i>	<i>\$9,000</i>
<i>Promotional Items (banners, etc)</i>	<i>\$3,000</i>
<i>Promotional items 2019</i>	<i>\$3,000</i>
<i>Provisional fund</i>	<i>\$4,000</i>
<i>Total</i>	<i>\$133,000</i>

Estimated Costs Per Partner	
NLTRA	\$66,500
Squaw Valley	\$33,250
Resort at Squaw Creek	\$23,940
SVL	\$9,310
Total	\$133,000



## Trade Leisure

	Item	Dates	Location	Quantity	Cost/ Person	Total Cost	Entity Covering Cost	Attendee Track	Notes	Payment
2.1.A.	Lift Tickets	3/28/20 - 4/5/20	Squaw Valley				Squaw Valley	All Attendees & Staff		
2.1.C	MTS Welcome Party	3/28/2020	High Camp, Squaw Valley	700			NLT Partner Group	Trade/Leisure		
	<i>Venue Space</i>			1		\$2,750				
	<i>Food</i>			8	<u>\$1,300</u>	\$10,400				
	<i>Beverage</i>			700	\$15	\$10,500				
	<i>Décor</i>			1		\$15,000				
	<i>Entertainment</i>			1		\$2,000				
	<i>Pre/Post Party</i>			1		\$12,000				
	<i>Total</i>					\$52,650				

### Group (AKA Club)

Item	Dates	Location	Quantity	Cost/ Person	Total Cost	Entity Covering		Attendee Track	Notes	Payment
						Cost				
2.1.G.	MTS 2019 Farewell Party	4/6/2019	Whistler BC			\$5,000	NLT Partner Group	Group	MTS Organizes & Operates	Prior to 3/1/19
2.1.A.	Lift Tickets	3/28/20 - 4/5/20	Squaw Valley				Squaw Valley	All Attendees & Staff		
2.1.D.	Apres Ski Party	3/30/2020	TBD	350			NLT Partner Group	Group		
	Venue Space					\$0				
	F&B		350	\$35	\$12,250					
	Décor				\$2,000					
	Transportation				\$0					
	Entertainment				\$500					
	Total				\$14,750					
2.1.E.	MTS 2020 Farewell Party	4/3/2020	Lakeside Restaurant	350		\$5,000	NLT Partner Group	Group	MTS Organizes & Operates	
	Transportation			1	\$2,000	\$2,000	NLT Partner Group			
	Total					\$7,000				
2.1.F.	On-Hill Group Picnic	4/4/2020	Squaw Valley	250				Group	Group Leaders & MTS Attendees	
	Venue Space					\$0				
	F&B		250	\$28	\$7,000					
2.2	Group Exchange FAM Trip	4/1/20 - 4/5/20		145				Group		
	Ground Transportation - Airport Round Trip			145	\$75	\$10,875				
	Ground Transportation - Hotels to Resorts					\$8,000				
	Ground Transportation - Additional Functions					\$800				
	Lodging (4 Nights, Double Occupancy)			145	\$200	\$29,000				
	Breakfast - Thursday			75	\$25.00	\$1,875				
	Dinner - Saturday					\$1,500				
	Reimbursement			145	\$200	(\$29,000)				
	Lift Tickets					\$0				
	Ski Rentals					\$0				
	Group Exchange FAM Estimated Total					\$23,050				
	Total					\$51,800				

FAM Itinerary

Wednesday - 4/1/20	Friday - 4/3/20
Arrival	All Day - Group Exchange
Orientation & Resort Overview	Farewell Party
Welcome Reception	Saturday - 4/4/20
Thursday - 4/2/10	Race/On-Hill Event & Lunch
Fresh Tracks Breakfast	Farewell Dinner (Group Leaders Only)
Ski Day	
Apres Ski Party	

## Meeting Exchange

	Item	Dates	Location	Cost/			Entity Covering Cost	Attendee Track	Notes	Payment
				Quantity	Person	Total Cost				
2.1.A.	Lift Tickets	3/28/20 - 4/5/20	Squaw Valley				Squaw Valley	All Attendees & Staff		
2.1.H.	Meetings Exchange Welcome Reception & Dinner (Thursday)	4/2/2020	Resort at Squaw Creek	105			Resort at Squaw Creek	Meeting Exchange		
	F&B Planners			55	\$100	\$5,500		Planners		
	F&B Suppliers			50	\$100	(\$5,000)		Suppliers		
2.1.I.	Meetings Exchange Breakfast/Presentation & Activity/Sk Day	4/3/2020	Resort at Squaw Creek	105			Resort at Squaw Creek	Meeting Exchange		
	F&B Planners			55	\$30	\$1,650		Planners		
	F&B Suppliers			50	\$40	(\$2,000)		Suppliers		
2.1.J.	Meetings Exchange Welcome Reception & Dinner (Friday)	4/3/2020	Resort at Squaw Creek	100			Resort at Squaw Creek	Meeting Exchange		
	F&B Planners			55	\$100	\$5,500		Planners		
	F&B Suppliers			45	\$100	(\$4,500)		Suppliers		
2.1.B.	Non-Skier Activity #1	4/4/2020		30	\$40	\$1,200		Meeting Exchange		
2.1.B.	Non-Skier Activity #2	4/4/2020		30	\$40	\$1,200		Meeting Exchange		
2.1.K.	Meetings Exchange Farewell Reception & Dinner	4/4/2020	Resort at Squaw Creek	100			Resort at Squaw Creek	Meeting Exchange		
	F&B Planners			55	\$100	\$5,500		Planners		
	F&B Suppliers			45	\$100	(\$4,500)		Suppliers		
	Total					\$4,550				



# north lake tahoe

Chamber | CVB | Resort Association

## MEMORANDUM

Date: 2/2/18

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: NLTRA Appointments to the Capital Projects Advisory Committee (CAP)

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

Board approval of the Executive Committee's recommendations of NLTRA's two appointments to the Capital Projects Advisory Committee (CAP). Secondly, it is recommended that the Board delegate to the Executive Committee the duty of making the Lodging appointment, once we have the results of the County's appointment process.

### **Background:**

There are 13 seats on the new CAP committee. Through agreement with the County CEO's office, the NLTRA will have two seats to appoint as representatives of the NLTRA. In addition NLTRA will appoint the "lodging" seat.

The Executive Committee will be meeting on February 6<sup>th</sup> and provide recommendations to the Board at your February 7<sup>th</sup> meeting for NLTRA's two appointments. At that time we will know the results of the ski area seat, business association seats, and the special district seats, and can adjust our appointments based on desired geographical distribution.

In addition, we are soliciting our lodging members for their interest in serving on the committee with a deadline of February 21. The County is also soliciting candidates for their appointed seats with a deadline of February 21. Just as above, based on the goal to have broad geographical representation on the CAP committee, we recommend making the lodging appointment in consultation with the County's appointments. The full Board will not be meeting again before the deadline for Board of Supervisors documents on the full list of appointments, therefore we request that you approve the Executive Committee to make the Lodging appointment.

### **Fiscal Impact:**

There is no fiscal impact by taking this action.

# CAPITAL PROJECTS ADVISORY COMMITTEE FOR EASTERN PLACER COUNTY



## CAPITAL PROJECTS ADVISORY COMMITTEE FOR EASTERN PLACER COUNTY

co-chaired by Placer County and the North Lake Tahoe Resort Association

	Representation	Initial Term	Appointed By
1	Business Associations	2 years	Business Associations
2	Business Associations	2 years	Business Associations
3	Special Districts/PUDs	2 years	Special Districts
4	Special Districts/PUDs	2 years	Special Districts
5	Resort Association	3 years	Resort Association
6	Resort Association	3 years	Resort Association
7	Placer County	3 years	Placer County
8	Placer County	3 years	Placer County
9	Transportation	2 years	TNT-TMA
10	Lodging	3 years	Resort Association
11	Ski Resorts	2 years	Ski Resorts
12	At Large: housing, social service, arts and culture	3 years	Placer County
13	At Large: housing, social service, arts and culture	3 years	Placer County

RECOMMENDS  
PROJECTS &  
PROGRAMS

ALLOCATES TOT  
REVENUE FOR  
PROJECTS AND  
SERVICES IN  
EASTERN PLACER  
COUNTY

**BOS**  
(Placer County Board  
of Supervisors)

**BUSINESS ASSOCIATIONS:**

- Donner Summit Association
- North Tahoe Business Association
- Squaw Valley Business Association
- Tahoe City Downtown Association

**SPECIAL DISTRICTS:**

- Northstar Community Service District
- North Tahoe Public Utility District
- Squaw Valley Public Services District
- Tahoe City Public Utility District
- Truckee Tahoe Airport District

**SKI RESORTS:**

- Homewood
- Northstar
- Squaw/Alpine
- Sugar Bowl

**SIDEBOARDS:**

- Preference for less than two representatives from one area or organization in eastern Placer County
- Appointing organization must provide service in Placer County and implement Tourism Master Plan priorities
- Appointees may include board, staff or community members



north lake tahoe  
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# north lake tahoe

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## MEMORANDUM

Date: 2/2/18

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: NLTRA Board Elections

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### **Action Requested:**

Board accept the Election Committee's designation of the qualified candidates for the five elected Board seats and direct staff to distribute ballots to the members.

### **Background:**

As approved through the Bylaw revisions, there are five seats available for election. The Election Committee is meeting on Tuesday, February 6 to review the candidates' eligibility and recommend the distribution of the ballots. A list will be provided to you at the meeting.

McClintock Accountancy will receive and count the ballots on March 6<sup>th</sup> at 5pm. The Board will have the results at your March 7<sup>th</sup> meeting.

Based on the results of the elections, you will also call for applications for the appointed seats.

### **Fiscal Impact:**

There is no fiscal impact by taking this action.



## north lake tahoe

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### MEMO

Date: 2/1/18

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

From: Al Priester, Director of Finance and Human Resources

Re: Membership and TOT Funding

---

In my Staff Report to the NLTRA Finance Committee, I included comments to explain why NLTRA Membership is not using TOT Funds, even though they are operating at a loss.

That explanation was as follows:

- *Losses in Membership will reduce Retained Earnings. YTD, Membership has lost \$19,619. Retained Earnings at the beginning of the year was a deficit of \$8,754, for a cumulative deficit of \$28,373 less net accrued expenses of \$2,936 to get to a "cash" deficit of \$25,437. The County has asked the question of how the NLTRA can operate Membership at a deficit and not be using TOT funds. The answer is, NLTRA invoices Membership dues annually, collects those dues, i.e. cash in the bank, but only recognizes 1/12<sup>th</sup> of the dues as income monthly. The difference between what has been collected monthly versus what is recognized as income monthly is posted to Deferred Revenue in accordance with GAAP. The balance in the Deferred Revenue account represents the cash sitting in the bank account that has not yet been recognized as revenue. That cash is not TOT funds. To the extent that Membership's losses do not exceed the balance in Deferred Revenue, Membership is not using TOT funds. Deferred Revenue over the last 12 months has ranged from a low of \$31,665 in December to a high of \$103,080 in January. The balance of Deferred Revenue at Dec 31, 2017 is \$28,146.*

Finance Committee member Ramona Cruz asked me to provide additional details of what makes up some of the numbers used in the above explanation, specifically “net accrued expenses”. To provide the delineation needed, I have prepared the following schedule:

As of December 31, 2017:

<u>Membership Earnings</u>		
BOY Retained earnings (1)	\$	(8,754)
YTD Membership Earnings		<u>(19,619)</u>
Cumulative Membership Earnings	\$	<u>(28,373)</u>
 <u>Cash Available for Membership Use</u>		
Deferred Revenue	\$	28,146
Add: Accrued Incentives		4,795
Accrued PTO		1,345
Less: Prepaid Expenses		<u>(3,204)</u>
	\$	<u>31,082</u>
 Surplus of Cash over Membership Losses	\$	<u>2,936</u>

(1) Solely attributable to Membership Activities

As can be seen, Membership’s cash position is greater than the cumulative losses and therefore, TOT funds are not being utilized by Membership.



## Executive Summary

Data based on a sample of up to 8 properties in the North Lake Tahoe destination, representing up to 1123 Units ("DestiMetrics Census\*\*") and 34.78% of 3229 total units in the North Lake Tahoe destination ("Destination Census\*\*\*)

Last Month Performance: Current YTD vs. Previous YTD		2017/18	2016/17	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Dec) changed by (-5.1%)	Occupancy (Dec) :	44.9%	47.3%	-5.1%
North Lake Tahoe ADR for last month (Dec) changed by (-7.4%)	ADR (Dec) :	\$ 412	\$ 445	-7.4%
North Lake Tahoe RevPAR for last month (Dec) changed by (-12.2%)	RevPAR (Dec) :	\$ 185	\$ 210	-12.2%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Jan) changed by (-17.3%)	Occupancy (Jan) :	32.4%	39.2%	-17.3%
North Lake Tahoe ADR for next month (Jan) changed by (4.2%)	ADR (Jan) :	\$ 349	\$ 335	4.2%
North Lake Tahoe RevPAR for next month (Jan) changed by (-13.8%)	RevPAR (Jan) :	\$ 113	\$ 131	-13.8%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (-2.1%)	Occupancy	50.6%	51.7%	-2.1%
North Lake Tahoe ADR for the past 6 months changed by (2.7%)	ADR	\$ 325	\$ 317	2.7%
North Lake Tahoe RevPAR for the past 6 months changed by (0.6%)	RevPAR	\$ 165	\$ 164	0.6%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (7.8%)	Occupancy	22.8%	21.2%	7.8%
North Lake Tahoe ADR for the future 6 months changed by (0.8%)	ADR	\$ 309	\$ 306	0.8%
North Lake Tahoe RevPAR for the future 6 months changed by (8.7%)	RevPAR	\$ 71	\$ 65	8.7%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Dec 31, 2017 vs. Previous Year				
Rooms Booked during last month (Dec,17) compared to Rooms Booked during the same period last year (Dec,16) for all arrival dates has changed by (-23.2%)	Booking Pace (Dec)	5.0%	6.5%	-23.2%

\* 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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## MEMORANDUM

Date: 2/1/17

TO: NLTRA Board of Directors

FROM: Natalie Parrish

RE: Chamber Membership Monthly Staff Report

### AR Update:

Collections Made: AR with Dates Through December 31:

91-121+

\$1045	Total
\$510	Received
\$510	Committed to Payment
\$0	Write-off
\$0	Still Working to reach

AR is at a much more manageable place with the following procedures in place for billing to eliminate a high AR moving forward:

- Natalie reviews every prospective renewing Member prior to generating a bill to ensure bills are not created for businesses gone out of business, that have no billing history, etc.
- Bills go out mid-month prior to the month a membership is due.
- At the end of each month 2<sup>nd</sup> reminder notices are both mailed and emailed.

### New Member Efforts:

With a manageable AR, Chamber efforts can be used to meet with businesses the month prior to being billed so they've been touched before billed. Natalie has set a goal of meeting with 5 existing Members each week, using the upcoming billing cycle as the leads list and is working through January, the largest billing cycle of the year.

### Chamber Events:

- Tuesday Morning Breakfast Club
  - Sponsorships (attached) are being offered and will be announced to bring more support to the event with a total of \$1000 in sponsorships sold to date.
  - Most Annual Tuesday Morning Breakfasts are purchased in the month of January-February. \$1,470 have been billed and are being collected for committed annual attendees.
- 2018 Co-Branded & Co-Marketed Small Business Seminars (in collaboration with NTBA and TCDA)
  - Search Engine Optimization and Content Marketing (attached)  
February 27, 2018 - 8-9:30am

Speaker: Brandi Brown, Tahoe Production House

NT Events Center

- o Employment Recruitment and Retention

May 8, 2018 - 8-9:30am

Speaker: Billy Thompson, Lumegent

- o Social Media

October 9, 2018 - 8-9:30am

Speaker: Lindsay Thayer, LT Marketing

- 2018 Mixer Calendar:

February	Kindred Souls Photography	KB
March	Co-Working Space	Incline
April	Hyatt Stillwater Spa	Incline
May	Sierra Sotheby's	Tahoe City
June	Squaw – Tuesday Bluesday	Truckee Joint
July		
August		
September		
October	Peppertree Inn (tentative)	Tahoe City
November	Northstar	Truckee Joint
December	Toys for Tots – Biltmore or Crystal Bay Club	Crystal Bay



north lake tahoe

Chamber | CVB | Resort Association

# Tuesday Morning Breakfast Club

## 2018 Sponsorship Opportunity

First Tuesday of each month  
Granlibakken | 7 AM – 8:30 AM

*The North Lake Tahoe Chamber Breakfast Club gathers an average of 50-60 community and business leaders once a month, with a wide range of topics covering current events and community related issues that are presented from a variety of national to local organizations.*

### \$500 Annual Commitment

- Listed/tagged as sponsor in all event promotions including press release, on gotahoenorth.com, EventBrite and Social Media posts
- Logo on all placed media ads and all distributed flyers
- Sponsor recognition at each breakfast
- Listed on sponsor signage and on screen at each breakfast
- 2 free Breakfast Club raffle tickets at each breakfast

# FREE Small Business Seminar

## Search Engine Optimization & Content Marketing

### Date

**February 27, 2018**

### Time

**8:00 - 9:30am**

### Where

**North Tahoe  
Event Center  
8318 North Lake Blvd  
Kings Beach, CA**

### Seminar Details

We all know the struggle. You put in hours of work on an exciting project or campaign only to see it fall on deaf ears. Why is the content not reaching my desired demographic or performing like I know it should? Chances are you are not applying all the tools available to expand your reach and identify your target demographic.

This small business seminar will equip you with some tactics and know-how to effectively utilize SEO and content marketing.

The seminar will be taught by Brandi Brown, Owner of Tahoe Production House. Brandi has over 10 years experience in content marketing and SEO and she has developed a presentation that will ensure everyone leaves with a new skill or tactic to apply.

The seminar is brought to you by NTBA, NLTRA, and Tahoe City Downtown Association. It is free for Association/NLT Chamber members, however optional coffee and pastries are \$5/person. Pre-registration is required for coffee/pastries. Space is limited, so sign up today. For more information, please contact TCDA staff at (530) 583- 3348. Non-chamber/association attendees are \$20.

Register Online <http://bit.ly/2noM8IF>



**Monthly Report December 2017**

**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 17/18</u>	<u>FY 16/17</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/17:	\$1,768,735	\$3,003,463	-41%
Forecasted Commission for this Revenue:	\$50,110	\$96,391	-48%
Number of Room Nights:	8343	16436	-49%
Number of Delegates:	3096	17989	-83%
Annual Revenue Goal:	\$2,500,000	\$3,000,000	-17%
Annual Commission Goal:	\$70,000	\$135,000	-48%

<u>Monthly Detail/Activity</u>	<u>December-17</u>	<u>December-16</u>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>4</b>	
Revenue Booked:	\$4,500	\$142,936	-97%
Projected Commission:	\$0	\$6,683	-100%
Room Nights:	28	837	-97%
Number of Delegates:	30	358	-92%
		2 Corp., 2	
Booked Group Types:	1 Smerf	Assoc..	
Lost Business, # of Groups:	4	0	

<u>Arrived in the month</u>	<u>December-17</u>	<u>December-16</u>	
Number of Groups:	2	2	
Revenue Arrived:	\$45,377	\$137,651	-67%
Projected Commission:	\$0	\$5,818	-100%
Room Nights:	153	562	-73%
Number of Delegates:	64	1125	-94%
	1 Corp., 1	1 Corp., 1	
Arrived Group Types:	Assoc.	Assoc.	

<u>Monthly Detail/Activity</u>	<u>November-17</u>	<u>November-16</u>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>1</b>	
Revenue Booked:	\$13,868	\$2,862	385%
Projected Commission:	\$551	\$0	#DIV/0!
Room Nights:	76	14	443%
Number of Delegates:	34	14	143%
	1 Corp, 1 CA		
Booked Group Types:	Assoc.	1 Corp.	
Lost Business, # of Groups:	10	6	

<u>Arrived in the month</u>	<u>November-17</u>	<u>November-16</u>	
Number of Groups:	0	5	
Revenue Arrived:	\$0	\$130,205	-100%
Projected Commission:	\$0	\$6,139	-100%
Room Nights:	0	990	-100%
Number of Delegates:	0	1264	-100%

Arrived Group Types:

3 Corp, 1 Smf,  
1 Assoc.

**Monthly Detail/Activity**

	<u>October-17</u>	<u>October-16</u>	
<b><u>Number of Groups Booked:</u></b>	<b>5</b>	<b>6</b>	
Revenue Booked:	\$221,137	\$557,045	-60%
Projected Commission:	\$5,257	\$2,245	134%
Room Nights:	1099	2716	-60%
Number of Delegates:	437	11999	-96%
		3 Corp, 1 Smf, 1 Non-Profit, 1 Incentive	
Booked Group Types:	2 Corp, 1 Assoc, 2 Smf		
Lost Business, # of Groups:	12	6	

**Arrived in the month**

	<u>October-17</u>	* Est.	<u>October-16</u>	
Number of Groups:	6		5	
Revenue Arrived:	\$239,182		\$187,132	28%
Projected Commission:	\$13,574		\$6,209	119%
Room Nights:	1586		978	62%
Number of Delegates:	597		10110	-94%
Arrived Group Types:	2 Corp, 3		4 Corp, 1 Smf	

**Monthly Detail/Activity**

	<u>September-17</u>		<u>September-16</u>	
<b><u>Number of Groups Booked:</u></b>	<b>5</b>		<b>3</b>	
Revenue Booked:	\$45,964		\$113,630	-60%
Projected Commission:	\$2,568		\$2,245	14%
Room Nights:	307		962	-68%
Number of Delegates:	139		987	-86%
	3 Corp, 1 Smf,		1 Corp, 1	
Booked Group Types:	1 Film Crew		Assoc, 1 Smf	
Lost Business, # of Groups:	6		3	

**Arrived in the month**

	<u>September-17</u>		<u>September-16</u>	
Number of Groups:	7		10	
Revenue Arrived:	\$200,332		\$788,598	-75%
Projected Commission:	\$5,673		\$6,209	-9%
Room Nights:	650		4148	-84%
Number of Delegates:	438		1757	-75%
	4 Corp, 1		4 Corp, 3	
Arrived Group Types:	Assoc, 1 Smf, 1		Assoc., 3 Smf	

**Monthly Detail/Activity**

	<u>August-17</u>		<u>August-16</u>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>		<b>4</b>	
Revenue Booked:	\$58,220		\$112,497	-48%
Projected Commission:	\$2,560		\$892	187%
Room Nights:	409		715	-43%
Number of Delegates:	165		275	-40%
	1 Corp, 1		2 Assoc, 1	
Booked Group Types:	Assoc.		Corp, 1 Govt.	
Lost Business, # of Groups:	6		0	

**Arrived in the month**

	<u>August-17</u>	<u>August-16</u>

Number of Groups:	4	6	
Revenue Arrived:	\$59,921	\$223,487	-73%
Projected Commission:	\$1,068	\$16,620	-94%
Room Nights:	274	1052	-74%
Number of Delegates:	152	257	-41%
	2 Corp, 1	4 Corp, 1	
	Assoc, 1 Non-	Assoc, 1 Film	
Arrived Group Types:	profit	Crew	

**Monthly Detail/Activity**

	<u>July-17</u>	<u>July-16</u>	
<b><u>Number of Groups Booked:</u></b>	7	2	
Revenue Booked:	\$638,565	\$84,736	654%
Projected Commission:	\$20,074	\$0	
Room Nights:	3689	655	463%
Number of Delegates:	4680	425	1001%
	4 Corp, 2		
Booked Group Types:	Assoc, 1 SMF	1 Corp. 1 Govt.	
Lost Business, # of Groups:	1	3	

<b><u>Arrived in the month</u></b>	<u>July-17</u>	<u>July-16</u>	
Number of Groups:	4	5	
Revenue Arrived:	\$294,470	\$712,929	-59%
Projected Commission:	\$13,840	\$39,282	
Room Nights:	1299	3175	-59%
Number of Delegates:	645	1551	-58%
		2 Assoc, 1	
		Govt, 1 Corp	
Arrived Group Types:	4 Corp.	and 1 Seminar	

	<u>Current Numbers</u>	<u>Goals</u>
<b>For 2018/19:</b>	<b>\$601,837</b>	<b>\$750,000</b>
<b>For 2019/20:</b>	<b>\$276,406</b>	<b>\$250,000</b>

<b>NUMBER OF LEADS Generated as of 12/31/17:</b>	<b>157</b>
YTD 11/30/16:	127
YTD 11/30/15:	86

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

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 2017**

**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>17/18</u>	<u>16/17</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/17:	\$204,568	\$381,611	-46%
Forecasted Commission for this Revenue:	\$4,988	\$8,966	-44%
Number of Room Nights:	1349	3232	-58%
Number of Delegates:	617	1388	-56%
Annual Commission Projection:	\$10,000	\$15,000	-33%

<u>Monthly Detail/Activity</u>	<u>December-17</u>	<u>December-16</u>	
<u>Number of Groups Booked:</u>	<b>1</b>	<b>2</b>	
Revenue Booked:	\$9,240	\$177,828	-95%
Projected Commission:	\$0	\$0	
Room Nights:	60	866	-93%
Number of Delegates:	250	240	4%
Booked Group Types:	1 Wedding	1 Corp., 1 Assoc.	

<u>Arrived in the month</u>	<u>December-17</u>	* Est.	<u>December-16</u>
Number of Groups:	1		0
Revenue Arrived:	\$1,580		\$0
Projected Commission:	\$79		\$0
Room Nights:	26		0
Number of Delegates:	12		0
Booked Group Types:	1 Govt.		

<u>Monthly Detail/Activity</u>	<u>November-17</u>	<u>November-16</u>	
<u>Number of Groups Booked:</u>	<b>2</b>	<b>1</b>	
Revenue Booked:	\$47,480	\$2,228	2031%
Projected Commission:	\$2,374	\$334	611%
Room Nights:	196	12	1533%
Number of Delegates:	162	6	2600%
Booked Group Types:	1 Corp, 1 Govt.	1 Corp.	

<u>Arrived in the month</u>	<u>November-17</u>	<u>November-16</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

<u>Monthly Detail/Activity</u>	<u>October-17</u>	<u>October-16</u>
<u>Number of Groups Booked:</u>	<b>0</b>	<b>1</b>
Revenue Booked:	\$0	\$5,547

Projected Commission:	\$0	\$0
Room Nights:	0	45
Number of Delegates:	0	45
Booked Group Types:	0	1 Assoc.

<u>Arrived in the month</u>	<u>October-17</u>	<u>* Est.</u>	<u>October-16</u>
Number of Groups:	1		1
Revenue Arrived:	\$3,960		\$10,842
Projected Commission:	\$0		\$0
Room Nights:	40		78
Number of Delegates:	30		25
Booked Group Types:	1 Assoc.		1 Corp.

<u>Monthly Detail/Activity</u>	<u>September-17</u>	<u>September-16</u>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$38,000	\$45,255	-16%
Projected Commission:	\$5,700	\$0	
Room Nights:	380	420	-10%
Number of Delegates:	200	160	25%
Booked Group Types:	1 Assoc.	1 Corp.	

<u>Arrived in the month</u>	<u>September-17</u>	<u>September-16</u>	
Number of Groups:	1	2	
Revenue Arrived:	\$32,371	\$47,420	-32%
Projected Commission:	\$0	\$2,263	
Room Nights:	146	416	-65%
Number of Delegates:	70	160	-56%
Booked Group Types:	1 Assoc.	1 Corp., 1 Smf	

<u>Monthly Detail/Activity</u>	<u>August-17</u>	<u>August-16</u>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$50,490	\$7,209	600%
Projected Commission:	\$0	\$1,081	
Room Nights:	488	70	597%
Number of Delegates:	175	35	400%
Booked Group Types:	1 Assoc.	1 Corp.	

<u>Arrived in the month</u>	<u>August-17</u>	<u>August-16</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$32,350	\$0	
Projected Commission:	\$1,617	\$0	
Room Nights:	82	0	
Number of Delegates:	20	0	
Booked Group Types:	1 Corp.	0	

<u>Monthly Detail/Activity</u>	<u>July-17</u>	<u>July-16</u>	
<b><u>Number of Groups Booked:</u></b>	<b>0</b>	<b>2</b>	
Revenue Booked:	\$0	\$26,320	
Projected Commission:	\$0	\$3,948	
Room Nights:	0	244	
Number of Delegates:	0	529	
Booked Group Types:		2 Corp.	

<u>Arrived in the month</u>	<u>July-17</u>	<u>July-16</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$19,384
Projected Commission:	\$0	\$0
Room Nights:	0	48
Number of Delegates:	0	30
Booked Group Types:		1 Corp.

**NUMBER OF LEADS Generated as of 12/31/17: 157**

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

2016/2017: 244  
2014/2015 175  
2013/2014 172  
2012/2013: 171  
2011/2012: 119  
2010/2011: 92  
2009/2010: 107  
2008/2009: 151  
2007/2008: 209



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## Finance Staff Report

Date: 1/29/18

TO: NLTRA Finance Committee

FROM: Al Priester, Director of Finance and Human Resources

RE: Jan 29, 2018 Finance Committee Meeting

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The December 2017 Financials in the Finance Committee packet for the January 29, 2018 meeting include: a detailed NLTRA Comparative Balance Sheet, a Comparative Profit & Loss, a December Profit & Loss by Class, A/R, Membership A/R and A/P Aging's. Budget vs Actual reports are YTD as of December 31, 2017.

Important points to note for the month of December are:

- Total Cash on Hand of \$1,156,438 remains strong and compares to prior year Cash on Hand of \$801,540.
- A/R decreased from \$41,129 in Nov to \$31,121 in Dec. A/R over 90 days delinquent increased \$6,471 to \$28,151 from the prior month's \$21,680. These are hotel property invoices and accruals deemed collectible with no reserve being established.
- Membership A/R increased from \$6,935 to \$62,475 due to pre-billing for January Memberships, the largest billing month of the fiscal year. Over 120 days delinquent decreased from \$2,555 to \$1,135 MOM. A bad debt write-off of \$1,106 and \$1,286 were recognized in Nov & Dec respectively.
- A/P, exclusive of Marketing Cooperative's \$185,500, are at \$57,944 for Dec month-end with minimal A/P delinquent more than 90 days.
- YTD profit of \$187,421 translates to expenditures under budget for the six months ended Dec 31.
- The Profit and Loss by Class is useful in gauging where each Department is in relation to their budget. Marketing, Conference & VIC are looked at in total for purposes of any over budget funds being paid back to the County at year-end and are currently under budget by \$182,868 YTD. Membership is over budget by \$19,619 YTD.
- Losses in Membership will reduce Retained Earnings. YTD, Membership has lost \$19,619. Retained Earnings at the beginning of the year was a deficit of \$8,754, for a cumulative deficit of \$28,373 less net accrued expenses of \$2,936 to get to a "cash" deficit of \$25,437. The County has continually asked the question of how the NLTRA can operate Membership at a deficit and not be using TOT funds. The answer is, NLTRA invoices Membership dues annually, collects those dues, i.e. cash in the bank, but only recognizes 1/12<sup>th</sup> of the dues as income monthly. The

difference between what has been collected monthly versus what is recognized as income monthly is posted to Deferred Revenue in accordance with GAAP. The balance in the Deferred Revenue account represents the cash sitting in the bank account that has not yet been recognized as revenue. That cash is not TOT funds. To the extent that Membership's losses do not exceed the balance in Deferred Revenue, Membership is not using TOT funds. Deferred Revenue over the last 12 months has ranged from a low of \$31,665 in December to a high of \$103,080 in January. The balance of Deferred Revenue at Dec 31, 2017 is \$28,146.

**Action requested:** Review and approve the December Financial statements.



north lake tahoe

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# MEMO

To: NLTRA Finance Committee

Cc: File

From: Al Priester, Director of Finance and Human Resources

Date: January 29, 2018

Re: Staff Action Items

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## Staff Action Items that Remain Open:

### **ACTION ITEM 14: From 10/27/16 Finance Committee Meeting, Memo of Management's Position on Accounting Policies.**

- 1/08/18 Meeting: Still have some open items to finalize, such as deferred revenue (getting very close). The budget process took up much of Al's time and Lauren's time was impacted by staff outages.
- 10/26/17 Meeting: Will soon be receiving an Auditor's Memorandum, which will have some impact on these positions that we will want to document. We did as a Finance Committee agree to change procedure with respect to commissions, both commissions receivable and payable in our last meeting. Would like to recap this particular item with input from the audit at our next Finance Meeting.
- 9/01/17 Meeting: Still open and will be completed before the auditors start field work on 9/18/17.
- 3/30/17 Meeting: Was on hold while recovering financials in QB. Ongoing. Will be completed before end of audit field work.
- 2/23/17 Meeting: Due to IT Consultant's deletion of QB files, deferred until recovery complete.
- 12/22/16 Meeting: Due to it being a short month, push forward to next month. No pressing issues.
- 12/4/16 Meeting: Formalize for next Finance Committee meeting, including procedures for deferred revenue recognition.
- 11/29/16 Meeting: Discussion: Still open. Trying to have that complete for packet going to the board so that it can be approved for part of our policies and procedures. Will present it at the December Finance Committee Meeting so it can be reviewed prior to taking it to the board in January.

### **ACTION ITEM 20: December Financials to include a comparative balance sheet for current month (detail), last month (summarized) and last year's year end audited balances. Due to IT Consultant's deletion of QB files, deferred until recovery complete.**

- 01/08/18 Meeting: A function of Al getting time to use the built in report writer within QuickBooks and has not had the time, pushed to next meeting.
- 12/4/17 Meeting: Waiting on formalization of deferred revenue procedures.
- 3/30/17 Meeting: Lost our ability to get this report, Lower priority
- 9/01/17 Meeting: Deferring until recovery is complete. Although the data recovery is complete, the auditing of that information is not. Everything is stamped pre-audit because we are still finishing our audit prior to the auditors coming in. The revenues got recorded on last year percentages and not the July budgeted percentages, so these P&L Budget vs. Actual reports differ from the financials that are in the packet in terms of revenues, not expenses. (Should happen after the audit.)
- 10/26/17 Meeting: We have about 20 client adjusting entries, which we knew going in. We have to identify them to the Auditor's or they become audit adjustments. There will also be some audit adjusting entries to finalize things that we haven't done in the past, one being the calculation of the marketing reserve. The auditors did it last year and will do it this year, but what they have represented is that they will give me their

working papers so that we can do it next year prior to the audit commencing. As well as some of their closing entries. There are a number of adjustments that will be reflected in the statements coming out and we will have those in time to have June - October Financials ready for the November Finance Meeting on November 30th.

**ACTION ITEM 21: Contract negotiation for 17/18 to address holding accounts for refunds and expenses from the prior year at a specified date.**

- 1/08/18 Meeting: Are still ongoing and hopefully by next finance meeting we will have this complete.
- 12/4/17 Meeting: Will be presenting Fund Balance Recon to County for agreement.
- 3/30/17 Meeting: In process, ongoing.
- 9/01/17 Meeting: Through two contract negotiations, July 31 (one month) and Jan 31 (six months), we have yet to address a holding account for refunds and expenses. For ex, we are getting some refunds and additional invoices for 16/17 that has happened in the past six months beyond the close of the year and long after the audit has been completed. (Typically below \$10k). We started a holding account.
- 10/26/17 Meeting: No Discussion.

**ACTION ITEM 23: Provide explanation of incongruity in Commission revenue being large in the summer while Commission expense to employees is large in the fall.**

- Removed at 1/08/18 Meeting

**ACTION ITEM 24: G + A Allocation Distributed (how was the current allocation calculated, moving forward possibly changing it to be distributed by revenue or expense).**

- Removed at 1/08/18 Meeting

**ACTION ITEM 25: RFP for New Auditors.**

- 1/08/18 Meeting: Not completed due to time constraints from staff outage and budget reworks.
- 12/4/17 Meeting: Review contracts to determine if "new" auditor is required or just RFP.
- 10/26/17 Meeting: This will be our last year with McClintock based on a 5 year term per the contract with the County. We will have to make decisions for next year, which should happen relatively quickly in order to be working with new Auditors.

**NEW ACTION ITEM 26: Monty Waugh needs to be taken off the Committee since he moved to Colorado. Send Form 700 to Christy to pass along to Monty. Also need a formal resignation.**

- 1/08/18 Meeting: Provided link to Form 700 to Christy Beck.
- 12/4/17 Meeting: Form 700 available online.

## North Lake Tahoe Resort Association

## Balance Sheet

As of December 31, 2017

01/26/18  
Accrual Basis

	Dec 31, 17	Dec 31, 16	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1001-00 · Petty Cash	348.63	889.55	-540.92	-60.8%
1003-00 · Cash - Operations BOTW #6712	832,668.95	514,441.77	318,227.18	61.9%
1007-00 · Cash - Payroll BOTW #7421	9,135.02	7,838.72	1,296.30	16.5%
1008-00 · Marketing Reserve - Plumas	50,131.06	50,055.92	75.14	0.2%
1009-00 · Cash Flow Reserve - Plumas	100,349.64	100,149.15	200.49	0.2%
1071-00 · Payroll Reserves BOTW #8163	29,581.56	29,581.56	0.00	0.0%
1080-00 · Special Events BOTW #1626	132,387.95	96,852.85	35,535.10	36.7%
10950 · Cash in Drawer	1,835.13	1,731.01	104.12	6.0%
<b>Total Checking/Savings</b>	<b>1,156,437.94</b>	<b>801,540.53</b>	<b>354,897.41</b>	<b>44.3%</b>
<b>Accounts Receivable</b>				
1200-00 · Quickbooks Accounts Receivable	20,651.84	23,148.81	-2,496.97	-10.8%
1210-00 · A/R - Sales Estimates	10,468.98	0.00	10,468.98	100.0%
<b>Total Accounts Receivable</b>	<b>31,120.82</b>	<b>23,148.81</b>	<b>7,972.01</b>	<b>34.4%</b>
<b>Other Current Assets</b>				
1200-99 · AR Other	1,614.30	1,614.30	0.00	0.0%
12000 · Undeposited Funds	1,800.53	948.93	851.60	89.7%
1201-00 · WebLink Accounts Receivable	8,907.08	-8,001.00	16,908.08	211.3%
1201-02 · Allowance for Doubtful Accounts	0.00	8,336.25	-8,336.25	-100.0%
12100 · Inventory Asset	23,932.44	30,341.13	-6,408.69	-21.1%
1299 · Receivable from NLTMC	0.00	40,528.20	-40,528.20	-100.0%
1490-00 · Security Deposits	550.00	50.00	500.00	1,000.0%
<b>Total Other Current Assets</b>	<b>36,804.35</b>	<b>73,817.81</b>	<b>-37,013.46</b>	<b>-50.1%</b>
<b>Total Current Assets</b>	<b>1,224,363.11</b>	<b>898,507.15</b>	<b>325,855.96</b>	<b>36.3%</b>
<b>Fixed Assets</b>				
1700-00 · Furniture & Fixtures	68,767.95	68,767.95	0.00	0.0%
1701-00 · Accum. Depr. - Furn & Fix	-68,767.95	-68,767.95	0.00	0.0%
1740-00 · Computer Equipment	8,435.60	43,766.13	-35,330.53	-80.7%
1741-00 · Accum. Depr. - Computer Equip	-8,098.69	-42,621.74	34,523.05	81.0%
1750-00 · Computer Software	21,520.46	39,240.06	-17,719.60	-45.2%
1751-00 · Accum. Amort. - Software	-17,585.77	-34,373.21	16,787.44	48.8%
1770-00 · Leasehold Improvements	24,283.86	24,283.86	0.00	0.0%
1771-00 · Accum. Amort - Leasehold Impr	-24,284.08	-24,167.39	-116.69	-0.5%
<b>Total Fixed Assets</b>	<b>4,271.38</b>	<b>6,127.71</b>	<b>-1,856.33</b>	<b>-30.3%</b>
<b>Other Assets</b>				
1400-00 · Prepaid Expenses				
1410-00 · Prepaid Insurance	1,057.64	1,057.66	-0.02	0.0%
1430-00 · Prepaid 1st Class Postage	1,000.00	1,000.00	0.00	0.0%
1400-00 · Prepaid Expenses - Other	19,594.86	9,416.51	10,178.35	108.1%
<b>Total 1400-00 · Prepaid Expenses</b>	<b>21,652.50</b>	<b>11,474.17</b>	<b>10,178.33</b>	<b>88.7%</b>
<b>Total Other Assets</b>	<b>21,652.50</b>	<b>11,474.17</b>	<b>10,178.33</b>	<b>88.7%</b>
<b>TOTAL ASSETS</b>	<b>1,250,286.99</b>	<b>916,109.03</b>	<b>334,177.96</b>	<b>36.5%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Accounts Payable</b>				
2000-00 · Accounts Payable	243,444.16	34,308.72	209,135.44	609.6%
<b>Total Accounts Payable</b>	<b>243,444.16</b>	<b>34,308.72</b>	<b>209,135.44</b>	<b>609.6%</b>
<b>Credit Cards</b>				
2080-00 · Bank of the West - Master Cards				
2080-01 · MC_5901_Hall	0.00	472.58	-472.58	-100.0%
2080-02 · MC_4222_Jason	14.99	0.00	14.99	100.0%
2080-04 · MC_5968_Ronald	241.05	0.00	241.05	100.0%
2080-06 · MC_5288_Emily	425.77	1,502.61	-1,076.84	-71.7%



**North Lake Tahoe Resort Association**  
**Balance Sheet**  
As of December 31, 2017

	Dec 31, 17	Dec 31, 16	\$ Change	% Change
2080-08 · MC_5755_John	0.00	363.08	-363.08	-100.0%
2080-10 · MC_9495_AI	-170.01	5,447.75	-5,617.76	-103.1%
2080-11 · MC_3978_Amber	14.97	0.00	14.97	100.0%
2080-12 · MC_3960_Natalie	4,451.55	0.00	4,451.55	100.0%
2080-13 · MC_8709_Cindy	2,221.92	0.00	2,221.92	100.0%
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>7,200.24</b>	<b>7,786.02</b>	<b>-585.78</b>	<b>-7.5%</b>
<b>Total Credit Cards</b>	<b>7,200.24</b>	<b>7,786.02</b>	<b>-585.78</b>	<b>-7.5%</b>
<b>Other Current Liabilities</b>				
21000 · Salaries/Wages/Payroll Liabilit				
2100-00 · Salaries / Wages Payable	38,973.37	35,719.15	3,254.22	9.1%
2101-00 · Incentive Payable	47,577.65	1,522.20	46,055.45	3,025.6%
2102-00 · Commissions Payable	4,838.72	8,404.31	-3,565.59	-42.4%
2120-00 · Empl. Federal Tax Payable	3,117.87	2,888.75	229.12	7.9%
2175-00 · 401 (k) Plan	1,558.93	1,104.44	454.49	41.2%
2180-00 · Estimated PTO Liability	74,725.45	60,648.50	14,076.95	23.2%
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	<b>170,791.99</b>	<b>110,287.35</b>	<b>60,504.64</b>	<b>54.9%</b>
2190-00 · Sales and Use Tax Payable				
25500 · *Sales Tax Payable	1,217.11	1,247.59	-30.48	-2.4%
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,217.11</b>	<b>1,247.59</b>	<b>-30.48</b>	<b>-2.4%</b>
2250-00 · Accrued Expenses	0.31	0.31	0.00	0.0%
2400-60 · Deferred Revenue- Member Dues	28,146.38	31,665.00	-3,518.62	-11.1%
2651-00 · Deferred Rev - Conference	5,499.98	4,950.00	549.98	11.1%
2800-00 · Suspense	-12,643.39	-48.96	-12,594.43	-25,723.9%
2900-00 · Due To/From County of Placer	221,067.02	0.00	221,067.02	100.0%
<b>Total Other Current Liabilities</b>	<b>414,079.40</b>	<b>148,101.29</b>	<b>265,978.11</b>	<b>179.6%</b>
<b>Total Current Liabilities</b>	<b>664,723.80</b>	<b>190,196.03</b>	<b>474,527.77</b>	<b>249.5%</b>
<b>Total Liabilities</b>	<b>664,723.80</b>	<b>190,196.03</b>	<b>474,527.77</b>	<b>249.5%</b>
<b>Equity</b>				
32000 · Unrestricted Net Assets	-8,753.89	22,635.91	-31,389.80	-138.7%
3300-11 · Designated Marketing Reserve	256,830.18	254,324.57	2,505.61	1.0%
3301 · Cash Flow Reserve	100,048.23	100,100.92	-52.69	-0.1%
3302 · Marketing Cash Reserve	50,018.09	50,037.83	-19.74	0.0%
Net Income	187,420.58	298,813.77	-111,393.19	-37.3%
<b>Total Equity</b>	<b>585,563.19</b>	<b>725,913.00</b>	<b>-140,349.81</b>	<b>-19.3%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,250,286.99</b>	<b>916,109.03</b>	<b>334,177.96</b>	<b>36.5%</b>

**North Lake Tahoe Resort Association**  
**A/R Aging Summary**  
As of December 31, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
CA Board of Equalization	0.00	0.00	0.00	0.00	0.00	0.00
County of Placer	0.00	0.00	0.00	0.00	0.00	0.00
Destination Tahoe Meetings & Events	0.00	0.00	0.00	0.00	550.00	550.00
DSC (Destination Services Corporation)	0.00	0.00	0.00	0.00	550.00	550.00
Hampton Inn & Suites	0.00	0.00	0.00	0.00	2,026.15	2,026.15
Hard Rock Hotel & Casino Lake Tahoe	0.00	0.00	0.00	0.00	0.01	0.01
Harrah's/Harveys Casino	0.00	0.00	0.00	0.00	711.50	711.50
Hotel Becket	0.00	0.00	0.00	0.00	1,368.55	1,368.55
North Tahoe Paddle	0.00	0.00	0.00	0.00	400.00	400.00
Northstar California	0.00	0.00	0.00	0.00	9,092.17	9,092.17
Resort at Squaw Creek*	0.00	0.00	0.00	0.00	3,531.60	3,531.60
Ritz-Carlton Lake Tahoe	0.00	0.00	0.00	0.00	1,278.65	1,278.65
Sales Estimates	0.00	0.00	0.00	2,709.58	7,759.40	10,468.98
Squaw Valley Lodge   Granite Peak Mgmt	0.00	0.00	0.00	35.60	332.60	368.20
Tahoe City Inn	0.00	0.00	0.00	0.00	0.01	0.01
Tahoe Dave's Ski Shops	225.00	0.00	0.00	0.00	0.00	225.00
The Ridge Tahoe	0.00	0.00	0.00	0.00	550.00	550.00
Wanderlust	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>225.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,745.18</b>	<b>28,150.64</b>	<b>31,120.82</b>

# Accounts Receivable Summary

Invoices With Apply Dates Through January 26, 2018

Aged as of Friday, January 26, 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	0.00	0.00	0.00	0.00	0.00	0.00
Dues	145.00	58,635.00	1,070.00	1,400.00	0.00	1,045.00	62,295.00
Email Blast	0.00	75.00	0.00	0.00	0.00	0.00	75.00
Membership Luncheon	0.00	0.00	0.00	0.00	90.00	0.00	90.00
Shop Local Starter Kit	0.00	0.00	0.00	15.00	0.00	0.00	15.00
<b>Total Open Invoices</b>	<b>145.00</b>	<b>58,710.00</b>	<b>1,070.00</b>	<b>1,415.00</b>	<b>90.00</b>	<b>1,045.00</b>	<b>62,475.00</b>

**Unapplied Payments With Payment Dates Prior to and Including 01/26/2018**

**Pre-Payments: Payments Made Prior to 01/26/2018 on Invoices With Apply Dates After 01/26/2018**

**Total Pre-Payments**

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

62,475.00

**North Lake Tahoe Resort Association**  
**A/P Aging Summary**  
As of December 31, 2017

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Accountemps	0.00	0.00	0.00	0.00	(35.00)	(35.00)
Airport Self Storage	273.00	0.00	0.00	0.00	0.00	273.00
Al Priester	0.00	0.00	694.96	0.00	0.00	694.96
Alpen Sierra Coffee Roasting Company, Inc	0.00	129.75	0.00	0.00	0.00	129.75
Amber Burke	394.15	0.00	34.99	0.00	0.00	429.14
Anastiscia Lang	112.50	0.00	0.00	0.00	0.00	112.50
Andy Chapman	5,062.50	0.00	0.00	0.00	0.00	5,062.50
Anne-Karin Atwood*	0.00	0.00	181.00	0.00	0.00	181.00
Annie's Cleaning Service	675.00	550.00	0.00	0.00	0.00	1,225.00
AT & T*	452.52	0.00	0.00	0.00	0.00	452.52
Augustineldeas	0.00	0.00	73.77	0.00	0.00	73.77
Aurora World, Inc.	0.00	0.00	0.00	0.00	(351.98)	(351.98)
Barb Kallestad	0.00	0.00	100.00	0.00	0.00	100.00
Bob Sweigert*	0.00	35.00	0.00	0.00	0.00	35.00
California Travel Association	0.00	0.00	925.00	0.00	0.00	925.00
Catherine J Strand	664.17	0.00	0.00	0.00	0.00	664.17
Cindy Gustafson	187.25	0.00	175.48	0.00	0.00	362.73
Cintas Corporation #623	134.82	128.75	0.00	0.00	0.00	263.57
CoPower	0.00	134.00	0.00	0.00	0.00	134.00
Craig Werner	500.00	0.00	0.00	0.00	0.00	500.00
Crystal Range Associates	0.00	412.65	0.00	0.00	0.00	412.65
Dawn Teran	50.95	0.00	45.35	0.00	0.00	96.30
Emily Detwiler*	138.91	0.00	86.80	0.00	0.00	225.71
Eric Hansen	0.00	940.00	0.00	0.00	0.00	940.00
Fallon Multimedia*	0.00	650.00	0.00	0.00	0.00	650.00
FedEx	0.00	20.95	0.00	0.00	0.00	20.95
FP Mailing Solutions	440.74	0.00	0.00	(0.18)	0.00	440.56
Geo-Tourism Specialties	980.12	988.67	0.00	0.00	0.00	1,968.79
Granlibakken Management Company, Ltd.	0.00	648.00	675.00	0.00	0.00	1,323.00
Greg Howey*	400.00	0.00	0.00	0.00	0.00	400.00
Independent Technologies	0.00	240.00	0.00	0.00	0.00	240.00
InfiniSource Benefits	0.00	0.00	0.00	70.00	0.00	70.00
Jason Neary	25.00	0.00	0.00	0.00	0.00	25.00
Kaplowe Studios, LLC.	198.00	0.00	0.00	0.00	0.00	198.00
Karen Colbert	0.00	258.00	0.00	0.00	0.00	258.00
Kym Fabel	27.14	0.00	25.00	0.00	0.00	52.14
Lauren Sully	37.57	0.00	0.00	0.00	0.00	37.57
Liberty Utilities*	0.00	595.38	0.00	0.00	0.00	595.38
McClintock Accountancy	0.00	4,000.00	0.00	0.00	0.00	4,000.00
Mona Schulte	0.00	84.00	0.00	0.00	0.00	84.00
Morris Visitor Publications, LLC	0.00	2,500.00	0.00	0.00	0.00	2,500.00
Natalie Parrish*	41.03	0.00	85.02	0.00	0.00	126.05
North Lake Tahoe Marketing Co-op	0.00	185,500.00	0.00	0.00	0.00	185,500.00
Peter Spain*	72.00	0.00	0.00	0.00	0.00	72.00
Porter Simon*	2,200.00	0.00	1,580.00	0.00	0.00	3,780.00
Principal Financial Group	0.00	0.00	0.00	0.00	363.82	363.82
Print Art/Sierra Mail*	0.00	1,223.72	0.00	0.00	0.00	1,223.72
Project MANA*	0.00	5,000.00	0.00	0.00	0.00	5,000.00
Rescued Wine	0.00	450.00	0.00	0.00	0.00	450.00
Resort at Squaw Creek	0.00	763.40	0.00	0.00	0.00	763.40
Ricoh USA	1,108.22	1,779.13	0.00	0.00	0.00	2,887.35
Rock & Rose Inc.	0.00	172.69	0.00	0.00	0.00	172.69
Ron Treabess	0.00	0.00	43.03	0.00	0.00	43.03
Sara L. Smith Fine Art	0.00	0.00	251.00	0.00	0.00	251.00
Sarah Winters	25.00	0.00	25.00	0.00	0.00	50.00
Screamer	0.00	0.00	5,778.84	0.00	0.00	5,778.84
Shearer Design	0.00	0.00	123.75	0.00	0.00	123.75
Sierra Business Council*	0.00	500.00	0.00	0.00	0.00	500.00
Sierra Essentials	0.00	120.00	0.00	0.00	0.00	120.00
Sierra Nevada Ad Partners	0.00	204.00	0.00	0.00	0.00	204.00
Sierra Nevada Media Group, Inc.	180.00	180.00	0.00	0.00	0.00	360.00
Southwest Gas Corporation*	167.44	0.00	0.00	0.00	0.00	167.44
Specialty Beads	0.00	372.00	0.00	0.00	0.00	372.00
Spectrum	0.00	0.00	0.00	0.00	(41.57)	(41.57)
Sprint	72.58	0.00	0.00	0.00	0.00	72.58
Sustain Tahoe	0.00	100.00	0.00	0.00	0.00	100.00
Swigard's True Value Hardware, Inc.*	0.00	0.00	12.05	0.00	0.00	12.05
Tahoe Basics	1,267.00	0.00	0.00	0.00	(198.00)	1,069.00
Tahoe City Downtown Association*	0.00	0.00	864.00	0.00	0.00	864.00

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North Lake Tahoe Resort Association  
A/P Aging Summary  
As of December 31, 2017

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	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
Tahoe House, Inc.*	0.00	73.25	53.75	0.00	0.00	127.00
Tahoe Teas	0.00	252.00	0.00	0.00	0.00	252.00
Tahoe Tessie	0.00	0.00	0.00	254.40	0.00	254.40
Tahoe Truckee Community Foundation*	0.00	500.00	0.00	0.00	0.00	500.00
Tahoe Truckee Sierra Disposal*	225.77	0.00	0.00	0.00	0.00	225.77
Tahoe Weekly	0.00	0.00	150.00	0.00	0.00	150.00
Truckee Donner Chamber of Commerce*	5,100.86	0.00	0.00	0.00	0.00	5,100.86
Wholesale Resort Accessories, Inc.	274.50	325.50	0.00	0.00	21.50	621.50
Wolfdale's Cuisine Unique*	0.00	60.00	0.00	0.00	0.00	60.00
YIG Administration	0.00	6.37	0.00	0.00	(8.57)	(2.20)
<b>TOTAL</b>	<u><u>21,488.74</u></u>	<u><u>209,897.21</u></u>	<u><u>11,983.79</u></u>	<u><u>324.22</u></u>	<u><u>(249.80)</u></u>	<u><u>243,444.16</u></u>

**North Lake Tahoe Resort Association**  
**Profit & Loss**  
**December 2017**

	Dec 17	Dec 16	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4050-00 · County of Placer TOT Funding	296,583.00	314,665.00	(18,082.00)	(5.8)%
4200-00 · Membership Dues	10,748.05	11,295.42	(547.37)	(4.9)%
4205-00 · Conference Dues	916.67	825.00	91.67	11.1%
4250-00 · Revenues-Membership Activities				
4251-00 · Tues AM Breakfast Club	375.44	899.42	(523.98)	(58.3)%
4250-00 · Revenues-Membership Activities - Other	0.00	355.00	(355.00)	(100.0)%
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>375.44</b>	<b>1,254.42</b>	<b>(878.98)</b>	<b>(70.1)%</b>
4600-00 · Commissions				
4601-00 · Commissions - South Shore	79.00	0.00	79.00	100.0%
4600-00 · Commissions - Other	0.00	4,347.67	(4,347.67)	(100.0)%
<b>Total 4600-00 · Commissions</b>	<b>79.00</b>	<b>4,347.67</b>	<b>(4,268.67)</b>	<b>(98.2)%</b>
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	694.51	0.00	694.51	100.0%
46000 · Merchandise Sales - Other	7,545.50	7,010.16	535.34	7.6%
<b>Total 46000 · Merchandise Sales</b>	<b>8,240.01</b>	<b>7,010.16</b>	<b>1,229.85</b>	<b>17.5%</b>
<b>Total Income</b>	<b>316,942.17</b>	<b>339,397.67</b>	<b>(22,455.50)</b>	<b>(6.6)%</b>
<b>Gross Profit</b>	<b>316,942.17</b>	<b>339,397.67</b>	<b>(22,455.50)</b>	<b>(6.6)%</b>
<b>Expense</b>				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	0.00	15,991.02	(15,991.02)	(100.0)%
5020-00 · P/R - Tax Expense	5,381.92	6,963.65	(1,581.73)	(22.7)%
5030-00 · P/R - Health Insurance Expense	7,372.73	7,775.44	(402.71)	(5.2)%
5040-00 · P/R - Workmans Comp	979.70	(2,373.50)	3,353.20	141.3%
5060-00 · 401 (k)	2,539.57	3,133.38	(593.81)	(19.0)%
5070-00 · Other Benefits and Expenses	979.59	552.57	427.02	77.3%
5000-00 · Salaries & Wages - Other	81,615.32	79,057.09	2,558.23	3.2%
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>98,868.83</b>	<b>111,099.65</b>	<b>(12,230.82)</b>	<b>(11.0)%</b>
5100-00 · Rent				
5110-00 · Utilities	988.59	1,081.69	(93.10)	(8.6)%
5140-00 · Repairs & Maintenance	539.36	1,572.68	(1,033.32)	(65.7)%
5150-00 · Office - Cleaning	675.00	675.00	0.00	0.0%
5100-00 · Rent - Other	12,439.00	12,294.36	144.64	1.2%
<b>Total 5100-00 · Rent</b>	<b>14,641.95</b>	<b>15,623.73</b>	<b>(981.78)</b>	<b>(6.3)%</b>
5310-00 · Telephone				
5320-00 · Telephone	2,460.11	2,369.96	90.15	3.8%
5350-00 · Internet	0.00	224.85	(224.85)	(100.0)%
<b>Total 5310-00 · Telephone</b>	<b>2,460.11</b>	<b>2,594.81</b>	<b>(134.70)</b>	<b>(5.2)%</b>
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	0.00	98.42	(98.42)	(100.0)%
<b>Total 5420-00 · Mail - USPS</b>	<b>0.00</b>	<b>98.42</b>	<b>(98.42)</b>	<b>(100.0)%</b>
5510-00 · Insurance/Bonding	961.57	744.12	217.45	29.2%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	134.95	0.00	134.95	100.0%
5520-00 · Supplies - Other	993.72	1,314.21	(320.49)	(24.4)%
<b>Total 5520-00 · Supplies</b>	<b>1,128.67</b>	<b>1,314.21</b>	<b>(185.54)</b>	<b>(14.1)%</b>
5610-00 · Depreciation	216.35	115.07	101.28	88.0%
5700-00 · Equipment Support & Maintenance	323.33	891.00	(567.67)	(63.7)%
5710-00 · Taxes, Licenses & Fees	603.68	531.67	72.01	13.5%
5740-00 · Equipment Rental/Leasing	1,296.09	1,314.68	(18.59)	(1.4)%
5800-00 · Training Seminars	1,378.63	1,000.00	378.63	37.9%
5815 · Training Video Series	650.00	0.00	650.00	100.0%
5850-00 · Artist of Month - Commissions	776.67	143.66	633.01	440.6%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	2,200.00	0.00	2,200.00	100.0%

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Accrual Basis

**North Lake Tahoe Resort Association**  
**Profit & Loss**  
December 2017

	Dec 17	Dec 16	\$ Change	% Change
5921-00 · Professional Fees - Other	5,062.50	0.00	5,062.50	100.0%
<b>Total 5900-00 · Professional Fees</b>	<b>7,262.50</b>	<b>0.00</b>	<b>7,262.50</b>	<b>100.0%</b>
5941-00 · Research & Planning	0.00	750.00	(750.00)	(100.0)%
6020-00 · Programs				
6016-00 · Special Event Partnership	0.00	17,500.00	(17,500.00)	(100.0)%
6018-00 · Business Assoc. Grants	0.00	10,000.00	(10,000.00)	(100.0)%
<b>Total 6020-00 · Programs</b>	<b>0.00</b>	<b>27,500.00</b>	<b>(27,500.00)</b>	<b>(100.0)%</b>
6420-00 · Events				
6420-01 · Sponsorships				
6023-00 · Autumn Food & Wine	5,000.00	5,000.00	0.00	0.0%
<b>Total 6420-01 · Sponsorships</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total 6420-00 · Events</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>0.0%</b>
6423-00 · Membership Activities				
6435-00 · Shop Local Event	87.07	0.00	87.07	100.0%
6437-00 · Tuesday Morning Breakfast Club	607.50	742.50	(135.00)	(18.2)%
6442-00 · Public Relations/Website	291.25	0.00	291.25	100.0%
6423-00 · Membership Activities - Other	14.97	276.69	(261.72)	(94.6)%
<b>Total 6423-00 · Membership Activities</b>	<b>1,000.79</b>	<b>1,019.19</b>	<b>(18.40)</b>	<b>(1.8)%</b>
6730-00 · Marketing Cooperative/Media	185,500.00	177,100.00	8,400.00	4.7%
6742-00 · Non-NLT Co-Op Marketing Program				
6015-00 · Cross Country	0.00	4,000.00	(4,000.00)	(100.0)%
6742-00 · Non-NLT Co-Op Marketing Program - Other	1,612.32	412.69	1,199.63	290.7%
<b>Total 6742-00 · Non-NLT Co-Op Marketing Program</b>	<b>1,612.32</b>	<b>4,412.69</b>	<b>(2,800.37)</b>	<b>(63.5)%</b>
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	2,299.36	2,393.88	(94.52)	(4.0)%
6743-03 · Touch Lake Tahoe	2,500.00	6,666.66	(4,166.66)	(62.5)%
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>4,799.36</b>	<b>9,060.54</b>	<b>(4,261.18)</b>	<b>(47.0)%</b>
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	62.79	79.93	(17.14)	(21.4)%
59900 · POS Inventory Adjustments	39.00	54.50	(15.50)	(28.4)%
8100-00 · Cost of Goods Sold - Other	4,521.93	4,045.29	476.64	11.8%
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>4,623.72</b>	<b>4,179.72</b>	<b>444.00</b>	<b>10.6%</b>
8200-00 · Associate Relations	926.00	854.53	71.47	8.4%
8300-00 · Board Functions	145.05	244.90	(99.85)	(40.8)%
8500-00 · Credit Card Fees	533.89	465.74	68.15	14.6%
8700-00 · Automobile Expenses	366.96	261.07	105.89	40.6%
8750-00 · Meals/Meetings	1,171.40	553.70	617.70	111.6%
8810-00 · Dues & Subscriptions	752.83	383.86	368.97	96.1%
8920-00 · Bad Debt	1,286.00	772.50	513.50	66.5%
<b>Total Expense</b>	<b>338,286.70</b>	<b>368,029.46</b>	<b>(29,742.76)</b>	<b>(8.1)%</b>
<b>Net Ordinary Income</b>	<b>(21,344.53)</b>	<b>(28,631.79)</b>	<b>7,287.26</b>	<b>25.5%</b>
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	23.43	0.00	23.43	100.0%
<b>Total Other Income</b>	<b>23.43</b>	<b>0.00</b>	<b>23.43</b>	<b>100.0%</b>
<b>Net Other Income</b>	<b>23.43</b>	<b>0.00</b>	<b>23.43</b>	<b>100.0%</b>
<b>Net Income</b>	<b>(21,321.10)</b>	<b>(28,631.79)</b>	<b>7,310.69</b>	<b>25.5%</b>

North Lake Tahoe Resort Association  
Profit & Loss by Class

Accrual Basis

December 2017

	11 - Marketing	30 - Confere...	41 - Transpo...	42 - VIC	50 - Infrastru...	60 - Member...	70 - Adminis...	TOTAL
<b>Ordinary Income/Expense</b>								
<b>Income</b>								
4050-00 · County of Placer TOT Funding	233,786.00	23,238.33	3,017.34	31,019.83	5,521.50	0.00	0.00	296,583.00
4200-00 · Membership Dues	0.00	0.00	0.00	0.00	0.00	10,748.05	0.00	10,748.05
4205-00 · Conference Dues	0.00	916.67	0.00	0.00	0.00	0.00	0.00	916.67
4250-00 · Revenues-Membership Activities								
4251-00 · Tues AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	375.44	0.00	375.44
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>375.44</b>	<b>0.00</b>	<b>375.44</b>
4600-00 · Commissions								
4601-00 · Commissions - South Shore	0.00	79.00	0.00	0.00	0.00	0.00	0.00	79.00
<b>Total 4600-00 · Commissions</b>	<b>0.00</b>	<b>79.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>79.00</b>
46000 · Merchandise Sales								
4502-00 · Non-Retail VIC Income	0.00	0.00	0.00	694.51	0.00	0.00	0.00	694.51
46000 · Merchandise Sales - Other	0.00	0.00	0.00	7,545.50	0.00	0.00	0.00	7,545.50
<b>Total 46000 · Merchandise Sales</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8,240.01</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8,240.01</b>
<b>Total Income</b>	<b>233,786.00</b>	<b>24,234.00</b>	<b>3,017.34</b>	<b>39,259.84</b>	<b>5,521.50</b>	<b>11,123.49</b>	<b>0.00</b>	<b>316,942.17</b>
<b>Gross Profit</b>	<b>233,786.00</b>	<b>24,234.00</b>	<b>3,017.34</b>	<b>39,259.84</b>	<b>5,521.50</b>	<b>11,123.49</b>	<b>0.00</b>	<b>316,942.17</b>
<b>Expense</b>								
5000-00 · Salaries & Wages								
5000-01 · In-Market Administration	1,375.00	0.00	0.00	0.00	0.00	(1,375.00)	0.00	0.00
5020-00 · P/R - Tax Expense	909.73	806.74	58.76	819.24	146.96	497.61	2,142.88	5,381.92
5030-00 · P/R - Health Insurance Expense	2,153.90	1,277.09	14.77	1,955.95	36.90	929.28	1,004.84	7,372.73
5040-00 · P/R - Workmans Comp	254.72	166.55	6.86	186.14	20.87	78.38	266.18	979.70
5080-00 · 401 (k)	463.39	431.28	30.90	445.96	77.28	218.27	872.49	2,539.57
6070-00 · Other Benefits and Expenses	419.96	441.98	0.85	50.47	2.12	21.89	42.32	979.59
5000-00 · Salaries & Wages - Other	15,249.76	11,425.74	864.80	12,767.77	2,161.98	7,670.29	31,474.98	81,615.32
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>20,826.46</b>	<b>14,549.38</b>	<b>976.94</b>	<b>16,225.53</b>	<b>2,446.11</b>	<b>8,040.72</b>	<b>35,803.69</b>	<b>98,868.83</b>
5100-00 · Rent								
5110-00 · Utilities	119.14	59.57	2.98	631.17	7.45	46.17	122.11	988.59
5140-00 · Repairs & Maintenance	51.81	22.45	1.73	22.45	8.63	13.82	418.47	539.36
5150-00 · Office - Cleaning	207.69	103.85	5.19	51.92	12.98	80.48	212.89	675.00
5100-00 · Rent - Other	1,929.15	923.08	46.15	6,461.54	115.38	798.38	2,165.32	12,439.00
<b>Total 5100-00 · Rent</b>	<b>2,307.79</b>	<b>1,108.95</b>	<b>56.05</b>	<b>7,167.08</b>	<b>144.44</b>	<b>938.85</b>	<b>2,918.79</b>	<b>14,641.95</b>
5310-00 · Telephone								
5320-00 · Telephone	754.53	241.17	25.81	318.98	110.91	241.33	767.38	2,460.11
<b>Total 5310-00 · Telephone</b>	<b>754.53</b>	<b>241.17</b>	<b>25.81</b>	<b>318.98</b>	<b>110.91</b>	<b>241.33</b>	<b>767.38</b>	<b>2,460.11</b>
5510-00 · Insurance/Bonding	201.93	182.70	7.52	240.39	20.14	76.92	231.97	961.57
5520-00 · Supplies								
5525-00 · Supplies- Computer <\$1000	67.47	0.00	0.00	0.00	0.00	0.00	67.48	134.95
5520-00 · Supplies - Other	129.00	46.59	3.31	261.37	15.23	142.81	395.41	993.72
<b>Total 5520-00 · Supplies</b>	<b>196.47</b>	<b>46.59</b>	<b>3.31</b>	<b>261.37</b>	<b>15.23</b>	<b>142.81</b>	<b>462.89</b>	<b>1,128.67</b>
5610-00 · Depreciation	20.19	8.75	0.63	126.70	3.49	5.29	51.30	216.35
5700-00 · Equipment Support & Maintenance	0.00	0.00	0.00	240.00	0.00	0.00	83.33	323.33
5710-00 · Taxes, Licenses & Fees	0.00	0.00	0.00	0.00	0.00	1.00	602.68	603.68
5740-00 · Equipment Rental/Leasing	281.38	142.98	45.95	157.61	152.18	179.20	336.79	1,296.09
5800-00 · Training Seminars	878.63	0.00	0.00	0.00	0.00	0.00	500.00	1,378.63
5815 · Training Video Series	0.00	0.00	0.00	650.00	0.00	0.00	0.00	650.00
5850-00 · Artist of Month - Commissions	0.00	0.00	0.00	776.67	0.00	0.00	0.00	776.67
5800-00 · Professional Fees								
5910-00 · Professional Fees - Attorneys	120.00	0.00	0.00	0.00	0.00	0.00	2,080.00	2,200.00
5921-00 · Professional Fees - Other	5,062.50	0.00	0.00	0.00	0.00	0.00	0.00	5,062.50
<b>Total 5800-00 · Professional Fees</b>	<b>5,182.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,080.00</b>	<b>7,262.50</b>
6420-00 · Events								
6420-01 · Sponsorships								
6023-00 · Autumn Food & Wine	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
<b>Total 6420-01 · Sponsorships</b>	<b>5,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,000.00</b>
<b>Total 6420-00 · Events</b>	<b>5,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,000.00</b>
6423-00 · Membership Activities								
6435-00 · Shop Local Event	0.00	0.00	0.00	0.00	0.00	87.07	0.00	87.07
6437-00 · Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.00	0.00	607.50	0.00	607.50
6442-00 · Public Relations/Website	0.00	0.00	0.00	0.00	0.00	291.25	0.00	291.25
6423-00 · Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	14.97	0.00	14.97
<b>Total 6423-00 · Membership Activities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,000.79</b>	<b>0.00</b>	<b>1,000.79</b>
6730-00 · Marketing Cooperative/Media	176,333.33	9,166.67	0.00	0.00	0.00	0.00	0.00	185,500.00
6742-00 · Non-NLT Co-Op Marketing Program	1,462.32	0.00	0.00	150.00	0.00	0.00	0.00	1,612.32
6743-00 · BACC Marketing Programs								
6743-01 · Shop Local	2,299.36	0.00	0.00	0.00	0.00	0.00	0.00	2,299.36
6743-03 · Touch Lake Tahoe	2,500.00	0.00	0.00	0.00	0.00	0.00	0.00	2,500.00
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>4,799.36</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4,799.36</b>
8100-00 · Cost of Goods Sold								
51100 · Freight and Shipping Costs	0.00	0.00	0.00	62.79	0.00	0.00	0.00	62.79
59900 · POS Inventory Adjustments	0.00	0.00	0.00	39.00	0.00	0.00	0.00	39.00
8100-00 · Cost of Goods Sold - Other	0.00	0.00	0.00	4,521.93	0.00	0.00	0.00	4,521.93



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North Lake Tahoe Resort Association  
Profit & Loss by Class

Accrual Basis

December 2017

	11 - Marketing	30 - Confere...	41 - Transpo...	42 - VIC	50 - Infrastru...	60 - Member...	70 - Admins...	TOTAL
Total 8100-00 · Cost of Goods Sold	0.00	0.00	0.00	4,623.72	0.00	0.00	0.00	4,623.72
8200-00 · Associate Relations	240.27	120.13	6.01	180.20	15.02	93.10	271.27	926.00
8300-00 · Board Functions	0.00	0.00	0.00	0.00	0.00	0.00	145.05	145.05
8500-00 · Credit Card Fees	0.00	0.00	0.00	262.47	0.00	226.42	45.00	533.89
8700-00 · Automobile Expenses	25.15	0.00	0.00	63.24	0.00	51.41	227.16	366.96
8750-00 · Meals/Meetings	1,060.58	0.00	1.35	64.00	3.38	0.00	42.09	1,171.40
8810-00 · Dues & Subscriptions	14.99	0.00	500.00	97.87	0.00	6.00	133.97	752.83
8920-00 · Bad Debt	0.00	0.00	0.00	0.00	0.00	1,286.00	0.00	1,286.00
<b>Total Expense</b>	<b>219,585.88</b>	<b>25,567.32</b>	<b>1,623.57</b>	<b>31,605.83</b>	<b>2,910.90</b>	<b>12,289.84</b>	<b>44,703.36</b>	<b>338,286.70</b>
<b>Net Ordinary Income</b>	<b>14,200.12</b>	<b>(1,333.32)</b>	<b>1,393.77</b>	<b>7,654.01</b>	<b>2,610.60</b>	<b>(1,166.35)</b>	<b>(44,703.36)</b>	<b>(21,344.53)</b>
<b>Other Income/Expense</b>								
Other Income								
4700-00 · Revenues- Interest & Investment	6.39	0.00	0.00	0.00	0.00	0.00	17.04	23.43
<b>Total Other Income</b>	<b>6.39</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>17.04</b>	<b>23.43</b>
<b>Other Expense</b>								
8990-00 · Allocated	31,797.05	4,321.47	332.59	5,363.51	550.75	2,337.99	(44,703.36)	0.00
<b>Total Other Expense</b>	<b>31,797.05</b>	<b>4,321.47</b>	<b>332.59</b>	<b>5,363.51</b>	<b>550.75</b>	<b>2,337.99</b>	<b>(44,703.36)</b>	<b>0.00</b>
<b>Net Other Income</b>	<b>(31,790.66)</b>	<b>(4,321.47)</b>	<b>(332.59)</b>	<b>(5,363.51)</b>	<b>(550.75)</b>	<b>(2,337.99)</b>	<b>44,720.40</b>	<b>23.43</b>
<b>Net income</b>	<b>(17,590.54)</b>	<b>(5,654.79)</b>	<b>1,061.18</b>	<b>2,290.50</b>	<b>2,059.85</b>	<b>(3,504.34)</b>	<b>17.04</b>	<b>(21,321.10)</b>

North Lake Tahoe Resort Association  
**Profit & Loss by Class**

July through December 2017

Accrual Basis

	11 - Marketing	30 - Confere...	41 - Transpo...	42 - VIC	50 - Infrastru...	60 - Member...	70 - Adminis...	TOTAL
<b>Ordinary Income/Expense</b>								
<b>Income</b>								
4050-00 · County of Placer TOT Funding	1,569,091.15	128,247.31	28,532.66	178,198.38	41,041.50	0.00	0.00	1,945,111.00
4200-00 · Membership Dues	0.00	0.00	0.00	0.00	0.00	67,787.78	0.00	67,787.78
4201-00 · New Member Fees	0.00	0.00	0.00	0.00	0.00	75.00	0.00	75.00
4205-00 · Conference Dues	0.00	5,500.02	0.00	0.00	0.00	0.00	0.00	5,500.02
4250-00 · Revenues-Membership Activities								
4250-02 · Chamber Events	0.00	0.00	0.00	0.00	0.00	53.00	0.00	53.00
4250-03 · Summer/Winter Rec Luncheon	0.00	0.00	0.00	0.00	0.00	3,409.44	0.00	3,409.44
4251-00 · Tues AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	1,744.84	0.00	1,744.84
4250-00 · Revenues-Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	1,119.95	0.00	1,119.95
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6,327.23</b>	<b>0.00</b>	<b>6,327.23</b>
4350-00 · Special Events (Marketing)	77,627.73	0.00	0.00	0.00	0.00	0.00	0.00	77,627.73
4600-00 · Commissions								
4601-00 · Commissions - South Shore	0.00	1,859.00	0.00	0.00	0.00	0.00	0.00	1,859.00
4600-00 · Commissions - Other	0.00	45,889.61	0.00	0.00	0.00	0.00	0.00	45,889.61
<b>Total 4600-00 · Commissions</b>	<b>0.00</b>	<b>47,748.61</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>47,748.61</b>
46000 · Merchandise Sales								
4502-00 · Non-Retail VIC Income	0.00	0.00	0.00	7,981.96	0.00	0.00	0.00	7,981.96
46000 · Merchandise Sales - Other	0.00	0.00	0.00	50,861.58	0.00	0.00	0.00	50,861.58
<b>Total 46000 · Merchandise Sales</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>58,843.54</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>58,843.54</b>
<b>Total Income</b>	<b>1,646,718.88</b>	<b>181,495.94</b>	<b>28,532.66</b>	<b>237,041.92</b>	<b>41,041.50</b>	<b>74,190.01</b>	<b>0.00</b>	<b>2,209,020.91</b>
<b>Gross Profit</b>	<b>1,646,718.88</b>	<b>181,495.94</b>	<b>28,532.66</b>	<b>237,041.92</b>	<b>41,041.50</b>	<b>74,190.01</b>	<b>0.00</b>	<b>2,209,020.91</b>
<b>Expense</b>								
5000-00 · Salaries & Wages								
5000-01 · In-Market Administration	8,250.00	0.00	0.00	0.00	0.00	(8,250.00)	0.00	0.00
5010-00 · Sales Commissions	0.00	6,823.54	0.00	0.00	0.00	0.00	0.00	6,823.54
5020-00 · P/R - Tax Expense	7,323.07	6,473.01	1,158.63	7,910.26	1,643.74	3,292.43	13,893.74	41,694.88
5030-00 · P/R - Health Insurance Expense	14,679.68	8,410.42	191.62	11,178.18	300.19	6,353.78	6,553.35	47,667.22
5040-00 · P/R - Workmans Comp	1,223.11	814.90	95.01	910.75	148.97	371.90	1,230.86	4,793.50
5060-00 · 401 (k)	3,842.49	3,444.82	610.12	3,562.12	865.21	1,493.48	4,609.04	18,427.28
5070-00 · Other Benefits and Expenses	915.43	626.88	15.71	302.35	20.77	101.34	241.54	2,224.02
5000-00 · Salaries & Wages - Other	99,957.59	73,075.07	8,023.21	86,181.21	15,088.65	46,461.83	190,538.29	519,325.85
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>136,191.37</b>	<b>99,668.64</b>	<b>10,094.30</b>	<b>110,044.87</b>	<b>18,065.53</b>	<b>49,824.76</b>	<b>217,066.82</b>	<b>640,956.29</b>
5100-00 · Rent								
5110-00 · Utilities	779.98	387.86	59.20	3,210.31	100.11	286.74	738.90	5,563.10
5140-00 · Repairs & Maintenance	123.71	58.39	3.53	131.45	13.12	41.68	1,003.53	1,375.41
5150-00 · Office - Cleaning	1,347.68	673.87	106.65	336.93	141.57	506.60	1,266.70	4,380.00
5100-00 · Rent - Other	11,565.90	5,538.48	599.98	38,919.24	946.13	4,712.05	12,484.22	74,766.00
<b>Total 5100-00 · Rent</b>	<b>13,817.27</b>	<b>6,658.60</b>	<b>769.36</b>	<b>42,597.93</b>	<b>1,200.93</b>	<b>5,547.07</b>	<b>15,493.35</b>	<b>88,084.51</b>
5310-00 · Telephone								
5320-00 · Telephone	3,600.18	1,521.54	421.54	1,840.94	797.45	1,497.08	4,463.57	14,142.30
5350-00 · Internet	0.00	0.00	0.00	0.00	0.00	0.00	25.00	25.00
<b>Total 5310-00 · Telephone</b>	<b>3,600.18</b>	<b>1,521.54</b>	<b>421.54</b>	<b>1,840.94</b>	<b>797.45</b>	<b>1,497.08</b>	<b>4,488.57</b>	<b>14,167.30</b>
5420-00 · Mail - USPS								
5480-00 · Mail - Fed Ex	69.24	0.00	0.00	51.30	0.00	0.00	0.00	120.54
5420-00 · Mail - USPS - Other	357.20	165.62	47.74	165.62	78.70	101.92	366.20	1,283.00
<b>Total 5420-00 · Mail - USPS</b>	<b>426.44</b>	<b>165.62</b>	<b>47.74</b>	<b>216.92</b>	<b>78.70</b>	<b>101.92</b>	<b>366.20</b>	<b>1,403.54</b>
5510-00 · Insurance/Bonding	1,148.74	1,044.13	47.70	1,373.84	117.98	442.25	1,320.73	5,495.37
5520-00 · Supplies								
5525-00 · Supplies- Computer <\$1000	178.12	72.99	0.00	769.95	0.00	72.99	121.09	1,205.14
5520-00 · Supplies - Other	868.19	204.78	26.24	1,839.65	55.72	420.42	2,288.60	5,703.60
<b>Total 5520-00 · Supplies</b>	<b>1,046.31</b>	<b>277.77</b>	<b>26.24</b>	<b>2,599.60</b>	<b>55.72</b>	<b>493.41</b>	<b>2,409.69</b>	<b>6,908.74</b>
5610-00 · Depreciation	121.94	54.66	9.87	762.36	24.17	33.17	308.60	1,314.77
5700-00 · Equipment Support & Maintenance	1,450.00	1,029.99	126.75	1,425.00	126.75	539.25	1,797.23	6,494.97
5710-00 · Taxes, Licenses & Fees	0.00	0.00	0.00	15.00	0.00	1.00	6,391.83	6,407.83
5740-00 · Equipment Rental/Leasing	1,552.05	856.98	358.88	1,158.00	948.26	1,207.58	1,894.21	7,975.96
5800-00 · Training Seminars	878.63	0.00	0.00	0.00	0.00	0.00	2,643.96	3,522.59
5815 · Training Video Series	0.00	0.00	0.00	1,058.00	0.00	0.00	0.00	1,058.00
5830-00 · Commission Due to Third Party	0.00	765.00	0.00	0.00	0.00	0.00	0.00	765.00
5850-00 · Artist of Month - Commissions	0.00	0.00	0.00	3,365.57	0.00	0.00	0.00	3,365.57
5900-00 · Professional Fees								
5910-00 · Professional Fees - Attorneys	1,040.00	0.00	0.00	0.00	0.00	0.00	6,980.00	8,020.00
5920-00 · Professional Fees - Accountant	0.00	0.00	0.00	0.00	0.00	0.00	16,715.00	16,715.00
5921-00 · Professional Fees - Other	37,218.75	0.00	0.00	0.00	0.00	0.00	0.00	37,218.75
<b>Total 5900-00 · Professional Fees</b>	<b>38,258.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>23,695.00</b>	<b>61,953.75</b>
5940-00 · Research & Planning Membership	0.00	0.00	3,000.00	0.00	0.00	0.00	0.00	3,000.00
5941-00 · Research & Planning	0.00	0.00	1,891.25	0.00	375.00	0.00	0.00	2,266.25
6020-00 · Programs								
6016-00 · Special Event Partnership	14,500.00	0.00	0.00	0.00	0.00	0.00	0.00	14,500.00
6018-00 · Business Assoc. Grants	10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	10,000.00
<b>Total 6020-00 · Programs</b>	<b>24,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>24,500.00</b>
6420-00 · Events								
6420-01 · Sponsorships								
6023-00 · Autumn Food & Wine	114,771.83	0.00	0.00	0.00	0.00	0.00	0.00	114,771.83

## North Lake Tahoe Resort Association

## Profit &amp; Loss by Class

July through December 2017

	11 - Marketing	30 - Confere...	41 - Transpo...	42 - VIC	50 - Infrastru...	60 - Member...	70 - Adminis...	TOTAL
6421-06 · Spartan	254,000.00	0.00	0.00	0.00	0.00	0.00	0.00	254,000.00
6421-09 · Wanderlust	4,042.80	0.00	0.00	0.00	0.00	0.00	0.00	4,042.80
6421-10 · WinterWonderGrass - Tahoe	15,000.00	0.00	0.00	0.00	0.00	0.00	0.00	15,000.00
6421-14 · Tahoe Trill 100	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
<b>Total 6420-01 · Sponsorships</b>	<b>392,814.63</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>392,814.63</b>
6421-00 · New Event Development	1,064.13	0.00	0.00	0.00	0.00	0.00	0.00	1,064.13
6422-00 · Event Media								
6422-03 · Human Powered Sports Campaign	73.77	0.00	0.00	0.00	0.00	0.00	0.00	73.77
<b>Total 6422-00 · Event Media</b>	<b>73.77</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>73.77</b>
<b>Total 6420-00 · Events</b>	<b>393,952.53</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>393,952.53</b>
6423-00 · Membership Activities								
6435-00 · Shop Local Event	0.00	0.00	0.00	0.00	0.00	138.02	0.00	138.02
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	0.00	0.00	0.00	0.00	2,716.40	0.00	2,716.40
6437-00 · Tuesday Morning Breakfast Club	0.00	0.00	0.00	0.00	0.00	2,416.50	0.00	2,416.50
6442-00 · Public Relations/Website	0.00	0.00	0.00	0.00	0.00	1,689.70	0.00	1,689.70
6444-00 · Trades	0.00	0.00	0.00	0.00	0.00	835.00	0.00	835.00
6423-00 · Membership Activities - Other	0.00	0.00	0.00	0.00	0.00	31.52	0.00	31.52
<b>Total 6423-00 · Membership Activities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7,827.14</b>	<b>0.00</b>	<b>7,827.14</b>
6490-00 · Classified Ads	50.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00
6701-00 · Market Study Reports/Research	807.50	0.00	0.00	0.00	0.00	0.00	0.00	807.50
6730-00 · Marketing Cooperative/Media	602,105.98	55,000.02	0.00	0.00	0.00	0.00	0.00	657,106.00
6742-00 · Non-NLT Co-Op Marketing Program	10,339.20	0.00	0.00	750.00	0.00	0.00	0.00	11,089.20
6743-00 · BACC Marketing Programs								
6743-01 · Shop Local	3,070.01	0.00	0.00	0.00	0.00	0.00	0.00	3,070.01
6743-03 · Touch Lake Tahoe	10,102.50	0.00	0.00	0.00	0.00	0.00	0.00	10,102.50
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>13,172.51</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>13,172.51</b>
8100-00 · Cost of Goods Sold								
51100 · Freight and Shipping Costs	0.00	0.00	0.00	581.91	0.00	0.00	0.00	581.91
52500 · Purchase Discounts	0.00	0.00	0.00	(620.80)	0.00	0.00	0.00	(620.80)
59900 · POS Inventory Adjustments	0.00	0.00	0.00	511.25	0.00	0.00	0.00	511.25
8100-00 · Cost of Goods Sold - Other	0.00	0.00	0.00	29,462.66	0.00	0.00	0.00	29,462.66
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>29,935.02</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>29,935.02</b>
8200-00 · Associate Relations	315.27	120.13	6.01	414.97	15.02	93.10	445.74	1,410.24
8300-00 · Board Functions	0.00	0.00	0.00	0.00	0.00	0.00	5,875.48	5,875.48
8500-00 · Credit Card Fees	45.00	90.00	4.50	1,879.09	10.13	1,097.53	160.37	3,286.62
8700-00 · Automobile Expenses	501.58	0.00	62.41	387.99	103.99	454.24	748.03	2,258.24
8750-00 · Meals/Meetings	1,582.30	0.00	68.60	271.75	21.52	0.00	430.47	2,374.64
8810-00 · Dues & Subscriptions	2,044.94	0.00	502.25	347.82	2.25	282.67	1,448.30	4,628.23
8910-00 · Travel	943.55	0.00	0.00	0.00	0.00	0.00	0.00	943.55
8920-00 · Bad Debt	0.00	0.00	0.00	0.00	0.00	9,382.00	0.00	9,382.00
<b>Total Expense</b>	<b>1,248,852.04</b>	<b>167,253.08</b>	<b>17,437.40</b>	<b>200,444.67</b>	<b>21,943.40</b>	<b>78,824.17</b>	<b>286,984.58</b>	<b>2,021,739.34</b>
<b>Net Ordinary Income</b>	<b>397,866.84</b>	<b>14,242.86</b>	<b>11,095.26</b>	<b>36,597.25</b>	<b>19,098.10</b>	<b>(4,634.16)</b>	<b>(286,984.58)</b>	<b>187,281.57</b>
<b>Other Income/Expense</b>								
Other Income								
4700-00 · Revenues-Interest & Investment	37.89	0.00	0.00	0.00	0.00	0.00	101.12	139.01
<b>Total Other Income</b>	<b>37.89</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>101.12</b>	<b>139.01</b>
Other Expense								
8990-00 · Allocated	203,801.36	27,698.24	2,131.73	34,377.10	3,530.00	14,985.16	(286,523.59)	0.00
<b>Total Other Expense</b>	<b>203,801.36</b>	<b>27,698.24</b>	<b>2,131.73</b>	<b>34,377.10</b>	<b>3,530.00</b>	<b>14,985.16</b>	<b>(286,523.59)</b>	<b>0.00</b>
<b>Net Other Income</b>	<b>(203,763.47)</b>	<b>(27,698.24)</b>	<b>(2,131.73)</b>	<b>(34,377.10)</b>	<b>(3,530.00)</b>	<b>(14,985.16)</b>	<b>286,624.71</b>	<b>139.01</b>
<b>Net Income</b>	<b>194,103.37</b>	<b>(13,455.38)</b>	<b>8,963.53</b>	<b>2,220.15</b>	<b>15,568.10</b>	<b>(19,619.32)</b>	<b>(359.87)</b>	<b>187,420.58</b>

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

	Dec 17	Budget	Jul - Dec 17	YTD Budget	Annual Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
4050-00 · County of Placer TOT Funding	296,583.00	296,583.00	1,945,111.00	1,945,111.00	3,747,600.00
4200-00 · Membership Dues	10,748.05	11,000.00	67,787.78	66,000.00	150,000.00
4201-00 · New Member Fees	0.00	0.00	75.00	75.00	75.00
4205-00 · Conference Dues	916.67	1,200.00	5,500.02	6,825.00	7,690.00
4250-00 · Revenues-Membership Activities					
4250-01 · Community Awards					
4250-04 · Silent Auction	0.00		0.00		12,000.00
4250-05 · Sponsorships	0.00		0.00		6,500.00
4250-01 · Community Awards - Other	0.00		0.00		22,500.00
<b>Total 4250-01 · Community Awards</b>	<b>0.00</b>		<b>0.00</b>		<b>41,000.00</b>
4250-02 · Chamber Events	0.00	0.00	53.00	0.00	12,725.00
4250-03 · Summer/Winter Rec Luncheon	0.00	0.00	3,409.44	4,300.00	7,300.00
4251-00 · Tues AM Breakfast Club					
4251-01 · Tues AM Breakfast Club Sponsors	0.00	250.00	0.00	250.00	2,000.00
4251-00 · Tues AM Breakfast Club - Other	375.44	750.00	1,744.84	3,750.00	8,250.00
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>375.44</b>	<b>1,000.00</b>	<b>1,744.84</b>	<b>4,000.00</b>	<b>10,250.00</b>
4250-00 · Revenues-Membership Activities - Other	0.00	175.00	1,119.95	875.00	1,925.00
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>375.44</b>	<b>1,175.00</b>	<b>6,327.23</b>	<b>9,175.00</b>	<b>73,200.00</b>
4252-00 · Sponsorships	0.00	0.00	0.00	0.00	0.00
4350-00 · Special Events (Marketing)	0.00	0.00	77,627.73	0.00	0.00
4503 · Visitor Guide Income	0.00	0.00	0.00	0.00	0.00
4600-00 · Commissions					
4601-00 · Commissions - South Shore	79.00	0.00	1,859.00	5,622.94	8,951.95
4600-00 · Commissions - Other	0.00	4,347.67	45,889.61	75,668.94	92,115.05
<b>Total 4600-00 · Commissions</b>	<b>79.00</b>	<b>4,347.67</b>	<b>47,748.61</b>	<b>81,291.88</b>	<b>101,067.00</b>
46000 · Merchandise Sales					
4502-00 · Non-Retail VIC Income	694.51	200.00	7,981.96	5,800.00	7,000.00
46000 · Merchandise Sales - Other	7,545.50	7,063.21	50,861.58	49,067.28	92,000.00
<b>Total 46000 · Merchandise Sales</b>	<b>8,240.01</b>	<b>7,263.21</b>	<b>58,843.54</b>	<b>54,867.28</b>	<b>99,000.00</b>
<b>Total Income</b>	<b>316,942.17</b>	<b>321,568.88</b>	<b>2,209,020.91</b>	<b>2,163,345.16</b>	<b>4,178,632.00</b>
<b>Cost of Goods Sold</b>					
52900 · Purchases - Resale Items	0.00	0.00	0.00	0.00	0.00
<b>Total COGS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Gross Profit</b>	<b>316,942.17</b>	<b>321,568.88</b>	<b>2,209,020.91</b>	<b>2,163,345.16</b>	<b>4,178,632.00</b>
<b>Expense</b>					
5000-00 · Salaries & Wages					
5000-01 · In-Market Administration	0.00	0.00	0.00	0.00	0.00
5010-00 · Sales Commissions	0.00	11,991.02	6,823.54	28,684.89	31,377.74
5020-00 · P/R - Tax Expense	5,381.92	8,853.75	41,694.88	54,693.66	106,454.26
5030-00 · P/R - Health Insurance Expense	7,372.73	9,413.10	47,667.22	61,854.65	124,000.82
5040-00 · P/R - Workmans Comp	979.70	1.58	4,793.50	2,900.11	6,325.62
5060-00 · 401 (k)	2,539.57	3,314.02	18,427.28	18,815.93	36,212.09
5061-00 · 401k Profit Sharing	0.00	0.00	0.00	0.00	0.00
5065-00 · Merit	0.00	0.00	0.00	0.00	0.00
5070-00 · Other Benefits and Expenses	979.59	411.51	2,224.02	2,480.81	5,542.61
5000-00 · Salaries & Wages - Other	81,615.32	85,606.51	519,325.85	569,258.47	1,145,768.37
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>98,868.83</b>	<b>119,591.51</b>	<b>640,956.29</b>	<b>738,688.53</b>	<b>1,455,681.53</b>
5100-00 · Rent					
5110-00 · Utilities	988.59	1,013.91	5,563.10	5,912.50	12,013.05
5140-00 · Repairs & Maintenance	539.36	940.07	1,375.41	3,533.96	9,599.93
5150-00 · Office - Cleaning	675.00	782.71	4,380.00	4,783.54	9,087.92
5100-00 · Rent - Other	12,439.00	13,224.19	74,766.00	77,934.01	157,366.38
<b>Total 5100-00 · Rent</b>	<b>14,641.95</b>	<b>15,960.88</b>	<b>86,084.51</b>	<b>92,164.02</b>	<b>188,067.30</b>
5310-00 · Telephone					
5320-00 · Telephone	2,460.11	2,341.79	14,142.30	14,025.41	28,565.00
5350-00 · Internet	0.00	0.00	25.00	0.00	0.00
<b>Total 5310-00 · Telephone</b>	<b>2,460.11</b>	<b>2,341.79</b>	<b>14,167.30</b>	<b>14,025.41</b>	<b>28,565.00</b>
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00	67.64	0.00	379.73	785.57
5480-00 · Mail - Fed Ex	0.00	46.81	120.54	384.05	664.57
5420-00 · Mail - USPS - Other	0.00	119.86	1,283.00	1,243.30	2,427.44
<b>Total 5420-00 · Mail - USPS</b>	<b>0.00</b>	<b>234.31</b>	<b>1,403.54</b>	<b>2,007.08</b>	<b>3,877.58</b>

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

All Departments

	Dec 17	Budget	Jul - Dec 17	YTD Budget	Annual Budget
5510-00 · Insurance/Bonding	961.57	736.60	5,495.37	4,479.58	8,575.80
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	134.95	81.82	1,205.14	1,586.24	4,083.97
5520-00 · Supplies - Other	993.72	1,130.42	5,703.60	6,799.08	13,557.03
<b>Total 5520-00 · Supplies</b>	<b>1,128.67</b>	<b>1,212.24</b>	<b>6,908.74</b>	<b>8,385.32</b>	<b>17,641.00</b>
5530-00 · Visitor Communications - Other	0.00	0.00	0.00	0.00	0.00
5610-00 · Depreciation	216.35	470.85	1,314.77	2,606.06	5,508.01
5700-00 · Equipment Support & Maintenance	323.33	962.83	6,494.97	7,098.16	13,596.00
5710-00 · Taxes, Licenses & Fees	603.68	826.37	6,407.83	5,137.96	10,066.99
5740-00 · Equipment Rental/Leasing	1,296.09	1,549.77	7,975.96	8,613.97	17,944.00
5800-00 · Training Seminars	1,378.63	864.64	3,522.59	6,079.20	12,831.00
5810-00 · Public Outreach	0.00	0.00	0.00	0.00	1,650.00
5815 · Training Video Series	650.00	0.00	1,058.00	4,000.00	13,631.00
5820 · Sales CRM/CMS	0.00	0.00	0.00	2,000.00	2,000.00
5830-00 · Commission Due to Third Party	0.00		765.00		
5850-00 · Artist of Month - Commissions	776.67	227.27	3,365.57	1,136.35	2,500.00
5900-00 · Professional Fees					
5910-00 · Professional Fees - Attorneys	2,200.00	1,000.00	8,020.00	4,000.00	10,000.00
5920-00 · Professional Fees - Accountant	0.00	0.00	16,715.00	20,000.00	22,000.00
5921-00 · Professional Fees - Other	5,062.50	1,000.00	37,218.75	3,000.00	3,750.00
5900-00 · Professional Fees - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 5900-00 · Professional Fees</b>	<b>7,262.50</b>	<b>2,000.00</b>	<b>61,953.75</b>	<b>27,000.00</b>	<b>35,750.00</b>
5940-00 · Research & Planning Membership	0.00	0.00	3,000.00	3,364.00	3,364.00
5941-00 · Research & Planning	0.00	144.91	2,266.25	3,474.55	7,042.00
5948-00 · Transportation Projects					
5953-00 · Summer Traffic Management (\$-2)	0.00	0.00	0.00	0.00	0.00
5948-00 · Transportation Projects - Other	0.00		0.00		0.00
<b>Total 5948-00 · Transportation Projects</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
6020-00 · Programs					
6016-00 · Special Event Partnership	0.00	20,000.00	14,500.00	25,000.00	50,000.00
6018-00 · Business Assoc. Grants	0.00	10,000.00	10,000.00	10,000.00	30,000.00
<b>Total 6020-00 · Programs</b>	<b>0.00</b>	<b>30,000.00</b>	<b>24,500.00</b>	<b>35,000.00</b>	<b>80,000.00</b>
6420-00 · Events					
6420-01 · Sponsorships					
6023-00 · Autumn Food & Wine	5,000.00	0.00	114,771.83	37,000.00	37,000.00
6421-01 · 4th of July Fireworks	0.00	0.00	0.00	0.00	20,000.00
6421-02 · AMGEM Tour of California	0.00	0.00	0.00	0.00	22,000.00
6421-03 · Barcelona Soccer	0.00	0.00	0.00	0.00	3,000.00
6421-04 · Broken Arrow Skyrace	0.00	0.00	0.00	0.00	15,000.00
6421-05 · No Barriers	0.00	0.00	0.00	0.00	0.00
6421-06 · Spartan	0.00	0.00	254,000.00	254,000.00	254,000.00
6421-07 · Tahoe Lacrosse Tournament	0.00	0.00	0.00	0.00	5,000.00
6421-08 · Tough Mudder	0.00	0.00	0.00	0.00	40,000.00
6421-09 · Wanderlust	0.00	0.00	4,042.80	0.00	37,000.00
6421-10 · WinterWonderGrass - Tahoe	0.00	0.00	15,000.00	19,400.00	19,400.00
6421-11 · IronMan Lake Tahoe	0.00	0.00	0.00	0.00	0.00
6421-12 · World Cup	0.00	0.00	0.00	0.00	0.00
6421-13 · Big Blue Adventure	0.00	0.00	0.00	0.00	15,000.00
6421-14 · Tahoe Trail 100	0.00	0.00	5,000.00	0.00	0.00
6421-15 · Lake Tahoe Dance Collective	0.00	0.00	0.00	0.00	5,000.00
6421-18 · Sponsorships - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 6420-01 · Sponsorships</b>	<b>5,000.00</b>	<b>0.00</b>	<b>392,814.63</b>	<b>310,400.00</b>	<b>472,400.00</b>
6421-00 · New Event Development	0.00	0.00	1,064.13	12,600.00	17,600.00
6422-00 · Event Media					
6422-02 · Photography	0.00	0.00	0.00	0.00	0.00
6422-03 · Human Powered Sports Campaign	0.00	0.00	73.77	0.00	25,000.00
6422-04 · PR	0.00	0.00	0.00	0.00	0.00
6422-05 · Other	0.00	0.00	0.00	0.00	0.00
6422-06 · Music Campaign	0.00	0.00	0.00	0.00	0.00
<b>Total 6422-00 · Event Media</b>	<b>0.00</b>	<b>0.00</b>	<b>73.77</b>	<b>0.00</b>	<b>25,000.00</b>
6424-00 · Event Operation Expenses	0.00	0.00	0.00	0.00	9,000.00
6426-00 · Dues & Subscriptions	0.00	0.00	0.00	0.00	0.00
6427-00 · USA Cycling	0.00	0.00	0.00	0.00	0.00
6420-00 · Events - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 6420-00 · Events</b>	<b>5,000.00</b>	<b>0.00</b>	<b>393,952.53</b>	<b>323,000.00</b>	<b>524,000.00</b>
6423-00 · Membership Activities					
6432-00 · Membership - Newsletter	0.00	0.00	0.00	0.00	0.00
6434-00 · Community Awards Dinner	0.00	0.00	0.00	0.00	18,500.00
6435-00 · Shop Local Event	87.07		138.02		

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

### All Departments

	Dec 17	Budget	Jul - Dec 17	YTD Budget	Annual Budget
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	0.00	2,716.40	2,760.00	4,185.00
6437-00 · Tuesday Morning Breakfast Club	607.50	650.00	2,416.50	3,250.00	7,150.00
6441-00 · Membership - Miscellaneous Exp	0.00	0.00	0.00	0.00	0.00
6442-00 · Public Relations/Website	291.25	2,795.00	1,689.70	4,195.00	8,465.00
6443-00 · Membership - Bridal Faire	0.00	0.00	0.00	0.00	0.00
6444-00 · Trades	0.00	0.00	835.00	855.00	2,130.00
6423-00 · Membership Activities - Other	14.97	75.00	31.52	300.00	750.00
<b>Total 6423-00 · Membership Activities</b>	<b>1,000.79</b>	<b>3,520.00</b>	<b>7,827.14</b>	<b>11,360.00</b>	<b>41,180.00</b>
6490-00 · Classified Ads	0.00	70.27	50.00	351.35	773.00
6600-00 · Promotions/Giveaways	0.00	0.00	0.00	0.00	0.00
6701-00 · Market Study Reports/Research	0.00	70.27	807.50	668.82	1,090.47
6730-00 · Marketing Cooperative/Media	185,500.00	185,500.00	657,108.00	657,108.00	1,411,821.00
6740-00 · Media/Collateral/Production	0.00	1,000.00	0.00	1,000.00	5,000.00
6742-00 · Non-NLT Co-Op Marketing Program					
6015-00 · Cross Country	0.00	4,000.00	0.00	4,000.00	4,000.00
6742-00 · Non-NLT Co-Op Marketing Program - Other	1,612.32	10,000.00	11,089.20	45,000.00	80,000.00
<b>Total 6742-00 · Non-NLT Co-Op Marketing Program</b>	<b>1,612.32</b>	<b>14,000.00</b>	<b>11,089.20</b>	<b>49,000.00</b>	<b>84,000.00</b>
6743-00 · BACC Marketing Programs					
6743-01 · Shop Local	2,299.36	1,439.88	3,070.01	8,000.00	20,000.00
6743-02 · Shopping Destination	0.00	0.00	0.00	0.00	0.00
6743-03 · Touch Lake Tahoe	2,500.00	8,000.00	10,102.50	8,000.00	20,000.00
6743-04 · High Notes	0.00	0.00	0.00	3,000.00	20,000.00
6743-05 · Peak Your Adventure	0.00	0.00	0.00	0.00	20,000.00
6743-00 · BACC Marketing Programs - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>4,799.36</b>	<b>9,439.88</b>	<b>13,172.51</b>	<b>19,000.00</b>	<b>80,000.00</b>
7253-00 · Conference - PUD	0.00	0.00	0.00	0.00	0.00
7500-00 · Trade Shows/Travel	0.00	0.00	0.00	0.00	0.00
8100-00 · Cost of Goods Sold					
51100 · Freight and Shipping Costs	62.79	179.64	581.91	1,048.20	2,126.04
52500 · Purchase Discounts	0.00	(118.61)	(620.80)	(593.05)	(1,304.71)
59900 · POS Inventory Adjustments	39.00	103.14	511.25	590.70	1,209.54
8100-00 · Cost of Goods Sold - Other	4,521.93	3,454.83	29,462.66	25,759.74	47,769.13
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>4,623.72</b>	<b>3,619.00</b>	<b>29,935.02</b>	<b>26,805.59</b>	<b>49,800.00</b>
8200-00 · Associate Relations	926.00	370.25	1,410.24	2,143.81	4,308.60
8300-00 · Board Functions	145.05	858.27	5,875.48	4,738.40	9,887.51
8500-00 · Credit Card Fees	533.89	540.28	3,286.62	3,186.95	6,067.00
8700-00 · Automobile Expenses	366.96	407.01	2,258.24	2,823.84	5,762.55
8750-00 · Meals/Meetings	1,171.40	958.76	2,374.64	3,271.10	6,973.00
8810-00 · Dues & Subscriptions	752.83	900.02	4,628.23	6,210.45	12,331.53
8910-00 · Travel	0.00	318.36	943.55	6,965.95	11,666.60
8920-00 · Bad Debt	1,286.00	585.00	9,382.00	6,790.00	10,681.00
8930-00 · Prior Period Adjustments	0.00	0.00	0.00	0.00	0.00
<b>Total Expense</b>	<b>338,286.70</b>	<b>399,281.35</b>	<b>2,021,739.34</b>	<b>2,089,682.46</b>	<b>4,173,633.48</b>
<b>Net Ordinary Income</b>	<b>(21,344.53)</b>	<b>(77,712.47)</b>	<b>187,281.57</b>	<b>73,662.69</b>	<b>4,998.51</b>
<b>Other Income/Expense</b>					
<b>Other Income</b>					
4700-00 · Revenues- Interest & Investment	23.43		139.01		
<b>Total Other Income</b>	<b>23.43</b>		<b>139.01</b>		
<b>Other Expense</b>					
Balancing Adjustments	0.00	0.00	0.00	0.00	0.00
8990-00 · Allocated	0.00	0.02	0.00	(0.04)	(0.03)
<b>Total Other Expense</b>	<b>0.00</b>	<b>0.02</b>	<b>0.00</b>	<b>(0.04)</b>	<b>(0.03)</b>
<b>Net Other Income</b>	<b>23.43</b>	<b>(0.02)</b>	<b>139.01</b>	<b>0.04</b>	<b>0.03</b>
<b>Net Income</b>	<b>(21,321.10)</b>	<b>(77,712.49)</b>	<b>187,420.58</b>	<b>73,662.73</b>	<b>4,998.54</b>

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

### 11 - Marketing

	Dec 17	Budget	\$ Over Budget	Jul - Dec 17	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	233,786.00	233,786.00	0.00	1,569,091.15	1,569,091.15	0.00	2,968,666.00
4350-00 · Special Events (Marketing)	0.00	0.00	0.00	77,627.73	0.00	77,627.73	0.00
<b>Total Income</b>	<b>233,786.00</b>	<b>233,786.00</b>	<b>0.00</b>	<b>1,646,718.88</b>	<b>1,569,091.15</b>	<b>77,627.73</b>	<b>2,968,666.00</b>
<b>Gross Profit</b>							
	233,786.00	233,786.00	0.00	1,646,718.88	1,569,091.15	77,627.73	2,968,666.00
<b>Expense</b>							
<b>5000-00 · Salaries &amp; Wages</b>							
5000-01 · In-Market Administration	1,375.00	1,375.00	0.00	8,250.00	8,250.00	0.00	16,500.00
5020-00 · P/R - Tax Expense	909.73	2,146.30	(1,236.57)	7,323.07	13,950.97	(6,627.90)	27,901.94
5030-00 · P/R - Health Insurance Expense	2,153.90	2,295.35	(141.45)	14,679.68	14,919.82	(240.14)	29,839.64
5040-00 · P/R - Workmans Comp	254.72	97.75	156.96	1,223.11	635.37	587.73	1,270.75
5060-00 · 401 (K)	463.39	806.89	(343.50)	3,842.49	5,244.83	(1,402.34)	10,489.66
5070-00 · Other Benefits and Expenses	419.96	152.08	267.87	915.43	988.54	(73.11)	1,977.08
5000-00 · Salaries & Wages - Other	15,249.76	22,371.90	(7,122.14)	99,957.59	145,417.35	(45,459.76)	290,834.34
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>20,826.46</b>	<b>29,245.29</b>	<b>(8,418.83)</b>	<b>136,191.37</b>	<b>189,406.90</b>	<b>(53,215.53)</b>	<b>378,813.44</b>
<b>5100-00 · Rent</b>							
5110-00 · Utilities	119.14	144.12	(24.98)	779.98	775.14	4.84	1,650.09
5140-00 · Repairs & Maintenance	51.81	209.87	(158.06)	123.71	220.45	(96.74)	1,749.82
5160-00 · Office - Cleaning	207.69	207.69	0.00	1,347.68	1,348.44	(0.76)	2,309.95
5100-00 · Rent - Other	1,929.15	1,885.59	43.56	11,565.90	11,858.69	(292.79)	23,259.14
<b>Total 5100-00 · Rent</b>	<b>2,307.79</b>	<b>2,447.27</b>	<b>(139.48)</b>	<b>13,817.27</b>	<b>14,202.72</b>	<b>(385.45)</b>	<b>28,969.00</b>
<b>5310-00 · Telephone</b>							
5320-00 · Telephone	754.53	455.89	298.64	3,600.18	2,723.66	876.52	5,459.00
<b>Total 5310-00 · Telephone</b>	<b>754.53</b>	<b>455.89</b>	<b>298.64</b>	<b>3,600.18</b>	<b>2,723.66</b>	<b>876.52</b>	<b>5,459.00</b>
<b>5420-00 · Mail - USPS</b>							
5470-00 · Mail - UPS	0.00	15.73	(15.73)	0.00	78.65	(78.65)	173.03
5480-00 · Mail - Fed Ex	0.00	45.45	(45.45)	69.24	327.25	(258.01)	599.97
5420-00 · Mail - USPS - Other	0.00	0.00	0.00	357.20	0.00	357.20	0.00
<b>Total 5420-00 · Mail - USPS</b>	<b>0.00</b>	<b>61.18</b>	<b>(61.18)</b>	<b>426.44</b>	<b>405.90</b>	<b>20.54</b>	<b>773.00</b>
<b>5510-00 · Insurance/Bonding</b>							
5520-00 · Supplies	201.93	176.56	25.37	1,148.74	1,000.59	148.15	2,060.00
5525-00 · Supplies- Computer <\$1000	67.47	0.00	67.47	178.12	177.14	0.98	201.31
5520-00 · Supplies - Other	129.00	247.49	(118.49)	868.19	1,403.75	(535.56)	2,888.69
<b>Total 5520-00 · Supplies</b>	<b>196.47</b>	<b>247.49</b>	<b>(51.02)</b>	<b>1,046.31</b>	<b>1,580.89</b>	<b>(534.58)</b>	<b>3,090.00</b>
<b>5610-00 · Depreciation</b>							
5700-00 · Equipment Support & Maintenance	20.19	101.51	(81.32)	121.94	550.94	(429.00)	1,160.00
5710-00 · Taxes, Licenses & Fees	0.00	313.01	(313.01)	1,450.00	1,965.94	(515.94)	3,844.00
5740-00 · Equipment Rental/Leasing	0.00	46.82	(46.82)	0.00	234.08	(234.08)	615.00
5800-00 · Training Seminars	281.38	173.66	107.72	1,552.05	1,018.04	534.01	2,060.00
5810-00 · Public Outreach	878.63	811.00	67.63	878.63	2,811.00	(1,932.37)	4,811.00
5815 · Training Video Series	0.00	0.00	0.00	0.00	0.00	0.00	1,650.00
5820 · Sales CRM/GMS	0.00	0.00	0.00	0.00	4,000.00	(4,000.00)	8,631.00
5900-00 · Professional Fees	0.00	0.00	0.00	0.00	2,000.00	(2,000.00)	2,000.00
5910-00 · Professional Fees - Attorneys	120.00	0.00	120.00	1,040.00	0.00	1,040.00	0.00
5921-00 · Professional Fees - Other	5,062.50	0.00	5,062.50	37,218.75	0.00	37,218.75	0.00
<b>Total 5900-00 · Professional Fees</b>	<b>5,182.50</b>	<b>0.00</b>	<b>5,182.50</b>	<b>38,258.75</b>	<b>0.00</b>	<b>38,258.75</b>	<b>0.00</b>
<b>5940-00 · Research &amp; Planning Membership</b>							
5941-00 · Research & Planning	0.00	0.00	0.00	0.00	2,552.00	(2,552.00)	2,552.00
6020-00 · Programs	0.00	0.00	0.00	0.00	2,000.00	(2,000.00)	4,698.00
6016-00 · Special Event Partnership	0.00	20,000.00	(20,000.00)	14,500.00	25,000.00	(10,500.00)	50,000.00
6018-00 · Business Assoc. Grants	0.00	10,000.00	(10,000.00)	10,000.00	10,000.00	0.00	30,000.00
<b>Total 6020-00 · Programs</b>	<b>0.00</b>	<b>30,000.00</b>	<b>(30,000.00)</b>	<b>24,500.00</b>	<b>35,000.00</b>	<b>(10,500.00)</b>	<b>80,000.00</b>
<b>6420-00 · Events</b>							
<b>6420-01 · Sponsorships</b>							
6023-00 · Autumn Food & Wine	5,000.00	0.00	5,000.00	114,771.83	37,000.00	77,771.83	37,000.00
6421-01 · 4th of July Fireworks	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00
6421-02 · AMGEN Tour of California	0.00	0.00	0.00	0.00	0.00	0.00	22,000.00
6421-03 · Barcelona Soccer	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00
6421-04 · Broken Arrow Skyrace	0.00	0.00	0.00	0.00	0.00	0.00	15,000.00
6421-06 · Spartan	0.00	0.00	0.00	254,000.00	254,000.00	0.00	254,000.00
6421-07 · Tahoe Lacrosse Tournament	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
6421-08 · Tough Mudder	0.00	0.00	0.00	0.00	0.00	0.00	40,000.00
6421-09 · Wanderlust	0.00	0.00	0.00	4,042.80	0.00	4,042.80	37,000.00
6421-10 · WinterWonderGrass - Tahoe	0.00	0.00	0.00	15,000.00	19,400.00	(4,400.00)	19,400.00
6421-13 · Big Blue Adventure	0.00	0.00	0.00	0.00	0.00	0.00	15,000.00
6421-14 · Tahoe Trail 100	0.00	0.00	0.00	5,000.00	0.00	5,000.00	0.00
6421-15 · Lake Tahoe Dance Collective	0.00	0.00	0.00	0.00	0.00	0.00	5,000.00
<b>Total 6420-01 · Sponsorships</b>	<b>5,000.00</b>	<b>0.00</b>	<b>5,000.00</b>	<b>392,814.63</b>	<b>310,400.00</b>	<b>82,414.63</b>	<b>472,400.00</b>
<b>6421-00 · New Event Development</b>							
6422-00 · Event Media	0.00	0.00	0.00	1,064.13	12,600.00	(11,535.87)	17,600.00
6422-03 · Human Powered Sports Campaign	0.00	0.00	0.00	73.77	0.00	73.77	25,000.00
<b>Total 6422-00 · Event Media</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>73.77</b>	<b>0.00</b>	<b>73.77</b>	<b>25,000.00</b>
<b>6424-00 · Event Operatlon Expenses</b>							
	0.00	0.00	0.00	0.00	0.00	0.00	9,000.00
<b>Total 6420-00 · Events</b>	<b>5,000.00</b>	<b>0.00</b>	<b>5,000.00</b>	<b>393,952.53</b>	<b>323,000.00</b>	<b>70,952.53</b>	<b>524,000.00</b>

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

**11 - Marketing**

	Dec 17	Budget	\$ Over Budget	Jul - Dec 17	YTD Budget	\$ Over Budget	Annual Budget
6490-00 · Classified Ads	0.00	0.00	0.00	50.00	0.00	50.00	0.00
6701-00 · Market Study Reports/Research	0.00	0.00	0.00	807.50	317.47	490.03	317.47
6730-00 · Marketing Cooperative/Media	176,333.33	176,333.33	0.00	602,105.98	602,105.98	0.00	1,301,821.00
6742-00 · Non-NLT Co-Op Marketing Program							
6015-00 · Cross Country	0.00	4,000.00	(4,000.00)	0.00	4,000.00	(4,000.00)	4,000.00
6742-00 · Non-NLT Co-Op Marketing Program - Other	1,462.32	10,000.00	(8,537.68)	10,339.20	45,000.00	(34,660.80)	80,000.00
<b>Total 6742-00 · Non-NLT Co-Op Marketing Program</b>	<b>1,462.32</b>	<b>14,000.00</b>	<b>(12,537.68)</b>	<b>10,339.20</b>	<b>49,000.00</b>	<b>(38,660.80)</b>	<b>84,000.00</b>
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	2,299.36	1,439.88	859.48	3,070.01	8,000.00	(4,929.99)	20,000.00
6743-03 · Touch Lake Tahoe	2,500.00	8,000.00	(5,500.00)	10,102.50	8,000.00	2,102.50	20,000.00
6743-04 · High Notes	0.00	0.00	0.00	0.00	3,000.00	(3,000.00)	20,000.00
6743-05 · Peak Your Adventure	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>4,799.36</b>	<b>9,439.88</b>	<b>(4,640.52)</b>	<b>13,172.51</b>	<b>19,000.00</b>	<b>(5,827.49)</b>	<b>80,000.00</b>
8200-00 · Associate Relations	240.27	56.18	184.09	315.27	280.92	34.35	618.00
8500-00 · Credit Card Fees	0.00	0.00	0.00	45.00	0.00	45.00	0.00
8700-00 · Automobile Expenses	25.15	185.51	(160.36)	501.58	946.94	(445.36)	2,060.00
8750-00 · Meals/Meetings	1,060.58	325.21	735.37	1,582.30	1,653.74	(71.44)	3,605.00
8810-00 · Dues & Subscriptions	14.99	344.39	(329.40)	2,044.94	2,766.15	(721.21)	4,832.53
8910-00 · Travel	0.00	0.00	0.00	943.55	5,160.67	(4,217.12)	7,820.00
<b>Total Expense</b>	<b>219,585.88</b>	<b>264,764.18</b>	<b>(45,178.30)</b>	<b>1,248,852.04</b>	<b>1,265,684.53</b>	<b>(16,832.49)</b>	<b>2,540,159.44</b>
<b>Net Ordinary Income</b>	<b>14,200.12</b>	<b>(30,978.18)</b>	<b>45,178.30</b>	<b>397,866.84</b>	<b>303,406.61</b>	<b>94,460.22</b>	<b>428,506.55</b>
<b>Other Income/Expense</b>							
<b>Other Income</b>							
4700-00 · Revenues- Interest & Investment	6.39			37.89			
<b>Total Other Income</b>	<b>6.39</b>			<b>37.89</b>			
<b>Other Expense</b>							
8990-00 · Allocated	31,797.05	33,161.42	(1,364.37)	203,801.36	206,969.83	(3,168.47)	428,506.50
<b>Total Other Expense</b>	<b>31,797.05</b>	<b>33,161.42</b>	<b>(1,364.37)</b>	<b>203,801.36</b>	<b>206,969.83</b>	<b>(3,168.47)</b>	<b>428,506.50</b>
<b>Net Other Income</b>	<b>(31,790.66)</b>	<b>(33,161.42)</b>	<b>1,370.76</b>	<b>(203,763.47)</b>	<b>(206,969.83)</b>	<b>3,206.36</b>	<b>(428,506.50)</b>
<b>Net Income</b>	<b>(17,590.54)</b>	<b>(64,139.60)</b>	<b>46,549.06</b>	<b>194,103.37</b>	<b>96,436.78</b>	<b>97,666.58</b>	<b>0.05</b>



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

30 - Conference

	Dec 17	Budget	\$ Over Bud...	Jul - Dec 17	YTD Budget	\$ Over Bud...	Annual Bud...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	23,238.33	23,238.33	0.00	128,247.31	128,247.31	0.00	294,689.00
4205-00 · Conference Dues	916.67	1,200.00	(283.33)	5,500.02	6,825.00	(1,324.98)	7,690.00
4600-00 · Commissions							
4601-00 · Commissions - South Shore	79.00	0.00	79.00	1,859.00	5,622.94	(3,763.94)	8,951.95
4600-00 · Commissions - Other	0.00	4,347.67	(4,347.67)	45,889.61	75,668.94	(29,779.33)	92,115.05
<b>Total 4600-00 · Commissions</b>	<b>79.00</b>	<b>4,347.67</b>	<b>(4,268.67)</b>	<b>47,748.61</b>	<b>81,291.88</b>	<b>(33,543.27)</b>	<b>101,067.00</b>
<b>Total Income</b>	<b>24,234.00</b>	<b>28,786.00</b>	<b>(4,552.00)</b>	<b>181,495.94</b>	<b>216,364.19</b>	<b>(34,868.25)</b>	<b>403,446.00</b>
<b>Gross Profit</b>	<b>24,234.00</b>	<b>28,786.00</b>	<b>(4,552.00)</b>	<b>181,495.94</b>	<b>216,364.19</b>	<b>(34,868.25)</b>	<b>403,446.00</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	0.00	11,991.02	(11,991.02)	6,823.54	28,684.89	(21,861.35)	31,377.74
5020-00 · P/R - Tax Expense	806.74	2,006.89	(1,200.15)	6,473.01	8,547.77	(2,074.76)	14,996.89
5030-00 · P/R - Health Insurance Expense	1,277.09	1,140.09	137.00	8,410.42	7,814.62	595.80	15,811.17
5040-00 · P/R - Workmans Comp	166.55	(403.49)	570.04	814.90	274.66	540.24	1,104.71
5060-00 · 401 (k)	431.28	1,058.36	(627.08)	3,444.82	4,529.12	(1,084.30)	7,263.48
5070-00 · Other Benefits and Expenses	441.98	16.98	425.00	626.88	234.90	391.98	778.76
5000-00 · Salaries & Wages - Other	11,425.74	10,469.18	956.56	73,075.07	70,257.23	2,817.84	138,668.25
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>14,549.38</b>	<b>26,279.03</b>	<b>(11,729.65)</b>	<b>99,668.64</b>	<b>120,343.19</b>	<b>(20,674.55)</b>	<b>210,001.00</b>
5100-00 · Rent							
5110-00 · Utilities	59.57	72.07	(12.50)	387.86	388.75	(0.89)	828.12
5140-00 · Repairs & Maintenance	22.45	106.66	(84.21)	58.39	111.95	(53.56)	907.24
5150-00 · Office - Cleaning	103.85	103.85	0.00	673.87	674.25	(0.38)	1,155.04
5100-00 · Rent - Other	923.08	985.44	(62.36)	5,538.48	5,680.94	(142.46)	11,594.58
<b>Total 5100-00 · Rent</b>	<b>1,108.95</b>	<b>1,268.02</b>	<b>(159.07)</b>	<b>6,658.60</b>	<b>6,855.89</b>	<b>(197.29)</b>	<b>14,484.98</b>
5310-00 · Telephone							
5320-00 · Telephone	241.17	236.42	4.75	1,521.54	1,437.78	83.76	3,164.00
<b>Total 5310-00 · Telephone</b>	<b>241.17</b>	<b>236.42</b>	<b>4.75</b>	<b>1,521.54</b>	<b>1,437.78</b>	<b>83.76</b>	<b>3,164.00</b>
5420-00 · Mail - USPS	0.00	0.00	0.00	165.62	244.00	(78.38)	309.00
5510-00 · Insurance/Bonding	182.70	141.38	41.32	1,044.13	917.13	127.00	1,442.00
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0.00			72.99			139.62
5520-00 · Supplies - Other	46.59	24.92	21.67	204.78	218.67	(13.89)	370.38
<b>Total 5520-00 · Supplies</b>	<b>46.59</b>	<b>24.92</b>	<b>21.67</b>	<b>277.77</b>	<b>218.67</b>	<b>59.10</b>	<b>510.00</b>
5610-00 · Depreciation	8.75	10.91	(2.16)	54.66	106.68	(52.02)	249.00
5700-00 · Equipment Support & Maintenance	0.00	40.00	(40.00)	1,029.99	532.12	497.87	1,100.00
5710-00 · Taxes, Licenses & Fees	0.00	0.00	0.00	0.00	154.27	(154.27)	206.00
5740-00 · Equipment Rental/Leasing	142.98	136.11	6.87	856.98	809.86	47.12	1,660.00
5830-00 · Commission Due to Third Party	0.00			765.00			
6730-00 · Marketing Cooperative/Media	9,166.67	9,166.67	0.00	55,000.02	55,000.02	0.00	110,000.00
8200-00 · Associate Relations	120.13	46.82	73.31	120.13	234.10	(113.97)	515.00
8500-00 · Credit Card Fees	0.00			90.00			
8700-00 · Automobile Expenses	0.00	0.00	0.00	0.00	147.96	(147.96)	412.00
8750-00 · Meals/Meetings	0.00	50.00	(50.00)	0.00	50.00	(50.00)	350.00
8810-00 · Dues & Subscriptions	0.00	0.00	0.00	0.00	340.00	(340.00)	809.00
<b>Total Expense</b>	<b>25,567.32</b>	<b>37,400.28</b>	<b>(11,832.96)</b>	<b>167,253.08</b>	<b>187,391.67</b>	<b>(20,138.59)</b>	<b>345,211.98</b>
<b>Net Ordinary Income</b>	<b>(1,333.32)</b>	<b>(8,614.28)</b>	<b>7,280.96</b>	<b>14,242.86</b>	<b>28,972.52</b>	<b>(14,729.66)</b>	<b>58,234.02</b>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	4,321.47	4,377.19	(55.72)	27,698.24	28,903.69	(1,205.45)	58,234.00
<b>Total Other Expense</b>	<b>4,321.47</b>	<b>4,377.19</b>	<b>(55.72)</b>	<b>27,698.24</b>	<b>28,903.69</b>	<b>(1,205.45)</b>	<b>58,234.00</b>
<b>Net Other Income</b>	<b>(4,321.47)</b>	<b>(4,377.19)</b>	<b>55.72</b>	<b>(27,698.24)</b>	<b>(28,903.69)</b>	<b>1,205.45</b>	<b>(58,234.00)</b>
<b>Net Income</b>	<b>(5,654.79)</b>	<b>(12,991.47)</b>	<b>7,336.68</b>	<b>(13,455.38)</b>	<b>68.83</b>	<b>(13,524.21)</b>	<b>0.02</b>

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

### 41 - Transportation

	Dec 17	Budget	\$ Over Bud...	Jul - Dec 17	YTD Budget	\$ Over Bud...	Annual Bud...
<b>Ordinary Income/Expense</b>							
Income							
4050-00 · County of Placer TOT Funding	3,017.34	3,017.34	0.00	28,532.66	28,532.66	0.00	31,048.00
<b>Total Income</b>	<b>3,017.34</b>	<b>3,017.34</b>	<b>0.00</b>	<b>28,532.66</b>	<b>28,532.66</b>	<b>0.00</b>	<b>31,048.00</b>
<b>Gross Profit</b>	<b>3,017.34</b>	<b>3,017.34</b>	<b>0.00</b>	<b>28,532.66</b>	<b>28,532.66</b>	<b>0.00</b>	<b>31,048.00</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	58.76	102.10	(43.34)	1,158.63	663.66	494.97	1,327.31
5030-00 · P/R - Health Insurance Expense	14.77	95.17	(80.40)	191.62	618.64	(427.02)	1,237.25
5040-00 · P/R - Workmans Comp	6.86	3.95	2.91	95.01	25.66	69.35	51.31
5060-00 · 401 (k)	30.90	47.82	(16.92)	610.12	310.80	299.32	621.60
5070-00 · Other Benefits and Expenses	0.85	1.32	(0.47)	15.71	8.59	7.12	17.18
5000-00 · Salaries & Wages - Other	864.80	503.27	361.53	8,023.21	10,898.69	(2,875.48)	14,305.34
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>976.94</b>	<b>753.63</b>	<b>223.31</b>	<b>10,094.30</b>	<b>12,526.04</b>	<b>(2,431.74)</b>	<b>17,559.99</b>
5100-00 · Rent							
5110-00 · Utilities	2.98	3.66	(0.68)	59.20	53.30	5.90	75.20
5140-00 · Repairs & Maintenance	1.73	16.54	(14.81)	3.53	16.54	(13.01)	115.82
5150-00 · Office - Cleaning	5.19	5.27	(0.08)	106.65	66.35	40.30	97.98
5100-00 · Rent - Other	46.15	52.87	(6.72)	599.98	604.73	(4.75)	921.99
<b>Total 5100-00 · Rent</b>	<b>56.05</b>	<b>78.34</b>	<b>(22.29)</b>	<b>769.36</b>	<b>740.92</b>	<b>28.44</b>	<b>1,210.99</b>
5310-00 · Telephone							
5320-00 · Telephone	25.81	9.77	16.04	421.54	226.33	195.21	285.00
<b>Total 5310-00 · Telephone</b>	<b>25.81</b>	<b>9.77</b>	<b>16.04</b>	<b>421.54</b>	<b>226.33</b>	<b>195.21</b>	<b>285.00</b>
5420-00 · Mail - USPS	0.00	0.00	0.00	47.74	50.00	(2.26)	50.00
5510-00 · Insurance/Bonding	7.52	21.85	(14.33)	47.70	127.85	(80.15)	259.00
5520-00 · Supplies	3.31	9.97	(6.66)	26.24	65.98	(39.74)	309.00
5610-00 · Depreciation	0.63	37.71	(37.08)	9.87	199.74	(189.87)	426.00
5700-00 · Equipment Support & Maintenance	0.00	16.00	(16.00)	126.75	155.00	(28.25)	494.00
5710-00 · Taxes, Licenses & Fees	0.00	0.00	0.00	0.00	94.93	(94.93)	124.00
5740-00 · Equipment Rental/Leasing	45.95	19.79	26.16	358.88	211.30	147.58	330.00
5940-00 · Research & Planning Membership	0.00	0.00	0.00	3,000.00	406.00	2,594.00	406.00
5941-00 · Research & Planning	0.00	144.91	(144.91)	1,891.25	1,099.55	791.70	1,969.00
8200-00 · Associate Relations	6.01	0.00	6.01	6.01	0.00	6.01	0.00
8500-00 · Credit Card Fees	0.00	0.00	0.00	4.50	0.00	4.50	0.00
8700-00 · Automobile Expenses	0.00	0.00	0.00	62.41	0.00	62.41	0.00
8750-00 · Meals/Meetings	1.35	0.00	1.35	68.60	0.00	68.60	0.00
8810-00 · Dues & Subscriptions	500.00	280.91	219.09	502.25	1,404.55	(902.30)	3,144.00
<b>Total Expense</b>	<b>1,623.57</b>	<b>1,372.88</b>	<b>250.69</b>	<b>17,437.40</b>	<b>17,308.19</b>	<b>129.21</b>	<b>26,566.98</b>
<b>Net Ordinary Income</b>	<b>1,393.77</b>	<b>1,644.46</b>	<b>(250.69)</b>	<b>11,095.26</b>	<b>11,224.47</b>	<b>(129.21)</b>	<b>4,481.02</b>
<b>Other Income/Expense</b>							
Other Expense							
8990-00 · Allocated	332.59	43.39	289.20	2,131.73	3,984.63	(1,852.90)	4,481.00
<b>Total Other Expense</b>	<b>332.59</b>	<b>43.39</b>	<b>289.20</b>	<b>2,131.73</b>	<b>3,984.63</b>	<b>(1,852.90)</b>	<b>4,481.00</b>
<b>Net Other Income</b>	<b>(332.59)</b>	<b>(43.39)</b>	<b>(289.20)</b>	<b>(2,131.73)</b>	<b>(3,984.63)</b>	<b>1,852.90</b>	<b>(4,481.00)</b>
<b>Net Income</b>	<b>1,061.18</b>	<b>1,601.07</b>	<b>(539.89)</b>	<b>8,963.53</b>	<b>7,239.84</b>	<b>1,723.69</b>	<b>0.02</b>

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

42 - Visitor Center

	Dec 17	Budget	\$ Over Bud...	Jul - Dec 17	YTD Budget	\$ Over Bud...	Annual Bud...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	31,019.83	31,019.83	0.00	178,198.38	178,198.38	0.00	401,760.00
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC Income	694.51	200.00	494.51	7,981.96	5,800.00	2,181.96	7,000.00
46000 · Merchandise Sales - Other	7,545.50	7,063.21	482.29	50,861.58	49,067.28	1,794.30	92,000.00
<b>Total 46000 · Merchandise Sales</b>	<b>8,240.01</b>	<b>7,263.21</b>	<b>976.80</b>	<b>58,843.54</b>	<b>54,867.28</b>	<b>3,976.26</b>	<b>99,000.00</b>
<b>Total Income</b>	<b>39,259.84</b>	<b>38,283.04</b>	<b>976.80</b>	<b>237,041.92</b>	<b>233,065.66</b>	<b>3,976.26</b>	<b>500,760.00</b>
<b>Gross Profit</b>	<b>39,259.84</b>	<b>38,283.04</b>	<b>976.80</b>	<b>237,041.92</b>	<b>233,065.66</b>	<b>3,976.26</b>	<b>500,760.00</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	819.24	1,324.16	(504.92)	7,910.26	10,220.83	(2,310.57)	19,634.76
5030-00 · P/R - Health Insurance Expense	1,955.95	2,135.01	(179.06)	11,178.18	13,877.56	(2,699.38)	27,755.13
5040-00 · P/R - Workmans Comp	186.14	66.24	119.89	910.75	430.60	480.14	861.21
5060-00 · 401 (k)	445.96	544.98	(99.02)	3,562.12	3,542.41	19.70	7,084.82
5070-00 · Other Benefits and Expenses	50.47	47.43	3.03	302.35	308.34	(5.99)	616.69
5000-00 · Salaries & Wages - Other	12,767.77	12,249.08	518.69	86,181.21	93,067.04	(6,885.83)	179,410.09
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>16,225.53</b>	<b>16,366.92</b>	<b>(141.39)</b>	<b>110,044.87</b>	<b>121,446.78</b>	<b>(11,401.91)</b>	<b>235,362.70</b>
5100-00 · Rent							
5110-00 · Utilities	631.17	617.33	13.83	3,210.31	3,606.66	(396.35)	7,310.65
5140-00 · Repairs & Maintenance	22.45	157.39	(134.94)	131.45	786.97	(655.52)	1,731.33
5150-00 · Office - Cleaning	51.92	197.12	(145.20)	336.93	1,035.60	(698.67)	2,218.33
5100-00 · Rent - Other	6,461.54	7,640.05	(1,178.51)	38,919.24	44,290.38	(5,371.14)	90,130.29
<b>Total 5100-00 · Rent</b>	<b>7,167.08</b>	<b>8,611.89</b>	<b>(1,444.81)</b>	<b>42,597.93</b>	<b>49,719.62</b>	<b>(7,121.69)</b>	<b>101,390.62</b>
5310-00 · Telephone							
5320-00 · Telephone	318.98	296.79	22.18	1,840.94	1,824.25	16.68	3,789.00
<b>Total 5310-00 · Telephone</b>	<b>318.98</b>	<b>296.79</b>	<b>22.18</b>	<b>1,840.94</b>	<b>1,824.25</b>	<b>16.68</b>	<b>3,789.00</b>
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0.00	51.91	(51.91)	0.00	301.08	(301.08)	612.54
5480-00 · Mail - Fed Ex	0.00	1.36	(1.36)	51.30	56.80	(5.50)	64.60
5420-00 · Mail - USPS - Other	0.00	27.04	(27.04)	165.62	135.20	30.42	297.44
<b>Total 5420-00 · Mail - USPS</b>	<b>0.00</b>	<b>80.31</b>	<b>(80.31)</b>	<b>216.92</b>	<b>493.08</b>	<b>(276.16)</b>	<b>974.58</b>
5510-00 · Insurance/Bonding	240.39	173.18	67.21	1,373.84	1,020.88	352.96	2,059.80
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0.00	81.82	(81.82)	759.95	409.10	350.85	993.04
5520-00 · Supplies - Other	261.37	264.78	(3.41)	1,839.65	1,631.28	208.37	3,219.96
<b>Total 5520-00 · Supplies</b>	<b>261.37</b>	<b>346.60</b>	<b>(85.23)</b>	<b>2,599.60</b>	<b>2,040.38</b>	<b>559.22</b>	<b>4,213.00</b>
5610-00 · Depreciation	126.70	92.34	34.36	762.36	494.97	267.39	1,049.01
5700-00 · Equipment Support & Maintenance	240.00	171.18	68.82	1,425.00	1,135.90	289.10	2,313.00
5710-00 · Taxes, Licenses & Fees	0.00	28.09	(28.09)	15.00	140.45	(125.45)	308.99
5740-00 · Equipment Rental/Leasing	157.61	522.97	(365.36)	1,158.00	2,968.21	(1,810.21)	6,106.00
5800-00 · Training Seminars	0.00	53.64	(53.64)	0.00	268.20	(268.20)	590.00
5815 · Training Video Series	650.00			1,058.00			5,000.00
5850-00 · Artist of Month - Commissions	776.67	227.27	549.40	3,365.57	1,136.35	2,229.22	2,500.00
6740-00 · Media/Collateral/Production	0.00	1,000.00	(1,000.00)	0.00	1,000.00	(1,000.00)	5,000.00
6742-00 · Non-NLT Co-Op Marketing Program	150.00	0.00	150.00	750.00	0.00	750.00	0.00
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	62.79	179.64	(116.85)	581.91	1,048.20	(466.29)	2,126.04
52500 · Purchase Discounts	0.00	(118.61)	118.61	(620.80)	(593.05)	(27.75)	(1,304.71)
59900 · POS Inventory Adjustments	39.00	103.14	(64.14)	511.25	590.70	(79.45)	1,209.54
8100-00 · Cost of Goods Sold - Other	4,521.93	3,454.83	1,067.10	29,462.66	25,759.74	3,702.92	47,769.13
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>4,623.72</b>	<b>3,619.00</b>	<b>1,004.72</b>	<b>29,935.02</b>	<b>26,805.59</b>	<b>3,129.43</b>	<b>49,800.00</b>
8200-00 · Associate Relations	180.20	36.25	143.95	414.97	473.79	(58.82)	635.00
8500-00 · Credit Card Fees	262.47	345.28	(82.81)	1,879.09	2,029.01	(149.92)	3,487.00
8700-00 · Automobile Expenses	63.24	52.86	10.38	387.99	810.74	(422.75)	1,236.00
8750-00 · Meals/Meetings	64.00	418.46	(354.46)	271.75	726.91	(455.16)	1,187.00
8810-00 · Dues & Subscriptions	97.87	97.87	0.00	347.82	347.82	0.00	1,133.00
8910-00 · Travel	0.00	0.00	0.00	0.00	213.48	(213.48)	345.00
<b>Total Expense</b>	<b>31,605.83</b>	<b>32,540.91</b>	<b>(935.08)</b>	<b>200,444.67</b>	<b>215,096.42</b>	<b>(14,651.75)</b>	<b>428,479.70</b>
<b>Net Ordinary Income</b>	<b>7,654.01</b>	<b>5,742.12</b>	<b>1,911.88</b>	<b>36,597.25</b>	<b>17,969.23</b>	<b>18,628.01</b>	<b>72,280.29</b>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	5,363.51	5,538.70	(175.19)	34,377.10	35,242.02	(864.92)	72,280.99
<b>Total Other Expense</b>	<b>5,363.51</b>	<b>5,538.70</b>	<b>(175.19)</b>	<b>34,377.10</b>	<b>35,242.02</b>	<b>(864.92)</b>	<b>72,280.99</b>

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Accrual Basis

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

42 - Visitor Center

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	<u>Dec 17</u>	<u>Budget</u>	<u>\$ Over Bud...</u>	<u>Jul - Dec 17</u>	<u>YTD Budget</u>	<u>\$ Over Bud...</u>	<u>Annual Bud...</u>
Net Other Income	(5,363.51)	(5,538.70)	175.19	(34,377.10)	(35,242.02)	864.92	(72,280.99)
Net Income	<u>2,290.50</u>	<u>203.42</u>	<u>2,087.07</u>	<u>2,220.15</u>	<u>(17,272.78)</u>	<u>19,492.93</u>	<u>(0.69)</u>

**North Lake Tahoe Resort Association**  
**Profit & Loss Budget Performance**  
**50 - Infrastructure**

	Dec 17	Budget	\$ Over Bud...	Jul - Dec 17	YTD Budget	\$ Over Bud...	Annual Bu...
<b>Ordinary Income/Expense</b>							
Income							
4050-00 · County of Placer TOT Funding	5,521.50	5,521.50	0.00	41,041.50	41,041.50	0.00	51,437.00
<b>Total Income</b>	<b>5,521.50</b>	<b>5,521.50</b>	<b>0.00</b>	<b>41,041.50</b>	<b>41,041.50</b>	<b>0.00</b>	<b>51,437.00</b>
<b>Gross Profit</b>	<b>5,521.50</b>	<b>5,521.50</b>	<b>0.00</b>	<b>41,041.50</b>	<b>41,041.50</b>	<b>0.00</b>	<b>51,437.00</b>
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	146.96	188.17	(41.21)	1,643.74	1,223.12	420.62	2,446.23
5030-00 · P/R - Health Insurance Expense	36.90	211.45	(174.55)	300.19	1,374.40	(1,074.21)	2,748.80
5040-00 · P/R - Workmans Comp	20.87	8.50	12.37	146.97	55.24	91.73	110.48
5060-00 · 401 (k)	77.28	97.48	(20.20)	865.21	633.64	231.57	1,267.27
5070-00 · Other Benefits and Expenses	2.12	2.80	(0.68)	20.77	18.19	2.58	36.39
5000-00 · Salaries & Wages - Other	2,161.98	1,777.23	384.75	15,088.65	17,647.42	(2,558.77)	29,334.80
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>2,446.11</b>	<b>2,285.63</b>	<b>160.48</b>	<b>18,065.53</b>	<b>20,952.01</b>	<b>(2,886.48)</b>	<b>35,943.97</b>
5100-00 · Rent							
5110-00 · Utilities	7.45	9.79	(2.34)	100.11	83.95	16.16	142.65
5140-00 · Repairs & Maintenance	8.63	19.97	(11.34)	13.12	99.85	(86.73)	219.69
5150-00 · Office - Cleaning	12.98	13.26	(0.28)	141.57	106.30	35.27	185.85
5100-00 · Rent - Other	115.38	128.04	(12.66)	946.13	980.58	(34.45)	1,748.81
<b>Total 5100-00 · Rent</b>	<b>144.44</b>	<b>171.06</b>	<b>(26.62)</b>	<b>1,200.93</b>	<b>1,270.68</b>	<b>(69.75)</b>	<b>2,297.00</b>
5310-00 · Telephone							
5320-00 · Telephone	110.91	35.77	75.14	797.45	356.33	441.12	571.00
<b>Total 5310-00 · Telephone</b>	<b>110.91</b>	<b>35.77</b>	<b>75.14</b>	<b>797.45</b>	<b>356.33</b>	<b>441.12</b>	<b>571.00</b>
5420-00 · Mail - USPS	0.00	0.00	0.00	78.70	50.00	28.70	50.00
5510-00 · Insurance/Bonding	20.14	21.85	(1.71)	117.98	127.85	(9.87)	259.00
5520-00 · Supplies	15.23	27.39	(12.16)	55.72	144.65	(88.93)	309.00
5610-00 · Depreciation	3.49	37.71	(34.22)	24.17	199.74	(175.57)	426.00
5700-00 · Equipment Support & Maintenance	0.00	56.73	(56.73)	126.75	339.65	(212.90)	680.00
5710-00 · Taxes, Licenses & Fees	0.00	34.82	(34.82)	0.00	174.10	(174.10)	473.00
5740-00 · Equipment Rental/Leasing	152.18	228.79	(76.61)	948.26	852.30	95.96	2,223.00
5940-00 · Research & Planning Membership	0.00	0.00	0.00	0.00	406.00	(406.00)	406.00
5941-00 · Research & Planning	0.00	0.00	0.00	375.00	375.00	0.00	375.00
8200-00 · Associate Relations	15.02	0.00	15.02	15.02	0.00	15.02	0.00
8500-00 · Credit Card Fees	0.00	0.00	0.00	10.13	0.00	10.13	0.00
8700-00 · Automobile Expenses	0.00	0.00	0.00	103.99	0.00	103.99	0.00
8750-00 · Meals/Meetings	3.38	0.00	3.38	21.52	0.00	21.52	0.00
8810-00 · Dues & Subscriptions	0.00	0.00	0.00	2.25	0.00	2.25	0.00
<b>Total Expense</b>	<b>2,910.90</b>	<b>2,899.75</b>	<b>11.15</b>	<b>21,943.40</b>	<b>25,248.31</b>	<b>(3,304.91)</b>	<b>44,012.97</b>
<b>Net Ordinary Income</b>	<b>2,610.60</b>	<b>2,621.75</b>	<b>(11.15)</b>	<b>19,098.10</b>	<b>15,793.19</b>	<b>3,304.91</b>	<b>7,424.03</b>
Other Income/Expense							
Other Expense							
8990-00 · Allocated	550.75	280.70	270.05	3,530.00	5,348.89	(1,818.89)	7,424.00
<b>Total Other Expense</b>	<b>550.75</b>	<b>280.70</b>	<b>270.05</b>	<b>3,530.00</b>	<b>5,348.89</b>	<b>(1,818.89)</b>	<b>7,424.00</b>
<b>Net Other Income</b>	<b>(550.75)</b>	<b>(280.70)</b>	<b>(270.05)</b>	<b>(3,530.00)</b>	<b>(5,348.89)</b>	<b>1,818.89</b>	<b>(7,424.00)</b>
<b>Net Income</b>	<b>2,059.85</b>	<b>2,341.05</b>	<b>(281.20)</b>	<b>15,568.10</b>	<b>10,444.30</b>	<b>5,123.80</b>	<b>0.03</b>

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

### 60 - Membership

	Dec 17	Budget	\$ Over Budget	Jul - Dec 17	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4200-00 · Membership Dues	10,748.05	11,000.00	(251.95)	67,787.78	66,000.00	1,787.78	150,000.00
4201-00 · New Member Fees	0.00	0.00	0.00	75.00	75.00	0.00	75.00
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	0.00			0.00			12,000.00
4250-05 · Sponsorships	0.00			0.00			6,500.00
4250-01 · Community Awards - Other	0.00			0.00			22,500.00
<b>Total 4250-01 · Community Awards</b>	<b>0.00</b>			<b>0.00</b>			<b>41,000.00</b>
4250-02 · Chamber Events	0.00	0.00	0.00	53.00	0.00	53.00	12,725.00
4250-03 · Summer/Winter Rec Luncheon	0.00	0.00	0.00	3,409.44	4,300.00	(890.56)	7,300.00
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0.00	250.00	(250.00)	0.00	250.00	(250.00)	2,000.00
4251-00 · Tues AM Breakfast Club - Other	375.44	750.00	(374.56)	1,744.84	3,750.00	(2,005.16)	8,250.00
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>375.44</b>	<b>1,000.00</b>	<b>(624.56)</b>	<b>1,744.84</b>	<b>4,000.00</b>	<b>(2,255.16)</b>	<b>10,250.00</b>
4250-00 · Revenues-Membership Activities - Other	0.00	175.00	(175.00)	1,119.95	875.00	244.95	1,925.00
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>375.44</b>	<b>1,175.00</b>	<b>(799.56)</b>	<b>6,327.23</b>	<b>9,175.00</b>	<b>(2,847.77)</b>	<b>73,200.00</b>
<b>Total Income</b>	<b>11,123.49</b>	<b>12,175.00</b>	<b>(1,051.51)</b>	<b>74,190.01</b>	<b>75,250.00</b>	<b>(1,059.99)</b>	<b>223,275.00</b>
<b>Gross Profit</b>	<b>11,123.49</b>	<b>12,175.00</b>	<b>(1,051.51)</b>	<b>74,190.01</b>	<b>75,250.00</b>	<b>(1,059.99)</b>	<b>223,275.00</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	(1,375.00)	(1,375.00)	0.00	(8,250.00)	(8,250.00)	0.00	(16,500.00)
5020-00 · P/R - Tax Expense	497.61	525.00	(27.39)	3,292.43	3,440.00	(147.57)	6,852.50
5030-00 · P/R - Health Insurance Expense	929.28	950.00	(20.72)	6,353.78	6,440.39	(86.61)	12,990.39
5040-00 · P/R - Workmans Comp	78.38	75.00	3.38	371.90	480.00	(108.10)	930.00
5050-00 · 401 (k)	218.27	320.00	(101.73)	1,493.48	1,705.00	(211.52)	3,785.00
5070-00 · Other Benefits and Expenses	21.89	93.00	(71.11)	101.34	288.00	(184.66)	844.00
5000-00 · Salaries & Wages - Other	7,670.29	7,800.00	(129.71)	46,461.83	46,850.00	(388.17)	97,550.00
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>8,040.72</b>	<b>8,388.00</b>	<b>(347.28)</b>	<b>49,824.76</b>	<b>50,951.39</b>	<b>(1,126.63)</b>	<b>106,451.89</b>
5100-00 · Rent							
5110-00 · Utilities	46.17	50.00	(3.83)	286.74	300.00	(13.26)	600.00
5140-00 · Repairs & Maintenance	13.82	55.00	(41.18)	41.68	275.00	(233.32)	605.00
5150-00 · Office - Cleaning	80.48	85.00	(4.52)	506.60	545.00	(38.40)	1,090.00
5100-00 · Rent - Other	798.38	725.00	73.38	4,712.05	4,350.00	362.05	8,700.00
<b>Total 5100-00 · Rent</b>	<b>938.85</b>	<b>915.00</b>	<b>23.85</b>	<b>5,547.07</b>	<b>5,470.00</b>	<b>77.07</b>	<b>10,995.00</b>
5310-00 · Telephone							
5320-00 · Telephone	241.33	219.00	22.33	1,497.08	1,375.00	122.08	2,686.00
<b>Total 5310-00 · Telephone</b>	<b>241.33</b>	<b>219.00</b>	<b>22.33</b>	<b>1,497.08</b>	<b>1,375.00</b>	<b>122.08</b>	<b>2,686.00</b>
5420-00 · Mail - USPS	0.00	50.00	(50.00)	101.92	300.00	(198.08)	1,000.00
5510-00 · Insurance/Bonding	76.92	55.00	21.92	442.25	415.00	27.25	745.00
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0.00	0.00	0.00	72.99	0.00	72.99	750.00
5520-00 · Supplies - Other	142.81	135.00	7.81	420.42	650.00	(229.58)	1,250.00
<b>Total 5520-00 · Supplies</b>	<b>142.81</b>	<b>135.00</b>	<b>7.81</b>	<b>493.41</b>	<b>650.00</b>	<b>(156.59)</b>	<b>2,000.00</b>
5610-00 · Depreciation	5.29	15.00	(9.71)	33.17	90.00	(56.83)	180.00
5700-00 · Equipment Support & Maintenance	0.00	55.00	(55.00)	539.25	995.00	(455.75)	1,325.00
5710-00 · Taxes, Licenses & Fees	1.00	50.00	(49.00)	1.00	100.00	(99.00)	200.00
5740-00 · Equipment Rental/Leasing	179.20	250.00	(70.80)	1,207.58	1,490.00	(282.42)	2,990.00
5800-00 · Training Seminars	0.00	0.00	0.00	0.00	0.00	0.00	1,250.00
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	0.00	0.00	0.00	0.00	0.00	0.00	18,500.00
6435-00 · Shop Local Event	87.07			138.02			
6436-00 · Membership - Wnt/Sum Rec Lunch	0.00	0.00	0.00	2,716.40	2,760.00	(43.60)	4,185.00
6437-00 · Tuesday Morning Breakfast Club	607.50	650.00	(42.50)	2,416.50	3,250.00	(833.50)	7,150.00
6442-00 · Public Relations/Website	291.25	2,795.00	(2,503.75)	1,689.70	4,195.00	(2,505.30)	8,465.00
6444-00 · Trades	0.00	0.00	0.00	835.00	855.00	(20.00)	2,130.00
6423-00 · Membership Activities - Other	14.97	75.00	(60.03)	31.52	300.00	(268.48)	750.00
<b>Total 6423-00 · Membership Activities</b>	<b>1,000.79</b>	<b>3,520.00</b>	<b>(2,519.21)</b>	<b>7,827.14</b>	<b>11,360.00</b>	<b>(3,532.86)</b>	<b>41,180.00</b>
8200-00 · Associate Relations	93.10	25.00	68.10	93.10	125.00	(31.90)	275.00
8500-00 · Credit Card Fees	226.42	195.00	31.42	1,097.53	1,110.00	(12.47)	2,580.00
8700-00 · Automobile Expenses	51.41	75.00	(23.59)	454.24	450.00	4.24	1,025.00
8750-00 · Meals/Meetings	0.00	40.00	(40.00)	0.00	200.00	(200.00)	440.00
8810-00 · Dues & Subscriptions	6.00	50.00	(44.00)	282.67	465.00	(182.33)	765.00
8920-00 · Bad Debt	1,286.00	585.00	701.00	9,382.00	6,790.00	2,592.00	10,681.00
<b>Total Expense</b>	<b>12,289.84</b>	<b>14,822.00</b>	<b>(2,332.16)</b>	<b>78,824.17</b>	<b>82,336.39</b>	<b>(3,512.22)</b>	<b>186,768.89</b>
<b>Net Ordinary Income</b>	<b>(1,166.35)</b>	<b>(2,447.00)</b>	<b>1,280.65</b>	<b>(4,634.16)</b>	<b>(7,086.39)</b>	<b>2,452.23</b>	<b>36,506.11</b>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	2,337.99	2,279.97	58.02	14,985.16	16,167.85	(1,182.69)	31,506.99
<b>Total Other Expense</b>	<b>2,337.99</b>	<b>2,279.97</b>	<b>58.02</b>	<b>14,985.16</b>	<b>16,167.85</b>	<b>(1,182.69)</b>	<b>31,506.99</b>
<b>Net Other Income</b>	<b>(2,337.99)</b>	<b>(2,279.97)</b>	<b>(58.02)</b>	<b>(14,985.16)</b>	<b>(16,167.85)</b>	<b>1,182.69</b>	<b>(31,506.99)</b>
<b>Net Income</b>	<b>(3,504.34)</b>	<b>(4,726.97)</b>	<b>1,222.63</b>	<b>(19,619.32)</b>	<b>(23,254.24)</b>	<b>3,634.92</b>	<b>4,999.12</b>

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

**70 - Administration**

	Dec 17	Budget	\$ Over Budget	Jul - Dec 17	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	2,142.88	2,561.13	(418.25)	13,893.74	16,647.31	(2,753.57)	33,294.63
5030-00 · P/R - Health Insurance Expense	1,004.84	2,586.03	(1,581.19)	6,553.35	16,809.22	(10,255.87)	33,618.44
5040-00 · P/R - Workmans Comp	266.18	153.63	112.55	1,230.86	998.57	232.29	1,997.15
5060-00 · 401 (k)	872.49	438.48	434.01	4,609.04	2,850.13	1,758.91	5,700.26
5070-00 · Other Benefits and Expenses	42.32	97.89	(55.57)	241.54	636.25	(394.71)	1,272.51
5000-00 · Salaries & Wages - Other	31,474.98	30,435.85	1,039.13	190,538.29	185,120.74	5,417.55	395,665.55
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>35,803.69</b>	<b>36,273.01</b>	<b>(469.32)</b>	<b>217,066.82</b>	<b>223,062.22</b>	<b>(5,995.40)</b>	<b>471,548.54</b>
5100-00 · Rent							
5110-00 · Utilities	122.11	116.94	5.17	738.90	704.70	34.20	1,406.34
5140-00 · Repairs & Maintenance	418.47	374.64	43.83	1,003.53	2,023.20	(1,019.67)	4,271.03
5150-00 · Office - Cleaning	212.89	170.52	42.37	1,266.70	1,007.60	259.10	2,030.77
5100-00 · Rent - Other	2,165.32	1,807.20	358.12	12,484.22	10,168.69	2,315.53	21,011.52
<b>Total 5100-00 · Rent</b>	<b>2,918.79</b>	<b>2,469.30</b>	<b>449.49</b>	<b>15,493.35</b>	<b>13,904.19</b>	<b>1,589.16</b>	<b>28,719.71</b>
5310-00 · Telephone							
5320-00 · Telephone	767.38	1,088.15	(320.77)	4,463.57	6,082.06	(1,618.49)	12,611.00
5350-00 · Internet	0.00			25.00			
<b>Total 5310-00 · Telephone</b>	<b>767.38</b>	<b>1,088.15</b>	<b>(320.77)</b>	<b>4,488.57</b>	<b>6,082.06</b>	<b>(1,593.49)</b>	<b>12,611.00</b>
5420-00 · Mail - USPS	0.00	42.82	(42.82)	366.20	464.10	(97.90)	721.00
5510-00 · Insurance/Bonding	231.97	146.78	85.19	1,320.73	870.28	450.45	1,751.00
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	67.48	0.00	67.48	121.09	1,000.00	(878.91)	2,000.00
5520-00 · Supplies - Other	395.41	420.87	(25.46)	2,288.60	2,684.75	(396.15)	5,210.00
<b>Total 5520-00 · Supplies</b>	<b>462.89</b>	<b>420.87</b>	<b>42.02</b>	<b>2,409.69</b>	<b>3,684.75</b>	<b>(1,275.06)</b>	<b>7,210.00</b>
5610-00 · Depreciation	51.30	175.67	(124.37)	308.60	963.99	(655.39)	2,018.00
5700-00 · Equipment Support & Maintenance	83.33	310.91	(227.58)	1,797.23	1,974.55	(177.32)	3,840.00
5710-00 · Taxes, Licenses & Fees	602.68	666.64	(63.96)	6,391.83	4,240.13	2,151.70	8,240.00
5740-00 · Equipment Rental/Leasing	336.79	218.45	118.34	1,894.21	1,264.26	629.95	2,575.00
5800-00 · Training Seminars	500.00	0.00	500.00	2,643.96	3,000.00	(356.04)	6,180.00
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	2,080.00	1,000.00	1,080.00	6,980.00	4,000.00	2,980.00	10,000.00
5920-00 · Professional Fees - Accountant	0.00	0.00	0.00	16,715.00	20,000.00	(3,285.00)	22,000.00
5921-00 · Professional Fees - Other	0.00	1,000.00	(1,000.00)	0.00	3,000.00	(3,000.00)	3,750.00
<b>Total 5900-00 · Professional Fees</b>	<b>2,080.00</b>	<b>2,000.00</b>	<b>80.00</b>	<b>23,695.00</b>	<b>27,000.00</b>	<b>(3,305.00)</b>	<b>35,750.00</b>
6490-00 · Classified Ads	0.00	70.27	(70.27)	0.00	351.35	(351.35)	773.00
6701-00 · Market Study Reports/Research	0.00	70.27	(70.27)	0.00	351.35	(351.35)	773.00
8200-00 · Associate Relations	271.27	206.00	65.27	445.74	1,030.00	(584.26)	2,265.60
8300-00 · Board Functions	145.05	858.27	(713.22)	5,875.48	4,738.40	1,137.08	9,887.51
8500-00 · Credit Card Fees	45.00	0.00	45.00	160.37	47.94	112.43	0.00
8700-00 · Automobile Expenses	227.16	93.64	133.52	748.03	468.20	279.83	1,029.55
8750-00 · Meals/Meetings	42.09	125.09	(83.00)	430.47	640.45	(209.98)	1,391.00
8810-00 · Dues & Subscriptions	133.97	126.85	7.12	1,448.30	886.93	561.37	1,648.00
8910-00 · Travel	0.00	318.36	(318.36)	0.00	1,591.80	(1,591.80)	3,501.60
<b>Total Expense</b>	<b>44,703.36</b>	<b>45,681.35</b>	<b>(977.99)</b>	<b>286,984.58</b>	<b>296,616.95</b>	<b>(9,632.37)</b>	<b>602,433.51</b>
<b>Net Ordinary Income</b>	<b>(44,703.36)</b>	<b>(45,681.35)</b>	<b>977.99</b>	<b>(286,984.58)</b>	<b>(296,616.95)</b>	<b>9,632.37</b>	<b>(602,433.51)</b>
<b>Other Income/Expense</b>							
<b>Other Income</b>							
4700-00 · Revenues- Interest & Investment	17.04			101.12			
<b>Total Other Income</b>	<b>17.04</b>			<b>101.12</b>			
<b>Other Expense</b>							
8990-00 · Allocated	(44,703.36)	(45,681.35)	977.99	(286,523.59)	(296,616.95)	10,093.36	(602,433.51)
<b>Total Other Expense</b>	<b>(44,703.36)</b>	<b>(45,681.35)</b>	<b>977.99</b>	<b>(286,523.59)</b>	<b>(296,616.95)</b>	<b>10,093.36</b>	<b>(602,433.51)</b>
<b>Net Other Income</b>	<b>44,720.40</b>	<b>45,681.35</b>	<b>(960.95)</b>	<b>286,624.71</b>	<b>296,616.95</b>	<b>(9,992.24)</b>	<b>602,433.51</b>
<b>Net Income</b>	<b>17.04</b>	<b>0.00</b>	<b>17.04</b>	<b>(359.87)</b>	<b>0.00</b>	<b>(359.87)</b>	<b>0.00</b>

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

	Jul - Dec 17	Budget	Jul - Dec 17	YTD Budget	Annual Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
4050-00 · County of Placer TOT Funding	1,945,111.00	1,945,111.00	1,945,111.00	1,945,111.00	3,747,600.00
4200-00 · Membership Dues	67,787.78	66,000.00	67,787.78	66,000.00	150,000.00
4201-00 · New Member Fees	75.00	75.00	75.00	75.00	75.00
4205-00 · Conference Dues	5,500.02	6,825.00	5,500.02	6,825.00	7,690.00
4250-00 · Revenues-Membership Activities					
4250-01 · Community Awards					
4250-04 · Silent Auction	0.00		0.00		12,000.00
4250-05 · Sponsorships	0.00		0.00		6,500.00
4250-01 · Community Awards - Other	0.00		0.00		22,500.00
<b>Total 4250-01 · Community Awards</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>41,000.00</b>
4250-02 · Chamber Events	53.00	0.00	53.00	0.00	12,725.00
4250-03 · Summer/Winter Rec Luncheon	3,409.44	4,300.00	3,409.44	4,300.00	7,300.00
4251-00 · Tues AM Breakfast Club					
4251-01 · Tues AM Breakfast Club Sponsors	0.00	250.00	0.00	250.00	2,000.00
4251-00 · Tues AM Breakfast Club - Other	1,744.84	3,750.00	1,744.84	3,750.00	8,250.00
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>1,744.84</b>	<b>4,000.00</b>	<b>1,744.84</b>	<b>4,000.00</b>	<b>10,250.00</b>
4250-00 · Revenues-Membership Activities - Other	1,119.95	875.00	1,119.95	875.00	1,925.00
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>6,327.23</b>	<b>9,175.00</b>	<b>6,327.23</b>	<b>9,175.00</b>	<b>73,200.00</b>
4252-00 · Sponsorships	0.00	0.00	0.00	0.00	0.00
4350-00 · Special Events (Marketing)	77,627.73	0.00	77,627.73	0.00	0.00
4503 · Visitor Guide Income	0.00	0.00	0.00	0.00	0.00
4600-00 · Commissions					
4601-00 · Commissions - South Shore	1,859.00	5,622.94	1,859.00	5,622.94	8,951.95
4600-00 · Commissions - Other	45,889.61	75,668.94	45,889.61	75,668.94	92,115.05
<b>Total 4600-00 · Commissions</b>	<b>47,748.61</b>	<b>81,291.88</b>	<b>47,748.61</b>	<b>81,291.88</b>	<b>101,067.00</b>
46000 · Merchandise Sales					
4502-00 · Non-Retail VIC Income	7,981.96	5,800.00	7,981.96	5,800.00	7,000.00
46000 · Merchandise Sales - Other	50,861.58	49,067.28	50,861.58	49,067.28	92,000.00
<b>Total 46000 · Merchandise Sales</b>	<b>58,843.54</b>	<b>54,867.28</b>	<b>58,843.54</b>	<b>54,867.28</b>	<b>99,000.00</b>
<b>Total Income</b>	<b>2,209,020.91</b>	<b>2,163,345.16</b>	<b>2,209,020.91</b>	<b>2,163,345.16</b>	<b>4,178,632.00</b>
<b>Cost of Goods Sold</b>					
52900 · Purchases - Resale Items	0.00	0.00	0.00	0.00	0.00
<b>Total COGS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Gross Profit</b>	<b>2,209,020.91</b>	<b>2,163,345.16</b>	<b>2,209,020.91</b>	<b>2,163,345.16</b>	<b>4,178,632.00</b>
<b>Expense</b>					
5000-00 · Salaries & Wages					
5000-01 · In-Market Administration	0.00	0.00	0.00	0.00	0.00
5010-00 · Sales Commissions	6,823.54	28,684.89	6,823.54	28,684.89	31,377.74
5020-00 · P/R - Tax Expense	41,694.88	54,693.66	41,694.88	54,693.66	106,454.26
5030-00 · P/R - Health Insurance Expense	47,667.22	61,854.65	47,667.22	61,854.65	124,000.82
5040-00 · P/R - Workmans Comp	4,793.50	2,900.11	4,793.50	2,900.11	6,325.62
5060-00 · 401 (k)	18,427.28	18,815.93	18,427.28	18,815.93	36,212.09
5061-00 · 401k Profit Sharing	0.00	0.00	0.00	0.00	0.00
5065-00 · Merit	0.00	0.00	0.00	0.00	0.00
5070-00 · Other Benefits and Expenses	2,224.02	2,480.81	2,224.02	2,480.81	5,542.61
5000-00 · Salaries & Wages - Other	519,325.85	569,258.47	519,325.85	569,258.47	1,145,768.37
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>640,956.29</b>	<b>738,688.53</b>	<b>640,956.29</b>	<b>738,688.53</b>	<b>1,455,681.53</b>
5100-00 · Rent					
5110-00 · Utilities	5,563.10	5,912.50	5,563.10	5,912.50	12,013.05
5140-00 · Repairs & Maintenance	1,375.41	3,533.96	1,375.41	3,533.96	9,599.93
5150-00 · Office - Cleaning	4,380.00	4,783.54	4,380.00	4,783.54	9,087.92
5100-00 · Rent - Other	74,766.00	77,934.01	74,766.00	77,934.01	157,366.38
<b>Total 5100-00 · Rent</b>	<b>86,084.51</b>	<b>92,164.02</b>	<b>86,084.51</b>	<b>92,164.02</b>	<b>188,067.30</b>
5310-00 · Telephone					
5320-00 · Telephone	14,142.30	14,025.41	14,142.30	14,025.41	28,565.00
5350-00 · Internet	25.00	0.00	25.00	0.00	0.00
<b>Total 5310-00 · Telephone</b>	<b>14,167.30</b>	<b>14,025.41</b>	<b>14,167.30</b>	<b>14,025.41</b>	<b>28,565.00</b>
5420-00 · Mail - USPS					
5470-00 · Mail - UPS	0.00	379.73	0.00	379.73	785.57
5480-00 · Mail - Fed Ex	120.54	384.05	120.54	384.05	664.57
5420-00 · Mail - USPS - Other	1,283.00	1,243.30	1,283.00	1,243.30	2,427.44
<b>Total 5420-00 · Mail - USPS</b>	<b>1,403.54</b>	<b>2,007.08</b>	<b>1,403.54</b>	<b>2,007.08</b>	<b>3,877.58</b>



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

All Departments - YTD

	Jul - Dec 17	Budget	Jul - Dec 17	YTD Budget	Annual Budget
5510-00 · Insurance/Bonding	5,495.37	4,479.58	5,495.37	4,479.58	8,575.80
5520-00 · Supplies					
5525-00 · Supplies- Computer <\$1000	1,205.14	1,586.24	1,205.14	1,586.24	4,083.97
5520-00 · Supplies - Other	5,703.60	6,799.08	5,703.60	6,799.08	13,557.03
<b>Total 5520-00 · Supplies</b>	<b>6,908.74</b>	<b>8,385.32</b>	<b>6,908.74</b>	<b>8,385.32</b>	<b>17,641.00</b>
5530-00 · Visitor Communications - Other	0.00	0.00	0.00	0.00	0.00
5610-00 · Depreciation	1,314.77	2,606.06	1,314.77	2,606.06	5,508.01
5700-00 · Equipment Support & Maintenance	6,494.97	7,098.16	6,494.97	7,098.16	13,596.00
5710-00 · Taxes, Licenses & Fees	6,407.83	5,137.96	6,407.83	5,137.96	10,066.99
5740-00 · Equipment Rental/Leasing	7,975.96	8,613.97	7,975.96	8,613.97	17,944.00
5800-00 · Training Seminars	3,522.59	6,079.20	3,522.59	6,079.20	12,831.00
5810-00 · Public Outreach	0.00	0.00	0.00	0.00	1,650.00
5815 · Training Video Series	1,058.00	4,000.00	1,058.00	4,000.00	13,631.00
5820 · Sales CRM/CMS	0.00	2,000.00	0.00	2,000.00	2,000.00
5830-00 · Commission Due to Thrd Party	765.00	765.00	765.00	765.00	765.00
5850-00 · Artist of Month - Commissions	3,365.57	1,136.35	3,365.57	1,136.35	2,500.00
5900-00 · Professional Fees					
5910-00 · Professional Fees - Attorneys	8,020.00	4,000.00	8,020.00	4,000.00	10,000.00
5920-00 · Professional Fees - Accountant	16,715.00	20,000.00	16,715.00	20,000.00	22,000.00
5921-00 · Professional Fees - Other	37,218.75	3,000.00	37,218.75	3,000.00	3,750.00
5900-00 · Professional Fees - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 5900-00 · Professional Fees</b>	<b>61,953.75</b>	<b>27,000.00</b>	<b>61,953.75</b>	<b>27,000.00</b>	<b>35,750.00</b>
5940-00 · Research & Planning Membership	3,000.00	3,364.00	3,000.00	3,364.00	3,364.00
5941-00 · Research & Planning	2,266.25	3,474.55	2,266.25	3,474.55	7,042.00
5948-00 · Transportation Projects					
5953-00 · Summer Traffic Management (S-2)	0.00	0.00	0.00	0.00	0.00
5948-00 · Transportation Projects - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 5948-00 · Transportation Projects</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
6020-00 · Programs					
6016-00 · Special Event Partnership	14,500.00	25,000.00	14,500.00	25,000.00	50,000.00
6018-00 · Business Assoc. Grants	10,000.00	10,000.00	10,000.00	10,000.00	30,000.00
<b>Total 6020-00 · Programs</b>	<b>24,500.00</b>	<b>35,000.00</b>	<b>24,500.00</b>	<b>35,000.00</b>	<b>80,000.00</b>
6420-00 · Events					
6420-01 · Sponsorships					
6023-00 · Autumn Food & Wine	114,771.83	37,000.00	114,771.83	37,000.00	37,000.00
6421-01 · 4th of July Fireworks	0.00	0.00	0.00	0.00	20,000.00
6421-02 · AMGEN Tour of California	0.00	0.00	0.00	0.00	22,000.00
6421-03 · Barcelona Soccer	0.00	0.00	0.00	0.00	3,000.00
6421-04 · Broken Arrow Skyrace	0.00	0.00	0.00	0.00	15,000.00
6421-05 · No Barriers	0.00	0.00	0.00	0.00	0.00
6421-06 · Spartan	254,000.00	254,000.00	254,000.00	254,000.00	254,000.00
6421-07 · Tahoe Lacrosse Tournament	0.00	0.00	0.00	0.00	5,000.00
6421-08 · Tough Mudder	0.00	0.00	0.00	0.00	40,000.00
6421-09 · Wanderlust	4,042.80	0.00	4,042.80	0.00	37,000.00
6421-10 · WinterWonderGrass - Tahoe	15,000.00	19,400.00	15,000.00	19,400.00	19,400.00
6421-11 · IronMan Lake Tahoe	0.00	0.00	0.00	0.00	0.00
6421-12 · World Cup	0.00	0.00	0.00	0.00	0.00
6421-13 · Big Blue Adventure	0.00	0.00	0.00	0.00	15,000.00
6421-14 · Tahoe Trail 100	5,000.00	0.00	5,000.00	0.00	0.00
6421-15 · Lake Tahoe Dance Collective	0.00	0.00	0.00	0.00	5,000.00
6421-18 · Sponsorships - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 6420-01 · Sponsorships</b>	<b>392,814.63</b>	<b>310,400.00</b>	<b>392,814.63</b>	<b>310,400.00</b>	<b>472,400.00</b>
6421-00 · New Event Development	1,064.13	12,600.00	1,064.13	12,600.00	17,600.00
6422-00 · Event Media					
6422-02 · Photography	0.00	0.00	0.00	0.00	0.00
6422-03 · Human Powered Sports Campaign	73.77	0.00	73.77	0.00	25,000.00
6422-04 · PR	0.00	0.00	0.00	0.00	0.00
6422-05 · Other	0.00	0.00	0.00	0.00	0.00
6422-06 · Music Campaign	0.00	0.00	0.00	0.00	0.00
<b>Total 6422-00 · Event Media</b>	<b>73.77</b>	<b>0.00</b>	<b>73.77</b>	<b>0.00</b>	<b>25,000.00</b>
6424-00 · Event Operation Expenses	0.00	0.00	0.00	0.00	9,000.00
6426-00 · Dues & Subscriptions	0.00	0.00	0.00	0.00	0.00
6427-00 · USA Cycling	0.00	0.00	0.00	0.00	0.00
6420-00 · Events - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 6420-00 · Events</b>	<b>393,952.53</b>	<b>323,000.00</b>	<b>393,952.53</b>	<b>323,000.00</b>	<b>524,000.00</b>
6423-00 · Membership Activities					
6432-00 · Membership - Newsletter	0.00	0.00	0.00	0.00	0.00
6434-00 · Community Awards Dinner	0.00	0.00	0.00	0.00	18,500.00
6435-00 · Shop Local Event	138.02	138.02	138.02	138.02	138.02

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

All Departments - YTD

	Jul - Dec 17	Budget	Jul - Dec 17	YTD Budget	Annual Budget
6436-00 · Membership - Wnt/Sum Rec Lunch	2,716.40	2,760.00	2,716.40	2,760.00	4,185.00
6437-00 · Tuesday Morning Breakfast Club	2,416.50	3,250.00	2,416.50	3,250.00	7,150.00
6441-00 · Membership - Miscellaneous Exp	0.00	0.00	0.00	0.00	0.00
6442-00 · Public Relations/Website	1,689.70	4,195.00	1,689.70	4,195.00	8,465.00
6443-00 · Membership - Bridal Faire	0.00	0.00	0.00	0.00	0.00
6444-00 · Trades	835.00	855.00	835.00	855.00	2,130.00
6423-00 · Membership Activities - Other	31.52	300.00	31.52	300.00	750.00
<b>Total 6423-00 · Membership Activities</b>	<b>7,827.14</b>	<b>11,360.00</b>	<b>7,827.14</b>	<b>11,360.00</b>	<b>41,180.00</b>
6490-00 · Classified Ads	50.00	351.35	50.00	351.35	773.00
6600-00 · Promotions/Giveaways	0.00	0.00	0.00	0.00	0.00
6701-00 · Market Study Reports/Research	807.50	668.82	807.50	668.82	1,090.47
6730-00 · Marketing Cooperative/Media	657,106.00	657,106.00	657,106.00	657,106.00	1,411,821.00
6740-00 · Media/Collateral/Production	0.00	1,000.00	0.00	1,000.00	5,000.00
6742-00 · Non-NLT Co-Op Marketing Program					
6015-00 · Cross Country	0.00	4,000.00	0.00	4,000.00	4,000.00
6742-00 · Non-NLT Co-Op Marketing Program - Other	11,089.20	45,000.00	11,089.20	45,000.00	80,000.00
<b>Total 6742-00 · Non-NLT Co-Op Marketing Program</b>	<b>11,089.20</b>	<b>49,000.00</b>	<b>11,089.20</b>	<b>49,000.00</b>	<b>84,000.00</b>
6743-00 · BACC Marketing Programs					
6743-01 · Shop Local	3,070.01	8,000.00	3,070.01	8,000.00	20,000.00
6743-02 · Shopping Destination	0.00	0.00	0.00	0.00	0.00
6743-03 · Touch Lake Tahoe	10,102.50	8,000.00	10,102.50	8,000.00	20,000.00
6743-04 · High Notes	0.00	3,000.00	0.00	3,000.00	20,000.00
6743-05 · Peak Your Adventure	0.00	0.00	0.00	0.00	20,000.00
6743-00 · BACC Marketing Programs - Other	0.00	0.00	0.00	0.00	0.00
<b>Total 6743-00 · BACC Marketing Programs</b>	<b>13,172.51</b>	<b>19,000.00</b>	<b>13,172.51</b>	<b>19,000.00</b>	<b>80,000.00</b>
7253-00 · Conference - PUD	0.00	0.00	0.00	0.00	0.00
7500-00 · Trade Shows/Travel	0.00	0.00	0.00	0.00	0.00
8100-00 · Cost of Goods Sold					
51100 · Freight and Shipping Costs	581.91	1,048.20	581.91	1,048.20	2,126.04
52500 · Purchase Discounts	(620.80)	(593.05)	(620.80)	(593.05)	(1,304.71)
59900 · POS Inventory Adjustments	511.25	590.70	511.25	590.70	1,209.54
8100-00 · Cost of Goods Sold - Other	29,462.66	25,759.74	29,462.66	25,759.74	47,769.13
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>29,935.02</b>	<b>26,805.59</b>	<b>29,935.02</b>	<b>26,805.59</b>	<b>49,800.00</b>
8200-00 · Associate Relations	1,410.24	2,143.81	1,410.24	2,143.81	4,308.60
8300-00 · Board Functions	5,875.48	4,738.40	5,875.48	4,738.40	9,887.51
8500-00 · Credit Card Fees	3,286.62	3,186.95	3,286.62	3,186.95	6,067.00
8700-00 · Automobile Expenses	2,258.24	2,823.84	2,258.24	2,823.84	5,762.55
8750-00 · Meals/Meetings	2,374.64	3,271.10	2,374.64	3,271.10	6,973.00
8810-00 · Dues & Subscriptions	4,628.23	6,210.45	4,628.23	6,210.45	12,331.53
8910-00 · Travel	943.55	6,965.95	943.55	6,965.95	11,666.60
8920-00 · Bad Debt	9,382.00	6,790.00	9,382.00	6,790.00	10,681.00
8930-00 · Prior Period Adjustments	0.00	0.00	0.00	0.00	0.00
<b>Total Expense</b>	<b>2,021,739.34</b>	<b>2,089,682.46</b>	<b>2,021,739.34</b>	<b>2,089,682.46</b>	<b>4,173,633.48</b>
<b>Net Ordinary Income</b>	<b>187,281.57</b>	<b>73,662.69</b>	<b>187,281.57</b>	<b>73,662.69</b>	<b>4,998.51</b>
<b>Other Income/Expense</b>					
<b>Other Income</b>					
4700-00 · Revenues- Interest & Investment	139.01		139.01		
<b>Total Other Income</b>	<b>139.01</b>		<b>139.01</b>		
<b>Other Expense</b>					
Balancing Adjustments	0.00	0.00	0.00	0.00	0.00
8990-00 · Allocated	0.00	(0.04)	0.00	(0.04)	(0.03)
<b>Total Other Expense</b>	<b>0.00</b>	<b>(0.04)</b>	<b>0.00</b>	<b>(0.04)</b>	<b>(0.03)</b>
<b>Net Other Income</b>	<b>139.01</b>	<b>0.04</b>	<b>139.01</b>	<b>0.04</b>	<b>0.03</b>
<b>Net Income</b>	<b>187,420.58</b>	<b>73,662.73</b>	<b>187,420.58</b>	<b>73,662.73</b>	<b>4,998.54</b>

## North Lake Tahoe Marketing Cooperative

## Balance Sheet

As of December 31, 2017

01/29/18

Accrual Basis

	Dec 31, 17	Dec 31, 16	\$ Change	% Change
<b>ASSETS</b>				
Current Assets				
Checking/Savings				
1000-00 · Cash	314,319.55	579,215.57	(264,896.02)	(45.7)%
Total Checking/Savings	314,319.55	579,215.57	(264,896.02)	(45.7)%
Accounts Receivable				
1200-00 · Accounts Receivable	191,972.20	11,861.26	180,110.94	1,518.5%
Total Accounts Receivable	191,972.20	11,861.26	180,110.94	1,518.5%
Total Current Assets	506,291.75	591,076.83	(84,785.08)	(14.3)%
Other Assets				
1400-00 · Prepaid Expenses	4,764.97	3,500.02	1,264.95	36.1%
Total Other Assets	4,764.97	3,500.02	1,264.95	36.1%
<b>TOTAL ASSETS</b>	<b>511,056.72</b>	<b>594,576.85</b>	<b>(83,520.13)</b>	<b>(14.1)%</b>
<b>LIABILITIES &amp; EQUITY</b>				
Liabilities				
Current Liabilities				
Accounts Payable				
2000-00 · Accounts Payable	73,065.52	188,266.78	(115,201.26)	(61.2)%
Total Accounts Payable	73,065.52	188,266.78	(115,201.26)	(61.2)%
Credit Cards				
2080 · Bank of the West Credit Cards				
2080-02 · MC_4222 Jason	1,634.56	0.00	1,634.56	100.0%
2080-05 · MC_2107 Greg	630.86	0.00	630.86	100.0%
2080-09 · MC_3126 Sarah	1,224.13	0.00	1,224.13	100.0%
2080-12 · MC_9495 Al	80.00	0.00	80.00	100.0%
Total 2080 · Bank of the West Credit Cards	3,569.55	0.00	3,569.55	100.0%
Total Credit Cards	3,569.55	0.00	3,569.55	100.0%
Total Current Liabilities	76,635.07	188,266.78	(111,631.71)	(59.3)%
Total Liabilities	76,635.07	188,266.78	(111,631.71)	(59.3)%
Equity				
32000 · Unrestricted Net Assets	176,268.43	59,388.51	116,879.92	196.8%
Net Income	258,153.22	346,921.56	(88,768.34)	(25.6)%
Total Equity	434,421.65	406,310.07	28,111.58	6.9%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>511,056.72</b>	<b>594,576.85</b>	<b>(83,520.13)</b>	<b>(14.1)%</b>

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**North Lake Tahoe Marketing Cooperative**  
**A/R Aging Summary**  
As of December 31, 2017

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	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
Avia Reps	0.00	750.00	0.00	0.00	0.00	750.00
Hyatt Regency Lake Tahoe Resort*	0.00	0.00	0.00	0.00	500.00	500.00
NLTRA*	0.00	185,500.00	0.00	0.00	0.00	185,500.00
Resort at Squaw Creek*	0.00	0.00	0.00	0.00	2,197.20	2,197.20
Squaw Valley   Alpine Meadows	0.00	0.00	0.00	0.00	500.00	500.00
The Village at Squaw Valley	0.00	0.00	0.00	0.00	2,525.00	2,525.00
<b>TOTAL</b>	<b>0.00</b>	<b>186,250.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,722.20</b>	<b>191,972.20</b>

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North Lake Tahoe Marketing Cooperative  
**A/P Aging Summary**  
As of December 31, 2017

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
FedEx	0.00	27.36	0.00	0.00	0.00	27.36
Jason Neary	1,327.12	0.00	0.00	0.00	0.00	1,327.12
Reno Sparks Convention & VB	3,500.00	0.00	0.00	0.00	0.00	3,500.00
Richter7	61,223.62	0.00	0.00	0.00	0.00	61,223.62
Sarah Winters	237.42	0.00	0.00	0.00	0.00	237.42
Smith & Jones, Inc.	3,375.00	3,375.00	0.00	0.00	0.00	6,750.00
<b>TOTAL</b>	<u><u>69,663.16</u></u>	<u><u>3,402.36</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>73,065.52</u></u>

## North Lake Tahoe Marketing Cooperative

## Profit &amp; Loss

December 2017

01/29/18

Accrual Basis

	Dec 17	Dec 16	\$ Change	% Change
<b>Income</b>				
4000-00 · LTIVCBVB Funding	38,619.00	36,750.00	1,869.00	5.1%
4001-00 · NLTRA Funding	185,500.00	177,100.00	8,400.00	4.7%
<b>Total Income</b>	<b>224,119.00</b>	<b>213,850.00</b>	<b>10,269.00</b>	<b>4.8%</b>
<b>Gross Profit</b>	<b>224,119.00</b>	<b>213,850.00</b>	<b>10,269.00</b>	<b>4.8%</b>
<b>Expense</b>				
<b>5000-00 · CONSUMER MARKETING</b>				
5001-00 · Broadcast / Radio - High Notes	0.00	10,000.00	(10,000.00)	(100.0)%
5002-00 · Consumer Print	19,040.00	0.00	19,040.00	100.0%
5002-01 · Native Display	4,238.08	0.00	4,238.08	100.0%
5004-00 · Trip Advisor	8,495.99	0.00	8,495.99	100.0%
5005-00 · Paid Social	9,298.48	0.00	9,298.48	100.0%
5005-01 · Digital Display	8,141.68	0.00	8,141.68	100.0%
5007-00 · Creative Production	4,865.15	7,207.50	(2,342.35)	(32.5)%
5010-00 · Account Strategy & Management	7,000.00	12,750.00	(5,750.00)	(45.1)%
5010-01 · Digital Management & Reporting	3,000.00	0.00	3,000.00	100.0%
5010-02 · Website Strategy & Analysis	2,000.00	0.00	2,000.00	100.0%
5015-00 · Video	2,684.72	0.00	2,684.72	100.0%
5018-00 · Media Commission	284.20	5,135.00	(4,850.80)	(94.5)%
5018-01 · Digital Ad Serving	0.00	39,500.00	(39,500.00)	(100.0)%
5020-00 · Search Engine Marketing	3,262.38	0.00	3,262.38	100.0%
5022-00 · Email	2,856.00	0.00	2,856.00	100.0%
5023-00 · Additional Opportunities	0.00	23,525.62	(23,525.62)	(100.0)%
<b>Total 5000-00 · CONSUMER MARKETING</b>	<b>75,166.68</b>	<b>98,118.12</b>	<b>(22,951.44)</b>	<b>(23.4)%</b>
<b>5110-00 · LEISURE SALES</b>				
5107-00 · Creative Production	1,037.50	0.00	1,037.50	100.0%
5111-00 · FAMs - Domestic	0.00	(1,000.00)	1,000.00	100.0%
5112-00 · Training / Sales Calls	62.43	0.00	62.43	100.0%
5114-00 · Agent Online Trainings	0.00	150.00	(150.00)	(100.0)%
5120-00 · Domestic - Trade Shows	746.96	469.93	277.03	59.0%
5132-00 · FAMS -Intl - Media	192.51	0.00	192.51	100.0%
5134-00 · Intl Marketing - Additional Opp	3,379.00	0.00	3,379.00	100.0%
5136-00 · Tour Operator Brochure Support	0.00	900.00	(900.00)	(100.0)%
5137-00 · Co-op Opportunities	0.00	583.33	(583.33)	(100.0)%
5142-00 · UK Sales Mission	0.00	1,266.01	(1,266.01)	(100.0)%
5144-00 · IPW - POW WOW	158.98	0.00	158.98	100.0%
5145-00 · TIA Annual Dues	0.00	2,500.00	(2,500.00)	(100.0)%
5149-00 · Mexico Program	0.00	5,800.00	(5,800.00)	(100.0)%
<b>Total 5110-00 · LEISURE SALES</b>	<b>5,577.38</b>	<b>10,669.27</b>	<b>(5,091.89)</b>	<b>(47.7)%</b>
<b>5200-00 · PUBLIC RELATIONS</b>				
5201-00 · National, Regional, & Local PR	0.00	6,500.00	(6,500.00)	(100.0)%
5202-00 · PR Program/ Content Dev - Blogs	0.00	1,329.94	(1,329.94)	(100.0)%
5204-00 · Media Mission(s)	2,250.00	990.55	1,259.45	127.2%
5205-00 · Conference Outreach	0.00	1,000.00	(1,000.00)	(100.0)%
5206-00 · Digital Buy/ Social Media Boost	0.00	1,500.00	(1,500.00)	(100.0)%
5207-00 · Content Campaigns/Tools-My Emma	0.00	1,824.00	(1,824.00)	(100.0)%
5208-00 · International Travel Media FAMS	0.00	900.00	(900.00)	(100.0)%
<b>Total 5200-00 · PUBLIC RELATIONS</b>	<b>2,250.00</b>	<b>14,044.49</b>	<b>(11,794.49)</b>	<b>(84.0)%</b>
<b>6000-00 · CONFERENCE SALES</b>				
6002-00 · Destination Print	0.00	6,000.00	(6,000.00)	(100.0)%
6003-00 · Conference Online / Interactive	89.92	0.00	89.92	100.0%
6004-00 · Email	2,072.00	0.00	2,072.00	100.0%
6005-00 · Paid Media	1,044.37	0.00	1,044.37	100.0%
6007-00 · Creative Production	4,657.50	0.00	4,657.50	100.0%
6018-00 · MCC Media Commission	0.00	1,434.94	(1,434.94)	(100.0)%
6018-02 · MCC Digital	0.00	5,038.00	(5,038.00)	(100.0)%
6128-00 · HelmsBriscoe Strategic Partner	500.00	0.00	500.00	100.0%
<b>Total 6000-00 · CONFERENCE SALES</b>	<b>8,363.79</b>	<b>12,472.94</b>	<b>(4,109.15)</b>	<b>(32.9)%</b>
<b>6100-00 · TRADE SHOWS</b>				
6111-00 · Site Inspections	630.86	162.68	468.18	287.8%
6115-00 · Chicago Holiday Showcase	3,565.73	4,248.10	(682.37)	(16.1)%

## North Lake Tahoe Marketing Cooperative

## Profit &amp; Loss

December 2017

01/29/18

Accrual Basis

	Dec 17	Dec 16	\$ Change	% Change
6116-00 · CalSAE Seasonal Spectacular	856.53	(2,518.11)	3,374.64	134.0%
6124-00 · IMEX	0.00	10,000.00	(10,000.00)	(100.0)%
6136-00 · Mountain Travel Symposium	0.00	2,445.00	(2,445.00)	(100.0)%
6150-01 · Luxury Meeting Summit Northwest	0.00	1,551.91	(1,551.91)	(100.0)%
6157-00 · HPN Partner Conference	1,686.59	0.00	1,686.59	100.0%
<b>Total 6100-00 · TRADE SHOWS</b>	<b>6,739.71</b>	<b>15,889.58</b>	<b>(9,149.87)</b>	<b>(57.6)%</b>
<b>7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>				
5008-00 · Cooperative Programs	3,375.00	3,600.00	(225.00)	(6.3)%
5009-00 · Fulfillment / Mail	0.00	7,629.97	(7,629.97)	(100.0)%
7001-00 · Miscellaneous	80.00	0.00	80.00	100.0%
7002-00 · CRM Subscription	0.00	2,500.00	(2,500.00)	(100.0)%
7003-00 · IVCBVB Entertainment Fund	882.06	388.23	493.83	127.2%
7004-00 · Research	421.67	0.00	421.67	100.0%
8700-00 · Automobile Expense*	176.23	49.63	126.60	255.1%
<b>Total 7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>	<b>4,934.96</b>	<b>14,167.83</b>	<b>(9,232.87)</b>	<b>(65.2)%</b>
<b>8000-00 · WEBSITE CONTENT &amp; MAINTENANCE</b>				
8002-00 · Content Manager Contractor	3,583.33	3,583.33	0.00	0.0%
8003-00 · Website Hosting Maintenance	0.00	2,287.50	(2,287.50)	(100.0)%
<b>Total 8000-00 · WEBSITE CONTENT &amp; MAINTENANCE</b>	<b>3,583.33</b>	<b>5,870.83</b>	<b>(2,287.50)</b>	<b>(39.0)%</b>
<b>Total Expense</b>	<b>106,615.85</b>	<b>171,233.06</b>	<b>(64,617.21)</b>	<b>(37.7)%</b>
<b>Net Income</b>	<b>117,503.15</b>	<b>42,616.94</b>	<b>74,886.21</b>	<b>175.7%</b>

## North Lake Tahoe Marketing Cooperative

## Profit &amp; Loss

01/29/18

October through December 2017

Accrual Basis

	Oct - Dec 17	Oct - Dec 16	\$ Change	% Change
<b>Income</b>				
4000-00 · LTIVCBVB Funding	191,094.00	180,750.00	10,344.00	5.7%
4001-00 · NLTRA Funding	314,356.00	303,600.00	10,756.00	3.5%
4004-00 · IVCBVB Entertainment	2,000.00	3,000.00	(1,000.00)	(33.3)%
<b>Total Income</b>	<b>507,450.00</b>	<b>487,350.00</b>	<b>20,100.00</b>	<b>4.1%</b>
<b>Gross Profit</b>	<b>507,450.00</b>	<b>487,350.00</b>	<b>20,100.00</b>	<b>4.1%</b>
<b>Expense</b>				
<b>5000-00 · CONSUMER MARKETING</b>				
5001-00 · Broadcast / Radio - High Notes	0.00	10,000.00	(10,000.00)	(100.0)%
5002-00 · Consumer Print	19,040.00	0.00	19,040.00	100.0%
5002-01 · Native Display	9,782.78	0.00	9,782.78	100.0%
5004-00 · Trip Advisor	26,533.66	0.00	26,533.66	100.0%
5005-00 · Paid Social	22,236.46	0.00	22,236.46	100.0%
5005-01 · Digital Display	18,860.08	25,838.33	(6,978.25)	(27.0)%
5007-00 · Creative Production	14,211.40	43,750.00	(29,538.60)	(67.5)%
5010-00 · Account Strategy & Management	21,000.00	28,040.00	(7,040.00)	(25.1)%
5010-01 · Digital Management & Reporting	9,000.00	0.00	9,000.00	100.0%
5010-02 · Website Strategy & Analysis	6,000.00	0.00	6,000.00	100.0%
5015-00 · Video	6,133.54	0.00	6,133.54	100.0%
5018-00 · Media Commission	1,020.37	5,135.00	(4,114.63)	(80.1)%
5018-01 · Digital Ad Serving	0.00	39,500.00	(39,500.00)	(100.0)%
5019-00 · Experiential	60,250.64	0.00	60,250.64	100.0%
5020-00 · Search Engine Marketing	7,717.36	0.00	7,717.36	100.0%
5022-00 · Email	8,568.00	0.00	8,568.00	100.0%
5023-00 · Additional Opportunities	100.00	23,525.62	(23,425.62)	(99.6)%
<b>Total 5000-00 · CONSUMER MARKETING</b>	<b>230,454.29</b>	<b>175,788.95</b>	<b>54,665.34</b>	<b>31.1%</b>
<b>5110-00 · LEISURE SALES</b>				
5107-00 · Creative Production	1,037.50	0.00	1,037.50	100.0%
5111-00 · FAMs - Domestic	0.00	(1,000.00)	1,000.00	100.0%
5112-00 · Training / Sales Calls	1,095.09	754.66	340.43	45.1%
5113-00 · Additional Opportunities	2,045.00	296.38	1,748.62	590.0%
5114-00 · Agent Online Trainings	0.00	150.00	(150.00)	(100.0)%
5115-00 · Travel Agent Incentive Program	0.00	874.00	(874.00)	(100.0)%
5120-00 · Domestic - Trade Shows	1,985.60	469.93	1,515.67	322.5%
5131-00 · FAMS -Intl - Travel Trade	827.70	569.71	257.99	45.3%
5132-00 · FAMS -Intl - Media	192.51	0.00	192.51	100.0%
5133-00 · Ski-Tops	525.00	0.00	525.00	100.0%
5134-00 · Intl Marketing - Additional Opp	7,329.00	0.00	7,329.00	100.0%
5136-00 · Tour Operator Brochure Support	0.00	900.00	(900.00)	(100.0)%
5137-00 · Co-op Opportunities	3,500.00	3,708.47	(208.47)	(5.6)%
5142-00 · UK Sales Mission	0.00	2,525.05	(2,525.05)	(100.0)%
5143-00 · Mountain Travel Symposium	0.00	2,095.00	(2,095.00)	(100.0)%
5144-00 · IPW - POW WOW	8,135.01	8,790.00	(654.99)	(7.5)%
5145-00 · TIA Annual Dues	2,550.00	2,500.00	50.00	2.0%
5146-00 · UK / Black Diamond	7,500.00	6,250.00	1,250.00	20.0%
5147-00 · AUS / Gate 7	5,000.00	10,750.00	(5,750.00)	(53.5)%
5149-00 · Mexico Program	11,731.15	13,533.18	(1,802.03)	(13.3)%
<b>Total 5110-00 · LEISURE SALES</b>	<b>53,453.56</b>	<b>53,166.38</b>	<b>287.18</b>	<b>0.5%</b>
<b>5200-00 · PUBLIC RELATIONS</b>				
5200-01 · Strategy, Reporting, Mgmt, Etc.	4,000.00	0.00	4,000.00	100.0%
5201-00 · National, Regional, & Local PR	10,000.00	13,000.00	(3,000.00)	(23.1)%
5202-00 · PR Program/ Content Dev - Biogs	3,600.00	2,579.94	1,020.06	39.5%
5203-00 · International Public Relations	3,000.00	0.00	3,000.00	100.0%
5204-00 · Media Mission(s)	2,250.00	2,356.41	(106.41)	(4.5)%
5205-00 · Conference Outreach	0.00	2,000.00	(2,000.00)	(100.0)%
5206-00 · Digital Buy/ Social Media Boost	1,000.00	3,000.00	(2,000.00)	(66.7)%
5207-00 · Content Campaigns/Tools-My Emma	622.00	8,587.00	(7,965.00)	(92.8)%
5208-00 · International Travel Media FAMS	0.00	1,241.50	(1,241.50)	(100.0)%
5209-00 · Domestic Travel Media FAMS	3,408.94	802.76	2,606.18	324.7%
5210-00 · Content Dev - Newsletters	4,000.00	0.00	4,000.00	100.0%
5211-00 · Social Media Strategy & Mgmt	8,000.00	0.00	8,000.00	100.0%
5212-00 · Social Giveaways & Contests	1,100.00	0.00	1,100.00	100.0%
5213-00 · Facebook Live	1,500.00	0.00	1,500.00	100.0%



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Accrual Basis

**North Lake Tahoe Marketing Cooperative**  
**Profit & Loss**  
 October through December 2017

	Oct - Dec 17	Oct - Dec 16	\$ Change	% Change
5215-00 · Content Campaign-Local Luminary	8,700.00	0.00	8,700.00	100.0%
<b>Total 5200-00 · PUBLIC RELATIONS</b>	<b>51,180.94</b>	<b>33,567.61</b>	<b>17,613.33</b>	<b>52.5%</b>
<b>6000-00 · CONFERENCE SALES</b>				
6002-00 · Destination Print	4,480.00	6,855.00	(2,375.00)	(34.7)%
6003-00 · Conference Online / Interactive	722.18	0.00	722.18	100.0%
6004-00 · Email	6,048.00	0.00	6,048.00	100.0%
6005-00 · Paid Media	3,338.73	0.00	3,338.73	100.0%
6007-00 · Creative Production	8,400.00	0.00	8,400.00	100.0%
6008-00 · Conference PR / Social Outreach	2,000.00	0.00	2,000.00	100.0%
6018-00 · MCC Media Commission	72.02	1,434.94	(1,362.92)	(95.0)%
6018-02 · MCC Digital	0.00	5,038.00	(5,038.00)	(100.0)%
6128-00 · HelmsBriscoe Strategic Partner	1,500.00	0.00	1,500.00	100.0%
6145-00 · Sponsorship - World Senior Golf	0.00	8,780.00	(8,780.00)	(100.0)%
6152-00 · Client Events / Opportunities	1,000.00	710.00	290.00	40.9%
<b>Total 6000-00 · CONFERENCE SALES</b>	<b>27,560.93</b>	<b>22,817.94</b>	<b>4,742.99</b>	<b>20.8%</b>
<b>6100-00 · TRADE SHOWS</b>				
6111-00 · Site Inspections	1,722.86	1,377.36	345.50	25.1%
6115-00 · Chicago Holiday Showcase	3,565.73	4,676.06	(1,110.33)	(23.7)%
6116-00 · CalSAE Seasonal Spectacular	2,403.96	(1,001.32)	3,405.28	340.1%
6117-00 · Duda Golf Sponsorship	0.00	(6,585.00)	6,585.00	100.0%
6120-00 · AFW Client Event	(42.56)	0.00	(42.56)	(100.0)%
6124-00 · IMEX	0.00	11,332.85	(11,332.85)	(100.0)%
6127-00 · CalSAE Annual	742.30	0.00	742.30	100.0%
6136-00 · Mountain Travel Symposium	2,195.00	2,445.00	(250.00)	(10.2)%
6146-00 · UC Vendor Fair	390.60	300.00	90.60	30.2%
6149-00 · MEET National	0.00	(262.21)	262.21	100.0%
6150-00 · Luxury Meeting Summit MA/CT/NY	2,330.57	0.00	2,330.57	100.0%
6150-01 · Luxury Meeting Summit Northwest	0.00	1,892.92	(1,892.92)	(100.0)%
6150-02 · Luxury Summit Meeting Texas	0.00	2,394.54	(2,394.54)	(100.0)%
6150-04 · Luxury Meeting Summit SoCal	0.00	1,539.95	(1,539.95)	(100.0)%
6150-05 · Luxury Meeting Summit PHX/SD/OC	1,147.96	0.00	1,147.96	100.0%
6157-00 · HPN Partner Conference	3,436.59	0.00	3,436.59	100.0%
6160-01 · AllThingsMeetings East Bay	579.10	0.00	579.10	100.0%
<b>Total 6100-00 · TRADE SHOWS</b>	<b>18,472.11</b>	<b>18,110.15</b>	<b>361.96</b>	<b>2.0%</b>
<b>7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>				
5008-00 · Cooperative Programs	6,750.00	10,687.50	(3,937.50)	(36.8)%
5009-00 · Fulfillment / Mail	7,979.97	7,629.97	350.00	4.6%
5021-00 · RASC-Reno Air Service Corp	25,000.00	25,000.00	0.00	0.0%
5122-00 · SSMC Shipping - Sierra Ski Mkt	0.00	70,000.00	(70,000.00)	(100.0)%
7001-00 · Miscellaneous	115.50	90.00	25.50	28.3%
7002-00 · CRM Subscription	0.00	5,000.00	(5,000.00)	(100.0)%
7003-00 · IVCBVB Entertainment Fund	1,620.29	1,860.31	(240.02)	(12.9)%
7004-00 · Research	1,265.01	0.00	1,265.01	100.0%
7007-00 · Destimetrics / DMX	7,801.00	7,801.00	0.00	0.0%
8700-00 · Automobile Expense*	569.03	1,096.31	(527.28)	(48.1)%
<b>Total 7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>	<b>51,100.80</b>	<b>129,165.09</b>	<b>(78,064.29)</b>	<b>(60.4)%</b>
<b>8000-00 · WEBSITE CONTENT &amp; MAINTENANCE</b>				
8002-00 · Content Manager Contractor	10,749.99	10,749.99	0.00	0.0%
8003-00 · Website Hosting Maintenance	534.00	5,032.50	(4,498.50)	(89.4)%
<b>Total 8000-00 · WEBSITE CONTENT &amp; MAINTENANCE</b>	<b>11,283.99</b>	<b>15,782.49</b>	<b>(4,498.50)</b>	<b>(28.5)%</b>
<b>Total Expense</b>	<b>443,506.62</b>	<b>448,398.61</b>	<b>(4,891.99)</b>	<b>(1.1)%</b>
<b>Net Income</b>	<b>63,943.38</b>	<b>38,951.39</b>	<b>24,991.99</b>	<b>64.2%</b>

**North Lake Tahoe Marketing Cooperative**  
**Profit & Loss Budget Performance**  
 October through December 2017

	Oct - Dec 17	Budget	Jul - Dec 17	YTD Budget	Annual Budget
<b>Income</b>					
4000-00 · LTIVCBVB Funding	191,094.00	191,094.00	424,484.00	424,466.00	922,000.00
4001-00 · NLTRA Funding	314,356.00	338,837.00	657,106.00	691,792.00	1,411,821.00
4004-00 · IVCBVB Entertainment	2,000.00	2,000.00	4,000.00	4,000.00	8,000.00
4005-00 · Prior Year Net Income	0.00	0.00	0.00	176,270.00	176,270.00
<b>Total Income</b>	<b>507,450.00</b>	<b>531,931.00</b>	<b>1,085,590.00</b>	<b>1,296,528.00</b>	<b>2,518,091.00</b>
<b>Gross Profit</b>	<b>507,450.00</b>	<b>531,931.00</b>	<b>1,085,590.00</b>	<b>1,296,528.00</b>	<b>2,518,091.00</b>
<b>Expense</b>					
<b>5000-00 · CONSUMER MARKETING</b>					
5001-00 · Broadcast / Radio - High Notes	0.00	0.00	19,911.10	0.00	25,000.00
5002-00 · Consumer Print	19,040.00	0.00	19,040.00	0.00	35,000.00
5002-01 · Native Display	9,782.78	8,388.00	25,820.41	22,689.00	55,004.00
5004-00 · Trip Advisor	26,533.66	11,438.00	39,335.51	25,689.00	75,004.00
5005-00 · Paid Social	22,236.46	21,800.00	46,729.32	55,500.00	135,000.00
5005-01 · Digital Display	18,860.08	17,691.00	52,965.28	47,853.00	116,008.00
5007-00 · Creative Production	14,211.40	20,000.00	21,428.90	46,500.00	141,500.00
5010-00 · Account Strategy & Management	21,000.00	21,000.00	42,000.00	42,000.00	84,000.00
5010-01 · Digital Management & Reporting	9,000.00	9,000.00	18,000.00	18,000.00	36,000.00
5010-02 · Website Strategy & Analysis	6,000.00	6,000.00	12,000.00	12,000.00	24,000.00
5013-00 · Outdoor	0.00	0.00	0.00	0.00	95,000.00
5015-00 · Video	6,133.54	5,795.00	10,525.00	15,675.00	38,000.00
5017-00 · Rich Media	0.00	4,000.00	0.00	12,000.00	40,000.00
5018-00 · Media Commission	1,020.37	10,591.00	1,383.13	27,667.00	93,603.00
5018-01 · Digital Ad Serving	0.00	0.00	0.00	9,000.00	9,000.00
5018-03 · Strategic Marketing Plan	0.00	0.00	0.00	3,500.00	3,500.00
5019-00 · Experiential	60,250.64	0.00	60,250.64	0.00	82,000.00
5020-00 · Search Engine Marketing	7,717.36	6,863.00	26,033.58	18,564.00	45,004.00
5022-00 · Email	8,568.00	5,490.00	17,136.00	14,850.00	36,000.00
5023-00 · Additional Opportunities	100.00	0.00	419.48	0.00	60,000.00
<b>Total 5000-00 · CONSUMER MARKETING</b>	<b>230,454.29</b>	<b>148,056.00</b>	<b>412,978.35</b>	<b>371,487.00</b>	<b>1,228,623.00</b>
<b>5110-00 · LEISURE SALES</b>					
5107-00 · Creative Production	1,037.50	2,550.00	1,241.25	4,250.00	8,500.00
5111-00 · FAMs - Domestic	0.00	0.00	0.00	500.00	2,215.00
5112-00 · Training / Sales Calls	1,095.09	0.00	2,381.69	3,000.00	5,000.00
5113-00 · Additional Opportunities	2,045.00	2,000.00	2,045.00	2,500.00	6,000.00
5115-00 · Travel Agent Incentive Program	0.00	1,000.00	0.00	1,000.00	1,000.00
5116-00 · RSA Membership	0.00	0.00	695.00	695.00	695.00
5120-00 · Domestic - Trade Shows	1,985.60	2,000.00	1,985.60	2,000.00	4,500.00
5131-00 · FAMS -Intl - Travel Trade	827.70	1,000.00	827.70	2,500.00	7,000.00
5132-00 · FAMS -Intl - Media	192.51	0.00	192.51	0.00	7,250.00
5133-00 · Ski-Tops	525.00	2,500.00	525.00	2,500.00	4,500.00
5134-00 · Intl Marketing - Additional Opp	7,329.00	3,000.00	8,381.50	3,000.00	13,000.00
5135-00 · North American Journeys/Tour Op	0.00	0.00	1,950.00	2,000.00	2,000.00
5136-00 · Tour Operator Brochure Support	0.00	1,500.00	0.00	1,500.00	6,500.00
5137-00 · Co-op Opportunities	3,500.00	2,000.00	1,500.00	4,000.00	12,000.00
5141-00 · Australian Sales Mission	0.00	0.00	0.00	0.00	10,000.00
5142-00 · UK Sales Mission	0.00	0.00	2,867.39	4,750.00	4,750.00
5143-00 · Mountain Travel Symposium	0.00	0.00	2,367.38	0.00	8,000.00
5144-00 · IPW - POW WOW	8,135.01	0.00	8,264.76	0.00	11,000.00
5145-00 · TIA Annual Dues	2,550.00	0.00	2,550.00	0.00	2,500.00
5146-00 · UK / Black Diamond	7,500.00	7,500.00	7,500.00	25,000.00	45,000.00
5147-00 · AUS / Gate 7	5,000.00	5,000.00	10,000.00	15,000.00	35,000.00
5149-00 · Mexico Program	11,731.15	13,000.00	23,428.39	14,000.00	14,000.00
5150-00 · China Program	0.00	6,000.00	4,367.50	10,500.00	12,000.00
5151-00 · RTO West	0.00	1,695.00	0.00	1,695.00	2,695.00
5152-00 · Go West	0.00	500.00	194.40	2,895.00	5,395.00
<b>Total 5110-00 · LEISURE SALES</b>	<b>53,453.56</b>	<b>51,245.00</b>	<b>83,265.07</b>	<b>103,285.00</b>	<b>230,500.00</b>
<b>5200-00 · PUBLIC RELATIONS</b>					
5200-01 · Strategy, Reporting, Mgmt, Etc.	4,000.00	6,000.00	10,000.00	12,000.00	24,000.00
5201-00 · National, Regional, & Local PR	10,000.00	15,000.00	25,000.00	30,000.00	60,000.00
5202-00 · PR Program/ Content Dev - Blogs	3,600.00	5,400.00	9,000.00	10,800.00	21,600.00
5203-00 · International Public Relations	3,000.00	4,500.00	7,500.00	9,000.00	18,000.00
5204-00 · Media Mission(s)	2,250.00	7,300.00	6,269.00	7,300.00	12,600.00

**North Lake Tahoe Marketing Cooperative**  
**Profit & Loss Budget Performance**  
 October through December 2017

	Oct - Dec 17	Budget	Jul - Dec 17	YTD Budget	Annual Budget
5206-00 · Digital Buy/ Social Media Boost	1,000.00	1,500.00	2,500.00	3,000.00	6,000.00
5207-00 · Content Campaigns/Tools-My Emma	622.00	933.00	1,555.00	1,866.00	3,732.00
5208-00 · International Travel Media FAMS	0.00	5,000.00	438.18	10,000.00	20,000.00
5209-00 · Domestic Travel Media FAMS	3,408.94	7,000.00	3,408.94	14,000.00	28,000.00
5210-00 · Content Dev - Newsletters	4,000.00	6,000.00	10,000.00	12,000.00	24,000.00
5211-00 · Social Media Strategy & Mgmt	8,000.00	12,000.00	20,000.00	24,000.00	48,000.00
5212-00 · Social Giveaways & Contests	1,100.00	3,350.00	1,100.00	4,450.00	8,900.00
5213-00 · Facebook Live	1,500.00	1,620.00	3,000.00	3,240.00	6,480.00
5214-00 · Social Takeover	0.00	0.00	0.00	1,100.00	3,300.00
5215-00 · Content Campaign-Local Luminary	8,700.00	0.00	8,700.00	8,700.00	17,400.00
<b>Total 5200-00 · PUBLIC RELATIONS</b>	<b>51,180.94</b>	<b>75,603.00</b>	<b>108,471.12</b>	<b>151,456.00</b>	<b>302,012.00</b>
<b>6000-00 · CONFERENCE SALES</b>					
6002-00 · Destination Print	4,480.00	6,000.00	4,480.00	6,000.00	22,000.00
6003-00 · Conference Online / Interactive	722.18	2,000.00	722.18	2,000.00	2,000.00
6004-00 · Email	6,048.00	3,768.00	11,144.00	9,152.00	15,996.00
6005-00 · Paid Media	3,338.73	3,846.00	5,709.74	6,910.00	14,602.00
6006-00 · CVENT	0.00	0.00	11,648.00	10,400.00	10,400.00
6007-00 · Creative Production	8,400.00	8,000.00	9,701.25	13,500.00	25,000.00
6008-00 · Conference PR / Social Outreach	2,000.00	3,000.00	5,000.00	6,000.00	12,000.00
6010-00 · Collateral Production	0.00	8,200.00	0.00	8,200.00	23,200.00
6018-00 · MCC Media Commission	72.02	1,771.00	176.02	2,870.00	6,842.00
6018-01 · MCC Digital Ad Servng	0.00	0.00	0.00	200.00	200.00
6128-00 · HelmsBriscoe Strategic Partner	1,500.00	0.00	2,500.00	0.00	6,000.00
6152-00 · Client Events / Opportunities	1,000.00	7,500.00	1,189.54	7,500.00	17,920.00
6153-00 · Chicago Sales Rep Support	0.00	2,500.00	0.00	3,000.00	10,000.00
<b>Total 6000-00 · CONFERENCE SALES</b>	<b>27,560.93</b>	<b>46,585.00</b>	<b>52,270.73</b>	<b>75,732.00</b>	<b>166,160.00</b>
<b>6100-00 · TRADE SHOWS</b>					
6111-00 · Site Inspections	1,722.86	1,500.00	2,795.48	3,000.00	6,000.00
6115-00 · Chicago Holiday Showcase	3,565.73	1,250.00	3,565.73	1,250.00	6,200.00
6116-00 · CalSAE Seasonal Spectacular	2,403.96	1,000.00	2,403.96	3,550.00	1,525.00
6120-00 · AFW Client Event	(42.56)	0.00	3,315.72	5,000.00	5,000.00
6120-01 · Sac River Cats Client Event	0.00	0.00	1,001.48	3,000.00	3,000.00
6120-02 · SF Giants Client Event	0.00	0.00	(101.87)	2,000.00	2,000.00
6120-03 · San Jose Sharks Client Event	0.00	1,500.00	0.00	1,500.00	6,500.00
6127-00 · CalSAE Annual	742.30	0.00	4,114.30	0.00	6,700.00
6136-00 · Mountain Travel Symposium	2,195.00	2,500.00	2,195.00	2,500.00	4,500.00
6143-00 · Connect Marketplace	0.00	0.00	2,409.86	0.00	11,900.00
6144-00 · ASAE XDP	0.00	2,500.00	0.00	2,500.00	4,000.00
6146-00 · UC Vendor Fair	390.60	255.00	390.60	555.00	555.00
6150-00 · Luxury Meeting Summit MA/CT/NY	2,330.57	0.00	2,342.42	6,100.00	6,100.00
6150-01 · Luxury Meeting Summit Northwest	0.00	1,500.00	0.00	3,300.00	3,300.00
6150-02 · Luxury Summit Meeting Texas	0.00	2,500.00	629.41	6,100.00	6,100.00
6150-03 · Luxury Meeting Summit NorCal	0.00	0.00	0.00	1,800.00	3,300.00
6150-05 · Luxury Meeting Summit PHX/SD/OC	1,147.96	2,500.00	1,458.12	5,200.00	5,200.00
6151-00 · Destination CA	0.00	0.00	0.00	0.00	1,500.00
6154-00 · HelmsBriscoe ABC	0.00	2,000.00	0.00	2,000.00	3,500.00
6156-00 · Connect California	0.00	0.00	0.00	0.00	15,000.00
6156-02 · Connect Chicago	0.00	0.00	0.00	2,950.00	3,450.00
6156-03 · Connect New England	0.00	0.00	0.00	2,950.00	5,450.00
6156-04 · Connect Georgia	0.00	2,000.00	3,950.00	4,950.00	4,950.00
6157-00 · HPN Partner Conference	3,436.59	2,500.00	3,436.59	5,000.00	5,000.00
6157-01 · HPN Spring Training CE (RSCVA)	0.00	0.00	0.00	1,500.00	1,500.00
6157-02 · HPN Partner Conference Post FAM	0.00	5,000.00	0.00	5,000.00	5,000.00
6160-00 · AllThingsMeetings Silicon Valley	0.00	0.00	910.35	2,000.00	2,000.00
6160-01 · AllThingsMeetings East Bay	579.10	1,500.00	1,069.10	2,000.00	2,000.00
<b>Total 6100-00 · TRADE SHOWS</b>	<b>18,472.11</b>	<b>30,005.00</b>	<b>35,886.25</b>	<b>74,205.00</b>	<b>131,230.00</b>
<b>7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>					
5008-00 · Cooperative Programs	6,750.00	9,000.00	10,350.00	18,000.00	51,000.00
5009-00 · Fulfillment / Mail	7,979.97	3,500.00	7,997.50	7,000.00	13,000.00
5021-00 · RASC-Reno Air Service Corp	25,000.00	25,000.00	50,000.00	50,000.00	100,000.00
5122-00 · SSMC Shipping - Sierra Ski Mkt	0.00	22,500.00	0.00	45,000.00	90,000.00
5123-00 · HSCV - High Sierra Visitors	0.00	0.00	2,000.00	0.00	2,250.00
7001-00 · Miscellaneous	115.50	750.00	714.89	1,500.00	3,000.00
7002-00 · CRM Subscription	0.00	0.00	2,500.00	10,000.00	10,000.00
7003-00 · IVCBVB Entertainment Fund	1,620.29	2,000.00	3,011.08	4,000.00	8,000.00

12:27 PM

01/29/18

Accrual Basis

**North Lake Tahoe Marketing Cooperative  
Profit & Loss Budget Performance  
October through December 2017**

	<u>Oct - Dec 17</u>	<u>Budget</u>	<u>Jul - Dec 17</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
7004-00 · Research	1,265.01	0.00	2,530.02	0.00	20,000.00
7005-00 · Film Festival	0.00	15,000.00	15,000.00	15,000.00	15,000.00
7006-00 · Special Events	0.00	0.00	0.00	0.00	30,000.00
7007-00 · Destimetrics / DMX	7,801.00	8,750.00	15,602.00	17,500.00	26,250.00
7008-00 · Opportunistic Funds	0.00		0.00		26,066.00
8700-00 · Automobile Expense*	569.03	0.00	2,051.80	0.00	0.00
<b>Total 7000-00 · COMMITTED &amp; ADMIN EXPENSES</b>	<b>51,100.80</b>	<b>86,500.00</b>	<b>111,757.29</b>	<b>168,000.00</b>	<b>394,566.00</b>
<b>8000-00 · WEBSITE CONTENT &amp; MAINTENANCE</b>					
8002-00 · Content Manager Contractor	10,749.99	11,250.00	21,499.98	22,500.00	45,000.00
8003-00 · Website Hosting Maintenance	534.00	5,000.00	1,307.99	10,000.00	20,000.00
<b>Total 8000-00 · WEBSITE CONTENT &amp; MAINTENANCE</b>	<b>11,283.99</b>	<b>16,250.00</b>	<b>22,807.97</b>	<b>32,500.00</b>	<b>65,000.00</b>
<b>Total Expense</b>	<b>443,506.62</b>	<b>454,244.00</b>	<b>827,436.78</b>	<b>976,665.00</b>	<b>2,518,091.00</b>
<b>Net Income</b>	<b>63,943.38</b>	<b>77,687.00</b>	<b>258,153.22</b>	<b>319,863.00</b>	<b>0.00</b>

**KEY METRICS FOR December 31, 2017 FINANCIAL STATEMENTS**

Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru Nov 2017)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2010 - 2011	3,242,663	2,107,554	3,776,990	1,361,343	\$ 10,488,550
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	2,145,655	3,569,535	1,751,001	\$ 11,992,073
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	5,438,618	2,348,538	\$ 16,534,623
2016 - 2017	5,502,451	3,350,880	6,119,331	3,332,745	\$ 18,305,407
2017 - 2018	6,174,336	59,353	-	-	\$ 6,233,689

updated

Visitor Information Comparative Statistics For FYTD 2014 - 2017 (thru Dec 2017)					
Referrals -	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
<b>Tahoe City:</b>					
Walk In	27,791	26,452	25,849	27,233	5.35%
Phone	165	211	514	251	-51.17%
Email		105	208	220	5.77%
Kings Beach (Walk In)	6,500	8,609	3,926	7,883	100.79%
NLT - Event Traffic	N/A	2,069	4,195	2,837	-32.37%
<b>Total</b>	<b>34,456</b>	<b>37,446</b>	<b>34,692</b>	<b>38,424</b>	<b>10.76%</b>

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (as of Aug 2017, 6 mth lag)					
Quarter	2013	2014	2015	2016	YOY % Change
First (Jan - Mar)	\$ 724,645	\$ 589,226	\$ 573,778	\$ 699,157	21.85%
Second (Apr - May)	\$ 488,100	\$ 521,965	\$ 495,699	\$ 558,566	12.68%
Third (Jun - Aug)	\$ 861,729	\$ 885,368	\$ 875,768	\$ 905,415	3.39%
Fourth (Sep - Dec)	\$ 538,613	\$ 557,614	\$ 596,985	\$ 624,683	4.64%
<b>Total</b>	<b>\$ 2,613,087</b>	<b>\$ 2,554,173</b>	<b>\$ 2,542,230</b>	<b>\$ 2,787,821</b>	<b>9.66%</b>

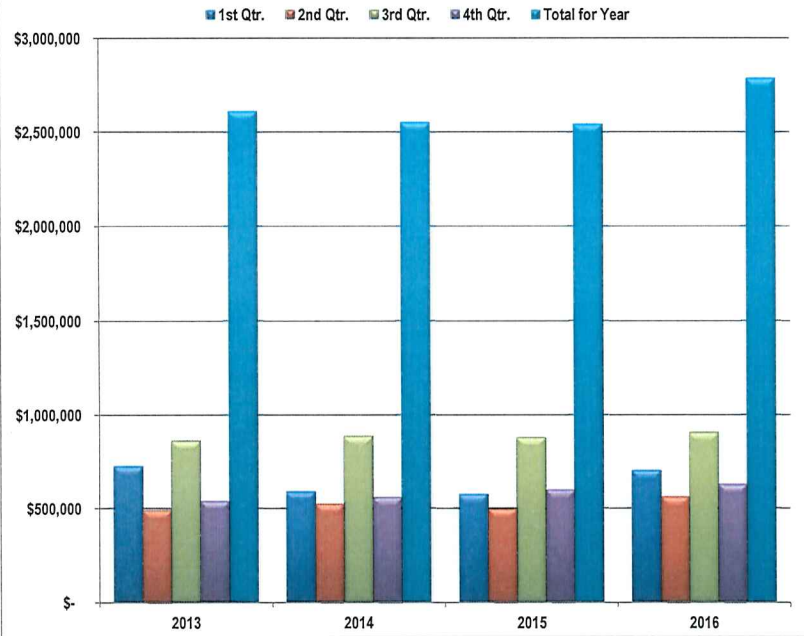
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Dec 2017
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.3%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.5%
Kings Beach (3,893)	6.0%	6.8%	6.1%	5.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.1%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.7%

Destimetrics Reservations Activity	FYTD 16/17	FYTD 17/18	YOY % Change
Occupancy	47.3%	44.9%	-5.1%
ADR (Average Daily Rate)	\$ 445	\$ 412	-7.4%
RevPAR (Rev per Available Room)	\$ 210	\$ 185	-12.2%
Occupancy 1 Mth Forecast	39.2%	32.4%	-17.3%
ADR 1 Mth Forecast	\$ 335	\$ 349	4.2%
RevPAR 1 Mth Forecast	\$ 131	\$ 113	-13.8%
Occupancy (prior 6 months)	51.7%	50.6%	-2.1%
ADR (prior 6 months)	\$ 317	\$ 325	2.7%
RevPAR (prior 6 months)	\$ 164	\$ 165	0.6%
Occupancy (next 6 months)	21.2%	22.8%	7.8%
ADR (next 6 months)	\$ 306	\$ 309	0.8%
RevPAR (next 6 months)	\$ 65	\$ 71	8.7%

Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)	Total Chamber Membership
	June 2014 457
FY 2015-16 Contract	June 2015 474
FY 2016-17 Contract	June 2016 508
<b>Total Fund Balances</b>	June 2017 424
	Dec 2017 402

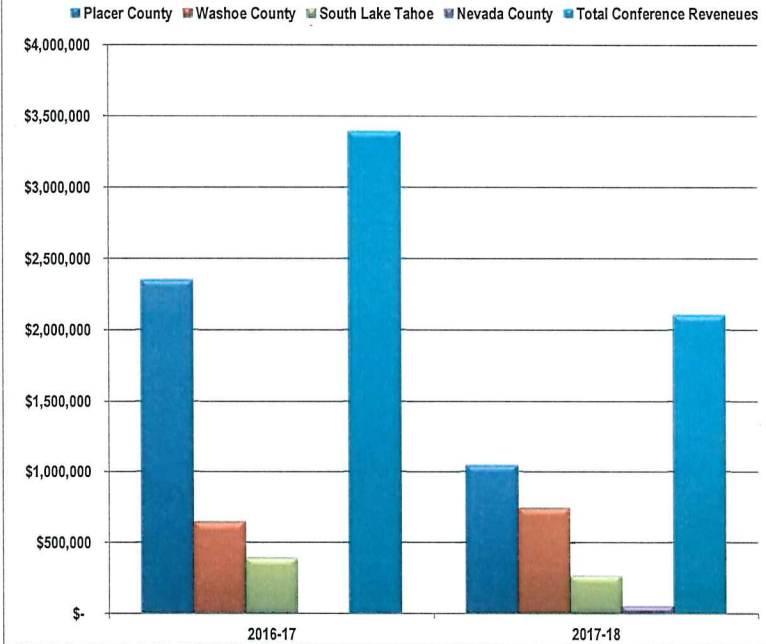
Conference Revenue Statistics Comparison FYTD 16/17 vs. FYTD 17/18 at 12/31/2017					
	2016-17	2016-17	2017-18	YOY %	
<b>FORWARD LOOKING</b>	<b>Actuals</b>	<b>Forecasted</b>	<b>Forecasted</b>	<b>Change</b>	
Total Revenue Booked	\$3,964,368	\$ 3,003,463	\$ 2,107,393	-29.83%	
Commission for this Revenue	\$ 129,375	\$ 96,391	\$ 60,272	-37.47%	
Number of Room Nights	21,352	16,436	12,318	-25.05%	
Number of Bookings	79	58	49	-15.52%	
Conference Revenue And Percentage by County:					
	16-17	17-18			
Placer	69%	50%	\$2,506,277	\$ 2,354,342	\$ 1,046,673 -55.54%
Washoe	19%	35%	\$764,192	\$ 646,844	\$ 744,244 15.06%
South Lake	12%	13%	\$411,781	\$ 394,093	\$ 266,188 -32.46%
Nevada	0%	2%	\$12,118	\$ 2,277	\$ 50,288 2108.52%
<b>Total Conference Revenue</b>	<b>100%</b>	<b>100%</b>	<b>\$3,694,368</b>	<b>\$ 3,397,556</b>	<b>\$ 2,107,393 -37.97%</b>
<b>CURRENT</b>					
NLT - Annual Revenue Goal			\$ 3,000,000	\$ 2,500,000	-16.67%
Annual Commission Goal			\$ 135,000	\$ 70,000	-48.15%

### Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



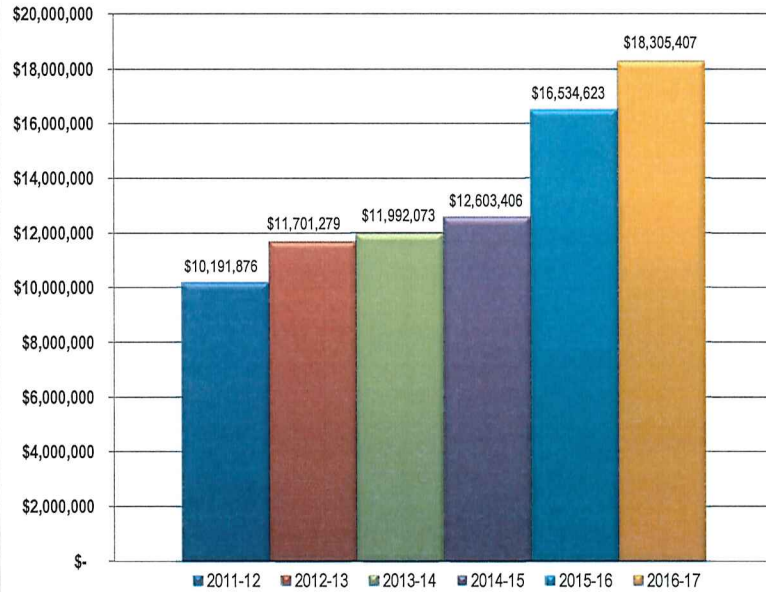
Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (as of Aug 2017, 6 mth lag)					
Quarter	2013	2014	2015	2016	YOY % Change
First (Jan - Mar)	\$ 724,645	\$ 589,226	\$ 573,778	\$ 699,157	21.85%
Second (Apr - May)	\$ 488,100	\$ 521,965	\$ 495,699	\$ 558,566	12.68%
Third (Jun - Aug)	\$ 861,729	\$ 885,368	\$ 875,768	\$ 905,415	3.39%
Fourth (Sep - Dec)	\$ 538,613	\$ 557,614	\$ 596,985	\$ 624,683	4.64%
<b>Total</b>	<b>\$ 2,613,087</b>	<b>\$ 2,554,173</b>	<b>\$ 2,542,230</b>	<b>\$ 2,787,821</b>	<b>9.66%</b>

### Conference Revenue Statistics & Revenue Share by County



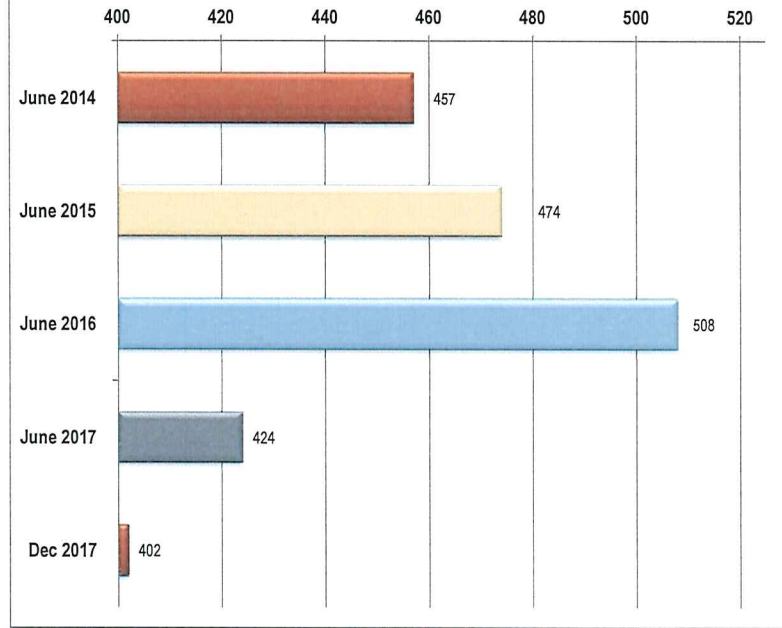
Conference Revenue Statistics Comparison FYTD 16/17 vs. FYTD 17/18 at 12/31/2017			
	2016-17	2017-18	YOY %
<b>FORWARD LOOKING</b>			
Total Revenue Booked	\$ 3,003,463	\$ 2,107,393	-29.83%
Commission for this Revenue	96,391	60,272	-37.47%
Number of Room Nights	16,436	12,318	-25.05%
Number of Bookings	58	49	-15.52%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 3,000,000	\$ 2,500,000	-16.67%
Annual Commission Goal	\$ 135,000	\$ 70,000	-48.15%
Conference Revenue And Percentage by County:			
Placer	\$ 2,354,342	\$ 1,046,673	-55.54%
Washoe	\$ 646,844	\$ 744,244	15.06%
South Lake	\$ 394,093	\$ 266,188	-32.46%
Nevada	\$ 2,277	\$ 50,288	2108.52%
<b>Total Conference Revenue</b>	<b>\$ 3,397,556</b>	<b>\$ 2,107,393</b>	<b>-37.97%</b>

### 5-Year Annual TOT Collections (Fiscal Year Basis)



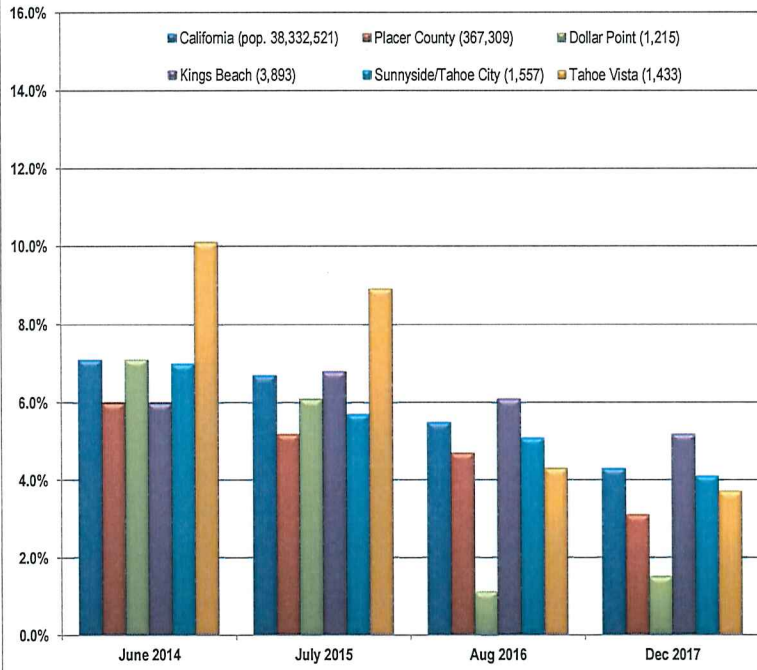
Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru Nov 2017)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2011 - 2012	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012 - 2013	\$ 3,882,952	\$ 2,106,483	\$ 4,263,868	\$ 1,447,976	\$ 11,701,279
2013 - 2014	\$ 4,525,882	\$ 2,145,655	\$ 3,569,535	\$ 1,751,001	\$ 11,992,073
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	\$ 5,438,618	\$ 2,348,538	\$ 16,534,623
2016 - 2017	\$ 5,502,451	\$ 3,350,880	\$ 6,119,331	\$ 3,332,745	\$ 18,305,407
2017 - 2018	\$ 6,174,336	\$ 59,353	\$ -	\$ -	\$ 6,233,689

### Chamber Membership (# of Members)



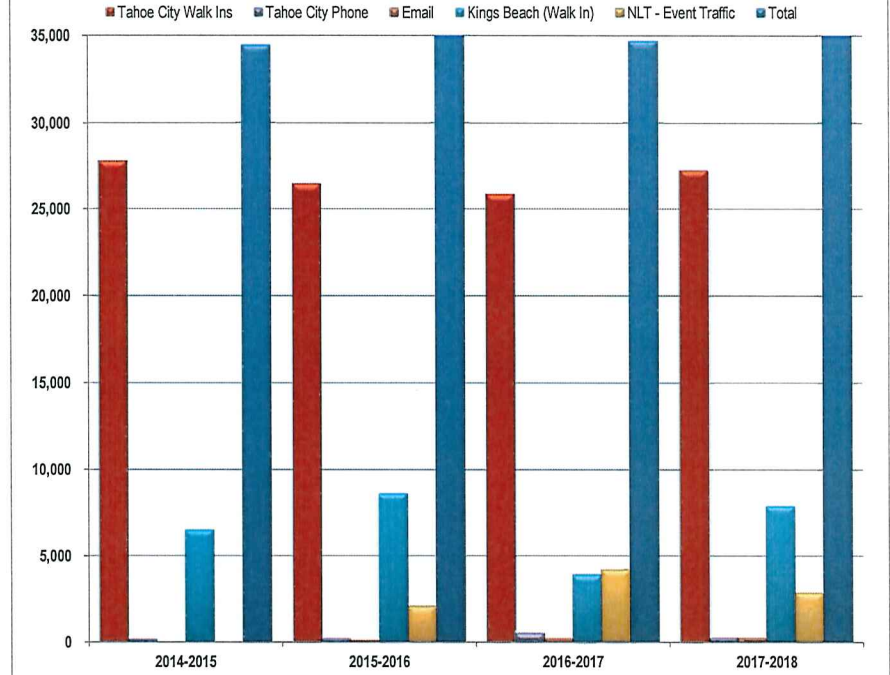
Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Dec 2017	402

### Unemployment Rates by Region



Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Dec 2017
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.3%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.5%
Kings Beach (3,893)	6.0%	6.8%	6.1%	5.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.1%
Tahoe Vista (1,433)	10.1%	8.9%	4.3%	3.7%

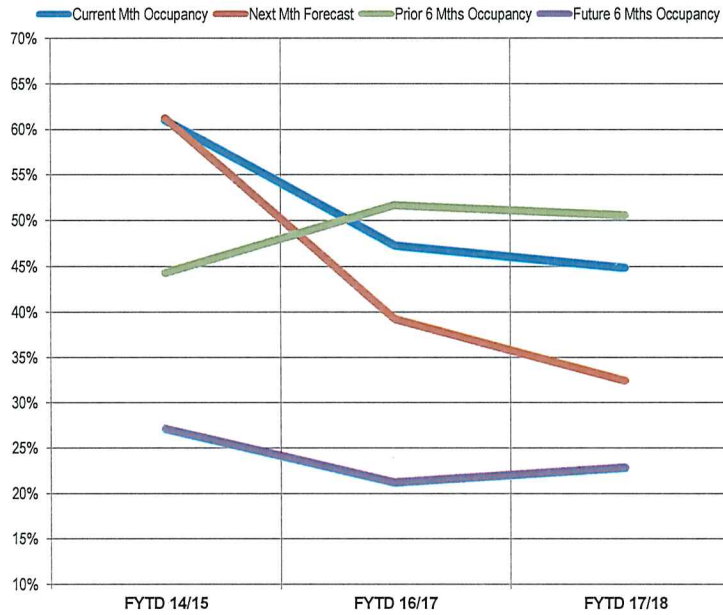
### Visitor Information - FYTD YOY



	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
Referrals -					
Tahoe City:					
Walk In	27,791	26,452	25,849	27,233	5.35%
Phone	165	211	514	251	-51.17%
Email	-	105	208	220	5.77%
Kings Beach (Walk In)	6,500	8,609	3,926	7,883	100.79%
NLT - Event Traffic	N/A	2,069	4,195	2,837	-32.37%
<b>Total</b>	<b>34,456</b>	<b>37,446</b>	<b>34,692</b>	<b>38,424</b>	<b>10.76%</b>

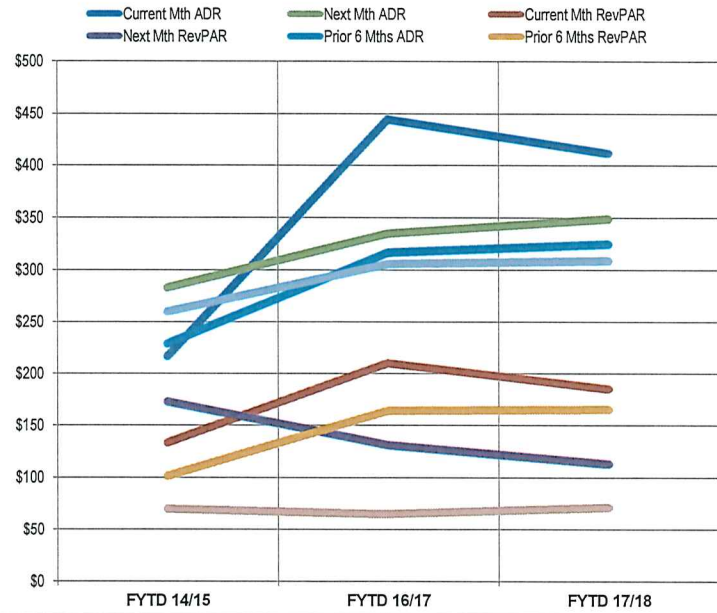


### Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
Occupancy	61.1%	47.3%	44.9%	-5.1%
Occupancy 1 Mth Forecast	61.3%	39.2%	32.4%	-17.3%
Occupancy (prior 6 months)	44.3%	51.7%	50.6%	-2.1%
Occupancy (next 6 months)	27.1%	21.2%	22.8%	7.8%

### Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
ADR (Average Daily Rate)	\$217	\$445	\$412	-7.4%
RevPAR (Rev per Available Room)	\$133	\$210	\$185	-12.2%
ADR 1 Mth Forecast	\$283	\$335	\$349	4.2%
RevPAR 1 Mth Forecast	\$173	\$131	\$113	-13.8%
ADR (prior 6 months)	\$229	\$317	\$325	2.7%
RevPAR (prior 6 months)	\$101	\$164	\$165	0.6%
ADR (next 6 months)	\$260	\$306	\$309	0.8%
RevPAR (next 6 months)	\$70	\$65	\$71	8.7%

# NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA)

## Employee Expense Report

Month\*Yr December 17  
 Employee Gustafson, Cindy

POSTING DATE	DOC REF	VENDOR	RECEIPT OR INVOICE #	PURPOSE	PAID BY CC	OUT OF POCKET	BUDGET CODE	
12/4/2017	A	Resort at Squaw Creek	4392	Lunch for interview panelists	248.78		8750-00-11	✓
12/8/2017	B	Adobe	856976765	Software for computer	14.99		8810-00-70	✓
12/8/2017	C	Bridgetender	10009	Lunch with Rebekkah Evans, Placer County Visitors	33.22		8750-00-70	✓
12/8/2017	D	Visit California	28967097	Visit California Outlook Conference	599.00		5800-00-11	✓
12/18/2017	E	Disney Resorts	32KG9648	Visit California Outlook Conference - hotel	279.63		5800-00-11	✓
12/11/2017	F	The River Grill	9125	Employee of the Month Gift Card	25.00		8200-00-70	✓
12/11/2017	G	Café Zenon	5941	Lunch with Candidate for Tourism Director	48.40		8750-00-11	✓
12/12/2017	H	NLT - VIC Merchandise	31309	Leaving office Gift Book Tirman, Cards (David Tirman, David Bosch, Brenden Madigan)	71.80		8300-00-70	✓
	I							
12/22/2017	J	Tahoe City Golf Course	11992591	Ice skating and Rental - Employee holiday party	136.00		8200-00- <del>70</del> <i>110</i>	✓
12/22/2017	K	Café Zenon	6416	Food for Employee Holiday party (24 adults)	765.00		8200-00- <del>70</del> <i>110</i>	✓
	L							
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	Y							
	Z							
<b>MILEAGE REIMBURSEMENT</b>								
	Attach 1		Mileage	See Attached Mileage Report		187.25	8700-00-70	✓
				Mileage Reimbursed Through Payroll				✓
<b>TOTAL - CREDIT CARD EXPENSES</b>					<b>2,221.82</b>			✓
<b>TOTAL - EXPENSES TO BE REIMBURSED (OUT OF POCKET)</b>					<b>187.25</b>			✓

Signed By: *Cindy Gustafson*  
 Date: 12/29/17

Approved By: \_\_\_\_\_  
 Date: \_\_\_\_\_

ACCOUNTING					
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE	DATE SCANNED	
DEC 29 2017	DEC 29 2017	<i>AGPJ</i>	CHECKED JAN 15 2018		





BANKCARD CENTER  
PO BOX 84043  
COLUMBUS GA 31908-4043

**MEMO STATEMENT**

Account Number XXXX-XXXX-0100-8709  
Statement Date DEC 28, 2017  
Total Activity \$2,221.92

**\*\* 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-0100-8709	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$2,221.92		\$0.00		\$0.00		\$2,221.92

ACCOUNT ACTIVITY					
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount	
12-04	12-01	55436877336273369962318	RESORT AT SQUAW CREEK OLYMPIC VALLECA Tax ID: 200829942 Mer Zip: 96146	248.78	A
12-08	12-06	55541867341004020887008	ADOBE *ACROPRO SUBS 800-833-6687 CA Tax ID: 770019522 Mer Zip: 95110-2704 Origin Zip: 95110-2704	14.99	B
12-08	12-06	25247807341001235016809	BRIDGETENDER TAVERN & TAHOE CITY CA Tax ID: 320361127 Mer Zip: 96145	33.32	C
12-08	12-08	55432867342200955812414	VISIT CALIFORNIA 916-444-4429 CA Tran: 000000000000000000 Tax ID: 680408095 Mer Ref: 40448778160 Mer Zip: 95814	599.00	D
12-11	12-07	55310207342894342002832	DISNEY RESORTS-GRAN ANAHEIM CA Arrival Date: 02/13/18 Departure Date: 02/15/18 Invoice Number: 4307548020 Tax ID: 952412883 Mer Zip: 92803	279.63	E
12-11	12-07	85500597342900016400029	THERIVERGRILL TAHOECITY CA Tax ID: 680477419 Mer Zip: 96145	25.00	F
12-11	12-08	85133317344700086348892	CAFE ZENON TAHOE CITY CA Tax ID: 538887968 Mer Zip: 96145	48.40	G
12-12	12-05	55432867340200682967400	INT*IN *NORTH LAKE TAH TAHOE CITY CA Tax ID: 770034661 Mer Ref: A0HC9890 Mer Zip: 96145 Tax: 4.85	71.80	H
12-22	12-20	05314617355100153233960	TAHOE CITY GOLF COURSE TAHOE CITY CA Tax ID: 946019711 Mer Zip: 96145	136.00	I
12-22	12-20	85133317355700086341117	CAFE ZENON TAHOE CITY CA Tax ID: 538887968 Mer Zip: 96145	765.00	J

For Customer Service, Call:	Account Number	Account Summary	
	1-866-432-8161	XXXX-XXXX-0100-8709	Purchases & Other Charges
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Statement Date	Cash Advances	\$0.00
	DEC 28, 2017	Fees	\$0.00
	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$2,221.92
	\$0.00		

SANDY'S PUB/Yesterday

SANDY'S PUB

1087 EMILY  
TBL 99/1    CHK 4392    GST 6  
DEC01'17 12:01PM

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1 CALI CLUB	16.00
S/ FF	
1 CALI CLUB	16.00
S/ FF	
1 CALI CLUB	16.00
S/ FF	
1 FRENCH DIP	18.00
S/ FF	
1 FRENCH DIP	18.00
S/ FF	
1 FRENCH DIP	18.00
S/ FF	
1 APPLE HARVEST SA	15.00
ADD CHICKEN	6.00
1 APPLE HARVEST SA	15.00
ADD CHICKEN	6.00
1 APPLE HARVEST SA	15.00
ADD CHICKEN	6.00
1 CALI CLUB	16.00
S/ FF	
1 ICED TEA	3.00
1 ICED TEA	3.00
1 ICED TEA	3.00
XXXXXXXXXXXXXXXXXX9	XX/XX
MASTERCARD: 074853	
AUTHORIZATION	244.54
XXXXXXXXXXXXXXXXXX9	XX/XX
MASTERCARD:	
AUTHORIZATION	4.24
CHARGE TIPS	45.00
XXXXXXXXXXXXXXXXXX8709	XX/XX
GUSTAFSON/CINDY	
MASTERCARD	248.78
SUBTOTAL.....	190.00
GRATUITY.....	45.00
TAX.....	13.78
AMNT PAID.....	248.78
---CHECK CLOSED 1:52PM---	

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SANDY'S PUB

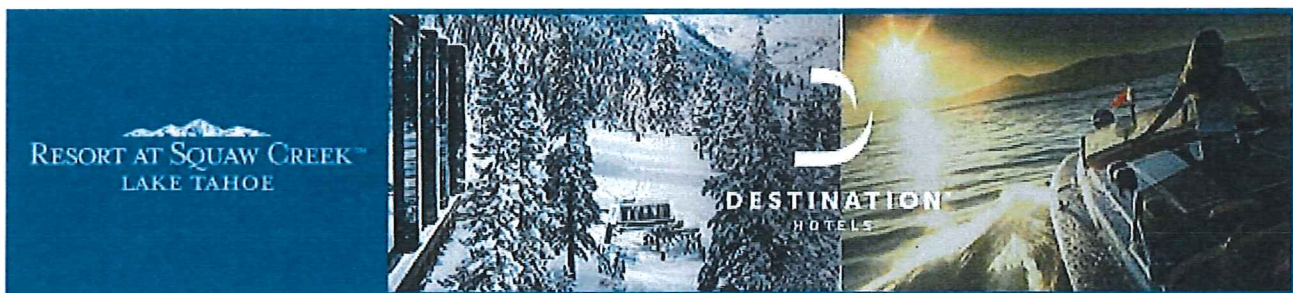
Lunch for Panel: TD/CMO-final

Adam Wilson  
 Sanir Tuma  
 Brett Williams  
 Christy Beck  
 Kay Williams  
 Bill Dietz  
 Alex Mourelatos  
 Terra Calogari  
 Andy Chapman  
 Cindy Gustafson

Sara Mandau | Staff Accountant

Resort at Squaw Creek | Box 3333 | 400 Squaw Creek Road | Olympic Valley, CA 96146

Office 530-584-4006 | email: [smandau@destinationhotels.com](mailto:smandau@destinationhotels.com) | [destinationhotels.com/squawcreek](http://destinationhotels.com/squawcreek)



2 (A+)

RESORT AT SQUAW CREEK  
 OLYMPIC VALLEY, CALIFORNIA  
 SANDY'S PUB

1087 EMILY

99/1 CHK 4392 GST 6  
 DEC01'17 12:01PM

- 1 CALI CLUB 16.00  
S/ FF
- 1 CALI CLUB 16.00  
S/ FF
- 1 CALI CLUB 16.00  
S/ FF
- 1 FRENCH DIP 18.00  
S/ FF
- 1 FRENCH DIP 18.00  
S/ FF
- 1 FRENCH DIP 18.00  
S/ FF
- 1 APPLE HARVEST SA 15.00  
ADD CHICKEN 6.00
- 1 APPLE HARVEST SA 15.00  
ADD CHICKEN 6.00
- 1 APPLE HARVEST SA 15.00  
ADD CHICKEN 6.00
- 1 CALI CLUB 16.00  
S/ FF
- 3 ICED TEA 9.00

FOOD 190.00  
 TAX..... 13.78

12:13 AMNT DUE \$203.78

FOR ROOM CHARGE, PLEASE COMPLETE  
 ALL LINES BELOW

GRATUITY 45 -

TOTAL 248.78

ROOM # \_\_\_\_\_

PRINT NAME CINDY GUSTAFSON

SIGN NAME Cindy Gustafson

RESORT AT SQUAW CREEK  
 SANDY'S PUB

OLYMPIC VALLEY, CALIFORNIA  
 PHONE: (530) 583-6300  
 CHECK: 4392  
 TABLE: 99/1  
 SERVER: 1087 EMILY  
 DATE: DEC01'17 1:44PM  
 CARD TYPE: MASTERCARD  
 ACCT #: XXXXXXXXXXXXX8709  
 EXP DATE: XX/XX  
 AUTH CODE: 074853  
 CINDY GUSTAFSON

SUBTOTAL: 203.78

GRATUITY: \_\_\_\_\_

TOTAL: \_\_\_\_\_

SIGNATURE

(A-1)

**INVOICE**



**Remit To:**  
 Adobe Systems Incorporated  
 29322 Network Place  
 Chicago, IL 60673-1293

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

Federal Tax ID 77-0019522

Reprint Page 1 of 1

**Invoice Number:** 856976765

**Invoice Date:** DEC-06-17

**Payment Terms:** Credit Card

**Due Date:** DEC-13-17

**Purchase Order:** ADB016450957

**Contract No** 00004490

**Order Number:** 5017797439

**Order Date:** NOV-06-17

**Customer No.:** 1452233

**Bill to No.** 546408886

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

**Bill To:**  
 cindy gustafson  
 100 N Lake Blvd  
 Tahoe City CA 96145

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

Comments:

(B)

Lunch with Rebekekah Evans

BRIDGETENDER  
TAVERN & GRILL  
65 W Lake Blvd  
Tahoe City, CA 96145  
53

Server: Janeth  
9/1  
Guests: 2  
Reprint #: 1  
Area: Restaurant  
Day Part: Lunch  
Chicken Spinach Salad 13.99  
Daily Special 11.95  
Subtotal 25.94  
Tax 1.88  
Total 27.82  
Balance Due 27.82

Thank you!  
Please join us again  
soon ..

(C)

BRIDGETENDER  
TAVERN & GRILL  
65 W Lake Blvd  
Tahoe City, CA 96145  
530-583-3342

Server: Janeth  
01:07 PM  
9/1  
DOB: 12/06/2017  
12/06/2017  
1/10009

SALE

Mastercard 1048584  
Card #XXXXXXXXXX8709  
Magnetic card present: GUSTAFSON CINDY  
Card Entry Method: S

Approval: 087165

Amount: \$ 27.82  
+ Tip: 5.50  
= Total: 33.32 ✓

Please pay the above  
total amount according to the  
card issuer agreement.

X \_\_\_\_\_

Thank you!  
Please join us again  
soon ..

BRIDGETENDER  
TAVERN & GRILL  
Thank you!  
Please join us again  
soon ..

Customer Copy

(C-1)

\*\* Customer Copy \*\*

THE RIVER GRILL  
55 West Lake Blvd  
Tahoe City, CA 96145  
530-581-2644

Thursday, December 7, 2017 5:25:44 PM

Type: M/C Chk: 9125  
Acct #: 8709 XX/XX Batch #: 264  
Auth #: 023069 Seq: 2 Table: 5  
Serv #: Raquel

Sale: \$ 25.00

+Tip \_\_\_\_\_

Total \_\_\_\_\_

THANK YOU

GIFT CARD - RONT  
Emp. Naath

(F)



# 2018 VISIT CALIFORNIA Outlook FORUM

Attendee Information ⇨ Options ⇨ Additional Attendees ⇨ Registration Record

## 2018 Visit California Outlook Forum

[Print Record](#) > [Event Home Page](#) >

### Attendee Information

Reference Number 28967097  
 Email Address cindy@gotahoenorth.com  
 First Name Cindy  
 Last Name Gustafson  
 Name as it would appear on your badge 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  
 cc email dawn@gotahoenorth.com

Selection	Cost
Register as: Industry Attendee	\$599.00
Sub Category DMO	
<b>Total</b>	<b>\$599.00</b>

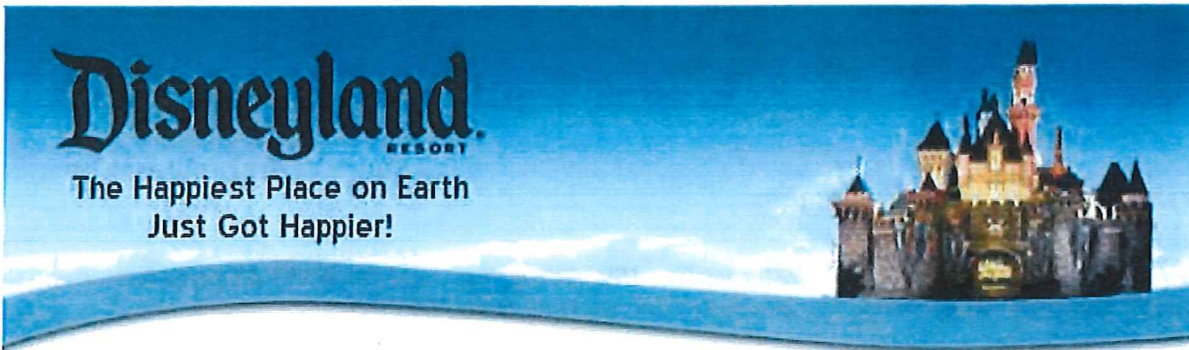
Date	Transaction Type	
Thursday, December 7th, 2017	Transaction Amount	\$599.00
Thursday, December 7th, 2017	Online Credit Card Payment(xxxxxxxxxxxx8709)	\$-599.00
	<b>Balance</b>	<b>\$0.00</b>



## Cindy Gustafson

---


**From:** Disneyland® Resort Reservations  
**Sent:** Thursday, December 7, 2017 10:13 AM  
**To:** cindy@gotahoenorth.com  
**Subject:** Disneyland® Resort Reservation Notice



Thank you for booking at the *Disneyland*® Resort.

Please make all changes, new reservations and cancellations via:

[https://aws.passkey.com/event/49350444/owner/29100/r/32KG9648/367ab183509793a0ce6e5bb9981f58db?utm\\_sourc](https://aws.passkey.com/event/49350444/owner/29100/r/32KG9648/367ab183509793a0ce6e5bb9981f58db?utm_sourc)

or by calling 714-520-5005 

**Please print this page and note the reservation number for your future reference.**

**Reservation Number: 32KG9648**

**Visit California Outlook Forum**

### GUEST INFORMATION

**Name:** Cindy Gustafson

**Add'l Guest(s):** Cindy Gustafson  
Wally Auerbach

**Organization:** North Lake Tahoe Resort Assn.  
P.O. Box 5459

**Address:** 100 N. Lake Blvd.  
Tahoe City CA 96145  
US

**Telephone:** 530-581-8739

**Fax:**

**E-Mail:** cindy@gotahoenorth.com

⑤

**Itinerary Details**

Disney's Grand Californian Hotel® & Spa 1600 South Disneyland Drive

Room Type: Standard Guest Room

Arriving on Feb 13, 2018 , departing on Feb 15, 2018

You are able to check in anytime but rooms are not guaranteed to be ready until after 3pm. Check out is by 11 needed.

**HOTEL RATES**

Date	Guest(s)	Status	Rate
Feb 13, 2018	2	Confirmed	239.00
Feb 14, 2018	2	Confirmed	239.00

X 1.17 = 279.63 ✓

Adult(s):2; Child(ren): 0



**DEPOSIT/PAYMENT DISCLOSURE**

**YOUR DEPOSIT IN THE AMOUNT OF ( 239.00 plus 15% Room Tax and 2% ATID Assessment Fee) HAS PROVIDED AT TIME OF BOOKING. YOUR RESERVATION IS CONFIRMED."**

**TAX DISCLOSURE**

Room Rates do not include Room Tax of 15% and 2% ATID assessment fee. Overnight Self Parking Fee of \$15.00 per n Wireless Internet, Fitness Center access and the newspaper on weekdays (subject to change)

**CANCELLATION POLICY**

Please note there is a **1 night deposit** required at the time of booking with the credit card used online.

If you or your company need to pre-pay for your room in full, please call us prior to arrival to arrange details wi

We have a **5 day change and cancel policy** at our Resort. If you need to cancel your reservation, please do : Should you cancel within 5 days of arrival, the deposit of one nights rate + tax is not refundable.

*This site has been created for the special contracted group whose name is noted above. Only guests that are eligible to use this site in order to get access to the pre-blocked rooms and/or Theme Park Tickets at the speci will be audited against the Special Event registration list and should it be necessary we reserve the right to cor discovered that the reservation and/or ticket order is not for a Special Event or convention participant, the rese tickets blocked (if applicable), and any deposit or payment will not be eligible for a refund. In addition these tick the intention of being resold.*

Kids under 18 Stay Free. Maximum occupancy is 5 guests per room.

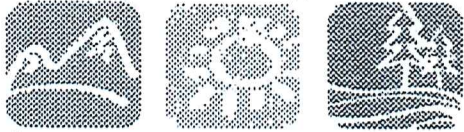
12/5/2017 2:36 PM

Sales Receipt #31309

Store: 1

Workstation: 1

Customer Copy



# north lake tahoe

Chamber | CVB | Resort Association

**Tahoe City Visitor Center**

PO Box 1757

Tahoe City, CA 96145

GoTahoeNorth.com

Cashier:

Item Name	Qty	Price	Ext Price
Tahoe: A Visual Hist	1	\$51.00	\$51.00 T
		D% 40%	
Barb Knlestad Art C:	2	\$1.98	\$3.95 T
4 x 6		D% 50%	
Monthly Artist	2	\$6.00	\$12.00 T
Monthly			
		Subtotal:	\$66.95
Local Sales Tax		7.25 % Tax:	+ \$4.85
		<b>RECEIPT TOTAL:</b>	<b>\$71.80</b>

Credit Card. \$71.80 XXXX8709

MASTERCARD

Expiry Date: XXXX

Reference # 9000010093

Auth=082508

Entry: Chip

Merchant # \*\*\*05964

*Gift for David Tirmesen*

Signature Cards for David T.

I agree to pay above amount according to card issuer agreement (merchant agreement if credit voucher).

*David B  
Blenden*

AID: A0000000041010

Total Sales Discounts: \$37.95

PLEASE RETAIN FOR YOUR RECORDS

We Hope you Enjoy your Stay in North Lake Tahoe!



31309

(H)

Cafe Zenon

Check #: 5941  
Server: Tim J  
Table: 6/1

12/8/17  
11:49 AM  
Guests: 3

=== Beverages ===

1 Coffee 2.79  
1 Tea 2.79

=== Entrees ===

1 Kale Salad 11.00  
1 Side Chicken 7.00  
1 Banh mi 14.00

Sub-total 37.58  
Sales Tax 2.82  
TOTAL 40.40

Balance Due

40.40  
8-  
48.40

*Greg Fine Lunch*

Suggested Tips:

15% = 5.64  
18% = 6.76  
20% = 7.52

Thank You!

(9)

Cafe Zenon

*GREG  
FINE  
LUNCH*

Date: 12/8/17, 1:18 PM  
Card Type: MC  
Acct #: XXXXXXXXXXXX8709  
Customer: CINDY GUSTAFSON  
Card Entry: SWIPED  
Auth Code: 071187  
Check: 5941  
Table: 6/1  
Server: Tim J

Amount: 40.40  
+TIP 8-  
=TOTAL 48.40

Suggested Tips:

15% = 5.64  
18% = 6.76  
20% = 7.52

I agree to pay the above total amount pursuant to the card issuer agreement.

X \_\_\_\_\_

Thank You!

Customer Copy

(9-1)

Cafe Zenon

Date: 12/20/17, 8:11 PM  
Card Type: MC  
Acct #: XXXXXXXXXXXX8709  
Customer: CINDY GUSTAFSON  
Card Entry: SWIPED  
Auth Code: 031990  
Check: 6416  
Tab: TCRA  
Server: Suzanne N

Amount: 645.00

+TIP 120.00

=TOTAL 765.00

Suggested Tips:

15% = 90.00  
18% = 108.00  
20% = 120.00

I agree to pay the above total amount pursuant to the card issuer agreement.

X \_\_\_\_\_

Thank You!

Customer Copy

FOOD FOR HOLIDAYS  
EVENT

(K-1)

Cafe Zenon

Check #: 6416 12/20/17  
Server: Suzanne N 5:43 PM  
TAB: TCRA

=== Entrees ===

24 Open Food (@25.00/ea) 600.00

Sub-total 600.00  
Sales Tax 45.00  
TOTAL 645.00

Balance Due 645.00

Suggested Tips:

15% = 90.00  
18% = 108.00  
20% = 120.00

Thank You!

(K)

Tahoe City Golf Course  
251 N Lake Blvd  
Tahoe City, CA 96145  
(530) 583-1516

Date: 12/20/2017 7:55pm  
Employee: Ray, Jeremy

Ice Skate Pk. ... 12.00 @ 10.00 \$120.00  
Ice Skate Pk. Chi... 2.00 @ 8.00 \$16.00

Subtotal: \$136.00  
Total: \$136.00

Payments:  
M/C xxxxxxxxxxxx8709: \$136.00  
Invoice: 11992591  
Record: 11992591

ICESKATING FOR  
HOLIDAY  
EVENT



Sale ID: POS 7116

(J)