



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice
The North Lake Tahoe Resort Association Board of Directors
Wednesday March 5, 2014 – 8:30 – 10:30 a.m.
Tahoe City Public Utility District Board Room

NLTRA Mission

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

2014 Board Members

Wally Auerbach
Auerbach Engineering

Eric Brandt
*Destination Media
Solutions*

Phil GilanFarr
CB's Pizza & Grill

Kali Kopley
Uncorked/Petra/Soupa

Brendan Madigan
Alpenglow Sports

Joseph Mattioli
The Ritz-Carlton

Jennifer Merchant
Placer County

Valli Murnane
Tahoe XCountry

Ron Parson
Granlibakken

Bill Rock
Northstar

David Tirman
JMA Ventures, LLC

Kristi Boosman
*TRPA
(Ex-officio)*

Items may not be heard in the order they are listed

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

1. Agenda Additions and/or Deletions
2. Approval of Agenda
3. Strategic discussion topics for future agendas

C. PUBLIC FORUM

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

D. CONSENT CALENDAR – MOTIONS (5 minutes)

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

4. **Board Meeting Minutes – February 5, 2014**

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

5. **Capital Investment/Transportation Committee – February 24, 2013**

6. **Marketing Committee – February 25, 2013**

7. **Business Association and Chamber Collaborative – February 13, 2014**

8. Lodging Committee – No Meeting in February

9. Conference Sales Directors Committee – No Meeting in February

10. **Finance Committee – February 27, 2014**

11. **Executive Committee Report – February 18, 2013**

12. **Financial Reports (January Financials)**

1. **Dashboard and project reports**
2. **Budget Calendar**

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

13. **Conference Sales Reports**

14. **Infrastructure/Transportation Activity Report – February**

D. STRATEGIC DISCUSSION (1 hour)

15. Board Retreat Review – Sandy Evans Hall (10 minutes)

16. Integrated Work Plan Priorities and Board Direction – Ron Treabess, Sandy Evans Hall (50 minutes)

E. ACTION ITEMS (25 minutes)

17. Board Member Expectations – Proposed addition to the Supplemental Operating Procedures and Policies – Sandy Evans Hall MOTION (5 minutes)

18. Performing Arts Center – Additional Funding Request – Ron Treabess, Keith Vogt MOTION (20 minutes)

F. STAFF AND/OR COMMITTEE REPORTS (20 minutes)

19. Destimetrics Report – Andy Chapman (5 minutes)

20. Transportation Report – NLTE/Vouchers – Ron Treabess (5 minutes)

21. Chamber/BACC Report – Ginger Karl (5 minutes)

22. Strategic Goals and Action Plan mid-year report – Sandy Evans Hall (5 minutes)

G. DIRECTORS' COMMENTS (5 minutes)

H. MEETING REVIEW AND STAFF DIRECTION (5 minutes)

I. CLOSED SESSION (If necessary)/ RECONVENE

J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, 2/27/14



Strategic Discussion Topics for Board

March – December 2014

MAY – Funding discussion – what is available, what is appropriate

- Destination Visitors – Funding of Air Service
- Tourism Business Improvement District – to fund Marketing/Air Service (Mammoth)
- TOT increase or Sales Tax – Transit, Trail Maintenance, Other
- Recreation Tax, Lift Ticket Tax, Restaurant Sales Tax...

MARCH - Prioritize Current Capital Investment Plan

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

Multi-year Contract with County

Winter Tourism/Climate Change

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

- TAU Allocation/Banking Strategy
- Broadband/Cellular/Digital Infrastructure

This list is for starters! Please suggest new topics if you have something you would like the board to discuss!



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday February 5, 2014 – 8:00 am – 8:30 am

The Ritz Carlton, Lake Tahoe

Preliminary Minutes

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

NOT PRESENT:

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

OTHERS IN ATTENDANCE:

A. CALL TO ORDER – ESTABLISH QUORUM

The meeting was called to order at 8:07 am by Chair Wally Auerbach and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL -

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

M/S/C (Parson/Merchant) (11-0-0) to approve the agenda, with items taken out of order if necessary.

C. PUBLIC FORUM

There was no public forum.

D. REPORTS & ACTION ITEMS

3. Chair Comments

- Wally Auerbach discussed the new Board Template. This will hopefully move the meetings along quicker and allow the Board to rely on the committee recommendations.
- Also included is a list of strategic topics for the Board meetings. The idea would be to have a longer discussion on one Strategic topic per meeting. These changes will hopefully allow meetings to be done by 10:30am.
- Wally discussed the Board Expectations and hopes that all the Board Members can adhere to these. Particularly attendance at Board meetings.
- These expectations will be adopted at the March Board Meeting as part of our supplemental operating procedures.

4. DestiMetrics Report – Andy Chapman (10 minutes)

- Andy gave a report on the December DestiMetrics.
 - Last month (December) performance reports
 - OCC up .2%, ADR up 12.9%, and RevPar up 13.1%
 - Next month (January) performance reports
 - OCC up 6.6%, ADR up 5.9%, and RevPar up 13%
 - Historical 6 month performance
 - OCC up 7.6%, ADR up 12.6%, and RevPar up 21.2%
 - Future 6 month performance
 - OCC up 12%, ADR up 4.8%, and RevPar up 17.4%
 - Winter as a whole, which is Nov-April, as of Dec. 31

- ADR up 9.2% and RevPar up 16.1%. Unfortunately the positive numbers will likely change with the January Report.
5. Approval of \$42,000 for current conditions campaign from Marketing Reserves (MOTION)
 - 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 as impending storms. This campaign is already taking place as discussed with the Board via email.
 - The Radio campaign goes through Feb 7th and the outdoor through Feb 18th.

M/S/C (Parson/Merchant) (11-0-0) to approve funding of \$42,000 in for current conditions campaign from Marketing Reserve.

6. Membership Manager Report
 - Bridal Faire Report
 - Ginger gave an update on the Bridal Faire. There were 47 booths, 75 brides through the door, and information gathered for 125 brides. Initial vendor response was extremely positive.
 - Community Awards
 - The Community Awards Dinner will be at the Ritz Carlton, Lake Tahoe on March 27. There will be a Silent Auction and Ginger would appreciate if Board Members can donate a significant prize

F. CONSENT CALENDAR – MOTIONS (5 min)

7. **Board Meeting Minutes – January 8, 2014**
8. **Capital Investment/Transportation Committee – January 27, 2014**
9. **Marketing Committee – January 28, 2014**
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**
 - **Dashboard and project reports**
 - **Projections for year-end TOT collections**
 - **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 – January**

M/S/C (Parson/Merchant) (11-0-0) to approve the consent calendar as presented.

G. MEETING REVIEW AND STAFF DIRECTION

- Conflict of Interest forms to Board Members
- Passed out a flyer and talked about the upcoming chamber trek to Park City. It will be April 2-5. If anyone is interested, please contact Sandy.
- Sent out Strategic Goals report that will be reviewed at the next meeting.

Jennifer Merchant mentioned to the group that the County will be engaging in a TOT Audit starting in the Spring. The Mountainside resorts will be audited in June and Lakeside in late August. Jennifer would like an agenda item about it on the May agenda.

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

The meeting adjourned at 8:25 am.

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



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COMMITTEE: Capital Investment/Transportation

MEETING DATE: February 24, 2014

BOARD MEMBERS PRESENT: Jennifer Merchant, Phil GilanFarr

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

M/S/C (Wilkins/Staudenmayer) (15-0-0) to approve the Capital InvestmentTransportation Committee Agenda for February 24, 2014

M/S/C (Wilkins/Merchant) (15-0-0) to approve the Capital Investment/Transportation Committee Minutes, January 27, 2014

M/S/C (Staudenmayer/Bergmann) (15-0-0) to approve the work progress and allow for the Foundation to move forward to complete Phase One of the project planning for a Performing Arts Theater, utilizing the up to \$153,900 as approved by the Placer County Board of Supervisors



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COMMITTEE: Marketing
MEETING DATE: February 25, 2014
BOARD MEMBERS PRESENT: Brendan Madigan

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 3.2 M/S/C (Williams/Sprague) (6/0) to approve the agenda with above amendments.
- 4.1 M/S/C (Williams/Monson) (6/0) to approve the Marketing Committee minutes from January 28, 2014.

BOARD APPROVAL/DIRECTION REQUESTED:



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: February 13, 2014

BOARD MEMBERS PRESENT:

ACTION ITEMS TAKEN:

MOTIONS MADE/VOTE:

A quorum was not established, and therefore not motions or votes were made.

BOARD APPROVAL/DIRECTION REQUESTED:



COMMITTEE: Finance

MEETING DATE: Thursday, February 27, 2014

BOARD MEMBERS PRESENT: Ron Parson and Jennifer Merchant.

ACTION ITEMS TAKEN:

Staff will present Placer County with a preliminary TOT estimate for the 2014/15 budget year by mid-March.

Update one-sheets as suggested by Finance Committee.

MOTIONS MADE / VOTE:

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

M/S/C (Frushon/Parson) (3/0) to approve the Finance Committee minutes of January 23, 2014.

BOARD APPROVAL / DIRECTION REQUESTED:

M/S/C (Merchant/Frushon) (3/0) to recommend the Board of Directors approve the January 2014. Financial Statements.



north lake tahoe

Chamber | CVB | Resort Association

NLTRA Executive Committee

Tuesday, February 18, 2014

7:30 a.m.

NLTRA Offices

Report

A. Open Session

1. Items for Board Meeting Agenda – March 5
Sandy discussed new format for the board agenda and the strategic discussion topic of prioritizing the capital investment and transportation projects with board direction. The only action item is the Performing Arts Center and both of these are on the CI/T meeting agenda for Feb. 24.
2. Future Board Meeting strategic discussion topics
April topic will be the Master Plan review and in May we will discuss funding opportunities for future projects such as marketing, transportation and maintenance of infrastructure such as trail systems.
3. Proposed Board Member expectations
There were no changes to the proposed Board Member expectations so there will be a motion to revise the Operating Procedures and Policies to include these.
4. Board Development Retreat – future direction
Sandy provided a synopsis of the retreat action items and will be prepared to discuss at the board meeting. Ron P. suggested that we add an item to the Destinal Goals to Support and leverage the activity affinity groups to strengthen them as well as ask them to help us strengthen our position in the market.
5. Current Issues
 - Policy discussion regarding Area Plan – 2-27 11 a.m.
Sandy will meet with Cindy Gustafson, Steve Teshara, Crystal Jacobsen and Jennifer Merchant to go over suggested policy changes that have not yet been adopted into the Area Plans.
 - LTRA meeting with Congressman Tom McClintock – 2-19 4 p.m.

Sandy, Steve Teshara, Andrew Strain, Cindy Gustafson, B Gorman, and Deb Gordon met with Congressman McClintock to request that he consider the Lake Tahoe Restoration Act funding. By the end of the meeting, he was willing to look at it and work with Amodei to hold a hearing. He has a strong interest in funding fuels reduction which is one of the primary issues in the LTRA funding request.

- On Our Way Grant – working with Placer County: Lakeside Trail – Commons to Dam, Dollar Hill Trail, KB Pier and Boardwalk, Transit Vision Economic Analysis, Parking study and Grove St. Parking Lot
Sandy met with Placer County – Peter Kraatz and Jennifer Merchant, and Cindy Gustafson and Steve Teshara to identify potential projects that would meet the criteria of the TRPA On Our Way Grant. County will take the lead in submitting the grant by March 14 for the above projects – up to \$200,000 with current proposed county, TOT and TCPUD funding used as match. This grant can be used for design, engineering, permitting, and all needs leading up to but not including implementation.
- Visit Placer County – newsletter and website
Sandy will be working with Mora, new ED of Visit Placer County on better alignment of the VPC website to NLTRA destination marketing messaging
- BACC projects for \$50,000- Shop Local, Kids Activity Guide, Enhanced Collaborative Free Music advertising leveraging High Notes, Touch the Mountain summer campaign – to Board in April
BACC is closing in on potential product development ideas for a Scope of Work for the \$50,000 grant from the 2013 Fund Balance.
- NLTE use of airport Welcome Center
The Airport Mini Bus, operators of the North Lake Tahoe Express has agreed to continue to use the Welcome Center as their base of operations through March. While scaled back, the service is continuing through June 30 with no additional subsidy. There will be a new contract in place by July 1.
- TAU Allocation meeting – 2-14 3-5 p.m.
Sandy, Samir Tuma, and Jennifer Merchant represented Placer County at a meeting convened by Tahoe Prosperity Center to explore a basin wide approach to commodities such as TAUs and FAR.

6. Master Plan progress

Sandy provided Wally and Ron with Chapter revisions for the Master Plan. She will convene the committee in the near future to go over the revisions. A combination of existing 1995 and 2004 plans were used and updated to reflect current conditions. The Infrastructure and Transportation chapters have not been updated yet but all other chapters have. A Big Idea list has been started to take out to the community for outreach and input. Each of those ideas will be fleshed out and included in the future recommendations chapter for public input – possibly in May/June. Ron P. suggested that we also write an additional chapter on the economic development options for North Lake Tahoe as well.

7. New/Old Business

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Seven Months Ending January 31, 2014



February 27, 2014

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the January 2014 Financial Statements

As of January 31st, 58% of the budget calendar should be completed. This month, there are fewer variances since the reforecast has replaced the budget in the financial reports. The following are the major budget to actual variances **YEAR-TO-DATE**:

New:

- Salaries and Wages expense is slightly over reforecast. A large sales commission was paid in January. Also, a majority of the company's federal and state unemployment taxes are paid in January and February. Once employees reach \$7,000 in earnings, unemployment tax is no longer owed.
- Community Marketing Programs is currently under reforecast. One-hundred thousand dollars of this item is special event and business association grants. Timing of payments is dependent upon receiving invoices from grant recipients.

Recurring:

- Marketing Special Events and Conference Commission revenue is down; actual revenue for IronMan and conference groups came in under estimates.
- Merchandise Sales revenue and Cost of Goods Sold are over reforecast due to strong sales in the North Lake Tahoe Visitors Information Center.
- Special Events/Sponsorship expense is over budget, some IronMan expenditures were higher than anticipated (please see separate P/L provided this month).
- 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 January 31, 2014
Consolidated Departments

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 663,863	\$ 663,863	Placer County TOT Funding	\$2,277,041	\$ 2,277,041	\$ -	\$2,417,798	\$ 3,621,360	63%
-	1,290,212	Cap Imp Funding - Placer Held	-	1,290,212	(1,290,212)	-	2,223,452	0%
9,657	9,800	Membership	64,412	64,589	(177)	66,344	113,589	57%
150	400	New Member Fees	650	900	(250)	-	2,900	22%
330	-	Membership Activities	9,313	8,983	330	17,013	41,633	22%
2,730	769	Tuesday Morning Breakfast Club	7,805	5,844	1,961	6,394	9,689	81%
-	-	Sponsorships	-	-	-	-	4,900	0%
720	-	Special Events	87,708	104,936	(17,228)	-	104,936	100%
225	500	Non-Retail VIC Sales	5,666	4,147	1,519	1,200	7,647	74%
12,958	-	Commissions	78,502	94,180	(15,678)	46,254	115,360	68%
4,449	3,000	Merchandise Sales	68,597	64,769	3,828	56,396	96,869	71%
<u>695,082</u>	<u>1,968,544</u>	Total Revenue	<u>2,599,694</u>	<u>3,915,601</u>	<u>(1,315,907)</u>	<u>2,611,399</u>	<u>6,342,335</u>	<u>41%</u>
<u>2,418</u>	<u>1,590</u>	Cost of Goods Sold/Discounts	<u>37,801</u>	<u>34,886</u>	<u>(2,715)</u>	<u>24,347</u>	<u>51,899</u>	<u>72%</u>
<u>2,418</u>	<u>1,590</u>	Total Cost of Goods Sold	<u>37,601</u>	<u>34,886</u>	<u>(2,715)</u>	<u>24,347</u>	<u>51,899</u>	<u>72%</u>
<u>692,664</u>	<u>1,966,954</u>	Gross Margin	<u>2,562,093</u>	<u>3,880,715</u>	<u>(1,318,622)</u>	<u>2,587,052</u>	<u>6,290,436</u>	<u>41%</u>
Operating Expenses								
95,053	92,680	Salaries & Wages	731,629	726,531	(5,098)	712,580	1,234,496	59%
15,582	15,204	Rent	108,957	108,787	(170)	111,388	184,803	59%
2,878	3,106	Telephone	18,991	19,783	792	23,173	35,313	54%
192	319	Mail - USPS	2,068	2,109	41	1,764	3,704	56%
1,209	1,254	Insurance/Bonding	9,581	9,663	82	7,853	15,933	60%
835	876	Supplies	8,392	7,336	(1,056)	10,929	13,349	63%
98	-	Visitor Communications - Other	276	256	(20)	313	460	60%
595	971	Equipment Support & Maintenance	8,242	8,349	107	6,760	13,201	62%
964	334	Taxes, Licenses & Fees	2,656	2,077	(579)	1,825	3,752	71%
1,467	1,798	Equipment Rental/Leasing	11,114	12,151	1,037	12,682	21,041	53%
550	-	Training Seminars	955	4,505	3,550	1,155	5,130	19%
20	5,500	Professional Fees	16,120	18,100	1,980	19,558	19,350	83%
3,125	15,000	Community Marketing Programs	12,193	40,000	27,807	14,600	130,000	9%
3,412	-	Special Events/Sponsorships	413,805	393,138	(20,667)	93,982	456,638	91%
629	-	Membership Activities	9,005	8,375	(630)	8,141	26,147	34%
867	737	Tuesday Morning Breakfast Club	5,753	5,623	(130)	4,152	9,308	82%
-	-	Classified Ads	979	979	0	727	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	33	46,100	24%
325,000	325,000	Marketing Cooperative/Media	740,000	740,000	0	565,334	1,045,000	71%
-	-	Media/Collateral/Production	-	-	0	-	1,574	0%
-	-	Other Programs	9,428	12,260	2,832	26,169	111,969	8%
-	-	Conference - PUD	-	-	0	-	8,000	0%
1,034	1,670	Employee Relations	1,985	2,445	460	1,395	2,445	81%
212	384	Board Functions	3,161	2,351	(810)	2,499	4,271	74%
454	468	Credit Card Fees	3,733	3,713	(20)	3,436	5,785	85%
338	813	Automobile Expenses	4,801	5,388	587	4,280	9,638	50%
165	492	Meals/Meetings	2,815	3,060	245	2,616	4,758	59%
470	141	Dues & Subscriptions	3,805	3,162	(643)	3,707	5,272	72%
453	686	Travel	3,337	3,923	586	174	8,107	41%
213	300	Public Outreach	913	1,000	87	-	3,776	24%
-	-	Research & Planning Dues	3,000	3,750	750	3,000	5,000	60%
3,160	6,830	Research & Planning	52,401	55,980	3,579	49,146	128,553	41%
127,241	23,792	Transportation Projects	371,742	272,753	(98,989)	206,161	530,003	70%
-	269,783	Infrastructure Projects	119,638	693,977	574,339	592,341	2,030,952	6%
-	350	Miscellaneous Expense	-	350	350	300	350	0%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
555	1,205	Depreciation	4,006	5,140	1,134	8,447	11,155	36%
<u>586,771</u>	<u>769,693</u>	Total Operating Expenses	<u>2,696,581</u>	<u>3,188,114</u>	<u>491,533</u>	<u>2,500,620</u>	<u>6,286,312</u>	<u>43%</u>
<u>105,893</u>	<u>1,197,261</u>	Operating Income (Loss)	<u>(134,488)</u>	<u>692,601</u>	<u>(827,089)</u>	<u>86,432</u>	<u>4,124</u>	
4	4	Investment Income/Interest	39	35	4	290	55	
<u>105,897</u>	<u>1,197,265</u>	Net Income (Loss)	<u>(134,449)</u>	<u>692,636</u>	<u>(827,085)</u>	<u>86,722</u>	<u>4,179</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2014
All Departments Ex Infrastructure/Transportation

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 585,851	\$ 585,851	Placer County TOT Funding	\$ 1,730,957	\$ 1,730,957	\$ -	\$ 1,429,072	\$ 2,685,217	64%
9,657	9,800	Membership	64,412	64,589	(177)	66,344	113,589	57%
150	400	New Member Fees	650	900	(250)	-	2,900	22%
330	-	Membership Activities	9,313	8,983	330	17,013	41,633	22%
2,730	769	Tuesday Morning Breakfast Club	7,805	5,844	1,961	6,394	9,689	81%
-	-	Sponsorships	-	-	-	-	4,900	0%
720	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
225	500	Non-Retail VIC Sales	5,666	4,147	1,519	1,200	7,647	74%
12,958	-	Commissions	78,502	94,180	(15,678)	46,254	115,360	68%
4,449	3,000	Merchandise Sales	68,597	64,769	3,828	56,396	96,869	71%
<u>617,070</u>	<u>600,320</u>	Total Revenue	<u>2,053,610</u>	<u>2,079,305</u>	<u>(25,695)</u>	<u>1,622,673</u>	<u>3,182,740</u>	65%
2,418	1,590	Cost of Goods Sold/Discounts	37,601	34,886	(2,715)	24,240	51,899	72%
<u>2,418</u>	<u>1,590</u>	Total Cost of Goods Sold	<u>37,601</u>	<u>34,886</u>	<u>(2,715)</u>	<u>24,240</u>	<u>51,899</u>	72%
<u>614,652</u>	<u>598,730</u>	Gross Margin	<u>2,016,009</u>	<u>2,044,419</u>	<u>(28,410)</u>	<u>1,598,433</u>	<u>3,130,841</u>	64%
82,893	80,352	Salaries & Wages	642,126	636,630	(5,496)	623,935	1,077,066	60%
14,277	13,292	Rent	99,974	98,716	(1,258)	102,592	165,175	61%
2,478	2,688	Telephone	15,942	16,898	756	19,636	30,138	53%
193	319	Mail - USPS	2,021	2,063	42	1,748	3,658	55%
1,137	1,142	Insurance/Bonding	9,006	9,009	3	7,290	14,719	61%
723	742	Supplies	7,611	6,661	(950)	10,276	12,004	63%
97	-	Visitor Communications - Other	276	256	(20)	313	460	60%
528	871	Equipment Support & Maintenance	7,332	7,394	62	6,151	11,749	62%
964	295	Taxes, Licenses & Fees	2,476	1,819	(657)	1,710	3,299	75%
1,206	1,507	Equipment Rental/Leasing	9,368	10,371	1,003	10,441	17,806	53%
550	-	Training Seminars	955	4,505	3,550	1,155	5,130	19%
20	5,500	Professional Fees	16,120	18,100	1,980	19,558	19,350	83%
3,125	15,000	Community Marketing Programs	12,193	40,000	27,807	14,600	130,000	9%
3,412	-	Special Events/Sponsorships	413,805	393,138	(20,667)	93,982	456,638	91%
629	-	Membership Activities	9,005	8,375	(630)	7,956	26,147	34%
867	737	Tuesday Morning Breakfast Club	5,753	5,623	(130)	4,152	9,308	62%
-	-	Classified Ads	979	979	0	-	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	33	46,100	24%
325,000	325,000	Marketing Cooperative/Media	740,000	740,000	0	565,334	1,045,000	71%
-	-	Media/Collateral/Production	-	-	0	-	1,574	0%
-	-	Other Programs	9,428	12,260	2,832	26,896	111,969	8%
-	-	Conference - PUD	-	-	0	-	8,000	0%
859	1,495	Employee Relations	1,785	2,245	460	1,369	2,245	80%
212	384	Board Functions	3,161	2,351	(810)	2,499	4,271	74%
454	468	Credit Card Fees	3,733	3,713	(20)	3,436	5,785	65%
163	504	Automobile Expenses	3,355	3,710	355	3,271	6,415	52%
165	438	Meals/Meetings	2,722	2,917	195	2,479	4,453	61%
470	116	Dues & Subscriptions	3,715	3,047	(668)	3,631	5,132	72%
453	686	Travel	3,337	3,923	586	174	8,107	41%
-	350	Miscellaneous Expense	-	350	350	300	350	0%
466	1,015	Depreciation	3,365	4,298	933	7,096	9,363	36%
<u>441,341</u>	<u>452,901</u>	Total Operating Expenses	<u>2,040,643</u>	<u>2,050,251</u>	<u>9,608</u>	<u>1,542,013</u>	<u>3,242,390</u>	63%
<u>173,311</u>	<u>145,829</u>	Operating Income (Loss)	<u>(24,634)</u>	<u>(5,832)</u>	<u>(18,802)</u>	<u>56,420</u>	<u>(111,549)</u>	
4	4	Investment Income/Interest.	39	35	4	290	55	
(7,156)	(12,715)	Allocated Expenses	(52,815)	(52,118)	697	(44,300)	(92,795)	
<u>180,471</u>	<u>158,648</u>	Net Income (Loss)	<u>28,220</u>	<u>46,321</u>	<u>(18,101)</u>	<u>101,010</u>	<u>(18,699)</u>	

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North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2014
Marketing

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 534,442	\$ 534,442	Placer County TOT Funding	\$1,371,094	\$1,371,094	\$ -	\$ 1,040,879	\$ 2,068,304	66%
720	-	Special Events	87,708	104,936	(17,228)	656	104,936	100%
<u>535,162</u>	<u>534,442</u>	Total Revenue	<u>1,458,802</u>	<u>1,476,030</u>	<u>(17,228)</u>	<u>1,041,535</u>	<u>2,173,240</u>	<u>67%</u>
Operating Expenses								
22,227	22,140	Salaries & Wages	167,379	168,304	925	162,036	291,004	58%
1,842	1,813	Rent	12,641	12,403	(238)	12,355	21,468	59%
1,002	884	Telephone	5,797	5,883	86	6,648	10,303	56%
-	96	Mail - USPS	124	300	176	616	780	16%
230	241	Insurance/Bonding	1,820	1,843	23	1,543	3,048	60%
162	276	Supplies	1,125	1,347	222	1,857	2,727	41%
105	200	Equipment Support & Maintenance	1,866	1,725	59	1,651	2,725	61%
-	59	Taxes, Licenses & Fees	281	399	118	380	694	41%
170	220	Equipment Rental/Leasing	1,390	1,500	110	1,545	2,600	53%
-	-	Training Seminars	-	4,000	4,000	425	4,425	0%
3,125	15,000	Community Marketing Programs	12,193	40,000	27,807	14,600	130,000	9%
3,412	-	Special Events/Sponsorships	413,805	393,138	(20,667)	93,982	456,638	91%
-	-	Market Study Reports & Research	11,100	11,100	0	133	46,100	24%
315,000	315,000	Marketing Cooperative/Media	670,000	670,000	0	487,172	925,000	72%
-	-	Other Programs	9,428	12,260	2,832	21,575	111,000	8%
115	-	Employee Relations	115	103	(12)	28	103	112%
-	16	Credit Card Fees	-	32	32	186	121	0%
28	183	Automobile Expenses	1,517	1,667	150	1,228	2,582	59%
97	130	Meals/Meetings	1,923	1,849	(74)	1,564	2,499	77%
-	116	Dues & Subscriptions	2,381	2,113	(268)	637	2,693	88%
-	-	Miscellaneous Expenses	-	-	0	293	-	0%
453	686	Travel	1,788	2,000	1,383	-	5,434	33%
139	301	Depreciation	1,001	1,324	323	2,112	2,829	35%
<u>348,107</u>	<u>357,361</u>	Total Operating Expenses	<u>1,317,474</u>	<u>1,333,290</u>	<u>16,987</u>	<u>812,566</u>	<u>2,024,773</u>	<u>65%</u>
<u>187,055</u>	<u>177,081</u>	Operating Income (Loss)	<u>141,328</u>	<u>142,740</u>	<u>(241)</u>	<u>228,969</u>	<u>148,467</u>	
15,612	15,367	Allocated Expenses	115,445	115,200	(245)	78,249	192,035	
<u>171,443</u>	<u>161,714</u>	Net Income (Loss)	<u>25,883</u>	<u>27,540</u>	<u>(486)</u>	<u>150,720</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 January 31, 2014
Conference

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 174,657	\$ 174,657	\$ -	\$ 205,451	\$ 289,412	58%
832	600	Membership	4,690	4,492	198	4,833	7,492	63%
12,958	-	Commissions	78,502	94,180	(15,678)	45,598	115,360	68%
<u>38,741</u>	<u>25,551</u>	Total Revenue	<u>257,849</u>	<u>273,329</u>	<u>(15,480)</u>	<u>255,882</u>	<u>422,264</u>	<u>61%</u>
Operating Expenses								
16,855	16,803	Salaries & Wages	135,165	130,944	(4,221)	125,408	224,775	60%
924	921	Rent	6,333	6,237	(96)	6,250	10,842	58%
209	281	Telephone	1,565	1,670	105	2,005	3,075	51%
37	65	Mail - USPS	668	663	(5)	413	988	68%
230	223	Insurance/Bonding	1,820	1,807	(13)	1,437	2,922	62%
71	77	Supplies	622	509	(113)	551	894	70%
130	138	Equipment Support & Maintenance	1,464	1,489	25	948	2,179	67%
-	15	Taxes, Licenses & Fees	147	176	29	94	256	57%
151	188	Equipment Rental/Leasing	1,482	1,547	65	1,321	2,437	61%
10,000	10,000	Marketing Cooperative/Media	70,000	70,000	0	78,162	120,000	58%
-	-	Other Programs	-	-	0	720	-	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
244	250	Employee Relations	469	425	(44)	350	425	110%
-	91	Automobile Expenses	357	539	182	767	994	36%
50	20	Meals/Meetings	98	86	(12)	117	186	53%
425	-	Dues & Subscriptions	425	-	(425)	815	1,105	38%
72	158	Depreciation	521	691	170	1,098	1,476	35%
<u>29,398</u>	<u>29,230</u>	Total Operating Expenses	<u>221,136</u>	<u>216,783</u>	<u>(4,353)</u>	<u>220,456</u>	<u>380,554</u>	<u>58%</u>
9,343	(3,679)	Operating Income (Loss)	36,713	56,546	(19,833)	35,426	41,710	
3,578	2,000	Allocated Expenses	26,977	25,399	(1,578)	47,827	35,399	
<u>5,765</u>	<u>(5,679)</u>	Net Income (Loss)	<u>9,736</u>	<u>31,147</u>	<u>(21,411)</u>	<u>(12,401)</u>	<u>6,311</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2014
Transportation

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 423,570	\$ 423,570	\$ -	\$ 395,241	\$ 726,118	58%
60,510	60,510	Total Revenue	423,570	423,570	-	395,241	726,118	58%
Operating Expenses								
5,383	6,164	Salaries & Wages	40,193	41,551	1,358	40,979	75,317	53%
652	1,266	Rent	4,491	5,655	1,164	4,398	11,982	37%
200	222	Telephone	1,524	1,568	44	1,736	2,678	57%
-	-	Mail - USPS	25	24	(1)	8	24	104%
36	56	Insurance/Bonding	287	327	40	282	607	47%
56	53	Supplies	414	299	(115)	300	564	73%
34	49	Equipment Support & Maintenance	455	476	21	304	721	63%
-	-	Taxes, Licenses & Fees	90	90	0	58	90	100%
130	145	Equipment Rental/Leasing	873	889	16	1,120	1,614	54%
-	-	Public Outreach	-	-	0	93	950	0%
-	-	Research & Plan Dues	3,000	3,750	750	3,000	5,000	60%
1,580	2,500	Research & Planning	23,016	21,529	(1,487)	17,771	30,000	77%
127,242	23,792	Transportation Projects	371,742	272,753	(98,989)	206,161	530,003	70%
75	75	Employee Relations	75	100	25	-	100	75%
87	192	Automobile Expenses	723	914	191	502	1,874	39%
-	-	Meals/Meetings	12	43	31	13	105	11%
-	-	Dues & Subscriptions	45	45	0	38	45	100%
45	95	Depreciation	320	421	101	676	896	36%
135,520	34,609	Total Operating Expenses	447,285	350,434	(96,851)	277,439	662,570	68%
(75,010)	25,901	Operating Income (Loss)	(23,715)	73,136	(96,851)	117,802	63,548	
2,882	3,349	Allocated Expenses	21,723	23,980	2,257	19,745	40,670	
(77,892)	22,552	Net Income (Loss)	(45,438)	49,156	(94,594)	98,057	22,878	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2014
Visitor Information

<u>Current Month Actual</u>	<u>Current Month Reforecast</u>		<u>Year to Date Actual</u>	<u>Year to Date Reforecast</u>	<u>Variance</u>	<u>2012 2013 Year To Date Actual</u>	<u>Total 2013 2014 Reforecast</u>	<u>Percent of YTD Budget Consumed</u>
Revenue								
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 185,206	\$ 185,206	\$ -	\$ 182,741	\$ 317,501	58%
225	500	Non-Retail VIC Sales	5,666	4,147	1,519	1,200	7,647	74%
4,449	3,000	Merchandise Sales	68,597	64,769	3,828	56,396	96,869	71%
<u>31,132</u>	<u>29,958</u>	Total Revenue	<u>259,469</u>	<u>254,122</u>	<u>5,347</u>	<u>240,337</u>	<u>422,017</u>	61%
2,418	1,590	Cost of Goods Sold	37,601	34,886	(2,715)	24,239	51,899	72%
<u>2,418</u>	<u>1,590</u>	Total Cost of Goods Sold	<u>37,601</u>	<u>34,886</u>	<u>(2,715)</u>	<u>24,239</u>	<u>51,899</u>	72%
<u>28,714</u>	<u>28,368</u>	Gross Margin	<u>221,868</u>	<u>219,236</u>	<u>2,632</u>	<u>216,098</u>	<u>370,118</u>	60%
Operating Expenses								
11,570	12,878	Salaries & Wages	111,981	115,492	3,511	123,088	184,999	61%
8,838	7,828	Rent	62,433	61,606	(827)	65,658	100,746	62%
325	460	Telephone	2,178	2,505	327	3,412	4,805	45%
73	37	Mail - USPS	755	574	(181)	241	759	99%
302	288	Insurance/Bonding	2,395	2,366	(29)	1,856	3,806	63%
196	-	Supplies	2,678	1,766	(912)	4,524	3,400	79%
97	-	Visitor Communications Other	276	256	(20)	237	460	60%
55	175	Equipment Support & Maintenance	908	1,033	125	1,145	1,908	48%
-	93	Taxes, Licenses & Fees	204	390	186	588	855	24%
414	506	Equipment Rental/Leasing	3,011	3,131	120	3,479	5,661	53%
-	-	Professional Fees	-	-	0	3,187	900	0%
-	-	Media/Collateral/Production	-	-	0	93	1,574	0%
-	-	Other Programs	-	-	0	4,594	969	0%
-	245	Employee Relations	283	275	(8)	275	275	103%
237	238	Credit Card Fees	2,380	2,330	(50)	2,020	3,243	73%
111	150	Automobile Expenses	877	863	(14)	1,078	1,613	54%
6	108	Meals/Meetings	339	432	93	371	658	52%
73	158	Depreciation	521	534	13	1,098	1,319	39%
<u>22,297</u>	<u>23,164</u>	Total Operating Expenses	<u>191,219</u>	<u>193,553</u>	<u>2,334</u>	<u>216,944</u>	<u>317,950</u>	60%
<u>6,417</u>	<u>5,204</u>	Operating Income (Loss)	<u>30,649</u>	<u>25,683</u>	<u>4,966</u>	<u>(846)</u>	<u>52,168</u>	
3,252	2,001	Allocated Expenses	24,863	23,610	(1,253)	27,739	33,610	
<u>3,165</u>	<u>3,203</u>	Net Income (Loss)	<u>5,786</u>	<u>2,073</u>	<u>3,713</u>	<u>(28,585)</u>	<u>18,558</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2014
Infrastructure

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 122,514	\$ 122,514	\$ -	\$ 593,485	\$ 210,025	58%
-	1,290,212	Cap Imp Funding - Placer Held	-	1,290,212	(1,290,212)	-	2,223,452	0%
<u>17,502</u>	<u>1,307,714</u>	Total Revenue	<u>122,514</u>	<u>1,412,726</u>	<u>(1,290,212)</u>	<u>593,485</u>	<u>2,433,477</u>	<u>5%</u>
Operating Expenses								
6,777	6,164	Salaries & Wages	49,310	48,350	(960)	47,666	82,113	60%
652	646	Rent	4,491	4,416	(75)	4,398	7,646	59%
200	196	Telephone	1,524	1,517	(7)	1,801	2,497	61%
-	-	Mail - USPS	23	22	(1)	8	22	105%
36	56	Insurance/Bonding	287	327	40	281	607	47%
56	81	Supplies	368	376	8	353	781	47%
34	51	Equipment Support & Maintenance	455	479	24	304	731	62%
-	39	Taxes, Licenses & Fees	90	168	78	58	363	25%
130	146	Equipment Rental/Leasing	873	891	18	1,120	1,621	54%
213	300	Public Outreach	913	1,000	87	92	2,826	32%
1,580	4,330	Research & Planning	29,385	34,451	5,066	31,375	56,053	52%
-	269,783	Infrastructure Projects	119,638	693,977	574,339	592,341	2,073,452	6%
100	100	Employee Relations	125	100	(25)	26	100	125%
87	117	Automobile Expenses	723	764	41	507	1,349	54%
-	54	Meals/Meetings	82	100	18	124	200	41%
-	25	Dues & Subscriptions	45	70	25	38	95	47%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
45	95	Depreciation	321	421	100	676	896	36%
<u>9,910</u>	<u>282,183</u>	Total Operating Expenses	<u>208,653</u>	<u>787,429</u>	<u>578,776</u>	<u>681,168</u>	<u>2,381,352</u>	<u>9%</u>
<u>7,592</u>	<u>1,025,531</u>	Operating Income (Loss)	<u>(86,139)</u>	<u>625,297</u>	<u>(711,436)</u>	<u>(87,683)</u>	<u>52,125</u>	
4,229	4,218	Allocated Expenses	31,046	31,035	(11)	24,555	52,125	
<u>3,363</u>	<u>1,021,313</u>	Net Income (Loss)	<u>(117,185)</u>	<u>594,262</u>	<u>(711,447)</u>	<u>(112,238)</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2014
Membership

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 8,825	\$ 9,200	Membership	\$ 59,723	\$ 60,097	\$ (374)	\$ 61,511	\$ 106,097	56%
150	400	New Member Fees	650	900	(250)	-	2,900	22%
330	-	Membership Activities	9,313	8,983	330	17,013	41,633	22%
2,730	769	Tuesday Morning Breakfast Club	7,805	5,844	1,961	6,394	9,669	81%
-	-	Sponsorships	-	-	-	-	4,900	0%
<u>12,035</u>	<u>10,369</u>	Total Revenue	<u>77,491</u>	<u>75,824</u>	<u>1,667</u>	<u>84,918</u>	<u>165,219</u>	<u>47%</u>
Operating Expenses								
5,746	5,559	Salaries & Wages	39,066	38,880	(186)	43,346	68,616	57%
652	684	Rent	4,491	4,523	32	4,398	7,942	57%
240	310	Telephone	1,717	1,788	71	2,343	3,338	51%
50	66	Mail - USPS	171	188	17	130	518	33%
109	116	Insurance/Bonding	863	869	6	701	1,449	60%
88	114	Supplies	1,169	1,194	25	1,214	1,763	66%
59	47	Equipment Support & Maintenance	849	837	(12)	304	1,072	79%
-	60	Taxes, Licenses & Fees	90	210	120	58	510	18%
275	338	Equipment Rental/Leasing	1,017	1,411	394	2,307	3,051	33%
-	-	Training Seminars	405	405	0	180	405	100%
-	-	Professional Fees	100	100	0	160	100	100%
629	-	Membership Activities	9,005	8,375	(630)	7,586	26,147	34%
867	737	Tuesday Morning Breakfast Club	5,753	5,623	(130)	4,152	9,308	62%
-	-	Classified Advertising	545	545	0	-	545	100%
-	-	Employee Relations	200	225	25	25	225	89%
217	214	Credit Card Fees	1,354	1,351	(3)	1,230	2,421	56%
24	80	Automobile Expenses	492	548	56	-	948	52%
12	60	Meals/Meetings	136	184	48	81	484	28%
-	-	Dues & Subscriptions	774	774	0	556	774	100%
-	-	Travel	390	390	0	-	390	100%
44	96	Depreciation	321	423	102	676	903	36%
<u>9,012</u>	<u>8,481</u>	Total Operating Expenses	<u>68,908</u>	<u>68,843</u>	<u>(65)</u>	<u>69,447</u>	<u>130,909</u>	<u>53%</u>
3,023	1,888	Operating Income (Loss)	8,583	6,981	1,602	16,471	34,310	
2,927	2,578	Allocated Expenses	21,768	21,420	(348)	20,386	34,310	
<u>96</u>	<u>(690)</u>	Net Income (Loss)	<u>(13,185)</u>	<u>(14,439)</u>	<u>1,254</u>	<u>(4,915)</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2014
Administration

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Operating Expenses								
26,494	22,972	Salaries & Wages	188,535	183,010	(5,525)	170,057	307,672	61%
2,020	2,046	Rent	14,076	13,947	(129)	13,931	24,177	58%
702	753	Telephone	4,685	4,852	167	5,228	8,617	54%
33	55	Mail - USPS	303	338	35	349	613	49%
266	274	Insurance/Bonding	2,108	2,124	16	1,753	3,494	60%
206	275	Supplies	2,017	1,845	(172)	2,131	3,220	63%
180	311	Equipment Support & Maintenance	2,445	2,310	(135)	2,103	3,865	63%
964	68	Taxes, Licenses & Fees	1,755	644	(1,111)	590	984	178%
196	255	Equipment Rental/Leasing	2,468	2,782	314	1,789	4,057	61%
550	-	Training Seminars	550	100	(450)	550	300	183%
20	5,500	Professional Fees	16,020	18,000	1,980	16,210	18,350	87%
-	-	Classified Advertising	434	434	0	-	434	100%
500	1,000	Employee Relations	717	1,217	500	690	1,217	59%
212	384	Board Functions	3,161	2,351	(810)	2,500	4,271	74%
-	-	Automobile Expenses	112	93	(19)	199	278	40%
-	120	Meals/Meetings	225	366	141	345	626	36%
45	-	Dues & Subscriptions	135	160	25	1,623	560	24%
-	-	Travel	1,158	1,533	375	-	2,283	51%
-	350	Miscellaneous Expense	-	350	350	442	350	0%
139	302	Depreciation	1,002	1,326	324	2,111	2,836	35%
32,527	34,665	Total Operating Expenses	241,906	237,782	(4,124)	222,601	388,204	62%
(32,527)	(34,665)	Operating Income (Loss)	(241,906)	(237,782)	(4,124)	(222,601)	(388,204)	
4	4	Investment Income/Interest	39	35	4	290	55	
(32,525)	(34,661)	Allocated Expenses	(241,867)	(237,747)	4,120	(218,502)	(388,149)	
2	-	Net Income (Loss)	-	-	-	(3,809)	-	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placer County TOT Funding	\$ 1,371,094	\$ 174,657	\$ 185,206	\$ 1,730,957	\$ -	\$ -	\$ 1,730,957	\$ 122,514	\$ 423,570	\$ 2,277,041
Cap Imp Funding - Placer Field	-	-	-	-	-	-	-	-	-	-
Memberships	-	4,690	-	4,690	59,723	-	64,413	-	-	64,413
New Member Fees	-	-	-	-	650	-	650	-	-	650
Memberships Activities	-	-	-	-	9,313	-	9,313	-	-	9,313
Tuesday Morning Breakfast Club	-	-	-	-	7,805	-	7,805	-	-	7,805
Special Events	87,708	-	-	87,708	-	-	87,708	-	-	87,708
Non-Retail VIC Sales	-	-	5,666	5,666	-	-	5,666	-	-	5,666
Commissions	-	78,502	-	78,502	-	-	78,502	-	-	78,502
Merchandise Sales	-	-	68,597	68,597	-	-	68,597	-	-	68,597
Total Revenue	1,458,802	257,849	259,469	1,976,120	77,491	-	2,053,611	122,514	423,570	2,559,695
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	37,601	37,601	-	-	37,601	-	-	37,601
Gross Profit	1,458,802	257,849	221,868	1,938,519	77,491	-	2,016,010	122,514	423,570	2,562,094
Operating Expenses										
Salaries & Wages	167,379	135,165	111,981	414,525	39,066	189,535	642,126	49,310	40,193	731,629
Rent	12,641	6,333	62,433	81,407	4,491	14,076	99,974	4,491	4,491	108,956
Telephone	5,797	1,565	2,178	9,540	1,717	4,685	15,942	1,524	1,524	18,990
Mail - USPS	124	668	755	1,547	171	303	2,021	23	25	2,069
Insurance/Bonding	1,820	1,820	2,395	6,035	863	2,108	9,006	287	287	9,560
Supplies	1,125	522	2,678	4,425	1,169	2,017	7,611	368	414	8,393
Equipment Support & Maintenance	1,666	1,464	908	4,038	849	2,445	7,332	455	455	8,242
Taxes, Licenses & Fees	281	147	204	632	90	1,755	2,477	90	90	2,657
Equipment Rental/Leasing	1,390	1,482	3,011	5,883	1,017	2,468	9,368	873	873	11,114
Professional Fees	-	-	-	-	100	16,020	16,120	-	-	16,120
Public Outreach	-	-	-	-	-	-	-	913	-	913
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Transportation Projects	-	-	-	-	-	-	-	29,385	23,016	52,401
Infrastructure Projects	-	-	-	-	-	-	-	-	371,742	371,742
Community Marketing Programs	12,193	-	-	12,193	-	-	12,193	-	-	12,193
Special Events	413,805	-	-	413,805	-	-	413,805	-	-	413,805
Memberships Activities	-	-	-	-	9,005	-	9,005	-	-	9,005
Tuesday Morning Breakfast Club	-	-	-	-	5,753	-	5,753	-	-	5,753
Market Study Reports & Research	11,100	-	-	11,100	-	-	11,100	-	-	11,100
Marketing Cooperatives/Media	670,000	70,000	-	740,000	-	-	740,000	-	-	740,000
Other Programs	9,428	-	-	9,428	-	-	9,428	-	-	9,428
Employee Relations	115	469	233	817	200	717	1,784	125	75	1,984
Board Functions	-	-	-	-	-	3,161	3,161	-	-	3,161
Credit Card Fees	-	-	2,380	2,380	1,354	-	3,734	-	-	3,734
Automobile Expenses	1,517	357	677	2,751	492	112	3,355	723	723	4,801
Meals/Meetings	1,923	98	339	2,360	136	225	2,721	82	12	2,815
Dues & Subscriptions	2,381	425	-	2,806	774	135	3,715	45	45	3,805
Travel	1,788	-	-	1,788	390	1,158	3,336	-	-	3,336
Depreciation	1,001	521	521	2,043	321	1,002	3,366	321	320	4,007
Miscellaneous	-	-	276	276	950	984	2,210	46	-	2,256
Total Operating Expenses	1,917,474	221,136	191,219	1,729,829	68,908	241,906	2,040,643	208,699	447,265	2,696,627
Operating Income (Loss)	141,328	36,713	30,649	208,690	8,583	(241,906)	(24,633)	(86,185)	(23,715)	(134,533)
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	39	39	-	-	39
Other Expenses										
Allocated	115,445	26,977	24,863	167,285	21,768	(241,867)	(52,814)	31,046	21,723	(45)
Net Income (Loss)	25,883	9,736	5,786	41,405	(13,185)	-	28,220	(117,231)	(45,438)	(134,449)

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North Lake Tahoe Resort Association
COMPARISON BALANCE SHEET
At January 31, 2014

	January 31 2014	January 31 2013	<i>Audited</i> June 30 2013
Assets			
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	431,226	786,700	549,620
Cash - Payroll Account #7421	7,214	2,622	13,480
Marketing Cooperative Cash	41,876	58,952	41,876
Cash - Infrastructure #8163	594	26,193	303,769
UBS Cash	8,884	8,592	8,856
Infrastructure Money Market	0	44,854	44,879
Cash in Drawer	411	359	300
Quickbooks Accounts Receivable	117,620	36,925	59,476
A/R - Sales Estimates	12,460	1,603	9,429
A/R - TOT Funding	498,014	1,063,820	408,188
Undeposited Funds	363	458	352
WebLink Accounts Receivable	76,410	78,570	21,325
Inventories	20,211	21,094	17,542
AR TOT Transportation NLTRA	1,072,989	677,556	112,926
AR TOT Transp County Held	0	469,000	0
AR TOT Infrastructure County	1,335,847	5,689,244	317,847
AR TOT Infrastructure NLTRA Held	311,042	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
Total Current Assets	4,085,661	9,165,082	1,943,370
Property and Equipment			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(63,338)	(58,242)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,437)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(25,973)	(22,167)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,584)	(23,384)	(23,467)
Total Property and Equipment	15,435	17,439	13,951
Other Assets			
Prepaid Expenses	146,303	104,420	42,132
Prepaid Insurance	7,543	7,896	4,797
Total Other Assets	153,846	112,316	46,929
Total Assets	4,254,941	9,294,837	2,004,249
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	305,723	328,760	457,516
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	(3,166)	16,426	665
Estimated PTO	62,415	56,143	62,415
Sales and Use Tax Payable	322	1,345	1,302
Accrued Expenses	20,000	426	0
Ski Tahoe North Lift Tickets	0	9,525	0
Marketing Cooperative Liabilities	41,876	58,952	41,876
Intra-Company Borrowings	(39)	(23)	(139)
AFW Suspense Account	0	(90)	0
Payroll Liabilities	4,528	(4,632)	3,732
Deferred Rev - Membership Dues	105,997	105,701	81,113
Deferred Revenue - Other	18,753	10,060	19,441
Deferred Support	954,260	1,020,045	0
Deferred Transportation Support	302,548	751,315	0
Deferred Infrastructure Support	1,457,291	5,830,026	351,780
Deferred Support- Infra Maint. Reserve	292,096	150,000	142,096
Total Liabilities	3,584,347	8,371,397	1,189,205
Net Assets			
Unrestricted Net Assets	368,805	445,064	397,682
Designated Marketing Reserve	337,694	293,110	337,694
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(134,449)	86,722	(28,876)
Total Net Assets	670,594	923,440	805,044
Total Liabilities and Net Assets	4,254,941	9,294,837	2,004,249

12-4

KEY METRICS FOR JANUARY 31, 2014

Total TOT Collections by Quarter 2008 - 2014 (through January 31, 2014)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222
2011-12	\$ 3,682,057	\$ 1,794,228	\$ 3,159,502	\$ 1,553,956	\$ 10,189,753
2012-13	\$ 3,881,370	\$ 2,103,378	\$ 4,261,128	\$ 1,439,436	\$ 11,685,312
2013-14	\$ 4,512,680	\$ 1,555,392	\$ 264,651	-	\$ 6,332,723
Total	\$ 21,401,275	\$ 10,872,407	\$ 17,809,738	\$ 6,707,168	\$ 47,938,722

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014			
Referrals (July - January)	2011/2012	2012/2013	2013/2014
Tahoe City:			
Walk In	9,231	26,309	32,443
Phone	1,973	2,179	1,999
Kings Beach (Walk In Only)	2,995	3,014	5,278
Reno (Walk In - Thru Dec)	1,660	1,793	3,834
			113.83%
			YOY % Change
			23.32%
			-8.26%
			75.12%
			113.83%

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
January 2014	475

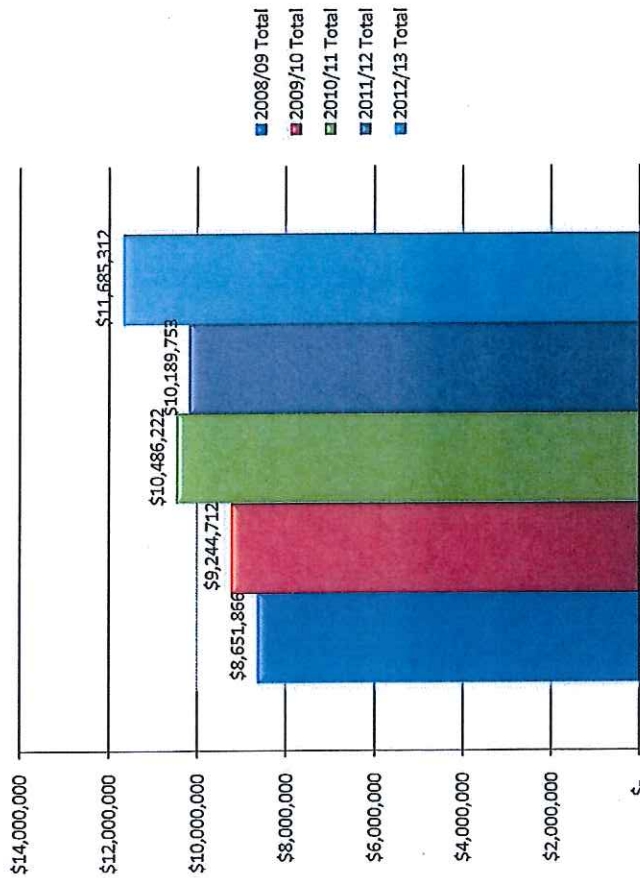
Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)				
Quarter	2010	2011	2012	2013
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 616,736
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 477,603
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 825,863
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 482,877	\$ -
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,212,436	\$ 1,920,202
				YOY % Change
				22.0%
				6.1%
				10.8%
				0.0%
				0.0%

MITRIP Reservations Activity			
	FY 12/13	FY 13/14	Change
Occupancy during January	51.5%	46.3%	-10.1%
ADR January (Average Daily Rate)	\$ 262	\$ -	3.4%
Occupancy Forecast February	50.0%	36.8%	-26.8%
ADR February (Average Daily Rate)	\$ 280	\$ -	4.3%
Occupancy (prior 6 months)	44.6%	45.9%	2.9%
ADR (prior 6 months)	\$ 221	\$ 245	10.9%
Occupancy (next 6 months)	24.2%	22.8%	-5.8%
ADR (next 6 months)	\$ 237	\$ 247	4.2%
Incremental Pacing for January	9.1%	3.7%	-59.3%

Unemployment			
	December 2012	June 2013	December 2013
California	9.7%	8.9%	7.9%
Placer County	8.6%	7.5%	6.5%
Dollar Point	9.9%	8.7%	7.6%
Kings Beach	8.6%	7.5%	6.5%
Sunnyside/Tahoe City	10.0%	8.7%	7.6%
Tahoe Vista	14.3%	12.5%	11.0%

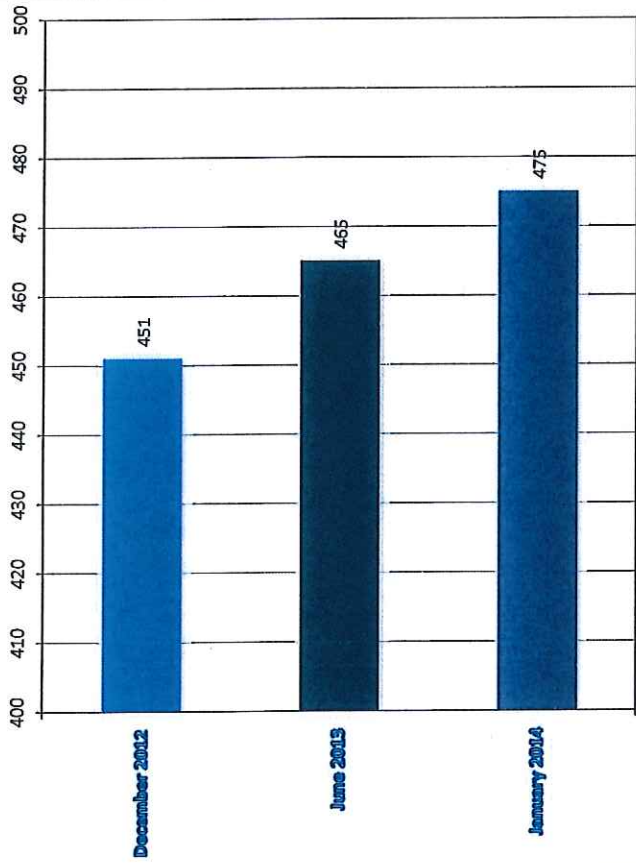
Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014			
	2012-13	2013-14	YOY % Change
FORWARD LOOKING (2013/14)	Actuals	Forecasted	
Total Revenue Booked through January	\$ 2,113,783	\$ 2,617,948	24%
Forecasted Commission for this Revenue	67,339	154,900	130%
Number of Room Nights	9,374	11,382	21%
Number of Tentative Bookings	61	96	57%
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	\$ 1,887,320	69%
Washoe ('13; 19%; '14; 9%)	\$ 407,552	\$ 227,073	-44%
South Lake ('13; 27%; '14; 18%)	\$ 580,965	\$ 475,963	-18%
Nevada ('13; 1%; '14; 1%)	\$ 10,359	\$ 27,592	166%
Total Conference Revenue	\$ 2,113,783	\$ 2,617,948	24%

5-Year Annual TOT Collections (Fiscal Year Basis)



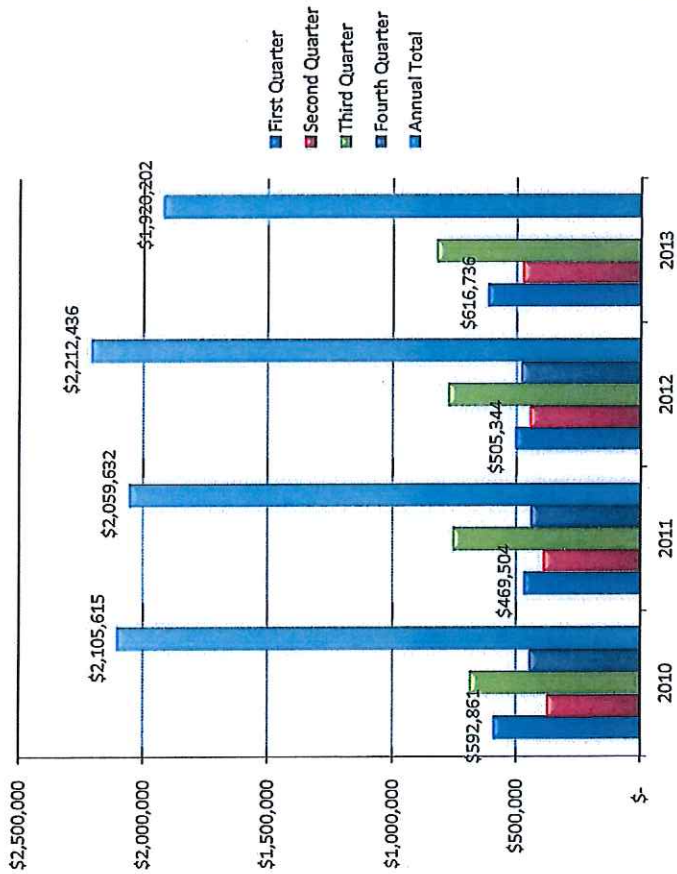
Total TOT Collections by Quarter 2008 - 2014 (through January 31, 2014)	Total			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504
2011-12	\$ 3,682,067	\$ 1,794,228	\$ 3,159,502	\$ 1,553,956
2012-13	\$ 3,881,370	\$ 2,103,378	\$ 4,261,128	\$ 1,439,436
2013-14	\$ 4,512,680	\$ 1,555,392	\$ 264,651	\$ -
Total	\$ 21,401,275	\$ 10,672,407	\$ 17,809,738	\$ 6,707,168
				\$ 47,938,722

Chamber Membership (# of Members)



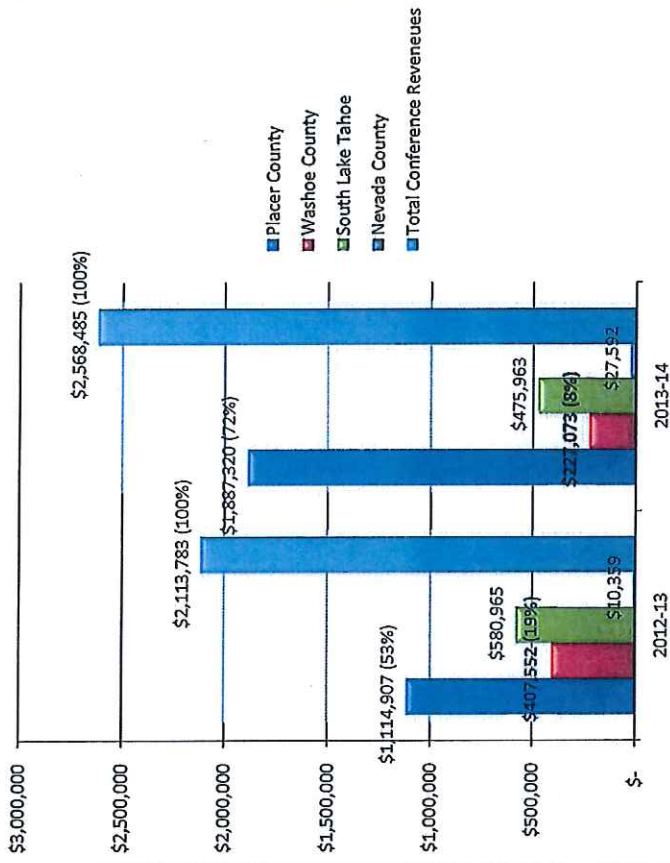
Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
January 2014	475

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



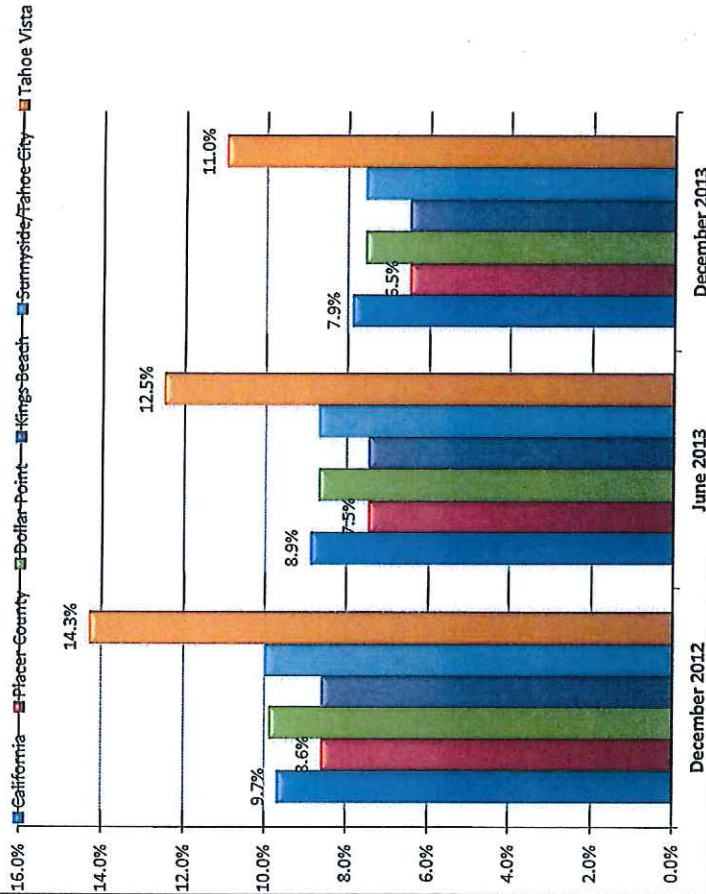
Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 616,736	22.0%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 477,603	6.1%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 825,863	0.0%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 482,877	\$ -	0.0%
Total	\$ 2,105,615	\$ 2,099,632	\$ 2,212,436	\$ 1,920,202	0.0%

Conference Revenue Statistics & Revenue Share by County



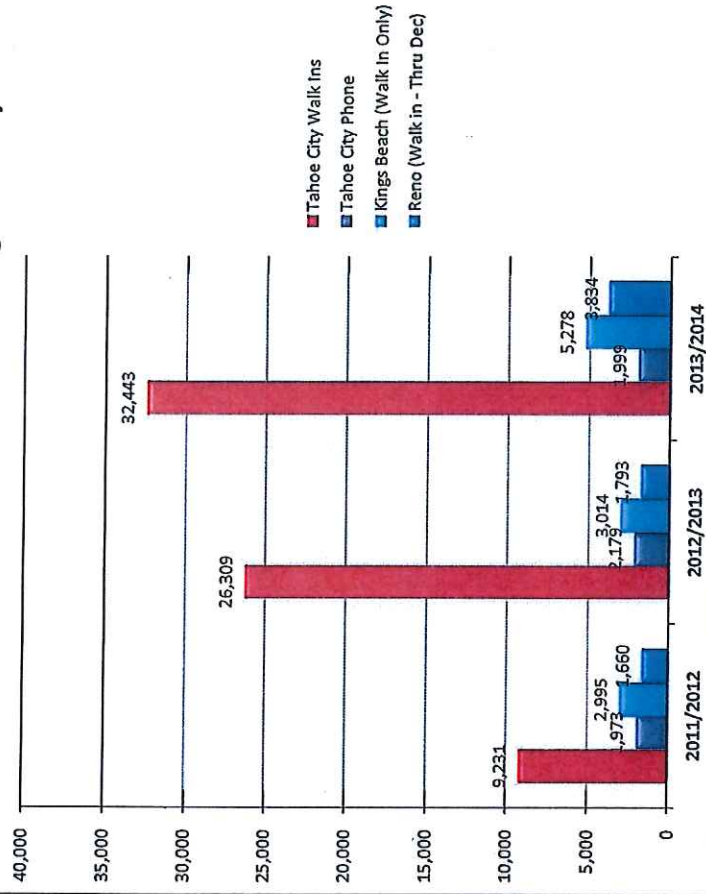
Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014					
	2012-13	2013-14	YOY % Change		
FORWARD LOOKING (2013/14)		Forecasted			
Total Revenue Booked through December	\$ 2,113,783	\$ 2,617,948	24%		
Forecasted Commission for this Revenue	67,339	154,900	130%		
Number of Room Nights	9,374	11,382	21%		
Number of Tentative Bookings	61	96	57%		
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	\$ 1,887,320	69%		
Washoe (13; 19%; '14; 8%)	\$ 407,552	\$ 227,073	-44%		
South Lake ('13; 27%; '14; 19%)	\$ 580,965	\$ 475,963	-18%		
Nevada ('13; 1%; '14; 1%)	\$ 10,359	\$ 27,592	166%		
Total Conference Revenue	\$ 2,113,783	\$ 2,617,948	24%		

Unemployment Rates by Region



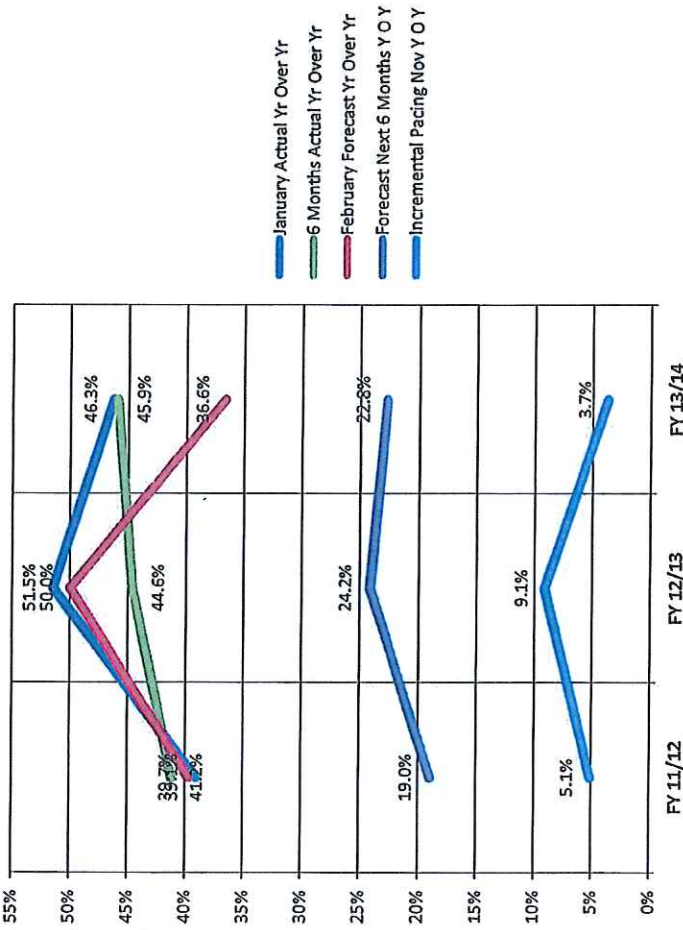
Unemployment	November 2012	December 2012	November 2013
California	9.7%	8.9%	7.9%
Placer County	8.6%	7.5%	6.5%
Dollar Point	9.9%	8.7%	7.6%
Kings Beach	8.6%	7.5%	6.5%
Sunnyside/Tahoe City	10.0%	8.7%	7.6%
Tahoe Vista	14.3%	12.5%	11.0%

Visitor Information - Fiscal YTD through January



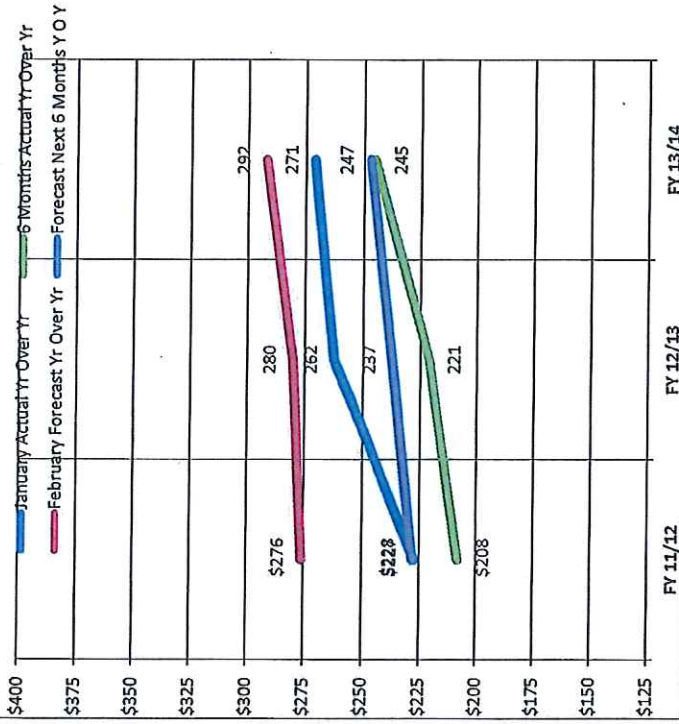
VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
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Tahoe City:				
Walk In	9,231	26,309	32,443	23.32%
Phone	1,973	2,179	1,999	-8.26%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

MTRIP Destimetrics Occupancy in NLT Comparisons



MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during January	51.5%	46.3%	-10.1%
ADR January (Average Daily Rate)	262	271	3.4%
Occupancy Forecast February	50.0%	36.6%	-26.8%
ADR February (Average Daily Rate)	280	292	4.3%
Occupancy (prior 6 months)	44.6%	45.9%	2.9%
ADR (prior 6 months)	221	245	10.9%
Occupancy (next 6 months)	24.2%	22.8%	-5.8%
ADR (next 6 months)	237	247	4.2%
Incremental Pacing for January	9.1%	3.7%	-59.3%

MTRIP Destimetrics RevPar in NLT Comparisons



MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during January	51.5%	46.3%	-10.1%
ADR January (Average Daily Rate)	262	271	3.4%
Occupancy Forecast February	50.0%	36.6%	-26.8%
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ADR (prior 6 months)	221	245	10.9%
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ADR (next 6 months)	237	247	4.2%
Incremental Pacing for January	9.1%	3.7%	-59.3%

North Lake Tahoe Resort Association
Fiscal Year 2014-15 Projected Budget Calendar

<u>DATE</u>	<u>TASK</u>	<u>PLAYERS</u>
Feb - March	Produce New Budget Format and Documents, Calendar, Assumptions and Goals for the Budget Process in Detailed Budget Documents.	Director of Finance
Beginning of March	Produce and Distribute Actual vs. Budget Reports through January to Department Managers	Director of Finance, All Department Managers
Mid-March	Meet with Department Managers for Preliminary Individual Department Budgets.	Director of Finance, All Department Managers
Month of April	Complete First Draft of Budget (Preliminary Budget)	Director of Finance
April 1, 2014	County Calendar in Budget Process	Placer County, Director of Finance
April 22, 2014	Executive Committee Meeting (E.C. gets 1 st look at Preliminary Budget)	Executive Committee
April 24, 2014	Finance Committee Meeting (F.C. gets 1 st look at Preliminary Budget)	Finance Committee
April 30, 2014	Scope of Work (Attachment A) and Budget by Major Category (Attachment C) of the County Contract with NLTRA is produced and presented.	All Department Managers, Placer County
Month of May	County Negotiates Contract with NLTRA.	Placer County
May 22, 2014	Finance Committee Meeting (F.C. gets Updated Preliminary Budget)	Finance Committee
May, 27, 2014	Executive Committee Meeting (E.C. gets Updated Preliminary Budget)	Executive Committee
End of May	Individual Preliminary Budgets to Committees for Input.	All Committees
May 31, 2014	Updated Preliminary Budget is Prepared.	Director of Finance

June 4, 2014	Board of Directors Meeting (Board gets 1 st look at Preliminary Budget)	Board of Directors
Beginning of June	Enter Preliminary Budget into Quick Books Accounting System.	Director of Finance
Mid-June	Final County Contract with NLTRA Approved.	Placer County
June 17, 2014	Final Budget Prepared for Finance Committee Meeting	Director of Finance
June 19, 2014	Finance Committee Meeting Recommends Budget	Finance Committee
June 25, 2014	Strategic Retreat - Board of Directors Approves Budget for 2014/15 Year	Board of Directors
June 30, 2014	Enter Final Budget into Quick Books Accounting System.	Director of Finance

Note: The CEO is involved in all processes of the budget. The timeline can change as we progress through the year.

12.2-2

Monthly Report January 2014
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 1/31/14:	\$2,141,984	\$1,246,533	72%
Forecasted Commission for this Revenue:	\$154,900	\$55,997	177%
Number of Room Nights:	11382	7267	57%
Number of Delegates:	6557	3301	99%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	96	94	2%

<u>Monthly Detail/Activity</u>	<u>January-14</u>	<u>January-13</u>	
<u>Number of Groups Booked:</u>	8	7	
Revenue Booked:	\$52,456	\$203,022	-74%
Projected Commission:	\$4,173	\$13,107	-68%
Room Nights:	435	1210	-64%
Number of Delegates:	346	469	-26%
		1 Corp, 2 Smf,	
	1 Corp, 1	1 Govt, 2 Univ.	
Booked Group Types:	Assoc, 6 Smf	and 1 Seminar	
Lost Business, # of Groups:	4	4	

<u>Arrived in the month</u>	<u>January-14</u>	* Est.	<u>January-13</u>	
Number of Groups:	7		1	
Revenue Arrived:	\$168,319		\$33,919	396%
Projected Commission:	\$12,459		\$1,696	635%
Room Nights:	846		136	522%
Number of Delegates:	386		55	602%
Arrived Group Types:	3 Corp, 2 Assoc, 1 TA and 1 Govt		1 Assoc.	

<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.

Monthly Detail/Activity	<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%
Booked Group Types:	3 Smf	2 Govt, 1 Smf,	
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:	\$13,351	\$14,643	-9%
Projected Commission:	\$0	\$732	-100%
Room Nights:	75	145	-48%
Number of Delegates:	40	62	-35%
Arrived Group Types:	1 Corp	1 Assoc.	

Monthly Detail/Activity	<u>October-13</u>	<u>October-13</u>	
<u>Number of Groups Booked:</u>	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%
Booked Group Types:	5 Corp, 1 Smf, 1 Corp.	1 Corp, 1 Smf	
Lost Business, # of Groups:	2	2	

<u>Arrived in the month</u>	<u>October-13</u>	<u>October-12</u>	
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	

Monthly Detail/Activity	<u>September-13</u>	<u>September-12</u>	
<u>Number of Groups Booked:</u>	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 Assoc. and 3 Smerf	1 Corp, 5 Assoc. 2 Film Crew	
Lost Business, # of Groups:	9	2	

<u>Arrived in the month</u>	<u>September-13</u>	<u>September-12</u>	
Number of Groups:	12	8	
Revenue Arrived:	\$848,564	\$124,013	584%
Projected Commission:	\$78,408	\$13,900	464%
Room Nights:	4052	689	488%
Number of Delegates:	2148	347	519%
Arrived Group Types:	4 Corp, 2 Assoc., 1 Govt. 1 Film Crew, 4 Smerf	4 Corp., 2 Assoc 2 Smerf	

<u>Monthly Detail/Activity</u>	<u>August-13</u>	<u>August-12</u>	
<u>Number of Groups Booked:</u>	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>	6	9	
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)
For 2014/15:	\$1,744,389	\$2,000,000
For 2015/16:	\$4,137,968	\$4,000,000

NUMBER OF LEADS Generated as o 1/31/14:

Total Number of Leads Generated in Previous Years:	104
2012/2013: 171	
2011/2012: 119	
2010/2011: 92	
2009/2010: 107	
2008/2009: 151	
2007/2008: 209	
2006/2007: 205	

Monthly Report January 2014
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 1/31/14:	\$475,963	\$558,401	-15%
Forecasted Commission for this Revenue:	\$7,411	\$14,836	-50%
Number of Room Nights:	4270	5612	-24%
Number of Delegates:	1327	2150	-38%
Annual Commission Projection:	\$10,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>January-14</u>	<u>January-13</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$1,350	\$20,943	-94%
Projected Commission:	\$202	\$644	-69%
Room Nights:	20	130	-85%
Number of Delegates:	25	85	-71%
Booked Group Types:	1 Corp.	1 Assoc. 1 Smf	

<u>Arrived in the month</u>	<u>January-14</u>	<u>January-13</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:			

<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>	<u>December-12</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$382,681	\$401,031	
Projected Commission:	\$0	\$0	
Room Nights:	3769	4345	
Number of Delegates:	1000	1200	
Arrived Group Types:	1 Corp.	1 Corp.	

Monthly Detail/Activity	<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:		

Monthly Detail/Activity	<u>October-13</u>	<u>October-12</u>	
<u>Number of Groups Booked:</u>	1	2	
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 t	

<u>Arrived in the month</u>	<u>October-13</u>	<u>October-12</u>
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

Monthly Detail/Activity	<u>September-13</u>	<u>September-12</u>	
<u>Number of Groups Booked:</u>	1	2	
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	

<u>Arrived in the month</u>	<u>September-13</u>	<u>September-12</u>	
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

Monthly Detail/Activity	<u>August-13</u>	<u>August-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:	1 Corp, 1 CA Assoc. 1 Smerf	1 Assoc.

<u>Arrived in the month</u>	<u>August-13</u>	<u>August-12</u>
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.

Monthly Detail/Activity	<u>July-13</u>	<u>July-12</u>	
<u>Number of Groups Booked:</u>	3	1	
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.	

<u>Arrived in the month</u>	<u>July-13</u>	<u>July-12</u>
Number of Groups:	4	1
Revenue Arrived:	\$49,294	\$10,103
Projected Commission:	\$813	\$1,515
Room Nights:	311	60
Number of Delegates:	185	40
Arrived Group Types:	1 Corp. 1 Assoc. 3 Smf	1 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

March 5, 2014

Subject: Monthly Activity Report—February, 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 Summit Coalition Partners are now moving 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.
- A draft environmental analysis has been prepared and is being circulated for review.
- An RFQ is being prepared to solicit a qualified consultant to prepare an economic analysis of the transportation vision.
- The Resort Triangle Transportation Vision Coalition will reconvene at its usual time following the March 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 1st.
- No operator subsidy is required, and operator collects passenger revenues. It will be a reduced schedule serving the same properties.
- 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 30th.

3. Regional Coordinated Skier Shuttle Program

- The current weather has caused suspension of the service and 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

- A \$140,000 funding request for 2014 was approved by the Board and the Board of Supervisors at its December 10th meeting, which will allow operation of the shuttle in 2014.
- Staff ,TTD, the operator, and TMA met on February 25th to review and assign tasks to be completed to prepare for the upcoming season

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 28th 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.
- The Tahoe Regional Arts Foundation presented a summary of the Business/Operational Plan at the February 24th CIT Committee meeting and received a unanimous recommendation for the Board to approve continuation of Phase One at its March 5th Board meeting.

7. **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.

8. **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.

9. **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.

10. **February Capital Investment/Transportation Committee Meeting**
 - At the Committee Workshop, discussion and recommendation included:
 - Strategic Goals
 - Funding Strategy Criteria
 - Other NLTRA Criteria
 - Capital Investment/Transportation Work Plan Elements
 - Work Plan Core Project Groupings

11. **Next Capital Investment/Transportation Committee Meeting**
 - The next Committee meeting will be a workshop format on **Monday, March 24th, 1\1:30 p.m. until 4:00 p.m., at the Tahoe City Public Utility District.**
 - The main agenda item will be the FY 2014/15 Capital Investment/Transportation Work Plan and a Request for funding for the Truckee River Multi-use Trail.
 - 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
- SR 89/Fanny Bridge Workshop
- North Lake Tahoe Express Funding Meeting
- Tahoe Transportation District Board Meeting
- NLTE Options Workshop
- Visitor Center/Chamber Mixer
- Commons Beach Buildings Meeting
- Placer County Community Plans Meeting
- Nevada Legislative Committee for TRPA Oversight



Board of Directors Retreat

Feb. 5, 2014

The Ritz-Carlton

Discussion Topics

Succession Plan

- Start the Nomination Committee of the Board in January
- Conduct well-structured Board orientation with Board members present

Confusion About Organization

- Look at rebranding – ie: Explore North Lake Tahoe
- Eliminate 'resort,' also general public may not know what CVB means
- Survey Chamber members about what they value or need
- Primary importance to identify relevance and influence
- Consider changing 'members' to 'partners'
- Gain shared commitment to vision and mission
- Are we missing key representation on the Board – look to diversify

Community Involvement

- Monthly or quarterly forums
- More community outreach - presentations
- Regional large events like Ironman are good for organization
- Formalize Board Member outreach: develop list of top 50-100 thought leaders, craft message, determine most effective method of delivering the message, create a media strategy to reinforce message
- Develop ongoing communication with thought leaders – 1Xmonth

County Relations

- Be the voice of business
- Create the buffer and provide business/community support for projects in NLT
- Work with the County to better align budget and project determination
- Get out in front with Strategic Goals, Master Plan, and Integrated Work Plan
- Develop Board Member and Board of Supervisor direct communication plan
- Build a strong partnership by working together to accomplish common goals
- Understand that the County has other constituents

Cathedral Thinking

- Board members and staff should look to the future, even if their vision won't be completed in their term or maybe life span
- Visionary projects are what can inspire followers and believers

Goal Setting

Destinational Cathedral Goals

- **Human Powered Sports – **Become the High Altitude Training Centre for Northern California**
 - Leverage and grow Sports Performance Technology and Expertise
 - Research needed amenities & services
 - Support and leverage activity affinity groups ie: Nordic Council, biking enthusiasts and retailers, etc.
 - Wellness Attributes of Lake, therapists (like Grenoble)
 - High Altitude or Sports Product development and testing incubator
 - Leverage Tahoe Forest Sports Medicine Center alignment and other trainers
- **Legacy Development – Lodging/Amenities**
 - Area Plans, Regional Plan, TAU allocation bank
 - Golf course entitlement
 - KB Pier and Boardwalk, KBCCIP
- **Transportation**
 - Transit Vision
 - Cross Lake Ferry
 - Air Service Capacity growth
- **Destination Marketing/Event Strategy**
 - Continue to support all the above with a solid marketing plan, event strategy, with a focus on growing the destination visitor segment

Organizational

- ****Succession Plan for Board and Staff**
 - Develop a plan for officers
 - Create a board committee for board member recruitment
- ****Revenue Growth**
 - Explore funding mechanisms such as TBID for marketing
 - Explore funding mechanisms such as sales tax and TOT for Transportation
- **Align with County Goals**
 - Complete Master Plan update/review and seek County input/adoption
 - Review Strategic Goals with each County Supervisor
 - Work with staff to establish annual calendar for discussing goals, budget, etc. that will be most effective for both entities to partner
- ****Formalized Community Outreach with Board Members involvement**
 - Consider re-branding organization ie: "Explore North Lake Tahoe" as a dba – similar to "Visit California"
 - Develop defining presentation and visit service club circuit
 - Develop 'thought leader' touch list and strategy

**** Items that are NOT included in our strategic goals at this time**