



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice

The North Lake Tahoe Resort Association Board of Directors

Wednesday June 4, 2014 – 8:30 – 10:30 a.m.

Tahoe City Public Utility District Board Room

NLTRA Mission

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

Items may not be heard in the order they are listed

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

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

C. PUBLIC FORUM

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

D. CONSENT CALENDAR – MOTIONS (5 minutes)

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

1. **Board Meeting Minutes – May 7, 2014**

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

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

1. **Funding for Transit Vision Economic Analysis by EPS of \$45,900; CIT approved 13-0-0**

3. **Marketing Committee – May 27, 2014**

4. **Business Association and Chamber Collaborative – May 29, 2014**

1. **Tahoe City Business Assn. Marketing Grant \$10,000; BACC approved 10-0-0**

5. **Lodging Committee – May 29, 2014**

6. **Conference Sales Directors Committee – No Meeting in May**

7. **Finance Committee – May 22, 2014**

8. **Executive Committee Report – May 20, 2014**

9. **Financial Reports - April**

1. **Dashboard and project reports**

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

10. **Conference Sales Reports**

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

2013

Board Members

Wally Auerbach
(Chair)
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
CB's Pizza & Grill

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

Brendan Madigan
Alpenglow Sports

Joseph Mattioli
The Ritz-Carlton

Valli Murnane
(Secretary)
Tahoe XCountry

Ron Parson
(Treasurer)
Granlibakken

Bill Rock
Northstar

David Tirman
JMA Ventures, LLC

Jennifer Merchant
Placer County

Kristi Boosman
TRPA
(Ex-officio)

E. STRATEGIC DISCUSSION (1 hour)

12. Placer County – Revenue/Expense and Priorities for E. Placer County – David Boesch (45 minutes)

13. Tahoe Fund Green Bucks Program – Amy Berry (15 minutes)

F. ACTION ITEMS (See Consent Agenda)

G. STAFF AND/OR COMMITTEE REPORTS (40 minutes)

14. Destimetrics Report and Winter Marketing Wrap Up – Andy Chapman (15 minutes)

15. Membership/BACC Report – Ginger Karl (5 minutes)

16. Snowfest Report – Pam Pokorny – (10 minutes)

17. CEO Update – Sandy Evans Hall (10 minutes)

H. DIRECTORS' COMMENTS

I. MEETING REVIEW AND STAFF DIRECTION

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

K. ADJOURNMENT

This meeting site is wheelchair accessible.
2014

Posted and e-mailed, May 30, 2014,



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday, May 7, 2014 – 8:30 am – 11 am

Tahoe City Public Utility District-Board Room MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Wally Auerbach, Brendan Madigan, Valli Murnane, Ron Parson, Bill Rock, Jennifer Merchant, and Kristi Boosman (TRPA Representative)

COMMITTEE MEMBERS NOT PRESENT: Eric Brandt, Phil GilanFarr, Kali Kopley, Joseph Mattioli, and David Tirman

RESORT ASSOCIATION STAFF: Sandy Evans Hall, Marc Sabella, Ron Treabess, Ginger Karl, Andy Chapman, Judy Lavery, and Julie Appleford

OTHERS IN ATTENDANCE: Carl Ribaldo, Stacie Lyans, Joy Doyle, and Gordon Shaw

A. CALL TO ORDER – ESTABLISH QUORUM

The Board of Directors Meeting was called to order at 8:32 am by Chair Wally Auerbach and a quorum was established.

B. AGENDA AMMENDMENTS AND APPROVAL

- Agenda additions and/or Deletions
 1. A revised agenda was sent out to everyone. The Touch the Lake Campaign wrap-up was removed and a Closed Session was added.
- Approval of Agenda

M/S/C (Parson/Rock) (6-0-0) to approve the Board of Directors Agenda for May 7, 2014, with items taken out of order if necessary.

C. PUBLIC FORUM

- Sandy welcomed Stacie Lyans, the new Executive Director of the Tahoe City Downtown Association.
- Ron P. mentioned that the school system is now beginning to win awards and receive recognition. He would like to see those published to help draw people to the area, as it will help stabilize our economy.
- Ron T. stated that they have done a terrific job with the school system development-planning project. The project will be presented at the June Breakfast Club.

D. CONSENT CALENDAR – MOTION

- Board Meeting Minutes – April 2, 2014
- Capital Investment/Transportation Committee – April 28, 2014
- Marketing Meeting – April 29, 2014
- Business Association and Chamber Collaborative – April 9, 2014
 1. Northstar Business Assn. Marketing Grant \$10,000; BACC approved 9-0-1, abstention Kali Kopley
 2. Squaw Business Assn. Marketing Grant \$10,000; BACC approved 9-0-1, abstention Kali Kopley
- Lodging Committee – April 17, 2014

D-1.1

- Conference Sales Directors Committee – No Meeting in April
- **Finance Committee – April 24, 2014**
- **Executive Committee Report – April 16, 2014**
- **Financial Reports March**

1. Dashboard and project reports

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

- Conference Sales Reports – Not available due to system error
- **Capital Investment/Transportation Activity Report – April**

M/S/C (Parson/Murnane) (5-0-1) to approve the Consent Calendar as presented

E. STRATEGIC DISCUSSION

12) Funding Options for the Future – TBID, TMD (Tourism Marketing District of Tourism Business Improvement District) Andy Chapman and Carl Ribaudo

1. TBID/TMD funding options allow a group of businesses in the tourism industry to accomplish what they would not be able to individually.
2. The legal process of establishing a TBID is fairly straightforward.
3. Local government cannot spend the money. Several have tried and were unsuccessful.
4. Typical marketing plan activities run the gamut, although they are typically tied to driving overnight visitation.
5. Approximately \$100M a year is collected annually in California via TBIDs. They have become a key-funding source for tourism.
6. Properties can choose to pay the funds without adding additional fees to their guests' folios if they are concerned about their guests' reactions.
7. Properties can decide to contribute a percentage on top of TOT or a dollar amount.
8. There was a discussion about measuring the impact that marketing efforts funded by TBIDs has on the volume of tourism in an area.
9. Jennifer would like to see information that shows what each location spends on top of their TBIDs for marketing. That data is most likely obtainable, but Carl doesn't have it at this time.
10. The confusion regarding the scheduling of this presentation was cleared up amongst the Board.
11. Discussion about the challenges that can be expected given the layout of our region. It is most effective to stick together and work as a county, taking all of the differences into consideration. It would be great if the North Shore and South Shore could work together as one unit, but there are a lot of obstacles to overcome in order to make that work.
12. Wally is open to suggestions and is hesitant to recommend this source of funding without reviewing all funding options.
13. There was a discussion about the importance of knowing why we need more money and what that money would be used for before presenting this funding option to other committees.
14. Discussion about our overall marketing plan in terms of increasing the number of visitors and air capacity.
15. We can learn a lot from the South Shore in regards to California and Nevada working together.

F. ACTION ITEMS

13) 2014/15 Budget and Scope of Work for NLTRA/Placer Contract – MOTION – Sandy Evans Hall, Ron Treabess, Andy Chapman; Approved by Finance Committee, Marketing Committee and Capital Investment/Transportation Committee, unanimous votes with Jennifer Merchant abstaining

1. The 2014/15 Budget and Scope of Work is included in the packet. It is a balanced approach to the budget.
2. The goal is to maintain a consistent voice in the marketplace, to work on the revenue side of the equation, and to maintain our Capital Investment/Transportation commitments.
3. The changes and increases in the budget were discussed.
4. Wally clarified that we are recommending this budget to move it forward for further discussion.

D-102

M/S/C (Rock/Parson) (6-0-1) to approve recommending the Budget and Scope of Work as presented.

- 14) Funding for North Lake Tahoe Parking Study, \$66,000 – Ron Treabess, Peter Kraatz – MOTION – CI/T approved 4/28/14 Vote 8-0-0
 5. Ron T. discussed the North Lake Tahoe Parking Study funding request.
 6. The Capital Investment/Transportation committee approved the study with two conditions:
 1. The outreach program should include local businesses that have had recent experience working with the existing parking ordinances;
 2. A schedule of how this study will be integrated into the area plan is presented
 7. Ron P. expressed his concern about doing numerous studies, especially with a study that doesn't have a transportation plan that goes with it.
 8. There was a discussion about this parking study and what it will encompass. This study will also be looking at ways to change existing ordinances that are outdated.
 9. Jennifer mentioned that this analysis has multiple components to it and that it is a follow-up to the parking study conducted in 2001.
 10. Wally asked if it is beneficial to do counts in Kings Beach during construction. If the counts are not done now, the next opportunity to do so without construction would be in 2017.

M/S/C (Murnane/Rock) (6-0-1) to approve the North Lake Tahoe Parking Study including the two recommendations from the CI/T committee.

- 15) Special Event Grant (round two) recommendations – Judy Laverty – MOTION – Approved 3-0 by Grant Task Force
 1. Judy discussed the round two grant recommendations made by the grant task force.
 2. Discussion about the dates of the requests. Specifically about them being during the peak of the summer instead of outside the summer.
 3. Lengthy discussion about the soccer tournament.
 4. Ron P. would like to see us focus more on event development outside of the peak summer dates.
 5. The Board's questions and concerns will be taken back to the BACC committee as they will be reviewing and recommending future grants.

M/S/C (Madigan/Murnane) (4-2-1) to approve the Special Event Grant (round two) recommendations.

G. STAFF AND/OR COMMITTEE REPORTS

- 16) Destimetrics Report – Andy Chapman
 1. From a season perspective we are showing the winter down approximately 5% with daily rates being up approximately 4%.
 2. Average daily rate held compared to last year. We lost occupancy, but the daily rate increased.
 3. For May through September the occupancy is flat to last year, however we are seeing average daily rates increase 6%.
- 17) Capital Investment/Transportation Work Plan Update – Ron Treabess
 1. Ron discussed the spreadsheets that are included in the packet.
 2. The committee is working on a funding strategy and application process.
 3. There was a discussion regarding the possibility of building a high altitude training facility.
 4. Wally noted that Ron's recommendation moving forward is for a larger portion of funding to go into the maintenance reserve. Discussion regarding the maintenance reserve.
- 18) Membership/BACC Report – Ginger Karl
 1. There is a Mixer at Lakeside Pizza tomorrow at 5pm.
 2. The Sunnyside Deck Luncheon is half sold-out. Seeing a lot of front line staff attendance. Ginger is looking for sponsors.
 3. The Tahoe City Downtown Association will be presenting the last marketing grant request at the May 29, 2014 BACC meeting.
- 19) Park City Trek – Sandy Evans Hall

D-1.3

1. Sandy is meeting with a group to finalize the video.
2. Park City has an excellent transportation system, a great Main Street, and nicely designed parking areas.

H. DIRECTORS' COMMENTS

1. Kristi announced that she will be leaving TRPA on June 13th.
2. Valli commented on her experience with the bus and taxi service this spring.

I. MEETING REVIEW AND STAFF DIRECTION

- 1) Sandy discussed the following items, which are included in the packet
 20. 2014 CalChamber Legislative Briefing & Host Breakfast – Sandy Evans Hall
 21. Tahoe Fund Day at Aces Ballpark – Sandy Evans Hall
 22. Mountain Travel Symposium – Sandy Evans Hall
- 2) The Leadership Graduation is May 22nd. Ginger will be participating in that graduation.
- 3) The Tahoe Prosperity Center received a grant for \$160,000 from the CA BAC.
- 4) Sandy is beginning to plan the Board retreat. She will send dates and more information to the committee.
- 5) Sandy is looking into bringing the Truckee Donner Chamber together with our Chamber to strategize education and outreach.
- 6) Sandy mentioned that Julie Appleford's last day is approaching. Kalie Ceglia will be replacing her. Kalie's first day is May 15th.

J. CLOSED SESSION

- 1) Discuss the CEO Employment Agreement

K. ADJOURNMENT

The meeting adjourned at 10:36am.

Submitted By:
Julie Appleford
Executive Assistant
NLT Chamber/CVB/Resort Association

D-1.4



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COMMITTEE: Capital Investment and Transportation

MEETING DATE: May 27, 2014

BOARD MEMBERS PRESENT: Jennifer Merchant

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Ron Treabess agreed to provide examples for the Committee of how the Funding Strategy Criteria weighting system would work if applied to previous projects
- Ron Treabess to provide the Committee with the Draft Work Plan at the June 23rd meeting

MOTIONS MADE/VOTE:

A. North Tahoe Transit Vision Economic Analysis Funding Request – MOTION

- The Capital Investment/Transportation Committee recommend that the NLTRA Board approve a TOT funding request of up to \$49,900 for Economic & Planning Systems, Inc. (EPS) to prepare the North Tahoe Regional Transit Vision Plan Economic Analysis.

M/S/C (Wilkins/Bergmann) (13-0-0) to approve the North Tahoe Transit Vision Economic Analysis Funding Request.

- It was also recommended that other partner jurisdictions provide appropriate funding for this analysis

D-2.1



June 4, 2014

Subject: North Tahoe Transit Vision Economic Analysis Funding Request

From: Ron Treabess. Director of Community Partnerships and Planning

Staff Recommendation:

- The NLTRA Board approve and recommend to the Placer County Board of Supervisors a TOT funding request of up to \$45,900 for Economic & Planning Systems, Inc. (EPS) to prepare the *North Tahoe/Truckee Regional Transit Vision Plan Economic Analysis*.
- Total project cost is not to exceed \$49,900 which includes a \$4,000 contribution from the Town of Truckee

Capital Investment/Transportation Committee Recommendation:

- At its May 27th meeting, the Committee voted (13-0-0) to recommend up to \$49,900 for the preparation of the Economic Analysis. The recommendation also included requesting funding from the Town of Truckee as a key participant in the Transit Vision Plan development, which would reduce the Placer TOT by the Truckee amount.

Background:

- The second annual North Lake Tahoe Transportation Summit was held on November 7th, at the Truckee Tahoe Airport.
- About 75 participants listened to and discussed suggested Transit Vision Service Plan and cost allocation developed over the past year as a result of direction from the first Summit held in October, 2012.
- The Resort Triangle Transportation Vision Coalition (RTTVC) partners then started will to move forward pursuing short term solutions including outreach, service enhancements, plan funding evaluation, an environmental analysis, and economic analysis of the plan, as well as further evaluation of more costly long term solutions.
- The RTTVC continues to meet each month to hear reports from its various sub-committees.
- The NLTRA Board and the CI/T Committee receive monthly updates in the staff Monthly Activities report.
- Outreach to educate the community is ready to be initiated
- The draft Environmental Analysis has been prepared.
- Next step is to prepare an Economic Analysis of the Transit Vision to identify the potential economic benefits and/or impacts to the region and its constituent communities.

D-2-1.1

Decision Considerations:

- On April 17th, released document soliciting Request for Qualifications to four highly respected economic consulting firms recommended for their economic analysis capabilities. (See attached RFQ solicitation)
- Solicitation prepared by LSC with input and review from RTTVC committee, and requests to TTD and Placer County Economic Development.
- Received one RFQ and three declines to respond for various reasons
- Based on excellent RFQ, staff and LSC jointly prepared Work Plan and negotiated Budget Estimate with Economic and Planning Systems, Inc. (see attached EPS Work Plan and Budget)
- The prime EPS consultant will be Senior Principal, Walter Kieser, his team, working with a local 'economic analysis working group', as selected by RTTVC, Placer County, and NLTRA.
- The Analysis, as proposed, will be completed in 90 to 120 days, at a cost not to exceed \$49,900.
- Up to \$45,900 from NLTRA TOT allotment and \$4,000 from the Town of Truckee

D-2-1.2



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**North Lake Tahoe Association
(NLTRA)**

REQUEST FOR QUALIFICATIONS

**North Tahoe Regional Transit Vision Plan
Economic Analysis**

Release Date: April 17, 2014

Submittal Deadline:

May 7, 2014 not later than 3:00 PM (Pacific)

Authored by: LSC Transportation Consultants, Inc.

Project: Conduct, document and present an a analysis of the economic impacts associated with the "Vision Plan" for the expansion of public transit services in the North Tahoe/Truckee region

D-2-1.3

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D-2-1.4

1.0 INTRODUCTION

The North Lake Tahoe Resort Association (NLTRA) encompasses the North Lake Tahoe Chamber of Commerce and the Tahoe North Visitors and Conventions Bureau. It plays a leading role in encouraging improvements to the economy and communities in the portion of Placer County east of the Sierra Crest, including Homewood, Tahoe City, Squaw Valley, Northstar, Tahoe Vista and Kings Beach. A key effort of the NLTRA, based on its *Master Plan*, is to encourage expansion of public transit services, in order to enhance the attractiveness of the region as a resort destination, to improve mobility among employees and residents, and to help better environmental conditions in our sensitive mountain setting.

Over the past two years, the NLTRA has led a coalition of regional business and governmental organizations to develop a "Vision Plan" for regional transit services. Other key members of this informal coalition include:

- B Placer County
- B Town of Truckee/Truckee Chamber of Commerce
- B Tahoe Transportation District
- B Squaw Valley/Alpine Meadows
- B Northstar California
- B Sugar Bowl Resort
- B Homewood Mountain Resort

As developed through transit plans and two successful Vision Workshops, this Vision Plan would:

- Operate all existing public transit services as a single coordinated system.
- Roughly double existing transit service levels, including consistent year-round transit services around the Tahoe City – Truckee – Kings Beach "resort triangle" and provide year-round evening transit services.
- Improve transit facilities, fleets, and advanced technologies.
- Make all transit services free to the user.

This system will encompass an area that includes all of Placer County east of the Sierra Crest, Incline Village (in Washoe County, Nevada), Truckee, and the Donner Summit area (in both Placer and Nevada Counties). A summary of this plan and associated costs is provided in Attachment A.

A crucial issue regarding the Vision Plan is the potential economic benefits or impacts to the region and its constituent communities. This is important as a basis for decision making regarding potential funding strategies, as well as to inform both community/business leaders as well as the general public regarding the economic implications of the Vision Plan. Accordingly, the NLTRA is soliciting qualifications information from economic consulting firms interested in conducting this study.

D-2-1.5

2.0 KEY STUDY QUESTIONS

An Economic Benefit Committee has been formed to guide the upcoming study. This Committee has developed the following initial list of key study questions, as a guide to the intent and scope of the study:

- What are the best metrics to measure the economic benefits of the transit program?
- What would be the net annual economic benefits of the expansion of public transit services detailed in the Vision Plan?
- To what degree would the Vision Plan expand destination stays, rather than day trips or short weekend trips to the Region?
- How would hotel/motel/vacation rental occupancy be improved?
- How much would the Vision Plan improve the competitiveness of the region as a destination resort?
- What would be the benefit to employers generated by expanded access to the region-wide workforce?
- What are the economic benefits associated with additional shoulder season visitation generated by the transit improvements?
- What are the economic benefits accruing to local residents, beyond the expansion of the visitor economy?
- Would the Vision Plan result in any increases in residential property values?
- To what degree would the Vision Plan attract additional investment in the region, and what types of investment would occur?
- Are there any adverse economic impacts that would result from the Vision Plan?
- How much of the various economic benefits occur within sub-areas of the region: eastern Placer County, Town of Truckee, unincorporated Nevada County (Donner Summit area), Tahoe Basin portion of Washoe County?
- How would the Vision Plan impact tax revenues (property, transient occupancy, sales)?

3.0 PRELIMINARY SCOPE OF WORK AND SCHEDULE

The following preliminary study scope of work has been developed by the Economic Benefit Committee, as an indication of the general desired approach. A final scope of work will be developed in concert with the selected Consultant.

- Task 1:* Review existing data and studies regarding economic benefits of tourism and tourist travel patterns. They may include:
- a. The Economic Significance of Travel to the North Lake Tahoe Area 2003-2012 Detailed Visitor Impact Estimates (Dean Runyan, 2013)
 - b. North Lake Tahoe Tourism and Community Investment Master Plan Update Review Reports (SMG,
 - c. TRPA Recreational/Commercial Visitor intercept Surveys
 - d. Transit survey data regarding trip purpose, traveler type, origin/destination, etc.
 - e. Bay to Basin Study trip pattern data (forthcoming)
 - f. Placer County Area Plan Economic Analysis
 - g. Trans Sierra Corridor Plan economic background information

D-2-1.6

Task 2: Review available data regarding the economic benefits of regional transit services in similar mountain resort communities that have more extensive transit programs. Suggested peer areas consist of Park City / Summit County, Utah; Vail / Eagle County, Colorado; Roaring Fork Valley, Colorado; Summit County, Colorado. Through review of transit rider surveys and visitor spending patterns, define the economic benefit of these peer transit programs and identify lessons that can be applied to the North Tahoe / Truckee region.

Task 3: Economic Impact Analysis

- a. Estimate increase in economic increase, including both direct and indirect spending impacts.
- b. Estimate increase in tax revenues, including Transient Occupancy Tax.
- c. Conduct a Benefit/Cost Analysis of the proposed transit service expansion. (Note that costs estimates have already been developed.)

Task 4: Identify the economic benefit that would accrue in the North Tahoe/Truckee region to specific elements of the economy:

- a. Major resorts
- b. Lodging properties
- c. Commercial properties at major resorts
- d. Commercial properties in other areas of the region

Task 5: Attend up to three study steering committee meetings in the Tahoe Region.

Task 6: Prepare administrative draft report, present at a single meeting in the Tahoe Region, and respond to client and steering committee meetings to produce a public draft report.

Task 7: Present the public draft report, at a meeting in Tahoe Region.

Task 8: Address any final comments to produce the final report.

Schedule: It is the goal of the NLTRA to have a completed Economic Study by October, 2014.

4.0 **RFQ PROCESS**

The NLTRA is requesting information regarding the Consultant's (or Consultant Team's) qualifications to conduct the upcoming study. Once a highest ranking firm (or team) has been selected (as discussed below); the NLTRA will work with the Consultant to refine the work scope and schedule, and to negotiate a not-to-exceed contract maximum. If an agreement cannot be successfully negotiated with the highest-ranked Consultant, the NLTRA reserves the right to negotiate with other responding firms.

D-2-1.7

5.0 SUBMITTAL INFORMATION

- 5.1 One (1) original and three (3) copies of the submittal shall be received not later than the time and date indicated on the cover page of this RFQ. Also please provide a pdf on CD. Submittals must be delivered to:

North Lake Tahoe Resort Association
ATTN: Mr. Ron Treabess
P.O. Box 5459
100 North Lake Blvd., 2nd Floor
Tahoe City, CA 96145

* Faxed and/or emailed submissions shall not be accepted.

- 5.2 Late submittals will not be accepted or considered. The NLTRA shall not be responsible for submittals delivered to a person or location other than that specified in this RFQ.
- 5.3 All materials will be submitted in a sealed envelope or container, and clearly marked with "Qualifications to Conduct the Transit Vision Plan Economic Analysis".
- 5.4 All submittals, whether selected or rejected, will become the property of the NLTRA.
- 5.5 All costs associated with submittal preparation will be borne by the respondent.
- 5.6 Respondents will be afforded an opportunity to submit written or emailed questions of clarification about the RFQ to the NLTRA prior to 5:00 PM on March 12th, 2014. Any clarification of RFQ requirements resulting from the submitted questions will be consolidated into addenda to this RFQ. Copies of written questions and responses will be available to all RFQ respondents at the NLTRA website: www.nltra.org

6.0 SUBMITTAL REQUIREMENTS

- 6.1 To be considered for selection, each submittal must include all of the following:
- 6.1.1 A cover letter, which shall be signed by an authorized employee or officer of the firm, which briefly summarizes the qualifications. This letter shall identify the primary office location for this study, and must be signed by an officer empowered by the Consultant to sign such material and thereby commit the Consultant to the obligations contained in the RFQ response.
- 6.1.2 A discussion of the Consultants' understanding of the project, key issues to be addressed, and strategies to achieve a successful outcome.
- 6.1.3 Descriptions and statements of qualifications shall be included clearly indicating:
- Why the firm is qualified to perform the subject services
 - Previous successful experience completing similar projects, focusing on resort regions and/or public transit systems. Descriptions of a minimum of three such projects should be provided. Only include examples of previous

experience in which personnel proposed for the upcoming study played a significant role.

- A description of the proposed project team, including identification of those services which would be completed by your firm's staff and those that would be provided by sub-consultants, if any.
- A brief summary of each team member's qualifications and experience, including length of service and resume.

6.1.4 A list of references for similar projects, including contact name, telephone number, and email address. The results of reference checks may affect the award.

6.1.5 A rate sheet indicating total hourly rates (including salary/benefits, overhead and profit) to be charged by individual proposed as part of the Consultant Team.

6.1.6 The submission should include a comprehensive table of contents of the materials and identify the location of such material by sequential page number.

6.2 In any request for a decision involving a mistake, correction or withdrawal, the NLTRA will have sole discretion. Except as otherwise specified in Section 5100 of the Public Contract Code, correction or withdrawal of inadvertently erroneous submittals before or after opening may be permitted only if such correction or withdrawal is not prejudicial to the interest of the NLTRA or fair competition.

6.3 Mistakes in submittals detected prior to submittal opening may be corrected or withdrawn by the respondent with a written request received by the NLTRA prior to the date and time designated for opening of submittals. The written request must be signed by the same person who signed the original submittal cover letter, and shall be sealed, time-stamped and deposited in the same manner as the original submittal. Oral, faxed, emailed or telegraphic corrections or withdrawals shall not be permitted.

7.0 SELECTION PROCESS

7.1 This RFQ is being conducted in accordance with the Laws of the State of California.

7.2 The NLTRA will review all submittals received and make responsiveness determinations relative to timeliness, signatures or other submission related issues of the submittal(s). A non-responsive submittal shall be eliminated from further consideration and cannot be recommended for an award of a contract. All responsive submittals will be screened by an Evaluation Committee composed of the NLTRA Staff and other appropriate participants. Up to three firms with the most highly qualified submittals may be invited for interviews (either in person or over the phone) and further consideration. The proposed project manager shall represent the firm during the interview process.

7.3 The NLTRA will prepare evaluations based upon the weighted evaluation criteria contained in this RFQ, as discussed in Section 8.

D-2-1.9

- 7.4 Once a firm has been selected, negotiations for a final scope of work, compensation and proposed agreement may include, at the NLTRA's discretion, an opportunity for revisions by the selected firm for the purpose of obtaining a best and final offer.
- 7.5 The NLTRA reserves the right to award a contract to the firm or individual that presents the qualifications which, in the sole judgment of the NLTRA, best accomplishes the desired results; and/or reject any or all respondents, waive minor irregularities, or negotiate minor deviations with the successful respondent.

8.0 EVALUATION CRITERIA

- 8.1 The selection committee will evaluate and select the most highly qualified firms based on the following criteria:

<u>Evaluation Criteria</u>	<u>Rating Points</u>
Qualifying background and experience of firm, including successful experience working in mountain resort communities and work evaluating economic benefits of public transit services	40
Qualifying previous experience in the Tahoe/Truckee Region	10
Qualifying expertise and experience of team personnel, including results of reference checks:	25
Overall understanding of the intent of the study and the issues to be addressed:	25
Total Points	100

- 8.2 Proposed rates of services will be considered only after a consulting firm has tentatively been selected based on the fore mentioned point total.

9.0 GENERAL REQUIREMENTS

- 9.1 A sample Professional Services Agreement (PSA) is included as Attachment A. The Consultant shall be required to execute the PSA upon selection of the successful respondent and final negotiation of PSA terms. The minimum hold harmless and insurance requirements for the proposed PSA are included in the PSA.
- 9.2 The NLTRA has a Protest and Appeals policy. Protests must be submitted in writing to Ron Treabess, Director of Community Partnerships & Planning within seven (7) working days after respondent knows or should have known the facts giving rise to a protest.

D-2-2.0

- 9.3 Respondents must warrant and covenant that no official or employee of the NLTRA, nor any business entity in which an official of the NLTRA has an interest, has been employed or retained to solicit or aid in the procuring of any resulting contract, nor that any such person will be employed in the performance of such contract without immediate divulgence of such fact to the NLTRA.
- 9.4 If the Consultant is currently involved in an ongoing bankruptcy as a debtor, or in a reorganization, liquidation, or dissolution proceeding, or if a trustee or receiver has been appointed over all or a substantial portion of the property of the vendor under federal bankruptcy law or any state insolvency law, the vendor must provide the NLTRA with that information as part of its submittal. The NLTRA may use information regarding a bidder's financial responsibility when making an award determination.
- 9.4.1 The NLTRA reserves the right to take any action available if it discovers a failure to provide such information to the NLTRA, including but not limited to, a determination that the vendor should be declared non-responsible and/or non-responsive, and suspension or debarment of the vendor.
- 9.4.2 By submitting a response to this solicitation, the vendor agrees that if, during the term of any contract it has with the NLTRA, it becomes involved as a debtor in a bankruptcy proceeding, or becomes involved in a reorganization, liquidation, or dissolution proceeding, or if a trustee or receiver has been appointed over all or a substantial portion of the property of the vendor under federal bankruptcy law or any state insolvency law, the vendor will immediately provide the NLTRA with a written notice to that effect and that it will provide the NLTRA any relevant information requested in order for the NLTRA to determine whether the vendor has the financial ability to meet its obligations to the NLTRA.
- 9.5 All inquiries regarding the RFQ process or submission must be directed to:

Ron Treabess, Director of Community Partnerships and Planning
North Lake Tahoe Resort Association
P.O. Box 5459
Tahoe City, CA 96145
ron@gotahoenorth.com
Phone: 530.581.8735

10.0 **ATTACHMENTS**

Attachment A – North Tahoe Truckee Transportation Vision Service Plan and Cost Allocation

Attachment B -- Sample Professional Services Agreement

D-2-2.1

May 21, 2014

Ron Treabess
North Lake Tahoe Res
PO Box 5459
100 North Lake Boule
Tahoe City, California

Subject: Transmit
EPS #14

Replace
with
Revised
one
coming

Dear Mr. Treabess:

On behalf of Economic & Planning Systems, Inc., (EPS) I am pleased to submit this Work Program (**Attachment A**) and Budget for conducting economic analysis of the North Lake Tahoe Regional Transit Vision Plan. I will be the Principal-in-Charge for the economic analysis and the work will be based here in our Oakland office. As noted in the Work Program, I will draw upon staff expertise located in our Sacramento and Denver offices, given their experience with similar and related efforts, including EPS Managing Principal David Zehnder, who has conducted most of the Firm's recent Tahoe Region work, including the ongoing Trans-Sierra Transportation Study.

We estimate a budget for the economic analysis as we have proposed to conduct it of **\$49,900**. It is reasonable to expect that the study can be completed over a 90-day period beginning with your authorization to proceed.

We look forward to the completion of the economic analysis and the related opportunity to assist the Resort Association with improving transit service in North Lake Tahoe area. Please feel free to call me directly (510.841.9190) with any questions regarding our proposed Work Program and Budget.

Sincerely,

ECONOMIC & PLANNING SYSTEMS, INC.

Walter F. Kieser

Walter Kieser
Senior Principal

Economic & Planning Systems, Inc.
One Kaiser Plaza, Suite 1410
Oakland, CA 94612-3604
510.841.9190 tel
510.740.2080 fax

Oakland
Sacramento
Denver
Los Angeles

www.epsys.com

D-2-2.2

The Economics of Land Use



Work Program

North Tahoe Regional Transit Vision Plan Economic Analysis

Background

The North Lake Tahoe area is currently served by several different transit operations including regional and local public transit services, and service provided by the area's major resorts. Over the past several years the North Lake Tahoe Resort Association has led an effort to establish a new vision for transit service predicated on the notion that efficient and effective transit service provides an essential component of the "visitor experience", and is essential to effective operation of the major destination resort areas around the western United States. During 2103 the Resort Association developed the *North Tahoe Truckee Transportation Vision Service Plan and Cost Allocation* (LSC, August 2013). This *Vision Plan* provides a detailed and realistic program for improving transit service in the area utilizing reasonable assumptions regarding integration of existing transit services, financial resources, and expected ridership.

The economic analysis will explore the economic effects of the *Vision Plan* and eventual additional improvement to the area's transit service. This economic analysis will play a key role in further evolving the *Vision Plan* and garnering institutional, business, and public support for the proposed transit improvements and any related funding measures.

Work Tasks

Task 1—Project Initiation

The work program will be initiated with a conference call with Client representatives to discuss the work program, schedule, logistics, and the identified background documents and related ongoing studies. Specifically, this effort includes the following sub-tasks:

- Obtain background documents and identify ongoing studies
- Identify and establish liaison with key stakeholders
- Establish an "economic analysis working group" to assist with data gathering, review of interim products, and liaison with other ongoing efforts
- Refine work program in response to specific questions or concerns

Task 2 – Review Background Documents and Conduct Other Research

A number of recent and ongoing studies touching upon regional economics and transit service will be obtained and reviewed by the Consultant for their relevance to the economic analysis. These reports and studies include:

- The Economic Significance of Travel to the North Lake Tahoe Area 2003-2012
- Detailed Visitor Impact Estimates (Dean Runyan, 2013)
- North Lake Tahoe Tourism and Community Investment Master Plan Update
- Review Reports (nltra.org)
- TRPA Recreational/Commercial Visitor intercept Surveys
- Transit survey data regarding trip purpose, traveler type, origin/destination, etc.

D-2-2.3

- Bay to Basin Study trip pattern data (forthcoming)
- Placer County Area Plan Economic Analysis
- Trans Sierra Corridor Plan economic background information

It is expected that data derived from these reports will be directly relevant to this work. Other research may also be necessary such as gaining an understanding of visitor accommodation capacity and temporal patterns of visitation. The Consultant will depend upon the Working Group to assist with identifying sources of critical data and related research and also providing industry and local government contacts as may be necessary.

Task 3 – Review of Peer Resort Transit Services

A set of “peer destination resort communities” will be identified; the RFQ suggested Park City, Utah; Vail Colorado; and Aspen, Colorado (Roaring Fork Valley). In each of these cases transit plays important roles in resort operations and the overall guest experience. A series of interviews will be conducted with resort owners and transit operators in each of these resorts to identify their general sense of the economic significance of their transit service and also to obtain any related studies that may have been conducted on the subject. No primary research will be conducted.

Task 4– Economic Analysis of the Vision Plan

The economic analysis will initially focus upon identifying how the *Vision Plan's* proposed transit improvements may alter visitation, travel patterns, transportation costs, and other primary economic effects. At the same time, “baseline” economic conditions and patterns of the North Tahoe resort area will be documented as a basis for quantifying economic effects. An econometric logic will be established that translates the primary economic effects into a series of economic “metrics” including:

- Increased visitation and diversity of visitor profile (e.g., more “destination” visitors)
- Increased Skier/Rider-days
- Increased length of stay and lodging “nights per visitor trip”
- Increased retail sales and vitality of retail centers
- Support for resort investment and expansion (new facilities, lodging, etc.)
- Operating efficiencies (reduced cost per ride) and broader revenue base
- Improved revenue flowing to local jurisdictions
- Improved quality of life for local residents:
 - Job opportunities and access
 - Increased recreational opportunities
 - Improved retail opportunities and access
 - Increased property values

D-2-2.4

Additionally, these measured economic benefits will be compared to the public investment necessary to establish and operate the *Vision Plan's* additional transit facilities and services. The economic analysis will be prepared in a straightforward transparent model that documents data sources and assumptions, estimating relationships, and transitional results. Given the importance of credibly estimating the "primary economic effects", the Consultant will prepare initial estimates for review by the Working Group prior to the subsequent calculation of the range of dependent economic effects.

Task 5 – Report Preparation and Presentation

As noted above, it is expected that the economic analysis will play a role in the refinement, adoption, and implementation of the *Transit Vision Plan*. This role will include garnering the necessary public and industry support for the revenue-raising efforts associated with implementing the *Vision Plan*; the economic analysis will demonstrate how such investments result in positive economic, social, and environmental returns to those paying in one manner or another.

Following completion of the technical analysis a draft technical report with an executive summary will be prepared along with a public presentation (PowerPoint) summary of the technical report and its key findings. The draft report and presentation will be submitted to the Working Group for their review and comment. Following this review and response to any comments received, a final draft technical report will be prepared for presentation to the Steering Committee by the Consultant. It is also expected that the economic analysis will be presented at the *2014 North Lake Tahoe Region Transit Summit* to be held in late October or early November.

Staffing and Budget

The economic analysis will be led by **Walter Kieser**, Senior Principal, who will serve as Principal-in-Charge and Project Manager. Mr. Kieser will collaborate with other EPS Principals including **David Zehnder** and **Richard Berkson**, who will help design and guide the technical effort. **Walker Toma**, Research Analyst II, will assist Mr. Kieser with document review, peer resort interviews, and building the economic analysis model.

As shown in **Table 1**, the budget for the economic analysis is estimated to be **\$49,900**. EPS bills its projects monthly on an hourly rates not-to-exceed basis, plus direct expenses (travel, lodging, etc.).

D-2-2.5

Table 1
Budget Estimate
North Tahoe Regional Transit Vision Plan Economic Analysis; EPS #141072

Task/ Description	EPS Staff			Staff Cost Subtotal	Direct Costs	Grand Total
	Kieser	Zehnder/ Berkson	Research Analyst			
Task 1: Project initiation	4	4	0	\$2,200	\$0	\$2,200
Task 2: Review background documents and other research	4	4	8	\$3,160	0	3,160
Task 3: Review peer resort transit service	4	2	16	\$3,620	0	3,620
Task 4: Economic analysis of the Vision Plan	24	30	120	\$29,400	0	29,400
Task 5: Report preparation and presentation	24	8	16	\$11,120	400	11,520
TOTAL HOURS	60	48	160			
Billing Rates	\$300	\$250	\$120	\$75		
TOTAL PROJECT COSTS				\$49,500	\$400	\$49,900

D-2-2.6



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Marketing
MEETING DATE: May 27, 2014
BOARD MEMBERS PRESENT: Valli Murnane

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

School of Thought (SOT) made recommendations to the Marketing Committee to focus Destination Marketing efforts on San Diego. The Committee discussed the messaging for San Diego. Input and directions on the different approaches was given to SOT.

MOTIONS MADE/VOTE:

- 3.1 Andy requested that we add item E-1, Review of the Summer Media Plan. The agenda was accepted through acclamation with the addition of item E-1.

BOARD APPROVAL/DIRECTION REQUESTED:

D-3.1



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: May 29, 2014

BOARD MEMBERS PRESENT: Kaliope Kopley

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Judy Laverty to provide BACC members with copies of Special Event Grant Process Criteria
- Ginger Karl and Caroline Ross will start a sub-committee to synergize Shop Local
- Ginger Karl will be in charge of signing all contracts with regards to High Notes
- Ginger Karl will be in charge of following up on the final dispersions of Touch the Lake prizes

MOTIONS MADE/VOTE:

M/S/C (Doyle/X) (10-0-0) to recommend to the BOD approval of \$10,000 community marketing grant to Tahoe City Downtown Association

D-4.1



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Lodging
MEETING DATE: May 29, 2014
BOARD MEMBERS PRESENT: None

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action to staff (Emily): Add Feedback/Input to Board of Directors/Staff for possible action items for future agendas.

MOTIONS MADE/VOTE:

None

D-5

D-5.1



COMMITTEE BRIEFS: Finance

MEETING DATE: May 29, 2014

BOARD MEMBERS PRESENT: Ron Parson

ACTION ITEMS TAKEN:

Staff will continue to keep separate schedules of infrastructure and transportation projects (off of the Accounting and General Ledger systems). These two schedules will be presented at Finance Committee meetings in the future.

Director of Finance will prepare a "Budget Goals and Assumptions" (a document that shows the goals, assumptions, descriptions and calculations of the budget) to accompany the 2014/15 NLTRA budget.

MOTIONS MADE / VOTE:

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

M/S/C (Salmon/Frushon) (3/0) to approve the March 27, 2014 minutes to the Finance Committee meeting.

BOARD APPROVAL / DIRECTION REQUESTED:

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

D-7.1



north lake tahoe

Chamber | CVB | Resort Association

NLTRA Executive Committee

Wednesday, May 20, 2014

7:30 a.m.

NLTRA Offices

Report

A. Open Session

1. Items for Board Meeting Agenda – June 4
David Boesch has confirmed for the June agenda but will not be able to present the East Placer County budget and expenses and originally thought. He is willing to come and talk about County priorities for the fiscal year ahead. There are no action items outside of the ones that will be on the consent agenda (under \$50,000)
2. Additional Requests for Board Agenda:
 - a. Placer County (TOT Audit – Jerry Gamez) requested by Jennifer Merchant
Sandy will talk to Jennifer and see what the best timing for this presentation would be.
 - b. Tahoe Fund (Green Bucks – Amy Berry) requested by Bill Rock
Sandy will talk to Bill and schedule this presentation for 15 minutes
 - c. TTUSD (Facilities Plan – Dr. Leri) requested by Dr. Rob Leri
It was determined that this presentation might be better suited for Breakfast Club. It is currently scheduled to be on the Breakfast Club agenda for June 3.
3. Board Retreat – June 25
 - a. Agenda – budget and contract approval
 1. **Budget and Contract Approval**
 2. **Strategic Goals Review and Update**
 3. **Master Plan Review**
 4. **Departmental funding prioritization: Marketing, Capital Investments, Transportation – also provide analysis of how overhead is divided**
 - b. Location – Moe's BBQ Tahoe City – 8:00 a.m. – 12:00 p.m.
Sandy will send out an email to the remainder of the board to check their availability on this date and time
4. Master Plan Update
 - a. Task Force meeting May 23

D-8.1

- b. Scope of Work from Seana Dougherty (Fresh Tracks) for Outreach Plan and Facilitation
 - c. Maja Thaler (Sandbox) layout and design
- Sandy explained the progress to date and shared copies of Seana's Scope of Work for outreach as well as the chapter revision based on the input from the last Task Force meeting.**

Captain Malone arrived and the remainder of the meeting was shared with the California Highway Patrol issues – see item 10 below.

The following items 5-9 were not discussed:

- 5. Transit Vision Outreach –
 - a. Truckee Donner Chamber: 3rd Tuesday (June 17)
 - b. Nevada Legislative Committee – June 20 – Transit Vision
 - c. Truckee Tourism Committee (May 14)
 - d. Environmental Groups (June)
- 6. Staffing Changes – Kalie Ceglia
- 7. Contract Discussion
- 8. Tahoe Prosperity Center Update
 - a. Commodities Action Plan
 - b. Broadband grant \$167,000
 - c. Chair appointment
- 9. CalChamber Legislative Briefing and Reception – May 20-21 in Sacramento
- 10. Captain Tim Malone – CHP, Discussion on Visitor Friendly Approach

Captain Malone,

Several businesses, visitors and local citizens have approached our organization about what they perceive as "intensive ticketing" of citizens and guests in the Tahoe region. As you know, this has been a tough winter with our lack of snowfall and we are concerned with the impacts to our economy and businesses. Ticketing our few guests for minor infractions is detrimental to all, especially when a warning could easily correct the issue.

We are not asking that your officers look the other way and allow unsafe driving to occur. But is it necessary to hide and ticket every car who slowly rolls through the Northstar three way stop sign? Or to ticket hikers' cars parked along Alpine Meadows road on a perfectly sunny day? Some of the ticketing that we have recently heard about have not been for driving that would have endangered lives, and so the tickets appear to be more for the purpose of raising funds that protecting the public. We know that this has not been the normal CHP approach

D-8.2

during your tenure here in North Lake Tahoe and hope this is not a policy change.

We would like to respectfully request that common sense and hospitable judgment be used especially with our guests to this region. In many other resort communities, this approach has yielded very good results. Just the presence of law enforcement in key areas will correct behaviors without the need to ticket. Warnings for minor infractions will also suffice. Having officers available to answer questions or provide directions is far more friendly than handing out tickets.

If you are interested in meeting with members of our Board of Directors or our business community, please let me know. It might be helpful to hear the issues and see if there are better ways to handle these situations and still keep our region safe.

Sincerely,
Sandy Evans Hall

Captain Malone and Officer Ryan provided background information about the priorities and philosophy of the California Highway Patrol. Safety and accident prevention are the most important to their mission. Counter to popular opinion, the CHP does not make any money on ticketing. All revenues go to the jurisdiction.

Committee members expressed understanding of the mission but addressed those times when residents and visitors are ticketed for causes that might not be impacting safety or accident prevention. Especially with visitors, who may not be aware of specific traffic laws and are only spending a short amount of time here, other forms of gaining compliance might be just as effective such as speed signs, CHP presence, and warnings.

Captain Malone stated that aggressive ticketing or enforcement was not the intent and while there has not been a record of increased ticketing, he said he would look into the possibility that this might be happening in certain instances. He wants to have a good and safe area and believes that added enforcement or presence during busy times has had a positive impact on the community. He also explained that many times his officers are responding to complaints or requests from neighborhoods for additional enforcement.

There was discussion about the desire to continue to be of assistance at events and with traffic management. There was general appreciation shared about their help with Ironman event in particular this past year.

D-8.3

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Ten Months Ending April 30, 2014

D-9.1



May 29, 2014

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the April 2014 Financial Statements

As of April 30th, 84% of the budget calendar should be completed. The following are the major reforecast to actual variances **YEAR-TO-DATE**:

New:

- Community Marketing Programs expense is over reforecast; however, only 43% of reforecast has been spent. Some grantees have not yet submitted invoices for payment.

Recurring:

- Membership Activities revenue is down; events are not bringing in anticipated revenue.
- Conference Commissions are down; billing information from properties has not been received. Jason is contacting them to confirm timing of collections.
- Marketing Special Events and Conference Commission revenue is down; actual revenue for IronMan and conference groups came in under estimates.
- Transfers In from Reserves revenue and Emergency Marketing Expense of \$43,200 are for the Snow Rebuttal campaign approved by the Board.
- Salaries and Wages expense is over reforecast. A large sales commission was paid in January. Also, federal and state unemployment tax paid in January and February was not included in the reforecast. It will be included in the 2014/15 budget.
- Special Events/Sponsorship is over budget; some IronMan expenditures were higher than anticipated.
- Membership Activities expense is over reforecast. Trade expenses for events were recorded in February; however, revenue from the trades offset these expenses.
- Variances in Transportation and Infrastructure Projects are due to timing. Also, NLTRA and Placer County have not yet determined how to account for this fiscal year's Infrastructure Projects expenditures.

D-9.2

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$ 3,083,630	\$ 3,083,630	\$ -	\$ 3,809,150	\$ 3,621,360	85%
-	84,840	Cap Imp Funding - Placer Held	-	1,544,732	(1,544,732)	-	2,223,452	0%
12,100	9,800	Membership	101,280	93,989	7,291	95,230	113,589	89%
675	400	New Member Fees	1,850	2,100	(250)	-	2,900	64%
359	900	Membership Activities	28,631	39,833	(11,202)	37,004	41,633	69%
510	769	Tuesday Morning Breakfast Club	9,530	8,151	1,379	8,539	9,689	98%
-	100	Sponsorships	2,750	1,950	800	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
-	500	Non-Retail VIC Sales	6,316	5,647	669	2,095	7,647	83%
5,388	-	Commissions	78,009	94,180	(16,171)	56,174	115,360	68%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
7,493	4,700	Merchandise Sales	85,386	79,369	6,017	70,933	96,869	88%
<u>295,388</u>	<u>370,872</u>	Total Revenue	<u>3,528,290</u>	<u>5,058,517</u>	<u>(1,530,227)</u>	<u>4,079,125</u>	<u>6,342,335</u>	<u>56%</u>
3,727	2,491	Cost of Goods Sold/Discounts	46,139	42,624	(3,515)	32,588	51,899	89%
<u>3,727</u>	<u>2,491</u>	Total Cost of Goods Sold	<u>46,139</u>	<u>42,624</u>	<u>(3,515)</u>	<u>32,588</u>	<u>51,899</u>	<u>89%</u>
<u>291,661</u>	<u>368,381</u>	Gross Margin	<u>3,482,151</u>	<u>5,015,893</u>	<u>(1,533,742)</u>	<u>4,046,537</u>	<u>6,290,436</u>	<u>55%</u>
Operating Expenses								
89,712	92,680	Salaries & Wages	1,013,771	1,004,571	(9,200)	990,899	1,234,496	82%
14,732	15,203	Rent	154,848	154,398	(450)	156,796	184,803	84%
2,262	3,106	Telephone	26,423	29,101	2,678	31,054	35,313	75%
567	319	Mail - USPS	3,296	3,066	(230)	3,161	3,704	89%
1,209	1,254	Insurance/Bonding	13,209	13,425	216	11,586	15,933	83%
477	1,376	Supplies	10,368	10,964	596	12,403	13,349	78%
-	-	Visitor Communications - Other	341	358	17	382	460	74%
2,055	970	Equipment Support & Maintenance	11,026	11,261	235	9,271	13,201	84%
89	335	Taxes, Licenses & Fees	3,150	3,082	(68)	2,346	3,752	84%
1,499	1,778	Equipment Rental/Leasing	15,769	17,485	1,716	17,564	21,041	75%
-	-	Training Seminars	2,755	4,605	1,850	2,091	5,130	54%
-	-	Public Outreach	1,092	1,000	(92)	-	3,776	29%
-	-	Professional Fees	18,120	18,450	330	24,758	19,350	94%
13,006	-	Community Marketing Programs	56,162	40,000	(16,162)	39,075	130,000	43%
180	-	Special Events/Sponsorships	443,650	418,138	(25,512)	143,296	456,638	97%
-	440	Membership Activities	30,056	25,180	(4,876)	24,145	26,147	115%
935	737	Tuesday Morning Breakfast Club	8,219	7,834	(385)	7,316	9,308	88%
801	-	Classified Ads	1,781	979	(802)	477	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	14,358	46,100	24%
57,500	57,500	Marketing Cooperative/Media	962,500	962,500	0	807,620	1,125,000	86%
-	-	Media/Collateral/Production	1,676	-	(1,676)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
(730)	3,000	Non-NLT Co-Op Marketing Programs	8,698	34,969	26,271	26,391	31,969	27%
-	-	Conference - PUD	-	-	0	-	8,000	0%
132	-	Employee Relations	2,354	2,445	91	1,554	2,445	96%
(63)	384	Board Functions	4,259	3,503	(756)	3,372	4,271	100%
574	468	Credit Card Fees	5,111	4,841	(270)	5,086	5,785	88%
653	813	Automobile Expenses	7,933	7,920	(13)	6,817	9,638	82%
375	312	Meals/Meetings	3,655	4,035	380	4,003	4,758	77%
260	671	Dues & Subscriptions	4,090	4,970	880	5,429	5,272	78%
-	686	Travel	4,352	6,356	2,004	2,269	8,107	54%
-	-	Research & Planning Dues	3,000	5,000	2,000	3,000	5,000	60%
795	6,830	Research & Planning	70,530	106,470	35,940	63,016	128,553	55%
48,475	60,000	Transportation Projects	489,680	426,503	(63,177)	437,718	530,003	92%
-	275,895	Infrastructure Projects	119,638	1,491,662	1,372,024	1,086,560	2,030,952	6%
-	-	Miscellaneous Expense	65	350	285	669	350	19%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
533	1,203	Depreciation	5,625	8,749	3,124	11,751	11,155	50%
<u>236,028</u>	<u>525,960</u>	Total Operating Expenses	<u>3,561,502</u>	<u>4,845,270</u>	<u>1,283,768</u>	<u>3,956,233</u>	<u>6,286,312</u>	<u>57%</u>
<u>55,633</u>	<u>(157,579)</u>	Operating Income (Loss)	<u>(79,351)</u>	<u>170,623</u>	<u>(249,974)</u>	<u>90,304</u>	<u>4,124</u>	
4	4	Investment Income/Interest	49	47	2	326	55	
<u>55,637</u>	<u>(157,575)</u>	Net Income (Loss)	<u>(79,302)</u>	<u>170,670</u>	<u>(249,972)</u>	<u>90,630</u>	<u>4,179</u>	

D-9.3

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 190,851	\$ 190,851	Placer County TOT Funding	\$ 2,303,510	\$ 2,303,510	\$ -	\$ 2,041,531	\$ 2,685,217	86%
12,100	9,800	Membership	101,280	93,989	7,291	95,230	113,589	89%
675	400	New Member Fees	1,850	2,100	(250)	-	2,900	64%
359	900	Membership Activities	28,630	39,833	(11,203)	37,004	41,633	69%
510	769	Tuesday Morning Breakfast Club	9,530	8,151	1,379	8,539	9,689	98%
-	100	Sponsorships	2,750	1,950	800	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
-	500	Non-Retail VIC Sales	6,316	5,647	669	2,095	7,647	83%
5,388	-	Commissions	78,009	94,180	(16,171)	56,174	115,360	68%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
7,493	4,700	Merchandise Sales	85,386	79,369	6,017	70,933	96,869	88%
<u>217,376</u>	<u>208,020</u>	Total Revenue	<u>2,748,169</u>	<u>2,733,665</u>	<u>14,504</u>	<u>2,311,506</u>	<u>3,182,740</u>	<u>86%</u>
3,727	2,491	Cost of Goods Sold/Discounts	46,139	42,624	(3,515)	32,588	51,899	89%
<u>3,727</u>	<u>2,491</u>	Total Cost of Goods Sold	<u>46,139</u>	<u>42,624</u>	<u>(3,515)</u>	<u>32,588</u>	<u>51,899</u>	<u>89%</u>
<u>213,649</u>	<u>205,529</u>	Gross Margin	<u>2,702,030</u>	<u>2,691,041</u>	<u>10,989</u>	<u>2,278,918</u>	<u>3,130,841</u>	<u>86%</u>
77,021	80,352	Salaries & Wages	887,151	877,686	(9,465)	868,031	1,077,066	82%
13,522	13,292	Rent	142,011	138,592	(3,419)	140,421	165,175	86%
1,792	2,688	Telephone	22,329	24,762	2,433	26,464	30,138	74%
566	319	Mail - USPS	3,247	3,020	(227)	3,140	3,658	89%
1,137	1,142	Insurance/Bonding	12,416	12,435	19	10,799	14,719	84%
436	1,242	Supplies	9,437	9,887	450	11,601	12,004	79%
-	-	Visitor Communications - Other	341	358	17	383	460	74%
1,726	871	Equipment Support & Maintenance	9,694	10,007	313	8,284	11,749	83%
87	296	Taxes, Licenses & Fees	2,968	2,707	(261)	2,230	3,299	90%
1,233	1,487	Equipment Rental/Leasing	13,187	14,832	1,645	14,448	17,806	74%
-	-	Training Seminars	2,755	4,605	1,850	2,091	5,130	54%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,120	18,450	330	24,758	19,350	94%
13,006	-	Community Marketing Programs	56,162	40,000	(16,162)	39,075	130,000	43%
180	-	Special Events/Sponsorships	443,650	418,138	(25,512)	143,296	456,638	97%
-	440	Membership Activities	30,056	25,180	(4,876)	23,960	26,147	115%
935	737	Tuesday Morning Breakfast Club	8,219	7,834	(385)	7,316	9,308	88%
801	-	Classified Ads	1,780	979	(801)	477	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	14,358	46,100	24%
57,500	57,500	Marketing Cooperative/Media	962,500	962,500	0	807,620	1,125,000	86%
-	-	Media/Collateral/Production	1,676	-	(1,676)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
(730)	3,000	Non-NLT Co-Op Marketing Programs	8,698	34,969	26,271	26,391	31,969	27%
-	-	Conference - PUD	-	-	0	-	8,000	0%
132	-	Employee Relations	2,141	2,245	104	1,528	2,245	95%
(63)	384	Board Functions	4,259	3,503	(756)	3,372	4,271	100%
574	468	Credit Card Fees	5,111	4,841	(270)	5,086	5,785	88%
427	504	Automobile Expenses	5,854	5,315	(539)	5,074	6,415	91%
178	262	Meals/Meetings	3,316	3,811	495	3,681	4,453	74%
260	671	Dues & Subscriptions	4,000	4,830	830	5,308	5,132	78%
-	686	Travel	4,352	6,356	2,004	2,270	8,107	54%
-	-	Miscellaneous Expense	-	350	350	671	350	0%
448	1,013	Depreciation	4,725	7,337	2,612	9,871	9,363	50%
<u>171,168</u>	<u>167,354</u>	Total Operating Expenses	<u>2,724,634</u>	<u>2,656,629</u>	<u>(68,005)</u>	<u>2,212,004</u>	<u>3,242,390</u>	<u>84%</u>
42,481	38,175	Operating Income (Loss)	<u>(22,604)</u>	<u>34,412</u>	<u>(57,016)</u>	<u>66,914</u>	<u>(111,549)</u>	
4	4	Investment Income/Interest	49	47	2	326	55	
(5,963)	(6,058)	Allocated Expenses	(72,022)	(70,760)	1,262	(63,286)	(92,795)	
<u>48,448</u>	<u>44,237</u>	Net Income (Loss)	<u>49,467</u>	<u>105,219</u>	<u>(55,752)</u>	<u>130,526</u>	<u>(18,699)</u>	

D-9.4

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 139,442	\$ 139,442	Placer County TOT Funding	\$1,789,420	\$1,789,420	\$ -	\$ 1,486,970	\$ 2,068,304	87%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
-	-	Special Events	87,708	104,936	(17,228)	669	104,936	84%
<u>139,442</u>	<u>139,442</u>	Total Revenue	<u>1,920,328</u>	<u>1,894,356</u>	<u>25,972</u>	<u>1,487,639</u>	<u>2,173,240</u>	<u>88%</u>
Operating Expenses								
20,987	22,140	Salaries & Wages	232,817	234,724	1,907	226,188	291,004	80%
1,694	1,813	Rent	18,075	17,842	(233)	17,423	21,468	84%
500	884	Telephone	8,156	8,535	379	9,226	10,303	79%
2	96	Mail - USPS	201	588	387	829	780	26%
230	241	Insurance/Bonding	2,510	2,566	56	2,252	3,048	82%
64	276	Supplies	1,521	2,175	654	2,223	2,727	56%
514	200	Equipment Support & Maintenance	2,374	2,325	(49)	2,241	2,725	87%
-	59	Taxes, Licenses & Fees	281	576	295	380	694	41%
173	220	Equipment Rental/Leasing	1,878	2,160	282	2,054	2,600	72%
-	-	Training Seminars	1,800	4,000	2,200	1,137	4,425	41%
13,006	-	Community Marketing Programs	56,162	40,000	(16,162)	39,075	130,000	43%
180	-	Special Events/Sponsorships	443,650	418,138	(25,512)	143,296	456,638	97%
-	-	Market Study Reports & Research	11,100	11,100	0	13,656	46,100	24%
47,500	47,500	Marketing Cooperative/Media	862,500	862,500	0	695,960	1,005,000	86%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
(730)	3,000	Non-NLT Co-Op Marketing Programs	8,698	34,000	25,302	21,575	31,000	28%
82	-	Employee Relations	262	103	(159)	38	103	254%
-	16	Credit Card Fees	-	80	80	475	121	0%
55	183	Automobile Expenses	2,809	2,216	(593)	1,812	2,582	109%
-	130	Meals/Meetings	2,061	2,239	178	2,180	2,499	82%
-	116	Dues & Subscriptions	2,406	2,461	55	1,242	2,693	89%
-	-	Miscellaneous Expenses	-	-	0	489	-	0%
-	686	Travel	2,622	4,058	1,383	2,205	5,434	48%
135	301	Depreciation	1,408	2,227	819	2,938	2,829	50%
<u>84,392</u>	<u>77,861</u>	Total Operating Expenses	<u>1,706,491</u>	<u>1,654,613</u>	<u>(51,931)</u>	<u>1,188,894</u>	<u>2,024,773</u>	<u>84%</u>
55,050	61,581	Operating Income (Loss)	213,837	239,743	(25,959)	298,745	148,467	
13,008	15,367	Allocated Expenses	157,504	161,301	3,797	111,785	192,035	
<u>42,042</u>	<u>46,214</u>	Net Income (Loss)	<u>56,333</u>	<u>78,442</u>	<u>(22,162)</u>	<u>186,960</u>	<u>(43,568)</u>	

D-9.5

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 249,510	\$ 249,510	\$ -	\$ 293,502	\$ 299,412	83%
-	600	Membership	5,554	6,292	(738)	6,573	7,492	74%
5,388	-	Commissions	78,009	94,180	(16,171)	55,505	115,360	68%
<u>30,339</u>	<u>25,551</u>	Total Revenue	<u>333,073</u>	<u>349,982</u>	<u>(16,909)</u>	<u>355,580</u>	<u>422,264</u>	<u>79%</u>
Operating Expenses								
16,116	16,803	Salaries & Wages	188,734	181,353	(7,381)	176,583	224,775	84%
847	921	Rent	9,057	9,000	(57)	8,790	10,842	84%
209	281	Telephone	2,183	2,513	330	2,529	3,075	71%
126	65	Mail - USPS	880	858	(22)	831	988	89%
230	223	Insurance/Bonding	2,510	2,476	(34)	2,146	2,922	86%
33	77	Supplies	767	740	(27)	762	894	86%
267	138	Equipment Support & Maintenance	1,806	1,903	97	1,305	2,179	83%
-	16	Taxes, Licenses & Fees	146	224	78	94	256	57%
155	178	Equipment Rental/Leasing	1,952	2,081	129	1,814	2,437	80%
10,000	10,000	Marketing Cooperative/Media	100,000	100,000	0	111,660	120,000	83%
-	-	Other Programs	-	-	0	793	-	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
25	-	Employee Relations	534	425	(109)	350	425	126%
165	91	Automobile Expenses	1,037	812	(225)	1,166	994	104%
-	20	Meals/Meetings	98	146	48	117	186	53%
-	295	Dues & Subscriptions	425	1,105	680	1,470	1,105	38%
69	157	Depreciation	731	1,162	431	1,528	1,476	50%
<u>28,242</u>	<u>29,265</u>	Total Operating Expenses	<u>310,860</u>	<u>304,798</u>	<u>(6,062)</u>	<u>311,938</u>	<u>380,554</u>	<u>82%</u>
2,097	(3,714)	Operating Income (Loss)	22,213	45,184	(22,971)	43,642	41,710	
2,981	2,000	Allocated Expenses	36,615	31,399	(5,216)	68,324	35,399	
<u>(884)</u>	<u>(5,714)</u>	Net Income (Loss)	<u>(14,402)</u>	<u>13,785</u>	<u>(28,187)</u>	<u>(24,682)</u>	<u>6,311</u>	

D-9.6

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
		Revenue						
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 605,100	\$ 605,100	\$ -	\$ 564,630	\$ 726,118	83%
60,510	60,510	Total Revenue	605,100	605,100	-	564,630	726,118	83%
		Operating Expenses						
6,114	6,164	Salaries & Wages	58,054	60,043	1,989	56,731	75,317	77%
605	1,265	Rent	6,419	9,452	3,033	6,198	11,982	54%
129	222	Telephone	2,047	2,234	187	2,262	2,678	76%
1	-	Mail - USPS	26	24	(2)	11	24	108%
36	56	Insurance/Bonding	396	495	99	394	607	65%
21	53	Supplies	486	458	(28)	375	564	86%
164	49	Equipment Support & Maintenance	666	623	(43)	493	721	92%
-	-	Taxes, Licenses & Fees	90	90	0	58	90	100%
133	145	Equipment Rental/Leasing	1,291	1,324	33	1,558	1,614	80%
-	-	Public Outreach	-	-	0	92	950	0%
-	-	Research & Plan Dues	3,000	5,000	2,000	3,000	5,000	60%
435	2,500	Research & Planning	26,093	29,029	2,936	26,606	30,000	87%
48,475	60,000	Transportation Projects	489,680	426,503	(63,177)	437,718	530,003	92%
-	-	Employee Relations	81	100	19	-	100	81%
113	192	Automobile Expenses	1,039	1,490	451	869	1,874	55%
-	-	Meals/Meetings	12	74	62	46	105	11%
-	-	Dues & Subscriptions	45	45	0	61	45	100%
41	95	Depreciation	448	706	258	940	896	50%
56,267	70,741	Total Operating Expenses	589,873	537,690	(52,183)	537,412	662,570	89%
4,243	(10,231)	Operating Income (Loss)	15,227	67,410	(52,183)	27,218	63,548	
2,439	3,349	Allocated Expenses	29,655	34,027	4,372	28,207	40,670	
1,804	(13,580)	Net Income (Loss)	(14,428)	33,383	(47,811)	(989)	22,878	

D-9.7

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
		Revenue						
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 264,580	\$ 264,580	\$ -	\$ 261,059	\$ 317,501	83%
-	500	Non-Retail VIC Sales	6,316	5,647	669	2,095	7,647	83%
7,493	4,700	Merchandise Sales	85,386	79,369	6,017	70,933	96,869	88%
<u>33,951</u>	<u>31,658</u>	Total Revenue	<u>356,282</u>	<u>349,596</u>	<u>6,686</u>	<u>334,087</u>	<u>422,017</u>	<u>84%</u>
		Cost of Goods Sold						
3,727	2,491	Cost of Goods Sold	46,139	42,624	(3,515)	32,588	51,899	89%
<u>3,727</u>	<u>2,491</u>	Total Cost of Goods Sold	<u>46,139</u>	<u>42,624</u>	<u>(3,515)</u>	<u>32,588</u>	<u>51,899</u>	<u>89%</u>
		Gross Margin						
<u>30,224</u>	<u>29,167</u>	Gross Margin	<u>310,143</u>	<u>306,972</u>	<u>3,171</u>	<u>301,499</u>	<u>370,118</u>	<u>84%</u>
		Operating Expenses						
11,111	12,878	Salaries & Wages	146,664	154,126	7,462	164,932	184,999	79%
8,682	7,828	Rent	88,593	85,090	(3,503)	88,475	100,746	88%
209	460	Telephone	2,915	3,885	970	4,591	4,805	61%
76	37	Mail - USPS	1,136	685	(451)	449	759	150%
302	288	Insurance/Bonding	3,302	3,230	(72)	2,790	3,806	87%
101	500	Supplies	3,278	2,766	(512)	4,694	3,400	96%
-	-	Visitor Communications Other	341	358	17	308	460	74%
267	175	Equipment Support & Maintenance	1,326	1,558	232	1,451	1,908	69%
-	93	Taxes, Licenses & Fees	204	669	465	588	855	24%
423	506	Equipment Rental/Leasing	4,381	4,649	268	4,921	5,661	77%
-	-	Professional Fees	-	-	0	3,187	900	0%
-	-	Media/Collateral/Production	1,676	-	(1,676)	93	1,574	0%
-	-	Other Programs	-	-	0	4,594	969	0%
25	-	Employee Relations	361	275	(86)	425	275	131%
192	238	Credit Card Fees	2,906	2,768	(138)	2,562	3,243	90%
-	150	Automobile Expenses	978	1,313	335	1,700	1,613	61%
-	-	Meals/Meetings	346	540	194	472	658	53%
-	-	Travel	181	-	(181)	65	-	100%
69	157	Depreciation	731	1,005	274	1,528	1,319	55%
<u>21,457</u>	<u>23,310</u>	Total Operating Expenses	<u>259,319</u>	<u>262,917</u>	<u>3,598</u>	<u>287,825</u>	<u>317,950</u>	<u>82%</u>
8,767	5,857	Operating Income (Loss)	50,824	44,055	6,769	13,674	52,168	
2,710	2,000	Allocated Expenses	33,625	29,610	(4,015)	39,627	33,610	
<u>6,057</u>	<u>3,857</u>	Net Income (Loss)	<u>17,199</u>	<u>14,445</u>	<u>2,754</u>	<u>(25,953)</u>	<u>18,558</u>	

D-9.8

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 175,020	\$ 175,020	\$ -	\$ 1,202,989	\$ 210,025	83%
-	84,840	Cap Imp Funding - Placer Held	-	1,544,732	(1,544,732)	-	2,223,452	0%
<u>17,502</u>	<u>102,342</u>	Total Revenue	<u>175,020</u>	<u>1,719,752</u>	<u>(1,544,732)</u>	<u>1,202,989</u>	<u>2,433,477</u>	<u>7%</u>
Operating Expenses								
6,577	6,164	Salaries & Wages	68,566	66,842	(1,724)	66,137	82,113	84%
605	646	Rent	6,419	6,354	(65)	10,176	7,646	84%
129	196	Telephone	2,047	2,105	58	2,327	2,497	82%
-	-	Mail - USPS	23	22	(1)	10	22	105%
36	56	Insurance/Bonding	396	495	99	393	607	65%
21	81	Supplies	445	619	174	428	781	57%
164	50	Equipment Support & Maintenance	666	631	(35)	493	731	91%
-	39	Taxes, Licenses & Fees	90	285	195	58	363	25%
134	146	Equipment Rental/Leasing	1,291	1,329	38	1,558	1,621	80%
-	-	Public Outreach	913	1,000	87	93	2,826	32%
360	4,330	Research & Planning	44,438	77,441	33,003	36,410	98,553	45%
-	275,895	Infrastructure Projects	119,638	1,491,662	1,372,024	1,086,560	2,030,952	6%
-	-	Employee Relations	131	100	(31)	26	100	131%
113	117	Automobile Expenses	1,039	1,115	76	874	1,349	77%
197	50	Meals/Meetings	327	150	(177)	276	200	164%
-	-	Dues & Subscriptions	45	95	50	60	95	47%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
42	95	Depreciation	449	706	257	940	896	50%
<u>8,378</u>	<u>287,865</u>	Total Operating Expenses	<u>246,923</u>	<u>1,650,951</u>	<u>1,404,028</u>	<u>1,206,819</u>	<u>2,381,352</u>	<u>10%</u>
9,124	(185,523)	Operating Income (Loss)	(71,903)	68,801	(140,704)	(3,830)	52,125	
3,524	4,218	Allocated Expenses	42,438	43,689	1,251	35,078	52,125	
<u>5,600</u>	<u>(189,741)</u>	Net Income (Loss)	<u>(114,341)</u>	<u>25,112</u>	<u>(139,453)</u>	<u>(38,908)</u>	<u>-</u>	

D-9.9

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 12,100	\$ 9,200	Membership	\$ 95,725	\$ 87,697	\$ 8,028	\$ 88,656	\$ 106,097	90%
675	400	New Member Fees	1,850	2,100	(250)	-	2,900	64%
359	900	Membership Activities	28,631	39,833	(11,202)	37,004	41,633	69%
510	769	Tuesday Morning Breakfast Club	9,530	8,151	1,379	8,539	9,689	98%
-	100	Sponsorships	2,750	1,950	800	-	4,900	0%
<u>13,644</u>	<u>11,369</u>	Total Revenue	<u>138,486</u>	<u>139,731</u>	<u>(1,245)</u>	<u>134,199</u>	<u>165,219</u>	<u>84%</u>
Operating Expenses								
6,559	5,559	Salaries & Wages	59,064	55,557	(3,507)	60,809	68,616	86%
605	684	Rent	6,419	6,575	156	6,199	7,942	81%
221	310	Telephone	2,447	2,718	271	3,161	3,338	73%
307	66	Mail - USPS	573	386	(187)	499	518	111%
109	116	Insurance/Bonding	1,189	1,217	28	1,037	1,449	82%
21	114	Supplies	1,356	1,536	180	1,289	1,763	77%
164	47	Equipment Support & Maintenance	1,060	978	(82)	493	1,072	99%
-	60	Taxes, Licenses & Fees	90	390	300	58	510	18%
281	328	Equipment Rental/Leasing	1,926	2,395	469	3,267	3,051	63%
-	-	Training Seminars	405	405	0	180	405	100%
-	-	Professional Fees	100	100	0	160	100	100%
-	440	Membership Activities	30,056	25,180	(4,876)	23,589	26,147	115%
935	737	Tuesday Morning Breakfast Club	8,219	7,834	(385)	7,315	9,308	88%
-	-	Classified Advertising	545	545	0	477	545	100%
-	-	Employee Relations	219	225	6	25	225	97%
382	214	Credit Card Fees	2,205	1,993	(212)	2,049	2,421	91%
141	80	Automobile Expenses	852	788	(64)	141	948	90%
21	60	Meals/Meetings	157	364	207	272	484	32%
-	-	Dues & Subscriptions	774	774	0	601	774	100%
-	-	Travel	390	390	0	222	390	100%
42	96	Depreciation	449	711	262	940	903	50%
<u>9,788</u>	<u>8,911</u>	Total Operating Expenses	<u>118,495</u>	<u>111,061</u>	<u>(7,434)</u>	<u>112,783</u>	<u>130,909</u>	<u>91%</u>
3,856	2,458	Operating Income (Loss)	19,991	28,670	(8,679)	21,416	34,310	
2,439	2,578	Allocated Expenses	29,654	29,154	(500)	29,123	34,310	
<u>1,417</u>	<u>(120)</u>	Net Income (Loss)	<u>(9,663)</u>	<u>(484)</u>	<u>(9,179)</u>	<u>(7,707)</u>	<u>-</u>	

D-9.10

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
		Operating Expenses						
\$22,066	\$22,972	Salaries & Wages	\$259,872	\$251,926	(\$7,946)	\$239,519	\$307,672	84%
1,694	2,046	Rent	19,868	20,085	217	19,535	24,177	82%
654	753	Telephone	6,628	7,111	483	6,957	8,617	77%
55	55	Mail - USPS	457	503	46	533	613	75%
266	274	Insurance/Bonding	2,906	2,946	40	2,574	3,494	83%
217	275	Supplies	2,515	2,670	155	2,633	3,220	78%
514	311	Equipment Support & Maintenance	3,129	3,243	114	2,793	3,865	81%
87	68	Taxes, Licenses & Fees	2,246	848	(1,398)	1,111	984	228%
200	255	Equipment Rental/Leasing	3,050	3,547	497	2,392	4,057	75%
-	-	Training Seminars	550	200	(350)	774	300	183%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,020	18,350	330	21,410	18,350	98%
801	-	Classified Advertising	1,235	434	(801)	-	434	285%
-	-	Employee Relations	764	1,217	453	690	1,217	63%
(63)	384	Board Functions	4,259	3,503	(756)	3,372	4,271	100%
65	-	Automobile Expenses	178	186	8	256	278	64%
156	52	Meals/Meetings	654	522	(132)	640	626	104%
260	260	Dues & Subscriptions	395	490	95	1,995	560	71%
-	-	Travel	1,158	1,908	750	-	2,283	51%
-	-	Miscellaneous Expense	-	350	350	442	350	0%
133	302	Depreciation	1,406	2,232	826	2,938	2,836	50%
<u>27,105</u>	<u>28,007</u>	Total Operating Expenses	<u>329,469</u>	<u>322,271</u>	<u>(7,198)</u>	<u>310,564</u>	<u>388,204</u>	<u>85%</u>
(27,105)	(28,007)	Operating Income (Loss)	(329,469)	(322,271)	(7,198)	(310,564)	(388,204)	
4	4	Investment Income/Interest	49	47	2	326	55	
(27,101)	(28,003)	Allocated Expenses	(329,420)	(322,224)	7,196	(280,931)	(388,149)	
<u>-</u>	<u>-</u>	Net Income (Loss)	<u>-</u>	<u>-</u>	<u>-</u>	<u>(29,307)</u>	<u>-</u>	

D-9.11

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue	\$ 1,789,420	\$ 249,510	\$ 284,580	\$ 2,303,510	\$ -	\$ -	\$ 2,303,510	\$ 175,020	\$ 605,100	\$ 3,068,630
Placer County TOT Funding	-	-	-	-	-	-	-	-	-	-
Cap Imp Funding - Placer Field	-	5,554	-	5,554	95,725	-	101,279	-	-	101,279
Membership	-	-	-	-	1,850	-	1,850	-	-	1,850
New Member Fees	-	-	-	-	28,631	-	28,631	-	-	28,631
Membership Activities	-	-	-	-	9,530	-	9,530	-	-	9,530
Tuesday Morning Breakfast Club	-	-	-	-	2,750	-	2,750	-	-	2,750
Sponsorships	87,708	-	-	87,708	-	-	87,708	-	-	87,708
Special Events	-	-	6,316	6,316	-	-	6,316	-	-	6,316
Non-Retail V/C Sales	-	78,009	-	78,009	-	-	78,009	-	-	78,009
Commissions	-	-	85,386	85,386	-	-	85,386	-	-	85,386
Merchandise Sales	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Transfers In/Other	1,920,328	333,073	356,282	2,609,683	138,486	-	2,748,169	175,020	605,100	3,528,289
Total Revenue										
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	1,920,328	333,073	48,139	46,139	-	-	46,139	-	-	46,139
Gross Profit										
Operating Expenses										
Salaries & Wages	232,817	188,784	146,664	568,215	59,064	259,872	887,151	68,586	58,054	1,013,771
Rent	18,075	9,057	88,593	115,725	6,419	19,868	142,012	6,419	6,419	154,850
Telephone	8,156	2,183	2,915	13,254	2,447	6,828	22,329	2,047	2,047	26,423
Mail - USPS	201	880	1,136	2,217	573	457	3,247	23	26	3,296
Insurance/Bonding	2,510	2,510	3,302	8,322	1,189	2,906	12,417	396	386	13,209
Supplies	1,521	767	3,278	5,566	1,356	445	9,437	486	445	10,368
Equipment Support & Maintenance	2,374	1,806	1,326	5,506	1,060	3,129	9,695	666	666	11,027
Taxes, Licenses & Fees	281	146	204	631	90	2,246	2,967	90	90	3,147
Equipment Rental/Leasing	1,878	1,952	4,381	8,211	1,926	3,050	13,187	1,291	1,291	15,769
Training Seminars	1,800	-	-	1,800	405	550	2,755	-	-	2,755
Professional Fees	-	-	-	-	100	18,020	18,120	-	-	18,120
Public Outreach	-	-	-	-	-	179	179	913	-	1,092
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	44,438	26,083	70,531
Transportation Projects	-	-	-	-	-	-	-	489,680	489,680	979,360
Infrastructure Projects	-	-	-	-	-	-	-	119,638	-	119,638
Community Marketing Programs	56,162	-	-	56,162	-	-	56,162	-	-	56,162
Special Events/Sponsorships	443,650	-	-	443,650	-	-	443,650	-	-	443,650
Membership Activities	-	-	-	-	30,056	-	30,056	-	-	30,056
Tuesday Morning Breakfast Club	-	-	-	-	8,219	-	8,219	-	-	8,219
Market Study Reports & Research	11,100	-	-	11,100	-	-	11,100	-	-	11,100
Marketing Cooperative/Media	862,500	100,000	-	962,500	-	-	962,500	-	-	962,500
Emergency Marketing	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Non-NLT Co-Op Marketing Programs	8,698	-	1,676	10,374	-	-	10,374	-	-	10,374
Employee Relations	262	534	361	1,157	219	764	2,140	131	81	2,352
Board Functions	-	-	-	-	-	4,259	4,259	-	-	4,259
Credit Card Fees	-	-	2,906	2,906	2,205	-	5,111	-	-	5,111
Automobile Expenses	2,809	1,037	978	4,824	852	178	5,854	1,039	1,039	7,932
Meals/Meetings	2,061	98	346	2,505	157	664	3,316	327	12	3,655
Dues & Subscriptions	2,406	425	2,831	5,657	774	395	4,000	45	45	4,090
Travel	2,622	-	181	2,803	390	1,158	4,351	-	-	4,351
Depreciation	1,408	731	731	2,870	449	1,406	4,725	449	448	5,622
Miscellaneous	-	-	341	341	545	1,235	2,121	71	-	2,192
Total Operating Expenses	1,706,491	310,860	259,319	2,276,670	118,495	329,469	2,724,634	246,994	589,873	3,561,501
Operating Income (Loss)	213,837	22,213	50,824	286,874	19,991	(329,469)	(22,604)	(71,974)	15,227	(79,351)
Other Income										
Revenues-Interest & Investment	-	-	-	-	-	49	49	-	-	49
Other Expenses Allocated	157,504	36,615	33,825	227,944	29,654	(329,420)	(72,022)	42,367	29,655	-
Net Income (Loss)	56,333	(14,402)	17,199	59,130	(9,663)	-	49,467	(114,341)	(14,428)	(79,302)

D-9.12

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

	April 30 2014	April 30 2013	Audited June 30 2013
Assets			
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	393,144	977,313	549,620
Cash - Payroll Account #7421	41,055	14,084	13,480
Marketing Cooperative Cash	41,876	56,917	41,876
Cash - Infrastructure #8163	311	(41,712)	303,769
UBS Cash	8,894	8,606	8,856
Infrastructure Money Market	0	44,869	44,879
Cash in Drawer	599	599	300
Quickbooks Accounts Receivable	37,824	28,653	59,476
A/R - Sales Estimates	0	4,456	9,429
A/R - TOT Funding	0	684,347	408,188
Undeposited Funds	5,245	296	352
WebLink Accounts Receivable	29,940	27,380	21,325
Inventories	23,966	18,289	17,542
AR TOT Transportation NLTRA	891,460	225,852	112,926
AR TOT Transp County Held	0	469,000	0
AR TOT Infrastructure County	1,335,847	3,227,753	317,847
AR TOT Infrastructure NLTRA Held	258,536	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
Total Current Assets	3,219,197	5,945,242	1,943,370
Property and Equipment			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(63,597)	(60,322)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,739)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(26,767)	(23,039)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,617)	(23,434)	(23,467)
Total Property and Equipment	14,349	14,135	13,951
Other Assets			
Prepaid Expenses	123,062	105,890	42,132
Prepaid Insurance	5,124	7,336	4,797
Total Other Assets	128,186	113,226	46,929
Total Assets	3,361,731	6,072,603	2,004,249
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	148,514	90,526	457,516
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401(k) Plan	1,989	16,393	655
Estimated PTO	62,415	56,143	62,415
Sales and Use Tax Payable	1,559	1,181	1,302
Accrued Expenses	83,556	658	0
Ski Tahoe North Lift Tickets	0	(2,822)	0
Marketing Cooperative Liabilities	41,876	56,917	41,876
Intra-Company Borrowings	7,707	(667)	(139)
AFW Suspense Account	60	(90)	0
Payroll Liabilities	1,078	957	3,732
Deferred Rev - Membership Dues	95,230	88,661	81,113
Deferred Revenue - Other	13,857	10,360	19,441
Deferred Support	381,707	407,586	0
Deferred Transportation Support	121,018	581,926	0
Deferred Infrastructure Support	1,404,785	3,658,012	351,780
Deferred Support- Infra Maint. Reserve	292,096	142,096	142,096
Total Liabilities	2,679,190	5,145,255	1,199,205
Net Assets			
Unrestricted Net Assets	368,805	445,064	397,682
Designated Marketing Reserve	294,494	293,110	337,694
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(79,302)	90,630	(28,876)
Total Net Assets	682,541	927,348	805,044
Total Liabilities and Net Assets	3,361,731	6,072,603	2,004,249

D-9.13

KEY METRICS FOR APRIL 30, 2014

Total TOT Collections by Quarter 2008 - 2014 (through April 30, 2014)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222
2011-12	\$ 3,682,067	\$ 1,794,516	\$ 3,159,502	\$ 1,553,956	\$ 10,190,041
2012-13	\$ 3,882,502	\$ 2,103,378	\$ 4,261,277	\$ 1,439,615	\$ 11,686,772
2013-14	\$ 4,520,669	\$ 2,139,931	\$ 2,924,418	\$ -	\$ 9,585,018
Total	\$ 21,410,396	\$ 11,257,234	\$ 20,469,654	\$ 6,707,347	\$ 51,192,765

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July - April)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	10,876	33,189	39,291	18.39%
Phone	2,675	2,781	2,513	-9.64%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

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

Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
April 2014	459

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 616,736	22.0%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 477,603	6.9%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 825,863	6.2%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 482,877	\$ -	-
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,212,436	\$ 1,920,202	-

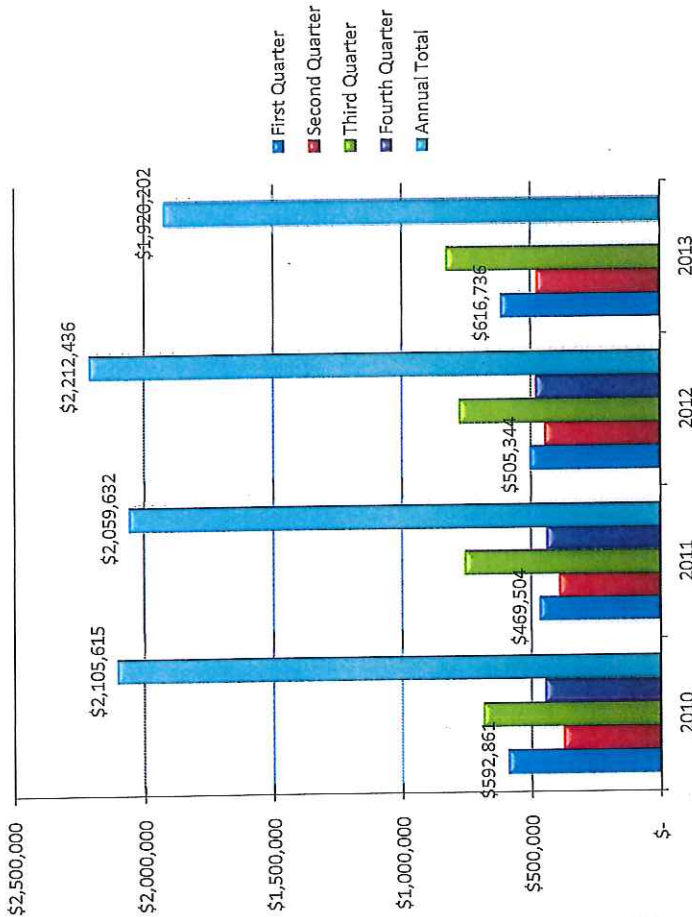
MTRIP Reservations Activity				
	FY 12/13	FY 13/14	Change	
Occupancy during April	25.0%	36.5%	46.0%	
ADR April (Average Daily Rate)	\$ 169	\$ 178	5.3%	
Occupancy Forecast May	20.3%	23.8%	17.2%	
ADR May (Average Daily Rate)	\$ 153	\$ 162	5.9%	
Occupancy (prior 6 months)	42.7%	41.4%	-3.0%	
ADR (prior 6 months)	\$ 248	\$ 259	4.4%	
Occupancy (next 6 months)	27.6%	27.9%	1.1%	
ADR (next 6 months)	\$ 213	\$ 225	5.6%	
Incremental Pacing for April	4.6%	6.2%	34.8%	

Unemployment				
	April 2013	December 2013	April 2014	
California	8.5%	8.3%	7.3%	
Placer County	7.2%	7.1%	6.1%	
Dollar Point	8.4%	8.3%	7.1%	
Kings Beach	7.2%	7.1%	6.1%	
Sunnyside/Tahoe City	8.4%	8.3%	7.1%	
Tahoe Vista	12.1%	12.0%	10.3%	

Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014				
	2012-13	2013-14	YOY % Change	
FORWARD LOOKING (2013/14)	Actuals	Forecasted		
Total Revenue Booked through April	\$ 2,113,783	\$ 2,720,454	29%	
Forecasted Commission for this Revenue	67,339	165,443	146%	
Number of Room Nights	9,374	12,258	31%	
Number of Tentative Bookings	61	115	89%	
CURRENT				
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	57%	
Annual Commission Goal	\$ 75,000	\$ 150,000	100%	
Conference Revenue And Percentage by County:				
Placer (53% of revs in '13, 70% in '14)	\$ 1,114,907	\$ 1,898,996	70%	
Washoe ('13; 19%, '14; 10%)	\$ 407,552	\$ 269,231	-34%	
South Lake ('13; 27%, '14; 17%)	\$ 580,965	\$ 475,963	-18%	
Nevada ('13; 1%, '14; 3%)	\$ 10,359	\$ 76,264	636%	
Total Conference Revenue	\$ 2,113,783	\$ 2,720,454	29%	

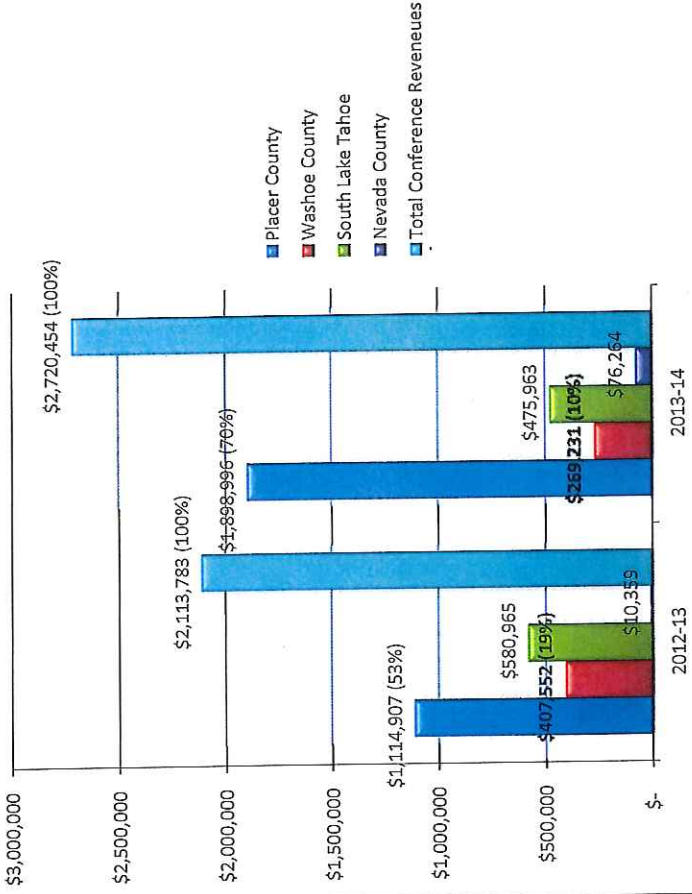
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Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 582,861	\$ 469,504	\$ 505,344	\$ 616,736	22.0%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 477,603	6.9%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 825,863	6.2%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 482,877	\$ -	-
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,212,436	\$ 1,920,202	

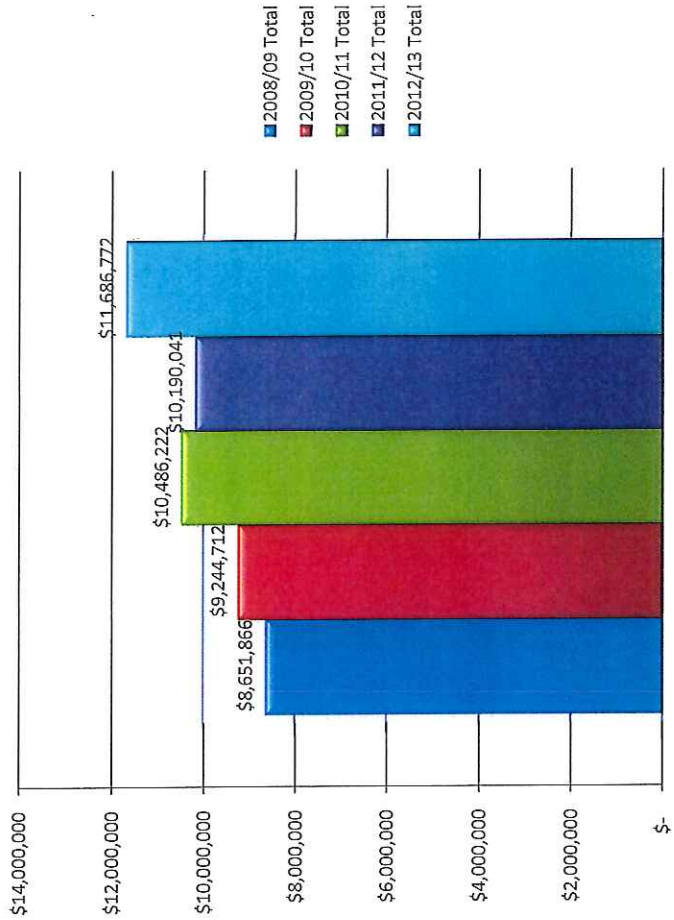
Conference Revenue Statistics & Revenue Share by County



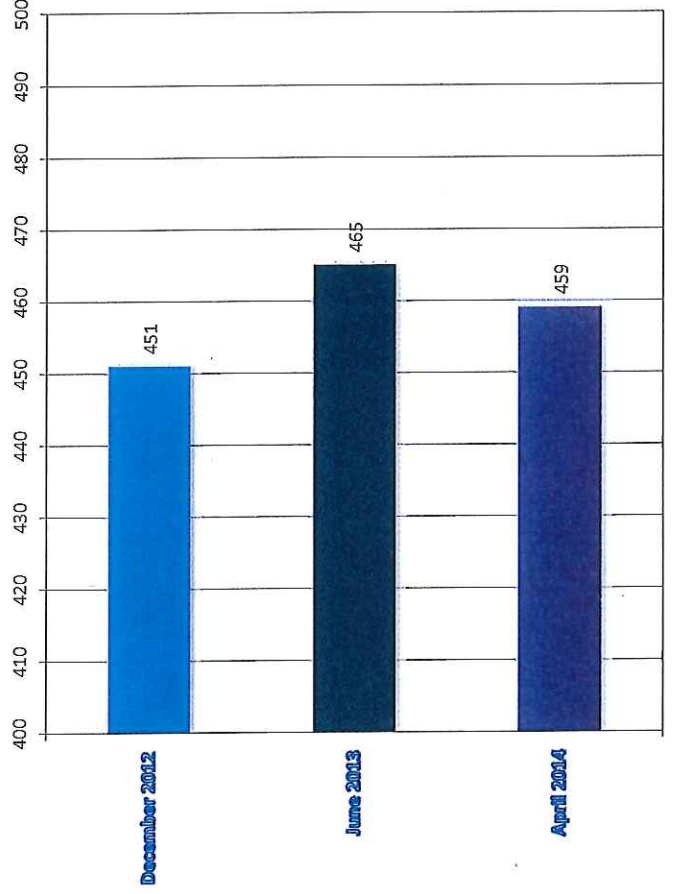
Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014			
	2012-13	2013-14	YOY % Change
FORWARD LOOKING (2013/14)	Actuals	Forecasted	
Total Revenue Booked through April	\$ 2,113,783	\$ 2,720,454	29%
Forecasted Commission for this Revenue	67,339	165,443	146%
Number of Room Nights	9,374	12,258	31%
Number of Tentative Bookings	61	115	89%
CURRENT			
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	57%
Annual Commission Goal	\$ 75,000	\$ 150,000	100%
Conference Revenue And Percentage by County:			
Placer (53% of revs in '13, 70% in '14)	\$ 1,114,907	\$ 1,898,996	70%
Washoe ('13; 19%; '14; 10%)	\$ 407,552	\$ 269,231	-34%
South Lake ('13; 27%; '14; 17%)	\$ 580,965	\$ 475,963	-18%
Nevada ('13; 1%; '14; 3%)	\$ 10,359	\$ 76,264	636%
Total Conference Revenue	\$ 2,113,783	\$ 2,720,454	29%

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5-Year Annual TOT Collections (Fiscal Year Basis)



Chamber Membership (# of Members)



Total TOT Collections by Quarter 2008 - 2014 (through April 30, 2014)

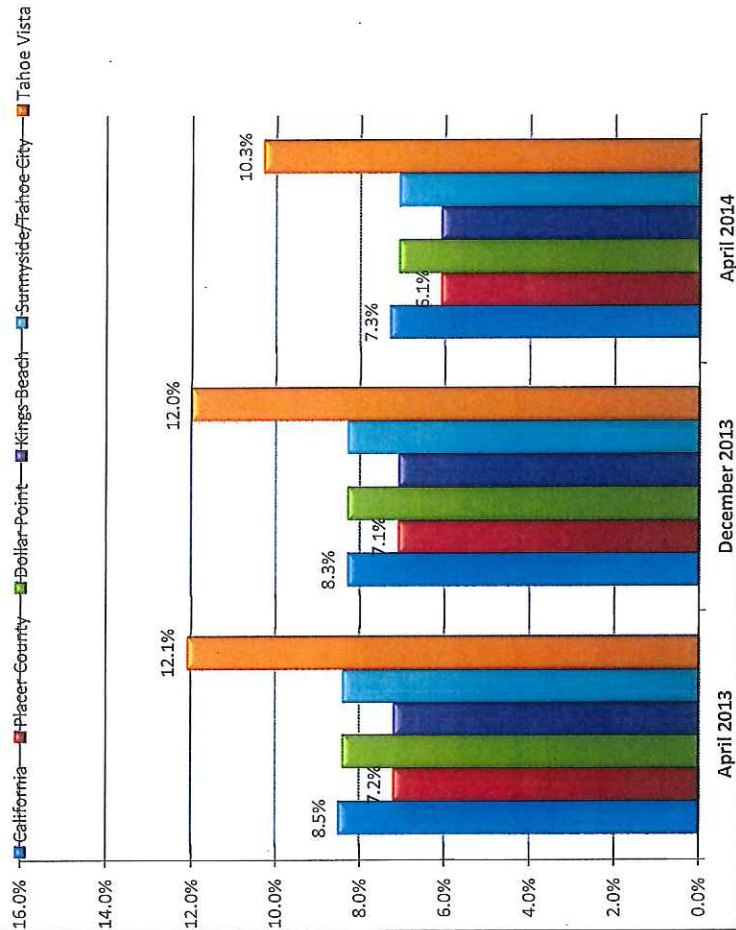
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222
2011-12	\$ 3,682,067	\$ 1,794,516	\$ 3,159,502	\$ 1,553,956	\$ 10,190,041
2012-13	\$ 3,882,502	\$ 2,103,378	\$ 4,261,277	\$ 1,439,615	\$ 11,686,772
2013-14	\$ 4,520,669	\$ 2,139,931	\$ 2,924,418	\$ -	\$ 9,585,018
Total	\$ 21,410,396	\$ 11,257,234	\$ 20,469,654	\$ 6,707,347	\$ 51,192,765

Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
April 2014	459

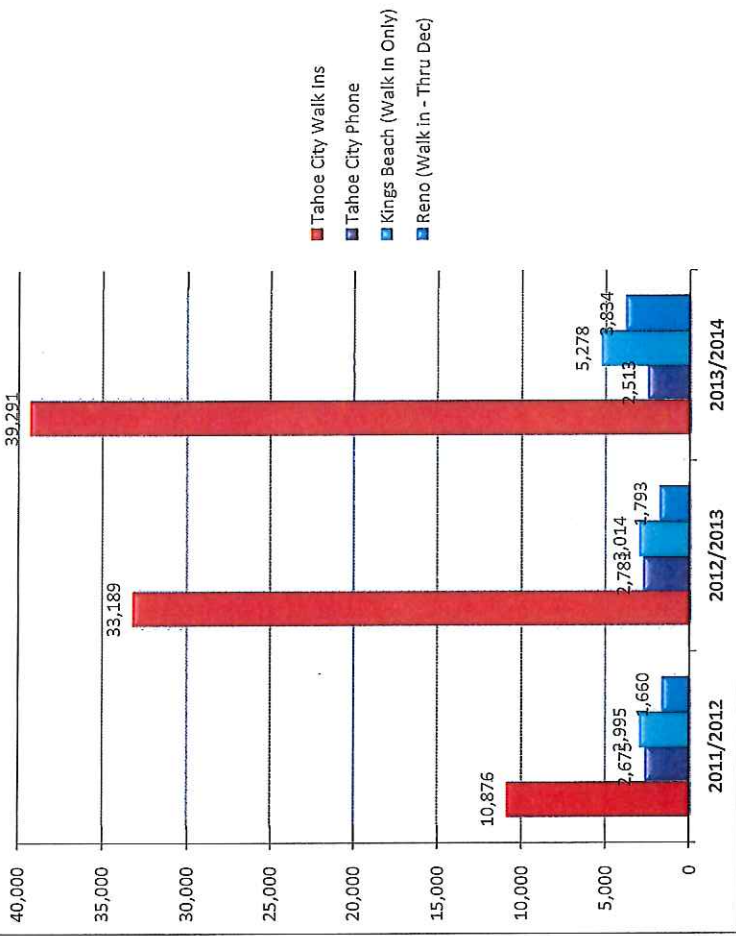
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Unemployment Rates by Region



Unemployment	April 2013	December 2013	April 2014
California	8.5%	8.3%	7.3%
Placer County	7.2%	7.1%	6.1%
Dollar Point	8.4%	8.3%	7.1%
Kings Beach	7.2%	7.1%	6.1%
Sunnyside/Tahoe City	8.4%	8.3%	7.1%
Tahoe Vista	12.1%	12.0%	10.3%

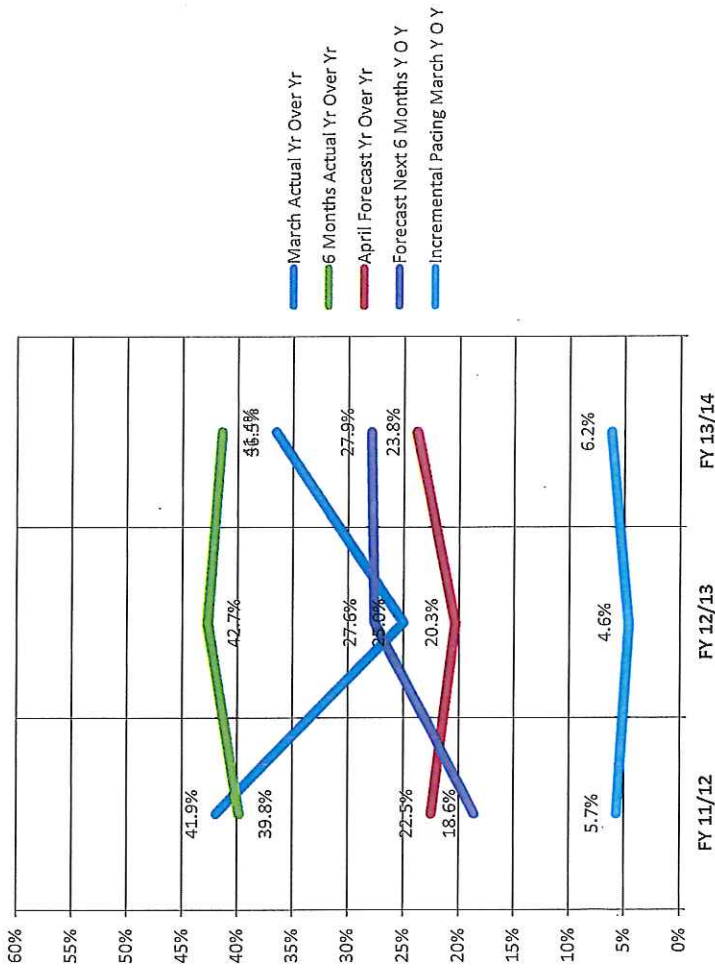
Visitor Information - Fiscal YTD through April



VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July - April)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	10,876	33,189	39,291	18.39%
Phone	2,675	2,781	2,513	-9.64%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

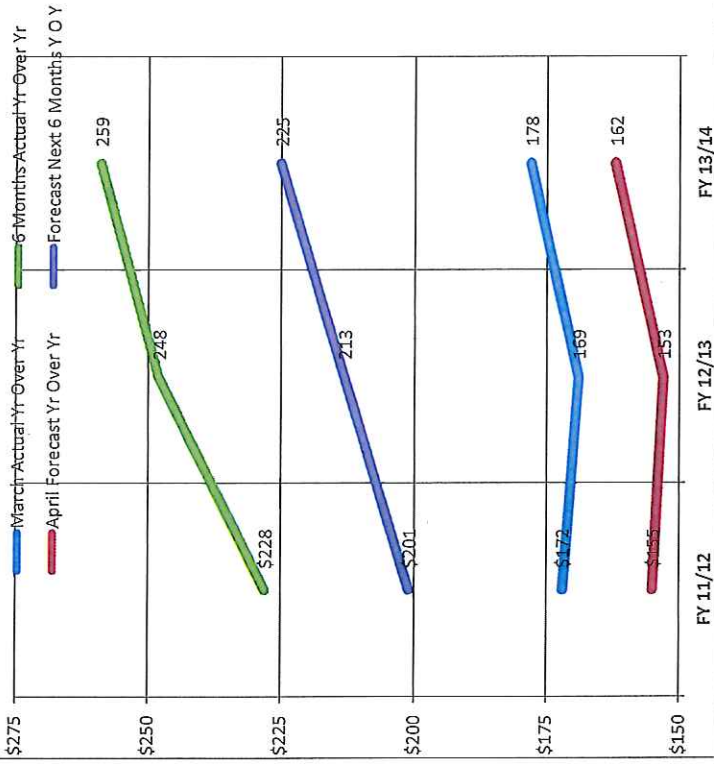
D-9-1.4

MTRIP Destimetrics Occupancy in NLT Comparisons



MTRiP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during April	25.0%	36.5%	46.0%
ADR April (Average Daily Rate)	169	178	5.3%
Occupancy Forecast May	20.3%	23.8%	17.2%
ADR May (Average Daily Rate)	153	162	5.9%
Occupancy (prior 6 months)	42.7%	41.4%	-3.0%
ADR (prior 6 months)	248	259	4.4%
Occupancy (next 6 months)	27.6%	27.9%	1.1%
ADR (next 6 months)	213	225	5.6%
Incremental Pacing for April	4.6%	6.2%	34.8%

MTRIP Destimetrics RevPar in NLT Comparisons



MTRiP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during April	25.0%	36.5%	46.0%
ADR April (Average Daily Rate)	169	178	5.3%
Occupancy Forecast May	20.3%	23.8%	17.2%
ADR May (Average Daily Rate)	153	162	5.9%
Occupancy (prior 6 months)	42.7%	41.4%	-3.0%
ADR (prior 6 months)	248	259	4.4%
Occupancy (next 6 months)	27.6%	27.9%	1.1%
ADR (next 6 months)	213	225	5.6%
Incremental Pacing for April	4.6%	6.2%	34.8%

D-9-1.5

Monthly Report April 2014

CONFERENCE REVENUE STATISTICS

North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/14:	\$2,244,491	\$1,484,604	51%
Forecasted Commission for this Revenue:	\$165,443	\$60,444	174%
Number of Room Nights:	12258	8361	47%
Number of Delegates:	7123	3844	85%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	115	96	20%

<u>Monthly Detail/Activity</u>	<u>April-14</u>		<u>April-13</u>	
<u>Number of Groups Booked:</u>	9		5	
Revenue Booked:	\$118,979		\$87,106	37%
Projected Commission:	\$13,085		\$2,165	504%
Room Nights:	876		449	95%
Number of Delegates:	643		324	98%
	2 Corp, 1			
	Assoc, 3 Smf			
Booked Group Types:	and 1 Society		4 Corp, 1 Smf	
Lost Business, # of Groups:	0		2	
 <u>Arrived in the month</u>	 <u>April-14</u>	 *Est.	 <u>April-14</u>	
Number of Groups:	2		4	
Revenue Arrived:	\$9,720		\$55,405	-82%
Projected Commission:	\$972		\$5,522	-82%
Room Nights:	348		385	-10%
Number of Delegates:	189		457	-59%
Arrived Group Types:	2 Tour Operator		3 Assoc., 1 Smf	

<u>Monthly Detail/Activity</u>	<u>March-14</u>		<u>March-13</u>	
<u>Number of Groups Booked:</u>	2		9	
Revenue Booked:	\$32,263		\$2,064,398	-98%
Projected Commission:	\$913		\$190,327	-100%
Room Nights:	143		11235	-99%
Number of Delegates:	100		5136	-98%
			5 Smf, 3 Corp,	
Booked Group Types:	2 Corp		1 Assoc.	
Lost Business, # of Groups:	0		5	

D-10.1

<u>Arrived in the month</u>	<u>March-14</u>	<u>*Est.</u>	<u>March-13</u>	
Number of Groups:	3		1	
Revenue Arrived:	\$9,189		\$20,886	-56%
Projected Commission:	\$569		\$2,088	-73%
Room Nights:	129		94	37%
Number of Delegates:	58		50	16%
Arrived Group Types:	2 Corp, 1 Smf		1 Corp	

<u>Monthly Detail/Activity</u>	<u>February-14</u>	<u>February-13</u>	
<u>Number of Groups Booked:</u>	3	11	
Revenue Booked:	\$58,460	\$226,355	-74%
Projected Commission:	\$6,098	\$4,642	
Room Nights:	288	1750	-84%
Number of Delegates:	154	872	-82%
Booked Group Types:	2 Corp, 1 Film	1 Corp, 5	
Lost Business, # of Groups:	3	5	

<u>Arrived in the month</u>	<u>February-14</u>	<u>February-13</u>	
Number of Groups:	3	5	
Revenue Arrived:	\$21,833	\$85,979	-75%
Projected Commission:	\$927	\$1,076	-14%
Room Nights:	119	299	-60%
Number of Delegates:	61	150	-59%
Arrived Group Types:	1 Corp, 1 Smf, 1 1 Film crew	2 Corp, 1 Assoc. 1 Smf, 1 Tour Operator 1 Smf, 1 Tour Operator	

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

<u>Arrived in the month</u>	<u>January-14</u>	<u>January-13</u>	
Number of Groups:	7	1	
Revenue Arrived:	\$159,033	\$33,919	369%
Projected Commission:	\$9,815	\$1,696	479%
Room Nights:	758	136	457%
Number of Delegates:	368	55	569%
Arrived Group Types:	3 Corp, 3 Assoc, 1 Govt.	1 Assoc.	

D-10.2

Monthly Detail/Activity

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

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

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

	<u>November-13</u>	<u>November-12</u>	
<u>Arrived in the month</u>			
Number of Groups:	1	1	
Revenue Arrived:	\$13,351	\$14,643	-9%
Projected Commission:	\$0	\$732	-100%
Room Nights:	75	145	-48%
Number of Delegates:	40	62	-35%
Arrived Group Types:	1 Corp.	1 Assoc.	

Monthly Detail/Activity

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

D-10.3

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

<u>Monthly Detail/Activity</u>	<u>September-13</u>	<u>September-12</u>	
<u>Number of Groups Booked:</u>	6	8	
Revenue Booked:	\$59,226	\$145,737	-59%
Projected Commission:	\$5,421	\$8,299	
Room Nights:	347	910	-62%
Number of Delegates:	265	368	-28%
		1 Corp, 5	
	1 Corp, 2	Assoc, 2 Film	
Booked Group Types:	Assoc., 3 Smf	crew	
Lost Business, # of Groups:	9	2	

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

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

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

D-10.4

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

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

		(Goal)
For 2014/15:	\$1,779,648	\$2,000,000
For 2015/16:	\$4,137,968	\$4,000,000

NUMBER OF LEADS Generated as o 4/30/14: 147

Total Number of Leads Generated in Previous Years:

2012/2013: 171
2011/2012: 119
2010/2011: 92
2009/2010: 107
2008/2009: 151
2007/2008: 209

Future Yea 2006/2007: 205

D-10.5

Monthly Report April 2014
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/14:	\$475,963	\$558,230	-15%
Forecasted Commission for this Revenue:	\$7,410	\$14,836	-50%
Number of Room Nights:	4270	5587	-24%
Number of Delegates:	1327	2147	-38%
Annual Commission Projection:	\$16,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>April-14</u>	<u>April-13</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$3,245	\$28,620	-89%
Projected Commission:	\$487	\$0	
Room Nights:	35	200	-83%
Number of Delegates:	10	95	-89%
Booked Group Types:	1 Smf	1 Corp/	

<u>Arrived in the month</u>	<u>April-14</u>	<u>April-13</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			

<u>Monthly Detail/Activity</u>	<u>March-14</u>	<u>March-13</u>	
<u>Number of Groups Booked:</u>	0	1	
Revenue Booked:	\$0	\$7,258	
Projected Commission:	\$0	\$1,088	
Room Nights:	0	84	
Number of Delegates:	0	45	
Booked Group Types:		1 Tour Operator	

<u>Arrived in the month</u>	<u>March-14</u>	*Est.	<u>March-13</u>	
Number of Groups:	1		1	
Revenue Arrived:	\$1,350		\$21,729	-94%
Projected Commission:	\$203		\$3,259	-94%
Room Nights:	20		281	-93%
Number of Delegates:	25		85	-71%
Arrived Group Types:	1 Smf		1 Assoc.	
Arrived Group Types:	1 Smf		1 Assoc.	

D-10.6

Monthly Detail/Activity	<u>February-14</u>	<u>February-13</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>February-14</u>	<u>February-13</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$15,717
Projected Commission:	\$0	\$0
Room Nights:	0	102
Number of Delegates:	0	70
Arrived Group Types:		1 TA

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

<u>Arrived in the month</u>	<u>January-14</u>	<u>January-13</u>
Number of Groups:	0	0
Revenue Arrived:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Arrived Group Types:		

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

<u>Arrived in the month</u>	<u>December-13</u>	<u>December-12</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$382,681	\$401,031	-5%
Projected Commission:	\$0	\$0	
Room Nights:	3769	4345	-13%
Number of Delegates:	1000	1200	-17%
Arrived Group Types:	1 Corp.	1 Assoc.	

Monthly Detail/Activity	<u>November-13</u>	<u>November-12</u>
<u>Number of Groups Booked:</u>	1	0
Revenue Booked:	\$28,800	\$0
Projected Commission:	\$4,320	\$0

D-10.7

Room Nights:	93	0
Number of Delegates:	30	0
Booked Group Types:	1 Smf	

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

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

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

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

<u>Arrived in the month</u>	<u>September-13</u>	<u>September-12</u>	
Number of Groups:	1	2	
Revenue Arrived:	\$5,046	\$10,648	-53%
Projected Commission:	\$756	\$1,597	-53%
Room Nights:	29	104	-72%
Number of Delegates:	47	75	-37%
Arrived Group Types:	1 CA Assoc.	1 Assoc. 1 Smf	

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

D-10.8

<u>Arrived in the month</u>	<u>August-13</u>	<u>August-12</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$8,792	\$31,325	-72%
Projected Commission:	\$1,318	\$4,698	-72%
Room Nights:	48	175	-73%
Number of Delegates:	40	90	-56%
Arrived Group Types:	1 Assoc.	1 Corp.	

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

<u>Arrived in the month</u>	<u>July-13</u>	<u>July-12</u>	
Number of Groups:	4	1	
Revenue Arrived:	\$49,294	\$10,103	388%
Projected Commission:	\$813	\$1,515	-46%
Room Nights:	311	60	418%
Number of Delegates:	185	40	363%
Arrived Group Types:	1 Corp, 1 Assoc, 2 Smf	1 Smerf	

NUMBER OF LEADS Generated as of 4/30/14: 145

Total Number of Leads Generated in Previous Years:

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

D-10.9



north lake tahoe

Chamber | CVB | Resort Association

June 4, 2014

Subject: Monthly Activity Report—May, 2014

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The Summit Coalition Partners are now moving forward pursuing short term solutions including outreach, service enhancements, plan funding evaluation, and economic analysis of the plan, as well as further evaluation of more costly long term solutions.
- A draft environmental analysis has been prepared and review comments have been incorporated.
- An RFQ was released for circulation on April 17th to solicit a qualified consultant to prepare an economic analysis of the transportation vision. One proposal was received at NLTRA. A work plan has been negotiated with EPS, Inc. and a funding request for up to \$49,900 was recommended at the May CI/T Committee meeting.
- The Coalition met at its usual time following the May 1st TNTTMA meeting. Agenda included Outreach Committee report, status of economic analysis RFQ, and a brief report on the Park City Tour attended by more than 24 Tahoe Basin transportation advocates
- There will not be the normal monthly Coalition meeting on June 4th.

2. North Lake Tahoe Express

- After agreeing to continue support for the NLTE for the remainder of this FY, the funding partners met to plan for the F.Y. 14/15 service.
- It was agreed to negotiate a new contract starting July 1st.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This would be up to \$110,000 of TOT depending on final negotiations with the contractor.
- Several meetings have been held with the contractor and all funding partners to assure agreement of all participants.
- The amount of service that can be provided for the previously agreed upon subsidy has been determined and the best schedule is now being finalized.

D-11.1