



## north lake tahoe

Chamber | CVB | Resort Association

### Agenda and Meeting Notice

## THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

**Wednesday February 5, 2014 – 8:00 – 8:30 a.m.**

**THE RITZ-CARLTON LAKE TAHOE**

### NLTRA Mission

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

### Meeting Ground Rules

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

### ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

**8:00 a.m.**

#### 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. REPORTS & ACTION ITEMS

3. Chair Comments – Wally Auerbach (10 minutes)
4. Destimetrics Report – Andy Chapman (5 minutes)
5. Approval of \$42,000 for Current Conditions Campaign from Marketing Reserves **MOTION**
6. Membership Manager Report – Ginger Karl (5 minutes)
  1. Bridal Faire – February 1
  2. Community Awards – March 27

#### E. 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.

#### 7. **Board Meeting Minutes – January 8, 2013**

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

#### 8. **Joint Capital Improvements/Transportation Committee – January**

**27, 2014**

#### 9. **Marketing Committee – January 28, 2014**

### 2014

#### Board Members

**Wally Auerbach, Chair**  
*Auerbach Engineering*

**Eric Brandt**  
*Destination Media Solutions*

**Phil GilanFarr, Past Chair**  
*CB's Pizza & Grill*

**Kali Kopley, Vice Chair**  
*Uncorked/Petra/Soupa*

**Brendan Madigan**  
*Alpenglow Sports*

**Joseph Mattioli**  
*The Ritz-Carlton*

**Jennifer Merchant**  
*Placer County*

**Valli Murnane, Secretary**  
*Tahoe XCcountry*

**Ron Parson, Treasurer**  
*Granlibakken*

**Bill Rock**  
*Northstar*

**David Tirman**  
*JMA Ventures, LLC*

**Kristi Boosman**  
*TRPA (Ex-officio)*

10. **Business Association and Chamber Collaborative – January 9, 2014**
11. Lodging Committee – No Meeting in January
12. Conference Sales Directors Committee – No Meeting in January
13. **Finance Committee – January 23, 2014**
14. **Executive Committee Report – January 21, 2014**
15. **Financial Reports (December Financials)**
  1. **Dashboard and project reports**
  2. **Projections for year-end TOT collections**
  3. **Historical graphs of TOT collections**

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

16. **Conference Sales Reports**
17. **Infrastructure/Transportation Activity Report – December**

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

**G. ADJOURNMENT TO Board Development Retreat 8:30a.m. – 12:30 p.m. (followed by lunch and optional skiing)**

This meeting site is wheelchair accessible.  
Call in Information:

*Posted and e-mailed, 11/2/2013*



## Board Agenda – Proposed Revised Template

8:30 a.m.

1. Call to Order and Establish Quorum
2. Agenda Amendments and Approval

8:35 a.m.

3. Public Forum
4. Consent Agenda

8:45 a.m.

5. Strategic Goal Discussion
  - a. Presentation – staff and stakeholders
  - b. Frame the issue, challenges, and solutions
  - c. Board direction

9:45 a.m.

6. Action Items (if needed)

10:15 a.m.

7. Reports from Staff and/or Committees
  - a. Capital Improvements/Transportation
  - b. Marketing/Sales/Coop
  - c. Visitor Information
  - d. Membership
  - e. Organization
8. Directors Reports
9. Meeting Review and Staff Direction

10:30 a.m.

10. Closed Session if necessary
11. Reconvene to Open Session

Adjourn

## **Strategic Discussion Topics for Board**

**March – December 2014**

Destination Visitors – Funding of Air Service

Tourism Business Improvement District – to fund Marketing

TOT increase – Transit, Trail Maintenance, Other

### **MARCH - Prioritize Current Capital Investment Plan**

Master Plan Review – Wish List Development – Next Big Thing(s)

Multi-year Contract with County

Winter Tourism/Climate Change

TAU Allocation/Banking Strategy

Broadband/Cellular/Digital Infrastructure

Human Powered Sports Initiative – Form associations to further empower the product development, policy consistency, and marketing/branding of these sports in the Lake Tahoe region. (Ski Lake Tahoe example)

Economic Development Strategies that Enhance/Leverage Tourism product



## **PROPOSED ADDITION TO THE SUPPLEMENTAL OPERATING PROCEDURES AND POLICIES**

### **Action Item for March 5, 2014 Board Agenda**

#### **Board Member Expectations**

##### **Mission**

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

- Understand and support the mission of the organization
- Be an informed ambassador for the organization in the community

##### **Pre-Meetings**

- Read packets
- Contact CEO if unable to attend or if planning to phone in at least 48 hours in advance
- Gain clarification on any issues from staff prior to the meeting

##### **Meetings**

- Attend board meetings and appointed committee assignments. Your attendance is very important in moving the goals of the organization forward
- Provide your personal and industry perspective on issues, try to view from a strategic nature vs. a tactical one. If your concerns are more tactical or logistical then they might be best addressed at a committee level
- Look at the big picture of what is best for the region in the long-term when you consider your decisions
- Fully disclose any real or perceived conflict of interest and be prepared to recuse yourself if the board deems it appropriate
- Discuss respectfully with other directors and public, divergent viewpoints are healthy and welcome: listen and seek to understand – no surprises!
- Respect the ethical requirements of confidentiality of sensitive information
- Keep use of electronic devices to a minimum, if using a laptop/tablet, remember to show respect to fellow board members, staff, and visitors with eye contact when they are speaking
- If you have nothing new to add to the conversation, please state that and refrain from repeating comments already made
- Once a decision is made, even if you did not vote in favor, be prepared to support and defend the vote of the majority in all public arenas: Hold to the agreements made collectively until agreements are changed collectively
- Plan to participate in the annual planning or board development retreats – these are very important to determine priorities for the organization
- Look to the future, learn from the past

**Relations with Staff**

- Board members, as a collective, are responsible for the hiring, firing and performance of only one staff person, the CEO. Please refrain from directing other staff without prior discussion with the CEO.
- The organization hires and maintains a qualified staff that is held to very high standards of conduct and professionalism. It is important to support staff in the public arena against all accusations until a thorough investigation proves guilt.

**Spokesperson**

- The Chair, CEO, or other designated staff will be the official spokesperson for the organization. Please refer all media or other interested parties to the CEO to respond to questions about the organization.

**Public Visibility**

- It will be important during your term that you represent the organization at various functions and events. Please be mindful that your behavior in the public eye is important to the perception and trust of our organization
- Listen carefully to all comments or complaints from the public about the organization – negative comments can provide the greatest opportunity for improvement. Always thank the individual for taking the time and energy to help us be better. Rather than agreeing with negative comments suggest that you will check into what is being said and provide a response. Contact the CEO with all complaints. Remember to get back to that person or ask staff to respond immediately.



## RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of December 31, 2013

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### Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,521 Units ('DestiMetrics Census'\*)

		2013/14	2012/13	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last month (December) changed by (0.2%)	Occupancy (December) :	43.3%	43.2%	0.2%
North Lake Tahoe Average Daily Rate for last month (December) changed by (12.9%)	ADR (December) :	\$346	\$306	12.9%
North Lake Tahoe RevPAR for last month (December) changed by (13.1%)	RevPAR (December) :	\$150	\$132	13.1%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next month (January) changed by (6.6%)	Occupancy (January)	40.1%	37.6%	6.6%
North Lake Tahoe Average Daily Rate for next month (January) changed by (5.9%)	ADR (January) :	\$285	\$269	5.9%
North Lake Tahoe RevPAR for next month (January) changed by (13.0%)	RevPAR (January) :	\$115	\$101	13.0%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months changed by (7.6%)	Occupancy	50.3%	46.8%	7.6%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (12.6%)	ADR	\$242	\$215	12.6%
North Lake Tahoe RevPAR for the prior 6 months changed by (21.2%)	RevPAR	\$122	\$101	21.2%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (12.0%)	Occupancy	22.0%	19.6%	12.0%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (4.8%)	ADR	\$260	\$248	4.8%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (17.4%)	RevPAR	\$57	\$49	17.4%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Dec. 31, 2013 vs. Previous Year</b>				
Rooms Booked during last month (December, 2013) compared to Rooms Booked during the same period last year (December, 2012) for all arrival dates has changed by (-24.3%)	Booking Pace (December)	5.4%	7.1%	-24.3%

\* **DestiMetrics Census:** Total number of rooms reported by participating DestiMetrics properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time.

**DESCRIPTION:** The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.

The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.

Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst DestiMetrics's other participants.

As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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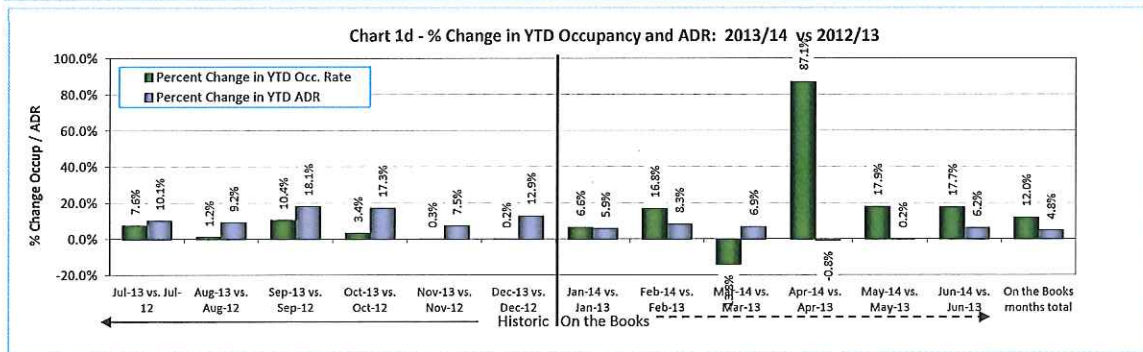
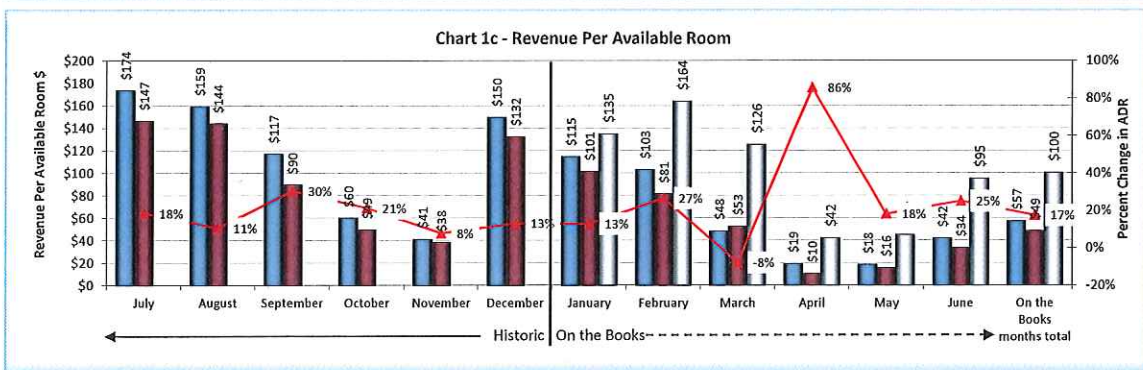
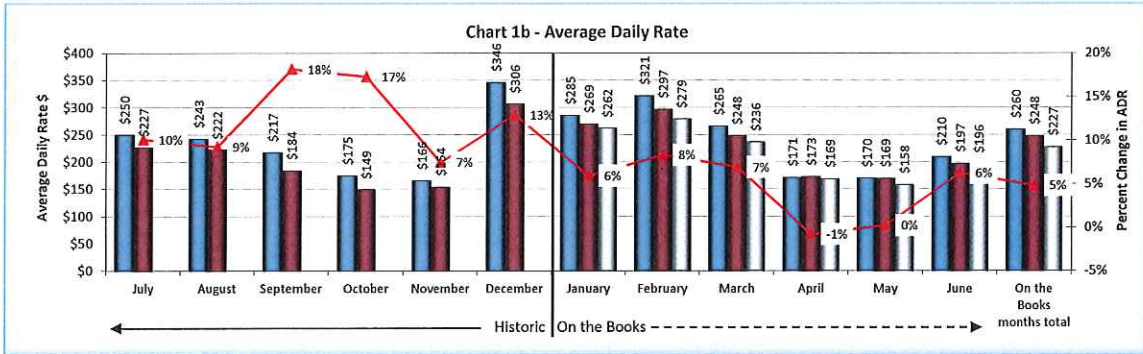
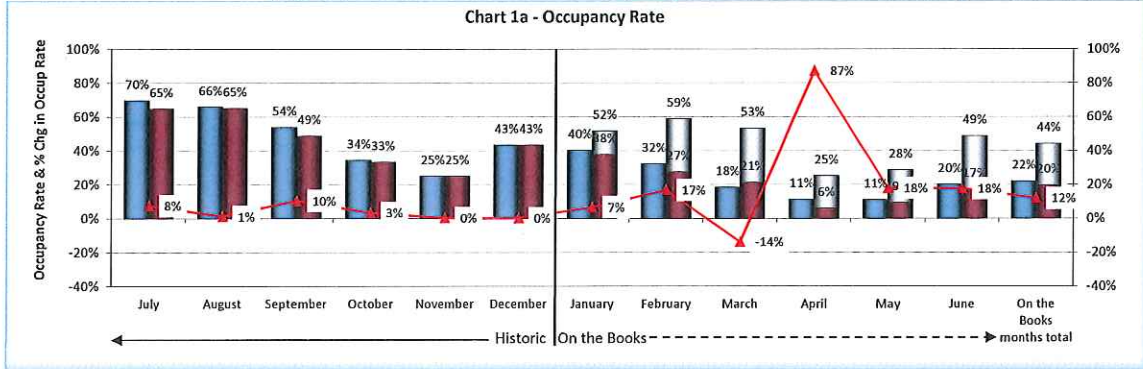
## RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2013/14 YTD (as of December 31, 2013) vs. 2012/13 YTD (as of December 31, 2012) vs. 2012/13 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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Historic Actual (2012/13 season)    
 Data as of December 31, 2013 (2013/14 season)
 Data as of December 31, 2012 (2012/13 season)    
 Percent Change





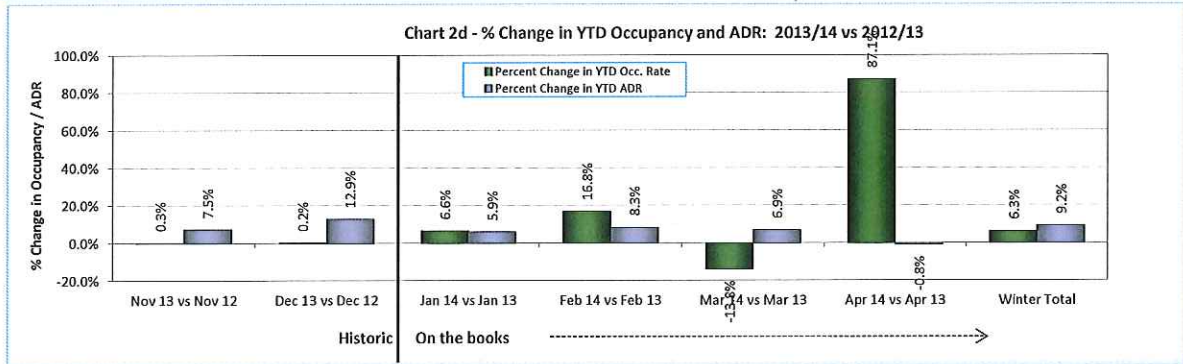
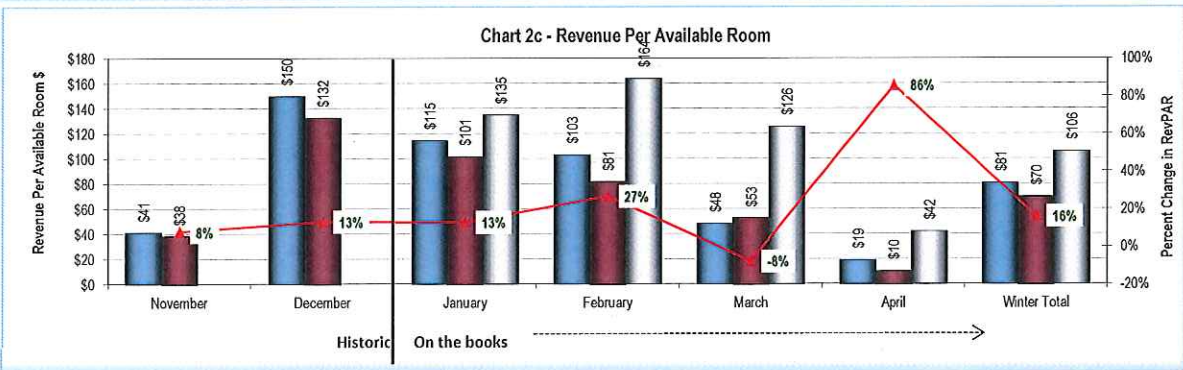
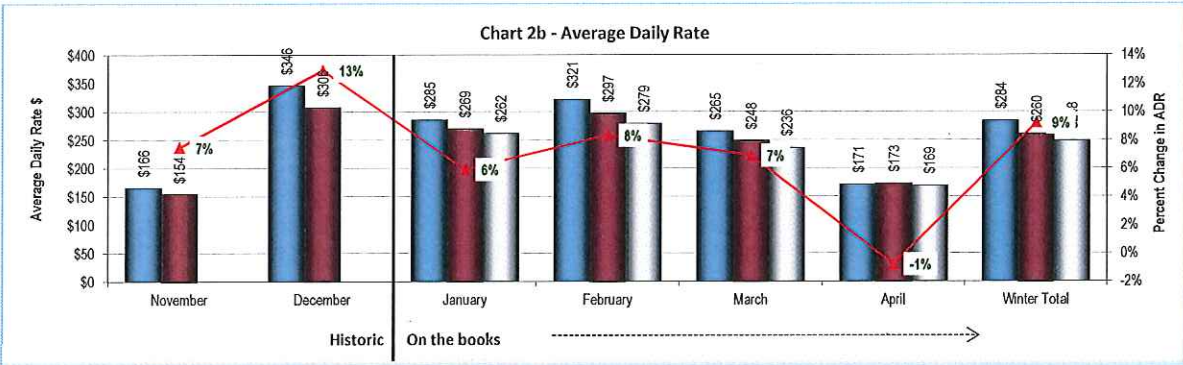
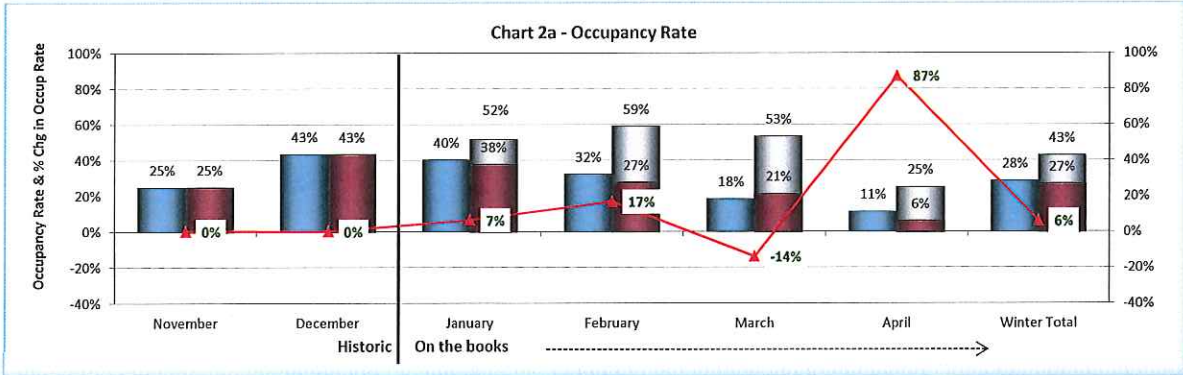
## RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2013/14 YTD (as of December 31, 2013) vs. 2012/13 YTD (as of December 31, 2012) vs. 2012/13 Historical

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**

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Historic Actual (2012/13 season)    
 Data as of December 31, 2013 (2013/14 season)
 Data as of December 31, 2012 (2012/13 season)    
—▲— Percent Change





## RESERVATIONS ACTIVITY REPORT SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

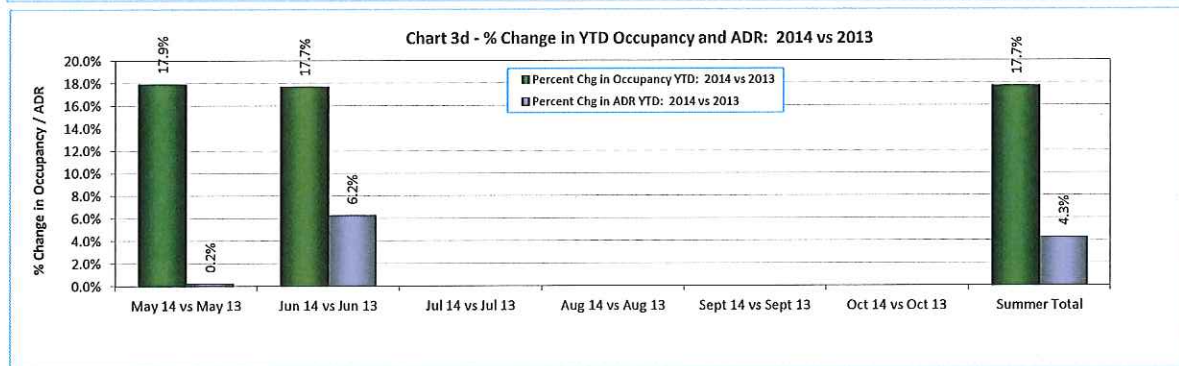
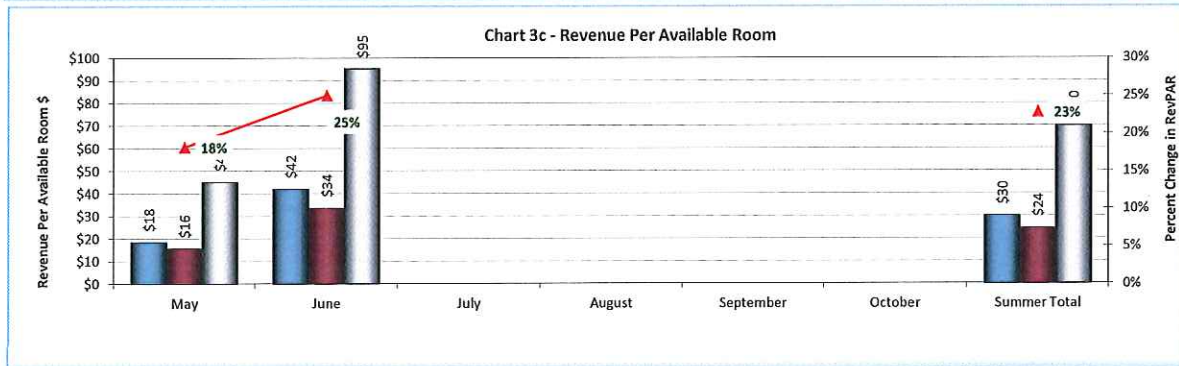
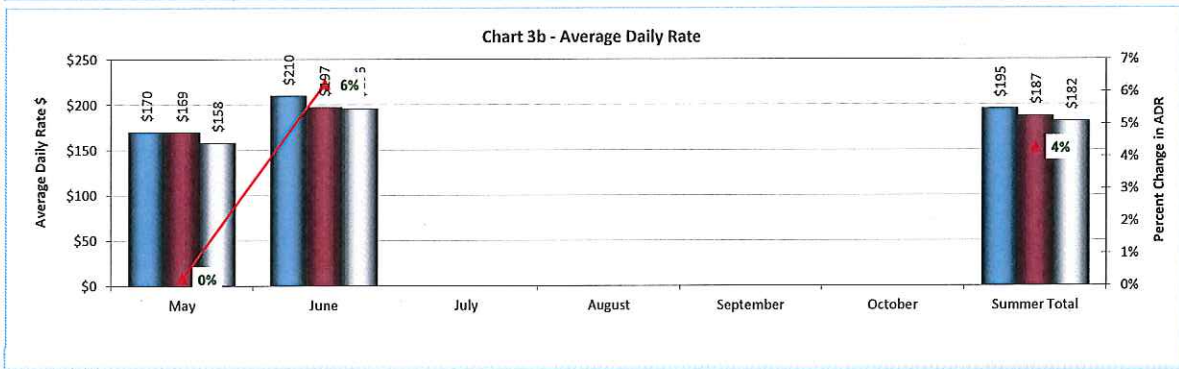
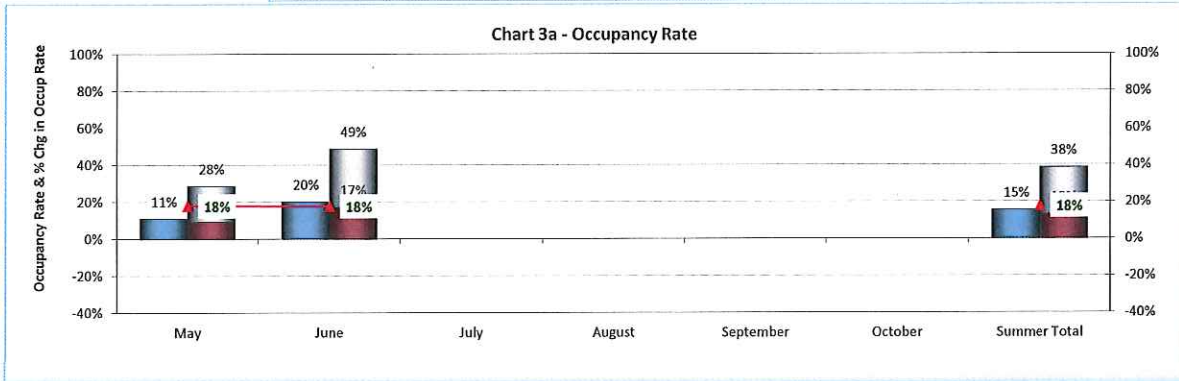
2014 YTD (as of December 31, 2013) vs. 2013 YTD (as of December 31, 2012) vs. 2013 Historical

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**

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Historic Actual (2013 season)    
 Data as of December 31, 2013 (2014 season)

Data as of December 31, 2012 (2013 season)    
 Percent Change





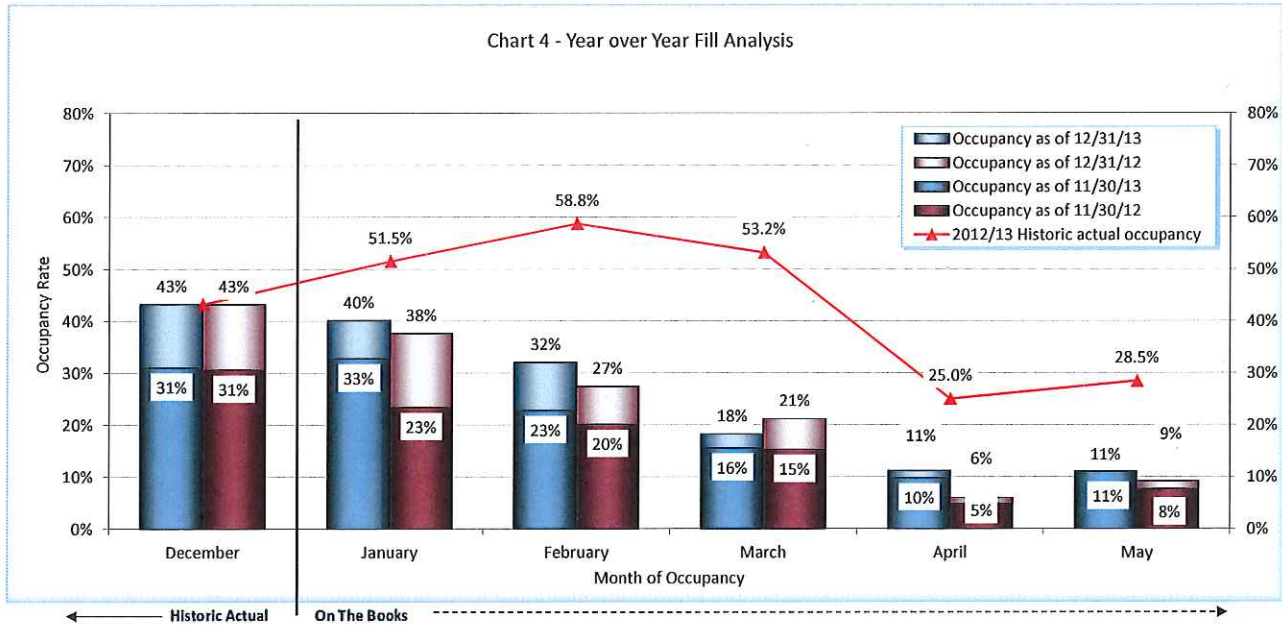
**RESERVATIONS ACTIVITY REPORT**

**SECTION 4 - FILL ANALYSIS**

2013/14 Occupancy Pace (as of December 31, 2013) vs. 2012/13 Pace (as of December 31, 2012) vs. same period 2012/13

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF DEC 31			OCCUPANCY AS OF NOV 30			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012/13 Historic actual occupancy
	Occupancy as of 12/31/13	Occupancy as of 12/31/12	Absolute Change	Occupancy as of 11/30/13	Occupancy as of 11/30/12	Absolute Change	Incremental occupancy booked during Dec. 2013	Incremental occupancy booked during Dec. 2012	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
December	43.3%	43.2%	0.1%	31.1%	30.7%	0.4%	12.2%	12.5%	-0.3%	-2.5%	43.2%
January	40.1%	37.6%	2.5%	32.8%	23.4%	9.4%	7.3%	14.2%	-6.9%	-48.4%	51.5%
February	32.1%	27.4%	4.6%	22.8%	20.2%	2.6%	9.3%	7.3%	2.0%	27.1%	58.8%
March	18.3%	21.2%	-2.9%	15.6%	15.3%	0.3%	2.7%	5.9%	-3.2%	-54.3%	53.2%
April	11.2%	6.0%	5.2%	9.8%	4.9%	5.0%	1.4%	1.1%	0.3%	22.4%	25.0%
May	10.8%	9.2%	1.6%	11.1%	7.7%	3.4%	-0.2%	1.5%	-1.7%	-115.9%	28.5%
<b>Total</b>	<b>25.9%</b>	<b>24.1%</b>	<b>1.8%</b>	<b>20.5%</b>	<b>17.0%</b>	<b>3.6%</b>	<b>5.4%</b>	<b>7.1%</b>	<b>-1.7%</b>	<b>-24.3%</b>	<b>43.2%</b>

\*\*Based on providing complete pacing data within a given month of occupancy only. Results may differ from those presented elsewhere in report if property set differs."

\*\*Results for "percent change in incremental fill" indicate how room nights booked during the month just ended compare to room nights booked during the same month in the prior year, for occupancy in the month just ended and for the upcoming five months (as well as the six-month period in total). These results provide an indication of the degree to which booking activity occurring during the month just ended was greater or less than booking activity occurring in the same month a year ago -- i.e. a measure of the strength of booking activity occurring during the month just ended.



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5A - SUPPORTING DATA TABLES**  
 Bookings as of December 31, 2013

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**  
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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2013/14 VS. YTD 2012/13</u>			Historic Actual Occup. Rate (2012/13 season)	# of Properties in Sample
	Occup. Rate as of: December 31, 2013 (2013/14 season)	Occup. Rate as of: December 31, 2012 (2012/13 season)	Percent Change in YTD Occ. Rate		
Month of Occupancy (2013/14 & 2012/13)					
July	69.5%	64.6%	7.6%		11
August	65.8%	65.0%	1.2%		11
September	53.8%	48.8%	10.4%		11
October	34.4%	33.2%	3.4%		11
November	24.9%	24.8%	0.3%		11
December	Historic Actual 43.3%	43.2%	0.2%		11
January	On the Books 40.1%	37.6%	6.6%	51.5%	11
February	32.1%	27.4%	16.8%	58.8%	11
March	18.3%	21.2%	-13.8%	53.2%	11
April	11.2%	6.0%	87.1%	25.0%	11
May	10.8%	9.2%	17.9%	28.5%	11
June	20.0%	17.0%	17.7%	48.6%	11
Grand total	36.3%	33.3%	9.0%	45.4%	11
Historic months total	50.3%	46.8%	7.6%	46.8%	11
On the Books months total	22.0%	19.6%	12.0%	44.1%	11

AVERAGE DAILY RATE	<u>ADR: YTD 2013/14 VS. YTD 2012/13</u>			Historic Actual ADR (2012/13 season)	# of Properties in Sample
	ADR as of: December 31, 2013 (2013/14 season)	ADR as of: December 31, 2012 (2012/13 season)	Percent Change in YTD ADR		
Month of Occupancy (2013/14 & 2012/13)					
July	\$250	\$227	10.1%		11
August	\$243	\$222	9.2%		11
September	\$217	\$184	18.1%		11
October	\$175	\$149	17.3%		11
November	\$166	\$154	7.5%		11
December	Historic Actual \$346	\$306	12.9%		11
January	On the Books \$285	\$269	5.9%	\$262	11
February	\$321	\$297	8.3%	\$279	11
March	\$265	\$248	6.9%	\$236	11
April	\$171	\$173	-0.8%	\$169	11
May	\$170	\$169	0.2%	\$158	11
June	\$210	\$197	6.2%	\$196	11
Grand total	\$247	\$225	10.2%	\$221	11
Historic months total	\$242	\$215	12.6%	\$215	11
On the Books months total	\$260	\$248	4.8%	\$227	11

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2013/14 VS. YTD 2012/13</u>			Historic Actual RevPAR (2012/13 season)	# of Properties in Sample
	RevPAR as of: December 31, 2013 (2013/14 season)	RevPAR as of: December 31, 2012 (2012/13 season)	Percent Change in YTD RevPAR		
Month of Occupancy (2013/14 & 2012/13)					
July	\$174	\$147	18.4%		11
August	\$159	\$144	10.6%		11
September	\$117	\$90	30.4%		11
October	\$60	\$49	21.3%		11
November	\$41	\$38	7.8%		11
December	Historic Actual \$150	\$132	13.1%		11
January	On the Books \$115	\$101	13.0%	\$135	11
February	\$103	\$81	26.6%	\$164	11
March	\$48	\$53	-7.8%	\$126	11
April	\$19	\$10	85.6%	\$42	11
May	\$18	\$16	18.2%	\$45	11
June	\$42	\$34	25.0%	\$95	11
Grand total	\$90	\$75	20.1%	\$100	11
Historic months total	\$122	\$101	21.2%	\$101	11
On the Books months total	\$57	\$49	17.4%	\$100	11

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**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5b - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of December 31, 2013**

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**

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OCCUPANCY RATE		OCCUPANCY RATE: YTD 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)
		Occup. Rate as of: December 31, 2013 (2013/14 season)	Occup. Rate as of: December 31, 2012 (2012/13 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013/14 & 2012/13)					
November		24.9%	24.8%	0.3%	
December	Historic Actual	43.3%	43.2%	0.2%	
January	On the books	40.1%	37.6%	6.6%	51.5%
February		32.1%	27.4%	16.8%	58.8%
March		18.3%	21.2%	-13.8%	53.2%
April		11.2%	6.0%	87.1%	25.0%
Winter Total		28.4%	26.8%	6.3%	42.7%

AVERAGE DAILY RATE		ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)
		ADR as of: December 31, 2013 (2013/14 season)	ADR as of: December 31, 2012 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)					
November		\$166	\$154	7.5%	
December	Historic Actual	\$346	\$306	12.9%	
January	On the book	\$285	\$269	5.9%	\$262
February		\$321	\$297	8.3%	\$279
March		\$265	\$248	6.9%	\$236
April		\$171	\$173	-0.8%	\$169
Winter Total		\$284	\$260	9.2%	\$248

REVENUE PER AVAILABLE ROOM		REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)
		RevPAR as of: December 31, 2013 (2013/14 season)	RevPAR as of: December 31, 2012 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)					
November		\$41	\$38	7.8%	
December	Historic Actual	\$150	\$132	13.1%	
January	On the books	\$115	\$101	13.0%	\$135
February		\$103	\$81	26.6%	\$164
March		\$48	\$53	-7.8%	\$126
April		\$19	\$10	85.6%	\$42
Winter Total		\$81	\$70	16.1%	\$106



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5c - SUPPORTING SUMMER DATA TABLES**  
**Summer Bookings as of December 31, 2013**

**NOTE:** This is not a forecast of bookings. Data represent transactions on the books as of the date noted above  
**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2014 VS. YTD 2013</u>			Historic Actual Occup. Rate (2013 season)
	Occup. Rate as of: December 31, 2013 (2014 season)	Occup. Rate as of: December 31, 2012 (2013 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2014 & 2013)				
May	10.8%	9.2%	17.9%	28.5%
June	20.0%	17.0%	17.7%	48.6%
July				
August				
September				
October				
Summer Total	15.3%	13.0%	17.7%	38.4%

AVERAGE DAILY RATE	<u>ADR: YTD 2013 VS. YTD 2012</u>			Historic Actual ADR (2013 season)
	ADR as of: December 31, 2013 (2014 season)	ADR as of: December 31, 2012 (2013 season)	Percent Change YTD ADR	
Month of Occupancy (2014 & 2013)				
May	\$170	\$169	0.2%	\$158
June	\$210	\$197	6.2%	\$196
July				
August				
September				
October				
Summer Total	\$195	\$187	4.3%	\$182

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2013 VS. YTD 2012</u>			Historic Actual RevPAR (2013 season)
	RevPAR as of: December 31, 2013 (2014 season)	RevPAR as of: December 31, 2012 (2013 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2014 & 2013)				
May	\$18	\$16	18.2%	\$45
June	\$42	\$34	25.0%	\$95
July				
August				
September				
October				
Summer Total	\$30	\$24	22.7%	\$70



February 5, 2014

To: Board of Directors

From: Andy Chapman, Chief Marketing Officer  
Sandy Evans Hall, President/CEO

Re: Current Conditions Campaign Update

### **Background**

As you are all acutely aware the current condition of our winter season are not optimal. Although Mother Nature has been holding back, resorts have done a terrific job adding to the snowpack and opening new terrain as cold temperatures and snowmaking conditions allow. There certainly is a good product to be experienced at the resorts. However, the perception in our core drive market is one of lack of snow and no skiing opportunity. Staff recommended the Board approve the use of \$42,000 of marketing reserve funds to implement a 4 week campaign focused on current conditions as well impending storm opportunity targeted at the Bay Area/Northern California market. This package includes a digital outdoor buy as well as a radio schedule. Details of the buy are listed below. We have worked closely with our resort partners to capture current images and condition status that will be in both applications.

#### 1. Digital OOH Billboards

Media- Within the Bay Area there are 7 digital OOH boards. We are currently developing a package to utilize all 7 of those boards in which our spots would rotate across all. (Budget: \$19K for 4 weeks)

Creative- We have the option to implement a live RSS feed or we can collect a series of recent shots, positioning them as live daily updates. Both options give us the opportunity to showcase current conditions.

(Production Budget: \$2K if NLT partners can provide current images)

#### 2. Radio

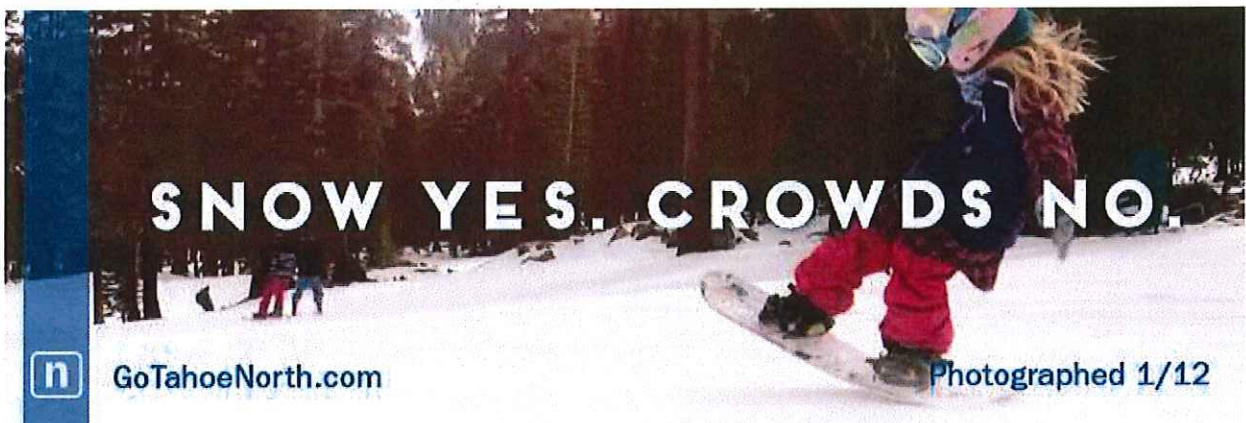
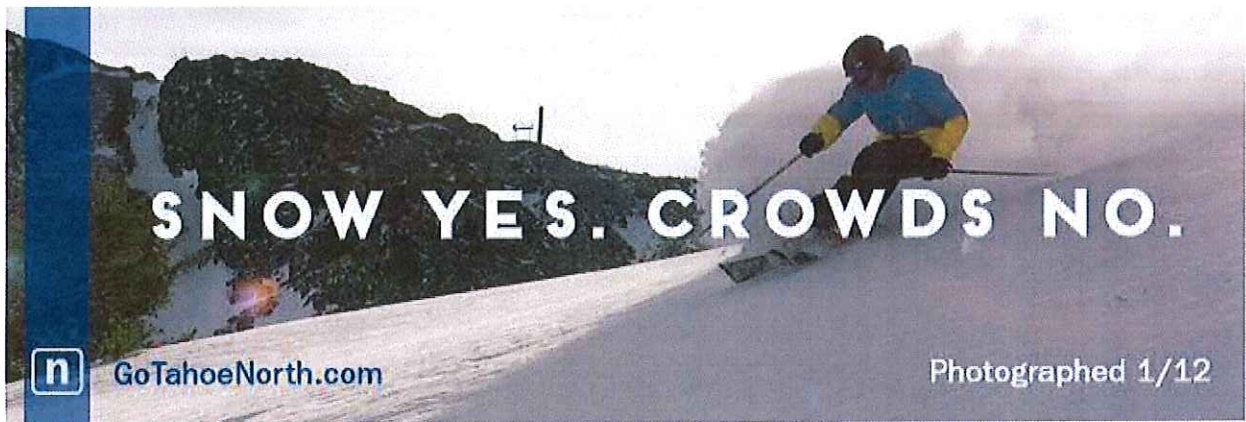
Media- Either live DJ reads or produced spots rotating across select stations within the same cluster (cost efficiency). Or market-wide weather sponsorship. (Budget: \$20K)

Production Budget: \$1K for DJ live read (script + DJ fees)

Currently the marketing reserve account has \$337,694. This reserve has been implemented since 2005 and the NLTRA Board, at staff's recommendation, has only use these reserve funds once in 2007. Per the NLTRA Board policy on use of marketing reserve funds, any funds used will be repaid to the reserve in the future budget years. Email notification was sent out to all NLTRA board and marketing committee members on January 10<sup>th</sup> to solicit input and approval. Per the response from the Board and input from the committee, staff proceeded with the Current Conditions Campaign with the use of marketing reserve funds.

### **Action**

Staff will review the current campaign elements and creative with Board for final approval.





ROUND 2



ROUND 3





## north lake tahoe

Chamber | CVB | Resort Association

### North Lake Tahoe's #1 Resource for Business & Community Information

#### February

- |    |  |                |
|----|--|----------------|
| 12 | Chamber Ed-"Intergenerational Dialogue"<br>Connect for Lunch- \$25 Members, \$30 Non-Members-Lunch Included w/ Seminar<br>Nine 41 Eatery & Bar, Incline Village/Must RSVP to Ginger Karl | 12:00pm-1:00pm |
| 20 | Chamber Mixer- Uncorked<br>Tahoe City  | 5:00pm-7:00pm  |

#### March

- |    |  |               |
|----|--|---------------|
| 20 | Chamber Mixer-Bilty's Brew & Q-Tahoe Biltmore<br>Crystal Bay, NV | 5:00pm-7:00pm |
| 27 | Community Awards Dinner<br>The Ritz Carlton, Lake Tahoe          | 6:00pm-9:30pm |

#### April

- |   |  |               |
|---|--|---------------|
| 3 | Chamber Mixer-Stillwater Spa, Hyatt Regency<br>Incline Village, NV | 5:00pm-7:00pm |
|---|--|---------------|

Ginger Karl # (530) 581-8764 or [ginger@GoTahoeNorth.com](mailto:ginger@GoTahoeNorth.com)



Dear Friends and Members of North Lake Tahoe Chamber/CVB/Resort Association,  
Our **60<sup>th</sup> Annual Community Awards Dinner** is fast approaching! On Thursday, March 27, 2014, our organization will recognize the Small Business of the Year, Large Business of the Year, Citizen of the Year, Public Servant of the Year, Regional Marketing Award, Nonprofit Organization of the Year and Hospitality Award for a business or organization. The Chamber also recognizes Volunteers and Employees of the Year for individual businesses and organizations. Could you help us by donating a good or service for our Silent Auction? Any items or gift certificate for a good or service would be greatly appreciated! Many thanks for supporting our efforts.

**DONOR & ITEM INFORMATION**

Donor/Business Name \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Your Name \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

Please provide a complete description of the item, its value, and any other information and/or restrictions (blackout dates, food allergens, etc.) bidders need to know.

Item value\$ \_\_\_\_\_

Description \_\_\_\_\_  
\_\_\_\_\_  
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Ginger Karl # (530) 581-8764 or [ginger@gotahoenorth.com](mailto:ginger@gotahoenorth.com)

**THANK YOU VERY MUCH FOR YOUR DONATION.**



north lake tahoe

Chamber | CVB | Resort Association

## **Community Awards Dinner Sponsorship Opportunities**

March 27, 2014 at The Ritz-Carlton, Lake Tahoe

### Presenting Sponsor - 1 available

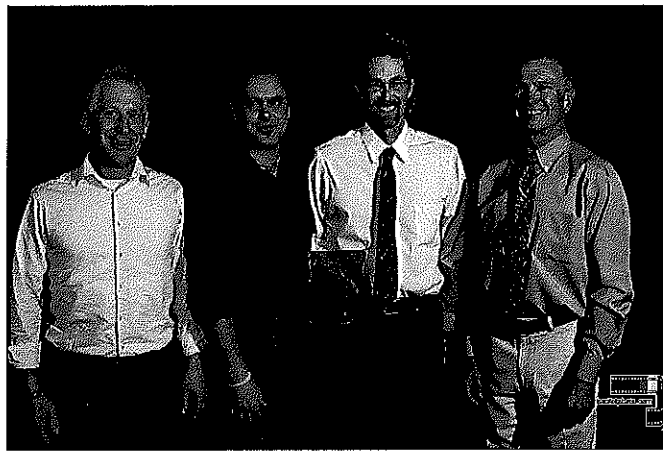
- Inclusion in the welcome presentation to guests
- Opportunity to speak about your business during welcome presentation to guests
- Media wall with your company logo for photos of award winners
- Photos e-mailed to winners and local media
- Logo below each screen shot on Power Point slide presentation-9 Major awards
- 4 tickets, "reserved for" sign at front table (sponsor table)
- Logo and "presenting sponsor" on invitations, program, slide presentation and website
- Give away at each place setting
- Banner placement at the Tahoe City Visitor's Center
- \$2,500 sponsorship



## Volunteer Service & Employee of the Year Program

### Sponsor-1 Available

- Introduction of your business at the beginning of the program section
- Opportunity to speak about your business during welcome presentation to guests
- Logo below each screen shot on Power Point slide presentation-10-15 Employee & Volunteer awards
- Help present awards onstage
- Included in all photos of presentations
- Logo placed on the program and invitation
- 2 tickets, "reserved for" sign at table
- \$1,500 sponsorship



### Award Sponsor

- Listed on invitation & program as "Sponsored By: \_\_\_\_\_"
- Included in Sierra Sun's Newspaper Ad celebrating winners
- 1 ticket
- \$250 sponsorship

#### Awards available to sponsor:

- Small Business of the Year: *This business has 1-9 employees, is nominated for its positive impact on the North Tahoe Community during the 2013 year. This business member has provided outstanding service to the community.*
- Large Business of the Year *This business of 10+ employees is nominated for its positive impact on the North Tahoe Community during the 2013 year. This business member has provided outstanding service to the community.*

- **Citizen of the Year** *This local citizen is nominated for his/her service to the community, exemplification of the qualities necessary to assemble resources, and act as a catalyst for positive change during the 2013 year.*
- **Public Servant of the Year** *The local citizen is nominated for his/her service to the community in the field of: education, special representative, fire, local government, etc. during the 2013 year.*
- **Non-Profit of the Year** *This business is nominated for its promotion of North Tahoe as a regional destination during the 2013 year.*
- **Hospitality Award** *This local organization is nominated for its positive impact and support of the North Tahoe community during the 2013 year.*
- **Hospitality Person Award** *This local person is nominated for his/her outstanding customer service and positive impact and support of the North Tahoe community during the 2013 year.*
- **SOLD Distinguished Community Service Award** *This local organization is nominated to recognize the hard work and commitment of North Lake Tahoe's community leaders and exemplary effort, energy, and dedication to their community and its activities during the 2013 year.*

**To guarantee inclusion in all collateral – register BEFORE 2/28/13**

Name \_\_\_\_\_

Business \_\_\_\_\_

Sponsorship Type \_\_\_\_\_

Phone Number / Email \_\_\_\_\_

Please forward to: Ginger Karl, (530) 581-8764, [ginger@gotahoenorth.com](mailto:ginger@gotahoenorth.com)



## north lake tahoe

Chamber | CVB | Resort Association

**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Wednesday January 8, 2014 – 8:30 am – 11 am**  
**Tahoe City Public Utility District**  
Preliminary Minutes

**ATTENDANCE:** Phil GilanFarr, Wally Auerbach, Alex Mourelatos, Valli Murnane, Kali Kopley, Jennifer Merchant, Brendan Madigan, Joseph Mattioli, Ron Parson, Eric Brandt and Kristi Boosman (TRPA Representative)

**NOT PRESENT:** Bill Rock

**STAFF IN ATTENDANCE:** Sandy Evans Hall, Ron Treabess, Andy Chapman, Marc Sabella, Judy Laverty, Ginger Karl, Jessica Walker

**OTHERS IN ATTENDANCE:** Bill Matte, Bob McClintock, Kendall Galka

### **A. CALL TO ORDER – ESTABLISH QUORUM**

The meeting was called to order at 8:32 am by Chair Phil GilanFarr and a quorum was established.

### **B. AGENDA AMENDMENTS AND APPROVAL -**

1. Agenda Additions and/or Deletions
  1. There are two items to add under agenda item 9
    - i. NLTE discussion item
    - ii. Requesting Staff direction regarding Eastern Placer County special ordinance.
  2. Approval of Agenda

**M/S/C (Auerbach/Parson) (9-0-0) to approve the agenda as amended, with items taken out of order if necessary.**

### **C. PUBLIC FORUM**

There was no public forum.

### **D. REPORTS & ACTION ITEMS**

#### **Organization (40 minutes)**

1. Board Officer Ballot – **MOTION** Sandy Evans Hall (10 minutes)
  - The votes were tallied by Jessica Walker and Sandy announced the results of the 2014 Executive Committee.
    - Board Chair, Wally Auerbach
    - Vice Chair, Kali Kopley
    - Treasurer, Ron Parson
    - Secretary, Valli Murnane
  - Sandy thanked Phil GilanFarr for his service as Board Chair in 2014

**M/S/C (X/X) (0-0-0) to approve the Board Officer Ballot as voted by the Board if Directors**

2. Committee Membership Appointments – **MOTION** Sandy Evans Hall (10 minutes)

- The proposed Board Committee appointments and Committee appointments are included in the packet.
- There was a brief discussion about alternate positions on Infrastructure.
- A few questions about the role as a Board alternate on committees. It was clarified that the alternate only needs to attend the meeting if the main Board member for that committee is unable to attend.

**M/S/C (Kopley/Parson) (10-0-0) to approve the committee membership appointments as presented**

3. Financial Audit Report – **MOTION** Marc Sabella/Bob McClintock (20 minutes)
  - Financial Report is included in the packet. The audit was a clean report.
  - There are a few suggestions recommended by the auditors.
  - Bob McClintock, McClintock Accountancy gave a brief report on the Audit. The Auditors have an unqualified or clean opinion on financial statements. He recapped a couple of the main points. There were a few suggestions.
  - Jennifer Merchant had a question about the unrestricted net assets and designated net assets. For last fiscal year a separate analysis was provided by staff. It will be done as part of the audit moving forward.
  - McClintock was not asked to look into departmental audits

**M/S/C (Kopley/Parson) (10-0-0) to approve the 2012/13 Financial Audit as presented**

4. State of the Organization – A brief historical recap to set the stage for the future – Sandy Evans Hall
  - Executive Committee asked for this in order to prepare the Board for the Board Development retreat on February 5<sup>th</sup>. Sandy has asked everyone to be available that day from 8-12:30. Location TBD.
  - Sandy reviewed the NLTRA historical timeline. The full timeline is in the packet.
    - Jennifer Merchant had a couple corrections which Sandy has noted and will update in the timeline.
    - It would be interesting exercise to explore TOT growth over the past.
  - Eric Brandt thinks it would be helpful to take a look at the strategic goals for Board and Committees on a semi-annual or even quarterly basis.
  - It was recommended that this timeline be posted somewhere, perhaps on the website.
  - Question about funding of the Marketing Co-op. There was clarification about how the funding is comprised and that IV/CB also contributes funding.

**Direction – Post history on NLTRA.org under documents**

**Marketing (40 minutes)**

5. Destimetrics Report – Andy Chapman (10 minutes)
  - Last month (November) performance reports
    - OCC up .3%, ADR up 7.8%, and RevPar up 7.8%
  - Next month (December) performance reports
    - OCC up 1.2%, ADR up 14.8%, and RevPar up 16.2%
  - Historical 6 month performance
    - OCC up 8.8%, ADR up 11.7%, and RevPar up 21.6%
  - Future 6 month performance
    - OCC up 21%, ADR up 6.7%, and RevPar up 29.1%
  - There was a brief discussion about how some of the lodging properties are doing. The consensus was that the holidays were good, but business has quickly flattened out.
  - Valli asked about an emergency marketing plan for the lack of natural snow. Andy Chapman gave an overview of the efforts Marketing is putting out. There are some



emergency fund reserves, but have not dipped into those yet. Andy is working with the agency to put out some messaging in the Bay Area.

- Board feels it is very important to continue with the positive message.
  - Kristi Boosman asked if there is a long range plan in the Strategic Goals to deal with Climate Change. This has not yet been addressed in our Strategic Goals.
6. Touch the Lake Campaign with BACC – Andy Chapman/Eric Brandt (15 minutes)
- Andy gave an overview of the Touch the Lake Campaign which was designed to encourage visitors who may usually stay at the Ski resorts to come into the basin and "touch the lake"
  - Included in the packet is a breakdown of the marketing plan.
  - Eric Brandt gave an overview of the BACC. He also gave an outline of the campaign.
  - The program is well underway. On Dec 11 it was agreed to move forward. By Dec 20 the program was in place.
  - Jennifer had a couple questions. Is this part of Co-op? No.
  - Jennifer would like less emphasis on Incline Village.
  - A modification can be implemented on digital.
  - Phil commented that he likes the "Touch the Lake" tagline and campaign as a whole. Also mentioned that there are a lot of photographers out there taking current photos. Perhaps we can look beyond the current stock, and invest in some current photographs.
  - We should come up with a campaign to solicit photographs from our own committees.
  - It is crucial that we get out the message that there is a product out there. It may not be the best skiing ever but there is a sellable product out there.
  - The message needs to be that it is a great time to come to Tahoe, clear skies, clear roads etc.
7. Update on USA Cycling National Championships – Andy Chapman (10 minutes)
- We have acquired the USA Cycling National Championships for Amateur and Para-Cycling divisions. Andy gave a brief overview. June 24-28, 2015. There are four different events races and it is a five day event. We will have a two year contract for this event.
8. Ironman Wrap-up – Andy Chapman (15 minutes)
- The Ironman numbers have been finalized and presented to Finance in November. Andy gave an overview of the budget. There were \$319,300 in revenue and \$392,365 in expenses which put us at a loss of \$73,000. However there are several areas that are able to be adjusted. There are some special event funds and misc. Marketing budget funds that can be used towards the deficit as well as some salary savings.
  - Marc also gave some additional examples of where the funds can be found.
  - Andy discussed some of the changes for this year that will reduce expenses moving forward.
  - Phil GilanFarr felt that CHP did a horrible job on traffic management and would like to see if the traffic management can be contracted out.
  - Andy discussed some of the next steps for this years Ironman Race. We will monitor over the next few months and come back to the board with more information as available.

#### **Capital Improvement/Transportation (10 minutes)**

**Ron acknowledged Steve Hoch for his work in the holiday lighting project in Tahoe City.**

9. Skier Shuttle Report – Ron Treabess (10 minutes)

- Ron gave an update on the Free Skier Shuttle. The analysis was distributed to the board and the highlights are as follows:
  - Total ridership to Jan 5<sup>th</sup> is 891 as compared to 1777 for the first 14 days in 21012/13. Staff is anticipating more current information for presentation at the Board Meeting.
  - Total ridership for the first eight days was 460 skiers as compared to 395 for the first seven days in 12/13. The average daily was 57.5 which is 14/4 per run
  - Through Jan 5, a total of 43 Vouchers have been redeemed and used for 72 boarding's. To date, 11 lodging partners have taken part in the program.

9.a North Lake Tahoe Express

- Staff requests that the BOD add a discussion of the current status of NLTE with possible provision of direction on alternatives for continuation of service. This airport shuttle service, which is contracted by the TTD and managed by TNT/TMA, potentially will run out of subsidy funding as a result of fewer skiers utilizing the service. The situation will require a recommendation by the TNT/TMA to TTD this week. As the primary funder of the service, NLTRA and Placer County must be prepared to weigh in on the recommendation. No decision is necessary today, but advice to help staff move forward would be appreciated.
- Ron has provided the suggested alternatives for discussion. The three general approaches are:
  1. Terminate the NLTE
  2. Further reduce service levels and continue
  3. Consider approval of additional funding to get through the current situation
- Discussion points on the three alternatives was provided to the BOD.
- Kali Kopley began the discussion with the statement that she would not be in favor of terminating the service. At first glance, the second alternative is most appealing to her.
- The Board concurs with Kali's comments.
- Ron Parson would like to see staff solicit properties which are big users of the service, and see if they can help with forecasting based on upcoming groups.
- Eric Brandt feels that it is more damaging to run the service inconsistently.
- Jennifer Merchant, review previous schedule modifications and make sure those were appropriate changes. Also, the threat of terminating service could put us in a good place to renegotiate with the operator.
- Important to see how we can improve ridership.
- Problem could stem from the operator, as it is not user friendly to make reservations.

9.b Placer County came forward with an emergency land use ordinance because of the proposed sale and use of Ferrari Crown Resort. The proposed buyer of the property would be Tahoe Expedition Academy. At Placer Counties meeting Tuesday it was decided to table the discussion until the Jan. 21 BOD meeting in the Tahoe region.

- Jennifer gave a more detailed report of the situation to the Board. Placer County does not feel that this is appropriate use for the property.
- BOS was not convinced of the urgency of request. Will be brought back to BOS Jan 21<sup>st</sup>. Action will then be taken, or not, on the interim ordinance.
- Phil, our job as a board to be supportive of main commercial cores.
- The Board should probably not take a position at that time.
- Should not take side on school, but can say that it would be an economic hindrance for the community.
- Message to come out of this, that County and TRPA make some adjustments to allow for a viable project. There were at least two resort developers who were

interested in the properties' but found it was too difficult to proceed with a resort because of all of the hurdles.

**Direction - Look at dollars spent in the area and get some general information on what the economic impact of the use of that property changing. Also, to move the Executive Committee up to before the BOS meeting.**

**Membership (15 minutes)**

10. Membership Manager Report – Ginger Karl (5 minutes)
  - Ginger reviewed some of the upcoming events by the Chamber
    - Mentioned that there is a great upcoming ChamberEd event about intergenerational communication
    - Mixer at Hyatt in March
    - Community Awards Dinner will be March 27<sup>th</sup>.
  - Bridal Faire – February 1 (10 minutes)
    - Moved up from last year to February 1<sup>st</sup>.
    - Will be at the Olympic Village Inn in Squaw Valley.

**Golf Course Oversight Committee**

11. Proposed Change in MOU – Ron Parson (5 minutes)
  - Three Board members are on the GC oversight committee.
  - TCPUD has requested that Capital Investments that improve the property value for all parties be considered in the equity share of each partner
  - A task force of the GC Oversight will be formed to identify criteria and process for equity adjustments
  - Our board will need to approve the process and criteria before adjustments are made.

**E. DIRECTORS' COMMENTS (5 minutes)**

- Kristi Boosman passed out newest issue of Tahoe InDepth. Page 18 highlights lake friendly businesses. Also, added an advertiser to make this a sustainable publication
- Kristi mentioned Lake Spirit Award winners, great candidates and awards. Lake Tahoe outreach has selected marketing team to brand Tahoe as a geotourism destination.
- Phil GilanFarr said that the shift in direction by TRPA is very refreshing. Great publication.
- Wally Auerbach thanked Phil for his leadership last year. Also thanked the Executive Committee who have decided to stay on as well as Dave Tirman for joining the Board.

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

12. **Board Meeting Minutes –December 4, 2013**
13. Joint Infrastructure/Transportation Committee – No Meeting in December
14. Marketing Committee – No Meeting in December
15. **Business Association and Chamber Collaborative – December 11, 2013**
16. Lodging Committee – No Meeting in December
17. Conference Sales Directors Committee – No Meeting in December
18. **Finance Committee – December 19, 2013**
19. **Executive Committee Report – December 17, 2013**
20. Financial Reports (November Financials)
  1. **Net Asset Analysis**
  2. **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

21. Conference Sales Reports
22. **Infrastructure/Transportation Activity Report – December**

**M/S/C (GilanFarr/Parson) (8-0-0) to approve the consent calendar as presented**

#### **G. MEETING REVIEW AND STAFF DIRECTION**

- Look at historic TOT ballot wording – Jennifer will provide.
- Post history on NLTRA.org under documents
- Look at Strategic Goals and do some review and accountability back to the Board at earliest convenience
- Look into climate change as it relates to our strategic goals at the June Board retreat
- Take a look at ads for Touch the Lake and replace Incline Village wording with Kings Beach.
- Get forecasts from lodging on revenue potential, renegotiate runs, look at fare-box
- Valli brought to Sandy's attention that a lot of employees have been laid off due to lack of snow. Is there something we can do to assist those employees? Project MANA contacted. Board feels that it is a great thought. Would be nice to help.
- Possibly getting an Olympic Banner to recognize our North Lake Tahoe Olympians
- Broadband is moving forward in the basin. Need support of a grant of \$150,000, Sandy has the letter if you would like to put on your letter head and send in.
- Annual NLTRA schedule distributed.
- Sandy reminded the Board to read their books about Board Development. Also, all Board Members will be receiving a questionnaire from author Bill Giest, please fill out and return as soon as possible.
- Executive committee to meet on 20<sup>th</sup> and will look into what will be done with Placer County Emergency ordinance

#### **H. CLOSED SESSION (If necessary)**

#### **I. RECONVENE TO OPEN SESSION**

#### **J. ADJOURNMENT**

The meeting adjourned at 11:38 am.

Submitted by  
Jessica Walker  
Executive Assistant  
NLT Chamber/CVB/Resort Association



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE:** Capital Investment/Transportation

**MEETING DATE:** January 27, 2014

**BOARD MEMBERS PRESENT:** Wally Auerbach, Jennifer Merchant, Phil GilanFarr, and David Tirman

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

**MOTIONS MADE/VOTE:**

**M/S/C (GilanFarr/Wright) (12-0-0) to approve the Capital Improvement/Transportation Committee Agenda for January 27, 2014**

**M/S/C (Bergman/Pang) (12-0-0) to approve the Capital Improvement/Transportation Committee Minutes of November 25, 2013**

**M/S/C (Pang/Paulson) (12-0-0) to appoint Phil GilanFarr as Chair and Jaime Wright as Vice-Chair of the Capital Improvement/Transportation Committee for 2014**

**M/S/C (Garner/Pang) (12-0-0) to approve NLTE funding partner's recommendation to continue service through June 30<sup>th</sup> as described in Option #3 in the attached potential operating options.**



# north lake tahoe

Chamber | CVB | Resort Association

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

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

**MOTIONS MADE/VOTE:**

- 3.1 M/S/C (Maurer/Monson) (6/0) to approve the agenda as presented.
- 4.1 M/S/C (Williams/Murnane) (6/0) to approve the Marketing Committee minutes from November 19, 2013.

**BOARD APPROVAL/DIRECTION REQUESTED:**



## **north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE: Business Association and Chamber Collaborative**

**MEETING DATE: January 15, 2014**

**BOARD MEMBERS PRESENT:**

**ACTION ITEMS TAKEN:**

**MOTIONS MADE/VOTE:**

A quorum was not established, and therefore no motions or votes were made.

**BOARD APPROVAL/DIRECTION REQUESTED:**



**COMMITTEE: Finance**

**MEETING DATE: Thursday, January 23, 2014**

**BOARD MEMBERS PRESENT:** Ron Parson. Phil GilanFarr participated by telephone.

**ACTION ITEMS TAKEN:**

Kim Lambert will change her variance report to better reflect old variances versus new variances and include what action is being taken to address the variances.

Marc Sabella will look into why there is a difference of \$2,515 between ending net assets of 2012/13 and beginning net assets of 2013/14.

Staff will determine more relevant MTRiP data for the Key Metrics.

Marc Sabella will prepare a monthly calendar of discussion topics for the Finance Committee for 2014.

**MOTIONS MADE / VOTE:**

M/S/C (GilanFarr/Frushon (3/0) to approve the agenda as presented.

M/S/C (Frushon/GilanFarr) (3/0) to approve the Finance Committee minutes of December 19, 2013.

**BOARD APPROVAL / DIRECTION REQUESTED:**

M/S/C (Frushon/GilanFarr) (3/0) to recommend the Board of Directors approve the December 2013 Financial Statements.

M/S/C (GilanFarr/Frushon) (3/0) to recommend the Board of Directors approve the 6-Month Reforecast.





## north lake tahoe

Chamber | CVB | Resort Association

### NLTRA Executive Committee

Tuesday, January 21, 2014

**7:30 a.m.**

### **NLTRA Offices**

#### **Report**

Present: Wally Auerbach, Valli Murnane, Kali Kopley (by phone), Ron Parson

#### A. Open Session

**1. Items for Board Meeting Agenda – February 5**

Sandy explained that this will be a very short agenda. Wally will set the stage for the year discussing board expectations, change in agenda, etc. Board will formally vote for the use of Marketing reserves for Current Conditions Campaign.

**2. County Interim Zoning Ordinance, Board of Supervisors meeting at 3:10 p.m. at the NTEC**

Sandy will draft a letter and work with Wally to edit, then send out to the board for approval to provide oral testimony at the Board of Supervisors meeting in the afternoon

**3. Board Development Retreat – Feb. 5, 2014, 8:30 – 12:30, The Ritz-Carlton**

8:00 – 8:30 – Board Meeting  
8:30 – 12:30 – Retreat with Bill Geist  
12:30 – Lunch at the Ritz Backyard BBQ  
Post retreat skiing (optional)

**4. Proposed Board Agenda for future meetings**

Sandy discussed the draft agenda and potential topic items for strategic discussion at future meetings. She asked for the EC to choose one topic for March so that staff could begin to prepare. The topic for March will be prioritizing the items in the Integrated Work Plan for Capital Investments.

**5. Proposed Board Member Expectations**

Sandy provided a list of Board Member Expectations. It was decided that this should be adopted into the Policies and Operating Procedures for our Bylaws in March.

**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the Six Months Ending December 31, 2013**



January 23, 2014

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the December 2013 Financial Statements

As of December 31st, 50% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

- Membership Dues, New Member Fees, and Membership Activities revenue are under budget.
- Special Events and Commission revenue is down; IronMan and other groups came in under estimates.
- Salaries and Wages expense is under budget. Two positions were vacant for part of the year. Also, new employees have lower benefit cost.
- Merchandise Sales revenue and Cost of Goods Sold are over budget due to strong sales in the North Lake Tahoe Visitors Information Center.
- Equipment Support & Maintenance is over budget; software was updated company-wide.
- Special Events expense is over budget, some IronMan expenditures were higher than anticipated.
- Variances in Infrastructure and Transportation Project Costs and Research and Planning are due to timing of projects.

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended December 31, 2013**  
**Consolidated Departments**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	Prior Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$1,613,178	\$ 1,613,178	\$ -	\$2,140,679	\$ 3,621,360	45%
-	84,840	Cap Imp Funding - Placer Held	-	509,040	(509,040)	-	2,223,452	0%
8,818	10,286	Membership	54,755	61,716	(6,961)	56,698	113,589	48%
150	-	New Member Fees	500	2,000	(1,500)	-	2,900	17%
2,781	900	Membership Activities	8,983	13,400	(4,417)	17,488	41,633	22%
760	769	Tuesday Morning Breakfast Club	5,075	4,614	461	4,444	9,689	52%
-	100	Sponsorships	-	600	(600)	-	2,950	0%
-	636	Special Events	86,988	104,936	(17,948)	-	104,936	100%
2,294	500	Non-Retail VIC Sales	5,441	3,000	2,441	675	7,647	71%
3,854	17,000	Commissions	65,544	94,000	(28,456)	43,660	115,360	57%
6,778	4,400	Merchandise Sales	64,148	52,800	11,348	53,430	96,869	66%
294,298	388,294	<b>Total Revenue</b>	<b>1,904,612</b>	<b>2,459,284</b>	<b>(554,672)</b>	<b>2,317,074</b>	<b>6,340,385</b>	<b>30%</b>
4,221	2,332	Cost of Goods Sold/Discounts	35,184	27,984	(7,200)	22,883	51,899	68%
4,221	2,332	<b>Total Cost of Goods Sold</b>	<b>35,184</b>	<b>27,984</b>	<b>(7,200)</b>	<b>22,883</b>	<b>51,899</b>	<b>68%</b>
<b>290,077</b>	<b>385,962</b>	<b>Gross Margin</b>	<b>1,869,428</b>	<b>2,431,300</b>	<b>(561,872)</b>	<b>2,294,191</b>	<b>6,288,486</b>	<b>30%</b>
<b>Operating Expenses</b>								
97,405	99,762	Salaries & Wages	636,577	708,561	71,984	613,712	1,240,126	51%
18,730	16,265	Rent	93,375	94,950	1,575	95,282	184,341	51%
2,481	3,105	Telephone	16,112	18,630	2,518	20,272	35,313	46%
374	320	Mail - USPS	1,876	1,920	44	1,735	3,704	51%
1,209	1,254	Insurance/Bonding	8,371	7,524	(847)	6,609	15,933	53%
1,955	1,437	Supplies	7,557	9,155	1,598	9,597	12,350	61%
24	-	Visitor Communications - Other	178	102	(76)	278	460	39%
1,654	970	Equipment Support & Maintenance	7,647	5,820	(1,827)	6,508	13,201	58%
281	333	Taxes, Licenses & Fees	1,692	1,998	306	1,822	3,752	45%
1,084	1,792	Equipment Rental/Leasing	9,647	10,752	1,105	10,616	21,041	46%
225	-	Training Seminars	405	386	(19)	755	5,130	8%
-	-	Public Outreach	700	1,000	300	-	3,776	19%
3,500	3,500	Professional Fees	16,100	18,800	2,700	16,908	19,350	83%
-	-	Research & Planning Dues	3,000	3,000	0	3,000	5,000	60%
4,160	6,830	Research & Planning	49,241	40,980	(8,261)	46,848	86,053	57%
33,869	56,250	Transportation Projects	244,500	246,000	1,500	184,693	530,003	46%
-	-	Infrastructure Projects	119,638	420,000	300,362	579,644	2,073,452	6%
(932)	-	Marketing Programs	9,068	10,000	932	9,600	130,000	7%
22,255	5,000	Special Events	410,393	373,000	(37,393)	26,488	456,638	90%
2,431	2,200	Membership Activities	8,376	8,985	609	7,465	30,147	28%
1,118	737	Tuesday Morning Breakfast Club	4,886	4,422	(464)	2,769	9,308	52%
-	-	Classified Ads	979	-	(979)	627	979	100%
-	-	Market Study Reports & Research	11,100	10,000	(1,100)	33	46,100	100%
55,000	75,000	Marketing Cooperative/Media	415,000	415,000	0	484,572	1,035,000	40%
-	-	Media/Collateral/Production	-	1,574	1,574	-	-	0%
4,668	7,500	Miscellaneous Programs	9,428	15,000	5,572	25,627	111,969	8%
-	-	Conference - PUD	-	-	0	-	8,000	0%
703	700	Employee Relations	951	1,253	302	496	2,445	39%
1,366	384	Board Functions	2,949	2,304	(645)	2,416	4,271	69%
481	468	Credit Card Fees	3,280	2,808	(472)	2,896	5,785	57%
795	733	Automobile Expenses	4,463	4,491	28	3,689	9,638	46%
313	231	Meals/Meetings	2,650	1,575	(1,075)	1,961	4,758	56%
500	116	Dues & Subscriptions	3,335	3,062	(273)	3,513	5,272	63%
707	453	Travel	2,883	3,093	210	4,357	8,107	36%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
-	-	Miscellaneous Expense	-	-	0	372	350	0%
561	1,201	Depreciation	3,451	7,206	3,755	7,230	11,155	31%
254,917	286,541	<b>Total Operating Expenses</b>	<b>2,109,808</b>	<b>2,453,351</b>	<b>343,543</b>	<b>2,182,390</b>	<b>6,282,907</b>	<b>34%</b>
<b>35,160</b>	<b>99,421</b>	<b>Operating Income (Loss)</b>	<b>(240,380)</b>	<b>(22,051)</b>	<b>(218,329)</b>	<b>111,801</b>	<b>5,579</b>	
4		(1) Investment Income/Interest	35	-	35	278	55	
<b>35,164</b>	<b>99,420</b>	<b>Net Income (Loss)</b>	<b>(240,345)</b>	<b>(22,051)</b>	<b>(218,294)</b>	<b>112,079</b>	<b>5,634</b>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended December 31, 2013**  
**All Departments Ex Infrastructure/Transportation**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	Prior Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 190,851	\$ 190,851	Placer County TOT Funding	\$ 1,145,106	\$ 1,145,106	\$ -	\$ 1,224,919	\$ 2,685,217	43%
8,818	10,286	Membership	54,755	61,716	(6,961)	56,698	113,589	48%
150	-	New Member Fees	500	2,000	(1,500)	-	2,900	17%
2,781	900	Membership Activities	8,983	13,400	(4,417)	17,488	41,633	22%
760	769	Tuesday Morning Breakfast Club	5,075	4,614	461	4,444	9,689	52%
-	100	Sponsorships	-	600	(600)	-	2,950	0%
-	636	Special Events	86,988	104,936	(17,948)	-	104,936	100%
2,294	500	Non-Retail VIC Sales	5,441	3,000	2,441	675	7,647	71%
3,854	17,000	Commissions	65,544	94,000	(28,456)	43,660	115,360	57%
6,778	4,400	Merchandise Sales	64,148	52,800	11,348	53,430	96,869	66%
<u>216,286</u>	<u>225,442</u>	<b>Total Revenue</b>	<u>1,436,540</u>	<u>1,482,172</u>	<u>(45,632)</u>	<u>1,401,314</u>	<u>3,180,790</u>	<u>45%</u>
4,221	2,332	Cost of Goods Sold/Discounts	35,184	27,984	(7,200)	22,776	51,899	68%
<u>4,221</u>	<u>2,332</u>	<b>Total Cost of Goods Sold</b>	<u>35,184</u>	<u>27,984</u>	<u>(7,200)</u>	<u>22,776</u>	<u>51,899</u>	<u>68%</u>
<u>212,065</u>	<u>223,110</u>	<b>Gross Margin</b>	<u>1,401,356</u>	<u>1,454,188</u>	<u>(52,832)</u>	<u>1,378,538</u>	<u>3,128,891</u>	<u>45%</u>
85,307	86,000	Salaries & Wages	559,234	612,897	53,663	537,123	1,082,696	52%
15,299	15,000	Rent	85,697	84,114	(1,583)	87,789	164,713	52%
2,082	2,688	Telephone	13,464	16,128	2,664	17,145	30,138	45%
372	320	Mail - USPS	1,828	1,920	92	1,719	3,658	50%
1,137	1,142	Insurance/Bonding	7,869	6,852	(1,017)	6,121	14,719	53%
1,692	1,302	Supplies	6,887	8,345	1,458	9,034	11,005	63%
24	-	Visitor Communications - Other	178	102	(76)	278	460	39%
471	1,012	Depreciation	2,899	6,072	3,173	6,074	9,363	31%
1,567	871	Equipment Support & Maintenance	6,804	5,226	(1,578)	5,899	11,749	58%
281	294	Taxes, Licenses & Fees	1,512	1,764	252	1,701	3,299	46%
-	-	Miscellaneous Expense	-	-	0	366	350	0%
797	1,500	Equipment Rental/Leasing	8,162	9,000	838	8,735	17,806	46%
-	-	Training Seminars	405	386	(19)	755	5,130	8%
3,500	3,500	Professional Fees	16,100	18,800	2,700	16,908	19,350	83%
(932)	-	Marketing Programs	9,068	10,000	932	9,600	130,000	7%
22,255	5,000	Special Events	410,393	373,000	(37,393)	26,488	456,638	90%
2,431	2,200	Membership Activities	8,376	8,985	609	7,280	30,147	28%
1,118	737	Tuesday Morning Breakfast Club	4,886	4,422	(464)	2,769	9,308	52%
-	-	Classified Ads	979	-	(979)	-	979	100%
-	-	Market Study Reports & Research	11,100	10,000	(1,100)	33	46,100	24%
55,000	75,000	Marketing Cooperative/Media	415,000	415,000	0	484,572	1,035,000	40%
-	-	Media/Collateral/Production	-	1,574	1,574	-	-	0%
4,668	7,500	Miscellaneous Programs	9,428	15,000	5,572	26,254	111,969	8%
-	-	Conference - PUD	-	-	0	-	8,000	0%
678	700	Employee Relations	926	1,253	327	490	2,245	41%
1,366	384	Board Functions	2,949	2,304	(645)	2,416	4,271	69%
481	468	Credit Card Fees	3,280	2,808	(472)	2,896	5,785	57%
583	733	Automobile Expenses	3,192	2,946	(246)	2,682	6,415	50%
277	231	Meals/Meetings	2,557	1,494	(1,063)	1,846	4,453	57%
500	116	Dues & Subscriptions	3,245	3,027	(218)	3,477	5,132	63%
707	453	Travel	2,884	3,093	209	4,357	8,107	36%
<u>201,661</u>	<u>207,151</u>	<b>Total Operating Expenses</b>	<u>1,599,302</u>	<u>1,626,512</u>	<u>27,210</u>	<u>1,274,807</u>	<u>3,238,985</u>	<u>49%</u>
10,404	15,959	<b>Operating Income (Loss)</b>	<u>(197,946)</u>	<u>(172,324)</u>	<u>(25,622)</u>	<u>103,731</u>	<u>(110,094)</u>	
4	-	Investment Income/Interest	36	-	36	278	55	
(11,136)	(13,523)	Allocated Expenses	(45,659)	(49,553)	(3,894)	(37,971)	(92,795)	
<u>21,544</u>	<u>29,482</u>	<b>Net Income (Loss)</b>	<u>(152,251)</u>	<u>(122,771)</u>	<u>(29,480)</u>	<u>141,980</u>	<u>(17,244)</u>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended December 31, 2013**  
**Marketing**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
		<b>Revenue</b>						
\$ 139,442	\$ 139,442	Placer County TOT Funding	\$ 836,652	\$ 836,652	\$ -	\$ 892,182	\$ 2,068,304	40%
-	-	Special Events	86,988	104,936	(17,948)	301	104,936	100%
<u>139,442</u>	<u>139,442</u>	<b>Total Revenue</b>	<u>923,640</u>	<u>941,588</u>	<u>(17,948)</u>	<u>892,483</u>	<u>2,173,240</u>	<u>43%</u>
		<b>Operating Expenses</b>						
21,127	18,000	Salaries & Wages	145,151	160,958	15,807	140,273	291,004	50%
2,022	2,000	Rent	10,799	11,065	266	10,518	21,468	50%
680	884	Telephone	4,795	5,304	509	5,933	10,303	47%
17	96	Mail - USPS	124	576	452	600	780	16%
230	241	Insurance/Bonding	1,590	1,446	(144)	1,307	3,048	52%
167	276	Supplies	963	1,656	693	1,741	2,727	35%
140	301	Depreciation	863	1,806	943	1,808	2,829	31%
236	200	Equipment Support & Maintenance	1,561	1,200	(361)	1,651	2,725	57%
-	59	Taxes, Licenses & Fees	281	354	73	380	694	41%
159	220	Equipment Rental/Leasing	1,220	1,320	100	1,245	2,600	47%
-	-	Training Seminars	-	106	106	425	4,425	0%
(932)	-	Marketing Programs	9,068	10,000	932	9,600	130,000	7%
22,265	5,000	Special Events	410,393	373,000	(37,393)	26,488	456,638	90%
-	-	Market Study Reports & Research	11,100	10,000	(1,100)	33	46,100	24%
35,000	55,000	Marketing Cooperative/Media	355,000	355,000	0	417,576	925,000	38%
4,668	-	Miscellaneous Programs	9,428	7,500	(1,928)	21,033	111,000	8%
-	-	Employee Relations	-	103	103	-	103	0%
-	-	Credit Card Fees	-	-	0	-	121	0%
188	183	Automobile Expenses	1,489	1,098	(391)	1,160	2,582	58%
237	130	Meals/Meetings	1,826	780	(1,046)	978	2,499	73%
500	116	Dues & Subscriptions	2,381	1,232	(1,149)	597	2,693	88%
-	-	Miscellaneous Expenses	-	-	0	189	-	0%
707	453	Travel	1,335	2,718	1,383	4,357	5,434	25%
<u>87,401</u>	<u>83,169</u>	<b>Total Operating Expenses</b>	<u>969,367</u>	<u>947,222</u>	<u>(22,145)</u>	<u>647,892</u>	<u>2,024,773</u>	<u>48%</u>
52,041	56,283	<b>Operating Income (Loss)</b>	<u>(45,727)</u>	<u>(5,634)</u>	<u>(40,093)</u>	<u>244,591</u>	<u>148,467</u>	
24,297	15,778	Allocated Expenses	99,833	99,833	0	67,071	192,035	
<u>27,744</u>	<u>40,505</u>	<b>Net Income (Loss)</b>	<u>(145,560)</u>	<u>(105,467)</u>	<u>(40,093)</u>	<u>177,520</u>	<u>(43,568)</u>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended December 31, 2013**  
**Conference**

<u>Current Month Actual</u>	<u>Current Month Reforecast</u>		<u>Year to Date Actual</u>	<u>Year to Date Budget</u>	<u>Variance</u>	<u>Prior Year To Date Actual</u>	<u>Total 2013 2014 Reforecast</u>	<u>Percent of YTD Budget Consumed</u>
		<b>Revenue</b>						
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 149,706	\$ 149,706	\$ -	\$ 176,101	\$ 299,412	50%
566	600	Membership	3,858	3,600	258	4,230	7,492	51%
3,854	17,000	Commissions	65,544	94,000	(28,456)	43,359	115,360	57%
<u>29,371</u>	<u>42,551</u>	<b>Total Revenue</b>	<u>219,108</u>	<u>247,306</u>	<u>(28,198)</u>	<u>223,690</u>	<u>422,264</u>	<u>52%</u>
		<b>Operating Expenses</b>						
22,971	23,000	Salaries & Wages	118,310	126,610	8,300	105,088	224,775	53%
1,015	922	Rent	5,409	5,532	123	5,330	10,842	50%
248	281	Telephone	1,356	1,686	330	1,688	3,075	44%
98	66	Mail - USPS	631	396	(235)	413	988	64%
230	223	Insurance/Bonding	1,591	1,338	(253)	1,200	2,922	54%
197	77	Supplies	551	462	(89)	443	894	62%
73	157	Depreciation	449	942	493	940	1,476	30%
121	138	Equipment Support & Maintenance	1,334	828	(506)	848	2,179	61%
-	15	Taxes, Licenses & Fees	146	90	(56)	94	256	57%
159	188	Equipment Rental/Leasing	1,330	1,128	(202)	1,096	2,437	55%
20,000	20,000	Marketing Cooperative/Media	60,000	60,000	0	66,996	110,000	55%
-	-	Miscellaneous Programs	-	-	0	720	-	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
225	35	Employee Relations	225	210	(15)	-	425	53%
-	91	Automobile Expenses	357	546	189	405	994	36%
-	18	Meals/Meetings	48	108	60	117	186	26%
-	-	Dues & Subscriptions	-	365	365	815	1,105	0%
-	-	Bad Debt	-	-	0	-	-	0%
<u>45,337</u>	<u>45,211</u>	<b>Total Operating Expenses</b>	<u>191,737</u>	<u>200,241</u>	<u>8,504</u>	<u>186,193</u>	<u>370,554</u>	<u>52%</u>
(15,966)	(2,660)	<b>Operating Income (Loss)</b>	<u>27,371</u>	<u>47,065</u>	<u>(19,694)</u>	<u>37,497</u>	<u>51,710</u>	
5,568	5,568	Allocated Expenses	23,400	23,400	0	40,995	35,399	
<u>(21,534)</u>	<u>(8,228)</u>	<b>Net Income (Loss)</b>	<u>3,971</u>	<u>23,665</u>	<u>(19,694)</u>	<u>(3,498)</u>	<u>16,311</u>	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended December 31, 2013  
 Transportation

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
		Revenue						
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 363,060	\$ 363,060	\$ -	\$ 338,778	\$ 726,118	50%
60,510	60,510	<b>Total Revenue</b>	<b>363,060</b>	<b>363,060</b>	<b>-</b>	<b>338,778</b>	<b>726,118</b>	<b>50%</b>
		Operating Expenses						
5,587	6,000	Salaries & Wages	34,810	46,951	12,141	35,655	75,317	46%
716	1,266	Rent	3,839	7,596	3,757	3,746	11,982	32%
200	222	Telephone	1,324	1,332	8	1,531	2,678	49%
-	-	Mail - USPS	24	8	(16)	8	24	100%
36	56	Insurance/Bonding	251	336	85	244	607	41%
165	53	Supplies	358	318	(40)	263	564	63%
45	95	Depreciation	276	570	294	578	896	31%
44	49	Equipment Support & Maintenance	421	294	(127)	304	721	58%
-	-	Taxes, Licenses & Fees	90	60	(30)	58	90	100%
143	145	Equipment Rental/Leasing	743	870	127	941	1,614	46%
-	-	Public Outreach	-	-	0	93	950	0%
-	-	Research & Plan Dues	3,000	3,000	0	3,000	5,000	60%
2,407	2,500	Research & Planning	21,436	15,000	(6,436)	15,848	30,000	71%
33,869	56,250	Transportation Projects	244,500	246,000	1,500	184,694	530,003	46%
-	-	Employee Relations	-	25	25	-	100	0%
106	192	Automobile Expenses	636	1,152	516	502	1,874	34%
-	-	Meals/Meetings	12	31	19	13	105	11%
-	-	Dues & Subscriptions	45	40	(5)	18	45	0%
<b>43,318</b>	<b>66,828</b>	<b>Total Operating Expenses</b>	<b>311,765</b>	<b>323,583</b>	<b>11,818</b>	<b>247,496</b>	<b>662,570</b>	<b>47%</b>
<b>17,192</b>	<b>(6,318)</b>	<b>Operating Income (Loss)</b>	<b>51,295</b>	<b>39,477</b>	<b>11,818</b>	<b>91,282</b>	<b>63,548</b>	
4,555	2,989	Allocated Expenses	18,841	20,631	1,790	16,925	40,670	
<b>12,637</b>	<b>(9,307)</b>	<b>Net Income (Loss)</b>	<b>32,454</b>	<b>18,846</b>	<b>13,608</b>	<b>74,357</b>	<b>22,878</b>	



North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended December 31, 2013  
 Visitor Information

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 158,748	\$ 158,748	\$ -	\$ 156,635	\$ 317,501	50%
2,294	500	Non-Retail VIC Sales	5,441	3,000	2,441	675	7,647	71%
6,778	4,400	Merchandise Sales	64,148	52,800	11,348	53,430	96,869	66%
<u>35,530</u>	<u>31,358</u>	<b>Total Revenue</b>	<u>228,337</u>	<u>214,548</u>	<u>13,789</u>	<u>210,740</u>	<u>422,017</u>	<u>54%</u>
4,221	2,332	Cost of Goods Sold	35,184	27,984	(7,200)	22,776	51,899	68%
<u>4,221</u>	<u>2,332</u>	<b>Total Cost of Goods Sold</b>	<u>35,184</u>	<u>27,984</u>	<u>(7,200)</u>	<u>22,776</u>	<u>51,899</u>	<u>68%</u>
<u>31,309</u>	<u>29,026</u>	<b>Gross Margin</b>	<u>193,153</u>	<u>186,564</u>	<u>6,589</u>	<u>187,964</u>	<u>370,118</u>	<u>52%</u>
<b>Operating Expenses</b>								
10,675	11,000	Salaries & Wages	100,411	108,269	7,858	108,425	184,999	54%
9,345	9,400	Rent	53,594	51,194	(2,400)	56,329	100,284	53%
268	460	Telephone	1,853	2,760	907	2,910	4,805	39%
182	37	Mail - USPS	682	222	(460)	231	759	90%
302	288	Insurance/Bonding	2,093	1,728	(365)	1,546	3,806	55%
715	-	Supplies	2,482	3,333	851	4,311	2,400	103%
24	-	Visitor Communications Other	178	102	(76)	203	460	39%
73	157	Depreciation	449	942	493	940	1,319	34%
171	175	Equipment Support & Maintenance	854	1,050	196	1,145	1,908	45%
-	93	Taxes, Licenses & Fees	204	558	354	588	855	24%
478	506	Equipment Rental/Leasing	2,597	3,036	439	2,966	5,661	46%
-	350	Professional Fees	-	350	350	3,188	900	0%
-	-	Media/Collateral/Production	-	1,574	1,574	93	-	0%
-	-	Miscellaneous Programs	-	-	0	4,594	969	0%
253	-	Employee Relations	283	275	(8)	75	275	103%
289	238	Credit Card Fees	2,143	1,428	(715)	1,798	3,243	66%
203	150	Automobile Expenses	766	900	134	918	1,613	47%
8	-	Meals/Meetings	333	165	(168)	363	658	51%
<u>22,986</u>	<u>22,854</u>	<b>Total Operating Expenses</b>	<u>168,922</u>	<u>177,886</u>	<u>8,964</u>	<u>190,623</u>	<u>314,914</u>	<u>54%</u>
8,323	6,172	<b>Operating Income (Loss)</b>	<u>24,231</u>	<u>8,678</u>	<u>15,553</u>	<u>(2,659)</u>	<u>55,204</u>	
5,062	5,061	Allocated Expenses	21,610	21,610	0	23,776	33,610	
<u>3,261</u>	<u>1,111</u>	<b>Net Income (Loss)</b>	<u>2,621</u>	<u>(12,932)</u>	<u>15,553</u>	<u>(26,435)</u>	<u>21,594</u>	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended December 31, 2013  
 Infrastructure

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 105,012	\$ 105,012	\$ -	\$ 576,982	\$ 210,025	50%
-	84,840	Cap Imp Funding - Placer Held	-	509,040	(509,040)	-	2,223,452	0%
<u>17,502</u>	<u>102,342</u>	<b>Total Revenue</b>	<u>105,012</u>	<u>614,052</u>	<u>(509,040)</u>	<u>576,982</u>	<u>2,433,477</u>	<u>4%</u>
<b>Operating Expenses</b>								
6,512	6,500	Salaries & Wages	42,533	47,451	4,918	40,933	82,113	52%
716	648	Rent	3,839	3,888	49	3,746	7,646	50%
200	196	Telephone	1,324	1,176	(148)	1,596	2,497	53%
1	-	Mail - USPS	23	2	(21)	8	22	105%
36	57	Insurance/Bonding	251	342	91	243	607	41%
99	82	Supplies	312	492	180	301	781	40%
45	94	Depreciation	276	564	288	578	896	31%
44	50	Equipment Support & Maintenance	422	300	(122)	304	731	58%
-	39	Taxes, Licenses & Fees	90	234	144	58	363	25%
143	147	Equipment Rental/Leasing	743	882	139	941	1,621	46%
-	-	Public Outreach	700	1,000	300	93	2,826	25%
1,753	4,330	Research & Planning	27,544	26,020	(1,524)	31,000	56,053	49%
-	-	Infrastructure Projects	119,637	420,000	300,363	579,644	2,073,452	6%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
25	-	Employee Relations	25	25	0	6	100	25%
105	117	Automobile Expenses	636	702	66	505	1,349	47%
36	-	Meals/Meetings	82	50	(32)	102	200	41%
-	-	Dues & Subscriptions	45	25	(20)	18	95	47%
<u>9,715</u>	<u>12,260</u>	<b>Total Operating Expenses</b>	<u>198,482</u>	<u>503,153</u>	<u>304,671</u>	<u>660,076</u>	<u>2,381,352</u>	<u>8%</u>
<u>7,787</u>	<u>90,082</u>	<b>Operating Income (Loss)</b>	<u>(93,470)</u>	<u>110,899</u>	<u>(204,369)</u>	<u>(83,094)</u>	<u>52,125</u>	
6,580	6,580	Allocated Expenses	26,817	26,817	0	21,047	52,125	
<u>1,207</u>	<u>83,502</u>	<b>Net Income (Loss)</b>	<u>(120,287)</u>	<u>84,082</u>	<u>(204,369)</u>	<u>(104,141)</u>	<u>-</u>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended December 31, 2013**  
**Membership**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 8,252	\$ 9,686	Membership	\$ 50,898	\$ 58,116	\$ (7,218)	\$ 52,468	\$ 106,097	48%
150	400	New Member Fees	500	2,400	(1,900)	-	2,900	17%
2,781	900	Membership Activities	8,983	13,400	(4,417)	17,488	41,633	22%
760	769	Tuesday Morning Breakfast Club	5,075	4,614	461	4,444	9,689	52%
-	100	Sponsorships	-	600	(600)	-	2,950	0%
<u>11,943</u>	<u>11,855</u>	<b>Total Revenue</b>	<u>65,456</u>	<u>79,130</u>	<u>(13,674)</u>	<u>74,400</u>	<u>163,269</u>	<u>40%</u>
<b>Operating Expenses</b>								
5,559	5,550	Salaries & Wages	33,320	42,019	8,699	37,164	74,246	45%
716	700	Rent	3,839	4,120	281	3,746	7,942	48%
249	310	Telephone	1,478	1,860	382	2,072	3,338	44%
35	66	Mail - USPS	122	396	274	130	518	24%
109	116	Insurance/Bonding	753	696	(57)	589	1,449	52%
96	114	Supplies	1,080	684	(396)	1,154	1,764	61%
45	96	Depreciation	276	576	300	578	903	31%
462	47	Equipment Support & Maintenance	790	282	(508)	304	1,072	74%
-	100	Professional Fees	100	100	0	160	100	100%
-	60	Taxes, Licenses & Fees	90	360	270	58	510	18%
-	331	Equipment Rental/Leasing	742	1,986	1,244	1,969	3,051	24%
-	-	Training Seminars	405	180	(225)	180	405	100%
2,431	2,200	Membership Activities	8,375	8,985	610	6,909	30,147	28%
1,118	737	Tuesday Morning Breakfast Club	4,886	4,422	(464)	2,769	9,308	52%
200	-	Employee Relations	200	-	(200)	25	225	89%
192	214	Credit Card Fees	1,137	1,284	147	1,097	2,421	47%
80	-	Automobile Expenses	468	-	(468)	-	948	49%
-	31	Meals/Meetings	124	186	62	63	484	26%
-	-	Dues & Subscriptions	774	516	(258)	516	774	100%
-	-	Classified Advertising	545	-	(545)	-	545	100%
-	-	Travel	390	-	(390)	-	390	0%
<u>11,292</u>	<u>10,672</u>	<b>Total Operating Expenses</b>	<u>59,894</u>	<u>68,652</u>	<u>8,758</u>	<u>59,483</u>	<u>140,540</u>	<u>43%</u>
<u>651</u>	<u>1,183</u>	<b>Operating Income (Loss)</b>	<u>5,562</u>	<u>10,478</u>	<u>(4,916)</u>	<u>14,917</u>	<u>22,729</u>	
4,556	4,556	Allocated Expenses	18,841	18,841	0	14,562	34,310	
<u>(3,905)</u>	<u>(3,373)</u>	<b>Net Income (Loss)</b>	<u>(13,279)</u>	<u>(8,363)</u>	<u>(4,916)</u>	<u>355</u>	<u>(11,581)</u>	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended December 31, 2013  
 Administration

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Operating Expenses</b>								
24,975	25,000	Salaries & Wages	162,041	171,591	9,550	146,173	307,672	53%
2,201	2,045	Rent	12,055	12,270	215	11,865	24,177	50%
636	753	Telephone	3,983	4,518	535	4,542	8,617	46%
42	55	Mail - USPS	270	330	60	345	613	44%
266	274	Insurance/Bonding	1,842	1,644	(198)	1,480	3,494	53%
516	275	Supplies	1,811	1,650	(161)	1,385	3,220	56%
140	301	Depreciation	863	1,806	943	1,808	2,836	30%
577	311	Equipment Support & Maintenance	2,265	1,866	(399)	1,951	3,865	59%
281	67	Taxes, Licenses & Fees	791	402	(389)	587	984	80%
-	29	Miscellaneous Expense	-	174	174	442	350	0%
-	255	Equipment Rental/Leasing	2,272	1,530	(742)	1,459	4,057	56%
-	-	Training Seminars	-	106	106	150	300	0%
3,500	3,050	Professional Fees	16,000	18,350	2,350	13,560	18,350	87%
-	-	Employee Relations	217	259	42	390	1,217	18%
1,366	384	Board Functions	2,949	2,304	(645)	2,416	4,271	69%
113	100	Automobile Expenses	112	193	81	199	278	40%
32	52	Meals/Meetings	225	312	87	325	626	36%
-	-	Dues & Subscriptions	90	1,450	1,360	1,549	560	16%
-	-	Classified Advertising	434	-	(434)	-	434	100%
-	-	Travel	1,158	1,000	(158)	-	2,283	51%
<b>34,645</b>	<b>32,951</b>	<b>Total Operating Expenses</b>	<b>209,378</b>	<b>221,755</b>	<b>12,377</b>	<b>190,626</b>	<b>388,204</b>	<b>54%</b>
<b>(34,645)</b>	<b>(32,951)</b>	<b>Operating Income (Loss)</b>	<b>(209,378)</b>	<b>(221,755)</b>	<b>12,377</b>	<b>(190,626)</b>	<b>(388,204)</b>	
4	-	Investment Income/Interest	36	-	36	278	55	
(50,619)	(44,362)	Allocated Expenses	(209,342)	(203,086)	6,256	(187,287)	(388,149)	
<b>15,978</b>	<b>11,411</b>	<b>Net Income (Loss)</b>	<b>(0)</b>	<b>(18,669)</b>	<b>18,669</b>	<b>(3,061)</b>	<b>-</b>	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
<b>Revenue</b>										
Placer County TOT Funding	\$ 836,652	\$ 149,706	\$ 158,748	\$ 1,145,106	\$ -	\$ -	\$ 1,145,106	\$ 105,012	\$ 363,060	\$ 1,613,176
Cap Imp Funding - Placer Held	-	-	-	-	-	-	-	-	-	-
Membership	-	3,858	-	3,858	50,938	-	54,756	-	-	54,756
New Member Fees	-	-	-	-	500	-	500	-	-	500
Membership Activities	-	-	-	-	8,983	-	8,983	-	-	8,983
Tuesday Morning Breakfast Club	-	-	-	-	5,075	-	5,075	-	-	5,075
Special Events	86,988	-	-	86,988	-	-	86,988	-	-	86,988
Non-Retail VIC Sales	-	-	5,441	5,441	-	-	5,441	-	-	5,441
Commissions	-	65,544	-	65,544	-	-	65,544	-	-	65,544
Merchandise Sales	-	-	64,148	64,148	-	-	64,148	-	-	64,148
<b>Total Revenue</b>	923,640	219,108	228,337	1,371,085	65,456	-	1,436,541	105,012	363,060	1,904,613
<b>Cost of Goods Sold</b>										
Total Cost of Goods Sold/Discounts	-	-	35,184	35,184	-	-	35,184	-	-	35,184
Gross Profit	923,640	219,108	193,153	1,335,901	65,456	-	1,401,357	105,012	363,060	1,869,429
<b>Operating Expenses</b>										
Salaries & Wages	145,151	118,310	100,411	363,872	33,320	162,041	559,233	42,533	34,810	635,576
Rent	10,799	5,409	53,595	69,803	3,839	12,055	85,697	3,839	3,839	93,375
Telephone	4,795	1,356	1,853	8,004	1,478	3,893	13,465	1,324	1,324	16,113
Mail - USPS	125	631	682	1,438	122	270	1,830	23	24	1,877
Insurance/Bonding	1,590	1,591	2,093	5,274	754	1,842	7,870	251	251	8,372
Supplies	983	551	2,482	3,996	1,060	1,811	6,897	312	358	7,557
Depreciation	863	449	1,761	4,499	276	863	2,900	276	276	3,452
Equipment Support & Maintenance	1,561	1,394	864	3,749	790	2,265	6,804	421	421	7,645
Taxes, Licenses & Fees	281	146	204	631	90	791	1,512	90	90	1,692
Equipment Rental/Leasing	1,220	1,330	2,597	5,147	742	2,272	8,161	743	743	9,647
Professional Fees	-	-	-	-	100	16,000	16,100	-	-	16,100
Public Outreach	-	-	-	-	-	-	-	700	-	700
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	21,436	21,436
Transportation Projects	-	-	-	-	-	-	-	27,544	-	27,544
Infrastructure Projects	-	-	-	-	-	-	-	119,638	-	119,638
Marketing Programs	9,068	-	-	9,068	-	-	9,068	-	-	9,068
Special Events	410,393	-	-	410,393	-	-	410,393	-	-	410,393
Membership Activities	-	-	-	-	8,376	-	8,376	-	-	8,376
Tuesday Morning Breakfast Club	-	-	-	-	4,866	-	4,866	-	-	4,866
Market Study Reports & Research	11,100	-	-	11,100	-	-	11,100	-	-	11,100
Marketing Cooperatives/Media	355,000	60,000	-	415,000	-	-	415,000	-	-	415,000
Miscellaneous Programs	9,428	-	-	9,428	-	-	9,428	-	-	9,428
Employee Relations	-	225	283	508	200	217	925	25	-	950
Board Functions	-	-	-	-	-	2,949	2,949	-	-	2,949
Credit Card Fees	-	-	2,143	2,143	1,137	-	3,280	-	-	3,280
Automobile Expenses	1,489	357	766	2,612	468	112	3,192	636	636	4,464
Meals/Meetings	1,828	48	332	2,208	124	225	2,555	82	12	2,649
Dues & Subscriptions	2,381	-	-	2,381	774	90	3,245	45	45	3,335
Travel	1,334	-	-	1,334	380	1,158	2,882	-	-	2,882
Miscellaneous	-	3	178	181	950	454	1,585	-	-	1,965
<b>Total Operating Expenses</b>	969,367	191,740	163,922	1,330,029	59,896	206,378	1,599,303	198,482	311,755	2,109,550
<b>Operating Income (Loss)</b>	(45,727)	27,368	24,231	5,872	5,560	(209,378)	(197,946)	(93,470)	51,295	(240,121)
<b>Other Income</b>										
Revenues- Interest & Investment	-	-	-	-	-	36	36	-	-	36
<b>Other Expenses</b>										
Allocated	99,833	23,399	21,610	144,842	18,841	(209,342)	(45,659)	26,817	18,841	(1)
<b>Net Income (Loss)</b>	(145,560)	3,969	2,521	(138,970)	(13,281)	-	(152,251)	(120,287)	32,454	(240,084)

**North Lake Tahoe Resort Association**  
**BALANCE SHEET**  
**At December 31, 2013**

	December 31 2013	December 31 2012	June 30 2013
<b>Assets</b>			
<b>Current Assets</b>			
Petty Cash	500	500	500
Cash - Operations Acct #6712	312,120	489,325	549,620
Cash - Payroll Account #7421	9,202	3,392	13,480
Marketing Cooperative Cash	41,876	(17,878)	41,876
Cash - Infrastructure #8163	0	75,750	303,769
UBS Cash	8,880	8,587	8,856
Infrastructure Money Market	0	44,848	44,879
Cash in Drawer	470	355	300
Accounts Receivable	108,110	54,781	59,476
A/R - Sales Estimates	0	377	9,429
A/R - TOT Funding	688,666	1,617,938	408,188
Undeposited Funds	8,091	59	352
WebLink Accounts Receivable	12,425	10,340	21,325
Inventories	20,123	21,943	17,542
AR TOT Transportation NLTRA	1,133,499	677,556	112,926
AR TOT Transp County Held	0	469,000	108,781
AR TOT Infrastructure County	1,335,847	5,689,244	1,764,405
AR TOT Infrastructure NLTRA Held	328,544	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
<b>Total Current Assets</b>	<b>4,158,553</b>	<b>9,344,157</b>	<b>3,498,709</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(63,197)	(57,548)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,221)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(25,576)	(21,876)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,567)	(23,367)	(23,467)
<b>Total Property and Equipment</b>	<b>15,990</b>	<b>18,657</b>	<b>13,951</b>
<b>Other Assets</b>			
Prepaid Expenses	35,020	47,239	45,132
Prepaid Insurance	8,752	9,140	4,797
<b>Total Other Assets</b>	<b>43,772</b>	<b>56,379</b>	<b>49,928</b>
<b>Total Assets</b>	<b>4,218,314</b>	<b>9,419,193</b>	<b>3,562,588</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	171,001	292,000	148,642
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401(k) Plan	(3,167)	16,217	655
Estimated PTO	62,415	56,143	62,415
Sales and Use Tax Payable	(70)	1,130	1,302
Accrued Expenses	20,000	0	0
Ski Tahoe North Lift Tickets	0	6,108	0
Marketing Cooperative Liabilities	41,876	(17,878)	41,876
Intra-Company Borrowings	(157)	(148)	(139)
AFW Suspense Account	61	335	0
Payroll Liabilities	5,716	4,449	3,732
Deferred Rev - Membership Dues	40,269	32,661	81,113
Deferred Revenue - Other	16,357	13,456	19,441
Deferred Support	1,145,111	1,224,198	0
Deferred Transportation Support	363,058	807,778	108,781
Deferred Infrastructure Support	1,474,793	5,846,529	2,045,319
Deferred Support- Infra Maint. Reserve	292,096	150,000	142,096
<b>Total Liabilities</b>	<b>3,651,102</b>	<b>8,470,398</b>	<b>2,692,650</b>
<b>Net Assets</b>			
Unrestricted Net Assets	371,021	445,054	442,564
Designated Marketing Reserve	337,992	293,110	293,110
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(240,345)	112,079	35,720
<b>Total Net Assets</b>	<b>567,212</b>	<b>948,797</b>	<b>869,938</b>
<b>Total Liabilities and Net Assets</b>	<b>4,218,314</b>	<b>9,419,193</b>	<b>3,562,588</b>

KEY METRICS FOR DECEMBER 31, 2013

Total TOT Collections by Quarter 2008 - 2014 (through October 31, 2013)					
	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	\$ 3,605,626	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222
2011-12	\$ 3,682,067	\$ 1,794,228	\$ 3,159,502	\$ 1,553,956	\$ 10,189,753
2012-13	\$ 3,881,220	\$ 2,103,402	\$ 4,261,128	\$ 1,439,436	\$ 11,685,186
2013-14	\$ 4,478,390	\$ 294,436	-	-	\$ 4,772,826
Total	\$ 21,966,835	\$ 9,411,475	\$ 17,545,087	\$ 6,707,168	\$ 46,378,699

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014

Referrals (July - December)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk in	8,661	25,017	30,034	20.05%
Phone	1,735	1,939	1,784	-7.99%
Kings Beach (Walk in Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - No Curr#s)	715	1,013	2,032	100.59%

Infrastructure Fund Balances Held

by Placer County as of 6/30/13	
Contracts In:	
FY 2010-11	\$ -
FY 2011-12	\$ 135,445
FY 2012-13	\$ 1,503,690
FY 2013-14	\$ 1,168,080
Total Fund Balances	\$ 2,807,215

Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
December 2013	491

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	\$ 622,251	23.1%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 445,469	\$ 482,011	3.3%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 767,333	\$ -	0.0%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 476,657	\$ -	0.0%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,194,803	\$ 1,084,262	0.0%

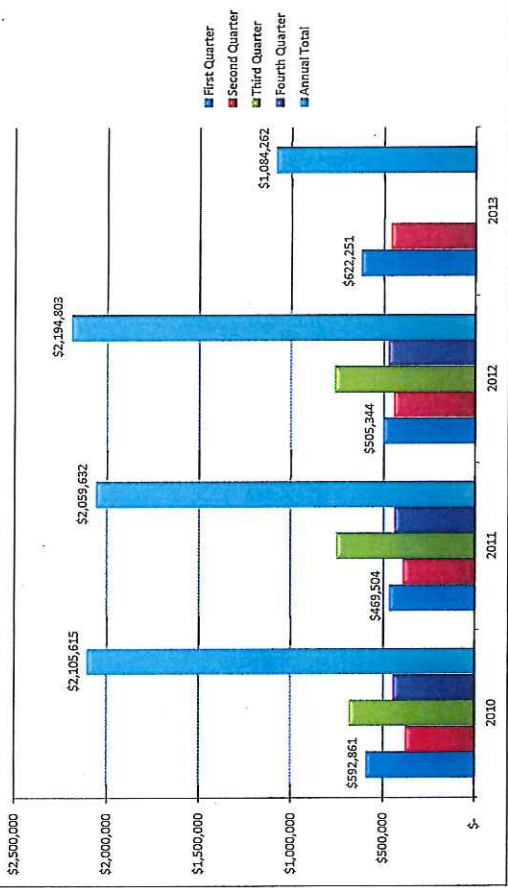
MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during December	43.2%	43.3%	0.2%
ADR December (Average Daily Rate)	\$ 306	\$ 346	13.1%
Occupancy Forecast January	37.6%	40.1%	6.6%
ADR January (Average Daily Rate)	\$ 269	\$ 285	5.9%
Occupancy (prev 6 mo)	46.8%	50.3%	7.5%
ADR (prev 6 mo)	\$ 215	\$ 242	12.6%
Occupancy (next 6 mo)	19.6%	22.0%	12.2%
ADR (next 6 mo)	\$ 248	\$ 260	4.8%
Incremental Pacing for December	7.1%	5.4%	-23.9%

Unemployment	November 2012	December 2012	November 2013
California	9.6%	9.7%	8.3%
Placer County	8.8%	8.6%	7.1%
Dollar Point	10.2%	9.9%	8.3%
Kings Beach	8.7%	8.6%	7.1%
Sunnyside/Tahoe City	10.2%	10.0%	8.3%
Tahoe Vista	14.6%	14.3%	12.0%

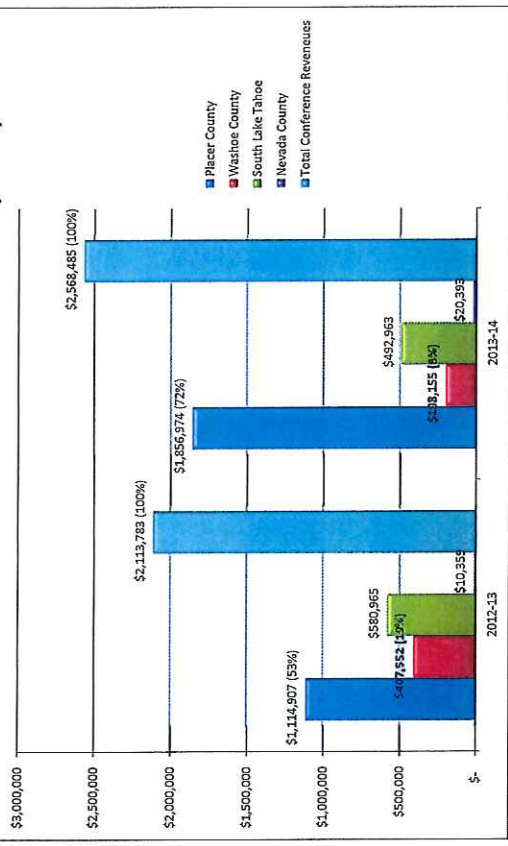
Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014

	2012-13 Actuals	2013-14 Forecasted	YOY % Change
FORWARD LOOKING (2013/14)			
Total Revenue Booked through December	\$ 2,113,783	\$ 2,568,485	22%
Forecasted Commission for this Revenue	70,455	159,109	126%
Number of Room Nights	9,829	11,474	17%
Number of Tentative Bookings	70	101	44%
CURRENT			
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	57%
Annual Commission Goal	\$ 75,000	\$ 150,000	100%
Conference Revenue And Percentage by County:			
Placer (53% of revs in '13, 72% in '14)	\$ 1,114,907	\$ 1,866,974	67%
Washoe ('13; 19%; '14; 8%)	\$ 407,552	\$ 198,155	-51%
South Lake ('13; 27%; '14; 19%)	\$ 580,965	\$ 492,963	-15%
Nevada ('13; 1%; '14; 1%)	\$ 10,359	\$ 20,393	97%
Total Conference Revenue	\$ 2,113,783	\$ 2,568,485	22%

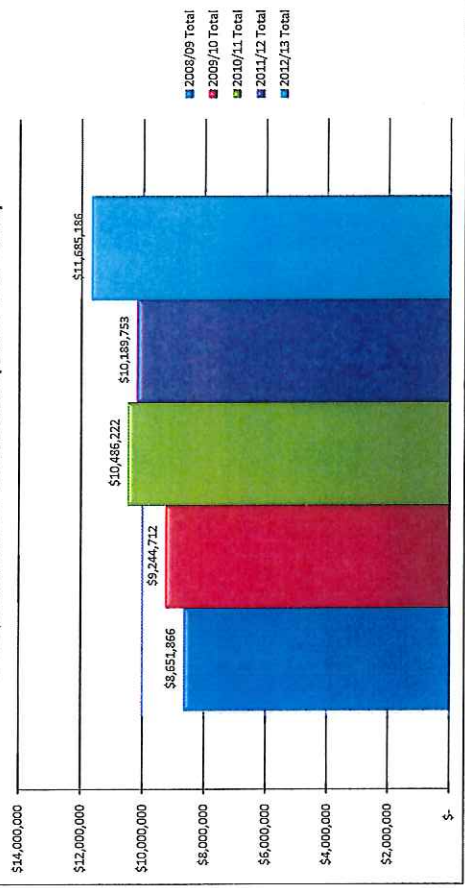
Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



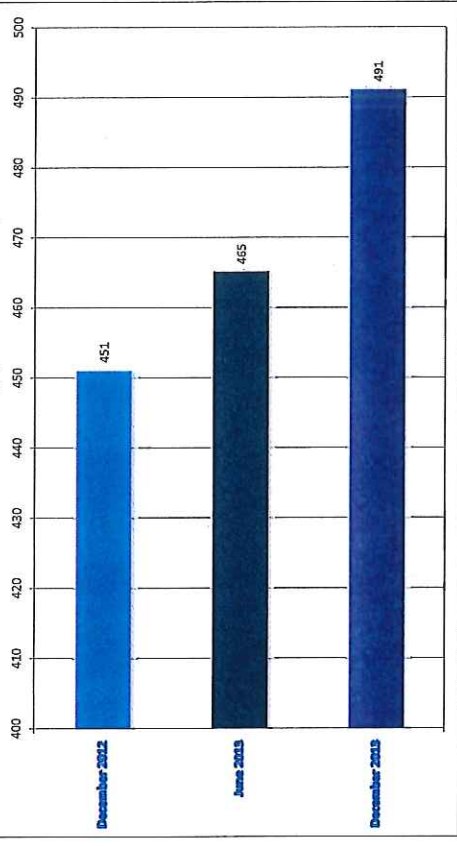
Conference Revenue Statistics & Revenue Share by County



5-Year Annual TOT Collections (Fiscal Year Basis)

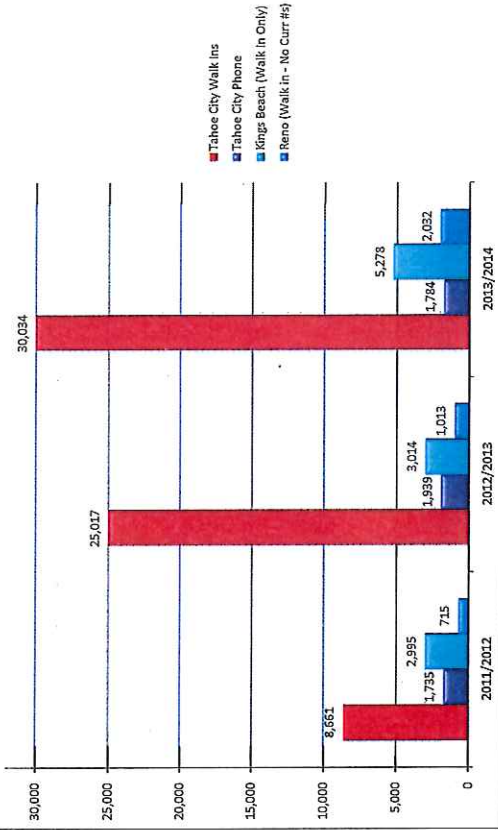


Chamber Membership (# of Members)

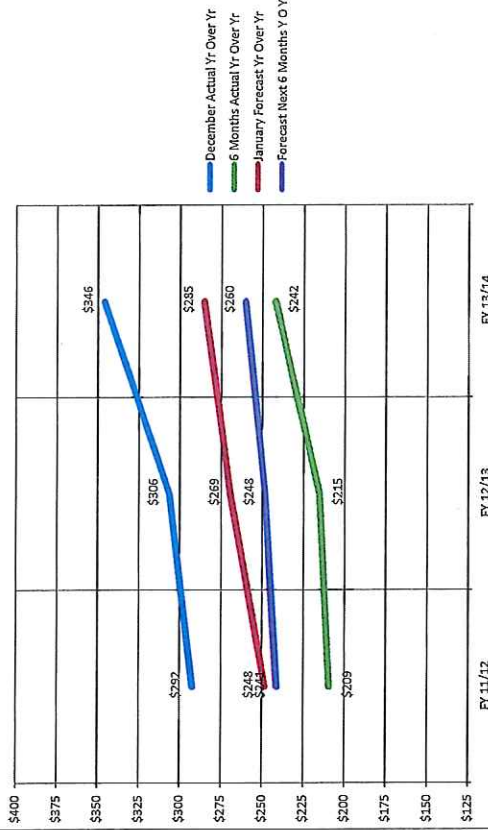




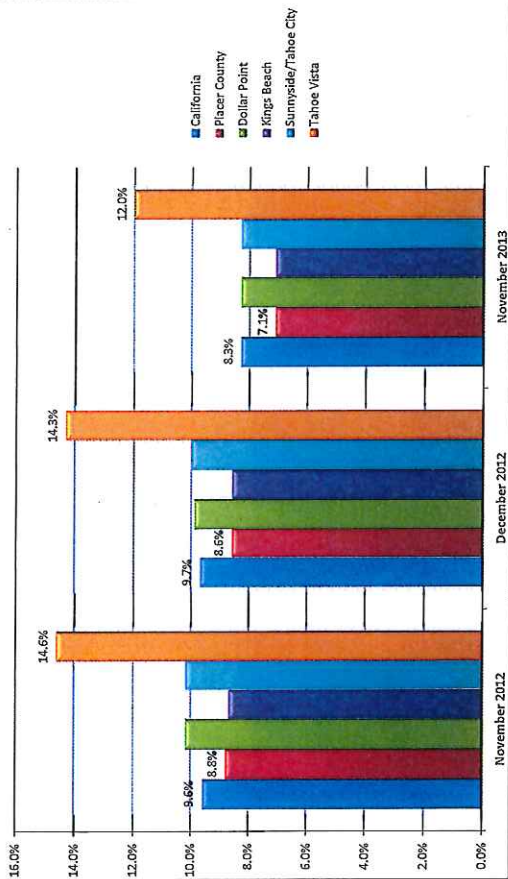
### Visitor Information - Fiscal YTD through December



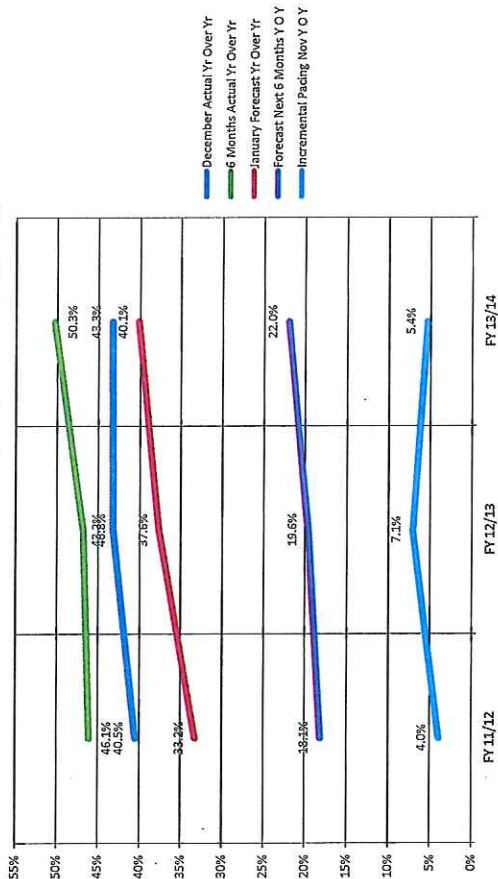
### M'Trip Destimetrics RevPar in NLT Comparisons



### Unemployment Rates by Region



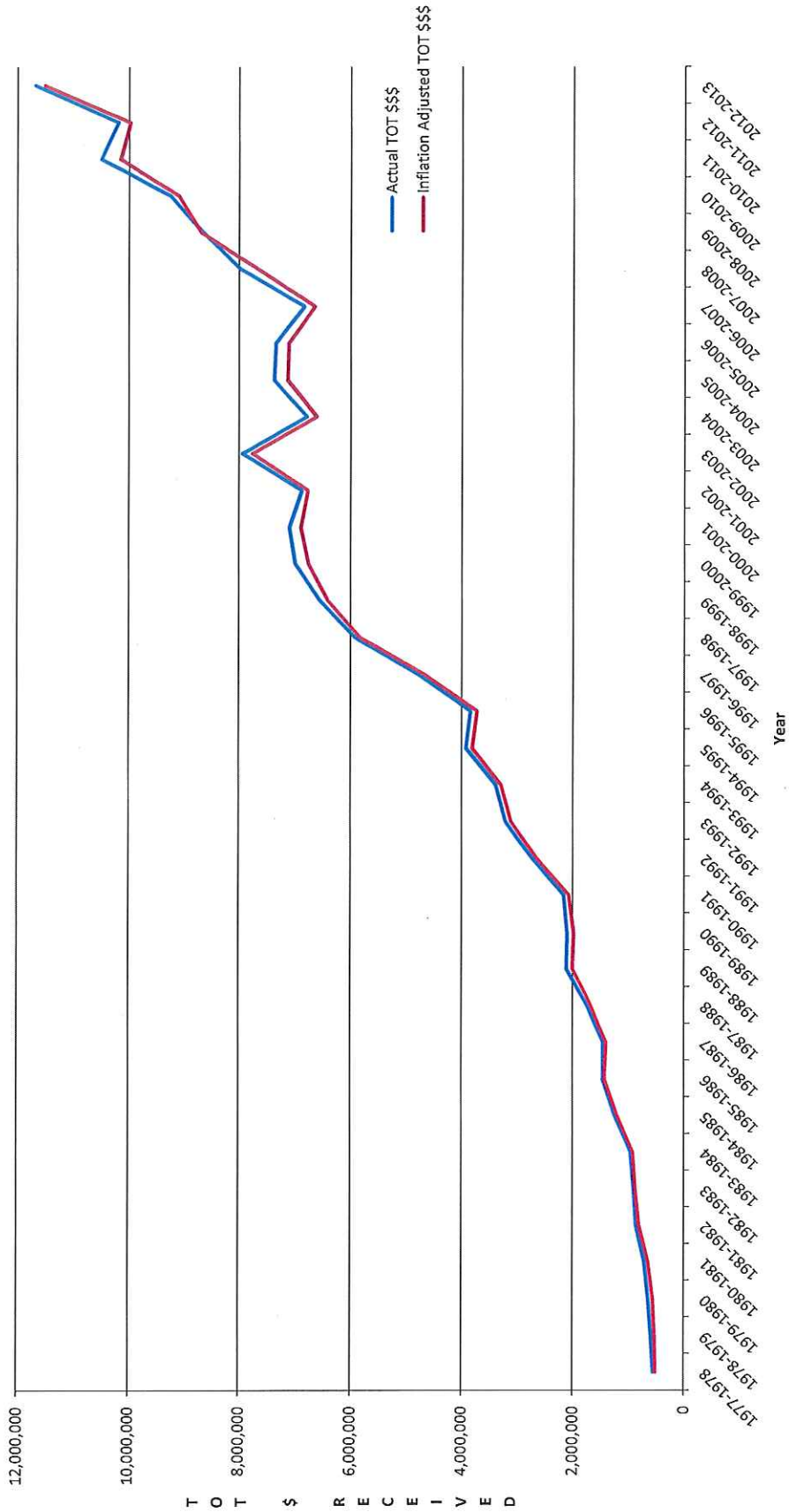
### M'Trip Destimetrics Occupancy in NLT Comparisons



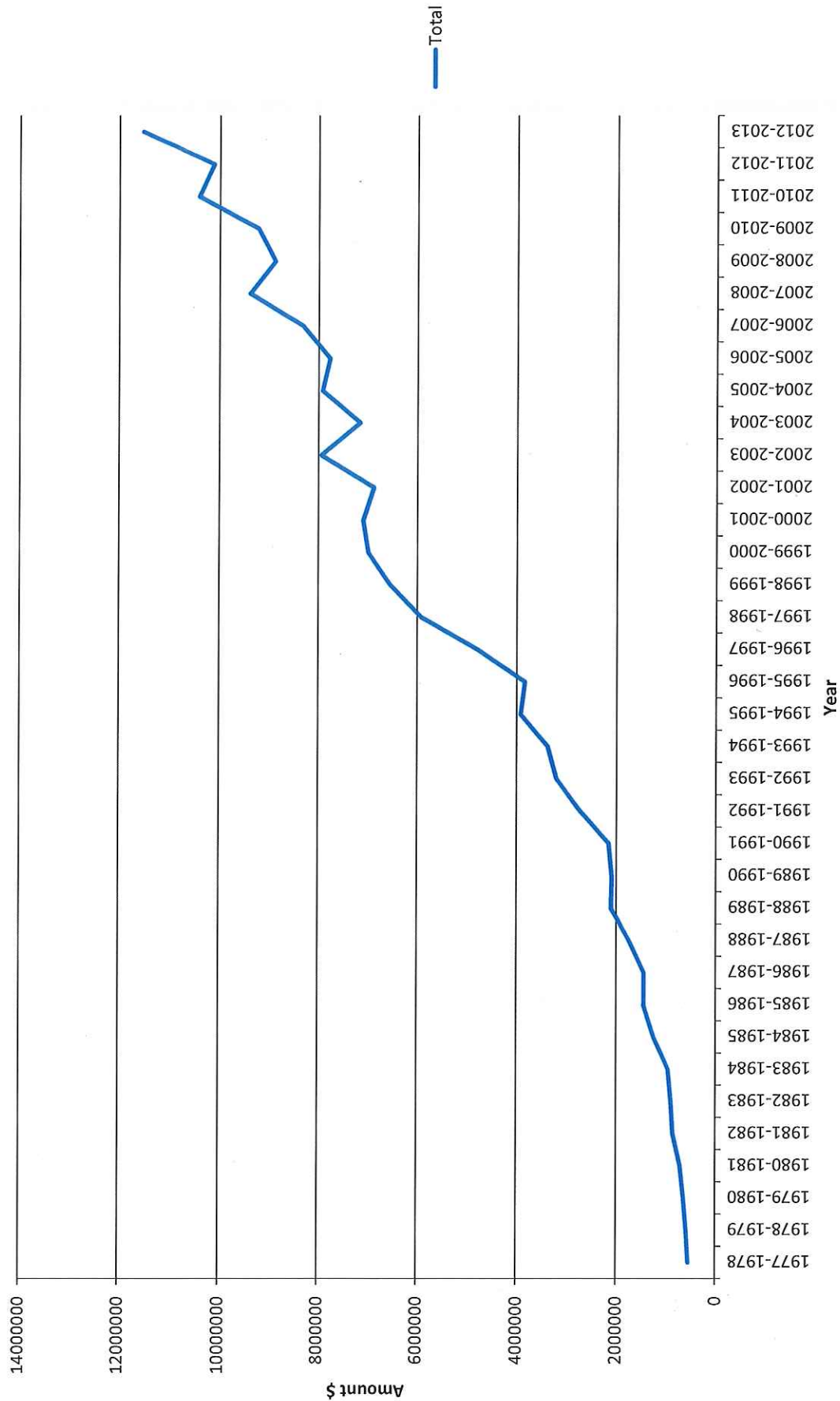
**North Lake Tahoe Resort Association**  
**Projected TOT Collections**  
**For Fiscal Year Ended June 30, 2014**

	2011/12	2012/13	% Change	2013/14	% Change
<b>District 5</b>	<i>Actual</i>	<i>Actual</i>		<i>Projected</i>	
Quarter 1	3,682,067	3,881,220	5.41%	<i>Actual</i> 4,478,391	15.39%
Quarter 2	1,794,228	2,103,402	17.23%	2,103,402	0.00%
Quarter 3	3,159,502	4,261,128	34.87%	3,159,502	-25.85%
Quarter 4	1,553,956	1,439,436	-7.37%	1,439,436	0.00%
	<b>10,189,753</b>	<b>11,685,186</b>		<b>11,180,731</b>	
NLTRA Contract				4,394,440	
County Services				1,602,757	
Total TOT for NLTRA & County Services				5,997,197	
				0.6	
Projected TOT Basis for Fiscal Year 2013/14				<b>9,995,328</b>	

### TOT History Actual vs. Adjusted for Inflation 1977-2013



# TOT Data 1977-2013



**Monthly Report December 2013**  
**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

**Year to Date Bookings/Monthly Production Detail FY 13/14**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/13:	\$2,075,521	\$1,239,638	67%
Forecasted Commission for this Revenue:	\$159,109	\$55,752	185%
Number of Room Nights:	11474	7317	57%
Number of Delegates:	6507	3295	97%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	101	85	19%

<u>Monthly Detail/Activity</u>	<u>December-13</u>	<u>December-12</u>	
<u>Number of Groups Booked:</u>	12	0	
Revenue Booked:	\$672,078	\$0	
Projected Commission:	\$47,775	\$0	
Room Nights:	5038	0	
Number of Delegates:	3225	0	
	1 Corp, 6		
	Assoc, 2 Tour		
	operator, 2 Smf,		
Booked Group Types:	1 Govt		
Lost Business, # of Groups:	5	6	

<u>Arrived in the month</u>	<u>December-13</u>	<u>December-12</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$5,103	
Projected Commission:	\$0	\$510	
Room Nights:	0	27	
Number of Delegates:	0	13	
Arrived Group Types:		1 Corp.	

<u>Monthly Detail/Activity</u>	<u>November-13</u>	<u>November-12</u>	
<u>Number of Groups Booked:</u>	3	7	
Revenue Booked:	\$10,800	\$211,573	-95%
Projected Commission:	\$459	\$9,494	-95%
Room Nights:	90	1119	-92%
Number of Delegates:	80	591	-86%
		2 Govt, 1 Smf,	
		2 Assoc, 1	
Booked Group Types:	3 Smf	Corp, 1 dmc	
Lost Business, # of Groups:	3	4	

<u>Arrived in the month</u>	<u>November-13</u>	<u>November-12</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$12,320	\$14,643	-16%
Projected Commission:	\$0	\$732	-100%

Room Nights:	81	145	-44%
Number of Delegates:	40	62	-35%
Arrived Group Types:	1 Corp	1 Assoc.	

<b>Monthly Detail/Activity</b>	<b><u>October-13</u></b>	<b><u>October-13</u></b>	
<b><u>Number of Groups Booked:</u></b>	7	2	
Revenue Booked:	\$163,439	\$59,386	175%
Projected Commission:	\$12,807	\$3,055	319%
Room Nights:	1080	585	85%
Number of Delegates:	473	225	110%
	5 Corp, 1 Smf,		
Booked Group Types:	1 Corp.	1 Corp, 1 Smf	
Lost Business, # of Groups:	2	2	

<b><u>Arrived in the month</u></b>	<b><u>October-13</u></b>	<b><u>October-12</u></b>	
Number of Groups:	5	6	
Revenue Arrived:	\$158,725	\$165,774	-4%
Projected Commission:	\$13,718	\$5,482	150%
Room Nights:	980	1185	-17%
Number of Delegates:	675	735	-8%
Arrived Group Types:	2 Assoc, 1 Smf 1 Non-Profit, 1 TA	2 Assoc., 2 Smf, 2 Film crew	

<b>Monthly Detail/Activity</b>	<b><u>September-13</u></b>	<b><u>September-12</u></b>	
<b><u>Number of Groups Booked:</u></b>	6	8	
Revenue Booked:	\$59,226	\$145,737	-59%
Projected Commission:	\$5,421	\$8,299	-35%
Room Nights:	347	910	-62%
Number of Delegates:	265	368	-28%
Booked Group Types:	1 Corp., 2	1 Corp, 5	
Lost Business, # of Groups:	9	2	

<b><u>Arrived in the month</u></b>	<b><u>September-13</u> * Est.</b>	<b><u>September-12</u></b>	
Number of Groups:	16	8	
Revenue Arrived:	\$1,027,170	\$124,013	728%
Projected Commission:	\$99,568	\$13,900	616%
Room Nights:	5861	689	751%
Number of Delegates:	3068	347	784%
Arrived Group Types:	4 Corp, 2 Assoc., 1 Govt. 1 Film Crew, 8 Smerf	4 Corp., 2 Assoc 2 Smerf	

<b>Monthly Detail/Activity</b>	<b><u>August-13</u></b>	<b><u>August-12</u></b>	
<b><u>Number of Groups Booked:</u></b>	5	1	
Revenue Booked:	\$106,808	\$2,902	3580%
Projected Commission:	\$6,248	\$0	
Room Nights:	767	25	2968%
Number of Delegates:	359	25	1336%
	2 Seminar, 2 Film Crew and		
Booked Group Types:	1 Smf	1 Film Crw	
Lost Business, # of Groups:	4	3	

<u>Arrived in the month</u>	<u>August-13</u>	<u>August-12</u>	
Number of Groups:	15	6	
Revenue Arrived:	\$552,037	\$372,770	48%
Projected Commission:	\$31,949	\$23,733	35%
Room Nights:	2457	2033	21%
Number of Delegates:	1064	656	62%
Arrived Group Types:	6 Corp, 7 Assoc, 1 Smf 1 Film crew	2 Corp, 2 Assoc. 1 Smf 1 Film crew	

<u>Monthly Detail/Activity</u>	<u>July-13</u>	<u>July-12</u>	
<u>Number of Groups Booked:</u>	<b>6</b>	<b>9</b>	
Revenue Booked:	\$45,413	\$168,743	-73%
Projected Commission:	\$2,247	\$6,118	-63%
Room Nights:	369	953	-61%
Number of Delegates:	328	379	-13%
	4 Assoc., 6	5 Corp, 1	
Booked Group Types:	Smf, 1 Govt.	Assoc, 3 Smf	
Lost Business, # of Groups:	4	4	

<u>Arrived in the month</u>	<u>July-13</u>	<u>July-12</u>	
Number of Groups:	10	2	
Revenue Arrived:	\$177,016	\$82,912	113%
Projected Commission:	\$5,685	\$0	
Room Nights:	1256	426	195%
Number of Delegates:	1086	192	466%
Arrived Group Types:	3 Assoc, 5 Smf, 1 Corp, 1 Govt.	1 Corp, 1 Assoc.	

**Future Year Bookings, booked in this fiscal year:**

		(Goal)
<b>For 2014/15:</b>	<b>\$1,731,573</b>	<b>\$2,000,000</b>
<b>For 2015/16:</b>	<b>\$4,137,968</b>	<b>\$4,000,000</b>

**NUMBER OF LEADS Generated as o 12/31/13:**

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

**Monthly Report December 2013**  
**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

**Year to Date Bookings/Monthly Production Detail FY 13/14**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 12/31/13:	\$492,963	\$558,401	-12%
Forecasted Commission for this Revenue:	\$9,208	\$14,836	-38%
Number of Room Nights:	4826	5612	-14%
Number of Delegates:	1402	2150	-35%
Annual Commission Projection:	\$10,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>December-13</u>	<u>December-12</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>December-13</u> * Est.	<u>December-12</u>
Number of Groups:	1	1
Revenue Arrived:	\$401,031	\$401,031
Projected Commission:	\$0	\$0
Room Nights:	4345	4345
Number of Delegates:	1100	1200
Arrived Group Types:	1 Corp.	1 Corp.

<u>Monthly Detail/Activity</u>	<u>November-13</u>	<u>November-12</u>
<u>Number of Groups Booked:</u>	1	0
Revenue Booked:	\$28,800	\$0
Projected Commission:	\$4,320	\$0
Room Nights:	93	0
Number of Delegates:	30	0
Booked Group Types:	1 Smf.	

<u>Arrived in the month</u>	<u>November-13</u>	<u>November-12</u>
Number of Groups:	0	0
Revenue Arrived:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Arrived Group Types:		



<b>Monthly Detail/Activity</b>	<b><u>October-13</u></b>	<b><u>October-12</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>2</b>	
Revenue Booked:	\$9,841	\$18,731	-47%
Projected Commission:	\$1,476	\$426	246%
Room Nights:	105	167	-37%
Number of Delegates:	35	113	-69%
Booked Group Types:	1 Corp.	1 Corp., 1 Tour	

<b><u>Arrived in the month</u></b>	<b><u>October-13</u></b>	<b><u>October-12</u></b>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$8,573	
Projected Commission:	\$0	\$0	
Room Nights:	0	66	
Number of Delegates:	0	180	
Arrived Group Types:		1 Smerf	

<b>Monthly Detail/Activity</b>	<b><u>September-13</u></b>	<b><u>September-12</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>2</b>	
Revenue Booked:	\$36,000	\$21,917	64%
Projected Commission:	\$1,800	\$1,113	62%
Room Nights:	490	206	138%
Number of Delegates:	220	302	-27%
Booked Group Types:	1 CA Assoc.	1 Assoc. 1 Smerf	

<b><u>Arrived in the month</u></b>	<b><u>September-13</u></b>	<b><u>September-12</u></b>	
Number of Groups:	1	2	
Revenue Arrived:	\$5,046	\$10,648	-53%
Projected Commission:	\$756	\$1,597	
Room Nights:	29	104	
Number of Delegates:	47	75	
Arrived Group Types:	1 Ca Assoc.	1 Assoc. and 1 Smf	

<b>Monthly Detail/Activity</b>	<b><u>August-13</u></b>	<b><u>August-12</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>0</b>	<b>0</b>	
Revenue Booked:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Booked Group Types:	1 Corp, 1 CA Assoc. 1 Smerf	1 Assoc.	

<b><u>Arrived in the month</u></b>	<b><u>August-13</u></b>	<b><u>August-12</u></b>	
Number of Groups:	1	1	
Revenue Arrived:	\$8,792	\$31,325	
Projected Commission:	\$1,318	\$4,698	
Room Nights:	48	175	
Number of Delegates:	40	90	

Arrived Group Types:                    1 Assoc.                    1 Corp.

<b>Monthly Detail/Activity</b>	<b><u>July-13</u></b>	<b><u>July-12</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>3</b>	<b>1</b>	
Revenue Booked:	\$490,297	\$5,004	9698%
Projected Commission:	\$24,010	\$500	4702%
Room Nights:	1525	40	3713%
Number of Delegates:	3666	40	9065%
Booked Group Types:	1 Corp, 1 CA Assoc. 1 Smerf	1 Assoc.	

<b><u>Arrived in the month</u></b>	<b><u>July-13</u></b>	<b><u>July-12</u></b>
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 Smerf

**NUMBER OF LEADS Generated as of 12/31/13:                    92**

**Total Number of Leads Generated in Previous Years:**

2012/13:    171  
 2011/2012: 119  
 2010/2011: 92  
 2009/2010: 107  
 2008/2009: 151  
 2007/2008: 209  
 2006/2007: 205



## north lake tahoe

Chamber | CVB | Resort Association

February 5, 2014

**Subject: Monthly Activity Report—January, 2014**

**From: Ron Treabess, Director of Community Partnerships and Planning**

### **A. Capital Investment/Transportation Work Plan Projects—Update**

#### **1. North Lake Tahoe Resort Triangle Transportation Vision Coalition**

- The second annual North Lake Tahoe Transportation Summit was held on November 7th, at the Truckee Tahoe Airport.
- The Summit Coalition Partners will now move forward pursuing short term solutions including outreach, service enhancements, plan funding evaluation, and economic analysis of the plan, as well as further evaluation of more costly long term solutions. Committees are meeting the necessary steps to achieve each of these actions.
- The Resort Triangle Transportation Vision Coalition, with new members from the Summit, will reconvene at its usual time following the February 6th TNTTMA meeting.

#### **2. North Lake Tahoe Express**

- The funding partners have agreed to continue support for the NLTE recommending Option #2 level of operation for the remainder of this FY as of February 1st. A new contract will be initiated starting July 1<sup>st</sup>.
- Option #1: Continue under current system requiring additional \$68,539. TMA collects passenger revenues and subsidizes for all expenditures
- Option #2: No operator subsidy is required, and operator collects passenger revenues. It will be a reduced schedule serving the same properties. Additional funding necessary for program and marketing management would be up to \$9,200 through June 30<sup>th</sup>.
- Option #3: Flat subsidy with operator collecting passenger revenue and providing the existing schedule. The additional funding necessary would be \$41,650. Operator gets flat \$6,000 monthly (\$24,000) and \$17,650 for TMA program and marketing management
- Option #3B: Shows how the Flat subsidy option (\$6,000) would work as a contract to be developed and continued for FY 2014-15 starting July 1<sup>st</sup>.
- The contract amendment for the remainder of this FY has been prepared and signed by the Tahoe Transportation District and the operator.

- Possible additional funding of up to \$9,000 may be necessary to have TNTTMA continue management and marketing of Express through June 30<sup>th</sup>.

### **3. Regional Coordinated Skier Shuttle Program**

- The first eight days of service which began on December 21<sup>st</sup> had total ridership of 460 passengers with a daily average of 57.5 riders or 14.4 per run.
- The current weather has caused suspension of the service as ridership is almost non-existent. Partners have decided to save funding for future use.
- The TART voucher program that has been available to enhance the Express Ski Shuttle will continue to provide all day, every day lodging guest service to ski areas on the regular route TART buses. Marketing will continue to support this portion of the service.
- The voucher system is being subsidized by TOT at a cost not to exceed \$20,000.

### **4. North Lake Tahoe Water Shuttle**

- Service commenced on June 27<sup>th</sup> and ended on September 22<sup>nd</sup>.
- Overall ridership was up 57% for the season, but still below target level to achieve 20% load factor to operate within original funding request.
- An end-of-season evaluation report was reviewed by the Committee and the NLTRA Board.
- A \$140,000 funding request for 2014 was approved by the Board and the Board of Supervisors at its December 10<sup>th</sup> meeting.

### **5. SR28/Fanny Bridge Community Revitalization Project**

- A Federal Lands Access Program (FLAP) funding request has been approved by the FHA in the amount of \$25,508,000 for projects located on the north and west shores of Lake Tahoe.
- These funds will be used to extend the West Shore bike trail down to Meeks Bay, construction of the SR89/Fanny Bridge Community Revitalization Project, once alternative selection is agreed upon, and to construct the Dollar Creek bike trail from the top of Dollar Hill east through Cedar Flat.
- The Tahoe Transportation District is the lead agency for the Meeks Bay and Fanny Bridge projects, while Placer County Department of Public Works is preparing the Dollar Creek Trail project.
- The goal of the Access Program is to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands.
- The NLTRA Board and Board of Supervisors approved TOT funds in the amount of \$1,775,000 as a share of local funds required to receive the FLAP funds.

### **6. Performing Arts Center**

- At its October 28<sup>th</sup> meeting the Capital Investment/Transportation Committee unanimously recommended funding of up to \$153,000 for the first stage project planning for the Center.

- The Board did approve (5-1-2) a motion to fund \$83,900 of the application and allow the Tahoe Regional Arts Foundation to return to request the rest of the funds after the first steps of stage one can substantiate the probable success of the Center.
- The Placer County Board of Supervisors approved the up to \$153,000 with the stipulation that the County and the NLTRA would review the initial work (\$83,900) before continuing the remaining work as proposed in the \$153,000.
- Consultant work is underway to prepare the Business Plan and solicit public comments on type of facility people envision
- The TRAF is scheduled to make the required presentation to the NLTRA Board at its March 5<sup>th</sup> meeting.

**7. Lighthouse TART Bus Shelter**

- The new shelter has been completed and became operational in mid-December. The old shelter has been removed and the area restored with landscaping.

**8. Squaw Valley Entrance Bus Shelter**

- The new shelter has been completed along Squaw Valley Road and became operational in mid-December. The old shelter has been removed and the area restored with landscaping.

**9. Homewood Bike Trail and Dollar Creek Bike Trail**

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.
- The Dollar Creek Trail is also receiving funding from the Federal Land Access Program and TOT local match funds.

**10. Tahoe City Winter Traffic Management Program**

- The end of day traffic coning program Tahoe City is on hold pending the arrival of more snow and the amount of cars coming into Tahoe City from all directions.

**11. Other Placer County Board of Supervisors TOT Funding Approvals**

- \$25,000 to initiate the North Tahoe Public Art program recommended by the NLTRA
- \$100,000 to develop and initiate implementation of a single, coordinated brand for the North Lake Tahoe-Truckee region transit systems.

**12. Next Capital Investment/Transportation Committee Meeting**

- The next Committee meeting will be a workshop format on **Monday, February 24<sup>th</sup>, 11:00 a.m. until 3:30 p.m., at the Tahoe City Public Utility District.**

- The main agenda item will be the FY 2014/15 Capital Investment/Transportation Work Plan.
- Everyone is welcome to attend these meetings and take part in project discussions.

**B. Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- TNTTMA Board Meeting
- Regional Tahoe Transportation Vision Coalition Meeting
- Olympic Museum Site Review Meeting
- RTTVC Outreach Committee
- Performing Arts Outreach Session
- Placer County Board of Supervisors Meeting
- Truckee Trails Sales Tax Public Meeting
- SR 89/Fanny Bridge Workshop
- North Lake Tahoe Express Funding Meeting
- Performing Arts Workshop/TTUSD
- Tahoe Transportation District Board Meeting
- NLTE Options Workshop
- TCGC/Chamber Mixer
- Olympic Heritage Mixer
- Commons Beach Buildings Meeting
- Placer County Community Plans Meeting
- Placer CEO/Area Managers Meeting
- North Lake Tahoe Olympians Celebratory Sendoff