



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice
THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday, November 2, 2011 – 8:30 am – 11 a.m.
Tahoe City Public Utility District

NLTRA Mission

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

Meeting Ground Rules

Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM

B. AGENDA AMENDMENTS AND APPROVAL (*Motion*)

1. Agenda Additions and/or Deletions
2. Approval of Agenda

C. PUBLIC FORUM

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

D. REPORTS & ACTION ITEMS

3. Marketing Cooperative: Budget, Agreement Renewal Timeline and Issues – Andy Chapman (*30 minutes*)
4. Revised Budget to include full 2010/11 carryover – Ron Parson/Lisa de Roulet **Motion** (*15 minutes*)
5. Presentation and approval of the 2010/11 audited financial statements - Ron Parson/Lisa de Roulet **Motion** (*15 minutes*)
6. Fire District Commercial Property Assessment – Duane Whitelaw (*30 minutes*)
7. Infrastructure/Transportation Project Update – Ron Treabess (*30 minutes*)
8. West Commons Alternatives – Feedback process – Ron Treabess (*10 minutes*)
9. RTIA Welcome Center Scope of Service – Ron Treabess **Motion** (*15 minutes*)
10. Proposed Membership Programs – Sandy Evans Hall/Kym Fabel (*15 minutes*)
11. Election –proposed slate and process – Sandy Evans Hall (*10 minutes*)

E. CONSENT CALENDAR – MOTIONS (*5 min*)

All items listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions.

12. Board Meeting Minutes – October 5, 2011
13. Financial Statements – July 31, 2011; August 31, 2011
14. Board Approval to add Finance and HR Director, Lisa de Roulet, as a signatory on all bank accounts

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

15. Joint Infrastructure/Transportation Committee – NO OCTOBER MEETING
16. Marketing Committee – October 25, 2011
17. Conference Sales Reports
18. Infrastructure/Transportation Activity Report – October 2011
19. Membership Advisory Committee – October 19, 2011
20. Approval of 2010 Squaw Valley Business Association marketing grant
21. Chamber of Commerce Business Plan Progress Report –
22. Group Sales Director Sub Committee – October 28, 2011
23. Lodging Committee – NO OCTOBER MEETING
24. Finance Committee – October 4, 2011

F. CHAMBER OF COMMERCE REPORTS (5 min)

25. Chamber Activities and Events –

G. DIRECTORS' COMMENTS –

H. MEETING REVIEW AND STAFF DIRECTION

I. CLOSED SESSION (If necessary)

J. RECONVENE TO OPEN SESSION

K. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed , 2011



October 25, 2011

To: Board of Directors

From: Andy Chapman, Director of Tourism
Sandy Evans Hall, CEO/Executive Director

Re: Marketing Cooperative: Budget, Agreement Renewal Timeline and Issues

BACKGROUND

The North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau have been involved in a regional marketing cooperative since 2006. The original agreement was for a three period through June 30, 2009. This agreement was followed by a second three year agreement between the two agencies for the period July 1, 2009 through June 30, 2012.

The original intent of the Cooperative was to accomplish the following:

- Leverage existing agency marketing funds
- Maximize efforts to brand the North Lake Tahoe region as a single vacation destination
- Clean up consumer confusion created by existing dual North Lake Tahoe marketing messages
- Distinguish North Lake Tahoe from our competitors both regionally and nationally
- Build awareness of the North Lake Tahoe destination
- Increase overnight visitation to the North Lake Tahoe region

SITUATION

We are approaching the final 8 months of the current agreement and staff is looking for direction from the board on the process to be undertaken to determine the next steps as related to the North Lake Tahoe Marketing Cooperative. Attached to this staff report are the following:

- Execution Timeline
- Issues Outline
- Current FY 2011/12 Marketing Cooperative Budget
- Existing North Lake Tahoe Marketing Cooperative Participation Agreement

REQUESTED BOARD ACTION

Discussion and direction on the North Lake Tahoe Marketing Cooperative Agreement renewal process.



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North Lake Tahoe Marketing Cooperative High Level Draft Timeline

<u>Date</u>	<u>Item</u>
Nov.	Board Meeting - High Level Board Discussion on existing agreement and issues and direction to staff Marketing Committee - Discussion on Coop framework, board issues, and direction to staff
Jan.	Marketing Committee - Review recent ad awareness research - Update on Brand Review process
Feb.	Board Meeting - Review recent ad awareness research - Update on Brand Review process Marketing - Review final Agency RFP document and prepare for release
March	Board Meeting - Review and final direction on Agency RFP document - Final board review of coop items and issues Marketing Committee - Recommendation to Board on Coop continuation
April	Board Meeting - Review and Possible Action on Coop continuation - Determine implications on Agency RFP Proposals - Agency RFP proposals due
May	Board Meeting - Execution of new Agency agreement if needed



North Lake Tahoe Marketing Cooperative High Level Issue Discussion

Overall Marketing Cooperative Issues

- Funding Equity
- Marketing Equity (Promotional, Awareness, Conference, Web, etc)
- Consumer perspective of North Lake Tahoe as a travel destination

Cooperative Contract Issues

- Term ends June 30, 2012
- 12 month notice needed upon termination of agreement
- No coop intellectual property (brand, web, etc) may be used by either participant upon dissolution of cooperative without prior written agreement between participants

Misc. Issues

- Agency RFP timeline and implications
- Brand review timeline and implications
- Future budget implications
- Future marketing implications



north lake tahoe

DRAFT FY 2011/12 NORTH LAKE TAHOE MARKETING COOP BUDGET

Revised 10-20-11

Line Item/Description	Revised FY 2011/12 9/15/11	Preliminary FY 2011/12 Budget	Final Projected FY 2010/11 Budget	Variance to FY 2010/11	% of Total
Public Relations					
Leisure Sales	\$ 70,000	\$ 65,000	\$ 65,000	\$ -	4.9%
North Tahoe Conference Sales Media	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	7.1%
Website Content Manager/Social Media	\$ 220,000	\$ 200,000	\$ 220,000	\$ (20,000)	14.9%
	\$ 61,800	\$ 55,000	\$ 45,900	\$ 9,100	4.1%
SUB-TOTAL	\$ 446,800	\$ 415,000	\$ 425,900	\$ (10,900)	31.0%
Coop/Misc. Committed Programs					
Sierra Ski Marketing Council	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	6.0%
Regional Marketing Committee	\$ 75,000	\$ 75,000	\$ 50,000	\$ 25,000	5.6%
North Tahoe Wedding Promotion	\$ 50,000	\$ 50,000	\$ 56,283	\$ (6,283)	3.7%
Photography	\$ 8,000	\$ 8,000	\$ 18,832	\$ (10,832)	0.6%
MTRIP Research Project	\$ 15,000	\$ 15,000	\$ 17,000	\$ (2,000)	1.1%
California Snow Campaign	\$ 10,000	\$ -	\$ 10,000	\$ (10,000)	0.0%
Sustainable Tourism Conference Sponsorship	\$ -	\$ -	\$ -	\$ -	0.0%
Fulfillment	\$ 10,000	\$ 10,000	\$ 8,000	\$ 2,000	0.7%
SUB-TOTAL	\$ 248,000	\$ 238,000	\$ 240,115	\$ (2,115)	17.8%
Consumer Marketing					
Drive Market	\$ 139,066	\$ 146,000	\$ 190,523	\$ (44,523)	10.9%
Destination Market	\$ 240,020	\$ 156,000	\$ 207,357	\$ (51,357)	11.6%
Outdoor	\$ 100,375	\$ 104,000	\$ 86,875	\$ 17,125	7.8%
Internet (Drive and Destination)	\$ 161,260	\$ 95,000	\$ 127,227	\$ (32,227)	7.1%
Direct Response	\$ 30,000	\$ 28,000	\$ 66,312	\$ (38,312)	2.1%
Website Programs (non advertising)	\$ 91,400	\$ 58,000	\$ 112,824	\$ (54,824)	4.3%
Production/Client Services/Promo Planning	\$ 110,440	\$ 100,000	\$ 101,005	\$ (1,005)	7.5%
SUB-TOTAL	\$ 872,561	\$ 687,000	\$ 892,123	\$ (205,123)	51.3%
TOTAL	\$ 1,567,361	\$ 1,340,000	\$ 1,558,138	\$ (218,138)	1
NLTRA Marketing Budget	\$ 876,000	\$ 870,000	\$ 905,712	\$ (35,712)	
NLTRA Carryover to Marketing Coop (Round 1)	\$ 108,000	\$ -	\$ 90,000	\$ 90,000	
NLTRA Carryover to Marketing Coop (Round 2)	\$ 108,000	\$ -	\$ 90,000	\$ 90,000	
ICBVB Marketing Budget	\$ 475,361	\$ 470,000	\$ 470,000	\$ -	
TOTAL	\$ 1,567,361	\$ 1,340,000	\$ 1,555,712	\$ (215,712)	#REF!
	\$ -	\$ -	\$ (2,426)		

**NORTH LAKE TAHOE MARKETING COOPERATIVE
PARTICIPATION AGREEMENT**

This NORTH LAKE TAHOE MARKETING COOPERATIVE PARTICIPATION AGREEMENT ("**Agreement**") dated as of the first day of July 2009 is entered into by, between and among the Participants (as defined below).

RECITALS:

WHEREAS, the Participants are comprised of public non profit corporations which receive Transient Occupancy Tax ("**TOT**") funds from their respective local political jurisdictions for the purposes of marketing the North Lake Tahoe (Exhibit B) region and desire to join together to contribute funds to market and position the region as one tourism destination through a North Lake Tahoe Marketing Cooperative ("**NLTMC**").

WHEREAS, the Participants desire to develop and implement on the terms and conditions set forth herein a NLTMC marketing plan to support the North Lake Tahoe hospitality industry by establishing an overall resort destination identity.

WHEREAS, to develop and implement this marketing plan the Participants agree to establish a Cooperative Marketing Committee ("**CMC**") and to elect representatives to serve on the CMC to coordinate this cooperative effort.

NOW, THEREFORE, in consideration of the foregoing recitals, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Participants agree as follows:

AGREEMENT:

1. DEFINITIONS.

1.1 Participants: The term "**Participants**" shall refer to the following organizations:

(i) The Lake Tahoe Incline Village Crystal Bay Visitors Bureau, a Nevada non-profit corporation ("**LTIVCBVB**");

(ii) North Lake Tahoe Resort Association, a California public benefit non profit corporation ("**NLTRA**");

1.2 North Lake Tahoe Marketing Cooperative: The NLTMC as established by the Participants as a cooperative agreement.

1.3 Cooperative Marketing Committee: The committee established by the Participants to coordinate efforts to fund and implement the North Lake Tahoe Marketing Cooperative. The role of the CMC is to finalize a Regional Cooperative Marketing Plan ("Plan") and oversee Plan implementation, using the budget resources identified and approved by the Participants. The CMC shall oversee the Plan by providing direction and oversight to the Plan Administrator. The Plan shall not be effective unless and until approved by the Boards of each Participant.

Subject to Section 8, below, each Participant will select four individuals to serve as voting members of the CMC ("**Voting Member**") CMC meetings shall be noticed and conducted in accordance with the Nevada Open Meeting Law and in accordance with those requirements of NLTRA's agreement with Placer County, and held at least once each quarter, or as needed, at the discretion of the CMC Chairperson, based on marketing initiatives or programs requiring CMC discussion, direction, or action in the form of a vote.

1.4 CMC Chairperson: The Chairperson ("**Chair**") to be elected on an annual basis by a majority of the voting members of the CMC, subject to conditions in Section 9, Paragraph 1.

1.5 Plan Administrator. The NLTRA shall provide a person to serve as the NLTMC Plan Administrator ("**Administrator**") throughout the term of this Agreement, at the discretion of the CMC. The Administrator shall manage the CMC approved Plan implementation. The Administrator shall update the CMC at all regularly scheduled meetings and provide additional updates as required, depending on programs or as directed by the CMC Chair. The Administrator shall be responsible for (i) identifying and retaining the services of such persons, firms and organizations to provide creative and other necessary support to develop and implement the Mission Statement and the Plan; (ii) identifying and implementing sales and marketing projects to achieve the goal of the Mission Statement and Plan and set forth in sections 2 and 3 of this Agreement, respectively; (iii) identifying and supporting strategies, organizations and businesses that are cooperative with, or further the Mission Statement and the Plan. In addition, the Administrator shall authorize invoices and payments consistent with the Plan and ensure financial accountability to both the CMC and the Participants.

1.6 Budget Administrator The person designated by the LTIVCBVB to act as Budget Administrator, at the discretion of the CMC. The role of the Budget Administrator is to (i) ultimately authorize payments in accordance with the approved CMC Budget subsequent to plan administrator approval, (ii) coordinate cooperative fund contributions and payment of vendors and contractors, and (iii) coordinate accounting procedures to insure financial compatibility between each participating organization and the CMC.

1.7 **Limited Partners.** New Limited Partners (LP) may be accepted at any time upon the approval of all existing Participants in the NLTMC, provided that the new LP agrees in writing to terms and conditions as specified by existing participants and as warranted by the extent of financial contributions.

2. **MISSION STATEMENT.** The Participants agree that the intent and mission of the NLTMC is to bring together public and private organizations and businesses to contribute marketing dollars and expertise to position the North Lake Tahoe region as one destination, to focus on identifying regional, national and international markets, and to target common tourism industry interests and desires for cooperative action and marketing programs.

3. **REGIONAL COOPERATIVE MARKETING PLAN** The Participants shall develop and implement a Plan for the purpose of furthering the adopted NLTMC Mission Statement, supporting the regional tourism industry and business community by establishing an overall resort destination marketing identity; developing regional private sector support for this identity and a commitment to position and sell private sector products and/or services as components of the identity and Plan, as may be appropriate for each Participant and supporting partner. During the term of this agreement, participants agree that any other marketing activities undertaken, outside the Cooperative Marketing Plan will in no way compete with the destination brand as further developed and supported by the cooperative.

4. **FUND CONTRIBUTION.** Preparation, administration and implementation of the Plan shall be funded through annual contributions made by each Participant. Contributions shall be made by each Participant for each fiscal year of the program. Each Participant agrees to annually contribute the amount of money set forth in Exhibit A attached hereto and incorporated by reference. The Participants recognize and agree that the amount of funding each contributes may vary from fiscal year to fiscal year, depending on the total amount of TOT funding available to each from their respective local political jurisdictions. All funds contributed to this Agreement shall be used for the purpose of funding the Plan as generally defined in section 3, above. In no event shall the cumulative expenses and costs of the Plan exceed the aggregate amount of the marketing funds set forth in Exhibit A.

5. **TERM.** This Agreement shall remain in effect unless canceled, in writing, by one of the Participants. It is recognized that to achieve maximum effectiveness, the NLTMC should be established and continued for the long-term. Therefore, a written notice to cancel by any one of the Participants must provide a minimum of 12 months notice prior to the effective date of the cancellation, so that the NLTMC can wind down operations with minimum disruption to the separate marketing programs of each Participant. In the event that notice is given, CMC operations and governance shall continue as specified in this Agreement and funding levels shall be maintained at a level of at least 75% of the contribution, of each Participant, at the time of notice of intent to cancel. It is further agreed by the Participants that the initial term of

this agreement shall be three years. The Agreement may be renewable for one or more additional three year terms, as may be agreed, in writing, by the Participants.

6. **FUNDS AVAILABLE.** The Participants recognize and agree that their ability to provide funds to support the NLTMC is contingent upon the receipt of TOT revenues from their respective local political jurisdictions. Should one or more of the Participants be advised by their local political jurisdiction of a reduction or elimination of TOT revenues, a notice of cancellation, if necessary, can be submitted in writing with a notice of less than 12 months. However, the Participants pledge their good faith efforts to ensure that any cancellation of this Agreement takes place over a minimum of 12 months to help ensure a minimum disruption to the separate marketing programs of each Participant.

7. **DISSOLUTION**

7.1 **RETURN OF EXCESS FUNDS.** If this Agreement is canceled, upon dissolution of the NLTMC, any excess funds remaining in the NLTMC account shall be distributed on a pro rata share to the Participants in accordance with their annual contributions to the NLTMC account as of the effective date of termination. Should there be a deficiency of funds to cover authorized expenses, the Participants agree to fund their share of such expenses, consistent with the manner by which any excess funds would be distributed. Lists and data collected and projected during the term of this Agreement will be equally the property of all Participants at the time of dissolution. Collateral materials produced by cooperative marketing funds (e.g., brochures, exhibits, ticket stock, etc) shall be divided among the Participants in the same manner as the distribution of any excess marketing funds.

7.2 **USE OF PARTICIPANT INTELLECTUAL PROPERTY** Unless otherwise agreed, upon dissolution none of the participants will have the right to any brand, creative, or intellectual property created using cooperative funds. The Participants acknowledge that each Participant owns certain intellectual property (specifically including but not limited to trademarks, service marks, trade secrets, websites and the like), and each Participant hereby agrees not to use any intellectual property belonging to another Participant without first executing a separate trademark license agreement governing such use.

8. **MEMBERSHIP OF THE COOPERATIVE MARKETING COMMITTEE.** Consistent with the role of the CMC, as defined in Section 1, above, the membership of the CMC shall consist of four (4) members selected by the Board of Directors of each Participant, to include the Executive Director ("CEO") of each Participant, two (2) existing Board members from each Participant, and one (1) At Large representative from each Participant. The term of each selected CMC member shall be one year. No term limits shall apply, however, each may be replaced, at will, by their respective Participant board of directors.

9. **VOTING AND VOTING PROCEDURES.** All transactions of business requiring approval of the CMC shall only be taken with a quorum present and provided a majority of the duly authorized voting members has participated in discussions and has voted on the action proposed. A quorum of the Committee is established with five members. The transaction of business requiring approval of the CMC shall include, but not be limited to, the responsibilities as outlined in Section 1.3, above. Voting shall be conducted at any regularly scheduled and noticed meeting of the CMC or at a meeting scheduled and noticed at the direction of the Chair with the consent of a majority of the CMC members. Voting members may participate by telephone in scheduled, noticed meetings of the CMC, as long as all participants can hear each other and there is a physical location for the meeting accessible to the public and at least one voting member is present at that location.

9.1 **Chair.** The Chair of the CMC shall preside at all CMC meetings and exercise and perform such other powers and duties as may be required from time to time as part of the role of CMC Chair. The term of the Chair shall be one (1) year. The position shall rotate between the participants on a yearly basis.

10. **MISCELLANEOUS.**

10.1 **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns, and no other party shall be a beneficiary hereunder.

10.2 **Entire Agreement.** This Agreement may not be amended or modified except in writing executed by all parties hereto. The Participants each acknowledge that there are no other agreements or representations regarding the subject matter hereof, either oral or written, express or implied, that are not embodied in this Agreement, and this Agreement, and the Exhibits attached to this Agreement, represent a complete integration of all the prior and contemporaneous agreements and understandings and documents regarding the subject matter hereof.

10.3 **Governing Law.** This Agreement will be governed by, interpreted under, and construed and enforced in accordance with the laws of the State of Nevada. Each of the parties hereto acknowledges and agrees that the laws of the State of Nevada were freely chosen.

10.4 **Severability.** The invalidity, illegality or unenforceability of any provision of this Agreement shall not affect the enforceability of any other provision of this Agreement, all of which shall remain in full force and effect.

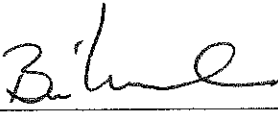
10.5 **Counterpart.** This Agreement may be signed in counterparts by the participating parties, which counterparts together shall constitute a single instrument.

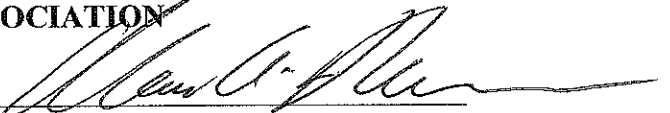
The Participants have executed this Agreement to be effective as of the date first written above.

10.6 NRS Compliance This is an interlocal agreement subject to the provisions of NRS 277.100, et seq., and will not be valid until approved in accordance with that chapter.

10.7 Precedence In Conflicting Documents. It is further expressly agreed by and between the participants hereto that should there be any conflict between the terms of this instrument and the NLTRA/Placer County Agreement, as this instrument reads on the date of its' signing, then the NLTRA/ Placer County Agreement shall control and nothing herein shall be considered as acceptance of the said terms by either NLTRA nor Placer County.

**INCLINE VILLAGE/CRYSTAL BAY NORTH LAKE TAHOE RESORT
VB ASSOCIATION**

By: 

By: 

Its: _____

Its: _____

Date: _____

Date: _____

EXHIBIT A

**North Lake Tahoe Marketing Cooperative
Contribution Schedule**

<u>Month</u>	<u>% of Total Due</u>
July	.083
August	.083
September	.10
October	.10
November	.10
December	.083
January	.083
February	.083
March	.083
April	.066
May	.066
<u>June</u>	<u>.066</u>
Total	100

Estimated 2006/2007 Total Contribution as of May 1, 2006

<i>NLTRA</i>	<i>\$850,000</i>
<i>IVCBVB</i>	<i>\$650,000</i>

Participants agree to a minimum contribution of 45% of their total marketing budgets for the initial year of this agreement (may be pro-rated dependent upon coop start date). This percentage is subject to review and adjustment on an annual basis to coincide with the budgeting process for both participants.

EXHIBIT B

"North Lake Tahoe" Geographic definition

The North Lake Tahoe Marketing Cooperative will brand "North Lake Tahoe" which will encompass the specific and general areas encompassing the following communities:

Incline Village
Crystal Bay
Kings Beach
Tahoe Vista
Carnelian Bay
Tahoe City
West Shore
Squaw Valley
Northstar
Greater Truckee
Alpine Meadows

North Lake Tahoe Resort Association
Assumptions for the Proposed 2011-2012 Revised Budget
Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10
October 20, 2011 Revise
(Grey area indicates change from Original Approved Budget)

Consolidated

Revenues

- Placer County Payments: For the 2011-2012 year, funding from Placer County is based on the proposed \$5,533,876 Budget, 60% of \$9,233,127. In addition there is \$1,141,173 of 2010-2011 Fund Balance Carryover. The total amount to NLTRA would be \$5,430,703 reduced by the Transit Programs-TART of \$441,000 and Placer County DPW Snow Removal of \$100,000, plus Infrastructure funds held by Placer County of \$1,129,863. In addition, Infrastructure funds would come to NLTRA to cover current year Infrastructure funds expended, coming out of Infrastructure funds held by Placer County from previous years.

The funding split is \$2,796,640 for Marketing, \$619,200 for Transportation Services and \$344,000 for Infrastructure administration, research and planning, and maintenance of tourism serving facilities for a total of \$3,759,840 to make up the monthly payment schedule.

Marketing includes an additional \$40,000 flex funding from Infrastructure and \$479,293 of 2010-2011 Fund Balance Carryover. Transportation includes flex funding from Infrastructure of \$1,124,237 of 2010-2011 Fund Balance Carryover. Infrastructure includes \$661,880 of Fund Balance Carryover.

Expenses

Salary/Benefits: Increase of 26%. \$259,000 overall. The increase in G&A is due to the following factors:

- In 2010/11, one staff member performed the duties of both the Executive Director and the Director of Community Partnerships and Planning positions. In 2011/12 there are two staff members, one in each position. The cost of our current health insurance benefits increased \$20,000. A second conference sales position has been added beginning October 2011. A visitor information specialist position for the Reno Tahoe International Airport Welcome Center has been added beginning August 2011. An administrative support position has been added beginning October 2011.
- Operational and Program expenditures are reviewed in the departmental discussion below. All other expense variances are minimal.

Marketing

Revenues

- Placer County Payments: Increase of \$221,232 with full allocation of Carryover funds in current budget where in previous year final 50% of carryover released later in the year.
- Placer County Payments: Increase of \$38,000 from Conference

North Lake Tahoe Resort Association
Assumptions for the Proposed 2011-2012 Revised Budget
Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10
October 20, 2011 Revise
(Grey area indicates change from Original Approved Budget)

Expenses

- Salaries decreased \$22,994 with shift of employee resource to Visitor Information.
- Marketing Research: Increase of \$40,000 for ad awareness studies, focus groups and brand review. Increase of \$48,000 for Summer Intercept Survey and Destination and Drive Market Focus Group Study.
- Special Events: Decrease of 40%, (\$73,000), for a total funding of (\$109,000). This includes funding for possible Amgen Tour of California Stage. Increase Special Event Sponsorship funding by \$35,000 for marquee event sponsorship opportunities.
- Miscellaneous Marketing Programs: Increase of \$88,000 for a total funding of \$193,000. This includes High Notes Campaign, Late Summer Fall Event Program and resources for a new initiative execution and revising and reprinting of the Resorts and Town In-Market Map.
- Marketing Cooperative/ Media: Increase of \$118,000 to the Marketing Cooperative with the addition of a Percentage of Fund Balance Carryover.
- Marketing Cooperative/Media: Increase of \$38,000 from Conference.
- Reserve: Increase of \$29,000 to fund Marketing Reserve requirement. Added an additional \$16,000 to Marketing Reserves from Fund Balance Carryover.

Conference

Revenues

- Placer County Payments: Increase of 18%, \$56,000.
- Placer County Payments: Decrease of \$38,000

Expenses

- Salary/Benefits: Increase of 30%, \$44,000 for new sales position for Conference.
- Marketing Cooperative/ Media: Decrease of 16%, (\$36,000) to the Marketing Cooperative.
- Marketing Cooperative/Media: Decrease of \$38,000

Visitor Support/Transportation

Revenues

- Placer County Funding: Decrease of 34%, (\$378,000) based on approved transportation project request less funds held by Placer County for TART services. The TART services are not part of our monthly payment schedule and are recorded to revenue and expenses when they are incurred. Removed DPW Snow Removal Funding from TOT funding per Placer County agreement as this will be handled by journal transfer.

Expenses

- Transportation Projects: Decrease of 34%, (\$386,000) based on approved transportation project request. Removed \$100,000 of Snow Removal Expense as this will be handled by journal transfer.

Visitor Information

Revenues

North Lake Tahoe Resort Association
Assumptions for the Proposed 2011-2012 Revised Budget
Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10
October 20, 2011 Revise

(Grey area indicates change from Original Approved Budget)

- Placer County Funding: Increase of 82%, \$118,000. Added \$73,000 in Fund Balance Carryover for additional Visitor Information Services Programming.
- Miscellaneous: Increase of \$15,000 for partner funding for the Reno Tahoe International Airport Welcoming Center.

Expenses

- Salary/Benefits: Increase \$23,000 for staffing starting in the fall for the RTIA Welcoming Center plus new Visitor Information Manager beginning in October 2011.
- Rent: Increase \$29,000 for the RTIA Welcoming Center.
- Miscellaneous Programs: Increase \$35,000 for program expenses for Visitor Center Messaging and Program Implementation.

Chamber of Commerce

Revenues

- Member Dues: Increase 10%, \$11,000 for additional members and a 3% adjustment in annual dues.
- Membership Events: Decrease 15% (\$12,000) for changing the directory from printed to online.
- Commissions: Increase \$5,000 for revenue from membership enhancements.

Expenses

- Membership Events: Decrease 10% for cost savings from changing from print to online products.

General & Administration

Expenses

- Salary/Benefits: Increase 38%, \$93,000 for staffing starting in the fall for a new position and a full year with our new Executive Director.
- Board Functions: Decrease 89%, (\$64,000) since prior year required Executive Director search expenses.

Infrastructure

Revenue

- Placer County Payments: Increase of 304%, (\$1,797,000). The NLTRA budget contains revenue and expenditure for projects of \$2,885,000.

Expenses

- Research and Planning: Decrease of 37%, (\$13,000).
- Projects Infrastructure: Increase of 336%, (\$1,714,000) with estimated project expenditure of \$2,885,000. The recognized revenue matches the expense.

North Lake Tahoe Resort Association
Department Detail Activity Report-Preliminary BUDGET
For the Twelve Months Ending June 30, 2012

	General	Visitor Support			Visitor	Chamber of	FY 11/12	Infrastructure	FY 11/12
	& Administration	Marketing	Conference	&Transportation	Information	Commerce	SubTotal		Total BUDGET
Unrestricted Support (Non TOT Revenue)									
Member Dues	0	0	8,136	0	0	117,768	125,904	0	125,904
Special Events/Functions	0	75,000	0	0	0	62,760	137,760	0	137,760
Retail Sales	0	0	0	0	21,400	0	21,400	0	21,400
Comm/Booking	0	11,500	130,000	0	0	5,000	146,500	0	146,500
Interest	2,520	0	0	0	0	0	2,520	1,220	3,740
Grants	0	0	0	0	0	0	0	0	0
Misc	0	0	0	0	15,000	0	15,000	0	15,000
Total Unrestricted Supp	2,520	86,500	138,136	0	36,400	185,528	449,084	1,220	450,304
County Funding									
Placer County Payments	0	1,727,348	328,000	619,200	262,000	0	2,936,548	3,049,376	5,985,924
Fund Balance Carryover	0	419,843	0	0	59,450	0	479,293	0	479,293
Total County Funding	0	2,147,191	328,000	619,200	321,450	0	3,415,841	3,049,376	6,465,217
Total Support	2,520	2,233,691	466,136	619,200	357,850	185,528	3,864,925	3,050,596	6,915,521
Functional Expenses									
Salary	267,600	242,892	139,817	72,040	127,587	69,000	918,936	72,040	990,976
Incentives	0	0	10,400	0	0	0	10,400	0	10,400
PR Tax	21,676	17,436	12,168	3,383	10,060	5,589	70,311	7,815	78,126
Health Ins	30,000	31,028	19,600	0	18,262	5,750	104,640	1,620	106,260
Workers Comp	1,500	1,200	665	432	480	366	4,643	432	5,075
401K	16,056	8,844	9,013	2,400	7,548	3,598	47,459	2,400	49,859
Subtotal Salary/Benefits	336,832	301,400	191,663	78,255	163,937	84,303	1,156,389	84,307	1,240,696
Rent/Util/R&M/Cleaning	25,200	24,600	12,600	9,000	39,520	8,880	119,800	9,000	128,800
Telephone	3,900	8,400	3,000	1,800	1,200	1,800	20,100	1,920	22,020
Internet	0	360	0	0	0	0	360	0	360
Mail	720	1,020	480	0	180	903	3,303	12	3,315
Insurance/Bonding	1,200	1,140	600	360	588	360	4,248	360	4,608
Supplies	2,640	3,480	1,800	600	7,320	960	16,800	600	17,400
Depreciation	3,360	3,360	1,800	960	1,680	960	12,120	960	13,080
Equip/Support/Maint	4,080	1,800	1,200	600	1,800	720	10,200	600	10,800
Taxes/Licenses	343	233	121	74	206	74	1,051	74	1,125
Equip/Rent/Leasing	2,300	2,000	1,600	1,400	3,840	2,584	13,724	1,320	15,044
Training Seminars	2,400	4,000	0	0	0	504	6,904	0	6,904
Professional Fees Attorneys	2,400	0	0	0	0	0	2,400	0	2,400
Prof Fees Accountant	20,500	0	0	0	0	0	20,500	0	20,500
Research Planning Trans	0	0	0	35,000	0	0	35,000	0	35,000
Research Planning Infra	0	0	0	0	0	0	0	22,000	22,000
Projects Transportation	0	0	0	452,500	0	0	452,500	0	452,500
Projects Infrastructure	0	0	0	0	0	0	0	2,885,380	2,885,380
Marketing Research	0	88,000	0	0	0	0	88,000	0	88,000
Community Marketing Programs	0	196,600	0	0	0	0	196,600	0	196,600
AFW	0	75,000	0	0	0	0	75,000	0	75,000
Special Event	0	147,000	0	0	0	0	147,000	0	147,000
Membership Events/Functions	0	0	0	0	0	38,506	38,506	0	38,506
Promo/Giveaways	0	7,500	0	0	0	0	7,500	0	7,500
Public Relations/Website	0	0	0	0	0	4,200	4,200	0	4,200
Miscellaneous Programs	0	207,038	0	0	58,000	0	265,038	0	265,038
Marketing Cooperative/Media	0	938,000	154,000	0	0	0	1,092,000	0	1,092,000
Conference-PUD	0	0	12,500	0	0	0	12,500	0	12,500
Cost or Goods	0	0	0	0	12,189	0	12,189	0	12,189
Associate Relations	1,145	954	492	326	649	320	3,886	315	4,201
Board Functions	7,800	0	0	0	0	0	7,800	0	7,800
Credit Card Fees	0	3,200	0	0	513	666	4,379	0	4,379
Auto	716	780	180	897	60	1,440	4,073	841	4,914
Local Meals/ Ent	600	2,400	0	0	60	600	3,660	55	3,715
Dues Publication	1,200	8,841	1,420	72	0	1,244	12,777	72	12,849
Travel	1,020	9,493	0	0	0	504	11,017	0	11,017
Contingency Reserve/TOT	0	44,584	0	0	0	0	44,584	0	44,584
Allocated	(415,836)	152,508	82,680	37,356	66,108	36,000	(41,184)	42,780	1,596
Total Functional Expense	2,520	2,233,691	466,136	619,200	357,850	185,528	3,864,924	3,050,596	6,915,520
Change in Net Assets	0	0	0	0	0	0	1	0	-1

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Consolidated			Revised Budget to Forecast		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Member Dues	125,904	115,027	10,877	9.46%	134,602
Special Events/Functions	137,760	154,689	(16,929)	-10.94%	122,107
Retail Sales	21,400	24,826	(3,426)	-13.80%	9,104
Comm/Booking	146,500	130,424	16,076	12.33%	118,198
Interest	3,740	3,309	431	13.03%	4,474
Grants	0		0	-	
Miscellaneous	15,000	4,449	10,551	237.15%	0
Total Unrestricted Supp	450,304	432,724	17,580	4.06%	388,485
County Funding					
Placer County Payments	5,985,924	4,136,627	1,849,297	44.71%	4,186,553
Fund Balance Carryover	479,293	0	479,293	-	0
Total County Funding	6,465,217	4,136,627	2,328,590	56.29%	4,186,553
Total Support	6,915,521	4,569,351	2,346,170	51.35%	4,575,038
Functional Expenses					
Salary	990,976	788,150	202,826	25.73%	896,688
Commissions	10,400	18,000	(7,600)	-42.22%	18,000
PR Tax	78,126	64,631	13,495	20.88%	74,270
Health Ins	106,260	89,301	16,959	18.99%	85,604
Workers Comp	5,075	5,866	(791)	-13.48%	4,078
401K	49,859	43,644	6,215	14.24%	49,327
Subtotal Salary/Benefits	1,240,696	1,009,592	231,104	22.89%	1,127,967
Rent/Util/R&M/Cleaning	128,800	93,757	35,043	37.38%	93,607
Telephone	22,020	22,623	(603)	-2.67%	26,294
Internet	360	290	70	24.14%	435
Mail	3,315	3,201	114	3.56%	3,193
Insurance/Bonding	4,608	4,587	21	0.46%	5,359
Supplies	17,400	10,964	6,436	58.70%	12,318
Depreciation	13,080	18,804	(5,724)	-30.44%	19,068
Equip/Support/Maint	10,800	10,061	739	7.35%	13,964
Taxes/Licenses	1,125	1,015	110	10.84%	2,575
Equip/Rent/Leasing	15,044	15,002	42	0.28%	13,531
Training Seminars	6,904	702	6,202	883.48%	2,932
Professional Fees Attorneys	2,400	3,886	(1,486)	-38.24%	6,980
Prof Fees Accountant	20,500	16,500	4,000	24.24%	16,300
Research Planning Trans	35,000	45,000	(10,000)	-22.22%	36,667
Research Planning Infra	22,000	35,000	(13,000)	-37.14%	40,571
Project Transportation	452,500	938,174	(485,674)	-51.77%	957,048
Project Infrastructure	2,885,380	509,728	2,375,652	466.06%	795,594
Marketing Research	88,000	0	88,000	-	0
Programs	196,600	196,824	(224)	-0.11%	161,217
AFW	75,000	79,024	(4,024)	-5.09%	75,795
Special Event	147,000	181,563	(34,563)	-19.04%	42,894
Membership Events/Newsletter	38,506	49,075	(10,569)	-21.54%	33,815
Promo/Giveaways	7,500	0	7,500	-	651
Public Relations/Website	4,200	4,500	(300)	-6.67%	4,835
Misc Direct Programing	265,038	105,871	159,167	150.34%	65,165
Marketing Cooperative/Media	1,092,000	1,085,712	6,288	0.58%	961,596
Conference-PUD	12,500	15,000	(2,500)	-16.67%	15,000
Cost of Goods	12,189	18,660	(6,471)	-34.68%	5,358
Associate Relations	4,201	3,895	306	7.86%	6,807
Board Functions	7,800	72,174	(64,374)	-89.19%	7,875
Credit Card Fees	4,379	4,319	60	1.39%	7,991
Auto	4,914	5,229	(315)	-6.02%	6,324
Local Meals/ Ent	3,715	4,226	(511)	-12.09%	6,350
Dues Publication	12,849	5,290	7,559	142.89%	4,988
Travel	11,017	4,994	6,023	120.60%	6,219
Reserve	44,584	70,000	(25,416)	-36.31%	0
Bad Debt	0	0	0	-	2,220
Allocated	1,596	0	1,596	-	0
Total Functional Expense	6,915,520	4,645,242	2,270,278	48.87%	4,589,503
Change in Net Assets	1	(75,891)	75,892	-100.00%	(14,465)

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Marketing					
			Revised Budget to Forecast		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Special Events/Functions	75,000	80,253	(5,253)	-6.55%	75,353
Commissions	11,500	10,513	987	9.39%	33,129
Total Unrestricted Supp	86,500	90,766	(4,266)	-4.70%	108,482
County Funding					
Placer County Payments	1,727,348	1,994,311	(266,963)	-13.39%	1,642,111
Fund Balance Carryover	419,843				
Total County Funding	2,147,191	1,994,311	152,880	7.67%	1,642,111
Total Support	2,233,691	2,085,077	148,614	7.13%	1,750,593
Functional Expenses					
Salary	242,892	229,437	13,455	5.86%	226,476
PR Tax	17,436	20,938	(3,502)	-16.73%	19,912
Health Ins	31,028	32,111	(1,083)	-3.37%	27,766
Workers Comp	1,200	1,525	(325)	-21.31%	1,061
401K	8,844	11,749	(2,905)	-24.73%	9,981
Subtotal Salary/Benefits	301,400	295,760	5,640	1.91%	285,196
Rent/Util/R&M/Cleaning	24,600	24,505	95	0.39%	24,598
Telephone	8,400	7,857	543	6.91%	9,173
Internet	360	290	70	24.14%	435
Mail	1,020	1,126	(106)	-9.41%	481
Insurance/Bonding	1,140	1,146	(6)	-0.52%	1,339
Supplies	3,480	3,728	(248)	-6.65%	3,274
Depreciation	3,360	4,992	(1,632)	-32.69%	5,058
Equip/Support/Maint	1,800	1,897	(97)	-5.11%	2,454
Taxes/Licenses	233	233	0	0.00%	311
Equip/Rent/Leasing	2,000	1,986	14	0.70%	1,661
Training Seminars	4,000	0	4,000	-	1,639
Marketing Research	88,000	0	88,000	-	-
Programs	196,600	196,824	(224)	-0.11%	161,217
AFW	75,000	79,024	(4,024)	-5.09%	75,795
Special Event	147,000	181,563	(34,563)	-19.04%	42,894
Promo/Giveaways	7,500	0	7,500	-	651
Misc Marketing Programs	207,038	105,871	101,167	95.56%	65,165
Marketing Cooperative/Media	938,000	857,284	80,716	9.42%	762,000
Associate Relations	954	964	(10)	-1.04%	1,804
Credit Card Fees	3,200	2,921	279	9.55%	6,764
Auto	780	1,099	(319)	-29.03%	1,659
Local Meals/ Ent	2,400	2,867	(467)	-16.29%	2,742
Dues Publication	8,841	2,942	5,899	200.51%	1,469
Travel	9,493	4,994	4,499	90.09%	6,219
Reserve	44,584	70,000	(25,416)	-36.31%	-
Allocated	152,508	226,780	(74,272)	-32.75%	230,400
Total Functional Expense	2,233,691	2,076,653	157,038	7.56%	1,694,398
Change in Net Assets	0	8,424	(8,424)	-100.00%	56,195

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Conference					
Revised Budget to Forecast					
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Member Dues	8,136	8,200	(64)	-0.78%	8,689
Comm/Booking	130,000	119,911	10,089	8.41%	83,134
Total Unrestricted Supp	138,136	128,111	10,025	7.83%	91,823
County Funding					
Placer County Payments	328,000	310,004	17,996	5.81%	310,000
Fund Balance Carryover					
Total County Funding	328,000	310,004	17,996	5.81%	310,000
Total Support	466,136	438,115	28,021	6.40%	401,823
Functional Expenses					
Salary	139,817	98,921	40,896	41.34%	93,920
Commissions	10,400	18,000	(7,600)	-42.22%	18,000
PR Tax	12,168	9,174	2,994	32.63%	9,454
Health Ins	19,600	14,390	5,210	36.21%	12,979
Workers Comp	665	762	(97)	-12.73%	530
401K	9,013	6,757	2,256	33.39%	6,836
Subtotal Salary/Benefits	191,663	148,004	43,659	29.50%	141,719
Rent/Util/R&M/Cleaning	12,600	12,494	106	0.85%	12,523
Telephone	3,000	3,211	(211)	-6.57%	3,760
Mail	480	415	65	15.66%	946
Insurance/Bonding	600	596	4	0.67%	697
Supplies	1,800	2,082	(282)	-13.54%	1,713
Depreciation	1,800	2,520	(720)	-28.57%	2,553
Equip/Support/Maint	1,200	1,411	(211)	-14.95%	1,025
Taxes/Licenses	121	121	0	0.00%	162
Equip/Rent/Leasing	1,600	1,616	(16)	-0.99%	1,441
Marketing Cooperative/Media	154,000	228,428	(74,428)	-32.58%	199,596
Conference-PUD	12,500	15,000	(2,500)	-16.67%	15,000
Associate Relations	492	510	(18)	-3.53%	922
Auto	180	203	(23)	-11.33%	183
Local Meals/ Ent	0	120	(120)	-100.00%	141
Dues Publication	1,420	1,865	(445)	-23.86%	1,335
Bad Debt	0	0	0	-	2,220
Allocated	82,680	55,920	26,760	47.85%	67,200
Total Functional Expense	466,136	474,516	(8,380)	-1.77%	453,163
Change in Net Assets	0	(36,401)	36,401	-100.00%	(51,340)

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Visitor Support & Transportation					
	Revised Budget to Forecast				
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Grants	0	0	0	-	
Misc	0	0	0	-	0
Total Unrestricted Supp	0	0	0	-	-
County Funding					
Placer County Payments	619,200	1,097,459	(478,259)	-43.58%	1,077,344
Total County Funding	619,200	1,097,459	(478,259)	-43.58%	1,077,344
Total Support	619,200	1,097,459	(478,259)	-43.58%	1,077,344
Functional Expenses					
Salary	72,040	54,134	17,906	33.08%	53,378
PR Tax	3,383	4	3,379	84464.00%	104
Health Ins	0	811	(811)	-100.00%	66
Workers Comp	432	470	(38)	-8.09%	326
401K	2,400	3,441	(1,041)	-30.25%	2,826
Subtotal Salary/Benefits	78,255	58,860	19,395	32.95%	56,700
Rent/Util/R&M/Cleaning	9,000	8,836	164	1.86%	8,819
Telephone	1,800	2,048	(248)	-12.11%	1,748
Mail	0	0	0	-	6
Insurance/Bonding	360	367	(7)	-1.91%	429
Supplies	600	706	(106)	-15.01%	1,042
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	600	521	79	15.16%	767
Taxes/Licenses	74	74	0	0.00%	100
Equip/Rent/Leasing	1,400	1,327	73	5.50%	1,200
Training	0	0	0	-	17
Research Planning Trans	35,000	45,000	(10,000)	-22.22%	36,667
Project Transportation	452,500	938,174	(485,674)	-51.77%	957,048
Associate Relations	326	329	(3)	-0.91%	418
Auto	897	973	(76)	-7.81%	812
Local Meals/ Ent	0	0	0	-	167
Dues Publication	72	72	0	0.00%	90
Allocated	37,356	35,032	2,324	6.63%	25,152
Total Functional Expense	619,200	1,093,579	(474,379)	-43.38%	1,092,464
Change in Net Assets	0	3,880	(3,880)	-99.99%	(15,120)

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Visitor Support & Transportation					
			Revised Budget to Forecast		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Grants	0	0	0	-	
Misc	0	0	0	-	0
Total Unrestricted Supp	0	0	0	-	-
County Funding					
Placer County Payments	619,200	1,097,459	(478,259)	-43.58%	1,077,344
Total County Funding	619,200	1,097,459	(478,259)	-43.58%	1,077,344
Total Support	619,200	1,097,459	(478,259)	-43.58%	1,077,344
Functional Expenses					
Salary	72,040	54,134	17,906	33.08%	53,378
PR Tax	3,383	4	3,379	84464.00%	104
Health Ins	0	811	(811)	-100.00%	66
Workers Comp	432	470	(38)	-8.09%	326
401K	2,400	3,441	(1,041)	-30.25%	2,826
Subtotal Salary/Benefits	78,255	58,860	19,395	32.95%	56,700
Rent/Util/R&M/Cleaning	9,000	8,836	164	1.86%	8,819
Telephone	1,800	2,048	(248)	-12.11%	1,748
Mail	0	0	0	-	6
Insurance/Bonding	360	367	(7)	-1.91%	429
Supplies	600	706	(106)	-15.01%	1,042
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	600	521	79	15.16%	767
Taxes/Licenses	74	74	0	0.00%	100
Equip/Rent/Leasing	1,400	1,327	73	5.50%	1,200
Training	0	0	0	-	17
Research Planning Trans	35,000	45,000	(10,000)	-22.22%	36,667
Project Transportation	452,500	938,174	(485,674)	-51.77%	957,048
Associate Relations	326	329	(3)	-0.91%	418
Auto	897	973	(76)	-7.81%	812
Local Meals/ Ent	0	0	0	-	167
Dues Publication	72	72	0	0.00%	90
Allocated	37,356	35,032	2,324	6.63%	25,152
Total Functional Expense	619,200	1,093,579	(474,379)	-43.38%	1,092,464
Change in Net Assets	0	3,880	(3,880)	-99.99%	(15,120)

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Visitor Information					
			Revised Budget to Forecast		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Retail Sales	21,400	24,826	(3,426)	-13.80%	9,104
Comm/Booking	0	0	0	-	1,935
Misc	15,000	0	15,000	-	-
Total Unrestricted Supp	36,400	24,826	11,574	46.62%	11,039
County Funding					
Placer County Payments	262,000	144,000	118,000	81.94%	154,000
Fund Balance Carryover	59,450				
Total County Funding	321,450	144,000	177,450	123.23%	154,000
Total Support	357,850	168,826	189,024	111.96%	165,039
Functional Expenses					
Salary	127,587	83,783	43,804	52.28%	75,269
PR Tax	10,060	7,102	2,958	41.65%	6,419
Health Ins	18,262	18,682	(420)	-2.25%	14,698
Workers Comp	480	527	(47)	-8.92%	367
401K	7,548	4,580	2,968	64.80%	4,487
Subtotal Salary/Benefits	163,937	114,674	49,263	42.96%	101,240
Rent/Util/R&M/Cleaning	39,520	5,676	33,844	596.26%	5,397
Telephone	1,200	1,452	(252)	-17.36%	1,905
Mail	180	106	74	69.81%	188
Insurance/Bonding	588	599	(11)	-1.84%	697
Supplies	7,320	1,128	6,192	548.94%	1,409
Depreciation	1,680	2,520	(840)	-33.33%	2,553
Equip/Support/Maint	1,800	1,351	449	33.23%	2,974
Taxes/Licenses	206	206	0	0.00%	172
Equip/Rent/Leasing	3,840	3,920	(80)	-2.04%	3,643
Training Seminars	0	0	0	-	107
Miscellaneous Programs	58,000	0	58,000	-	
Cost of Goods	12,189	18,660	(6,471)	-34.68%	5,358
Associate Relations	649	490	159	32.45%	922
Credit Card Fees	513	539	(26)	-4.82%	397
Auto	60	43	17	39.53%	107
Local Meals/ Ent	60	60	0	0.00%	184
Allocated	66,108	20,216	45,892	227.01%	26,079
Total Functional Expense	357,850	171,640	186,210	108.49%	153,332
Change in Net Assets	0	(2,814)	2,814	-100.00%	11,707

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Chamber of Commerce					
Revised Budget to Forecast					
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Member Dues	117,768	106,827	10,941	10.24%	125,913
Member Events/Functions	62,760	74,436	(11,676)	-15.69%	46,754
Comm/Booking	5,000	0	5,000	-	-
Grants	0	0	0	-	-
Total Unrestricted Supp	185,528	181,263	4,265	2.35%	172,667
County Funding					
Placer County Payments	0	0	0	-	-
Total County Funding	0	0	0	-	-
Total Support	185,528	181,263	4,265	2.35%	172,667
Functional Expenses					
Salary	69,000	66,495	2,505	3.77%	63,674
PR Tax	5,589	4,737	852	17.99%	4,801
Health Ins	5,750	5,973	(223)	-3.73%	4,285
Workers Comp	366	470	(104)	-22.13%	326
401K	3,598	3,394	204	6.01%	3,316
Subtotal Salary/Benefits	84,303	81,069	3,234	3.99%	76,402
Rent/Util/R&M/Cleaning	8,880	8,830	50	0.57%	8,853
Telephone	1,800	1,996	(196)	-9.82%	2,481
Mail	903	690	213	30.87%	927
Insurance/Bonding	360	366	(6)	-1.64%	429
Supplies	960	1,091	(131)	-12.01%	1,305
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	720	651	69	10.60%	1,213
Taxes/Licenses	74	74	0	0.00%	130
Equip/Rent/Leasing	2,584	2,586	(2)	-0.08%	2,411
Training Seminars	504	169	335	198.22%	17
Membership Events/Newsletter	38,506	49,075	(10,569)	-21.54%	33,815
Public Relations/Website	4,200	4,500	(300)	-6.67%	4,835
Associate Relations	320	309	11	3.56%	520
Credit Card Fees	666	859	(193)	-22.47%	830
Auto	1,440	1,201	239	19.90%	1,399
Local Meals/ Ent	600	632	(32)	-5.06%	643
Dues Publication	1,244	144	1,100	763.89%	180
Travel	504	0	504	-	-
Allocated	36,000	22,452	13,548	60.34%	26,772
Total Functional Expense	185,528	177,954	7,574	4.26%	164,444
Change in Net Assets	0	3,309	(3,309)	-100.00%	8,223

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
General & Administration					
			Revised Budget to Forecast		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Interest	2,520	2,189	331	15.12%	4,474
Misc	0	4,449	(4,449)	-100.00%	
Total Unrestricted Supp	2,520	6,638	(4,118)	-62.04%	4,474
County Funding					
Placer County Payments	0	0	0	-	-
Total County Funding	0	0	0	-	-
Total Support	2,520	6,638	(4,118)	-62.04%	4,474
Functional Expenses					
Salary	267,600	194,246	73,354	37.76%	291,855
PR Tax	21,676	21,509	167	0.77%	26,564
Health Ins	30,000	16,330	13,670	83.71%	24,612
Workers Comp	1,500	1,642	(142)	-8.65%	1,142
401K	16,056	10,282	5,774	56.16%	19,052
Subtotal Salary/Benefits	336,832	244,009	92,823	38.04%	363,225
Rent/Util/R&M/Cleaning	25,200	24,655	545	2.21%	24,598
Telephone	3,900	3,981	(81)	-2.03%	5,479
Mail	720	849	(129)	-15.19%	611
Insurance/Bonding	1,200	1,146	54	4.71%	1,339
Supplies	2,640	1,597	1,043	65.31%	2,533
Depreciation	3,360	4,992	(1,632)	-32.69%	5,058
Equip/Support/Maint	4,080	3,679	401	10.90%	4,764
Taxes/Licenses	343	233	110	47.21%	1,600
Equip/Rent/Leasing	2,300	2,220	80	3.60%	1,975
Training Seminars	2,400	533	1,867	350.28%	1,108
Professional Fees Attorneys	2,400	3,886	(1,486)	-38.24%	6,980
Prof Fees Accountant	20,500	16,500	4,000	24.24%	16,300
Associate Relations	1,145	964	181	18.78%	1,804
Board Functions	7,800	72,174	(64,374)	-89.19%	7,875
Auto	716	817	(101)	-12.36%	1,353
Local Meals/ Ent	600	487	113	23.20%	2,334
Dues Publication	1,200	195	1,005	515.38%	1,824
Travel	1,020	0	1,020	-	-
Allocated	(415,836)	(397,972)	(17,864)	4.49%	(412,932)
Total Functional Expense	2,520	(15,055)	17,575	-116.74%	37,828
Change in Net Assets	0	21,693	(21,693)	-100.00%	(33,354)

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Infrastructure					
Revised Budget to Forecast					
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
Unrestricted Support (Non TOT Revenue)					
Interest	1,220	1,120	100	8.93%	-
Misc	0	0	0	-	
Total Unrestricted Supp	1,220	1,120	100	8.93%	
County Funding					
Placer County Payments	3,049,376	590,853	2,458,523	416.10%	1,003,098
Total County Funding	3,049,376	590,853	2,458,523	416.10%	
Total Support	3,050,596	591,973	2,458,623	415.33%	1,003,098
Functional Expenses					
Salary	72,040	61,134	10,906	17.84%	92,116
PR Tax	7,815	1,167	6,648	6	7,016
Health Ins	1,620	1,004	616	61.35%	1,198
Workers Comp	432	470	(38)	-8.09%	326
401K	2,400	3,441	(1,041)	-30.25%	2,829
Subtotal Salary/Benefits	84,307	67,216	17,091	25.43%	103,485
Rent/Util/R&M/Cleaning	9,000	8,761	239	2.73%	8,819
Telephone	1,920	2,078	(158)	-7.60%	1,748
Mail	12	15	(3)	-20.00%	34
Insurance/Bonding	360	367	(7)	-1.91%	429
Supplies	600	632	(32)	-5.06%	1,042
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	600	551	49	8.89%	767
Taxes/Licenses	74	74	0	0.00%	100
Equip/Rent/Leasing	1,320	1,347	(27)	-2.00%	1,200
Training Seminars	0	0	0	-	17
Research Planning Infra	22,000	35,000	(13,000)	-37.14%	40,571
Project Infrastructure	2,885,380	509,728	2,375,652	466.06%	795,594
Associate Relations	315	329	(14)	-4.26%	418
Auto	841	893	(52)	-5.82%	812
Local Meals/ Ent	55	60	(5)	-8.33%	139
Dues Publication	72	72	0	0.00%	90
Allocated	42,780	37,572	5,208	13.86%	37,332
Total Functional Expense	3,050,596	665,955	2,384,641	358.08%	993,879
Change in Net Assets	0	(73,982)	73,982	-100.00%	9,219