



north lake tahoe

Chamber | CVB | Resort Association

# FINANCE COMMITTEE AGENDA

Thursday December 20, 2018 at 2:30 p.m.

NLTRA Conference Room – Upstairs

100 N. Lake Blvd, Tahoe City, CA 96145

To call in:

Dial (605) 475-3220

Enter Participant code: 547298#

## FINANCE COMMITTEE

### NLTRA Board

Christy Beck  
Treasurer

Jim Phelan  
Board Member

### Committee Members

David Brown  
CPA

Mike Salmon  
Tahoe Donner  
Association

Ramona Cruz  
Tahoe City Public  
Utility District

### Placer County Rep

Erin Casey

### NLTRA Staff

Cindy Gustafson  
CEO

Bonnie Bavetta  
CFO

DeWitt Van Sieten  
Staff Accountant  
& HR Assistant

Quorum  
3 Members with 1  
being a Board  
Member

## A. CALL TO ORDER – ESTABLISH A QUORUM

## B. ROLL CALL

## C. PUBLIC FORUM

This is an opportunity for members of the public to address the Committee on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. The Committee may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

## D. AGENDA AMENDMENTS AND APPROVAL [MOTION]

## E. APPROVAL OF FINANCE COMMITTEE MEETING MINUTES:

- 11/26/18 MEETING MINUTES [MOTION] ..... Pg. 1

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

- Review Audit RFP & List of Potential Firms..... Pg. 2
- Review Staff Report..... Pg. 5

## G. REVIEW & APPROVAL OF PRELIMINARY NOVEMBER 2018 FINANCIALS:

- NLTRA 11/30/18 FINANCIALS APPROVAL [MOTION] ..... Pg. 8
- NLTMC 11/30/18 FINANCIALS REVIEW... ..... Pg. 27

## H. SUPPLEMENTAL INFORMATION

- November 2018 Dashboard Report ..... Pg. 33

## I. APPROVAL OF CEO EXPENSES FOR NOVEMBER 2018 [MOTION]..... Pg. 38

## J. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

## K. NEXT MEETING DATE

## L. COMMITTEE MEMBER COMMENTS

## M. ADJOURN



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## FINANCE COMMITTEE MEETING - Minutes Draft

Monday, November 26, 2018 at 3:00 P.m.

NLTRA Conference Room – Upstairs

100 N. Lake Blvd, Tahoe City, CA 96145

- A. Call to Order – Establish Quorum – Quorum established 3:04pm (5)
- B. Roll Call:
  - Members in Attendance: Christy Beck – Board Member, Jim Phelan – Board Member
  - Members via Phone: Ramona Cruz, Michael Salmon, David Brown
  - Staff in Attendance: Cindy Gustafson, Bonnie Bavetta, DeWitt VanSiclen, Liz Bowling
- C. Public Forum – No public comment
- D. Agenda Amendments and Approval
  - No amendments to agenda
  - **MOTION** to approve the agenda; Jim Phelan/ Ramona Cruz, Approved 5-0-0
- E. Approval of Finance Committee Minutes:
  - **MOTION** to approve 9/25/18 Finance Committee meeting minutes; Jim Phelan/ Mike Salmon, Approved 3-0-2 (Christy Beck, Ramona Cruz)
  - **MOTION** to approve 10/26/18 Finance Committee meeting minutes with amendment to include statement that the audit report's Footnote 9 Retirement Plan was discussed and Kendall was to work with Bonnie to modify and more clearly describe the Association match portion of the 401(k) plan – Ramona Cruz / Mike Salmon, Approved 3-0-2 (Jim Phelan, David Brown)
- F. Items for Committee Review, Discussion and/or Recommendations
  - **Review Staff Report** – Preliminary October 31, 2018 financials for NLTRA and NLT Marketing Coop were reviewed and discussed.
  - **Review Staff Action Items** – No outstanding actions items.
- G. Approval of October 2018 Preliminary Financials
  - **MOTION** to approve October 31, 2018 preliminary financials for NLTRA; Mike Salmon/ David Brown, Approved 5-0-0
- H. Supplemental Information
  - Review of October 2018 Dashboard Report – Cindy asked if the dashboard as presented provided information the committee wanted to see or if it should be revised, the committee confirmed the information as presented was useful and should continue as presented
- I. Approval of CEO Expenses for October 2018
  - **MOTION** to approve; Mike Salmon/Ramona Cruz, approved 5-0-0
- J. Agenda Input for Next Finance Committee Meeting
  - Bonnie will bring an RFP for the NLTRA financial audit and a list of potential auditors to the December committee meeting for discussion; Jim requested the list of auditors be circulated prior to the meeting and Bonnie agreed to send the initial list
- K. Next Meeting Date – 12/20/18 at 2:30pm
- L. Committee Member Comments
  - Jim asked why unspent TOT funding couldn't go to support the Chamber; Cindy reviewed the history of the County restrictions on TOT funding related to the Chamber and stated that there are differences between our contract with the county and local business association arrangements with the county.
- M. Adjourn 3:50pm



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Date: 12/20/18

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

From: Bonnie Bavetta, CFO

RE: Request for Proposal – NLTRA Audits

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**Action Requested:**

Recommendations on changes to the draft RFP letter and additions or deletions to the list of firms that will be solicited.

**Background:**

McClintock Accountancy had been granted a three year contract for the NLTRA audit terminating with the June 30, 2017 audit. The contract was extended by the Board to include the year ending June 30, 2018. By mid-January NLTRA plans to submit an RFP for a five-year audit contract that would begin with the fiscal year ending June 30, 2019.

A list of potential audit firms has been developed through review of prior NLTRA RFP work, consideration of firms known by myself and members of our committee, and searches on the internet. The RFP used previously was updated and modified, but largely resembles the previous RFP.

Attached is a draft of the RFP and a list of audit firms for review and discussion.

**Fiscal Impact:**

Minimal in the solicitation and review process.

DRAFT



January 4, 2019

XXXXXX  
XXXXXX  
XXXXXX  
XXXXXX

Dear xxxx:

The North Lake Tahoe Resort Association (NLTRA) is currently seeking a five-year proposal for the audit of its annual financial statements and preparation of federal and state tax returns. NLTRA operates on a fiscal year ending June 30. The company utilizes Quickbooks accounting software, Quickbooks POS, and WebLink and Chamber Master membership software. NLTRA would anticipate an audit start date in early September and would like a completed audit report by mid- October. Additionally, the proposal should include an annual review of the North Lake Tahoe Marketing Cooperative financial statements whose structure and activities are outlined below.

The North Lake Tahoe Resort Association is a 501(c)(4) non-profit corporation that promotes tourism to benefit businesses in the North Lake Tahoe area. NLTRA was incorporated under the laws of California in 1996, and observes all local, state, and federal laws that apply to non-profit corporations. The NLTRA has an agreement for services with Placer County. Through this contract for services, which a this time is renewed annually, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area. The Resort Association serves as an umbrella organization for the following services provided to our members and the community at large: Chamber of Commerce, Visitors & Convention Bureau, Marketing, Conference Sales, and Membership Services.

The North Lake Tahoe Marketing Cooperative (NLTMC) was developed in 2006 to jointly market and promote tourism in the entire North Lake Tahoe Area from Sand Harbor/Incline Village to the West Shore. The NLTMC members include NLTRA and the Incline Village Crystal Bay Visitors Center (IVCBVC). NLTRA funds approximately 60% of the cooperative expenditures and IVCBVC funds approximately 40%.

If your firm is interested in submitting a proposal, NLTRA would welcome that interest.

NLTRA would request a copy of your most recent Peer Review Report and letters of comment if any, direct experience relating to similar nonprofit entities, and references to help NLTRA determine abilities to perform audit services. Please send responses to North Lake Tahoe Resort Association, Attention: Bonnie Bavetta, PO Box 1757, Tahoe City, CA 96145. Please feel free to contact me with any questions or for additional information at [bonnie@gotahoenorth.com](mailto:bonnie@gotahoenorth.com) / 530-581-8726. NLTRA requests a reply by March 1, 2019.

Sincerely,

Bonnie Bavetta  
Chief Financial Officer

**North Lake Tahoe Resort Association**

Potential firms for audit RFP solicitation:

**McClintock Accountancy**

305 W Lake Blvd  
Tahoe City, CA 96145

**Kohn and Company**

5310 Kietzke Lane, Suite 101  
Reno, NV 89511

**Barnard Vogler**

100 W Liberty St, Ste 1100  
Reno, NV 89501

**Gilbert Associates**

2880 Gateway Oaks Dr, Ste 100  
Sacramento, CA 95833

**Eide Bailly, LLP**

5441 Kietzke Lane, #150  
Reno, NV 89511



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## Finance Committee Staff Report

Date: 12/20/18

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

From: Bonnie Bavetta, CFO

RE: Report for November 30, 2018

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

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

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

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

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

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



**North Lake Tahoe Resort Association**

**Balance Sheet**

As of November 30, 2018

Accrual Basis

	<u>Nov 30, 18</u>	<u>Nov 30, 17</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Jun 30, 18</u>
<b>ASSETS</b>					
<b>Current Assets</b>					
<b>Checking/Savings</b>					
1001-00 · Petty Cash	409	359	50	14%	289
1003-00 · Cash - Operations BOTW #6712	333,248	627,147	(293,899)	(47%)	619,232
1007-00 · Cash - Payroll BOTW #7421	6,548	9,883	(3,335)	(34%)	6,195
1008-00 · Marketing Reserve - Plumas	50,200	50,125	75	0%	50,168
1009-00 · Cash Flow Reserve - Plumas	100,533	100,333	200	0%	100,449
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	142,461	149,283	(6,822)	(5%)	88,355
10950 · Cash in Drawer	950	295	655	222%	597
<b>Total Checking/Savings</b>	<u>663,929</u>	<u>967,006</u>	<u>(303,076)</u>	<u>(31%)</u>	<u>894,867</u>
<b>Accounts Receivable</b>					
1200-00 · Quickbooks Accounts Receivable	24,650	30,660	(6,011)	(20%)	24,331
1210-00 · A/R - Sales Estimates	0	10,469	(10,469)	(100%)	0
1290-00 · A/R - TOT	287,990	0	287,990	100%	0
<b>Total Accounts Receivable</b>	<u>312,640</u>	<u>41,129</u>	<u>271,510</u>	<u>660%</u>	<u>24,331</u>
<b>Other Current Assets</b>					
1200-99 · AR Other	248	1,614	(1,366)	(85%)	(41)
<b>1201-00 · WebLink Accounts Receivable</b>					
1201-01 · WebLink AR - Member Dues	13,685	0	13,685	100%	3,417
1201-00 · WebLink Accounts Receivable - Other	900	1,860	(960)	(52%)	2,870
<b>Total 1201-00 · WebLink Accounts Receivable</b>	<u>14,585</u>	<u>1,860</u>	<u>12,725</u>	<u>684%</u>	<u>6,287</u>
1201-02 · Allowance for Doubtful Accounts	(2,775)	(254)	(2,521)	(993%)	(2,500)
12100 · Inventory Asset	24,130	25,953	(1,823)	(7%)	28,203
1299 · Receivable from NLTMC	12,114	0	12,114	100%	28,954
1490-00 · Security Deposits	1,250	550	700	127%	650
<b>Total Other Current Assets</b>	<u>49,552</u>	<u>29,722</u>	<u>19,830</u>	<u>67%</u>	<u>61,554</u>
<b>Total Current Assets</b>	<u>1,026,121</u>	<u>1,037,858</u>	<u>(11,737)</u>	<u>(1%)</u>	<u>980,752</u>
<b>Fixed Assets</b>					
1700-00 · Furniture & Fixtures	68,768	68,768	0	0%	68,768
1701-00 · Accum. Depr. - Furn & Fix	(68,768)	(68,768)	0	0%	(68,768)
1740-00 · Computer Equipment	8,436	8,436	0	0%	8,436
1741-00 · Accum. Depr. - Computer Equip	(8,435)	(8,031)	(404)	(5%)	(8,435)
1750-00 · Computer Software	21,520	21,520	0	0%	21,520
1751-00 · Accum. Amort. - Software	(19,225)	(17,437)	(1,788)	(10%)	(18,480)
1770-00 · Leasehold Improvements	24,284	24,284	0	0%	24,284
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,284)	0	0%	(24,284)
<b>Total Fixed Assets</b>	<u>2,295</u>	<u>4,488</u>	<u>(2,192)</u>	<u>(49%)</u>	<u>3,041</u>
<b>Other Assets</b>					
<b>1400-00 · Prepaid Expenses</b>					
1410-00 · Prepaid Insurance	17,775	1,322	16,453	1,245%	9,151
1430-00 · Prepaid 1st Class Postage	1,000	1,000	0	0%	1,000
1400-00 · Prepaid Expenses - Other	8,836	13,203	(4,367)	(33%)	17,116
<b>Total 1400-00 · Prepaid Expenses</b>	<u>27,611</u>	<u>15,525</u>	<u>12,086</u>	<u>78%</u>	<u>27,267</u>
<b>Total Other Assets</b>	<u>27,611</u>	<u>15,525</u>	<u>12,086</u>	<u>78%</u>	<u>27,267</u>
<b>TOTAL ASSETS</b>	<u><u>1,056,027</u></u>	<u><u>1,057,870</u></u>	<u><u>(1,843)</u></u>	<u><u>(0%)</u></u>	<u><u>1,011,060</u></u>

# North Lake Tahoe Resort Association

## Balance Sheet

As of November 30, 2018

Accrual Basis

	Nov 30, 18	Nov 30, 17	\$ Change	% Change	Jun 30, 18
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
<b>Accounts Payable</b>					
2000-00 · Accounts Payable	49,264	33,294	15,970	48%	42,156
<b>Total Accounts Payable</b>	<b>49,264</b>	<b>33,294</b>	<b>15,970</b>	<b>48%</b>	<b>42,156</b>
<b>Credit Cards</b>					
<b>2080-00 · Bank of the West - Master Cards</b>					
2080-02 · MC_6765_Jason	0	60	(60)	(100%)	15
2080-04 · MC_5968_Ronald	0	45	(45)	(100%)	126
2080-05 · MC_2107_Greg	0	45	(45)	(100%)	
2080-06 · MC_5288_Emily	0	627	(627)	(100%)	0
2080-10 · MC_9495_AI	0	512	(512)	(100%)	180
2080-11 · MC_3978_Amber	0	665	(665)	(100%)	3,070
2080-12 · MC_3960_Natalie	0	577	(577)	(100%)	0
2080-13 · MC_6903_Cindy	0	82	(82)	(100%)	2,430
2080-14 · MC_6193_Daphne	0	0	0	0%	83
<b>Total 2080-00 · Bank of the West - Master Cards</b>	<b>0</b>	<b>2,612</b>	<b>(2,612)</b>	<b>(100%)</b>	<b>5,903</b>
<b>Total Credit Cards</b>	<b>0</b>	<b>2,613</b>	<b>(2,613)</b>	<b>(100%)</b>	<b>5,903</b>
<b>Other Current Liabilities</b>					
<b>21000 · Salaries/Wages/Payroll Liabilit</b>					
2100-00 · Salaries / Wages Payable	22,362	38,973	(16,611)	(43%)	36,870
2101-00 · Incentive Payable	25,082	39,365	(14,283)	(36%)	43,384
2102-00 · Commissions Payable	3,986	4,839	(852)	(18%)	4,698
2120-00 · Empl. Federal Tax Payable	9,686	3,118	6,569	211%	3,072
2175-00 · 401 (k) Plan	5,427	1,559	3,868	248%	1,157
2180-00 · Estimated PTO Liability	49,004	74,725	(25,721)	(34%)	49,004
<b>Total 21000 · Salaries/Wages/Payroll Liabilit</b>	<b>115,548</b>	<b>162,579</b>	<b>(47,031)</b>	<b>(29%)</b>	<b>138,185</b>
<b>2190-00 · Sales and Use Tax Payable</b>					
2195-00 · Use Tax Payable	26	0	26	100%	853
25500 · *Sales Tax Payable	1,240	636	604	95%	1,941
2190-00 · Sales and Use Tax Payable - Other	36	0	36	100%	0
<b>Total 2190-00 · Sales and Use Tax Payable</b>	<b>1,303</b>	<b>636</b>	<b>667</b>	<b>105%</b>	<b>2,794</b>
<b>2250-00 · Accrued Expenses</b>	<b>1,339</b>	<b>0</b>	<b>1,339</b>	<b>100%</b>	<b>49,521</b>
<b>2400-60 · Deferred Revenue- Member Dues</b>	<b>37,046</b>	<b>24,958</b>	<b>12,088</b>	<b>48%</b>	<b>67,000</b>
<b>2500-00 · Deferred Revenue - TMBC</b>	<b>599</b>	<b>0</b>	<b>599</b>	<b>100%</b>	<b>56,979</b>
<b>2651-00 · Deferred Rev - Conference</b>	<b>4,904</b>	<b>6,417</b>	<b>(1,512)</b>	<b>(24%)</b>	<b>535</b>
<b>2700-00 · Deferred Rev. County</b>	<b>350,305</b>	<b>0</b>	<b>350,305</b>	<b>100%</b>	<b>0</b>
<b>2800-00 · Suspense</b>	<b>4,067</b>	<b>(186)</b>	<b>4,253</b>	<b>2,287%</b>	<b>4,202</b>
<b>2900-00 · Due To/From County of Placer</b>	<b>5,160</b>	<b>220,746</b>	<b>(215,586)</b>	<b>(98%)</b>	<b>229,432</b>
<b>Total Other Current Liabilities</b>	<b>520,272</b>	<b>415,150</b>	<b>105,122</b>	<b>25%</b>	<b>548,649</b>
<b>Total Current Liabilities</b>	<b>569,536</b>	<b>451,056</b>	<b>118,480</b>	<b>26%</b>	<b>596,708</b>
<b>Total Liabilities</b>	<b>569,536</b>	<b>451,056</b>	<b>118,480</b>	<b>26%</b>	<b>596,708</b>
<b>Equity</b>					
<b>32000 · Unrestricted Net Assets</b>	<b>(11,669)</b>	<b>(8,754)</b>	<b>(2,915)</b>	<b>(33%)</b>	<b>(6,430)</b>
<b>3300-11 · Designated Marketing Reserve</b>	<b>275,755</b>	<b>256,830</b>	<b>18,925</b>	<b>7%</b>	<b>275,755</b>
<b>3301 · Cash Flow Reserve</b>	<b>100,248</b>	<b>100,048</b>	<b>200</b>	<b>0%</b>	<b>100,248</b>

**North Lake Tahoe Resort Association**

**Balance Sheet**

As of November 30, 2018

Accrual Basis

	<u>Nov 30, 18</u>	<u>Nov 30, 17</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Jun 30, 18</u>
3302 · Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	72,139	208,672	(136,533)	(65%)	(5,239)
Total Equity	<u>486,491</u>	<u>606,814</u>	<u>(120,323)</u>	<u>(20%)</u>	<u>414,352</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>1,056,027</u></b>	<b><u>1,057,870</u></b>	<b><u>(1,843)</u></b>	<b><u>(0%)</u></b>	<b><u>1,011,060</u></b>

**North Lake Tahoe Resort Association**

**A/R Aging Summary**

As of November 30, 2018

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
Allied PRA DSC Inc. (Dest Svcs Corp)	0.00	0.00	0.00	0.00	550.00	550.00
County of Placer	280,072.27	0.00	0.00	7,917.63	0.00	287,989.90
Destination Tahoe Meetings & Events	0.00	0.00	0.00	0.00	550.00	550.00
Edgewood Tahoe	0.00	0.00	0.00	0.00	5,827.50	5,827.50
Event Specialists	0.00	0.00	0.00	0.00	550.00	550.00
Hampton Inn & Suites	0.00	0.00	0.00	0.00	2,978.10	2,978.10
Harrah's/Harveys Casino	0.00	0.00	0.00	0.00	2,358.20	2,358.20
Hyatt Regency Lake Tahoe Resort, Spa & Ca	0.00	0.00	3,862.95	0.00	0.00	3,862.95
MontBleu	200.90	0.00	440.93	0.00	0.00	641.83
PlumpJack Squaw Valley Inn	0.00	0.00	1,368.00	0.00	0.00	1,368.00
Resort at Squaw Creek*	5,413.05	0.00	0.00	0.00	0.00	5,413.05
Tahoe Mountain Resorts Lodging	0.00	0.00	0.00	0.00	550.00	550.00
<b>TOTAL</b>	<b><u>285,686.22</u></b>	<b><u>0.00</u></b>	<b><u>5,671.88</u></b>	<b><u>7,917.63</u></b>	<b><u>13,363.80</u></b>	<b><u>312,639.53</u></b>

# Accounts Receivable Summary

Invoices With Apply Dates Through November 30, 2018  
 Aged as of Friday, November 30, 2018

Revenue Item	(Double click to drill down)	Not Yet Due	Current	31 - 60	61 - 90	91 - 120	121+	Total
Activities		0.00	80.00	0.00	0.00	0.00	135.00	215.00
Community Awards 2018- Employee Av		0.00	0.00	0.00	0.00	0.00	40.00	40.00
Dues		0.00	3,695.00	875.00	275.00	0.00	8,840.00	13,685.00
Email Blast		0.00	0.00	80.00	240.00	0.00	0.00	320.00
Sponsorships		0.00	0.00	0.00	0.00	0.00	250.00	250.00
TMBC - Ticket		0.00	30.00	15.00	30.00	0.00	0.00	75.00
<b>Total Open Invoices</b>		0.00	3,805.00	970.00	545.00	0.00	9,265.00	14,585.00
<b>Unapplied Payments With Payment Dates Prior to and Including 11/30/2018</b>								
<b>Pre-Payments: Payments Made Prior to 11/30/2018 on Invoices With Apply Dates After 11/30/2018</b>								
<b>Total Pre-Payments</b>								<b>14,585.00</b>
<b>Net Accounts Receivable (Open Invoices Less Unapplied Payments Less Pre-Payments)</b>								

**North Lake Tahoe Resort Association**  
**A/P Aging Summary**  
As of November 30, 2018

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
Accountemps	0.00	0.00	0.00	0.00	-35.00	-35.00
ADP	381.31	0.00	0.00	0.00	0.00	381.31
Alpenglow Mountain Racing LLC	0.00	20,000.00	0.00	0.00	0.00	20,000.00
Amber Burke	33.68	0.00	0.00	0.00	0.00	33.68
Anne-Karin Atwood*	81.51	0.00	0.00	0.00	0.00	81.51
Annie's Cleaning Service	550.00	0.00	0.00	0.00	0.00	550.00
AT & T*	373.92	168.08	0.00	0.00	0.00	542.00
Aurora World, Inc.	0.00	0.00	0.00	0.00	-351.98	-351.98
Bank of the West Bank Card Center	15,060.47	0.00	0.00	0.00	0.00	15,060.47
Bonnie L Bavetta	8.45	0.00	0.00	0.00	0.00	8.45
Chris Werfel	10.90	0.00	0.00	0.00	0.00	10.90
Cindy Gustafson	82.58	0.00	0.00	0.00	0.00	82.58
CoPower	0.00	110.80	0.00	0.00	0.00	110.80
Daphne Lange	111.94	0.00	0.00	0.00	0.00	111.94
Dawn Teran	102.46	0.00	0.00	0.00	0.00	102.46
Jason Neary	25.00	0.00	0.00	0.00	0.00	25.00
Kym Fabel	152.73	0.00	0.00	0.00	0.00	152.73
Liberty Utilities*	0.00	606.82	0.00	0.00	0.00	606.82
Liz Bowling	147.40	0.00	0.00	0.00	0.00	147.40
Office Boss	77.64	0.00	0.00	0.00	0.00	77.64
Principal Financial Group	0.00	2,257.43	183.40	0.00	363.82	2,804.65
Southwest Gas Corporation*	152.83	0.00	0.00	0.00	0.00	152.83
Spectrum	0.00	1,036.38	0.00	0.00	0.00	1,036.38
Tahoe Basics	0.00	0.00	0.00	0.00	-198.00	-198.00
Tahoe Quarterly*	0.00	0.00	0.00	0.00	168.00	168.00
Tahoe Truckee Sierra Disposal*	228.92	0.00	0.00	0.00	0.00	228.92
Vail Resorts	0.00	7,500.00	0.00	0.00	0.00	7,500.00
Van Siclen, DeWitt	12.54	0.00	0.00	0.00	0.00	12.54
Wholesale Resort Accessories, Inc.	0.00	0.00	0.00	0.00	21.50	21.50
YIG Administration	0.00	0.00	0.00	-16.98	-144.41	-161.39
<b>TOTAL</b>	<b><u>17,594.28</u></b>	<b><u>31,679.51</u></b>	<b><u>183.40</u></b>	<b><u>-16.98</u></b>	<b><u>-176.07</u></b>	<b><u>49,264.14</u></b>

# North Lake Tahoe Resort Association

## Profit & Loss

Accrual Basis

July through November 2018

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

# North Lake Tahoe Resort Association

## Profit & Loss

Accrual Basis

July through November 2018

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



# North Lake Tahoe Resort Association Profit & Loss

July through November 2018

Accrual Basis

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

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

Accrual Basis

All Departments

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Bud...
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	280,072	280,127	(55)	1,609,948	1,653,714	(43,766)	3,793,727
4200-00 · Membership Dues	11,322	10,600	722	55,366	53,000	2,366	128,000
4205-00 · Conference Dues	596	825	(229)	4,262	4,125	137	9,900
4250-00 · Revenues-Membership Activities							
4250-01 · Community Awards							
4250-04 · Silent Auction	0	0	0	0	0	0	19,000
4250-05 · Sponsorships	0	0	0	0	0	0	13,000
4250-01 · Community Awards - Other	0	0	0	0	0	0	18,000
<b>Total 4250-01 · Community Awards</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
4250-02 · Chamber Events	464	208	256	527	1,044	(517)	2,500
4250-03 · Summer/Winter Rec Luncheon	0	0	0	2,622	4,000	(1,378)	8,000
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0	0	0	0	1,050	(1,050)	3,050
4251-00 · Tues AM Breakfast Club - Other	1,045	580	465	2,702	2,900	(198)	6,960
<b>Total 4251-00 · Tues AM Breakfast Club</b>	<b>1,045</b>	<b>580</b>	<b>465</b>	<b>2,702</b>	<b>3,950</b>	<b>(1,248)</b>	<b>10,010</b>
4250-00 · Revenues-Membership Activities - Other	2,335	0	2,335	3,395	0	3,395	0
<b>Total 4250-00 · Revenues-Membership Activities</b>	<b>3,844</b>	<b>788</b>	<b>3,056</b>	<b>9,246</b>	<b>8,994</b>	<b>252</b>	<b>70,510</b>
4252-00 · Sponsorships	600	0	600	600	0	600	0
4253-00 · Revenue- Other	0			6			
4600-00 · Commissions							
4601-00 · Commissions - South Shore	201	1,667	(1,466)	8,618	8,331	287	20,000
4600-00 · Commissions - Other	5,413	2,500	2,913	27,370	12,500	14,870	30,000
<b>Total 4600-00 · Commissions</b>	<b>5,614</b>	<b>4,167</b>	<b>1,447</b>	<b>35,988</b>	<b>20,831</b>	<b>15,157</b>	<b>50,000</b>
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC income	48	500	(452)	2,344	6,000	(3,656)	9,500
46000 · Merchandise Sales - Other	7,587	3,500	4,087	58,621	43,500	15,121	95,000
<b>Total 46000 · Merchandise Sales</b>	<b>7,635</b>	<b>4,000</b>	<b>3,635</b>	<b>60,965</b>	<b>49,500</b>	<b>11,465</b>	<b>104,500</b>
<b>Total Income</b>	<b>309,683</b>	<b>300,507</b>	<b>9,176</b>	<b>1,776,381</b>	<b>1,790,164</b>	<b>(13,783)</b>	<b>4,156,637</b>
<b>Gross Profit</b>	<b>309,683</b>	<b>300,507</b>	<b>9,176</b>	<b>1,776,381</b>	<b>1,790,164</b>	<b>(13,783)</b>	<b>4,156,637</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5010-00 · Sales Commissions	2,367	633	1,734	12,032	3,169	8,863	7,600
5020-00 · P/R - Tax Expense	5,397	6,960	(1,563)	31,627	37,306	(5,679)	86,761
5030-00 · P/R - Health Insurance Expense	12,034	11,058	976	49,958	55,284	(5,326)	132,690
5040-00 · P/R - Workmans Comp	0	956	(956)	3,285	5,081	(1,797)	11,845
5060-00 · 401 (k)	3,179	3,539	(360)	16,969	18,159	(1,190)	43,048
5070-00 · Other Benefits and Expenses	197	586	(389)	1,546	2,927	(1,381)	7,029
5000-00 · Salaries & Wages - Other	87,634	87,783	(149)	433,173	450,637	(17,464)	1,068,067
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>110,808</b>	<b>111,515</b>	<b>(707)</b>	<b>548,590</b>	<b>572,563</b>	<b>(23,974)</b>	<b>1,357,040</b>
5100-00 · Rent							
5110-00 · Utilities	989	1,028	(39)	4,979	4,745	234	12,191
5140-00 · Repairs & Maintenance	881	3,902	(3,021)	926	19,507	(18,581)	46,850
5150-00 · Office - Cleaning	550	800	(250)	2,865	4,321	(1,456)	10,444
5100-00 · Rent - Other	12,614	12,957	(343)	63,826	64,769	(943)	155,468
<b>Total 5100-00 · Rent</b>	<b>15,033</b>	<b>18,687</b>	<b>(3,654)</b>	<b>72,596</b>	<b>93,342</b>	<b>(20,746)</b>	<b>224,953</b>
5310-00 · Telephone							
5320-00 · Telephone	2,894	2,129	765	14,972	10,645	4,327	25,548
5350-00 · Internet	0			25			
5310-00 · Telephone - Other	0	461	(461)	0	2,308	(2,308)	5,535
<b>Total 5310-00 · Telephone</b>	<b>2,894</b>	<b>2,590</b>	<b>304</b>	<b>14,997</b>	<b>12,953</b>	<b>2,044</b>	<b>31,083</b>
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	0	0	0	54	0	54	0
5420-00 · Mail - USPS - Other	774	325	449	1,315	1,928	(613)	5,203
<b>Total 5420-00 · Mail - USPS</b>	<b>774</b>	<b>325</b>	<b>449</b>	<b>1,368</b>	<b>1,928</b>	<b>(560)</b>	<b>5,203</b>
5510-00 · Insurance/Bonding	681	485	196	2,677	2,743	(66)	6,138
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	575	2,625	(2,050)	3,204	4,925	(1,721)	7,600
5520-00 · Supplies - Other	760	1,650	(890)	5,148	8,943	(3,795)	21,493
<b>Total 5520-00 · Supplies</b>	<b>1,336</b>	<b>4,275</b>	<b>(2,939)</b>	<b>8,352</b>	<b>13,868</b>	<b>(5,516)</b>	<b>29,093</b>
5610-00 · Depreciation	149	177	(28)	745	890	(145)	2,129
5700-00 · Equipment Support & Maintenance	10	1,116	(1,106)	650	5,588	(4,938)	13,412
5710-00 · Taxes, Licenses & Fees	864	1,050	(186)	4,156	5,451	(1,295)	12,951
5740-00 · Equipment Rental/Leasing	22	1,478	(1,456)	5,234	7,380	(2,146)	17,726
5800-00 · Training Seminars	669	1,817	(1,148)	2,278	7,331	(5,053)	16,450
5850-00 · Artist of Month - Commissions	1,396	458	938	1,894	2,294	(400)	5,500
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	750	(750)	840	3,750	(2,910)	9,000
5920-00 · Professional Fees - Accountant	0	0	0	21,000	25,000	(4,000)	25,000
5921-00 · Professional Fees - Other	0	1,916	(1,916)	0	11,459	(11,459)	26,000

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

Accrual Basis

All Departments

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

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

Accrual Basis

11 - Marketing

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	213,682	210,404	3,278	1,278,310	1,314,388	(36,078)	2,983,906
<b>Total Income</b>	213,682	210,404	3,278	1,278,310	1,314,388	(36,078)	2,983,906
<b>Gross Profit</b>	213,682	210,404	3,278	1,278,310	1,314,388	(36,078)	2,983,906
<b>Expense</b>							
5000-00 · Salaries & Wages							
5000-01 · In-Market Administration	1,375	1,375	0	6,875	6,875	0	16,500
5020-00 · P/R - Tax Expense	1,622	1,877	(255)	8,248	9,541	(1,293)	22,712
5030-00 · P/R - Health Insurance Expense	4,471	4,080	391	22,734	20,400	2,334	48,960
5040-00 · P/R - Workmans Comp	0	188	(188)	547	955	(408)	2,268
5060-00 · 401 (k)	1,008	1,073	(65)	5,318	5,451	(133)	12,978
5070-00 · Other Benefits and Expenses	80	167	(87)	352	839	(487)	2,008
5000-00 · Salaries & Wages - Other	26,903	26,815	88	133,579	136,299	(2,720)	324,453
<b>Total 5000-00 · Salaries &amp; Wages</b>	35,459	35,575	(116)	177,653	180,360	(2,707)	429,879
5100-00 · Rent							
5110-00 · Utilities	132	135	(3)	713	675	38	1,620
5140-00 · Repairs & Maintenance	80	1,167	(1,087)	80	5,835	(5,755)	14,033
5150-00 · Office - Cleaning	183	175	8	967	1,075	(108)	2,700
5100-00 · Rent - Other	2,050	1,984	66	10,594	9,917	677	23,805
<b>Total 5100-00 · Rent</b>	2,445	3,461	(1,016)	12,354	17,502	(5,148)	42,158
5310-00 · Telephone							
5320-00 · Telephone	646	670	(24)	3,343	3,350	(7)	8,040
<b>Total 5310-00 · Telephone</b>	646	670	(24)	3,343	3,350	(7)	8,040
5420-00 · Mail - USPS	95	0	95	190	300	(110)	900
5510-00 · Insurance/Bonding	129	169	(40)	509	845	(336)	2,028
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	53	0	53	847	1,800	(953)	3,600
5520-00 · Supplies - Other	60	417	(357)	518	2,081	(1,563)	5,000
<b>Total 5520-00 · Supplies</b>	113	417	(304)	1,365	3,881	(2,516)	8,600
5610-00 · Depreciation	0	20	(20)	0	100	(100)	240
5700-00 · Equipment Support & Maintenance	0	290	(290)	0	1,458	(1,458)	3,500
5740-00 · Equipment Rental/Leasing	0	315	(315)	1,258	1,575	(317)	3,780
5800-00 · Training Seminars	0	0	0	609	0	609	4,500
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	125	(125)	0	625	(625)	1,500
5921-00 · Professional Fees - Other	0	416	(416)	0	2,084	(2,084)	5,000
<b>Total 5900-00 · Professional Fees</b>	0	541	(541)	0	2,709	(2,709)	6,500
5941-00 · Research & Planning	0	0	0	5,000	2,500	2,500	5,000
6020-00 · Programs							
6016-00 · Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	10,000	(10,000)	30,000
<b>Total 6020-00 · Programs</b>	0	0	0	0	10,000	(10,000)	80,000
6420-00 · Events							
6420-01 · Sponsorships							
6023-00 · Autumn Food & Wine	3,880	0	3,880	34,278	37,375	(3,097)	37,375
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	20,300
6421-04 · Broken Arrow Skyrace	20,000	0	20,000	20,000	0	20,000	20,000
6421-05 · No Barriers	0	0	0	0	0	0	12,400
6421-06 · Spartan	(4,000)	0	(4,000)	254,000	254,500	(500)	254,500
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	5,000
6421-08 · Tough Mudder	0	0	0	8,000	0	8,000	35,550
6421-09 · Wanderlust	0	0	0	0	0	0	37,700
6421-10 · WinterWonderGrass - Tahoe	0	0	0	47	0	47	19,400
6421-16 · Mountain Travel Symposium	0	0	0	0	0	0	5,000
<b>Total 6420-01 · Sponsorships</b>	19,880	0	19,880	316,325	291,875	24,450	447,225
6421-00 · New Event Development	0	2,750	(2,750)	0	13,750	(13,750)	58,000
6424-00 · Event Operation Expenses	106	667	(561)	2,056	3,333	(1,277)	8,000
<b>Total 6420-00 · Events</b>	19,986	3,417	16,569	318,381	308,958	9,423	513,225
6730-00 · Marketing Cooperative/Media	111,384	111,384	0	556,920	556,916	4	1,336,604
6742-00 · Non-NLT Co-Op Marketing Program	9,330	833	8,497	12,609	4,169	8,440	10,000
6743-00 · BACC Marketing Programs							
6743-01 · Shop Local	3,740	5,000	(1,260)	6,682	11,000	(4,318)	20,000
6743-03 · Touch Lake Tahoe	0	10,000	(10,000)	0	10,000	(10,000)	20,000
6743-04 · High Notes	0	0	0	0	0	0	20,000
6743-05 · Peak Your Adventure	1,000	0	1,000	1,450	0	1,450	20,000
<b>Total 6743-00 · BACC Marketing Programs</b>	4,740	15,000	(10,260)	8,132	21,000	(12,868)	80,000
8200-00 · Associate Relations	0	133	(133)	25	669	(644)	1,600
8500-00 · Credit Card Fees	0	0	0	45	0	45	0
8600-00 · Additional Opportunitites	0	2,667	(2,667)	0	13,331	(13,331)	32,000

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

Accrual Basis

11 - Marketing

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

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

Accrual Basis

30 - Conference

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

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

**42 - Visitor Center**

Accrual Basis

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4050-00 · County of Placer TOT Funding	36,369	39,702	(3,333)	179,570	187,219	(7,650)	448,844
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC income	48	500	(452)	2,344	6,000	(3,656)	9,500
46000 · Merchandise Sales - Other	7,587	3,500	4,087	58,621	43,500	15,121	95,000
<b>Total 46000 · Merchandise Sales</b>	<b>7,635</b>	<b>4,000</b>	<b>3,635</b>	<b>60,965</b>	<b>49,500</b>	<b>11,465</b>	<b>104,500</b>
<b>Total Income</b>	<b>44,004</b>	<b>43,702</b>	<b>302</b>	<b>240,535</b>	<b>236,719</b>	<b>3,815</b>	<b>553,344</b>
<b>Gross Profit</b>	<b>44,004</b>	<b>43,702</b>	<b>302</b>	<b>240,535</b>	<b>236,719</b>	<b>3,815</b>	<b>553,344</b>
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	958	1,208	(250)	6,724	8,391	(1,667)	17,550
5030-00 · P/R - Health Insurance Expense	1,057	1,806	(749)	6,516	9,030	(2,514)	21,672
5040-00 · P/R - Workmans Comp	0	403	(403)	1,312	2,297	(985)	5,193
5060-00 · 401 (k)	509	537	(28)	2,883	3,065	(182)	6,924
5070-00 · Other Benefits and Expenses	45	102	(57)	469	511	(42)	1,225
5000-00 · Salaries & Wages - Other	12,890	13,425	(535)	74,345	76,628	(2,283)	173,103
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>15,461</b>	<b>17,481</b>	<b>(2,020)</b>	<b>92,250</b>	<b>99,922</b>	<b>(7,672)</b>	<b>225,667</b>
5100-00 · Rent							
5110-00 · Utilities	626	650	(24)	2,976	2,850	126	7,650
5140-00 · Repairs & Maintenance	260	2,292	(2,032)	305	11,456	(11,151)	27,500
5150-00 · Office - Cleaning	46	237	(191)	242	1,188	(946)	2,847
5100-00 · Rent - Other	6,663	7,025	(363)	33,313	35,122	(1,810)	84,297
<b>Total 5100-00 · Rent</b>	<b>7,595</b>	<b>10,204</b>	<b>(2,609)</b>	<b>36,836</b>	<b>50,616</b>	<b>(13,780)</b>	<b>122,294</b>
5310-00 · Telephone							
5320-00 · Telephone	779	0	779	4,083	0	4,083	0
5310-00 · Telephone - Other	0	461	(461)	0	2,308	(2,308)	5,535
<b>Total 5310-00 · Telephone</b>	<b>779</b>	<b>461</b>	<b>318</b>	<b>4,083</b>	<b>2,308</b>	<b>1,775</b>	<b>5,535</b>
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	0	0	0	54	0	54	0
5420-00 · Mail - USPS - Other	166	145	21	333	729	(396)	1,744
<b>Total 5420-00 · Mail - USPS</b>	<b>166</b>	<b>145</b>	<b>21</b>	<b>387</b>	<b>729</b>	<b>(342)</b>	<b>1,744</b>
5510-00 · Insurance/Bonding	227	146	81	891	731	160	1,753
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	55	125	(70)	306	625	(319)	1,500
5520-00 · Supplies - Other	517	473	44	2,607	3,064	(457)	7,375
<b>Total 5520-00 · Supplies</b>	<b>572</b>	<b>598</b>	<b>(26)</b>	<b>2,913</b>	<b>3,689</b>	<b>(776)</b>	<b>8,875</b>
5610-00 · Depreciation	118	87	31	590	440	150	1,049
5700-00 · Equipment Support & Maintenance	0	300	(300)	0	1,500	(1,500)	3,600
5710-00 · Taxes, Licenses & Fees	0	0	0	0	155	(155)	155
5740-00 · Equipment Rental/Leasing	22	429	(407)	1,189	2,147	(958)	5,150
5800-00 · Training Seminars	0	1,400	(1,400)	0	3,550	(3,550)	5,000
5850-00 · Artist of Month - Commissions	1,396	458	938	1,894	2,294	(400)	5,500
6742-00 · Non-NLT Co-Op Marketing Program	200	3,483	(3,283)	1,150	17,419	(16,269)	41,800
8100-00 · Cost of Goods Sold							
51100 · Freight and Shipping Costs	110	0	110	759	0	759	0
52500 · Purchase Discounts	0	0	0	(40)	0	(40)	0
59900 · POS Inventory Adjustments	0	0	0	32	0	32	0
8100-00 · Cost of Goods Sold - Other	3,933	1,838	2,095	30,640	22,836	7,804	49,875
<b>Total 8100-00 · Cost of Goods Sold</b>	<b>4,043</b>	<b>1,838</b>	<b>2,205</b>	<b>31,390</b>	<b>22,836</b>	<b>8,554</b>	<b>49,875</b>
8200-00 · Associate Relations	0	58	(58)	0	294	(294)	700
8500-00 · Credit Card Fees	252	140	112	1,682	1,731	(49)	3,658
8700-00 · Automobile Expenses	116	45	71	396	415	(19)	750
8750-00 · Meals/Meetings	0	67	(67)	73	331	(258)	800
8810-00 · Dues & Subscriptions	0	167	(167)	0	831	(831)	2,000
8910-00 · Travel	0	0	0	0	100	(100)	1,100
<b>Total Expense</b>	<b>30,948</b>	<b>37,507</b>	<b>(6,559)</b>	<b>175,725</b>	<b>212,038</b>	<b>(36,313)</b>	<b>487,005</b>
<b>Net Ordinary Income</b>	<b>13,057</b>	<b>6,195</b>	<b>6,862</b>	<b>64,809</b>	<b>24,681</b>	<b>40,128</b>	<b>66,339</b>
<b>Other Income/Expense</b>							
<b>Other Expense</b>							
8990-00 · Allocated	5,828	6,195	(367)	29,217	33,681	(4,464)	75,339
<b>Total Other Expense</b>	<b>5,828</b>	<b>6,195</b>	<b>(367)</b>	<b>29,217</b>	<b>33,681</b>	<b>(4,464)</b>	<b>75,339</b>
<b>Net Other Income</b>	<b>(5,828)</b>	<b>(6,195)</b>	<b>367</b>	<b>(29,217)</b>	<b>(33,681)</b>	<b>4,464</b>	<b>(75,339)</b>
<b>Net Income</b>	<b>7,228</b>	<b>0</b>	<b>7,228</b>	<b>35,592</b>	<b>(9,000)</b>	<b>44,592</b>	<b>(9,000)</b>

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

Accrual Basis

51 - TMPI

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



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

Accrual Basis

60 - Membership

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

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

Accrual Basis

60 - Membership

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

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

**70 - Administration**

Accrual Basis

	Nov 18	Budget	\$ Over Budget	Jul - Nov 18	YTD Budget	\$ Over Budget	Annual Budget
<b>Ordinary Income/Expense</b>							
<b>Expense</b>							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	1,698	2,130	(431)	9,618	10,648	(1,030)	25,555
5030-00 · P/R - Health Insurance Expense	3,172	2,648	524	7,430	13,238	(5,808)	31,770
5040-00 · P/R - Workmans Comp	0	182	(182)	876	910	(34)	2,184
5060-00 · 401 (k)	1,005	1,089	(84)	4,421	5,447	(1,026)	13,072
5070-00 · Other Benefits and Expenses	21	167	(146)	482	831	(349)	2,000
5000-00 · Salaries & Wages - Other	28,943	27,188	1,755	130,142	135,938	(5,796)	326,250
<b>Total 5000-00 · Salaries &amp; Wages</b>	<b>34,839</b>	<b>33,403</b>	<b>1,436</b>	<b>152,969</b>	<b>167,011</b>	<b>(14,042)</b>	<b>400,831</b>
5100-00 · Rent							
5110-00 · Utilities	142	123	19	803	615	188	1,476
5140-00 · Repairs & Maintenance	486	375	111	486	1,875	(1,389)	4,500
5150-00 · Office - Cleaning	198	208	(10)	1,007	1,041	(34)	2,497
5100-00 · Rent - Other	2,523	2,176	347	12,681	10,875	1,806	26,107
<b>Total 5100-00 · Rent</b>	<b>3,349</b>	<b>2,882</b>	<b>467</b>	<b>14,977</b>	<b>14,406</b>	<b>571</b>	<b>34,580</b>
5310-00 · Telephone							
5320-00 · Telephone	1,011	1,000	11	5,155	5,000	155	12,000
5350-00 · Internet	0			25			
<b>Total 5310-00 · Telephone</b>	<b>1,011</b>	<b>1,000</b>	<b>11</b>	<b>5,180</b>	<b>5,000</b>	<b>180</b>	<b>12,000</b>
5420-00 · Mail - USPS	436	88	348	639	443	196	1,059
5510-00 · Insurance/Bonding	221	0	221	868	205	663	205
5520-00 · Supplies							
5525-00 · Supplies- Computer <\$1000	307	2,000	(1,693)	1,348	2,000	(652)	2,000
5520-00 · Supplies - Other	142	625	(483)	1,716	3,125	(1,409)	7,500
<b>Total 5520-00 · Supplies</b>	<b>450</b>	<b>2,625</b>	<b>(2,176)</b>	<b>3,063</b>	<b>5,125</b>	<b>(2,062)</b>	<b>9,500</b>
5610-00 · Depreciation	31	54	(23)	156	272	(116)	650
5700-00 · Equipment Support & Maintenance	10	330	(320)	650	1,645	(995)	3,955
5710-00 · Taxes, Licenses & Fees	864	1,042	(178)	4,156	5,206	(1,050)	12,500
5740-00 · Equipment Rental/Leasing	0	329	(329)	1,351	1,647	(296)	3,950
5800-00 · Training Seminars	649	417	232	774	2,081	(1,307)	5,000
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	625	(625)	840	3,125	(2,285)	7,500
5920-00 · Professional Fees - Accountant	0	0	0	21,000	25,000	(4,000)	25,000
5921-00 · Professional Fees - Other	0	1,500	(1,500)	0	9,000	(9,000)	19,500
<b>Total 5900-00 · Professional Fees</b>	<b>0</b>	<b>2,125</b>	<b>(2,125)</b>	<b>21,840</b>	<b>37,125</b>	<b>(15,285)</b>	<b>52,000</b>
6420-00 · Events							
6422-00 · Event Media	0			300			
<b>Total 6420-00 · Events</b>	<b>0</b>			<b>300</b>			
8200-00 · Associate Relations	225	333	(108)	878	1,669	(791)	4,000
8300-00 · Board Functions	72	150	(78)	4,780	2,100	2,680	4,500
8500-00 · Credit Card Fees	265	0	265	310	0	310	0
8600-00 · Additional Opportunites	0	467	(467)	0	2,331	(2,331)	5,600
8700-00 · Automobile Expenses	184	250	(66)	1,081	1,250	(169)	3,000
8750-00 · Meals/Meetings	14	120	(107)	816	600	216	1,440
8810-00 · Dues & Subscriptions	554	275	279	1,729	1,375	354	3,300
<b>Total Expense</b>	<b>43,173</b>	<b>45,890</b>	<b>(2,717)</b>	<b>216,518</b>	<b>249,491</b>	<b>(32,973)</b>	<b>558,070</b>
<b>Net Ordinary Income</b>	<b>(43,173)</b>	<b>(45,890)</b>	<b>2,717</b>	<b>(216,518)</b>	<b>(249,491)</b>	<b>32,973</b>	<b>(558,070)</b>
<b>Other Income/Expense</b>							
<b>Other Income</b>							
4700-00 · Revenues- Interest & Investment	0			17			
<b>Total Other Income</b>	<b>0</b>			<b>17</b>			
<b>Other Expense</b>							
8990-00 · Allocated	(43,173)	(45,890)	2,717	(216,424)	(249,491)	33,067	(558,070)
<b>Total Other Expense</b>	<b>(43,173)</b>	<b>(45,890)</b>	<b>2,717</b>	<b>(216,424)</b>	<b>(249,491)</b>	<b>33,067</b>	<b>(558,070)</b>
<b>Net Other Income</b>	<b>43,173</b>	<b>45,890</b>	<b>(2,717)</b>	<b>216,441</b>	<b>249,491</b>	<b>(33,050)</b>	<b>558,070</b>
<b>Net Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(77)</b>	<b>0</b>	<b>(77)</b>	<b>0</b>

# North Lake Tahoe Marketing Cooperative Balance Sheet

As of November 30, 2018

Accrual Basis

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

**North Lake Tahoe Marketing Cooperative**  
**A/R Aging Summary**  
**As of November 30, 2018**

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
Black Diamond Agency Ltd*	0.00	0.00	0.00	0.00	2,000.00	2,000.00
Resort at Squaw Creek*	0.00	0.00	0.00	0.00	3,286.11	3,286.11
Squaw Valley Lodge	0.00	375.00	0.00	0.00	0.00	375.00
The Cottage Inn	0.00	0.00	0.00	0.00	500.00	500.00
The Landing Resort & Spa	0.00	0.00	0.00	0.00	1,279.91	1,279.91
The Village at Squaw Valley	0.00	375.00	0.00	0.00	0.00	375.00
<b>TOTAL</b>	<u><u>0.00</u></u>	<u><u>750.00</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>7,066.02</u></u>	<u><u>7,816.02</u></u>

**North Lake Tahoe Marketing Cooperative**  
**A/P Aging Summary**  
**As of November 30, 2018**

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
Daphne Lange	70.63	0.00	0.00	0.00	0.00	70.63
Development Counsellors International Ltd	0.00	11.16	0.00	0.00	0.00	11.16
FedEx	0.00	716.88	0.00	0.00	0.00	716.88
Greg Howey	24.75	0.00	0.00	0.00	0.00	24.75
In the Snow Ltd.	1,195.00	0.00	0.00	0.00	0.00	1,195.00
IVCB Visitors Bureau	610.03	0.00	0.00	0.00	0.00	610.03
Jason Neary	129.71	0.00	0.00	0.00	0.00	129.71
Move Mountains	0.00	366.00	0.00	0.00	0.00	366.00
NLTRA	12,168.54	0.00	0.00	0.00	0.00	12,168.54
Sarah Winters	188.21	0.00	0.00	0.00	0.00	188.21
Smith & Jones, Inc.	0.00	2,568.88	0.00	0.00	0.00	2,568.88
The Abbi Agency, Inc	21,300.00	0.00	-24,650.00	24,650.00	0.00	21,300.00
U.S. Travel Association	12,565.00	0.00	0.00	0.00	0.00	12,565.00
<b>TOTAL</b>	<b><u>48,251.87</u></b>	<b><u>3,662.92</u></b>	<b><u>-24,650.00</u></b>	<b><u>24,650.00</u></b>	<b><u>0.00</u></b>	<b><u>51,914.79</u></b>

# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

November 2018

Accrual Basis

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

# North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

November 2018

Accrual Basis

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



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

November 2018

Accrual Basis

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

**KEY METRICS FOR November 30, 2018 FINANCIAL STATEMENTS**

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

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

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

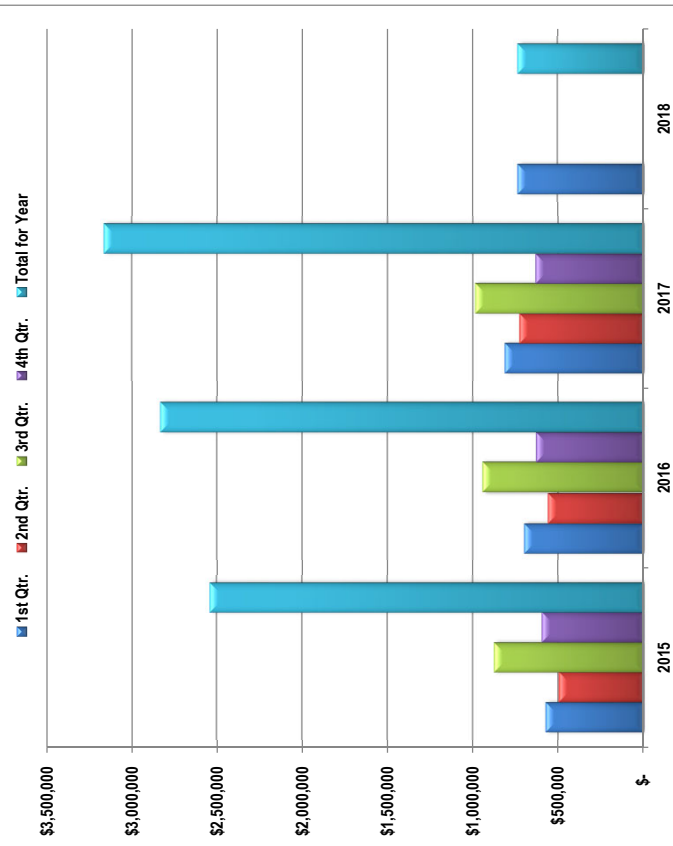
Unemployment Rates - EDD				
California (pop. 38,332,521)	June 2014	July 2015	Aug 2016	Oct 2018
Placer County (367,309)	7.1%	6.7%	5.5%	4.1%
Dollar Point (1,215)	6.0%	5.2%	4.7%	3.1%
Kings Beach (3,893)	7.1%	6.1%	1.1%	1.1%
Sunnyside/Tahoe City (1,557)	6.0%	6.8%	6.1%	3.0%
Tahoe Vista (1,433)	7.0%	5.7%	5.1%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

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

Infrastructure Fund Balances Held by Placer County as of 6/30/17 (Reported Quarterly)		
	June 2014	Total Chamber Membership
FY 2015-16 Contract	\$ 4,260,134	457
FY 2016-17 Contract	2,526,980	474
<b>Total Fund Balances</b>	<b>\$ 6,787,115</b>	<b>931</b>
	June 2018	378

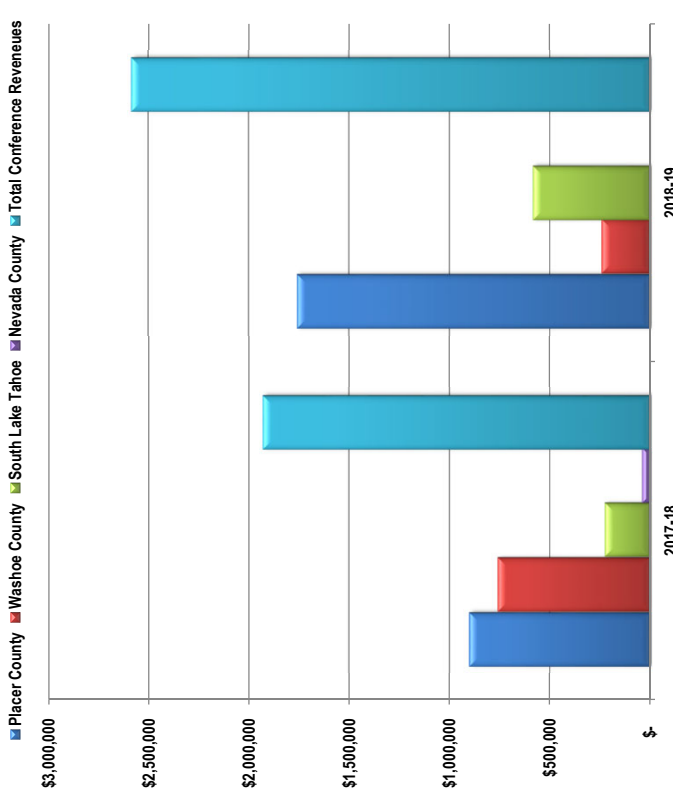
Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 11/30/2018					
FORWARD LOOKING	2017-18		2018-19		YOY % Change
	Actuals	Forecasted	Forecasted	Forecasted	
Total Revenue Booked	\$ 2,568,183	\$ 1,930,483	\$ 2,585,767	\$ 2,585,767	33.94%
Commission for this Revenue	\$ 60,863	\$ 56,151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

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



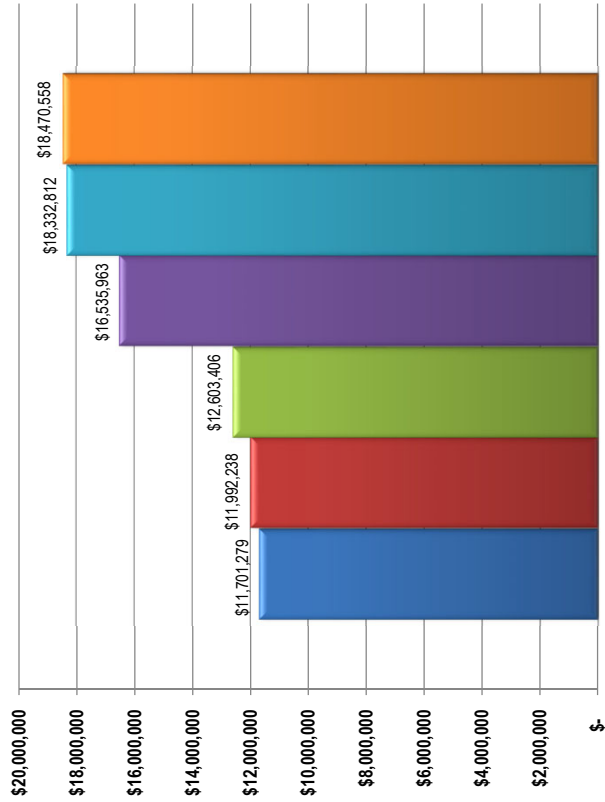
Quarter	2015	2016	2017	2018	YOY % Change
First (Jan - Mar)	\$ 573,778	\$ 699,157	\$ 814,951	\$ 733,660	-9.97%
Second (Apr - June)	\$ 495,699	\$ 559,589	\$ 728,030	\$ -	-100.00%
Third (Jul - Sept)	\$ 875,768	\$ 943,574	\$ 987,813	\$ -	-100.00%
Fourth (Oct - Dec)	\$ 596,985	\$ 629,807	\$ 634,133	\$ -	-100.00%
<b>Total</b>	<b>\$ 2,542,230</b>	<b>\$ 2,832,127</b>	<b>\$ 3,164,927</b>	<b>\$ 733,660</b>	<b>-76.82%</b>

### Conference Revenue Statistics & Revenue Share by County



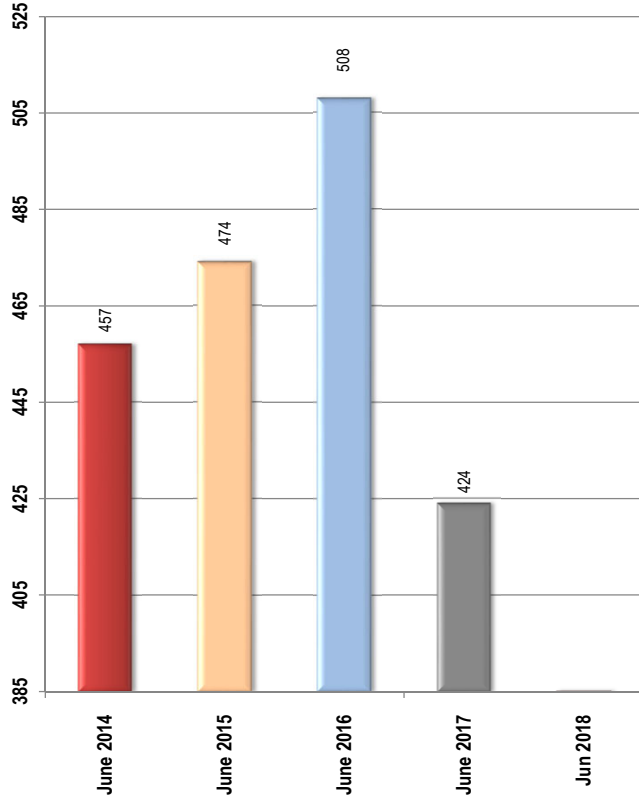
Conference Revenue Statistics Comparison FYTD 17/18 vs. FYTD 18/19 at 11/30/2018					
	2017-18	2018-19	Forecasted	Forecasted	YOY % Change
<b>FORWARD LOOKING</b>					
Total Revenue Booked	\$ 1,930,483	\$ 2,585,767	\$ 2,585,767		33.94%
Commission for this Revenue	56,151	58,165	58,165		3.59%
Number of Room Nights	10,321	13,883	13,883		34.51%
Number of Bookings	38	55	55		44.74%
<b>CURRENT</b>					
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000		0.00%
Annual Commission Goal	\$ 70,000	\$ 50,000	\$ 50,000		-28.57%
Conference Revenue And Percentage by County:					
Placer	\$ 902,580	\$ 1,760,243	\$ 1,760,243		95.02%
Washoe	\$ 760,368	\$ 241,375	\$ 241,375		-68.26%
South Lake	\$ 225,961	\$ 584,149	\$ 584,149		158.52%
Nevada	\$ 41,574	\$ -	\$ -		-100.00%
<b>Total Conference Revenue</b>	<b>\$ 1,930,483</b>	<b>\$ 2,585,767</b>	<b>\$ 2,585,767</b>		<b>33.94%</b>

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



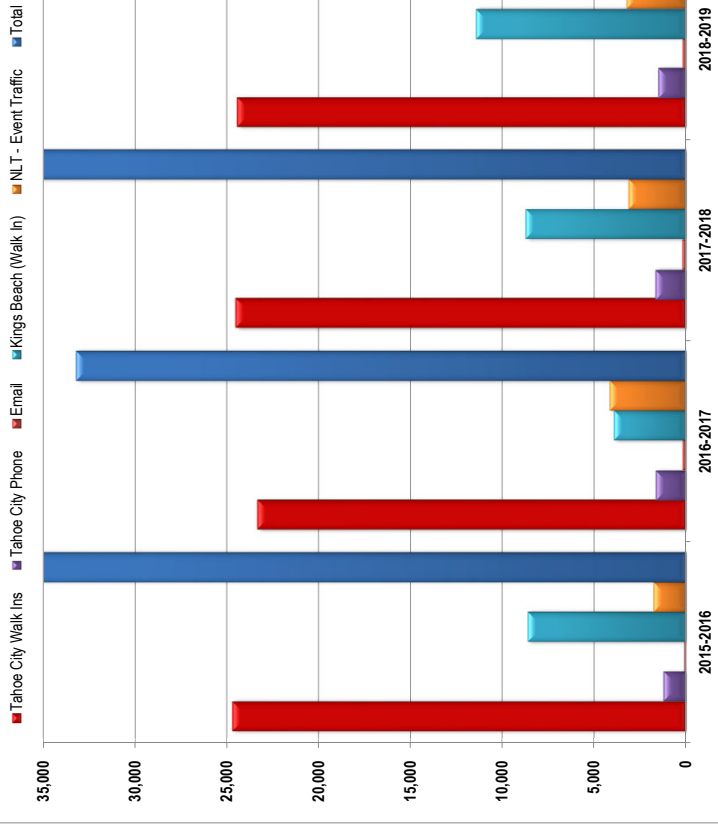
Fiscal Year	Total District 5 TOT Collections by Quarter 2010 - 2018 (as reported thru October 2018)				Total
	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	
2012 - 2013	\$ 3,882,952	\$ 2,106,483	\$ 4,263,868	\$ 1,447,976	\$ 11,701,279
2013 - 2014	\$ 4,525,882	\$ 2,145,820	\$ 3,569,535	\$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

### Chamber Membership (# of Members)



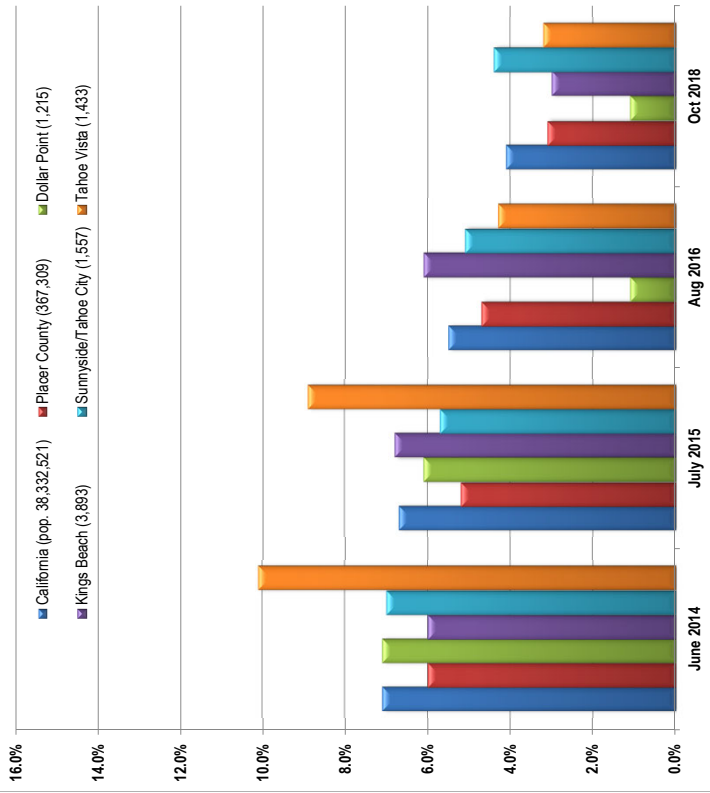
Chamber Of Commerce Total Membership	
June 2014	457
June 2015	474
June 2016	508
June 2017	424
<b>Jun 2018</b>	<b>378</b>

### Visitor Information - FYTD YOY



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

### Unemployment Rates by Region



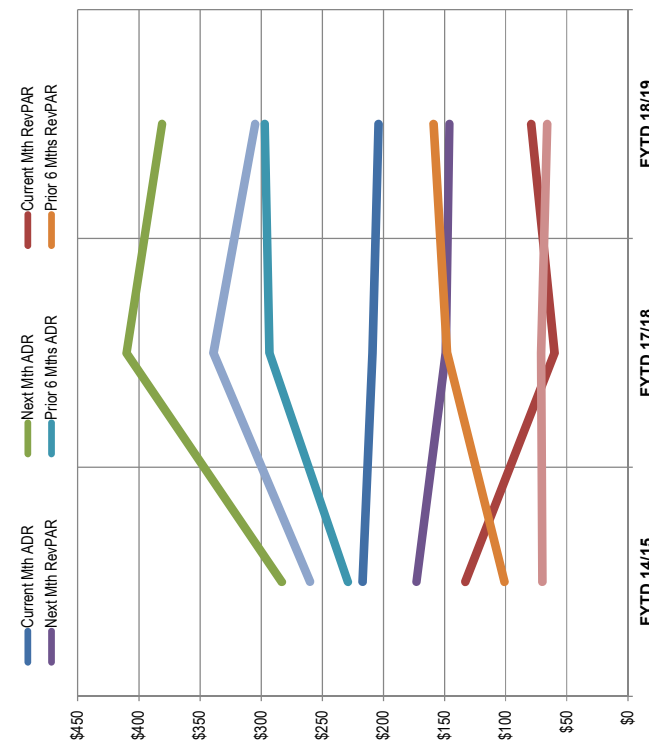
Unemployment Rates - EDD						
Region	June 2014	July 2015	Aug 2016	July 2015	Aug 2016	Oct 2018
California (pop. 38,332,521)	7.1%	6.7%	5.5%	7.1%	5.5%	4.1%
Placer County (367,309)	6.0%	5.2%	4.7%	6.0%	4.7%	3.1%
Dollar Point (1,215)	7.1%	6.1%	1.1%	7.1%	1.1%	1.1%
Kings Beach (3,893)	6.0%	6.8%	6.1%	6.0%	6.1%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

### Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 17/18	FYTD 18/19	Y-O-Y Change
Occupancy	61.1%	28.8%	38.8%	34.6%
Occupancy 1 Mth Forecast	61.3%	36.4%	38.3%	5.3%
Occupancy (prior 6 months)	44.3%	50.3%	53.4%	6.1%
Occupancy (next 6 months)	27.1%	20.8%	21.5%	3.3%

### Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FYTD 14/15	FYTD 17/18	FYTD 18/19	Y-O-Y Change
ADR (Average Daily Rate)	\$217	\$209	\$204	-2.6%
RevPAR (Rev per Available Room)	\$133	\$60	\$79	31.0%
ADR 1 Mth Forecast	\$283	\$410	\$381	-7.1%
RevPAR 1 Mth Forecast	\$173	\$149	\$146	-2.3%
ADR (prior 6 months)	\$229	\$293	\$297	1.2%
RevPAR (prior 6 months)	\$101	\$148	\$159	7.4%
ADR (next 6 months)	\$260	\$339	\$305	-10.0%
RevPAR (next 6 months)	\$70	\$71	\$66	-7.0%

# NORTH LAKE TAHOE RESORT ASSOCIATION (NLTRA) Employee Expense Report

Month Yr November 2018  
Employee Gustafson, Cindy

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

Signed By: Cindy Gustafson 12.7.18  
 Date: 12.7.18  
 Approved By: \_\_\_\_\_  
 Date: \_\_\_\_\_

ACCOUNTING			
DATE RECEIVED	DATE ENTERED	CFO APPROVAL	CFO APPROVAL DATE
12/7/18 OWS	12/7/18 OWS	<i>[Signature]</i>	12/7/18







BANKCARD CENTER  
PO BOX 84043  
COLUMBUS GA 31908-4043

MEMO STATEMENT

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

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

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

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

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

A  
B  
C  
D

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

### IMPORTANT INFORMATION ABOUT THIS STATEMENT

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

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

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



## Invoice #32697791

Nov 6, 2018

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

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

**Billing Details****Liz Bowling**

NLTRA

PO Box 1757

Tahoe City

California

96145

United States

530.581-8778

**Username:** cindy@GoTahoenorth.com**Notes**

## How to Pay

**Payment made on**

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

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

SurveyMonkey

3050 South Delaware Street, San Mateo CA 94403, USA

Our Tax ID (EIN): 37-1581003

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



## Want 100% off your next bill?

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

[LEARN MORE](#)

[Referral Program Terms of Service](#)

# Thank you for your payment!

**Receipt #32697791**

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

Happy surveying!



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ENGLISH

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B

Lunch: Daphne  
Denise  
Cindy



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

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

SUBTOTAL \$35.83  
TOTAL \$35.83

MASTER CARD \$35.83

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

CHANGE \$0.00

# OF ITEMS: 5

THANK YOU FOR SHOPPING  
TAHOE CENTRAL MARKET AND DELI



# 2019 VISIT CALIFORNIA Outlook FORUM

Attendee Information ⇨

Additional Attendees ⇨

Registration Record

**2019 Visit California Outlook Forum**

Print Record > Event Home Page >

**Attendee Information**

Reference Number 35965711  
 Email Address Cindy@gotahoenorth.com  
 First Name Cindy  
 Last Name Gustafson  
 Name as it would appear on your badge (first and last name) Cindy Gustafson  
 Job Title Chief Executive Officer  
 Company/Organization Name North Lake Tahoe Resort Assn.  
 Country United States  
 Address Line 1 100 N Lake Blvd  
 City Tahoe City  
 US State California  
 Zip (Postal Code) 96145  
 Work Phone 530-581-8739  
 Mobile Phone 530-448-1069

	Selection	Cost
Register as: Industry Attendee		\$649.00
Sub Category DMO		
	<b>Total</b>	<b>\$649.00</b>

Date	Transaction Type	
Wednesday, November 7th, 2018	Transaction Amount	\$649.00
Wednesday, November 7th, 2018	Online Credit Card Payment(xxxxxxxxxxxx6903)	-\$649.00
	<b>Balance</b>	<b>\$0.00</b>





TMA Board Meeting Breakfast Receipts

Date: 10.11.18

Member: GUSTAFSON

Amount: \$ 3.00

Signed: Cindy Gustafson

alloc  
70 - 90%  
~~51~~ 51-52%  
60-59%

E

TMA Board Meeting Breakfast Receipts

Date: 11/1/18

Member: CINDY GUSTAFSON

Amount: 12.00

Signed: Cindy Gustafson

CASH PAID

alloc  
70 - 90%  
51 - 52%  
60 - 59%

E

E

E