



north lake tahoe

Chamber | CVB | Resort Association

**NLTRA Board of Directors
Agenda and Meeting Notice
Wednesday, March 7th, 8:30 a.m.
Squaw Valley Public Service District
205 Squaw Valley Road, Olympic Valley**

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 (10 minutes) 8:35-8:45

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. February 7th, 2018 (Page 1) [Link to online preliminary document](#)
- b. February 23, 2018, Special Board Meeting (Page 5) [Link to online preliminary document](#)

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

2. Committee Minutes

- a. BACC February 2018 [Link to online preliminary document](#)
- b. Tourism Development February, 2018 (Will post online when available)
- c. Finance
 - 1. February (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) 8:45 – 9:30

1. **MOTION: Announcement of Election Results and Recommendations on Appointments and setting date for special meeting (Page 6)**
2. **MOTION: Authorization for CEO to Proceed with Organizational Revisions (Page 8)**

F. Informational Updates/Verbal Reports (30 minutes) 9:30 – 10:00

1. **Review of Spartan Broadcast Platform– Amber Burke (Page 9)**
2. **Visit California Outlook Conference**
3. **Annual Awards Dinner**
4. **Update on the Tourism Development Plan – Daphne Lange (Page 23)**

G. Reports/Back up

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 24)**
2. **Membership Accounts Receivable Report, February 2018 (Page 25)**
3. **Conference Revenue Statistics Report (Page 26)**
4. **Finance Committee Supplemental Reports, January 2018 (Page 33)**

H. Directors Comments (10 minutes) 10:00 – 10:10

I. Meeting Review and Staff Direction (5 minutes) 10:10 – 10:15

J. Adjournment to Closed Session.

K. Closed Session to Discuss Personnel issues.

This meeting is wheelchair accessible

Posted and Emailed (x)



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**NLTRA Board of Directors Minutes
Wednesday, February 7th, 2018
Northstar Community Services District Board Room
900 Northstar Drive, Truckee**

Board Members in attendance:

Adam Wilson, Jennifer Merchant, Samir Tuma, Karen Plank, Aaron Rudnick, Christy Beck

Staff Members in attendance:

Cindy Gustafson, Ron Treabess, Daphne Lange, Andy Chapman, Amber Burke, Sarah Winters, Al Priester, Dawn Teran

Others in attendance: Erin Casey, Lindsay Romack, Mike Staudenmayer, John Hester

A. 8:35 a.m. Call to Order-Establish Quorum

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.

- Mike Staudenmayer, GM Northstar CSD welcomed the Resort Association.
- Introduction of Daphne Lange, new Tourism Director.

C. Agenda Amendments and Approval-MOTION

MOTION to approve the Agenda

M/S/C Jennifer/Karen/5-0-0 (Christy not yet joined meeting)

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.

MOTION to approve the Consent Calendar

M/S/C Samir/Karen/5-0-0 (Christy not yet joined meeting)

1. Board Meeting Minutes –

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

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at 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 29th 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

E. Action Items

- 1. MOTION: Review and possible approval of the 2020 Mountain Travel Symposium (MTS) event sponsorship and contract
 - Amber reviewed the contract contained in the Board Packet.
 - Note that Meetings and Incentives Exchange (MICE) was not a part of the 2012 event and that is new addition this year.
 - Sarah Winters reviewed the results of past MTS events. Revenue and RTI has been increasing.

*Christy arrived at 8:44 am

- Cost savings with trades is being looked at. Transportation costs are being reviewed and are anticipated to come down.
- The contract still has not been finalized and Amber said she can provide financial and event schedule updates.
- Jennifer asked what the ROI was in 2012. Andy said there is not an ROI report from 2012. He stated that the top international trade and wholesale retailers are hosted and that is advantageous for our region. He said he could provide information from the 2012 information if needed.
- Jennifer asked about whether it is entirely funded from the budget for this year. Sarah reported that \$5,000 comes out of 18/19, and remaining \$61,000 is in the 19/20 budget. Amber said that there is a marketing reserve that can be utilized as well.
- Discussion about attendees' transportation to the lake for other activities and the fact that there is a lot of (other) resorts investment in the groups while they are here. Sarah said we are marketing as a year-round destination. Andy said NL Tahoe will be well represented. Adam said there is also much investment by the resorts into the local communities during the event.
- Jennifer suggested a tracking method for results, new relationships, etc.
- Christy said room nights could be the ROI, short term/long term. A yearly tracking would give generic ROI information. She said we could look at ROI of how many stayed but dollar amounts are not usually shared by lodging partners.
- Andy reported that COOP funds will be used for 3 staff who will be involved, and it is line-itemed in the COOP budget.
- Jennifer asked about the reimbursement amount under the total cost of \$29,000 in the budget. Amber and Sarah explained it is a reflection of specific food and lodging costs and that dollars are increased for reimbursement after renegotiations have been made.

MOTION to approve the 2020 Mountain Travel Symposium (MTS) event sponsorship and contract.

M/S/C Samir/Aaron/6-0-0

- 2. MOTION: Board Approval of the Committee Recommendations of NLTRA's Two Appointments to New Capital Projects Advisory Committee
 - Cindy recapped the recent Executive Committee meeting. The CAP Committee Applications are due on Feb 21st. She will meeting with Erin Casey on Jan 23rd to review the candidates.

- Erin reviewed appointments received. Dave Wilderotter to Seat #1 (Business Association), Krista Voosen to Seat #2 (Business Association), Sarah Coolidge to Seat #3 (Special District), John Wilcox to Seat #4 (Special District), Alex Mourelatos to Seat #7 (North Lake Tahoe Resort Association), Ron Parson to Seat #8 (North Lake Tahoe Resort Association), Jaime Wright to Seat #9 (Transportation), Drew Conly to Seat #10 (Lodging), Greg Dallas to Seat #11 (Ski Resorts). Erin reviewed page 35 of the packet regarding the appointments.
- Discussion about the process for filling the five remaining seats. Cindy will email current and oncoming Board members to review. Roster of names to go out to all board members, with recommendations. Process: Executive Committee would make CAP Committee recommendations via email (holding a meeting if necessary.) Then send the Executive Committee recommendations to the Board via email for review, then conduct the 30 minute call with all the Board Members.

MOTION: Executive Committee to meet the morning of February 23rd to review applications to make recommendations for the 3 CAP Committee appointments and call Board at 1pm.

M/S/C/ Samir/Aaron 6-0-0

3. MOTION: Board Acceptance of the Election Committee's Designation of the Qualified Candidates for the five elected NLTRA Board seats
 - Cindy reviewed the Election Committee meeting attendees, and the candidates. Ballots will have titles with their companies as well. Dawn added prior to sending ballots on 2.8.18
 - Cindy reviewed the election/ballot procedure.
 - At this time no one from CB/TV/KB running for the Board. Also lacking in Restaurant/F&B at this time. By February 7 please solicit nominations. New board first meeting is in April and hoping for onboarding of all Board at that time.

MOTION Board acceptance of the election Committee's Designation for the Qualified Candidate for the five elected NLTRA Board seats

M/S/C Christy/Jennifer 5-0-1 Aaron abstained

F. Informational Updates/Verbal Reports

1. Report on Tourism Development Annual Plan Process-Daphne Lange, Cindy Gustafson
 - Discussion regarding TOT Bid funding and our destination spending in relation to competitors.
2. Update on Membership and TOT Funding-Al Priester
 - Al explained the documents he provided in the packet.
 - Increased dues and dues revenue in January by 11 %. Membership levels according to employee numbers have been adjusted.
 - Breakfast Club Sponsorship program kicked off this month to provide additional funding for Chamber.
 - Jennifer inquired about page 37. Al explained the YTD total is through December. Second half of fiscal year is the larger funding source for our organization (Jan-June). With the revenue increase there should not be a large deferred balance at end of year; a larger Chamber profit is expected due to rate increase and annual awards dinner fundraising and breakfast club sponsorships, as well as personnel savings due to Natalie leaving the Chamber which will be adjusted into the budget. (Specifics of personnel transitions and HR strategies will be discussed in closed session.)
 - Samir questioned about the non-refundable nature of the dues and what the need is for following gap, 1/12 recognition, in a fiscal year. Al answered that it exists because it is based on delivery of services.
3. Cindy will present any additional informational updates at meeting

- Cindy will come back to the Board in March/April regarding the TBID. She will have a call with Squaw and Civitas to answer questions regarding integrating with their TBID. Jennifer commented that Placer has had a petition submitted by proponents of the Squaw Valley TBID and they received their 50+% needed votes to proceed. She suggested the NLTRA weigh in and what the broader community thinks about the Squaw TBID. She would like to be included in the conversations.
- Cindy commended the CAP Committee formation.
- Cindy will be focusing on internal inefficiencies, staffing levels, etc. within the NLTRA in preparation for budget negotiations with the County.

G. Special Report

1. TRPA, Development Right Strategic Initiative-John Hester

H. Reports/Back up Documents-Posted in packet

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 Staff Report and Accounts Receivable Report, January 2018
3. Conference Revenue Statistics Report
4. Monthly Summary of Transportation Meeting Outcomes – Will post online when available
5. Finance Committee Supplemental Reports, December 2017

I. Directors Comments

- Jennifer reported that Placer County Board approved Kings Beach center acquisition for 3Mil; entered into an agreement with developer out of San Diego with a history of hotel development; as part of area plan. Will be doing public outreach and an EIR.

J. Meeting Review and Staff Direction

- Thanks to Andy Chapman for his help during the interim
- Item E1-Provide measurement on reports from 2012 MTS with data/quarterly reports for MTS and then going to monthly as get closer to event and routine check-ins.
- Item E2-Will email recommendations to Board and conduct 30 minute phone call. Motion was adjusted corrected appropriately.
- Item F1-Update charts and comparisons on tourism development plans with TOT and TBID and self-assessment how promotions are funded in those destinations/total and compare and information about number of properties are affected.
- Will bring back to Board a plan for the membership services department/Manager position.

K. Adjournment at 10:27 a.m.



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Special Board Meeting
February 23, 2018, 1:00 p.m.
PRELIMINARY MINUTES

Board Members in Attendance:

Erin Casey, Gary Davis, Tom Lotshaw (Non-voting), Karen Plank, Aaron Rudnick, Samir Tuma, Brett Williams, Adam Wilson

Staff Members in Attendance:

Cindy Gustafson, Ron Treabess, Dawn Teran

A. 1:05 p.m. Called to Order-Established Quorum

B. MOTION: Appoint North Lake Tahoe Resort Association Representatives for the CAP Committee.

- Erin reviewed the timeline of the CAP committee appointment procedure thus far and the spreadsheet "CAP Committee Appointments", which was supplied and posted prior to meeting.
- Erin reviewed the County candidate recommendations for the four County at- large seats
- Cindy reviewed the NLTRA candidate recommendations for the two NLTRA at- large seats.
- Cindy urged considering Alex Mourelatos for the Executive Board nomination due to his to his expertise, experience and background in addition to his geographic location.
- Cindy explained that Squaw Valley Business Association had joined the process too late to be added to the list of Business Association seats and that Drew and Kyle Creasy had already been selected as the Business Associations nominees.

MOTION: Appoint North Lake Tahoe Resort Association Representatives for the CAP Committee:

Ron Parson (West Shore/Tahoe Vista) -Former NLTRA-Lodging

Drew Conly (Squaw Valley) - Resort at Squaw Creek-Lodging

Alex Mourelatos-*Executive Board Nomination* (Tahoe Vista) - Former NLTRA/Lodging

M/S/C 6/0/1 Brett/Karen/Erin abstained

The following are the County recommended appointments:

Rick Stephens (Martis Valley) - At-Large, Housing

David Hansen (Tahoe City/West Shore) - At-Large, Lodging/Social Service

Mike Staudenmayer (Northstar) - Former CIT/ NSCSD

Danielle Grindle (Squaw Valley) - Finance/SVPSD

- Erin added that the item will be on March 6th Board of Supervisor's agenda
- Meeting adjourned at 1:25 p.m.



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MEMORANDUM

Date: 3/2/18

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: NLTRA Board Elections

Action Requested:

Announcement of Election Results, Board Motion on Appointed Seats and setting date for a special meeting.

Background:

The Election Committee and McClintock Accountancy will meet on Tuesday, March 6th, at 5:00 PM to count the ballots received for the Board Elected Seats. The announcement of those results will be made at your meeting.

Based on the results of the elections, the Bylaws call for you to then consider between one (1) and five (5) appointments for At-Large Members "with preference for attaining maximum geographic and business type and size diversity".

The Executive Board and Election Committee will have recommendations to present to you at the meeting. It is already clear from the slate of candidates that we are lacking Restaurant / Food and Beverage representatives as well as that the Carnelian Bay to Kings Beach geography has only one representative (see attached breakdown).

It is further recommended that these appointments be made at a Special Meeting/Conference Call of the new Board of Directors (Designated and Elected) before the April 4th meeting so that all new Board members can participate in the April 4th meeting.

Fiscal Impact:

There is no fiscal impact by taking this action.

NLTRA Board Elections

Name	Organization	Type of Seat	Geography	Size of Business	Business Type	Peak Season
Beck, Christy	Squaw Valley	Designated Seat-Squaw/Alpine	Squaw Valley	Large	Rec/Lodging	Winter
Dallas, Greg	Sugar Bowl	Designated Seat-Resort at Sugar Bowl	Summit	Large	Recreation	Winter
Mitchell, Kevin	Homewood	Designated Seat-Homewood	West Shore	Large	Rec/Lodging	
Priemer, Andre	Resort at Squaw Creek	Designated Seat-Resort at Squaw Creek	Squaw Valley	Large	Lodging	
Seigel, Bruce	Ritz Carlton	Designated Seat-Ritz Carlton	Northstar	Large	Lodging	
TBD	Northstar	Designated Seat-Northstar	Northstar	Large	Rec/Lodging	Winter
Davis, Gary	Gary Davis Group	Elected At large, any type of Business	Tahoe City	Small	Prof. Services	Year-round
Gibson, Lynn	Gallery Keoki	Elected At large, any type of Business	Squaw Valley	Small	Retail	
Phelan, Jim	Tahoe City Marina	Elected At large, any type of Business	Tahoe City	Medium	Recreation	Summer
Rudnick, Aaron	Tahoe Sierra Recreation	Elected At large, any type of Business	Tahoe City	Medium	Recreation	Summer
Tester, Dan	Granite Peak Mgmt.	Elected At large, any type of Business	Squaw Valley	Medium	Lodging	
Tuma, Samir	Kila Tahoe Properties	Elected At large, any type of Business	Tahoe City	Medium	Lodging	
Williams, Brett	Agate Bay Realty	Elected Lodging/Prop Mgmt-North Shore	Carnelian Bay	Small	Lodging	
Fenech, Gerard	Tamarack Lodge Motel	Elected Lodging/Property Mgmt-West of Dollar Hill	Tahoe City	Small	Lodging	Summer
Hoffman, Stephanie	Granlibakken Tahoe	Elected Lodging/Property Mgmt-West of Dollar Hill	West Shore	Medium	Lodging	Summer



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MEMORANDUM

Date: 3/2/18

TO: NLTRA Board of Directors

FROM: Cindy Gustafson

RE: NLTRA Staffing Reorganization

Action Requested:

Board authorization for CEO to reorganize some staffing responsibilities, create one position to address two vacant positions, and pursue hiring for that position.

Background:

In January of this year Natalie Parrish accepted a new position and announced her departure as Members Sales and Services Manager. In mid-February Emily Detwiler, Director of Visitor Services, gave me her resignation, due to family responsibilities. While Emily is willing to continue with some special projects, many of the duties we had reassigned with Natalie's departure are now falling on a variety of existing staff with workload implications.

In reviewing the duties and responsibilities of all staff, I believe we can find some efficiencies and opportunities for existing staff (and use some of Emily's skills on an interim contract basis) and re-hire only one position.

I am working with staff to create a job description and reassign duties and responsibilities to most efficiently cover the workload of the organization.

Fiscal Impact:

There will be a cost-savings for this approach. Staff is currently reviewing and will be prepared to present more detailed information at the meeting.



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MEMORANDUM

Date: February 28, 2018
TO: NLTRA Board of Directors
FROM: Amber Burke
RE: Live Streaming vs. NBC Broadcast

Action Requested:

Discussion and feedback to provide Spartan.

Background:

In 2017 Spartan made the decision to live stream the first race of their U.S. Championship Series and the response was extremely positive. As a result of the popularity and viewership of the live stream, the organization made the decision to switch the broadcast platform in 2018 from traditional television to streaming.

Attached is a comparison of performance between the live stream and NBC/NBCSN broadcasts from last season. The live stream outperformed the NBC series time after time and viewership from the series has been on a steady decline year over year as well.

Live Stream Total Views – 1,815,312
NBC/NBSCN Impressions – 490,000

Fiscal Impact:

No direct fiscal impact.

Spartan World Championships – Broadcast Platform Change
Feedback from NLTRA Marketing Committee
February 27, 2018 Meeting

Potential Additional Asks

- Extra emails to Spartan database – regional/national/international
- NLT influencers as part of the live stream commentary
- Guaranteed imagery of entire region throughout the broadcast
 - Incorporation of lake since mountain will already be highlighted
- Segments on NLT throughout the broadcast – tie in NLT campaigns
- Have regional points-of-interest popups throughout the broadcast
- Give announcers facts about NLT to read throughout the broadcast
- Send NLT regional itineraries to international athletes
- Spartan to assist with a retargeting ad campaign to YouTube viewers
- Confirm promotion of Road to Tahoe throughout the entire series and see if we can have integration in any of the qualifier event live streams

Notes for Us

- Make sure our message is specific to this audience, not a general message since viewers are so targeted
- Have someone watching live and commenting throughout the broadcast via social media - paying attention and responding to the social commentary
- We want NLT to be a character throughout the story being told
- Is it possible to click out to our website or landing pages we create?

Questions for Spartan

- How are people watching – mobile, computer, etc. Does the answer to that open up other advertising opportunities?
- How long will the race clock be on the screen?
- How long will the course map be on the screen?
- In addition to Facebook will they live stream on YouTube? If not, how quickly is it up on YouTube?



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Spartan World Championships – Broadcast Platform Statistics

In 2017 Spartan made the decision to live stream the first race of their U.S. Championship Series and the response extremely positive. Fans were able watch the action in real time from their phones, computers, tablets, or SmartTV.

According to the Interactive Advertising Bureau, 54% of the time we spend watching TV is spent watching non-linear programming, as in streaming videos of all kind.

Attached is a comparison of performance between the live stream and NBC/NBCSN broadcasts from last season. The live stream outperformed the NBC series time after time and viewership from the series has been on a steady decline year over year as well.

2017 North Lake Tahoe World Championships – Live Stream Statistics

Platform	Total Reach	Total Engagements	Total Views	Live Views
Facebook	8,292,078	48,472	1,540,825	954,409
Twitter*	152,201	642	45,188	N/A
Instagram*	950,000	48,453	229,299	N/A
TOTAL LIVE STREAM	8,279,436	47,783	1,540,825	954,409
TOTAL	9,610,936	96,878	1,815,312	954,409

2017 North Lake Tahoe World Championships – NBC Ratings

Year	Duration	Ratings	Households	Avg. Viewers/Minute (Impressions)	People Ages 18 – 49	People Ages 25 - 54
2017	60 Minutes	0.35	416,000	490,000	169,000	212,000
2016	60 Minutes	0.63	743,000	1,098,000	327,000	395,000
YOY Change		(44%)	(44%)	(55%)	(48%)	(46%)

Given the popularity and overwhelming viewership of the live stream, the organization has made the decision to switch the broadcast platform in 2018 from traditional television to streaming.

Streaming the event offers Spartan more flexibility in the content, which in turn will provide more opportunities to highlight North Lake Tahoe.

1. Spartan can insert up to two minutes of destination b-roll into the beginning of the broadcast (no sales messaging).
2. The pre-show will be presented by North Lake Tahoe.
3. Mentions throughout the broadcast that the event is hosted by North Lake Tahoe.
4. Spartan will incorporate the North Lake Tahoe logo into the race time clocks.
5. Course map static will also incorporate the North Lake Tahoe logo.



Live Stream & NBCSN Analytics

COMPANY CONFIDENTIAL

LIVE STREAM PRODUCTION

[Individual World Championship](#)

[Team World Championship](#)

North Lake Tahoe World Champs - 9/30-10/1

Platform	Total Reach	Total Engagements	Total Views	Live Viewers
Facebook	8,292,078	48,472	1,540,825	954,409
Twitter*	152,201	642	45,188	N/A
Instagram*	950,000	48,453	229,299	N/A
TOTAL LIVE STREAM	8,279,436	47,783	1,540,825	954,409
TOTAL	9,610,936	96,878	1,815,312	954,409

Demographics

- MALE: 61%
- FEMALE: 39%
- Highest demo: Male, 24-35

Facebook Viewers



Top Location



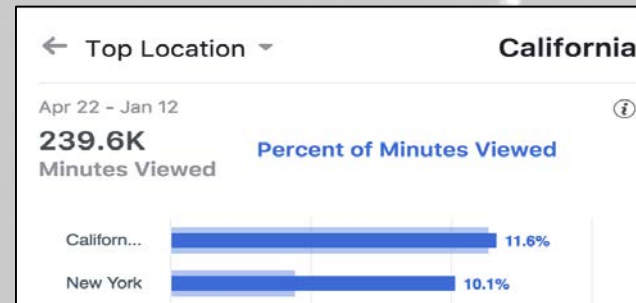
*Not live stream, clips from race

Seattle, WA

Platform	Total Reach	Total Engagements	Total Views
Facebook	2,805,645 (Paid: 114,852)	31,586	489,360 (Paid: 57,657)
YouTube	N/A	765	38,827
<i>Twitter</i>	197,580	1,118	10,404
<i>Instagram</i>	2,760,729	76,652	243,938
TOTAL LIVE STREAM	2,805,645	32,351	528,187
TOTAL	5,763,954	110,121	782,529

DEMOGRAPHICS

- MALE: **72%**
- FEMALE: **28%**
- Highest demo: **Male, 24-35**
- Avg. View Duration: **22:04**

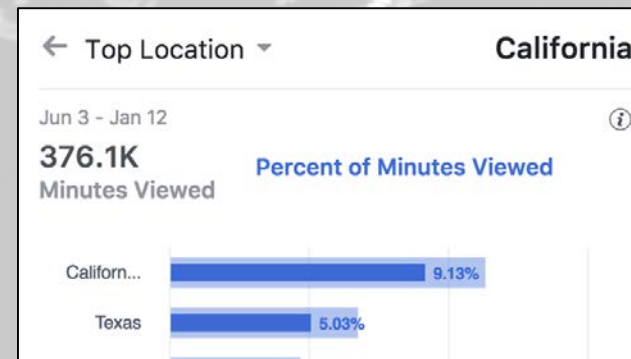


Monterey, CA

Platform	Total Reach	Total Engagements	Total Views
Facebook	2,489,865 (Paid: 642,496)	13,196	597,439 (Paid: 273,477)
YouTube	N/A	418	21,435
<i>Twitter*</i>	28,362	620	4,678
<i>Instagram*</i>	435,400	14,196	108,039
TOTAL LIVE STREAM	2,489,865	13,614	618,874
TOTAL	2,925,265	28,430	731,591

DEMOGRAPHICS

- MALE: 77%
- FEMALE: 23%
- **Highest demo: Male, 24-35**
- Avg. View Duration: 21:14



Palmerton, PA

Platform	Total Reach	Total Engagements	Total Views
Facebook	1,806,208 (Paid: 0)	9,432	460,607 (Paid: 0)
YouTube	N/A	573	10,512
Twitter*	1,343,891	504	16,960
Instagram*	1,535,800	125,274	351,296
TOTAL LIVE STREAM	1,806,208	10,005	471,119
TOTAL	4,685,899	135,783	822,415

DEMOGRAPHICS

- MALE: 79%
- FEMALE: 21%
- Highest demo: **Male, 24-35**
- Avg. View Duration: **25:10**

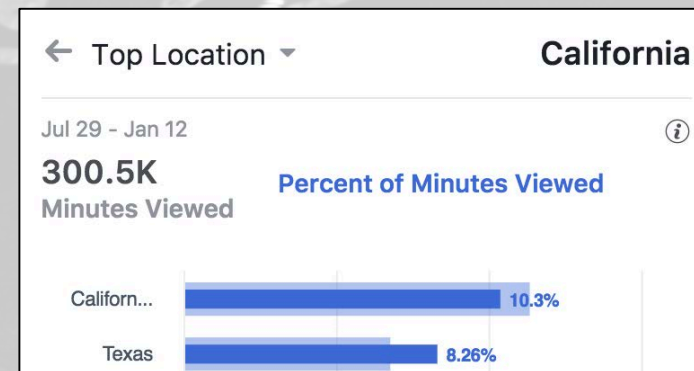


Asheville, NC

Platform	Total Reach	Total Engagements	Total Views
Facebook	3,042,816 (1,410,460 paid)	12,488	749,827 (123,903 paid)
YouTube	N/A	865	19,857
Twitter*	1,334,800	485	11,854
Instagram*	345,600	12,583	80,239
TOTAL LIVE STREAM	3,042,816	13,353	769,684
TOTAL	3,521,896	26,421	861,777

DEMOGRAPHICS

- MALE: 78%
- FEMALE: 22%
- Highest demo: **Male, 24-35**
- Avg. View Duration: 27:48

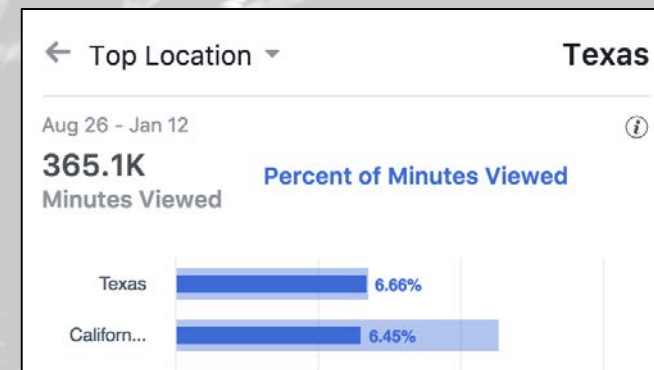


West Virginia

Platform	Total Reach	Total Engagements	Total Views
Facebook	2,310,809 (Paid: 959,838)	7,389	867,582 (Paid: 519,000)
YouTube	N/A	410	11,665
<i>Twitter*</i>	214,008	919	24,985
<i>Instagram*</i>	569,475	23,241	180,812
TOTAL LIVE STREAM	2,310,809	7,799	879,247
TOTAL	3,094,292	31,959	1,085,044

DEMOGRAPHICS

- MALE: 67%
- FEMALE: 32%
- **Highest demo: Male, 24-35**
- Avg. View Duration: 26:59



NBC 2017 RATINGS

NBC

Episode	Duration	Ratings	Households	Avg Viewers Per Minute (Impressions)	P18-49	P25-54
World Championship Premier	60	0.35	416000	490000	169000	212000
		0.63	743000	1098000	327000	395000
2017 VS 2016		-44%	-44%	-55%	-48%	-46%

NBCSN 2017 RATINGS

NBCSN

Episode	Day	Date	TV Start	Duration	Live/Tape	Ratings	Households	Avg. Viewers Per Minute (Impressions)	P18-49	P25-54	
Seattle Premier	Tuesday	7/18/17	11PM	60	TAPE	0.04	50000	66000	21000	29000	
Monterey Premier	Wednesday	8/16/17	7PM	60	TAPE	0.03	40000	51000	19000	24000	
Palmerton Premier	Wednesday	8/30/17	7PM	60	TAPE	0.04	43000	57000	15000	24000	
Asheville Premier	Wednesday	9/27/17	7PM	60	TAPE	0.06	77000	107000	44000	47000	
West Viginia Premier	Wednesday	10/3/17	7PM	60	TAPE	0.03	32000	42000	16000	21000	
Tahoe Re-air 1	Saturday	12/30/17	7:00 PM	60	TAPE	0.04	44000	72000	29000	30000	
						2017 Avgs YTD	0.04	47,667	65,833	24,000	29,167

MEDIA PLATFORM COMPARISON

LOCATION	NBCSN (Avg. Viewers per Minute)	LIVESTREAM (Viewers)
SEATTLE	66,000	782,529
MONTEREY	51,000	731,591
PALMERTON	57,000	822,412
ASHEVILLE	107,000	861,777
WEST VIRGINIA	42,000	1,085,044
TAHOE (NBCSN)+ NBC	562,000	1,815,312
TOTAL	885,000	6,098,665



north lake tahoe

Chamber | CVB | Resort Association

Tourism Development Update

Date: 3/2/18

TO: NLTRA Finance Committee

FROM: Daphne Lange, Tourism Director

RE: Tourism Development Update

Action Requested:

None – Staff Update of Tourism Development Plan

Background:

The Tourism Development Committee met February 27, during the meeting the group discussed next steps coming out of the Tourism Development Workshop. The group suggested the creation of task forces that will review three key areas to shape the plan going forward. These areas include NLTRA Guiding Principles, Metrics and Event Sponsorship Policy.

NLTRA staff will be presenting a recommendation in each of the categories to the associated task force for input and review. Once reviewed and approved by the task force, the recommendation will move forward to the Tourism Development Committee for approval. After approval by the Tourism Development Committee, recommendations will be presented to the Board for final approval and adoption during the May meeting.

In a parallel timeline, NLTRA staff and agencies have begun an outline for the 18/19 Tourism Development plan.

Fiscal Impact:

No direct fiscal impact

Executive Summary

Data based on a sample of up to 8 properties in the North Lake Tahoe destination, representing up to 1122 Units ('DestiMetrics Census**') and 34.75% 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 (Jan) changed by (-17.7%)	Occupancy (Jan) :	42.4%	51.5%	-17.7%
North Lake Tahoe ADR for last month (Jan) changed by (-0.2%)	ADR (Jan) :	\$ 328	\$ 329	-0.2%
North Lake Tahoe RevPAR for last month (Jan) changed by (-17.9%)	RevPAR (Jan) :	\$ 139	\$ 169	-17.9%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Feb) changed by (-16.5%)	Occupancy (Feb) :	44.9%	53.8%	-16.5%
North Lake Tahoe ADR for next month (Feb) changed by (0.3%)	ADR (Feb) :	\$ 365	\$ 364	0.3%
North Lake Tahoe RevPAR for next month (Feb) changed by (-16.3%)	RevPAR (Feb) :	\$ 164	\$ 196	-16.3%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (-5.2%)	Occupancy	45.2%	47.6%	-5.2%
North Lake Tahoe ADR for the past 6 months changed by (0.5%)	ADR	\$ 309	\$ 308	0.5%
North Lake Tahoe RevPAR for the past 6 months changed by (-4.7%)	RevPAR	\$ 140	\$ 146	-4.7%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (0.8%)	Occupancy	26.7%	26.5%	0.8%
North Lake Tahoe ADR for the future 6 months changed by (0.3%)	ADR	\$ 332	\$ 331	0.3%
North Lake Tahoe RevPAR for the future 6 months changed by (1.1%)	RevPAR	\$ 89	\$ 88	1.1%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Jan 31, 2018 vs. Previous Year				
Rooms Booked during last month (Jan,18) compared to Rooms Booked during the same period last year (Jan,17) for all arrival dates has changed by (-27.6%)	Booking Pace (Jan)	7.1%	9.8%	-27.6%

* 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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Accounts Receivable Summary

Invoices With Apply Dates Through January 31, 2018

Aged as of Wednesday, January 31, 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		0.00	45,210.00	0.00	280.00	1,400.00	510.00	47,400.00
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
TMBC - Annual		0.00	810.00	0.00	0.00	0.00	0.00	810.00
Total Open Invoices		0.00	46,095.00	0.00	295.00	1,490.00	510.00	48,390.00

**Unapplied Payments With Payment
Dates Prior to and Including
01/31/2018**

15.00

Pre-Payments: Payments Made Prior to 01/31/2018 on Invoices With Apply Dates After 01/31/2018

Total Pre-Payments

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

48,375.00

Monthly Report January 2018
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 1/31/18:	\$1,985,921	\$3,003,463	-34%
Forecasted Commission for this Revenue:	\$52,881	\$96,391	-45%
Number of Room Nights:	11556	16566	-30%
Number of Delegates:	9559	17989	-47%
Annual Revenue Goal:	\$2,500,000	\$3,000,000	-17%
Annual Commission Goal:	\$70,000	\$135,000	-48%

<u>Monthly Detail/Activity</u>	<u>January-18</u>	<u>January-17</u>	
<u>Number of Groups Booked:</u>	13	2	
Revenue Booked:	\$518,936	\$178,405	191%
Projected Commission:	\$2,146	\$0	
Room Nights:	2845	845	237%
Number of Delegates:	1153	1600	-28%
	7 Corp, 6	1 Corp., 1 non-profit	
Booked Group Types:	Assoc.		
Lost Business, # of Groups:	0	8	

<u>Arrived in the month</u>	<u>January-18</u>	<u>*Est.</u>	<u>January-17</u>
Number of Groups:	3		0
Revenue Arrived:	\$57,116		\$0
Projected Commission:	\$0		\$0
Room Nights:	244		0
Number of Delegates:	89		0
	1 Corp, 2		
Arrived Group Types:	Assoc.		

<u>Monthly Detail/Activity</u>	<u>December-17</u>	<u>December-16</u>	
<u>Number of Groups Booked:</u>	1	4	
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%

Arrived Group Types:	1 Corp., 1 Assoc.	1 Corp., 1 Assoc.
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Monthly Detail/Activity

	<u>November-17</u>	<u>November-16</u>	
<u>Number of Groups Booked:</u>	2	1	
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	

Arrived in the month

	<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,	

Monthly Detail/Activity

	<u>October-17</u>	<u>October-16</u>	
<u>Number of Groups Booked:</u>	5	6	
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%
	2 Corp, 1	3 Corp, 1 Smf,	
Booked Group Types:	Assoc, 2 Smf	1 Non-Profit, 1	
Lost Business, # of Groups:	12	Incentive 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%
	2 Corp, 3			
Arrived Group Types:	Assoc, 1 Govt.		4 Corp, 1 Smf	

Monthly Detail/Activity

	<u>September-17</u>	<u>September-16</u>	
<u>Number of Groups Booked:</u>	5	3	
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	

<u>Arrived in the month</u>	<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%
Arrived Group Types:	4 Corp, 1 Assoc, 1 Smf, 1 Film Crew	4 Corp, 3 Assoc., 3 Smf	

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

<u>Arrived in the month</u>	<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%
Arrived Group Types:	2 Corp, 1 Assoc, 1 Non- profit	4 Corp, 1 Assoc, 1 Film Crew	

<u>Monthly Detail/Activity</u>	<u>July-17</u>	<u>July-16</u>	
<u>Number of Groups Booked:</u>	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%
Booked Group Types:	4 Corp, 2 Assoc, 1 SMF	1 Corp. 1 Govt.	
Lost Business, # of Groups:	1	3	

<u>Arrived in the month</u>	<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%
Arrived Group Types:	4 Corp.	2 Assoc, 1 Govt, 1 Corp and 1 Seminar	

Current Numbers Goals

For 2018/19:	\$933,295	\$750,000
For 2019/20:	\$276,406	\$250,000

NUMBER OF LEADS Generated as of 1/31/18:	186
YTD 1/31/16:	157
YTD 1/31/15:	108

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
2008/2009:	151
2007/2008:	209
2006/2007:	205

Monthly Report January 2018
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>17/18</u>	<u>16/17</u>	<u>Variance</u>
Total Revenue Booked as of 1/31/18:	\$299,711	\$394,093	-24%
Forecasted Commission for this Revenue:	\$7,391	\$9,590	-23%
Number of Room Nights:	1963	3336	-41%
Number of Delegates:	875	1456	-40%
Annual Commission Projection:	\$10,000	\$15,000	-33%

<u>Monthly Detail/Activity</u>	<u>January-18</u>	<u>January-17</u>	
<u>Number of Groups Booked:</u>	8	4	
Revenue Booked:	\$253,116	\$107,412	136%
Projected Commission:	\$8,928	\$5,370	66%
Room Nights:	1304	606	115%
Number of Delegates:	603	228	164%
Booked Group Types:	2 Smf, 4 Corp, 2 Assoc.	3 Corp, 1 Assoc.	

<u>Arrived in the month</u>	<u>January-18</u>	<u>* Est.</u>	<u>January-17</u>
Number of Groups:	1		0
Revenue Arrived:	\$16,020		\$0
Projected Commission:	\$2,403		\$0
Room Nights:	240		0
Number of Delegates:	80		0
Booked Group Types:	1 Smf		

<u>Monthly Detail/Activity</u>	<u>December-17</u>	<u>December-16</u>	
<u>Number of Groups Booked:</u>	1	2	
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>	<u>* Est.</u>	<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>	2	1	
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	

Monthly Detail/Activity	<u>October-17</u>	<u>October-16</u>	
<u>Number of Groups Booked:</u>	0	1	
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>	* Est.	<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.	

Monthly Detail/Activity	<u>September-17</u>	<u>September-16</u>	
<u>Number of Groups Booked:</u>	1	1	
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	

Monthly Detail/Activity	<u>August-17</u>	<u>August-16</u>	
<u>Number of Groups Booked:</u>	1	1	
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

Monthly Detail/Activity	<u>July-17</u>	<u>July-16</u>
<u>Number of Groups Booked:</u>	0	2
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

FINANCE COMMITTEE MINUTES

Monday, January 29, 2018 at 2:00 p.m.
NLTRA Conference Room – Upstairs
100 Lake Blvd, Tahoe City, CA 96145

A. CALL TO ORDER

Meeting was called to order at 2:02 p.m.

B. ROLL CALL

Committee Members: David Brown, Christy Beck (Mike Salmon, Ramona Cruz, Chad Fenster, via telephone).

Staff: Cindy Gustafson, Al Priester, Lauren Sully, and Daphne Lange.

Others: Andy Chapman.

Committee Members Not Present: Eric Pilcher.

C. PUBLIC FORUM

No public comment.

D. AGENDA AMENDMENTS AND APPROVAL

David Brown moved approval of Agenda Amendments, seconded by Ramona Cruz (All in favor).

E. APPROVAL OF MINUTES FROM: 1/08/2018

Ramona – Action Item 14 should state staff outage and remove unexpected illness.

Ramona Cruz moved approval of January 8, 2018 Finance Committee Minutes, seconded by David Brown. (All in favor) With the change of unexpected illness to staff outage.

F. ITEMS FOR COMMITTEE REVIEW, DISCUSSION AND/OR RECOMMENDATIONS

a. REVIEW STAFF ACTION ITEMS

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

01/29/18 Meeting: Remain open, inadequate time due to a short month to address them.

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.

01/29/18 Meeting: Remain open, inadequate time due to a short month to address them.

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

01/29/18 Meeting: Remain open, inadequate time due to a short month to address them.

ACTION ITEM 25: RFP for New Auditors.

01/29/18 Meeting: Remain open, inadequate time due to a short month to address them.

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.

01/29/18 Meeting: Christy has passed the form along to Monty but has not heard back.

Ramona – Action Item 25 should also say staff outages.

Cindy – Christy is there anyone from Squaw that would want to replace Monty Waugh or should we go out to other resort partners. Can you check on that? We want to give you the option before reaching out to others.

b. REVIEW STAFF REPORT

This report is summary in nature and is intended to highlight areas of possible concern.

Christy – Are you still having issues with commissions? Is the timeframe for commissions getting better?

AI – Yes, it is the typical delay. The dollar amount is much lower, time frame seems to be about the same. We do eventually collect them.

AI – Previous to this month, I just identified what our deferred balance was and saying as long as cumulative losses did not exceed the balance in deferred we were not using TOT funds. If I use that same formula this month, we are using about \$230 of TOT funds. However, I then looked at what other accrued items or prepaid items that don't use cash, prepaid uses cash, but accrued does not. If we look at that I added the verbiage less net accrued expenses of \$2,936 to get to a "cash deficit" of \$25,437. So we are still not using TOT funds.

11:05 Dave – And with the collections coming in for January it will be higher.

AI - January Membership Dues will bring the deferred balance back up.

Ramona – Is there a way to do a statement of some sort to show the ins and outs with the numbers to make it easier to understand.

AI – Yes, we can get it in the Board Agenda. I can show the details.

Cindy – I think that is a great idea.

***NEW ACTION ITEM – AI to include a detail report of Membership and TOT Funding in BOD packet to be completed by Friday, February 2, 2018.**

G. APPROVAL OF DECEMBER 2017 FINANCIALS.

AI provided a summary review of the Financial Statements included and highlighted various balances and report totals.

Ramona – Are you running under budget for salaries and wages?

AI – Yes part of the salaries and wages included accruals, as far as the budget is concerned, for the Tourism Director position and the expenses related to that for the last four months have been in professional fees (acct 5921-00). You have to look at the two together.

Ramona – So you will continue to run under budget, but will be over in another line. Okay, got it.

AI – We are in the process of getting the final contract, remaining five months budget into QuickBooks. January's report will be the last for the six month contract. This is the first month that the managers have been given a good YTD Budget vs. Actual report and we will be asking each department manager to be looking at these closely, so that we can begin to make corrections and do a true up before the five month contract starts. So that we have even better accuracy in our budget vs. actual.

Ramona – AI in saying that and still looking at the profit and loss budget performance for all departments, so these variances can change is what I'm hearing? Meaning that some of the budget that is for the first six months of the year could move to another month. Is that what you are saying when you say true it up?

AI – That is a possibility in a couple of areas but not on the whole. The one month contract budget is fixed, the six month contract budget is fixed, but the five month had some impact on the six month in terms of YTD, so there will be some minor changes, but nothing significant.

Ramona – On sponsorships and events, the YTD numbers vs. budget is significantly over. Is that a trend or something that later on in the year we will see catch up?

AI – You will see it catch up. The reason that happens is, our expenditures are forecast on a time basis, and this year looking at Spartan, that was in the July budget and we were able to get the revenues for it in that month because it was a one month contract. But when it is over a larger number of months, like the six or five month

contract, the County takes the sum total and divides it by the number of months. So they give us an equal payment each month, but the expenditures may be earlier on.

Ramona – Yea more or less depending on the time of the year.

AI – Correct and timing of events. On an annual basis it all sort of evens out in the end and we've always had a fairly large cushion prior to paying monies back to the County. Now that we are paying back to the County our cushion isn't as large, and we have to be careful that we don't get into a scenario where we have more going out in the first part of the contract then we are getting in revenues because it was divided by twelve. That will specifically impact the next contract and what we should probably negotiate in the next contract is not a divide by twelve, but whatever we budget in July, we get in July and so forth.

Dave – Is there something similar happening with Autumn Food and Wine? The actuals for both revenues and expenditures are quite different from what I see was budgeted.

AI – I think that there was a budget number that didn't get into that category.

Lauren – Part of it is that we collect the ticket sales for Northstar (shown in revenue acct 4350-00). that \$77,627.73 is then paid back to Northstar out of acct 6023-00, less \$5,000 for a non-profit donation (this years when to Project Mana). So the actual expense for NLTRA is \$114,771.83 less (77,627.73) for a total of \$37,144.10.

Dave – Okay that would be the difference. I don't know exactly why there wouldn't be anything in the budget column?

AI – What we did in that month to help explain that was to produce an actual Autumn Food and Wine profit and loss, which took the revenue and subtracted out the expenses. We did make a profit, in fact we contributed \$5k to Northstar as well. In that month, it explains itself, but when looking at it later in the year you don't have that same report.

Cindy – But you are absolutely right, in planning the budget if we are going to be selling the tickets and doing that every year we should budget for some level of income in there.

AI – We do, but it is in the revenue section. So it doesn't show here.

Lauren mentioned that the total expense for Autumn Food and Wine is very close to the \$37,000 budgeted for it. We don't actually make any money for this event.

Dave stated that it is really helpful to have budget comparisons that you have engineered AI.

AI - These are pretty standard within QB's. What I am working towards, if I ever get that element of time that I can work on something other than day to day, is the report writer that is within QB's which will allow me to summarize this. For both Finance Committee and BOD, we can look at the summary version of it at a glance and all the things that should pop out at you will. Whereas here you are searching through a lot of data. A lot of line items. I had it at one point, but then it went away when we lost our data which included the development of that report. I haven't been able to re-do that yet. It is on the agenda to get done and hopefully this fiscal year and we will be back at a summary. I think it is extremely helpful for the Board of Directors to not have to deal with this kind of data, but rather a summary balance sheet and income statement.

Ramona – AI is there a way to not put all the cents on the reports, just collapse it a little more to make it cleaner.

AI – Absolutely. Would you like to see that?

Dave – I like that idea Ramona.

*** NEW ACTION ITEM: Remove decimals on reports for next meeting and moving forward.**

Ramona Cruz moved approval of December 2017 Financials, seconded by David Brown (All in favor).

Ramona left the call at 2:28 pm.

H. REVIEW OF FY 17.18 2ND QUARTER MARKETING COOPERATIVE FINANCIALS.

AI gave an overview of the Marketing Cooperative financials.

There is a little bit of catching up to do in regards to expenses, being that we are six months into this fiscal year. We have about \$170k that was under spent from last year that carried over to this year. There is usually a carry over. If we look at the bottom line, we are a little under budget in terms of where we thought we would be for expenditures for the quarter and a little more under budget for YTD.

Christy – Do we just not go to nearly as many trade shows? Is the plan to go to all of those? Is it budgeted when the payments due?

Andy – Yes, when the payments due. Some of these could be in the pipeline to be processed, like the Connect Georgia. I know we went to that one in December, so that might still be catching up from the stand point of when that expense is hitting that line item. From a budgeting stand point, what we have in the plan is were going to participate. I know there is one show that got cancelled on the east coast because of some storms that were happening there, I think those were some of the Luxury Meetings potentially. I think we had an issue with Luxury Meeting Texas because of the floods. What I would suggest that we do working with AI, is a six month reforecast to see what we have spent for the six months and re-allocating some of those funds for some additional opportunities, which we can do in this report.

Christy – Why is consumer marketing so over budget? Is it just timing?

Andy – Yea, that is going to be timing. The experiential campaign that you can see in there of \$60k wasn't in the budget because that was part of the carry over funds, so when we do our reforecast those carry over funds of \$176k will get expensed out, but in this budget they are not. That is the big piece of it there, that \$60k is going to drive the bulk of that. If you are looking at the YTD (Jul – Dec), the difference isn't as much. Otherwise, a lot of it is timing. I don't know the process if we are going to re-budget or just reforecast. I would suggest reforecasting, opposed to re-budgeting.

AI – You do see it in the YTD budget as prior year net income.

Mike – So what is happening with the reforecast? Is that going to happen?

AI – No, we will reforecast to utilize a portion of that \$176k, maybe not all of it but certainly a good portion of it. The intent isn't to have a big carry over/big net income. Traditionally, it has been between \$20k and \$60k and \$60k is on the high side. We try and get it as close to a small number as possible.

Andy – Mike, typically what we'll do is a six-month reforecast and a nine-month and three-month as well, once we get through March. Just so we start keeping our eye on it now. The primary reason we had a large carry over this last year was the new Leisure Sales position that had come in three months into the fiscal year at that start. So the programs weren't necessarily being implemented to the budget. There are a couple other scenarios as to why we ended up with the \$176k. It is more than we want, but its dollars that can be reallocated this year.

AI – They aren't dollars that are lost, they do carry forward to the next fiscal year.

Dave – So of that \$176k we have spent about \$60k so far?

Andy – We have reallocated all of the \$176k, what has actually been spent YTD might be a little more than \$60k. We did some experiential campaigns, Bay Area campaign for about \$47k for snow messaging, so we implemented funds which probably aren't in here yet. We get billed at the end of the month for the media we consumed in that month.

Christy – Do you have a report where you forecast and show each month and reforecast for the year?

AI – Yes, we do. We do it by month within QuickBooks.

Christy – Okay, and you can't print that out or is that?

AI – We can. As far as this packet is concerned, it has always kind of been a YTD look, not necessarily by month.

Christy – YTD usually is past, so if you are forecasting till year end, it would be future.

AI – Sorry you are talking about the budget, I thought you were talking about actuals.

Christy – No I am talking about just forecasting like where you are going to come in at the end of the year.

AI – If you look at the last column on the last page (pg. 10), the annual budget comes to zero. Which means that we have budgeted to utilize all of the revenue and in various categories, which you can see each line item.

Andy – But I think to answer your question...

Christy – Right. I am just thinking of mine. Mine is month by month, so that when a month is completed the actuals go in, so you have your actuals and your budget and then the next six months shows forecast, budget, forecast, budget till June 30th. And you are going in to get a feel for where you are going to come in. I know that our goal is to come in at zero and that is our budget. But because things fluctuate and change, you might hire a new position or might eliminate a position, so you are pulling that money out and reforecasting. I didn't know if you had something like that?

Andy – That is what we normally do at six months and nine months, opposed to doing it monthly at least from the Coop perspective because it is all program dollars.

Christy – And I don't mean just for the Coop, just in general. It would be interesting to see because there is so much with timing. For example, you budgeted for it in April but you spent it now, you got to take that into consideration so you come in at zero. I just was curious, do you do that? Every month or you only do it for the Coop?

Andy – Well for the Coop we reforecast twice a year.

Al – Yes, although there is monthly Coop financials. We just present to the Finance Committee on a quarterly basis.

Christy – I know, I am just asking if you do a forecast for the NLTRA, each month. That would be interesting to see at this meeting.

Al – Okay.

Christy – I mean you could condense it and that was the other question, these could all be downloaded into excel and collapse the rows and you were saying so it doesn't show as much detail.

Al – The reports available in QB's can be very summary or very detailed, but there is not much in the middle. So I can give you a 12 month actual by department, by month. I can give you a one month budget vs. actual or all 12 of those months that are spread out over three legal sized pieces of paper. So it is a matter of how much detail you really want and what I think you are really talking about is having more of a summary report that at least shows you perhaps the YTD and each month after that to get to an annual. Yah, that can be generated. I have tried to stay away from excel generated reports in terms of presentation to the Finance Committee and the Board of Directors because for the period of time prior to my coming on it was all excel spreadsheets. Some of them were basically fabricated, they weren't produced by the books of account. So I have taken it to try to keep it coming out of QB's and not having the opportunity for things to be manipulated for various reasons. That's why I am very intent on using the report writer to try and do these summaries because QB's is the control mechanism. It guarantees that your books of account that you reconcile to the bank are the books that are generating these reports.

Christy – And I get that, this is just for forecasting it's not anything that is set in stone.

Al – So if you give me a little bit of time, I can generate an example in excel, but on an ongoing basis I want it to be coming out of QB's.

Christy – Yah and I understand all that. I am just saying for the forecast just to see how you are tracking.

Al – yah, once a year. And we are at that point for six months, if you want to try and do a reforecast with every department manager cooperating.

Christy – I don't know, for me I couldn't manage without that. It would be really hard, because things get all moved around for timing and other reasons.

Dave – In a way, this is an annual approach to budgeting, is that kind of what you are trying to..?

Al – that is the 12 month budget.

Andy – you just want it to show YTD expenditure and then how that changes the rest of the year.

Christy – Yah, so like my actual column would be in front of this, so actuals for each month, then once you pass this date, then you would have forecasts for each month and you would re-insert all the numbers. It doesn't really take that long. For me, I am just inserting comments so I know like I spent this now so I am not going to spend it here.

Cindy – Right, so you are not double spending.

Christy – it is hard to remember all of this stuff, so it is helpful to have notes in there.

***NEW ACTION ITEM: Develop a YTD expense and a forecast excel model.**

I. SUPPLEMENTAL INFORMATION

a. December 2017 Dashboard Report

Cindy – I think we are still trying to clarify on the FY 16.17 totals. I believe that number still includes upwards of \$400k - 500k that we believe is outside of our TOT collection area but within District five. We are trying to clarify that because our number is more like \$17.8 or close to that, right Lauren? So we have asked that question to the County and they are looking into that number.

Lauren – Yes.

Cindy – the total for 16.17 being shown here is \$18,305,407, but the numbers I am working on for all the charts is \$17.8 I think.

Andy – Cindy do you know if that includes the portion of district five that is not in our TOT.

Cindy – That's what we think the answer is. I think what would be important to have here is not District Five, but our collections, for this dashboard. Then there wouldn't be any confusion between numbers we are giving the Board in reports and numbers that we are putting on this dashboard. Right now they are conflicting by \$400k – 500k difference, which in my book is a big difference. I was trying to dig in and Lauren has been conversing with the County on that. So we believe that's what it is Andy, but I'd like to have the true numbers that we're tracking and receiving on the 10% on the eastern collection area. I think if we can break it out that way, cause that is a separate report that is done for the percent and then when I break it out by area that's where my number is close to \$500k off, by what's collected within each region. We have heard just incidentally from various meetings that we have been having with partners that quarter 2 certainly the holidays were down for a lot of our lodging partners and one number was thrown out by one partner that was pretty significant, like 30% down. Others have not been that far down that have shared.

Christy – We have a 30 day cancellation policy, so everyone is locked in. We did better this year than last year. So I would be surprised to hear that it's down.

Andy – Were in Incline/Crystal Bay, were on actual monthly collections and are two months in rears and we just got our Decembers and it was 14% down. (About 70% of that is going to be hotel/motel category and 30% of it sits on the vacation rental side). Yea, it is 30 day, but not as big of the total.

Christy – What does the Hyatt have, do you know?

Andy – it's not 30 days.

Cindy – And I don't think the Ritz is either because they told us they were down. They weren't down 30% but someone else was.

Christy – I would be surprised if the Ritz wasn't a 30-day cancellation policy.

Cindy – He just said it was the softest holiday they've had in eight or nine years. So you are doing good Christy!

Christy – How come we still don't have the 2017 sales tax?

Lauren – To answer your question on that, the last report we have received was in August 2017 for all of 2016.

Cindy – Erin was going to check on that.

AI continued to summarize Dashboard report.

Revenue goals were reduced and the actual commission is showing a steep decline.

Cindy – We had some discussion at the last meeting on this. This had been projected and was expected, we have picked up a little bit on some bookings we've had lately and leads picked up but this is not unexpected.

Andy – the last two years we have had this conversation. I just pulled up the conference equity analysis that we just provided to the County to show the breakout going back a number of years on total revenue. Where we are right now currently, is pretty on track to some of the averages, as opposed to hitting the too high of years. We are making sure that the staff is out there and they are going after as many short term bookings as they can.

Certainly we continue to see the change in the way conference sales gets booked, through third party HPNs and conference directs and obviously directly to the property.

J. APPROVAL OF CEO EXPENSES FOR: DECEMBER 2017.

David Brown moved approval of December 2017 CEO Expenses, seconded by Mike Salmon (All in favor).

K. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

Cindy - We will bring back the forecast and see what we can do there.

AI - it has been the last Thursday of each month, but there is a conflict with that for the next four to five months, so we were looking at the last Wednesday. You have a conflict on Wednesday's right, or was it just that one month?

Christy - Wednesday's are not a good day.

AI - So we are kind of looking at doing the last Tuesday, which for February would be the 27th.

Andy - that is the Marketing meeting.

AI - Does Monday the 26th work for everyone? With more members on next month maybe we can make that ongoing, the last Monday of the month.

L. NEXT MEETING DATE

The next Finance Committee meeting is scheduled for February 26, 2018 at 2:00 pm.

M. COMMITTEE MEMBER COMMENTS

None.

N. ADJOURN

Meeting adjourned at 2:59 p.m.



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MEMO

To: NLTRA Finance Committee

Cc: File

From: Al Priester, Director of Finance and Human Resources

Date: February 26, 2018

Re: Staff Action Items

Staff Action Items that Remain Open:

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

- 2/28/18 Meeting: Deferred Revenue process still being refined. Drop dead date is before next Audit.
- 01/29/18 Meeting: Remain open, inadequate time due to a short month to address them.
- 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.

- 2/28/18 Meeting: Priority is to get 5 Month Budget refinements into QB. Can then work on Report Writer.
- 01/29/18 Meeting: Remain open, inadequate time due to a short month to address them.
- 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.

- 2/28/18 Meeting: Did not get into 5 month contract. Place holder for next County Contract.
- 01/29/18 Meeting: Remain open, inadequate time due to a short month to address them
- 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 25: RFP for New Auditors.

- 2/28/18 Meeting: See Audit Recommendation on this meeting's Agenda. Recommend this Action Item be removed.
- 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.

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.

NEW ACTION ITEM 27: AI to include a detail report of Membership and TOT Funding in BOD packet to be completed by Friday, February 2, 2018.

- 2/28/18 Meeting: Completed and submitted to BOD at their 2/7/18 meeting. Incorporated into the monthly Staff Report. Recommend this Action Item be removed.

NEW ACTION ITEM 28: Remove cents from all reports

- 2/28/18 Meeting: Completed. Recommend this Action Item be removed.



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Finance Staff Report

Date: 2/26/18

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

FROM: Al Priester, Director of Finance and Human Resources

RE: Financial Reporting at the Feb 28, 2018 Finance Committee Meeting

The January 31, 2018 Financials in the NLTRA Finance Committee packet for the February 28, 2018 meeting include: a detailed NLTRA Comparative Balance Sheet with A/R, Membership A/R and A/P Aging's, a current month Comparative Profit & Loss, a current month and YTD Budget vs Actual for each Department, and a current month & YTD Profit & Loss by Department.

Important points to note for the month of January are:

- Total Cash on Hand of \$776,417 remains strong and compares to prior year Cash on Hand of \$991,761.
- A/R remained level at \$30,860 in Jan compared to \$31,121 in Dec. A/R over 90 days delinquent increased \$2,709 to \$30,860 from the prior month's \$28,151. These are primarily hotel property invoices and accruals and are deemed collectible with no reserve being established.
- Membership A/R decreased from \$62,475 to \$48,375 due to collections on January Membership invoices, the largest billing month of the fiscal year. Over 120 days delinquent increased from \$1,135 to \$2,000 MOM. A bad debt write-off of \$1,286 and \$2,413 were recognized in Dec & Jan respectively.
- A/P are at \$86,651 for Jan with no A/P delinquent more than 90 days.
- YTD profit of \$115,525 translates to expenditures under budget for the seven months ended Jan 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 under budget funds being paid back to the County at year-end and are currently under budget by \$112,964 YTD while Transportation and Infrastructure are \$9,963 and \$17,109 under budget respectively. Membership expenses exceed revenue by \$24,019, against a projection of \$22,873.
- Losses in Membership will reduce Retained Earnings. The YTD Membership loss is \$24,019. Retained Earnings at the beginning of the year was a deficit of \$8,754, for a cumulative deficit of \$32,773. The following table demonstrates how Membership is not utilizing TOT funds:

As of January 31, 2017:

<u>Membership Earnings</u>		
BOY Retained earnings (1)	\$	(8,754)
YTD Membership Earnings		<u>(24,019)</u>
Cumulative Membership Earnings	\$	<u>(32,773)</u>
<u>Cash Available for Membership Use</u>		
Deferred Revenue (accts 2400-60 & 2500)	\$	53,367
Add: Accrued Incentives		5,269
Accrued PTO		636
Less: Prepaid Expenses		<u>(5,913)</u>
	\$	<u>53,359</u>
Surplus of Cash over Membership Losses	\$	<u>20,586</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.

Action requested: Review and approve the January Financial statements.



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MEMORANDUM

Date: 2/23/18

TO: NLTRA Finance Committee

FROM: Cindy Gustafson

RE: Audit FY 2017-2018

Action Requested:

Provide a recommendation to the NLTRA Board of Directors to negotiate a contract for 2017-2018 audit and tax services with McClintock Accountancy.

Background:

At your last meeting we discussed the process for undertaking the 2017-2018 audit. We have completed five years with McClintock Accountancy. The Committee recommended moving forward for an additional year with McClintock Accountancy for the following reasons:

- 1) There is no Placer County contract requirement to change auditors. (The audits are below \$25,000 threshold.)
- 2) Organizations of our size are not required to change auditors or audit partners on a stated schedule.
- 3) The complications to financial reports created by three separate contracts with Placer County during FY 2017-18.

Fiscal Impact:

McClintock Accountancy's services for audit and tax services have ranged between \$17,970 and \$19,530 over the last five years.

Balance Sheet

As of January 31, 2018

	Jan 31, 18	Jan 31, 17	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1001-00 · Petty Cash	294	890	(595)	(67)%
1003-00 · Cash - Operations BOTW #6712	473,521	711,999	(238,478)	(34)%
1007-00 · Cash - Payroll BOTW #7421	4,498	2,540	1,958	77%
1008-00 · Marketing Reserve - Plumas	50,137	50,062	75	0%
1009-00 · Cash Flow Reserve - Plumas	100,367	100,166	201	0%
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%
1080-00 · Special Events BOTW #1626	117,724	95,925	21,800	23%
10950 · Cash in Drawer	294	598	(305)	(51)%
Total Checking/Savings	776,417	991,761	(215,345)	(22)%
Accounts Receivable				
1200-00 · Quickbooks Accounts Receivable	20,391	17,549	2,843	16%
1210-00 · A/R - Sales Estimates	10,469	0	10,469	100%
Total Accounts Receivable	30,860	17,549	13,312	76%
Other Current Assets				
1200-99 · AR Other	1,614	1,614	0	0%
12000 · Undeposited Funds	0	180	(180)	(100)%
1201-00 · WebLink Accounts Receivable				
1201-01 · WebLink AR - Member Dues	12,064	0	12,064	100%
1201-00 · WebLink Accounts Receivable - Other	990	36,404	(35,414)	(97)%
Total 1201-00 · WebLink Accounts Receivable	13,054	36,404	(23,350)	(64)%
1201-02 · Allowance for Doubtful Accounts	(923)	(66)	(857)	(1,304)%
12100 · Inventory Asset	27,415	31,413	(3,998)	(13)%
1299 · Receivable from NLTMC	3,570	43,585	(40,016)	(92)%
1490-00 · Security Deposits	550	50	500	1,000%
Total Other Current Assets	45,280	113,181	(67,901)	(60)%
Total Current Assets	852,557	1,122,491	(269,934)	(24)%
Fixed Assets				
1700-00 · Furniture & Fixtures	68,768	68,768	0	0%
1701-00 · Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%
1740-00 · Computer Equipment	9,964	43,766	(33,803)	(77)%
1741-00 · Accum. Depr. - Computer Equip	(8,166)	(42,689)	34,523	81%
1750-00 · Computer Software	21,520	40,080	(18,560)	(46)%
1751-00 · Accum. Amort. - Software	(17,735)	(34,522)	16,787	49%
1770-00 · Leasehold Improvements	24,284	24,284	0	0%
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,184)	(100)	(0)%
Total Fixed Assets	5,583	6,735	(1,152)	(17)%
Other Assets				
1400-00 · Prepaid Expenses				
1410-00 · Prepaid Insurance	793	793	(0)	0%
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%
1400-00 · Prepaid Expenses - Other	17,391	8,269	9,122	110%
Total 1400-00 · Prepaid Expenses	19,185	10,062	9,122	91%
Total Other Assets	19,185	10,062	9,122	91%
TOTAL ASSETS	877,324	1,139,287	(261,963)	(23)%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000-00 · Accounts Payable	85,651	224,357	(138,706)	(62)%
2001-00 · Credit Card Payable	1,000	563	437	78%
Total Accounts Payable	86,651	224,920	(138,269)	(62)%
Credit Cards				

North Lake Tahoe Resort Association

Balance Sheet

As of January 31, 2018

02/23/18

Accrual Basis

	Jan 31, 18	Jan 31, 17	\$ Change	% Change
2080-00 · Bank of the West - Master Cards				
2080-01 · MC_5901_Hall	0	271	(271)	(100)%
2080-02 · MC_4222_Jason	15	0	15	100%
2080-06 · MC_5288_Emily	581	1,333	(752)	(56)%
2080-08 · MC_5755_John	0	855	(855)	(100)%
2080-10 · MC_9495_AI	404	2,482	(2,078)	(84)%
2080-11 · MC_3978_Amber	620	0	620	100%
2080-12 · MC_3960_Natalie	1,186	0	1,186	100%
2080-13 · MC_6903_Cindy	860	0	860	100%
2080-14 · MC_6193_Daphne	1,608	0	1,608	100%
Total 2080-00 · Bank of the West - Master Cards	5,273	4,940	333	7%
Total Credit Cards	5,273	4,940	333	7%
Other Current Liabilities				
21000 · Salaries/Wages/Payroll Liabilit				
2100-00 · Salaries / Wages Payable	38,973	35,719	3,254	9%
2101-00 · Incentive Payable	55,790	1,522	54,268	3,565%
2102-00 · Commissions Payable	5,124	8,404	(3,280)	(39)%
2120-00 · Empl. Federal Tax Payable	3,118	2,889	229	8%
2175-00 · 401 (k) Plan	1,559	1,104	454	41%
2180-00 · Estimated PTO Liability	74,725	60,649	14,077	23%
Total 21000 · Salaries/Wages/Payroll Liabilit	179,290	110,287	69,003	63%
2190-00 · Sales and Use Tax Payable				
25500 · *Sales Tax Payable	121	1,375	(1,254)	(91)%
Total 2190-00 · Sales and Use Tax Payable	121	1,375	(1,254)	(91)%
2250-00 · Accrued Expenses	29,097	0	29,097	9,386,129%
2400-60 · Deferred Revenue- Member Dues	52,161	91,022	(38,861)	(43)%
2500-00 · Deferred Revenue - TMBC	1,206	0	1,206	100%
2651-00 · Deferred Rev - Conference	4,583	4,125	458	11%
2800-00 · Suspense	(2,823)	363	(3,186)	(878)%
2900-00 · Due To/From County of Placer	8,097	0	8,097	100%
Total Other Current Liabilities	271,732	207,173	64,559	31%
Total Current Liabilities	363,657	437,033	(73,376)	(17)%
Total Liabilities	363,657	437,033	(73,376)	(17)%
Equity				
32000 · Unrestricted Net Assets	(8,754)	22,636	(31,390)	(139)%
3300-11 · Designated Marketing Reserve	256,830	254,325	2,506	1%
3301 · Cash Flow Reserve	100,048	100,118	(70)	(0)%
3302 · Marketing Cash Reserve	50,018	50,044	(26)	(0)%
Net Income	115,525	275,132	(159,607)	(58)%
Total Equity	513,668	702,255	(188,587)	(27)%
TOTAL LIABILITIES & EQUITY	877,324	1,139,287	(261,963)	(23)%

North Lake Tahoe Resort Association
A/R Aging Summary
As of January 31, 2018

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Destination Tahoe Meetings & Events	0	0	0	0	550	550
DSC (Destination Services Corporation)	0	0	0	0	550	550
Hampton Inn & Suites	0	0	0	0	2,026	2,026
Hard Rock Hotel & Casino Lake Tahoe	0	0	0	0	0	0
Harrah's/Harveys Casino	0	0	0	0	712	712
Hotel Becket	0	0	0	0	1,369	1,369
North Tahoe Paddle	0	0	0	0	400	400
Northstar California	0	0	0	0	9,092	9,092
Resort at Squaw Creek*	0	0	0	0	3,532	3,532
Ritz-Carlton Lake Tahoe	0	0	0	0	1,279	1,279
Sales Estimates	0	0	0	0	10,469	10,469
Squaw Valley Lodge Granite Peak Mgmt	0	0	0	0	333	333
Tahoe City Inn	0	0	0	0	0	0
The Ridge Tahoe	0	0	0	0	550	550
TOTAL	0	0	0	0	30,860	30,860

Accounts Receivable Summary

Invoices With Apply Dates Through January 31, 2018

Aged as of Wednesday, January 31, 2018

Revenue Item <small>(Double click to drill down)</small>	<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	0.00	45,210.00	0.00	280.00	1,400.00	510.00	47,400.00
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
TMBC - Annual	0.00	810.00	0.00	0.00	0.00	0.00	810.00
Total Open Invoices	0.00	46,095.00	0.00	295.00	1,490.00	510.00	48,390.00

Unapplied Payments With Payment Dates Prior to and Including 01/31/2018

15.00

Pre-Payments: Payments Made Prior to 01/31/2018 on Invoices With Apply Dates After 01/31/2018

Total Pre-Payments

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

48,375.00

North Lake Tahoe Resort Association

A/P Aging Summary

As of January 31, 2018

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
101.5 Truckee Tahoe Radio*	0	150	0	0	0	150
ABC Fire and Cylinder Service	82	0	0	0	0	82
Accountemps	0	0	0	0	(35)	(35)
Airport Self Storage	314	0	0	0	0	314
Al Priester	25	0	0	0	0	25
Amber Burke	41	0	394	0	0	435
Anastiscia Lang	0	113	0	0	0	113
Andy Chapman	5,250	0	5,063	0	0	10,313
Anne-Karin Atwood*	27	0	0	0	0	27
Annie's Cleaning Service	550	0	0	0	0	550
AT & T*	428	0	0	0	0	428
Atomic Printing, Inc.	0	123	0	0	0	123
Aurora World, Inc.	339	0	0	0	(352)	(13)
Bella Affair Catering*	0	300	0	0	0	300
Bittersweet Springs	285	0	0	0	0	285
Catherine J Strand	0	664	0	0	0	664
Cindy Gustafson	57	0	187	0	0	244
Cintas Corporation #623	264	0	0	0	0	264
CoPower	0	134	0	0	0	134
Craig Werner	0	500	0	0	0	500
Dawn Teran	60	0	51	0	0	111
Double Diamond Sportswear	2,311	0	0	0	0	2,311
Emily Detwiler*	0	0	139	0	0	139
FedEx	0	28	0	0	0	28
Folkmanis Puppets	363	0	0	0	0	363
FP Mailing Solutions	0	162	0	0	(0)	162
Geo-Tourism Specialties	0	465	34	0	0	499
Greg Howey*	0	0	400	0	0	400
Impact Telecom - TNCI	0	31	29	0	0	60
Independent Technologies	726	240	0	0	0	966
InfiniSource Benefits	72	70	70	0	0	212
Jason Neary	25	0	25	0	0	50
Kaplowe Studios, LLC.	0	0	99	0	0	99
Karen Colbert	0	84	0	0	0	84
Kym Fabel	40	0	27	0	0	67
Lauren Sully	159	0	38	0	0	196
Mae Mae Jewellery	352	0	0	0	0	352
Natalie Parrish*	34	0	41	0	0	75
North Lake Tahoe Marketing Co-op	0	750	0	0	0	750
North Tahoe Business Association*	10,000	0	0	0	0	10,000
Porter Simon*	140	0	2,200	0	0	2,340
Principal Financial Group	0	0	0	0	364	364
Print Art/Sierra Mail*	0	365	0	0	0	365
Ricoh USA	1,190	1,128	1,753	0	0	4,071
Rock & Rose Inc.	0	163	0	0	0	163
Ron Treabess	430	0	0	0	0	430
Sarah Winters	200	0	25	0	0	225
Security Lock and Alarm, Inc.	0	143	0	0	0	143
Sierra Nevada Media Group, Inc.	0	180	0	0	0	180
Southwest Gas Corporation*	138	0	0	0	0	138
Spectrum	0	0	0	0	(42)	(42)
Sprint	72	0	0	0	0	72
Stephen's Farmhouse	108	0	0	0	0	108
Swigard's True Value Hardware, Inc.*	0	77	0	0	0	77
Tahoe Basics	0	0	0	0	(198)	(198)
Tahoe City Downtown Association*	0	10,000	0	0	0	10,000
Tahoe House, Inc.*	0	83	0	0	0	83
Tahoe Truckee Sierra Disposal*	226	0	0	0	0	226
Tahoe Wild	108	0	0	0	0	108
Truckee Donner Chamber of Commerce*	0	0	5,101	0	0	5,101
Uline	152	0	0	0	0	152
Wanderlust Festival	30,000	0	0	0	0	30,000
Wholesale Resort Accessories, Inc.	234	0	316	0	22	571
Wolfdale's Cuisine Unique*	144	0	0	0	0	144
YIG Administration	0	6	6	0	(9)	4
TOTAL	54,944	15,958	15,998	0	(250)	86,651

North Lake Tahoe Resort Association

02/23/18

Profit & Loss

Accrual Basis

January 2018

	Jan 18	Jan 17	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	296,583	314,665	(18,082)	(6)%
4200-00 · Membership Dues	10,682	12,058	(1,376)	(11)%
4201-00 · New Member Fees	0	75	(75)	(100)%
4205-00 · Conference Dues	917	825	92	11%
4250-00 · Revenues-Membership Activities				
4251-00 · Tues AM Breakfast Club				
4251-01 · Tues AM Breakfast Club Sponsors	500	0	500	100%
4251-00 · Tues AM Breakfast Club - Other	459	0	459	100%
Total 4251-00 · Tues AM Breakfast Club	959	0	959	100%
4250-00 · Revenues-Membership Activities - Other	75	1,275	(1,200)	(94)%
Total 4250-00 · Revenues-Membership Activities	1,034	1,275	(241)	(19)%
4600-00 · Commissions	0	152	(152)	(100)%
46000 · Merchandise Sales	3,699	1,761	1,938	110%
4720-00 · Miscellaneous	15	0	15	100%
Total Income	312,929	330,811	(17,882)	(5)%
Cost of Goods Sold				
52900 · Purchases - Resale Items	0	54	(54)	(100)%
Total COGS	0	54	(54)	(100)%
Gross Profit	312,929	330,757	(17,828)	(5)%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	286	0	286	100%
5020-00 · P/R - Tax Expense	12,749	13,282	(534)	(4)%
5030-00 · P/R - Health Insurance Expense	7,358	13,587	(6,229)	(46)%
5040-00 · P/R - Workmans Comp	1,499	977	522	54%
5060-00 · 401 (k)	2,510	2,626	(117)	(4)%
5070-00 · Other Benefits and Expenses	910	740	170	23%
5000-00 · Salaries & Wages - Other	81,428	78,193	3,234	4%
Total 5000-00 · Salaries & Wages	106,738	109,405	(2,667)	(2)%
5100-00 · Rent				
5110-00 · Utilities	1,085	1,454	(370)	(25)%
5140-00 · Repairs & Maintenance	529	2,016	(1,487)	(74)%
5150-00 · Office - Cleaning	550	550	0	0%
5100-00 · Rent - Other	12,480	12,294	186	2%
Total 5100-00 · Rent	14,644	16,314	(1,671)	(10)%
5310-00 · Telephone				
5320-00 · Telephone	2,367	2,386	(19)	(1)%
Total 5310-00 · Telephone	2,367	2,386	(19)	(1)%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	0	72	(72)	(100)%
5420-00 · Mail - USPS - Other	9	7	2	35%
Total 5420-00 · Mail - USPS	9	79	(70)	(89)%
5510-00 · Insurance/Bonding	962	744	217	29%
5520-00 · Supplies				
5525-00 · Supplies- Computer <\$1000	60	0	60	100%
5520-00 · Supplies - Other	1,086	658	428	65%
Total 5520-00 · Supplies	1,146	658	488	74%
5610-00 · Depreciation	216	233	(17)	(7)%
5700-00 · Equipment Support & Maintenance	1,131	850	281	33%
5710-00 · Taxes, Licenses & Fees	871	737	134	18%
5740-00 · Equipment Rental/Leasing	1,209	1,204	5	0%
5800-00 · Training Seminars	599	0	599	100%

North Lake Tahoe Resort Association

02/23/18

Profit & Loss

Accrual Basis

January 2018

	Jan 18	Jan 17	\$ Change	% Change
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	140	80	60	75%
5920-00 · Professional Fees - Accountant	0	427	(427)	(100)%
5921-00 · Professional Fees - Other	5,250	0	5,250	100%
Total 5900-00 · Professional Fees	5,390	507	4,883	963%
5941-00 · Research & Planning	0	13,550	(13,550)	(100)%
6020-00 · Programs				
6016-00 · Special Event Partnership	0	4,448	(4,448)	(100)%
Total 6020-00 · Programs	0	4,448	(4,448)	(100)%
6420-00 · Events				
6420-01 · Sponsorships				
6421-01 · 4th of July Fireworks	10,000	0	10,000	100%
6421-09 · Wanderlust	30,000	0	30,000	100%
Total 6420-01 · Sponsorships	40,000	0	40,000	100%
6421-00 · New Event Development	10,522	825	9,697	1,175%
6424-00 · Event Operation Expenses	98	0	98	100%
Total 6420-00 · Events	50,620	825	49,795	6,036%
6423-00 · Membership Activities				
6435-00 · Shop Local Event	157	0	157	100%
6436-00 · Membership - Wnt/Sum Rec Lunch	365	0	365	100%
6442-00 · Public Relations/Website	291	0	291	100%
6423-00 · Membership Activities - Other	100	277	(177)	(64)%
Total 6423-00 · Membership Activities	913	277	636	230%
6730-00 · Marketing Cooperative/Media	190,500	177,100	13,400	8%
6742-00 · Non-NLT Co-Op Marketing Program	1,807	8,259	(6,452)	(78)%
6743-00 · BACC Marketing Programs				
6743-01 · Shop Local	450	475	(25)	(5)%
6743-03 · Touch Lake Tahoe	0	3,333	(3,333)	(100)%
6743-04 · High Notes	0	(60)	60	100%
Total 6743-00 · BACC Marketing Programs	450	3,748	(3,298)	(88)%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	233	43	191	449%
52500 · Purchase Discounts	(1,463)	0	(1,463)	(100)%
59900 · POS Inventory Adjustments	0	(56)	56	100%
8100-00 · Cost of Goods Sold - Other	2,064	1,036	1,027	99%
Total 8100-00 · Cost of Goods Sold	834	1,023	(189)	(19)%
8200-00 · Associate Relations	119	128	(9)	(7)%
8300-00 · Board Functions	170	163	6	4%
8500-00 · Credit Card Fees	518	455	62	14%
8700-00 · Automobile Expenses	329	277	52	19%
8750-00 · Meals/Meetings	340	10	330	3,302%
8810-00 · Dues & Subscriptions	384	381	3	1%
8920-00 · Bad Debt	2,413	10,677	(8,264)	(77)%
Total Expense	384,679	354,439	30,240	9%
Net Ordinary Income	(71,750)	(23,682)	(48,068)	(203)%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	23	0	23	100%
Total Other Income	23	0	23	100%
Net Other Income	23	0	23	100%
Net Income	(71,726)	(23,682)	(48,044)	(203)%

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

	Jan 18	Budget	\$ Over Budget	Jul '17 - Jan 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	296,583	296,583	0	2,241,694	2,241,694	0	3,747,600
4200-00 · Membership Dues	10,682	16,500	(5,818)	78,470	82,500	(4,030)	150,000
4201-00 · New Member Fees	0	0	0	75	75	0	75
4205-00 · Conference Dues	917	865	52	6,417	7,690	(1,273)	7,690
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	0	0	0	0	0	0	12,000
4250-05 · Sponsorships	0	0	0	0	0	0	6,500
4250-01 · Community Awards - Other	0	0	0	0	0	0	22,500
Total 4250-01 · Community Awards	0	0	0	0	0	0	41,000
4250-02 · Chamber Events	0	0	0	53	0	53	12,725
4250-03 · Summer/Winter Rec Luncheon	0	0	0	3,409	4,300	(891)	7,300
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	500	250	250	500	500	0	2,000
4251-00 · Tues AM Breakfast Club - Other	459	750	(291)	2,203	4,500	(2,297)	8,250
Total 4251-00 · Tues AM Breakfast Club	959	1,000	(41)	2,703	5,000	(2,297)	10,250
4250-00 · Revenues-Membership Activities - Other	75	175	(100)	1,195	1,050	145	1,925
Total 4250-00 · Revenues-Membership Activities	1,034	1,175	(141)	7,361	10,350	(2,989)	73,200
4350-00 · Special Events (Marketing)	0			77,628	0	77,628	0
4600-00 · Commissions							
4601-00 · Commissions - South Shore	0	0	0	1,859	5,623	(3,764)	8,952
4600-00 · Commissions - Other	0	152	(152)	45,890	75,821	(29,932)	92,115
Total 4600-00 · Commissions	0	152	(152)	47,749	81,444	(33,696)	101,067
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC income	0	200	(200)	7,982	6,000	1,982	7,000
46000 · Merchandise Sales - Other	3,699	1,775	1,925	54,561	50,842	3,719	92,000
Total 46000 · Merchandise Sales	3,699	1,975	1,725	62,543	56,842	5,701	99,000
4720-00 · Miscellaneous	15			15			
Total Income	312,929	317,250	(4,320)	2,521,950	2,480,595	41,355	4,178,632
Gross Profit	312,929	317,250	(4,320)	2,521,950	2,480,595	41,355	4,178,632
Expense							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	286	0	286	7,109	28,685	(21,576)	31,378
5020-00 · P/R - Tax Expense	12,749	8,694	4,054	54,443	63,388	(8,945)	106,454
5030-00 · P/R - Health Insurance Expense	7,358	10,413	(3,055)	55,025	72,268	(17,243)	124,001
5040-00 · P/R - Workmans Comp	1,499	571	928	6,292	3,471	2,821	6,326
5060-00 · 401 (k)	2,510	2,674	(165)	20,937	21,490	(553)	36,212
5070-00 · Other Benefits and Expenses	910	637	273	3,134	3,117	16	5,543
5000-00 · Salaries & Wages - Other	81,428	85,607	(4,179)	600,753	654,865	(54,112)	1,145,768
Total 5000-00 · Salaries & Wages	106,738	108,596	(1,858)	747,694	847,284	(99,591)	1,455,682
5100-00 · Rent							
5110-00 · Utilities	1,085	1,142	(57)	6,648	7,054	(407)	12,013
5140-00 · Repairs & Maintenance	529	1,263	(734)	1,905	4,797	(2,892)	9,600
5150-00 · Office - Cleaning	550	715	(165)	4,930	5,499	(569)	9,088
5100-00 · Rent - Other	12,480	13,224	(744)	87,246	91,158	(3,912)	157,366
Total 5100-00 · Rent	14,644	16,344	(1,700)	100,728	108,508	(7,780)	188,067
5310-00 · Telephone							
5320-00 · Telephone	2,367	2,343	25	16,539	16,368	171	28,565
5350-00 · Internet	0			25	0	25	0
Total 5310-00 · Telephone	2,367	2,343	25	16,564	16,368	196	28,565
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0	68	(68)	0	447	(447)	786
5480-00 · Mail - Fed Ex	0	47	(47)	121	431	(310)	665
5420-00 · Mail - USPS - Other	9	120	(111)	1,292	1,363	(71)	2,427
Total 5420-00 · Mail - USPS	9	234	(225)	1,413	2,241	(829)	3,878
5510-00 · Insurance/Bonding	962	737	225	6,457	5,216	1,241	8,576
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	60	207	(147)	1,265	1,793	(528)	4,084
5520-00 · Supplies - Other	1,086	1,118	(32)	6,790	7,917	(1,127)	13,557
Total 5520-00 · Supplies	1,146	1,324	(179)	8,055	9,710	(1,655)	17,641
5610-00 · Depreciation	216	471	(255)	1,531	3,077	(1,546)	5,508
5700-00 · Equipment Support & Maintenance	1,131	994	137	7,626	8,092	(466)	13,596
5710-00 · Taxes, Licenses & Fees	871	823	49	7,419	5,961	1,459	10,067
5740-00 · Equipment Rental/Leasing	1,209	1,531	(322)	9,185	10,145	(960)	17,944
5800-00 · Training Seminars	599	304	295	4,122	6,383	(2,261)	12,831
5810-00 · Public Outreach	0	0	0	0	0	0	1,650
5815 · Training Video Series	0	0	0	1,058	4,000	(2,942)	13,631
5820 · Sales CRM/CMS	0			0	2,000	(2,000)	2,000
5830-00 · Commission Due to Third Party	0			765			
5850-00 · Artist of Month - Commissions	0	227	(227)	3,366	1,364	2,002	2,500
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	140	1,000	(860)	8,160	5,000	3,160	10,000
5920-00 · Professional Fees - Accountant	0	0	0	16,715	20,000	(3,285)	22,000

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

	Jan 18	Budget	\$ Over Budget	Jul '17 - Jan 18	YTD Budget	\$ Over Budget	Annual Budget
5921-00 · Professional Fees - Other	5,250	750	4,500	42,469	3,750	38,719	3,750
Total 5900-00 · Professional Fees	5,390	1,750	3,640	67,344	28,750	38,594	35,750
5940-00 · Research & Planning Membership	0			3,000	3,364	(364)	3,364
5941-00 · Research & Planning	0	2,145	(2,145)	2,266	5,619	(3,353)	7,042
6020-00 · Programs							
6016-00 · Special Event Partnership	0	5,000	(5,000)	14,500	30,000	(15,500)	50,000
6018-00 · Business Assoc. Grants	0	0	0	10,000	10,000	0	30,000
Total 6020-00 · Programs	0	5,000	(5,000)	24,500	40,000	(15,500)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0			114,772	37,000	77,772	37,000
6421-01 · 4th of July Fireworks	10,000	0	10,000	10,000	0	10,000	20,000
6421-02 · AMGEN Tour of California	0	0	0	0	0	0	22,000
6421-03 · Barcelona Soccer	0	0	0	0	0	0	3,000
6421-04 · Broken Arrow Skyrace	0	0	0	0	0	0	15,000
6421-06 · Spartan	0	0	0	254,000	254,000	0	254,000
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 · Tough Mudder	0	0	0	0	0	0	40,000
6421-09 · Wanderlust	30,000	0	30,000	34,043	0	34,043	37,000
6421-10 · WinterWonderGrass - Tahoe	0	0	0	15,000	19,400	(4,400)	19,400
6421-13 · Big Blue Adventure	0	0	0	0	0	0	15,000
6421-14 · Tahoe Trail 100	0	0	0	5,000	0	5,000	0
6421-15 · Lake Tahoe Dance Collective	0	0	0	0	0	0	5,000
Total 6420-01 · Sponsorships	40,000	0	40,000	432,815	310,400	122,415	472,400
6421-00 · New Event Development	10,522	2,900	7,622	11,586	15,500	(3,914)	17,600
6422-00 · Event Media							
6422-03 · Human Powered Sports Campaign	0	0	0	74	0	74	25,000
Total 6422-00 · Event Media	0	0	0	74	0	74	25,000
6424-00 · Event Operation Expenses	98	0	98	98	0	98	9,000
Total 6420-00 · Events	50,620	2,900	47,720	444,572	325,900	118,672	524,000
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	0	0	0	0	0	0	18,500
6435-00 · Shop Local Event	157			295			
6436-00 · Membership - Wnt/Sum Rec Lunch	365	0	365	3,081	2,760	321	4,185
6437-00 · Tuesday Morning Breakfast Club	0	650	(650)	2,417	3,900	(1,484)	7,150
6442-00 · Public Relations/Website	291	2,795	(2,504)	1,981	6,990	(5,009)	8,465
6444-00 · Trades	0	0	0	835	855	(20)	2,130
6423-00 · Membership Activities - Other	100	75	25	132	375	(243)	750
Total 6423-00 · Membership Activities	913	3,520	(2,607)	8,740	14,880	(6,140)	41,180
6490-00 · Classified Ads	0	70	(70)	50	422	(372)	773
6701-00 · Market Study Reports/Research	0	70	(70)	808	739	68	1,090
6730-00 · Marketing Cooperative/Media	190,500	190,500	0	847,606	847,606	0	1,411,821
6740-00 · Media/Collateral/Production	0	1,000	(1,000)	0	2,000	(2,000)	5,000
6742-00 · Non-NLT Co-Op Marketing Program							
6015-00 · Cross Country	0			0	4,000	(4,000)	4,000
6742-00 · Non-NLT Co-Op Marketing Program - Other	1,807	5,000	(3,193)	12,896	50,000	(37,104)	80,000
Total 6742-00 · Non-NLT Co-Op Marketing Program	1,807	5,000	(3,193)	12,896	54,000	(41,104)	84,000
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	450	2,000	(1,550)	3,520	10,000	(6,480)	20,000
6743-03 · Touch Lake Tahoe	0	3,000	(3,000)	10,103	11,000	(896)	20,000
6743-04 · High Notes	0	0	0	0	3,000	(3,000)	20,000
6743-05 · Peak Your Adventure	0	0	0	0	0	0	20,000
Total 6743-00 · BACC Marketing Programs	450	5,000	(4,550)	13,623	24,000	(10,377)	80,000
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	233	180	54	815	1,228	(412)	2,126
52500 · Purchase Discounts	(1,463)	(119)	(1,344)	(2,084)	(712)	(1,372)	(1,305)
59900 · POS Inventory Adjustments	0	103	(103)	511	694	(183)	1,210
8100-00 · Cost of Goods Sold - Other	2,064	868	1,196	31,526	26,628	4,898	47,769
Total 8100-00 · Cost of Goods Sold	834	1,032	(198)	30,769	27,838	2,932	49,800
8200-00 · Associate Relations	119	375	(256)	1,529	2,519	(990)	4,309
8300-00 · Board Functions	170	858	(688)	6,045	5,597	449	9,888
8500-00 · Credit Card Fees	518	578	(60)	3,804	3,765	40	6,067
8700-00 · Automobile Expenses	329	372	(43)	2,587	3,195	(608)	5,763
8750-00 · Meals/Meetings	340	540	(200)	2,715	3,811	(1,097)	6,973
8810-00 · Dues & Subscriptions	384	852	(468)	5,012	7,063	(2,050)	12,332
8910-00 · Travel	0	318	(318)	944	7,284	(6,341)	11,667
8920-00 · Bad Debt	2,413	585	1,828	11,795	7,375	4,420	10,681
Total Expense	384,679	356,394	28,285	2,406,588	2,446,076	(39,488)	4,173,633
Net Ordinary Income	(71,750)	(39,144)	(32,606)	115,363	34,519	80,844	4,999
Other Income/Expense							
Other Income							
4700-00 · Revenues - Interest & Investment	23			162			
Total Other Income	23			162			
Other Expense							

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

	Jan 18	Budget	\$ Over Budget	Jul '17 - Jan 18	YTD Budget	\$ Over Budget	Annual Budget
8990-00 - Allocated	0	0	0	0	(0)	0	(0)
Total Other Expense	0	0	0	0	(0)	0	(0)
Net Other Income	23	0	23	162	0	162	0
Net Income	<u>(71,726)</u>	<u>(39,144)</u>	<u>(32,582)</u>	<u>115,525</u>	<u>34,519</u>	<u>81,006</u>	<u>4,999</u>

North Lake Tahoe Resort Association Profit & Loss Budget Performance

11 - Marketing

	Jan 18	Budget	\$ Over Budget	Jul '17 - Jan 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	233,785	233,785	0	1,802,876	1,802,876	0	2,968,666
4350-00 · Special Events (Marketing)	0	0	0	77,628	0	77,628	0
Total Income	233,785	233,785	0	1,880,504	1,802,876	77,628	2,968,666
Gross Profit	233,785	233,785	0	1,880,504	1,802,876	77,628	2,968,666
Expense							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	1,375	1,375	0	9,625	9,625	0	16,500
5020-00 · P/R - Tax Expense	2,347	2,146	201	9,670	16,097	(6,427)	27,902
5030-00 · P/R - Health Insurance Expense	2,152	2,295	(144)	16,831	17,215	(384)	29,840
5040-00 · P/R - Workmans Comp	390	98	292	1,613	733	880	1,271
5060-00 · 401 (k)	443	807	(364)	4,285	6,052	(1,766)	10,490
5070-00 · Other Benefits and Expenses	226	152	74	1,141	1,141	1	1,977
5000-00 · Salaries & Wages - Other	15,294	22,372	(7,078)	115,252	167,789	(52,537)	290,834
Total 5000-00 · Salaries & Wages	22,227	29,245	(7,019)	158,418	218,652	(60,234)	378,813
5100-00 · Rent							
5110-00 · Utilities	153	229	(76)	933	1,004	(71)	1,650
5140-00 · Repairs & Maintenance	49	421	(372)	172	641	(469)	1,750
5150-00 · Office - Cleaning	169	169	0	1,517	1,518	(1)	2,310
5100-00 · Rent - Other	1,929	1,886	44	13,495	13,744	(249)	23,259
Total 5100-00 · Rent	2,300	2,704	(404)	16,117	16,907	(789)	28,969
5310-00 · Telephone							
5320-00 · Telephone	658	456	202	4,267	3,180	1,087	5,459
Total 5310-00 · Telephone	658	456	202	4,267	3,180	1,087	5,459
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0	16	(16)	0	94	(94)	173
5480-00 · Mail - Fed Ex	0	45	(45)	69	373	(303)	600
5420-00 · Mail - USPS - Other	0	0	0	357	0	357	0
Total 5420-00 · Mail - USPS	0	61	(61)	426	467	(41)	773
5510-00 · Insurance/Bonding							
5520-00 · Supplies	202	177	25	1,351	1,177	174	2,060
5525-00 · Supplies- Computer <\$1000	60	0	60	238	177	61	201
5520-00 · Supplies - Other	300	247	52	1,168	1,651	(483)	2,889
Total 5520-00 · Supplies	360	247	112	1,406	1,828	(423)	3,090
5610-00 · Depreciation							
5700-00 · Equipment Support & Maintenance	20	102	(81)	142	652	(510)	1,160
5710-00 · Taxes, Licenses & Fees	631	313	318	2,081	2,279	(198)	3,844
5740-00 · Equipment Rental/Leasing	15	47	(32)	15	281	(266)	515
5800-00 · Training Seminars	250	174	76	1,802	1,192	610	2,060
5810-00 · Public Outreach	599	0	599	1,478	2,811	(1,333)	4,811
5815 · Training Video Series	0	0	0	0	0	0	1,650
5820 · Sales CRM/CMS	0	0	0	0	4,000	(4,000)	8,631
5900-00 · Professional Fees	0	0	0	0	2,000	(2,000)	2,000
5910-00 · Professional Fees - Attorneys	0	0	0	1,040	0	0	0
5921-00 · Professional Fees - Other	5,250	0	5,250	42,469	0	0	0
Total 5900-00 · Professional Fees	5,250	0	5,250	43,509	0	43,509	0
5940-00 · Research & Planning Membership							
5941-00 · Research & Planning	0	2,000	(2,000)	0	2,552	(2,552)	2,552
Total 5940-00 · Research & Planning	0	2,000	(2,000)	0	4,000	(4,000)	4,698
6020-00 · Programs							
6016-00 · Special Event Partnership	0	5,000	(5,000)	14,500	30,000	(15,500)	50,000
6018-00 · Business Assoc. Grants	0	0	0	10,000	10,000	0	30,000
Total 6020-00 · Programs	0	5,000	(5,000)	24,500	40,000	(15,500)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	0	0	0	114,772	37,000	77,772	37,000
6421-01 · 4th of July Fireworks	10,000	0	10,000	10,000	0	10,000	20,000
6421-02 · AMGEN Tour of California	0	0	0	0	0	0	22,000
6421-03 · Barcelona Soccer	0	0	0	0	0	0	3,000
6421-04 · Broken Arrow Skyrace	0	0	0	0	0	0	15,000
6421-06 · Spartan	0	0	0	254,000	254,000	0	254,000
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 · Tough Mudder	0	0	0	0	0	0	40,000
6421-09 · Wanderlust	30,000	0	30,000	34,043	0	34,043	37,000
6421-10 · WinterWonderGrass - Tahoe	0	0	0	15,000	19,400	(4,400)	19,400
6421-13 · Big Blue Adventure	0	0	0	0	0	0	15,000
6421-14 · Tahoe Trail 100	0	0	0	5,000	0	5,000	0
6421-15 · Lake Tahoe Dance Collective	0	0	0	0	0	0	5,000
Total 6420-01 · Sponsorships	40,000	0	40,000	432,815	310,400	122,415	472,400
6421-00 · New Event Development							
6422-00 · Event Media	10,522	2,900	7,622	11,586	15,500	(3,914)	17,600
6422-03 · Human Powered Sports Campaign	0	0	0	74	0	74	25,000
Total 6422-00 · Event Media	0	0	0	74	0	74	25,000
6424-00 · Event Operation Expenses							
6424-00 · Event Operation Expenses	98	0	98	98	0	98	9,000
Total 6420-00 · Events	50,620	2,900	47,720	444,572	325,900	118,672	524,000

North Lake Tahoe Resort Association Profit & Loss Budget Performance

11 - Marketing

	Jan 18	Budget	\$ Over Budget	Jul '17 - Jan 18	YTD Budget	\$ Over Budget	Annual Budget
6490-00 · Classified Ads	0			50	0	50	0
6701-00 · Market Study Reports/Research	0			808	317	490	317
6730-00 · Marketing Cooperative/Media	181,333	181,333	0	783,439	783,439	0	1,301,821
6742-00 · Non-NLT Co-Op Marketing Program							
6015-00 · Cross Country	0			0	4,000	(4,000)	4,000
6742-00 · Non-NLT Co-Op Marketing Program - Other	1,657	5,000	(3,343)	11,996	50,000	(38,004)	80,000
Total 6742-00 · Non-NLT Co-Op Marketing Program	1,657	5,000	(3,343)	11,996	54,000	(42,004)	84,000
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	450	2,000	(1,550)	3,520	10,000	(6,480)	20,000
6743-03 · Touch Lake Tahoe	0	3,000	(3,000)	10,103	11,000	(898)	20,000
6743-04 · High Notes	0	0	0	0	3,000	(3,000)	20,000
6743-05 · Peak Your Adventure	0	0	0	0	0	0	20,000
Total 6743-00 · BACC Marketing Programs	450	5,000	(4,550)	13,623	24,000	(10,377)	80,000
8200-00 · Associate Relations	0	56	(56)	315	337	(22)	618
8500-00 · Credit Card Fees	20	0	20	65	0	65	0
8700-00 · Automobile Expenses	68	186	(117)	570	1,132	(562)	2,060
8750-00 · Meals/Meetings	300	325	(25)	1,883	1,979	(96)	3,605
8810-00 · Dues & Subscriptions	15	344	(329)	2,060	3,111	(1,051)	4,833
8910-00 · Travel	0	0	0	944	5,161	(4,217)	7,820
Total Expense	266,975	235,670	31,304	1,515,836	1,501,355	14,481	2,540,159
Net Ordinary Income	(33,190)	(1,885)	(31,304)	364,668	301,521	63,147	428,507
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	6			44			
Total Other Income	6			44			
Other Expense							
8990-00 · Allocated	32,416	32,984	(567)	236,218	239,953	(3,736)	428,507
Total Other Expense	32,416	32,984	(567)	236,218	239,953	(3,736)	428,507
Net Other Income	(32,410)	(32,984)	574	(236,173)	(239,953)	3,780	(428,507)
Net Income	(65,600)	(34,869)	(30,731)	128,495	61,568	66,927	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

02/23/18

Accrual Basis

30 - Conference

	Jan 18	Budget	\$ Over Bud...	Jul '17 - Jan...	YTD Budget	\$ Over Bud...	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	23,239	23,239	0	151,487	151,487	0	294,689
4205-00 · Conference Dues	917	865	52	6,417	7,690	(1,273)	7,690
4600-00 · Commissions							
4601-00 · Commissions - South Shore	0	0	0	1,859	5,623	(3,764)	8,952
4600-00 · Commissions - Other	0	152	(152)	45,890	75,821	(29,932)	92,115
Total 4600-00 · Commissions	0	152	(152)	47,749	81,444	(33,696)	101,067
Total Income	24,156	24,257	(101)	205,652	240,621	(34,969)	403,446
Gross Profit	24,156	24,257	(101)	205,652	240,621	(34,969)	403,446
Expense							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	286	0	286	7,109	28,685	(21,576)	31,378
5020-00 · P/R - Tax Expense	1,951	1,847	104	8,424	10,395	(1,971)	14,997
5030-00 · P/R - Health Insurance Expense	1,277	2,140	(863)	9,688	9,955	(267)	15,811
5040-00 · P/R - Workmans Comp	255	166	89	1,070	441	629	1,105
5060-00 · 401 (k)	431	419	13	3,876	4,948	(1,072)	7,263
5070-00 · Other Benefits and Expenses	42	242	(200)	669	477	192	779
5000-00 · Salaries & Wages - Other	11,426	10,469	957	84,501	80,726	3,774	138,668
Total 5000-00 · Salaries & Wages	15,668	15,283	384	115,336	135,627	(20,290)	210,001
5100-00 · Rent							
5110-00 · Utilities	74	116	(42)	462	504	(43)	828
5140-00 · Repairs & Maintenance	21	219	(198)	80	331	(251)	907
5150-00 · Office - Cleaning	85	85	0	758	759	(0)	1,155
5100-00 · Rent - Other	923	985	(62)	6,462	6,666	(205)	11,595
Total 5100-00 · Rent	1,103	1,404	(302)	7,761	8,260	(499)	14,485
5310-00 · Telephone							
5320-00 · Telephone	243	237	5	1,769	1,675	94	3,164
Total 5310-00 · Telephone	243	237	5	1,769	1,675	94	3,164
5420-00 · Mail - USPS	0	0	0	166	244	(78)	309
5510-00 · Insurance/Bonding	183	141	41	1,227	1,059	168	1,442
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	0	0	73	0	73	140
5520-00 · Supplies - Other	20	15	5	225	234	(9)	370
Total 5520-00 · Supplies	20	15	5	298	234	64	510
5610-00 · Depreciation	9	11	(2)	63	118	(54)	249
5700-00 · Equipment Support & Maintenance	11	62	(52)	1,041	594	446	1,100
5710-00 · Taxes, Licenses & Fees	0	46	(46)	0	201	(201)	206
5740-00 · Equipment Rental/Leasing	131	118	13	988	927	60	1,660
5830-00 · Commission Due to Third Party	0			765			
6730-00 · Marketing Cooperative/Media	9,167	9,167	0	64,167	64,167	0	110,000
8200-00 · Associate Relations	0	47	(47)	120	281	(161)	515
8500-00 · Credit Card Fees	0			90			
8700-00 · Automobile Expenses	0	0	0	0	148	(148)	412
8750-00 · Meals/Meetings	0	50	(50)	0	100	(100)	350
8810-00 · Dues & Subscriptions	0	0	0	0	340	(340)	809
Total Expense	26,533	26,582	(49)	193,790	213,973	(20,183)	345,212
Net Ordinary Income	(2,377)	(2,325)	(52)	11,862	26,647	(14,786)	58,234
Other Income/Expense							
Other Expense							
8990-00 · Allocated	4,406	4,353	53	32,104	33,257	(1,153)	58,234
Total Other Expense	4,406	4,353	53	32,104	33,257	(1,153)	58,234
Net Other Income	(4,406)	(4,353)	(53)	(32,104)	(33,257)	1,153	(58,234)
Net Income	(6,782)	(6,678)	(104)	(20,242)	(6,609)	(13,633)	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

41 - Transportation

	Jan 18	Budget	\$ Over Bud...	Jul '17 - Jan...	YTD Budget	\$ Over Bud...	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	3,017	3,017	0	31,550	31,550	0	31,048
Total Income	3,017	3,017	0	31,550	31,550	0	31,048
Gross Profit	3,017	3,017	0	31,550	31,550	0	31,048
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	563	102	461	1,722	766	956	1,327
5030-00 · P/R - Health Insurance Expense	15	95	(80)	206	714	(507)	1,237
5040-00 · P/R - Workmans Comp	10	4	7	106	30	76	51
5060-00 · 401 (k)	31	48	(17)	641	359	282	622
5070-00 · Other Benefits and Expenses	38	1	36	53	10	44	17
5000-00 · Salaries & Wages - Other	865	503	362	8,888	11,402	(2,514)	14,305
Total 5000-00 · Salaries & Wages	1,522	754	768	11,616	13,280	(1,664)	17,560
5100-00 · Rent							
5110-00 · Utilities	4	4	1	63	57	6	75
5140-00 · Repairs & Maintenance	2	17	(15)	5	33	(28)	116
5150-00 · Office - Cleaning	4	5	(1)	111	72	39	98
5100-00 · Rent - Other	46	53	(7)	646	658	(11)	922
Total 5100-00 · Rent	56	78	(22)	826	819	6	1,211
5310-00 · Telephone							
5320-00 · Telephone	26	10	16	448	236	211	285
Total 5310-00 · Telephone	26	10	16	448	236	211	285
5420-00 · Mail - USPS	0	0	0	48	50	(2)	50
5510-00 · Insurance/Bonding	8	22	(14)	55	150	(94)	259
5520-00 · Supplies	1	17	(16)	27	83	(56)	309
5610-00 · Depreciation	1	38	(37)	11	237	(227)	426
5700-00 · Equipment Support & Maintenance	1	25	(24)	128	180	(52)	494
5710-00 · Taxes, Licenses & Fees	0	0	0	0	95	(95)	124
5740-00 · Equipment Rental/Leasing	48	20	28	406	231	175	330
5940-00 · Research & Planning Membership	0			3,000	406	2,594	406
5941-00 · Research & Planning	0	145	(145)	1,891	1,244	647	1,969
8200-00 · Associate Relations	0			6	0	6	0
8500-00 · Credit Card Fees	0	0	0	5	0	5	0
8700-00 · Automobile Expenses	5	0	5	67	0	67	0
8750-00 · Meals/Meetings	12	0	12	81	0	81	0
8810-00 · Dues & Subscriptions	0	281	(281)	502	1,685	(1,183)	3,144
Total Expense	1,678	1,389	289	19,116	18,697	419	26,567
Net Ordinary Income	1,339	1,629	(289)	12,434	12,853	(419)	4,481
Other Income/Expense							
Other Expense							
8990-00 · Allocated	339	42	298	2,471	4,026	(1,555)	4,481
Total Other Expense	339	42	298	2,471	4,026	(1,555)	4,481
Net Other Income	(339)	(42)	(298)	(2,471)	(4,026)	1,555	(4,481)
Net Income	1,000	1,587	(587)	9,963	8,827	1,137	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

42 - Visitor Center

	Jan 18	Budget	\$ Over Bud...	Jul '17 - Jan...	YTD Budget	\$ Over Bud...	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	31,020	31,020	0	209,218	209,218	0	401,760
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC Income	0	200	(200)	7,982	6,000	1,982	7,000
46000 · Merchandise Sales - Other	3,699	1,775	1,925	54,561	50,842	3,719	92,000
Total 46000 · Merchandise Sales	3,699	1,975	1,725	62,543	56,842	5,701	99,000
Total Income	34,719	32,994	1,725	271,761	266,060	5,701	500,760
Gross Profit	34,719	32,994	1,725	271,761	266,060	5,701	500,760
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	1,637	1,324	312	9,547	11,545	(1,998)	19,635
5030-00 · P/R - Health Insurance Expense	1,988	2,135	(147)	13,167	16,013	(2,846)	27,755
5040-00 · P/R - Workmans Comp	285	66	219	1,196	497	699	861
5060-00 · 401 (k)	450	545	(95)	4,012	4,087	(75)	7,085
5070-00 · Other Benefits and Expenses	100	47	53	403	356	47	617
5000-00 · Salaries & Wages - Other	12,683	12,249	434	98,865	105,316	(6,451)	179,410
Total 5000-00 · Salaries & Wages	17,144	16,367	777	127,189	137,814	(10,625)	235,363
5100-00 · Rent							
5110-00 · Utilities	630	617	12	3,840	4,224	(384)	7,311
5140-00 · Repairs & Maintenance	21	157	(136)	153	944	(792)	1,731
5150-00 · Office - Cleaning	42	197	(155)	379	1,233	(853)	2,218
5100-00 · Rent - Other	6,462	7,640	(1,179)	45,381	51,930	(6,550)	90,130
Total 5100-00 · Rent	7,155	8,612	(1,457)	49,753	58,332	(8,579)	101,391
5310-00 · Telephone							
5320-00 · Telephone	318	297	21	2,161	2,121	40	3,789
Total 5310-00 · Telephone	318	297	21	2,161	2,121	40	3,789
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0	52	(52)	0	353	(353)	613
5480-00 · Mail - Fed Ex	0	1	(1)	51	58	(7)	65
5420-00 · Mail - USPS - Other	0	27	(27)	166	162	3	297
Total 5420-00 · Mail - USPS	0	80	(80)	217	573	(356)	975
5510-00 · Insurance/Bonding	240	173	67	1,614	1,194	420	2,060
5520-00 · Supplies							
5525-00 · Supplies - Computer <\$1000	0	82	(82)	760	491	269	993
5520-00 · Supplies - Other	315	265	50	2,155	1,896	259	3,220
Total 5520-00 · Supplies	315	347	(32)	2,915	2,387	528	4,213
5610-00 · Depreciation	127	92	34	889	587	302	1,049
5700-00 · Equipment Support & Maintenance	11	171	(161)	1,436	1,307	129	2,313
5710-00 · Taxes, Licenses & Fees	0	28	(28)	15	169	(154)	309
5740-00 · Equipment Rental/Leasing	139	523	(384)	1,297	3,491	(2,195)	6,106
5800-00 · Training Seminars	0	54	(54)	0	322	(322)	590
5815 · Training Video Series	0	0	0	1,058	0	1,058	5,000
5850-00 · Artist of Month - Commissions	0	227	(227)	3,366	1,364	2,002	2,500
6740-00 · Media/Collateral/Production	0	1,000	(1,000)	0	2,000	(2,000)	5,000
6742-00 · Non-NLT Co-Op Marketing Program	150			900	0	900	0
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	233	180	54	815	1,228	(412)	2,126
52500 · Purchase Discounts	(1,463)	(119)	(1,344)	(2,084)	(712)	(1,372)	(1,305)
59900 · POS Inventory Adjustments	0	103	(103)	511	694	(183)	1,210
8100-00 · Cost of Goods Sold - Other	2,064	868	1,196	31,526	26,628	4,899	47,769
Total 8100-00 · Cost of Goods Sold	834	1,032	(198)	30,769	27,838	2,932	49,800
8200-00 · Associate Relations	0	41	(41)	415	515	(100)	635
8500-00 · Credit Card Fees	217	283	(66)	2,096	2,312	(216)	3,487
8700-00 · Automobile Expenses	31	17	14	419	828	(409)	1,236
8750-00 · Meals/Meetings	28	0	28	300	727	(427)	1,187
8810-00 · Dues & Subscriptions	50	50	0	398	398	0	1,133
8910-00 · Travel	0	0	0	0	213	(213)	345
Total Expense	26,758	29,395	(2,637)	227,205	244,491	(17,287)	428,480
Net Ordinary Income	7,961	3,600	4,362	44,556	21,569	22,988	72,280
Other Income/Expense							
Other Expense							
8990-00 · Allocated	5,468	5,509	(41)	39,845	40,751	(906)	72,281
Total Other Expense	5,468	5,509	(41)	39,845	40,751	(906)	72,281

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Accrual Basis

North Lake Tahoe Resort Association Profit & Loss Budget Performance

42 - Visitor Center

	<u>Jan 18</u>	<u>Budget</u>	<u>\$ Over Bud...</u>	<u>Jul '17 - Jan...</u>	<u>YTD Budget</u>	<u>\$ Over Bud...</u>	<u>Annual Bud...</u>
Net Other Income	(5,468)	(5,509)	41	(39,845)	(40,751)	906	(72,281)
Net Income	<u>2,493</u>	<u>(1,909)</u>	<u>4,403</u>	<u>4,711</u>	<u>(19,182)</u>	<u>23,893</u>	<u>(1)</u>

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

	Jan 18	Budget	\$ Over Bud...	Jul '17 - Ja...	YTD Budget	\$ Over Bud...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	5,522	5,522	0	46,563	46,563	0	51,437
Total Income	5,522	5,522	0	46,563	46,563	0	51,437
Gross Profit	5,522	5,522	0	46,563	46,563	0	51,437
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	560	188	372	2,204	1,411	793	2,446
5030-00 · P/R - Health Insurance Expense	37	211	(175)	337	1,586	(1,249)	2,749
5040-00 · P/R - Workmans Comp	32	9	23	179	64	115	110
5060-00 · 401 (k)	77	97	(20)	942	731	211	1,267
5070-00 · Other Benefits and Expenses	94	3	92	115	21	94	36
5000-00 · Salaries & Wages - Other	2,162	1,777	385	17,251	19,425	(2,174)	29,335
Total 5000-00 · Salaries & Wages	2,963	2,286	677	21,028	23,238	(2,209)	35,944
5100-00 · Rent							
5110-00 · Utilities	14	10	4	114	94	20	143
5140-00 · Repairs & Maintenance	8	20	(12)	21	120	(99)	220
5150-00 · Office - Cleaning	11	13	(3)	152	120	33	186
5100-00 · Rent - Other	115	128	(13)	1,062	1,109	(47)	1,749
Total 5100-00 · Rent	148	171	(23)	1,349	1,442	(93)	2,297
5310-00 · Telephone							
5320-00 · Telephone	110	36	74	908	392	516	571
Total 5310-00 · Telephone	110	36	74	908	392	516	571
5420-00 · Mail - USPS	0	0	0	79	50	29	50
5510-00 · Insurance/Bonding	20	22	(2)	138	150	(12)	259
5520-00 · Supplies	3	27	(25)	58	172	(114)	309
5610-00 · Depreciation	3	38	(34)	28	237	(210)	426
5700-00 · Equipment Support & Maintenance	4	57	(53)	131	396	(266)	680
5710-00 · Taxes, Licenses & Fees	0	35	(35)	0	209	(209)	473
5740-00 · Equipment Rental/Leasing	155	229	(74)	1,103	1,081	22	2,223
5940-00 · Research & Planning Membership	0	0	0	0	406	(406)	406
5941-00 · Research & Planning	0	0	0	375	375	0	375
8200-00 · Associate Relations	0	0	0	15	0	15	0
8500-00 · Credit Card Fees	0	0	0	10	0	10	0
8700-00 · Automobile Expenses	12	0	12	116	0	116	0
8750-00 · Meals/Meetings	0	0	0	22	0	22	0
8810-00 · Dues & Subscriptions	0	0	0	2	0	2	0
Total Expense	3,418	2,900	519	25,362	28,148	(2,786)	44,013
Net Ordinary Income	2,103	2,622	(519)	21,201	18,415	2,786	7,424
Other Income/Expense							
Other Expense							
8990-00 · Allocated	561	278	284	4,091	5,627	(1,535)	7,424
Total Other Expense	561	278	284	4,091	5,627	(1,535)	7,424
Net Other Income	(561)	(278)	(284)	(4,091)	(5,627)	1,535	(7,424)
Net Income	1,542	2,344	(803)	17,109	12,788	4,321	0

North Lake Tahoe Resort Association Profit & Loss Budget Performance

60 - Membership

	Jan 18	Budget	\$ Over Budget	Jul '17 - Jan 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 · Membership Dues	10,682	16,500	(5,818)	78,470	82,500	(4,030)	150,000
4201-00 · New Member Fees	0	0	0	75	75	0	75
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	0	0	0	0	0	0	12,000
4250-05 · Sponsorships	0	0	0	0	0	0	6,500
4250-01 · Community Awards - Other	0	0	0	0	0	0	22,500
Total 4250-01 · Community Awards	0	0	0	0	0	0	41,000
4250-02 · Chamber Events	0	0	0	53	0	53	12,725
4250-03 · Summer/Winter Rec Luncheon	0	0	0	3,409	4,300	(891)	7,300
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	500	250	250	500	500	0	2,000
4251-00 · Tues AM Breakfast Club - Other	459	750	(291)	2,203	4,500	(2,297)	8,250
Total 4251-00 · Tues AM Breakfast Club	959	1,000	(41)	2,703	5,000	(2,297)	10,250
4250-00 · Revenues-Membership Activities - Other	75	175	(100)	1,195	1,050	145	1,925
Total 4250-00 · Revenues-Membership Activities	1,034	1,175	(141)	7,361	10,350	(2,989)	73,200
4720-00 · Miscellaneous	15			15			
Total Income	11,731	17,675	(5,944)	85,921	92,925	(7,004)	223,275
Gross Profit	11,731	17,675	(5,944)	85,921	92,925	(7,004)	223,275
Expense							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	(1,375)	(1,375)	0	(9,625)	(9,625)	0	(16,500)
5020-00 · P/R - Tax Expense	982	525	457	4,274	3,965	309	6,853
5030-00 · P/R - Health Insurance Expense	884	950	(66)	7,238	7,390	(152)	12,990
5040-00 · P/R - Workmans Comp	120	75	45	492	555	(63)	930
5060-00 · 401 (k)	271	320	(49)	1,765	2,025	(260)	3,785
5070-00 · Other Benefits and Expenses	12	93	(81)	113	379	(266)	844
5000-00 · Salaries & Wages - Other	7,611	7,800	(189)	54,073	54,650	(577)	97,550
Total 5000-00 · Salaries & Wages	8,505	8,388	117	58,330	59,339	(1,010)	106,452
5100-00 · Rent							
5110-00 · Utilities	54	50	4	341	350	(9)	600
5140-00 · Repairs & Maintenance	13	55	(42)	55	330	(275)	605
5150-00 · Office - Cleaning	66	75	(9)	572	620	(48)	1,090
5100-00 · Rent - Other	798	725	73	5,510	5,075	435	8,700
Total 5100-00 · Rent	931	905	26	6,478	6,375	103	10,995
5310-00 · Telephone							
5320-00 · Telephone	243	219	24	1,744	1,594	150	2,686
Total 5310-00 · Telephone	243	219	24	1,744	1,594	150	2,686
5420-00 · Mail - USPS	0	50	(50)	102	350	(248)	1,000
5510-00 · Insurance/Bonding	77	55	22	519	470	49	745
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	125	(125)	73	125	(52)	750
5520-00 · Supplies - Other	47	125	(78)	468	775	(307)	1,250
Total 5520-00 · Supplies	47	250	(203)	541	900	(359)	2,000
5610-00 · Depreciation	5	15	(10)	38	105	(67)	180
5700-00 · Equipment Support & Maintenance	87	55	32	626	1,050	(424)	1,325
5710-00 · Taxes, Licenses & Fees	0	0	0	1	100	(99)	200
5740-00 · Equipment Rental/Leasing	178	250	(72)	1,386	1,740	(354)	2,990
5800-00 · Training Seminars	0	250	(250)	0	250	(250)	1,250
6423-00 · Membership Activities							
6434-00 · Community Awards Dinner	0	0	0	0	0	0	18,500
6435-00 · Shop Local Event	157			295			
6436-00 · Membership - Wnt/Sum Rec Lunch	365	0	365	3,081	2,760	321	4,185
6437-00 · Tuesday Morning Breakfast Club	0	650	(650)	2,417	3,900	(1,484)	7,150
6442-00 · Public Relations/Website	291	2,795	(2,504)	1,981	6,990	(5,009)	8,465
6444-00 · Trades	0	0	0	835	855	(20)	2,130
6423-00 · Membership Activities - Other	100	75	25	132	375	(243)	750
Total 6423-00 · Membership Activities	913	3,520	(2,607)	8,740	14,880	(6,140)	41,180
8200-00 · Associate Relations	0	25	(25)	93	150	(57)	275
8500-00 · Credit Card Fees	281	295	(14)	1,379	1,405	(26)	2,580
8700-00 · Automobile Expenses	57	75	(18)	511	525	(14)	1,025
8750-00 · Meals/Meetings	0	40	(40)	0	240	(240)	440
8810-00 · Dues & Subscriptions	6	50	(44)	289	515	(226)	765
8920-00 · Bad Debt	2,413	585	1,828	11,795	7,375	4,420	10,681
Total Expense	13,744	15,027	(1,283)	92,571	97,363	(4,792)	186,769
Net Ordinary Income	(2,013)	2,648	(4,661)	(6,651)	(4,438)	(2,212)	36,506
Other Income/Expense							
Other Expense							
8990-00 · Allocated	2,384	2,267	117	17,369	18,435	(1,066)	31,507
Total Other Expense	2,384	2,267	117	17,369	18,435	(1,066)	31,507
Net Other Income	(2,384)	(2,267)	(117)	(17,369)	(18,435)	1,066	(31,507)

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Accrual Basis

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

	<u>Jan 18</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>Jul '17 - Jan 18</u>	<u>YTD Budget</u>	<u>\$ Over Budget</u>	<u>Annual Budget</u>
Net Income	<u>(4,397)</u>	<u>381</u>	<u>(4,778)</u>	<u>(24,019)</u>	<u>(22,873)</u>	<u>(1,146)</u>	<u>4,999</u>

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

	Jan 18	Budget	\$ Over Budget	Jul '17 - Jan 18	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	4,709	2,561	2,147	18,602	19,208	(606)	33,295
5030-00 · P/R - Health Insurance Expense	1,005	2,586	(1,581)	7,558	19,395	(11,837)	33,618
5040-00 · P/R - Workmans Comp	407	154	254	1,638	1,152	486	1,997
5060-00 · 401 (k)	806	438	367	5,415	3,289	2,126	5,700
5070-00 · Other Benefits and Expenses	397	98	299	639	734	(95)	1,273
5000-00 · Salaries & Wages - Other	31,386	30,436	950	221,924	215,557	6,368	395,666
Total 5000-00 · Salaries & Wages	38,710	36,273	2,437	255,777	259,335	(3,559)	471,549
5100-00 · Rent							
5110-00 · Utilities	156	117	39	895	822	73	1,406
5140-00 · Repairs & Maintenance	415	375	41	1,419	2,398	(979)	4,271
5150-00 · Office - Cleaning	173	171	3	1,440	1,178	262	2,031
5100-00 · Rent - Other	2,206	1,807	399	14,691	11,976	2,715	21,012
Total 5100-00 · Rent	2,951	2,469	482	18,444	16,373	2,071	28,720
5310-00 · Telephone							
5320-00 · Telephone	770	1,088	(318)	5,243	7,170	(1,928)	12,611
5350-00 · Internet	0			25			
Total 5310-00 · Telephone	770	1,088	(318)	5,268	7,170	(1,903)	12,611
5420-00 · Mail - USPS	9	43	(34)	375	507	(132)	721
5510-00 · Insurance/Bonding	232	147	85	1,553	1,017	536	1,751
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	0	0	0	121	1,000	(879)	2,000
5520-00 · Supplies - Other	400	421	(20)	2,689	3,106	(417)	5,210
Total 5520-00 · Supplies	400	421	(20)	2,810	4,106	(1,296)	7,210
5610-00 · Depreciation	51	176	(124)	360	1,140	(780)	2,018
5700-00 · Equipment Support & Maintenance	388	311	77	2,185	2,285	(100)	3,840
5710-00 · Taxes, Licenses & Fees	856	667	190	7,388	4,907	2,482	8,240
5740-00 · Equipment Rental/Leasing	309	218	91	2,204	1,483	721	2,575
5800-00 · Training Seminars	0	0	0	2,644	3,000	(356)	6,180
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	140	1,000	(860)	7,120	5,000	2,120	10,000
5920-00 · Professional Fees - Accountant	0	0	0	16,715	20,000	(3,285)	22,000
5921-00 · Professional Fees - Other	0	750	(750)	0	3,750	(3,750)	3,750
Total 5900-00 · Professional Fees	140	1,750	(1,610)	23,835	28,750	(4,915)	35,750
6490-00 · Classified Ads	0	70	(70)	0	422	(422)	773
6701-00 · Market Study Reports/Research	0	70	(70)	0	422	(422)	773
8200-00 · Associate Relations	119	206	(87)	565	1,236	(671)	2,266
8300-00 · Board Functions	170	858	(689)	6,045	5,597	449	9,888
8500-00 · Credit Card Fees	0	0	0	160	48	112	0
8700-00 · Automobile Expenses	155	94	62	903	562	342	1,030
8750-00 · Meals/Meetings	0	125	(125)	430	766	(335)	1,391
8810-00 · Dues & Subscriptions	313	127	186	1,761	1,014	747	1,648
8910-00 · Travel	0	318	(318)	0	1,910	(1,910)	3,502
Total Expense	45,574	45,431	143	332,708	342,048	(9,341)	602,434
Net Ordinary Income	(45,574)	(45,431)	(143)	(332,708)	(342,048)	9,341	(602,434)
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	17			118			
Total Other Income	17			118			
Other Expense							
8990-00 · Allocated	(45,574)	(45,431)	(143)	(332,098)	(342,048)	9,951	(602,434)
Total Other Expense	(45,574)	(45,431)	(143)	(332,098)	(342,048)	9,951	(602,434)
Net Other Income	45,591	45,431	160	332,216	342,048	(9,833)	602,434
Net Income	17	0	17	(492)	0	(492)	0

North Lake Tahoe Resort Association
Profit & Loss by Class
January 2018

	11 - Marketi...	30 - Confer...	41 - Transp...	42 - VIC	50 - Infrastr...	60 - Membe...	70 - Admini...	TOTAL
Ordinary Income/Expense								
Income								
4050-00 · County of Placer TOT Funding	233,785	23,239	3,017	31,020	5,522	0	0	296,583
4200-00 · Membership Dues	0	0	0	0	0	10,682	0	10,682
4205-00 · Conference Dues	0	917	0	0	0	0	0	917
4250-00 · Revenues-Membership Activities								
4251-00 · Tues AM Breakfast Club								
4251-01 · Tues AM Breakfast Club Sponsors	0	0	0	0	0	500	0	500
4251-00 · Tues AM Breakfast Club - Other	0	0	0	0	0	459	0	459
Total 4251-00 · Tues AM Breakfast Club	0	0	0	0	0	959	0	959
4250-00 · Revenues-Membership Activities - Other	0	0	0	0	0	75	0	75
Total 4250-00 · Revenues-Membership Activities	0	0	0	0	0	1,034	0	1,034
46000 · Merchandise Sales	0	0	0	3,699	0	0	0	3,699
4720-00 · Miscellaneous	0	0	0	0	0	15	0	15
Total Income	233,785	24,156	3,017	34,719	5,522	11,731	0	312,929
Gross Profit	233,785	24,156	3,017	34,719	5,522	11,731	0	312,929
Expense								
5000-00 · Salaries & Wages								
5000-01 · In-Market Administration	1,375	0	0	0	0	(1,375)	0	0
5010-00 · Sales Commissions	0	286	0	0	0	0	0	286
5020-00 · P/R - Tax Expense	2,347	1,951	563	1,637	560	982	4,709	12,749
5030-00 · P/R - Health Insurance Expense	2,152	1,277	15	1,988	37	884	1,005	7,358
5040-00 · P/R - Workmans Comp	390	255	10	285	32	120	407	1,499
5060-00 · 401 (k)	443	431	31	450	77	271	806	2,510
5070-00 · Other Benefits and Expenses	226	42	38	100	94	12	397	910
5000-00 · Salaries & Wages - Other	15,294	11,426	865	12,683	2,162	7,611	31,386	81,428
Total 5000-00 · Salaries & Wages	22,227	15,668	1,522	17,144	2,963	8,505	38,710	106,738
5100-00 · Rent								
5110-00 · Utilities	153	74	4	630	14	54	156	1,085
5140-00 · Repairs & Maintenance	49	21	2	21	8	13	415	529
5150-00 · Office - Cleaning	169	85	4	42	11	66	173	550
5100-00 · Rent - Other	1,929	923	46	6,462	115	798	2,206	12,480
Total 5100-00 · Rent	2,300	1,103	56	7,155	148	931	2,951	14,644
5310-00 · Telephone								
5320-00 · Telephone	658	243	26	318	110	243	770	2,367
Total 5310-00 · Telephone	658	243	26	318	110	243	770	2,367
5420-00 · Mail - USPS	0	0	0	0	0	0	9	9
5510-00 · Insurance/Bonding	202	183	8	240	20	77	232	962
5520-00 · Supplies								
5525-00 · Supplies- Computer <\$1000	60	0	0	0	0	0	0	60
5520-00 · Supplies - Other	300	20	1	315	3	47	400	1,086
Total 5520-00 · Supplies	360	20	1	315	3	47	400	1,146
5610-00 · Depreciation	20	9	1	127	3	5	51	216
5700-00 · Equipment Support & Maintenance	631	11	1	11	4	87	388	1,131
5710-00 · Taxes, Licenses & Fees	15	0	0	0	0	0	856	871
5740-00 · Equipment Rental/Leasing	250	131	48	139	155	178	309	1,209
5800-00 · Training Seminars	599	0	0	0	0	0	0	599
5900-00 · Professional Fees								
5910-00 · Professional Fees - Attorneys	0	0	0	0	0	0	140	140
5921-00 · Professional Fees - Other	5,250	0	0	0	0	0	0	5,250
Total 5900-00 · Professional Fees	5,250	0	0	0	0	0	140	5,390
6420-00 · Events								
6420-01 · Sponsorships								
6421-01 · 4th of July Fireworks	10,000	0	0	0	0	0	0	10,000
6421-09 · Wanderlust	30,000	0	0	0	0	0	0	30,000
Total 6420-01 · Sponsorships	40,000	0	0	0	0	0	0	40,000
6421-00 · New Event Development	10,522	0	0	0	0	0	0	10,522
6424-00 · Event Operation Expenses	98	0	0	0	0	0	0	98
Total 6420-00 · Events	50,620	0	0	0	0	0	0	50,620
6423-00 · Membership Activities								
6435-00 · Shop Local Event	0	0	0	0	0	157	0	157
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	0	365	0	365
6442-00 · Public Relations/Website	0	0	0	0	0	291	0	291
6423-00 · Membership Activities - Other	0	0	0	0	0	100	0	100
Total 6423-00 · Membership Activities	0	0	0	0	0	913	0	913
6730-00 · Marketing Cooperative/Media	181,333	9,167	0	0	0	0	0	190,500
6742-00 · Non-NLT Co-Op Marketing Program	1,657	0	0	150	0	0	0	1,807
6743-00 · BACC Marketing Programs								
6743-01 · Shop Local	450	0	0	0	0	0	0	450
Total 6743-00 · BACC Marketing Programs	450	0	0	0	0	0	0	450
8100-00 · Cost of Goods Sold								
51100 · Freight and Shipping Costs	0	0	0	233	0	0	0	233

North Lake Tahoe Resort Association
Profit & Loss by Class
January 2018

	11 - Marketi...	30 - Confer...	41 - Transp...	42 - VIC	50 - Infrastr...	60 - Membe...	70 - Admini...	TOTAL
52500 · Purchase Discounts	0	0	0	(1,463)	0	0	0	(1,463)
8100-00 · Cost of Goods Sold - Other	0	0	0	2,064	0	0	0	2,064
Total 8100-00 · Cost of Goods Sold	0	0	0	834	0	0	0	834
8200-00 · Associate Relations	0	0	0	0	0	0	119	119
8300-00 · Board Functions	0	0	0	0	0	0	170	170
8500-00 · Credit Card Fees	20	0	0	217	0	281	0	518
8700-00 · Automobile Expenses	68	0	5	31	12	57	155	329
8750-00 · Meals/Meetings	300	0	12	28	0	0	0	340
8810-00 · Dues & Subscriptions	15	0	0	50	0	6	313	384
8920-00 · Bad Debt	0	0	0	0	0	2,413	0	2,413
Total Expense	266,975	26,533	1,678	26,758	3,418	13,744	45,574	384,679
Net Ordinary Income	(33,190)	(2,377)	1,339	7,961	2,103	(2,013)	(45,574)	(71,750)
Other Income/Expense								
Other Income								
4700-00 · Revenues- Interest & Investment	6	0	0	0	0	0	17	23
Total Other Income	6	0	0	0	0	0	17	23
Other Expense								
8990-00 · Allocated	32,416	4,406	339	5,468	561	2,384	(45,574)	0
Total Other Expense	32,416	4,406	339	5,468	561	2,384	(45,574)	0
Net Other Income	(32,410)	(4,406)	(339)	(5,468)	(561)	(2,384)	45,591	23
Net Income	(65,600)	(6,782)	1,000	2,493	1,542	(4,397)	17	(71,726)

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

02/24/18

July 2017 through January 2018

Accrual Basis

	11 - Market...	30 - Confer...	41 - Transp...	42 - VIC	50 - Infrastr...	60 - Membe...	70 - Admini...	TOTAL
Ordinary Income/Expense								
Income								
4050-00 · County of Placer TOT Funding	1,802,876	151,487	31,550	209,218	46,563	0	0	2,241,694
4200-00 · Membership Dues	0	0	0	0	0	78,470	0	78,470
4201-00 · New Member Fees	0	0	0	0	0	75	0	75
4205-00 · Conference Dues	0	6,417	0	0	0	0	0	6,417
4250-00 · Revenues-Membership Activities								
4250-02 · Chamber Events	0	0	0	0	0	53	0	53
4250-03 · Summer/Winter Rec Luncheon	0	0	0	0	0	3,409	0	3,409
4251-00 · Tues AM Breakfast Club								
4251-01 · Tues AM Breakfast Club Sponsors	0	0	0	0	0	500	0	500
4251-00 · Tues AM Breakfast Club - Other	0	0	0	0	0	2,203	0	2,203
Total 4251-00 · Tues AM Breakfast Club	0	0	0	0	0	2,703	0	2,703
4250-00 · Revenues-Membership Activities - Other	0	0	0	0	0	1,195	0	1,195
Total 4250-00 · Revenues-Membership Activities	0	0	0	0	0	7,361	0	7,361
4350-00 · Special Events (Marketing)	77,628	0	0	0	0	0	0	77,628
4600-00 · Commissions								
4601-00 · Commissions - South Shore	0	1,859	0	0	0	0	0	1,859
4600-00 · Commissions - Other	0	45,890	0	0	0	0	0	45,890
Total 4600-00 · Commissions	0	47,749	0	0	0	0	0	47,749
46000 · Merchandise Sales								
4502-00 · Non-Retail VIC Income	0	0	0	7,982	0	0	0	7,982
46000 · Merchandise Sales - Other	0	0	0	54,561	0	0	0	54,561
Total 46000 · Merchandise Sales	0	0	0	62,543	0	0	0	62,543
4720-00 · Miscellaneous	0	0	0	0	0	15	0	15
Total Income	1,880,504	205,652	31,550	271,761	46,563	85,921	0	2,521,950
Gross Profit	1,880,504	205,652	31,550	271,761	46,563	85,921	0	2,521,950
Expense								
5000-00 · Salaries & Wages								
5000-01 · In-Market Administration	9,625	0	0	0	0	-9,625	0	0
5010-00 · Sales Commissions	0	7,109	0	0	0	0	0	7,109
5020-00 · P/R - Tax Expense	9,670	8,424	1,722	9,547	2,204	4,274	18,602	54,443
5030-00 · P/R - Health Insurance Expense	16,831	9,688	206	13,167	337	7,238	7,558	55,025
5040-00 · P/R - Workmans Comp	1,613	1,070	106	1,196	179	492	1,638	6,292
5060-00 · 401 (k)	4,285	3,876	641	4,012	942	1,765	5,415	20,937
5070-00 · Other Benefits and Expenses	1,141	669	53	403	115	113	639	3,134
5000-00 · Salaries & Wages - Other	115,252	84,501	8,888	98,865	17,251	54,073	221,924	600,753
Total 5000-00 · Salaries & Wages	158,418	115,336	11,616	127,189	21,028	58,330	255,777	747,694
5100-00 · Rent								
5110-00 · Utilities	933	462	63	3,840	114	341	895	6,648
5140-00 · Repairs & Maintenance	172	80	5	153	21	55	1,419	1,905
5150-00 · Office - Cleaning	1,517	758	111	379	152	572	1,440	4,930
5100-00 · Rent - Other	13,495	6,462	646	45,381	1,062	5,510	14,691	87,246
Total 5100-00 · Rent	16,117	7,761	826	49,753	1,349	6,478	18,444	100,728
5310-00 · Telephone								
5320-00 · Telephone	4,267	1,769	448	2,161	908	1,744	5,243	16,539
5350-00 · Internet	0	0	0	0	0	0	25	25
Total 5310-00 · Telephone	4,267	1,769	448	2,161	908	1,744	5,268	16,564
5420-00 · Mail - USPS								
5480-00 · Mail - Fed Ex	69	0	0	51	0	0	0	121
5420-00 · Mail - USPS - Other	357	166	48	166	79	102	375	1,292
Total 5420-00 · Mail - USPS	426	166	48	217	79	102	375	1,413
5510-00 · Insurance/Bonding	1,351	1,227	55	1,614	138	519	1,553	6,457
5520-00 · Supplies								
5525-00 · Supplies- Computer <\$1000	238	73	0	760	0	73	121	1,265
5520-00 · Supplies - Other	1,168	225	27	2,155	58	468	2,689	6,790
Total 5520-00 · Supplies	1,406	298	27	2,915	58	541	2,810	8,055
5610-00 · Depreciation	142	63	11	889	28	38	360	1,531
5700-00 · Equipment Support & Maintenance	2,081	1,041	128	1,436	131	626	2,185	7,626
5710-00 · Taxes, Licenses & Fees	15	0	0	15	0	1	7,388	7,419
5740-00 · Equipment Rental/Leasing	1,802	988	406	1,297	1,103	1,386	2,204	9,185
5800-00 · Training Seminars	1,478	0	0	0	0	0	2,644	4,122
5815 · Training Video Series	0	0	0	1,058	0	0	0	1,058
5830-00 · Commission Due to Third Party	0	765	0	0	0	0	0	765
5850-00 · Artist of Month - Commissions	0	0	0	3,366	0	0	0	3,366
5900-00 · Professional Fees								
5910-00 · Professional Fees - Attorneys	1,040	0	0	0	0	0	7,120	8,160
5920-00 · Professional Fees - Accountant	0	0	0	0	0	0	16,715	16,715
5921-00 · Professional Fees - Other	42,469	0	0	0	0	0	0	42,469
Total 5900-00 · Professional Fees	43,509	0	0	0	0	0	23,835	67,344
5940-00 · Research & Planning Membership	0	0	3,000	0	0	0	0	3,000
5941-00 · Research & Planning	0	0	1,891	0	375	0	0	2,266
6020-00 · Programs								

North Lake Tahoe Resort Association

Profit & Loss

July 2017 through January 2018

	11 - Market...	30 - Confer...	41 - Transp...	42 - VIC	50 - Infrastr...	60 - Membe...	70 - Admini...	TOTAL
6016-00 · Special Event Partnership	14,500	0	0	0	0	0	0	14,500
6018-00 · Business Assoc. Grants	10,000	0	0	0	0	0	0	10,000
Total 6020-00 · Programs	24,500	0	0	0	0	0	0	24,500
6420-00 · Events								
6420-01 · Sponsorships								
6023-00 · Autumn Food & Wine	114,772	0	0	0	0	0	0	114,772
6421-01 · 4th of July Fireworks	10,000	0	0	0	0	0	0	10,000
6421-06 · Spartan	254,000	0	0	0	0	0	0	254,000
6421-09 · Wanderlust	34,043	0	0	0	0	0	0	34,043
6421-10 · WinterWonderGrass - Tahoe	15,000	0	0	0	0	0	0	15,000
6421-14 · Tahoe Trail 100	5,000	0	0	0	0	0	0	5,000
Total 6420-01 · Sponsorships	432,815	0	0	0	0	0	0	432,815
6421-00 · New Event Development	11,586	0	0	0	0	0	0	11,586
6422-00 · Event Media								
6422-03 · Human Powered Sports Campaign	74	0	0	0	0	0	0	74
Total 6422-00 · Event Media	74	0	0	0	0	0	0	74
6424-00 · Event Operation Expenses	98	0	0	0	0	0	0	98
Total 6420-00 · Events	444,572	0	0	0	0	0	0	444,572
6423-00 · Membership Activities								
6435-00 · Shop Local Event	0	0	0	0	0	295	0	295
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	0	3,081	0	3,081
6437-00 · Tuesday Morning Breakfast Club	0	0	0	0	0	2,417	0	2,417
6442-00 · Public Relations/Website	0	0	0	0	0	1,981	0	1,981
6444-00 · Trades	0	0	0	0	0	835	0	835
6423-00 · Membership Activities - Other	0	0	0	0	0	132	0	132
Total 6423-00 · Membership Activities	0	0	0	0	0	8,740	0	8,740
6490-00 · Classified Ads	50	0	0	0	0	0	0	50
6701-00 · Market Study Reports/Research	808	0	0	0	0	0	0	808
6730-00 · Marketing Cooperative/Media	783,439	64,167	0	0	0	0	0	847,606
6742-00 · Non-NLT Co-Op Marketing Program	11,996	0	0	900	0	0	0	12,896
6743-00 · BACC Marketing Programs								
6743-01 · Shop Local	3,520	0	0	0	0	0	0	3,520
6743-03 · Touch Lake Tahoe	10,103	0	0	0	0	0	0	10,103
Total 6743-00 · BACC Marketing Programs	13,623	0	0	0	0	0	0	13,623
8100-00 · Cost of Goods Sold								
51100 · Freight and Shipping Costs	0	0	0	815	0	0	0	815
52500 · Purchase Discounts	0	0	0	-2,084	0	0	0	-2,084
59900 · POS Inventory Adjustments	0	0	0	511	0	0	0	511
8100-00 · Cost of Goods Sold - Other	0	0	0	31,526	0	0	0	31,526
Total 8100-00 · Cost of Goods Sold	0	0	0	30,769	0	0	0	30,769
8200-00 · Associate Relations	315	120	6	415	15	93	565	1,529
8300-00 · Board Functions	0	0	0	0	0	0	6,045	6,045
8500-00 · Credit Card Fees	65	90	5	2,096	10	1,379	160	3,804
8700-00 · Automobile Expenses	570	0	67	419	116	511	903	2,587
8750-00 · Meals/Meetings	1,883	0	81	300	22	0	430	2,715
8810-00 · Dues & Subscriptions	2,060	0	502	398	2	289	1,761	5,012
8910-00 · Travel	944	0	0	0	0	0	0	944
8920-00 · Bad Debt	0	0	0	0	0	11,795	0	11,795
Total Expense	1,515,836	193,790	19,116	227,205	25,362	92,571	332,708	2,406,588
Net Ordinary Income	364,668	11,862	12,434	44,556	21,201	-6,651	-332,708	115,363
Other Income/Expense								
Other Income								
4700-00 · Revenues- Interest & Investment	44	0	0	0	0	0	118	162
Total Other Income	44	0	0	0	0	0	118	162
Other Expense								
8990-00 · Allocated	236,218	32,104	2,471	39,845	4,091	17,369	-332,098	0
Total Other Expense	236,218	32,104	2,471	39,845	4,091	17,369	-332,098	0
Net Other Income	-236,173	-32,104	-2,471	-39,845	-4,091	-17,369	332,216	162
Net Income	128,495	-20,242	9,963	4,711	17,109	-24,019	-492	115,525

KEY METRICS FOR January 31, 2018 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru Dec 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	6,120,201	3,337,202	\$ 18,310,734
2017 - 2018	6,208,714	571,373	-	-	\$ 6,780,087

updated

Visitor Information Comparative Statistics For FYTD 2014 - 2017 (thru Dec 2017)					
Referrals -	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
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%
Total	34,456	37,446	34,692	38,424	10.76%

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%
Total	\$ 2,613,087	\$ 2,554,173	\$ 2,542,230	\$ 2,787,821	9.66%

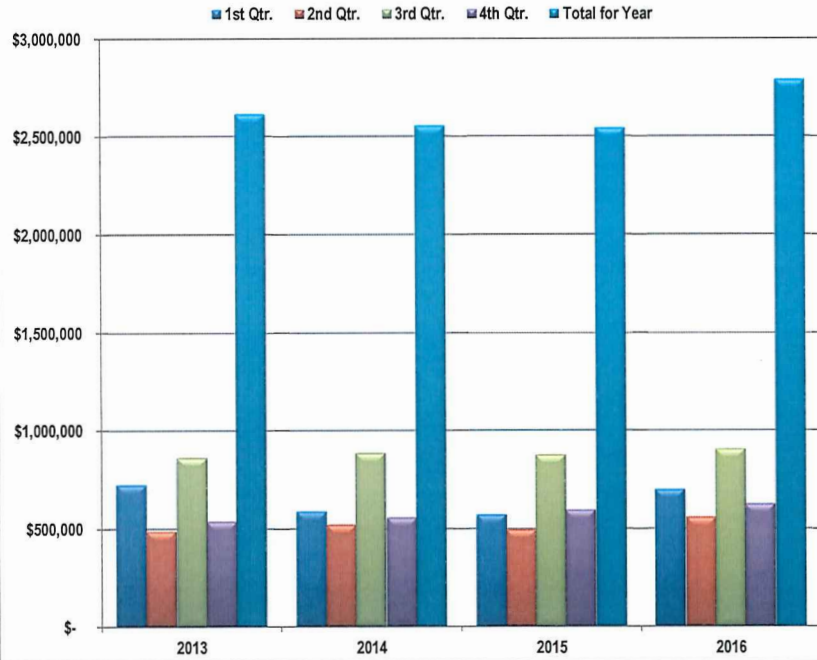
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Dec 2017
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.3%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.5%
Kings Beach (3,893)	6.0%	6.8%	6.1%	5.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.1%
Tahoe Vista (1,433)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

Destimetrics Reservations Activity	FYTD 16/17	FYTD 17/18	YOY % Change
Occupancy	51.5%	42.4%	-17.7%
ADR (Average Daily Rate)	\$ 329	\$ 328	-0.2%
RevPAR (Rev per Available Room)	\$ 169	\$ 139	-17.9%
Occupancy 1 Mth Forecast	53.8%	44.9%	-16.5%
ADR 1 Mth Forecast	\$ 364	\$ 365	0.3%
RevPAR 1 Mth Forecast	\$ 196	\$ 164	-16.3%
Occupancy (prior 6 months)	47.6%	45.2%	-5.2%
ADR (prior 6 months)	\$ 308	\$ 309	0.5%
RevPAR (prior 6 months)	\$ 146	\$ 140	-4.7%
Occupancy (next 6 months)	26.5%	26.7%	0.8%
ADR (next 6 months)	\$ 331	\$ 332	0.3%
RevPAR (next 6 months)	\$ 88	\$ 89	1.1%

Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)	Total Chamber Membership
FY 2015-16 Contract	June 2014 457
FY 2016-17 Contract	June 2015 474
Total Fund Balances	June 2016 508
	June 2017 424
	Jan 2018 389

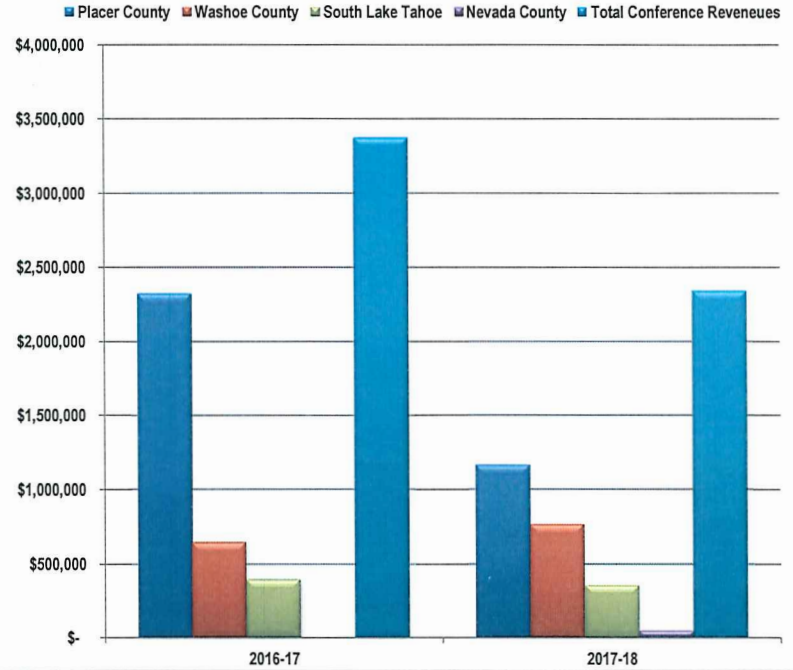
Conference Revenue Statistics Comparison FYTD 16/17 vs. FYTD 17/18 at 1/31/2018						
	2016-17	2016-17	2017-18	YOY %		
FORWARD LOOKING	Actuals	Forecasted	Forecasted	Change		
Total Revenue Booked	\$3,964,368	\$ 3,374,236	\$ 2,342,974	-30.56%		
Commission for this Revenue	\$ 129,375	\$ 106,289	\$ 61,254	-42.37%		
Number of Room Nights	21,352	19,812	14,326	-27.69%		
Number of Bookings	79	58	58	0.00%		
Conference Revenue And Percentage by County:						
	16-17	17-18				
Placer	69%	50%	\$2,506,277	\$ 2,326,702	\$ 1,166,757	-49.85%
Washoe	19%	33%	\$764,192	\$ 646,844	\$ 768,151	18.75%
South Lake	12%	15%	\$411,781	\$ 398,413	\$ 357,778	-10.20%
Nevada	0%	2%	\$12,118	\$ 2,277	\$ 50,288	2108.52%
Total Conference Revenue	100%	100%	\$3,694,368	\$ 3,374,236	\$ 2,342,974	-30.56%
CURRENT						
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)



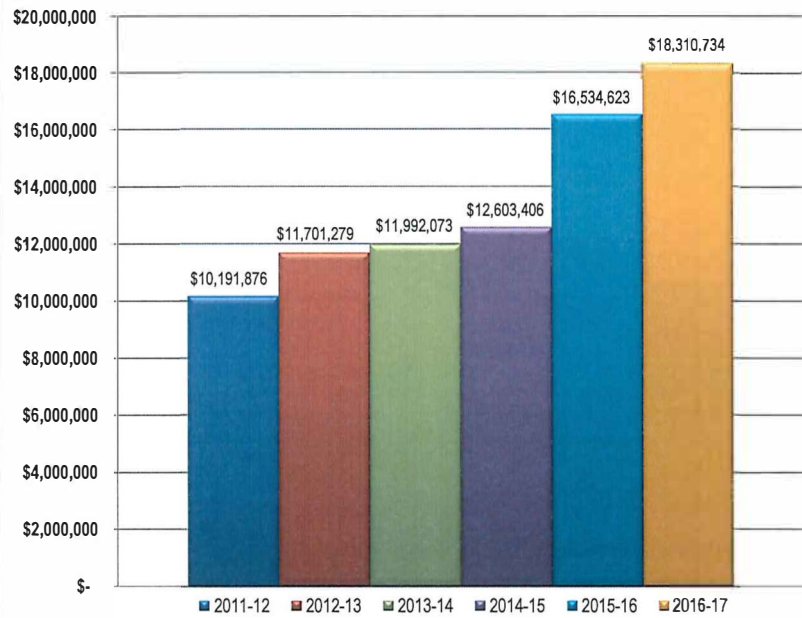
Quarter	2013	2014	2015	2016	YOY % Change
First (Jan - Mar)	\$ 724,645	\$ 589,226	\$ 573,778	\$ 699,157	21.85%
Second (Apr - May)	\$ 488,100	\$ 521,965	\$ 495,699	\$ 558,566	12.68%
Third (Jun - Aug)	\$ 861,729	\$ 885,368	\$ 875,768	\$ 905,415	3.39%
Fourth (Sep - Dec)	\$ 538,613	\$ 557,614	\$ 596,985	\$ 624,683	4.64%
Total	\$ 2,613,087	\$ 2,554,173	\$ 2,542,230	\$ 2,787,821	9.66%

Conference Revenue Statistics & Revenue Share by County



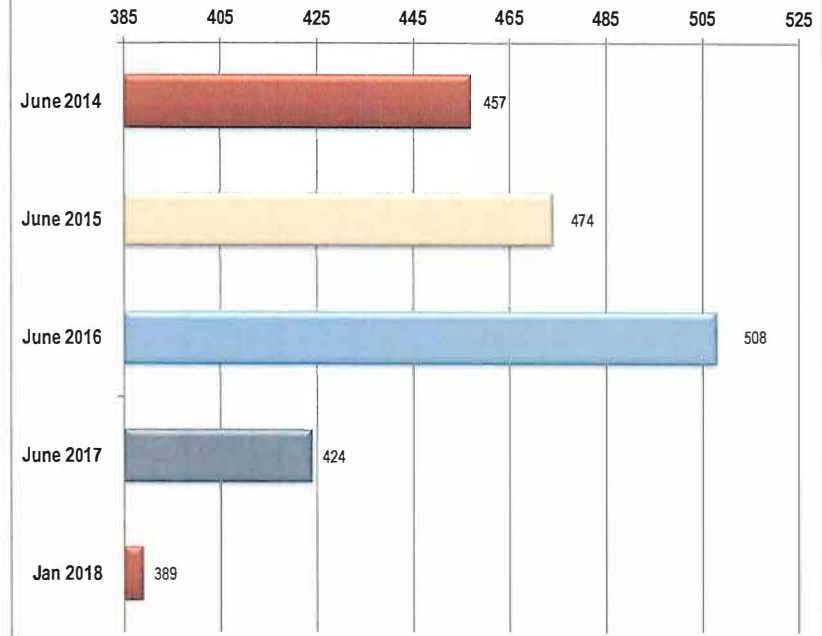
	2016-17	2017-18	YOY %
FORWARD LOOKING	Forecasted	Forecasted	Change
Total Revenue Booked	\$ 3,374,236	\$ 2,342,974	-30.56%
Commission for this Revenue	106,289	61,254	-42.37%
Number of Room Nights	19,812	14,326	-27.69%
Number of Bookings	58	58	0.00%
CURRENT			
NLT - Annual Revenue Goal	\$ 3,000,000	\$ 2,500,000	-16.67%
Annual Commission Goal	\$ 135,000	\$ 70,000	-48.15%
Conference Revenue And Percentage by County:			
Placer	\$ 2,326,702	\$ 1,166,757	-49.85%
Washoe	\$ 646,844	\$ 768,151	18.75%
South Lake	\$ 398,413	\$ 357,778	-10.20%
Nevada	\$ 2,277	\$ 50,288	2108.52%
Total Conference Revenue	\$ 3,374,236	\$ 2,342,974	-30.56%

5-Year Annual TOT Collections (Fiscal Year Basis)



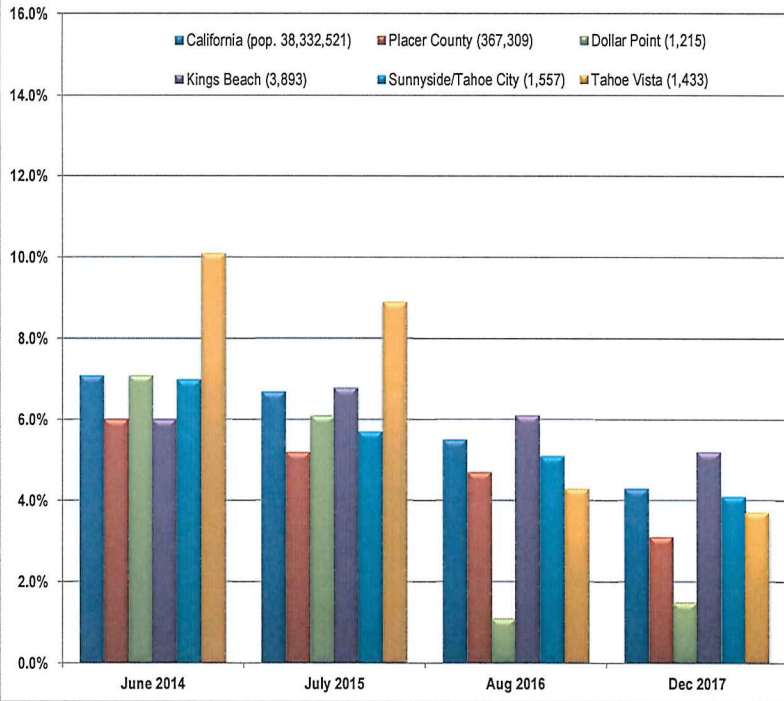
Total District 5 TOT Collections by Quarter 2010 - 2017 (as reported thru Dec 2017)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2011 - 2012	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012 - 2013	\$ 3,882,952	\$ 2,106,483	\$ 4,263,868	\$ 1,447,976	\$ 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	\$ 6,120,201	\$ 3,337,202	\$ 18,310,734
2017 - 2018	\$ 6,208,714	\$ 571,373	\$ -	\$ -	\$ 6,780,087

Chamber Membership (# of Members)



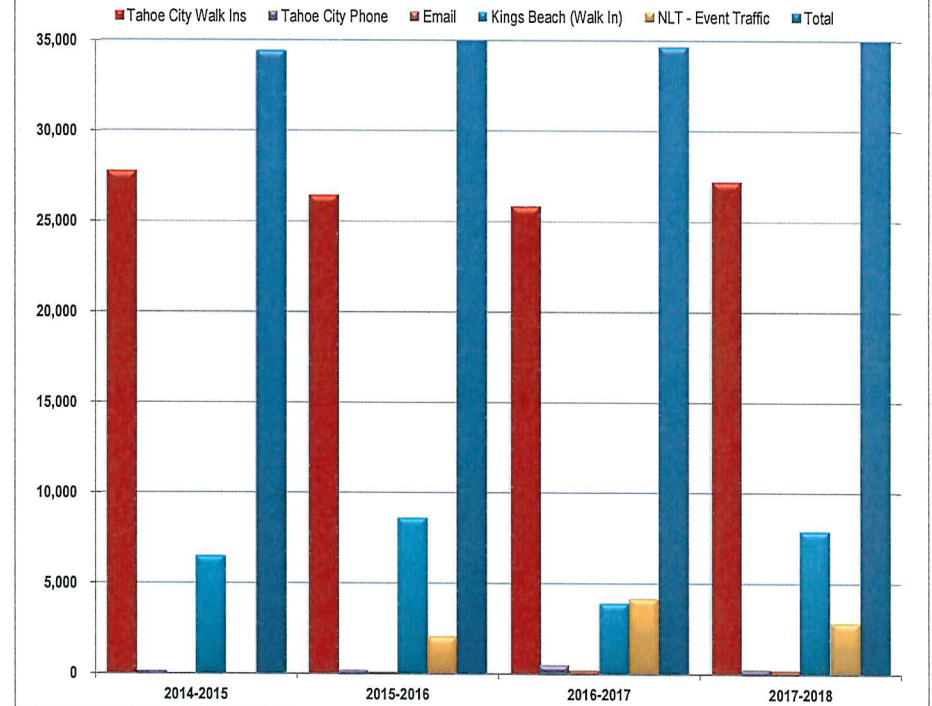
Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
Jan 2018	389

Unemployment Rates by Region



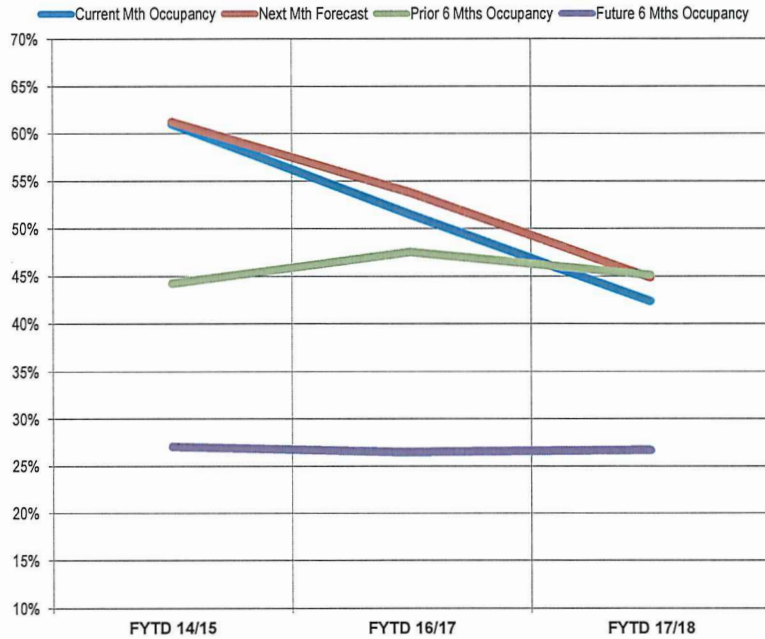
Unemployment Rates - EDD	June 2014	July 2015	Aug 2016	Dec 2017
California (pop. 38,332,521)	7.1%	6.7%	5.5%	4.3%
Placer County (367,309)	6.0%	5.2%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	1.5%
Kings Beach (3,893)	6.0%	6.8%	6.1%	5.2%
Sunnyside/Tahoe City (1,557)	7.0%	5.7%	5.1%	4.1%
Tahoe Vista (1,433)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

Visitor Information - FYTD YOY



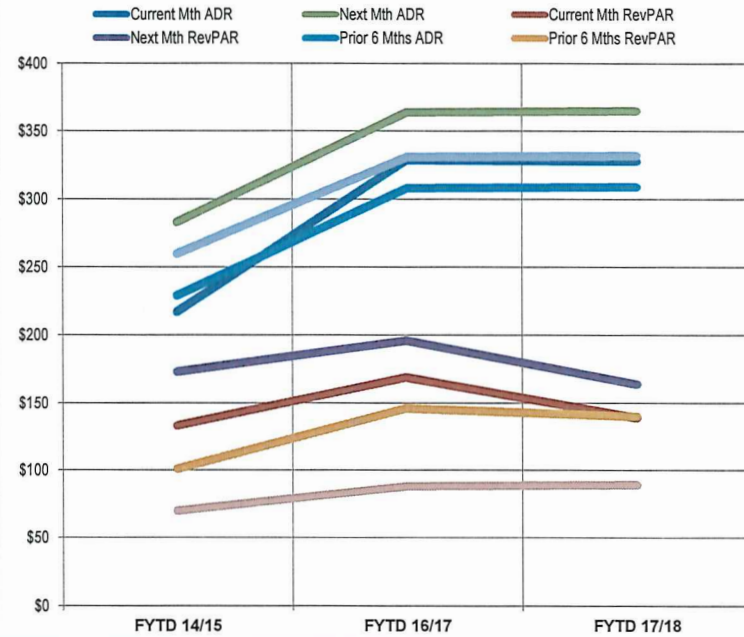
Visitor Information Comparative Statistics For FYTD 2014 - 2017 (thru Dec 2017)					
	2014-2015	2015-2016	2016-2017	2017-2018	YOY % Change
Referrals - Tahoe City:					
Walk In	27,791	26,452	25,849	27,233	5.35%
Phone	165	211	514	251	-51.17%
Email	-	105	208	220	5.77%
Kings Beach (Walk In)	6,500	8,609	3,926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

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 16/17	FYTD 17/18	Y-O-Y Change
Occupancy	61.1%	51.5%	42.4%	-17.7%
Occupancy 1 Mth Forecast	61.3%	53.8%	44.9%	-16.5%
Occupancy (prior 6 months)	44.3%	47.6%	45.2%	-5.2%
Occupancy (next 6 months)	27.1%	26.5%	26.7%	0.8%

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	\$329	\$328	-0.2%
RevPAR (Rev per Available Room)	\$133	\$169	\$139	-17.9%
ADR 1 Mth Forecast	\$283	\$364	\$365	0.3%
RevPAR 1 Mth Forecast	\$173	\$196	\$164	-16.3%
ADR (prior 6 months)	\$229	\$308	\$309	0.5%
RevPAR (prior 6 months)	\$101	\$146	\$140	-4.7%
ADR (next 6 months)	\$260	\$331	\$332	0.3%
RevPAR (next 6 months)	\$70	\$88	\$89	1.1%



BANKCARD CENTER
 PO BOX 84043
 COLUMBUS GA 31908-4043

MEMO STATEMENT

Account Number XXXX-XXXX-0100-8709
Statement Date JAN 28, 2018
Total Activity \$860.35

**** 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	\$860.35		\$0.00		\$0.00		\$860.35

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
12-29	12-27	55432867362200859224570	INT*IN*NORTH LAKE TAH TAHOE CITY CA Tax ID: 770034661 Mer Ref: A0HJNV5S Mer Zip: 96145 Tax: 5.83	86.31
12-29	12-28	05314617363500211658944	WOLFDALES CUISINE UNI TAHOE CITY CA Tax ID: 680013011 Mer Zip: 96145	25.00
01-02	01-01	75347097365012092880917	hublmedia.com 855.549.1869 GBR	39.99
01-02	01-02	75347097365012092880917	INTERNATIONAL TRANSACTION FEE	1.00
01-08	01-06	55541868007004013006734	ADOBE *ACROPRO SUBS 800-833-6687 CA Tax ID: 770019522 Mer Zip: 95110-2704 Origin Zip: 95110-2704	14.99
01-18	01-17	55547508018253872010013	THE DAM CAFE TAHOE CITY CA Tax ID: 593057272 Mer Ref: 87201001 Mer Zip: 96145 Origin Zip: 96145 Dest Ctry: USA	94.06
01-22	01-20	55432868020200557133539	VISIT CALIFORNIA 916-444-4429 CA Tran: 00000000000000000000 Tax ID: 680408095 Mer Ref: 40511286558 Mer Zip: 95814	599.00

For Customer Service, Call: 1-866-432-8161	Account Number XXXX-XXXX-0100-8709	Account Summary Purchases & Other Charges \$859.35
	Statement Date JAN 28, 2018	Cash Advances \$0.00
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Credit Limit \$50,000	Fees \$1.00
	Disputed Amount \$0.00	Credits \$0.00
		Payments \$0.00
		Total Activity \$860.35

12/27/17

WOLFDALE'S
CUISINE UNIQUE

12/29/17 17:03
Check 40001
Type Sale
Terminal 4
Manager TEEN
Server
Acct GUSTAFSON/CINDY
XXXXXXXXXXXX8709
Card Typ Mastercard
Auth 027749
Trans ID 1

Sale 25.00 ✓
Tip \$
Total \$

I AGREE TO PAY TOTAL AMOUNT
ACCORDING TO CARD ISSUER AGMT
(MERCHANT AGMT IN CREDIT VCHR)

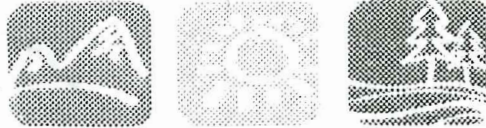
Customer Copy
Gift Card for Lauren emp of the month

(B)

12/27/2017 9:13 AM
Store: 1

Sales Receipt #31535
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
W-17 Mens Full Zip	1	98	\$37.98 T
		D% 50%	
Tahoe: A Visual Hisc	1	\$42.50	\$42.50 T
		D% 50%	
		Subtotal:	\$80.48
Local Sales Tax	7.25 % Tax:		+ \$5.83
RECEIPT TOTAL:			\$86.31 ✓

Credit Card: \$86.31 XXXX8709
MASTERCARD Expiry Date: XX/XX
Reference # 9000010230 Auth=019839
Entry: Chip Merchant # ***05964

Gifts David Bosch

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

AID: A0000000041010

Total Sales Discounts: \$80.48

PLEASE RETAIN FOR YOUR RECORDS

We Hope you Enjoy your Stay in North Lake Tahoe!



31535

(A)

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: 865633796

Invoice Date: JAN-06-18

Payment Terms: Credit Card

Due Date: JAN-13-18

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	
North America		Invoice Totals				
		S & H	Sales Tax	Currency	Qty Shipped	Invoice Total
		0.00	0.00	USD	1	14.99

Comments:

©

8.750 - 00 - 70
per Cindy!
Dawn

The DAM CAFE
Tahoe CITY, CA
530-581-0278

DAWN

CHECK #: 6415
Date: Jan 17, 2018 Time: 6:31am
Server: YES USE THIS Tablet

***** TOGO *****

NAME: DAWN

2-VEGGIE Br BURRITO	14.98
2-BREAK BURRITO	14.98
*BACON	
2-BREAK BURRITO	14.98
*SAUSAGE	
1-VEGGIE Br BURRITO	7.49
NO AVOCADO	
C-SERVER	
1-BREAK SAND	7.95
*BACON	
*CHEDDAR	
*bagel	
*PLAIN	
6-CC COOKIE	18.00
Sub Total:	78.38
+ SALES TAX:	5.68
Amount Due:	84.06
M/C:	84.06
Change Due:	0.00
Amt Due:	0.00

+10.00 tip

Have A Great Day!

94.06

RECEIVED JAN 22 2018

(D)



Attendee Information

Reference Number 29522141
 Email Address daphne@gotahoenorth.com
 First Name Daphne
 Last Name Lange
 Name as it would appear on your badge Daphne Lange
 Job Title Tourism Director
 Company/Organization Name North Lake Tahoe Resort Association
 Country United States
 Address Line 1 PO Box 1757
 City Tahoe City
 US State California
 Zip (Postal Code) 96145
 Work Phone 5305818709
 Mobile Phone 7757426830

Selection	Cost
Discount Code VIP2018	
Register as: Industry Attendee	
Sub Category DMO	\$599.00
Poppy Awards 2018	
Total	\$599.00

Date	Transaction Type	Cost
Friday, January 19th, 2018	Transaction Amount	\$599.00
Friday, January 19th, 2018	Online Credit Card Payment(xxxxxxxxxxxx8709)	\$-599.00
	Balance	\$0.00

(E)