



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice The North Lake Tahoe Resort Association Board of Directors **Wednesday November 5, 2014 – 8:30 a.m. – 11:00 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."

2014 Board Members

Wally Auerbach
(Chair)
Auerbach Engineering

Phil GilanFarr
CB's Pizza & Grill

Kali Kopley (Vice-Chair)
Uncorked/Petra/Soupa

Brendan Madigan
Alpenglow Sports

Joseph Mattioli
The Ritz-Carlton

Valli Murnane
(Secretary)
Tahoe XCountry

Ron Parson
(Treasurer)
Granlibakken

David Tirman
JMA Ventures, LLC

Jennifer Merchant
Placer County

Placer BOS Appointee

Tom Lotshaw
TRPA
(Ex-officio)

Items may not be heard in the order they are listed

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

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. CONSENT CALENDAR – MOTIONS (*5 minutes*)

All items (**in bold**) 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.

1. **Board Meeting Minutes –October 1, 2014**

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

2. **Capital Investment/Transportation Committee –October 27, 2014**

3. **Marketing Committee – October 28, 2014**

4. **Business Association and Chamber Collaborative – October 15, 2014**

5. Lodging Committee – No meeting in October

6. Conference Sales Directors Committee – No Meeting in October

7. **Finance Committee – October 29, 2014**

8. **Executive Committee Report – October 28, 2014**

9. **Financial Reports – September**

1. **Dashboard and project reports**

2. **2014/15 Revised Budget to include fund balance and revisions to Membership plan**

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

10. **Conference Sales Reports**

11. **Capital Investment/Transportation Activity Report – October**

12. **CEO Report - October**

E. STRATEGIC DISCUSSION ITEMS *(1 hour)*

13. Strategic Discussion Items

1. Preliminary Results of 2014 Summer Intercept Research – High and Low lights, and additional information request of RRC – Andy Chapman
2. Town Center Economic Development Incentives – Review EPS presentation and provide feedback – Jennifer Merchant / Sandy Evans Hall

F. ACTION ITEMS *(25 minutes)*

14. Special Event Grant Allocation – Ginger Karl, Judy Lavery *(15 minutes)*

15. Marketing Committee Appointments – Andy Chapman *(5 minutes)*

16. Marketing Cooperative Appointments – Andy Chapman *(5 minutes)*

G. STAFF REPORTS *(40 minutes)*

17. Destimetrics Report – Andy Chapman *(10 minutes)*

18. Master Plan Update – Sandy Evans Hall *(5 minutes)*

19. Capital Investment Grants Process and Next Steps – Ron Treabess *(15 minutes)*

20. Board Election Update – Sandy Evans Hall *(5 minutes)*

21. BACC and Chamber Update – Ginger Karl *(5 minutes)*

22. Andy Chapman's position and farewell – Sandy Evans Hall *(15 minutes)*

H. DIRECTORS' COMMENTS *(5 minutes)*

I. MEETING REVIEW AND STAFF DIRECTION *(5 minutes)*

J. CLOSED SESSION (If necessary)/RECONVENE TO OPEN SESSION

K. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed October 31, 2014



north lake tahoe

Chamber | CVB | Resort Association

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, October 1, 2014 – 8:30 am – 11:00 am

Tahoe City Public Utility District-Board Room

MINUTES

BOARD MEMBERS IN ATTENDANCE: Kali Kopley, Brendan Madigan, Wally Auerbach, Valli Murnane, Bill Rock, David Tirman, Jennifer Merchant, Tom Lotshaw

BOARD MEMBERS NOT PRESENT: Ron Parson, Phil GilanFarr, Joseph Mattioli

RESORT ASSOCIATION STAFF: Sandy Evans Hall, Marc Sabella, Andy Chapman, Ron Treabess, Ginger Karl, Kalie Ceglia

OTHERS IN ATTENDANCE: Peter Kraatz, Cindy Gustafson, Joy Doyle, Mike Geary, Stacie Lyans, Jaime Wright

A. CALL TO ORDER – ESTABLISH QUORUM

The meeting was called to order at 8:34 am by Chair Wally Auerbach and a quorum was established at 8:37am.

B. AGENDA AMENDMENTS AND APPROVAL

M/S/C (Kopley/Rock) (7-0-0) to approve the agenda, with items taken out of order if necessary.

- Kali Kopley requested to add the CEO evaluation process– added between item D and E

C. PUBLIC FORUM

- Wally Auerbach welcomed Tom Lotshaw from Tahoe Regional Planning Agency as the new Tahoe Regional Planning Agency appointed addition to the Board of Directors

D. CONSENT CALENDAR – MOTIONS (5 min)

1. **Board Meeting Minutes – September 3, 2014**
2. **Capital Investment/Transportation Committee – September 22, 2014 Commons Beach Sand**
 1. **Commons Beach Sand Replenishment - \$30,000 CI/T**
Approved 10-3-1 (Included in 2014/15 Work Plan)
 2. **King's Beach Public Pier Concept Planning- \$25,000 CI/T**
Approved 12-2-0 (Not included in 2014/15 Work Plan)
3. **Marketing Committee – September 23, 2014**
4. **Business Association and Chamber Collaborative – September 10, 2014**
5. **Lodging Committee – No Meeting in September**

D-1

6. Conference Sales Directors Committee – No meeting in September
7. **Finance Committee Report– September 25, 2014**
8. **Executive Committee Report – September 23, 2014**
9. **Financial Reports- July and August**
 1. **Dashboard and project reports**

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

10. **Conference Sales Reports**
11. **Capital Investment/Transportation Activity Report – September**
12. **CEO Report- September**

M/S/C (Kopley/Murnane) (7-0-0) to approve the consent calendar

- Wally Auerbach pulled the minutes for September 3, 2014 meeting from the consent calendar in order to have the wording changed to read Board Members where it read Committee Members

E. CEO Evaluation Process Discussion-

- Target for CEO evaluation completion is December 3rd Board meeting
- Wally Auerbach recommended that a panoramic 360 feedback process be implemented
- Discussion as to hiring an outside evaluation
- Valli Murnane agreed to assist Wally Auerbach with this process
- Board agreed to consult Laura Moriarty for assistance
- Wally's Auerbach expectation is to do electronic evaluations in the near future and recommendations will follow

F. STRATEGIC DISCUSSION ITEMS

13. Membership Business Plan-MOTION

- Sandy Evans Hall presented to the Board a visual outline of the Final Business Plan, included in Board packet
- \$10- 17K deficit that need to be addressed
- Discussion about creating a tiered structure for Chamber membership in Placer County vs. outside of Placer County
- Jennifer Merchant noted that there were 1,465 active business licenses in Eastern Placer County
- Wally Auerbach brought up the issue of a website that includes the Chamber as well the Resort Association, Andy chapman noted that the website is in the process of being re- created
- Jennifer noted that if there were more marketing involved for Placer County that the TOT funds from Placer County may be more forthcoming

M/S/C (Kopley/Madigan) (7-0-0) to approve the Membership Business Plan as working draft with the removal of the budget

G. ACTION ITEMS

14. **M/S/C (Murnane/Tirman) (4-1-2) to approve The Stage Performing Arts Center Phase 2- \$96,000**
 - Jennifer Merchant and Bill Rock abstained, Brendan Madigan was opposed
15. **M/S/C (Kopley/Tirman) (6-0-1) to approve the Squaw Valley Winter Trail Snow Removal \$70,000**

P-1.1

- Jennifer Merchant abstained
 - Wally Auerbach questioned whether snow removal is considered maintenance
 - Kali Kopley recommended the Board take a look at strategy regarding snow removal
16. **M/S/C (Kopley/Merchant) (6-0-1) to approve the North Tahoe Shared Use Trail Planning \$100,000**
 - Jennifer Merchant abstained
 17. **M/S/C (Rock/Kopley) (6-0-1) to approve the King's Beach Boardwalk & Gateway Planning \$150,000**
 - Jennifer Merchant abstained
 18. **M/S/C (Tirman/Madigan) (5-0-1) to approve the Martis Valley Trail \$250,00**
 - Jennifer Merchant abstained
 - Wally Auerbach recused himself
 19. **M/S/C (Madigan/Murnane)(4-0-1) to approve the Fund Balance and Scope of Work Amendment**
 - Jennifer Merchant abstained
 - Kali Kopley and Bill Rock left the meeting at 11:15am
 20. **M/S/C (Murnane/Madigan)(5-0-0) to approve the Measure E Endorsement**

H. STAFF REPORTS

21. Destimetrics Report-Andy Chapman
 - September occupancy was still down at the end of July
 - Average daily rates were up slightly at 2.45% and RevPar was down 5.1%
 - On October 10th there will be a report for September
 - We are ahead for reservations booked in August
 - Summer totals show that we are up 4.45% in occupancy, 8.5% in average daily rate, and RevPar is up 13.3%
 - Winter totals show that December and January are currently down but with possible storms there is a chance for change in those numbers
 - Andy had a meeting about moving to a Daily Occupancy Report this winter, allowing looking at daily occupancy at the beginning of each month, the plan is to launch the new report by November 1st or December 1st
22. IRONMAN Lake Tahoe- Andy Chapman
 - Ironman tickets for next year went on sale September 29, 2014
 - Andy Chapman explained that Resorts have created goodwill to the athletes by making generous offers as to slots for next year's Ironman
 - David Tirman left the meeting at 11:25am
23. Master Plan Update
 - Sandy Evans Hall outlined the Master Plan Update included in the packet
 - Design Workshop is working on final revision; plan is to do a presentation on October 21st for the Board of Supervisors
24. Candidates and Issues Forum
 - The Candidates and Issues Forum will be held at the Tahoe City PUD on October 14th at 6pm
 - Working on Transit Summit that will be in November

D-1.2

25. BACC and Chamber Update

- Ginger Karl gave recap of the Peak Your Adventures, and the High Notes Campaigns during the months June through September, included in packet
- Starting on Touch the Lake campaign which is the mirror campaign to Peak Your Adventures
- Shop Local Campaign will be a year round campaign
- Hospitality Holidays will be December 3rd, 2014
- Membership Luncheon will be October 17th, 2014
- Beer, Wing's and Winter Things- Winter Recreation Kick-off will be December 11th, 2014

I. DIRECTORS' COMMENTS- None

I. MEETING REVIEW AND STAFF DIRECTION-

- Staff will continue to work on Business Plan
- Sandy Evans Hall and Valli Murnane to attend a Chamber Summit in Sacramento on October 2nd

J. CLOSED SESSION (if necessary)

K. RECONVENE TO OPEN SESSION

L. ADJOURNMENT

The meeting adjourned at 11:41am.

Submitted by
Kalie Ceglia
Executive Assistant
NLT Chamber/CVB/Resort Association

D-1.3



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Capital Investment/Transportation Committee

MEETING DATE: October 27, 2014

COMMITTEE MEMBERS PRESENT: Phil GilanFarr, David Tirman, Jennifer Merchant, John Bergmann, Will Garner, Wyatt Ogilvy, John Pang, Dave Paulson, Andrew Ryan, Brian Stewart, Mike Staudenmayer, Dan Wilkins, Adrian Tieslau

MOTIONS MADE/VOTE: 2015/16 Capital Project Requests for Funding

- **Committee discussed and made recommendations for appropriateness, level of funding, timing of funding, and contingencies after presentations of the following project applications :**
 - **Tahoe Public Art Program**
 - **North Tahoe Regional Park Trail and Wayfinding Signage**
 - **Lake Tahoe Water Conditions Visitor Displays**
 - **Northstar /Martis Valley Trail 3A**
 - **Truckee River trail Reconstruction and Renewal**
 - **Speedboat Beach Access master Plan**
 - **Squaw Valley Bike Trail and Staging Area Rehabilitation**
 - **Tahoe City Mobility Improvements**
 - **Tahoe City Parking Facilities**

M/S/C (Ryan/Staudenmayer) (9-4-0) to recommend to the Board of Directors nine projects as discussed, pending contingencies, including an amendment to encourage exploring additional funding sources for rehabilitation projects by withholding 5% from the funding of such projects for the purpose of determining new funding

- **All Committee members voted to recommend the projects funding**
- **Phil GilanFarr, Brian Stewart, Adrian Tieslau, and Will Garner were opposed to the holding of 5% for the purposes of finding new funding**
- **It was agreed that if held monies for research on alternative funding sources reached a solution, the monies would return to the projects**

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- **A sub-committee will include Dan Wilkins, Jennifer Merchant, Brian Stewart, Mike Staudenmayer, Ron Treabess to meet to look at the options for funding and funding sources for the money of the earmarked 5% from the projects presented**

D-2



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Marketing
MEETING DATE: October 28, 2014
BOARD MEMBERS PRESENT: Valli Murnane

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 3.2 M/S/C (Sprague/Moore) (6/0) to approve the agenda with the above amendments.
- 4.1 M/S/C (Raymore/Sprague) (6/0) to approve the Marketing Committee minutes from September 24, 2014.

BOARD APPROVAL/DIRECTION REQUESTED:

- 6.2 M/S/C (Monson/Moore) (5/0) to appoint Brendan Madigan and Brett Williams as new NLT Cooperative members.
- 8.2 M/S/C (Raymore/Moore) (5/0) to recommend for Board Approval the Special Event Grant Recommendation.

D-3



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE

MEETING DATE: October 15, 2014

COMMITTEE MEMBERS PRESENT: Caroline Ross, Stephen Lamb, Stacie Lyans, Jaclyn Woznicki, Kay Williams, Mike Young, Amber Burke, Joy Doyle, Nate Burch, Michael Gelbman, Paul Raymore, Ginger Karl, Sandy Evans Hall, Kalie Ceglia

BOARD MEMBER PRESENT: Kali Kopley

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Abbi Agency gave initial Touch The Lake Campaign presentation to the committee
- Abbi Agency to provide a second Touch the Lake presentation for the Marketing Committee on October 28th, 2014, incorporating feedback from October 15th BACC meeting
- Ginger to ask for prize donations for the Touch the Lake Campaign
- Touch the Lake Campaign will have measurable goals as requested from the Board of Directors and requires monthly reports from Abbi Agency
- High Notes Summer 2014 Campaign was discussed and the focus next year will be to drive more traffic to the mobile site with more social media and less print ads
- Shop Local Campaign discussion and details were finalized regarding purchasing of materials
- Ginger Karl to change the budget for Shop Local to reflect decisions
- Sub-Committee consisting of Ginger Karl, Joy Doyle, and Caroline Ross to continue work on Shop Local Holiday Contest card
- It was agreed by the committee that the Shop Local Holiday Contest will roll out prior to the launch of the Shop Local Year Round Contest in mid-January
- Executive Assistant to create e-blasts for the Shop Local Holiday Contest as needed

MOTIONS MADE/VOTE:

M/S/C (Gelbman/Burke) (7-0-0) Motion was made to approve the minutes from August 13th, 2014 and September 10th, 2014 Meetings

D-4



north lake tahoe

Chamber | CVB | Resort Association

NLTRA Executive Committee

Tuesday, October 28, 2014

7:30 a.m.

NLTRA Offices

Report

A. Open Session

1. Items for Board Agenda – November 5
Discussed the draft board agenda – will add the budget revision to consent calendar and move the Capital Investment grants to Reports so that items that have contingencies can be reconciled before coming before the board for approval.
2. Strategic Discussion ideas
 - a. Take Care Campaign (Tahoe Fund) **Recommended to take to Marketing Committee, Sandy will contact Amy to set up future agenda item**
 - b. Martis West Presentation **Recommended to place at the end of a future agenda if there is time**
 - c. David Boesch – E. Placer revenues and expenses **Sandy will contact Jennifer Merchant to see if this presentation is ready and determine a preferable time – November if possible. Also discussed the presentation that was made to the Board of Supervisors in October on Catalyst Projects with the study by EPS. Sandy will talk to Jennifer about this presentation coming to the November board meeting**
 - d. Maintenance/Operations (don't believe that Ron is ready for this yet) **Possibly next month**
 - e. Air Service **Not at this time.**
3. Additional Requests for Board Agenda:
 - a. Placer County (TOT Audit – Jerry Gamez) requested by Jennifer Merchant (she's looking into the appropriate time and will get back to me)
4. Master Plan Update
 - a. Consultant update
Design Workshop has provided recommended changes to the draft master plan and the committee provided input. Those changes will continue and we hope to reconvene in November to see another draft. Community outreach

D-8.1

will be postponed until possibly January, based on progress during November.

5. Staffing Changes – Kim Lambert / Meredith, Andy Chapman, Jeremy Jacobson
 - a. Transition plan with Andy, timing for replacement, costs, interview team
Wally and Kali will do an exit interview with Andy Chapman. Sandy went over the process and timeline and it was suggested that an email go out to the full membership announcing Andy's position. Resumes are coming in and we have some very qualified applicants. Pay and title will be determined on qualifications.
6. Fund Balance – changes by staff to BOS
Ron Parson will address this in his comments at the board meeting to include a suggested remedy.
7. Board Development Meeting - Valli attended Chamber workshop in Sacramento
8. World Cup lodging issues
Staff should establish a policy around assistance with these types of events that might require funding and how that funding can be accessed with ample time.
9. Transit Summit – November 13 – Truckee Tahoe Airport 8:30 a.m. – 12:30 p.m.
10. Succession of Board Officers
Discussed potential candidates for leadership positions on the Board. Sandy will approach candidates to discuss the possibilities.
11. CEO evaluation
Sandy provided Wally with the evaluation materials that she had done the prior year. Wally has talked to Laura Moriarty about a 360 review and she would be able to oversee this process for approximately \$3,000. At this point, it is not certain where that money would be available but staff will identify funds that can be used for that purpose. Kali suggested someone that also might be able to do this process.

D-8.2



October 25, 2014

To: Finance Committee

From: Marc Sabella

Re: Major Variances of the September 2014 Financial Statements

As of September 30th, 25% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

Profit/Loss:

- Membership Revenues is under budget as collectability of older accounts has been challenged. Many of the amounts are expected to be collected in the winter months as historically, membership dues have increased during the winter season.
- Special Events revenue came in lighter compared to budget as the Ironman event was cancelled and several expected revenue sources related to the event did not transpire. Related expenses also came in under-budget due to the cancellation of services for the event. The net reduction to revenues and savings to expenditures will be a larger number after the cancellation of the race.
- Conference Commissions are under budget; actual revenue for billing participating properties has not come in at budget as of the date of this report. It is expected however, that total annual commissions will come in at budget.
- Community Marketing Programs and Research and Planning are both under budget as amounts were expected to be expended at this time but will now be expended later in the year.
- Membership Activities Expense is over budget, however netting the expense against Membership Activities Revenues still shows a gain.

Balance Sheet:

- Accounts Receivable is up close to 4x year over year August due to a \$50,000 receivable from Placer County for Marketing TOT funds not received and due to several larger resort billings outstanding at this point of the year that did not exist in the previous year.
- Membership A/R is pacing slightly behind in collections and the reason for an increase in the balance year over year. However, no additional write-offs are anticipated with the general slowing of collections.
- A/R TOT funding contains the balance of two months of the new Placer County contract that goes beyond the NLTRA fiscal year end at June 30th. The accounting recording method has changed since July of 2013 in the sense that the full year receivable is no longer booked at the beginning of the year.
- Accrued expenses includes accruals carried over from the previous fiscal year: Accrued Incentives in the amount of \$20,000 and an accrual in the amount of \$10,000 for the Peak Your Adventure marketing campaign. In the month of September, additional amounts were accrued for the Ironman event that was scheduled. Several Ironman amounts were accrued although the invoices have not

D-9.1

been received yet. One year ago most of these invoices were in the higher Accounts Payable balance.

- Intercompany Borrowings has a higher balance this month due to the IMLT Dine Around the Lake program associated with the Ironman event.
- The designated ski marketing reserve was set up and the balance moved over from an old liability account containing remaining funds from ski ticket sales through our offices. This ticket purchasing process ceased in the past fiscal year and this balance represents excess funds in the account at the termination of the program. The excess funds can be used by Marketing for the promotion of North Lake Tahoe skiing.

D-9.2

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2014
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<i>Revised</i>								
Revenue								
\$ 302,552	\$ 302,552	Placer County TOT Funding	\$ 907,656	\$ 907,656	\$ -	\$ 806,589	\$ 3,677,120	25%
2,579	10,827	Membership	21,090	32,481	(11,391)	27,943	124,574	17%
150	600	New Member Fees	375	1,800	(1,425)	200	5,250	7%
1,545	900	Membership Activities	7,680	6,200	1,480	1,800	55,698	14%
660	800	Tuesday Morning Breakfast Club	2,200	2,400	(200)	2,590	9,600	23%
-	-	Sponsorships	-	1,000	(1,000)	-	8,100	0%
71,000	86,500	Special Events	71,000	86,500	(15,500)	104,936	86,500	82%
725	637	Non-Retail VIC Sales	5,100	1,911	3,189	2,822	7,644	67%
-	-	Visitor Guide Income	-	1,500	(1,500)	-	3,000	0%
5,223	8,470	Commissions	31,866	42,494	(10,628)	52,085	115,868	28%
9,175	11,553	Merchandise Sales	41,964	43,451	(1,487)	43,430	108,864	39%
<u>393,609</u>	<u>422,839</u>	Total Revenue	<u>1,088,931</u>	<u>1,127,393</u>	<u>(38,462)</u>	<u>1,042,395</u>	<u>4,202,218</u>	<u>26%</u>
6,704	5,824	Cost of Goods Sold/Discounts	23,252	22,506	(746)	22,417	58,306	40%
<u>6,704</u>	<u>5,824</u>	Total Cost of Goods Sold	<u>23,252</u>	<u>22,506</u>	<u>(746)</u>	<u>22,417</u>	<u>58,306</u>	<u>40%</u>
<u>386,905</u>	<u>417,015</u>	Gross Margin	<u>1,065,679</u>	<u>1,104,887</u>	<u>(39,208)</u>	<u>1,019,978</u>	<u>4,143,912</u>	<u>26%</u>
Operating Expenses								
129,158	132,538	Salaries & Wages	340,599	344,482	3,883	285,192	1,413,948	24%
15,837	13,935	Rent	43,970	47,565	3,595	45,844	169,522	26%
2,744	3,136	Telephone	8,018	9,409	1,391	8,349	37,636	21%
212	349	Mail - USPS	685	1,077	392	892	4,286	16%
1,225	1,238	Insurance/Bonding	3,672	3,714	42	3,758	14,856	25%
2,024	1,197	Supplies	3,601	3,611	10	3,295	14,380	25%
-	-	Visitor Communications - Other	97	200	103	65	460	21%
40	973	Equipment Support & Maintenance	1,310	2,919	1,609	3,030	11,674	11%
138	328	Taxes, Licenses & Fees	1,651	996	(655)	1,210	3,977	42%
4,352	1,786	Equipment Rental/Leasing	4,507	5,357	850	5,679	21,228	21%
-	100	Training Seminars	-	1,850	1,850	-	4,484	0%
-	-	Public Outreach	-	950	950	700	2,129	0%
-	-	Professional Fees	350	-	(350)	300	18,350	2%
1,260	20,000	Community Marketing Programs	9,662	20,000	10,338	-	80,000	12%
392,668	428,753	Special Events/Sponsorships	395,468	432,253	36,785	381,737	504,000	78%
2,448	85	Membership Activities	5,313	2,485	(2,828)	1,314	24,085	22%
691	737	Tuesday Morning Breakfast Club	2,088	2,211	123	1,329	8,844	24%
125,000	125,000	Marketing Cooperative/Media	375,000	375,000	0	270,000	902,000	42%
-	-	Media/Collateral/Production	-	-	0	-	826	0%
150	541	Non-NLT Co-Op Marketing Programs	150	1,623	1,473	3,300	124,992	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	-	Employee Relations	144	-	(144)	207	2,688	5%
286	384	Board Functions	803	1,151	348	801	4,604	17%
845	454	Credit Card Fees	2,136	1,362	(774)	1,789	5,449	39%
1,319	1,225	Automobile Expenses	1,750	3,089	1,339	1,970	10,767	16%
884	451	Meals/Meetings	1,361	1,278	(83)	1,345	4,968	27%
785	685	Dues & Subscriptions	2,085	2,310	225	1,580	4,170	50%
21	375	Travel	61	1,748	1,687	1,158	8,664	1%
196	-	Classified Advertising	324	-	(324)	979	-	100%
3,000	-	Research & Planning Dues	4,000	-	(4,000)	3,000	5,000	80%
2,289	3,136	Research & Planning	30,629	47,757	17,128	23,480	98,000	31%
77,640	93,757	Transportation Projects	205,710	207,287	1,577	192,002	589,420	35%
611	748	Depreciation	1,672	2,162	490	1,874	8,894	19%
<u>765,823</u>	<u>831,911</u>	Total Operating Expenses	<u>1,446,816</u>	<u>1,523,846</u>	<u>77,030</u>	<u>1,246,157</u>	<u>4,112,301</u>	<u>35%</u>
<u>(378,918)</u>	<u>(414,896)</u>	Operating Income (Loss)	<u>(381,137)</u>	<u>(418,959)</u>	<u>37,822</u>	<u>(226,179)</u>	<u>31,611</u>	
-	4	Investment Income/Interest	-	12	(12)	23	48	
1,750	1,750	Additions to Marketing Reserves	5,250	5,250	0	-	21,000	
<u>(1,750)</u>	<u>(1,746)</u>	Net Expenses	<u>(5,250)</u>	<u>(5,238)</u>	<u>(12)</u>	<u>23</u>	<u>(20,952)</u>	
<u>(380,668)</u>	<u>(416,642)</u>	Net Income (Loss)	<u>(386,387)</u>	<u>(424,197)</u>	<u>37,810</u>	<u>(226,156)</u>	<u>10,659</u>	

D-9.3

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2014
All Departments Ex Infrastructure/Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Revised	Percent of YTD Budget Consumed
							Total 2014 2015 Budget	
Revenue								
\$ 218,898	\$ 218,898	Placer County TOT Funding	\$ 656,694	\$ 656,694	\$ -	\$ 572,553	\$ 2,673,272	25%
2,579	10,827	Membership	21,090	32,481	(11,391)	27,943	124,574	17%
150	600	New Member Fees	375	1,800	(1,425)	200	5,250	7%
1,545	900	Membership Activities	7,680	6,200	1,480	1,800	55,698	14%
660	800	Tuesday Morning Breakfast Club	2,200	2,400	(200)	2,590	9,600	23%
-	-	Sponsorships	-	1,000	(1,000)	-	8,100	0%
71,000	86,500	Special Events	71,000	86,500	(15,500)	104,936	86,500	82%
725	637	Non-Retail VIC Sales	5,100	1,911	3,189	2,822	7,644	67%
-	-	Visitor Guide Income	-	1,500	(1,500)	-	3,000	0%
5,223	8,470	Commissions	31,866	42,494	(10,628)	52,085	115,868	28%
9,175	11,553	Merchandise Sales	41,964	43,451	(1,487)	43,430	108,864	39%
309,955	339,185	Total Revenue	837,969	876,431	(38,462)	808,359	3,198,370	26%
6,704	5,824	Cost of Goods Sold/Discounts	23,252	22,506	(746)	22,417	58,306	40%
6,704	5,824	Total Cost of Goods Sold	23,252	22,506	(746)	22,417	58,306	40%
303,251	333,361	Gross Margin	814,717	853,925	(39,208)	785,942	3,140,064	26%
110,777	114,079	Salaries & Wages	295,433	298,177	2,744	251,102	1,220,113	24%
14,669	12,397	Rent	40,258	41,794	1,536	42,165	149,204	27%
2,277	2,711	Telephone	6,811	8,134	1,323	6,899	32,536	21%
212	349	Mail - USPS	685	1,047	362	889	4,186	16%
1,151	1,142	Insurance/Bonding	3,451	3,426	(25)	3,531	13,704	25%
1,765	1,073	Supplies	3,208	3,219	11	3,052	12,872	25%
-	-	Visitor Communications - Other	98	200	102	65	460	21%
40	871	Equipment Support & Maintenance	1,142	2,613	1,471	2,730	10,449	11%
138	295	Taxes, Licenses & Fees	1,573	886	(687)	1,030	3,545	44%
3,656	1,495	Equipment Rental/Leasing	3,786	4,484	698	4,999	17,936	21%
-	100	Training Seminars	-	1,850	1,850	-	4,484	0%
-	-	Public Outreach	-	-	0	-	179	0%
-	-	Professional Fees	350	-	(350)	300	18,350	2%
1,260	20,000	Community Marketing Programs	9,662	20,000	10,338	-	80,000	12%
392,668	428,753	Special Events/Sponsorships	395,468	432,253	36,785	381,737	504,000	78%
2,448	85	Membership Activities	5,313	2,485	(2,828)	1,314	24,085	22%
692	737	Tuesday Morning Breakfast Club	2,088	2,211	123	1,329	8,844	24%
125,000	125,000	Marketing Cooperative/Media	375,000	375,000	0	270,000	902,000	42%
-	-	Media/Collateral/Production	-	-	0	-	826	0%
150	541	Non-NLT Co-Op Marketing Programs	150	1,623	1,473	3,300	124,992	0%
-	-	Research & Planning	6,856	7,000	144	-	17,000	40%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	-	Employee Relations	138	-	(138)	207	2,438	6%
286	383	Board Functions	803	1,151	348	801	4,604	17%
845	454	Credit Card Fees	2,136	1,362	(774)	1,769	5,449	39%
1,196	916	Automobile Expenses	1,628	2,505	877	1,394	7,247	22%
884	395	Meals/Meetings	1,361	1,135	(226)	1,311	4,487	30%
785	640	Dues & Subscriptions	2,085	2,220	135	1,535	4,080	51%
21	375	Travel	61	1,748	1,687	1,158	8,664	1%
196	-	Classified Advertising	324	-	(324)	979	-	100%
513	652	Depreciation	1,404	1,878	474	1,574	7,743	18%
661,629	713,443	Total Operating Expenses	1,161,272	1,218,401	57,129	985,170	3,202,477	36%
(358,378)	(380,082)	Operating Income (Loss)	(346,555)	(364,476)	17,921	(199,228)	(62,413)	
-	4	Investment Income/Interest	-	12	(12)	23	48	
1,750	1,750	Additions to Marketing Reserves	5,250	5,250	0	-	21,000	
(8,516)	(13,174)	Allocated Expenses	(21,412)	(28,232)	(6,820)	(21,621)	(94,024)	
(6,766)	(11,424)	Net Expenses	(16,162)	(22,982)	(6,820)	(21,621)	(73,024)	
(351,612)	(368,654)	Net Income (Loss)	(330,393)	(341,482)	11,089	(177,584)	10,659	

D-9.4

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 2014

Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Revised		Percent of YTD Budget Consumed
						2013 2014 Year To Date Actual	Total 2014 2015 Budget	
Revenue								
\$ 168,433	\$ 168,433	Placer County TOT Funding	\$ 505,299	\$ 505,299	\$ -	\$ 418,326	\$ 2,067,692	24%
71,000	86,500	Special Events	71,000	86,500	(15,500)	104,936	86,500	82%
<u>239,433</u>	<u>254,933</u>	Total Revenue	<u>576,299</u>	<u>591,799</u>	<u>(15,500)</u>	<u>523,262</u>	<u>2,154,192</u>	<u>27%</u>
Operating Expenses								
28,553	29,400	Salaries & Wages	77,709	78,135	426	63,708	341,628	23%
1,636	1,979	Rent	5,197	5,937	740	5,161	23,750	22%
775	884	Telephone	2,353	2,652	299	2,394	10,608	22%
29	96	Mail - USPS	31	288	257	35	1,152	3%
233	241	Insurance/Bonding	698	723	25	714	2,892	24%
360	276	Supplies	583	828	245	413	3,312	18%
-	200	Equipment Support & Maintenance	293	600	307	613	2,400	12%
-	60	Taxes, Licenses & Fees	120	180	60	281	720	17%
1,088	220	Equipment Rental/Leasing	1,127	660	(467)	772	2,640	43%
-	-	Training Seminars	-	-	0	-	2,334	0%
1,260	20,000	Community Marketing Programs	9,662	20,000	10,338	-	80,000	12%
392,668	428,753	Special Events/Sponsorships	395,465	432,253	36,788	381,737	504,000	78%
115,000	115,000	Marketing Cooperative/Media	345,000	345,000	0	240,000	792,000	44%
-	-	Non-NLT Co-Op Marketing Programs	-	-	0	3,300	121,500	0%
-	-	Research & Planning	6,856	7,000	144	-	17,000	40%
-	-	Employee Relations	16	-	(16)	-	200	8%
-	16	Credit Card Fees	-	49	49	-	193	0%
588	183	Automobile Expenses	645	549	(96)	726	2,196	29%
584	194	Meals/Meetings	735	581	(154)	1,030	2,326	32%
275	100	Dues & Subscriptions	1,305	1,000	(305)	935	2,600	50%
-	375	Travel	-	1,125	1,125	-	6,213	0%
153	301	Depreciation	418	903	485	466	3,612	12%
<u>543,202</u>	<u>598,278</u>	Total Operating Expenses	<u>848,213</u>	<u>898,463</u>	<u>50,250</u>	<u>702,287</u>	<u>1,923,276</u>	<u>44%</u>
<u>(303,769)</u>	<u>(343,345)</u>	Operating Income (Loss)	<u>(271,914)</u>	<u>(306,664)</u>	<u>34,750</u>	<u>(179,025)</u>	<u>230,916</u>	
1,750	1,750	Additions to Marketing Reserves	5,250	5,250			21,000	
18,580	17,493	Allocated Expenses	46,717	52,479	5,762	47,334	209,916	
<u>(324,099)</u>	<u>(362,588)</u>	Net Income (Loss)	<u>(323,881)</u>	<u>(364,393)</u>	<u>40,512</u>	<u>(226,359)</u>	<u>-</u>	

D-9.5

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 2014
 Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015	Percent of YTD Budget Consumed
Revenue								
\$ 26,715	\$ 26,715	Placer County TOT Funding	\$ 80,145	\$ 80,145	\$ -	\$ 74,853	\$ 320,580	25%
183	641	Membership	183	1,923	(1,740)	2,027	7,690	2%
5,223	8,470	Commissions	31,866	42,494	(10,628)	52,085	115,868	28%
<u>32,121</u>	<u>35,826</u>	Total Revenue	<u>112,194</u>	<u>124,562</u>	<u>(12,368)</u>	<u>128,965</u>	<u>444,138</u>	<u>25%</u>
Operating Expenses								
24,102	24,727	Salaries & Wages	63,933	64,584	651	51,528	251,219	25%
818	991	Rent	2,598	2,974	376	2,583	11,898	22%
219	281	Telephone	536	843	307	690	3,372	16%
21	66	Mail - USPS	168	198	30	405	792	21%
233	223	Insurance/Bonding	698	669	(29)	714	2,676	26%
184	77	Supplies	511	231	(280)	222	924	55%
-	138	Equipment Support & Maintenance	137	414	277	843	1,655	8%
-	15	Taxes, Licenses & Fees	30	45	15	146	180	17%
566	188	Equipment Rental/Leasing	586	564	(22)	882	2,256	26%
10,000	10,000	Marketing Cooperative/Media	30,000	30,000	0	30,000	110,000	27%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	-	Employee Relations	16	-	(16)	-	438	4%
432	90	Automobile Expenses	432	270	(162)	281	1,080	40%
-	31	Meals/Meetings	-	93	93	-	372	0%
-	480	Dues & Subscriptions	-	480	480	-	601	0%
79	77	Depreciation	217	231	14	244	924	23%
<u>36,654</u>	<u>37,384</u>	Total Operating Expenses	<u>99,862</u>	<u>101,596</u>	<u>1,734</u>	<u>88,538</u>	<u>396,387</u>	<u>25%</u>
(4,533)	(1,558)	Operating Income (Loss)	<u>12,332</u>	<u>22,966</u>	<u>(10,634)</u>	<u>40,427</u>	<u>47,751</u>	
4,258	3,980	Allocated Expenses	10,706	11,939	1,233	11,238	47,751	
<u>(8,791)</u>	<u>(5,538)</u>	Net Income (Loss)	<u>1,626</u>	<u>11,027</u>	<u>(9,401)</u>	<u>29,189</u>	<u>-</u>	

D-9.6

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 2014
 Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 65,620	\$ 65,620	Placer County TOT Funding	\$ 196,860	\$ 196,860	\$ -	\$ 181,530	\$ 787,442	25%
65,620	65,620	Total Revenue	196,860	196,860	-	181,530	787,442	25%
Operating Expenses								
9,707	9,917	Salaries & Wages	23,136	23,859	723	15,686	98,630	23%
584	769	Rent	1,856	3,463	1,607	1,840	10,738	17%
249	225	Telephone	603	675	72	725	2,700	22%
-	-	Mail - USPS	-	-	0	2	50	0%
38	56	Insurance/Bonding	110	168	58	113	672	16%
145	53	Supplies	212	159	(53)	111	636	33%
-	47	Equipment Support & Maintenance	84	141	57	150	566	15%
-	-	Taxes, Licenses & Fees	-	-	0	90	60	0%
348	145	Equipment Rental/Leasing	360	435	75	340	1,740	21%
-	-	Public Outreach	-	950	950	-	950	0%
3,000	-	Research & Plan Dues	4,000	-	(4,000)	3,000	5,000	80%
1,144	375	Research & Planning	4,887	20,370	15,483	12,501	32,000	15%
77,640	93,757	Transportation Projects	205,710	207,287	1,577	192,002	589,420	35%
-	-	Employee Relations	3	-	(3)	-	125	2%
80	192	Automobile Expenses	80	576	496	287	2,304	3%
-	25	Meals/Meetings	-	25	25	-	109	0%
-	45	Dues & Subscriptions	-	45	45	22	90	0%
49	48	Depreciation	134	144	10	150	576	23%
92,984	105,654	Total Operating Expenses	241,175	258,297	17,122	227,019	746,366	32%
(27,364)	(40,034)	Operating Income (Loss)	(44,315)	(61,437)	17,122	(45,489)	41,076	
3,484	3,423	Allocated Expenses	8,759	10,269	1,510	8,967	41,076	
(30,848)	(43,457)	Net Income (Loss)	(53,074)	(71,706)	18,632	(54,456)	-	

D-9.7

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2014
Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 23,750	\$ 23,750	Placer County TOT Funding	\$ 71,250	\$ 71,250	\$ -	\$ 79,374	\$ 285,000	25%
725	637	Non-Retail VIC Sales	5,100	1,911	3,189	2,822	7,644	67%
	-	Visitor Guide Income		1,500	(1,500)	-	3,000	0%
9,175	11,553	Merchandise Sales	41,964	43,451	(1,487)	43,431	108,864	39%
<u>33,650</u>	<u>35,940</u>	Total Revenue	<u>118,314</u>	<u>118,112</u>	<u>202</u>	<u>125,627</u>	<u>404,508</u>	<u>29%</u>
6,704	5,824	Cost of Goods Sold	23,252	22,506	(746)	22,417	58,306	40%
<u>6,704</u>	<u>5,824</u>	Total Cost of Goods Sold	<u>23,252</u>	<u>22,506</u>	<u>(746)</u>	<u>22,417</u>	<u>58,306</u>	<u>40%</u>
<u>26,946</u>	<u>30,116</u>	Gross Margin	<u>95,062</u>	<u>95,606</u>	<u>(544)</u>	<u>103,210</u>	<u>346,202</u>	<u>27%</u>
Operating Expenses								
16,002	15,533	Salaries & Wages	47,318	42,790	(4,528)	56,419	182,942	26%
9,795	6,745	Rent	24,842	24,840	(2)	26,850	81,389	31%
302	520	Telephone	1,627	1,560	(67)	1,025	6,240	26%
141	66	Mail - USPS	396	198	(198)	334	792	50%
302	288	Insurance/Bonding	914	864	(50)	939	3,456	26%
717	377	Supplies	1,159	1,131	(28)	1,404	4,524	26%
-	-	Visitor Communications Other	97	200	103	65	460	21%
-	175	Equipment Support & Maintenance	137	525	388	312	2,100	7%
-	93	Taxes, Licenses & Fees	186	279	93	204	1,116	17%
566	500	Equipment Rental/Leasing	586	1,500	914	1,254	6,000	10%
-	-	Training Seminars	-	1,400	1,400	-	1,400	0%
-	-	Media/Collateral/Production	-	-	0	-	826	0%
150	541	Non-NLT Co-Op Marketing Programs	150	1,623	1,473	-	3,492	4%
-	-	Employee Relations	22	-	(22)	30	300	7%
633	238	Credit Card Fees	1,525	714	(811)	1,185	2,856	53%
-	300	Automobile Expenses	372	750	378	370	2,700	14%
156	60	Meals/Meetings	285	180	(105)	216	720	40%
1	-	Travel	1	200	199	-	628	0%
79	77	Depreciation	217	154	(63)	243	851	25%
<u>28,844</u>	<u>25,513</u>	Total Operating Expenses	<u>79,834</u>	<u>78,908</u>	<u>(926)</u>	<u>90,850</u>	<u>302,792</u>	<u>26%</u>
<u>(1,898)</u>	<u>4,603</u>	Operating Income (Loss)	<u>15,228</u>	<u>16,698</u>	<u>(1,470)</u>	<u>12,360</u>	<u>43,410</u>	
3,871	3,618	Allocated Expenses	9,733	10,853	1,120	10,470	43,410	
<u>(5,769)</u>	<u>985</u>	Net Income (Loss)	<u>5,495</u>	<u>5,845</u>	<u>(350)</u>	<u>1,890</u>	<u>-</u>	

D-9.8

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 2014
 Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2043 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 18,034	\$ 18,034	Placer County TOT Funding	\$ 54,102	\$ 54,102	\$ -	\$ 52,506	\$ 216,406	25%
18,034	18,034	Total Revenue	54,102	54,102	-	52,506	216,406	25%
Operating Expenses								
8,674	8,542	Salaries & Wages	22,030	22,446	416	18,405	95,205	23%
584	769	Rent	1,856	2,307	451	1,840	9,582	19%
249	200	Telephone	603	600	(3)	725	2,400	25%
-	-	Mail - USPS	-	25	25	2	50	0%
37	40	Insurance/Bonding	110	120	10	113	480	23%
113	71	Supplies	180	233	53	131	872	21%
-	55	Equipment Support & Maintenance	84	165	81	150	660	13%
-	33	Taxes, Licenses & Fees	78	111	33	90	372	21%
348	146	Equipment Rental/Leasing	360	439	79	340	1,552	23%
-	-	Public Outreach	-	-	0	700	1,000	0%
1,144	2,762	Research & Planning	18,887	20,388	1,501	10,979	49,000	39%
-	-	Employee Relations	3	-	(3)	-	125	2%
43	117	Automobile Expenses	43	351	308	288	1,216	4%
-	31	Meals/Meetings	-	93	93	34	372	0%
-	-	Dues & Subscriptions	-	-	0	23	-	0%
49	48	Depreciation	134	144	10	150	576	23%
11,241	12,814	Total Operating Expenses	44,368	47,422	3,054	33,970	163,462	27%
6,793	5,220	Operating Income (Loss)	9,734	6,680	3,054	18,536	52,944	
5,032	4,412	Allocated Expenses	12,652	13,236	584	8,436	52,944	
1,761	808	Net Income (Loss)	(2,918)	(6,556)	3,638	10,100	-	

Infrastructure Projects to be Recorded by Placer County:

Year-to-date Summary:

Capital Improvement Funding - Placer Held Infrastructure Projects	633,710	633,710	-	114,608	1,520,903
	(264,634)	(621,473)	356,839	(114,608)	(1,520,903)

D-9.9

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2014
Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014	Revised	Percent of YTD Budget Consumed
						Year To Date Actual	Total 2014 2015 Budget	
Revenue								
\$ 2,396	\$ 10,186	Membership	\$ 20,907	\$ 30,558	\$ (9,651)	\$ 25,916	\$ 116,884	18%
150	600	New Member Fees	375	1,800	(1,425)	200	5,250	7%
1,545	900	Membership Activities	7,680	6,200	1,480	1,800	55,698	14%
660	800	Tuesday Morning Breakfast Club	2,200	2,400	(200)	2,590	9,600	23%
-	-	Sponsorships	-	1,000	(1,000)	-	8,100	0%
<u>4,751</u>	<u>12,486</u>	Total Revenue	<u>31,162</u>	<u>41,958</u>	<u>(10,796)</u>	<u>30,506</u>	<u>195,532</u>	<u>16%</u>
Operating Expenses								
7,344	7,614	Salaries & Wages	23,407	23,747	340	16,130	86,440	27%
584	702	Rent	1,856	2,107	251	1,840	8,427	22%
258	310	Telephone	566	930	364	817	3,720	15%
10	66	Mail - USPS	10	198	188	38	792	1%
113	116	Insurance/Bonding	333	348	15	338	1,392	24%
113	57	Supplies	258	171	(87)	112	684	38%
-	47	Equipment Support & Maintenance	114	141	27	100	564	20%
-	60	Taxes, Licenses & Fees	120	180	60	90	720	17%
348	331	Equipment Rental/Leasing	360	993	633	165	3,976	9%
-	-	Training Seminars	-	200	200	-	200	0%
2,448	85	Membership Activities	5,313	2,485	(2,828)	1,314	24,085	22%
692	737	Tuesday Morning Breakfast Club	2,088	2,211	123	1,329	8,844	24%
-	-	Classified Advertising	-	-	0	545	-	0%
-	-	Employee Relations	65	-	(65)	-	250	26%
211	200	Credit Card Fees	610	600	(10)	584	2,400	25%
133	250	Automobile Expenses	135	500	365	17	900	15%
144	60	Meals/Meetings	341	180	(161)	-	720	47%
65	60	Dues & Subscriptions	65	180	115	555	720	9%
20	-	Travel	59	390	331	-	390	15%
49	48	Depreciation	134	144	10	150	571	23%
<u>12,532</u>	<u>10,743</u>	Total Operating Expenses	<u>35,834</u>	<u>35,705</u>	<u>(129)</u>	<u>24,124</u>	<u>145,795</u>	<u>25%</u>
<u>(7,781)</u>	<u>1,743</u>	Operating Income (Loss)	<u>(4,672)</u>	<u>6,253</u>	<u>(10,925)</u>	<u>6,382</u>	<u>49,737</u>	
3,484	3,257	Allocated Expenses	8,759	9,770	1,011	8,967	39,078	
<u>(11,265)</u>	<u>(1,514)</u>	Net Income (Loss)	<u>(13,431)</u>	<u>(3,517)</u>	<u>(9,914)</u>	<u>(2,585)</u>	<u>10,659</u>	

D-9.10

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 2014
 Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
Operating Expenses								
\$34,577	\$36,806	Salaries & Wages	\$82,867	\$88,921	\$6,054	\$63,317	\$357,884	23%
1,836	1,978	Rent	5,766	5,935	169	5,732	23,741	24%
723	716	Telephone	1,730	2,149	419	1,974	8,598	20%
12	55	Mail - USPS	80	165	85	76	658	12%
270	274	Insurance/Bonding	808	822	14	826	3,288	25%
391	286	Supplies	698	858	160	901	3,427	20%
40	311	Equipment Support & Maintenance	462	932	470	863	3,728	12%
138	68	Taxes, Licenses & Fees	1,117	203	(914)	308	809	138%
1,088	255	Equipment Rental/Leasing	1,127	766	(361)	1,926	3,064	37%
-	100	Training Seminars	-	250	250	-	550	0%
-	-	Public Outreach	-	-	0	-	179	0%
-	-	Professional Fees	350	-	(350)	300	18,350	2%
-	-	Employee Relations	19	-	(19)	177	1,250	2%
286	384	Board Functions	803	1,151	348	801	4,604	17%
44	93	Automobile Expenses	44	93	49	-	371	12%
-	50	Meals/Meetings	-	50	50	66	350	0%
445	-	Dues & Subscriptions	715	160	(555)	45	160	447%
-	-	Travel	-	233	233	1,158	1,433	0%
196	-	Classified Advertising	323	-	(323)	434	-	100%
153	149	Depreciation	418	447	29	468	1,785	23%
40,199	41,525	Total Operating Expenses	97,327	103,135	5,808	79,372	434,227	22%
(40,199)	(41,525)	Operating Income (Loss)	(97,327)	(103,135)	5,808	(79,372)	(434,227)	
-	4	Investment Income/Interest	-	12	(12)	23	48	
(40,199)	(41,521)	Allocated Expenses	(97,327)	(103,123)	(5,796)	(99,630)	(434,179)	
-	-	Net Income (Loss)	-	-	-	20,281	-	

D-9.11

Revenue	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Placer County TOT Funding	\$ 505,299	\$ 80,145	\$ 71,250	\$ 656,694	\$ -	\$ -	\$ 656,694	\$ 54,102	\$ 196,860	\$ 907,656
Membership	-	183	-	183	20,907	-	21,090	-	-	21,090
New Member Fees	-	-	-	-	375	-	375	-	-	375
Membership Activities	-	-	-	-	7,680	-	7,680	-	-	7,680
Tuesday Morning Breakfast Club	-	-	-	-	2,200	-	2,200	-	-	2,200
Sponsorships	-	-	-	-	-	-	-	-	-	-
Special Events	71,000	-	-	71,000	-	-	71,000	-	-	71,000
Non-Retail VIC Sales	-	-	5,100	5,100	-	-	5,100	-	-	5,100
Commissions	-	31,866	-	31,866	-	-	31,866	-	-	31,866
Merchandise Sales	-	-	41,964	41,964	-	-	41,964	-	-	41,964
Transfers In/Other	-	-	-	-	-	-	-	-	-	-
Total Revenue	576,299	112,194	118,314	806,807	31,162	-	837,969	54,102	196,860	1,088,931
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	23,252	23,252	-	-	23,252	-	-	23,252
Gross Profit	576,299	112,194	95,062	783,555	31,162	-	814,717	54,102	196,860	1,065,679
Operating Expenses										
Salaries & Wages	77,709	63,833	47,318	188,960	23,407	83,089	295,436	22,030	23,136	340,602
Rent	5,197	2,598	24,842	32,637	1,856	5,766	40,259	1,856	1,856	43,971
Telephone	2,353	536	1,627	4,516	566	1,730	6,812	603	603	8,018
Mail - USPS	31	168	396	595	10	80	685	-	-	685
Insurance/Bonding	698	698	914	2,310	333	808	3,451	110	110	3,671
Supplies	511	511	1,159	2,253	258	698	3,209	180	212	3,601
Equipment Support & Maintenance	293	137	137	567	114	462	1,143	84	84	1,311
Taxes, Licenses & Fees	120	30	186	336	120	1,117	1,573	78	-	1,651
Equipment Rental/Leasing	1,127	586	586	2,299	360	1,127	3,786	360	360	4,506
Training Seminars	-	-	-	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	350	350	-	-	350
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	4,000	4,000
Research & Planning	6,856	-	-	6,856	-	-	6,856	18,887	4,887	30,630
Transportation Projects	-	-	-	-	-	-	-	-	205,710	205,710
Community Marketing Programs	9,662	-	-	9,662	-	-	9,662	-	-	9,662
Special Events/Sponsorships	395,465	-	-	395,465	-	-	395,465	-	-	395,465
Membership Activities	-	-	-	-	5,313	-	5,313	-	-	5,313
Tuesday Morning Breakfast Club	-	-	-	-	2,088	-	2,088	-	-	2,088
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	345,000	30,000	-	375,000	-	-	375,000	-	-	375,000
Emergency Marketing	-	-	-	-	-	-	-	-	-	-
Non-NLT Co-Op Marketing Programs	-	-	150	150	-	-	150	-	-	150
Employee Relations	16	16	22	54	65	19	138	3	3	144
Board Functions	-	-	-	-	-	803	803	-	-	803
Credit Card Fees	-	-	1,525	1,525	610	-	2,135	-	-	2,135
Automobile Expenses	645	432	372	1,449	135	44	1,628	43	80	1,751
Meals/Meetings	735	-	285	1,020	341	-	1,361	-	-	1,361
Dues & Subscriptions	1,305	-	-	1,305	65	715	2,085	-	-	2,085
Travel	-	-	1	1	59	-	60	-	-	60
Depreciation	418	217	217	852	134	418	1,404	134	134	1,672
Miscellaneous	-	-	97	97	-	323	420	-	-	421
Total Operating Expenses	848,213	99,862	79,834	1,027,909	35,834	97,529	1,161,272	44,369	241,175	1,446,816
Operating Income (Loss)	(271,914)	12,332	15,228	(244,354)	(4,672)	(97,529)	(346,555)	9,733	(44,315)	(381,137)
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	-	-	-	-	-
Additions to Marketing Reserves	(5,250)	-	-	(5,250)	-	-	(5,250)	-	-	(5,250)
Other Expenses	46,717	10,706	9,733	67,156	8,759	(97,327)	(21,412)	12,653	8,759	-
Allocated	(323,881)	1,526	5,495	(316,760)	(13,431)	(202)	(330,393)	(2,920)	(63,074)	(386,387)
Net Income (Loss)										

D-9.12

North Lake Tahoe Resort Association
COMPARISON BALANCE SHEET
At September 30, 2014

	September 30 2014	September 30 2013	Audited June 30 2013
Assets			
Current Assets			
Petty Cash	1,000	500	500
Cash - Operations Acct #6712	212,714	645,874	549,620
Cash - Payroll Account #7421	8,624	5,052	13,480
Marketing Cooperative Cash	0	41,876	41,876
Cash - Infrastructure #8163	135	41,862	303,769
UBS Cash	0	8,868	8,856
Infrastructure Money Market	0	869	44,879
Cash in Drawer	937	500	300
Quickbooks Accounts Receivable	120,313	83,308	59,476
A/R - Sales Estimates	652	93,463	9,429
A/R - TOT Funding	437,796	1,651,478	408,188
Undeposited Funds	474	398	352
WebLink Accounts Receivable	25,791	9,585	21,325
Inventories	25,909	13,344	17,542
AR TOT Transportation NLTRA	131,242	1,012,480	112,926
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	1,335,847	1,335,847	317,847
AR TOT Infrastructure NLTRA Held	36,070	293,540	33,007
AR TOT Infra Maintenance County	150,000	150,000	-
Total Current Assets	2,487,504	5,388,844	1,943,370
Property and Equipment			
Furniture & Fixtures	68,768	68,768	67,102
Accum. Depr. - Furniture & Fixtures	(64,339)	(62,754)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,980)	(39,940)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(29,148)	(24,492)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,717)	(23,517)	(23,467)
Total Property and Equipment	11,086	13,743	13,951
Other Assets			
Prepaid Expenses	20,738	18,179	42,132
Prepaid Insurance	11,514	12,380	4,797
Total Other Assets	32,252	30,559	46,929
Total Assets	2,530,842	5,433,146	2,004,249
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	240,038	660,368	457,516
Salaries / Wages Payable	60,722	34,874	35,874
Empl. Federal Tax Payable	1,544	1,544	1,544
FUTA Taxes Payable	0	0	0
401(k) Plan	(2,483)	(3,167)	655
Estimated PTO	56,974	62,415	62,415
Sales and Use Tax Payable	2,577	2,210	1,302
Accrued Expenses	206,243	0	0
Marketing Cooperative Liabilities	0	41,876	41,876
Intra-Company Borrowings	(31,611)	(1,996)	(139)
AFW Suspense Account	(584)	6,050	0
Payroll Liabilities	(986)	3,295	3,732
Deferred Rev - Membership Dues	64,888	60,632	81,113
Deferred Revenue - Other	0	19,120	19,441
Deferred Support	0	1,717,664	0
Deferred Transportation Support	0	544,588	0
Deferred Infrastructure Support	1,369,781	1,527,299	351,780
Deferred Support- Infra Maint. Reserve	292,096	292,096	142,096
Total Liabilities	2,259,209	4,968,867	1,199,205
Net Assets			
Unrestricted Net Assets	251,275	368,805	397,682
Designated Marketing Reserve	294,494	337,694	337,694
Designated Ski Marketing Reserve	13,707	0	0
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(386,387)	(340,764)	(28,876)
Total Net Assets	271,633	464,279	805,044
Total Liabilities and Net Assets	2,530,842	5,433,146	2,004,249

P-9.13

Monthly Infrastructure Payments FY 14/15 Quarter 1

Month Posted	Post Date	Vendor Name or County Department	Description	Payment	Invoice	Contract	Balance	Reserves
July	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	388.24	112	153,900.00	54,412.42	
	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	3,994.03	113	153,900.00	60,418.39	
July Total	07/25/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	2013/14 TART Baseline Service	112,500.00	T-NL18			
August	08/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Tahoe Pedestrian Safety Program	116,982.27				
	08/12/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	3,105.06	T-NL17	44,400.00	-	374,472.05
	08/15/14	FALLOON MULTIMEDIA	Regional Transit System Branding	66,014.59	T80006	153,632.00	86,118.41	
	08/20/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	7,750.00	1101	100,000.00	92,250.00	
	08/20/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	6,000.00	115	153,900.00	54,418.39	
August Total	08/20/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	9,482.93	T-NL19	150,000.00	135,618.14	
				94,363.88				
September	09/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	51,828.44	T80007	153,652.00	34,289.97	
	08/12/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2013-2014 Winter bike trail snow clearing program	386.29	10200514	70,000.00	26,656.45	314,106.06
	09/15/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	708.85	117	153,900.00	53,709.54	
	09/29/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	484.28	118	153,900.00	53,225.26	
September Total				53,387.86				
Total Infrastructure Payments				264,633.71				

Light blue payments are Infrastructure Maintenance

Light blue payments are Infrastructure Maintenance

3,472.35

D-9.14

KEY METRICS FOR SEPTEMBER 30, 2014

Total TOT Collections by Quarter 2008 - 2014 (through September 30, 2014)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,502	\$ 2,102,622	\$ 4,263,450	\$ 1,440,039	\$ 11,688,613
2013-14	\$ 4,523,469	\$ 2,145,525	\$ 3,560,896	\$ 1,738,719	\$ 11,968,609
Total	\$ 21,414,474	\$ 11,262,189	\$ 21,109,966	\$ 8,447,597	\$ 53,582,360

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014					
Referrals (July 13 - July 14) Tahoe City:	2011/2012	2012/2013	2013/2014	2014/15	YOY % Change
	Walk In	12,188	36,819	48,338	20,705
Phone	2,912	2,997	2,903	1,012	-3.24%
Kings Beach (Walk In Only)	2,995	3,014	5,278	2,739	42.90%
Renov (Walk in - Thru Dec)	1,660	1,793	3,834	-	113.83%

Infrastructure Fund Balances Held by Placer County as of 6/30/14		
Contracts In:		
FY 2013-14	\$ 1,348,042	
Total Fund Balances	\$ 1,348,042	

Chamber Of Commerce Total Membership		
December 2012	451	
June 2013	465	
September 2014	466	

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 724,645	43.4%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 483,665	8.3%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 855,892	10.1%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 529,470	\$ 522,649	0.6%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,596,851	15.0%

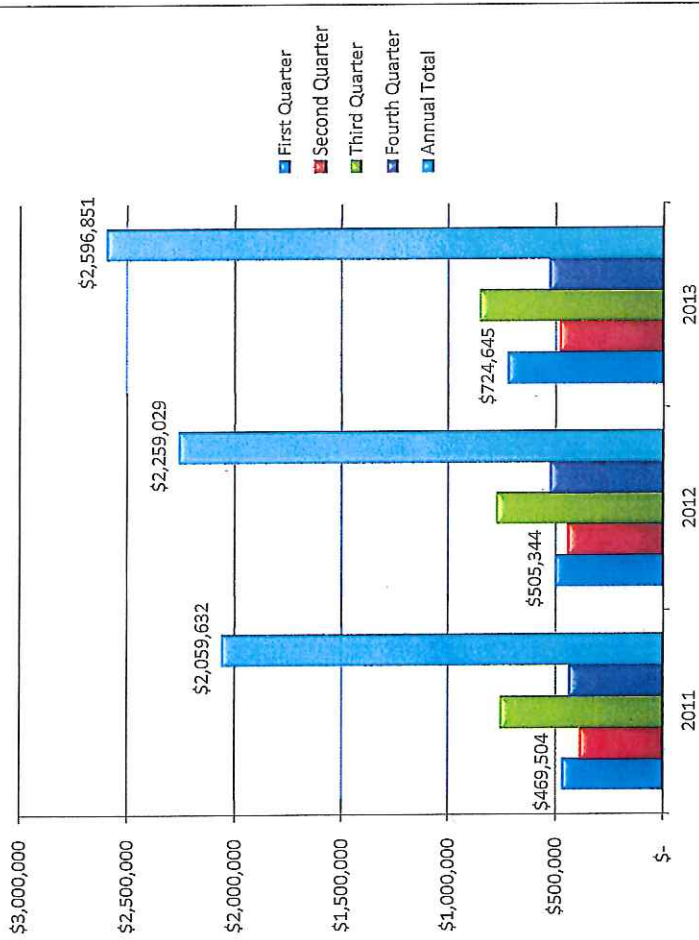
MITRIP Reservations Activity				
	FY 13/14	FY 14/15	Change	
Occupancy during September	53.8%	46.0%	-14.5%	
ADR September (Average Daily Rate)	\$ 217	\$ 217	0.0%	
Occupancy Forecast October	28.6%	26.0%	-9.1%	
ADR October (Average Daily Rate)	\$ 174	\$ 167	-4.0%	
Occupancy (prior 6 months)	48.6%	52.3%	7.6%	
ADR (prior 6 months)	\$ 218	\$ 233	6.9%	
Occupancy (next 6 months)	16.1%	14.7%	-8.7%	
ADR (next 6 months)	\$ 254	\$ 244	-3.9%	

Unemployment				
	September 2013	December 2013	September 2014	
California (pop. 38,332,521)	8.2%	8.3%	6.9%	
Placer County (367,309)	7.1%	7.1%	5.8%	
Dollar Point (1,215)	8.2%	8.3%	6.8%	
Kings Beach (3,893)	7.0%	7.1%	5.8%	
Sunnyside/Tahoe City (1,557)	8.2%	8.3%	6.7%	
Tahoe Vista (1,433)	11.8%	12.0%	9.8%	

Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX				
	2013-14	2014-15	YOY % Change	
FORWARD LOOKING (2013/14)	Actuals	Forecasted		
Total Revenue Booked through September	\$ 2,807,318	\$ 2,860,705	2%	
Forecasted Commission for this Revenue	144,903	164,239	13%	
Number of Room Nights	15,256	18,142	19%	
Number of Tentative Bookings	96	104	8%	
CURRENT				
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%	
Annual Commission Goal	\$ 160,000	\$ 170,000	6%	
Conference Revenue And Percentage by County:				
Placer (70% of revs in '14, 66% in '15)	\$ 1,981,316	\$ 1,882,012	-5%	
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 145,435	-45%	
South Lake ('14; 17%; '15; 28%)	\$ 462,174	\$ 800,525	73%	
Nevada ('14; 3%; '15; 1%)	\$ 97,729	\$ 32,733	-67%	
Total Conference Revenue	\$ 2,807,318	\$ 2,860,705	2%	

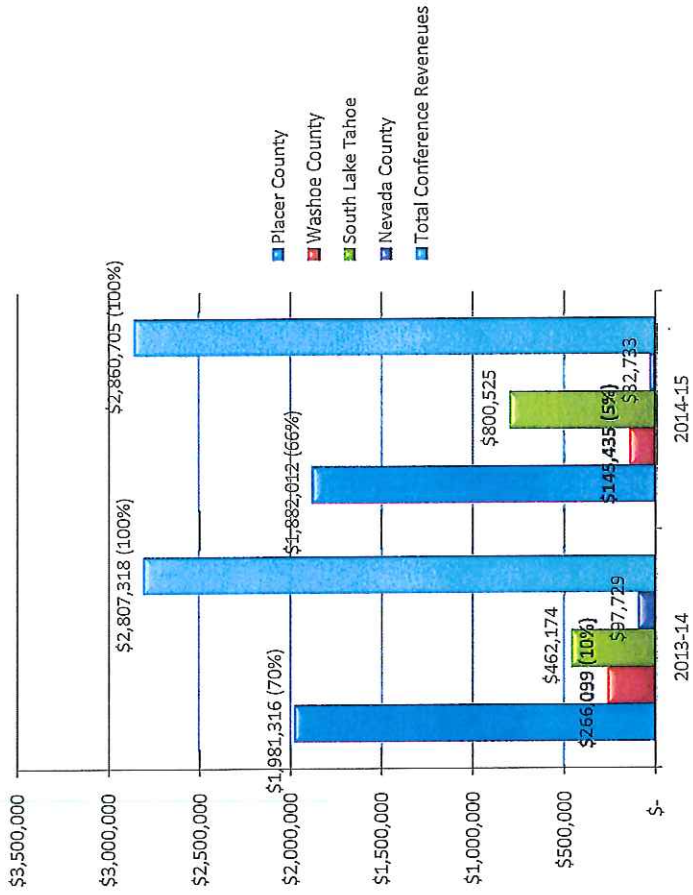
D-9.15

Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,851	\$ 469,504	\$ 505,344	\$ 724,645	43.4%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 483,665	8.3%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 855,892	10.1%
Fourth (OND)	\$ 448,294	\$ 441,081	\$ 529,470	\$ 532,949	0.6%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,596,851	15.0%

Conference Revenue Statistics & Revenue Share by County



Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX

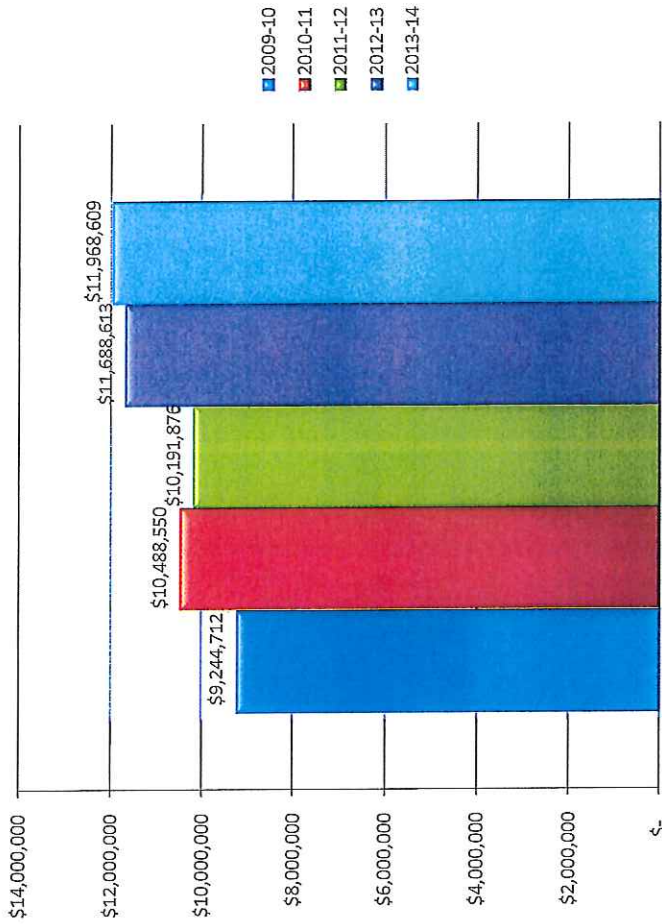
	2013-14	2014-15	YOY % Change
FORWARD LOOKING (2014/15)	Actuals	Forecasted	
Total Revenue Booked through August	\$ 2,807,318	\$ 2,860,705	2%
Forecasted Commission for this Revenue	144,903	164,239	13%
Number of Room Nights	15,256	18,142	19%
Number of Tentative Bookings	96	104	8%

CURRENT

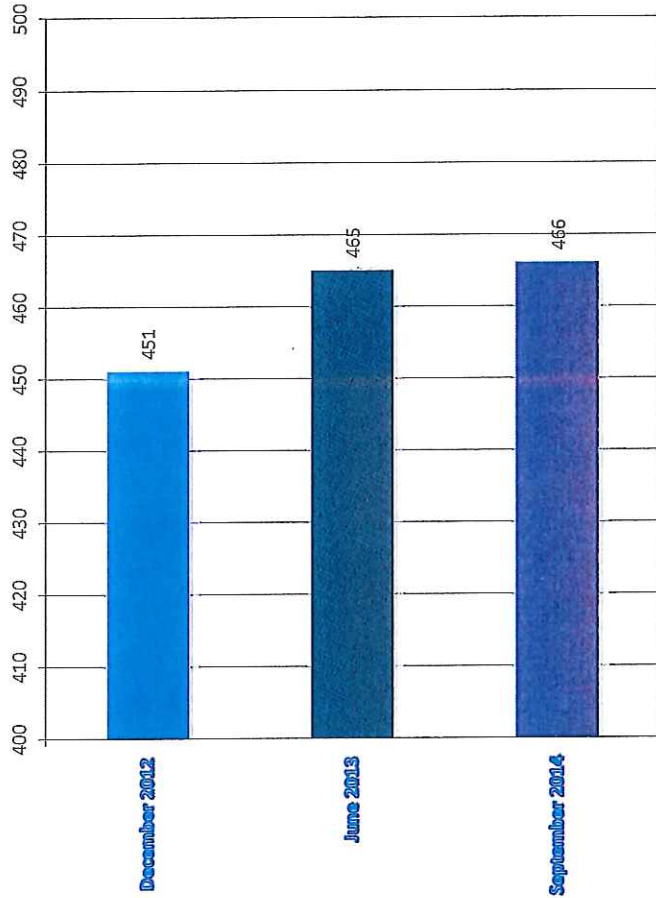
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%
Annual Commission Goal	\$ 160,000	\$ 170,000	6%
Conference Revenue And Percentage by County:			
Placer (70% of revs in '14, 66% in '15)	\$ 1,981,316	\$ 1,882,012	-5%
Washoe ('14; 10%, '15; 5%)	\$ 266,099	\$ 145,435	-45%
South Lake ('14; 17%, '15; 28%)	\$ 462,174	\$ 800,525	73%
Nevada ('14; 3%, '15; 1%)	\$ 97,729	\$ 32,733	-67%
Total Conference Revenue	\$ 2,807,318	\$ 2,860,705	2%

D-9.16

5-Year Annual TOT Collections (Fiscal Year Basis)



Chamber Membership (# of Members)



Total TOT Collections by Quarter 2008 - 2014 (through August 31, 2014)

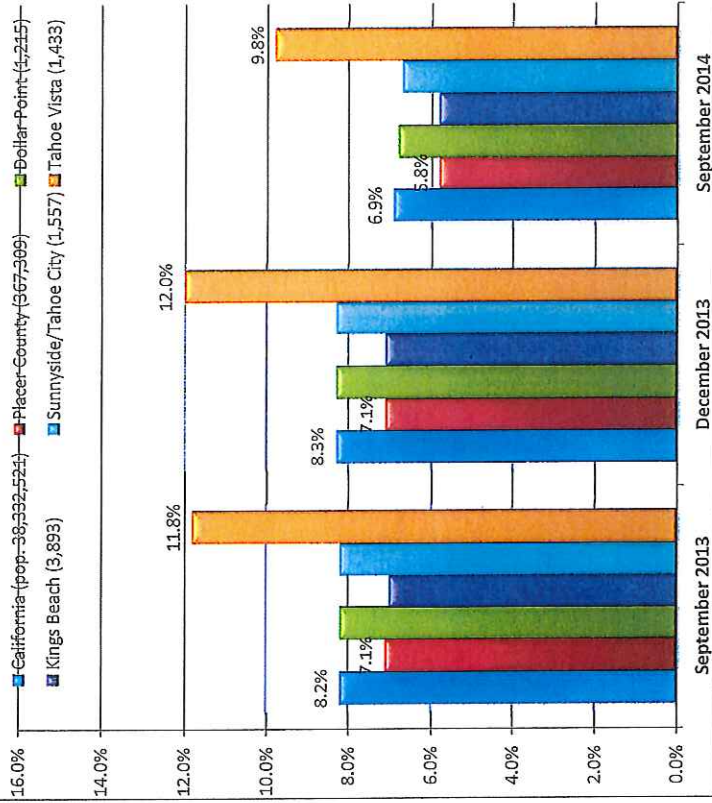
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,502	\$ 2,102,622	\$ 4,263,450	\$ 1,440,039	\$ 11,688,613
2013-14	\$ 4,523,469	\$ 2,145,525	\$ 3,560,896	\$ 1,738,719	\$ 11,968,609
Total	\$ 21,414,474	\$ 11,262,189	\$ 21,109,966	\$ 8,447,597	\$ 53,562,360

Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
July 2014	466

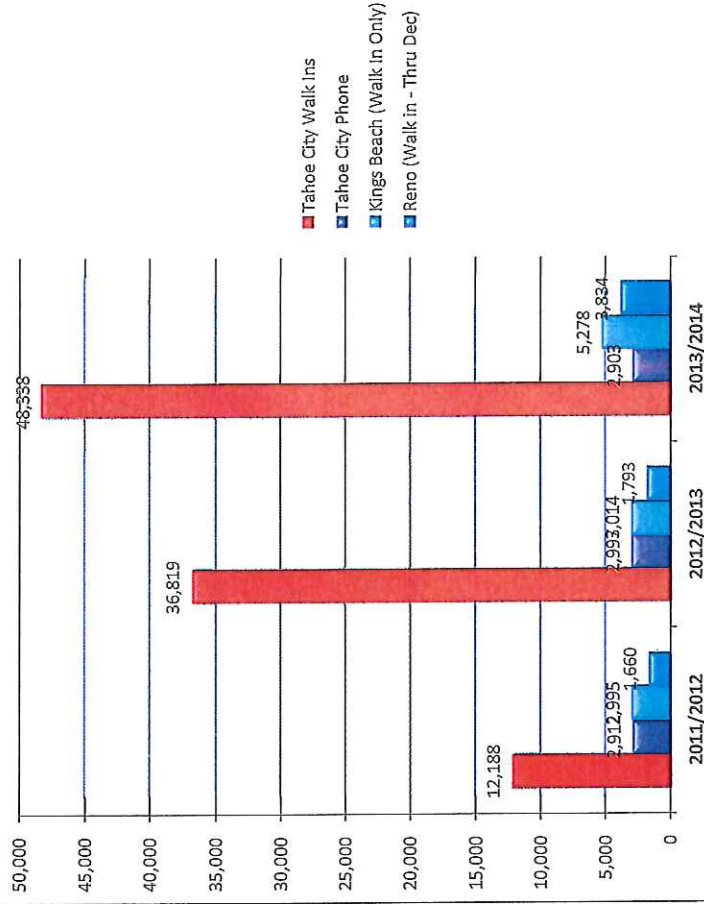
D-9.17

Unemployment Rates by Region



Unemployment	September 2013	December 2013	September 2014
California	8.2%	8.3%	6.9%
Placer County	7.1%	7.1%	5.8%
Dollar Point	8.2%	8.3%	6.8%
Kings Beach	7.0%	7.1%	5.8%
Sunnyside/Tahoe City	8.2%	8.3%	6.7%
Tahoe Vista	11.8%	12.0%	9.8%

Visitor Information - Fiscal YTD through June



VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014

Referrals (July 13 - July 14)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk in	12,188	36,819	48,338	31.29%
Phone	2,912	2,997	2,903	-3.14%
Kings Beach (Walk in Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

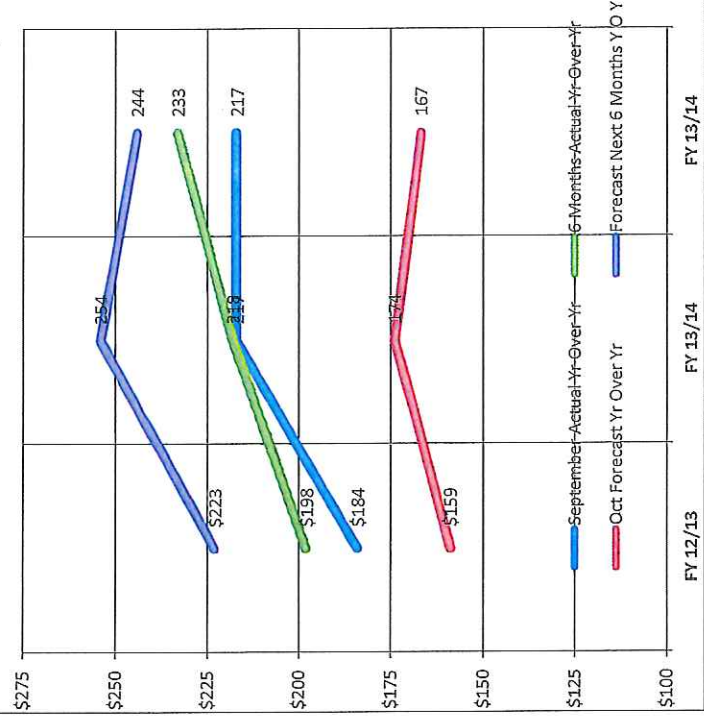
D-9.18

MTRIP Destimetrics Occupancy in NLT Comparisons



MTRIP Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during September	53.8%	46.0%	-14.5%
ADR September (Average Daily Rate)	217	217	0.0%
Occupancy Forecast October	28.6%	26.0%	-9.1%
ADR October (Average Daily Rate)	174	167	-4.0%
Occupancy (prior 6 months)	48.6%	52.3%	7.6%
ADR (prior 6 months)	218	233	6.9%
Occupancy (next 6 months)	16.1%	14.7%	-8.7%
ADR (next 6 months)	254	244	-3.9%

MTRIP Destimetrics RevPar in NLT Comparisons



MTRIP Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during September	53.8%	46.0%	-14.5%
ADR September (Average Daily Rate)	217	217	0.0%
Occupancy Forecast October	28.6%	26.0%	-9.1%
ADR October (Average Daily Rate)	174	167	-4.0%
Occupancy (prior 6 months)	48.6%	52.3%	7.6%
ADR (prior 6 months)	218	233	6.9%
Occupancy (next 6 months)	16.1%	14.7%	-8.7%
ADR (next 6 months)	254	244	-3.9%

D-9.19



MEMO STATEMENT



49712710 - 001285 - 0001 - 0001 -

BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

Account Number	XXXX-XXXX-0011-5901
Statement Date	SEP 28, 2014
Total Activity	\$20.00

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



SANDRA EVANS HALL
N LAKE TAHOE RESORT
PO BOX 1757
TAHOE CITY CA 96145-1757

**N0001285

ACCOUNT SUMMARY							
SANDRA EVANS HALL XXXX-XXXX-0011-5901	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$20.00		\$0.00		\$0.00		\$20.00

ACCOUNT ACTIVITY					
Posting Date	Transaction Date	Reference Number	Transaction Description		Amount
09-09	09-09	55432864252000135990758 Tax ID: 223372889 Mer Ref: 327719131	VZWRLSS*PRPAY AUTOPAY 888-294-6804 CA Mer Zip: 95630		20.00

For Customer Service, Call: 1-866-432-8161	Account Number XXXX-XXXX-0011-5901	Account Summary	
	Statement Date SEP 28, 2014	Purchases & Other Charges	\$20.00
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Credit Limit \$50,000	Cash Advances	\$0.00
	Disputed Amount \$0.00	Fees	\$0.00
		Credits	\$0.00
		Payments	\$0.00
		Total Activity	\$20.00

D-9-20

COI
MyV
nt 2

irele
You

Kim Lambert

From: Sandy Evans Hall
Sent: Friday, October 17, 2014 3:21 PM
To: Kim Lambert
Subject: FW: Plan Update Confirmation

Kim,
Here is what I have – hope it is what you need!
Sandy

From: donotreply@verizonwireless.com [mailto:donotreply@verizonwireless.com]
Sent: Saturday, September 27, 2014 9:06 AM
To: sandy@puretahoenorth.com
Subject: Plan Update Confirmation

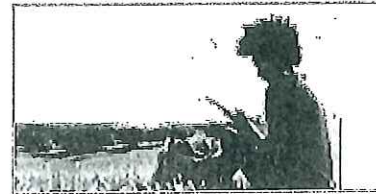


Change Plan Confirmation

Thank you for shopping at Verizon Wireless. Your order is now complete.

PAYMENT METHOD: MasterCard XXXX XXXX XXXX 5901
WIRELESS NUMBER: (530) 414-3327

Address on File
Sandy Hall
Po Box 1757
Tahoe City, CA 96145



Manage your Account

Visit
VerizonWireless.com/MyVerizon
to manage your account 24/7.

	Due Now
1GB Prepaid Month Plan	\$20.00

SUMMARY OF CHARGES:

Due now detail of total charges to be billed to credit card*

Subtotal	\$20.00
Taxes	\$0.00
Total charges billed to credit card:	\$20.00

Note: If you cannot connect to the Verizon Wireless network after 15 minutes, please call Verizon Wireless customer service at 1-800-786-8419. Remember to note the Cellular Data Number for your device. You will need it should you have to contact customer service for support in the future.

D-9.21

NRCA
Consolidated Budget 2014-15 (at October 21, 2014)
Matches Placer County Amended 2014-15 Budget With Carry Over (Signed 10/21/14)
Includes BOD Approved Revised Membership Budget

Final

	Marketing	Conference	VIC	Transportation	Infrastructure	Membership	Administration	Consolidated	13/14 Budget	Variance
Ordinary Income/Expense										
Income										
4050-00 - Placer County TOT Funding	2,067,692	320,580	285,000	787,442	215,405	0	0	3,677,120	3,226,360	450,760
Capital Improvement Funding - Placer Field	0	0	0	0	1,520,903	0	0	1,520,903	1,168,080	352,823
4200-00 - Membership	0	7,680	0	0	0	116,384	0	124,574	123,432	1,142
New Member Fees	0	0	0	0	0	5,250	0	5,250	4,800	450
Membership Activities	0	0	0	0	0	55,698	0	55,698	55,750	1,948
Tuesday Morning Breakfast Club	0	0	0	0	0	9,600	0	9,600	372	3,720
Sponsorships	0	0	0	0	0	8,100	0	8,100	2,500	5,600
Special Events	98,500	0	10,644	0	0	0	0	88,500	0	88,500
Non-retail VIC Sales	0	0	0	0	0	0	0	10,644	7,000	3,644
4600-00 - Commissions	0	115,868	0	0	0	0	0	115,868	190,360	-74,492
4600-00 - Merchandise Sales	0	0	108,864	0	0	0	0	108,864	87,900	20,964
Total Income	2,154,192	444,138	404,508	787,442	1,737,309	195,532	0	5,723,121	4,873,410	849,711
Cost of Goods Sold	0	0	58,306	0	0	0	0	58,306	46,587	-11,719
Gross Profit	2,154,192	444,138	346,202	787,442	1,737,309	195,532	0	5,664,815	4,826,823	837,992
Operating Expenses										
5000-00 - Salaries & Wages	341,638	251,219	182,942	98,630	95,205	86,440	357,884	1,413,946	1,207,364	-206,584
5100-00 - Rent	23,750	11,898	81,389	10,737	9,581	8,427	23,740	169,522	186,344	-16,822
5310-00 - Telephone	10,608	3,372	6,240	2,700	2,400	3,720	8,596	37,636	37,274	-362
5420-00 - Mail - USPS	1,152	792	792	50	50	792	658	4,286	3,887	-449
5510-00 - Insurance/Bonding	2,892	2,676	3,455	672	480	1,392	3,288	14,856	15,054	-208
5520-00 - Supplies	3,312	924	4,524	636	872	684	3,428	14,380	14,528	-148
5530-00 - Visitor Communications - Other	0	0	460	0	0	0	0	460	408	-52
5700-00 - Equipment Support & Maintenance	2,400	1,655	2,100	565	660	565	3,728	11,674	11,635	-39
5710-00 - Taxes, Licenses & Fees	720	180	1,116	60	372	720	809	3,977	4,053	-76
5740-00 - Equipment Rental/Leasing	2,640	2,255	6,000	1,740	1,552	3,976	3,064	21,228	21,494	-266
5800-00 - Training Seminars	2,394	0	1,400	0	0	200	550	4,484	1,005	-3,479
5900-00 - Professional Fees	0	0	0	0	0	0	18,350	18,350	19,250	-900
Community Marketing Programs	80,000	0	0	0	0	0	0	80,000	100,000	-20,000
6420-00 - Special Events/Sponsorships	504,000	0	0	0	0	0	0	504,000	305,000	-199,000
6423-00 - Membership Activities	0	0	0	0	0	24,085	0	24,085	30,482	-6,397
6437-00 - Tuesday Morning Breakfast Club	0	0	0	0	0	8,844	0	8,844	8,844	0
6730-00 - Marketing Cooperative/Media	792,000	110,000	0	0	0	0	0	902,000	795,000	-107,000
6740-00 - Media/Collateral/Production	0	0	826	0	0	0	0	826	1,574	-748
Non-NIT Co-Op Marketing Programs	121,500	0	3,492	0	0	0	0	124,992	100,469	-24,523
7233-00 - Conference - PUD	0	8,000	0	0	0	0	0	8,000	8,000	0
8200-00 - Employee Relations	200	438	300	125	125	250	1,250	2,588	2,165	-423
8300-00 - Board Functions	0	0	0	0	0	0	4,604	4,604	4,604	0
8500-00 - Credit Card Fees	193	0	2,856	0	0	2,400	0	5,449	5,346	-103
8700-00 - Automobile Expenses	2,196	1,090	2,700	2,304	1,216	900	371	10,767	9,301	-1,466
8715-00 - Meal/Venue	2,326	372	720	109	372	720	350	4,988	3,347	-1,641
8810-00 - Dues & Subscriptions	2,800	600	0	90	0	720	160	4,170	5,518	-1,348
8910-00 - Travel	6,213	0	628	950	1,453	390	1,453	8,664	6,934	-1,730
Public Outreach	0	0	0	0	1,000	0	179	2,129	1,647	-482
Research & Planning	0	0	0	5,000	0	0	0	5,000	5,000	0
Research & Planning Dues	17,000	0	0	32,000	49,000	0	0	98,000	82,000	-16,000
Transportation Projects	0	0	0	589,420	0	0	0	589,420	542,000	-47,420
Infrastructure Projects	0	0	0	0	1,520,903	0	0	1,520,903	1,018,080	-502,823
Infrastructure Maintenance Reserve	0	0	0	0	0	0	0	150,000	150,000	0
Miscellaneous Expense	0	0	0	0	0	0	0	0	366	-366
Depreciation	3,612	924	851	575	575	571	1,785	8,894	14,421	-5,527
Total Operating Expenses	1,923,276	396,387	302,792	746,564	1,684,363	145,795	434,227	5,633,204	4,824,683	-808,521
Net Ordinary Income	230,916	47,751	49,410	41,078	52,946	49,737	-434,227	31,611	2,140	29,471
Other Income/Expense										
Additions to Marketing Reserve	-21,000	-47,751	-49,410	-41,078	-52,946	-39,078	434,179	0	0	-21,000
Allocated Expenses from G&A	-209,916	-47,751	-49,410	-41,078	-52,946	-39,078	48	0	0	48
Investment Income/Interest	-230,916	0	0	0	0	0	434,227	-20,952	0	-20,952
Net Other Income/(Expense)	0	0	0	0	0	10,655	0	10,655	2,140	8,515
Net Income										

D-9.22

FIRST AMENDMENT

**AGREEMENT BETWEEN THE COUNTY OF PLACER AND
THE NORTH LAKE TAHOE RESORT ASSOCIATION**

The **FIRST AMENDMENT** to the original agreement entered July 22, 2014 (Contract No. 13452) is made at Auburn, California as of **OCTOBER 21, 2014** by and between the County of Placer, hereinafter referred to as "COUNTY" and the North Lake Tahoe Resort Association, Inc., a California Nonprofit Public Benefit Corporation, hereinafter referred to as "RESORT ASSOCIATION", who agree as follows:

WHEREAS, the 1995 *North Lake Tahoe Tourism Development Master Plan* recommended the consolidation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce into a Resort Association; and,

WHEREAS, the *North Lake Tahoe Tourism Development Master Plan* recommended a Resort Association to oversee a full spectrum of tourism management functions, including marketing and visitor services, and the development, planning, and implementation of transportation and infrastructure projects; and,

WHEREAS, the COUNTY is desirous of obtaining certain services as recommended by the *North Lake Tahoe Tourism Development Master Plan*, and its successor plan, the *North Lake Tahoe Tourism and Community Investment Master Plan*, approved by the Placer County Board of Supervisors in 2004; and,

WHEREAS, the NORTH LAKE TAHOE RESORT ASSOCIATION, Inc., a California Nonprofit Public Benefit Corporation, has been organized under the Nonprofit Public Benefit Corporation Law for public purposes, to promote, enhance, reinvigorate, coordinate, and direct tourism for the economic betterment of the North Lake Tahoe, California region, and is willing to perform certain services for the COUNTY to implement the *North Lake Tahoe Tourism and Community Investment Master Plan*.

NOW, THEREFORE, for and in consideration of the mutual promises and agreements herein contained, it is agreed by and between the parties hereto amends the original agreement as follows:

1. SCOPE OF WORK

RESORT ASSOCIATION shall perform the Scope of Work as amended and set forth in **Attachment A3- Amendment #1**, as attached to this agreement. All other provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

2. CONDUCT OF BUSINESS OF THE ASSOCIATION

All board meetings of the RESORT ASSOCIATION shall be conducted in such a manner as set forth and established in the original contract dated September 14, 2010.

3. TERM AND TIME OF COMPLETION

The term of this amended agreement is from October 21, 2014 through June 30, 2015. RESORT ASSOCIATION agrees to complete all tasks and submit all reports and other duties as outlined in the original contract dated July 22, 2014.

4. PROGRESS REPORTS

RESORT ASSOCIATION shall submit such progress reports and information as may be requested by COUNTY, including, but not limited to, the requirements as outlined in the original contract dated July 22, 2014.

5. COMPENSATION

A. MAXIMUM LIMIT

The RESORT ASSOCIATION'S total compensation is amended and set forth in Attachment C - Amendment #1, as attached to this agreement. All other provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

B. INFRASTRUCTURE ACCOUNT

All additional funds allocated to the Infrastructure Account as amended and set forth in Attachment C - Amendment #1 shall be allocated as set forth and established in the original contract dated July 22, 2014. All funds held in reserve as set forth and established in the original contract dated July 22, 2014 are hereby released and available for allocation as set forth and established in the original contract dated July 22, 2014. All other provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

C. MARKETING ACCOUNT

All additional funds allocated to the Marketing Account as amended and set forth in Attachment C - Amendment #1 shall be allocated as prescribed as amended and set forth in Attachment A - Amendment #1. All other provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

D. VISITOR SUPPORT SERVICES ACCOUNT

No additional funds were allocated to the Visitor Support Services Account in Attachment C - Amendment #1. All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

D-9-2.2

E. PAYMENT SCHEDULE

Payments shall be made to the RESORT ASSOCIATION as amended and set forth in Attachment B - Amendment #1, as attached to this agreement. All other provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

F. POLITICAL CONTRIBUTIONS

All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

G. RIGHT TO WITHHOLD PROGRESS PAYMENTS

All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

6. RECORDS

All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

7. EMPLOYEES OF RESORT ASSOCIATION

All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

8. PERFORMANCE

The RESORT ASSOCIATION agrees that the performance of work and services pursuant to the requirements of amendment #1 of the original agreement dated July 22, 2014 shall conform to high professional standards. Accordingly, RESORT ASSOCIATION, its agents and employees, shall not cause, through any oral or written statements, discredit to COUNTY, its officers, agents or employees.

9. HOLD HARMLESS AND INDEMNIFICATION AGREEMENT

All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

10. INSURANCE

All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

11. CANCELLATION

All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

D-92.3

12. AMENDMENTS - YEAR-TO-YEAR EXTENSIONS

All provisions and/or agreements in this section shall continue as set forth and established in the original contract dated July 22, 2014.

IN WITNESS WHEREOF, the parties have executed this Agreement the day and year first above written.

COUNTY OF PLACER, "COUNTY"

By: _____
Jack Duran
Chair, Board of Supervisors

Date: _____

**NORTH LAKE TAHOE RESORT ASSOCIATION,
"RESORT ASSOCIATION"**

By:  _____
Wally Auerbach, President, Board of Directors
North Lake Tahoe Resort Association

Date: 10/22/14

Approved as to Form:

By: _____
County Counsel

Date: _____

List of Attachments:

- Attachment A, Amendment #1-FY 2014-15, Scope of Work
- Attachment A1, Amendment #1-FY 2014-15 Research and Planning Projects
- Attachment A3, Amendment #1-FY 2014-15 Tourism Marketing Budget
- Attachment B, Amendment #1- FY 2014-15 Amended Payment Schedule
- Attachment C, Amendment #1- FY 2014-15 Amended Budget

D-9.2.4



north lake tahoe

Chamber | CVB | Resort Association

ATTACHMENT A Supplemental Scope of Work – FY 2014-15

Background

The purpose of this Supplemental Scope of Work is to summarize investment expenditures for additional Placer County TOT funds allocated during the course of Fiscal Year 2014-15.

MARKETING ACCOUNT- \$46,500 TOTAL

Destination Visitor Marketing (Los Angeles/San Diego)- \$22,000

The proposed budget will augment currently planned efforts by the North Lake Tahoe Marketing Cooperative on behalf of its funding partners to continue consumer awareness campaigns in the Southern California marketplace for the purpose of converting long distance winter bookings by complementing efforts of North Lake Tahoe resorts and lodging partners as well as efforts from Ski Lake Tahoe and the Nevada Commission on Tourism to increase destination visitation from the Los Angeles basin.

In-Market Consumer Communication Administrative Support- \$14,500

Currently the North Lake Tahoe Chamber of Commerce provides administrative support for in-market consumer communication for various efforts designed to support local economic vitality. These efforts are coordinated with the North Lake Tahoe Business Association Chamber Collaborative (BACC) and are designed to further support our brand message once consumers are in market, and drive incremental visitation to the lake shore communities in winter and mountain communities in summer. These programs include (but are not limited to) Touch the Lake, Peak Your Adventure, and Shop Local. These funds will be allocated through the marketing department to the Chamber of Commerce.

Tourism Development Master Plan- \$10,000

These funds will be utilized to complete the draft of the Tourism Development Master Plan by providing data analysis and recommendations for future programs. Once this information is reviewed, community outreach and input will be integrated before finalizing the updated plan for board approvals.

INFRASTRUCTURE ACCOUNT- \$136,170.85 TOTAL

Tourism Development Master Plan- \$15,000

These funds will be utilized to complete the draft of the Tourism Development Master Plan by providing data analysis and recommendations for future programs. Once this information is reviewed, community outreach and input will be integrated before finalizing the updated plan for board approvals.

Capital Projects and Programs- \$121,170.85

All remaining fund balance allocated to the Infrastructure Account through the attached FY 2014-15 Contract Amendment will be held in the County Treasury until carried forward by recommendation from the Infrastructure Committee and Resort Association Board of Directors and allocated only following approval by the Placer County Board of Supervisors.

219

D-9-25

Attachment A1

FY 2014-2015 RESEARCH AND PLANNING PROJECTS

Transportation Services

- Legislative Advocacy
 - California-Houston Group
 - Up to \$5,000
- Advance Transportation Project Studies-Transit Vision
 - Education Outreach
 - Community Funding Survey
 - Technical Data
 - Up to \$8,000
- Master Plan Revision including:
 - Technical Editing
 - Graphic Display
 - Reproduction
 - Community Outreach
 - Up to \$7,000
- North Tahoe Transportation Summit #3
 - Up to \$3,000
- Data Collection and Analysis for Transit and Transport /Services
 - Skier Shuttle
 - Water Shuttle
 - NLTE
 - Up to \$9,000

Total Transportation R&P=\$32,000

Capital Investment

- Legislative Advocacy
 - California-Houston Group
 - Up to \$5,000
- Advanced Infrastructure Project Studies
 - Kings Beach Pler
 - Transit Vision Infrastructure Data
 - Up to \$17,000
- Data Collection and Analysis for Infrastructure Project Analysis
 - Up to \$5,000
- Master Plan Revision including
 - Technical Editing
 - Graphic Display
 - Reproduction
 - Community Outreach
 - Up to \$22,000
- Community Planning Studies Participation
 - Kings Beach Promenade
 - Mountain Biking Trails
 - Up to \$2,500
- TC Golf Course Visioning-Land Capability Verification
 - Up to \$12,500

Total Capital Investment R&P=\$64,000

220

D-9-2.6

**Tourism Marketing Budget
Attachment A3**

NLTRA Budget	Marketing	Conference	Visitor Info	TOTALS
Placer County TOT Revenue	\$ 2,067,692	\$ 320,580	\$ 285,000	\$ 2,673,272
PROGRAM EXPENSES				
Training/Seminars	2,334		1,400	3,734
Marketing Cooperative/Media	778,747	110,000		888,747
Collateral Programs			1,409	1,409
Community Marketing Programs	80,000			80,000
Conference NTPUD/Event Center		8,000		8,000
Special Event Sponsorship				-
Ironman	400,000			
USA Cycling	60,000			
WinterWonderGrass	15,000			
Autumn Food & Wine	15,000			
Elevations Tahoe	1,500			
SUBTOTAL- Special Events	\$ 491,500			491,500
Trade Shows				
Wanderlust	3,500			
Cal Travel Board Meeting	4,000			
Event Development	5,000			
SUBTOTAL- Trade Shows	\$ 12,500			12,500
Other Programs			2,785	2,785
Cross Country	25,000			
High Notes	20,000			
Performance Review	6,000			
BACC Product Campaigns	70,000			
SUBTOTAL- Other Programs	\$ 121,000			121,000
TOTAL	\$ 1,486,081	\$ 118,000	\$ 5,594	\$ 1,609,675

North Lake Tahoe Marketing Cooperative Budget	
Revenue Sources	
NLTRA	888,747
IVCBVB	472,000
TOTAL	\$ 1,360,747
COOPERATIVE DIRECT EXPENSES	
Public Relations/Social Media	80,000
Leisure Sales	67,000
Conference Sales	180,000
Website/Content Management	40,000
Consumer Marketing	743,747
Consumer Website Overhaul	35,000
COOPERATIVE PROGRAM EXPENSE	
Sierra Ski Marketing Council	80,000
Regional Air Service Committee	50,000
Wedding Promotion	15,000
DestiMetrics	18,000
VisitingLakeTahoe.com	36,000
Photography	6,000
Fulfillment	10,000
TOTAL	\$ 1,360,747

NOTE: Actual expenditures may be different based on market conditions, opportunity analysis, following committee and board action

221

D-9-2.7

ATTACHMENT B

FY 2014-15 Payment Schedule- Amendment #1

<u>PAYMENT NUMBER</u>	<u>PAYMENT DUE DATE</u>	<u>PAYMENT TO NLTRA</u>	<u>PAYMENT TO COUNTY</u>
1.	Sept. 1, 2014	302,552	126,742
2.	Oct. 1, 2014	302,552	126,742
3.	Nov. 1, 2014	364,052	247,912.85
4.	Dec. 1, 2014	302,552	126,742
5.	Jan. 1, 2015	302,552	126,742
6.	Feb. 1, 2015	302,552	126,742
7.	March 1, 2015	302,552	126,742
8.	April 1, 2015	302,552	126,742
9.	May 1, 2015	302,552	126,742
10.	June 1, 2015	302,552	126,742
11.	July 1, 2015	302,552	126,742
12.	Aug. 1, 2015	302,548	126,741
Totals (1) (2)		\$3,692,120	\$1,642,073.85 (3) (4)

- (1) FY 2014-15 Proposed Budget includes a total of \$5,334,193.85 for the RESORT ASSOCIATION contract.
- (2) Payment Schedule is predicated upon receipt of Transient Occupancy Tax funds at the budgeted level.
- (3) Apportionment to Infrastructure Account held by Placer County until such time as the Placer County Board of Supervisors approves of NLTRA recommended Infrastructure projects.
- (4) Services provided by or under contract with Placer County and funded with RESORT ASSOCIATION TOT funds will be allocated to and paid from the County Treasury through a journal transfer process.

222

D-9-2.8

FY 2014-16 TAHOE TOT BUDGET
 ATTACHMENT C- Amendment #1

MARKETING	PROPOSED BUDGET	TRANSPORTATION	PROPOSED BUDGET	CAPITAL IMPROVEMENTS	PROPOSED BUDGET	PROPOSED TOTALS
RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		RESORT ASSOCIATION CONTRACT:		
Personnel/Overhead Cap - Direct Costs	778,186	Personnel/Overhead Cap - Direct Costs	88,030	Personnel/Overhead Cap - Direct Costs	95,205	972,021
G+A Cap - Indirect Costs	623,784	G+A Cap - Indirect Costs	62,392	G+A Cap - Indirect Costs	72,201	668,377
Research and Planning	7,000	Research and Planning	32,000	Research & Planning	64,000	103,000
Direct Marketing/Programs	1,274,302	(Detail in Attachment A-1)		(Detail in Attachment A-1)		1,274,302
Community Marketing Fund	30,000	Memberships	5,000	Maintenance Reserve: Tourism Serving Facilities	0	35,000
Special Events Marketing Fund	50,000	Traffic Management	42,000			50,000
TDMP Update	10,000	Transit Programs - Non-County	547,420	Capital Improvements - Requires BOS Approval	1,642,074	2,199,484
(Detail in Attachment A-3)		(Detail in Attachment A-2)		(County retains until BOS Approval)		
SUBTOTAL - RESORT ASSOC CONTRACT	\$ 2,673,272	SUBTOTAL - RESORT ASSOC CONTRACT	\$ 787,442	SUBTOTAL - RESORT ASSOC CONTRACT	\$ 1,873,460	6,334,194
						14-08-14

223

D-9-2-a

NLTRA
 Consolidated Budget 2014-15 (at October 21, 2014)
 Matches Placer County Amended 2014-15 Budget With Carry Over (Signed 10/21/14)
 Includes BOD Approved Revised Membership Budget

Ordinary Income/Expense	Marketing	Conference	VIC	Transportation	Infrastructure	Membership	Administration	Consolidated	Final	Variance
Income										
4050-00 - Placer County TOT Funding	2,057,582	320,580	285,000	787,442	216,406	0	0	3,677,120	3,226,360	450,760
Capital Improvement Funding - Placer Field	0	0	0	0	1,586,106	0	0	1,586,106	1,166,080	418,026
4200-00 - Membership	0	7,690	0	0	0	116,884	0	124,574	123,432	1,142
New Member Fees	0	0	0	0	0	0	0	5,250	4,800	450
Membership Activities	0	0	0	0	0	55,698	0	53,750	53,750	1,948
Tuesday Morning Breakfast Club	0	0	0	0	0	9,600	0	9,228	9,228	372
Sponsorships	0	0	0	0	0	8,100	0	8,100	2,500	5,600
Special Events	86,500	0	0	0	0	0	0	86,500	0	86,500
Non-retail VIC Sales	0	0	10,644	0	0	0	0	10,644	3,644	3,644
4600-00 - Commissions	0	115,868	0	0	0	0	0	115,868	190,360	-74,492
46000 - Merchandise Sales	0	108,864	0	0	0	0	0	108,864	87,900	20,964
Total Income	2,154,192	444,138	404,508	787,442	1,802,512	195,532	0	5,786,324	4,873,410	914,914
Cost of Goods Sold	0	0	58,306	0	0	0	0	58,306	46,587	-11,719
Gross Profit	2,154,192	444,138	346,202	787,442	1,802,512	195,532	0	5,730,018	4,826,823	903,195
Operating Expenses										
5000-00 - Salaries & Wages	341,628	251,219	182,942	98,630	95,205	86,440	357,884	1,413,948	1,307,364	-106,584
5100-00 - Rent	23,750	11,898	81,389	10,737	9,581	8,427	23,740	169,532	186,944	16,822
5310-00 - Telephone	10,508	3,372	6,240	2,700	2,400	3,720	8,596	37,696	37,274	-362
5420-00 - Mail - USPS	1,152	792	792	50	50	792	658	4,286	3,837	-449
5510-00 - Insurance/Bonding	2,892	2,676	3,456	672	480	1,392	3,288	14,856	15,064	208
5520-00 - Supplies	3,312	924	4,524	636	872	684	3,428	14,380	14,528	148
5530-00 - Visitor Communications - Other	0	0	460	0	0	0	0	460	408	-52
5700-00 - Equipment Support & Maintenance	2,400	1,656	2,100	565	660	565	3,728	11,674	11,635	-39
5710-00 - Taxes, Licenses & Fees	720	180	1,116	60	372	720	809	3,977	4,053	76
5740-00 - Equipment Rental/Leasing	2,640	2,256	6,000	1,740	1,552	200	3,064	21,228	21,494	266
5800-00 - Training Seminars	2,334	0	1,400	0	0	200	550	4,484	1,005	-3,479
5900-00 - Professional Fees	0	0	0	0	0	0	18,350	18,350	19,250	900
Community Marketing Programs	80,000	0	0	0	0	0	0	80,000	100,000	20,000
6420-00 - Special Events/Sponsorships	517,753	0	0	0	0	0	0	517,753	305,000	-212,753
6423-00 - Membership Activities	0	0	0	0	0	24,085	0	24,085	30,482	6,397
6437-00 - Tuesday Morning Breakfast Club	0	0	0	0	0	8,844	0	8,844	8,844	0
6730-00 - Marketing Cooperative/Media	778,747	110,000	0	0	0	0	0	888,747	795,000	-93,747
6740-00 - Media/Collateral/Production	0	0	826	0	0	0	0	826	1,574	748
Non-NIT Co-Op Marketing Programs	121,000	0	3,492	0	0	0	0	124,492	100,469	-24,023
7253-00 - Conference - PUD	0	8,000	0	0	0	0	0	8,000	0	8,000
8200-00 - Employee Relations	200	438	300	125	125	250	1,250	2,688	2,165	-523
8300-00 - Board Functions	0	0	0	0	0	0	4,604	4,604	4,604	0
8500-00 - Credit Card Fees	193	0	2,856	0	0	2,400	0	5,449	5,346	-103
8700-00 - Automobile Expenses	2,196	1,080	2,700	2,304	1,216	900	371	10,767	9,301	-1,466
8750-00 - Meals/Meetings	2,326	372	720	109	372	720	350	4,968	3,547	-1,421
8810-00 - Dues & Subscriptions	2,600	600	0	90	0	720	160	4,170	5,518	1,348
8910-00 - Travel	6,213	0	628	0	0	390	1,433	8,664	6,934	-1,730
Public Outreach	0	0	0	950	1,000	179	2,129	3,776	3,776	1,647
Research & Planning Dues	0	0	0	5,000	0	0	0	5,000	5,000	0
Research & Planning	17,000	0	0	32,000	49,000	0	0	98,000	82,000	-16,000
Transportation Projects	0	0	0	589,420	0	0	0	589,420	542,000	-47,420
Infrastructure Projects	0	0	0	0	1,586,106	0	0	1,586,106	1,018,080	-568,026
Infrastructure Maintenance Reserve	0	0	0	0	0	0	0	0	150,000	150,000
Miscellaneous Expense	0	0	0	0	0	0	0	0	366	366
Depreciation	3,612	924	851	576	576	571	1,785	8,894	14,421	5,527
Total Operating Expenses	1,923,276	396,387	302,792	746,364	1,749,566	145,795	-434,227	5,698,407	4,824,683	-873,724
Net Ordinary Income	230,916	47,751	43,410	41,078	52,946	49,737	-434,227	31,611	2,140	29,471
Other Income/Expense										
Additions to Marketing Reserve	-21,000							-21,000	0	-21,000
Allocated Expenses from G&A	-209,916		-43,410	-41,078	-52,946	-39,078	434,179	0	0	0
Investment Income/Interest							48	48	0	48
Net Other Income/(Expense)	-230,916	-47,751	-43,410	-41,078	-52,946	-39,078	434,227	-20,952	0	-20,952
Net Income	0	0	0	0	0	10,659	0	10,659	2,140	8,519

D-9-2-10

Monthly Report September 2014
CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 14/15

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 14/15</u>	<u>FY 13/14</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/14:	\$2,060,179	\$1,844,035	12%
Forecasted Commission for this Revenue:	\$133,235	\$137,619	-3%
Number of Room Nights:	11427	9632	19%
Number of Delegates:	7162	5498	30%
Annual Revenue Goal:	\$2,500,000	\$2,750,000	
Annual Commission Goal:	\$140,000	\$150,000	
Number of Tentative Bookings:	104	92	13%

<u>Monthly Detail/Activity</u>	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	8	6	
Revenue Booked:	\$367,511	\$59,226	521%
Projected Commission:	\$28,336	\$5,421	423%
Room Nights:	3417	347	885%
Number of Delegates:	2115	265	698%
		1 Corp, 2	
Booked Group Types:	2 Corp, 6 Assoc	Assoc, 3 Smf	
Lost Business, # of Groups:	5	9	

<u>Arrived in the month</u>	<u>September-14</u> * Est.	<u>September-13</u>	
Number of Groups:	9	12	
Revenue Arrived:	\$629,739	\$848,564	-26%
Projected Commission:	\$7,673	\$17,455	-56%
Room Nights:	3417	4052	-16%
Number of Delegates:	2115	2148	-2%
Arrived Group Types:	4 Assoc, 1 Corp, 3 Smf and 1 Society	4 Corp, 2 Assoc, 1 Govt, 1 Film, 4 Smf	

<u>Monthly Detail/Activity</u>	<u>August-14</u>	<u>August-13</u>	
<u>Number of Groups Booked:</u>	7	5	
Revenue Booked:	\$328,584	\$106,808	208%
Projected Commission:	\$14,879	\$6,248	138%
Room Nights:	1452	767	89%
Number of Delegates:	723	359	101%
	4 Smf, 2 Corp,	2 Seminar, 2	
Booked Group Types:	1 Assn, 1 Govt.	Film, 1 Smf	
Lost Business, # of Groups:	4	4	

<u>Arrived in the month</u>	<u>August-14</u> * Est.	<u>August-13</u>	
Number of Groups:	8	15	
Revenue Arrived:	\$42,046	\$552,037	-92%
Projected Commission:	\$1,521	\$31,949	-95%
Room Nights:	276	2457	-89%

D-10

Number of Delegates:	290	1064	-73%
Arrived Group Types:	2 Corp., 1 Assoc 4 Smf and 1 Govt.	6 Corp, 7 Assoc, 1 Smf, 1 Film	

Monthly Detail/Activity

	<u>July-14</u>	<u>July-13</u>	
<u>Number of Groups Booked:</u>	4	6	
Revenue Booked:	\$156,104	\$45,413	244%
Projected Commission:	\$1,075	\$2,247	-52%
Room Nights:	636	369	72%
Number of Delegates:	390	328	19%
	2 Assoc., 2	4 Assn, 6 Smf,	
Booked Group Types:	Corp	1 Govt.	
Lost Business, # of Groups:	1	4	

Arrived in the month

	<u>July-14</u>	<u>July-13</u>	
Number of Groups:	12	10	
Revenue Arrived:	\$546,907	\$177,016	209%
Projected Commission:	\$23,673	\$5,685	316%
Room Nights:	2103	1256	67%
Number of Delegates:	898	1086	-17%
Arrived Group Types:	6 Smf, 2 Corp, 2 Assoc., 2 Sem.	3 Assoc, 5 Smf, 1 Govt 1 Corp. (Goal)	
For 2015/16:	\$1,403,818	\$1,500,000	
For 2016/17:	\$1,928,570	\$2,000,000	

NUMBER OF LEADS Generated as o 9/30/14:

Total Number of Leads Generated in Previous Years:	51
2013/14	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

D-10.1

Monthly Report September 2014
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

Year to Date Bookings/Monthly Production Detail FY 14/15

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>14/15</u>	<u>13/14</u>	<u>Variance</u>
Total Revenue Booked as of 9/30/14:	\$800,525	\$443,563	80%
Forecasted Commission for this Revenue:	\$31,004	\$2,551	1115%
Number of Room Nights:	6715	4132	63%
Number of Delegates:	3225	1232	162%
Annual Commission Projection:	\$30,000	\$10,000	

<u>Monthly Detail/Activity</u>	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$38,493	\$36,900	4%
Projected Commission:	\$1,925	\$1,800	7%
Room Nights:	230	490	-53%
Number of Delegates:	200	220	-9%
Booked Group Types:	1 Smf	1 Assoc.	

<u>Arrived in the month</u>	<u>September-14</u>	<u>*Est.</u>	<u>September-13</u>	
Number of Groups:	4		1	
Revenue Arrived:	\$529,298		\$8,792	5920%
Projected Commission:	\$27,774		\$1,318	
Room Nights:	4211		48	8673%
Number of Delegates:	1665		40	4063%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf		1 Assoc.	

<u>Monthly Detail/Activity</u>	<u>August-14</u>	<u>August-13</u>	
<u>Number of Groups Booked:</u>	2	0	
Revenue Booked:	\$9,603	\$0	
Projected Commission:	\$481	\$0	
Room Nights:	80	0	
Number of Delegates:	30	0	
Booked Group Types:	2 Smf	1 Corp, 1 Assoc.	

<u>Arrived in the month</u>	<u>August-14</u>	<u>*Est.</u>	<u>August-13</u>	
Number of Groups:	1		1	
Revenue Arrived:	\$21,456		\$8,792	144%
Projected Commission:	\$0		\$1,318	
Room Nights:	160		48	233%
Number of Delegates:	60		40	50%
Arrived Group Types:	1 Corp.		1 Assoc.	

<u>Monthly Detail/Activity</u>	<u>July-14</u>	<u>July-13</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$10,800	\$490,297	-98%
Projected Commission:	\$0	\$24,010	
Room Nights:	55	1525	-96%

D-10.2

Number of Delegates:	40	3666	-99%
Booked Group Types:	1 Smf	1 Corp, 1 Assoc. :	

<u>Arrived in the month</u>	<u>July-14</u>	* Est.	<u>July-13</u>
Number of Groups:	4		1
Revenue Arrived:	\$49,294		\$10,103
Projected Commission:	\$813		\$1,515
Room Nights:	311		60
Number of Delegates:	185		40
Arrived Group Types:	1 Corp, 1 Assoc, 3 Smf		1 Smf

NUMBER OF LEADS Generated as of 9/30/14: 51

Total Number of Leads Generated in Previous Years:

2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

D-10.3