



P.O. Box 5459 ~ Tahoe City, CA 96145 ~ Ph 530-581-8726 ~ Fx 530-581-8756

**Agenda and Meeting Notice  
FINANCE COMMITTEE MEETING  
Thursday, April 24, – 2:00 pm**

**NLT Chamber/CVB/Resort Association Conference Room**

To call-in:

- 1) Dial the Conference Access Number (866) 742-3017
- 2) Enter the Participant Passcode 465132
- 3) Wait to be added to the conference

**NLTRA Mission**

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

**Finance Committee Members**

NLTRA Board  
*Ron Parson-Treasurer  
Phil GilanFarr*

Committee Members  
*Kimberly Frushon  
Mike Salmon*

Placer County Rep.  
*Jennifer Merchant*

**Quorum**

3 Committee members, 1 of which will be a Board member

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

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – tabled until May meeting

D. Discussion and Possible Action to Recommend Approval of the March 2014 Financial Statements

E. Updated Projected TOT Collection Schedule for Fiscal Year 2013/14

F. Discussion and Possible Action to Recommend Approval of the 2014/15 TOT Budget

G. Approval of CEO Expenses

H. Supplemental Information

- Preliminary Community Awards Dinner P&L

I. Committee Member Comments

J. Adjournment

**Posted and emailed: April 23, 2014**

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**Finance Committee Meeting**  
**March 31, 2014**

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**INDEX**

Unaudited FY 2012/13 Financial Statements	Pages D1 to D13
FY 2012/13 Infrastructure and Transportation Activities	Page D14
Quickbooks Accounts Receivable – June 30, 2013	Page D15
WebLink Accounts Receivable – June 30, 2013	Page D16
Updated Projected TOT Collection Schedule for Fiscal Year 2013/13	Page E1
2014/15 TOT Budget and Scope of Work	Page F1 to F17
CEO Expenses	Pages G1 to G3
Supplemental Information	H1

**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the Nine Months Ending March 31, 2014**



April 24, 2014

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the March 2014 Financial Statements

As of March 31<sup>st</sup>, 75% of the budget calendar should be completed. The following are the major reforecast to actual variances **YEAR-TO-DATE**:

**New:**

- Membership Activities revenue is down; events are not bringing in anticipated revenue.
- Conference Commissions are down; billing information from properties has not been received. Jason is contacting them to confirm timing of collections.

**Recurring:**

- Marketing Special Events and Conference Commission revenue is down; actual revenue for IronMan and conference groups came in under estimates.
- Salaries and Wages expense is over reforecast. A large sales commission was paid in January. Also, federal and state unemployment tax paid in January and February was not included in the reforecast. It will be included in the 2014/15 budget.
- Special Events/Sponsorship is over budget; some IronMan expenditures were higher than anticipated.
- Membership Activities expense is over reforecast. Trade expenses for events were recorded in February; however, revenue from the trades offset these expenses.
- Marketing Other Programs expense is over reforecast; however it is at 47% of year-end reforecast.
- Variances in Transportation and Infrastructure Projects are due to timing. Also, NLTRA and Placer County have not yet determined how to account for this fiscal year's Infrastructure Projects expenditures.

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended March 31, 2014**  
**Consolidated Departments**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$ 2,814,767	\$ 2,814,767	\$ -	\$ 3,532,031	\$ 3,621,360	78%
-	84,840	Cap Imp Funding - Placer Held	-	1,459,892	(1,459,892)	-	2,223,452	0%
12,088	9,800	Membership	89,180	84,189	4,991	85,447	113,589	79%
150	400	New Member Fees	1,175	1,700	(525)	-	2,900	41%
14,454	25,950	Membership Activities	28,272	38,933	(10,661)	36,633	41,633	68%
705	769	Tuesday Morning Breakfast Club	9,020	7,382	1,638	7,269	9,689	93%
2,750	1,750	Sponsorships	2,750	1,850	900	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
125	500	Non-Retail VIC Sales	6,316	5,147	1,169	2,050	7,647	83%
(1,213)	-	Commissions	72,621	94,180	(21,559)	49,578	115,360	63%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
5,393	5,200	Merchandise Sales	77,893	74,669	3,224	66,274	96,869	80%
<b>303,315</b>	<b>398,072</b>	<b>Total Revenue</b>	<b>3,232,902</b>	<b>4,687,645</b>	<b>(1,454,743)</b>	<b>3,779,282</b>	<b>6,342,335</b>	<b>51%</b>
2,682	2,756	Cost of Goods Sold/Discounts	42,412	40,133	(2,279)	29,350	51,899	82%
<b>2,682</b>	<b>2,756</b>	<b>Total Cost of Goods Sold</b>	<b>42,412</b>	<b>40,133</b>	<b>(2,279)</b>	<b>29,350</b>	<b>51,899</b>	<b>82%</b>
<b>300,633</b>	<b>395,316</b>	<b>Gross Margin</b>	<b>3,190,490</b>	<b>4,647,512</b>	<b>(1,457,022)</b>	<b>3,749,932</b>	<b>6,290,436</b>	<b>51%</b>
<b>Operating Expenses</b>								
91,491	92,680	Salaries & Wages	924,242	911,891	(12,351)	902,409	1,234,496	75%
15,392	15,204	Rent	140,116	139,195	(921)	143,002	184,803	76%
2,697	3,106	Telephone	24,375	25,995	1,620	28,149	35,313	69%
337	319	Mail - USPS	2,729	2,747	18	2,806	3,704	74%
1,209	1,254	Insurance/Bonding	11,999	12,171	172	10,341	15,933	75%
640	876	Supplies	9,890	9,588	(302)	11,790	13,349	74%
65	102	Visitor Communications - Other	341	358	17	383	460	74%
429	971	Equipment Support & Maintenance	8,971	10,291	1,320	8,160	13,201	68%
125	335	Taxes, Licenses & Fees	3,061	2,747	(314)	2,005	3,752	82%
1,387	1,778	Equipment Rental/Leasing	14,269	15,707	1,438	16,270	21,041	68%
-	100	Training Seminars	2,755	4,605	1,850	2,091	5,130	54%
-	-	Public Outreach	1,092	1,000	(92)	-	3,776	29%
-	-	Professional Fees	18,120	18,450	330	24,758	19,350	94%
19,057	-	Community Marketing Programs	43,156	40,000	(3,156)	18,521	130,000	33%
14,361	20,000	Special Events/Sponsorships	443,698	418,138	(25,560)	127,827	456,638	97%
15,338	14,125	Membership Activities	30,056	24,740	(5,316)	23,595	26,147	115%
786	737	Tuesday Morning Breakfast Club	7,285	7,097	(188)	6,422	9,308	78%
-	-	Classified Ads	979	979	0	477	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	760	46,100	24%
75,000	75,000	Marketing Cooperative/Media	905,000	905,000	0	726,858	1,125,000	80%
1,676	-	Media/Collateral/Production	1,676	-	(1,676)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
-	30,000	Non-NLT Co-Op Marketing Programs	9,428	31,969	22,541	26,391	31,969	29%
-	-	Conference - PUD	-	-	0	-	8,000	0%
111	-	Employee Relations	2,223	2,445	222	1,545	2,445	91%
174	384	Board Functions	4,322	3,119	(1,203)	3,124	4,271	101%
397	330	Credit Card Fees	4,536	4,373	(163)	4,386	5,785	78%
1,341	906	Automobile Expenses	7,280	7,107	(173)	5,904	9,638	76%
266	401	Meals/Meetings	3,280	3,723	443	3,730	4,758	69%
-	626	Dues & Subscriptions	3,830	4,299	469	4,694	5,272	73%
27	1,061	Travel	4,352	5,670	1,318	2,172	8,107	54%
-	1,250	Research & Planning Dues	3,000	5,000	2,000	3,000	5,000	60%
13,200	31,830	Research & Planning	69,735	99,640	29,905	60,217	128,553	54%
577	85,000	Transportation Projects	441,206	366,503	(74,703)	422,214	530,003	83%
-	250,895	Infrastructure Projects	119,638	1,215,767	1,096,129	1,047,216	2,030,952	6%
-	-	Miscellaneous Expense	-	350	350	671	350	0%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
531	1,203	Depreciation	5,092	7,546	2,454	10,881	11,155	46%
<b>256,614</b>	<b>630,473</b>	<b>Total Operating Expenses</b>	<b>3,326,032</b>	<b>4,319,310</b>	<b>993,278</b>	<b>3,652,769</b>	<b>6,286,312</b>	<b>53%</b>
<b>44,019</b>	<b>(235,157)</b>	<b>Operating Income (Loss)</b>	<b>(135,542)</b>	<b>328,202</b>	<b>(463,744)</b>	<b>97,163</b>	<b>4,124</b>	
4	4	Investment Income/Interest	46	43	3	314	55	
<b>44,023</b>	<b>(235,153)</b>	<b>Net Income (Loss)</b>	<b>(135,496)</b>	<b>328,245</b>	<b>(463,741)</b>	<b>97,477</b>	<b>4,179</b>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 190,851	\$ 190,851	Placer County TOT Funding	\$ 2,112,659	\$ 2,112,659	\$ -	\$ 1,837,378	\$ 2,685,217	79%
12,088	9,800	Membership	89,180	84,189	4,991	85,447	113,589	79%
150	400	New Member Fees	1,175	1,700	(525)	-	2,900	41%
14,454	25,950	Membership Activities	28,272	38,933	(10,661)	36,633	41,633	68%
705	769	Tuesday Morning Breakfast Club	9,020	7,382	1,638	7,269	9,689	93%
2,750	1,750	Sponsorships	2,750	1,850	900	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
125	500	Non-Retail VIC Sales	6,316	5,147	1,169	2,050	7,647	83%
(1,213)	-	Commissions	72,621	94,180	(21,559)	49,578	115,360	63%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
5,393	5,200	Merchandise Sales	77,893	74,669	3,224	66,274	96,869	80%
<u>225,303</u>	<u>235,220</u>	<b>Total Revenue</b>	<u>2,530,794</u>	<u>2,525,645</u>	<u>5,149</u>	<u>2,084,629</u>	<u>3,182,740</u>	<u>80%</u>
2,682	2,756	Cost of Goods Sold/Discounts	42,412	40,133	(2,279)	29,350	51,899	82%
<u>2,682</u>	<u>2,756</u>	<b>Total Cost of Goods Sold</b>	<u>42,412</u>	<u>40,133</u>	<u>(2,279)</u>	<u>29,350</u>	<u>51,899</u>	<u>82%</u>
<u>222,621</u>	<u>232,464</u>	<b>Gross Margin</b>	<u>2,488,382</u>	<u>2,485,512</u>	<u>2,870</u>	<u>2,055,279</u>	<u>3,130,841</u>	<u>79%</u>
78,734	80,352	Salaries & Wages	810,312	797,334	(12,978)	790,966	1,077,066	75%
14,096	13,292	Rent	128,489	125,300	(3,189)	129,653	165,175	78%
2,309	2,688	Telephone	20,538	22,074	1,536	23,943	30,138	68%
337	319	Mail - USPS	2,682	2,701	19	2,784	3,658	73%
1,137	1,142	Insurance/Bonding	11,279	11,293	14	9,629	14,719	77%
573	742	Supplies	9,001	8,645	(356)	11,078	12,004	75%
65	102	Visitor Communications - Other	341	358	17	383	460	74%
384	871	Equipment Support & Maintenance	7,968	9,136	1,168	7,327	11,749	68%
125	296	Taxes, Licenses & Fees	2,881	2,411	(470)	1,890	3,299	87%
1,137	1,487	Equipment Rental/Leasing	11,955	13,345	1,390	13,384	17,806	67%
-	100	Training Seminars	2,755	4,605	1,850	2,091	5,130	54%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,120	18,450	330	24,758	19,350	94%
19,057	-	Community Marketing Programs	43,156	40,000	(3,156)	18,521	130,000	33%
14,361	20,000	Special Events/Sponsorships	443,698	418,138	(25,560)	127,827	456,638	97%
15,338	14,125	Membership Activities	30,056	24,740	(5,316)	23,409	26,147	115%
786	737	Tuesday Morning Breakfast Club	7,285	7,097	(188)	6,422	9,308	78%
-	-	Classified Ads	979	979	0	477	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	759	46,100	24%
75,000	75,000	Marketing Cooperative/Media	905,000	905,000	0	726,858	1,125,000	80%
1,676	-	Media/Collateral/Production	1,676	-	(1,676)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
-	30,000	Non-NLT Co-Op Marketing Programs	9,428	31,969	22,541	26,391	31,969	29%
-	-	Conference - PUD	-	-	0	-	8,000	0%
106	-	Employee Relations	2,010	2,245	235	1,519	2,245	90%
174	384	Board Functions	4,322	3,119	(1,203)	3,124	4,271	101%
397	330	Credit Card Fees	4,536	4,373	(163)	4,386	5,785	78%
1,102	597	Automobile Expenses	5,428	4,811	(617)	4,432	6,415	85%
241	370	Meals/Meetings	3,139	3,549	410	3,409	4,453	70%
-	601	Dues & Subscriptions	3,740	4,159	419	4,618	5,132	73%
27	1,061	Travel	4,352	5,670	1,318	2,172	8,107	54%
-	-	Miscellaneous Expense	-	350	350	671	350	0%
445	1,013	Depreciation	4,277	6,324	2,047	9,140	9,363	46%
<u>227,607</u>	<u>245,609</u>	<b>Total Operating Expenses</b>	<u>2,553,882</u>	<u>2,489,275</u>	<u>(64,607)</u>	<u>1,982,021</u>	<u>3,242,390</u>	<u>79%</u>
(4,986)	(13,145)	<b>Operating Income (Loss)</b>	<u>(65,500)</u>	<u>(3,763)</u>	<u>(61,737)</u>	<u>73,258</u>	<u>(111,549)</u>	
4	4	<b>Investment Income/Interest</b>	46	43	3	314	55	
(5,819)	(6,436)	<b>Allocated Expenses</b>	(66,130)	(64,702)	1,428	(56,957)	(92,795)	
<u>837</u>	<u>(6,705)</u>	<b>Net Income (Loss)</b>	<u>676</u>	<u>60,982</u>	<u>(60,306)</u>	<u>130,529</u>	<u>(18,699)</u>	

104

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

<b>Current Month Actual</b>	<b>Current Month Reforecast</b>		<b>Year to Date Actual</b>	<b>Year to Date Reforecast</b>	<b>Variance</b>	<b>2012 2013 Year To Date Actual</b>	<b>Total 2013 2014 Reforecast</b>	<b>Percent of YTD Budget Consumed</b>
<b>Revenue</b>								
\$ 139,442	\$ 139,442	Placer County TOT Funding	\$ 1,649,978	\$ 1,649,978	\$ -	\$ 1,338,273	\$ 2,068,304	80%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
-	-	Special Events	87,708	104,936	(17,228)	669	104,936	84%
<u>139,442</u>	<u>139,442</u>	<b>Total Revenue</b>	<u>1,780,886</u>	<u>1,754,914</u>	<u>25,972</u>	<u>1,338,942</u>	<u>2,173,240</u>	<u>82%</u>
<b>Operating Expenses</b>								
20,985	22,140	Salaries & Wages	211,830	212,584	754	205,594	291,004	73%
1,830	1,813	Rent	16,381	16,029	(352)	15,973	21,468	76%
998	884	Telephone	7,657	7,651	(6)	8,378	10,303	74%
61	96	Mail - USPS	199	492	293	769	780	26%
230	241	Insurance/Bonding	2,280	2,325	45	2,016	3,048	75%
131	276	Supplies	1,456	1,899	443	2,068	2,727	53%
120	200	Equipment Support & Maintenance	1,861	2,125	264	2,001	2,725	68%
-	59	Taxes, Licenses & Fees	281	517	236	380	694	41%
139	220	Equipment Rental/Leasing	1,705	1,940	235	1,904	2,600	66%
-	-	Training Seminars	1,800	4,000	2,200	1,137	4,425	41%
19,057	-	Community Marketing Programs	43,156	40,000	(3,156)	18,521	130,000	33%
14,133	20,000	Special Events/Sponsorships	443,470	418,138	(25,332)	127,827	456,638	97%
-	-	Market Study Reports & Research	11,100	11,100	0	133	46,100	24%
65,000	65,000	Marketing Cooperative/Media	815,000	815,000	0	626,364	1,005,000	81%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
-	30,000	Non-NLT Co-Op Marketing Programs	9,428	31,000	21,572	21,575	31,000	30%
41	-	Employee Relations	180	103	(77)	28	103	175%
-	16	Credit Card Fees	-	64	64	406	121	0%
492	183	Automobile Expenses	2,754	2,033	(721)	1,565	2,582	107%
95	130	Meals/Meetings	2,061	2,109	48	2,003	2,499	82%
-	116	Dues & Subscriptions	2,406	2,345	(61)	1,197	2,693	89%
-	-	Miscellaneous Expenses	-	-	0	489	-	0%
-	686	Travel	2,622	3,372	1,383	2,107	5,434	48%
132	301	Depreciation	1,273	1,926	653	2,720	2,829	45%
<u>123,444</u>	<u>142,361</u>	<b>Total Operating Expenses</b>	<u>1,622,100</u>	<u>1,576,752</u>	<u>(44,715)</u>	<u>1,045,155</u>	<u>2,024,773</u>	<u>80%</u>
15,998	(2,919)	<b>Operating Income (Loss)</b>	<b>158,786</b>	<b>178,162</b>	<b>(18,743)</b>	<b>293,787</b>	<b>148,467</b>	
12,696	15,367	Allocated Expenses	144,496	145,934	1,438	100,607	192,035	
<u>3,302</u>	<u>(18,286)</u>	<b>Net Income (Loss)</b>	<u>14,290</u>	<u>32,228</u>	<u>(17,305)</u>	<u>193,180</u>	<u>(43,568)</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 224,559	\$ 224,559	\$ -	\$ 264,152	\$ 299,412	75%
-	600	Membership	5,555	5,692	(137)	6,004	7,492	74%
(1,213)	-	Commissions	72,621	94,180	(21,559)	48,908	115,360	63%
<u>23,738</u>	<u>25,551</u>	<b>Total Revenue</b>	<u>302,735</u>	<u>324,431</u>	<u>(21,696)</u>	<u>319,064</u>	<u>422,264</u>	<u>72%</u>
<b>Operating Expenses</b>								
17,265	16,803	Salaries & Wages	172,618	164,550	(8,068)	161,177	224,775	77%
918	921	Rent	8,210	8,079	(131)	8,064	10,842	76%
200	281	Telephone	1,974	2,232	258	2,303	3,075	64%
52	65	Mail - USPS	754	793	39	647	988	76%
230	223	Insurance/Bonding	2,280	2,253	(27)	1,909	2,922	78%
77	77	Supplies	734	663	(71)	689	894	82%
36	138	Equipment Support & Maintenance	1,539	1,765	226	1,130	2,179	71%
-	16	Taxes, Licenses & Fees	146	208	62	94	256	57%
139	178	Equipment Rental/Leasing	1,797	1,903	106	1,680	2,437	74%
10,000	10,000	Marketing Cooperative/Media	90,000	90,000	0	100,494	120,000	75%
-	-	Other Programs	-	-	0	720	-	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
16	-	Employee Relations	510	425	(85)	350	425	120%
313	91	Automobile Expenses	873	721	(152)	926	994	88%
-	20	Meals/Meetings	98	126	28	117	186	53%
-	415	Dues & Subscriptions	425	810	385	1,175	1,105	38%
69	157	Depreciation	662	1,005	343	1,415	1,476	45%
<u>29,315</u>	<u>29,385</u>	<b>Total Operating Expenses</b>	<u>282,620</u>	<u>275,533</u>	<u>(7,087)</u>	<u>282,890</u>	<u>380,554</u>	<u>74%</u>
(5,577)	(3,834)	<b>Operating Income (Loss)</b>	<b>20,115</b>	<b>48,898</b>	<b>(28,783)</b>	<b>36,174</b>	<b>41,710</b>	
2,910	2,000	Allocated Expenses	33,634	29,399	(4,235)	61,492	35,399	
<u>(8,487)</u>	<u>(5,834)</u>	<b>Net Income (Loss)</b>	<u>(13,519)</u>	<u>19,499</u>	<u>(33,018)</u>	<u>(25,318)</u>	<u>6,311</u>	



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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 544,590	\$ 544,590	\$ -	\$ 508,167	\$ 726,118	75%
60,510	60,510	<b>Total Revenue</b>	<b>544,590</b>	<b>544,590</b>	<b>-</b>	<b>508,167</b>	<b>726,118</b>	<b>75%</b>
<b>Operating Expenses</b>								
6,378	6,164	Salaries & Wages	51,940	53,879	1,939	51,469	75,317	69%
648	1,266	Rent	5,814	8,187	2,373	5,680	11,982	49%
194	222	Telephone	1,918	2,012	94	2,070	2,678	72%
-	-	Mail - USPS	24	24	0	11	24	100%
36	56	Insurance/Bonding	360	439	79	356	607	59%
31	53	Supplies	466	405	(61)	330	564	83%
22	49	Equipment Support & Maintenance	501	574	73	416	721	69%
-	-	Taxes, Licenses & Fees	90	90	0	58	90	100%
125	145	Equipment Rental/Leasing	1,157	1,179	22	1,443	1,614	72%
-	-	Public Outreach	-	-	0	93	950	0%
-	1,250	Research & Plan Dues	3,000	5,000	2,000	3,000	5,000	60%
375	2,500	Research & Planning	25,658	26,529	871	25,371	30,000	86%
577	85,000	Transportation Projects	441,206	366,503	(74,703)	422,214	530,003	83%
3	-	Employee Relations	82	100	18	-	100	82%
120	192	Automobile Expenses	926	1,298	372	733	1,874	49%
-	31	Meals/Meetings	12	74	62	46	105	11%
-	-	Dues & Subscriptions	45	45	0	38	45	100%
43	95	Depreciation	407	611	204	871	896	45%
<b>8,552</b>	<b>97,023</b>	<b>Total Operating Expenses</b>	<b>533,606</b>	<b>466,949</b>	<b>(66,657)</b>	<b>514,199</b>	<b>662,570</b>	<b>81%</b>
<b>51,958</b>	<b>(36,513)</b>	<b>Operating Income (Loss)</b>	<b>10,984</b>	<b>77,641</b>	<b>(66,657)</b>	<b>(6,032)</b>	<b>63,548</b>	
2,381	3,349	Allocated Expenses	27,216	30,678	3,462	25,386	40,670	
<b>49,577</b>	<b>(39,862)</b>	<b>Net Income (Loss)</b>	<b>(16,232)</b>	<b>46,963</b>	<b>(63,195)</b>	<b>(31,418)</b>	<b>22,878</b>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 238,122	\$ 238,122	\$ -	\$ 234,953	\$ 317,501	75%
125	500	Non-Retail VIC Sales	6,316	5,147	1,169	2,050	7,647	83%
5,393	5,200	Merchandise Sales	77,893	74,669	3,224	66,274	96,869	80%
<u>31,976</u>	<u>32,158</u>	<b>Total Revenue</b>	<u>322,331</u>	<u>317,938</u>	<u>4,393</u>	<u>303,277</u>	<u>422,017</u>	<b>76%</b>
2,682	2,756	Cost of Goods Sold	42,412	40,133	(2,279)	29,350	51,899	82%
<u>2,682</u>	<u>2,756</u>	<b>Total Cost of Goods Sold</b>	<u>42,412</u>	<u>40,133</u>	<u>(2,279)</u>	<u>29,350</u>	<u>51,899</u>	<b>82%</b>
<u>29,294</u>	<u>29,402</u>	<b>Gross Margin</b>	<u>279,919</u>	<u>277,805</u>	<u>2,114</u>	<u>273,927</u>	<u>370,118</u>	<b>76%</b>
<b>Operating Expenses</b>								
11,137	12,878	Salaries & Wages	135,553	141,248	5,695	151,878	184,999	73%
8,691	7,828	Rent	79,911	77,262	(2,649)	82,030	100,746	79%
259	460	Telephone	2,706	3,425	719	4,070	4,805	56%
126	37	Mail - USPS	1,060	648	(412)	394	759	140%
302	288	Insurance/Bonding	3,000	2,942	(58)	2,479	3,806	79%
107	-	Supplies	3,178	2,266	(912)	4,589	3,400	93%
65	102	Visitor Communications Other	341	358	17	308	460	74%
111	175	Equipment Support & Maintenance	1,058	1,383	325	1,327	1,908	55%
-	93	Taxes, Licenses & Fees	204	576	372	588	855	24%
416	506	Equipment Rental/Leasing	3,958	4,143	185	4,555	5,661	70%
-	-	Professional Fees	-	-	0	3,187	900	0%
1,676	-	Media/Collateral/Production	1,676	-	(1,676)	93	1,574	0%
-	-	Other Programs	-	-	0	4,594	969	0%
21	-	Employee Relations	336	275	(61)	425	275	122%
162	100	Credit Card Fees	2,714	2,530	(184)	2,422	3,243	84%
101	150	Automobile Expenses	978	1,163	185	1,545	1,613	61%
(13)	108	Meals/Meetings	346	540	194	436	658	53%
27	-	Travel	181	-	(181)	64	-	100%
69	157	Depreciation	662	848	186	1,415	1,319	50%
<u>23,257</u>	<u>22,882</u>	<b>Total Operating Expenses</b>	<u>237,862</u>	<u>239,607</u>	<u>1,745</u>	<u>266,399</u>	<u>317,950</u>	<b>75%</b>
<u>6,037</u>	<u>6,520</u>	<b>Operating Income (Loss)</b>	<u>42,057</u>	<u>38,198</u>	<u>3,859</u>	<u>7,528</u>	<u>52,168</u>	
2,645	2,000	Allocated Expenses	30,915	27,610	(3,305)	35,664	33,610	
<u>3,392</u>	<u>4,520</u>	<b>Net Income (Loss)</b>	<u>11,142</u>	<u>10,588</u>	<u>554</u>	<u>(28,136)</u>	<u>18,558</u>	

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

<b>Current Month Actual</b>	<b>Current Month Reforecast</b>		<b>Year to Date Actual</b>	<b>Year to Date Reforecast</b>	<b>Variance</b>	<b>2012 2013 Year To Date Actual</b>	<b>Total 2013 2014 Reforecast</b>	<b>Percent of YTD Budget Consumed</b>
<b>Revenue</b>								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 157,518	\$ 157,518	\$ -	\$ 1,169,983	\$ 210,025	75%
-	84,840	Cap Imp Funding - Placer Held	-	1,459,892	(1,459,892)	-	2,223,452	0%
<b>17,502</b>	<b>102,342</b>	<b>Total Revenue</b>	<b>157,518</b>	<b>1,617,410</b>	<b>(1,459,892)</b>	<b>1,169,983</b>	<b>2,433,477</b>	<b>6%</b>
<b>Operating Expenses</b>								
6,378	6,164	Salaries & Wages	61,989	60,678	(1,311)	53,813	82,113	75%
648	646	Rent	5,814	5,708	(106)	5,067	7,646	76%
194	196	Telephone	1,918	1,909	(9)	1,937	2,497	77%
-	-	Mail - USPS	23	22	(1)	10	22	105%
36	56	Insurance/Bonding	360	439	79	318	607	59%
35	81	Supplies	424	538	114	379	781	54%
22	51	Equipment Support & Maintenance	502	581	79	388	731	69%
-	39	Taxes, Licenses & Fees	90	246	156	58	363	25%
125	146	Equipment Rental/Leasing	1,157	1,183	26	1,320	1,621	71%
-	-	Public Outreach	913	1,000	87	93	2,826	32%
12,825	29,330	Research & Planning	44,078	73,111	29,033	32,125	98,553	45%
-	250,895	Infrastructure Projects	119,638	1,215,767	1,096,129	1,033,089	2,030,952	6%
3	-	Employee Relations	131	100	(31)	26	100	131%
120	117	Automobile Expenses	926	998	72	576	1,349	69%
25	-	Meals/Meetings	130	100	(30)	243	200	65%
-	25	Dues & Subscriptions	45	95	50	38	95	47%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
43	95	Depreciation	407	611	204	773	896	45%
<b>20,454</b>	<b>287,841</b>	<b>Total Operating Expenses</b>	<b>238,545</b>	<b>1,363,086</b>	<b>1,124,541</b>	<b>1,130,253</b>	<b>2,381,352</b>	<b>10%</b>
<b>(2,952)</b>	<b>(185,499)</b>	<b>Operating Income (Loss)</b>	<b>(81,027)</b>	<b>254,324</b>	<b>(335,351)</b>	<b>39,730</b>	<b>52,125</b>	
3,439	4,218	Allocated Expenses	38,914	39,471	557	28,063	52,125	
<b>(6,391)</b>	<b>(189,717)</b>	<b>Net Income (Loss)</b>	<b>(119,941)</b>	<b>214,853</b>	<b>(334,794)</b>	<b>11,667</b>	<b>-</b>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 12,088	\$ 9,200	Membership	\$ 83,625	\$ 78,497	\$ 5,128	\$ 79,444	\$ 106,097	79%
150	400	New Member Fees	1,175	1,700	(525)	-	2,900	41%
14,454	25,950	Membership Activities	28,272	38,933	(10,661)	36,633	41,633	68%
705	769	Tuesday Morning Breakfast Club	9,020	7,382	1,638	7,269	9,689	93%
2,750	1,750	Sponsorships	2,750	1,850	900	-	4,900	0%
<u>30,147</u>	<u>38,069</u>	<b>Total Revenue</b>	<u>124,842</u>	<u>128,362</u>	<u>(3,520)</u>	<u>123,346</u>	<u>165,219</u>	<u>76%</u>
<b>Operating Expenses</b>								
6,906	5,559	Salaries & Wages	52,505	49,998	(2,507)	55,208	68,616	77%
648	684	Rent	5,814	5,891	77	5,680	7,942	73%
244	310	Telephone	2,227	2,408	181	2,868	3,338	67%
55	66	Mail - USPS	266	320	54	468	518	51%
109	116	Insurance/Bonding	1,080	1,101	21	925	1,449	75%
41	114	Supplies	1,335	1,422	87	1,244	1,763	76%
22	47	Equipment Support & Maintenance	895	931	36	416	1,072	83%
-	60	Taxes, Licenses & Fees	90	330	240	58	510	18%
277	328	Equipment Rental/Leasing	1,645	2,067	422	3,025	3,051	54%
-	-	Training Seminars	405	405	0	180	405	100%
-	-	Professional Fees	100	100	0	160	100	100%
15,338	14,125	Membership Activities	30,056	24,740	(5,316)	23,039	26,147	115%
786	737	Tuesday Morning Breakfast Club	7,285	7,097	(188)	6,422	9,308	78%
-	-	Classified Advertising	545	545	0	477	545	100%
8	-	Employee Relations	219	225	6	25	225	97%
235	214	Credit Card Fees	1,823	1,779	(44)	1,558	2,421	75%
196	80	Automobile Expenses	711	708	(3)	141	948	75%
-	60	Meals/Meetings	136	304	168	212	484	28%
-	-	Dues & Subscriptions	774	774	0	556	774	100%
-	-	Travel	390	390	0	222	390	100%
42	96	Depreciation	407	615	208	871	903	45%
<u>24,907</u>	<u>22,596</u>	<b>Total Operating Expenses</b>	<u>108,708</u>	<u>102,150</u>	<u>(6,558)</u>	<u>103,755</u>	<u>130,909</u>	<u>83%</u>
<b>5,240</b>	<b>15,473</b>	<b>Operating Income (Loss)</b>	<b>16,134</b>	<b>26,212</b>	<b>(10,078)</b>	<b>19,591</b>	<b>34,310</b>	
2,381	2,578	Allocated Expenses	27,215	26,576	(639)	26,211	34,310	
<u>2,859</u>	<u>12,895</u>	<b>Net Income (Loss)</b>	<u>(11,081)</u>	<u>(364)</u>	<u>(10,717)</u>	<u>(6,620)</u>	<u>-</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Operating Expenses</b>								
22,440	22,972	Salaries & Wages	237,806	228,954	(8,852)	217,108	307,672	77%
2,009	2,046	Rent	18,173	18,039	(134)	17,906	24,177	75%
609	753	Telephone	5,974	6,358	384	6,324	8,617	69%
44	55	Mail - USPS	402	448	46	506	613	66%
266	274	Insurance/Bonding	2,640	2,672	32	2,301	3,494	76%
216	275	Supplies	2,300	2,395	95	2,488	3,220	71%
95	311	Equipment Support & Maintenance	2,615	2,932	317	2,453	3,865	68%
125	68	Taxes, Licenses & Fees	2,159	780	(1,379)	770	984	219%
166	255	Equipment Rental/Leasing	2,850	3,292	442	2,219	4,057	70%
-	100	Training Seminars	550	200	(350)	774	300	183%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,020	18,350	330	21,410	18,350	98%
-	-	Classified Advertising	434	434	0	-	434	100%
18	-	Employee Relations	764	1,217	453	690	1,217	63%
174	384	Board Functions	4,322	3,119	(1,203)	3,124	4,271	101%
-	93	Automobile Expenses	112	186	74	256	278	40%
159	52	Meals/Meetings	497	470	(27)	640	626	79%
-	70	Dues & Subscriptions	135	230	95	1,690	560	24%
-	375	Travel	1,158	1,908	750	-	2,283	51%
-	-	Miscellaneous Expense	-	350	350	444	350	0%
133	302	Depreciation	1,273	1,930	657	2,720	2,836	45%
<b>26,454</b>	<b>28,385</b>	<b>Total Operating Expenses</b>	<b>302,363</b>	<b>294,264</b>	<b>(8,099)</b>	<b>283,823</b>	<b>388,204</b>	<b>78%</b>
<b>(26,454)</b>	<b>(28,385)</b>	<b>Operating Income (Loss)</b>	<b>(302,363)</b>	<b>(294,264)</b>	<b>(8,099)</b>	<b>(283,823)</b>	<b>(388,204)</b>	
3	4	Investment Income/Interest	46	43	3	314	55	
(26,451)	(28,381)	Allocated Expenses	(302,390)	(294,221)	8,169	(280,931)	(388,149)	
<b>-</b>	<b>-</b>	<b>Net Income (Loss)</b>	<b>73</b>	<b>-</b>	<b>73</b>	<b>(2,578)</b>	<b>-</b>	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
<b>Revenue</b>										
Cap Imp Funding - Placer Field	\$ 1,649,978	\$ 224,559	\$ 238,122	\$ 2,112,659	\$ -	\$ -	\$ 2,112,659	\$ 157,518	\$ 544,590	\$ 2,814,767
Membership	-	5,555	-	5,555	83,625	-	89,180	-	-	89,180
New Member Fees	-	-	-	-	1,175	-	1,175	-	-	1,175
Membership Activities	-	-	-	-	28,272	-	28,272	-	-	28,272
Tuesday Morning Breakfast Club	-	-	-	-	9,020	-	9,020	-	-	9,020
Sponsorships	-	-	-	-	2,750	-	2,750	-	-	2,750
Special Events	87,708	-	-	87,708	-	-	87,708	-	-	87,708
Non-Retail VIC Sales	-	-	6,316	6,316	-	-	6,316	-	-	6,316
Commissions	-	72,621	-	72,621	-	-	72,621	-	-	72,621
Merchandise Sales	-	-	77,893	77,893	-	-	77,893	-	-	77,893
Transfers In/Other	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Total Revenue	1,760,886	302,735	322,331	2,405,952	124,842	-	2,530,794	157,518	544,590	3,232,902
<b>Cost of Goods Sold</b>										
Total Cost of Goods Sold/Discounts	-	-	42,412	42,412	-	-	42,412	-	-	42,412
Gross Profit	1,760,886	302,735	279,919	2,363,540	124,842	-	2,488,382	157,518	544,590	3,190,490
<b>Operating Expenses</b>										
Salaries & Wages	211,830	172,618	135,553	520,001	52,505	237,806	810,312	61,989	51,940	924,241
Rent	16,361	8,210	79,911	104,502	5,814	18,173	128,489	5,814	5,814	140,117
Telephone	7,857	1,974	2,706	12,337	2,227	2,706	20,538	1,918	1,918	24,374
Mail - USPS	199	754	2,013	2,966	1,060	402	2,681	23	24	2,728
Insurance/Bonding	2,280	2,280	3,000	7,560	1,080	2,640	11,280	360	360	12,000
Supplies	1,456	734	3,178	5,368	1,335	2,300	9,003	424	466	9,893
Equipment Support & Maintenance	1,861	1,539	1,058	4,458	895	2,615	7,968	502	501	8,971
Taxes, Licenses & Fees	281	146	204	631	90	2,159	2,860	90	90	3,060
Equipment Rental/Leasing	1,705	1,797	3,958	7,460	1,645	2,850	11,955	1,157	1,157	14,269
Training Seminars	1,800	-	-	1,800	405	550	2,755	-	-	2,755
Professional Fees	-	-	-	-	100	18,020	18,120	-	-	18,120
Public Outreach	-	-	-	-	-	179	179	913	-	1,092
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	44,078	69,736	113,814
Transportation Projects	-	-	-	-	-	-	-	-	441,206	441,206
Infrastructure Projects	-	-	-	-	-	-	-	119,638	-	119,638
Community Marketing Programs	43,156	-	-	43,156	-	-	43,156	-	-	43,156
Special Events/Sponsorships	443,470	-	-	443,470	228	-	443,698	-	-	443,698
Membership Activities	-	-	-	-	30,056	-	30,056	-	-	30,056
Tuesday Morning Breakfast Club	-	-	-	-	7,285	-	7,285	-	-	7,285
Market Study Reports & Research	11,100	90,000	-	111,100	-	-	11,100	-	-	111,100
Marketing Cooperative/Media	815,000	-	-	815,000	-	-	815,000	-	-	815,000
Emergency Marketing	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Non-NLT Co-Op Marketing Programs	9,428	-	1,676	11,104	-	-	11,104	-	-	11,104
Employee Relations	180	510	336	1,026	219	764	2,009	131	82	2,222
Board Functions	-	-	-	-	-	4,322	4,322	-	-	4,322
Credit Card Fees	-	-	2,714	2,714	1,823	-	4,537	-	-	4,537
Automobile Expenses	2,754	873	978	4,605	711	112	5,428	926	926	7,280
Meals/Meetings	2,061	98	346	2,505	136	497	3,138	130	12	3,280
Dues & Subscriptions	2,406	425	181	2,831	774	135	3,740	45	45	3,830
Travel	2,622	-	181	2,803	390	1,158	4,351	-	-	4,351
Depreciation	1,273	662	662	2,597	407	1,273	4,277	407	407	5,091
Miscellaneous	-	-	341	341	545	434	1,320	-	-	1,320
Total Operating Expenses	1,622,100	282,620	237,862	2,142,582	108,936	302,363	2,553,881	238,545	533,606	3,326,032
Operating Income (Loss)	158,786	20,115	42,057	220,958	15,906	(302,363)	(65,499)	(81,027)	10,984	(135,542)
<b>Other Income</b>										
Revenues-Interest & Investment	-	-	-	-	-	46	46	-	-	46
<b>Other Expenses</b>										
Allocated	144,496	33,634	30,915	209,045	27,215	(302,360)	(66,130)	38,914	27,216	-
Net Income (Loss)	14,290	(13,519)	11,142	11,913	(11,309)	73	677	(119,941)	(16,232)	(135,496)

D12

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

	March 31 2014	March 31 2013	<i>Audited</i> June 30 2013
<b>Assets</b>			
<b>Current Assets</b>			
Petty Cash	500	500	500
Cash - Operations Acct #6712	336,547	887,552	549,620
Cash - Payroll Account #7421	10,409	14,014	13,480
Marketing Cooperative Cash	41,876	(84,629)	41,876
Cash - Infrastructure #8163	398	266,090	303,769
UBS Cash	8,891	8,601	8,856
Infrastructure Money Market	0	44,864	44,879
Cash in Drawer	311	600	300
Quickbooks Accounts Receivable	66,109	19,797	59,476
A/R - Sales Estimates	0	3,207	9,429
A/R - TOT Funding	116,311	904,943	408,188
Undeposited Funds	327	408	352
WebLink Accounts Receivable	46,215	38,600	21,325
Inventories	23,543	17,640	17,542
AR TOT Transportation NLTRA	951,970	282,315	112,926
AR TOT Transp County Held	0	469,000	0
AR TOT Infrastructure County	1,335,847	3,227,753	317,847
AR TOT Infrastructure NLTRA Held	276,038	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
<b>Total Current Assets</b>	<b>3,365,292</b>	<b>6,299,295</b>	<b>1,943,370</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(63,597)	(59,629)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,870)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(26,767)	(22,748)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,617)	(23,417)	(23,467)
<b>Total Property and Equipment</b>	<b>14,349</b>	<b>15,005</b>	<b>13,951</b>
<b>Other Assets</b>			
Prepaid Expenses	123,062	105,063	42,132
Prepaid Insurance	5,124	5,408	4,797
<b>Total Other Assets</b>	<b>128,186</b>	<b>110,471</b>	<b>46,929</b>
<b>Total Assets</b>	<b>3,507,826</b>	<b>6,424,771</b>	<b>2,004,249</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	143,115	300,557	457,516
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401(k) Plan	(3,019)	12,045	655
Estimated PTO	62,415	56,143	62,415
Sales and Use Tax Payable	996	843	1,302
Accrued Expenses	19,106	426	0
Ski Tahoe North Lift Tickets	0	(2,576)	0
Marketing Cooperative Liabilities	41,876	(84,629)	41,876
Intra-Company Borrowings	13,619	(305)	(139)
AFW Suspense Account	0	(90)	0
Payroll Liabilities	4,162	1,876	3,732
Deferred Rev - Membership Dues	95,230	92,068	81,113
Deferred Revenue - Other	13,767	10,060	19,441
Deferred Support	572,558	611,740	0
Deferred Transportation Support	181,528	638,389	0
Deferred Infrastructure Support	1,422,287	3,674,515	351,780
Deferred Support- Infra Maint. Reserve	292,096	142,096	142,096
<b>Total Liabilities</b>	<b>2,881,479</b>	<b>5,490,576</b>	<b>1,199,205</b>
<b>Net Assets</b>			
Unrestricted Net Assets	368,805	445,064	397,682
Designated Marketing Reserve	294,494	293,110	337,694
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(135,496)	97,477	(28,876)
<b>Total Net Assets</b>	<b>626,347</b>	<b>934,195</b>	<b>805,044</b>
<b>Total Liabilities and Net Assets</b>	<b>3,507,826</b>	<b>6,424,771</b>	<b>2,004,249</b>

D13

**NLT Chamber/CVB/Resort Association  
Statement of Infrastructure and Transportation Activities  
For the Nine Months Ending March 31, 2014**

<b>Current Month</b>	<b>Infrastructure Project Costs</b>	<b>Year to Date</b>
12,825.00	Research/Planning/Infrastructure	44,077.57
	Infrastructure project expenditures are no longer being recorded on the NLTRA books.	
<b>12,825.00</b>	<b>Total Infrastructure Project Costs</b>	<b>44,077.57</b>
	<b>Transportation Project Costs</b>	
375.00	Research/Planning/Transportation	25,657.67
	Membership Transportation	3,000.00
	Summer Traffic Management	21,050.73
	Winter Night Service Transit	161,182.50
577.00	North Lake Tahoe Express	120,192.50
	Sugar Bowl Skier Shuttle	9,500.00
	Summer Night Service	129,280.00
<b>952.00</b>	<b>Total Transportation Project Costs</b>	<b>469,863.40</b>
<b>13,777.00</b>	<b>Total Project Costs</b>	<b>513,940.97</b>



March Quickbooks Accounts Receivable												
Total	Business Name	Conf dues		Commissions		Misc. amount	For	Status	age	amount	age	amount
		age	amount	age	amount							
675.00	CA Board of Equalization					675.00	1/31/14 Refund sales tax	Under 90 days	60			
1,000.00	Community Fund of NLT					1000.00	3/27/14 CAD Sponsorship	New	new			
550.00	Forest Suites Resort	30	550.00				2/1/14 Conf dues	Under 90 days				
65.00	Ginger Karl					65.00	3/27/14 CAD	New	new			
51.35	Granlibakken Resort					51.35	3/27/14 CAD	New	new			
1,933.10	Harrah's			1,933.10			8/30/13 Groups	Sending check				
245.25	Harrah's			245.25			8/30/13 Groups	Sending check				
550.00	Harrah's	new	550.00				1/1/14 Conf dues	Paid				
337.50	Horizon Casino Resort			337.50			9/29/13 Groups	Jason is contacting				
143.20	Hotel Truckee Tahoe	60		143.20			1/31/14 Groups	Under 90 days				
550.00	Hotel Truckee Tahoe	60	550.00				1/1/14 Conf dues	Under 90 days				
973.80	Hyatt			973.80			8/30/13 Groups	Jason is contacting				
625.00	Kevin Mitchell					625.00	3/31/14 CAD silent auction	New	new			
400.00	Marc Sabella					400.00	3/27/14 CAD	Paid	new			
360.00	Meeks Bay Fire Dept					360.00	1 year TMBC dues	Under 90 days	60			
550.00	Mourelatos Lakeshore	60	550.00				1/1/14 Conf dues	Under 90 days				
6,590.14	NLT Marketing Co-op					6,590.14	2/28/14 Feb credit card	Under 90 days	30			
13,399.18	NLT Marketing Co-op					13,399.18	3/31/14 CAD silent auction	New	new			
20,000.00	Placer County					20,000.00	9/22/13 IronMan infra grant	Paid	90			
1,438.50	PlumpJack	90	1,438.50				9/30/13 Groups	Paid				
1,350.30	PlumpJack	new	1,350.30				2/28/14 Groups	Paid				
65.00	Sandy Evans Hall					65.00	3/27/14 CAD	New	new			
2,389.82	Squaw Valley Lodge	new	2,389.82				2/28/14 Groups	Paid				
250.00	Squaw Valley Resort					250.00	11/1/13 (863) Transp Sum	Sent past due letter	90+			
5,876.65	Squaw Valley Resort	30	5,876.65				2/28/14 Groups	Under 90 days				
199.00	Squaw Valley Resort	30	199.00				2/28/14 Groups	Under 90 days				
300.00	Tahoe Adventure Co					300.00	8/1/13 Aug & Sept Kiosk	Sent past due letter	90+			
3,073.10	Tahoe City Kayak					3,073.10	3/13/14 Refund kayak	New	new			
100.00	Tahoe Dave's	30				100.00	2/26/14 Feb & Mar Kiosk	Under 90 days	30			
425.00	Tahoe Tree Co	new	425.00				3/31/14 CAD silent auction	Paid	new			
589.00	Tahoe TV					589.00	3/31/14 CAD silent auction	New	new			
850.00	The Abbi Agency					850.00	3/27/14 CAD	New	new			
150.00	West Shore Sports	30	150.00				2/1/14 Kiosk rental	Paid				
54.00	Wild West Communication					54.00	3/27/14 CAD	New	new			
<b>66,108.89</b>			<b>2,200.00</b>	<b>14,887.12</b>		<b>46,953.77</b>						
	Shaded grey is paid as of 4/14/14.		-550.00	-7,699.62		-20,675.00						
			1,650.00	7,187.50		26,278.77						

**March 2014 WebLink Accounts Receivable**

		Chamber		Membership		Activities		Status	
		age	amount	age	amount	For			
<b>Total</b>	<b>Business Name</b>								
170.00	CATT	new	170.00	new	170.00	3/27/14 (1556) CAD		New	
85.00	CB's Pizza	new	85.00	new	85.00	3/27/14 (1557) CAD		New	
75.00	Creative Concepts	60	75.00	60	75.00	1/31/14 (1410) Email blast		Under 90 days	
150.00	Creative Concepts	30	150.00	30	150.00	2/28/14 (1512) Email blast		Under 90 days	
75.00	Creative Concepts	new	75.00	new	75.00	3/31/14 (1550) Email blast		New	
75.00	EXL Media	new	75.00	new	75.00	3/31/14 (1551) Email blast		New	
170.00	Hyatt	new	170.00	new	170.00	3/1/14 (1410) CAD		New	
75.00	Lake Tahoe TV	90+	75.00	90+	75.00	11/30/13 (1175) Email blast		Sent past due letter.	
75.00	Lighthouse Spa	90+	75.00	90+	75.00	11/30/13 (1171) Email blast		Sent past due letter.	
20.00	Miscellaneous sign-up	new	20.00	new	20.00	Unknown		Researching	
85.00	Mourelatos Lakeshore Resort	new	85.00	new	85.00	3/27/14 (1558) CAD		New	
450.00	NLT Historical Society	new	450.00	new	450.00	3/27/14 (1552) CAD		New	
255.00	Placer Cty Environ Engineering	new	255.00	new	255.00	3/27/14 (1559) CAD		New	
850.00	Placer-Lake Tahoe Film	new	850.00	new	850.00	3/27/14 (1553) CAD		New	
75.00	Resort at Squaw Creek	30	75.00	30	75.00	2/28/14 (1511) Email blast		Under 90 days	
75.00	Resort at Squaw Creek	60	75.00	60	75.00	1/31/14 (1413) Email blast		Under 90 days	
75.00	SDBX Studio	90+	75.00	90+	75.00	12/31/13 (1403) Email blasts		Maja is researching	
75.00	SDBX Studio	30	75.00	30	75.00	1/31/14 (1411) Email blasts		Paid	
75.00	SDBX Studio	new	75.00	new	75.00	2/28/14 (1513) Email blast		Paid	
120.00	Sierra Sun	new	120.00	new	120.00	3/27/14 (1560) CAD		New	
75.00	Smith & Jones	30	75.00	30	75.00	2/28/14 (1514) Email blast		New	
70.00	Squaw Valley Lodge	90+	70.00	90+	70.00	10/31/13 (1141) Annual lunch		Sent past due letter.	
50.00	Squaw Valley Resort	90+	50.00	90+	50.00	12/31/13 Hosp Holidays		Emailed	
250.00	Tahoe Dave's	new	250.00	new	250.00	3/27/14 (1554) CAD		New	
75.00	Tahoe Donner	90+	75.00	90+	75.00	10/31/13 (1146) Email blast		Sent past due letter.	
300.00	Tahoe Quarterly	90+	300.00	90+	300.00	10/31/13 (1142) Annual lunch		Sent past due letter.	
75.00	Tahoe Tree Company			90+	75.00	9/30/13 (1091) Email blast		Contacted by telephone and mail; no response.	
2,155.00	Sept memb billing - total	90+	2,155.00			9/1/13 Chamber dues		Memb Mgr is contacting	
950.00	Oct memb billing - total	90+	950.00			10/1/13 Chamber dues		Memb Mgr is contacting	
2,125.00	Nov memb billing - total	90+	2,125.00			11/1/13 Chamber dues		Memb Mgr is contacting	
2,425.00	Dec memb billing - total	90	2,425.00			12/1/13 Chamber dues		Memb Mgr is contacting	
25,960.00	Jan memb billing - total	60	25,960.00			1/31/14 Chamber dues		Under 90 days	
4,775.00	Feb memb billing - total	30	4,775.00			2/28/14 Chamber dues		New	
3,825.00	Mar memb billing - total	new	3,825.00						
<b>46,215.00</b>			<b>42,215.00</b>		<b>4,000.00</b>				
	Shaded grey is paid as of 4/14/14.				-150.00				
			<b>42,215.00</b>		<b>3,850.00</b>				

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

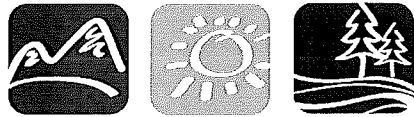
	<b>2011/12</b>	<b>2012/13</b>	<b>% Change</b>	<b>2013/14</b>	<b>% Change</b>
<b>District 5</b>	<b><i>Actual</i></b>	<b><i>Actual</i></b>			
Quarter 1	3,682,067	3,881,220	5.41%	4,519,032	16.43% Actual*
Quarter 2	1,794,228	2,103,402	17.23%	2,103,402	0.00% Projected
Quarter 3	3,159,502	4,261,128	34.87%	3,159,502	-25.85% Projected
Quarter 4	1,553,956	1,439,436	-7.37%	1,439,436	0.00% Projected
	<b><u>10,189,753</u></b>	<b><u>11,685,186</u></b>		<b><u>11,221,372</u></b>	

NLTRA Contract	4,394,440
County Services	1,602,757
Total TOT for NLTRA & County Services	5,997,197
	<u>0.6</u>
Projected TOT Basis for Fiscal Year 2013/14	<b><u>9,995,328</u></b>

Note: \* - Quarter 1 actual amounts are adjusted up as new information on reports come in from Placer County.

Revised: April 23, 2014

## Attachment A



**north lake tahoe**

Chamber | CVB | Resort Association

### **North Lake Tahoe Resort Association Scope of Work— FY 2014-15**

On behalf of the members and businesses in the North Lake Tahoe area of Placer County, the North Lake Tahoe Chamber/CVB/Resort Association (NLTRA) values its relationship and partnership with Placer County. Following direction from the Master Plans of 1995 and 2004 as well as the 2011-2016 Strategic Goals, the NLTRA continues to advise the Board of Supervisors on the most effective investment of Transient Occupancy Funds (TOT) collected in the North Lake Tahoe area.

This successful investment strategy, leveraged wherever possible, in critical areas of destination marketing, transportation and infrastructure is essential to keep North Lake Tahoe competitive as a nationally and internationally known destination.

#### **Purpose**

The importance of tourism to the economic health of North Lake Tahoe and Placer County has been documented in numerous studies conducted over many years. Accordingly, the adopted mission of the North Lake Tahoe Resort Association is to ***“promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”***

Based on the Placer County-NLTRA agreement, the services provided by the NLTRA are summarized as follows: the NLTRA shall, *1) provide a full spectrum of management activities for tourism marketing and visitor services for the Placer County businesses of the North Lake Tahoe region; 2) undertake activities to implement in full the NLTRA Master Plans; and, 3) assist with the planning, development and implementation of necessary public infrastructure improvements that benefit the tourism-based economy in the Placer County portion of the North Lake Tahoe region.*

The NLTRA shall implement this Scope of Services through the following functions and expertise.

## Tourism Division

### 2013-16 Strategic Goals

- Dominate the California market as a destination for alpine and Nordic skiing, biking and paddle sports
- Increase TOT by 20% over 2010/11 adjusted for inflation
- Increase occupancy during strike zones by 20% and annual occupancy by 10%
- By 2016, increase destination visitor market by 3% over 2012/13

### **Marketing, Advertising and Promotions, Group & Conference Sales, Leisure Sales, Special Events, Public Relations, Media Relations, Web Site, Social Media**

The mission of the Tourism Division is to *“promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues and maximizing the exposure and promotion of North Lake Tahoe on a regional, national, and international level.”*

The NLTRA Tourism Division continues to position the North Lake Tahoe region as a premier resort destination location for leisure travelers, group and conference attendees and special event opportunities. A focus on human-powered sports is a key competitive advantage and one that is woven through all appropriate channels. Additionally, the NLTRA continues to use our adopted **Marketing Performance Reporting Document** which guides the tracking and reporting on Marketing “Return on Investment” (ROI) Indicators. The review of performance helps guide the development of each subsequent marketing plan.

### **Key Performance Objectives**

- Track cost per visitor to the Web site.
- Total number of unique visitors to consumer website
- Increase the number of Web site clicks to lodging properties.
- Continue to engage in communications with marketing partners, including lodging and attraction suppliers and co-op partners; conduct at least one annual “member and partners” workshop to review marketing strategies, investments and performance indicators and solicit feedback and input.
- Increase in Conference and Group room revenue
- Social conversation and engagement
- Leisure Sales site visits and FAM tours.

The following is a summary of the focus and activities of each department and function within the Tourism Division and Key Performance Objectives for each:

### **Group/Conference Marketing and Sales**

The purpose of this function and program is to increase the number of meetings held each year at North Lake Tahoe and to increase awareness of the region as a premier destination to the national and regional meetings industry. Specifically, the department

works to develop group and conference business and provides referral and conversion services. Its efforts are focused in partnership with those properties, large and small, with the ability to book and serve group and conference business and who are members of the NLTRA Conference Program. Department programs consist of an integrated media and marketing plan, trade show schedule, sales missions and familiarization tours (FAMs), and client relations. The Conference Sales program will go through a thorough review in this upcoming year. The intent of this review is to determine the overall effectiveness of the program, to implement new initiatives and strategies, determine if sufficient resources are allocated to this effort, and to grow our conference sales business. An additional sales person was hired last year as we dedicate more resources to this important business channel.

### **Key Performance Objectives**

- The Conference Sales program will continue the work necessary to further establish Placer County and North Lake Tahoe in the regional and national meetings market, with the goal of increasing TOT and other revenues associated with group and meetings business.
- Continue to improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.
- Increase group and conference lead generation from the Web site.
- Increase total leads and total booked revenue.

### **Leisure Marketing and Sales**

The purpose of this function and program is to increase vacation and leisure travel to North Lake Tahoe. This effort focuses on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs, training for travel and reservation agents, and media and public relations. The department targets three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) tour operators.

The department serves as NLTRA's primary liaison with the cooperative tourism marketing programs available at the state level, in partnership with the California Travel and Tourism Commission (CTTC), an industry advocacy and cooperative marketing organization. These cooperative marketing programs include contracted General Sales Agents (GSAs) in targeted countries. Leisure Sales also coordinates the marketing and sales of the NLTRA's popular Ski Tahoe North multi-resort interchangeable lift ticket (STN).

### **Key Performance Objectives**

- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus; continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.

- Increase the number of Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in the wholesale and tour operator sales channels.
- Increase awareness and sales of the Ski Tahoe North Interchangeable Lift Ticket (STN)
- Increase awareness and ridership on the North Lake Tahoe Express airport service.
- Support efforts to brand and position North Lake Tahoe as a Nordic destination through cooperative efforts with our Nordic resorts, suppliers and partners.

### **Special Events, Projects and Promotions**

The primary purpose of this department is to support the development, implementation and promotion of special events through available grant funding programs and event support services. Special Event staff continues to support the Tourism Division's new event development effort and the Community Marketing Grant Program administered by the North Lake Tahoe Chamber of Commerce Advisory Committee. Promotional responsibilities of the department include coordinating special events with the [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) web site and other internet marketing channels.

The Special Event department is also intricately involved in the acquisition of new, major events that support our Human-Powered Sports Initiatives. This includes effort to expand our relationship with current event producer partners, to acquire new events aligned with our strategic goals through specific sales channels, and to research new events direction and opportunities that provide regional benefit to our local businesses, residents and Placer County as a whole.

### **Key Performance Objectives**

- Fully integrate department expertise with community and resort sponsored and/or produced events.
- Continue to make available the **Special Events Resource Guide** for event producers and promoters, which includes a description of the special events services and support available through the NLTRA.
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.
- Assist area special events producers in the completion of final event reports, as required, tracking specific measurements to determine ROI of each event.
- Work to develop or recruit a major special event with national and international television coverage, preferably in one of our initiative areas or during one of our strike zones.
- Develop special events plan that analyzes existing events and event management structures and identifies future growth opportunities in all events markets to improve coordination with business association and other event producers, return on investment and consistency with Resort Association goals.

### **Web Site Strategies and Key Performance Objectives**

As the main fulfillment channel for all marketing efforts, the GoTahoeNorth.com Web site must be fully leveraged to maximize the promotion of the entire North Lake Tahoe area, while delivering compelling consumer content. A new website platform and consumer interface will be considered for the 2014/15 fiscal year to increase our communication platform's consumer connectivity, to leverage our tourism servicing businesses and to streamline the conversion from traveler interest to booking and beyond.

Various Key Performance Objectives will be tracked and analyzed throughout this process to determine success of this Web Strategies effort.

These include:

1. Total Unique Visitors
2. Cost Per Visitor
3. Percent of Direct and Bookmarked Visitors
4. Number of Repeat Visitors
5. Number of Lodging Referrals
6. Lodging Referrals as a Percent of Total Unique Visitors
7. Search Engine Referrals
8. Organic Search Engine Results

### **Public and Media Relations**

This program focuses on efforts to increase public and media awareness of North Lake Tahoe as a premier year-round travel destination, to generate additional editorial coverage in national and regional publications and communication channels, and to help expand the reach of NLTRA marketing and advertising campaigns. Various media familiarization trips are organized and supported throughout the year, and assistance is provided to writers on assignment. The Public Relations team also: 1) helps support the Media Center on [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe; 2) coordinates the communication between traditional press and the online social media space; and, 3) helps provide information regarding the NLTRA and its programs in the local community and surrounding region.

### **Key Performance Objectives**

- Increase the Advertising Equivalency of public relations efforts.
- Increase reference to, and the exposure of, the [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) Web site in editorial stories and features about North Lake Tahoe.
- Increase the number of media contacts and press releases downloaded from the [GoTahoeNorth.com](http://GoTahoeNorth.com) Web site.

### **Community Marketing Program**



The purpose of the Community Marketing Program is to help coordinate with and support the efforts of the Chamber/NLTRA's community marketing partners, including, but not limited to improving the marketing and promotion of specific geographic areas within the region through the **Resorts and Towns of North Lake Tahoe** component of the NLTRA's marketing efforts. Program goals include promoting community economic vitality and hospitality and helping to fund community marketing collateral and related projects, as identified in the NLTRA's adopted **Community Marketing Program Grant Funding Criteria**. The funding criteria are included in Attachment D. An important focus of the Community Marketing Program is to provide funds to local business associations to assist with marketing collateral and/or events that increase the vitality of the various commercial core areas. Consistent with the Placer County/NLTRA agreement, the Community Marketing Program is administered by the North Lake Tahoe Chamber of Commerce Advisory Committee, with the final approval of all grant recommendations by the NLTRA Board of Directors.

### **Key Performance Objectives**

- Improve the quality and distribution of "in market" visitor information and achieve greater coordination of advertising and promotional messages with those of the NLTRA in drive and destination markets.

### **Support for Other Marketing Programs**

Annually, by agreement with specific entities, the NLTRA provides financial and technical support as a partner in several regional cooperative marketing programs. These include the North Lake Tahoe Marketing Cooperative, Sierra Ski Marketing Council, Regional Marketing Committee, Placer-Lake Tahoe Film Office, North Tahoe Events Center, and the Placer County Visitor Council's California Welcoming Center.

## **Visitor Information Services**

### **2011-16 Strategic Goals**

- Develop and execute a customer service training strategy
- Assess regional needs for Visitor Information distribution and execute plan
- Increase net promoter scores by 20% over 2011/12 or up to 85

The purpose of the NLTRA's visitor information function is to provide high quality, comprehensive and convenient information services to welcome visitors to North Lake Tahoe and provide them with helpful information to enhance their stay. This information, and the way in which it is presented, is intended to enhance the North Lake Tahoe experience as will be measured by Net Promoter Scores through visitor intercept research, and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information. Visitor touch points are: Visitor Information Centers, lodging/property managers, visitor guides, web/mobile, TV/video and interaction with local businesses.

## Visitor Information Centers

- Tahoe City  
This center is open year-round, providing guests with information concerning North Lake Tahoe. It also provides referral services for North Lake Tahoe Chamber of Commerce members and gives them an opportunity to display collateral. The Center serves as a “front counter” for Chamber membership services and provides a variety of public services, such as ticket sales for a variety of area special events. The Tahoe City Visitor Information Center moved to a new location during Summer 2012. The expansion of the center allows for a gift shop, sponsorship opportunities, concierge services, library/book shop, local product sales, local gatherings, agency sharing and private business kiosks/displays.
- Reno  
The NLTRA opened a new Visitor Information Center in the Reno Tahoe International Airport in the baggage claim area. The center is open year-round. The center provides North Lake Tahoe visitor and transportation information and is shared with the North Lake Tahoe Express service. The goal of this facility is to provide a welcoming gateway to visitors utilizing the North Lake Tahoe Express, increase airport shuttle ridership, reduce TOT subsidy and inform visitors of all North Lake Tahoe has to offer.
- Kings Beach (summer only)  
This year, the NLTRA will have a presence at the Kings Beach State Park. A mobile operation utilizing a tent and brochure kiosks will be set up daily and stored in the restroom buildings adjacent to the beach. Staff may also be utilized in the information area for the Kings Beach Commercial Core Improvement Project (KBCCIP) once that office is open.
- Auburn and Truckee California Welcome Centers (displays only)  
The NLTRA has created and rents space for North Lake Tahoe specific displays in both locations. Both displays will have racks to distribute the North Lake Tahoe Official Visitor Guide and the Neighborhood map.

## Lodging Liaison

- The Information Services Director is responsible for meeting bi-annually with a majority of lodging properties in North Lake Tahoe to inform them of the services/benefits that the NLTRA provides. The Information Services Director is also responsible for sending lodging properties information concerning events and business opportunities.

## Guide/Activity Maps, Web/Mobile, TV/Video and Local Business Outreach

- Official North Lake Tahoe Guide  
We produce the Official North Lake Tahoe Visitors Guide in partnership with the Tahoe Quarterly twice annually. This guide is distributed throughout North Lake Tahoe in lodging property guest rooms/vacation homes and Visitor Information Centers. The guide will also be located on GoTahoeNorth.com in a flippable, easy to read version. 50,000 of these seasonal guides are printed and

distributed each season, and are sent out as the primary fulfillment piece upon request.

- Maps  
The North Lake Tahoe map and Cross Country Ski map continue to be extremely popular with guests and visitors.
- Web/Mobile  
The information on GoTahoeNorth.com is made visitor friendly through the addition of a local transportation widget and making the mobile version more user friendly by appearing differently to in-market visitors. Cards, magnets and window clings with a QR code and our web address are distributed to lodging properties and Chamber members to increase in-market visitation to GoTahoeNorth.com. Content on the Mobile site has also been adjusted to the consumer depending on his/her location.
- TV/Video  
TV and Video are available in the Tahoe City Visitor Center. We have formed a partnership with a local TV and video production company and will be researching the possibility of adding this technology to our Auburn display area.
- Local Businesses Outreach  
Local Businesses are being informed of Visitor Information offered by the NLTRA through: a 10-Day Event Calendar distributed weekly to all lodging properties and chamber members, Ski-Reports during the ski season, weekly updates in Biz Bytes and presentations at NLTRA Committee and other Organizational meetings.

### **Customer Service Training**

The Customer Service Training will be made available beginning in June 2013 and will be promoted to North Lake Tahoe businesses twice annually. This will be a free service performed at each business location by members of the NLTRA staff, encouraging friendly, knowledgeable, and resourceful service.

### **Key Performance Indicators**

- Track the number of visitors served (walk-ins, email inquires, and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served using appropriate strategies as may be available.
- Track Net Promoter Scores with seasonal visitor intercept research.
- Assess opportunities for additional exposure and resource availability through other gateways such as Sacramento airport and California Welcome Centers.
- Increase in-market click-throughs to GoTahoeNorth.com.

## **Transportation and Capital Investment Projects**

### **2011-16 Strategic Goals**

- Develop a fully integrated transportation system that will effectively link visitor destinations, recreation and lodging products
- Increase ridership on service and recreational routes by 20%
- Review criteria, priorities, and application process for infrastructure projects

- Upgrade lodging and commercial environment on the North and West Shore with 3 new or re-developed projects
- Complete all trail systems in the basin including signage for biking, hiking, paddling and Nordic skiing
- Install 30 way-finding signs in the Tahoe basin during 2014/15, and 50 by 2016

The mission of the Visitor Support Services and Infrastructure Development is consistent with the NLTRA Master Plans and 5-year Strategic Goals to *Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe's Tourism-based Economy.*

In the spring of 2014, the NLTRA is revising and adopting the annual update of its **Capital Investment and Transportation Work Plan** and **Long Range Funding Plan**. The CI/T Work Plan is an "action plan" for FY-2014/15 that includes project priorities, descriptions, lead agencies and identifies project partners. This year's plan is suggesting revisions to criteria to be applied and the funding request application process to be used in evaluation of project selection for TOT appropriations. It also estimates funding requirements, suggests time frames for project completion, and quantifies "flexible funding" requests for transit projects. The Long Range Funding Plan is updated as a tool to assist in budgeting, evaluating additional projects that may be proposed, and establishing long-term investment priorities. The *Long Range Funding Plan* adopted this year is for the period 2014-2022.

**Visitor Support Services (Transportation)**

The Visitor Support Services allocation provides funding for the NLTRA's contributions to the operation of Placer County's Tahoe Area Regional Transit (TART) system and other visitor serving transit and transportation services in eastern Placer County. NLTRA funds are typically targeted to provide additional or enhanced transit services in the area, including service added during peak periods. A comprehensive list of services expected to be provided this year is included as Attachment A-4.

For FY 2014-15, funding for additional and enhanced services is being provided, along with funding to assist TART in maintaining its "base level services." TART base level funding will continue to be reduced as funding is restored to the County from other sources.

Transit services provided by operators other than TART to which NLTRA funds are contributed include the North Lake Tahoe Express Airport Shuttle (NLTE), the winter and summer Nightrider services, the winter ski shuttle to Sugar Bowl/Donner Summit, and the North Tahoe Free Coordinated Winter Skier Shuttle. The Coordinated Winter Skier Shuttle will be operating for its second year under management of TART. Funding is provided through TOT and ski area operators. Both the Express and Nightrider are operated under contract with the Tahoe Transportation District (TTD). Additional transit service provided through contract with the TTD is the North Lake Tahoe Water Shuttle 3-year pilot program. This service has been initially been funded as an infrastructure

project. The water shuttle will operate for its third year in summer, 2014, and will be evaluated at the end of this season.

The immediate next needed enhancements to transit services are the initiation of year-round service between the North Shore and Truckee on State Highway 267, and summer service to Emerald Bay from the North Shore along the West Shore on Highway 89.

Visitor Support Services also funds annual peak season traffic management programs. Currently, the NLTRA funds the "Tahoe City Three Lane Program" and, as necessary, a program in partnership with the Town of Truckee at the junction of Hwy. 89 and West River Street in the winter. In summer, funding is provided for traffic management in downtown Tahoe City each Thursday morning (to assist the flow of traffic in and out of the Tahoe City Farmer's Market), and traffic management efforts in downtown Kings Beach on holidays and busy Saturdays. Other possible traffic management times will continue to be reviewed.

The NLTRA has facilitated Transportation Summits in the fall, 2012 and 2013, to develop a vision and identify steps for North Lake Tahoe Transportation improvements. The vision is that the greater North Lake Tahoe area has a comprehensive, environmentally sensitive transportation system that encourages and supports an enjoyable auto-less experience.

This has led to a region-wide North Tahoe Resort Triangle Transportation Vision Coalition which is reviewing existing service, evaluating various transit serving scenarios, exploring opportunities for region-wide transit governance and potential funding revenue sources. A third Transportation Summit is planned during FY 2014-15 to present the results and establish roles and tasks for bringing the vision funding and development to fruition.

### **Key Performance Objectives**

- NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA.
- Improve monitoring and reporting documents for transit services provided by operators to which NLTRA funds are a prime contribution.
- Reduce traffic congestion during peak periods of visitor movement.
- Reduce TOT funding to specific transit services as revenues are generated through ridership fares and/or other funding sources.
- Progress with the region-wide transit vision.

### **Capital Investment Project Development**

Consistent with the direction and goals of the adopted NLTRA Master Plans, the 5-year Strategic Goals, and the projects specifically listed in the adopted *FY-2014/15 Capital Investment and Transportation Work Plan*, the NLTRA will continue to initiate,

participate as a partner, and monitor and report on the status and progress of projects and programs funded through the Infrastructure Account.

In recognition of the need for maintenance of tourist-serving Infrastructure projects envisioned in the NLTRA Master Plans and 5-year Strategic Goals, the NLTRA will continue establishing a reserve from Infrastructure Account funds to assist in meeting certain maintenance needs. The process for allocation of maintenance funds will be consistent with other Infrastructure Account funds which require application, committee review, and NLTRA Board of Directors approval and concurrence from the Placer CEO.

As greater needs and more requests for limited TOT funding are being made, a review of criteria used and the application process will be evaluated to help determine priorities for appropriating project funding recommendations.

During FY 2014-15, the NLTRA will complete the process of updating the 1995 and 2004 Master Plans into a 2014 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 through FY 2022.

### **Key Performance Objectives**

- Achieve measurable progress in the implementation of approved infrastructure projects for which funds have been approved and budgeted in the FY 2014-15 CI/T Work Plan.
- Continue to pursue new projects, as funding allows, that meet the goals, objectives, and criteria of the NLTRA Master Plans and 5-year Strategic Goals.

### **Research and Planning**

Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Capital Investment and Transportation projects, or efforts for further implementation of the adopted NLTRA Master Plans and 5-year Strategic Goals. More specific research and planning projects are listed in Attachment A-2.

## **Resort Association Administration/Management Team**

### **2011-16 Strategic Goals**

- Have a comprehensive communication plan through all mediums
- Build trust, confidence and leadership with key partners
- Be a recognized voice of community in all core function areas
- Have a recognized brand message of "Who we are and what we do"
- Be the recognized business leader in the regulatory environment
- Be the recognized business leader for legislative issues impacting tourism
- Take the lead on Economic Development plans that align with tourism development

- Provide advocacy for all project and programs that align with our mission

The NLTRA is established as a 501(c)(4) community based California non-profit public benefit corporation. The function of the NLTRA's administration and management team is to manage the corporation and the full spectrum of Resort Association services and programs operated by the corporation. These include, but are not limited to: consumer marketing and advertising, group/conference marketing and sales, leisure sales, special events, projects and promotions, public and media relations, marketing research and evaluation, visitor information services, visitor support services (transportation), and infrastructure development. NLTRA administration is responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, and the accurate reporting required to support all of the NLTRA's functions and responsibilities. The NLTRA undergoes an annual review of its Financial Statements and an Independent Auditor's Report is prepared by a Certified Public Accountant each year.

The Administration/Management team will be responsible for oversight and execution of various other activities such as legislative advocacy, partnership management, economic development, and review of the Tourism Development Master Plan.

### **Preparation and Adoption of the TRPA Regional Plan Update for Lake Tahoe and local Placer County Area Plans**

The NLTRA continues its active involvement with efforts by the TRPA to support the Regional Plan Update as adopted in December 2012 and amendments to North Lake Tahoe's Area Plans. This is a planning process with significant ramifications for the North Lake Tahoe Chamber/CVB/Resort Association membership and our many partners, including Placer County.

### **Specific NLTRA/Chamber Regional Plan Update Activities Key Performance Objectives**

- Continue efforts to ensure the newly adopted TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs. Continue to work in cooperation with Placer County and other partners to support economic development goals as they align with the mission as defined in the 1995 Tourism Development Master Plan.

### **Legislative Advocacy Key Performance Objectives**

- Work with County Executive Office to insure that NLTRA legislative platform, approved by the board annually, allocates expenditures and activities only to those consistent with Placer County policies.
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe Environmental Improvement Program (EIP). Such efforts shall

- include supporting the reauthorization of the federal **Lake Tahoe Restoration Act** (LTRA) as well as EIP investments from the states of California and Nevada.
- Continue advocacy efforts to support maintaining the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.
  - Continue advocacy efforts to support securing one or more new sources of transit operating funds for Lake Tahoe.

### **Maintaining and Developing Partnerships**

The NLTRA will continue to use staff time and resources to maintain, enhance and develop new partnerships, so that NLTRA funds for infrastructure, transportation and marketing projects and programs are leveraged with other funds to the maximum extent possible. For infrastructure and transportation planning projects, this effort involves working with a variety of local, regional, state, and federal agencies to help develop funding and implement projects. For marketing projects and programs, the NLTRA's Tourism Division works with a variety of local, regional, and state partners to develop and deliver leveraged marketing investments and opportunities.

### **Partnerships with Placer County and Related Agencies**

The NLTRA is committed to continuously improving understanding, communications and the productivity of its partnership with Placer County as it benefits the businesses and economic vitality of the North Lake Tahoe region. These include work with the Placer County Executive Office and the Board of Supervisors, Department of Public Works and TART, Placer County Office of Economic Development, Community Development Resources Agency, Public Information, Facilities Services, and Revenue Services, along with the Placer-Lake Tahoe Film Office, Placer County Visitors Bureau, PlacerArts, and the Placer County Transportation Planning Agency (PCTPA).

### **Placer County Tourism Development Master Plan Review and Update**

Over the course of the fiscal year, the Resort Association through review by staff and a sub-committee will recommend updates to Placer County's Tourism Development Master Plan. The effort will include a public outreach process that will feed into any final recommendations regarding TDMP revisions by the Resort Association to the Board of Supervisors. The review is likely to include costs for outreach efforts, printing and distribution of the plan.

### **Economic Development**

The NLTRA will continue to work with Placer County Road Map and The Prosperity Center on economic development initiatives that align with the TDMP and Strategic Goals. Some of the areas that are currently in progress are Health and Wellness initiatives that take advantage of the region's active lifestyle and performance sports, creating the ability to have increased broadband/wireless access in all areas of the Tahoe Basin, and developing opportunities for businesses and tourism that promote environmental innovation.



NLTRA  
 FY 2014-2015 TAHOE TOT BUDGET - Preliminary  
 ATTACHMENT C - Assuming Flat Funding

MARKETING		2013/14 ACTUAL	PROPOSED 14/15 BUDGET	VISITOR SUPPORT SERVICES		2013/14 ACTUAL	PROPOSED 14/15 BUDGET	TAHOE CAPITAL IMPROVEMENTS		2013/14 ACTUAL	PROPOSED 14/15 BUDGET	2013/14 ACTUAL	PROPOSED 14/15 BUDGET
RESORT ASSOCIATION CONTRACT:													
Personnel/Overhead Cap - Direct Costs	763,686	765,319		Personnel/Overhead Cap - Direct Costs	93,834	87,012	93,834	Personnel/Overhead Cap - Direct Costs	87,012	87,012	951,354	939,343	951,354
G+A Cap - Indirect Costs	522,284	525,343		G+A Cap - Indirect Costs	76,839	62,106	76,839	G+A Cap - Indirect Costs	71,013	71,013	672,689	659,462	672,689
Direct Marketing/Programs	1,049,555	899,555		Research and Planning (Detail in Attachment A-2)	30,000	30,000	30,000	Research & Planning (Detail in Attachment A-2)	52,000	52,000	82,000	82,000	82,000
Community Marketing Fund	50,000	50,000		Memberships	5,000	5,000	5,000	Maintenance Reserve: Tourism Serving Facilities	150,000	150,000	1,049,555	899,555	1,049,555
Special Events Marketing Fund	50,000	50,000		Traffic Management	55,000	48,000	55,000	Capital Improvements - Requires BOS Approval (County retains until BOS Approval)	1,030,005	1,018,080	105,000	205,000	105,000
				Transit Programs - Non-County (Detail in Attachment A-3)	592,420	494,000	592,420				1,622,425	1,572,080	1,622,425
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>		<b>2,436,525</b>		<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>		<b>726,118</b>	<b>853,093</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>		<b>1,378,105</b>	<b>1,399,405</b>	<b>4,688,023</b>	<b>4,394,440</b>
23-Apr-14													

Note: Proposed budget numbers include a preliminary assumption of a 13.68% increase to health and welfare benefits. The NLTRA is actively exploring options to the current policy and proposed increase.

NLTRA  
 FY 2014-2015 TAHOE TOT BUDGET - Preliminary  
 ATTACHMENT C - Assumes Flat + \$250,000

MARKETING		2013/14 ACTUAL	VISITOR SUPPORT SERVICES		2013/14 ACTUAL	TAHOE CAPITAL IMPROVEMENTS		2013/14 ACTUAL	PROPOSED 14/15 BUDGET	2013/14 ACTUAL	PROPOSED 14/15 BUDGET
<b>RESORT ASSOCIATION CONTRACT:</b>											
Personnel/Overhead Cap - Direct Costs	765,686	765,319	Personnel/Overhead Cap - Direct Costs	93,834	87,012	Personnel/Overhead Cap - Direct Costs	93,834	87,012	951,354	939,343	951,354
G+A Cap - Indirect Costs	522,284	525,343	G+A Cap - Indirect Costs	76,839	62,106	G+A Cap - Indirect Costs	73,566	71,013	672,689	652,462	672,689
Direct Marketing/Programs	1,149,555	899,555	Research and Planning	30,000	30,000	Research & Planning	52,000	52,000	82,000	82,000	82,000
Community Marketing Fund	50,000	50,000	(Detail in Attachment A-2)			Maintenance Reserve: Tourism Serving Facilities	150,000	150,000	1,149,555	899,555	1,149,555
Special Events Marketing Fund	50,000	50,000	Memberships	5,000	5,000	Capital Improvements - Requires BOS Approval	1,180,005	1,018,080	205,000	205,000	205,000
			Traffic Management	55,000	48,000	(County retains until BOS Approval)			105,000	98,000	105,000
			Transit Programs- Non-County	592,420	494,000				1,772,425	1,512,080	1,772,425
			(Detail in Attachment A-3)								
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>		<b>2,535,525</b>	<b>2,290,217</b>	<b>853,093</b>	<b>726,118</b>	<b>1,549,405</b>	<b>1,378,105</b>	<b>4,398,023</b>	<b>4,398,023</b>	<b>4,398,023</b>	<b>4,398,023</b>

Note: Proposed budget numbers include a preliminary assumption of a 13.68% increase to health and welfare benefits. The NLTRA is actively exploring options to the current policy and proposed increase.

NLTRA  
 FY 2014-2015 TAHOE TOT BUDGET- Preliminary  
 ATTACHMENT C - Assumes Flat + \$500,000

MARKETING	PROPOSED 14/15 BUDGET	2013/14 ACTUAL	VISITOR SUPPORT SERVICES	PROPOSED 14/15 BUDGET	2013/14 ACTUAL	TAHOE CAPITAL IMPROVEMENTS	PROPOSED 14/15 BUDGET	2013/14 ACTUAL	PROPOSED 14/15 BUDGET	2013/14 ACTUAL
<b>RESORT ASSOCIATION CONTRACT:</b>										
Personnel/Overhead Cap - Direct Costs	763,686	765,319	Personnel/Overhead Cap - Direct Costs	93,834	87,012	Personnel/Overhead Cap- Direct Costs	93,834	87,012	951,354	939,343
G+A Cap - Indirect Costs	522,284	525,343	G+A Cap - Indirect Costs	76,839	62,106	G+A Cap - Indirect Costs	73,566	71,013	672,689	658,462
Direct Marketing/Programs	1,274,555	899,555	Research and Planning	30,000	30,000	Research & Planning	52,000	52,000	82,000	82,000
Community Marketing Fund	50,000	50,000	(Detail in Attachment A-2)			(Detail in Attachment A-2)			1,274,555	899,555
Special Events Marketing Fund	50,000	50,000	Memberships	5,000	5,000	Maintenance Reserve: Tourism Serving Facilities	150,000	150,000	205,000	205,000
			Traffic Management	55,000	48,000	Capital Improvements - Requires BOS Approval	1,305,005	1,018,080	105,000	98,000
			Transit Programs- Non-County	592,420	494,000	(County retains until BOS Approval)			1,897,425	1,512,080
			(Detail in Attachment A-3)							
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,660,525</b>	<b>2,290,217</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>853,093</b>	<b>726,118</b>	<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>1,674,405</b>	<b>1,378,105</b>	<b>5,188,023</b>	<b>4,394,440</b>
										<b>23-Apr-14</b>

Note: Proposed budget numbers include a preliminary assumption of a 13.68% increase to health and welfare benefits. The NLTRA is actively exploring options to the current policy and proposed increase.

	FY 12-13*	FY 13-14**	FY 13-14 Amendment	Difference
NLTRA Budget	\$ 4,158,435	\$ 4,394,440	\$ 5,844,812	\$ 1,686,377
County Services	\$ 1,642,559	\$ 1,602,757	\$ 1,602,757	\$ (39,802)
TOTAL:	\$ 5,800,994	\$ 5,997,197	\$ 7,447,569	\$ 1,646,575

\*Does not include \$427,707 previous year fund balance

\*\*Does not include previous year fund balance

Please note that County Services are extracted from NLTRA budget categories in order to make consistent YOY comparisons. These figures do not match those seen in budget comparison spreadsheet.

Cardholder Name: SANDRA EVANS HALL Statement Period: 03/01/14 to 03/28/14  
 Account Number: 5472-1601-9517-4925 Statement Closing Date: 03/28/14

Transactions					CR=Credit
Tran Date	Post Date	Transaction Description	Reference Number	Amount	
Transaction Activity					
03-09	03-10	VZWRLSS*PRPAY AUTOPAY	888-294-6804	CA 994	\$20.00
03-25	03-25	PAYMENT - THANK YOU		000	\$85.00 CR

2014 Year-to-Date Totals	
Total fees charged in 2014	\$0.00
Total interest charged in 2014	\$0.00

Year-to-Date Totals include interest and/or fee adjustments.

### Interest Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Interest Rate	Interest Charge
PURCHASES	14.99% (v)	\$0.00	\$0.00
CASH	22.99% (v)	\$0.00	\$0.00

(v) = Variable Rate

5350 -00/70



Statement Date	MAR 28, 2014	Total Activity	\$151.44
Credit Limit	\$50,000	Single Purchase Limit	\$0.00
<b>SANDRA EVANS HALL</b>  XXXX-XXXX-0011-5901			

5530-00/42      32.50  
 6432-00/60      32.50  
 5710-00/70      20.00  
 8750-00/50      66.44  


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 151.44

ACCOUNT SUMMARY							
SANDRA EVANS HALL XXXX-XXXX-0011-5901	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$151.44		\$0.00		\$0.00		\$151.44

ACCOUNT ACTIVITY				
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
03-06	03-05	55436874064160649671816	CA SECRETARY OF STATE 916-6533775 CA Tran: 315030518070216 Tax ID: 680201602 Mer Zip: 95814-5701	20.00
03-28	03-27	55547504086253866010322	THE DAM CAFE TAHOE CITY CA Tax ID: 593057272 Mer Ref: 86601032 Mer Zip: 96145 Origin Zip: 96145 Dest Ctry: USA	66.44
03-28	03-27	75418234086006786962610	CTC*CONSTANTCONTACT.CO 855-2295506 MA Tran: 1108743637509 Tax ID: 043285398 Mer Zip: 02451 Product Code: 41000 Desc: Email Marketing;501 - 2500 Qty: 1 Unit: EAC Unit Cost: 3000 Disc: N Ext Item Amt: 30.00 Product Code: 45000 Desc: EventSpot;0 - 1 Published Qty: 1 Unit: EAC Unit Cost: 2000 Disc: N Ext Item Amt: 20.00 Product Code: 42000 Desc: Survey;0 - 5000 Responses, Qty: 1 Unit: EAC Unit Cost: 1000 Disc: N Ext Item Amt: 10.00 Product Code: 43000 Desc: MyLibrary Plus;MyLibrary P Qty: 1 Unit: EAC Unit Cost: 500 Disc: N Ext Item Amt: 5.00	65.00



**NLTRA**  
**Profit/Loss of 60th Annual Community Awards Dinner**  
**For the Event Date of March 27, 2014**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
<b>Revenues:</b>			
Tickets - 158 Sold	13,000	13,430	(430)
Silent Auction	1,454	3,500	(2,046)
Sponsorships	2,750	1,850	900
<b>Total Revenues</b>	<u>17,204</u>	<u>18,780</u>	<u>(1,576)</u>
Expenses	14,431	14,125	(306)
<b>Total Expenses</b>	<u>14,431</u>	<u>14,125</u>	<u>(306)</u>
<b>Profit/(Loss) for Event</b>	<u>2,773</u>	<u>4,655</u>	<u>(1,882)</u>