



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday June 26, 2013 – 1:00 p.m. – 5:00 p.m.

Tahoe City Community Center Upstairs (next to the old Firehouse)

NLTRA Mission

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

Meeting Ground Rules

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM – 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 (2 hr 30 minutes) 1:00 – 5:00p.m.

Organization (2 hr. 15 minutes)

3. Discussion of role of NLTRA and relationship with Placer County – David Boesch, County CEO (60 minutes)
4. Strategic Goals Progress and Discussion - Sandy Evans Hall (45 minutes)
5. 2013/14 NLTRA Budget – Lisa deRoulet, Bill Rock **MOTION** (30 minutes)

Marketing (45 minutes)

6. Marketing Plan and Strategic Goals Progress and Discussion – Andy Chapman and Marketing Team (45 minutes)

Infrastructure/Transportation (15 minutes)

7. Funding request for 15 way-finding signs pending approval from all agencies – Ron Treabess **MOTION** (15 minutes)

2013

Board Members

Wally Auerbach
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
(Chair)
CB's Pizza & Grill

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

Brendan Madigan
Alpenglow Sports

Alex Mourelatos
Mourelatos Lakeshore Resort

Valli Murnane
(Secretary)
Tahoe XCountry

Ron Parson
(Immediate Past Chair)
Granlibakken

Bill Rock
(Treasurer)
Northstar

Eric Sather
Resort at Squaw Creek

Jennifer Merchant
Placer County

Kristi Boosman
TRPA
(Ex-officio)

Membership (30 minutes)

8. Chamber Cost Benefit Analysis – Lisa deRoulet, Sandy Evans Hall, Deanna Frumentti (30 minutes)

E. DIRECTORS' COMMENTS (5 minutes)

F. 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.

9. Board Meeting Minutes – May 1, 2013

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

10. Joint Infrastructure/Transportation Committee – June 24, 2013

11. Marketing Committee – No Meeting in June

12. Business Association and Chamber Collaborative – No Meeting in June

13. Lodging Committee – No Meeting in June

14. Conference Sales Directors Committee – No Meeting in June

15. Finance Committee – June 20, 2013

16. Executive Committee Report – No meeting in June

17. Financial Reports for May, 2013

1. Financial Analysis

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

18. Conference Sales Reports

19. Infrastructure/Transportation Activity Report – June

G. MEETING REVIEW AND STAFF DIRECTION (5 minutes)

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT – Adjourn to Uncorked for a beverage of your choice!

This meeting site is wheelchair accessible.

Posted and e-mailed, June 21, 2013



Strategic Goals 2012 – 2016

Executive Summary

REPORT CARD – JUNE 2013

***By 2013, conduct a sales department review and strategic plan to include an overall cost/benefit analysis. DONE**

By 2016, the North Lake Tahoe Region will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics. IN PROGRESS

***By 2016, Transient Occupancy Tax collections will have increased by 15% over 2010/11 adjusted for inflation. DONE - Will likely achieve this with fiscal 12/13 TOT collections**

***By 2013, the marketing department will have a clear marketing brand for North Lake Tahoe. DONE – By September 2013, branding process will be completed**

By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011. IN PROGRESS - Will likely achieve this goal in 2013/14

By 2016, a fully integrated transportation system within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service on recreational routes of 20% (3% per year). IN PROGRESS: Working with Transit Vision Coalition to have something before the voters in November 2014 at the earliest

***By 2013, review existing criteria for infrastructure funding and develop an infrastructure strategy for project funding priorities in the future as well as in the existing integrated work plan to include temporary support for regional events. DONE**

****By 2016, there will be additional lift of 200,000 seats into Reno Tahoe International airport or Sacramento airport servicing Northeast and Southeast consumers as well as other markets. IN PROGRESS: This goal is part of a larger effort to increase our mix of destination visitors. Task Force meeting June 2013.**

By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals. **IN PROGRESS** - Boulder Bay, Homewood, and Cal-Neva are strong possibilities for achieving this goal by 2016.

****By 2016, there will be a completed trail system linking all areas within the North Lake Tahoe region resort triangle and West Shore to Incline Village to include:**

- Bike path system including paved multi recreation trails, bike lanes, and unimproved backcountry trails
- Completed visitor ready infrastructure and signage for paddle boarding/kayaking
- Trail development and signage for providing Nordic skiing throughout the region.
- Marketing of completed infrastructure assets

IN PROGRESS – Completion of Homewood trail, Lakeside Trail; working on Dollar Hill, Squaw to Truckee, and Martis Valley. Signage approved for Tahoe Cross Country for skiing and biking

By 2014, there will be 30 way finding signs in place within the North Lake Tahoe region, and 50 by 2016. **IN PROGRESS** – will have 6 signs in place by fall of 2013 in addition to the demo signs listed below, have budgeted for signage over the next 3 years

By 2014, evaluate membership component and value of retaining a Chamber of Commerce entity within the organization. **DONE*

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission. **ON-GOING**

By 2016, the organization will be the recognized business leader with public and private partners in the regulatory environment. **ON-GOING**

By 2016, the organization will be the recognized voice of business for legislative issues as they impact tourism in E. Placer County. **ON-GOING**

By 2013, the organization will have taken the lead on components of Economic Prosperity Plan and County Road Map that align with our mission of tourism development, and will be the B.O.S. authority through required organization endorsement or consultation. **ON-GOING**

****By 2016, the organization will have increased dues and non-dues revenue by a total of 50% (\$100,000) through development of programs and communication that add value to membership, unless decision is made to eliminate Chamber of Commerce in 2014. **NOT DONE** - Goal is not realistic, increase of \$20,000 by 2016 is achievable**

***By 2013, create and begin to execute a customer service training strategy throughout North Lake Tahoe as a part of the greater in-market visitor information strategy. DONE**

By 2013, the organization will have assessed regional needs for Visitor Information distribution via virtual or physical locations and by 2016, will have implemented plans. IN PROGRESS – Looking at Kings Beach, Squaw Valley, and Northstar for greater exposure opportunities

By 2016, the organization will have increased net promoter scores by 20% over 2011/12 or up to 85, whichever is lower. IN PROGRESS - Intercept research from Fall 2012 shows NPS at 63% - goal is to raise it to 75%.

***By 2013, the organization will have developed and executed a comprehensive communications plan that utilizes all available mediums with consistency and frequency. DONE**

By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan. ON-GOING

By 2016 (ongoing), the organization will be a recognized voice of community in all core function areas, and is approached as an entry point for projects and programs seeking support or endorsement. ON-GOING

By 2013 (ongoing), the organization will have a recognized brand message of “Who we are and what we do,” through recurring outreach to all identified partner organizations and members. ON-GOING

*** - Completed, will delete**

**** - Would like to change**



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Strategic Goals 2012 – 2016

2012/13 Action Plan

REPORT CARD – JUNE 2013

Key Initiative Areas – Opportunities to develop across all core function areas in addition to existing initiatives of downhill skiing, boating, culinary arts, music, and hiking

1. Biking
2. Paddle boarding/kayaking
3. Nordic Skiing

Core Function: Marketing/Sales
Chief Marketing Officer/Marketing Committee/Coop/ Lodging Committee/Marketing Team

By 2013, conduct a sales department review and strategic plan to include an overall cost/benefit analysis. **DONE**

ACTION PLAN 2012/13

- Work with conference sales staff and advisory committee to review current efforts of department and to report back to committee and board on cost/benefit analysis and future recommendations **DONE – reported to Board**
- By 2014, conference revenue and attendance will have grown by 25% area wide over FY 2010/11 baseline **DONE- Baseline revenue in FY 2010 was \$1,717,000. Revenue in FY 2011/12 was \$2,155,000 (25.5% increase over FY 2010/11) Revenue in FY 2012/13 was \$2,100,000 (22.3% increase over FY 2010/11), Projected revenue for FY 13/14 is \$2,750,000 (60% increase over FY 2010/11)**
- Develop a Reunion & Wedding marketing and sales strategy **DONE – Worked with School of Thought on wedding/reunion campaign, focusing on Pinterest, Social Media; held Wedding Expo**
- Work with a Reunion and Wedding task force, working within the channel to determine current business levels, market capacity and resource allocation **IN PROGRESS**
- Events department will work with Conference and Leisure Sales on all sales leads for inbound sports events generated through Sports Marketing efforts and resources **DONE – Triple Crown Sports, Disc Golf Championships, Ironman, USA Cycling, US Orienteering, all incoming RFP's for inbound sports groups and leads generated at TEAMS 12, NASC and US Sports Congress.**
- Support the promotion of North Lake Tahoe as a meeting destination and educate planners about Lake Tahoe's amenities, including cultural and recreational opportunities as well as dining and shopping by creating a value-added card to be distributed to conference groups **IN PROGRESS: Conference staff spoke with**

TCDA staff regarding the creation of a value-added piece and are continuing to work with them to create a card that can be distributed universally to all groups that book meetings in North Lake Tahoe. While we haven't finalized a universal value-added piece we have worked with specific businesses to provide discounts to a couple of groups that visited North Lake Tahoe this year. Conference sales also provides every group that books a meeting in Lake Tahoe with a comprehensive package of brochures from the Visitors Information Center that includes the North Lake Tahoe Travel Planner, North Lake Tahoe Official Visitors Guide and a myriad of other brochures specific to the season the group will be meeting in Tahoe and the demographics of the group. Staff also offers to provide any of these materials in bulk to meeting planners so they can distribute them to their group either in pre-registration materials or upon check in at their hotel.

By 2016, the North Lake Tahoe Region will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics. IN PROGRESS

ACTION PLAN 2012/2013

- Develop and promote the North Lake Tahoe region as a premier Cross Country region in the industry **DONE - Developed the Cross County Map, Press Releases, Social**
- Continue efforts began in FY 2011/12 to further implement an area-wide Cross Country Ski Pass **IN PROGRESS – Put on hold to FY 2013/14 due to major resort staff changes and late openings due to poor snow years**
- Position and promote Lake Tahoe as largest flat water paddle venue in the country **DONE – website, social, PR, photography, event promotion and assistance, consumer marketing**
- Support SUP races with financial and in-kind assistance **DONE – Financial and in-kind support of Tahoe Nalu SUP, Waterman's Challenge and the O'Neil SUP 3 Race Series, web, social and video promotion**
- Brand Lake Tahoe as a kayak destination in partnership with the Lake Tahoe Water Trail **DONE – Sell maps, books, spoke to conference attendees, incorporated kayaking and stand up paddle boarding in many of the spring, summer and fall familiarization and media visits, consumer marketing, public relations efforts, web, social**
- Market the region as a premier adventure/endurance race location for both amateur and professional athletes with large scale events and sales and marketing efforts targeted at both consumers and operators of such events and activities **DONE – Ironman, Tough Mudder (2), Adventure Sports Week, LT Triathlon, Sierra Century Bike Ride, social efforts, web inclusion, consumer marketing, increased global awareness of the events with outreach to VCA international offices, conference staff regularly calls on producers/sponsors of major events to educate them on North Lake Tahoe**
- Target companies that are key sponsors for adventure/endurance events for their annual meetings and incentives or possible corporate teams that would participate **DONE - Conference sales staff has been in contact with event staff at Power Bar,**

Newton, The Active Network and SUGOi who are the main sponsors of IRONMAN and Under Armour, Camelbak, Dos Equis, Advil and Bic who are the major sponsors of Tough Mudder. No programs have been secured but staff will remain in contact with them to secure future bookings

- Target groups that host meetings or produce events related to Alpine/Cross Country skiing, biking, paddle boarding and kayaking **DONE – WTC, IMBA, MTS, NASC, TEAMS**
- Target Alpine/cross country ski clubs and councils that do annual West Coast trips **DONE – MTS and group ski wholesaler outreach, Disabled Sports USA Ability Celebration, The Great XC Ski Race, Olympic XC Trails Celebration, Learn to Ski and Board, Capitol Ski Group, Travel Bound & Ski Bound, Conejo, Northwest Ski Club Council, Singles Ski Club of Los Angeles, Phoenix Ski Club**
- Target corporate groups that do annual ski trips and incentives **DONE - Honeywell Ski Incentive, SF Trial Lawyers Association Ski Retreat**
- Improve overall consumer value of the Ski Tahoe North product **DONE – added 2 for 1 redemption at Sugar Bowl and Homewood as well as a \$20 F&B card at Mt. Rose with redemption**
- Continue to add new wholesale/leisure product offerings in the North Lake Tahoe region **DONE – Refer to 6 Month Performance Report**
- Increase communication and coordination with international sales offices **DONE – Very regular email communication and monthly conference calls with travel trade account managers while continuously forwarding on relevant releases and story ideas to PR managers**
- Brand Lake Tahoe as the most concentrated region of world-class ski resorts in North America within emerging international markets **DONE – put together the CA Snow Warren Miller film tour sponsorship in Australia and New Zealand with Visit CA, Mammoth and Ski Lake Tahoe, Snowfest and US Alpine Championship sponsorships, Learn to Ski and Board, participation in Sierra Ski Marketing Council and Ski Lake Tahoe, consumer advertising, public relations, social, web**
- Increase the amount of press hosted from specialty alpine ski, cross country ski, paddle sport and biking publications **DONE – hosted Snow Travel Magazine, Transworld Snowboarding, OnTheSnow.com – France, Transfer Snowboard Magazine – Australia, Chill Factor Ski Magazine – Australia, Warren Miller – Australia/NZ, Geographic Outdoor Magazine – Australia highlighting skiing (with a July, 2013 visit to take place highlighting lodge to lodge kayaking and mountain biking), Lonely Planet – Korea featuring kayaking and mountain biking**
- Create dynamic lodge-to-lodge kayaking/paddleboard package offerings with select wholesale companies **IN PROGRESS – More interest at POW WOW**
- Expand North Lake Tahoe lodging product offerings with travel trade companies specializing in bike tours **IN PROGRESS – Very niche market/product**
- Continue to promote lodge-to-lodge kayaking and SUP packages with the travel trade and media **DONE – Promoting Tahoe Adventure Company's Lodge to Lodge paddle packages with domestic and international travel trade and put together the 2nd lodge to lodge press trip**
- Continue to interact on North Lake Tahoe, Visit CA and tour operator Facebook pages promoting these activities and highlighting events, conditions, video clips

and more **DONE – Regularly posting pictures and sharing additional pictures and video**

- Continue to share relevant press releases and key events with travel trade, media and international Visit CA offices **DONE – All key contacts receive NLT and key partner releases**
- Continue to work with North Lake Tahoe ski resort and activity providers on adding additional commissionable product with the travel trade for vacation packages **DONE – Squaw Valley/Alpine Meadows are now offering net rates on their season passes**
- Continue to host domestic and international call center agent, travel agent and media FAMs where these activities and related events and athletes are showcased **DONE – Domestic and international FAMs grew in 2012-13**
- Analyze and act on information acquired by the summer 2012 Intercept Surveys and use that data as a baseline for future improvements and goal setting **DONE – Survey completed and reviewed by staff and agency partners. Survey outcomes included in future efforts**

By 2016, Transient Occupancy Tax collections will have increased by 15% over 2010/11 adjusted for inflation. DONE - Will likely achieve this with fiscal 12/13 TOT collections

ACTION PLAN 2012/2013

- Ensure a regional public relations focus, delivering messaging to all partners on a regular basis to create alignment **DONE – Held two PR Summits with local partners prior to summer and prior to winter. Working with new communication agency to develop a community PR bulletin to keep partners aware of upcoming efforts, trends and news**
- Create a comprehensive social media plan with clearly aligned goals that can be, lead, or compliment key partner plans **DONE**
- Work closely with other NLTRA departments to ensure a cohesive delivery of vacation product in North Lake Tahoe **DONE – Staff meeting**
- Work with community partners to ensure the consumers pre-vacation expectations are being met once in market **ON GOING – Visitor Information Center usage, GoTahoeNorth.com usage including submitting and being up to speed on the Event Calendar, distribution of maps and visitor guides to properties and activity partners, volunteered for the Hospitality Road Show**
- Continue to focus efforts on market segments which have shown positive results **DONE – bought into Visit CA trade and PR programs in top overseas ski markets (UK and Australia), continuing to build winter visitation from Mexico and Brazil and making a big push to incorporate North Lake Tahoe into spring/summer/fall fly-drive itineraries for European travelers (especially France and Germany), also drive market and US cities with non-stop air service into RNO continue to be a major focus**
- Focus national sales efforts on markets that have non-stop air service to Reno-Tahoe International (Chicago, Houston, Dallas, Minneapolis, Denver) **DONE - Conference sales hired Spinnaker Destinations, Meetings & Events to represent North Lake Tahoe in Chicago and the surrounding areas which continues to be a**

strategic meetings market. Staff will also attend trade shows in Dallas, Chicago and Denver this year. Media efforts will also focus on Chicago

- Increase the number of Conference Sales site visits to North Lake Tahoe by 10%
DONE – Site visits increased 42.1 % from 19 visits in FY 11/12 to 27 visits in FY 12/13
- Continue to extend the average length of stay in North Lake Tahoe by ½ night
IN PROGRESS – increasing the number of destination travelers, development of a Destination Taskforce, conference department offers all event planners brochures and information to distribute to attendees to increase length of stay. Staff also encourages planners to link the GoTahoeNorth.com website to their conference websites to encourage their attendees to educate themselves on our destination which will, in turn, cause them to extend their stay, sponsorship of US Alpine Championship, CARVE Tahoe, Ability Celebration, SUP races, Junior Amateur Golf Championship, Ironman, Flow Arts Festival, Youth Soccer Tournaments, Orienteering, triathlon training camps
- Educate conference attendees about the number of family, recreational and cultural activities available in the area to extend the average length of stay and increase the overall spend of our conference attendee
DONE - Conference sales also provides every group that books a meeting in Lake Tahoe with a comprehensive package of brochures from the Visitors Information Center that includes the North Lake Tahoe Travel Planner, North Lake Tahoe guide and a myriad of other brochures specific to the season the group will be meeting in Tahoe and the demographics of the group. Staff also offers to provide any of these materials in bulk to meeting planners so they can distribute them to their group either in pre-registration materials or upon check in at their hotel. The reason for providing this information is to educate them on destination offerings, encourage them to bring families and to extend their length of stay beyond that of their conference.
- Expand North Lake Tahoe lodging product offerings into new as well as existing markets
DONE – refer to 6 month performance report for breakdown of domestic and international additions
- Increase the number of Leisure Sales key travel trade and media FAM visits to the region by 10%
DONE – increased trade and media fams by over 15% in 2012-13
- Increase web-based call center agent trainings
DONE – Conducted 10 call center agent trainings, up 40% over last year
- Invest in large events, community involvement, training other business opportunities
DONE - Conference Sales sponsored Meetings Focus Live and Rymark Meetings & Incentive Ski Summit which both brought over 30 qualified meeting planners to North Lake Tahoe, participated in large events and cover on social sites, volunteered for the Hospitality Road Show trainings, provided grant funding and event support to Ironman, USGA Amateur Golf, Snowfest, Wanderlust, Tough Mudder, US Alpine Championship, Adventure Sports Week, CARVE Tahoe

By 2013, the marketing department will have a clear marketing brand for North Lake Tahoe. DONE – By September 2013, branding process will be completed

ACTION PLAN 2012/2013

- Align in-market with out-of-market messaging in all mediums **DONE** – Coordinate with Visitor Information department and local mobile application, Visitor Guide production and distribution, work with local business associations
- Execute appropriate consumer research in support of brand review project **DONE** – Ad Awareness Study completed in the Bay Area in March 2013
- Shape branding with input from surveys, research, workshops and strategy sessions with our branding experts and test the results **IN PROGRESS** - July – Sept. 2013
- Educate and direct new advertising agency on a first year effort to brand the North Lake Tahoe region with new creative and media strategies **DONE**
- Work closely with CTTC and state offices utilizing international market research gathered **DONE**
- Continue to train call center, travel agents and media to further educate themselves on the region via www.GoTahoeNorth, the one-stop shop to North Lake Tahoe and its brand identity **DONE**

By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011. IN PROGRESS - Will likely achieve this goal in 2013/14

ACTION PLAN 2012/2013

- Invest in large events, community involvement, training other business opportunities **DONE** - Conference Sales sponsored Meetings Focus Live and Rymark Meetings & Incentive Ski Summit which both brought over 30 qualified meeting planners to North Lake Tahoe, participate in large events and cover on social sites, volunteered for the Hospitality Road Show trainings, Ironman, USGA Amateur Golf, Snowfest, Wanderlust, Tough Mudder, US Alpine Championship, Adventure Sports Week, CARVE Tahoe, grant funding and event support
- Target destination markets with good air service and high propensity to travel to North Lake Tahoe **ON-GOING** – On top of all markets with non-stop air service into RNO, SAC, SFO, LAX, SAN, and LAS and continuing to keep up on future air opportunities and announcements, work with area DMO and partners through Regional Marketing Committee to enhance and increase air service, partner with Sierra Ski Marketing Council and Ski Lake Tahoe on domestic programs, coordinate with VCA on international office communication, FAM trips
- Actively promote human-powered sports initiatives through all distribution channels **DONE** – Trade shows, NASC, TEAMS, US Sports Congress, Sunset Celebration Weekend, web, social, PR, event calendar, Reno Tahoe Special Event Guide, visitor information centers, retail activity suppliers
- Promote and support events with brand alignment targeted at key strike zone periods **DONE** – Special Event Allocation Process
- Actively seek out major events that align with the North Lake Tahoe vision and will generate incremental overnight stays with a goal to increase visitation during strike zone periods by 5% **DONE** – Ironman, Amgen, Disc Golf championships,

Adventure Sports Week, Orienteering, AFW, Tough Mudder, Wanderlust, US Alpine Championship, USGA Amateur Golf, leads from sports marketing channels

- Target meetings, conventions and events that take place during identified strike zone periods **DONE** - conference sales aggressively promotes identified strike zones and shoulder season periods as part of our advertising, trade show messaging and discussing points during conversations with clients.
- Host key media to cover events and activities during strike zones and increase media visits during this time by 10% **DONE** – Hosted 65 media outlets compared to 52 the year prior, up 12.5%. These media were for the full year as they were not tracked for specific strike zone/locations.

Other areas for consideration:

- Recruit large region-wide events to spotlight key initiative areas as well as existing brand.
- Increase web site visits
- Leverage new technology to increase visitation
- Develop in-town collateral and information to better deliver brand

Core Function: Infrastructure/Transportation

Director of Community Partnerships and Planning/Joint Infrastructure – Transportation Committee

By 2016, a fully integrated transportation system within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service on recreational routes of 20% (3% per year). IN PROGRESS: Working with Transit Vision Coalition to have something before the voters in November 2014 at the earliest

ACTION PLAN 2012/2013

- By 2013, create a Vision for an integrated transportation system through a regional executive leadership team that includes funding alternatives and governance, and review of existing studies **DONE**
- Continue implementation of identified improvements/enhancements to existing transit services (TART, Nighttime, NLTE, Water Shuttle) **DONE**

By 2013, review existing criteria for infrastructure funding and develop an infrastructure strategy for project funding priorities in the future as well as in the existing integrated work plan to include temporary support for regional events.

DONE

ACTION PLAN 2012/2013

- Work with Joint Committee and partner organizations to develop an infrastructure project funding strategy and required project criteria **DONE**
- Prepare new infrastructure funding request application including revised criteria more specific to the organization infrastructure project funding strategy **DONE**

By 2016, there will be additional lift of 200,000 seats into Reno Tahoe International airport or Sacramento airport servicing Northeast and Southeast consumers as well as other markets. **IN PROGRESS: This goal is part of a larger effort to increase our mix of destination visitors. Task Force meeting June 2013.**

ACTION PLAN 2012/2013

- Explore Welcome Center or physical presence for Sacramento Airport
- Increase the service provided by North Lake Tahoe Express to meet increased demand if necessary **IN PROGRESS - Exploring increase in service for 2013/14**
- Work with CMO, lodging and resort partners to identify strongest consumer markets not being adequately served by the airports
- Develop incentive programs with partners to encourage airlines/airports to provide beneficial flights/services
- Provide North Lake Tahoe marketing in targeted consumer areas with resort partner participation
- Continue to develop basin transit services to encourage auto-less visitors **DONE – Transit Vision, Free Ski Shuttle, Night Rider**

By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals. **IN PROGRESS - Boulder Bay, Homewood, and Cal-Neva are strong possibilities for achieving this goal by 2016.**

ACTION PLAN 2012/2013

- Continue participation in local and basin-wide planning recognizing sustainable economy needed to achieve environmental goals **DONE**
- Work with Placer County and TRPA to develop incentive programs for new and redeveloped lodging/commercial **DONE – Regional Plan Update**
- Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake **DONE – Lakeside Trail, KBCCIP, Golf Course**
- Interview all existing lodging properties around the lake to gauge future plans for renovation/development and develop tracking mechanism of property ownership and intent

By 2016, there will be a completed trail system linking all areas within the North Lake Tahoe region resort triangle and West Shore to Incline Village to include:

- Bike path system including paved multi recreation trails, bike lanes, and unimproved backcountry trails
- Completed visitor ready infrastructure and signage for paddle boarding/kayaking
- Trail development and signage for providing Nordic skiing throughout the region.
- Marketing of completed infrastructure assets

IN PROGRESS – Completion of Homewood trail, Lakeside Trail; working on Dollar Hill, Squaw to Truckee, and Martis Valley. Signage approved for Tahoe Cross Country for skiing and biking

ACTION PLAN 2012/2013

- Explore Tahoe Fund and other funding sources for assistance with trail development **IN PROGRESS**
- Re-apply for higher status of Bicycle Friendly Community designation **DONE – Bronze level achieved**
- Provide Infrastructure capital for bike trail support (trailheads, signage, racks, trail maps, bike compatible transit) **IN PROGRESS – Signage for Tahoe X-C, trail map in Visitor Guide, Water Shuttle and TART are bike compatible**
- Provide marketing/events that promote trail development **DONE – Ironman, Adventure Sports Week**

By 2014, there will be 30 way finding signs in place within the North Lake Tahoe region, and 50 by 2016. IN PROGRESS – will have 6 signs in place by fall of 2013 in addition to the demo signs listed below

ACTION PLAN 2012/2013

- Apply for and receive guideline approvals from review and permitting agencies **DONE – Still need to work with Placer County**
- Implement construction process of demonstration signs **DONE – TCPUD, Transit Center, Bike Trails in Tahoe City, Fire Station, Snowy Creek**
- Prepare North Lake Tahoe way finding sign location master plan also identifying potential responsibility **DONE**
- Distribute approved guidelines and provide incentives for others to use for signage **DONE – provided guidelines to Placer County, CalTrans, and PUDs**
- Start development of signage to be done by NLTRA and place 6 signs in ground by June, 2013 **IN PROGRESS – Signs to be in place by Fall 2013**

Other areas for consideration:

- Create a “Green” brand to everything we do
- Identify alternative funding mechanisms wherever possible
- Provide a convenient rent-a-bike system with stations throughout the region
- Develop more indoor recreation and cultural centers

Core Function: Membership Services/Economic Development/Business Advocacy
Membership Manager/Business Association Collaborative/CEO

By 2014, evaluate membership component and value of retaining a Chamber of Commerce entity within the organization. DONE

ACTION PLAN 2012/13

- Take an inventory of benefits provided by a Chamber of Commerce **DONE**
- Identify if there are other arms of our organization that can take over Chamber database and programs and what that cost and benefits might be **DONE**
- Evaluate annually the sustainability of dues and non-dues revenue to support all overhead costs of the Chamber **DONE**

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission. ON-GOING

ACTION PLAN 2012/13

- **Develop a matrix of preferred options for developments/programs that align with the 1995 Tourism Development Master Plan**
- Review and Update the 1995 Tourism Development Master Plan by July 2013 **IN PROGRESS** – Waiting for studies to be completed, plan to complete in December 2013
- Contact development projects/programs and invite presentations where appropriate to educate key partners **DONE – Edgewood, Squaw Valley, Northstar**
- Work closely with county departments and Board of Supervisors on any development projects to fully understand and support their position **DONE - Homewood**

By 2016, the organization will be the recognized business leader with public and private partners in the regulatory environment. ON-GOING

ACTION PLAN 2012/13

- Meet with TRPA and Placer County staff quarterly or as needed to discuss barriers and issues with redevelopment **DONE**
- Meet with contractors association and County staff to develop list of potential ways to eliminate or streamline permitting processes **DONE – Ombudsman position created**
- Participate in TRPA regional plan issues, Placer County Community Area Plan, Tahoe City Vision, Tahoe Summit, and other collaborative programs, taking the lead where appropriate **DONE – Participated in all of the above**
- Meet with other coalitions that support environmentally sensitive development to strengthen voice and support if possible **DONE – League, Friends of the West Shore**

By 2016, the organization will be the recognized voice of business for legislative issues as they impact tourism in E. Placer County. ON-GOING

ACTION PLAN 2012/13

- Strengthen legislative voice by working with County staff and lobbyist with regular reporting (quarterly or as needed) to the board and membership on issues impacting business in North Lake Tahoe **DONE**
- Develop agreed upon legislative platform for county contract process **DONE**
- Engage more business members at committee level by attending business association meetings and sharing issues and positions **DONE**
- Poll members monthly or as needed about issues for stronger representation **IN PROGRESS** – Biz Bytes polling has not had great participation
- Hold an annual legislative luncheon presenting changes of laws, and the impact to our area **IN PROGRESS** – Luncheon scheduled for April had to be cancelled, now looking for another time where legislators can attend, possibly September
- Communicate state and federal legislation issues and changes to North Lake Tahoe businesses in Biz Bytes weekly **DONE**

- Add the Membership Manager to the mailing list for CalChamber advocacy mailings **DONE**

By 2013, the organization will have taken the lead on components of Economic Prosperity Plan and County Road Map that align with our mission of tourism development, and will be the B.O.S. authority through required organization endorsement or consultation. ON-GOING

ACTION PLAN 2012/13

- Continue to participate on The Prosperity Center Board and support all initiatives of the plans that align with our tourism mission **DONE**
- Work with County staff to ensure trust in our involvement and inclusion in all future plan discussions or implementation through consistent communication and inclusion on committees and distribution lists **DONE**
- Participate on boards of NTBA and TCDA to assist and consult on economic development projects **DONE**
- Collect relevant data to be able to accurately assess economic vitality in E. Placer County **DONE – Dashboard, tourism metrics**
- Distribute economic data through a semi-annual report **IN PROGRESS – plan to include economic data with annual report to distribute in August/September**
- Collaborate with key partners on an annual North Lake Tahoe economic forum for Spring 2013 **Discussed this with Exec. Committee and determined that this was not a priority at this time for CEO time allotment**

By 2016, the organization will have increased dues and non-dues revenue by a total of 50% (\$100,000) through development of programs and communication that add value to membership, unless decision is made to eliminate Chamber of Commerce in 2014. NOT DONE - Goal is not realistic, increase of \$20,000 by 2016 is achievable

ACTION PLAN 2012/13

- **Effectively communicate to members membership benefits, generating \$5,000 in revenues by enhancing membership levels and exposure**
- **Develop programs and education for the tourism industry, generating \$10,000 through participant fees and sponsorships**
- Increase our membership base by a net \$10,000 through enhanced benefits in Visitor Guide, Business Directory and other programs that have value to the tourism industry **DONE**
- Put in place a strong membership retention plan that has multiple touch points to include timely collection on receivables **DONE**

Other areas for consideration:

- Provide opportunities for businesses to package products for promotion.
- Be an advocate for business education either through our organization on a regional basis or through business associations on a more localized basis

Core Function: Visitor Information

Visitor Information Manager/Visitor Center Task Force/Lodging Committee

By 2013, create and begin to execute a customer service training strategy throughout North Lake Tahoe as a part of the greater in-market visitor information strategy. DONE

ACTION PLAN 2012/13

- By November 2012 have a Customer Service Road Show developed to offer to business as part of their staff training **DONE – developed Road Show for summer training beginning June 2013**
- Conduct the Road Show throughout the region bi-annually (November, May) in a fun and inventive way to train front line staff on how to improve the level of customer service in North Lake Tahoe **IN PROGRESS – have booked several businesses and have a goal of 250 employees for first season**
- Develop a rewards and recognition program to honor exceptional service **IN PROGRESS – scheduled to be developed summer of 2013 and implemented for the Fall Hospitality Road Show**

By 2013, the organization will have assessed regional needs for Visitor Information distribution via virtual or physical locations and by 2016, will have implemented plans. IN PROGRESS – Looking at Kings Beach, Squaw Valley, and Northstar for greater exposure opportunities

ACTION PLAN 2012/13

- Conduct visitor and business surveys on information distribution needs **IN PROGRESS – currently being discussed by the lodging committee**
- Monitor new visitor information centers and provide seasonal (2X/yr) metrics to include visitation, sponsorship sales, retail sales, and costs incurred **DONE – monthly metrics available for visitation, sales and costs**
- Determine new visitor information locations or service enhancements as appropriate for Kings Beach, Squaw Valley, and Northstar **DONE – new tent and location in Kings Beach for summer 2013**
- Continue to provide service and materials to out-of-market gateway kiosks in Auburn and Truckee **DONE – displays completed in both Truckee and Auburn Visitor Centers, monitoring materials on frequent basis**
- Research gateway presence in Sacramento Airport **DONE – will have presence via Visitor Guide placement during high seasons (6 months/year)**

By 2016, the organization will have increased net promoter scores by 20% over 2011/12 or up to 85, whichever is lower. IN PROGRESS - Intercept research from Fall 2012 shows NPS at 63% - goal is to raise it to 75%.

ACTION PLAN 2012/13

- Leverage technology for increased use of distribution of North Lake Tahoe visitor information **DONE – mobile friendly web site, cards and clings distributed to lodging properties and Chamber members**
- Have a twice a year outreach plan to collaborate and train all lodging on activities, events, packaging potential, and key initiative marketing/promotions **DONE –**

visited with 56% of lodging in Fall communicated with 100% both seasons. IN PROGRESS – visits with lodging in Spring along with Hospitality Road Show

- Develop quality recreation-specific guides/maps for new and existing key initiative areas focusing on summer – hiking and biking **DONE – Visitor Guide has hiking maps and currently using NTPUD Bike Trail Map and Bicycle Coalition backcountry biking maps**
- Create THE comprehensive events calendar for the region on both web and mobile platforms and distribute broadly to all lodging, retail, and dining partners **DONE – have staff posting events and have created easier navigation to submitting events on GTN web site**
- Continue providing a “concierge” or personal “guide” service as a call to action for marketing through the Tahoe City Visitor Center **DONE**
- Continue to improve and publish the Official North Lake Tahoe Visitor Guide, endorsed by the organization, and distribute thoroughly to all nightly and seasonal lodging in North Lake Tahoe **DONE – Just completed 3rd issue – Summer 2013**
- Leverage North Lake Tahoe Chamber-CVB-Resort Association communications and programs as additional resources for distribution and dissemination **DONE – Utilizing Biz Bytes, Member to Member, Committee Meetings and Lodging Barometer as additional resources**

Core Function: Community Relations

CEO/Board of Directors

By 2013, the organization will have developed and executed a comprehensive communications plan that utilizes all available mediums with consistency and frequency. **DONE**

ACTION PLAN 2012/13

- Develop a communication strategy for all key stakeholder groups: Members, Non- Members, County Staff and Elected Supervisors, Citizens, Key Partners **DONE – approved by Board 2012**
- Members: Continue weekly communication that is bulleted, concise and valuable **DONE – Biz Bytes, Member to Member, and Lodging Barometer**
- Citizens: Work with local media to create a monthly communications plan using all appropriate mediums, purchase sandwich boards for community messaging **DONE – Monthly Community Page in the Sierra Sun**
- County Staff and Elected Supervisors: add to all Member and Committee distribution lists **DONE – October 2012**
- Key Partners: Develop a distribution list for key partners to include PUDs, TRPA, Tahoe Fund, CTC, Business Association Directors, etc., communicate once monthly to this group **DONE – added to Biz Bytes distribution list and communicating weekly**
- Celebrate successes with notification to all groups **DONE**
- Leverage business associations for delivery of information to their members **DONE – provide business associations with materials to forward to their members each month**

- Leverage non profit and philanthropic groups for delivery of information to their members **DONE**

By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan. ON-GOING

ACTION PLAN 2012/13

- Key Partners: Develop a distribution list for key partners to include PUDs, TRPA, Tahoe Fund, CTC, Business Association Directors, etc., communicate once monthly to this group; meet with area managers 6 times **DONE**
- Meet bi-monthly with County CEO, meet monthly with CEO Analyst **DONE – meeting quarterly with County CEO, monthly with CEO Analyst**
- Coordinate a joint board meeting with the County once annually in the Spring
- Develop a reporting frequency and metrics of value with the County CEO for regular and meaningful information sharing **DONE – developed a metrics dashboard for monthly distribution and revised reporting frequency and content in county agreement**
- Present strategic goals and action plan as well as achievements annually in the Fall **DONE – presented strategic goals and achievements in January meeting at Lake Tahoe**

By 2016 (ongoing), the organization will be a recognized voice of community in all core function areas, and is approached as an entry point for projects and programs seeking support or endorsement. ON-GOING

ACTION PLAN 2012/13

- Identify additional community coalitions for relationship building and presentation outreach **DONE**
- Coordinate or lead forums or informational events at least 8 times per year **IN PROGRESS – Tahoe City Visioning, Kings Beach Visioning, Golf Course Visioning, Ironman Lake Tahoe**
- Participate in community planning, regional plan and other forums **DONE**
- Provide community input in review or update of the 1995 Tourism Development Master Plan **IN PROGRESS – delayed outreach until Fall 2013**

By 2013 (ongoing), the organization will have a recognized brand message of “Who we are and what we do,” through recurring outreach to all identified partner organizations and members. ON-GOING

ACTION PLAN 2012/13

- Continue outreach to community **DONE – Kiwanis Club, Rotary Tahoe City, Breakfast Club, TTCF, Business Associations**
- Update presentation for community, business and citizen groups; conduct a minimum of 8 presentations to groups over the next year **IN PROGRESS – Have conducted 6 presentations**
- Members: Continue weekly communication that is bulleted, concise and valuable **DONE**

- Citizens: Work with local media to create a monthly communications plan using all appropriate mediums, purchase sandwich boards for community messaging
DONE
- Provide community input in review or update of the 1995 Tourism Development Master Plan **IN PROGRESS – delayed until Fall 2013**

Other items for consideration

- Increase public relations efforts and celebrations of projects using TOT funds and recognize county staff, agencies and board of supervisors for their role in achieving goals

Total Action Items: 143

IN PROGRESS – 20 / 14%

DONE – 117 / 82%

NOT DONE – 6 / 4%



NLTRA 2013 2014
Commentary to Accompany 2013 2014 Budget
Board of Directors Meeting
June 26, 2013

Placer County Funding

- \$1.4M funding reduction year over year driven by:
 - Process change for handling services provided by Placer County
 - Approximately \$970k for transportation services no longer funded through the NLTRA contract
 - Approximately \$623k for County services such as TCDA and NTBA funding, NTPUD and TCPUD beach maintenance, Placer County Film, Auburn Welcome Center, Sheriff Patrol – Peak Season and Animal Control are no longer funded through the NLTRA contact
 - No 2012 2013 Contract carryover has been reflected in the budget

General Overhead/G&A Budget Comments:

- 20% increase in health and welfare costs based on guidance from Broker
- 10% incentive budgeted for functional managers/supervisors, 5% budgeted for non-supervisory employees
- 3% merit for employees
- 3% increase in rent, utilities, maintenance (snow removal, cleaning)
- 10% increase in non-health/welfare related insurance costs
- Personnel allocation: Ron Treabess direct costs split 50/50 between Infra/Transportation. Sandy Evans Hall split 70% Administration, 15% Infrastructure and 15% Transportation. Jessica Walker split 50% Chamber, 25% Administration, 12.5% Infrastructure and 12.5% Transportation. Kym Fabel direct costs split 10% Chamber, 90% Visitor Information
- Rent allocation – 50% of the 100 North Lake Blvd rent is allocated to the Visitor Information Center (VIC cost center) with the remaining allocated to all departments based on headcount; Reno Tahoe Airport rent is allocated 83% VIC and 17% Transportation per County recommendation
- Other categories of spend were held flat year over year
- Upside/Risks to Budget
 - Upside
 - 2012 2013 carryover is not embedded in the new budget. Yet to be determined carryover may bring additional funding to Marketing and Infrastructure
 - Realized Ironman costs could be lower than forecast
 - Downside
 - Budget does not contemplate snow removal costs greater than the 2012 2013 snow removal costs of approximately \$2500
 - VIC retail performance underperforms budgeted gross margin of 47%
 - VIC non-retail sales do not materialize as budgeted
 - Chamber membership dues increase drives significant retention issues
 - New member growth does not achieve net 100 members for the year
 - Chamber events do not net the \$20.5k bottom line budgeted

Marketing

- Programs 6020 - \$50k Business Associations; \$50k Special Event Marketing Grants
- Special Events 6420: the following events are tentatively budgeted for the 2013 2014 fiscal year, pending final program decision from Marketing:
 - July \$10k Wanderlust; September \$215k Ironman and \$15k AFW; February \$10k Carve and \$10k HPSI; February \$10k Alpine Ski Nationals and \$5k SnowFest!; June \$10k HPSI; \$20k for Sports Commission Trade Show, Celebration Weekend, Learn to Ski
- Miscellaneous Program Expense - 6742 High Notes 20k; Cross Country Initiative \$10k; Performance Measurement for County \$6k

Conference

- Commission revenue estimated on currently projected room revenue
- Sales commissions estimate based on currently projected room revenue excluding Ironman room revenue
- Miscellaneous Program Expenses - September \$63k budgeted for anticipated Ironman expenses such as room rebates, staff rooms etc

Visitor Information

- Increased Non Retail VIC revenue 88% over 2012/13 to \$7k. This is for anticipated revenue from kiosk rentals, various businesses of the month, sponsorships and conference room rentals
- Increased Merchandise Sales 6% over 2012/13
- Eliminated one full-time staff person from the Reno Tahoe Airport
- Salary expense includes \$14.4k for 1200 hours part-time labor for Kings Beach and Tahoe City VIC from June 24th -September 7th (approximately 12 weeks)
- Rent allocation for RTIA is 83% of monthly rent (\$2.8k); rent includes \$1.5k for anticipated brochure rack rental for Sacramento Airport and \$1k for RTIA brochure rack rental
- Gross margin budgeted at 47% - used weighted average of 5 categories of clothing/variety stores from Retail Gross Margin Comparison published by Interstratics

Transportation

- 17% of RTIA rental expense allocated to Transportation
- Non G&A expense matches Attachment detail in Contract

Infrastructure

- Non G&A expense matches Attachment detail in Contract

Chamber

- Membership dues revenue increased 9.6% (\$10.2k) over 2012/13. A budgeted a 5% dues increase accounts for approximately half of the increase with the balance from new members.
- Created a new revenue category called "4201 – New Member Fees" for \$4.8k in revenue. This allows for tracking new members and underscores the importance of not waiving "join" fees. New member fees will also be reduced from \$75 to \$50
- 4250 Membership Activities:
 - Budgeted paid email blasts at 3 per week @ \$75 per blast
 - September – Legislative Luncheon \$3.5k
 - October – Membership Luncheon \$4.5k
 - December - Winter Expo \$3.8k
 - January – Bridal Fair \$3k
 - April – Bridal Directory \$3.1k

- March – Community Awards Dinner \$25k
- Costs for these events are budgeted in expense categories that roll into 6423 Membership Activities – the events net of costs should bring approximately \$20.5k to the bottom line, slightly positive to 2012/13
- 4251 Breakfast Club revenues budgeted flat to 2012/13
- 4252 Sponsorships – this is a new revenue category for \$2.5k, this includes opportunities such as classes, networking events, banners on Business Directory, Member Video of the Month, Eblast Sponsor, etc

Administration

- See general comments above

NLTRA 2013/2014
BUDGET
CONSOLIDATED



Ordinary Income/Expense

	Marketing 13/14 Budget	Transportation 13/14 Budget	Infrastructure 13/14 Budget	Membership 13/14 Budget	Administration 13/14 Budget	Total 13/14 Budget	Jul 12-Jun 13 Forecast	Jul 12-Jun 13 Budget	13/14 v 12/13 Fx Variance
Income									
4050-00 - Placer County TOT Funding	\$ 2,290,217	\$ 726,118	\$ 210,025	\$ -	\$ -	\$ 3,226,360	\$ 4,279,188	\$ 5,158,272	\$ (1,052,828)
4050-50 Capital Improvement Funding - Placer County Custody	\$ -	\$ -	\$ 1,018,080	\$ -	\$ -	\$ 1,018,080	\$ 1,357,037	\$ -	\$ (338,957)
4200-00 - Membership	\$ 7,200	\$ -	\$ -	\$ 116,232	\$ -	\$ 123,432	\$ 113,594	\$ 124,265	\$ 9,838
4201-00 - New Member Fees	\$ -	\$ -	\$ -	\$ 4,800	\$ -	\$ 4,800	\$ -	\$ -	\$ 4,800
4250-00 - Revenues-Membership Activities	\$ -	\$ -	\$ -	\$ 53,750	\$ -	\$ 53,750	\$ 55,813	\$ 53,833	\$ (2,063)
4251-00 - Revenue-Tue AM Breakfast Club	\$ -	\$ -	\$ -	\$ 9,228	\$ -	\$ 9,228	\$ 10,114	\$ 8,927	\$ (886)
4252-00 - Revenue-Sponsorships	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ -	\$ 2,500
4502-00 - Non-retail VIC income	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 1,125	\$ -	\$ 5,875
46000 - Merchandise Sales	\$ 87,900	\$ -	\$ -	\$ -	\$ -	\$ 87,900	\$ 79,619	\$ 79,000	\$ 8,281
4600-00 - Commissions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4601-00 - Commissions - South Shore	\$ 8,616	\$ -	\$ -	\$ -	\$ -	\$ 8,616	\$ -	\$ -	\$ 8,616
4600-00 - Commissions - North	\$ 181,744	\$ -	\$ -	\$ -	\$ -	\$ 181,744	\$ 17,248	\$ 107,000	\$ 81,214
4720-00 VIC Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,014,268	\$ 5,566,297	\$ (1,290,856)
Total Income	\$ 2,582,677	\$ 726,118	\$ 1,228,105	\$ 186,510	\$ -	\$ 4,723,410	\$ 6,014,268	\$ 5,566,297	\$ (1,290,856)
Expense									
Total 5000-00 - Salaries & Wages	\$ 732,869	\$ 87,044	\$ 87,044	\$ 83,411	\$ 317,196	\$ 1,307,364	\$ 1,227,491	\$ 1,236,204	\$ (79,873)
Total 5100-00 - Rent	\$ 130,639	\$ 15,189	\$ 7,762	\$ 8,207	\$ 24,547	\$ 186,344	\$ 184,675	\$ 178,091	\$ (1,669)
Total 5310-00 - Telephone	\$ 19,495	\$ 2,667	\$ 2,351	\$ 3,720	\$ 9,041	\$ 37,274	\$ 36,387	\$ 23,309	\$ (887)
Total 5420-00 - Mail - USPS	\$ 2,379	\$ 8	\$ -	\$ 792	\$ 658	\$ 3,837	\$ 3,212	\$ 3,370	\$ (625)
5510-00 - Insurance/Bonding	\$ 9,032	\$ 676	\$ 676	\$ 1,392	\$ 3,288	\$ 15,064	\$ 13,820	\$ 9,485	\$ (1,444)
Total 5520-00 - Supplies	\$ 8,255	\$ 633	\$ 978	\$ 1,362	\$ 3,300	\$ 14,528	\$ 17,979	\$ 13,918	\$ 3,451
5530-00 - Visitor Communications - Other	\$ 408	\$ -	\$ -	\$ -	\$ -	\$ 408	\$ 483	\$ -	\$ 75
5610-00 - Depreciation	\$ 7,383	\$ 1,136	\$ 1,136	\$ 1,149	\$ 3,617	\$ 14,421	\$ 14,428	\$ 13,762	\$ 7
5700-00 - Equipment Support & Maintenance	\$ 6,154	\$ 584	\$ 604	\$ 565	\$ 3,728	\$ 11,635	\$ 11,629	\$ 11,140	\$ (6)
5710-00 - Taxes, Licenses & Fees	\$ 1,997	\$ 60	\$ 467	\$ 720	\$ 809	\$ 4,053	\$ 3,363	\$ 3,334	\$ (690)
5730-00 - Miscellaneous Expense	\$ -	\$ -	\$ -	\$ -	\$ 350	\$ 350	\$ 713	\$ 684	\$ 363
5740-00 - Equipment Rental/Leasing	\$ 10,951	\$ 1,738	\$ 1,755	\$ 3,976	\$ 3,054	\$ 21,494	\$ 21,120	\$ 16,828	\$ (374)
5800-00 - Training Seminars	\$ 425	\$ -	\$ -	\$ 180	\$ 400	\$ 1,005	\$ 1,213	\$ 3,100	\$ 208
5810-00 - Public Outreach	\$ -	\$ 950	\$ 2,826	\$ -	\$ -	\$ 3,776	\$ 1,037	\$ 3,735	\$ (2,739)
Total 5900-00 - Professional Fees	\$ 900	\$ -	\$ -	\$ -	\$ 18,350	\$ 19,250	\$ 23,073	\$ 26,975	\$ 3,823
5940-00 - Research & Planning Membership	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 4,923	\$ 5,000	\$ (77)
5941-00 - Research & Planning	\$ -	\$ 30,000	\$ 52,000	\$ -	\$ -	\$ 82,000	\$ 82,848	\$ 82,000	\$ 848
Total 5948-00 - Transportation Projects	\$ -	\$ 542,000	\$ -	\$ -	\$ -	\$ 542,000	\$ 963,037	\$ 977,000	\$ 421,037
Total 5998-00 - Infrastructure Projects	\$ 100,000	\$ -	\$ 1,018,080	\$ -	\$ -	\$ 1,018,080	\$ 1,773,864	\$ 1,363,831	\$ 755,784
Total 6020-00 - Programs	\$ 305,000	\$ -	\$ -	\$ -	\$ -	\$ 305,000	\$ 196,600	\$ 196,600	\$ 96,600
Total 6420-00 - Special Events	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190,273	\$ 190,153	\$ (114,727)
6490-00 - Classified Ads	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 6423-00 - Membership Activities	\$ -	\$ -	\$ -	\$ 30,482	\$ -	\$ 30,482	\$ 41,240	\$ 45,580	\$ 10,758
6437-00 - Tuesday Morning Breakfast Club	\$ -	\$ -	\$ -	\$ 8,844	\$ -	\$ 8,844	\$ 6,652	\$ 6,000	\$ (2,192)
6742-00 - Miscellaneous Programs	\$ 969	\$ -	\$ -	\$ -	\$ -	\$ 969	\$ -	\$ -	\$ (969)
6600-00 - Promotions/Giveaways	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,247	\$ -	\$ 1,247
6701-00 - Market Study Reports/Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,033	\$ 18,000	\$ 18,033
6730-00 - Marketing Cooperative/Media	\$ 795,000	\$ -	\$ -	\$ -	\$ -	\$ 795,000	\$ 969,144	\$ 966,566	\$ 174,144

5-4

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2013 through June 2014

Marketing	Jul '13 - Jun 14	Jul 12-Jun 13	Jul 12-Jun 13	13/14 v 12/13 Fx
		Forecast	Budget	Variance
Ordinary Income/Expense				
Income				
4050-00 · Placer County TOT Funding	1,673,310	1,784,362	1,784,362	-111,052
4350-00 · Special Events Autumn Food&Wine	0			0
4600-00 · Commissions	0	1,256	7,000	-1,256
Total Income	1,673,310	1,785,618	1,791,362	-112,308
Expense				
Total 5000-00 · Salaries & Wages	307,095	275,466	282,026	-31,629
Total 5100-00 · Rent	21,759	21,125	19,577	-634
Total 5310-00 · Telephone	10,606	10,297	4,488	-309
Total 5420-00 · Mail - USPS	1,149	1,116	1,020	-33
5510-00 · Insurance/Bonding	2,891	2,628	2,400	-263
Total 5520-00 · Supplies	3,307	3,307	4,601	-0
5610-00 · Depreciation	3,617	3,617	3,430	0
5530-00 · Visitor Communication Other		75		75
5700-00 · Equipment Support & Maintenance	2,401	2,401	1,800	0
5710-00 · Taxes, Licenses & Fees	709	695	233	-14
5730-00 · Miscellaneous Expense		22		22
5740-00 · Equipment Rental/Leasing	2,638	2,586	2,000	-52
5800-00 · Training Seminars	425	425		-0
Total 6020-00 · Programs	100,000	196,600	196,600	96,600
Total 6420-00 · Special Events	305,000	190,273	190,153	-114,727
6423-00 · Membership Activities		93		93
6490-00 · Classified Ads	0.00			0
6600-00 Promotion/Giveaways		100		100
6701-00 · Market Study Reports/Research	0.00	18,033	18,000	18,033
6730-00 · Marketing Cooperative/Media	675,000	835,152	829,243	160,152
6740-00 · Media/Collateral/Production	0.00			0
6742-00 · Miscellaneous Programs	36,500	87,675	87,675	51,175
8200-00 · Associate Relations	103	28.00	400.00	-75
8500-00 · Credit Card Fees	201	188	500	-13
8700-00 · Automobile Expenses	2,192	2,192	1,800	-0
8750-00 · Meals/Meetings	1,564	1,564	1,200	0
8810-00 · Dues & Subscriptions	1,387	1,387	1,500	0
8910-00 · Travel	5,434	5,434	7,574	0
8920-00 Bad Debt		300		300
Total Expense	1,483,977	1,662,779	1,656,220	178,802
Net Ordinary Income	189,333	122,839	135,142	66,494
Other Income/Expense				
Other Expense				
8900-00 · Marketing Reserves	0		0	
8990-00 · Allocated	189,333	134,142	135,142	
Total Other Expense	189,333	134,142	135,142	
Net Income	-0	-11,303	0	

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2013 through June 2014

Conference	TOTAL	Jul 12-Jun 13	Jul 12-Jun 13	13/14 v 12/13 Fx
	Jul '13 - Jun 14	Forecast	Budget	Variance
Ordinary Income/Expense				
Income				
4050-00 · Placer County TOT Funding	299,406	352,202	352,202	-52,796
4200-00 · Membership	7,200	8,358	6,497	-1,158
Total 4600-00 · Commissions	190,360	97,191	95,000	93,169
Total Income	496,966	457,751	453,699	39,215
Expense				
Total 5000-00 · Salaries & Wages	233,043	217,915	198,340	-15,128
Total 5100-00 · Rent	11,052	10,718	10,014	-334
Total 5310-00 · Telephone	3,366	3,268	3,408	-98
Total 5420-00 · Mail - USPS	781	758	700	-23
5510-00 · Insurance/Bonding	2,680	2,436	1,200	-244
Total 5520-00 · Supplies	921	921	1,782	0
5610-00 · Depreciation	1,883	1,883	1,880	0
5700-00 · Equipment Support & Maintenance	1,653	1,653	1,300	0
5710-00 · Taxes, Licenses & Fees	177	174	130	-3
5740-00 · Equipment Rental/Leasing	2,255	2,211	1,700	-44
6442-00 · Public Relations/Website	0	173	0	173
6490-00 · Classified Ads	0	0	0	0
6600-00 · Promotions/Giveaways	0	1,147	0	1,147
6730-00 · Marketing Cooperative/Media	120,000	133,992	137,323	13,992
6740-00 · Media/Collateral/Production	0	0	0	0
6742-00 · Miscellaneous Programs	63,000	0	0	-63,000
7253-00 · Conference - PUD	8,000	10,000	10,000	2,000
8200-00 · Associate Relations	425	425	500	-0
8700-00 · Automobile Expenses	1,097	1,097	958	0
8750-00 · Meals/Meetings	217	217	0	0
8810-00 · Dues & Subscriptions	1,470	1,475	1,500	5
Total Expense	452,020	390,463	370,735	-61,557
Net Ordinary Income	44,947	67,288	82,964	-22,341
Other Income/Expense				
Other Expense				
8990-00 · Allocated	44,947	81,992	82,965	
Total Other Expense	44,947	81,992	82,965	
Net Other Income	-44,947	-81,992	-82,965	
Net Income	-0	-14,704	-1	

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2013 through June 2014

Transportation	TOTAL	Jul 12-Jun 13	Jul 12-Jun 13	13/14 v 12/13 Fx
	Jul '13 - Jun 14	Forecast	Budget	Variance
Income				
4050-00 · Placer County TOT Funding	726,118	1,146,552	1,146,566	-420,434
Total Income	726,118	1,146,552	1,146,566	-420,434
Expense				
Total 5000-00 · Salaries & Wages	87,044	74,400	80,239	-12,644
Total 5100-00 · Rent	15,189	24,854	7,034	9,665
Total 5310-00 · Telephone	2,667	2,590	2,328	-77
5420-00 · Mail - USPS	8	8	0	0
5510-00 · Insurance/Bonding	676	615	800	-61
Total 5520-00 · Supplies	633	633	800	0
5610-00 · Depreciation	1,136	1,136	1,104	-0
5700-00 · Equipment Support & Maintenance	584	584	670	-0
5710-00 · Taxes, Licenses & Fees	60	58	100	-2
5740-00 · Equipment Rental/Leasing	1,738	1,703	1,400	-35
5810-00 · Public Outreach	950	887	1,773	-63
5940-00 · Research & Planning Membership	5,000	4,923	5,000	-77
5941-00 · Research & Planning	30,000	30,848	30,000	848
5948-00 · Transportation Projects				0.00
5942-00 · Reno/NLT Airport Shuttle (T-14)	105,000	95,000	95,000	-10,000
5949-00 · Summer Night Service (T-10)	150,000	141,884	135,000	-8,116
5953-00 · Traffic Management (S-1,S-2)	48,000	28,153	49,000	-19,847
5958-00 · Winter Transit TART Hwy 267 (T2 Placer)	0	44,000	44,000	44,000
5959-00 · TART Year Round Highway 89 (T11 Placer)	0	125,000	125,000	125,000
5960-00 · Winter Night Service Transit (T5)	220,000	210,000	210,000	-10,000
5961-00 · Enhanced Summer Transit Svc (T9 Placer)	0	155,000	155,000	155,000
5962-00 · Skier Shuttle - Sugar Bowl (T3)	19,000	19,000	19,000	0
5963-00 Winter Trans TART (T1)		45,000	45,000	45,000
5965-00 · Enhanced Snowplowing (T16 Placer)	0	100,000	100,000	100,000
Total 5948-00 · Transportation Projects	542,000	963,037	977,000	421,037
6423-00 Membership Activities		93	0	93
6490-00 · Classified Ads	0			0
8200-00 · Associate Relations	102	63	150	-39
8700-00 · Automobile Expenses	2,300	2,252	4,200	-48
8750-00 · Meals/Meetings	125	113	100	-12
8810-00 · Dues & Subscriptions	40	38	72	-2
Total Expense	690,252	1,108,835	1,112,770	418,583
Net Ordinary Income	35,866	37,717	33,796	-1,851
Other Expense				
8990-00 · Allocated	35,866	33,827	33,796	
Total Other Expense	35,866	33,827	33,796	
Net Other Income	-35,866	-33,827	-33,796	
Net Income	0	3,890	0	

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2013 through June 2014

Visitor Information	TOTAL	Jul 12-Jun 13	Jul 12-Jun 13	13/14 v 12/13 Fx
	Jul '13 - Jun 14	Forecast	Budget	Variance
Income				
4050-00 · Placer County TOT Funding	317,501	313,272	313,271	4,229
4501-00 · Revenues - Retail - Nontaxable	0.00	0.00	0.00	0.00
4502-00 · Non-retail VIC Income	7,000	1,125	0	5,875
46000 · Merchandise Sales	87,900	79,619	79,000	8,281
4720-00 · Miscellaneous	0	17,248	35,000	-17,248
Total Income	412,401	411,264	427,271	1,137
Exponso				
Total 5000-00 · Salaries & Wages	192,532	202,460	215,026	9,928
Total 5100-00 · Rent	97,828	89,082	107,294	-8,746
Total 5310-00 · Telephone	5,523	5,362	2,328	-161
Total 5420-00 · Mail - USPS	449	436	180	-13
5510-00 · Insurance/Bonding	3,462	3,147	1,000	-315
Total 5520-00 · Supplies	4,027	7,224	1,000	3,197
5530-00 · Visitor Communications - Other	408	408	0	0
5610-00 · Depreciation	1,883	1,883	1,788	-95
5700-00 · Equipment Support & Maintenance	2,100	2,100	1,800	300
5710-00 · Taxes, Licenses & Fees	1,110	1,078	206	-32
5740-00 · Equipment Rental/Leasing	6,068	5,949	4,000	-1,119
5800-00 · Training Seminars	0	0	1,000	0
Total 5900-00 · Professional Fees	900	3,188	4,975	2,288
6423-00 · Membership Activities	0	173	0	173
6490-00 · Classified Ads	0	0	0	0
6740-00 · Media/Collateral/Production	1,574	0	0	-1,574
6742-00 · Miscellaneous Programs	969	0	500	-969
8100-00 · Cost of Goods Sold	46,587	36,239	33,000	-10,348
8200-00 · Associate Relations	275	275	350	0
8500-00 · Credit Card Fees	2,579	2,585	700	6
8700-00 · Automobile Expenses	1,800	1,843	300	43
8750-00 · Meals/Meetings	442	431	60	-11
8810-00 · Dues & Subscriptions	0	0	0	0
Total Exponso	370,516	363,863	375,507	-6,653
Net Ordinary Income	41,885	47,401	51,764	-5,516
Other Expense				
8990-00 · Allocated	41,885	47,552	45,764	
Total Other Expense	41,885	47,552	45,764	
Net Other Income	-41,885	-47,552	-45,764	
Net Income	-0	-151	6,000	

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2013 through June 2014

Infrastructure	TOTAL	Jul 12-Jun 13	Jul 12-Jun 13	13/14 v 12/13 Fx
	Jul '13 - Jun 14	Forecast	Budget	Variance
Ordinary Income/Expense				
Income				
4050-00 · Placer County TOT Funding	210,025	2,039,835	1,561,871	
4050-50 Capital Improvement Funding - Placer County Custody	1,018,080			
Total Income	1,228,105	2,039,835	1,561,871	-811,730
Expense				
Total 5000-00 · Salaries & Wages	87,044	82,731	84,021	-4,313
Total 5100-00 · Rent	7,762	7,535	7,528	-227
Total 5310-00 · Telephone	2,351	2,282	1,440	-69
5420-00 · Mail - USPS	16.00	15.00	15.00	-1.00
5510-00 · Insurance/Bonding	676.0	614.0	800.0	-62.0
Total 5520-00 · Supplies	978	978	1,500	0
5610-00 · Depreciation	1,136	1,136	1,104	-0
5700-00 · Equipment Support & Maintenance	604	604	720	0
5710-00 · Taxes, Licenses & Fees	467	458	1,100	-9
5730-00 · Miscellaneous Expense	0	342	684	342
5740-00 · Equipment Rental/Leasing	1,755	1,720	1,440	-35
5800-00 · Training Seminars	0	208	500	208
5810-00 · Public Outreach	2,826	150	300	-2,676
5941-00 · Research & Planning	52,000	52,000	52,000	0
5998-00 · Infrastructure Projects				0.00
5951-00 · Squaw Valley Trail Snow Removal	0	61,492		61,492
5966-00 · Maintenance-Tourism Facilities	0	0		0
5967-00 · Traffic Calming	0			0
5968-00 · Wayfdg Signage Site Master Plan	162,500	50,555		-111,945
5970-00 · Lakeside Bike Trail	0	218,041		218,041
5971-00 · Bike Trail Signs	0			0
5972-00 · TART Bus Shelters	0			0
5973-00 · Water Shuttle	100,000	209,488		109,488
5974-00 · Visitors Centers Exhibits	0	111,185		111,185
5975-00 · NLTHS Bear Exhibit	0			0
5976-00 · Northstar Multi-purpose Trail	0	76,649		76,649
5978-00 Gateway Lighting	0	17,579		17,579
5979-00 Tahoe Vista Rec Area	80,000	420,700		340,700
5980-00 Coordinated Skier Shuttle	0	65,900		65,900
5981-00 Squaw Valley Olympic Museum	150,000			
5982-00 North Tahoe Public Ice Skating	180,000			
5983-00 Homewood Trail Construction	200,000			
5984-00 Kings Beach Pier	10,000			
5985-00 · Tahoe Vista Recreation Area	80,000			-80,000
5986-00 · Truckee River Corridor Access Plan	36,000			
5998-00 · Infrastructure Projects - Other	19,580	577,839	1,363,831	558,259
Total 5998-00 · Infrastructure Projects	1,018,080	1,809,428	1,363,831	791,348
6423-00 Membership Activities		93	0	93
6490-00 · Classified Ads	0	0	0	0
8200-00 · Associate Relations	100	76	100	-24
8700-00 · Automobile Expenses	1,400	1,340	2,000	-60
8750-00 · Meals/Meetings	200	174	100	-26
8810-00 · Dues & Subscriptions	100	88	100	-12
Total Expense	1,177,495	1,961,972	1,519,283	784,477
Net Ordinary Income	50,610	77,863	42,588	-27,253
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	0	167	400	
4701-00 · Unrealized Gain/Loss Investment	0			
Total Other Income	0	167	400	
Other Expense				
8990-00 · Allocated	50,610	42,466	42,988	
Total Other Expense	50,610	42,466	42,988	
Net Other Income	-50,610	-42,466	-42,988	
Net Income	0	35,564	0	

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2013 through June 2014

Membership	TOTAL	Jul 12-Jun 13	Jul 12-Jun 13	13/14 v 12/13 Fx
	Jul '13 - Jun 14	Forecast	Budget	Variance
Ordinary Income/Expense				
Income				
4200-00 · Membership	116,232	105,236	117,768	10,996
4201-00 · New Member Fees	4,800	0	0	4,800
4250-00 · Revenues-Membership Activities	53,750	55,813	53,833	-2,063
4251-00 · Revenue-Tue AM Breakfast Club	9,228	10,114	8,927	-886
4252-00 · Revenue-Sponsorships	2,500	0	0	2,500
4600-00 · Commissions	0	2,083	5,000	-2,083
Total Income	186,510	173,246	185,528	13,264
Expense				
Total 5000-00 · Salaries & Wages	83,411	75,880	78,352	-7,531
Total 5100-00 · Rent	8,207	7,529	7,068	-678
Total 5310-00 · Telephone	3,720	3,808	2,640	88
5420-00 · Mail - USPS	792	240	600	-552
5510-00 · Insurance/Bonding	1,392	1,191	785	-201
Total 5520-00 · Supplies	1,362	1,631	1,000	269
5610-00 · Depreciation	1,149	1,155	1,104	6
5700-00 · Equipment Support & Maintenance	585	569	950	-6
5710-00 · Taxes, Licenses & Fees	720	108	65	-612
5740-00 · Equipment Rental/Leasing	3,976	3,947	2,900	-29
5800-00 · Training Seminars	180	180	1,000	0
5900-00 Professional Fees	0	160	0	160
6423-00 · Membership Activities				0.00
6432-00 · Membership - Newsletter	340	888	2,300	548
6434-00 · Community Awards Dinner	17,600	17,769	18,000	169
6436-00 · Membership - Wnt/Sum Rec Lunch	2,000	280	4,000	-1,720
6438-00 · Membership - Business Expo	0	0	3,000	0
6440-00 · Membership - Elections	560	562	280	2
6441-00 · Membership - Miscellaneous Exp	4,700	0	8,635	-4,700
6442-00 · Public Relations/Website	5,282	6,667	7,080	1,385
6443-00 · Membership - Business Directory	0	0	0	0
6423-00 · Membership Activities - Other	0	14,356	2,841	14,356
Total 6423-00 · Membership Activities	30,482	40,522	46,136	10,040
6437-00 · Tuesday Morning Breakfast Club	8,844	6,652	6,000	-2,192
6490-00 · Classified Ads	0	0	0	0
8200-00 · Associate Relations	25	181	375	156
8500-00 · Credit Card Fees	2,566	2,147	2,200	-419
8700-00 · Automobile Expenses	141	625	1,500	484
8750-00 · Meals/Meetings	372	107	300	-265
8810-00 · Dues & Subscriptions	601	806	1,000	205
8910-00 · Travel	0	664	664	664
Total Expense	148,505	148,092	154,639	-413
Net Ordinary Income	38,005	25,154	30,889	12,851
Other Income/Expense				
Other Expense				
8990-00 · Allocated	35,866	34,948	34,889	
Total Other Expense	35,866	34,948	34,889	
Net Other Income	-35,866	-34,948	-34,889	
Net Income	2,140	-9,794	-4,000	

North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2013 through June 2014

Administration	TOTAL	Jul 12-Jun 13	Jul 12-Jun 13	13/14 v 12/13 Fx
	Jul '13 - Jun 14	Forecast	Budget	Variance
Ordinary Income/Expense				
Income				
4720-00 · Miscellaneous	0	0	0	
Total Income	0	0	0	
Expense				
Total 5000-00 · Salaries & Wages	317,196	298,638	300,200	-18,558
Total 5100-00 · Rent	24,547	23,831	19,577	-716
Total 5310-00 · Telephone	9,041	8,779	6,676	-262
5420-00 · Mail - USPS	658	639	775	-19
5510-00 · Insurance/Bonding	3,288	2,989	2,500	-299
Total 5520-00 · Supplies	3,300	3,286	3,235	-14
5610-00 · Depreciation	3,617	3,617	3,432	-0
5700-00 · Equipment Support & Maintenance	3,728	3,728	3,900	-0
5710-00 · Taxes, Licenses & Fees	809	793	1,500	-16
5730-00 · Miscellaneous Expense	350	349	0	-1
5740-00 · Equipment Rental/Leasing	3,064	3,003	3,388	-61
5800-00 · Training Seminars	400	400	600	0
5810-00 · Public Outreach	0	0	1,662	0
Total 5900-00 · Professional Fees	18,350	19,725	22,000	1,375
6423-00 Membership Activities	0	93	0	93
6490-00 · Classified Ads	0	0	0	0
8200-00 · Associate Relations	1,135	1,015	1,200	-120
8300-00 · Board Functions	4,604	4,514	5,000	-90
8700-00 · Automobile Expenses	371	364	300	-7
8750-00 · Meals/Meetings	627	615	400	-12
8810-00 · Dues & Subscriptions	1,920	1,883	1,000	-37
8910-00 · Travel	1,500	0	0	-1,500
Total Expense	398,506	378,261	377,345	-20,245
Not Ordinary Income	-398,506	-378,261	-377,345	-20,245
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	0	12	1,800	
8960-00 · Loss on Sale of Assets	0			
Total Other Income	0	12	1,800	
Other Expense				
8990-00 · Allocated	-398,506	-374,574	-377,345	
Total Other Expense	-398,506	-374,574	-377,345	
Not Other Income	398,506	374,574	377,345	
Net Income	-0	3,687	0	



north lake tahoe

Chamber | CVB | Resort Association

June 26, 2013

Subject: Wayfinding Signage Site Master Plan/Phase One Review and Funding Request for Fabrication and Installation

From: Ron Treabess, Director of Community Partnerships and Planning

Wayfinding Signage Program Update:

- Community Wayfinding Signage Design Standards Manual is complete including review revisions and is available on www.NLTRA.org. It has been distributed and is being used as the guide for preparation of a coordinated signage system providing information and direction to visitors of the Placer County portion of North Lake Tahoe.
- The initial step in developing this system has been the preparation of a master site plan.
- The Wayfinding Signage Master Site Plan project, which is 2 volumes, was approved and funded last November, and is now complete.
- It includes the Wayfinding Signage Site Master Plan Workbook which contains proposals for over 100 possible signs throughout the Resort Triangle. Some are to be funded with TOT and others are suggestions to be funded by various organizations.
- The primary volume is Site Master Plan/Phase One which identifies 63 specific signs to be funded by TOT, their locations, wording, style, and costs for permitting, final design and engineering, fabrication, and installation.
- It also identifies property ownership, permitting requirements, and existing signage to be consolidated or removed as a result of the new wayfinding signage.
- The estimated total cost for the installation of 63 signs is \$405,000. This funding would be provided from TOT.
- Meeting with partnering agencies/organizations to obtain concurrence, primarily Placer County and Caltrans, but also those with interest in a specific sign.
- Upon concurrence by partners, prepare RFP to solicit proposals to provide permitting, final design and engineering, fabrication, and installation to complete the initial groupings of wayfinding signage in fall 2013. Other phases of installation to complete the signage system will be accomplished as separate contracts.
- Request Committee recommendation for necessary TOT funding to prepare and install the first groupings of signage as defined in the Wayfinding Signage Master Site Plan/Phase One.
- Continue to provide Design Standards Manual to parties interested in developing signage.

Decision Considerations:

- A RFP will be prepared to solicit proposals to provide permitting, final design and engineering, fabrication, and installation to complete the first group of 15 signs as identified in the Wayfinding Signage Master Site Plan/Phase One. These are in the

Highlands group, the Lake Forest group, and the Tahoe City group. (See attached packet)

- The recommended proposal will be brought to the Joint Committee prior to awarding.
- Staff is requesting infrastructure funding of up to \$96,450 for permitting, project completion, and project inspection. (See attached estimate as prepared in Master Site Plan/Phase One)
- Staff is reviewing Master Site Plan with Placer County planning, Caltrans, and TRPA to insure the Plan permitting process is still within the Agencies requirements
- The plan will identify property ownership and permit requirements.
- The plan will identify existing signage to be consolidated or removed and a result of new signage.
- TOT maintenance funds will be necessary to extend the life of these signs.
- Request to be considered at June 24th Joint Committee meeting. Recommendation will be reported at the Board meeting.

Tourism Master Plan/Strategic Goals:

By 2014, there will be 30 wayfinding signs in place within the North Lake Tahoe region, and 50 by 2016.

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.

Staff Recommendation:

- That the Board of Directors approve and recommend to the Board of Supervisors Infrastructure funding of up to \$96,450 for the completion of the 15 Wayfinding Signs as described in the Master Site Plan/Phase 1.
- The approval is pending recommendation from the Joint Committee and project approval from reviewing agencies.
- The recommended RFP proposal will be brought to the Joint Committee prior to awarding.



Chamber Membership Cost Benefit Analysis – June 2013

Value Proposition: Why have a Chamber of Commerce? If the Chamber were to cease to exist, would a new one be created? If so, why?

- Communication with Businesses – issues, programs, advocacy, collaboration
- Government Advocacy – federal, state, local: free enterprise system, regulatory environment
- Trusted Resource – relocation, visitation, business directory, community data, referrals
- Community Development – leadership, environmental stewardship, community awards, community needs
- Business Development – business data, education, economic development, increased exposure, networking

Trivia Question: First Chamber? Babylon! Purpose: To capture nomadic travelers to shop at roadside marketplaces, vendors joined together to promote their market over other markets

Challenges: In East Placer County there are particular challenges that don't necessarily exist elsewhere. There is no public sector support for the Chamber of Commerce – not only no financial support from TOT, but no clear recognition of value. Barriers are placed here that elsewhere would be supported as significant benefits of membership with the understanding that a strong and active Chamber was good for the businesses and community. An example would be visitor-supported programs and referrals (Park City, Steamboat, Aspen, Breckenridge) where chamber members can receive benefits, even when public funding is involved.

Options:

1. Bring Chamber revenues to a sustainable level, expand value and programming, improve retention.
2. Cease Chamber affiliation, remove membership sales, create and maintain database of all business licensees, have pay to play components where possible with County approval
3. Transition Chamber to existing association(s), let them determine leadership, share database for communication needs

Option	Pro	Con	Cost Consolidation	Other Consolidations
1. Keep and Strengthen	<p>Ability to communicate to Businesses</p> <p>Ability to advocate for businesses - government affairs</p> <p>Regional community development, economic development, business</p> <p>Have a strong business voice</p> <p>Spread fixed costs over another department</p> <p>Enterprise opportunity in the</p> <p>Independence in operations</p> <p>Broaden communication and exposure to all businesses</p> <p>Single focus on tourism development</p> <p>Reduce costs for businesses (until another chamber is created)</p>	<p>Difficult to generate ample revenue with available staff</p> <p>Barriers and lack of value from County limit sales</p> <p>Business Associations dislike competition</p> <p>Businesses are confused with missions and benefits</p> <p>Duplication of efforts with education, local economic development efforts and local community development</p>	<p>Need to generate \$10k-\$20k net revenue</p> <p>Recommend multi-level approach to include sales, upsells, increase in dues, program fees, dues structure revamp, retention, collection, sponsorships</p>	<p>Need to raise due annually (COLA)</p> <p>Need to raise levels for certain industries to compete with comp set</p> <p>Need to reduce attrition to 15% maximum annual</p> <p>Need to engage volunteers, industry committees</p> <p>Need to development programming</p>
2. Cease	<p>Would need to keep staff on for database maintenance</p> <p>No ability to spread fixed costs over department - all other department fixed costs would go up</p> <p>Lose independence from County</p> <p>Non-tourism related economic development, business development, community development, advocacy go away</p> <p>Possibility of another Chamber developing, eroding value of NLTRA</p> <p>Pay to Play opportunities are minimal and would not cover additional fixed</p>	<p>Would need to keep staff on for database maintenance</p> <p>No ability to spread fixed costs over department - all other department fixed costs would go up</p> <p>Lose independence from County</p> <p>Non-tourism related economic development, business development, community development, advocacy go away</p> <p>Possibility of another Chamber developing, eroding value of NLTRA</p> <p>Pay to Play opportunities are minimal and would not cover additional fixed</p>	<p>Cost to Marketing: \$1,828 in program costs, \$40,000 in salary and burden for data entry and programs</p> <p>\$13,468 in fixed costs to be spread across departments, \$20,000 in G&A to be spread across departments</p>	<p>While there may be some offsets to the loss of income, staff doesn't believe that within the current parameters, there would be much opportunity to make up</p>
3. Transition	<p>Could still maintain the ability to use database for communication</p> <p>Would eliminate the competitive factor, providing the local business associations were interested in taking over the regional scope</p>	<p>Business Association(s) may not be interested in providing the capacity and resources to gain the revenue</p> <p>BAs may see the added responsibility as mission creep</p>	<p>BA(s) would need to provide executive directorship, would take over broader programming and advocacy, regional economic development etc</p>	<p>We would need to have discussions to see if this is of interest</p>
4. Other				

Membership Dues Comparison Chart

June 2013

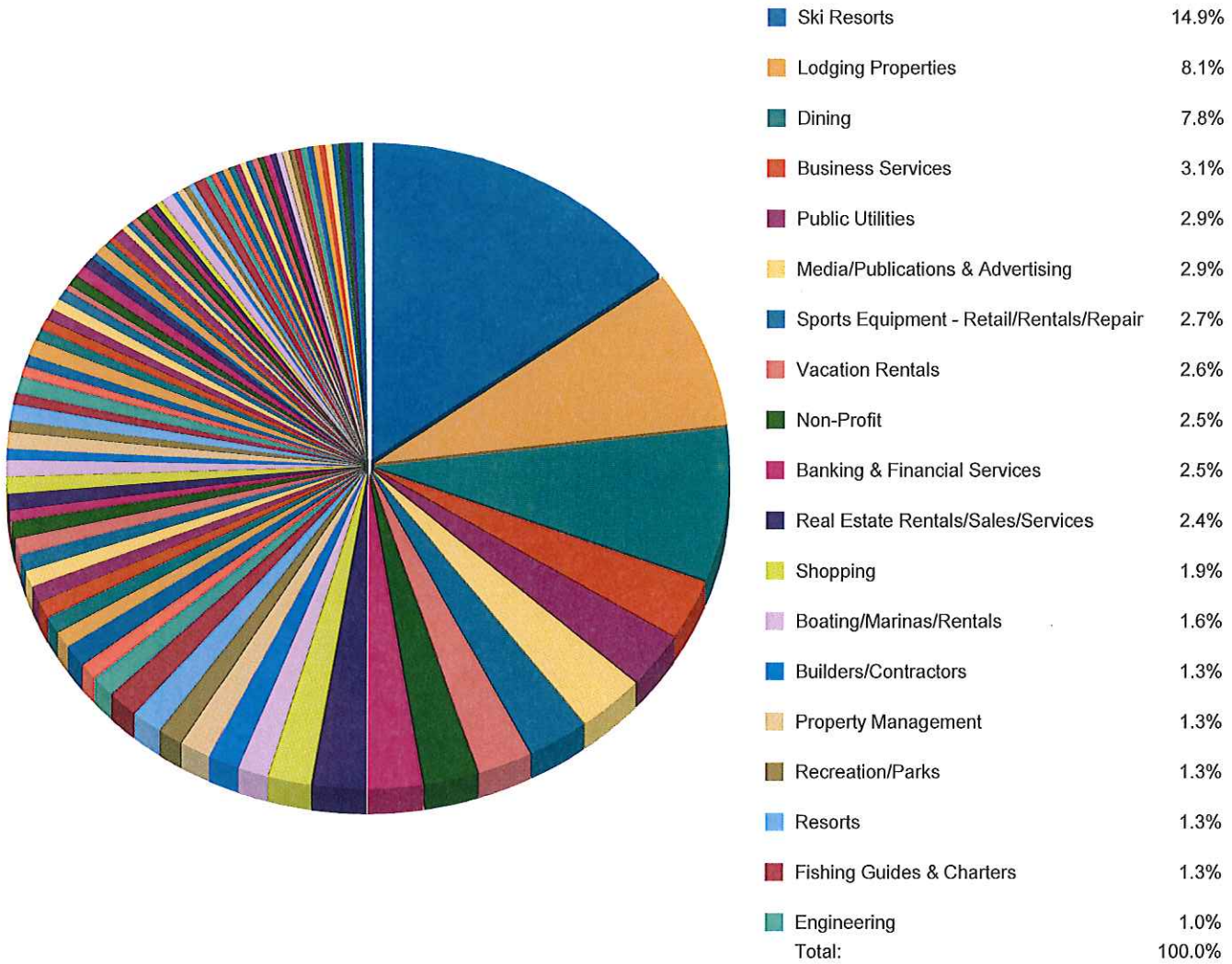
Business Type	Santa Barbara, Steamboat, Glenwood	Sonoma Valley	Coronado	Palm Springs	Yountville	Calistoga	Santa Cruz	Park City	Breck	Winter Park	Average	North Lake Tahoe
Restaurant 3,000 sf 25 FTEEs 100 seats	\$300 - \$2,000 \$300 - \$2,700 \$415 - \$10,000	\$424	\$400	\$280	\$486	\$420	\$450	\$262	\$2012	\$485	\$400	\$325
Retail 1,000 sf 5 FTEEs	Same as above	\$303	\$225	\$275	\$414	\$325	\$310	\$229	\$585	\$335	\$302	\$210
Bank 10 employees	Same as above	\$758	\$500	\$475	\$414	\$460	\$420	\$294	\$1061	\$430	\$469	\$325
Lodging 100 rooms 50 FTEEs	Same as above	\$758	\$517	\$550	\$762	\$1595	\$550	\$1700	\$2487	\$600	\$879	\$325
Professional Service 6 FTEEs	Same as above	\$424	\$225	\$275	\$414	\$460	\$350	\$250	\$1061	\$335	\$342	\$225

Member Segmentation Report

Segmented by Industry (Listing Category)

Friday, June 21, 2013

Annual Dues

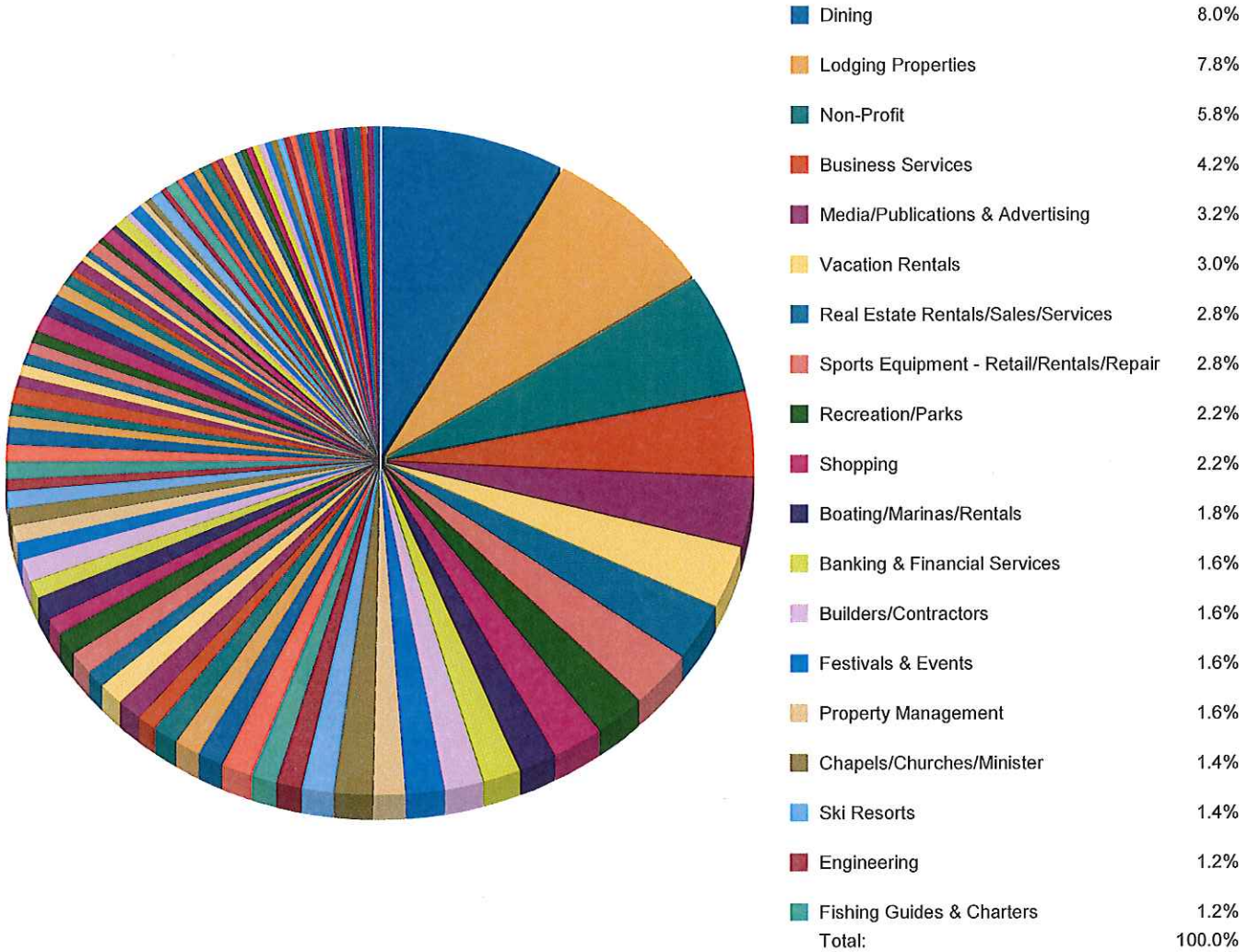


Member Segmentation Report

Segmented by Industry (Listing Category)

Friday, June 21, 2013

of Members

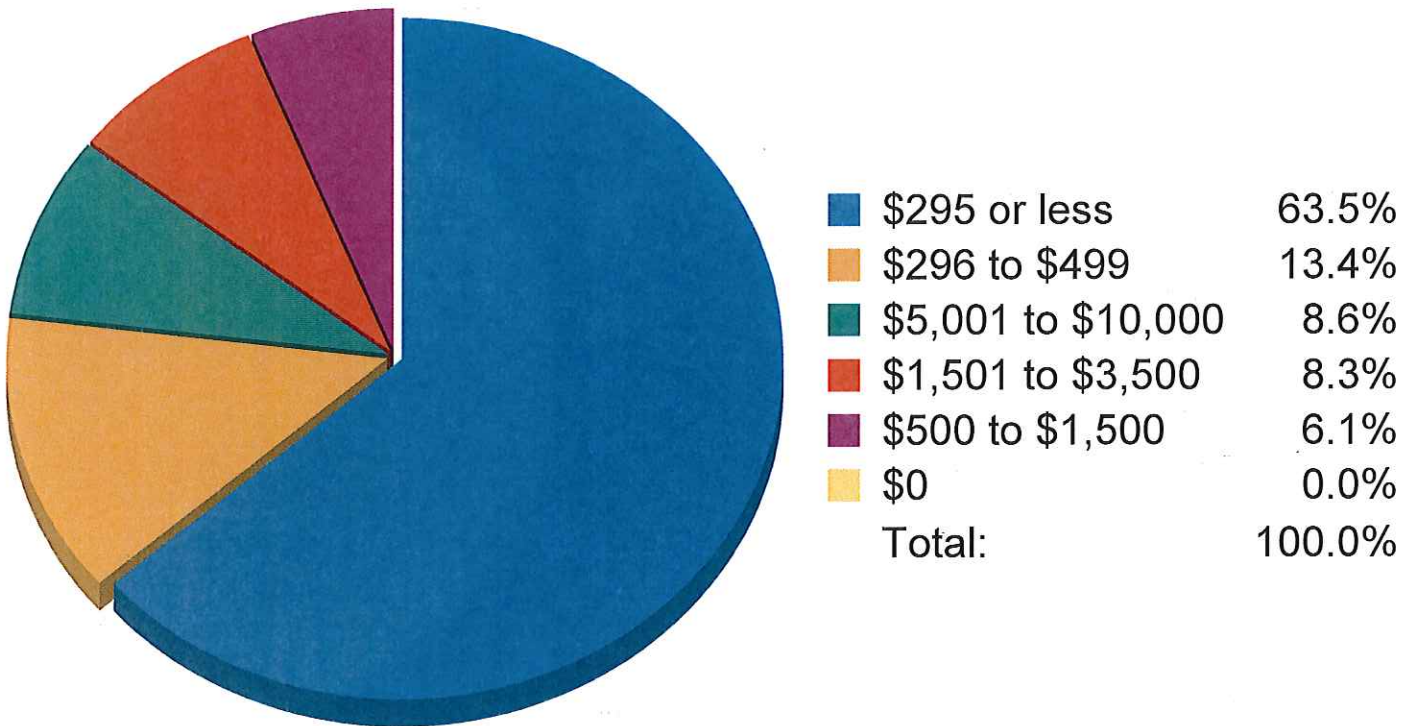


Member Segmentation Report

Segmented by Annual Dues Amount

Friday, June 21, 2013

Annual Dues

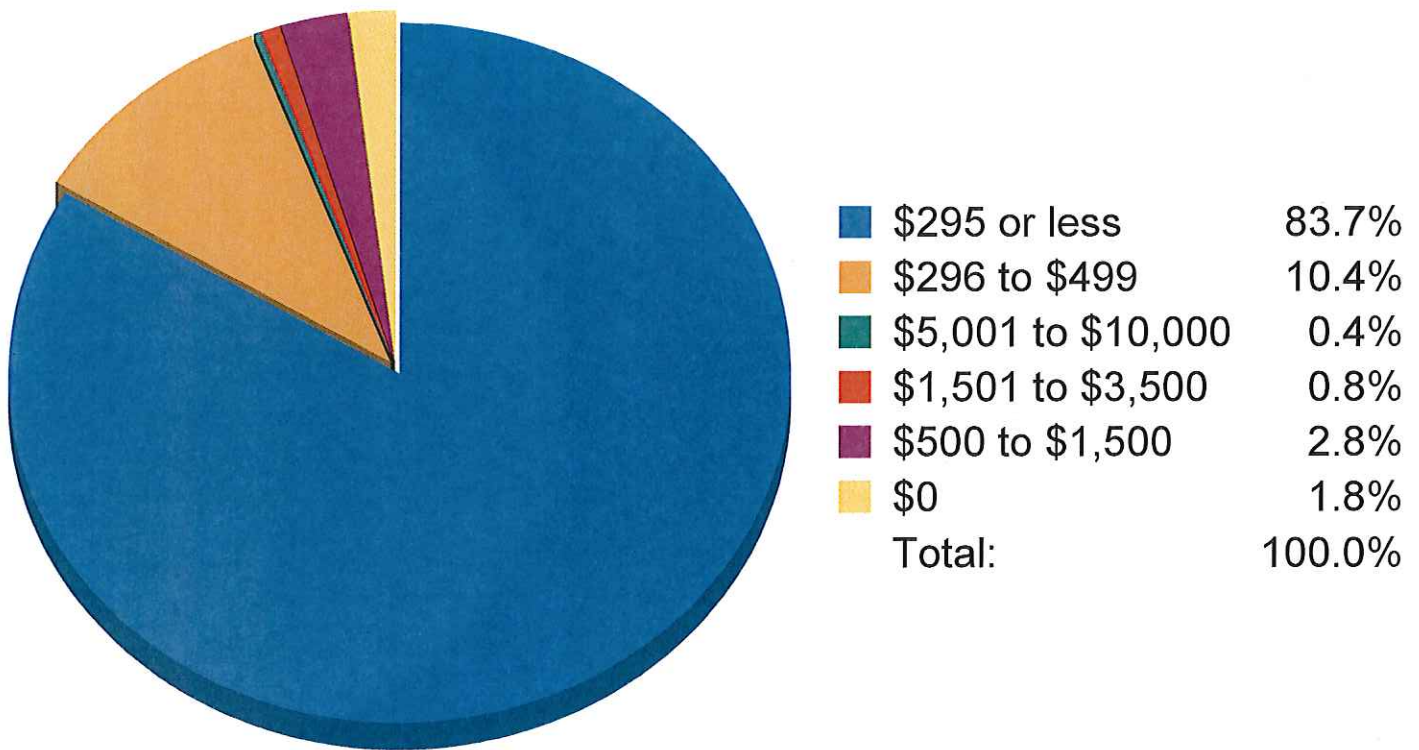


Member Segmentation Report

Segmented by Annual Dues Amount

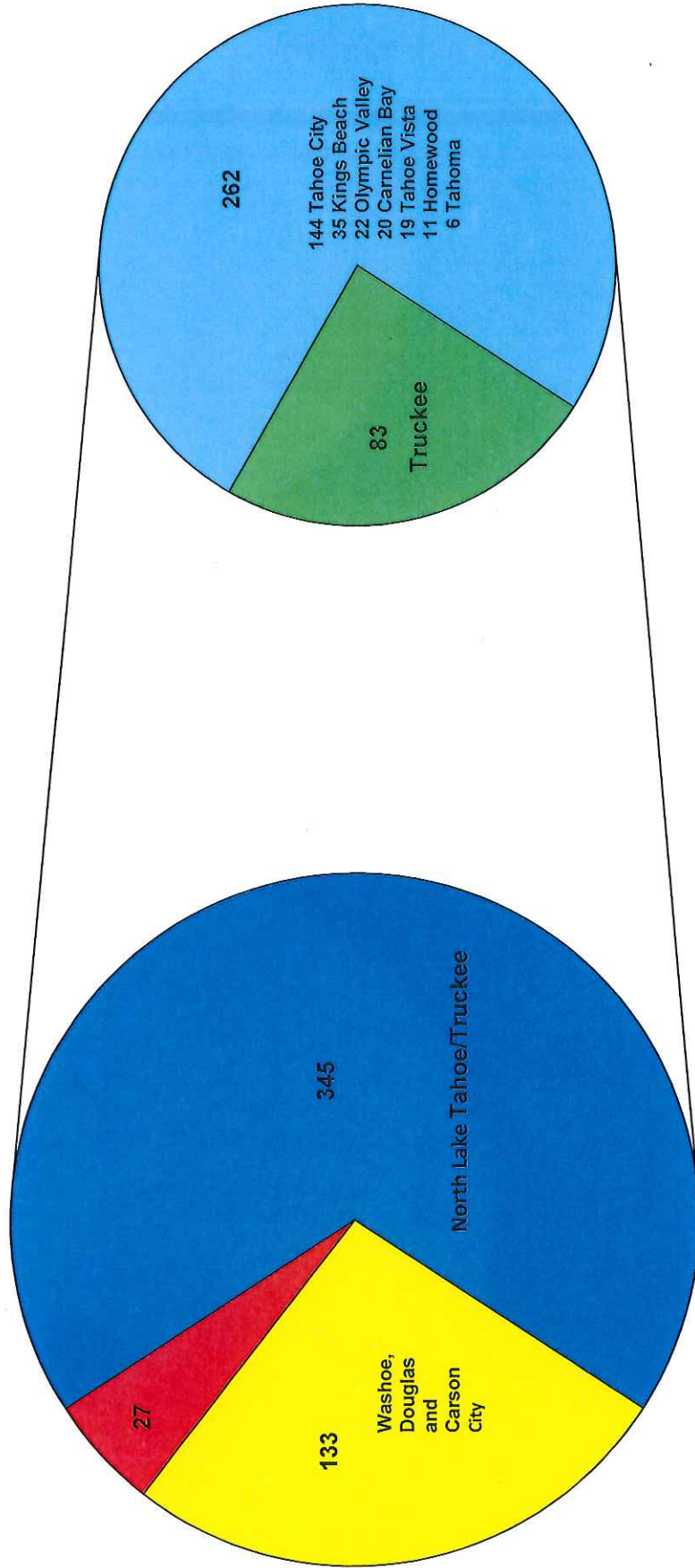
Friday, June 21, 2013

of Members



North Lake Tahoe Resort Association Membership based on Zip Code

505 Chamber Members by Location



■ Nevada
 ■ Outside Basin
 ■ NLT excl Nevada
 ■ Truckee



THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday May 1, 2013 – 8:30 am – 11 am
Tahoe City Public Utility District
Preliminary Minutes

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

NOT PRESENT:

STAFF IN ATTENDANCE: Sandy Evans Hall, Ron Treabess, Andy Chapman, Emily Detwiler Deanna Frumenti, and Jessica Walker,

OTHERS IN ATTENDANCE: Cindy Gustafson, two others, Phoebe Bell, Karen Carey, Theresa May Dugan, Dave Ferrari, Roger Kahn, and quite a few Community House supporters

A. CALL TO ORDER - ESTABLISH QUORUM

Chair Phil GilanFarr called the meeting to order at 8:34am and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

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

M/S/C (Kopley/Parson) (11-0-0) to approve the agenda as presented.

C. PUBLIC FORUM

There was no Public Forum

D. REPORTS & ACTION ITEMS

Organization

3. Approval of Agreement with Placer County – Sandy Evans Hall MOTION

- Sandy and Jennifer have come to an agreement on the contract with the County and she recommends approval by the Board. Sandy reviewed with the group the major changes to the agreement. The changes are all written out in the staff report that was sent out to the Board along with a copy of the agreement.
- At the June 18th Board of Supervisors meeting the agreement should be approved.

M/S/C (Parson/Rock) (10-0-1 Merchant) to approve the Agreement with Placer County as presented

4. Proposed policy for Merit and Performance Pay – Lisa deRoulet MOTION

- Lisa made a few corrections per instructions last month.
 - 4.3 CEO must approve new positions before passing on to the Board for final approval
 - CEO must approve any exceptions to Employee Action Forms

- CEO merit increases must be approved by the Executive Committee and the Board of Directors.
- Wording of Management Team was changed to Core Functional Managers
- Employee goals approved to be approved quarterly. Core Functional Managers incentive payouts are to be approved by the CEO.
- CEO incentive payout must be recommended by the Executive Committee and approved by the Board of Directors.
- Non-managerial employee raises are to be recommended by supervisors and approved by the CEO.

M/S/C (Mourelatos/Rock) (11-0-0) to approve the policy for Merit and Performance Pay

Marketing

5. MTRiP – 5 year comparison update – Andy Chapman (5 minutes)
 - In the packet is the April MTRiP report.
 - April and May were down a bit as result of Easter being early in the year as well as the resorts closing early.
 - Andy discussed the past and future 6 months and occupancy, ADR, and Revpar are all up in those time periods.
 - Sept and October are off the charts. This is a result of ironman, Tough Mudder and other events. September RevPar is up 211%
 - The Board members discussed how great IRONMAN is for the region and the compression as a result.
 - The Board believes that it is very important to collect data for this year. Get the details that it really is IRONMAN that is causing the increase in September business. Look at website, tell people what to do. Plan a wedding; make it a family reunion week. Participate in IRONMAN, come early to train
 - The Board members want “story” to tell about how beneficial IRONMAN is to the shoulder season.
 - Vali Murnane suggested having a tent on-course with the IRONMAN logo that has visitor information. Another idea is putting the IRONMAN branding up at the Visitor Center and having it be an “official IRONMAN Visitor Information Stop”

ACTION – Marketing to create message for people to increase there length of stay whether coming for IRONMAN or a wedding.

ACTION – Create an IRONMAN Visitor Information spot, either as a tent along the course or at the Visitor Information Center.

Transportation/Infrastructure

6. Community House Funding Request – Ron Treabess/Phil GilanFarr **MOTION**
 - Representatives of the Truckee Tahoe Community Foundation (TTCF) are here to give a presentation about the Community House. The Infrastructure Committee approved and recommended that the Board approve as a result of a lengthy motion as well as some recommendations to the amend the application. The TTCF has amended there application as a result of the comments
 - Phoebe Bell gave a presentation about the Community House explaining the project and how they believe this fits the TOT infrastructure funding requirements. Some of the key benefits that fit the Infrastructure Funding Requirements are:
 - Capital Improvements
 - Façade revitalization of blighted sites
 - On site BMPs/paving
 - Compliance with KBCCIP in Bear and Trout
 - 15 parking spaces available peak hours: weekends, holidays and evenings.
 - 8 TAUs to be given to the NLTRA to do with as we wish.

- They presented a budget, which laid out the qualified costs equaling the total Community House cost Infrastructure request of \$400,000.
- Karen Carey Executive Director of Tahoe Safe Alliance, Dave Ferrari of Ferrari Crown Resort, Amy Kelly Executive Director of the North Tahoe Family Resource Center and The Nugget, and Roger Kahn made statements in support of the project. Stacey Coldwell gave a quick statement explained the capital efforts of the project.
- Ron Treabess mentioned that he knows how important this project is to everyone in the room. But he also recognized that this could be a stretch of infrastructure funding requirements. Ron then reiterated the motion created by the infrastructure committee and how this request will fit into the appropriate requirements for TOT funding. The motion created by the Joint Committee is as follows:

The Joint Committee recommends that the NLTRA Board approve TOT infrastructure funding of up to \$400,000 to the Tahoe Truckee Community Foundation toward the construction of the Community House project. As part of the motion the Committee has determined that:

- **The application for the Community House TOT Funding is within approved criteria for TOT Infrastructure funding allocation**
- **The requested funding aligned to appropriate land purchase, permitting, paving, and parking spaces, exterior façade construction, and off-site work extending the improvements of the KBCCIP.**
- **The TTCF will continue to pursue other funding sources, including adjacent jurisdictions, and will provide a financial fund-raising report for the committee review.**
- **The TOT funding will be made available to TTCF in three annual payments. The first payment of up to \$200,000 in FY 2014-15 and the remaining payments of up to \$100,000 in the two subsequent years.**
- **The TTCF will earmark the eight TAU property entitlements to create a seed fund for a commodity bank to be set aside for use in incentivizing future redevelopment in North Lake Tahoe. The management of this program is still to be determined.**
- Ron then gave a couple other options that the Board may want to consider including in the motions; a 20-year maintenance requirement and or a deed restriction that requires public use.
- Ron and staff request that the Board approve as the motion is laid out in the JIT committee.
- Phil discussed that he was initially not in favor but was so impressed with how the application was presented that he found a way to create a motion that fits the requirement.
- Kristi Boosman gave a statement of support. Stating that one of our goals as an organization is a healthy tourism environment, in order to do that we must have a healthy employee base that this project will help.
- Alex Mourelatos explained that he supports this project. The TAUs are interesting and could be a huge asset to the organization in promoting economic development.
- Ron Parson said that he struggles with this, he wished there was loan process for projects like this. Believes the links to the plans are a stretch. He feels that a lot of the funding request is redevelopment and we are not the redevelopment agency.
- Kali echoed Ron Parson's statement. Completely in support of the project but not sure that this is the correct money source for the project.
- Bill Rock, asked Jennifer about her view on spending the money here. Jennifer does feel that we have the cash flow to support this project.
- On the County's perspective Jennifer feels that this project is appropriate use of the funding.
- There was some discussion about if this plan fits in to the Integrated Work Plan and Cash Flow and it was confirmed by Ron Treabess and Jennifer Merchant that it does. That is part of the reason the funding is spread amongst three years.

M/S/C (Mourelatos/Murnane) (8-1-1 Merchant) to approve adopts staff recommendation of \$400,000 with added stipulation that there be appropriate documentation recording the TAU Transaction, and a commitment to monitor the ongoing additional fundraising of TTCF with the intent of identifying additional funding.

7. Proposed Committee Structure Changes - Ron Treabess **MOTION**
- Ron discussed the proposed changes. The two separate Infrastructure and Transportation Committees have been meeting as a joint committee for 6 years. The new committee would be the Capital Investment/Transportation Committee with 16 members including up to three NLTRA Board members. Ron discussed some of the logistics of the new committee.
 - Staff recommendation is to combine and create the newly named Capital Investment/Transportation Committee, which will be effective January 2014.
 - There was a question and clarification about the make up of the committee members.
 - Discussion about different districts and that they are evenly represented.
 - It was recommended that CalTrans should be part of the committee. Maybe forced at a legislative level.

ACTION – Staff to reach out to CalTrans about attending Joint Committee Meetings

M/S/C (Auerbach/Mourelatos) (10-1-0) to approve the Committee structure changes the to Joint Committee

8. Revised Integrated Work Plan and Cash Flow Projections – Ron Treabess
- At last months meeting it was mentioned that there were anticipated projects not included in the work plan. Ron has updated the plan to include all known projects but reiterated that this is a constantly changing plan that gets updated 3-4 times a year.

Membership

9. Membership Sales, Activities and Events – Deanna Frumentti
- During the month of April there were 18 new members, 12 renewing members and 1 write offs.
 - May focus was contacting summer activity members.
 - Gave quick intro on Passport to adventure.
 - Alex mentioned that the Passport is a great project. He suggests that we hire Eric to make a video about all of the activities for next year.

Visitor Information Services

10. Customer Service Training – Emily Detwiler
- Emily gave a brief explanation about the hospitality road show. It is a quick, fun, high-energy presentation to remind front line staff about the importance of good customer service as we are approaching the busy summer season.

ACTION – Include a video of the different North Lake Tahoe activities for next years program.

Special Presentation

11. Northstar Expansion Plans – Bill Rock
- Postponed to the August 7th Board of Directors Meeting.

E. DIRECTORS' COMMENTS

- Ron Parson said that Opening Day on the Lake was a great effort and it definitely brought people up to North Lake Tahoe. The program does need better press next year.
- Eric Brandt has lots of videos, please ask him if you need a video.

F. CONSENT CALENDAR – MOTIONS

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.

12. **Board Meeting Minutes – May 1, 2013**

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

13. **Joint Infrastructure/Transportation Committee – May 20, 2013**

14. **Marketing Committee – May 28, 2013**

15. **Business Association and Chamber Collaborative – May 8, 2013**

16. **Lodging Committee – May 30, 2013**

17. **Conference Sales Directors Committee – May 16, 2013**

18. **Finance Committee – May 30, 2013**

19. **Executive Committee Report – May 28, 2013**

20. **Financial Reports for April, 2013**

• **Financial Analysis – Project Updates**

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 – May**

M/S/C (Parson/Kopley) (10-0-0) to approve the consent calendar as presented

G. MEETING REVIEW AND STAFF DIRECTION

- o It was discussed at Executive Committee to cancel the July Board of Directors meeting. The June 26th planning retreat can act in lieu of the meeting. The location will be in Tahoe City at a spot to be determined from 1-5pm
- o Ironman direction about website and message to people planning weddings to increase length of stay
- o Ironman headquarters signage
- o Ron to reach out to CalTrans about attending meetings
- o Passport include video next year
- o Ron Treabess announced to the group that we received our Bronze Bicycle Friendly Community designation.
- o Ron also mentioned that we have received the official Wayfinding Signage guidebook

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

The meeting adjourned at 11:12 am.

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



COMMITTEE: Finance

MEETING DATE: June 30, 2013

BOARD MEMBERS PRESENT: Bill Rock and Jennifer Merchant. Ron Parson participated by telephone.

ACTION ITEMS TAKEN:

Lisa de Roulet will make minor changes to the NLTRA budget that were suggested by the committee during the meeting.

MOTIONS MADE / VOTE:

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

M/S/C (Frushon/Merchant) (3/0) to approve the Finance Committee minutes of May 30, 2013.

BOARD APPROVAL / DIRECTION REQUESTED:

M/S/C (Parson/Frushon) (4/0) to recommend the Board of Directors approve the May 2013 Financial Statements.

M/S/C (Parson/Merchant) (4/0) to recommend the Board of Directors approve the 2013/14 NLTRA Budget.

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Eleven Months Ending May 31, 2013



June 20, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the May 2013 Financial Statements

The following are the major budget to actual variances **YEAR-TO-DATE**:

- Membership dues are down due to write-offs of non-renewing members; however, actual revenue is ahead of last year at this time.
- Membership Activities revenue is down as is corresponding expense.
- Marketing Commissions are down due to slow sales of the Ski Tahoe North interchangeable lift ticket.
- Merchandise sales and corresponding Cost of Goods sold are over budget due to strong sales in the Tahoe City Visitors Information Center.
- Visitor Information Miscellaneous revenue and Membership Commissions are under budget; anticipated sales opportunities have not yet materialized.
- Conference salaries are over budget due to higher than anticipated sales commissions.
- Rent, Insurance/Bonding, Supplies and Equipment Rental/Leasing expense are over budget in some departments due to the expansion of operations.
- Telephone is over budget in some departments due to expansion of operations and call-time issues with Charter Communications.
- Marketing Programs expense is under budget as NLTRA has not yet received invoices from some Community Marketing Grant recipients. All money budgeted will be spent.
- Special Events expense is slightly over budget currently; however, only 77% of budget has been consumed.
- Market Study Reports is over budget currently; however, only 75% of budget has been consumed.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Automobile expenses are over budget in some departments, but under budget in others, resulting in 62% of budget consumed.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.

North Lake Tahoe Resort Association

BALANCE SHEET

May 31, 2013

Assets	May 31, 2013	May 31, 2012	June 30, 2012
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	753,057	832,322	698,840
Cash - Payroll Account #7421	14,397	16,417	16,479
Marketing Cooperative Cash	(18,364)	132,886	217,829
Cash - Infrastructure #8163	137,762	(43,166)	40,939
UBS Cash	8,610	9,067	8,557
Operations Money Market BW	44,875	244,560	244,608
Cash in Drawer	125	100	355
Accounts Receivable	44,942	101,087	121,951
A/R - Sales Estimates	12,924	-	4,064
A/R - TOT Funding	1,006,593	969,372	443,558
Undeposited Funds	377	-	28
WebLink Accounts Receivable	27,080	-	0
Inventory Asset	20,248	9,403	13,108
AR TOT Transportation	95,547	188,441	103,200
AR TOT Infrastructure	3,425,793	7,541,659	4,982,993
Total Current Assets	5,574,465	10,002,649	6,877,008
Property and Equipment			
Furniture & Fixtures	68,135	64,991	64,991
Accum. Depr. - Furn & Fix	(61,103)	(52,692)	(53,388)
Computer Equipment	41,344	60,000	41,344
Accum. Depr. - Computer Equip	(39,839)	(56,390)	(37,923)
Computer Software	30,050	54,619	20,187
Accum. Amort. - Software	(23,329)	(54,620)	(20,188)
Leasehold Improvements	24,284	23,284	23,284
Accum. Amort - Leasehold Impr	(23,451)	(23,090)	(23,284)
Total Property and Equipment	16,090	16,102	15,024
Other Assets			
Prepaid Expenses	47,791	191,911	49,888
Prepaid Insurance	6,066	4,209	4,709
Total Other Assets	53,858	196,120	54,597
Total Assets	5,644,413	10,214,871	6,946,629
Liabilities and Net Assets			
	2013	2012	2012
Current Liabilities			
Accounts Payable	32,062	98,766	869,182
Salaries / Wages Payable	35,874	49,056	59,843
Direct Deposit Liabilities	-	(24,868)	0
Empl. Federal Tax Payable	1,496	934	1,496
State Taxes Payable	-	(1,026)	0
FUTA Taxes Payable	48	(411)	48
FSA Payable	-	90	0
401 (k) Plan	9,221	9,939	16,136
Estimated PTO Liability	56,143	60,477	60,883
Sales and Use Tax Payable	1,793	1,453	2,425
Ski Tahoe North lift tickets	6,226	3,184	2,857
Marketing Cooperative Liabil	(18,364)	132,886	217,829
Intra-Company Borrowings	(2,334)	(569)	(962)
AFW Suspense Account	-	(2,683)	(4,590)
Marketing Co-op	-	(52)	0
Payroll Liabilities	12,331	25,144	4,350
Reserves	-	40,202	0
Deferred Rev - Membership Dues	87,243	86,137	71,321
Def Revenue - Other	10,360	-	13,456
Unbilled Purchases	658	-	0
Deferred Support	21,898	840,979	0
Deferred Support-Transportation	95,550	(17,959)	0
Deferred Support - Infra	3,823,044	7,804,261	4,648,436
Deferred Sup- Infra Maint. Res	142,096	-	150,000
Total Current Liabilities	4,315,346	9,105,940	6,112,711
Long-Term Liabilities			
Total Liabilities	4,315,346	9,105,940	6,112,711
Net Assets			
Fund Balance - General	-	4,592,495	0
Fund Balance Restricted	-	243,110	0
Temp. Restricted Net Assets 5	-	(4,217,078)	0
Temp. Restricted Net Assets 4	-	49,415	0
Unrestricted Net Assets	442,264	29,477	305,763
Designated Marketing Reserve	293,110	-	293,110
Designated Infra Maint Reserve	98,544	-	98,544
Net Income	495,150	411,512	136,500
Total Net Assets	1,329,067	1,108,932	833,918
Total Liabilities and Net Assets	5,644,413	10,214,871	6,946,629

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes In Net Assets
For the 11 months ended Apr 30, 2013
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
Revenue								
316,202	316,202	Placer County TOT Funding	4,516,182	3,478,223	1,037,959	3,702,536	5,158,272	88%
9,782	10,355	Membership	105,477	113,910	(8,433)	98,049	124,265	85%
371	1,457	Revenues-Membership Activities	37,304	52,376	(15,072)	59,747	53,833	69%
1,270	744	Revenue-Tue AM Breakfast Club	9,169	8,183	986	9,884	8,927	103%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	352	-	-
45	-	Non-retail VIC income	2,695	-	2,695	-	-	-
6,596	7,917	Commissions	70,165	84,990	(14,825)	145,499	107,000	66%
4,659	3,000	Merchandise Sales	79,102	71,000	8,102	18,741	79,000	100%
-	3,675	Miscellaneous	75	31,321	(31,246)	(3)	35,000	0%
338,925	343,350	Total Revenue	4,820,169	3,840,003	980,166	4,113,752	5,566,297	87%
Operating Expenses								
88,490	99,497	Salaries & Wages	1,124,128	1,130,205	6,077	1,111,806	1,238,204	91%
13,794	14,841	Rent	170,147	163,248	(6,899)	122,064	178,091	96%
2,905	1,647	Telephone	33,886	21,661	(12,225)	25,374	23,309	145%
356	281	Mail - USPS	3,766	3,089	(677)	3,247	3,370	112%
1,244	790	Insurance/Bonding	12,855	8,695	(4,160)	8,934	9,485	136%
612	1,159	Supplies	13,209	12,753	(456)	14,807	13,918	95%
-	-	Visitor Communications - Other	450	-	(450)	125	-	-
870	1,147	Depreciation	12,940	12,617	(323)	12,316	13,762	94%
1,111	928	Equipment Support & Maintenance	9,896	10,212	316	13,955	11,140	89%
340	100	Taxes, Licenses & Fees	2,289	2,959	670	2,281	3,334	69%
-	-	Miscellaneous Expense	371	513	142	-	684	54%
1,294	1,403	Equipment Rental/Leasing	19,573	15,429	(4,144)	14,561	16,828	116%
-	542	Training Seminars	2,091	2,458	367	2,190	3,100	67%
-	150	Public Outreach	-	2,876	2,876	-	3,735	0%
-	4,500	Professional Fees	28,008	25,975	(2,033)	29,450	26,975	104%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
2,798	4,333	Research & Planning	63,766	70,163	6,397	63,108	82,000	78%
15,505	18,333	Transportation Projects	439,707	886,667	446,960	345,649	977,000	45%
39,344	-	Infrastructure Projects	1,104,683	-	(1,104,683)	333,627	1,363,831	81%
20,554	-	Marketing Programs	108,810	196,600	87,790	32,910	196,600	55%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
15,469	4,000	Special Events	145,522	142,500	(3,022)	133,983	190,153	77%
550	2,170	Membership Activities	26,139	42,170	16,031	36,102	45,580	57%
894	500	Tuesday Morning Breakfast Club	8,264	5,500	(2,764)	8,837	6,000	138%
-	-	Classified Ads	477	-	(477)	3,480	-	-
198	-	Promotions/Giveaways	925	-	(925)	-	-	-
13,400	-	Market Study Reports/Research	13,433	5,000	(8,433)	74,327	18,000	75%
80,762	80,548	Marketing Cooperative/Media	888,382	886,021	(2,361)	992,000	966,566	92%
-	-	Media/Collateral/Production	-	-	0	128,968	-	-
-	42	Miscellaneous Programs	21,797	41,014	19,217	15,586	88,731	25%
-	-	Conference - PUD	-	-	0	-	10,000	0%
3,252	2,000	Cost of Goods Sold	36,964	29,000	(7,964)	11,139	33,000	112%
10	215	Associate Relations	1,554	2,785	1,231	2,723	3,075	51%
248	417	Board Functions	3,631	4,583	952	7,536	5,000	73%
700	242	Credit Card Fees	5,601	3,033	(2,568)	3,053	3,400	165%
912	922	Automobile Expenses	6,893	10,137	3,244	9,358	11,058	62%
272	158	Meals/Meetings	4,171	1,977	(2,194)	2,084	2,160	193%
735	750	Dues & Subscriptions	5,506	4,897	(609)	10,566	5,172	106%
98	631	Travel	2,269	7,607	5,338	5,839	8,238	28%
-	-	Bad Debt	300	-	(300)	-	-	-
306,717	242,246	Total Operating Expenses	4,325,403	3,757,344	(568,059)	3,663,932	5,566,499	78%
12	183	Revenues- Interest & Investment	338	2,017	(1,679)	1,889	2,200	15%
-	-	Marketing Reserves	-	-	0	40,202	-	-
32,220	101,287	Net Income (Loss)	495,104	84,676	410,428	411,507	1,998	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 11 months ended May 31, 2013
All Departments excl Infra and Trans

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	11, 30, 42, 60, 70 Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
Revenue								
204,153	204,153	Placer County TOT Funding	2,245,684	2,245,684	0	2,551,194	2,449,835	92%
10,248	10,355	Membership	105,477	113,910	(8,433)	98,049	124,265	85%
300	1,457	Revenues-Membership Activities	37,304	52,376	(15,072)	59,747	53,833	69%
630	744	Revenue-Tue AM Breakfast Club	9,169	8,183	986	9,884	8,927	103%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	352	-	-
675	-	Non-retail VIC Income	2,695	-	2,695	-	-	-
13,991	17,417	Commissions	70,165	84,990	(14,825)	145,499	107,000	66%
8,446	5,000	Merchandise Sales	79,102	71,000	8,102	18,741	79,000	100%
-	3,679	Miscellaneous	75	31,321	(31,246)	(3)	35,000	0%
238,443	242,805	Total Revenue	2,549,671	2,607,464	(57,793)	2,962,410	2,857,860	89%
Operating Expenses								
115,416	89,936	Salaries & Wages	984,083	980,211	(3,872)	979,793	1,073,944	92%
12,136	13,627	Rent	152,557	149,900	(2,657)	106,622	163,529	93%
2,448	1,380	Telephone	28,912	18,160	(10,752)	21,075	19,541	148%
603	280	Mail - USPS	3,743	3,075	(668)	3,225	3,355	112%
1,193	657	Insurance/Bonding	11,992	7,228	(4,764)	7,455	7,885	152%
720	968	Supplies	12,320	10,645	(1,675)	13,204	11,618	106%
68	-	Visitor Communications - Other	450	-	(450)	125	-	-
998	963	Depreciation	10,870	10,593	(277)	10,384	11,554	94%
541	813	Equipment Support & Maintenance	8,825	8,938	113	12,743	9,750	91%
(57)	-	Taxes, Licenses & Fees	2,173	1,759	(414)	1,192	2,134	102%
-	-	Miscellaneous Expense	371	-	(371)	-	-	-
1,647	1,166	Equipment Rental/Leasing	16,095	12,826	(3,269)	11,985	13,988	115%
-	800	Training Seminars	2,091	2,000	(91)	1,813	2,600	80%
-	-	Public Outreach	-	1,247	1,247	-	1,662	0%
3,250	250	Professional Fees	28,008	25,975	(2,033)	29,450	26,975	104%
69,734	56,600	Marketing Programs	108,810	196,600	87,790	32,910	196,600	55%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
2,226	95,000	Special Events	145,522	142,500	(3,022)	133,983	190,153	77%
1,994	1,310	Membership Activities	25,954	42,170	16,216	36,102	45,580	57%
948	500	Tuesday Morning Breakfast Club	8,264	5,500	(2,764)	8,837	6,000	138%
-	-	Classified Ads	477	-	(477)	2,920	-	-
-	-	Promotions/Giveaways	925	-	(925)	-	-	-
-	-	Market Study Reports/Research	13,433	5,000	(8,433)	74,327	18,000	75%
80,762	80,546	Marketing Cooperative/Media	888,382	886,021	(2,361)	992,000	966,566	92%
-	-	Media/Collateral/Production	-	-	0	128,968	-	-
-	42	Miscellaneous Programs	21,797	41,014	19,217	15,586	88,731	25%
-	-	Conference - PUD	-	-	0	-	10,000	0%
4,362	2,000	Cost of Goods Sold	36,964	29,000	(7,964)	11,139	33,000	112%
-	202	Associate Relations	1,529	2,573	1,044	2,525	2,825	54%
259	417	Board Functions	3,631	4,583	952	7,536	5,000	73%
515	242	Credit Card Fees	5,601	3,033	(2,568)	3,053	3,400	165%
76	405	Automobile Expenses	5,150	4,453	(697)	6,103	4,858	106%
168	158	Meals/Meetings	3,849	1,802	(2,047)	2,025	1,960	196%
67	265	Dues & Subscriptions	5,385	4,750	(635)	10,458	5,000	108%
-	1,295	Travel	2,269	7,607	5,338	5,839	8,238	28%
-	-	Bad Debt	300	-	(300)	-	-	-
300,074	349,822	Total Operating Expenses	2,540,732	2,809,163	68,431	2,752,324	2,934,446	87%
12	150	Revenues- Interest & Investment	338	1,650	(1,312)	1,550	1,800	19%
-	-	Marketing Reserves	-	-	0	40,202	-	-
-6,329	-6,399	Allocated	-69,614	-70,386	(772)	-70,766	-76,785	0%
(55,290)	(100,468)	Net Income (Loss)	78,891	70,337	8,554	242,200	1,999	-

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North Lake Tahoe Resort Association
Departmental Summary
For the 11 Months Ending May 31, 2013

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
Revenue										
Placer County TOT Funding	1,635,667	322,852	287,165	2,245,684	1,051,006	0	0	1,051,006	1,219,492	4,516,182
Membership	-	7,134	-	7,134	-	98,343	-	98,343	-	105,477
Revenues-Membership Activities	-	-	-	-	-	37,304	-	37,304	-	37,304
Revenue-Tue AM Breakfast Club	-	-	-	-	-	9,169	-	9,169	-	9,169
Non-retail VIC income	-	-	2,695	2,695	-	-	-	-	-	2,695
Commissions	669	69,496	-	70,165	-	-	-	-	-	70,165
Merchandise Sales	-	-	79,102	79,102	-	-	-	-	-	79,102
Miscellaneous	-	-	-	-	-	-	75	75	-	75
Total Revenue	1,636,336	399,482	368,962	2,404,780	1,051,006	144,816	75	1,195,897	1,219,492	4,820,169
Operating Expenses										
Salaries & Wages	257,050	199,625	185,062	641,737	64,635	68,999	273,347	406,981	75,410	1,124,126
Rent	19,017	9,587	95,879	124,483	6,767	6,767	21,307	34,841	10,822	170,147
Telephone	10,101	2,768	4,997	17,866	2,454	3,456	7,591	13,501	2,519	33,886
Mail - USPS	936	883	619	2,438	12	733	571	1,316	11	3,766
Insurance/Bonding	2,494	2,387	3,107	7,987	432	1,151	2,854	4,436	431	12,855
Supplies	2,373	832	4,966	8,171	418	1,332	2,817	4,567	471	13,209
Visitor Communications - Other	75	-	375	450	-	-	-	-	-	450
Depreciation	3,235	1,682	1,682	6,599	1,035	1,035	3,235	5,305	1,035	12,940
Equipment Support & Maintenance	2,372	1,373	1,620	5,365	535	535	2,924	3,995	535	9,896
Taxes, Licenses & Fees	380	94	588	1,062	58	58	1,053	1,169	58	2,289
Miscellaneous Expense	22	-	-	22	-	-	349	349	-	371
Equipment Rental/Leasing	2,255	2,015	5,523	9,792	1,739	3,669	2,633	8,041	1,739	19,573
Training Seminars	1,137	-	-	1,137	-	180	774	954	-	2,091
Professional Fees	-	-	3,188	3,188	-	160	24,660	24,820	-	28,008
Research & Planning Membership	-	-	-	-	3,000	-	-	3,000	-	3,000
Research & Planning	-	-	-	-	26,981	-	-	26,981	38,785	63,766
Transportation Projects	-	-	-	-	439,707	-	-	439,707	65,900	505,607
Infrastructure Projects	-	-	-	-	-	-	-	-	1,038,783	1,038,783
Marketing Programs	108,810	-	-	108,810	-	-	-	-	-	108,810
Special Events	145,522	-	-	145,522	-	-	-	-	-	145,522
Membership Activities	183	93	93	368	93	25,493	93	25,678	93	26,139
Tuesday Morning Breakfast Club	-	-	-	-	-	8,264	-	8,264	-	8,264
Classified Ads	-	-	-	-	-	477	-	477	-	477
Promotions/Giveaways	223	702	-	925	-	-	-	-	-	925
Market Study Reports/Research	13,433	-	-	13,433	-	-	-	-	-	13,433
Marketing Cooperative/Media	765,556	122,826	-	888,382	-	-	-	-	-	888,382
Miscellaneous Programs	21,575	-	-	21,575	-	222	-	222	-	21,797
Cost of Goods Sold	-	-	36,964	36,964	-	-	-	-	-	36,964
Associate Relations	38	350	425	813	-	25	690	715	26	1,554
Board Functions	-	-	-	-	-	-	3,631	3,631	-	3,631
Credit Card Fees	475	-	2,856	3,331	-	2,270	-	2,270	-	5,601
Automobile Expenses	1,815	1,166	1,773	4,754	869	141	256	1,265	874	6,893
Meals/Meetings	2,299	117	472	2,888	46	321	640	1,007	276	4,171
Dues & Subscriptions	1,252	1,470	-	2,722	61	601	2,062	2,723	61	5,506
Travel	2,205	-	65	2,269	-	-	-	-	-	2,269
Bad Debt	300	-	-	300	-	-	-	-	-	300
Total Operating Expenses	1,365,133	347,970	350,254	2,063,353	548,842	125,889	351,487	1,026,215	1,235,829	4,325,403
Operating Income (Loss)	271,203	51,512	18,708	341,427	502,164	18,927	(351,412)	169,682	(16,337)	494,766
Revenues- Interest & Investment	-	-	-	-	-	-	338	338	-	338
Allocated	122,984	75,157	43,589	241,710	31,028	32,036	(343,360)	(280,296)	38,586	-
Net Income (Loss)	148,239	(23,645)	(24,881)	99,717	471,136	(13,109)	(7,714)	450,316	(54,923)	495,104

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 11 Months Ended May 31, 2013
Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
Revenue								
148,697	148,697	Placer County TOT Funding	1,635,667	1,635,667	0	1,954,448	1,784,362	92%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Commissions	669	7,000	(6,331)	2,771	7,000	10%
148,697	148,697	Total Revenue	1,636,336	1,642,667	(6,331)	2,036,166	1,791,362	91%
Operating Expenses								
30,737	23,011	Salaries & Wages	257,050	258,069	1,019	280,003	282,026	91%
1,594	1,631	Rent	19,017	17,946	(1,071)	21,604	19,577	97%
875	300	Telephone	10,101	4,188	(5,913)	7,955	4,488	225%
108	85	Mail - USPS	936	935	(1)	809	1,020	92%
241	200	Insurance/Bonding	2,494	2,200	(294)	2,218	2,400	104%
150	383	Supplies	2,373	4,213	1,840	3,928	4,601	52%
-	-	Visitor Communications - Other	75	-	(75)	-	-	-
297	286	Depreciation	3,235	3,146	(89)	3,132	3,430	94%
131	150	Equipment Support & Maintenance	2,372	1,650	(722)	3,737	1,800	132%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
201	167	Equipment Rental/Leasing	2,255	1,837	(418)	1,828	2,000	113%
-	-	Training Seminars	1,137	-	(1,137)	1,069	-	-
69,734	56,600	Marketing Programs	108,810	196,600	87,790	32,910	196,600	55%
-	-	Autumn Food & Wine	-	-	-	78,947	-	-
2,226	95,000	Special Events	145,522	142,500	(3,022)	133,983	190,153	77%
90	-	Membership Activities	183	-	(183)	-	-	-
-	-	Classified Ads	-	-	-	200	-	-
-	-	Promotions/Giveaways	223	-	(223)	-	-	-
-	-	Market Study Reports/Research	13,433	5,000	(8,433)	74,327	18,000	75%
69,596	69,102	Marketing Cooperative/Media	765,556	760,142	(5,414)	849,250	829,243	92%
-	-	Media/Collateral/Production	-	-	-	106,948	-	-
-	-	Miscellaneous Programs	21,575	40,000	18,425	-	87,675	25%
-	-	Associate Relations	38	350	312	408	400	10%
-	-	Credit Card Fees	475	375	(100)	387	500	95%
3	150	Automobile Expenses	1,815	1,650	(165)	1,693	1,800	101%
119	100	Meals/Meetings	2,299	1,100	(1,199)	1,489	1,200	192%
-	-	Dues & Subscriptions	1,252	1,500	248	6,848	1,500	83%
-	631	Travel	2,205	6,943	4,738	4,737	7,574	29%
-	-	Bad Debt	300	-	(300)	-	-	-
176,102	247,796	Total Operating Expenses	1,365,133	1,450,577	85,444	1,618,614	1,656,220	82%
-	-	Marketing Reserves	-	-	-	40,202	-	-
11,179	11,262	Allocated	122,964	123,880	916	136,541	135,142	91%
(38,584)	(110,361)	Net Income (Loss)	148,239	68,210	80,029	240,809	-	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 11 Months Ended May 31, 2013
Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
Revenue								
29,350	29,350	Placer County TOT Funding	322,852	322,852	0	302,083	352,202	92%
561	541	Membership	7,134	5,956	1,178	5,682	6,497	110%
13,991	17,000	Commissions	69,496	73,407	-3,911	142,728	95,000	73%
43,902	46,891	Total Revenue	399,482	402,215	-2,733	450,493	453,699	88%
Operating Expenses								
22,853	16,118	Salaries & Wages	199,625	181,511	(18,114)	168,513	198,340	101%
797	835	Rent	9,587	9,180	(407)	11,022	10,014	96%
238	246	Telephone	2,768	3,162	394	3,466	3,408	81%
53	65	Mail - USPS	883	715	(168)	808	780	113%
241	100	Insurance/Bonding	2,387	1,100	(1,287)	1,111	1,200	199%
71	149	Supplies	832	1,634	802	1,547	1,782	47%
155	150	Depreciation	1,682	1,650	(32)	1,579	1,800	93%
68	108	Equipment Support & Maintenance	1,373	1,192	(181)	1,303	1,300	106%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
201	142	Equipment Rental/Leasing	2,015	1,558	(457)	1,527	1,700	119%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
-	-	Promotions/Giveaways	702	-	(702)	-	-	-
11,166	11,444	Marketing Cooperative/Media	122,826	125,879	3,053	142,750	137,323	89%
-	-	Conference - PUD	-	-	-	-	10,000	0%
-	42	Associate Relations	350	458	108	441	500	70%
-	80	Automobile Expenses	1,166	878	(288)	1,007	958	122%
-	-	Meals/Meetings	117	-	(117)	23	-	-
-	265	Dues & Subscriptions	1,470	1,500	30	1,990	1,500	98%
-	-	Travel	-	-	-	-	-	-
-	-	Bad Debt	-	-	-	-	-	-
35,843	29,744	Total Operating Expenses	347,970	330,547	(17,423)	337,243	370,735	94%
6,832	6,914	Allocated	75,157	76,051	894	78,887	82,965	91%
1,227	10,233	Net Income (Loss)	(23,645)	(4,383)	(19,262)	34,363	(1)	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 11 Months Ended May 31, 2013

Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
		Revenue						
\$ 95,546	95,546	Placer County TOT Funding	1,051,006	1,051,006	0	567,600	1,146,566	92%
95,546	95,546	Total Revenue	1,051,006	1,051,006	0	567,600	1,146,566	92%
		Operating Expenses						
7,880	6,633	Salaries & Wages	64,635	73,286	8,651	63,404	80,239	81%
569	586	Rent	6,767	6,448	(319)	7,721	7,034	96%
192	171	Telephone	2,454	2,157	(297)	2,149	2,328	105%
1	-	Mail - USPS	12	-	(12)	7	-	-
38	67	Insurance/Bonding	432	733	301	744	800	54%
43	67	Supplies	418	733	315	695	800	52%
95	92	Depreciation	1,035	1,012	(23)	971	1,104	94%
42	56	Equipment Support & Maintenance	535	614	79	556	670	80%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
181	117	Equipment Rental/Leasing	1,739	1,283	(456)	1,288	1,400	124%
-	-	Public Outreach	-	1,329	1,329	-	1,773	0%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
375	-	Research & Planning	26,981	22,500	(4,481)	30,547	30,000	90%
1,989	18,333	Transportation Projects	439,707	886,667	446,960	345,649	977,000	45%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	280	-	-
-	13	Associate Relations	-	138	138	99	150	0%
-	350	Automobile Expenses	869	3,850	2,981	1,618	4,200	21%
-	100	Meals/Meetings	46	100	54	41	100	46%
-	-	Dues & Subscriptions	61	72	11	54	72	85%
11,405	26,585	Total Operating Expenses	548,842	1,006,022	457,180	458,888	1,112,770	49%
2,821	2,816	Allocated	31,028	30,980	(48)	33,180	33,796	92%
81,320	66,145	Net Income (Loss)	471,136	14,004	457,132	75,532	-	-

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

for the 11 months ended May 31, 2013

Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
Revenue								
26,106	26,106	Placer County TOT Funding	287,165	287,165	0	294,663	313,271	92%
0	0	Revenues - Retail - Nontaxable	0	0	0	352	0	-
675	0	Non-retail VIC income	2,695	0	2,695	0	0	-
8,446	5,000	Merchandise Sales	79,102	71,000	8,102	18,741	79,000	100%
0	3,679	Miscellaneous	0	31,321	(31,321)	70	35,000	0%
35,227	34,785	Total Revenue	368,962	389,486	(20,524)	313,826	427,271	86%
Operating Expenses								
20,011	19,925	Salaries & Wages	185,062	194,444	9,382	157,889	215,026	86%
7,404	8,941	Rent	95,879	98,351	2,472	42,674	107,294	89%
406	155	Telephone	4,997	2,173	(2,824)	1,683	2,328	215%
169	15	Mail - USPS	619	165	(454)	176	180	344%
317	83	Insurance/Bonding	3,107	917	(2,190)	1,111	1,000	311%
272	83	Supplies	4,966	917	(4,049)	3,303	1,000	497%
68	0	Visitor Communications - Other	375	0	(375)	125	0	-
155	149	Depreciation	1,682	1,639	(43)	1,579	1,788	94%
168	150	Equipment Support & Maintenananc	1,620	1,650	30	3,614	1,800	90%
0	0	Taxes, Licenses & Fees	588	206	(382)	193	206	285%
603	333	Equipment Rental/Leasing	5,523	3,667	(1,856)	3,944	4,000	138%
0	0	Training Seminars	0	1,000	1,000	0	1,000	0%
0	250	Professional Fees	3,188	4,725	1,537	0	4,975	64%
0	0	Membership Activities	93	0	(93)	18	0	-
0	0	Classified Ads	0	0	0	720	0	-
0	0	Media/Collateral/Production	0	0	0	22,021	0	-
0	42	Miscellaneous Programs	0	458	458	15,586	500	0%
4,362	2,000	Cost of Goods Sold	36,964	29,000	(7,964)	11,139	33,000	112%
0	29	Associate Relations	425	321	(104)	389	350	121%
293	58	Credit Card Fees	2,856	642	(2,214)	674	700	408%
73	25	Automobile Expenses	1,773	275	(1,498)	1,710	300	591%
0	0	Meals/Meetings	472	60	(412)	110	60	787%
0	0	Travel	65	0	(65)	0	0	-
34,301	32,238	Total Operating Expenses	350,254	340,610	(9,644)	268,658	375,507	93%
3,963	3,814	Allocated	43,589	41,950	(1,639)	59,497	45,764	0%
-3,037	-1,267	Net Income (Loss)	(24,881)	6,926	(31,807)	-14,329	6,000	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 11 Months Ended May 31, 2013

Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
Revenue								
16,503	16,503	Placer County TOT Funding	1,219,492	181,533	1,037,959	583,743	1,561,871	78%
16,503	16,503	Total Revenue	1,219,492	181,533	1,037,959	583,743	1,561,871	78%
Operating Expenses								
9,231	6,928	Salaries & Wages	75,410	76,709	1,299	68,609	84,021	90%
646	627	Rent	10,822	6,901	(3,921)	7,721	7,528	144%
192	96	Telephone	2,519	1,344	(1,175)	2,150	1,440	175%
1	1	Mail - USPS	11	14	3	15	15	73%
38	67	Insurance/Bonding	431	733	302	735	800	54%
43	125	Supplies	471	1,375	904	909	1,500	31%
95	92	Depreciation	1,035	1,012	(23)	961	1,104	94%
42	60	Equipment Support & Maintenance	535	660	125	656	720	74%
-	100	Taxes, Licenses & Fees	58	1,100	1,042	1,023	1,100	5%
-	-	Miscellaneous Expense	-	513	513	-	684	0%
181	120	Equipment Rental/Leasing	1,739	1,320	(419)	1,288	1,440	121%
-	42	Training Seminars	-	458	458	378	500	0%
-	-	Public Outreach	-	300	300	-	300	0%
375	4,333	Research & Planning	36,785	47,663	10,878	32,561	52,000	71%
13,529	-	Infrastructure Projects	1,104,683	-	(1,104,683)	333,627	1,363,831	81%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	0	280	-	-
-	-	Associate Relations	26	75	49	99	100	26%
-	167	Automobile Expenses	874	1,833	959	1,637	2,000	44%
-	-	Meals/Meetings	276	75	(201)	17	100	276%
-	-	Dues & Subscriptions	61	75	14	54	100	61%
24,373	12,758	Total Operating Expenses	1,235,829	142,160	(1,093,669)	452,720	1,519,283	81%
-	33	Revenues- Interest & Investment	-	367	367	339	400	
3,508	3,582	Allocated	38,586	39,406	820	37,586	42,988	90%
(11,378)	196	Net Income (Loss)	(54,923)	334	(55,257)	93,776	-	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 11 Months Ended May 31, 2013

Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
Revenue								
9,687	9,814	Membership	98,343	107,954	(9,611)	92,367	117,768	84%
300	1,457	Revenues-Membership Activities	37,304	52,376	(15,072)	59,747	53,833	69%
630	744	Revenue-Tue AM Breakfast Club	9,169	8,183	986	9,884	8,927	103%
-	417	Commissions	-	4,583	(4,583)	-	5,000	0%
10,617	12,432	Total Revenue	144,816	173,096	(28,280)	161,998	185,528	
Operating Expenses								
8,190	6,342	Salaries & Wages	68,999	71,636	2,637	74,649	78,352	88%
569	589	Rent	6,767	6,479	(288)	7,752	7,068	96%
294	196	Telephone	3,456	2,444	(1,012)	2,671	2,640	131%
235	50	Mail - USPS	733	550	(183)	721	600	122%
114	65	Insurance/Bonding	1,151	720	(431)	735	785	147%
43	83	Supplies	1,332	917	(415)	1,148	1,000	133%
95	92	Depreciation	1,035	1,012	(23)	962	1,104	94%
42	79	Equipment Support & Maintenan	535	871	336	806	950	56%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
402	242	Equipment Rental/Leasing	3,669	2,658	(1,011)	2,617	2,900	127%
-	800	Training Seminars	180	1,000	820	-	1,000	18%
-	-	Professional Fees	160	-	(160)	-	-	-
1,904	1,310	Membership Activities	25,493	42,170	16,677	36,084	45,580	56%
948	500	Tuesday Morning Breakfast Club	8,264	5,500	(2,764)	8,837	6,000	138%
-	-	Classified Ads	477	-	(477)	755	-	-
-	-	Miscellaneous Programs	222	556	334	-	556	40%
-	31	Associate Relations	25	344	319	324	375	7%
221	183	Credit Card Fees	2,270	2,017	(253)	1,991	2,200	103%
-	125	Automobile Expenses	141	1,375	1,234	1,212	1,500	9%
49	25	Meals/Meetings	321	275	(46)	96	300	107%
-	-	Dues & Subscriptions	601	750	149	838	1,000	60%
-	664	Travel	-	664	664	-	664	0%
-	-	Bad Debt	-	-	-	-	-	-
13,106	11,376	Total Operating Expenses	125,889	142,003	16,114	142,263	154,639	81%
2,912	2,907	Allocated	32,036	31,982	(54)	35,491	34,889	92%
(5,401)	(1,851)	Net Income (Loss)	(13,109)	(889)	(12,220)	(15,756)	(4,000)	328%

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 11 Months Ended May 31, 2013

Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (92%)
-	-	Revenue						
-	-	Miscellaneous	75	-	75	(73)	-	-
-	-	Total Revenue	75	-	75	(73)	-	-
		Operating Expenses						
33,626	24,540	Salaries & Wages	273,347	274,552	1,205	298,739	300,200	91%
1,772	1,631	Rent	21,307	17,945	(3,362)	23,570	19,577	109%
634	482	Telephone	7,591	6,194	(1,397)	5,300	6,676	114%
39	65	Mail - USPS	571	710	139	711	775	74%
279	208	Insurance/Bonding	2,854	2,292	(562)	2,278	2,500	114%
184	270	Supplies	2,817	2,965	148	3,278	3,235	87%
297	286	Depreciation	3,235	3,146	(89)	3,132	3,432	94%
131	325	Equipment Support & Maintenance	2,924	3,575	651	3,284	3,900	75%
(57)	-	Taxes, Licenses & Fees	1,053	1,125	72	624	1,500	70%
-	-	Miscellaneous Expense	349	-	(349)	-	-	-
241	282	Equipment Rental/Leasing	2,633	3,106	473	2,070	3,388	78%
-	-	Training Seminars	774	-	(774)	744	600	129%
-	-	Public Outreach	-	1,247	1,247	-	1,662	0%
3,250	-	Professional Fees	24,660	21,250	(3,410)	29,450	22,000	112%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,195	-	-
-	100	Associate Relations	690	1,100	410	962	1,200	58%
259	417	Board Functions	3,631	4,583	952	7,536	5,000	73%
-	25	Automobile Expenses	256	275	19	482	300	85%
-	33	Meals/Meetings	640	367	(273)	307	400	160%
67	-	Dues & Subscriptions	2,062	1,000	(1,062)	782	1,000	206%
-	-	Travel	-	-	-	1,103	-	-
40,722	28,664	Total Operating Expenses	351,487	345,432	(6,055)	385,547	377,345	93%
(31,215)	(31,295)	Allocated	(343,360)	(344,250)	(890)	(381,183)	(375,545)	91%
(9,495)	2,781	Net Income (Loss)	(7,714)	468	(8,182)	(2,887)	-	-

May Quickbooks Accounts Receivable

Total	Business Name	Chamber/Conf		Commissions		Ski Tahoe North		Misc.		For	Status
		age	amount	age	amount	age	amount	age	amount		
250.00	ARTour							new	250.00	5/1/13 Kiosk rental	New
19.80	Coldstream Adventures							30	19.80	4/30/13 ticket comm	Under 90 days
681.10	Hyatt			new	681.10					5/31/13 Groups	New
613.30	Hyatt			new	613.30					5/31/13 Groups	New
182.50	ICBA							90	182.50	12/31/12 Ad	Treasurer said would pay
50.00	NLT Historical Society							new	50.00	5/31/13 Conf room rental	New
8,490.59	NLT Marketing Co-op							30	8,490.59	4/30/13 Apr credit card	Under 90 days
13,445.05	NLT Marketing Co-op							new	13,445.05	5/31/13 May credit card	New
1,030.40	Orbitz					new	1,030.40			5/31/13 STN vouchers	New
1,692.80	Ski.com							new	1,692.80	5/31/13 STN vouchers	New
150.00	Squaw Valley Resort							90	150.00	2/5/13 TMBC	Collection letter emailed
6,422.60	Squaw Valley Resort			new	6,422.60					5/31/13 Lost STN vouchers	New
225.00	TCPUD							90	225.00	1/31/13 Kiosk rental	Will pay
550.00	Tahoe Mtn Resorts Lodging	90	550.00							1/1/13 Conference dues	Jason has contacted, said would pay
50.00	Tahoma Meadows B & B							new	50.00	5/31/13 Brochure of Month	New
2,088.60	The Resort at Squaw Creek			30	2,088.60					4/30/13 Groups	Under 90 days
4,228.10	The Resort at Squaw Creek			new	4,228.10					5/31/13 Groups	New
3,259.35	The Ridge Tahoe			30	3,259.35					4/30/13 Groups	Under 90 days
300.00	UC Davis - TERC							new	300.00	4/12/13 Jun-Aug Bus of Mo	New
1,030.40	Virgin Holidays					30	1,030.40			4/9/2013 STN vouchers	Under 90 days
182.50	West Shore Association							90	182.50	12/31/12 Ad	Paid
44,942.09			550.00		17,293.05		2,060.80		24,788.24		
	Paid as of 6/7/13				-3,259.32				-232.50		
			550.00		14,033.73		2,060.80		24,555.74		
	Shaded grey is paid.										

May 2013 WebLink Accounts Receivable

Customer Account	Business Name	Chamber/Conf Member Dues	Memberships Activities	For	Status
Total	age	amount	age	amount	
50.00	Cebollo Architecture	90	50.00	12/31/12 Balance of dues	No response
75.00	Creative Concepts	90	75.00	12/31/12 (697) Email blast	Paid
75.00	Creative Concepts	90	75.00	1/31/13 (706) Email blast	Slow, but always pays
75.00	Creative Concepts	90	75.00	2/28/13 (769) Email blast	Under 90 days
85.00	Gallery Keoki	new	75.00	5/31/13 (962) Email blast	New
170.00	Homewood Mtn Resort	60	85.00	3/27/13 (845) Awards Dinner	Under 90 days
75.00	Lighthouse Spa	60	170.00	3/27/13 Awards Dinner	Under 90 days
140.00	Mountain Lake Cleaning	90	140.00	5/31/13 (963) Email blast	New
75.00	Resort at Squaw Creek	90	75.00	12/1/12 Balance Chamber dues	Making payments
75.00	Resort at Squaw Creek	90	75.00	10/31/12 Email blast	Paid
75.00	Resort at Squaw Creek	90	75.00	10/31/12 Email blast	Paid
210.00	Resort at Squaw Creek	new	75.00	5/31/13 (964) Email blast	New
40.00	Tahoe North Shore Lodge	90	210.00	12/1/12 Chamber dues	Contacted; said will pay
75.00	Tahoe Tree Company	90	40.00	10/18/12 Annual lunch	Paid
85.00	Tahoe TV	new	75.00	5/31/13 (965) Email blast	New
210.00	Waterman's Landing	60	85.00	3/27/13 (852) Awards Dinner	Under 90 days
100.00	Willards Sport Shop	90	210.00	12/1/12 Chamber dues	Contacted; said will pay
16,565.00	January memb billing - total	90	100.00	10/18/12 Winter Expo	Collection letter sent and visited in person; said will pay
475.00	March memb billing - total	60	16,565.00	1/31/13 Chamber dues	Write-off letters sent
3,365.00	April memb billing - total	30	475.00	3/1/2013 Chamber dues	Under 90 days
4,910.00	May memb billing - total	new	3,365.00	4/1/2013 Chamber dues	Under 90 days
			4,910.00	5/1/13 Chamber dues	New
27,080.00			25,925.00		
	Paid as of 6/14/13		-435.00		
			25,490.00		
	Shaded grey is paid.				

KEY METRICS MAY 31, 2013

Total TOT Collections by Quarter 2008 - 2013					
	Q1 (JAS)	Q2 (OND)	Q3 (JFM)	Q4 (AMJ)	Total
2008-09	3,148,504	1,390,740	2,668,493	1,066,840	8,274,577
2009-10	2,703,071	1,556,649	3,537,143	1,101,823	8,898,686
2010-11	3,145,193	2,027,191	3,694,469	1,270,140	10,136,993
2011-12	3,575,545	1,706,628	3,078,629	1,459,354	9,820,156
2012-13	3,762,762	2,007,846	4,153,014	83,667	10,007,289

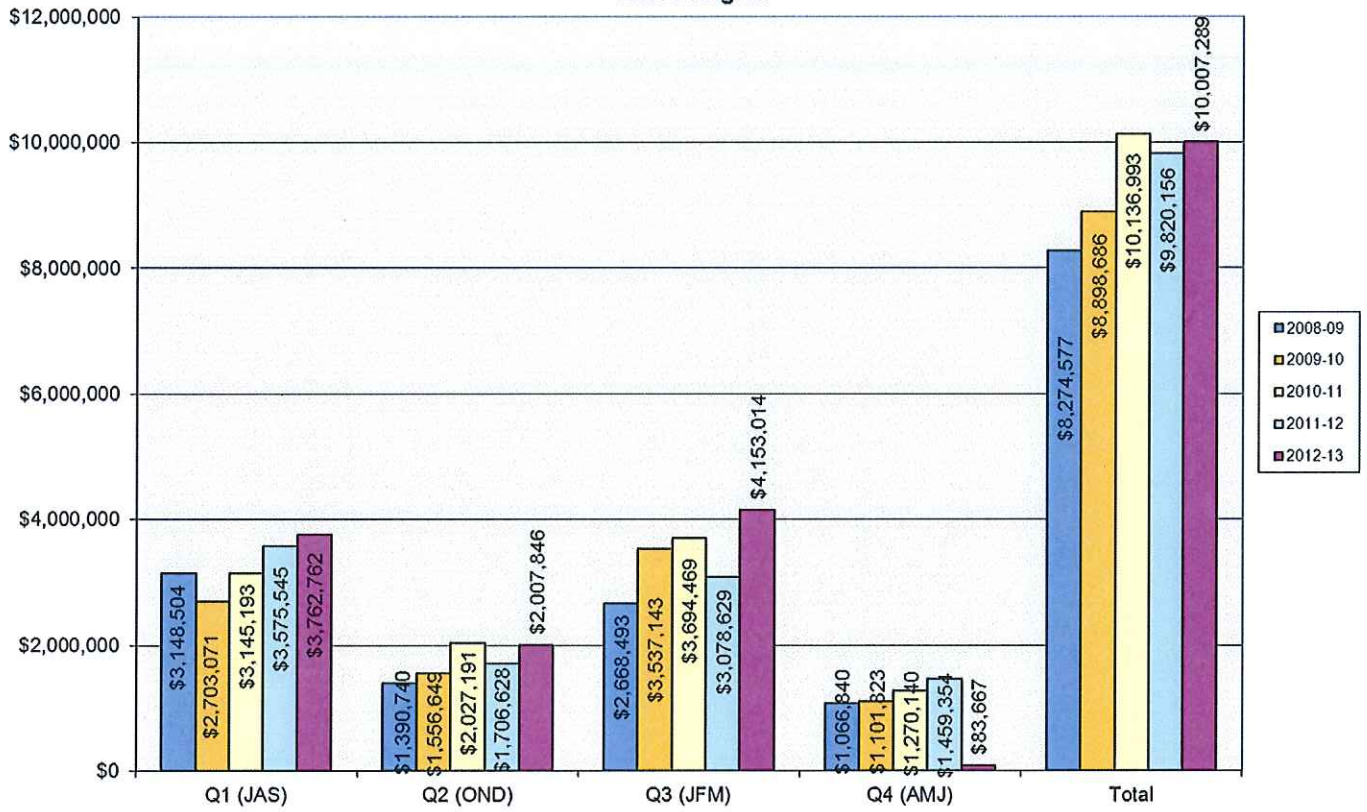
MTRiP Reservations Activity	FY 12/13	FY 11/12	Variance
Occupancy during May	28.5%	27.7%	2.6%
ADR May (Average Daily Rate)	\$ 158	\$ 153	3.5%
Occupancy forecast June	41.4%	37.3%	11.0%
ADR May (Average Daily Rate)	\$ 185	\$ 190	-3.0%
Occupancy (prev 6 mo)	43.2%	41.1%	5.1%
ADR (prev 6 mo)	\$ 247	\$ 225	9.5%
Occupancy (next 6 mo)	29.0%	24.8%	17.0%
ADR (next 6 mo)	\$ 219	\$ 207	17.0%
Incremental Pacing for May	5.6%	9.8%	-42.2%

Conference Revenue Statistics Fiscal 2012 2013 (Jul- May)			
	2012-13	2011-12	YOY % Change
FORWARD LOOKING			
Total Revenue Booked as of 4/30/13	\$ 2,059,736	\$ 2,152,964	-4%
Forecasted Commission for this Revenue	78,850	148,165	-47%
Number of Room Nights	14,354	11,769	22%
Number of Tentative Bookings	90	57	58%
CURRENT			
Annual Revenue Goal	\$ 1,750,000	\$ 1,700,000	3%
Annual Commission Goal	\$ 75,000	\$ 125,000	-40%
Conference Revenue And Percentage by County:			
Washoe	\$ 197,926	\$ 154,668	28%
Placer	\$ 935,924	\$ 1,693,449	-45%
South Lake	\$ 506,614	\$ 80,605	529%
Nevada	\$ 10,359	\$ 28,164	-63%
Total Conference Revenue	\$ 1,650,823	\$ 1,956,886	-16%

VISITOR INFORMATION STATISTICS FOR 2012 2013 (Jul-May)				Infrastructure Fund Balances Held by Placer County as of 4/30/13	
Tahoe City:	2012/2013	2011/2012	YOY % Change	Contract	Balance
May Referrals	1963			12477 2007-08	\$ -
Walk In	36819	12188	202%	12659 2008-09	\$ -
Phone	2997	2675	12%	12818 2009-10	\$ -
Kings Beach (Walk In Only)	3251	2995	9%	12945 2010-11	\$ 401,199
Reno (Walk in Only)	3361	3357	0%	13054 2011-12	\$ 1,249,520
Unemployment	Apr-13	Apr-12	Dec-12	Contract 13235 2012-13	\$ 1,357,037
Dollar Point	9.3%	11.6%	9.9%	Total Fund Balances	\$ 3,007,756
Kings Beach	7.9%	10.0%	8.6%	Chamber Of Commerce Total Membership	
Sunnyside/Tahoe City	9.2%	11.6%	10.0%	April 2012	468
Tahoe Vista	13.3%	16.5%	14.3%	May 2013	505
California	9.4%	11.1%	9.7%		
Placer County	8.0%	10.0%	8.6%		

Calendar Year Sales Tax Revenue - Tahoe(Calendar Year Basis)								11 .v 12
Quarter	2007	2008	2009	2010	2011	2012	Change	
First (JFM)	\$ 575,721	\$ 643,647	\$ 521,787	\$ 592,861	\$ 469,504	\$ 505,344	8%	
Second (AMJ)	\$ 528,029	\$ 486,809	\$ 400,212	\$ 376,497	\$ 391,536	\$ 445,469	14%	
Third (JAS)	\$ 792,879	\$ 791,449	\$ 612,761	\$ 687,963	\$ 757,531	\$ 767,333	1%	
Fourth (OND)	\$ 514,299	\$ 431,607	\$ 428,368	\$ 448,294	\$ 441,061	\$ 476,657	8%	
Total	\$ 2,410,928	\$ 2,353,512	\$ 1,963,128	\$ 2,105,615	\$ 2,059,632	\$ 2,194,803	7%	

**Placer County 5-Year TOT Collection
2008-2013
Tahoe Region**



**Placer County Sales Tax by Calendar Year Quarters
2007 - 2012**

