



May 4, 2011

To: Board of Directors

Fr: Ron Treabess, Director of Community Partnerships & Planning

Re: Presentation and Action to Approve of the Draft Infrastructure/Transportation Project Budget for FY-2011/2012

Background

As an outcome of our FY-2011/2012 budget development process, the Board of Directors is to conduct a final review and consider approving the draft proposed Infrastructure/Transportation budget. At the March Joint Committee meeting and at the April Board meeting, the draft updated Integrated Work Plan and Long Range Funding Plan was reviewed and direction was given for staff to proceed with preparing the draft project budget. Accordingly, the draft budget was reviewed and recommended for Board approval (16-0-1, Merchant) by the Joint Committee at the April 25th meeting. The Committee's recommendation was with one addition to include an appropriate fuel surcharge increase to the Summer 267 Nighttime Transit budget item. Upon approval, this Infrastructure/Transportation Budget will be used to help develop the NLTRA's FY-2011/12 Placer County TOT budget request and the overall FY-2011/12 NLTRA Budget.

Supporting Documentation

Staff will present, for Committee review and recommendation, the proposed Infrastructure/Transportation Project Budget for FY-2011/12, along with Other Budget Expenditures (Research & Planning, Membership & Advocacy and Personnel/Overhead). Pertinent materials attached to this memorandum include:

- 2011/12 Project Budget Summary
- 2011/12 Project Budget Detail
- Current and Future TOT Funding Summary (Long Range Funding Plan)
- 2011-2016 Integrated Work Plan Project Funding Needs Matrix

To improve the accuracy of the budget documents, the Finance Department has assisted in converting all figures into an Excel Program. This allows for a consistency of numbers as information is transferred from one document to another, as opposed to manual transfer of information.

Transportation Project Budget

The total proposed Transportation Project Budget is \$1,408,800, up \$51,900 from last year's proposed Transportation Budget. The main reason for this increase is that the recurring B-18 Enhanced Snow Removal service is now included in the Transportation Budget instead of Infrastructure. The various transit routes will remain the same with some minor route adjustments. The objective is to stay at the same funding level and continue the increase in

ridership through user familiarity. The funding for the Reno/North Lake Tahoe Airport Shuttle, B-14, has been reduced (-\$20,000) as recommended in the North Lake Tahoe Express Performance Review. The TTD and TNT/TMA will be following other recommendations from the Review to improve the Express service. This will include an RFP process prior to commencing the next contract year. All of the TART services will stay at the current funding and service level. This includes the funding level for TART Baseline Services, which had increased substantially in FY-2010/11. This funding continues to be necessary to help maintain core public transit services in the wake of additional cuts in state funding available to TART. This funding has been requested by Placer County in the previous two years and has been supported by the Joint Committee and NLTRA Board. Additional funding is requested for B-10 Summer 267 Nighttime Transit (+\$5,000), B-12 Winter Nighttime Transit (+\$10,000), and for B-2 Winter Traffic Management (+\$10,000). The first two are for a necessary fuel surcharge, and the third is to continue the successful winter management program at Hwy. 89 and West River Street. It should be noted that the initial start-up of a North Shore Water Shuttle pilot program, B-1, will be requested as an Infrastructure project, A-3, for the duration of the 3 year pilot program.

Infrastructure Project Budget

The total proposed level of Infrastructure funding for FY-2011/12 is \$1,602,000. This compares with an infrastructure spending request of \$1,842,000 in FY-2010/11, a decrease of \$240,000. Note that of the FY-2010/11 total, we did not receive anticipated project requests for \$897,000. This funding remains available for future projects. While there is an amount of the Placer County TOT budget each year that accrues to Infrastructure, as you are aware, this money is not received by the NLTRA until specific project expenditures are recommended by the Joint Committee, approved by the NLTRA Board and approved by the Placer County Board of Supervisors.

Other Budget Expenditures

(no increases proposed)

	Transportation	Infrastructure	Total
Research & Planning	\$ 30,000	\$ 25,000	\$ 60,000
Membership Advocacy	\$ 5,000		\$ 5,000
Personnel/Overhead	\$112,000	\$121,000	\$233,000

Requested Action

That after questions and discussion, the Board of Directors approve the Draft FY-2011/12 Infrastructure/Transportation Budget for inclusion into the overall NLTRA Budget development process for FY-2011/12.



2011-2012 Proposed Infrastructure/Transportation Project Budget Summary

(All figures are in 2011 dollars)

	Proposed 2011-12	Actual 10-11	Variance
Designated Funds Needed for Ongoing Projects	\$ 5,214,659	\$ 5,231,724	\$ (17,065)
Budget Requests for Infrastructure Projects	1,602,000	1,842,000	(240,000)
Budget Request for Transportation Projects	1,408,800	1,356,900	51,900
Total Budget Request for I/T Projects	3,010,800	3,198,900	(188,100)
Designated and Budgeted I/T Funding	8,225,459	8,430,624	(205,165)
Other Costs	293,000	313,000	(20,000)
Total Potential Budget Request	\$ 8,518,459	\$ 8,743,624	\$ (225,165)
 Total Designated Funds Needed for Ongoing Projects	 \$ 5,214,659		
Undesignated Funds held by NLTRA	92,751		
Undesignated Funds held by Placer County	1,675,029		
Anticipated I/T Funding from 2011-2012	2,958,000		
Total Available I/T Funds	\$ 9,940,439		
Balance Undesignated Funds Anticipated at June 30,2012	\$ 1,421,980		



2011-2012 Proposed Infrastructure/Transportation Project Detail
 (All figures are in 2011 dollars)

Ongoing Infrastructure/Transportation (I/T) Projects with Designated Funds from Prior Years:	
Held by NLTRA	\$ 381,030
Held by Placer County	4,833,629
Total Designated Funds Needed for Ongoing Projects	\$ 5,214,659

Potential Budget Requests for Infrastructure Projects:

Ongoing Projects Requesting Additional Funding and High Priority Projects Requesting New Funding	
A-1 Regional Wayfinding Signage	\$ 150,000
A-2 Update Master Plan, TOT Surveys, Data Analysis & Plans	55,000
A-3 Water Shuttle Pilot Program	175,000
A-6 Squaw Valley Visitor Information Center	90,000
A-7 Squaw Valley Olympic Ski Museum	150,000
A-8 North Lake Tahoe Performing Arts Facility	300,000
A-9 North Lake Tahoe Welcome Lighting Infrastructure	80,000
A-19 Tahoe City Visitor Center/Fire Station Site	150,000
A-20 Kings Beach Visitor Information	50,000
A-21 Tahoe City Historic Walking Tour	32,000
A-22 Truckee River Outlet Winter Plaza Maintenance	10,000
A-25 Commons Beach Sand Replenishment	60,000
A-27 North Tahoe Public Ice Skating Facility	300,000
Total Potential Budget Requests for Infrastructure Projects:	\$ 1,602,000

Budget Request for Transportation Projects:

Ongoing Projects Requesting Additional Funding and High Priority Projects Requesting New Funding	
B-2 Winter Traffic Management (Existing)	\$ 30,000
B-3 Summer Traffic Management (Existing & KB)	19,000
B-5 Enhanced Winter Skier and Employee Transit Service. TART, Hwy 89 and North Shore (Existing)	45,000
B-7 Enhanced Winter Transit Service TART, Hwy 267	80,000
B-8 Summer Enhanced Transit Service, Squaw Valley, Kings Beach, Tahoe City, Nighttime (Existing)	191,000
B-9 Year Round Hwy 89 Hourly Service (Fall & Spring)	125,000
B-10 Summer Hwy 267 Hourly Service (Nighttime)	45,000
B-12 Winter Nighttime Transit Service (Existing)	195,000
B-13 Enhanced Winter Skier Shuttle Truckee/Sugar Bowl	19,000
B-14 Reno/North Lake Tahoe Airport Shuttle Service (Existing)	95,000
B-18 Enhanced Snow Removal	100,000
Total without Baseline	\$ 944,000
B-11 Year Round TART Baseline	464,800
Total Budget Request for Transportation Projects:	\$ 1,408,800

Total Potential I/T Budget Request **\$ 3,010,800**

Total 2011-2012 Designated and Budgeted Infrastructure/Transportation Funding **\$ 8,225,459**

Total 2011-2012 Designated and Budgeted Infrastructure/Transportation Funding	\$ 8,225,459
Other Costs	
Personnel/Overhead (112,000+121,000)	233,000
Research and Planning (30,000+25,000)	55,000
Membership/Advocacy (5,000)	5,000
Total Other Costs	<u>293,000</u>
Total Potential Budget Request	\$ 8,518,459
Total Designated Funds Needed for Ongoing Projects	\$ 5,214,659
Undesignated Funds held by NLTRA	92,751
Undesignated Funds held by Placer County	1,675,029
Anticipated I/T funding from 2011-2012	<u>2,958,000</u>
Total Available I/T Funds	\$ 9,940,439
Balance Undesignated Funds Anticipated at June 30,2012	\$ 1,421,980



Current and Future TOT Infrastructure/Transportation Funding Summary
Long Range Plan
April 2011
 (All Figures in 2011 Dollars)

	2011-2016	2010-2015
Balance Undesignated Funds Anticipated at June 30, 2012	\$ 1,421,980	1,738,690
Total Designated Funds Needed for Ongoing Projects	5,214,659	5,231,724
Future Funds		
Annual Transportation Funds \$627,000 x 6 years	3,762,000	3,762,000
Annual Infrastructure Funds \$2,679,000 x 6 years	16,074,000	16,074,000
Total Future Funds	\$ 19,836,000	\$ 19,836,000
Total Undesignated and Future Funding	\$ 26,472,639	\$ 26,806,414
Future Infrastructure		
2010/11		1,842,000
2011/12	1,602,000	3,950,000
2012/13	2,955,000	3,155,000
2013/14	3,390,000	1,570,000
2014/15	660,000	2,250,000
0215/16	1,110,000	
Total Infrastructure	9,717,000	12,767,000
Future Transportation		
2010/11		1,356,000
2011/12	1,408,800	1,844,000
2012/13	1,592,000	1,986,000
2013/14	1,744,000	2,035,500
2014/15	1,793,500	2,050,500
0215/16	1,808,500	
Total Transportation	8,346,800	9,272,000
Total Future I/T Funding Needs	18,063,800	22,039,000
Total Designated Funds Needed for Ongoing Projects	5,214,659	5,231,724
Future I/T Admin, Research & Planning (293000*6)	1,758,000	1,825,000
Total Current and Future Funding Needs	\$ 25,036,459	\$ 29,095,724
2011-2016 Potential Funds Available for other Qualifying Projects	\$ 1,436,180	

**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan
2011-2016 Project Funding Needs**

NLTRA Role	Project	Lead Agency	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2011-2012 Proposed Budget Not Allocated	2012-2016 Additional NLTRA New Funding Anticipated				Total Additional New Funding	
								2012-2013	2013-2014	2014-2015	2015-2016		
CAPITAL INVESTMENT PROJECTS - INFRASTRUCTURE													
A-1	L	Regional Wayfinding Signage											
A-2	L	Data Analysis and Plans	\$350,000	\$183,255	\$180,451	\$2,804	\$150,000	\$100,000	\$175,000	\$100,000	\$150,000	\$525,000	
A-3	L	Water Shuttle Pilot Program	\$175,000			\$0	\$55,000	\$75,000				\$75,000	
A-4	L	Water Shuttle Service Dock Improvements					\$175,000	\$100,000	\$50,000			\$150,000	
A-5	L	Signage - Mile Markers	\$65,000	\$65,000	\$48,588	\$16,412		\$125,000	\$125,000			\$250,000	
A-6	L	Squaw Valley Visitor Information Center	\$407,000	\$17,000	\$16,936	\$64	\$90,000	\$350,000	\$100,000			\$450,000	
A-7	L/FP	Squaw Valley Olympic Ski Museum	\$6,200,000	\$212,000	\$212,000	\$0	\$150,000	\$200,000	\$200,000			\$400,000	
A-8	L/FP	North Lake Tahoe Performing Arts Facility					\$300,000	\$400,000	\$500,000			\$900,000	
A-9	L/FP	North Lake Tahoe Welcoming Lighting Infrastructure					\$80,000					\$0	
A-10	FP	Kings Beach Commercial Core Improvement Project	\$45,000,000	\$4,250,000	\$2,281,561	\$1,968,439						\$0	
A-11	FP	Lakeside Multi Purpose Trail	\$10,550,000	\$1,384,663	\$309,160	\$1,075,503						\$0	
A-12	FP	Dollar Hill/Tahoe Vista Bike Trail	\$13,000,000	\$200,000		\$200,000		\$250,000	\$750,000			\$1,000,000	
A-13	FP	Northstar Community Multi-Purpose Trail	\$11,000,000	\$1,000,000	\$494,714	\$505,286		\$250,000	\$250,000			\$500,000	
A-14	FP	Squaw Valley-Truckee Bike Trails (Tr. River Corridor Access Plan)	\$360,000	\$285,000		\$265,000		\$150,000		\$350,000	\$500,000	\$1,000,000	
A-15	FP	Homewood Class 1 Bike Trail	\$3,300,000	\$309,500	\$165,000	\$144,500		\$200,000	\$400,000			\$600,000	
A-16	FP	Tahoe Vista Recreation Area Access & Bike Trail	\$4,000,000	\$500,000		\$500,000						\$0	
A-17	FP	Tahoe Vista - Northstar Bike Trail								\$5,000		\$5,000	
A-18	FP	Bike Trail Restrooms (West Shore, Truckee River, 64 Acres)							\$300,000		\$300,000	\$600,000	
A-19	FP	TC Visitor Center/Fire Station Site West Commons Beach					\$150,000	\$300,000	\$200,000			\$500,000	
A-20	FP	Kings Beach Visitor Information Center					\$50,000	\$250,000	\$150,000			\$400,000	
A-21	FP	Tahoe City Historic Walking Tour	\$125,000	\$8,000	\$8,000	\$0	\$32,000	\$55,000				\$55,000	

L = Project Leadership
FP = Project Funding Partner
A = Project Advocate/No anticipated funding at this time

**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan
2011-2016 Project Funding Needs**

NLTRA Role	Project	Lead Agency	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2011-2012 Proposed Budget Not Allocated	2012-2016 Additional NLTRA New Funding Anticipated				Total Additional New Funding
								2012-2013	2013-2014	2014-2015	2015-2016	
A-22	Truckee River Outlet Winter Plaza Maintenance	TCPUD				\$0	\$10,000	\$10,000				\$30,000
A-23	Tahoe City Transit Center	PCDPW	\$6,900,000	\$500,000	\$64,350	\$435,650						\$0
A-24	Tahoe City Transit Center Wayfinding Signage	PCDPW	\$68,000	\$68,000	\$11,000	\$57,000						\$0
A-25	TART Bus Shelters Upgrade	PCDPW	\$306,000	\$153,000	\$153,000	\$0	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
A-26	Commons Beach Sand Improvements	TCPUD					\$60,000					\$0
A-27	North Tahoe Public Ice Skating Facility	TBD					\$300,000					\$0
A-28	North Tahoe Regional Park Playground Renovation	NTPUD	\$150,000	\$44,000		\$44,000		\$40,000				\$40,000
A-29	North Tahoe Regional Park Nature Trail Renovation/Expansion	NTPUD								\$75,000		\$75,000
A-30	Skylandia Park Enhancement and Improvements	TCPUD					\$80,000	\$80,000	\$80,000	\$60,000	\$100,000	\$320,000
A-31	State Hwy 89 Realignment and Improvement	TTD										Possibly
A-32	Burton Creek State Park/Tahoe City East Parking	CDPR										Possibly
A-33	North Shore State Line Transit Center	PCDPW										Possibly
A-34	Tahoe City "Y" Entrance	TBD										Possibly
A-35	Lakeside Multi-Purpose Trail 2-C Tahoe Marina Lodge	TCPUD										Possibly
A-36	Waterborne Transit Pier Kings Beach State Recreation Area	TTD										Possibly
A-37	Kings Beach State Recreation Area and Parking Lot	CDPR										Possibly
A-38	North Tahoe Regional Park Improvements	NTPUD										Possibly
	Total		\$101,956,000	\$9,159,418	\$3,944,760	\$5,214,658	\$1,602,000	\$2,955,000	\$3,390,000	\$660,000	\$1,110,000	\$8,115,000

4-7

L = Project Leadership
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**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan
2011-2016 Project Funding Needs**

NLTRA Role	Project	Lead Agency	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2011-2012 Proposed Budget Not Allocated	2012-2016 Additional NLTRA New Funding Anticipated			Total Additional New Funding	
								2012-2013	2013-2014	2014-2015		2015-2016
CAPITAL INVESTMENT PROJECTS - TRANSPORTATION												
		NLTRA/TMA		(See Infrastructure)								
B-1 L	Water Shuttle Pilot Program	NLTRA	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$30,000	\$32,000	\$32,000	\$32,000	\$124,000
B-2 L	Winter Traffic Management	NLTRA	\$19,000	\$19,000	\$4,435	\$19,000	\$19,000	\$22,000	\$15,000	\$15,000	\$15,000	\$74,000
B-3 L	Summer Traffic Management	NLTRA/ Others										Possibly
B-4 L	Regional Traffic Management Programs and Coordination	PC TART	\$45,000	\$45,000			\$45,000	\$47,000	\$47,500	\$47,500	\$47,500	\$188,000
B-5 FP	Enhanced Winter Skier Transit Service-TART-Hwy 89+NS Runs	PC TART					\$72,000	\$145,000	\$145,000	\$145,000	\$155,000	\$517,000
B-6 FP	Winter, Summer Daytime Half-Hour Transit Squaw to Tahoe City	PC TART	\$80,000	\$80,000			\$80,000	\$83,000	\$85,000	\$85,000	\$85,000	\$335,000
B-7 FP	Enhanced Winter Transit Service-TART-Hwy 267	PC TART	\$191,000	\$191,000	\$191,000		\$191,000	\$240,000	\$250,000	\$250,000	\$250,000	\$980,000
B-8 FP	Summer Enhanced Transit Service-includes Night Service (TART)	PC TART	\$125,000	\$125,000	\$125,000		\$125,000	\$130,000	\$135,000	\$135,000	\$135,000	\$530,000
B-9 FP	Year Round Hwy 89 Hourly Transit Service (Fall & Spring)	Northstar	\$40,000	\$40,000			\$45,000					\$0
B-10 FP	Summer Hwy 267 Hourly - Nstar to Crystal Bay Evening	PC TART	\$185,000	\$185,000	\$77,321	\$107,679	\$195,000	\$300,000	\$320,000	\$320,000	\$320,000	\$1,250,000
B-11 FP	Year Round Highway 267/Hourly Transit Service (All Season)	TTD/TMA	\$65,000	\$65,000	\$9,465	\$19,000	\$19,000	\$20,000	\$24,000	\$24,000	\$24,000	\$90,000
B-12 FP	Winter Nighttime Transit Service Enhanced Winter Skier Shuttle & Employee Transit Service-Truckee/Sugar Bowl	TTD/TMA	\$115,000	\$115,000	\$79,000	\$36,000	\$95,000	\$115,000	\$125,000	\$125,000	\$115,000	\$470,000
B-13 FP	Reno/North Lake Tahoe Airport Shuttle Service	PC TART						\$250,000	\$250,000	\$250,000	\$265,000	\$765,000
B-14 FP	Winter, Summer Nighttime Half-Hour Transit Squaw to Stateline	PC TART	\$180,000	\$180,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
B-15 FP	Year Round Daytime Half-Hour Transit Tahoe City to Stateline	TBD	\$985,000	\$985,000	\$511,351	\$302,649	\$944,000	\$1,592,000	\$1,744,000	\$1,793,500	\$1,808,500	\$6,938,000
B-16 FP	Neighborhood Shuttle Programs	PCDPW	\$464,800	\$464,800	\$348,600	\$116,200	\$464,800	\$0	\$0	\$0	\$0	\$0
B-17 FP	Enhanced Snow Removal	PC TART	\$1,449,800	\$1,403,800	\$859,951	\$418,849	\$1,408,800	\$1,592,000	\$1,744,000	\$1,793,500	\$1,808,500	\$6,938,000
B-18 FP	Total without Base Line											
B-19 FP	Year Round Base Line Service-TART											
	Total with Base Line											

L = Project Leadership
 FP = Project Funding Partner
 A - Project Advocate/No anticipated funding at this time

**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan
2011-2016 Project Funding Needs Summary**

Project Category	Projects	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2011-2012 Proposed Budget Not Allocated	2012-2016 Additional NLTRA New Funding Anticipated					Total Additional New Funding
						2012-2013	2013-2014	2014-2015	2015-2016	2012-2016	
Total Infrastructure Projects	A-1 to A-38	\$9,159,418	\$3,944,760	\$5,214,658	\$1,602,000	\$2,955,000	\$3,390,000	\$660,000	\$1,110,000	\$8,115,000	
Total Transportation	B-1 to B-19	\$1,403,800	\$859,951	\$418,849	\$1,408,800	\$1,592,000	\$1,744,000	\$1,793,500	\$1,808,500	\$6,938,000	
Total		\$10,563,218	\$4,804,711	\$5,633,507	\$3,010,800	\$4,547,000	\$5,134,000	\$2,453,500	\$2,918,500	\$15,053,000	
Total Allocated Funds Remaining		\$5,633,507									
Total Proposed Budget Not Allocated Funds		\$3,010,800									
Total Additional New Funding Needs Anticipated		\$15,053,000									
Total Allocated, Budgeted, and New Funding Needs Anticipated		\$23,697,307									



May 4, 2011

To: Board of Directors

From: Ron Treabess, Interim Executive Director

Re: Interim Executive Director Report

Status reports, updates, and work that has been or will be addressed during April and May will be verbally given on the following:

- Legislative and Budget Updates
 - Senate and Assembly Bills
 - NLTRA Advocacy
- TOT Renewal
- FY-2010/11 Agreement Compliance Matrix Attachment A-1
 - 3rd Quarter Report
 - Draft Scope of Work and Budget
 - Bi-annual Marketing ROI Report
 - Minor bylaws update
 - Placer/Washoe Conference Equity Program
- Six Month Strategic Planning and 2011/12 Budget Development
- Tahoe Transportation District Update-Ron McIntyre
- Placer County Board of Supervisors Meeting
- TRPA Regional Plan Update-Jennifer Merchant

Monthly Report March 2011

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 10/11

Prepared By: Anna Atwood, Sales & Marketing Coordinator

	<u>FY 10/11</u>	<u>FY 09/10</u>	<u>Variance</u>
Total Revenue Booked as of 3/31/11:	\$1,639,039	\$1,141,833	44%
Forecasted Commission for this Revenue:	\$107,606	\$58,995	82%
Number of Room Nights:	9809	6288	56%
Number of Delegates:	4775	3759	27%
Annual Revenue Goal:	\$2,200,000	\$1,500,000	
Annual Commission Goal:	\$140,000	\$85,000	
Number of Tentative Bookings:	48	41	17%

<u>Monthly Detail/Activity</u>	<u>March-11</u>		<u>March-10</u>	
<u>Number of Groups Booked:</u>	2		2	
Revenue Booked:	\$34,141		\$105,325	-68%
Projected Commission:	\$3,414		\$10,532	-68%
Room Nights:	340		665	-49%
Number of Delegates:	140		205	-32%
Booked Group Types:	1 Smerf		2 Corp.	
Lost Business, # of Groups:	6		6	

<u>Arrived in the month</u>	<u>March-11</u>	* EST	<u>March-10</u>	
Number of Groups:	2		2	
Revenue Arrived:	\$111,048		\$17,885	521%
Projected Commission:	\$11,104		\$645	1622%
Room Nights:	606		79	667%
Number of Delegates:	210		26	708%
Arrived Group Types:	2 Corp.		1 Corp. 1 TA	

<u>Monthly Detail/Activity</u>	<u>February-11</u>		<u>February-10</u>	
<u>Number of Groups Booked:</u>	0		0	
Revenue Booked:	\$0		\$0	
Projected Commission:	\$0		\$0	
Room Nights:	0		0	
Number of Delegates:	0		0	
Booked Group Types:	0		0	
Lost Business, # of Groups:	6		3	

<u>Arrived in the month</u>	<u>February-11</u>		<u>February-10</u>	
Number of Groups:	1		1	
Revenue Arrived:	\$11,456		\$187,426	-94%
Projected Commission:	\$572		\$9,371	-94%
Room Nights:	76		360	-79%
Number of Delegates:	50		225	-78%
Arrived Group Types:	1 Assoc.		1 TA	

Monthly Detail/Activity	<u>January-11</u>	<u>Januray 10</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$2,902	\$27,523	-89%
Projected Commission:	\$145	\$2,752	-95%
Room Nights:	25	198	-87%
Number of Delegates:	10	89	-89%
Booked Group Types:	1 Assoc.	1 Assoc.	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>January-11</u>	* Est	<u>January-10</u>
Number of Groups:	1		0
Revenue Arrived:	\$24,570		\$0
Projected Commission:	\$0		\$0
Number of Room Nights:	25		0
Number of Delegates:	10		0
Arrived Group Type:	1 Assoc.		

Monthly Detail/Activity	<u>December-10</u>	<u>December-09</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$36,491	\$96,066	-62%
Projected Commission:	\$3,649	\$8,961	-59%
Room Nights:	65	748	-91%
Number of Delegates:	194	380	-49%
Booked Group Types:	1 Corp.	2 Assoc., 1 TA	
Lost Business, # of Groups:	2	2	

<u>Arrived in the month</u>	<u>December-10</u>	<u>December-09</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$2,550
Projected Commission:	\$0	\$255
Number of Room Nights:	0	34
Number of Delegates:	0	18
Arrived Group Type:	0	1 Govt.

Monthly Detail/Activity	<u>November-10</u>	<u>November-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$176,553	\$60,389	192%
Projected Commission:	\$9,922	\$6,038	64%
Room Nights:	1530	521	194%
Number of Delegates:	525	360	46%
Booked Group Types:	1 Govt., 1 Assn.	1 Corp., 1 Smf	
Lost Business, # of Groups:	1	1	

<u>Arrived in the month</u>	<u>November-10</u>	<u>November-09</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$40,363
Projected Commission:	\$0	\$0
Number of Room Nights:	0	414
Number of Delegates:	0	150
Arrived Group Type:	0	1 Assn.

Monthly Detail/Activity	<u>October-10</u>	<u>October-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$293,259	\$70,173	318%
Projected Commission:	\$14,775	\$7,017	111%
Room Nights:	1525	630	142%
Number of Delegates:	247	1030	-76%
Booked Group Types:	1 Corp., 1 TA	1 Corp., 1 Society	
Lost Business, # of Groups:	1	5	

<u>Arrived in the month</u>	<u>October-10</u>	<u>October-09</u>	
Number of Groups:	9	3	
Revenue Arrived:	\$427,827	\$74,371	475%
Projected Commission:	\$12,597	\$3,217	292%
Number of Room Nights:	2991	480	523%
Number of Delegates:	1715	199	762%
Arrived Group Type:	1 Corp., 4 Assn., 1 Govt., 1 Smf, 1 Found	1 Corp., 1 Assn., 1 TA	

Monthly Detail/Activity	<u>September-10</u>	<u>September-09</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$26,865	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	150	0	
Number of Delegates:	50	0	
Booked Group Types:	1 Corp.	0	
Lost Business, # of Groups:	5	0	

<u>Arrived in the month</u>	<u>September-10</u>	<u>September-09</u>	
Number of Groups:	4	2	
Revenue Arrived:	\$145,651	\$42,522	243%
Projected Commission:	\$14,565	\$637	2186%
Number of Room Nights:	980	265	270%
Number of Delegates:	302	86	251%
Arrived Group Type:	4 Corp.	1 Assn. and 1 TA	

Monthly Detail/Activity	<u>August-10</u>	<u>August-09</u>	
<u>Number of Groups Booked:</u>	4	3	
Revenue Booked:	\$52,758	\$117,185	-55%
Projected Commission:	\$5,275	\$11,230	-53%
Room Nights:	430	954	-55%
Number of Delegates:	575	183	214%
Booked Group Types:	1 Corp. 1 Assn 1 TA, 1 Foundation	1 Corp., 1 Assn. 1 Govt.	
Lost Business, # of Groups:	9	6	

<u>Arrived in the month</u>	<u>August-10</u>	<u>August-09</u>	
Number of Groups:	8	5	
Revenue Arrived:	\$219,566	\$101,663	116%
Projected Commission:	\$14,117	\$9,237	53%
Number of Room Nights:	1294	534	142%
Number of Delegates:	830	330	152%
Arrived Group Type:	1 Corp., 6 Assn. 1 Society	1 Corp., 1 Assn., 1 Smf 1 Govt., 1 TA	

Monthly Detail/Activity	<u>July-10</u>	<u>July-09</u>	
<u>Number of Groups Booked:</u>	5	2	
Revenue Booked:	\$47,336	\$213,831	-78%
Projected Commission:	\$4,733	\$21,373	-78%
Room Nights:	484	575	-16%
Number of Delegates:	373	1220	-69%
Booked Group Types:	1 Corp., 3 Assn. 1 Govt.	1 Corp. 1 Assn.	
Lost Business, # of Groups:	8	3	
<u>Arrived in the month</u>	<u>July-10</u>	<u>July-09</u>	
Number of Groups:	8	7	
Revenue Arrived:	\$579,888	\$293,154	98%
Projected Commission:	\$44,258	\$18,331	141%
Number of Room Nights:	2813	1268	122%
Number of Delegates:	1479	724	104%
Arrived Group Type:	1 Corp., 6 Assn. 1 Smf	5 Assn., 1 Smf, 1 TA	

Future Year Bookings, booked in this fiscal year:

		(Goal)
For 2011/12:	\$728,001	\$650,000
For 2012/13:	\$526,577	\$250,000

NUMBER OF LEADS Generated as of 3/31/11: 68

Total Number of Leads Generated in Previous Years:

2009/2010: 107
2008/2009: 151
2007/2008: 209
2006/2007: 205
2005/2006: 240
2004/2005: 211
2003/2004: 218
2002/2003: 247
2001/2002: 293
2000/2001: 343
1999/2000: 415
1998/1999: 456
1997/1998: 571
1996/1997: 484

North Shore:						
Jan '11						
Groups Booked: 1						
Placer County:	1	Room Nights:	25	Delegates:	10	Revenue: \$2,901
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 1						
Placer County:	1	Room Nights:	78	Delegates:	14	Revenue: \$24,570
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Feb '11						
Groups Booked: 0						
Placer County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 1						
Placer County:	1	Room Nights:	76	Delegates:	50	Revenue: \$11,456
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Mar '11						
Groups Booked: 2						
Placer County:	2	Room Nights:	340	Delegates:	140	Revenue: \$34,141
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 2						
Placer County:	2	Room Nights:	606	Delegates:	210	Revenue: \$111,048
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Quarter total by county:						
Groups Booked: 3						
Placer County:	3	Room Nights:	365	Delegates:	150	Revenue: \$37,042
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 4						
Placer County:	4	Room Nights:	760	Delegates:	274	Revenue: \$147,074
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0

Monthly Report March 2011

CONFERENCE REVENUE STATISTICS

South Shore Properties

Year to Date Bookings/Monthly Production Detail FY 10/11

Prepared By: Anna Atwood, Sales & Marketing Coordinator

	<u>FY 10/11</u>	<u>FY 09/10</u>	<u>Variance</u>
Total Revenue Booked as of 3/31/11:	\$227,988	\$473,721	-52%
Forecasted Commission for this Revenue:	\$24,534	\$33,267	-26%
Number of Room Nights:	2101	4217	-50%
Number of Delegates:	1400	1656	-15%
Annual Revenue Goal:	\$300,000	\$450,000	
Annual Commission Goal:	\$15,000	\$35,000	
Number of Tentative Bookings:	43	41	5%

<u>Monthly Detail/Activity</u>	<u>March-11</u>	<u>March-10</u>
<u>Number of Groups Booked:</u>	0	1
Revenue Booked:	\$0	\$72,000
Projected Commission:	\$0	\$10,800
Room Nights:	0	800
Number of Delegates:	0	350
Booked Group Types:	0	1 Smerf
Lost Business, # of Groups:	1	6

<u>Arrived in the month</u>	<u>March-11</u>	<u>March-10</u>
Number of Groups:	2	0
Revenue Arrived:	\$15,078	\$0
Projected Commission:	\$2,261	\$0
Room Nights:	109	0
Number of Delegates:	150	0
Arrived Group Types:	1 Corp. 1 Assn.	0

<u>Monthly Detail/Activity</u>	<u>February-11</u>	<u>February-10</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:	0	0
Lost Business, # of Groups:	6	3

<u>Arrived in the month</u>	<u>February-11</u>	<u>February-10</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$11,456	\$187,426	-94%
Projected Commission:	\$572	\$9,371	-94%
Room Nights:	76	360	-79%
Number of Delegates:	50	225	-78%
Arrived Group Types:	1 Assoc.	1 TA	

<u>Monthly Detail/Activity</u>	<u>January-11</u>	<u>Januray 10</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$2,902	\$27,523	-89%
Projected Commission:	\$145	\$2,752	-95%
Room Nights:	25	198	-87%
Number of Delegates:	10	89	-89%
Booked Group Types:	1 Assoc.	1 Assoc.	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>January-11</u>	* Est	<u>January-10</u>
Number of Groups:	1		0
Revenue Arrived:	\$24,570		\$0
Projected Commission:	\$0		\$0
Number of Room Nights:	25		0
Number of Delegates:	10		0
Arrived Group Type:	1 Assoc.		

<u>Monthly Detail/Activity</u>	<u>December-10</u>	<u>December-09</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$36,491	\$96,066	-62%
Projected Commission:	\$3,649	\$8,961	-59%
Room Nights:	65	748	-91%
Number of Delegates:	194	380	-49%
Booked Group Types:	1 Corp.	2 Assoc., 1 TA	
Lost Business, # of Groups:	2	2	

<u>Arrived in the month</u>	<u>December-10</u>	<u>December-09</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$2,550
Projected Commission:	\$0	\$255
Number of Room Nights:	0	34
Number of Delegates:	0	18
Arrived Group Type:	0	1 Govt.

<u>Monthly Detail/Activity</u>	<u>November-10</u>	<u>November-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$176,553	\$60,389	192%
Projected Commission:	\$9,922	\$6,038	64%
Room Nights:	1530	521	194%
Number of Delegates:	525	360	46%
Booked Group Types:	1 Govt., 1 Assn.	1 Corp., 1 Smf	
Lost Business, # of Groups:	1	1	

<u>Arrived in the month</u>	<u>November-10</u>	<u>November-09</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$40,363
Projected Commission:	\$0	\$0
Number of Room Nights:	0	414
Number of Delegates:	0	150
Arrived Group Type:	0	1 Assn.

Monthly Detail/Activity	<u>October-10</u>	<u>October-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$293,259	\$70,173	318%
Projected Commission:	\$14,775	\$7,017	111%
Room Nights:	1525	630	142%
Number of Delegates:	247	1030	-76%
Booked Group Types:	1 Corp., 1 TA	1 Corp., 1 Society	
Lost Business, # of Groups:	1	5	

<u>Arrived in the month</u>	<u>October-10</u>	<u>October-09</u>	
Number of Groups:	9	3	
Revenue Arrived:	\$427,827	\$74,371	475%
Projected Commission:	\$12,597	\$3,217	292%
Number of Room Nights:	2991	480	523%
Number of Delegates:	1715	199	762%
Arrived Group Type:	1 Corp., 4 Assn., 1 Govt., 1 Smf, 1 Found	1 Corp., 1 Assn., 1 TA	

Monthly Detail/Activity	<u>September-10</u>	<u>September-09</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$26,865	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	150	0	
Number of Delegates:	50	0	
Booked Group Types:	1 Corp.	0	
Lost Business, # of Groups:	5	0	

<u>Arrived in the month</u>	<u>September-10</u>	<u>September-09</u>	
Number of Groups:	4	2	
Revenue Arrived:	\$145,651	\$42,522	243%
Projected Commission:	\$14,565	\$637	2186%
Number of Room Nights:	980	265	270%
Number of Delegates:	302	86	251%
Arrived Group Type:	4 Corp.	1 Assn. and 1 TA	

Monthly Detail/Activity	<u>August-10</u>	<u>August-09</u>	
<u>Number of Groups Booked:</u>	4	3	
Revenue Booked:	\$52,758	\$117,185	-55%
Projected Commission:	\$5,275	\$11,230	-53%
Room Nights:	430	954	-55%
Number of Delegates:	575	183	214%
Booked Group Types:	1 Corp. 1 Assn 1 TA, 1 Foundation	1 Corp., 1 Assn. 1 Govt.	
Lost Business, # of Groups:	9	6	

<u>Arrived in the month</u>	<u>August-10</u>	<u>August-09</u>	
Number of Groups:	8	5	
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Projected Commission:	\$14,117	\$9,237	53%
Number of Room Nights:	1294	534	142%
Number of Delegates:	830	330	152%
Arrived Group Type:	1 Corp., 6 Assn. 1 Society	1 Corp., 1 Assn., 1 Smf 1 Govt., 1 TA	

Monthly Detail/Activity	<u>July-10</u>	<u>July-09</u>	
<u>Number of Groups Booked:</u>	5	2	
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Projected Commission:	\$4,733	\$21,373	-78%
Room Nights:	484	575	-16%
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Booked Group Types:	1 Corp., 3 Assn. 1 Govt.	1 Corp. 1 Assn.	
Lost Business, # of Groups:	8	3	
<u>Arrived in the month</u>	<u>July-10</u>	<u>July-09</u>	
Number of Groups:	8	7	
Revenue Arrived:	\$579,888	\$293,154	98%
Projected Commission:	\$44,258	\$18,331	141%
Number of Room Nights:	2813	1268	122%
Number of Delegates:	1479	724	104%
Arrived Group Type:	1 Corp., 6 Assn. 1 Smf	5 Assn., 1 Smf, 1 TA	

Future Year Bookings, booked in this fiscal year:

For 2011/12:	\$15,093	(Goal) \$100,000
For 2012/13:		\$50,000

NUMBER OF LEADS Generated as of 3/31/11: 50

Total Number of Leads Generated in Previous Years:

2009/2010: 107
2008/2009: 151
2007/2008: 209
2006/2007: 205
2005/2006: 240
2004/2005: 211
2003/2004: 218
2002/2003: 247
2001/2002: 293
2000/2001: 343
1999/2000: 415
1998/1999: 456
1997/1998: 571
1996/1997: 484

Board/Staff Follow-up on Previous Action Items

Assigned	Date	Action	Status	Date Completed
Andy	7/7/10	Marketing Committee to work on quantifying Key Performance Objectives.	On-going	
Kym	9/1/10	Include in Grant Funding Application the proposed ROI for the grant, have grantees report the proposed versus actual ROI and have grantees notify the committee if any material changes are made in the grantees use of funds.	May Chamber Advisory Committee meeting	
Staff	9/1/10	Take the codification of the Chamber of Commerce Advisory Committee & structure to the Chamber of Commerce Committee for discussion and recommendation.	March Chamber Advisory Committee meeting	
Ron/Andy	9/1/10	Document the chronology of the Marketing Conference Equity Committee negotiations and present to the Board Executive Committee and Director Beck for resolution direction.	April 11, 2011	Submitted to County 4/18
Staff	11/3/10	Clarify requirements for Business Association Grants and Community Marketing Grants.	May Chamber Advisory Committee meeting	
Kim	11/3/10	Dissolve the NLTC and TNVCB corporations.	Final dissolution package sent to Secretary of State	
Staff & TOT Committee	12/14/10	Explore expanding the TOT Renewal Committee to include marketing, lodging and past president members. Develop a proposal for initiating survey/factfinding information for TOT renewal.	On-going; April Board Meeting	4/20/11
Ron	2/2/11	Provide more information on wayfinding signage project.	June Board meeting	
Ron	4/6/11	Prepare guidelines for NLTRA advocacy/response to proposed projects.	July Board meeting	
Andy	4/6/11	Marketing Committee develop conference sales strategy for Board presentation.	June Marketing Committee; July Board meeting	



THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday, April 6, 2011
Tahoe City Public Utility District Board Room
PRELIMINARY MINUTES

ATTENDANCE: Ron McIntyre, Wally Auerbach, Phil GilanFarr, Alex Mourelatos, Ron Parson, Deanna Gescheider, Tom Murphy, Kali Kopley, Roger Beck, and Tom Murphy. Barb Cohen arrived after the meeting was called to order and was not present for all votes.

STAFF IN ATTENDANCE: Ron Treabess, Kym Fabel, and Sally Lyon

OTHERS IN ATTENDANCE: Art Chapman, David Tirman, Justin Broglio, Paul Schultz, Rob Weston, Steve Kastan, Marguerite Sprague, Cindy Gustafson, and Caroline Ross

A. CALL TO ORDER - ESTABLISH QUORUM

The meeting was called to order at 8:37 AM by Chairman Ron McIntyre and a quorum was established.

Ron McIntyre thanked the Search Committee, and in particular Chair Deanna Gescheider, for the great work they've done in the search for the new CEO.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions

There were no changes to today's agenda.

2. Approval of Agenda

M/S/C (Parson/GilanFarr) (8-0-0) to approve today's agenda as presented.

C. PUBLIC FORUM

Ron Treabess introduced the guests in the audience.

D. REPORTS & ACTION ITEMS

3. Request for Homewood Mountain Resort Project Support from JMA Associates

Art Chapman of JMA Associates provided a status report on the proposed Homewood Mountain Resort project and where it is in the approval process. He explained the purpose of the project is to make Homewood Resort a viable business by developing a destination village, which will increase the number of skiers by about 300 per day, and provide tourism options on the West Shore. Mr. Chapman spoke of the transportation and "green" energy options included in the proposal. He is asking the NLTRA Board for a letter of support, stating he believes the project is consistent with NLTRA goals.

At last month's meeting, the NLTRA Board asked for clarification from Placer County on the ability to support projects such as this. Information from the County CEO, Tom Miller, was provided in the

Board packets, and stated NLTRA can support a project's principles if what the project is trying to achieve is consistent with the NLTRA Master Plan. Discussion followed.

M/S/C (Parson/Murphy) (8-0-1 abstention Gescheider) to direct staff to draft a letter in support of the Homewood Mountain Resort project. The letter will be reviewed by Board members prior to being signed by the Board Chair and will be submitted to Placer County prior to the April 21st close of the Public Comment period. Further, there will be a comment submitted to the public regarding NLTRA's support.

ACTION: Ron Treabess will draft the letter as noted in the above motion. Further, he will submit a recommendation to the Board on clear guidelines for appropriate Board response on projects such as this.

4. Infrastructure Funding Request of up to \$45,000 for the West Commons Beach Conceptual Alternatives Analysis

Ron Treabess reported the Joint Infrastructure/Transportation Committee reviewed this request for funding of a study of alternatives to be considered at the current Fire Station location. He reminded the group that the Fire Station will vacate its current site when their new location is ready in 2012.

Cindy Gustafson of the Tahoe City Public Utility District (TCPUD) reported a partnership has been formed with various local agencies and associations to consider options for the lakefront property. She called this a unique opportunity to consider a variety of options, including a visitor center or performing arts venue. Ms. Gustafson suggested the time to research the alternatives is now, before the existing building is torn down. Marguerite Sprague, Executive Director of the North Lake Tahoe Historical Society, and Justin Broglio, Executive Director of the Tahoe City Downtown Association, spoke in favor of the proposed feasibility study. Discussion followed and it was noted that the NLTRA Master Plan includes a visitor center. Ron Treabess added this funding request is within the Integrated Work Plan budget.

M/S/C (Parson/Kopley) (8-0-1 abstention McIntyre) to approve the Infrastructure Funding Request of up to \$45,000 for the West Commons Beach Conceptual Alternatives Analysis.

5. Direction to Prepare a Final Draft FY 2011-12 Integrated Work Plan and Long Range Funding Plan (2011-16) for Budget Approval

Ron Treabess presented the proposed 16 month Plan included in the Board packets. He explained the Plan is continually updated and noted the revisions per direction from the Board to include prioritization of projects, project selection criteria, and milestones. Ron Treabess is asking for Board support of the Plan so the Committee can move into the funding process. He stated the dollar amounts in the Draft Plan are estimates only. Staff will provide budget needs and potential sources of revenue for final approval of each project by this Board and the Placer County Board of Supervisors. Wally Auerbach, Chair of the Joint Infrastructure/Transportation Committee, asked that in the final project descriptions, there be a reference of where each fits in with the overall NLTRA goals.

M/S/C (Beck/Kopley) (9-0-0) to direct staff to prepare a Final Draft FY 2011-12 Integrated Work Plan and Long Range Funding Plan (2011-16) for Budget Approval.

6. Interim Executive Director Report

• TOT Renewal Funding Request

Ron Treabess reported a 12 person ad hoc committee including members from NLTRA, Placer County, Transportation Management Association, and the four local Special Districts has been formed to define the work that needs to be done leading to public vote regarding renewal of 2% local portion of the Transportation Occupancy Tax (TOT). Ron Treabess asked the Board to approve up to \$36,000, which will be combined with contributions from the other agencies, in order to retain a consulting firm to define the work to be done leading to the vote. A voter survey will be done prior to the ballot language being formalized. The survey will be submitted to the Board via email for comments. Included in the Board packet is additional information on this topic, including suggested time tables and tasks to be done.

M/S/C (Parson/Kopley) (9-0-0) to approve up to \$36,000 to retain consultants to move forward with the TOT Renewal process, including the pre-election survey and development of a timeframe for the election process.

• Lake Tahoe Basin Prosperity Plan

Ron Treabess reminded the group of last month's presentation by B Gorman. A Board of Directors is being developed for the Tahoe Prosperity Center, which is a virtual center, not "bricks and mortar," and is charged with implementing the Prosperity Plan. There has been a request for a representative from NLTRA and one from the North Lake Tahoe Chamber to sit on the Center's Board. Discussion followed. Alex Mourelatos suggested this item should have been included in the Chamber agenda. There was consensus that a NLTRA staff member and Phil GilanFarr will serve on the Center's Board. Alex Mourelatos will serve as an alternate.

7. Marketing Report

• Conference Revenue Statistics – March 2011

Ron Treabess presented Andy Chapman's report, which was included in the Board packets. Alex Mourelatos noted that the Lodging Committee has discussed the waning numbers of conference leads generated and bookings. The Committee recommends a change in strategy, noting this area of focus needs to be addressed because the numbers are not good. Discussion followed regarding conference sales in the area. It was noted that Board direction has been to focus on marketing and special events, not necessarily conference sales.

ACTION: The Marketing Committee will consider Conference Sales as a priority topic at their next meeting and present a strategy at the next Board meeting to address the issue.

• Update on Amgen Tour of California

Ron Treabess presented Andy Chapman's written report. Phase 2 marketing efforts are underway and the 10 Day Countdown to the Tour campaign has begun.

8. Board/Staff Follow-up on Previous Action Items

There were no questions or comments.

E. CONSENT CALENDAR

M/S/C (Parson/GilanFarr) (9-0-0) to approve the Consent Calendar as presented.

The following was approved in the Consent Calendar:

9. Board Meeting Minutes – March 2, 2011
10. Special Board Meeting Minutes – March 18, 2011

11. Finance Committee Minutes – March 1, 2011
12. Financial Statements – February 2011
13. Lodging Committee Minutes – March 3, 2011
14. Joint Infrastructure/Transportation Committee Minutes – March 28, 2011
15. Marketing Committee Minutes – March 29, 2011
16. Conference/Marketing Activity Report – March 2011
17. Infrastructure/Transportation Activity Report – March 2011
18. NLTRA Alcohol Policy

At 10:11 AM, the Board of the North Lake Tahoe Resort Association adjourned and convened as the North Lake Tahoe Chamber of Commerce Board.

F. CHAMBER OF COMMERCE REPORTS

19. Presentation, Discussion and Possible Action to Approve 2011-12 Chamber of Commerce Business Plan Goals

Kym Fabel presented the proposed Business Plan Goals. Pending Board approval, objectives and action items will be identified to achieve the Goals. Chamber Advisory Committee Chair Caroline Ross reviewed the Goals, which include increasing membership, increasing revenue, working with other agencies and organizations to supporting tourism legislation, supporting events that support tourism and non-tourism related businesses, and developing a Chamber Ambassador Program. Discussion followed regarding strategies to reach the goals identified and the Board's desire to have a more specific action plan provided.

M/S/C (Parson/Gescheider) (9-0-0) to approve the 2011-12 Chamber of Commerce Business Plan Goals with strategies for achieving the goals being included.

20. Status Report: Completion of 2010/11 Community Marketing Grant Application Cycle

Kym Fabel reported one more round of Community Marketing Grant funds are available. The Advisory Committee will review the applications and make recommendations for Board approval.

21. Chamber Activities and Events

Kym Fabel reviewed the upcoming events and the Chamber Education Schedule for the next year. She reported a single membership concept is being discussed by the Advisory Committee and local Business Associations.

G. CHAMBER OF COMMERCE CONSENT CALENDAR – MOTIONS

M/S/C (GilanFarr/Murphy) (9-0-0) to approve the Consent Calendar as presented.

The following was approved in the Consent Calendar:

22. Chamber of Commerce Committee Minutes – March 16, 2011
23. March Chamber of Commerce Implementation Report
24. Approve Chamber Advisory Committee Recommendation to Join Other Chambers of Commerce in Opposition to State of California Administration Proposal to Abolish Redevelopment
25. Approve Chamber of Commerce Advisory Committee Recommendation of North Tahoe Business Association Grant Request (2010-11)

At 10:43 AM, the Board of the North Lake Tahoe Chamber of Commerce adjourned and convened as the Board of the North Lake Tahoe Resort Association.

H. DIRECTORS' COMMENTS

Roger Beck asked about the Financial Reports approved in the Consent Calendar, specifically, the commissions and booking fees being under budget and special event costs being over budget. Sally Lyon provided explanations.

Alex Mourelatos asked that in the Chamber discussions of a single membership structure, they define the tasks of the Business Associations versus those of the Chamber.

I. MEETING REVIEW AND STAFF DIRECTION

J. CLOSED SESSION

25. Personnel Matters

K. RECONVENE TO OPEN SESSION

26. Closed session report

There was no Closed Session.

L. ADJOURNMENT

The meeting adjourned at 10:50 AM

Submitted by Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



FINANCE COMMITTEE MINUTES
Tuesday, April 5, 2011 – 9:00 am
NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron McIntyre, Ron Parson, and Allen Highfield by phone.

STAFF IN ATTENDANCE: Ron Treabess, Sally Lyon, Kim Lambert

OTHERS IN ATTENDANCE: None

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 9:05 am by Chair Ron Parson and a quorum was established.

2.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (McIntyre/Highfield) (3/0) to approve the agenda as presented.

4.0 APPROVAL OF MINUTES

4.1 M/S/C (Highfield/McIntyre) (3/0) to approve the Finance Committee minutes of Tuesday, March 1, 2011.

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE FEBRUARY 2011 FINANCIAL STATEMENTS

5.1 Sally Lyon reviewed the Financial Analysis for the eight months ending February 28, 2011:

- Operating cash is \$922,000.
- Marketing Cooperative cash is \$184,000.
- Infrastructure cash is \$80,000.
- The receivable from the County for Marketing, Transportation and G&A is \$1.6 million.
- Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$6.1 million.
- Unearned revenue and deferred support related to Infrastructure is \$6.2.
- Change in net assets is (\$2,000) for the month of January and \$243,000 year-to-date.
- The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$53,000 from same month a year ago.

Some of the variances were discussed. Ski Tahoe North Interchangeable Lift Ticket sales are down, probably due to the price increase. Conference commissions are up from last month. The Chamber of Commerce awards dinner revenue was higher than anticipated. The \$240,000 positive variance in transportation is because we have not yet been billed by some vendors.

M/S/C (McIntyre/Highfield) (3/0) to recommend to the Board of Directors the approval of the February 28, 2011 Financial Statements.

6.0 DISCUSSION AND REVIEW OF EXECUTIVE DIRECTOR SEARCH EXPENDITURES

6.1 The expenditures for the Executive Director search were discussed. It appears that NLTRA has paid some bills for lodging and meals that should have been paid by Searchwide under the terms of the contract. It was also noted that bills from Sunnyside and the Resort at Squaw Creek have not yet been received. Ron Parson will call Jim Carra at Searchwide to authorize Sally Lyon to discuss the bills and contract. Currently, it appears that expenses for the search are approximately \$47,000 and that NLTRA has paid some bills that should have been paid by Searchwide.

7.0 ANTICIPATED FISCAL IMPACT OF EXECUTIVE DIRECTOR HIRE

7.1 Ron Parson thought the Finance Committee needed to know the fiscal impact of the new Executive Director hire. Ron Treabess noted that one-time expenses are in this fiscal year. The hire will not negatively affect the budget.

8.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

8.1 There were no follow-up items.

9.0 COMMITTEE MEMBER COMMENTS

7.1 TOT looks like it is on pace to be \$10 million.

10.0 ADJOURNMENT

10.1 The Finance Committee meeting adjourned at 9:35 am.

Submitted by:

Kim Lambert
Accounting and Human Resources Assistant

**North Lake Tahoe Resort Association
Financial Statements
For the Nine Months Ending March 31, 2011**

North Lake Tahoe Resort Association
Financial Analysis
For the Nine Months Ending March 31, 2011

Consolidated

Statement of Financial Position

- Operating Cash is \$628,000, Marketing Cooperative Cash is \$105,000 and Infrastructure Cash is \$474,000.
- The Receivable from the County is \$1,128,000. This includes five payments for the 10/11 contract. The current year payment schedule starts in October 2010 and runs through August 2011.
- Infrastructure funds that Placer County is holding for 2005-2010 are booked as a separate receivable (AR – Infrastructure County) in the amount of \$1,582,000 for 06/07, \$1,835,000 for 07/08, \$827,000 for 08/09, \$790,000 for 09/10 and \$667,000 for 10/11 (collected throughout the year) with the total receivable at \$5,701,000.
- Unearned Revenue & Deferred Support in the amount of \$6,187,000 is the offsetting liability for the Infrastructure funds held by NLTRA and Placer County.
- Accounts Receivable is down \$13,000 from the previous month with good collections on Chamber Membership offset by new billings of STN tickets.
- Advance Ticket Sales (STN) has a \$28,000 balance. Sales of the retail tickets have not been as strong as previous year.
- Other Liabilities and Unearned Revenue are down \$104,000 from a month ago and corresponds to the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is (\$59,000) for the month of March and \$183,000 year to date.

Statement of Cash Flows

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is down \$12,000 from the same month a year ago. For the year, Tourism and Administration has provided \$12,000, Infrastructure has provided \$47,000 and equipment purchase has used \$2,000 for a total increase in cash of \$57,000 for the nine months ending March 31, 2011.

North Lake Tahoe Resort Association
 Financial Variance Report
 For the Nine Months Ended March 31, 2011

YTD-Budget	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
		4,193,345	798,412	3,252,909	28,131	113,893
Key Variances						
Commissions-Ski Tahoe North Tickets slow start, and less sales	Marketing	(22,187)				(22,187)
Commissions-large group not commissionable	Conference	(28,171)				(28,171)
Placer County Funding-Journal Transfer	VST	440,459				440,459
Chamber Member Dues-Write-off of non-paying members	Chamber	(10,506)				(10,506)
Chamber Special Events-Chamber Events exceed budget	Chamber	6,139				6,139
TOT funding-Revenue recognition to match spending Infrastructure projects	Infrastructure	(1,118,847)				(1,118,847)
Salaries-Timing	Marketing		5,627			5,627
Salaries-Timing	Conference		(5,451)			(5,451)
Salaries-Salaries and benefits up from budget	VIC		(5,340)			(5,340)
Salaries-Savings	G & A		24,141			24,141
Special Events-Timing of Amgen and reimbursement	Marketing			52,332		52,332
Marketing-Other-Timing	Marketing			21,480		21,480
Community Marketing Programs-Timing	Marketing			(22,986)		(22,986)
Transportation Projects-Journal Transfer	VST			(439,184)		(439,184)
Cost of Sales-Sales and cost of sales up from budget	VIC			(6,881)		(6,881)
Chamber Special Events-Expenses below budget	Chamber			4,703		4,703
Professional Fees-Savings on Tax Return preparation	G & A			5,535		5,535
Board Functions-Timing of Ex Director search	G & A			11,593		11,593
Infrastructure Projects-Variou, corresponds to TOT funding	Infrastructure			1,118,847		1,118,847
All Other Smaller Variances	Various	7,316	5,543	37,863	(12,472)	38,250
Variance Total		(725,797)	24,520	783,302	(12,472)	69,553
Month-Actual		3,467,548	773,892	2,469,607	40,603	183,446

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association
 Financial Variance Report
 For the Month Ended March 31, 2011

	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
Month-Budget		494,429	81,065	476,289	3,571	(66,496)
Key Variances						
Commissions-Ski Tahoe North Tickets slow sales	Marketing	(3,762)				(3,762)
Commissions-down from budget	Conference	(4,483)				(4,483)
Placer County Funding-Journal Transfer	VST	250,000				250,000
TOT funding-Infrastructure project revenue to match expenditures	Infrastructure	(202,212)				(202,212)
Salaries-Salary savings	G & A		9,249			9,249
Special Events-Timing of Amgen expenditures	Marketing			123,937		123,937
Marketing Other-Timing	Marketing			(6,357)		(6,357)
Transportation Projects-Timing	VST			(344,111)		(344,111)
Cost of Goods-Timing of purchases	VIC			(3,082)		(3,082)
Infrastructure Projects- Squaw Valley Bus Stops	Infrastructure			202,212		202,212
All Other Smaller Variances	Various	(1,327)	(442)	91	(12,496)	(14,174)
Variance Total		38,216	8,807	(27,310)	(12,496)	7,217
Month-Actual		532,645	72,258	503,599	16,067	(59,279)

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association
Statement of Financial Position
March 31, 2011
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		9 Month Change	
	31-Mar-11	28-Feb-11	31-Mar-10	30-Jun-10	Amount	Pctg.	Amount	Pctg.	Amount	Pctg.
ASSETS										
Cash and cash equivalents										
Operating	\$ 628,190	\$ 922,129	\$ 489,169	\$ 468,391	\$ (293,939)	-32%	\$ 139,021	28%	\$ 159,799	34%
Marketing Cooperative	104,943	183,773	258,758	232,998	(78,830)	-43%	(153,815)	-59%	(128,055)	-55%
Infrastructure	473,781	79,782	471,155	448,533	393,999	494%	2,626	1%	25,248	6%
Other Restricted					0	-		-		-
Total Cash & cash equiv	1,206,914	1,185,684	1,219,082	1,149,922	21,230	2%	(12,168)	-1%	56,992	5%
Receivables										
AR - Membership Services	34,908	58,753	39,895	24,678	(23,845)	-41%	(4,987)	-13%	10,230	41%
AR - Group Commissions	15,732	25,316	15,359	19,553	(9,584)	-38%	373	2%	(3,821)	-20%
AR - Other	0	4,072	12,436	9,709	(4,072)	-100%	(12,436)	-100%	(9,709)	-100%
AR - Co-op/STN/Shared	62,606	37,801	44,477	37,741	24,805	66%	18,129	41%	24,865	66%
AR - Inntopia	0	0	0	0	0	-		-		-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	14,973	0%	14,973	0%		-
AR - Infrastructure County	5,700,868	6,106,755	5,427,706	5,440,204	(405,887)	-7%	273,162	21%	260,664	5%
AR - County TOT Funding	1,128,295	1,633,425	1,307,167	430,587	(505,130)	-31%	(178,872)	-3%	697,708	162%
Total Receivables	6,942,409	7,866,122	6,832,067	5,962,472	(923,713)	-12%	110,342	-	979,937	16%
Long Term Assets										
Prepaid expenses	6,908	8,045	8,504	15,021	(1,137)	-14%	(1,596)	-179%	(8,113)	-54%
Inventory	928	928	891	928	0	0%	37	0%	0	0%
Furniture, Fixtures & Other	23,087	23,804	31,389	29,313	(717)	-3%	(8,302)	-98%	(6,226)	-21%
Computer Software/Equipment	4,562	5,012	8,512	6,906	(450)	-9%	(3,950)	-49%	(2,344)	-34%
Leasehold Improvements	3,385	3,785	8,042	6,985	(400)	-11%	(4,657)	-	(3,600)	-52%
Total Long Term Assets	38,870	41,574	57,338	59,153	(2,704)	-7%	(18,468)	-	(20,283)	-34%
TOTAL ASSETS	\$ 8,188,193	\$ 9,093,380	\$ 8,108,487	\$ 7,171,547	\$ (905,187)	-10%	79,706	-	\$ 1,016,646	14%
LIABILITIES & NET ASSETS										
Liabilities										
Accounts Payable	\$ 289,509	\$ 537,599	\$ 208,004	\$ 277,169	\$ (248,090)	-46%	\$ 81,505	231%	\$ 12,340	4%
Advance Ticket Sales	27,983	19,178	35,340	(1,272)	8,805	46%	(7,357)	-2%	29,255	-2300%
Other Liabilities and Unearned	199,342	303,447	378,794	338,971	(104,105)	-34%	(179,452)	-20%	(139,629)	-41%
Deferred Support	618,035	1,123,165	876,574	-	(505,130)	-45%	(258,539)	-4%	618,035	-
Deferred Infra	6,175,435	6,187,323	5,898,952	5,888,737	(11,888)	0%	276,483	-	286,698	5%
Total Liabilities	7,310,304	8,170,712	7,397,664	6,503,605	(860,408)	-11%	(87,360)	-	806,699	12%
Net Assets										
Fund Balance Designated	269,610	255,110	243,110	243,110	14,500	6%	26,500	6%	26,500	11%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	-51%	(14,470)	-3%
Net Change in Net Assets	183,447	242,726	28,411	(14,470)	(59,279)	-24%	155,036	22%	197,917	-1368%
Total Net Assets	877,889	922,668	710,823	667,942	(44,779)	-5%	167,066	-	209,947	31%
TOTAL LIABILITIES & NET ASSETS	\$ 8,188,193	\$ 9,093,380	\$ 8,108,487	\$ 7,171,547	\$ (905,187)	-10%	79,706	-	\$ 1,016,646	14%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Consolidation of Departments
For the Nine Months Ending March 31, 2011

DESCRIPTION	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Member Dues	10,044	10,720	(676)	11,134	(6%)	84,622	95,457	(10,835)	101,704	(11%)
Special Events & Functions	1,028	1,500	(473)	1,027	(32%)	120,157	109,215	10,942	108,893	10%
Miscellaneous	3,455	0	0	0	0%	4,449	4,079	370	0	9%
Commissions & Booking Fees	813	11,700	(10,887)	3,668	(70%)	120,423	170,782	(50,359)	95,109	(29%)
Retail Sales & Other	287	820	(533)	385	(1%)	18,526	15,388	3,138	7,759	20%
Interest & Investment Income	517,018	469,229	47,789	355	(38%)	2,889	3,559	(670)	4,216	(19%)
Placer County Funding	532,645	494,429	38,216	215,294	10%	3,116,482	3,794,865	(678,383)	2,615,595	(18%)
Total Revenue and Other Support										
					8%					(17%)
						3,467,548	4,193,345	(725,797)	2,933,276	(17%)
Expenses										
Salaries and benefits	72,258	81,065	(8,806)	79,738	(11%)	773,892	798,412	(24,520)	858,454	(3%)
Rent & Utilities	7,502	7,945	(443)	8,127	(6%)	70,056	71,616	(1,560)	70,304	(2%)
Telephone Services	2,081	2,115	(34)	2,426	(2%)	17,364	18,724	(1,360)	20,064	(7%)
Internet Access	0	0	0	0	0%	290	0	290	0	0%
Mail Expenses	185	340	(155)	272	(46%)	2,308	2,764	(456)	2,000	(16%)
Insurance & Bonding	374	425	(51)	425	(12%)	3,456	3,815	(359)	4,083	(9%)
Supplies	1,259	1,085	174	975	16%	8,188	8,940	(752)	9,791	(8%)
Equipment Sup.& Maint.	777	1,200	(423)	487	(35%)	7,421	11,225	(3,804)	10,354	(34%)
Taxes, Licenses & Fees	0	20	(20)	40	(100%)	1,015	1,035	(20)	2,487	(2%)
Equip. Rental / Leasing	928	880	48	881	5%	11,373	10,170	1,203	10,161	12%
Training & Seminars	0	0	0	0	0%	477	1,500	(1,023)	1,345	(68%)
Project Costs	376,046	236,742	139,304	5,162	59%	1,156,701	1,857,938	(701,237)	984,223	(38%)
Professional Fees Legal/Accounting	1,660	500	1,160	533	232%	18,886	24,420	(5,535)	18,473	(23%)
Special Events	1,063	125,000	(123,937)	16	(99%)	86,063	138,395	(52,332)	18,328	(38%)
Autumn Food & Wine Costs	0	0	0	0	0%	79,024	75,508	3,516	75,795	5%
Membership Events/Newsletter	1,950	1,015	935	1,040	92%	28,655	33,358	(4,703)	30,596	(14%)
Cost of Goods Sold	3,722	640	3,082	0	482%	15,660	8,779	6,881	5,501	78%
Promotional/ Giveaways	0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	0	0	0	10,550	0%	0	0	0	11,575	0%
Marketing Cooperative/Media	84,476	84,476	0	68,633	0%	742,284	742,284	0	617,687	0%
Marketing Other	6,357	0	6,357	736	0%	63,871	85,351	(21,480)	29,298	(23%)
Programs	10,000	10,000	0	10,000	0%	102,986	80,000	22,986	75,912	29%
Associate Relations	0	120	(120)	0	(100%)	3,614	6,748	(3,134)	6,571	(46%)
Board Functions	2,151	700	1,451	1,474	207%	34,974	46,567	(11,593)	4,012	(25%)
Credit Card Fees	282	1,395	(1,113)	1,323	(80%)	3,849	7,592	(3,743)	7,522	(49%)
Automobile Expenses	434	490	(56)	265	(11%)	3,673	3,872	(199)	3,857	(5%)
Local Meals & Entertainment	650	493	157	880	32%	3,355	3,760	(405)	5,084	(11%)
Dues & Subscriptions	703	708	(5)	1,593	(1%)	3,068	3,903	(835)	3,961	(21%)
Travel	997	0	997	0	0%	994	2,645	(1,651)	2,662	(62%)
Total Expense Before Depreciation/Re	575,857	557,354	18,503	195,576	3%	3,243,499	4,051,321	(807,822)	2,890,762	(20%)
Depreciation	1,567	1,571	(4)	1,567	0%	14,103	14,131	(28)	14,103	0%
Reserves	14,500	2,000	12,500	0	62.5%	26,500	14,000	12,500	0	89%
Total Expense	591,924	560,925	30,999	197,143	6%	3,284,102	4,079,452	(795,350)	2,904,865	(19%)
Changes in Unrestricted Net Assets	(59,279)	(66,496)	7,217	34,718	(11%)	183,447	113,893	69,554	28,411	61%

North Lake Tahoe Resort Association
Statement of Activities
Summary

Date 04/22/11 01:34 PM

For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
REVENUE AND OTHER SUPPORT										
Marketing	150,651	154,413	(3,762)	125,063	(2%)	1,436,182	1,453,567	(17,385)	1,185,189	(1%)
Conferences	29,029	33,553	(4,524)	24,246	(13%)	348,409	376,907	(28,498)	300,159	(8%)
Visitor Support & Transportation	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
Visitor Information	12,646	12,653	(7)	13,218	0%	127,026	123,885	3,141	124,441	3%
Member Services	10,393	11,500	(1,107)	12,019	(10%)	118,531	122,898	(4,367)	128,665	(4%)
Management & General	150	360	(210)	0	(58%)	6,368	6,805	(436)	1,533	(6%)
Total Revenue and Other Supp	507,620	267,229	240,391	214,215	90%	2,969,725	2,576,812	392,913	2,358,319	15%
EXPENSES										
Marketing	142,754	249,097	(106,343)	120,706	(43%)	1,376,087	1,425,821	(49,734)	1,125,804	(3%)
Conferences	37,244	35,909	1,335	33,784	4%	350,674	345,570	5,104	334,862	1%
Visitor Support & Transportation	371,970	27,727	344,243	8,375	*****	857,403	419,996	437,407	617,444	104%
Visitor Information	14,830	11,979	2,851	10,929	24%	135,585	125,770	9,815	119,050	8%
Member Services	11,298	10,752	546	10,853	5%	124,069	133,825	(9,756)	126,835	(7%)
Management & General	(8,027)	(844)	(7,183)	(3,440)	851%	(37,206)	9,294	(46,500)	20,228	(500%)
Total Expenses	570,069	334,620	235,449	181,207	70%	2,806,611	2,460,276	346,335	2,344,224	14%
Net Change in Unrestricted Net Assets										
Marketing	7,898	(94,684)	102,582	4,357	(108%)	60,096	27,746	32,350	59,384	117%
Conferences	(8,215)	(2,356)	(5,859)	(9,539)	249%	(2,265)	31,337	(33,602)	(34,704)	(107%)
Visitor Support & Transportation	(67,220)	27,023	(94,243)	31,295	(349%)	75,806	72,754	3,052	890	4%
Visitor Information	(2,183)	675	(2,858)	2,288	(424%)	(8,560)	(1,885)	(6,675)	5,390	354%
Member Services	(905)	748	(1,653)	1,166	(221%)	(5,538)	(10,927)	5,389	1,830	(49%)
Management & General	8,177	1,204	6,973	3,440	579%	43,575	(2,489)	46,064	(18,696)	*****
Net Change in Assets Before In	(62,449)	(67,391)	4,942	33,008	(7%)	163,114	116,536	46,578	14,095	40%
Infrastructure	25,025	227,200	(202,175)	17,647	(89%)	497,823	1,616,533	(1,118,710)	574,957	(69%)
Infrastructure Support	21,855	226,305	(204,450)	15,937	(90%)	477,490	1,619,176	(1,141,686)	560,641	(71%)
Infrastructure Net Change in Assets	3,170	895	2,275	1,710	254%	20,333	(2,643)	22,976	14,316	(869%)
Change in Net Assets	(59,279)	(66,496)	7,217	34,718	(11%)	183,447	113,893	69,554	28,411	61%

North Lake Tahoe Resort Association
Department Detail Activity Report
For the Nine Months Ending March 31, 2011

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
REVENUE AND OTHER SUPPORT										
Member Dues	\$ 80,253	\$ 5,995	\$ -	\$ 5,995	\$ -	\$ 78,627	\$ -	\$ 84,622	\$ -	\$ 84,622
Special Events & Functions				80,253		39,904		120,157		120,157
Miscellaneous				-			4,449	4,449		4,449
Commissions & Booking Fees	10,513	109,911	18,526	120,423				120,423		120,423
Retail Sales & Other				18,526				18,526		18,526
Interest & Investment Income				-			\$ 1,919	\$ 1,919	\$ 970	\$ 2,889
Placer County Funding	1,345,417	232,503	108,500	1,686,420	\$ 933,209			2,619,629	496,853	3,116,482
Total Revenue and Other Support	\$ 1,436,182	\$ 348,409	\$ 127,026	\$ 1,911,617	\$ 1,281,809	\$ 118,531	\$ 6,368	\$ 3,318,325	\$ 497,823	\$ 3,816,148
EXPENSES										
Salaries and benefits	\$ 230,613	\$ 117,135	\$ 90,675	\$ 438,423	\$ 46,289	\$ 62,736	\$ 173,275	\$ 720,722	\$ 53,170	\$ 773,892
Rent & Utilities	18,355	9,344	4,266	31,965	6,571	6,595	18,355	53,486	6,571	70,056
Telephone Services	6,207	2,422	1,077	9,706	1,538	1,516	3,066	15,826	1,538	17,364
Internet Access	290			290				290		290
Mail Expenses	826	310	76	1,213	0	510	579	2,302	6	2,308
Insurance & Bonding	864	449	449	1,763	277	277	864	3,180	277	3,456
Supplies	2,828	1,482	858	5,168	481	791	1,267	7,707	482	8,188
Equipment Sup. & Maint.	1,297	1,021	1,021	3,338	401	501	2,779	7,019	401	7,421
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	1,536	1,217	2,960	5,713	997	1,956	1,710	10,376	997	11,373
Training & Seminars				-		169	308	477		477
Project Costs				-	722,974			722,974	383,728	1,106,702
Professional Fees Legal/Accounting				-			18,886	18,886		18,886
Special Events	86,063			86,063				86,063		86,063
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						28,655		28,655		28,655
Cost of Goods Sold			15,660	15,660				15,660		15,660
Marketing Cooperative/Media	571,363	170,921		742,284				742,284		742,284
Marketing Other	63,871			63,871				63,871		63,871
Programs	102,986			102,986				102,986		102,986
Associate Relations	904	470	470	1,843	289	289	904	3,325	289	3,614
Board Functions				-			34,974	34,974		34,974
Credit Card Fees	2,821		419	3,240		609		3,849		3,849
Automobile Expense	694	153	43	890	733	801	517	2,941	733	3,673
Local Meals & Entertainment	2,267	120	60	2,447		482	367	3,295	60	3,355
Dues & Subscriptions	1,542	1,115		2,657	54	108	195	3,014	54	3,068
Travel	994			994				994		994
Allocated	170,266	42,504	15,455	228,225	25,780	17,055	(299,277)	(28,167)	28,167	-
Total Functional Exp. Before Depreciation	\$ 1,345,843	\$ 348,784	\$ 133,695	\$ 1,828,322	\$ 1,205,058	\$ 123,124	\$ (40,950)	\$ 3,115,533	\$ 476,545	\$ 3,592,078
Depreciation	\$ 3,744	\$ 1,890	\$ 1,890	\$ 7,524	\$ 945	\$ 945	\$ 3,744	\$ 13,158	\$ 945	\$ 14,103
Reserves	\$ 26,500			\$ 26,500				\$ 26,500		\$ 26,500
Total Functional Expense and Depreciation	\$ 1,376,087	\$ 350,674	\$ 135,585	\$ 1,862,346	\$ 1,206,003	\$ 124,069	\$ (37,206)	\$ 3,155,211	\$ 477,490	\$ 3,632,702
Change in Net Assets	\$ 60,096	\$ (2,265)	\$ (8,560)	\$ 49,271	\$ 75,806	\$ (5,538)	\$ 43,575	\$ 163,114	\$ 20,333	\$ 183,447

North Lake Tahoe Resort Association
 Consolidation of Departments Excluding Infrastructure
 For the Nine Months Ending March 31, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Member Dues	10,044	10,720	(676)	11,134	(6%)	84,622	95,457	(10,835)	101,704	(11%)
Special Events & Functions	1,028	1,500	(473)	1,027	(32%)	120,157	109,215	10,942	108,893	10%
Miscellaneous	0	0	0	0	0%	4,449	4,079	370	0	9%
Commissions & Booking Fees	3,455	11,700	(8,245)	3,668	(70%)	120,423	170,782	(50,359)	95,109	(29%)
Retail Sales & Other	813	820	(7)	385	(1%)	18,526	15,388	3,138	7,759	20%
Interest & Investment Income	150	360	(210)	0	(58%)	1,919	2,726	(807)	1,533	(30%)
Placer County Funding	492,130	242,129	250,001	198,002	103%	2,619,629	2,179,165	440,464	2,043,322	20%
Total Revenue and Other Support	507,620	267,229	240,391	214,215	90%	2,969,725	2,576,812	392,913	2,358,319	15%
Expenses										
Salaries and benefits	67,865	76,890	(9,025)	72,785	(12%)	720,722	744,209	(23,487)	779,564	(3%)
Rent & Utilities	6,796	7,195	(399)	7,361	(6%)	63,486	64,855	(1,369)	63,680	(2%)
Telephone Services	1,904	1,965	(61)	2,276	(3%)	15,826	17,366	(1,540)	18,694	(9%)
Internet Access	0	0	0	0	0%	290	0	290	0	0%
Mail Expenses	185	335	(150)	272	(45%)	2,302	2,728	(426)	1,971	(16%)
Insurance & Bonding	344	390	(46)	391	(12%)	3,180	3,502	(322)	3,757	(9%)
Supplies	1,466	995	171	852	17%	7,707	8,218	(511)	8,967	(6%)
Equipment Sup. & Maint.	726	1,125	(399)	467	(35%)	7,019	10,566	(3,547)	9,715	(34%)
Taxes, Licenses & Fees	0	20	(20)	40	(100%)	941	961	(20)	2,388	(2%)
Equip. Rental / Leasing	845	800	45	802	6%	10,376	9,272	1,104	9,258	12%
Training & Seminars	0	0	0	0	0%	477	1,500	(1,023)	1,328	(66%)
Project Costs	363,236	19,125	344,111	672	*****	772,974	333,790	439,184	543,280	132%
Professional Fees Legal/Accounting	1,660	500	1,160	533	232%	18,886	24,420	(5,535)	18,473	(23%)
Special Events	1,063	125,000	(123,937)	16	(99%)	86,063	138,395	(52,332)	18,328	(38%)
Autumn Food & Wine Costs	0	0	0	0	0%	79,024	75,508	3,516	75,795	5%
Membership Events/Newsletter	1,950	1,015	935	1,040	92%	28,655	33,358	(4,703)	30,596	(14%)
Cost of Goods Sold	3,722	640	3,082	0	482%	15,660	8,779	6,881	5,501	78%
Promotional/ Giveaways	0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	0	0	0	10,550	0%	0	0	0	11,575	0%
Marketing Cooperative/Media	84,476	84,476	0	68,633	0%	742,284	742,284	0	617,697	0%
Marketing Other	6,357	0	6,357	736	0%	63,871	85,351	(21,480)	29,298	(25%)
Programs	10,000	10,000	0	10,000	0%	102,986	80,000	22,986	75,912	29%
Associate Relations	0	110	(110)	0	(100%)	3,325	6,330	(3,005)	6,172	(47%)
Board Functions	2,151	700	1,451	1,474	207%	34,974	46,567	(11,593)	4,012	(25%)
Credit Card Fees	282	1,395	(1,113)	1,323	(80%)	3,849	7,592	(3,743)	7,522	(49%)
Automobile Expenses	241	435	(194)	190	(45%)	2,941	3,487	(546)	3,360	(16%)
Local Meals & Entertainment	590	488	102	867	21%	3,295	3,725	(430)	5,020	(12%)
Dues & Subscriptions	685	690	(5)	1,575	(1%)	3,014	3,849	(835)	3,889	(22%)
Travel	997	0	997	0	0%	994	2,645	(1,651)	2,662	(62%)
Allocated	(3,135)	(3,135)	0	(3,111)	0%	(28,167)	(28,167)	0	(27,999)	0%
Total Expense Before Depreciation/Re	554,107	331,154	222,953	179,745	67%	2,766,953	2,433,090	333,863	2,331,066	14%
Depreciation	1,462	1,466	(4)	1,462	0%	13,158	13,186	(28)	13,158	0%
Reserves	14,500	2,000	12,500	0	625%	26,500	14,000	12,500	0	89%
Total Expense	570,069	334,620	235,449	181,207	70%	2,806,611	2,460,276	346,335	2,344,224	14%
Changes in Unrestricted Net Assets	(62,449)	(67,391)	4,942	33,008	(7%)	163,114	116,536	46,578	14,095	40%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Marketing
For the Nine Months Ending March 31, 2011

DESCRIPTION	CURRENT MONTH			YEAR-TO-DATE			% Chg			
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual		Budget	Variance	Prior YR
Revenue and Other Support										
Special Events & Functions	0	0	0	(500)	0%	80,253	75,450	4,803	75,353	6%
Commissions & Booking Fees	938	4,700	(3,762)	5,898	(80%)	10,513	32,700	(22,187)	32,851	(68%)
Placer County Funding	149,713	149,713	0	119,665	0%	1,345,417	1,345,417	0	1,076,985	0%
Total Revenue and Other Support	150,651	154,413	(3,762)	125,063	(2%)	1,436,182	1,453,567	(17,385)	1,185,189	(1%)
Expenses										
Salaries and benefits	20,746	21,709	(963)	21,814	(4%)	230,613	236,240	(5,627)	221,655	(2%)
Rent & Utilities	1,968	2,050	(82)	2,130	(4%)	18,355	18,561	(206)	18,466	(1%)
Telephone Services	761	720	41	803	6%	6,207	6,554	(347)	6,343	(5%)
Internet Access	0	0	0	0	0%	290	0	290	0	0%
Mail Expenses	0	110	(110)	(20)	(100%)	826	1,084	(258)	97	(24%)
Insurance & Bonding	94	106	(12)	106	(12%)	864	952	(88)	1,021	(9%)
Supplies	304	300	4	238	1%	2,628	2,329	499	2,725	21%
Equipment Sup. & Maint.	160	200	(40)	113	(20%)	1,297	1,763	(466)	1,929	(26%)
Taxes, Licenses & Fees	0	0	0	0	0%	233	233	0	311	0%
Equip. Rental / Leasing	93	90	3	88	3%	1,536	1,278	258	1,230	20%
Training & Seminars	0	0	0	0	0%	0	1,000	(1,000)	53	(100%)
Special Events	1,063	125,000	(123,937)	16	(99%)	86,063	139,395	(52,332)	18,328	(38%)
Autumn Food & Wine Costs	0	0	0	0	0%	79,024	75,508	3,516	75,795	5%
Promotional/ Giveaways	0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	65,307	65,307	0	10,550	0%	571,363	571,363	0	468,000	0%
Marketing Cooperative/Media	6,357	0	6,357	736	0%	63,871	85,351	(21,480)	29,298	(25%)
Marketing Other	10,000	10,000	0	10,000	0%	102,986	80,000	22,986	75,912	29%
Programs	0	0	0	0	0%	904	1,746	(843)	1,745	(48%)
Associate Relations	228	1,300	(1,072)	1,291	(82%)	2,821	6,700	(3,879)	6,683	(58%)
Credit Card Fees	0	135	(135)	42	(100%)	694	1,090	(396)	1,155	(36%)
Automobile Expenses	290	216	74	588	34%	2,267	1,549	718	2,157	46%
Local Meals & Entertainment	631	600	31	595	5%	1,542	1,470	72	1,469	5%
Dues & Subscriptions	997	0	997	0	0%	994	2,645	(1,651)	2,662	(62%)
Travel	18,838	18,838	0	19,200	0%	170,266	170,266	0	172,800	0%
Allocated										
Total Expense Before Depreciation/Re	127,838	246,691	(118,843)	120,290	(48%)	1,345,843	1,408,077	(62,234)	1,122,060	(4%)
Depreciation Reserves	416	416	0	416	0%	3,744	3,744	0	3,744	0%
Total Expense	142,754	249,097	(106,343)	120,706	(43%)	1,376,087	1,425,821	(49,734)	1,125,804	(3%)
Changes In Unrestricted Net Assets	7,898	(94,684)	102,582	4,357	(108%)	60,096	27,746	32,350	59,384	117%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Transportation
For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
Revenue and Other Support										
Placer County Funding										
Total Revenue and Other Support										
Expenses										
Salaries and benefits	4,193	4,144	49	4,223	1%	46,289	47,831	(1,542)	42,517	(3%)
Rent & Utilities	706	755	(49)	766	(7%)	6,571	6,796	(225)	6,624	(3%)
Telephone Services	177	150	27	149	18%	1,538	1,358	180	1,370	13%
Mail Expenses	0	0	0	1	0%	0	0	0	4	0%
Insurance & Bonding	30	34	(4)	34	(12%)	277	306	(29)	327	(10%)
Supplies	93	75	18	123	24%	481	617	(136)	824	(22%)
Equipment Sup. & Maint.	51	70	(19)	20	(27%)	401	624	(223)	639	(36%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	84	80	4	79	4%	997	908	89	903	10%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	363,236	19,125	344,111	672	*****	772,974	333,790	439,184	543,280	132%
Associate Relations	0	20	(20)	0	(100%)	289	444	(155)	399	(35%)
Automobile Expenses	193	60	133	76	222%	733	420	313	497	74%
Local Meals & Entertainment	18	7	11	13	(100%)	0	49	(49)	64	(100%)
Dues & Subscriptions	0	18	(18)	18	0%	54	54	0	72	0%
Allocated	3,084	3,084	0	2,096	0%	25,780	25,780	0	18,864	0%
Total Expense Before Depreciation/Re	371,865	27,622	344,243	8,270	*****	856,458	419,051	437,407	616,499	104%
Depreciation	105	105	0	105	0%	945	945	0	945	0%
Total Expense	371,970	27,727	344,243	8,375	*****	857,403	419,996	437,407	617,444	104%
Changes in Unrestricted Net Assets	(67,220)	27,023	(94,243)	31,295	(349%)	75,806	72,754	3,052	890	4%

North Lake Tahoe Resort Association
 Statement of Activities and Changes in Net Assets
 Visitor Information
 For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Commissions & Booking Fees	0	0	0	0	0%	0	0	0	1,185	0%
Retail Sales & Other	813	820	(7)	385	(1%)	18,526	15,388	3,138	7,759	20%
Placer County Funding	11,333	11,533	(200)	12,333	0%	103,500	103,497	3	115,497	0%
Total Revenue and Other Support	12,646	12,653	(7)	13,213	0%	127,336	123,885	3,451	124,441	3%
Expenses										
Salaries and benefits	7,525	8,102	(577)	7,495	(2%)	90,675	85,335	5,340	78,444	6%
Rent & Utilities	446	500	(54)	459	(11%)	4,266	4,382	(116)	4,059	(3%)
Telephone Services	129	165	(36)	223	(22%)	1,077	1,403	(326)	1,542	(23%)
Mail Expenses	0	15	(15)	11	(100%)	76	128	(52)	95	(41%)
Insurance & Bonding	49	55	(6)	55	(12%)	449	493	(44)	531	(9%)
Supplies	310	110	200	0	182%	858	1,108	(250)	667	(23%)
Equipment Sup. & Maint.	83	270	(187)	33	(69%)	1,021	2,427	(1,406)	2,366	(58%)
Taxes, Licenses & Fees	0	0	0	0	0%	206	206	0	172	0%
Equip. Rental / Leasing	278	260	18	264	7%	2,960	2,738	222	2,739	8%
Training & Seminars	0	0	0	0	0%	0	0	0	107	0%
Cost of Goods Sold	3,722	640	3,082	0	482%	15,660	8,779	6,881	5,501	78%
Associate Relations	0	15	(15)	0	(100%)	470	913	(443)	891	(49%)
Credit Card Fees	30	35	(5)	6	(14%)	419	408	11	308	3%
Automobile Expenses	0	5	(5)	0	(100%)	43	35	8	77	23%
Local Meals & Entertainment	60	10	50	0	500%	60	70	(10)	105	(14%)
Allocated	1,587	1,587	0	2,173	0%	15,455	15,455	0	19,557	0%
Total Expense Before Depreciation/Re	14,620	11,769	2,851	10,719	24%	133,695	123,880	9,815	117,160	8%
Depreciation	210	210	0	210	0%	1,890	1,890	0	1,890	0%
Total Expense	14,830	11,979	2,851	10,929	24%	135,585	125,770	9,815	119,050	8%
Changes in Unrestricted Net Assets	(2,183)	675	(2,858)	2,288	(424%)	(8,560)	(1,885)	(6,675)	5,390	354%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Chamber of Commerce
For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	9,366	10,000	(634)	10,492	(6%)	78,627	89,133	(10,506)	95,125	(12%)
Special Events & Functions	1,028	1,500	(473)	1,527	(32%)	39,904	33,765	6,139	33,540	18%
Total Revenue and Other Support	10,393	11,500	(1,107)	12,019	(10%)	118,531	122,898	(4,367)	128,665	(4%)
Expenses										
Salaries and benefits	5,987	6,123	(136)	5,807	(2%)	62,736	65,704	(2,968)	59,331	(5%)
Rent & Utilities	708	740	(32)	772	(4%)	6,595	6,693	(103)	6,651	(2%)
Telephone Services	183	200	(17)	209	(8%)	1,516	1,751	(235)	1,970	(13%)
Mail Expenses	185	80	105	104	131%	510	563	(53)	660	(9%)
Insurance & Bonding	30	34	(4)	34	(12%)	277	306	(29)	327	(10%)
Supplies	54	120	(66)	98	(55%)	791	1,031	(240)	1,167	(23%)
Equipment Sup. & Maint.	51	65	(14)	20	(21%)	501	689	(188)	460	(27%)
Taxes, Licenses & Fees	0	0	0	20	0%	74	74	0	130	1%
Equip. Rental / Leasing	186	175	11	176	6%	1,956	1,797	159	1,812	9%
Training & Seminars	0	0	0	0	0%	169	0	169	17	0%
Membership Events/Newsletter	1,950	1,015	935	1,040	92%	28,655	33,358	(4,703)	30,596	(14%)
Associate Relations	0	30	(30)	0	(100%)	289	498	(209)	501	(42%)
Credit Card Fees	24	60	(36)	26	(60%)	609	484	125	531	26%
Automobile Expenses	0	120	(120)	0	(100%)	801	1,042	(241)	913	(23%)
Local Meals & Entertainment	0	50	(50)	174	(100%)	482	622	(140)	600	(23%)
Dues & Subscriptions	36	36	0	36	0%	108	1,208	(1,100)	144	(91%)
Allocated	1,799	1,799	0	2,231	0%	17,955	17,055	900	20,079	0%
Total Expense Before Depreciation/Re	11,193	10,647	546	10,748	5%	123,124	132,880	(9,756)	125,890	(7%)
Depreciation	105	105	0	105	0%	945	945	0	945	0%
Total Expense	11,298	10,752	546	10,853	5%	124,069	133,825	(9,756)	126,835	(7%)
Changes in Unrestricted Net Assets	(905)	748	(1,653)	1,166	(221%)	(5,538)	(10,927)	5,389	1,830	(49%)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Management & Administration
For the Nine Months Ending March 31, 2011

	CURRENT MONTH				YEAR-TO-DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
	0	0	0	0	0%	4,449	4,079	370	0	9%
Miscellaneous	150	360	(210)	0	(58%)	1,919	2,726	(807)	1,533	(30%)
Interest & Investment Income	150	360	(210)	0	(58%)	6,368	6,805	(436)	1,533	(6%)
Total Revenue and Other Support										
Expenses	17,400	26,649	(9,249)	24,437	(35%)	173,275	137,416	(24,141)	263,554	(12%)
Salaries and benefits	1,953	2,100	(147)	2,130	(6%)	18,355	18,611	(256)	16,456	(3%)
Rent & Utilities	377	400	(23)	568	(6%)	3,066	3,460	(394)	4,480	(11%)
Telephone Services	0	55	(55)	63	(100%)	579	398	181	493	46%
Mail Expenses	94	106	(12)	106	(12%)	864	952	(88)	1,021	(9%)
Insurance & Bonding	295	230	65	223	28%	1,267	1,839	(572)	2,050	(31%)
Supplies	297	420	(123)	199	(29%)	2,779	3,776	(997)	3,604	(26%)
Equipment Sup. & Maint.	0	20	(20)	20	(100%)	233	253	(20)	1,513	(8%)
Taxes, Licenses & Fees	111	105	6	106	6%	1,710	1,464	246	1,489	17%
Equip. Rental / Leasing	0	0	0	0	0%	308	500	(192)	1,108	(38%)
Training & Seminars	1,660	500	1,160	533	232%	18,886	24,420	(5,535)	18,473	(23%)
Professional Fees Legal/Accounting	0	30	(30)	0	(100%)	904	1,806	(903)	1,745	(50%)
Associate Relations	2,151	700	1,451	1,474	207%	34,974	46,567	(11,593)	4,012	(25%)
Board Functions	0	100	(100)	72	(100%)	517	795	(278)	660	(35%)
Automobile Expenses	120	200	(80)	93	(40%)	367	1,400	(1,034)	2,032	(74%)
Local Meals & Entertainment	0	36	(36)	531	(100%)	195	792	(597)	1,484	(75%)
Dues & Subscriptions	(32,915)	(32,915)	0	(34,411)	0%	(299,227)	(299,227)	0	(309,699)	0%
Allocated	(8,443)	(1,264)	(7,179)	(3,856)	568%	(40,950)	5,522	(46,472)	16,484	(842%)
Total Expense Before Depreciation/Re										
Depreciation	416	420	(4)	416	(1%)	3,744	3,772	(28)	3,744	(1%)
Total Expense	(8,027)	(844)	(7,183)	(3,440)	851%	(37,206)	9,294	(46,500)	20,228	(500%)
Changes in Unrestricted Net Assets	8,177	1,204	6,973	3,440	579%	43,575	(2,489)	46,064	(18,696)	*****

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Infrastructure
For the Nine Months Ending March 31, 2011

CURRENT MONTH				YEAR-TO-DATE					
Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
137	100	37	355	37%	970	833	137	2,684	16%
24,888	227,400	(202,512)	17,292	(89%)	496,853	1,615,700	(1,118,847)	572,273	(69%)
24,935	227,200	(202,265)	17,547	(89%)	497,823	1,616,533	(1,118,710)	574,937	(69%)
Revenue and Other Support									
4,393	4,175	218	6,953	5%	53,170	54,203	(1,033)	78,890	(2%)
706	750	(44)	766	(6%)	6,571	9,761	(1,900)	6,624	(3%)
177	150	27	149	18%	1,538	1,358	180	1,370	13%
0	5	(5)	0	(100%)	6	36	(30)	29	(84%)
30	35	(5)	34	(14%)	277	313	(36)	327	(12%)
93	90	3	123	3%	482	722	(240)	824	(33%)
51	75	(24)	20	(32%)	401	659	(258)	639	(39%)
0	0	0	0	0%	74	74	0	100	1%
84	80	4	79	4%	997	898	99	903	11%
0	0	0	0	0%	0	0	0	17	0%
12,810	217,617	(204,807)	4,490	(94%)	383,728	1,524,148	(1,140,420)	440,944	(75%)
0	10	(10)	0	(100%)	289	418	(129)	399	(31%)
193	55	138	76	251%	733	385	348	497	90%
60	5	55	13	*****	60	35	25	64	71%
18	18	0	18	0%	54	54	0	72	0%
3,135	3,135	0	3,111	0%	28,167	28,167	0	27,999	0%
21,750	226,200	(204,450)	15,832	(90%)	476,545	1,618,231	(1,141,686)	559,696	(71%)
Total Expense Before Depreciation/Re									
105	105	0	105	0%	945	945	0	945	0%
21,855	226,305	(204,450)	15,937	(90%)	477,490	1,619,176	(1,141,686)	560,641	(71%)
3,170	895	2,275	1,710	254%	20,333	(2,643)	22,976	14,316	(869%)
Changes in Unrestricted Net Assets									

North Lake Tahoe Resort Association
Statement of Cash Flows
For the Nine Months Ending March 31, 2011 and 2010

for internal use only, unaudited

	<u>March 31, 2011</u>	<u>March 31, 2010</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Tourism and Administration		
Cash Received from Customers Operations	\$ 675,212	\$ 326,456
Cash Received from Interest Operations	1,919	1,533
Cash Received from Placer County TOT Operations	2,539,956	2,149,871
Cash Used for Operations	<u>(3,205,475)</u>	<u>(2,511,424)</u>
	11,613	(33,565)
Infrastructure		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	970	2,684
Cash Received from TOT Revenue Recognized Infrastructure	522,887	784,091
Cash Used for Infrastructure Overhead	(92,818)	(118,752)
Cash Used for Infrastructure Projects	<u>(383,728)</u>	<u>(440,944)</u>
	47,312	227,079
	<u>-</u>	<u>-</u>
Net Cash Provided (Used) by Operating Activities	<u>58,924</u>	<u>193,514</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
	<u>-</u>	<u>-</u>
Net Cash Provided (used) by Financing Activities	<u>-</u>	<u>-</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Equipment and Leasehold Improvements	(1,933)	(3,940)
Disposition of Assets	-	-
	<u>-</u>	<u>-</u>
Net Cash Provided (Used) by Investing	<u>(1,933)</u>	<u>(3,940)</u>
Net Increase (Decrease) in Cash and Cash Equivalents	56,991	189,574
Cash and Cash Equivalents, July 1, 2010, 2009	<u>1,149,922</u>	<u>1,029,508</u>
Cash and Cash Equivalents, March 31, 2011, 2010	<u>\$ 1,206,914</u>	<u>1,219,082</u>

March Accounts Receivable

Customer Account	Customer/Business Name	Chamber/Conf	Membership Functions	Group Commissions	STN Vouchers	Misc.	
		age	amount	age	amount	age	amount
480.00	Arts for the Schools						2/17/11 (08779) Comm Awards
500.00	Boulder Bay	30	480.00				2/10/11 Suppl serv
500.00	Boulder Bay	30	500.00				3/8/11 (08816) Suppl serv
640.42	Cheap Tickets	new	500.00				2/23/11(08775) STN vouchers
698.64	Cheap Tickets				30.00	640.42	3/10/11 (08808) STN vouchers
873.30	Cheap Tickets				new	698.64	3/30/11 (08832) STN vouchers
60.00	Creative Concepts	90	60.00		new	873.30	12/31/10 (08447) Email blast
60.00	Creative Concepts	60	60.00				1/15/11 (08486) Email blast
60.00	Creative Concepts	60	60.00				1/15/11 (08487) Email blast
60.00	Creative Concepts	30	60.00				2/17/11 (08768) Email blast
60.00	Creative Concepts	30	60.00				2/17/11 (08769) Email blast
60.00	Creative Concepts	30	60.00				2/17/11 (08770) Email blast
60.00	Creative Concepts	30	60.00				2/17/11 (08771) Email blast
60.00	Creative Concepts	new	60.00				3/8/11 (08818) Email blast
60.00	Creative Concepts	new	60.00				3/8/11 (08819) Email blast
60.00	Creative Concepts	new	60.00				3/8/11 (08820) Email blast
60.00	Dress the Party	new	60.00				3/8/11 (08821) Email blast
2,852.78	Expedia				60	2,852.78	1/31/11 (08742) STN vouchers
1,106.18	Expedia				30	1,106.18	2/23/11 (08776) STN vouchers
3,900.74	Expedia				new	3,900.74	3/10/11 (08809) STN vouchers
2,561.68	Expedia				new	2,561.68	3/30/11 (08833) STN vouchers
60.00	For Goodness Sake	30	60.00				2/17/11 (08772) Email blast
1,863.04	GOGO				new	1,863.04	3/30/11 (08834) STN vouchers
3,002.01	Harrah's			new	3,002.01		3/31/11 (08872) Groups
60.00	Homewood	new	60.00				3/8/11 (08823) Email blast
60.00	Homewood	new	60.00				3/8/11 (08824) Email blast
500.00	Homewood Village	30	500.00				2/15/11 Supplemental services
500.00	Homewood Village	new	500.00				3/8/11 (08816) Suppl serv
3,191.20	Hyatt			90	3,191.20		8/31/10 (08323) IGA/Conf Direct
1,621.00	Hyatt			90	1,621.00		9/30/10 (08356) Wagner Systems
80.00	Hyatt	30	80.00				2/17/11 (08780) Comm Awards
80.00	Just Imagine	30	80.00				2/17/11 (08781) Comm Awards
60.00	KTHO	new	60.00				Email blast
7,549.37	LTVA					new	7,549.37
582.20	Liberty Travel				new	582.20	3/30/11 (08835) STN vouchers
857.60	Lodging Company				new	857.60	2/28/11 STN vouchers
931.52	Lodging Company				new	931.52	2/28/11 STN vouchers
232.88	Lodging Company				new	232.88	2/28/11 STN vouchers

North Lake Tahoe Resort Association
Statement of Activities
Infrastructure
For the Nine Months Ending March 31, 2011

Current Month Actual	Project Costs:	Year to Date Actual
922.35	Research/Planning/Infrastructure	3,874.54
11,887.97	TART Bus Shelters	153,000.00
0.00	Bike Trail Signs	29,260.00
0.00	Lakeside Bike Trail	191,393.00
0.00	Regional Wayfinding Signage	5,600.00
0.00	Traffic Calming	600.00
12,810.32	Total Project Costs	383,727.54

North Lake Tahoe Resort Association
Statement of Activities
Transportation
For the Nine Months Ending March 31, 2011

Current Month Actual	Project Costs:	Year to Date Actual
4,540.00	Research/Planning/Transportation	11,801.25
0.00	Membership Transportation	3,500.00
0.00	Summer Traffic Management	10,403.91
91,370.00	Night Service Transit-Winter	179,030.00
125,000.00	Year-round Hwy 89 Transit (Spr & Fall)	125,000.00
17,326.00	North Lake Tahoe Express	78,279.84
0.00	Sugar Bowl Trolley	9,500.00
0.00	Hwy 267 Summer Bus Service	40,000.00
80,000.00	Hwy 267 Winter Bus Service	80,000.00
45,000.00	Winter Transit Hwy 89-TART	45,000.00
0.00	Enhanced Summer Transit-TART	190,458.77
363,236.00	Total Project Costs	772,973.77

North Lake Tahoe Resort Association
Key Performance Indicators
March 2011

	<i>For the Month</i>				
	Actual	Budget	Last Year	Actual % Budget	% Var to Last Yr
Statistics					
Web Site Traffic-Unique Visitor	48,501		56,195	na	-13.7%
Web Site Traffic-Lodging Referrals	14,514		10,531	na	37.8%
% Lodging Referral/Unique Visitor	29.9%		18.7%	na	59.7%
# STN tickets sold	114		571	na	-80.0%
# Conference Groups Booked	2	6	2	-66.7%	0.0%
# Conference Group Rm Nights Booked	340	650	665	-47.7%	-48.9%
# Press Releases Issued	14		5	na	180.0%
# Leisure Sales Site Inspections	32		10	na	220.0%
VIC walk-ins	430		818	na	-47.4%
VIC Phone Calls	223		430	na	-48.1%
Membership, # New Members	2		5	na	-60.0%
				na	na
Financials (\$ in Thousands)					
Total Payroll, incld Benefits	\$ 72	\$ 81	\$ 80	11.1%	10.0%
Total Payroll, excluding Infra, incld Benefits	\$ 68	\$ 77	\$ 73	11.7%	6.8%
Total Revenue, excluding Infra	\$ 508	\$ 267	\$ 214	90.3%	137.4%
Website Revenue earned	\$ 1	\$ 5	\$ 6	-80.0%	-83.3%
Conference Revenue earned, non-TOT	\$ 3	\$ 7	\$ (2)	-57.1%	-250.0%
Conference Sales Booked	\$ 34	\$ 125	\$ 105	-72.8%	-67.6%
Conference Payroll, incld Benefits	\$ 12	\$ 10	\$ 9	20.0%	-33.3%
Infrastructure Project Funds spent	\$ 13	\$ 218	\$ 5	94.0%	-160.0%
PC TOT Funding Support, all	\$ 517	\$ 469	\$ 215	10.2%	140.5%
PC TOT Funding Support, excluding Infra	\$ 492	\$ 242	\$ 198	103.3%	148.5%
Modified Functional Expenses (A)	\$ 116	\$ 227	\$ 99	48.9%	-17.2%
NetChg in Assets, before Infrastructure	\$ (2)	\$ 55	\$ (21)	103.6%	90.5%
Financial Ratios					
Conference Payroll % Sales	35.3%	8.0%	8.6%	341.2%	311.8%
Conference Payroll \$ per RB	\$ 35.29	\$ 15.38	\$ 13.53	129.4%	160.8%
Conference Sales \$ per RB	\$ 100.00	\$ 192.31	\$ 157.89	-48.0%	-36.7%

(A) Modified Functional Expenses = Functional Expenses, excluding Infrastructure/Transportation projects, all Payroll/Benefits, all Rent/Utilities, all Reserves, all Allocated, & all Depreciation