



**north lake tahoe**

Chamber | CVB | Resort Association

September 4, 2013.

**Subject:** Wayfinding Signage Update

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

**Status Report:**

- Staff will give a verbal report at the Board meeting.
- This item is informational with no Board decision necessary.



**Staff Report for Board**

**Subject:** Approval of 2013-16 Action Plan

**From:** Sandy Evans Hall

**Decision Considerations:**

- The action items listed have been written by staff responsible for each area. These items will form the basis for annual performance goals for each staff person.
- The action plan is distributed to Business Associations, Membership (executive summary), PUDs, and will be presented to the Board of Supervisors in the Fall.

**Strategic Plan/Master Plan Alignment: By 2016 (ongoing), the organization will have a recognized brand message of “who we are and what we do,” through recurring outreach to all identified partner organizations and members.**

**Staff Recommendation:** Approve with requested Board amendments if desired



north lake tahoe  
Chamber | CVB | Resort Association

## Strategic Goals 2013 – 2016 2013/14 Action Plan

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

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

### **Core Function: Marketing/Sales**

**Chief Marketing Officer/Marketing Committee/Coop/ Lodging Committee/Marketing Team**

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

#### **ACTION PLAN 2013/2014**

- Work with marketing team to achieve action plan goals within strategic goals. This will be accomplished through weekly agency meetings as well as bi-weekly staff meetings and individual employee meetings
- Work closely with Ski Lake Tahoe and Sierra Ski Marketing Council to ensure the North Lake Tahoe message and brand position is well represented in the international and destination markets, resulting in increased web referrals from the Ski Lake Tahoe website
- Execute appropriate recreation amenity consumer research to support our human powered sports position
- Market the region as a premier adventure/endurance race location for both amateur and professional athletes with large scale events and sales and marketing efforts targeted at both consumer and operators of such events and activities
- Promote the region as a high altitude training center
- Re-position Learn to Ski Program to January, National Learn to Ski month, which results in driving more participation by and to area resorts and creating a larger message to a broader base of consumers. Build a XC Learn to Ski program to coincide with Nat. Learn to Ski.
- Build social campaign to promote cross country skiing thru the annual Olympic XC Trails/Olympic Heritage Week, The Great Ski Race, the availability of back country XC trails at Squaw, Northstar, Royal Gorge, Tahoe XC, Spooner and Sugar Bowl.

- Continue to actively work with social and PR to reinforce the message of Tahoe being the largest flat water paddle venue that also hosts the oldest, largest SUP race in the country, as well as a renowned kayak and outrigger paddle venue
- Maintain strong presence on website and establish a paddle event specific calendar to send out through social and PR
- Continue to support and sponsor on a cash and in-kind basis, major televised ski events such as the 2014 US Alpine Championships and the 2014 US Grand Prix
- Create a short and powerful winter video highlighting North Lake Tahoe as home of the most concentrated region of ski resorts in North America
- Host newspapers, specialty, lifestyle and travel publications to highlight the human-powered sport initiative
- Forward all relevant press releases, photos and videos to the Abbi Agency, travel trade, Visit CA's international offices and international media
- Share self-generated photos and video on North Lake Tahoe, Visit CA, travel trade and personal social sites
- Increase the amount of human-powered sport "activities" offered and sold by the travel trade
- Incorporate human-powered sports into every FAM itinerary where time allows
- Promote the North Lake Tahoe XC Map resort challenge with resort ticket support to further market the concentration and abundance of terrain
- Create the foundation for a future cross county interchangeable ticket to be sold direct to consumer and through interested wholesale tour operators
- Target groups that host meetings or produce events related to alpine/Nordic skiing, biking, paddle boarding and kayaking
- Continue to target the Tough Mudder Norcal Event in July and September to secure room blocks at North Lake Tahoe properties. For September 2013 we are working to secure as many as 500 room nights for this event and the same amount for July 2014. For future years, our organization should look into a sponsorship role in exchange for control over lodging reservations
- Continue to build strategic partnership with Triple Crown Sports. Staff has secured large bookings for softball/baseball tournaments in 2013/2014 and there is potential for a large number of similar events in the future
- Prospect potential ski clubs that book properties direct without the assistance of Tour Operators. These clubs include Northwest Ski Club Council, Los Angeles Singles Ski Club and Conejo Ski & Sports Club that have annual ski trips to Lake Tahoe
- Target TravelBound and Ski Bound and other ski tour operators who have large number of potential future programs
- Target companies that produce products related to human power sports such as kayaks, outdoor clothing manufacturers, equipment, paddleboards, bicycles
- Prospect associations related to human powered sports such as U.S. Ski & Snowboard Association, International Mountain Bicycling Association

**By 2016, Transient Occupancy Tax collections will have increased by 20% over 2010/11 adjusted for inflation.**

**ACTION PLAN 2013/2014**

- Ensure a regional public relations focus, delivering messaging to all partners on a regular basis to create alignment
- Create a comprehensive social media plan with clearly aligned goals that can be lead or complement key partner plans
- Work closely with other NLTRA departments to ensure a cohesive delivery of vacation product in North Lake Tahoe
- Extend the average length of stay by .5 nights during summer months
- Attend two sports tradeshow, December 2013 and April 2014, meet with a minimum of 15 rightsholders at each show who produce sports events that fit our venues, room rates and seasonality
- Secure a minimum of four site visits with qualified rightsholders annually
- Write a minimum of three rooms contracts annually
- Develop North Lake Tahoe programs with the travel trade in new and emerging markets (ex: France, Latin America, Asia)
- Continue to add lodging product offerings with domestic and international travel trade
- Continue to increase the number of lodging partners contracting with OTAs, wholesalers and receptive tour operators
- Work with the lodging properties currently contracting with international ski wholesalers on a collective North Lake Tahoe savings deadline message for winter 2014-15. To have in place in early spring, prior to Mountain Travel Symposium and POW WOW
- Continue to focus sales and marketing efforts in markets with a high propensity to meet in North Lake Tahoe. (Bay Area, Sacramento, Chicago, Washington DC, Southern California)
- Leverage NLTRA "in market" sales staff in DC and Chicago to generate new business through organized sales calls and customer events
- Increase the number of site visits to North Lake Tahoe by 20% to a total of 32
- Increase sales trips to the bay area by 50% to a total of 4. (ADR of corporate groups showed the biggest increase in FY 12/13 and we want to be sure we are focused on generating more corporate business.)
- Continue to develop sales/marketing synergies with RSCVA. RSCVA receives a number of leads for North Lake Tahoe each year which previously were not sent to NLTRA. Our current relationship ensures that those customers are directed to NLTRA when appropriate
- Continue to evaluate trade show schedule and remove poor performing events (IMEX, SmartMeetings) and increase exposure at high performing events (ASAE, MPINCC, Collaborate)

**By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011.**

**ACTION PLAN 2013/2014**

- Actively promote human powered sports initiatives through all distribution channels
- Promote and support events with brand alignment targeted at key strike zones periods
- Actively seek out major events that align with the North Lake Tahoe vision and will generate incremental overnight stays
- Push lodging and ski resort partners to offer aggressive early season and spring ski packages (Easter is late falling on April 20, 2014)
- Expand fly-drive offerings highlighting spring and fall visitation, speaking to couples without children, empty nesters and retirees
- Highlight/promote events falling within strike zones
- Capitalize on our membership with the High Sierra Visitors Council and expanding product and press exposure in France, mainly highlighting fly-drive vacations, making sure that North Lake Tahoe is on the itinerary. Historically, Tahoe was omitted from almost all of the travel trade driving itineraries.
- Continue to focus efforts on market segments which have shown positive results, primarily national associations
- Focus national sales efforts on markets that have non-stop air service to Reno-Tahoe International (Chicago, Dallas, Phoenix, etc)
- Increase the number of site visits to North Lake Tahoe by 20% to a total of 32 (provide funding to pay for visits)
- Continue to prospect high end corporate and association groups with established history of paying high rates in resort destinations

**By 2016, the destination visitors segment of our visitor market will have grown by 3% over 2012/13**

**ACTION PLAN 2013/2014**

- Actively engage Destination taskforce in the development and implementation of an integrated destination growth strategy to include air service lift, ground transport, advertising, group sales and International growth tactics
- Implement budget resources as appropriate to support destination program
- Sponsor, support and market to consumers through event sponsorships such as Wanderlust, Grand Prix, US Alpine Championship
- Utilize special events, package cool deals, and actively promote through all channels
- Continue to contract with Black Diamond (Visit CA and Brand USA in the UK/Ireland)
- Continue to contract with Gate 7 (Visit CA and Brand USA in Australia/NZ)
- Continue to take the lead role of the Sierra Ski Marketing Council's domestic trade shows (destination markets only)
- Attend Visit CA's Outreach Forum in order to keep regular contact and close relations with all of the international offices
- Attend Mountain Travel Symposium and POW WOW
- Assist partners with their international sales and media missions (introductions, sales call and call center training scheduling, media support)

- Work with airlines, Visit CA and the travel trade on hosting FAM product manager and call center, agent, travel agent FAMs to expand lodging product offerings and overall product knowledge which directly results in increased sales
- Work with airlines, Visit CA and the media on hosting press visits highlighting the region, GoTahoeNorth.com, and third parties packaging North Lake Tahoe
- Conduct online trainings with wholesale call centers and OTA customer support staff
- Continue to focus sales and marketing efforts in destination markets with a high propensity to meet in North Lake Tahoe. Chicago, Washington DC, Southern California.
- Leverage NLTRA “in market” sales staff in DC and Chicago to generate new business
- Partner with “in market” sales staff to produce client events in DC and Chicago
- Attend trade shows such as ASAE, Holiday Showcase, Connect Market Place and MPI which attract customers from destination markets

## **Core Function: Infrastructure/Transportation**

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

**By 2016, a fully integrated transportation system within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service on recreational routes of 20% (3% per year).**

### **ACTION PLAN 2013/2014**

- By end of 2013, complete a Vision for an integrated transportation system through a regional executive leadership team that includes funding alternatives and governance that has the support of partners to move forward
- Work with Transit Vision Coalition to do economic analysis of Vision scenarios
- Work with Transit Vision Coalition to do voter polling for Vision scenarios
- Continue implementation of identified improvements/enhancements to existing transit services (TART, Nighttime, NLTE, Water Shuttle)
- Continue to develop basin transit services to dependence on the automobile

**By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals.**

### **ACTION PLAN 2013/2014**

- Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake
- Interview all existing lodging properties around the lake to gauge future plans for renovation/development and develop tracking mechanism of property ownership and intent

- Work with Placer county Business Development and Economic Development staff to proactively encourage redevelopment of identified properties as well as other programs

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

- **Bike path system including paved multi recreation trails, bike lanes, and unimproved backcountry trails**
- **Completed visitor ready infrastructure and signage for paddle boarding/kayaking**
- **Trail development and signage for providing Nordic skiing throughout the region.**
- **20 new amenities for human powered sports initiative such as racks, tool stations, transportation access**
- **Marketing of completed infrastructure assets**

**ACTION PLAN 2013/2014**

- Continue to explore Tahoe Fund and other funding sources for assistance with trail development
- Work with partners to incorporate recommendations of American League of Bicyclists (Bicycle Friendly Community award)
- Provide Infrastructure capital for bike trail support (trailheads, signage, racks, trail maps, bike compatible transit, rent-a-bike program)
- Meet with focus groups to include businesses and individuals (residents and visitors) that are active in the human powered sports and identify amenities that would further promote North Lake Tahoe as a destination for these sports

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

**ACTION PLAN 2013/2014**

- Receive approval of initial request for installation from review and permitting agencies
- Implement construction process of signs with allocated funding in fall, 2013
- Continue to distribute approved guidelines and provide incentives for others to construct signage
- Work with communities to identify phase II of signage for 2014, and convene local groups of stakeholders to verify language and placement

**Other areas for consideration:**

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



## **Core Function: Membership Services/Economic Development/Business Advocacy**

**Membership Manager/Business Association Collaborative/CEO**

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

### **ACTION PLAN 2013/2014**

- Review and Update the 1995 Tourism Development Master Plan by early 2014
- Work closely with county departments and Board of Supervisors on any development projects to fully understand and support their position
- Cooperate with County to participate in Kings Beach and Tahoe City redevelopment efforts wherever needed
- Participate with County and agencies to complete and obtain adoption of the Placer County Area Plan

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

### **ACTION PLAN 2013/2014**

- Meet with TRPA and Placer County staff quarterly or as needed to discuss barriers and issues with redevelopment
- Meet with contractors association and County staff to develop list of potential ways to eliminate or streamline permitting processes
- Participate in TRPA regional plan issues, Placer County Community Area Plan, Tahoe Summit, and other collaborative programs, taking the lead where appropriate
- Meet with other coalitions that support environmentally sensitive development to strengthen voice and support where possible

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

### **ACTION PLAN 2013/2014**

- Strengthen legislative voice by working with County staff and lobbyist with regular reporting (quarterly or as needed) to the board and membership on issues impacting business in North Lake Tahoe
- Develop agreed upon legislative platform for county contract process
- Engage more business members at committee level by attending business association meetings and sharing issues and positions
- Poll members monthly or as needed about issues for stronger representation
- Hold an annual legislative luncheon presenting changes of laws, and the impact to our area

- Communicate state legislation issues and changes to North Lake Tahoe businesses in Biz Bytes weekly
- Add the Membership Manager to the mailing list for CalChamber advocacy mailings

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

**ACTION PLAN 2013/2014**

- Continue to participate on The Prosperity Center Board and support all initiatives of the plans that align with our tourism mission
- Work with County staff to ensure trust in our involvement and inclusion in all future plan discussions or implementation through consistent communication and inclusion on committees and distribution lists
- Participate on boards of NTBA and TCDA to assist and consult on economic development projects
- Collect relevant data to be able to accurately assess economic vitality in E. Placer County
- Distribute economic data through a semi-annual report

**By 2016, the organization will have increased dues and non-dues revenue sufficient to cover all expenses plus a growth factor of 5% through development of programs and communication that add value to membership. At this time the board will evaluate whether to retain the Chamber of Commerce as a component of the organization.**

**ACTION PLAN 2013/2014**

- Effectively communicate to members membership benefits, generating \$5,000 in revenues by enhancing membership levels and exposure
- Develop programs and education for the tourism industry, generating \$10,000 through participant fees and sponsorships
- Increase our membership base by a net \$10,000 through enhanced benefits in Visitor Center, Visitor Guide, Business Directory and other programs that have value to the tourism industry
- Put in place a strong membership retention plan that has multiple touch points to include timely collection on receivables
- Establish an annual dues increase of 2 – 4 % to keep up with cost of business
- Evaluate and recommend a membership cost structure that more closely aligns with other resort communities
- Develop one fundraising event, possibly in conjunction with another existing membership event, that can generate \$10,000 in additional revenue

**Other areas for consideration:**

- Provide opportunities for businesses to package products for promotion.

- Be an advocate for business education either through our organization on a regional basis or through business associations on a more localized basis

## **Core Function: Visitor Information**

**Visitor Information Director/Visitor Center Task Force/Lodging Committee/Visitor Center Staff**

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

### **ACTION PLAN 2013/2014**

- Continue the Customer Service Road Show offered to business as part of their staff training. Conduct the Road Show throughout the region bi-annually (November, May) in a fun and inventive way to train front line staff on how to improve the level of customer service in North Lake Tahoe
- Add additional level of Customer Service Road show focused on Lodging Front Desk staff to be trained in Fall and Spring.
- Develop a rewards and recognition program to honor exceptional service

**By 2013, the organization will have assessed regional needs for Visitor Information distribution via virtual or physical locations and by 2016, will have implemented plans.**

### **ACTION PLAN 2013/2014**

- Conduct visitor and business surveys on information distribution needs
- Continue to monitor new visitor information centers and provide seasonal (2X/yr) metrics to include visitation, sponsorship sales, retail sales, and costs incurred
- Create a Volunteer Program to assist with staffing Visitor Centers thus reducing staff costs
- Determine new visitor information locations or service enhancements as appropriate for Kings Beach, Squaw Valley, and Northstar
  - Review new Kings Beach location data to ensure it is the right location for Summer/2014
  - Research the possibility of adding Visitor Information to the proposed Squaw Valley Olympic Museum
  - Research plausibility of a mobile Visitor Center
- Continue to provide service and materials to out-of-market gateway kiosks in Auburn and Truckee Research gateway presence in Sacramento Airport with Marketing Department to see what marketing piece should be utilized
- Research possibility of incorporating Visitor Information on modes of Transportation such as, The Water Shuttle, The Airport Shuttle, TART and in the Transit Center
- Continue to work with Transportation Department to help promote seasonal Transportation efforts such as; The Water Shuttle and the Ski Shuttle

- Assist the Marketing Department with the creation of a Wedding Task Force and related efforts towards promoting Weddings in North Lake Tahoe
- Research the possibility to having a functional Wedding Guide section in the Official Guide with lodging details and location information
- Create the Visitor Information Task Force to ensure that the Visitor Information Department is benefiting the community, local businesses and visitors
- Research the possibility of adding an educational aspect to the Tahoe City Visitor Center

**By 2016, the organization will have increased net promoter scores by 20% over 2011/12 or up to 85, whichever is lower.**

#### **ACTION PLAN 2013/2014**

- Implement an expanded intercept survey (provided budget resources are available) throughout the summer of 2014 Have a twice a year outreach plan to collaborate and train all lodging on activities, events, packaging potential, and key initiative marketing/promotions
- Leverage technology for increased use of distribution of North Lake Tahoe visitor information by re-printing the Mobile In-Market marketing pieces
- Have a twice a year outreach plan to collaborate and train all lodging on activities, events, packaging potential, and key initiative marketing/promotions
- Work with local entities to assist in the accuracy of quality recreation-specific guides/maps for new and existing key initiative areas
- Continue efforts to ensure the GTN events calendar for the region on both web and mobile platforms are distributed broadly to all lodging, retail, and dining partners
- Continue providing a “concierge” or personal “guide” service as a call to action for marketing through the Tahoe City Visitor Center
- Continue to improve and publish the Official North Lake Tahoe Visitor Guide, endorsed by the organization, and distribute thoroughly to all nightly and seasonal lodging in North Lake Tahoe
- Leverage North Lake Tahoe Chamber-CVB-Resort Association communications and programs as additional resources for distribution and dissemination

## **Core Function: Community Relations**

**CEO/Board of Directors**

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

#### **ACTION PLAN 2012/13**

- Survey Key Partners and Members about communication pieces to identify what works and what should be changed
- Develop an Annual Report to be distributed to Key Partners, membership and community in Sept/Oct

- Monitor open rates on digital communication and work to increase by 5%
- Members: Continue weekly communication that is bulleted, concise and valuable
- Citizens: Work with local media to deliver a monthly communications plan using appropriate mediums
- County Staff and Elected Supervisors: add to all Member and Committee distribution lists, develop a frequent CEO communique
- Key Partners: Develop a distribution list for key partners to include PUDs, TRPA, Tahoe Fund, CTC, Business Association Directors, etc., communicate once monthly to this group
- Celebrate successes with notification to all groups, recognition to County
- Leverage business associations for delivery of information to their members
- Leverage non profit and philanthropic groups for delivery of information to their members

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

**ACTION PLAN 2012/13**

- Key Partners: Develop a distribution list for key partners to include PUDs, TRPA, Tahoe Fund, CTC, Business Association Directors, etc., communicate once monthly to this group; meet with area managers 6 times
- Meet quarterly with County CEO, meet monthly with CEO Analyst
- Coordinate a joint board meeting with the County once annually to align goals
- Present strategic goals and action plan as well as achievements annually in the Fall

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

**ACTION PLAN 2012/13**

- Identify additional community coalitions for relationship building and presentation outreach
- Coordinate or lead forums or informational events at least 4 times per year
- Participate in County planning efforts and other forums
- Provide community input in review or update of the 1995 Tourism Development Master Plan

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

**ACTION PLAN 2012/13**

- Continue outreach to community
- Update presentation for community, business and citizen groups; conduct a minimum of 8 presentations to groups over the next year
- Members: Continue weekly communication that is bulleted, concise and valuable

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



## **Staff Report for Board**

**Subject:** Recommendation to Placer County Board of Supervisors of proposal to spend 2012/13 Fund Balance of \$1,450,372

**From:** Sandy Evans Hall

### **Decision Considerations:**

- The draft proposal has been shown and approved by the Marketing Committee
- The draft proposal was viewed by the Finance Committee, no vote taken. Suggestions for wording and formatting have been made in the attached. It was recommended that this be taken to the County as a 'working list.'
- Infrastructure/Transportation Committee will be providing input via email as they met on Monday and did not receive a copy of this proposal to review at that time
- The only item that the County requested that was not listed in the NLTRA proposal is the Transit Image Consolidation for \$100,000. Staff is very favorable to this item as it is a cornerstone to the Transit Vision however, staff does not believe that this item can be accomplished in this fiscal year. If it does materialize, there is ample funding in the Infrastructure Account to accomplish this.
- The additional marketing funding represents items that were initially proposed for this year but had to be cut due to reduced funding at budget time.
- The request of a staff person for events for TCDA was increased to be a staff person for NLTRA that would provide event services for the business associations as well as work on logistics for NLTRA sponsorships and events, creating greater efficiency for this expenditure.
- The NLTRA proposal still shows a significant priority for Infrastructure/Transportation at \$1,020,372 (70%) while still insuring that we remain competitive and data-driven in our Destination Marketing efforts with \$430,000 (30%).

**Staff Recommendation:** Approve NLTRA proposal with requested Board amendments as necessary

**DRAFT**

**Lake Tahoe Tourism Fund Balance Carryover**

TOT Revenue: 60% to NLTRA

\$ 1,450,372

**NLTRA PROPOSAL**

**Recommended expenses:**  
**Infrastructure Account**  
 Tahoe City Golf course LCV Challenge (R&P refund) \$25,000  
 Olympic Museum Concept Plan (R&P refund) \$12,500  
 KBCCIP Business Disruption Mitigation \$33,000  
 Discretionary Infrastructure Account \$654,872  
\$725,372

**Transportation Account**  
 Transportation Vision Economic Analysis \$25,000  
 Transportation Vision Polling \$20,000  
 Water Shuttle Expansion \$250,000  
\$295,000

Transit Image Consolidation - Logo/Implementation \$100,000

**NLTRA Marketing Dept. (need softw)**  
 Destination Visitor Marketing Plan (So Cal, San Diego) \$250,000  
 Photo and Video Assets \$30,000  
 Website Redesign \$50,000  
 Special Event Position (assist TCDA, WSA, NTBA) \$65,000  
 Intercept and HPSI Research \$35,000  
\$430,000

**Total Expenses:**  
**\$ 1,450,372**

**Recommendation:** Any unused funding would accrue back to the Infrastructure Account held in the County Treasury at the end of FY 2013-14.

**PLACER COUNTY PROPOSAL**

\$1,115,372  
 \$25,000  
 \$12,500  
 \$33,000  
 \$1,044,872  
\$1,115,372

\$100,000

\$100,000

\$235,000  
 \$200,000  
 \$35,000  
\$235,000

**\$1,450,372**

TOT Revenue: 40% to Placer County

~\$966,914

**Infrastructure Account**

\$966,914

To the extent possible, the NLTRA recommends that the Placer County portion (40%) of the fund balance generated in E. Placer County be placed in the Infrastructure Account to be spent on Infrastructure and Transportation needs of E. Placer County.



## Sandy Evans Hall

---

**From:** Jennifer Merchant [JMerchan@placer.ca.gov]  
**Sent:** Monday, August 26, 2013 12:41 PM  
**To:** Sandy Evans Hall  
**Cc:** David Boesch; Beverly Roberts  
**Subject:** Friday meeting follow up

Hi Sandy-

Because our meeting was truncated prior to having much in-depth conversation on the draft FY 2012-13 fund balance budget we provided, I am following up with a more detailed narrative on each item. I've attached the document here so you also have an electronic version available.

**Total FY 2012-13 fund balance available to the FY 2013-14 Tahoe Tourism budget: \$1,450,372**

**Squaw Valley Museum Concept Plan- \$12,500-** This is shown as a reimbursement of funds currently budgeted in Research & Planning, that would be allocated to expedite the analysis. This is an outcome of meetings with the Museum Board, Ron Treabess, and the Poulsen family, and would develop a concept plan for moving forward with the museum on the five acre gateway parcel. This amount would be matched by the Poulsen family. We hope to have a draft ready for review by Ron and the Museum board soon, and move shortly thereafter to engage a consultant.

**Tahoe City Golf Course LCV Challenge- \$25,000-** I know you're aware of this one due to discussions prior to the last Oversight Committee meeting. As with the SV Museum, this would reimburse NLTRA R&P funds used to expedite the analysis.

**KBCCIP Business Disruption Mitigation- \$33,000-** The first of a proposed two-year plan to mitigate impacts on businesses associated with the KBCCIP. This is a project expense similar to that of other communities impacted by major roadway construction projects. It is over and above project expenses associated with outreach on planned road closures. Based on direction from the BOS, this amount has already been allocated from the Tahoe Tourism budget.

**Lakeside Special Events- \$35,000-** The Tahoe City Downtown Association has requested \$35,000 to fund a part time position dedicated solely to special event development and implementation. At our urging, this will be packaged by the TCDA and come in the form of a Scope of Work, metrics and budget to the NLTRA for review. It is possible that this position could be combined for use by the West Shore Association and NTBA, but these details have not been fully discussed.

**Transit Image/Brand Consolidation- \$100,000-** As you addressed in detail Friday, this is an important step in making the current Tahoe-Truckee transit system more user friendly. This would include creation of a committee (NLTRA, TMA, Truckee, Placer), development of a single logo and brand that encompasses all transit services under one name, and implementation of website and printed collateral updates, vehicle paint schemes and bus stop sign replacement. At this point in the project development, a complete budget has not been developed, but the amount is based on estimates of various components.

**NLTRA Marketing Dept.- \$200,000-** As we discussed Friday, we will need to work with you and Andy on a scope of work prior to BOS approval.

**Infrastructure Account- \$1,044,872-** The highest priority for Placer County is ensuring adequate resources for capital projects in the Tahoe area, hence the significant allocation.

Finally, David and I think the best next step would be to sit down with your Executive Committee, Phil, Bill, Kali and Vallie, for the purpose of reviewing both the list of issues you provided and the draft budget, so that we can determine an agreed-to path forward for both issues. I'll have Beverly send out an inquiry regarding everyone's availability sometime this week.

Please let me know if you'd like to discuss any of these items in further detail. I'm out of the office this week

from Wednesday through Friday, but will be back on Tuesday.  
-Jennifer

**JENNIFER MERCHANT**  
PRINCIPAL MANAGEMENT ANALYST  
TAHOE MANAGER  
530-546-1952  
[jmerchan@placer.ca.gov](mailto:jmerchan@placer.ca.gov)

## **NLTRA/Placer County Relationship**

### **Process and Structure**

**(Met with David Boesch and Jennifer Merchant on 8/23/13 to discuss the following that might be addressed in a task force process)**

- 1. Form task force: recommend past chairs from NLTRA (ie: Ron Parson, Wally Auerbach, Alex Mourelatos, Ron McIntyre)**
- 2. Review the following for ability to provide partner needs – Autonomy, Mastery, Entrepreneurial, Sense of Purpose (NLTRA); Accountability, Risk-Averse (Placer County)**

#### **First Priority:**

- Agreement on Areas of Control/Influence – TOT, Contract, Marketing Plan, Infrastructure and Transportation funding and development, Advocacy, Chamber, Personnel**
- Mutual Goal Setting – staff, boards**

#### **Tactical Structure and Process:**

- Structure of Board – representation, size, elections**
- Process for Budget - 3 silos?, formula, priority based**
- Process for Contract – multi-year, annual**
- Process for Infrastructure/Transportation Services and Projects – staff to staff or board to board, committee involvement, community involvement**
- Staff Reports to BOS – full representation, filter, delay**
- Communications – what, when, why**
- Reporting – metrics, frequency**



**north lake tahoe**  
Chamber | CVB | Resort Association

## 2013 Board of Directors

Three seats shall be elected each year, for three (3) year term as follows. Board Members are elected in early December and their term begins in January:

- (2011-2013) Year B-General, Small Lodging, Recreation
- (2012-2014) Year C-At Large, Property Management/Real Estate, Ski Area
- (2013-2015) Year A-Large Lodging, Restaurant, Retail

**General-** Wally Auerbach (2011-2013)

**Small Lodging-** Alex Mourelatos (2011-2013)

**Recreation-** Valli Murnane (2011-2013)

**At-Large-** Brendan Madigan (2013-2014)

**Real Estate/Property Management-** Ron Parson (2012-2014)

**Ski Area-** Bill Rock (2012-2014)

**Large Lodging-** Joseph Mattioli (2013)

**Restaurant-** Phil GilanFarr Vice Chair (2013-2015)

**Retail-** Kaliopé Kopley (2013-2015)

**Placer County Board of Supervisors Appointee-** Eric Brandt (Term same length as elected official)

**Placer County Executive Office-** Jennifer Merchant (Ongoing)

**TRPA (Ex-Officio)-** Kristi Boosman (Ongoing)

- One (1) General
- One (1) Large Lodging
- One (1) Property Management/Real Estate
- One (1) Recreation
- One (1) Restaurant
- One (1) Retail
- One (1) Ski Area
- One (1) Small Lodging
- One (1) Placer County Board of Supervisors Appointee
- One (1) Placer County Executive Appointee

Each of the above-described eleven (11) directors shall be voting members of the Board. The At-Large elected director shall reside within the Placer County portion of the North Lake Tahoe Resort Association membership area as defined in Article II, Section 3, subsection (a) of these Bylaws and be a full voting member. The General elected director shall hold a state of California professional or business license and/or be licensed to do business in Placer County.

The qualifications for the remaining seven (7) of the nine (9) elected directors are that each shall be the person representing a Full Member that is a business licensed in both the state of California and County of Placer, and is qualified for the membership class of the applicable Board seat as determined by the Board. One member may not hold more than one Board seat at a time, regardless of the number of Member classes for which that member may qualify.

The Board shall also include two (2) non-voting, ex-officio members, one appointed by and to serve at the will of the Executive Director of the Tahoe Regional Planning Agency, and one to be the immediate Past Chair of the corporation who shall serve for the period of one (1) year following his or her term as Chair, provided that the Past Chair is not already serving as a director, in which case there shall be only one ex-officio member of the Board.

Section 4. TERM OF ELECTED DIRECTORS. Each elected director shall hold office for a term of three (3) years. Any elected director is eligible for re-election, except that no elected director shall serve more than two full consecutive terms.

Section 5. NOMINATION OF DIRECTORS TO BE ELECTED. The Board shall appoint an Election Committee composed of three (3) to seven (7) Members including at least one (1) Member of the Board and at least one (1) Member not currently serving on the Board. No member of the election committee can be a candidate for the election for which they are serving. The responsibilities of the Election Committee shall be:

- a. To solicit qualified candidates for nomination. To qualify, a candidate, excluding candidates for the At-Large and General

Board seats, must be an owner or manager of an active, current Member business licensed in both the state of California and County of Placer, or the designated agent of that Member, of the Membership class that he or she will represent.

To qualify, candidates for the At-Large Board seat must reside within the Placer County portion of the North Lake Tahoe Resort Association membership area as defined in Article II, Section 3, subsection (a) of these Bylaws. Candidates for the General Board seat must hold a state of California professional or business license and/or be licensed to do business in Placer County..

- b. To prepare a slate of candidates. Any Member may nominate its representatives or other Members of their respective Membership class.
- c. To give notice of the election.
- d. To conduct the election.
- e. To appoint an impartial party as inspector of Election to tally the ballots and announce the results to the Board.
- f. A list of candidates will be given to the membership with the ballot.

Section 6. ELECTION OF DIRECTORS.

- a. Election of directors shall be by written ballot.
- b. The elections will occur based on the following schedule:

Notice of the Election	45 Days prior to the election date.
Filing Deadline	Received by 5 p.m., two business days before the November Board meeting
Final Tally	Tuesday 5 p.m. before the December Board Meeting
New Board Members Take Office	January Board Meeting

- c. The Board shall formulate procedures that allow a reasonable opportunity for a nominee to communicate to Members the nominees' qualifications and the reasons for the nominees' candidacy, a reasonable opportunity for the nominee to solicit votes, and a reasonable opportunity for all Members to choose among the nominees. Without Board authorization, no corporate



**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Wednesday, August 7, 2013 – 8:30 am – 11 am**  
**Tahoe City Public Utility District**

Preliminary Minutes

**ATTENDANCE:** Phil GilanFarr, Alex Mourelatos, Valli Murnane, Kaliope Kopley, Eric Brandt, Ron Parson, Bill Rock, and Kristi Boosman

**STAFF IN ATTENDANCE:** Sandy Evans Hall, Ron Treabess, Andy Chapman, Judy Lavery-Capach, Deanna Frument, and Kim Lambert

**OTHERS IN ATTENDANCE:** Chuck Maas, Jim Morris, Dave Reid, Peter Kraatz, Steve Hoch, and Keith Vogt

**A. CALL TO ORDER - ESTABLISH QUORUM**

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

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

1 & 2. Item 9 will be moved after item 4.

**M/S/C (Kopley/Mourelatos) (6/0) to approve the agenda as amended.**

**C. PUBLIC FORUM**

Chuck Maas with Lake Tahoe Accommodations noted that last year he ran a contest with a prize of 10 days in Lake Tahoe in a British ski magazine; the contest received 38,000 entrants. He also gave the Board members a "History of Ironman." Ron Treabess stated that there were still sponsorship opportunities for the TC150 celebration.

**D. REPORTS & ACTION ITEMS**

**Organization**

3. Approve Strategic Goals 2013-16

Sandy Evans Hall presented the revised strategic goals from the Board Retreat. The highlighted sections are changes per Board recommendation. She noted that the TOT collections goal has changed to 20%, as 15% will be reached before 2016. Staff will determine action items and bring them before the Board next month.

**M/S/C (Parson/Kopley) (8/0) to approve the 2013-16 Strategic Goals.**

**Marketing**

4. Ironman Update

Dave Reid, Course Director, updated the Board on Ironman preparations:

- The Volunteer Captains' meeting was well attended.
- Meetings with law enforcement personnel are occurring.
- All permits are in.
- Outreach occurred with businesses and residents about race impacts.
- Signs will go up and mailings will go out after Labor Day.
- Volunteer opportunities are still available.
- There will be multiple radio and TV Public Service Announcements.
- Sierra Sun is collaborating on a Spectator Guide.

5. DestiMetrics (formerly MTRiP)  
Andy Chapman reviewed the June report. He commented that there were record TOT collections last summer and this summer is tracking ahead of that. Ron Parson stated that many former Cal Neva bookings are moving into Placer County. He would like to know if vacation rentals are included in the statistics and what is the total available room count.
6. Marketing Branding Process Report  
Andy Chapman reported on the Brand Review Workshop. There were 15 participants, including School of Thought (SOT). The "Pure Experience" platform was discussed. The agency (SOT) will present new ideas in a month. The message is moving away from "sanctuary" and more towards "active getaway." Alex Mourelatos noted that the drive market is very activity-focused and this message resonates with it. Valli Murnane added that visitors can fly in and have many activities available that do not require them to lug around their own equipment. Ron Parson noted that the product message is being heard. He suggested that product delivery needs to be looked at, to ensure that the delivery matches the message.
7. Special Event Grant Funding Allocation Strategy – Judy Laverty  
The Board discussed the Special Event Grant funding criteria. Estimates of room nights and attendance have been added to the document. Additional points are given to events planned for strike-zone dates. Andy Chapman clarified that this document is a scorecard. The Special Event Committee has final discretionary decision making.

**M/S/C (Parson/Mourelatos) (8/0) to approve the Special Event Funding Allocation Strategy.**

8. Getting Away Together – Vacation Homes Rental Promotion Request  
Chuck Maas and Jim Morris from Lake Tahoe Accomodations came before the Board to request funding for production of a segment the PBS series "Getting Away Together." This funding request has been denied twice by the Marketing Committee. Chuck and Jim showed the Board a video presentation about the "Getting Away Together" series. Comments were:
  - The segment is only guaranteed to run once.
  - There are no definite times/days for the segment to run.
  - The segment may show in markets that our marketing is not focused in.
  - There is no way to determine ROI.
  - The Board should rely on the Marketing Committee's recommendation regarding this request.
  - Only one season would be showcased.
  - There is no content or brand control.

Eric Brandt noted that the organization already has access to copious amounts of video. What the organization does not have is a comprehensive video strategy. The Board decided that this decision would best be made by the Marketing Co-op Committee, as that committee determines media positioning.

**Transportation/Infrastructure**

9. Funding Request for \$20,000 to Assist with Traffic Control for the IRONMAN Event  
Ron Treabess presented this funding request to the Board.

**M/S/C (Parson/Mourelatos) (8/0) to approve \$20,000 to assist with traffic control for IRONMAN event.**

**Membership**

10. Chamber Cost Benefit Analysis  
Sandy Evans Hall presented three options for the future of the Chamber of Commerce to the Board:
  - 1) Keep and strengthen
  - 2) Cease operations
  - 3) Transition Chamber functions to other organizations

Sandy suggested spending one more year on option 1. Membership Manager, Deanna Frument, is working on recruiting new members and developing retention strategies. Also, dues have been increased 5% as the last dues increase was over 5 years ago.



Deanna reviewed some membership research:

- Current membership dues are below national averages.
- Ski resorts, lodging and dining represent the largest percentage of dues revenue.
- Annual dues revenue is approximately \$117,000.
- The top three reasons to join are: businesses want to reach the visitor before they arrive, during their stay, and the ability to disseminate information to large groups.
- The top three reasons to drop are: cash flow, time constraints and perceived lack of value.
- Saturation levels have not been reached in many sectors; there are numerous potential new members.

The Board discussed the options and research and decided to support option number 1 for one more year and see how the changes in recruitment, retention and dues affect revenue. Eric Brandt suggested surveying the Chamber and Business Association membership about the 3 options. He also believes members/potential members get confused about the functions of different organizations. Steve Hoch, Tahoe City Downtown Association Executive Director, noted there is perception that the Chamber and the Business Associations are competitors for dues, not complementary organizations.

### **Community Presentation**

#### **11. Northstar California Expansion**

Bill Rock presented information about the Northstar Mountain Master Plan (NMMP). He noted that Northstar worked with Sierra Watch and the Mountain Area Preservation Foundation to develop a Habitat Management Plan (HAP). This plan is used to make decisions about potential improvements and development. The HAP divides the Northstar property into different zones; each zone supports different levels of development.

Bill noted that the proposed Forest Flyer is separate from the NMMP, as it stands on its own. This attraction would be located in Zone B (Intensive Ski Area Development) and passed the Planning Commission with a 5/0 vote.

### **E. DIRECTORS' COMMENTS**

- Kristi Boosman distributed a recent copy of Tahoe in Depth. She noted a survey of stewardship messages and the Lake Friendly Business program development.
- Phil GilanFarr has noticed an upswing in business since the middle of May. He also commented that the Tree Top Adventure course at Granlibakken is outstanding.
- Ron Parson commented that enormous progress in financial statement confidence was made under the watch of Lisa de Roulet and thinks she should be recognized for this accomplishment.
- Valli Murnane rode the Night Rider; it was jammed and greatly utilized.
- Bill Rock reported that Loryn Kastan is Northstar California's new Senior Communications Manager. Bill also rode the Water Shuttle and feels it is a great attraction that is improving over time.
- Sandy Evans Hall noted that there is a "Buy 10, Get 12" ticket promotion for the Water Shuttle.

### **F. CONSENT CALENDAR – MOTIONS**

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

12. Board Meeting Minutes – June 26, 2013

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

13. Joint Infrastructure/Transportation Committee – July 29, 2013

14. Marketing Committee – July 30, 2013

15. Business Association and Chamber Collaborative – July 10, 2013

16. Lodging Committee – No meeting in July

17. Conference Sales Directors Committee – No meeting in July

18. Finance Committee – No meeting in July

19. Executive Committee Report – July 30, 2013

20. Financial Reports for June and July will be presented at the August 29<sup>th</sup> Finance Committee meeting

- Financial Analysis for June

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

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

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

**G. MEETING REVIEW AND STAFF DIRECTION**

The following direction was given:

- Look at product delivery for destination visitors
- Determine a video strategy
- Survey Chamber of Commerce/Business Associations regarding future of the Chamber
- Transit Vision meetings
- Sandy Evans Hall will attend the WACVB CEO summit August 8-10.

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

**I. RECONVENE TO OPEN SESSION**

**J. ADJOURNMENT**

The meeting adjourned at 11:20 am.

Submitted by  
Kim Lambert  
Staff Accountant



COMMITTEE: Joint Infrastructure/Transportation  
MEETING DATE: August 26, 2013  
BOARD MEMBERS PRESENT: Alex Mourelatos, Phil GilanFarr, Wally  
Auerbach, Jennifer Merchant

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

**M/S/C (Kronkhyte/Paulson) (8-0-0) to approve the Joint Infrastructure/Transportation Committee Agenda for August 26, 2013**

**M/S/C (Merchant/Paulson) (8-0-0) to approve the Joint Infrastructure/Transportation Committee Minutes of July 29, 2013**

**M/S/C (Kronkhyte/Pang) (7-0-2 Paulson, Garner) to recommend that the NLTRA Board approve Infrastructure of up to \$26,000 to partially support the 2013/14 Coordinated Skier Shuttle Program**

**M/S/C (Mourelatos/Pang) (6-0-0) to recommends that the NLTRA Board approve Infrastructure funding of \$35,000 to the TCPUD for the design and permitting phase of the Lake Forest Boat Ramp Rehabilitation Project**

BOARD APPROVAL/DIRECTION REQUESTED:



# north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: August 27, 2013**  
**BOARD MEMBERS PRESENT: Eric Brandt**

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

Action to staff: share The Abbi Agency link for ad placement with committee members. Also make sure our committee members are signed up to receive the Abbi Agency Newsletter.

Action to staff: Get breakdown from Placer County or year-over-year comparison on TOT. Is it an increase in visitation versus increase in the amount of TOT certificates?

## **MOTIONS MADE/VOTE:**

- 3.2 M/S/C (Brandt /Maurer) (7/0) to approve the agenda with the above amendments.
- 4.1 M/S/C (Maurer/Brandt) (7/0) to approve the Marketing Committee minutes from May 28, 2013

## **BOARD APPROVAL/DIRECTION REQUESTED:**

- 5.2 M/S/C (Eric/ Becky) (7/0) to approve the staff recommended use for fund balance carry over with a change of wording on "Winter Photo Library" to "Media/Visual Assets Library" and for the Special Event Position to be reviewed in terms of how it will be interfaced with TCDA, WSA and NTBA.



**COMMITTEE: Finance**

**MEETING DATE: August 29, 2013**

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

**ACTION ITEMS TAKEN:**

Staff (with Committee and Board input) will work with Placer County to determine the use of the \$1,450,000 Fund Balance Carryover from FY 2012/13.

Staff will work with TNT/TMA to calculate more accurate capacity and load factor statistics for the North Lake Tahoe Water Shuttle that takes into consideration riders who stay on for multiple legs.

**MOTIONS MADE / VOTE:**

M/S/C (Parson/Frushon) (5/0) to approve the agenda as presented.

M/S/C (Parson/Frushon) (5/0) to approve the Finance Committee minutes of June 20, 2013.

**BOARD APPROVAL / DIRECTION REQUESTED:**

M/S/C (Parson/Frushon) (5/0) to recommend the Board of Directors approve the Unaudited FY 2012/13 Financial Statements.

M/S/C (Parson/GilanFarr) (5/0) to recommend the Board of Directors approve the July 2013 Financial Statements



**north lake tahoe**

Chamber | CVB | Resort Association

NLTRA Executive Committee

Tuesday, August 27, 2013

8:30 a.m.

NLTRA Offices

**Report**

A. Open Session

1. Items for Board Meeting Agenda – September 4

**Removed Squaw Valley Bus Shelter update, added Proposal for Fund Balance, discussion about Task Force to work with County CEO staff on process and structure, and appointment of an election committee.**

2. Update on Board/County CEO Discussion at Retreat

**Sandy related the conversation with the CEO staff, David and Jennifer, on Friday, talking about the structure and processes that could be changed to provide for a better working relationship and provide both partners with their needs.**

3. TOT Carryover proposals (Placer County/NLTRA Staff)

**Sandy shared the County's proposal for the use of the Fund Balance of \$1,450,000 along with an explanation prepared by Jennifer. She also shared the NLTRA staff's proposal. It was recommended that both proposals be combined on one sheet to show that the majority of the County's requests were honored. It was also recommended that the NLTRA's proposal be taken to the appropriate committees to get their blessing and/or input.**

4. Resort Triangle Vision Coalition – potential service and funding scenarios, next steps  
**Sandy discussed the progress to date and said she would be presenting that progress to the Truckee Town Council that evening. The board will be getting a presentation next week. All the major potential partners will get a presentation to insure that all are supportive of the concept at this time before we have another Transit Summit.**

5. Tahoe City Visioning workshop August 28 at Granlibakken

**Sandy mentioned the workshop on August 28 in the evening to go through the Tahoe City Visioning Options with the Tahoe City Design Team and the general public.**

6. CEO Evaluation

**Sandy will be providing all the information for evaluation to Phil by the end of the week and he will forward to the Exec. Committee for review.**

7. Board Elections – suggestions for change in process

**There will be 5 positions on the ballot this year: Brendan Madigan has to run for one year left on his term, Joseph Mattioli will be on the ballot for the remaining two years of his term, Wally Auerbach, Valli Murnane, and Alex Mourelatos are at the end of their 3 year terms. No one is term limited at this time. It was recommended that an item be added to the board agenda to form an election committee.**

8. Staff changes: Marc Sabella, Deanna's resignation

**Marc will be joining us on Sept. 3 and will be at the August 29 Finance Committee meeting to meet the committee members. Deanna's resignation was very sudden, effective the morning of her scheduled review. The review was not going to be positive and would have had the same outcome of her leaving. The position is currently posted in the Sierra Sun.**

**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the Twelve Months Ending June 30, 2013**





August 29, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the June 2013 Financial Statements

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

- Membership dues are down due to write-offs of non-renewing members; however, actual revenue is ahead of last year at this time.
- Membership Activities revenue is down as is corresponding expense.
- Marketing Commissions are down due to slow sales of the Ski Tahoe North interchangeable lift ticket.
- Conference Commissions are under budget; some expected groups did not arrive.
- Merchandise Sales and corresponding Cost of Goods sold are over budget due to strong sales in the Tahoe City Visitors Information Center.
- Visitor Information Miscellaneous revenue and Membership Commissions are under budget; anticipated sales opportunities have not yet materialized.
- Conference salaries are over budget due to higher than anticipated sales commissions.
- Rent, Insurance/Bonding, Supplies, and Equipment Rental/Leasing expense are over budget in some departments due to the expansion of operations.
- Telephone is over budget in some departments due to expansion of operations and call-time issues (now resolved) with Charter Communications.
- Special Events, Market Study Reports, and Miscellaneous Programs expense is under budget; cuts were made to decrease net loss for the year.
- Market Study Reports is under budget; cuts were made to decrease net loss for the year.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Automobile expenses are over budget in some departments, but under budget in others, resulting in 68% of budget consumed.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.

North Lake Tahoe Resort Association

**BALANCE SHEET**

Jun 30, 2013

Assets	June 30, 2013	June 30, 2012
<b>Current Assets</b>		
Petty Cash	500	500
Cash - Operations Acct #6712	549,620	699,140
Cash - Payroll Account #7421	13,480	16,479
Marketing Cooperative Cash	41,876	217,829
Cash - Infrastructure #8163	303,769	40,939
UBS Cash	8,856	8,557
Cash in Drawer	300	355
Accounts Receivable	59,476	121,951
A/R - Sales Estimates	9,429	4,064
A/R - TOT Funding	408,188	443,558
Undeposited Funds	352	28
WebLink Accounts Receivable	21,325	-
Inventory Asset	17,542	13,048
AR TOT Transportation NLTRA	112,926.00	103,200.00
AR TOT Transp County Held	108,781.00	0.00
AR TOT Infrastructure County	1,764,405.68	4,962,993.01
AR TOT Infra NLTRA Held	33,006.67	0.00
<b>Total Current Assets</b>	<b>3,498,709</b>	<b>6,877,248</b>
<b>Property and Equipment</b>		
Furniture & Fixtures	67,102	64,991
Accum. Depr. - Furn & Fix	(61,802)	(53,388)
Computer Equipment	41,344	41,344
Accum. Depr. - Computer Equip	(39,940)	(37,923)
Computer Software	30,050	20,187
Accum. Amort. - Software	(23,620)	(20,188)
Leasehold Improvements	24,284	23,284
Accum. Amort - Leasehold Impr	(23,467)	(23,284)
<b>Total Property and Equipment</b>	<b>13,951</b>	<b>15,024</b>
<b>Other Assets</b>		
Prepaid Expenses	43,307	49,888
Prepaid Insurance	4,797	4,709
<b>Total Other Assets</b>	<b>48,103</b>	<b>54,597</b>
<b>Total Assets</b>	<b>3,560,764</b>	<b>6,946,869</b>
<b>Liabilities and Net Assets</b>		
	2013	2012
<b>Current Liabilities</b>		
Accounts Payable	147,705	869,122
Salaries / Wages Payable	35,874	59,843
Empl. Federal Tax Payable	1,544	1,496
FUTA Taxes Payable	-	48
401 (k) Plan	655	16,136
Estimated PTO Liability	62,415	60,883
Sales and Use Tax Payable	1,302	2,425
Ski Tahoe North lift tickets	-	2,857
Marketing Cooperative Liabili	41,876	217,829
Intra-Company Borrowings	(139)	(962)
AFW Suspense Account	-	(4,590)
Payroll Liabilities	3,732	4,350
Deferred Rev - Membership Dues	81,113	71,321
Def Revenue - Other	19,441	13,456
Deferred Support	2,154,100	4,648,436
Deferred Sup- Infra Maint. Res	142,096	150,000
<b>Total Current Liabilities</b>	<b>2,689,889</b>	<b>6,112,651</b>
<b>Long-Term Liabilities</b>		
<b>Total Liabilities</b>	<b>2,689,889</b>	<b>6,112,651</b>
<b>Net Assets</b>		
Unrestricted Net Assets	442,564	305,763
Designated Marketing Reserve	293,110	293,110
Designated Infra Maint Reserve	98,544	98,544
Net Income	36,657	136,800
<b>Total Net Assets</b>	<b>870,875</b>	<b>834,218</b>
<b>Total Liabilities and Net Assets</b>	<b>3,560,764</b>	<b>6,946,869</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
For the year ended Jun 30, 2013  
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
<b>Revenue</b>								
716,305	1,679,330	Placer County TOT Funding	4,802,574	5,157,553	(354,979)	7,531,382	5,157,553	93%
9,821	10,355	Membership	115,298	124,265	(8,967)	107,375	124,265	93%
(1,045)	1,457	Revenues-Membership Activities	36,259	53,833	(17,574)	57,205	53,833	67%
300	744	Revenue-Tue AM Breakfast Club	9,529	8,927	602	12,572	8,927	107%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	352	-	-
867	-	Non-retail VIC income	3,561	-	3,561	120	-	-
9,569	22,010	Commissions	79,734	107,000	(27,266)	144,081	107,000	75%
9,809	8,000	Merchandise Sales	89,187	79,000	10,187	26,648	79,000	113%
-	3,679	Miscellaneous	75	35,000	(34,925)	(3)	35,000	0%
<b>745,626</b>	<b>1,725,575</b>	<b>Total Revenue</b>	<b>5,136,217</b>	<b>5,565,578</b>	<b>(429,361)</b>	<b>7,958,679</b>	<b>5,565,578</b>	<b>92%</b>
20	-	Purchases - Resale Items	40	-	40	-	-	-
<b>20</b>	<b>-</b>	<b>Total Cost of Goods Sold</b>	<b>40</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Expenses</b>								
81,344	107,998	Salaries & Wages	1,204,771	1,238,204	33,433	1,227,753	1,238,204	97%
15,541	14,843	Rent	185,688	178,091	(7,597)	138,437	178,091	104%
3,169	1,647	Telephone	37,055	23,309	(13,746)	28,162	23,309	159%
210	281	Mail - USPS	3,976	3,370	(606)	4,175	3,370	118%
1,270	790	Insurance/Bonding	14,124	9,485	(4,639)	8,934	9,485	149%
1,157	1,165	Supplies	14,367	13,918	(449)	17,043	13,918	103%
33	-	Visitor Communications - Other	483	-	(483)	230	-	-
1,107	1,145	Depreciation	14,047	13,762	(285)	13,395	13,762	102%
300	928	Equipment Support & Maintenance	10,171	11,140	969	13,955	11,140	91%
4	375	Taxes, Licenses & Fees	2,318	3,334	1,016	2,914	3,334	70%
-	171	Miscellaneous Expense	371	684	313	8	684	54%
1,897	1,399	Equipment Rental/Leasing	21,469	16,828	(4,641)	15,481	16,828	128%
-	642	Training Seminars	2,091	3,100	1,009	2,190	3,100	67%
-	860	Public Outreach	-	3,735	3,735	-	3,735	0%
(135)	1,000	Professional Fees	27,873	26,975	(898)	30,880	26,975	103%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
17,158	11,837	Research & Planning	80,924	82,000	1,076	66,957	82,000	99%
377,985	90,333	Transportation Projects	817,692	977,000	159,308	783,348	977,000	84%
13,532	1,363,831	Infrastructure Projects	1,113,621	1,363,831	250,210	996,691	1,363,831	82%
-	-	Golf Course	-	-	0	2,495,000	-	#DIV/0!
87,156	-	Marketing Programs	195,966	196,600	634	195,752	196,600	100%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
27,936	47,653	Special Events	173,458	190,153	16,695	180,172	190,153	91%
594	3,410	Membership Activities	26,733	45,580	18,847	43,212	45,580	59%
584	500	Tuesday Morning Breakfast Club	8,847	6,000	(2,847)	9,659	6,000	147%
-	-	Classified Ads	477	-	(477)	3,897	-	-
70	-	Promotions/Giveaways	995	-	(995)	41	-	-
-	13,000	Market Study Reports/Research	13,433	18,000	4,567	84,327	18,000	75%
80,762	80,545	Marketing Cooperative/Media	969,144	966,566	(2,578)	1,092,000	966,566	100%
-	-	Media/Collateral/Production	-	-	0	189,149	-	-
52,615	47,717	Miscellaneous Programs	79,007	88,731	9,724	17,238	88,731	89%
-	10,000	Conference - PUD	-	10,000	10,000	10,164	10,000	0%
10,570	4,000	Cost of Goods Sold	47,543	33,000	(14,543)	21,863	33,000	144%
300	290	Associate Relations	1,854	3,075	1,221	2,917	3,075	60%
327	417	Board Functions	3,958	5,000	1,042	9,125	5,000	79%
349	367	Credit Card Fees	5,950	3,400	(2,550)	3,264	3,400	175%
633	922	Automobile Expenses	7,526	11,058	3,532	10,352	11,058	68%
128	183	Meats/Meetings	4,299	2,160	(2,139)	2,795	2,160	199%
(40)	275	Dues & Subscriptions	5,456	5,172	(284)	10,710	5,172	105%
-	631	Travel	2,269	8,238	5,969	9,172	8,238	28%
-	-	Bad Debt	300	-	(300)	-	-	-
<b>776,556</b>	<b>1,809,155</b>	<b>Total Operating Expenses</b>	<b>5,101,256</b>	<b>5,566,499</b>	<b>465,243</b>	<b>7,823,309</b>	<b>5,566,499</b>	<b>92%</b>
251	183	Revenues- Interest & Investment	590	2,200	1,610	1,429	2,200	27%
103	-	Purchase Discounts	103	-	(103)	-	-	#DIV/0!
<b>(30,596)</b>	<b>(83,397)</b>	<b>Net Income (Loss)</b>	<b>35,614</b>	<b>1,279</b>	<b>34,335</b>	<b>136,799</b>	<b>1,279</b>	<b>-</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
For the year ended Jun 30, 2013  
All Departments excl infra and Transport

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	11, 30, 42, 60, 70 Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
<b>Revenue</b>								
203,434	203,432	Placer County TOT Funding	2,449,118	2,449,116	2	2,796,474	2,449,116	100%
9,821	10,355	Membership	115,298	124,265	(8,967)	107,375	124,265	93%
(1,045)	1,457	Revenues-Membership Activities	36,259	53,833	(17,574)	57,205	53,833	67%
300	744	Revenue-Tue AM Breakfast Club	9,529	8,927	602	12,572	8,927	107%
-	-	Special Events Autumn Food&Wii	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	352	-	-
867	-	Non-retail VIC Income	3,561	-	3,561	120	-	-
9,569	22,010	Commissions	79,734	107,000	(27,266)	144,081	107,000	75%
9,809	8,000	Merchandise Sales	89,187	79,000	10,187	26,648	79,000	113%
-	3,679	Miscellaneous	75	35,000	(34,925)	(3)	35,000	0%
<b>232,755</b>	<b>249,677</b>	<b>Total Revenue</b>	<b>2,782,761</b>	<b>2,857,141</b>	<b>(74,380)</b>	<b>3,223,771</b>	<b>2,857,141</b>	<b>97%</b>
20	-	Purchases - Resale Items	40	-	40	-	-	-
20	-	<b>Total Cost of Goods Sold</b>	<b>40</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Expenses</b>								
57,162	93,734	Salaries & Wages	1,040,609	1,073,944	33,335	1,076,303	1,073,944	97%
14,220	13,629	Rent	166,777	163,529	(3,248)	121,712	163,529	102%
2,758	1,380	Telephone	31,670	19,541	(12,129)	23,499	19,541	162%
208	280	Mail - USPS	3,950	3,355	(595)	4,149	3,355	118%
1,193	657	Insurance/Bonding	13,185	7,885	(5,300)	7,455	7,885	167%
1,120	973	Supplies	13,440	11,618	(1,822)	15,255	11,618	116%
33	-	Visitor Communications - Other	483	-	(483)	230	-	-
930	961	Depreciation	11,800	11,554	(246)	11,283	11,554	102%
268	813	Equipment Support & Maintenan	9,068	9,750	682	12,743	9,750	93%
4	375	Taxes, Licenses & Fees	2,202	2,134	(68)	1,824	2,134	103%
-	-	Miscellaneous Expense	371	-	(371)	8	-	-
1,560	1,162	Equipment Rental/Leasing	17,655	13,988	(3,667)	12,739	13,988	126%
-	600	Training Seminars	2,091	2,600	509	1,813	2,600	80%
-	416	Public Outreach	-	1,662	1,662	-	1,662	0%
(135)	1,000	Professional Fees	27,873	26,975	(898)	30,880	26,975	103%
87,156	-	Marketing Programs	195,966	196,600	634	195,752	196,600	100%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
27,936	47,653	Special Events	173,458	190,153	16,695	180,172	190,153	91%
594	3,410	Membership Activities	26,547	45,580	19,033	43,212	45,580	58%
584	500	Tuesday Morning Breakfast Club	8,847	6,000	(2,847)	9,659	6,000	147%
-	-	Classified Ads	477	-	(477)	3,337	-	-
70	-	Promotions/Giveaways	995	-	(995)	41	-	-
-	13,000	Market Study Reports/Research	13,433	18,000	4,567	84,327	18,000	75%
80,762	80,545	Marketing Cooperative/Media	969,144	966,566	(2,578)	1,092,000	966,566	100%
-	-	Media/Collateral/Production	-	-	0	189,149	-	-
52,615	47,717	Miscellaneous Programs	79,007	88,731	9,724	17,238	88,731	89%
-	10,000	Conference - PUD	-	10,000	10,000	10,164	10,000	0%
10,570	4,000	Cost of Goods Sold	47,543	33,000	(14,543)	21,863	33,000	144%
286	252	Associate Relations	1,814	2,825	1,011	2,706	2,825	64%
327	417	Board Functions	3,958	5,000	1,042	9,125	5,000	79%
349	367	Credit Card Fees	5,950	3,400	(2,550)	3,264	3,400	175%
372	405	Automobile Expenses	5,522	4,858	(664)	6,952	4,858	114%
76	158	Meals/Meetings	3,925	1,960	(1,965)	2,714	1,960	200%
(40)	250	Dues & Subscriptions	5,335	5,000	(335)	10,566	5,000	107%
-	631	Travel	2,269	8,238	5,969	9,172	8,238	28%
-	-	Bad Debt	300	-	(300)	-	-	-
<b>340,978</b>	<b>325,285</b>	<b>Total Operating Expenses</b>	<b>2,885,664</b>	<b>2,934,446</b>	<b>48,782</b>	<b>3,290,253</b>	<b>2,934,446</b>	<b>98%</b>
251	150	Revenues- Interest & Investment	590	1,800	1,210	1,089	1,800	33%
103	-	Purchase Discounts	103	-	(103)	-	-	#DIV/0!
-6,329	-6,399	Allocated	(75,943)	(76,785)	(842)	(77,108)	(76,785)	0%
<b>(101,560)</b>	<b>(69,059)</b>	<b>Net Income (Loss)</b>	<b>(26,307)</b>	<b>1,280</b>	<b>27,587</b>	<b>11,715</b>	<b>1,280</b>	<b>-</b>

**North Lake Tahoe Resort Association**  
**Departmental Summary**  
 For the Year Ending Jun 30, 2013

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
<b>Revenue</b>										
Plecer County TOT Funding	1,783,840	362,098	313,180	2,449,118	1,001,122	0	0	1,001,122	1,352,334	4,802,574
Membership	-	7,850	-	7,850	-	107,448	-	107,448	-	115,298
Revenues-Membership Activities	-	-	-	-	-	36,259	-	36,259	-	36,259
Revenue-Tue AM Breakfast Club	-	-	-	-	-	9,529	-	9,529	-	9,529
Non-retail V/C Income	-	-	3,561	3,561	-	-	-	3,561	-	3,561
Commissions	669	79,064	-	79,734	-	-	-	79,734	-	79,734
Merchandise Sales	-	-	89,187	89,187	-	-	-	89,187	-	89,187
Miscellaneous	-	-	-	-	-	-	75	75	-	75
<b>Total Revenue</b>	<b>1,784,509</b>	<b>439,012</b>	<b>405,928</b>	<b>2,629,450</b>	<b>1,001,122</b>	<b>153,236</b>	<b>75</b>	<b>1,154,433</b>	<b>1,352,334</b>	<b>5,136,217</b>
Purchases - Resale Items	-	-	40	40	-	-	-	-	-	40
Total Cost of Goods Sold	-	-	40	40	-	-	-	-	-	40
<b>Operating Expenses</b>										
Salaries & Wages	275,431	213,370	197,191	685,992	80,223	74,793	279,824	434,840	83,939	1,204,771
Rent	20,875	10,518	104,454	135,847	7,427	7,427	23,503	36,358	11,483	185,688
Telephone	11,396	2,988	5,346	19,729	2,660	3,763	8,178	14,601	2,725	37,055
Mail - USPS	949	900	739	2,588	13	733	629	1,375	13	3,976
Insurance/Bonding	2,735	2,628	3,424	8,787	470	1,265	3,133	4,868	489	14,124
Supplies	2,485	863	5,350	8,698	437	1,435	3,307	5,179	490	14,367
Visitor Communications - Other	75	-	408	483	-	-	-	483	-	483
Depreciation	3,512	1,825	1,826	7,164	1,124	1,124	3,512	5,759	1,124	14,047
Equipment Support & Maintenance	2,522	1,399	1,646	5,567	551	551	2,949	4,052	551	10,171
Taxes, Licenses & Fees	380	94	568	1,062	58	58	1,062	1,198	58	2,318
Miscellaneous Expense	22	-	22	22	-	-	-	349	-	371
Equipment Rental/Leasing	2,483	2,212	6,049	10,743	1,907	4,017	2,894	8,819	1,907	21,469
Training Seminars	1,137	-	1,137	1,137	-	180	774	954	-	2,091
Professional Fees	-	-	3,053	3,053	160	160	24,660	24,820	-	27,873
Research & Planning	-	-	-	-	3,000	-	-	3,000	-	3,000
Transportation Projects	-	-	-	-	29,606	-	-	29,606	51,318	80,924
Infrastructure Projects	-	-	-	-	817,692	-	-	817,692	65,900	883,592
Marketing Programs	195,966	-	-	195,966	-	-	-	195,966	1,047,721	1,047,721
Special Events	173,458	-	-	173,458	-	-	-	173,458	-	195,966
Membership Activities	183	93	93	368	93	26,087	93	26,272	93	26,733
Tuesday Morning Breakfast Club	-	-	-	-	-	8,847	-	8,847	-	8,847
Classified Ads	-	-	-	-	-	477	-	477	-	477
Promotions/Giveaways	223	772	-	995	-	-	-	995	-	995
Market Study Reports/Research	13,433	-	-	13,433	-	-	-	13,433	-	13,433
Marketing Cooperative/Media	835,152	133,992	-	969,144	-	-	-	969,144	-	969,144
Miscellaneous Programs	74,190	-	4,595	78,785	-	222	-	79,007	-	79,007
Cost of Goods Sold	-	-	47,543	47,543	-	-	-	47,543	-	47,543
Associate Relations	107	384	502	1,003	7	46	766	819	33	1,854
Board Functions	-	-	-	-	-	-	-	-	-	-
Credit Card Fees	475	-	3,032	3,507	-	-	3,958	3,958	-	3,958
Automobile Expenses	1,863	1,277	1,980	5,119	1,000	2,443	262	2,443	1,004	5,960
Meals/Meetings	2,345	117	472	2,934	46	141	670	1,402	328	7,526
Dues & Subscriptions	1,242	1,470	-	2,712	61	601	2,022	2,683	61	4,299
Travel	2,205	-	65	2,269	-	-	-	2,269	-	5,456
Bad Debt	300	-	-	300	-	-	-	300	-	2,269
<b>Total Operating Expenses</b>	<b>1,625,144</b>	<b>374,913</b>	<b>388,956</b>	<b>2,389,008</b>	<b>946,375</b>	<b>134,691</b>	<b>362,565</b>	<b>1,443,630</b>	<b>1,269,217</b>	<b>5,101,256</b>
<b>Operating Income (Loss)</b>	<b>159,365</b>	<b>64,099</b>	<b>17,532</b>	<b>241,002</b>	<b>54,747</b>	<b>18,545</b>	<b>(362,490)</b>	<b>(289,197)</b>	<b>83,117</b>	<b>34,921</b>
Revenues- Interest & Investment	-	-	-	-	-	-	590	590	-	590
Purchase Discounts	-	-	103	103	-	-	-	-	-	103
Allocated	134,142	81,989	47,552	263,684	33,849	34,948	(374,575)	(305,778)	42,094	-
<b>Net Income (Loss)</b>	<b>25,223</b>	<b>(17,890)</b>	<b>(29,917)</b>	<b>(22,579)</b>	<b>20,898</b>	<b>(16,403)</b>	<b>12,675</b>	<b>(17,171)</b>	<b>41,023</b>	<b>35,614</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the Year Ended Jun 30, 2013  
Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
<b>Revenue</b>								
148,173	148,171	Placer County TOT Funding	1,783,840	1,783,838	2	2,147,191	1,783,838	100%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Commissions	669	7,000	(6,331)	2,771	7,000	10%
<b>148,173</b>	<b>148,171</b>	<b>Total Revenue</b>	<b>1,784,509</b>	<b>1,790,838</b>	<b>(6,329)</b>	<b>2,228,909</b>	<b>1,790,838</b>	<b>100%</b>
<b>Operating Expenses</b>								
18,506	23,957	Salaries & Wages	275,431	282,026	6,595	293,695	282,026	98%
-	-	Sales Commissions	-	-	-	10,349	-	-
1,858	1,631	Rent	20,875	19,577	(1,298)	23,388	19,577	107%
1,295	300	Telephone	11,396	4,488	(6,908)	8,977	4,488	254%
12	85	Mail - USPS	949	1,020	71	1,253	1,020	93%
241	200	Insurance/Bonding	2,735	2,400	(335)	2,218	2,400	114%
112	388	Supplies	2,485	4,601	2,116	4,148	4,601	54%
-	-	Visitor Communications - Other	75	-	(75)	-	-	-
277	284	Depreciation	3,512	3,430	(82)	3,402	3,430	102%
150	150	Equipment Support & Maintenance	2,522	1,800	(722)	3,737	1,800	140%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
228	163	Equipment Rental/Leasing	2,483	2,000	(483)	1,920	2,000	124%
-	-	Training Seminars	1,137	-	(1,137)	1,069	-	-
87,156	-	Marketing Programs	195,966	196,600	634	195,752	196,600	100%
-	-	Autumn Food & Wine	-	-	-	78,947	-	-
27,936	47,653	Special Events	173,458	190,153	16,695	180,172	190,153	91%
-	-	Membership Activities	183	-	(183)	-	-	-
-	-	Classified Ads	-	-	-	200	-	-
-	-	Promotions/Giveaways	223	-	(223)	-	-	-
-	13,000	Market Study Reports/Research	13,433	18,000	4,567	84,327	18,000	75%
69,596	69,101	Marketing Cooperative/Media	835,152	829,243	(5,909)	938,000	829,243	101%
-	-	Media/Collateral/Production	-	-	-	165,156	-	-
52,615	47,675	Miscellaneous Programs	74,190	87,675	13,485	1,550	87,675	85%
69	50	Associate Relations	107	400	293	443	400	27%
-	125	Credit Card Fees	475	500	25	387	500	95%
48	150	Automobile Expenses	1,863	1,800	(63)	1,944	1,800	104%
46	100	Meals/Meetings	2,345	1,200	(1,145)	2,044	1,200	195%
-	-	Dues & Subscriptions	1,242	1,500	258	6,884	1,500	83%
-	631	Travel	2,205	7,574	5,369	6,876	7,574	29%
-	-	Bad Debt	300	-	(300)	-	-	-
<b>260,145</b>	<b>205,643</b>	<b>Total Operating Expenses</b>	<b>1,625,144</b>	<b>1,656,220</b>	<b>31,076</b>	<b>2,017,042</b>	<b>1,656,220</b>	<b>98%</b>
11,179	11,262	Allocated	134,142	135,142	1,000	148,843	135,142	99%
<b>(123,151)</b>	<b>(68,734)</b>	<b>Net Income (Loss)</b>	<b>25,223</b>	<b>(524)</b>	<b>25,747</b>	<b>63,024</b>	<b>(524)</b>	<b>-</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the Year Ended Jun 30, 2013  
Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
<b>Revenue</b>								
29,246	29,246	Placer County TOT Funding	352,098	352,098	0.00	327,833	352,098	100%
716	541	Membership	7,850	6,497	1,353.00	6,354	6,497	121%
9,569	21,593	Commissions	79,064	95,000	(15,936.00)	141,310	95,000	83%
<b>39,531</b>	<b>51,380</b>	<b>Total Revenue</b>	<b>439,012</b>	<b>453,595</b>	<b>(14,583.00)</b>	<b>475,497</b>	<b>453,595</b>	<b>97%</b>
<b>Operating Expenses</b>								
13,935	16,829	Salaries & Wages	213,370	198,340	(15,030)	195,338	198,340	108%
931	835	Rent	10,518	10,014	(504)	11,939	10,014	105%
220	246	Telephone	2,988	3,408	420	3,666	3,408	88%
17	65	Mail - USPS	900	780	(120)	1,007	780	115%
241	100	Insurance/Bonding	2,628	1,200	(1,428)	1,111	1,200	219%
31	149	Supplies	863	1,782	919	1,656	1,782	48%
144	150	Depreciation	1,826	1,800	(26)	1,714	1,800	101%
26	108	Equipment Support & Maintene	1,399	1,300	(99)	1,303	1,300	108%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
197	142	Equipment Rental/Leasing	2,212	1,700	(512)	1,619	1,700	130%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
70	-	Promotions/Giveaways	772	-	(772)	41	-	-
11,166	11,444	Marketing Cooperative/Media	133,992	137,323	3,331	154,000	137,323	98%
-	10,000	Conference - PUD	-	10,000	10,000	10,164	10,000	0%
44	42	Associate Relations	394	500	106	476	500	79%
111	80	Automobile Expenses	1,277	958	(319)	1,065	958	133%
-	-	Meals/Meetings	117	-	(117)	45	-	-
-	-	Dues & Subscriptions	1,470	1,500	30	1,990	1,500	98%
-	-	Travel	-	-	-	-	-	-
-	-	Bad Debt	-	-	-	-	-	-
<b>27,133</b>	<b>40,190</b>	<b>Total Operating Expenses</b>	<b>374,913</b>	<b>370,735</b>	<b>(4,178)</b>	<b>387,290</b>	<b>370,735</b>	<b>101%</b>
6,832	6,914	Allocated	81,989	82,965	976	86,164	82,965	99%
<b>5,566</b>	<b>4,276</b>	<b>Net Income (Loss)</b>	<b>(17,890)</b>	<b>(105)</b>	<b>(17,785)</b>	<b>2,043</b>	<b>(105)</b>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the Year Ended Jun 30, 2013  
Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
<b>Revenue</b>								
\$ 380,029	95,560	Placer County TOT Funding	1,001,122	1,146,566	(145,444)	1,040,543	1,146,566	87%
<b>380,029</b>	<b>95,560</b>	<b>Total Revenue</b>	<b>1,001,122</b>	<b>1,146,566</b>	<b>(145,444)</b>	<b>1,040,543</b>	<b>1,146,566</b>	<b>87%</b>
<b>Operating Expenses</b>								
15,612	6,953	Salaries & Wages	80,223	80,239	16	70,249	80,239	100%
600	586	Rent	7,427	7,034	(393)	8,362	7,034	106%
206	171	Telephone	2,660	2,328	(332)	2,332	2,328	114%
1	-	Mail - USPS	13	-	(13)	9	-	-
38	67	Insurance/Bonding	470	800	330	744	800	59%
19	67	Supplies	437	800	363	787	800	55%
89	92	Depreciation	1,124	1,104	(20)	1,062	1,104	102%
16	56	Equipment Support & Maintenance	551	670	119	556	670	82%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
168	117	Equipment Rental/Leasing	1,907	1,400	(507)	1,371	1,400	136%
-	444	Public Outreach	-	1,773	1,773	-	1,773	0%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
2,625	7,500	Research & Planning	29,606	30,000	394	32,838	30,000	99%
377,985	90,333	Transportation Projects	817,692	977,000	159,308	783,348	977,000	84%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	280	-	-
7	13	Associate Relations	7	150	143	105	150	5%
131	350	Automobile Expenses	1,000	4,200	3,200	1,691	4,200	24%
-	-	Meals/Meetings	46	100	54	41	100	46%
-	-	Dues & Subscriptions	61	72	11	72	72	85%
<b>397,557</b>	<b>106,749</b>	<b>Total Operating Expenses</b>	<b>946,375</b>	<b>1,112,770</b>	<b>166,395</b>	<b>906,912</b>	<b>1,112,770</b>	<b>85%</b>
2,821	2,816	Allocated	33,849	33,796	(53)	36,161	33,796	100%
<b>(20,349)</b>	<b>(14,005)</b>	<b>Net Income (Loss)</b>	<b>20,898</b>	<b>-</b>	<b>20,898</b>	<b>97,470</b>	<b>-</b>	<b>-</b>



North Lake Tahoe Resort Association

**BUDGET TO ACTUAL**

for the year ended Jun 30, 2013

Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
<b>Revenue</b>								
26,014	26,014	Placer County TOT Funding	313,180	313,180	0	321,450	313,180	100%
0	0	Revenues - Retail - Nontaxable	0	0	0	352	0	-
867	0	Non-retail VIC income	3,561	0	3,561	120	0	-
9,809	8,000	Merchandise Sales	89,187	79,000	10,187	26,648	79,000	113%
0	3,679	Miscellaneous	0	35,000	(35,000)	70	35,000	0%
<b>36,690</b>	<b>37,693</b>	<b>Total Revenue</b>	<b>405,928</b>	<b>427,180</b>	<b>(21,252)</b>	<b>348,640</b>	<b>427,180</b>	<b>95%</b>
20	0	Purchases - Resale Items	40	0	(40)	0	0	
20	0	<b>Total Cost of Goods Sold</b>	<b>40</b>	<b>0</b>	<b>(40)</b>	<b>0</b>	<b>0</b>	
<b>Operating Expenses</b>								
12,247	20,582	Salaries & Wages	197,191	215,026	17,835	183,691	215,026	92%
-	-	Sales Commissions	-	-	-	5,236	-	-
8,575	8,943	Rent	104,454	107,294	2,840	52,454	107,294	97%
328	155	Telephone	5,346	2,328	(3,018)	2,130	2,328	230%
121	15	Mail - USPS	739	180	(559)	349	180	411%
317	83	Insurance/Bonding	3,424	1,000	(2,424)	1,111	1,000	342%
384	83	Supplies	5,350	1,000	(4,350)	4,476	1,000	535%
33	0	Visitor Communications - Other	408	0	(408)	230	0	-
144	149	Depreciation	1,826	1,788	(38)	1,714	1,788	102%
26	150	Equipment Support & Maintenance	1,646	1,800	154	3,614	1,800	91%
0	0	Taxes, Licenses & Fees	588	206	(382)	672	206	285%
526	333	Equipment Rental/Leasing	6,049	4,000	(2,049)	4,220	4,000	151%
0	0	Training Seminars	0	1,000	1,000	0	1,000	0%
-135	250	Professional Fees	3,053	4,975	1,922	1,430	4,975	61%
0	0	Membership Activities	93	0	(93)	432	0	-
0	0	Classified Ads	0	0	0	1,137	0	-
0	0	Media/Collateral/Production	0	0	0	23,993	0	-
0	42	Miscellaneous Programs	4,595	500	(4,095)	15,688	500	919%
10,570	4,000	Cost of Goods Sold	47,543	33,000	(14,543)	21,863	33,000	144%
77	29	Associate Relations	502	350	(152)	424	350	143%
176	58	Credit Card Fees	3,032	700	(2,332)	713	700	433%
206	25	Automobile Expenses	1,980	300	(1,680)	2,139	300	660%
0	0	Meals/Meetings	472	60	(412)	132	60	787%
0	0	Dues & Subscriptions	0	0	0	36	0	#DIV/0!
0	0	Travel	65	0	0	0	0	-
<b>33,595</b>	<b>34,897</b>	<b>Total Operating Expenses</b>	<b>388,356</b>	<b>375,507</b>	<b>(12,849)</b>	<b>327,884</b>	<b>375,507</b>	<b>103%</b>
103	0	Purchase Discounts	103	0	0	0	0	#DIV/0!
103	0	<b>Total Other Income</b>	<b>103</b>	<b>0</b>	<b>(103)</b>	<b>0</b>	<b>0</b>	<b>#DIV/0!</b>
3,963	3,814	Allocated	47,552	45,764	(1,788)	64,868	45,764	0%
<b>-785</b>	<b>(1,018)</b>	<b>Net Income (Loss)</b>	<b>(29,917)</b>	<b>5,909</b>	<b>(35,826)</b>	<b>(44,112)</b>	<b>5,909</b>	

**North Lake Tahoe Resort Association**

**BUDGET TO ACTUAL**

For the Year Ended Jun 30, 2013

Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
<b>Revenue</b>								
132,842	1,380,338	Placer County TOT Funding	1,352,334	1,561,871	(209,537)	3,694,365	1,561,871	87%
<b>132,842</b>	<b>1,380,338</b>	<b>Total Revenue</b>	<b>1,352,334</b>	<b>1,561,871</b>	<b>(209,537)</b>	<b>3,694,365</b>	<b>1,561,871</b>	<b>87%</b>
<b>Operating Expenses</b>								
8,570	7,312	Salaries & Wages	83,939	84,021	82	76,892	84,021	100%
-	-	Sales Commissions	-	-	-	2,155	-	-
660	627	Rent	11,483	7,528	(3,955)	8,362	7,528	153%
206	96	Telephone	2,725	1,440	(1,285)	2,332	1,440	189%
1	1	Mail - USPS	13	15	2	18	15	87%
38	67	Insurance/Bonding	469	800	331	735	800	59%
19	125	Supplies	490	1,500	1,010	1,001	1,500	33%
89	92	Depreciation	1,124	1,104	(20)	1,051	1,104	102%
16	60	Equipment Support & Maintenance	551	720	169	656	720	77%
-	-	Taxes, Licenses & Fees	58	1,100	1,042	1,025	1,100	5%
-	171	Miscellaneous Expense	-	684	684	-	684	0%
168	120	Equipment Rental/Leasing	1,907	1,440	(467)	1,370	1,440	132%
-	42	Training Seminars	-	500	500	378	500	0%
-	-	Public Outreach	-	300	300	-	300	0%
14,533	4,337	Research & Planning	51,318	52,000	682	34,119	52,000	99%
13,532	1,363,831	Infrastructure Projects	1,113,621	1,363,831	250,210	3,491,691	1,363,831	82%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	0	280	-	-
7	25	Associate Relations	33	100	67	105	100	33%
131	167	Automobile Expenses	1,004	2,000	996	1,710	2,000	50%
52	25	Meals/Meetings	328	100	(228)	39	100	328%
-	25	Dues & Subscriptions	61	100	39	72	100	61%
<b>38,022</b>	<b>1,377,123</b>	<b>Total Operating Expenses</b>	<b>1,269,217</b>	<b>1,519,283</b>	<b>250,066</b>	<b>3,623,991</b>	<b>1,519,283</b>	<b>84%</b>
-	33	Revenues- Interest & Investment	-	400	400	339	400	-
3,508	3,582	Allocated	42,094	42,988	894	40,947	42,988	98%
<b>91,312</b>	<b>(334)</b>	<b>Net Income (Loss)</b>	<b>41,023</b>	<b>-</b>	<b>41,023</b>	<b>29,766</b>	<b>-</b>	

North Lake Tahoe Resort Association

**BUDGET TO ACTUAL**

For the Year Ended Jun 30, 2013

Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
<b>Revenue</b>								
9,105	9,814	Membership	107,448	117,768	(10,320)	101,021	117,768	91%
(1,045)	1,457	Revenues-Membership Activities	36,259	53,833	(17,574)	57,205	53,833	67%
300	744	Revenue-Tue AM Breakfast Clut	9,529	8,927	602	12,572	8,927	107%
-	417	Commissions	-	5,000	(5,000)	-	5,000	0%
<b>8,360</b>	<b>12,432</b>	<b>Total Revenue</b>	<b>153,236</b>	<b>185,528</b>	<b>(32,292)</b>	<b>170,798</b>	<b>185,528</b>	
<b>Operating Expenses</b>								
5,794	6,716	Salaries & Wages	74,793	78,352	3,559	71,131	78,352	95%
660	589	Rent	7,427	7,068	(359)	8,398	7,068	105%
308	196	Telephone	3,763	2,640	(1,123)	2,798	2,640	143%
-	50	Mail - USPS	733	600	(133)	764	600	122%
114	65	Insurance/Bonding	1,265	785	(480)	735	785	161%
103	83	Supplies	1,435	1,000	(435)	1,287	1,000	144%
89	92	Depreciation	1,124	1,104	(20)	1,052	1,104	102%
16	79	Equipment Support & Maintenanc	551	950	399	806	950	58%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
349	242	Equipment Rental/Leasing	4,017	2,900	(1,117)	2,800	2,900	139%
-	-	Training Seminars	180	1,000	820	-	1,000	18%
-	-	Professional Fees	160	-	(160)	-	-	-
594	3,410	Membership Activities	26,087	45,580	19,493	42,781	45,580	57%
584	500	Tuesday Morning Breakfast Club	8,847	6,000	(2,847)	9,659	6,000	147%
-	-	Classified Ads	477	-	(477)	755	-	-
-	-	Miscellaneous Programs	222	556	334	-	556	40%
21	31	Associate Relations	46	375	329	337	375	12%
173	183	Credit Card Fees	2,443	2,200	(243)	2,164	2,200	111%
-	125	Automobile Expenses	141	1,500	1,359	1,212	1,500	9%
-	25	Meals/Meetings	321	300	(21)	118	300	107%
-	250	Dues & Subscriptions	601	1,000	399	838	1,000	60%
-	-	Travel	-	664	664	-	664	0%
-	-	Bad Debt	-	-	-	-	-	-
<b>8,805</b>	<b>12,636</b>	<b>Total Operating Expenses</b>	<b>134,691</b>	<b>154,639</b>	<b>19,948</b>	<b>147,700</b>	<b>154,639</b>	<b>87%</b>
2,912	2,907	Allocated	34,948	34,889	59	38,852	34,889	100%
<b>(3,357)</b>	<b>(3,111)</b>	<b>Net Income (Loss)</b>	<b>(16,403)</b>	<b>(4,000)</b>	<b>(12,403)</b>	<b>(15,754)</b>	<b>(4,000)</b>	<b>410%</b>

North Lake Tahoe Resort Association

**BUDGET TO ACTUAL**

For the Year Ended Jun 30, 2013

Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (100%)
-	-	<b>Revenue</b>						
-	-	Miscellaneous	75	-	75	(73)	-	-
-	-	<b>Total Revenue</b>	<b>75</b>	<b>-</b>	<b>75</b>	<b>(73)</b>	<b>-</b>	<b>-</b>
		<b>Operating Expenses</b>						
18,680	25,649	Salaries & Wages	291,824	300,200	8,376	305,095	300,200	97%
-	-	Sales Commissions	-	-	-	11,768	-	-
1,986	1,631	Rent	23,293	19,577	(3,716)	25,533	19,577	119%
607	482	Telephone	8,178	6,676	(1,502)	5,927	6,676	122%
58	65	Mail - USPS	629	775	146	776	775	81%
279	208	Insurance/Bonding	3,133	2,500	(633)	2,278	2,500	125%
490	270	Supplies	3,307	3,235	(72)	3,689	3,235	102%
277	286	Depreciation	3,512	3,432	(80)	3,402	3,432	102%
50	325	Equipment Support & Maintenance	2,949	3,900	951	3,284	3,900	76%
4	375	Taxes, Licenses & Fees	1,082	1,500	418	776	1,500	72%
-	-	Miscellaneous Expense	349	-	(349)	8	-	-
261	282	Equipment Rental/Leasing	2,894	3,388	494	2,180	3,388	85%
-	600	Training Seminars	774	600	(174)	744	600	129%
-	416	Public Outreach	-	1,662	1,662	-	1,662	0%
-	750	Professional Fees	24,660	22,000	(2,660)	29,450	22,000	112%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,195	-	-
76	100	Associate Relations	766	1,200	434	1,025	1,200	64%
327	417	Board Functions	3,958	5,000	1,042	9,125	5,000	79%
6	25	Automobile Expenses	262	300	38	593	300	87%
30	33	Meals/Meetings	670	400	(270)	376	400	168%
(40)	-	Dues & Subscriptions	2,022	1,000	(1,022)	818	1,000	202%
-	-	Travel	-	-	-	2,297	-	-
<b>23,091</b>	<b>31,914</b>	<b>Total Operating Expenses</b>	<b>374,355</b>	<b>377,345</b>	<b>2,990</b>	<b>410,339</b>	<b>377,345</b>	<b>99%</b>
(31,215)	(31,295)	Allocated	(374,575)	(375,545)	(970)	(415,836)	(375,545)	100%
<b>8,375</b>	<b>(469)</b>	<b>Net Income (Loss)</b>	<b>885</b>	<b>-</b>	<b>885</b>	<b>6,513</b>	<b>-</b>	<b>-</b>

**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the One Month Ending July 31, 2013**



August 29, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the July 2013 Financial Statements

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

- Conference Commissions are under budget; properties have not sent billing information.
- Merchandise Sales are over budget due to strong sales in the Tahoe City Visitors Information Center.
- Special Events expense is under budget due to timing; budgeted money will be spent.
- Research & Planning (incl R&P Membership) is over budget due to timing.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.

**North Lake Tahoe Resort Association**  
**BALANCE SHEET**  
 Jul 31, 2013

Assets	July 31, 2013	July 31, 2012	June 30, 2013
<b>Current Assets</b>			
Petty Cash	500	500	500
Cash - Operations Acct #6712	521,403	622,773	549,620
Cash - Payroll Account #7421	12,941	17,105	13,480
Marketing Cooperative Cash	41,876	111,202	41,876
Cash - Infrastructure #8163	449,587	47,950	303,769
UBS Cash	8,860	8,562	8,856
Cash in Drawer	462	2,482	300
Accounts Receivable	45,336	113,868	59,476
A/R - Sales Estimates	7,077	860	9,429
A/R - TOT Funding	2,421,346	2,670,894	408,188
Undeposited Funds	450	225	352
WebLink Accounts Receivable	10,215	0	21,325
Inventory Asset	17,355	15,307	17,542
AR TOT Transportation NLTRA	839,044	729,156	112,926
AR TOT Transp County Held	108,781	469,000	108,781
AR TOT Infrastructure County	2,782,406	6,320,030	1,764,406
AR TOT Infra NLTRA Held	243,032	198,040	33,007
AR TOT Infra Maintenance County	150,000	0	0
<b>Total Current Assets</b>	<b>7,705,552</b>	<b>11,572,612</b>	<b>3,498,709</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furn & Fix	(62,548)	(54,081)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equip	(39,940)	(38,139)	(39,940)
Computer Software	30,050	28,659	30,050
Accum. Amort. - Software	(23,911)	(20,423)	(23,620)
Leasehold Improvements	24,284	23,284	24,284
Accum. Amort. - Leasehold Impr	(23,484)	(23,284)	(23,467)
<b>Total Property and Equipment</b>	<b>14,564</b>	<b>22,350</b>	<b>13,951</b>
<b>Other Assets</b>			
Prepaid Expenses	41,161	47,510	45,132
Prepaid Insurance	11,389	10,815	4,797
<b>Total Other Assets</b>	<b>52,550</b>	<b>58,325</b>	<b>49,928</b>
<b>Total Assets</b>	<b><u>7,772,666</u></b>	<b><u>11,653,287</u></b>	<b><u>3,562,588</u></b>
<b>Liabilities and Net Assets</b>			
	2013	2012	2013
<b>Current Liabilities</b>			
Accounts Payable	228,309	775,398	148,745
Salaries / Wages Payable	35,874	65,843	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401 (k) Plan	(3,167)	11,976	655
Estimated PTO Liability	62,415	60,883	62,415
Sales and Use Tax Payable	330	831	1,302
Ski Tahoe North lift tickets	0	2,857	0
Marketing Cooperative Liabili	41,876	111,202	41,876
Intra-Company Borrowings	(41)	(984)	(139)
AFW Suspense Account	12,000	(7,766)	0
Payroll Liabilities	2,801	3,644	3,732
Deferred Rev - Membership Dues	71,898	64,568	81,113
Def Revenue - Other	19,374	13,456	19,441
Deferred Support	2,099,366	2,244,962	(0)
Deferred Support-Trans NLTRA	665,608	621,093	0
Deferred Support - Trans County	108,781	469,000	108,781
Deferred Support - Infra County	3,063,318	6,005,473	2,045,318
Deferred Support Infra NLTRA	192,524	181,537	1
Deferred Sup- Infra Maint. Res	292,096	150,000	142,096
<b>Total Current Liabilities</b>	<b>6,894,907</b>	<b>10,775,517</b>	<b>2,692,754</b>
<b>Long-Term Liabilities</b>			
<b>Total Liabilities</b>	<b>6,894,907</b>	<b>10,775,517</b>	<b>2,692,754</b>
<b>Net Assets</b>			
Unrestricted Net Assets	478,181	442,564	442,564
Designated Marketing Reserve	293,110	293,110	293,110
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income	7,924	43,552	35,617
<b>Total Net Assets</b>	<b><u>877,759</u></b>	<b><u>877,770</u></b>	<b><u>869,835</u></b>
<b>Total Liabilities and Net Assets</b>	<b><u>7,772,666</u></b>	<b><u>11,653,287</u></b>	<b><u>3,562,588</u></b>

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
<b>Revenue</b>								
268,863	268,863	Placer County TOT Funding	268,863	268,863	0	277,119	3,226,360	8%
-	84,840	Cap Imp Funding - Placer Held	-	84,840	(84,840)	-	1,018,080	
10,592	10,686	Membership	10,592	10,686	(94)	9,438	128,232	8%
675	900	Revenues-Membership Activities	675	900	(225)	367	53,750	1%
1,200	769	Revenue-Tue AM Breakfast Club	1,200	769	431	138	9,228	13%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	
1,017	500	Non-retail VIC income	1,017	500	517	-	7,000	-
2,848	15,000	Commissions	2,848	15,000	(12,152)	1,988	190,360	1%
17,531	12,500	Merchandise Sales	17,531	12,500	5,031	11,875	87,900	20%
-	-	Miscellaneous	-	-	0	75	-	
<b>302,726</b>	<b>394,058</b>	<b>Total Revenue</b>	<b>302,726</b>	<b>394,058</b>	<b>(91,332)</b>	<b>301,000</b>	<b>4,723,410</b>	<b>6%</b>
<b>Operating Expenses</b>								
92,642	99,762	Salaries & Wages	92,642	99,762	7,120	97,120	1,307,366	7%
15,354	16,265	Rent	15,354	16,265	911	14,945	186,345	8%
3,338	3,105	Telephone	3,338	3,105	(233)	2,175	37,274	9%
376	320	Mail - USPS	376	320	(56)	204	3,854	10%
1,270	1,258	Insurance/Bonding	1,270	1,258	(12)	853	15,065	8%
1,204	3,650	Supplies	1,204	3,650	2,446	4,294	14,528	8%
-	-	Visitor Communications - Other	-	-	0	-	408	-
1,053	1,198	Depreciation	1,053	1,198	145	1,145	14,421	7%
1,150	970	Equipment Support & Maintenance	1,150	970	(180)	700	11,635	10%
4	332	Taxes, Licenses & Fees	4	332	328	28	4,052	0%
-	29	Miscellaneous Expense	-	29	29	-	350	0%
2,048	1,794	Equipment Rental/Leasing	2,048	1,794	(254)	2,123	21,494	10%
-	-	Training Seminars	-	-	0	-	1,005	0%
200	-	Public Outreach	200	-	(200)	-	3,776	5%
-	-	Professional Fees	-	-	0	1,650	19,250	0%
3,000	-	Research & Planning Membership	3,000	-	(3,000)	-	5,000	60%
10,189	6,870	Research & Planning	10,189	6,870	(3,319)	12,028	82,000	12%
577	19,750	Transportation Projects	577	19,750	19,173	-	322,000	0%
59,106	-	Infrastructure Projects	59,106	-	(59,106)	31,592	1,018,080	6%
-	-	Marketing Programs	-	-	0	-	100,000	0%
1,354	10,000	Special Events	1,354	10,000	8,646	806	305,000	0%
416	440	Membership Activities	416	440	24	350	30,482	1%
705	737	Tuesday Morning Breakfast Club	705	737	32	570	8,844	8%
90,000	90,000	Marketing Cooperative/Media	90,000	90,000	0	80,762	795,000	11%
-	-	Media/Collateral/Production	-	-	0	-	1,574	-
-	-	Miscellaneous Programs	-	-	0	175	100,469	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
7,555	6,625	Cost of Goods Sold	7,555	6,625	(930)	3,250	46,587	16%
17	35	Associate Relations	17	35	18	-	2,165	1%
183	384	Board Functions	183	384	201	754	4,605	4%
562	468	Credit Card Fees	562	468	(94)	531	5,346	11%
568	733	Automobile Expenses	568	733	165	372	9,301	6%
30	231	Meals/Meetings	30	231	201	195	3,545	1%
1,060	996	Dues & Subscriptions	1,060	996	(64)	880	5,518	19%
929	453	Travel	929	453	201	-	6,934	13%
<b>294,890</b>	<b>266,405</b>	<b>Total Operating Expenses</b>	<b>294,890</b>	<b>266,405</b>	<b>(28,485)</b>	<b>257,502</b>	<b>4,501,273</b>	<b>7%</b>
10	-	Revenues- Interest & Investment	10	-	(10)	57	-	
79	-	Purchase Discounts	79	-	0	-	-	
0	1	Allocated	0	1	1	0	(2)	0%
-	1	<b>Total Other Expenses</b>	-	1	1	-	(2)	-
<b>7,925</b>	<b>127,652</b>	<b>Net Income (Loss)</b>	<b>7,925</b>	<b>127,652</b>	<b>(119,727)</b>	<b>43,555</b>	<b>222,139</b>	<b>-</b>



**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes In Net Assets**  
For the month ended Jul 31, 2013  
All Departments excl Infra and Transpora

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	11, 30, 42, 60, 70 Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
<b>Revenue</b>								
190,851	190,851	Placer County TOT Funding	190,851	190,851	0	204,153	2,290,217	8%
10,492	10,286	Membership	10,492	10,286	206	9,438	123,432	9%
100	400	New Member Fees	100	400	(300)	-	4,800	
675	900	Revenues-Membership Activities	675	900	(225)	367	53,750	1%
1,200	769	Revenue-Tue AM Breakfast Club	1,200	769	431	138	9,228	13%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	
1,017	500	Non-retail VIC income	1,017	500	517	-	7,000	-
2,848	15,000	Commissions	2,848	15,000	(12,152)	1,988	190,360	1%
17,531	12,500	Merchandise Sales	17,531	12,500	5,031	11,875	87,900	20%
-	-	Miscellaneous	-	-	0	75	-	
<b>224,714</b>	<b>231,206</b>	<b>Total Revenue</b>	<b>224,714</b>	<b>231,206</b>	<b>(6,492)</b>	<b>228,034</b>	<b>2,769,187</b>	<b>8%</b>
<b>Operating Expenses</b>								
81,284	87,434	Salaries & Wages	81,284	87,434	6,150	85,035	1,133,278	7%
14,088	14,346	Rent	14,088	14,346	258	13,807	163,394	9%
2,687	2,688	Telephone	2,687	2,688	1	1,734	32,256	8%
376	320	Mail - USPS	376	320	(56)	200	3,830	10%
1,193	1,142	Insurance/Bonding	1,193	1,142	(51)	711	13,713	9%
1,085	3,515	Supplies	1,085	3,515	2,430	4,148	12,917	8%
-	-	Visitor Communications - Other	-	-	0	-	408	-
884	1,012	Depreciation	884	1,012	128	962	12,149	7%
954	871	Equipment Support & Maintenance	954	871	(83)	628	10,447	9%
4	294	Taxes, Licenses & Fees	4	294	290	28	3,525	0%
-	29	Miscellaneous Expense	-	29	29	-	350	-
1,683	1,500	Equipment Rental/Leasing	1,683	1,500	(183)	1,753	18,001	9%
-	-	Training Seminars	-	-	0	-	1,005	0%
-	-	Professional Fees	-	-	0	1,650	19,250	0%
-	-	Marketing Programs	-	-	0	-	100,000	0%
1,354	10,000	Special Events	1,354	10,000	8,646	806	305,000	0%
416	440	Membership Activities	416	440	24	350	30,482	1%
705	737	Tuesday Morning Breakfast Club	705	737	32	570	8,844	8%
90,000	90,000	Marketing Cooperative/Media	90,000	90,000	0	80,762	795,000	11%
-	-	Media/Collateral/Production	-	-	0	-	1,574	-
-	-	Miscellaneous Programs	-	-	0	175	100,469	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
7,555	6,625	Cost of Goods Sold	7,555	6,625	(930)	3,250	46,587	16%
17	35	Associate Relations	17	35	18	-	1,963	1%
183	384	Board Functions	183	384	201	754	4,605	4%
562	468	Credit Card Fees	562	468	(94)	531	5,346	11%
362	424	Automobile Expenses	362	424	62	261	5,601	6%
30	231	Meals/Meetings	30	231	201	195	3,220	1%
1,015	996	Dues & Subscriptions	1,015	996	(19)	880	5,378	19%
929	453	Travel	929	453	(19)	-	6,934	13%
<b>207,366</b>	<b>223,944</b>	<b>Total Operating Expenses</b>	<b>207,366</b>	<b>223,944</b>	<b>16,578</b>	<b>199,190</b>	<b>2,853,526</b>	<b>7%</b>
10	-	Revenues- Interest & Investment	10	-	(10)	57	-	
79	-	Purchase Discounts	79	-	0	-	-	
(7207)	(7206)	Allocated	(7207)	(7206)	1	(6329)	(86478)	0%
<b>24,644</b>	<b>14,468</b>	<b>Net Income (Loss)</b>	<b>24,644</b>	<b>14,468</b>	<b>10,176</b>	<b>35,230</b>	<b>2,139</b>	<b>-</b>

**North Lake Tahoe Resort Association  
Departmental Summary  
For the Month Ending Jul 31, 2013**

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
<b>Revenue</b>										
Placer County TOT Funding	139,442	24,951	26,458	190,851	60,510	0	0	60,510	17,502	268,863
Membership	-	786	-	786	-	9,706	-	9,706	-	10,492
New Member Fees	-	-	-	-	-	100	-	100	-	100
Revenues-Membership Activities	-	-	-	-	-	675	-	675	-	675
Revenue-Tue AM Breakfast Club	-	-	-	-	-	1,200	-	1,200	-	1,200
Non-retail VIC income	-	-	1,017	1,017	-	-	-	-	-	1,017
Commissions	-	2,848	17,531	2,848	-	-	-	-	-	2,848
Merchandise Sales	-	-	-	17,531	-	-	-	-	-	17,531
<b>Total Revenue</b>	<b>139,442</b>	<b>28,585</b>	<b>45,006</b>	<b>213,033</b>	<b>60,510</b>	<b>11,681</b>	<b>-</b>	<b>72,191</b>	<b>17,502</b>	<b>302,726</b>
<b>Operating Expenses</b>										
Salaries & Wages	20,596	15,262	17,726	53,584	5,228	5,451	22,249	32,928	6,130	92,642
Rent	1,783	894	8,804	11,482	633	633	1,973	3,240	633	15,354
Telephone	953	271	424	1,648	325	299	740	1,365	325	3,338
Mail - USPS	-	192	123	315	-	21	39	60	-	376
Insurance/Bonding	241	241	317	800	38	114	279	432	38	1,270
Supplies	207	81	544	831	50	50	204	303	70	1,204
Depreciation	263	137	137	537	84	84	263	432	84	1,053
Equipment Support & Maintenance	350	178	128	656	98	48	250	396	98	1,150
Taxes, Licenses & Fees	-	-	-	-	-	-	4	4	-	4
Equipment Rental/Leasing	264	235	443	942	183	149	592	924	183	2,048
Public Outreach	-	-	-	-	-	-	-	-	200	200
Research & Planning	-	-	-	-	3,000	-	-	3,000	-	3,000
Transportation Projects	-	-	-	-	5,325	-	-	5,325	4,864	10,189
Infrastructure Projects	-	-	-	-	577	-	-	577	-	577
Special Events	1,354	-	-	1,354	-	-	-	-	59,106	59,106
Membership Activities	-	-	-	-	-	-	-	-	-	1,354
Tuesday Morning Breakfast Club	-	-	-	-	-	416	-	416	-	416
Marketing Cooperative/Media	80,000	10,000	-	90,000	-	705	-	705	-	705
Cost of Goods Sold	-	-	7,555	7,555	-	-	-	-	-	7,555
Associate Relations	-	-	-	-	-	-	17	17	-	17
Board Functions	-	-	-	-	-	-	183	183	-	183
Credit Card Fees	-	-	310	310	-	252	-	252	-	562
Automobile Expenses	132	-	230	362	103	-	-	103	-	568
Meals/Meetings	30	-	-	30	-	-	-	-	-	30
Dues & Subscriptions	925	-	-	925	23	45	45	113	23	1,060
Travel	-	-	-	-	-	-	929	929	-	929
<b>Total Operating Expenses</b>	<b>107,098</b>	<b>27,491</b>	<b>38,741</b>	<b>171,331</b>	<b>15,667</b>	<b>8,267</b>	<b>27,767</b>	<b>51,704</b>	<b>71,857</b>	<b>294,890</b>
<b>Operating Income (Loss)</b>	<b>32,344</b>	<b>1,094</b>	<b>8,265</b>	<b>41,702</b>	<b>44,843</b>	<b>3,414</b>	<b>(27,767)</b>	<b>20,487</b>	<b>(54,355)</b>	<b>7,836</b>
Revenues- Interest & Investment	-	-	-	-	-	-	10	10	-	10
Purchase Discounts	-	-	79	79	-	-	-	-	-	79
Total Other Income	-	-	79	79	-	-	10	10	-	89
Allocated	15,778	3,746	3,490	23,014	2,989	2,989	(33,210)	(27,232)	4,218	-
Total Other Expenses	15,778	3,746	3,490	23,014	2,989	2,989	(33,210)	(27,232)	4,218	-
<b>Net Income (Loss)</b>	<b>16,566</b>	<b>(2,652)</b>	<b>4,854</b>	<b>18,767</b>	<b>41,854</b>	<b>425</b>	<b>5,453</b>	<b>47,729</b>	<b>(58,573)</b>	<b>7,925</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the Month Ended Jul 31, 2013  
Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
		<b>Revenue</b>						
139,442	139,442	Placer County TOT Funding	139,442	139,442	0	148,697	1,673,310	8%
<b>139,442</b>	<b>139,442</b>	<b>Total Revenue</b>	<b>139,442</b>	<b>139,442</b>	<b>0</b>	<b>148,697</b>	<b>1,673,310</b>	<b>8%</b>
		<b>Operating Expenses</b>						
20,596	22,141	Salaries & Wages	20,596	22,141	1,545	21,777	307,095	7%
1,783	1,813	Rent	1,783	1,813	30	1,594	21,760	8%
953	884	Telephone	953	884	(69)	627	10,606	9%
-	96	Mail - USPS	-	96	96	8	1,150	0%
241	241	Insurance/Bonding	241	241	-	213	2,891	8%
207	276	Supplies	207	276	69	1,069	3,307	6%
263	301	Depreciation	263	301	38	286	3,617	7%
350	200	Equipment Support & Maintenance	350	200	(150)	113	2,401	15%
-	59	Taxes, Licenses & Fees	-	59	59	-	709	0%
264	220	Equipment Rental/Leasing	264	220	(44)	305	2,638	10%
-	-	Training Seminars	-	-	-	-	425	-
-	-	Marketing Programs	-	-	-	-	100,000	0%
1,354	10,000	Special Events	1,354	10,000	8,646	806	305,000	0%
80,000	80,000	Marketing Cooperative/Media	80,000	80,000	-	69,596	675,000	12%
-	-	Miscellaneous Programs	-	-	-	175	36,500	0%
-	-	Associate Relations	-	-	-	-	103	0%
-	16	Credit Card Fees	-	16	16	-	201	0%
132	183	Automobile Expenses	132	183	51	-	2,192	6%
30	130	Meals/Meetings	30	130	100	195	1,564	2%
925	116	Dues & Subscriptions	925	116	(809)	-	1,387	67%
-	453	Travel	-	453	453	-	5,434	0%
<b>107,098</b>	<b>117,129</b>	<b>Total Operating Expenses</b>	<b>107,098</b>	<b>117,129</b>	<b>10,031</b>	<b>96,764</b>	<b>1,483,980</b>	<b>7%</b>
15,778	15,778	Allocated	15,778	15,778	-	11,179	189,330	8%
<b>16,566</b>	<b>6,535</b>	<b>Net Income (Loss)</b>	<b>16,566</b>	<b>6,535</b>	<b>10,031</b>	<b>40,754</b>	<b>-</b>	<b>-</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the Month Ended Jul 31, 2013  
Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
<b>Revenue</b>								
24,951	24,951	Placer County TOT Funding	24,951	24,951	0	29,350	299,406	8%
786	600	Membership	786	600	186	658	7,200	11%
2,848	15,000	Commissions	2,848	15,000	(12,152)	1,988	190,360	1%
<b>28,585</b>	<b>40,551</b>	<b>Total Revenue</b>	<b>28,585</b>	<b>40,551</b>	<b>(11,966)</b>	<b>31,996</b>	<b>496,966</b>	<b>6%</b>
<b>Operating Expenses</b>								
15,262	17,903	Salaries & Wages	15,262	17,903	2,641	14,961	233,044	7%
894	922	Rent	894	922	28	797	11,052	8%
271	281	Telephone	271	281	10	173	3,366	8%
192	66	Mail - USPS	192	66	(126)	78	781	25%
241	223	Insurance/Bonding	241	223	(18)	107	2,680	9%
81	77	Supplies	81	77	(4)	101	921	9%
137	157	Depreciation	137	157	20	149	1,883	7%
178	138	Equipment Support & Maintenance	178	138	(40)	59	1,653	11%
-	15	Taxes, Licenses & Fees	-	15	15	-	177	0%
235	188	Equipment Rental/Leasing	235	188	(47)	231	2,255	10%
10,000	10,000	Marketing Cooperative/Media	10,000	10,000	-	11,166	120,000	8%
-	-	Miscellaneous Programs	-	-	-	-	63,000	0%
-	-	Conference - PUD	-	-	-	-	8,000	0%
-	35	Associate Relations	-	35	35	-	425	0%
-	91	Automobile Expenses	-	91	91	-	1,097	0%
-	18	Meals/Meetings	-	18	18	-	215	-
-	-	Dues & Subscriptions	-	-	-	-	1,470	0%
-	-	Travel	-	-	-	-	-	-
-	-	Bad Debt	-	-	-	-	-	-
<b>27,491</b>	<b>30,114</b>	<b>Total Operating Expenses</b>	<b>27,491</b>	<b>30,114</b>	<b>2,623</b>	<b>27,822</b>	<b>452,019</b>	<b>6%</b>
3,746	3,746	Allocated	3,746	3,746	-	6,832	44,947	8%
<b>(2,652)</b>	<b>6,691</b>	<b>Net Income (Loss)</b>	<b>(2,652)</b>	<b>6,691</b>	<b>(9,343)</b>	<b>(2,658)</b>	<b>-</b>	

North Lake Tahoe Resort Association

**BUDGET TO ACTUAL**

For the Month Ended Jul 31, 2013

Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
<b>Revenue</b>								
\$ 60,510	60,510	Placer County TOT Funding	60,510	60,510	0	56,463	726,118	8%
<b>60,510</b>	<b>60,510</b>	<b>Total Revenue</b>	<b>60,510</b>	<b>60,510</b>	<b>0</b>	<b>56,463</b>	<b>726,118</b>	<b>8%</b>
<b>Operating Expenses</b>								
5,228	6,164	Salaries & Wages	5,228	6,164	936	5,635	87,044	6%
633	1,266	Rent	633	1,266	633	569	15,189	4%
325	222	Telephone	325	222	(103)	188	2,667	12%
-	-	Mail - USPS	-	-	-	2	8	-
38	56	Insurance/Bonding	38	56	18	72	676	6%
50	53	Supplies	50	53	3	63	633	8%
84	95	Depreciation	84	95	11	92	1,136	7%
98	49	Equipment Support & Maintenance	98	49	(49)	36	584	17%
-	-	Taxes, Licenses & Fees	-	-	-	-	60	0%
183	145	Equipment Rental/Leasing	183	145	(38)	185	1,738	11%
-	-	Public Outreach	-	-	-	-	950	0%
3,000	-	Research & Planning Membership	3,000	-	(3,000)	-	5,000	60%
5,325	2,500	Research & Planning	5,325	2,500	(2,825)	1,653	30,000	18%
577	19,750	Transportation Projects	577	19,750	19,173	-	322,000	0%
-	-	Associate Relations	-	-	-	-	102	0%
103	192	Automobile Expenses	103	192	89	56	2,300	4%
-	-	Meals/Meetings	-	-	-	-	125	0%
23	-	Dues & Subscriptions	23	-	89	-	40	58%
<b>15,667</b>	<b>30,492</b>	<b>Total Operating Expenses</b>	<b>15,667</b>	<b>30,492</b>	<b>14,825</b>	<b>8,551</b>	<b>470,252</b>	<b>3%</b>
2,989	2,989	Allocated	2,989	2,989	-	2,821	35,866	8%
<b>41,854</b>	<b>27,029</b>	<b>Net Income (Loss)</b>	<b>41,854</b>	<b>27,029</b>	<b>(14,825)</b>	<b>45,091</b>	<b>220,000</b>	<b>-</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
for the month ended Jul 31, 2013  
Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
<b>Revenue</b>								
26,458	26,463	Placer County TOT Funding	26,458	26,458	0	26,458	317,501	8%
1,017	1,000	Non-retail VIC income	1,017	500	517	1,392	7,000	-
17,531	8,000	Merchandise Sales	17,531	12,500	5,031	17,531	87,900	20%
<b>45,006</b>	<b>35,463</b>	<b>Total Revenue</b>	<b>45,006</b>	<b>39,458</b>	<b>5,548</b>	<b>45,381</b>	<b>412,401</b>	<b>11%</b>
<b>Operating Expenses</b>								
17,726	12,878	Salaries & Wages	17,726	18,120	394	37,371	192,532	9%
8,804	7,670	Rent	8,804	8,882	78	16,999	97,828	9%
424	463	Telephone	424	460	36	624	5,523	8%
123	42	Mail - USPS	123	37	(86)	154	449	27%
317	294	Insurance/Bonding	317	288	(29)	317	3,462	9%
544	0	Supplies	544	2,773	2,229	544	4,027	14%
0	102	Visitor Communications - Other	0	0	0	0	408	-
137	156	Depreciation	137	157	20	137	1,883	7%
128	175	Equipment Support & Maintenance	128	175	47	128	2,100	6%
0	90	Taxes, Licenses & Fees	0	93	93	146	1,110	0%
443	502	Equipment Rental/Leasing	443	506	63	443	6,068	7%
0	900	Professional Fees	0	0	0	0	900	0%
0	0	Media/Collateral/Production	0	0	0	0	1,574	-
0	969	Miscellaneous Programs	0	0	0	0	969	0%
7,555	4,240	Cost of Goods Sold	7,555	6,625	(930)	7,555	46,587	16%
0	0	Associate Relations	0	0	0	0	275	0%
310	237	Credit Card Fees	310	238	(72)	310	2,579	12%
230	150	Automobile Expenses	230	150	(80)	230	1,800	13%
0	118	Meals/Meetings	0	0	0	0	442	0%
<b>36,741</b>	<b>28,986</b>	<b>Total Operating Expenses</b>	<b>36,741</b>	<b>38,504</b>	<b>1,763</b>	<b>64,958</b>	<b>370,516</b>	<b>10%</b>
79	0	Purchase Discounts	79	0	(79)	79	-	
79	0	<b>Total Other Income</b>	79	0	(79)	79	-	
3,490	3,495	Allocated	3,490	3,490	0	3,490	\$ 41,885	8%
<b>4,854</b>	<b>2,982</b>	<b>Net Income (Loss)</b>	<b>4,854</b>	<b>(2,536)</b>	<b>7,390</b>	<b>(22,988)</b>	<b>0</b>	

North Lake Tahoe Resort Association

**BUDGET TO ACTUAL**

For the Month Ended Jul 31, 2013  
Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
<b>Revenue</b>								
17,502	17,502	Placer County TOT Funding	17,502	17,502	0	16,503	210,025	8%
-	84,840	Cap Imp Funding - Placer Held	-	84,840	(84,840)	-	1,018,080	
<b>17,502</b>	<b>102,342</b>	<b>Total Revenue</b>	<b>17,502</b>	<b>102,342</b>	<b>84,840</b>	<b>16,503</b>	<b>1,228,105</b>	<b>1%</b>
<b>Operating Expenses</b>								
6,130	6,164	Salaries & Wages	6,130	6,164	34	6,450	87,044	7%
-	-	Squaw Valley Olympic Museum	-	-	-	-	150,000	
-	-	North Tahoe Public Ice Skating	-	-	-	-	180,000	
-	-	Homewood Trail Construction	-	-	-	-	200,000	
-	-	Kings Beach Pier	-	-	-	-	10,000	
-	-	Truckee River Corridor Access	-	-	-	-	36,000	
633	653	Rent	633	653	20	569	7,762	8%
325	195	Telephone	325	195	(130)	253	2,351	14%
-	-	Mail - USPS	-	-	0	2	16	0%
38	60	Insurance/Bonding	38	60	22	71	676	6%
70	82	Supplies	70	82	12	83	978	7%
84	91	Depreciation	84	91	7	92	1,136	7%
98	50	Equipment Support & Maintenance	98	50	(48)	36	604	16%
-	38	Taxes, Licenses & Fees	-	38	38	-	467	0%
183	149	Equipment Rental/Leasing	183	149	(34)	185	1,755	10%
200	-	Public Outreach	200	-	(200)	-	2,826	7%
4,864	4,370	Research & Planning	4,864	4,370	(494)	10,375	52,000	9%
59,106	-	Infrastructure Projects	59,106	-	(59,106)	31,592	442,080	13%
-	-	Associate Relations	-	-	0	-	100	0%
103	117	Automobile Expenses	103	117	14	56	1,400	7%
-	-	Meals/Meetings	-	-	0	-	200	0%
23	-	Dues & Subscriptions	23	-	(23)	-	100	23%
<b>71,857</b>	<b>11,969</b>	<b>Total Operating Expenses</b>	<b>71,857</b>	<b>11,969</b>	<b>(59,888)</b>	<b>49,764</b>	<b>1,177,495</b>	<b>6%</b>
4,218	4,218	Allocated	4,218	4,218	0	3,508	50,610	8%
<b>(58,573)</b>	<b>86,155</b>	<b>Net Income (Loss)</b>	<b>(58,573)</b>	<b>86,155</b>	<b>144,728</b>	<b>(36,769)</b>	<b>-</b>	

North Lake Tahoe Resort Association

**BUDGET TO ACTUAL**

For the Month Ended Jul 31, 2013

Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
<b>Revenue</b>								
9,706	9,686	Membership	9,706	9,686	20	8,781	116,232	8%
100	400	New Member Fees	100	400	(300)	-	4,800	
675	900	Revenues-Membership Activities	675	900	(225)	367	53,750	1%
1,200	769	Revenue-Tue AM Breakfast Club	1,200	769	431	138	9,228	13%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	
<b>11,681</b>	<b>11,755</b>	<b>Total Revenue</b>	<b>11,681</b>	<b>11,755</b>	<b>(74)</b>	<b>9,286</b>	<b>186,510</b>	
<b>Operating Expenses</b>								
5,451	6,295	Salaries & Wages	5,451	6,295	844	5,065	83,411	7%
633	684	Rent	633	684	51	569	8,207	8%
299	310	Telephone	299	310	11	253	3,720	8%
21	66	Mail - USPS	21	66	45	8	792	3%
114	116	Insurance/Bonding	114	116	2	71	1,392	8%
50	114	Supplies	50	114	64	812	1,362	4%
84	96	Depreciation	84	96	12	92	1,149	7%
48	47	Equipment Support & Maintenance	48	47	(1)	36	565	8%
-	60	Taxes, Licenses & Fees	-	60	60	-	720	0%
149	331	Equipment Rental/Leasing	149	331	182	350	3,976	4%
-	-	Training Seminars	-	-	-	-	180	0%
416	440	Membership Activities	416	440	24	350	30,482	1%
705	737	Tuesday Morning Breakfast Club	705	737	32	570	8,844	8%
-	-	Associate Relations	-	-	-	-	25	0%
252	214	Credit Card Fees	252	214	(38)	396	2,566	10%
-	-	Automobile Expenses	-	-	-	-	141	0%
-	31	Meals/Meetings	-	31	31	-	372	0%
45	-	Dues & Subscriptions	45	-	(45)	-	601	7%
-	-	Bad Debt	-	-	-	-	-	
<b>8,267</b>	<b>9,541</b>	<b>Total Operating Expenses</b>	<b>8,267</b>	<b>9,541</b>	<b>1,274</b>	<b>8,572</b>	<b>148,505</b>	<b>6%</b>
2,989	2,989	Allocated	2,989	2,989	-	2,912	35,866	8%
<b>425</b>	<b>(775)</b>	<b>Net Income (Loss)</b>	<b>425</b>	<b>(775)</b>	<b>1,200</b>	<b>(2,198)</b>	<b>2,139</b>	<b>20%</b>



**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the Month Ended Jul 31, 2013  
Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed (8%)
		<b>Revenue</b>						
-	-	Miscellaneous	-	-	-	75	-	-
-	-	<b>Total Revenue</b>	-	-	-	<b>75</b>	-	-
		<b>Operating Expenses</b>						
22,249	22,975	Salaries & Wages	22,249	22,975	726	24,210	317,196	7%
1,973	2,045	Rent	1,973	2,045	72	1,773	24,547	8%
740	753	Telephone	740	753	13	413	9,041	8%
39	55	Mail - USPS	39	55	16	51	658	6%
279	274	Insurance/Bonding	279	274	(5)	213	3,288	8%
204	275	Supplies	204	275	71	251	3,300	6%
263	301	Depreciation	263	301	38	286	3,617	7%
250	311	Equipment Support & Mainter	250	311	61	113	3,728	7%
4	67	Taxes, Licenses & Fees	4	67	63	28	809	0%
-	29	Miscellaneous Expense	-	29	29	-	350	-
592	255	Equipment Rental/Leasing	592	255	(337)	335	3,064	19%
-	-	Training Seminars	-	-	-	-	400	0%
-	-	Professional Fees	-	-	-	800	18,350	0%
17	-	Associate Relations	17	-	(17)	-	1,135	1%
183	384	Board Functions	183	384	201	754	4,605	4%
-	-	Automobile Expenses	-	-	-	-	371	0%
-	52	Meals/Meetings	-	52	52	-	627	0%
45	880	Dues & Subscriptions	45	880	835	880	1,920	2%
929	-	Travel	929	-	835	-	1,500	-
<b>27,767</b>	<b>28,656</b>	<b>Total Operating Expenses</b>	<b>27,767</b>	<b>28,656</b>	<b>889</b>	<b>30,107</b>	<b>398,506</b>	<b>7%</b>
(33,210)	(33,209)	Allocated	(33,210)	(33,209)	1	(31,215)	(398,506)	8%
<b>5,453</b>	<b>4,553</b>	<b>Net Income (Loss)</b>	<b>5,453</b>	<b>4,553</b>	<b>900</b>	<b>1,240</b>	<b>-</b>	<b>-</b>



September 4, 2013

To: Board of Directors

From: Sandy Evans Hall

Re: Approval for Marc Sabella to sign checks and receive a company credit card

Staff is requesting that the Board of Directors approve Marc Sabella, Director of Finance and Human Resources, as a signer on the NLTRA bank accounts and to receive a company credit card.

**Monthly Report July 2013**  
**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 7/30/13:	\$1,966,190	\$1,108,245	77%
Forecasted Commission for this Revenue:	\$143,057	\$48,273	196%
Number of Room Nights:	11671	6820	71%
Number of Delegates:	6647	3085	115%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	96	69	39%

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

<u>Arrived in the month</u>	<u>July-13</u>	* Est.	<u>July-12</u>	
Number of Groups:	12		2	
Revenue Arrived:	\$203,900		\$82,912	146%
Projected Commission:	\$6,063		\$0	
Room Nights:	1686		426	296%
Number of Delegates:	1190		192	520%
Arrived Group Types:	4 Assoc, 6 Smf, 1 Govt.		1 Corp, 1 Assoc.	

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

		(Goal)
For 2014/15:	<b>\$1,486,282</b>	<b>\$2,000,000</b>
For 2015/16:	<b>\$3,714,507</b>	<b>\$4,000,000</b>

**NUMBER OF LEADS Generated as o 7/30/13:**

**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

**Monthly Report July 2013**

**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

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

Prepared By: Anna Atwood, Marketing Executive Assistant

---

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 7/30/13:	\$468,203	\$200,611	133%
Forecasted Commission for this Revenue:	\$2,495	\$13,070	-81%
Number of Room Nights:	4817	2075	132%
Number of Delegates:	1465	1500	-2%
Annual Commission Projection:	\$10,000	\$16,000	

---

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

<u>Arrived in the month</u>	<u>July-13</u>	<u>*Est.</u>	<u>July-12</u>
Number of Groups:	5		1
Revenue Arrived:	\$55,323		\$10,103
Projected Commission:	\$968		\$1,515
Room Nights:	387		60
Number of Delegates:	240		40
Arrived Group Types:	1 Corp. 1 Assoc. 3 Smf		1 Smerf

**NUMBER OF LEADS Generated as of 7/30/13: 17**

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

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

NORTH SHORE 1 QUARTER - FY.2013/14						
<b>Jul-13</b>						
<b>Groups Booked: 6</b>						
Placer County:	5	Room Nights:	303	Delegates:	298	Revenue: \$31,811
Washoe County:	1	Room Nights:	66	Delegates:	30	Revenue: \$13,602
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>Groups Arrived: 12</b>						
Placer County:	7	Room Nights:	654	Delegates:	561	Revenue: \$88,034
Washoe County:	4	Room Nights:	882	Delegates:	429	Revenue: \$97,101
Nevada County:	1	Room Nights:	150	Delegates:	200	Revenue: \$18,765
	* Estimated					
<b>Aug-13</b>						
<b>Groups Booked: 0</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Groups Arrived:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Sep-13</b>						
<b>Groups Booked: 0</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:	0	Room Nights:		Delegates:		Revenue:
<b>Groups Arrived:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Quarter totals by county:</b>						
<b>Groups Booked: 6</b>						
Placer County:	5	Room Nights:	303	Delegates:	298	Revenue: \$31,811
Washoe County:	1	Room Nights:	66	Delegates:	30	Revenue: \$13,602
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>TOTAL:</b>	<b>6</b>		<b>369</b>	<b>Delegates: 328</b>		<b>\$45,413</b>
<b>Groups Arrived: 12</b>						
Placer County:	7	Room Nights:	654	Delegates:	561	Revenue: \$88,034
Washoe County:	4	Room Nights:	882	Delegates:	429	Revenue: \$97,101
Nevada County:	1	Room Nights:	150	Delegates:	200	Revenue: \$18,765
<b>TOTAL:</b>	<b>12</b>		<b>1686</b>		<b>1190</b>	<b>\$203,900</b>



## north lake tahoe

Chamber | CVB | Resort Association

September 4, 2013

**Subject:** Monthly Activity Report—August, 2013

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

### **A. Integrated Infrastructure and Transportation Work Plan Projects—Update**

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

- The sub-committee meeting of the Resort Triangle Transportation Vision Coalition (organizations that committed at Summit) met July 25<sup>th</sup>. The group continued to refine the desired level of service and the most realistic ways to fund the program.
- The Coalition is still on schedule to conduct the second area-wide Transit Summit in October to share and review suggested transit vision and recommended funding methodologies.
- An initial economic benefit will be prepared to inform partners of the value from desired level of service proposal.
- The full Coalition will meet September 5th, following the monthly TMA meeting.

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

- The full F.Y. 2012/13 ridership and financial figures are **attached**.
- Ridership for the first month of 2013/14 is up 14% over the same period in 2012/13.
- Passenger revenues for the first month are up 32% over the same period in 2012/13.

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

- There was a meeting with stakeholders and funding partners on July 25<sup>th</sup> to discuss a scenario describing the suggested program, methodology and cost for a second pilot year to possibly continue the Skier Shuttle Program.
- The stakeholders agreed in principal to a 2-bus shuttle service that would be provided by TART serving the North Shore/Incline to Squaw Valley and the West Shore. Proposed funding partners will be Homewood, Squaw Valley, and NLTRA.

- Total funding that will be needed for the program is \$101,181 minus \$7,473 of credited 2012/13 unexpended funds for a net revenue need of \$93,708.
- If approved, the NLTRA share (Placer TOT) will be 27.4% or \$25,676.

#### 4. North Lake Tahoe Water Shuttle

- Service commenced on June 27<sup>th</sup> and run until September 22<sup>nd</sup>.
- Walk-on availability without reservation is about 18% of passengers
- Overall ridership is up 90% for the season, but still below target level to achieve 20% load factor to operate within original funding request. (see attached)
- Later service allowing for dinner use is very popular.

#### 5. Summer Night Rider Shuttle Service

- Summer Night Rider program began June 27<sup>th</sup> and is providing extended hours from 11:00 pm until 2:00 am, as was provided during winter.
- Through August 21<sup>st</sup>, ridership is 17,923, an increase of 4005 passengers for the same number of days and hours as 2012.

#### 6. North Lake Tahoe Tourism Development Master Plan Revision

- Two resource studies will require review and revisions to provide necessary data for the process of updating the 1995 and 2004 Master Plans into a 2013 North Lake Tahoe Tourism Development Master Plan.
- With the renewal of the TOT measure, this Master Plan, with updates through annual work plans, will provide NLTRA direction for the next 10 years
- One resource study report to be revised is *The Economic Significance of Travel to the North Lake Tahoe Area 2003-2008p*. The approved cost for consultant preparation is \$24,500. The consultant is Dean Runyan Associates.
- The second resource study report will allow updating of the situational analysis section in the Master Plan. It involves reviewing recent (2008, 2011) visitor tracking and survey results for summary and adequacy, preparing current other destination competitive analyses, and a strategic discussion of North Lake Tahoe's destination competitiveness, including as related to funding. The approved cost for consultant preparation is up to \$5200. The consultant is Strategic Marketing Group.
- A draft of this report has been received and reviewed with the Strategic Marketing Group
- Both studies will be completed by September, 2013
- NLTRA funding not to exceed \$29,700 has been approved by the Placer County Board of Supervisors. Funding will be appropriately split between marketing, infrastructure, and research and planning

#### 7. Regional Wayfinding Signage Phase One Installation

- Staff is meeting with Caltrans and DPW to develop a Scope of work, initiate a RFP process, and receive Caltrans review to enable Encroachment Permit application.

**8. Lighthouse TART Bus Shelter**

- At its July 23<sup>rd</sup> meeting, the Board of Supervisors approved a contract with Orlando Enterprises to construct this bus shelter.
- Construction will commence after Labor Day.
- The new shelter will be completed this fall.

**9. Ironman Lake Tahoe Traffic Management Funding Request**

- A \$20,000 funding request to partially fund the \$101,000 traffic control and safety program necessary for this September 22<sup>nd</sup> Special Event was approved by the Board of Supervisors at the August 20<sup>th</sup> meeting.
- This meets the NLTRA Strategic Goal to provide some infrastructure funding for appropriate special event needs.

**10. Squaw Valley Entrance Bus Shelter**

- Recent discussions between Placer County, the SV Museum Foundation Board, and NLTRA have determined that the location options for the Olympic Museum with visitor information function will not interfere with construction of a replacement bus shelter.
- Existing funding of \$46,968 remains from previous NLTRA and BOS approval to construct Squaw Valley bus shelter
- The Joint Committee reconfirmed that this funding should be used for this new shelter
- DPW has prepared site design and project schedule with estimate of an additional \$34,000 necessary funding.
- The additional funding will be provided by Squaw Valley (\$17,000) with matching funding (\$17,000) to be provided through DPW traffic impact fees.
- The project will go to the Board of Supervisors to authorize DPW to move ahead with the bus shelter construction this fall.

**11. Committee Member Resignation**

Committee member Sue Kyler has submitted her resignation as she and her family have moved to the Central Coast. We appreciate all the time Sue has volunteered and wish her the best on her families new venture.

**12. Next Joint Infrastructure/Transportation Committee Meeting**

The next meeting of the Joint Committee will be **Monday, September 23, 2013, starting at 1:30 p.m.**, at TCPUD.

**B. Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- TNT/TMA Board Meeting
- Transportation Vision Sub-Committee Meeting
- Transportation Visioning Coalition Committee Meeting
- Tahoe Transportation District Board Meeting
- Lake Tahoe Partnership Meeting



- Coordinated Skier Shuttle Funding Partners Meeting
- Kings Beach Visioning Workshop
- Board of Supervisors Meeting
- Placer/Tahoe City Economic Development Meeting
- Placer county Accounting Dept. Meeting
- Olympic Museum Board/Placer county Meeting
- Board of Supervisors Reception
- Ice Skating Rink Proposal Committee
- DPW/Caltrans/ Wayfinding Signage Meeting
- Lake Tahoe Partnership Meeting
- Tahoe City Golf Course Oversight Committee
- Placer County/Tahoe City Community Plan Workshop

**NLTE Monthly Report - June 2013**

Truckee - Northstar  
 Squaw Valley - Tahoe City - Sunnyside  
 Incline Village - Kings Beach - Tahoe Vista

Green  
 Red  
 Blue

Month	FY 2012-13				FY 2011-12				FY 2010-11				FY 2009-10				FY 2008-09				FY 2007-08				FY 2006-07						
	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue			
July	\$0	\$6,747	\$38,421	\$19,785	\$80,595	\$6,747	\$38,421	\$19,785	\$64,933	0	1187	1618	1473	1622	3548	156	1224	626	2006	0	1001	1538	1350	2021	184	904	847	1935			
Aug	\$0	\$6,273	\$29,463	\$27,640	\$64,004	\$6,273	\$29,463	\$27,640	\$63,376	0	1009	1708	1137	1380	2927	92	523	624	1239	0	884	1196	853	1591	970	69	463	575	1107		
Sept	\$0	\$2,070	\$20,099	\$40,287	\$42,357	\$2,070	\$20,099	\$40,287	\$42,357	0	884	1196	853	1591	970	69	463	575	1107	0	245	640	623	546	782	116	504	477	1097		
Oct	\$0	\$2,425	\$14,415	\$16,263	\$18,688	\$2,425	\$14,415	\$16,263	\$18,688	0	245	640	623	546	782	116	504	477	1097	0	1667	2685	2827	1924	2695	1967	453	1195	801	2449	
Nov	\$7,066	\$17,836	\$17,836	\$15,706	\$58,123	\$4,033	\$37,974	\$26,467	\$79,684	0	1667	2685	2827	1924	2695	1967	453	1195	801	2449	0	1537	2066	2666	2766	2446	415	1245	701	2361	
Dec	\$43,288	\$57,943	\$68,123	\$51,200	\$178,603	\$13,327	\$38,829	\$24,784	\$75,940	0	1537	2066	2666	2766	2446	415	1245	701	2361	0	2191	2384	2953	3059	3162	498	1456	632	2686		
Jan	\$41,022	\$50,905	\$64,889	\$70,922	\$178,603	\$13,327	\$38,829	\$24,784	\$75,940	0	2191	2384	2953	3059	3162	498	1456	632	2686	0	1645	756	840	1037	2026	111	402	261	774		
Feb	\$54,375	\$73,355	\$72,647	\$63,084	\$178,603	\$17,169	\$50,879	\$26,341	\$88,388	0	1645	756	840	1037	2026	111	402	261	774	0	802	632	605	730	534	796	88	352	602	1042	
Mar	\$28,628	\$29,538	\$27,458	\$27,458	\$118,662	\$4,151	\$13,010	\$8,281	\$25,441	0	1112	1084	1152	964	1403	1255	111	843	719	1873	0	10748	17194	18783	18547	19780	22109	2880	10678	7479	21097
Apr	\$17,175	\$18,016	\$22,458	\$20,196	\$118,662	\$4,313	\$28,738	\$27,389	\$60,419	0	10748	17194	18783	18547	19780	22109	2880	10678	7479	1873	0	10748	17194	18783	18547	19780	22109	2880	10678	7479	21097
May	\$29,016	\$33,214	\$40,196	\$40,196	\$118,662	\$4,313	\$28,738	\$27,389	\$60,419	0	10748	17194	18783	18547	19780	22109	2880	10678	7479	1873	0	10748	17194	18783	18547	19780	22109	2880	10678	7479	21097
June	\$258,211	\$451,147	\$515,159	\$523,311	\$1,888,215	\$340,764	\$242,933	\$880,215	\$1,888,215	4%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Year to Date	\$1,033,352	\$1,033,352	\$1,033,352	\$1,033,352	\$1,033,352	\$1,033,352	\$1,033,352	\$1,033,352	\$1,033,352	4%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Month	FY 2012-13				FY 2011-12				FY 2010-11				FY 2009-10				FY 2008-09				FY 2007-08				FY 2006-07							
	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue				
July	\$85,075	\$95,000	\$25,000	\$25,000	\$85,075	\$95,000	\$25,000	\$25,000	\$85,075	\$95,000	\$25,000	\$25,000	\$85,075	\$95,000	\$25,000	\$25,000	\$85,075	\$95,000	\$25,000	\$25,000	\$85,075	\$95,000	\$25,000	\$25,000	\$85,075	\$95,000	\$25,000	\$25,000	\$85,075	\$95,000	\$25,000	\$25,000
Aug	\$8,200	\$9,500	\$3,000	\$3,000	\$8,200	\$9,500	\$3,000	\$3,000	\$8,200	\$9,500	\$3,000	\$3,000	\$8,200	\$9,500	\$3,000	\$3,000	\$8,200	\$9,500	\$3,000	\$3,000	\$8,200	\$9,500	\$3,000	\$3,000	\$8,200	\$9,500	\$3,000	\$3,000	\$8,200	\$9,500	\$3,000	\$3,000
Sept	\$2,000	\$2,000	\$0	\$0	\$2,000	\$2,000	\$0	\$0	\$2,000	\$2,000	\$0	\$0	\$2,000	\$2,000	\$0	\$0	\$2,000	\$2,000	\$0	\$0	\$2,000	\$2,000	\$0	\$0	\$2,000	\$2,000	\$0	\$0	\$2,000	\$2,000	\$0	\$0
Oct	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
Nov	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
Dec	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
Jan	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
Feb	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
Mar	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
Apr	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
May	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
June	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0
Total	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0	\$680,215	\$680,215	\$0	\$0

Month	Total	Green	Red	Blue
July	\$85,075	\$95,000	\$25,000	\$25,000
Aug	\$8,200	\$9,500	\$3,000	\$3,000
Sept	\$2,000	\$2,000	\$0	\$0
Oct	\$680,215	\$680,215	\$0	\$0
Nov	\$680,215	\$680,215	\$0	\$0
Dec	\$680,215	\$680,215	\$0	\$0
Jan	\$680,215	\$680,215	\$0	\$0
Feb	\$680,215	\$680,215	\$0	\$0
Mar	\$680,215	\$680,215	\$0	\$0
Apr	\$680,215	\$680,215	\$0	\$0
May	\$680,215	\$680,215	\$0	\$0
June	\$680,215	\$680,215	\$0	\$0
Total	\$680,215	\$680,215	\$0	\$0

Month	Total	Green	Red	Blue
July	\$85,075	\$95,000	\$25,000	\$25,000
Aug	\$8,200	\$9,500	\$3,000	\$3,000
Sept	\$2,000	\$2,000	\$0	\$0
Oct	\$680,215	\$680,215	\$0	\$0
Nov	\$680,215	\$680,215	\$0	\$0
Dec	\$680,215	\$680,215	\$0	\$0
Jan	\$680,215	\$680,215	\$0	\$0
Feb	\$680,215	\$680,215	\$0	\$0
Mar	\$680,215	\$680,215	\$0	\$0
Apr	\$680,215	\$680,215	\$0	\$0
May	\$680,215	\$680,215	\$0	\$0
June	\$680,215	\$680,215	\$0	\$0
Total	\$680,215	\$680,215	\$0	\$0

Month	Total	Green	Red	Blue
July	\$85,075	\$95,000	\$25,000	\$25,000
Aug	\$8,200	\$9,500	\$3,000	\$3,000
Sept	\$2,000	\$2,000	\$0	\$0
Oct	\$680,215	\$680,215	\$0	\$0
Nov	\$680,215	\$680,215	\$0	\$0
Dec	\$680,215	\$680,215	\$0	\$0
Jan	\$680,215	\$680,215	\$0	\$0
Feb	\$680,215	\$680,215	\$0	\$0
Mar	\$680,215	\$680,215	\$0	\$0
Apr	\$680,215	\$680,215	\$0	\$0
May	\$680,215	\$680,215	\$0	\$0
June	\$680,215	\$680,215	\$0	\$0
Total	\$680,215	\$680,215	\$0	\$0

Month	Total	Green	Red	Blue
July	\$85,075	\$95,000	\$25,000	\$25,000
Aug	\$8,200	\$9,500	\$3,000	\$3,000
Sept	\$2,000	\$2,000	\$0	\$0
Oct	\$680,215	\$680,215	\$0	\$0
Nov	\$680,215	\$680,215	\$0	\$0
Dec	\$680,215	\$680,215	\$0	\$0
Jan	\$680,215	\$680,215	\$0	\$0
Feb	\$680,215	\$680,215	\$0	\$0</

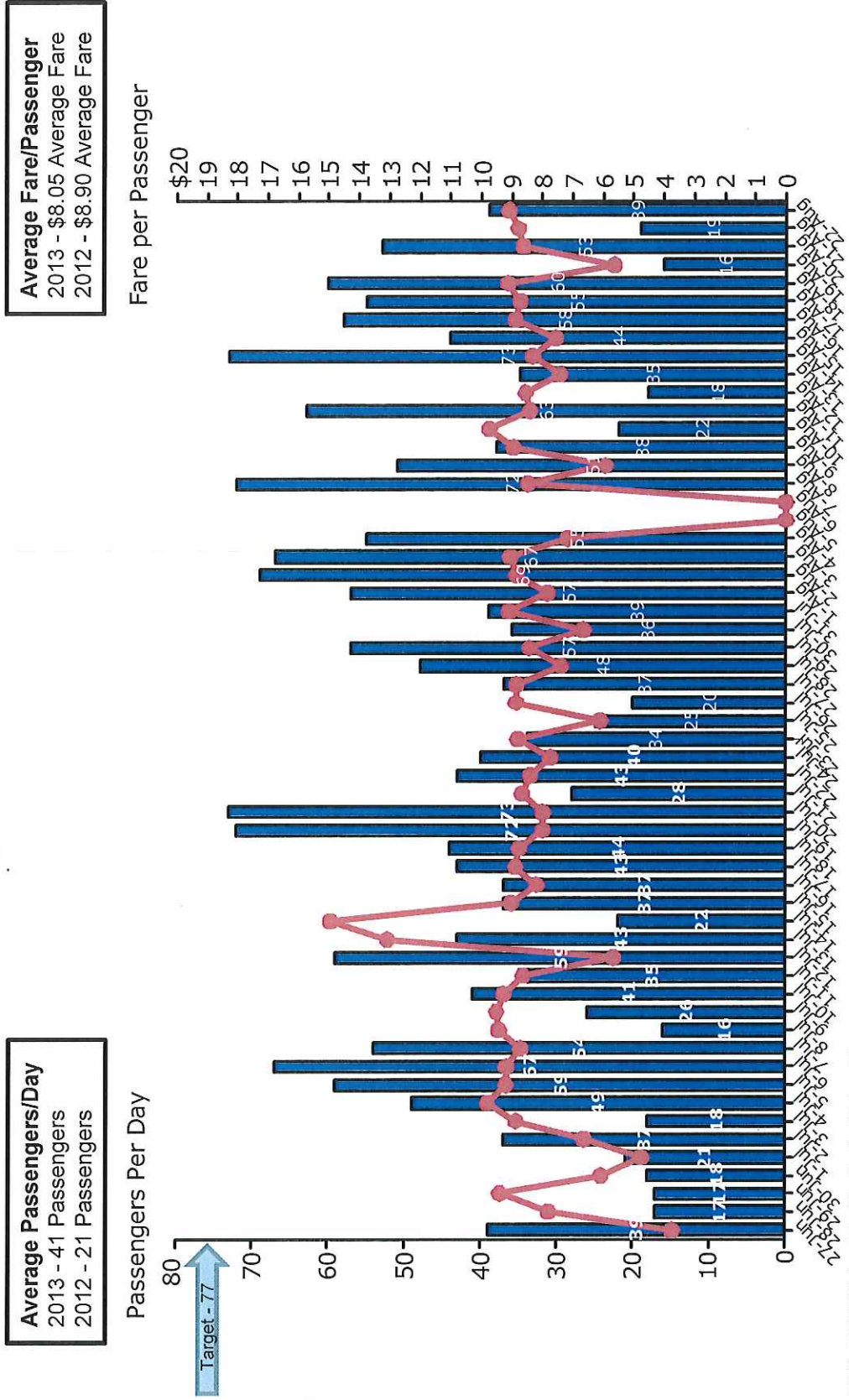
# North Lake Tahoe Water Shuttle Ridership

Summer Season June 27 – August 22

One Way Fares – Adult \$10, Kids \$7

**Ridership is below target level to achieve 20% load factor in Year 2 and 30% in Year 3 to operate within the original funding request**

**As of August 22<sup>nd</sup> the Water Shuttle Average Daily Ridership has increased by 90% over last year**



Source: TMA NLT Water Shuttle Daily Ridership