



Finance Committee Agenda and Meeting Notice

**Wednesday, April 29, 2015 from 2 pm-4pm
NLTRA Conference Room Upstairs**

NLTRA Mission

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

Finance Committee

NLTRA Board
Wally Auerbach
Chair
Joseph Mattioli

Committee Members

Ron Parson
Granlibakken

Mike Salmon
Tahoe Donner Association

Ramona Cruz
Tahoe City Public Utility
District

Placer County Rep
Jennifer Merchant

NLTRA Staff
Marc Sabella
Director of Finance/Human
Resources

NLTRA Staff
Meredith Nelson
Staff Accountant

Quorum
3 Members with 1 being
a Board Member

To call in:
Dial (605) 475-3220
Enter Participant code: 547298#

Items May Not Be Heard In the Order They Are Listed

- A. Call to Order – Establish Quorum
- B. 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. (3 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of the March 2015 Finance Committee Meeting Minutes (3 min)
- E. Discussion and Possible Action to Recommend Approval to the Board of Directors of the Financial Statements for March 2015 (15 min)
- F. Discussion and Possible Action to Recommend Approval to the Board of Directors the Preliminary NLTRA 2015-2016 Contract Budget Calendar, Goals and Assumptions and the Preliminary Budget (20 min)
- G. Review and Discussion of the 3rd Quarter Cash Flow Statement (10 min)
- H. Review and Discussion of the Membership Metrics Report (10 min)
- I. Review and Discussion of the Payroll Company Analysis (10 min)
- J. Review and Discussion of the IT Contract (5 min)
- K. Supplemental Information-Dashboard (10 minutes)
- L. Approval of CEO Expenses
- M. Committee Member Comments (5 minutes)
- N. Adjournment

Finance Committee Meeting

April 29, 2015

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**FINANCE COMMITTEE MINUTES
Tuesday, March 17, 2015 – 2:00 pm**

NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Wally Auerbach, Joseph Mattioli, Jennifer Merchant, Ron Parson, and Ramona Cruz

STAFF IN ATTENDANCE: Sandy Evans Hall, Marc Sabella, and Meredith Nelson

OTHERS IN ATTENDANCE: None

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:03 pm the Chair, Wally Auerbach

2.0 PUBLIC FORUM

2.1 None

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 Approval of the February and March 2015 Finance Committee Agenda

M/S/C (Ron Parson, Ramona Cruz) (5/0) to approve the February and March 2015 Agenda

4.0 APPROVAL OF MINUTES

4.1 Approval of the January and February 2015 Finance Committee Minutes

M/S/C (Ron Parson, Ramona Cruz) (5/0) to approve the January and February 2015 Finance Committee Minutes

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE JANUARY AND FEBRUARY 2015 FINANCIAL STATEMENTS

5.1 No additional comments on the January 2015 financial statements.

5.2 Marc Sabella has updated the February Financial Statements to include the budgeted and the re-forecasted information on most of the departmental financial statements per the recommendations of the Finance Committee. Final revisions of the financial statements will be completed for the next meeting.

5.3 February year-to-date revenues are above the re-forecasted numbers mostly driven by revenues increasing for Membership and Conference departments with the collection efforts of accounting.

5.4 The expense savings are attributed to the timing of expenditures as well as actual savings from payroll. The organization went over budget on the final Ironman campaign but is still expecting adjustments with the CHP refund received in March 2015 and other remaining refunds that have not yet been received.

5.5 Ron Parson stated the surplus in revenues from Tuesday Morning Breakfast Club should still be donated to the schools to support education. Sandy mentioned waiting until the end of the fiscal year to account for all the revenues and expenditures for the breakfast club, before any decision is made with a surplus.

M/S/C (Ron Parson, Ramona Cruz) (5/0) to recommend the Board of Directors approve the January and February 2015 Financial Statements.

6.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL TO THE BOARD OF DIRECTORS THE IMPLEMENTATION OF DISCOUNTS AND DELINQUENT FEES RELATED TO BILLINGS

6.1 Marc is recommending a 1.5% compounded monthly interest rate for delinquent conference billings and membership activities with a possible discount if they pay within 30 days of conference billings. Joseph recommends there be no discount rate for conference billings since the hotels should pay there bill in full and on time. Ron's experience is that most unpaid bills are due to issues or disputes and the delinquent fees should not begin until the dispute has been resolved.

6.2 A free e-blast has been given in the past when payments in the membership department are made by the due date as a value added product.

M/S/C (Jennifer Merchant, Ramona Cruz) (5/0) to recommend the Board of Directors approve the implementation of a 1.5% compounded monthly interest rate after 60 days delinquency for conference billings and membership activities.

7.0 REVIEW AND DISCUSSION OF THE MARKETING COOPERATIVE TAX STRUCTURE AND AUDITORS REPORT FOR THE 2013-2014 FISCAL YEAR

7.1 Review of the informational audited financial statements from Bob McClintock and our tax partners regarding the Marketing Cooperative states this is an agreement and not a subsidiary of NLTRA. The Cooperative will continue to use NLTRA's Tax Identification Number in the future. The NLTRA will continue to have the Cooperative audited each year.

8.0 REVIEW AND DISCUSSION OF THE MEMBERSHIP METRICS REPORT

8.1 Membership collections are improving leading to higher revenues. Ticket sales for the Community Awards Dinner are expected to reach 200 attendees with the goal of reaching \$11,500 net profit for the event.

9.0 APPROVAL OF CEO EXPENSES

9.1 Wally Auerbach approved the CEO Expenses for December 2014, January and February 2015.

10.0 SUPPLEMENTAL INFORMATION – METRICS REPORT AND DASHBOARD

10.1 Occupancy and Rev Par are showing a slight decrease for the upcoming months and the TOT collection is pacing lower for the 3rd quarter than in the prior year. Ron suggested that the organization may have to curtail discretionary expenses, if TOT numbers continue to drop.

11.0 COMMITTEE MEMBERS' COMMENTS

11.1 Placer County has assigned an auditor, Vavrine, Trine, Day & Company to review the current NLTRA contract (agreed upon procedures) in April 2015. Jennifer will send over a copy of the prior year's audit.

12.0 ADJOURNMENT

12.1 The meeting adjourned at 3:30pm

Submitted by
Meredith Nelson
Staff Accountant



April 29, 2015

To: Finance Committee

From: Marc Sabella

Re: Major Variances of the March 2015 Financial Statements

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

Profit/Loss:

- Organizational Revenues are over forecast in total. Membership Revenues are over the re-forecasted year-to-date projections and are almost at the original budget amount. This was due to a strong January renewal of memberships and a good collection effort of longer-dated receivables by the Accounting Department. Membership Activities is over forecast as the Membership Department had a successful Annual Community Awards Dinner.
- Special Events revenue came in lighter compared to budget and will finish lower than reforecast as the Ironman event was cancelled and several expected revenue sources related to the event did not transpire. Related expenses also came in under-budget due to the cancellation of services for the event. The net reduction to revenues and savings to expenditures will be a larger number due to the cancellation of the race.
- Conference Commissions are over reforecast but still remains below the year-to-date budget. Actual revenue for billing participating properties is caught up to a normal pace in the past quarter and collections of past due accounts are starting to come in due to a good collection effort by the Accounting Department. The 4th quarter projects to have large commissions recorded.
- Salary expense is under forecast as several salary items were forecasted but will not be realized.
- Community Marketing Programs, Non-NLT Co-Op Marketing and Transportation Projects are under budget and reforecast as amounts were expected to be expended at this time but will now be expended later in the year as per the reforecast.
- Membership Activities Expense is over reforecast and budget but after netting the actual expenses against actual Membership Activities Revenues net activities shows a gain for the year.
- Classified advertising costs were not budgeted this year and will remain a deficit variance for the remainder of the fiscal year.

Balance Sheet:

- A/R balances included large receivable amounts from one resort in the prior year. In the current year, there are no such balances with this resort, thus a decrease to the overall A/R balance.
- Membership A/R is now up-to-date with a strong collection effort on delinquent amounts and is now showing a decrease to the balance year over year.
- A/R TOT funding contains the balance of two months of the new Placer County contract that goes beyond the NLTRA fiscal year end at June 30th. The accounting recording method has changed since July of 2013 in the sense that the full year receivable is no longer booked at the beginning of the year.
- Accrued expenses from previous months were expensed in January. The result is a lower balance than one year ago.
- Deferred Support is the balance of net activity of the BACC programs and will be removed from the NLTRA books by fiscal year end.
- The designated ski marketing reserve was set up and the balance moved over from an old liability account containing remaining funds from ski ticket sales through our offices. This ticket purchasing process ceased in the past fiscal year and this balance represents excess funds in the account at the termination of the program. The excess funds can be used by Marketing for the promotion of North Lake Tahoe skiing. Per a previous finance committee meeting, this amount has been rolled into the Designated Marketing Reserves in November.
- All net asset accounts are now matching the net asset balances reported in the audit report for the 2013/14 fiscal year including the new "Designated Visitor Support and Transportation" reserve.

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
Consolidated Departments

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 Year To Date Actual	Total 2014 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 302,552	\$ 302,552	\$ 302,552	\$ 2,784,468	\$ 2,784,468	\$ 2,784,468	\$ -	\$ 2,814,767	\$ 3,692,124	\$ 3,692,120	76%
Membership	13,995	10,896	10,233	96,876	81,257	93,879	15,619	89,180	116,314	124,574	83%
New Member Fees	75	375	383	1,875	2,325	4,100	(450)	1,175	3,450	5,250	54%
Membership Activities	26,472	18,000	16,950	49,795	42,676	42,498	7,119	28,272	55,876	55,698	89%
Tuesday Morning Breakfast Club	315	800	800	8,016	7,201	7,200	815	9,020	9,601	9,600	83%
Sponsorships	2,000	3,000	3,000	3,000	4,750	6,100	(1,750)	2,750	8,100	8,100	37%
Special Events	122	-	-	35,170	51,000	86,500	(15,830)	87,708	51,000	86,500	69%
Non-Retail VIC Sales	1,625	637	637	8,625	8,311	5,733	314	6,316	10,222	7,644	84%
Visitor Guide Income	-	-	-	-	-	3,000	-	-	3,000	3,000	0%
Commissions	3,290	5,500	4,780	66,609	48,625	101,019	17,984	72,620	115,868	115,868	57%
Merchandise Sales	4,823	3,650	3,650	74,303	73,634	76,170	669	77,893	106,328	108,864	70%
Total Revenue	355,269	345,410	342,985	3,128,737	3,104,247	3,210,667	24,490	3,189,701	4,171,883	4,217,218	75%
Cost of Goods Sold/Discounts	2,510	2,000	2,000	39,924	39,800	41,819	(124)	42,412	56,287	58,306	71%
Total Cost of Goods Sold	2,510	2,000	2,000	39,924	39,800	41,819	(124)	42,412	56,287	58,306	71%
Gross Margin	352,759	343,410	340,985	3,088,813	3,064,447	3,168,848	24,366	3,147,289	4,115,596	4,158,912	75%
Operating Expenses											
Salaries & Wages	89,346	99,568	100,169	992,840	1,011,798	1,069,099	18,958	924,242	1,357,221	1,413,948	73%
Rent	13,152	13,639	13,515	120,462	120,359	128,456	(103)	140,116	161,810	169,522	74%
Telephone	2,681	3,089	3,136	24,722	26,124	28,227	1,402	24,375	35,250	37,636	70%
Mail - USPS	135	494	349	2,434	3,022	3,190	588	2,392	4,317	4,286	56%
Insurance/Bonding	1,605	1,254	1,238	12,162	11,110	11,142	(1,052)	11,999	14,869	14,856	82%
Supplies	2,000	1,226	1,196	14,200	12,714	10,791	(1,486)	9,890	16,404	14,380	87%
Visitor Communications - Other	-	260	260	97	358	460	261	341	460	460	21%
Equipment Support & Maintenance	-	973	973	4,593	7,406	8,756	2,813	8,971	10,518	11,674	44%
Taxes, Licenses & Fees	259	575	324	4,280	4,144	2,943	(136)	3,060	5,903	3,977	73%
Equipment Rental/Leasing	1,489	1,785	1,786	13,309	12,891	16,071	(418)	14,269	18,246	21,228	73%
Training Seminars	990	100	100	2,738	1,348	4,050	(1,390)	2,755	2,382	4,484	115%
Public Outreach	-	950	-	-	1,130	2,129	1,130	1,092	2,130	2,129	0%
Professional Fees	1,660	2,000	-	21,227	21,220	18,350	(7)	18,120	21,220	18,350	100%
Community Marketing Programs	2,500	20,000	20,000	22,550	60,000	60,000	37,450	33,156	80,000	80,000	28%
Special Events/Sponsorships	(23,619)	15,000	15,000	381,931	411,968	452,753	30,037	453,698	512,753	517,753	74%
Membership Activities	15,357	16,600	17,600	34,235	30,808	23,685	(3,427)	30,056	33,158	24,085	103%
Tuesday Morning Breakfast Club	611	737	737	7,201	7,385	6,633	184	7,285	9,596	8,844	75%
Marketing Cooperative/Media	15,000	15,000	15,000	818,747	818,747	818,747	0	905,000	888,747	888,747	92%
Media/Collateral/Production	-	-	-	75	826	826	751	1,676	826	826	9%
Non-NLT Co-Op Marketing Programs	2,683	300	208	13,120	46,123	47,661	33,003	52,628	123,138	124,492	11%

226	-	-	-	-	-	-	-	-	0	-	8,000	0%
145	200	-	3,340	3,837	2,675	2,223	2,223	497	497	2,223	5,050	66%
347	484	384	2,059	3,095	3,453	4,322	4,322	1,036	1,036	4,322	4,604	45%
1,252	516	454	4,786	5,083	4,086	4,536	4,536	297	297	4,536	5,449	70%
1,679	988	825	6,785	7,072	8,217	7,280	7,280	287	287	7,280	10,476	65%
629	570	476	7,969	5,991	3,707	3,280	3,280	(1,978)	(1,978)	3,280	7,516	106%
2,189	160	160	6,107	3,645	2,901	3,830	3,830	(2,462)	(2,462)	3,830	4,970	123%
(752)	575	375	4,711	3,275	5,648	4,352	4,352	(1,436)	(1,436)	4,352	8,791	54%
-	-	-	2,393	920	-	979	979	(1,473)	(1,473)	979	920	260%
-	-	-	4,000	4,000	3,000	3,000	3,000	0	0	3,000	5,000	80%
917	9,200	6,200	67,528	73,247	103,485	80,835	80,835	5,719	5,719	80,835	113,000	60%
122,868	50,577	577	416,820	473,202	558,033	441,206	441,206	56,382	56,382	441,206	589,420	71%
611	603	748	5,337	5,312	6,652	5,091	5,091	(25)	(25)	5,091	7,122	75%
255,940	257,393	201,790	3,022,758	3,198,160	3,415,826	3,206,055	3,206,055	175,402	175,402	3,206,055	4,070,575	74%
96,819	86,017	139,195	66,055	(133,713)	(246,978)	(58,766)	(58,766)	199,768	199,768	45,021	31,611	
-	-	4	36	34	36	46	46	2	2	34	48	
1,750	1,750	1,750	15,750	15,750	15,750	-	-	0	0	21,000	21,000	
(1,750)	(1,750)	(1,746)	(15,714)	(15,716)	(15,714)	46	46	2	2	(20,966)	(20,952)	
95,069	84,267	137,449	50,341	(149,429)	(262,692)	(58,720)	(58,720)	199,770	199,770	24,055	10,659	

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North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
All Departments Ex Infrastructure/Transportation

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 218,897	\$ 218,898	\$ 218,897	\$ 2,016,582	\$ 2,016,582	\$ 2,016,581	\$ -	\$ 2,112,659	\$ 2,673,276	\$ 2,673,272	75%
Memberships	13,995	10,996	10,233	96,877	81,257	93,879	15,620	89,180	116,314	124,574	83%
New Member Fees	75	375	383	1,875	2,325	4,100	(450)	1,175	3,450	5,250	54%
Membership Activities	26,472	18,000	16,950	49,795	42,676	42,498	7,119	28,272	55,876	55,698	89%
Tuesday Morning Breakfast Club	315	800	800	8,016	7,201	7,200	815	9,020	9,601	9,600	83%
Sponsorships	2,000	3,000	3,000	3,000	4,750	6,100	(1,750)	2,750	8,100	8,100	37%
Special Events	1,625	637	637	35,170	51,000	86,500	(15,830)	87,708	51,000	86,500	69%
Non-Retail VIC Sales	-	-	-	8,625	8,311	5,733	314	6,316	10,222	7,644	84%
Visitor Guide Income	-	-	-	-	-	3,000	-	-	3,000	3,000	0%
Commissions	3,290	5,500	4,780	66,609	48,625	101,019	17,984	72,620	115,868	115,868	57%
Merchandise Sales	4,823	3,650	3,650	74,303	73,634	76,170	669	77,893	106,328	108,864	70%
Total Revenue	271,615	261,756	259,330	2,360,952	2,336,361	2,442,780	24,491	2,487,593	3,153,035	3,198,370	75%
Cost of Goods Sold/Discounts	2,510	2,000	2,000	39,924	39,800	41,819	(124)	42,412	56,287	58,306	71%
Total Cost of Goods Sold	2,510	2,000	2,000	39,924	39,800	41,819	(124)	42,412	56,287	58,306	71%
Gross Margin	269,105	259,756	257,330	2,320,928	2,296,561	2,400,961	24,367	2,445,181	3,096,748	3,140,064	75%
Salaries & Wages	76,126	86,286	86,887	849,348	869,420	921,810	20,072	810,313	1,168,296	1,220,113	73%
Rent	11,745	11,975	11,877	108,484	107,675	113,055	(809)	128,489	143,912	149,204	75%
Telephone	2,227	2,637	2,711	20,877	22,281	24,402	1,404	20,538	30,051	32,536	69%
Mail - USPS	135	416	349	2,391	2,900	3,140	509	2,682	4,145	4,186	58%
Insurance/Bonding	1,509	1,158	1,142	11,430	10,378	10,278	(1,052)	11,279	13,849	13,704	89%
Supplies	1,915	1,062	1,072	12,862	11,327	9,655	(1,535)	9,001	14,513	12,872	89%
Visitor Communications - Other	-	260	260	97	358	460	261	341	460	460	21%
Equipment Support & Maintenance	-	871	871	4,127	6,650	7,837	2,523	7,968	9,356	10,449	44%
Taxes, Licenses & Fees	214	475	295	4,045	3,704	2,658	(341)	2,881	5,184	3,545	78%
Equipment Rental/Leasing	1,216	1,494	1,495	10,934	10,404	13,452	(530)	11,955	14,886	17,936	73%
Training Seminars	990	100	100	2,738	1,348	4,050	(1,390)	2,755	2,382	4,484	115%
Public Outreach	-	-	-	-	180	179	180	179	180	179	0%
Professional Fees	1,660	2,000	-	21,227	21,220	18,350	(7)	18,120	21,220	18,350	100%
Community Marketing Programs	2,500	20,000	20,000	22,550	60,000	60,000	37,450	33,156	80,000	80,000	28%
Special Events/Sponsorships	(23,619)	15,000	15,000	383,131	411,968	452,753	28,837	453,698	512,753	517,753	75%
Membership Activities	15,357	16,600	17,600	34,235	30,808	23,685	(3,427)	30,056	33,158	24,085	103%
Tuesday Morning Breakfast Club	611	737	737	7,201	7,385	6,633	184	7,285	9,596	8,844	75%
Marketing Cooperative/Media	15,000	15,000	15,000	818,747	818,747	818,747	0	905,000	888,747	888,747	92%
Media/Collateral/Production	-	-	-	75	826	826	751	1,676	826	826	9%
Non-NLT Co-Op Marketing Programs	2,683	300	208	13,120	46,123	47,661	33,003	52,628	123,138	124,492	11%
Research & Planning	167	-	-	10,211	17,000	17,000	6,789	11,100	17,000	17,000	60%

226	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,000	8,000	0%	
145	150	-	-	Conference - PUD	2,968	3,316	2,425	348	2,010	4,379	4,379	2,438	2,438	4,379	4,379	4,379	4,379	4,379	4,379	68%	
347	484	384	384	Employee Relations	2,058	3,095	3,453	1,037	4,322	4,547	4,547	4,604	4,604	4,547	4,547	4,547	4,547	4,547	4,547	45%	
850	516	454	454	Board Functions	4,786	5,083	4,086	297	4,836	6,815	6,815	5,449	5,449	6,815	6,815	6,815	6,815	6,815	6,815	70%	
1,364	541	516	516	Credit Card Fees	5,210	5,051	5,436	(159)	5,427	7,045	7,045	7,247	7,247	7,045	7,045	7,045	7,045	7,045	7,045	74%	
629	445	445	445	Automobile Expenses	6,550	5,006	3,353	(1,544)	3,138	6,256	6,256	4,487	4,487	6,256	6,256	6,256	6,256	6,256	6,256	105%	
2,189	160	160	160	Meals/Meetings	6,107	3,388	2,856	(2,719)	3,740	4,613	4,613	4,080	4,080	4,613	4,613	4,613	4,613	4,613	4,613	132%	
(751)	575	375	375	Dues & Subscriptions	3,511	3,275	5,648	(236)	4,352	8,791	8,791	8,664	8,664	8,791	8,791	8,791	8,791	8,791	8,791	40%	
513	505	-	-	Travel	2,139	920	-	(1,219)	979	920	920	-	-	920	920	920	920	920	920	100%	
115,948	179,747	178,589	178,589	Classified Advertising	4,483	4,458	5,787	(25)	4,277	5,973	5,973	7,743	7,743	5,973	5,973	5,973	5,973	5,973	5,973	75%	
153,157	80,009	78,741	78,741	Depreciation	(54,714)	(197,733)	(188,714)	143,019	(108,700)	(54,243)	(54,243)	(62,413)	(62,413)	(54,243)	(54,243)	(54,243)	(54,243)	(54,243)	(54,243)	75%	
-	-	4	4	Investment Income/Interest	36	34	36	2	46	34	34	48	48	34	34	34	34	34	34	75%	
1,750	1,750	1,750	1,750	Additions to Marketing Reserves	15,750	15,750	15,750	0	-	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	75%	
(6,122)	(7,835)	(1,488)	(1,488)	Allocated Expenses	(71,296)	(72,759)	(77,923)	(1,463)	(66,130)	(96,264)	(96,264)	(94,024)	(94,024)	(96,264)	(96,264)	(96,264)	(96,264)	(96,264)	(96,264)	75%	
(4,372)	(6,085)	262	262	Net Expenses	(55,546)	(57,009)	(62,173)	(1,463)	(66,130)	(75,264)	(75,264)	(73,024)	(73,024)	(75,264)	(75,264)	(75,264)	(75,264)	(75,264)	(75,264)	75%	
157,529	86,094	78,483	78,483	Net Income (Loss)	868	(140,690)	(126,505)	141,558	(42,524)	21,055	21,055	10,659	10,659	21,055	21,055	21,055	21,055	21,055	21,055	75%	
115,948	179,747	178,589	178,589	Total Operating Expenses	2,375,642	2,494,294	2,589,675	118,652	2,553,881	3,150,991	3,150,991	3,202,477	3,202,477	3,150,991	3,150,991	3,150,991	3,150,991	3,150,991	3,150,991	3,150,991	75%
153,157	80,009	78,741	78,741	Operating Income (Loss)	(54,714)	(197,733)	(188,714)	143,019	(108,700)	(54,243)	(54,243)	(62,413)	(62,413)	(54,243)	(54,243)	(54,243)	(54,243)	(54,243)	(54,243)	75%	
-	-	4	4	Investment Income/Interest	36	34	36	2	46	34	34	48	48	34	34	34	34	34	34	75%	
1,750	1,750	1,750	1,750	Additions to Marketing Reserves	15,750	15,750	15,750	0	-	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	75%	
(6,122)	(7,835)	(1,488)	(1,488)	Allocated Expenses	(71,296)	(72,759)	(77,923)	(1,463)	(66,130)	(96,264)	(96,264)	(94,024)	(94,024)	(96,264)	(96,264)	(96,264)	(96,264)	(96,264)	(96,264)	75%	
(4,372)	(6,085)	262	262	Net Expenses	(55,546)	(57,009)	(62,173)	(1,463)	(66,130)	(75,264)	(75,264)	(73,024)	(73,024)	(75,264)	(75,264)	(75,264)	(75,264)	(75,264)	(75,264)	75%	
157,529	86,094	78,483	78,483	Net Income (Loss)	868	(140,690)	(126,505)	141,558	(42,524)	21,055	21,055	10,659	10,659	21,055	21,055	21,055	21,055	21,055	21,055	75%	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
Marketing

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 168,433	\$ 168,433	\$ 168,433	\$ 1,562,397	\$ 1,562,397	\$ 1,562,394	\$ -	\$ 1,649,978	\$ 2,067,696	\$ 2,067,692	76%
Special Events	122	-	-	35,170	51,000	86,500	(15,830)	87,708	51,000	86,500	69%
Total Revenue	168,555	168,433	168,433	1,597,567	1,613,397	1,648,894	(15,830)	1,737,686	2,118,696	2,154,192	75%
Operating Expenses											
Salaries & Wages	17,671	21,755	23,255	223,480	239,489	260,010	16,009	211,830	315,907	341,628	71%
Rent	1,993	1,979	1,979	16,735	16,475	17,813	(260)	16,381	22,412	23,750	75%
Telephone	614	884	884	6,989	7,658	7,956	669	7,657	10,310	10,608	68%
Mail - USPS	5	96	96	148	415	864	267	199	703	1,152	21%
Insurance/Bonding	305	241	241	2,312	2,120	2,169	(192)	2,280	2,843	2,892	81%
Supplies	253	276	276	2,353	2,253	2,484	(100)	1,456	3,081	3,312	76%
Equipment Support & Maintenance	-	200	200	1,071	1,644	1,800	573	1,861	2,244	2,400	48%
Taxes, Licenses & Fees	135	60	60	430	475	540	45	281	655	720	66%
Equipment Rental/Leasing	266	220	220	1,519	1,607	1,980	88	1,705	2,267	2,640	67%
Training Seminars	723	-	-	723	-	2,000	(723)	1,799	334	2,334	216%
Community Marketing Programs	2,500	20,000	20,000	22,550	60,000	60,000	37,450	33,156	80,000	80,000	28%
Special Events/Sponsorships	(23,619)	15,000	15,000	383,131	411,968	452,753	28,837	453,470	512,753	517,753	75%
Marketing Cooperative/Media	5,000	5,000	5,000	728,747	728,747	728,747	0	815,000	778,747	778,747	94%
Non-NLT Co-Op Marketing Programs	2,682	-	-	12,971	45,000	45,000	32,029	52,628	121,000	121,000	11%
Research & Planning	167	-	-	10,211	17,000	17,000	6,789	11,100	17,000	17,000	60%
Employee Relations	176	25	-	443	343	200	(100)	180	418	200	106%
Credit Card Fees	-	16	17	-	48	145	48	-	97	193	0%
Automobile Expenses	254	183	183	2,230	2,089	1,647	(141)	2,754	2,638	2,196	85%
Meals/Meetings	746	194	194	4,410	3,059	1,745	(1,351)	2,061	3,641	2,326	121%
Dues & Subscriptions	60	100	100	3,282	1,842	1,600	(1,640)	2,406	2,642	2,600	124%
Travel	1,487	375	375	2,261	1,214	3,675	(1,047)	2,622	3,752	6,213	60%
Classified Advertising	-	-	-	1,219	-	-	(1,219)	-	-	-	100%
Depreciation	153	150	301	1,334	1,326	2,708	(8)	1,273	1,776	3,612	75%
Total Operating Expenses	11,571	66,754	68,381	1,428,549	1,544,572	1,612,836	116,023	1,622,099	1,885,220	1,923,276	76%
Operating Income (Loss)	156,984	101,679	100,052	169,018	68,825	36,058	100,193	115,587	233,476	230,916	
Additions to Marketing Reserves	1,750	1,750	1,750	15,750	15,750	15,750	0	-	21,000	21,000	
Allocated Expenses	13,358	17,493	17,493	155,555	159,942	157,437	4,387	144,497	212,421	209,916	
Net Income (Loss)	141,876	82,436	80,809	(2,287)	(106,867)	(137,129)	104,580	(28,910)	55	-	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
Conference

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 26,715	\$ 26,715	\$ 26,715	\$ 240,435	\$ 240,435	\$ 240,435	\$ -	\$ 224,559	\$ 320,580	\$ 320,580	75%
Membership	320	1,304	641	184	2,769	5,769	(2,585)	5,555	7,690	7,690	2%
Commissions	3,290	5,500	4,780	66,609	48,625	101,019	17,984	72,621	115,868	115,868	57%
Total Revenue	30,325	33,519	32,136	307,228	291,829	347,223	15,399	302,735	444,138	444,138	69%
Operating Expenses											
Salaries & Wages	17,461	19,607	19,607	189,484	190,205	188,844	721	172,618	252,581	251,219	75%
Rent	1,001	991	991	8,425	8,244	8,923	(181)	8,210	11,217	11,898	75%
Telephone	221	227	281	1,827	1,955	2,529	128	1,974	2,495	3,372	73%
Mail - USPS	10	66	66	272	415	594	143	754	613	792	44%
Insurance/Bonding	305	223	223	2,312	2,066	2,007	(246)	2,280	2,735	2,676	85%
Supplies	69	77	77	1,155	1,146	693	(9)	734	1,377	924	84%
Equipment Support & Maintenance	-	138	138	340	740	1,242	400	1,539	1,154	1,656	29%
Taxes, Licenses & Fees	90	15	15	243	198	135	(45)	146	243	180	100%
Equipment Rental/Leasing	347	188	188	1,545	1,474	1,692	(71)	1,797	2,038	2,256	76%
Marketing Cooperative/Media	10,000	10,000	10,000	90,000	90,000	90,000	0	90,000	110,000	110,000	82%
Conference - PUD	-	-	-	-	-	-	0	-	8,000	8,000	0%
Employee Relations	50	-	-	351	385	425	34	510	398	437	88%
Automobile Expenses	-	90	90	432	702	810	270	873	972	1,080	44%
Meals/Meetings	76	31	31	275	293	279	18	98	366	372	71%
Dues & Subscriptions	430	-	-	855	465	556	(390)	425	510	601	168%
Depreciation	79	77	77	694	687	693	(7)	662	918	924	76%
Total Operating Expenses	30,139	31,730	31,784	298,210	298,975	299,422	765	282,620	395,637	396,387	75%
Operating Income (Loss)	186	1,789	352	9,018	(7,146)	47,801	16,164	20,115	48,501	47,751	
Allocated Expenses	3,061	3,979	3,979	35,648	36,564	35,813	916	33,634	48,501	47,751	
Net Income (Loss)	(2,875)	(2,190)	(3,627)	(26,630)	(43,710)	11,988	17,080	(13,519)	-	-	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
Transportation

	Current Month Actual	Current Month Reforecast	Current Month Budget	Revenue	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 Year To Date Actual	Total 2014 Reforecast	Total 2014 Budget	Percent of YTD Reforecast Consumed
	\$ 65,620	\$ 65,620	\$ 65,620	Placer County TOT Funding	\$ 590,580	\$ 590,580	\$ 590,582	\$ -	\$ 544,590	\$ 787,440	\$ 787,442	75%
	65,620	65,620	65,620	Total Revenue	590,580	590,580	590,582	-	544,590	787,440	787,442	75%
				Operating Expenses								
6,629	6,641	6,641	6,641	Salaries & Wages	73,919	73,326	75,338	(593)	51,940	96,618	98,630	77%
703	845	819	819	Rent	5,989	6,442	8,279	453	5,815	8,899	10,737	67%
227	232	225	225	Telephone	1,921	1,938	2,025	17	1,918	2,634	2,700	73%
-	50	-	-	Mail - USPS	22	72	-	50	25	122	50	18%
48	56	56	56	Insurance/Bonding	366	390	504	24	360	558	672	66%
43	93	53	53	Supplies	710	740	478	30	466	1,019	636	70%
-	47	47	47	Equipment Support & Maintenance	233	366	424	133	501	507	565	46%
23	50	50	-	Taxes, Licenses & Fees	117	195	-	78	90	347	60	34%
127	145	145	145	Equipment Rental/Leasing	1,188	1,242	1,305	54	1,157	1,677	1,740	71%
-	950	-	-	Public Outreach	-	950	950	950	-	950	950	0%
-	-	-	-	Research & Plan Dues	4,000	4,000	3,000	0	3,000	5,000	5,000	80%
375	3,375	375	375	Research & Planning	25,049	19,781	30,000	(5,268)	25,658	32,000	32,000	78%
122,868	50,577	577	577	Transportation Projects	416,820	473,202	558,033	56,382	441,206	589,420	589,420	71%
-	25	-	-	Employee Relations	221	296	125	75	81	371	125	60%
201	300	192	192	Automobile Expenses	812	1,310	1,728	498	926	2,304	2,304	35%
137	25	-	-	Meals/Meetings	722	449	75	(273)	12	524	109	138%
-	-	-	-	Dues & Subscriptions	-	-	45	0	45	1	90	0%
-	-	-	-	Classified Advertising	128	129	-	1	-	228	-	100%
49	49	48	48	Depreciation	427	427	432	0	407	574	576	74%
131,430	63,460	9,178	9,178	Total Operating Expenses	532,644	585,255	682,741	52,611	533,607	743,753	746,364	72%
(65,810)	2,160	56,442	56,442	Operating Income (Loss)	57,936	5,325	(92,159)	52,611	10,983	43,687	41,078	
2,504	3,423	3,423	3,423	Allocated Expenses	29,167	30,418	30,807	1,251	27,215	40,687	41,078	
(68,314)	(1,263)	53,019	53,019	Net Income (Loss)	28,769	(25,093)	(122,966)	53,862	(16,232)	3,000	-	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
Visitor Information

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
	\$ 23,750	\$ 23,750	\$ 23,750	\$ 213,750	\$ 213,750	\$ 213,750	\$ -	\$ 238,122	\$ 285,000	\$ 285,000	75%
Placer County TOT Funding	1,625	637	637	8,625	8,311	5,733	314	6,316	10,222	7,644	84%
Non-Retail VIC Sales	-	-	-	-	-	3,000	0	-	3,000	3,000	0%
Visitor Guide Income	4,823	3,650	3,650	74,303	73,634	76,170	669	77,893	106,328	108,864	70%
Merchandise Sales	30,198	28,037	28,037	296,678	295,695	298,653	983	322,331	404,550	404,508	73%
Total Revenue	2,510	2,000	2,000	39,924	39,800	41,819	(124)	42,412	56,287	58,306	71%
Cost of Goods Sold	2,768	26,037	26,037	256,754	255,895	256,834	859	279,919	348,263	346,202	74%
Total Cost of Goods Sold											
Gross Margin											
Operating Expenses											
Salaries & Wages	12,134	12,951	12,951	131,918	133,590	137,556	1,672	135,553	182,047	182,942	72%
Rent	6,053	6,225	6,225	58,738	58,995	62,193	257	79,911	78,190	81,389	75%
Telephone	476	500	520	3,810	4,024	4,680	214	2,706	5,524	6,240	69%
Mail - USPS	41	100	66	778	877	594	99	1,060	1,174	792	66%
Insurance/Bonding	401	304	288	3,023	2,732	2,592	(291)	3,000	3,641	3,456	83%
Supplies	750	377	377	2,840	2,820	3,393	(20)	3,178	3,951	4,524	72%
Visitor Communications Other	-	260	260	98	358	460	260	341	460	460	21%
Equipment Support & Maintenance	-	175	175	669	1,180	1,575	511	1,058	1,705	2,100	39%
Taxes, Licenses & Fees	-	125	93	153	561	837	408	204	936	1,116	16%
Equipment Rental/Leasing	(112)	500	500	3,359	2,670	4,500	(689)	3,958	4,170	6,000	81%
Training Seminars	75	-	-	924	848	1,400	(76)	-	1,448	1,400	64%
Media/Collateral/Production	-	-	-	75	826	826	751	1,676	826	826	9%
Non-NLT Co-Op Marketing Programs	-	300	208	150	1,123	2,661	973	-	2,138	3,492	7%
Employee Relations	-	50	-	439	400	300	(39)	336	550	300	80%
Credit Card Fees	174	300	238	2,670	3,089	2,142	419	2,714	4,172	2,856	64%
Automobile Expenses	416	150	150	1,246	1,101	1,800	(145)	978	2,001	2,700	62%
Meals/Meetings	293	60	60	715	495	540	(220)	346	720	720	99%
Travel	332	-	-	333	201	550	(132)	181	579	628	58%
Depreciation	79	80	78	694	695	619	1	662	935	851	74%
Total Operating Expenses	21,112	22,457	22,189	212,632	216,585	229,218	3,953	237,862	295,167	302,792	72%
Operating Income (Loss)	6,576	3,580	3,848	44,122	39,310	27,616	4,812	42,057	53,096	43,410	
Allocated Expenses	2,793	3,618	3,618	32,407	33,242	32,558	835	30,915	44,096	43,410	
Net Income (Loss)	3,793	(38)	230	11,715	6,068	(4,942)	5,647	11,142	9,000	-	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
Infrastructure

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 18,034	\$ 18,034	\$ 18,034	\$ 177,306	\$ 177,306	\$ 177,304	\$ -	\$ 157,518	\$ 231,408	\$ 231,406	77%
Total Revenue	18,034	18,034	18,034	177,306	177,306	177,304	-	157,518	231,408	231,406	77%
Operating Expenses											
Salaries & Wages	6,591	6,641	6,641	69,572	69,052	71,950	(520)	61,989	92,307	95,205	75%
Rent	703	819	819	5,989	6,242	7,123	253	5,813	8,999	9,582	67%
Telephone	227	220	200	1,924	1,905	1,800	(19)	1,918	2,565	2,400	75%
Mail - USPS	-	28	-	22	50	23	28	23	50	50	44%
Insurance/Bonding	48	40	40	366	342	360	(24)	360	462	480	79%
Supplies	43	71	71	627	647	659	20	424	872	872	72%
Equipment Support & Maintenance	-	55	55	233	390	495	157	501	655	660	36%
Taxes, Licenses & Fees	23	50	29	117	245	285	128	90	372	372	31%
Equipment Rental/Leasing	127	146	146	1,187	1,245	1,314	58	1,157	1,683	1,552	71%
Public Outreach	-	-	-	-	-	1,000	0	913	1,000	1,000	0%
Research & Planning	375	5,825	5,825	32,268	36,466	56,485	4,198	44,078	64,000	64,000	50%
Employee Relations	-	25	-	151	225	125	74	131	300	125	50%
Automobile Expenses	201	117	117	762	711	1,053	(51)	926	1,127	1,216	68%
Meals/Meetings	176	100	31	698	536	279	(162)	130	736	372	95%
Dues & Subscriptions	-	-	-	-	-	-	0	45	-	-	0%
Classified Advertising	-	-	-	128	128	-	0	-	128	-	100%
Depreciation	49	49	48	427	427	432	0	407	575	576	74%
Total Operating Expenses	8,563	14,186	14,022	114,471	118,611	143,410	4,140	118,905	175,831	178,462	65%
Operating Income (Loss)	9,471	3,848	4,012	62,835	58,695	33,894	4,140	38,613	55,577	52,944	
Allocated Expenses	3,618	4,412	4,412	42,130	42,341	39,708	211	38,914	55,577	52,944	
Net Income (Loss)	5,853	(564)	(400)	20,705	16,354	(5,814)	4,351	(301)	-	-	

Infrastructure Projects to be Recorded by Placer County:
Year-to-date Summary:
Capital Improvement Funding - Placer Held
Infrastructure Projects

	1,261,848	1,261,848	393,981	1,642,074
	(563,048)	(597,303)	(393,981)	(1,642,074)
			34,255	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
Membership

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Membership	\$ 13,995	\$ 9,592	\$ 9,592	\$ 78,488	\$ 78,488	\$ 88,110	\$ 18,205	\$ 83,625	\$ 108,624	\$ 116,886	89%
New Member Fees	75	375	383	2,325	2,325	4,100	(450)	1,175	3,450	5,250	54%
Membership Activities	26,472	18,000	16,950	42,676	42,676	42,498	7,119	28,272	55,876	55,698	89%
Tuesday Morning Breakfast Club	315	800	800	7,201	7,201	7,200	815	9,020	9,601	9,600	83%
Sponsorships	2,000	3,000	3,000	4,750	4,750	6,100	(1,750)	2,750	8,100	8,100	37%
Total Revenue	42,857	31,767	30,725	135,440	135,440	148,008	23,939	124,842	185,651	195,534	86%
Operating Expenses											
Salaries & Wages	6,554	6,903	6,003	52,839	52,839	64,553	1,559	52,505	77,428	86,442	66%
Rent	703	702	702	6,055	6,055	6,320	16	5,813	8,161	8,427	74%
Telephone	238	310	310	2,299	2,299	2,790	216	2,227	3,229	3,720	65%
Mail - USPS	53	66	66	401	401	594	(167)	266	599	792	95%
Insurance/Bonding	145	116	116	1,020	1,020	1,044	(85)	1,080	1,368	1,392	81%
Supplies	181	57	57	674	674	513	(258)	1,335	845	684	110%
Equipment Support & Maintenance	-	47	47	384	384	424	133	895	525	565	48%
Taxes, Licenses & Fees	45	75	60	420	420	540	205	90	700	720	31%
Equipment Rental/Leasing	326	331	331	2,756	2,756	2,982	118	1,645	3,749	3,975	70%
Training Seminars	46	-	-	-	-	200	(46)	405	-	200	0%
Membership Activities	15,357	16,600	17,600	30,808	30,808	23,685	(3,427)	30,384	33,158	24,085	103%
Tuesday Morning Breakfast Club	611	737	737	7,385	7,385	6,633	184	7,285	9,596	8,844	75%
Classified Advertising	(750)	-	-	341	341	-	0	545	341	-	0%
Employee Relations	-	25	-	440	440	250	75	220	515	250	71%
Credit Card Fees	173	200	200	1,946	1,946	1,800	(171)	1,823	2,546	2,400	83%
Automobile Expenses	117	25	-	818	818	900	(106)	711	900	900	103%
Meals/Meetings	149	60	60	772	772	540	(60)	136	952	720	87%
Dues & Subscriptions	139	60	60	540	540	540	56	774	720	720	67%
Travel	-	-	-	60	60	390	0	390	60	390	100%
Depreciation	49	48	48	424	424	428	(3)	407	568	571	75%
Total Operating Expenses	24,136	26,362	26,397	110,382	110,382	115,126	(1,761)	108,936	145,960	145,797	77%
Operating Income (Loss)	18,721	5,405	4,328	25,058	25,058	32,882	22,178	15,906	39,691	49,737	
Allocated Expenses	2,505	3,257	3,257	29,920	29,920	29,308	753	27,215	39,691	39,078	
Net Income (Loss)	16,216	2,148	1,071	18,069	(4,862)	3,574	22,931	(11,309)	-	10,659	
<i>Use of Gain for Addition to EOY Net Assets Unrestricted Reserves</i>											
										3,000	

E12

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2015
Administration

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Operating Expenses											
Salaries & Wages	\$22,306	\$25,070	\$25,070	\$253,187	\$253,297	\$270,848	\$110	\$237,807	\$340,333	\$357,884	74%
Rent	1,993	2,078	1,978	18,548	17,906	17,805	(642)	18,174	23,932	23,740	78%
Telephone	678	716	716	6,168	6,345	6,447	177	5,974	8,493	8,596	73%
Mail - USPS	27	88	55	624	792	494	168	402	1,056	659	59%
Insurance/Bonding	353	274	274	2,678	2,440	2,466	(238)	2,640	3,262	3,288	82%
Supplies	661	275	285	5,582	4,434	2,572	(1,148)	2,298	5,259	3,427	106%
Equipment Support & Maintenance	-	311	311	1,796	2,702	2,796	906	2,615	3,728	3,728	48%
Taxes, Licenses & Fees	(56)	200	67	3,003	2,050	607	(953)	2,159	2,650	809	113%
Equipment Rental/Leasing	391	255	255	1,872	1,897	2,298	25	2,850	2,662	3,064	70%
Training Seminars	145	100	100	1,045	500	450	(545)	550	600	550	174%
Public Outreach	-	-	-	-	180	179	180	179	180	179	0%
Professional Fees	1,660	2,000	-	21,227	21,220	18,350	(7)	18,020	21,220	18,350	100%
Employee Relations	-	50	-	1,370	1,748	1,250	378	764	2,498	1,250	55%
Board Functions	145	484	384	2,059	3,095	3,453	1,036	4,322	4,547	4,604	45%
Automobile Expenses	62	93	93	377	341	278	(36)	112	534	371	71%
Meals/Meetings	100	100	100	317	387	250	70	498	557	350	57%
Dues & Subscriptions	-	-	-	1,487	741	160	(746)	135	741	160	201%
Travel	370	200	-	857	1,800	1,033	943	1,158	4,400	1,433	19%
Classified Advertising	-	-	-	579	579	-	0	434	579	-	100%
Depreciation	153	150	150	1,334	1,326	1,339	(8)	1,273	1,776	1,785	75%
Total Operating Expenses	28,988	32,444	29,838	324,110	323,780	333,075	(330)	302,364	429,007	434,227	76%
Operating Income (Loss)	(28,988)	(32,444)	(29,838)	(324,110)	(323,780)	(333,075)	(330)	(302,364)	(429,007)	(434,227)	
Investment Income/Interest	-	-	4	36	34	36	2	46	34	48	
Allocated Expenses	(28,988)	(36,182)	(29,834)	(324,074)	(332,427)	(333,039)	(8,353)	(302,318)	(440,973)	(434,179)	
Net Income (Loss)	-	3,738	-	-	8,681	-	(8,681)	-	12,000	-	

E13

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placer County TOT Funding	\$ 1,562,397	\$ 240,435	\$ 213,750	\$ 2,016,582	\$ -	\$ -	\$ 2,016,582	\$ 177,306	\$ 590,580	\$ 2,784,468
Membership	-	184	-	184	96,693	-	96,877	-	-	96,877
New Member Fees	-	-	-	-	1,875	-	1,875	-	-	1,875
Membership Activities	-	-	-	-	49,795	-	49,795	-	-	49,795
Tuesday Morning Breakfast Club	-	-	-	-	8,016	-	8,016	-	-	8,016
Sponsorships	-	-	-	-	3,000	-	3,000	-	-	3,000
Special Events	35,170	-	-	35,170	-	-	35,170	-	-	35,170
Non-Retail VIC Sales	-	-	8,625	8,625	-	-	8,625	-	-	8,625
Commissions	-	66,609	-	66,609	-	-	66,609	-	-	66,609
Merchandise Sales	-	74,303	74,303	74,303	-	-	74,303	-	-	74,303
Total Revenue	1,597,567	307,228	296,678	2,201,473	159,379	-	2,360,852	177,306	590,580	3,128,738
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	39,924	39,924	-	-	39,924	-	-	39,924
Gross Profit	1,597,567	307,228	256,754	2,161,549	159,379	-	2,320,928	177,306	590,580	3,088,814
Operating Expenses										
Salaries & Wages	223,480	189,484	131,918	544,882	51,280	253,187	849,349	69,572	73,919	992,840
Rent	16,735	8,425	58,738	83,898	6,039	18,548	108,485	5,989	5,989	120,463
Telephone	6,989	1,827	3,810	12,626	2,083	6,168	20,877	1,924	1,924	24,722
Mail - USPS	148	272	778	1,198	568	624	2,390	22	22	2,434
Insurance/Bonding	2,312	2,312	3,023	7,647	1,105	2,678	11,430	366	366	12,162
Supplies	2,353	1,155	2,840	6,348	932	5,882	12,862	627	710	14,199
Equipment Support & Maintenance	1,071	340	669	2,080	251	1,796	4,127	233	233	4,593
Taxes, Licenses & Fees	430	243	153	826	215	3,003	4,044	117	117	4,278
Equipment Rental/Leasing	1,519	1,545	3,359	6,423	2,638	1,872	10,933	1,187	1,188	13,308
Training Seminars	723	-	924	1,647	46	1,045	2,738	-	-	2,738
Professional Fees	-	-	-	-	-	21,227	-	-	-	21,227
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning	-	-	-	-	-	-	-	-	4,000	4,000
Research & Planning	10,211	-	-	10,211	-	-	10,211	32,268	25,049	67,528
Transportation Projects	-	-	-	-	-	-	-	-	416,820	416,820
Community Marketing Programs	22,550	-	-	22,550	-	-	22,550	-	-	22,550
Special Events/Sponsorships	383,131	-	-	383,131	-	-	383,131	-	-	383,131
Membership Activities	-	-	-	-	34,235	-	34,235	-	-	34,235
Tuesday Morning Breakfast Club	-	-	-	-	7,201	-	7,201	-	-	7,201
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	728,747	90,000	-	818,747	-	-	818,747	-	-	818,747
Emergency Marketing	-	-	-	-	-	-	-	-	-	-
Non-NLT Co-Op Marketing Programs	12,971	-	150	13,121	-	-	13,121	-	-	13,121
Employee Relations	443	351	439	1,233	365	1,370	2,968	151	221	3,340
Board Functions	-	-	-	-	2,059	2,059	2,059	-	-	2,059
Credit Card Fees	-	-	2,670	2,670	2,117	4,787	4,787	-	-	4,787
Automobile Expenses	2,230	432	1,246	3,908	924	377	5,209	762	812	6,783
Meals/Meetings	4,410	275	715	5,400	832	317	6,549	698	722	7,969
Dues & Subscriptions	3,282	855	-	4,137	484	1,487	6,108	-	-	6,108
Travel	2,261	-	333	2,594	60	857	3,511	-	-	3,511
Depreciation	1,334	694	694	2,722	427	1,334	4,483	427	427	5,337
Miscellaneous/Classified Advertising	1,219	-	173	1,392	341	579	2,312	128	128	2,568
Total Operating Expenses	1,428,549	298,210	212,632	1,939,391	112,143	324,110	2,375,644	114,471	532,644	3,022,759
Operating Income (Loss)	169,018	9,018	44,122	222,158	47,236	(324,110)	(54,716)	62,835	57,936	66,055
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	36	36	-	-	36
Additions to Marketing Reserves	15,750	-	-	15,750	-	-	15,750	-	-	15,750
Other Expenses										
Allocated	155,555	35,648	32,407	223,610	29,167	(324,074)	(71,297)	42,130	29,167	-
Net Income (Loss)	(2,287)	(26,630)	11,715	(17,202)	18,069	-	867	20,705	28,769	50,341

North Lake Tahoe Resort Association
COMPARISON BALANCE SHEET
At March 31, 2015

	March 31 2015	March 31 2014	<i>Audited</i> June 30 2014
Assets			
Current Assets			
Petty Cash	1,000	500	1,000
Cash - Operations Acct #6712	213,897	336,547	368,544
Cash - Payroll Account #7421	17,832	10,409	7,958
Marketing Cooperative Cash	0	41,876	0
Other Cash Accounts	96,323	398	221
UBS Cash	0	8,891	0
Cash in Drawer	789	311	1,545
Quickbooks Accounts Receivable	8,383	66,109	105,516
A/R - Sales Estimates	652	0	13,701
A/R - TOT Funding	437,796	116,311	381,702
Undeposited Funds	289	327	427
WebLink Accounts Receivable	20,639	46,215	19,756
Inventories	29,621	23,483	29,302
AR TOT Transportation NLTRA	131,242	951,970	121,022
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	36,070	1,335,847	35,006
AR TOT Infrastructure NLTRA Held	0	276,038	0
AR TOT Infra Maintenance County	0	150,000	0
Total Current Assets	994,533	3,365,232	1,085,700
Property and Equipment			
Furniture & Fixtures	68,768	68,768	68,768
Accum. Depr. - Furniture & Fixtures	(65,284)	(63,597)	(63,948)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(40,220)	(39,940)	(39,940)
Computer Software	33,874	33,874	33,874
Accum. Amort. - Software	(31,529)	(26,767)	(27,957)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,817)	(23,617)	(23,668)
Total Property and Equipment	7,420	14,349	12,757
Other Assets			
Prepaid Expenses	125,045	123,062	128,828
Prepaid Insurance	5,303	5,124	3,656
Total Other Assets	130,348	128,186	132,484
Total Assets	1,132,301	3,507,767	1,230,941
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	11,299	143,115	156,869
Salaries / Wages Payable	92,323	20,200	22,722
Empl. Federal Tax Payable	1,544	1,544	1,543
401(k) Plan	(2,883)	(3,020)	1,784
Estimated PTO	56,974	62,415	56,974
Sales and Use Tax Payable	1,051	996	1,685
Accrued Expenses	756	19,106	54,324
Marketing Cooperative Liabilities	(3,745)	41,876	0
Intra-Company Borrowings	(1,872)	13,619	(1,248)
Payroll Liabilities	(10,051)	4,162	2,833
Deferred Rev - Membership Dues	74,242	95,230	72,400
Deferred Revenue - Conference	8,628	13,708	14,732
Deferred Support	(5,331)	572,558	6
Deferred Transportation Support	0	181,528	0
Deferred Infrastructure Support	0	1,422,287	0
Deferred Support- Infra Maint. Reserve	0	292,096	0
Total Liabilities	222,935	2,881,419	384,624
Net Assets			
Unrestricted Net Assets	392,909	368,805	509,348
Designated Marketing Reserve	309,401	337,694	295,694
Designated Infra Maint Reserve	0	98,544	0
Designated Visitor Support & Transportation	156,715	0	0
Net Income/(Loss)	50,341	(178,695)	41,275
Total Net Assets	909,366	626,348	846,317
Total Liabilities and Net Assets	1,132,301	3,507,767	1,230,941

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March 2015 Quickbooks Accounts Receivable										
Total	Customer/Business Name	Conf Dues		Group Comm		Misc.		For	Status	
		age	amount	age	amount	age	amount			
150.00	Northstar California					60	150.00	Kiosk Rental Dec 14 VIC	Resent Invoice April 2015	
2,200.00	Conference Dues		2,200.00			60		2015 Conference dues	Resent Invoice April 2015	
545.10	Northstar California: CAMAC				545.10	30		Sept - Dec Commissions	Resent Invoice April 2015	
1,163.80	The Ritz-Carlton: IronMan				1,163.80	30		Sept - Dec Commissions	Resent Invoice April 2015	
1,512.00	The Ritz-Carlton: Superior Farms				1,512.00	30		Sept - Dec Commissions	Resent Invoice April 2015	
411.75	Squaw Valley Resort: Elevation Lake				411.75	New		Elevation Lake Tahoe	Resent Invoice April 2015	
1,400.00	Tree Top Adventure				1,400.00	New		Kiosk rental VIC	Resent Invoice April 2015	
1,000.00	Tahoe Tech Group						1,000.00	Sponsorship for Community Awards Dinner		
8,382.65	Paid in April 2015		2,200.00		5,032.65		1,150.00			

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Monthly Infrastructure Payments FY 14/15 Through March 31, 2015

Month Posted	Post Date	Vendor Name or County Department	Description	Payment	Invoice	Contract	Balance	Reserves
July	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	388.24	112	153,900.00	64,412.42	
July Total	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	3,994.03	113	153,900.00	60,418.39	
August	08/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Tahoe Pedestrian Safety Program	3,106.06	T-NL17	44,400.00		314,472.05
	08/12/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	66,014.59	TB0006	153,632.00	86,118.41	311,365.99
	08/15/14	FALLON MULTIMEDIA	Regional Transit System Branding	7,750.00	1101	100,000.00	92,250.00	
	08/20/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	6,090.00	115	153,900.00	54,328.39	
August Total	08/20/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	9,482.93	T-NL19	150,000.00	135,618.14	
				94,453.58				
September	09/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	51,828.44	TB0007	153,632.00	34,289.97	
	09/12/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2013-2014 Winter bike trail snow clearing program	366.29	00200514	70,000.00	26,856.45	310,999.70
	09/15/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	Not Paid	117	153,900.00	54,418.39	
September Total	09/29/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	484.28	118	153,900.00	53,934.11	
				52,679.01				
October	10/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Snow Creek Restoration Project Wayfinding Signs	5,712.00	T-NL21	12,000.00	2,688.00	
	10/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	15,656.16	T-NL20	66,000.00	49,793.95	
	10/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	29,263.59	TB0006	153,632.00	5526.12??	
	10/09/14	LSC TRANSPORTATION CONSULTANTS	North Lake Tahoe Water Shuttle Service	2,449.39	48767	153,632.00	3076.73??	
	10/17/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Truckee River Trail 2014 Clean Up	2,039.43				308,960.27
	10/28/14	TRUCKEE NORTH TAHOE TRANSPORTATION (TMA)	North Lake Tahoe Water Shuttle Service	3,076.00	16602	153,632.00	0.73??	
	10/28/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	96,540.00	119	96,000.00	59,460.00	
October Total	10/28/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Homewood Bike Trail Design & Environmental	17,171.25	13894	144,500.00	39,932.02	
				110,907.82				
November	11/18/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	35,000.00	13904	118,000.00	83,000.00	
	11/18/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	83,000.00	13905	118,000.00		
	11/18/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	KBCG/P Public Arts Project	5,848.00	J_Transfer	25,000.00	9,152.00	
November Total	11/18/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	10,109.36	T-NL22	66,000.00	39,684.59	
				133,957.36				
December	12/16/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	19,524.92	00200559	70,000.00	50,475.08	289,435.35
	12/16/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	121	96,000.00	47,280.00	
December Total	12/16/14	ECONOMIC PLANNING SYSTEMS	NL/T/Truckee Transit Vision Economic Analysis	37,757.50	141072	45,900.00	8,142.50	
				69,462.42				
Total Infrastructure Payments		Total Infrastructure Expenditures through 12/31/14		465,842.46				
January 2015	01/06/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	120	96,000.00	35,100.00	
	01/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	2,188.59	00200571	70,000.00	48,286.49	287,246.76
	01/06/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	14,774.98	T-NL23	66,000.00	24,909.61	
January Total	01/08/15	ECONOMIC PLANNING SYSTEMS	NL/T/Truckee Transit Vision Economic Analysis	11,591.25	141072-2	45,900.00		
				40,734.82				
February 2015	02/05/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	4,713.28	T-NL24	150,000.00	130,904.86	???
	02/05/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	761.25	124	153,900.00	52,464.01	???
	02/05/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	122	96,000.00	22,920.00	
February Total	02/05/15	TAHOE CITY PUBLIC UTILITY DISTRICT	Homewood Bike Trail Design & Environmental	20,294.83	13960	144,500.00	19,637.19	
				37,949.36				
March 2015	03/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	338.13	00200584	70,000.00	47,948.36	286,908.63
	03/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	511.39	00200592	70,000.00	47,436.97	286,397.24
	03/18/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	5,200.14	T-NL26	150,000.00	125,704.72	???
March Total	03/30/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	291.86	126	96,000.00	10,448.14	
				18,521.52				
Total Infrastructure Payments		Total Infrastructure Expenditures Year-to-Date		563,048.16				

Light blue payments are Infrastructure Maintenance Balance Payments

28,074.81

North Lake Tahoe Resort Association
Fiscal Year 2015-16 Projected Budget Calendar

<u>DATE</u>	<u>TASK</u>	<u>PLAYERS</u>
Month of April, 2015	Produce New Budget Format and Documents, Calendar, Assumptions and Goals for the Budget Process in Detailed Budget Documents.	Director of Finance
Month of April	Produce and Distribute Actual vs. Budget Reports through March to Department Managers.	Director of Finance, All Department Managers
Month of April	Meet with Department Managers for Preliminary Individual Department Budgets.	Director of Finance, All Department Managers
April 1, 2015	County Calendar in Budget Process.	Placer County, Director of Finance
April 21, 2015	Complete First Draft of Organizational Budget (Preliminary Budget)	Director of Finance
April 21, 2015	Executive Committee Meeting (E.C. gets 1 st look at Preliminary Placer Co. Contract Budget)	Executive Committee
April 27, 2015	Meeting of CEO Office, Executive Committee and Staff	Placer County, Executive Committee
April 27-28, 2015	Marketing and CIT receives Preliminary Budget	Marketing and CIT Committees
April 29, 2015	Finance Committee Meeting (F.C. gets 1 st look at Preliminary Placer Co. Contract Budget)	Finance Committee
April 30, 2015	Scope of Work (Attachment A) and Budget by Major Category (Attachment C) of the County Contract with NLTRA is produced and presented.	All Department Managers, Placer County
Month of May	County Negotiates Contract with NLTRA.	Placer County
May 6, 2015	Board of Directors receives scope of work and proposed budget.	Board of Directors

May 19, 2015	Executive Committee Meeting (E.C. gets Draft Organizational Budget)	Executive Committee
May 28, 2015	Finance Committee Meeting (F.C. gets Draft Organizational Preliminary Budget)	Finance Committee
End of May	Individual Preliminary Budgets to Committees for Input.	All Committees
May 31, 2015	Updated Preliminary Budget is Prepared.	Director of Finance
June 3, 2015	Board of Directors Meeting (Board gets 1 st look at Draft Organizational Budget and Contract Budget)	Board of Directors
Beginning of June	Enter Preliminary Budget into Quick Books Accounting System.	Director of Finance
Mid-June	Final County Contract with NLTRA Approved.	Placer County
June 17, 2015	Final Organizational Budget Prepared for Finance Committee Meeting.	Director of Finance
June 18, 2015	Finance Committee Meeting Recommends Budget.	Finance Committee
June 25, 2015	Strategic Retreat - Board of Directors Approves Budget for 2015/16 Year.	Board of Directors
June 30, 2015	Enter Final Budget into Quick Books Accounting System.	Director of Finance

Note: The CEO is involved in all processes of the budget. The timeline is subject to change.

NLTRA

FY 2015-2016 TAHOE TOT BUDGET - Preliminary
ATTACHMENT C - April Preliminary from Jennifer

4/27/2015

MARKETING	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET	VISITOR SUPPORT SERVICES	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET
RESORT ASSOCIATION CONTRACT:							
Personnel/Overhead Cap - Direct Costs	796,581	763,686	765,319	Personnel/Overhead Cap - Direct Costs	99,743	98,630	87,012
G+A Cap - Indirect Costs	537,599	523,784	525,343	G+A Cap - Indirect Costs	64,055	62,392	62,106
Research and Planning	10,000	7,000		Research and Planning	32,000	32,000	30,000
Direct Marketing/Programs	1,407,329	1,252,302	899,555	(Detail in Attachment A-2)			
Community Marketing Fund	30,000	30,000	50,000	Memberships	5,000	5,000	5,000
Special Events Marketing Fund	50,000	50,000	50,000	Traffic Management	42,000	42,000	48,000
				Transit Programs- Non-County	650,530	547,420	494,000
				(Detail in Attachment A-3)			
SUBTOTAL - RESORT ASSOC CONTRACT	2,831,509	2,626,772	2,290,217	SUBTOTAL - RESORT ASSOC CONTRACT	893,328	787,442	726,118
	45.67%	50.99%	52.12%		14.41%	15.29%	16.52%
Fund Balance Carryforward		61,500	445,000	Fund Balance Carryforward			
TOTAL - RESORT ASSOC CONTRACT	2,831,509	2,688,272	2,735,217	SUBTOTAL - RESORT ASSOC CONTRACT	893,328	787,442	726,118
	45.67%	50.40%	46.80%		14.41%	14.76%	12.42%
County Services	308,195	306,173	266,736	County Services	917,694	931,702	1,083,402
TOTAL CONTRACT	3,139,704	2,994,445	3,001,953	TOTAL CONTRACT	1,811,022	1,719,144	1,809,520
	38.58%	43.51%	40.31%		22.26%	24.98%	24.30%

Note: Proposed budget numbers include a preliminary assumption of a 12% increase to health and welfare benefits.

* - There was a County Services Reserves Fund Balance Carryover in previous years but was not calculated or recorded on past contracts.

TAHOE CAPITAL IMPROVEMENTS	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET	TOTAL CONTRACT	PROPOSED 15/16 BUDGET	14/15 BUDGET	2013/14 BUDGET
RESORT ASSOCIATION CONTRACT:							
Personnel/Overhead Cap - Direct Costs	99,743	95,205	87,012	Personnel/Overhead Cap - Direct Costs	996,067	957,521	939,343
G+A Cap - Indirect Costs	74,110	72,201	71,013	G+A Cap - Indirect Costs	675,764	658,377	658,462
Research & Planning	50,000	49,000	52,000	Research and Planning	92,000	88,000	82,000
(Detail in Attachment A-2)				Direct Marketing/Programs	1,407,329	1,252,302	899,555
Maintenance Reserve: Tourism Serving Facilities	0	0	150,000	Community Marketing Fund	30,000	30,000	50,000
Capital Improvements - Requires BOS Approval	2,251,310	1,520,903	1,018,080	Special Events Marketing Fund	50,000	50,000	50,000
(County retains until BOS Approval)				Memberships	5,000	5,000	5,000
				Traffic Management	42,000	42,000	48,000
				Transit Programs - Non-County	650,530	547,420	494,000
				Maintenance Reserve: Tourism Serving Facilities	0	0	150,000
				Capital Improvements - Requires BOS Approval	2,251,310	1,520,903	1,018,080
SUBTOTAL - RESORT ASSOC CONTRACT	2,475,163	1,737,309	1,378,105	SUBTOTAL - RESORT ASSOC CONTRACT	6,200,000	5,151,523	4,394,440
	39.92%	33.72%	31.36%	Fund Balance Carryforward	100.00%	100.00%	100.00%
Fund Balance Carryforward		121,171	1,005,372		0	182,671	1,450,372
SUBTOTAL - RESORT ASSOC CONTRACT	2,475,163	1,858,480	2,383,477	SUBTOTAL - RESORT ASSOC CONTRACT	6,200,000	5,334,194	5,844,812
County Services	270,090	310,602	252,620	County Services	1,495,979	1,548,477	1,602,758
County Services Fund Balance				County-wide Systems Charges/General Liability	17,821	*	*
TOTAL CONTRACT	2,745,253	2,169,082	2,636,097	TOTAL CONTRACT	8,135,165	6,882,671	7,447,570
	33.75%	31.52%	35.40%		100.00%	100.00%	100.00%



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Explanation of Personnel Costs Above Contract Cap For the Budget Fiscal Year 2015/16

Per Placer County Contract: Personnel/Overhead Costs should be no greater than February CPI percentage above the 2014/15 budget amount per Attachment C or per calculation 2.637%.

Taking \$957,521 (personnel/overhead costs from 2014/15 budget) x 1.02637 (CPI rate) = \$982,771 cap.

Preliminary budget amount personnel/overhead 2015/16 = \$996,067. Over cap by \$13,296 or 1.35%.

Explanation of overages in 2015/16 preliminary budget:

- Health insurance is approximately 10% of total salaries and benefits line. Health insurance is projected to increase 12% year over year. Coverage cost varies based upon type of coverage employee has. One employee also does not have medical coverage through the organization. Rough estimated amount above CPI amount is: Total Salaries Projected less Membership Department Salaries = \$1,358,958 x 10% (health insurance portion) = \$135,896 estimated policy cost with 12% increase. \$123,336 = 14/15 budget health insurance x 1.02637 CPI rate = \$126,588. Health insurance projection contributing to cap overage = \$9,308.
- Worker's Compensation insurance has almost doubled over the 14/15 budget. Amount of increase in budget is \$5,000. Amount of worker's compensation increase contributing to cap overage = \$4,840.
- All full-time employees are budgeted in the 15/16 year with 2.637% merit and incentive which matches the CPI rate and would create no overage above the cap. Three directors are budgeted at 5% for incentive. Historically, directors and above were eligible for up to a 10% incentive and up to a 5% merit. Below the director level, employees were eligible for up to 5% incentive and up to a 5% merit. Past budgets reflect these levels. Amount of incentive salaries amount contributing to cap overage = \$6,390.

NLTRA
Fiscal Year 2014/15 Projected Cashflow

	Actual July	Actual August	Actual September	Actual October	Actual November	Actual December	Actual January	Actual February	Actual March	Projected April	Projected May	Projected June
Beginning Cash	\$368,544	\$366,919	\$119,342	\$253,124	\$217,921	\$196,618	\$263,447	\$205,162	\$291,283	\$325,000	\$250,000	\$250,000
Receipts												
Placer County TOT	268,863	268,863	302,552	302,552	364,052	302,552	302,552	302,552	302,552	302,552	302,552	302,552
Membership	6,250	5,416	4,195	11,730	6,636	13,564	25,233	18,399	42,857	12,000	12,000	12,000
Visitor Center Sales	19,966	17,197	9,900	9,648	4,496	6,899	4,656	4,330	6,448	5,000	10,000	10,000
Commissions	14,523	18,587	19,702	87,210	65,532	0	4,423	28,693	3,290	2,500	10,000	10,000
Other	1,135	405	285	10,837	14,006	0	0	5,626	122	500	500	500
Total Receipts	\$310,737	\$310,468	\$336,635	\$421,977	\$454,722	\$323,015	\$336,863	\$369,599	\$355,269	\$322,552	\$335,052	\$335,052
Disbursements												
Salaries & Wages	91,539	119,903	56,024	179,500	98,153	82,628	93,871	101,333	89,246	125,000	95,000	95,000
Rent	15,807	12,326	15,999	9,244	13,561	12,943	14,004	13,426	13,152	14,000	14,000	14,000
Marketing Cooperative	125,000	125,000	0	155,000	120,000	120,000	120,000	106,747	15,000	20,000	15,000	35,000
Events	1,006	3,839	6,140	4,706	2,818	0	4,272	4,563	0	2,500	25,000	16,000
Marketing Programs	10,858	125,789	16,933	4,208	157,729	6,546	3,428	2,001	18,324	0	0	90,000
Miscellaneous Programs	0	17,416	21,271	48,251	20,180	1,013	0	0	15,357	4,000	4,000	5,000
Telephone	2,399	2,844	3,143	3,199	2,750	2,345	2,798	2,617	2,681	2,700	2,700	2,700
Equipment Rental/Leasing	155	2,176	2,837	1,957	1,281	1,269	1,413	1,258	1,469	1,500	1,500	1,500
Market Study Reports	16,000	0	0	0	10,369	4,989	0	0	0	0	0	35,000
Transportation Projects	43,512	133,274	64,558	38,415	246	11,586	36,024	32,083	123,618	60,000	60,000	35,500
Iron Man	0	0	0	0	0	0	100,000	0	0	0	40,000	75,500
Other Outgo/Transfers	6,086	15,478	15,950	12,699	9,495	12,867	19,340	9,450	17,086	20,000	20,000	20,000
Total Disbursements	\$312,362	\$558,045	\$202,853	\$457,180	\$436,582	\$256,186	\$395,148	\$273,478	\$295,932	\$249,700	\$277,200	\$425,200
Prior Year Transactions												
Net Increase/Decrease	(\$1,625)	(\$247,577)	\$133,782	(\$35,203)	\$18,140	\$66,829	(\$68,285)	\$86,121	\$59,337	\$72,852	\$57,852	(\$90,148)
Ending Balance	<u>\$366,919</u>	<u>\$119,342</u>	<u>\$253,124</u>	<u>\$217,921</u>	<u>\$236,061</u>	<u>\$263,447</u>	<u>\$205,162</u>	<u>\$291,283</u>	<u>\$350,620</u>	<u>\$397,852</u>	<u>\$307,852</u>	<u>\$159,852</u>

GI



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Membership Department Pacing and Metrics Report

Date: April 29, 2015

	Activities Revenue Only	Activities Expense Only	Total Dept. Profit/(Loss)	New Members	Attrition Members	Net Gain/(Loss) This Year Only
Budget	55,698	24,085	10,659	67	70	-3
Actual	49,795	34,235	18,069	43	27	16
Forecast	55,876	33,158	0	48	40	8

Year-to-Date Information:

43 new members added to Membership through the month of April.

The actual pace through April is 4.3 new members per month.

Projected information per plan: 67 new members for year or 5.6 per month.

294 members renewed their existing memberships through the month of April. 27 members dropped their existing memberships. Budgeted attrition is 70 members for the year. Existing membership over attrition nets to 60 members. A gain of 20 members was budgeted. Total membership of 467 from fiscal 2013/14 was budgeted to 487 members by end of the 14/15 fiscal year. The current membership number is 467 members vs. 457 members on June 30, 2014.

Event Financial Updates:

March 2015 61st Annual Community Awards Dinner

Revenues: \$27,400 projected. Actual revenue was \$31,260 or +\$3,860.

Ticket sales (projected) 150 total or \$12,000. Actual ticket sales were 215 or \$17,200 in revenue. \$12,000 net profit projected from silent auction. Silent auction netted \$11,040.

Expenses: \$15,850 projected. Actual expenses were \$15,823, almost exactly on budget.

Projected Event Gain: \$11,550 (Event last year netted a gain of \$1,235) Actual net gain this year = \$15,437 or \$3,887 better than projected.

Upcoming Event Metrics:

June 2015 Summer Recreation Lunch

Budgeted Revenues: \$2,655; budgeted expenses: \$1,612. Projected profit is \$1,043.

North Lake Tahoe Resort Association
 Membership Department - 2015 Community Awards
 27-Aug-14
 Revised: April 3, 2015

	<u>Budget*</u>	<u>Actual</u>
Revenues:		
Ticket Sales (150@\$80 projected. 215 tix actual)	\$12,000	\$17,200
Sponsorship	3,000	2,250
Silent Auction	12,000	11,040
Comps: 10	-	-
Employee 1/2: 10	400	-
Return on Plaques	-	770
Total Revenues	<u>\$27,400</u>	<u>\$31,260</u>
Expenses:		
Food: (170@\$55 inclusive projected. Actual cost = \$50)	\$8,250	\$11,100
Wine	750	750
Programs	300	-
Office Supplies	100	270
Décor	500	-
Room Rental	1,000	100
Audio/Visual	500	750
Plaques: 25@50 OVER	1,250	1,693
Photography	500	-
Music	500	-
Credit Card Fees	1,700	760
Advertising	500	400
Total Expenses	<u>\$15,850</u>	<u>\$15,823</u>
Projected Net Gain:	<u><u>\$11,550</u></u>	<u><u>\$15,437</u></u>

* - prepared by Sandy in August 2014 in coversation with Ginger.
 Comped tickets = 25 tix @ \$50 per.

H2

Quickbooks Pros:

Quickbooks is our primary accounting program used for all other functions and Intuit payroll uploads into Quickbooks automatically
Quickbooks has automatically generated W-2 forms which are mailed to the employees included in our fees
Quickbooks has automatically generated all payroll reports to the government
Employees receive no paper paycheck stubs. Available to view online and print individually when needed.
Timeclock and Time and Attendance work with Quickbooks

ADP Pros:

ADP has the function to upload into Quickbooks Accountants will be given access to utilize the QB Interface & have access to payroll reports
ADP UPS's paychecks & payroll reports overnight - included in the cost Employees can view & print paystubs online
Option of "Going Green" by canceling delivery - ADP awards \$100 cash
Required CA and Federal labor posters included and updated for free
ADP will submit garnishment payments directly to vendors
ADP Deposits; files and reconciles all State and Federal tax filings
Takes full liability paying any fines incurred
ADP maintains a 99.9% payroll tax filing accuracy rate w/IRS
Workers Comp Pay by Pay Automated system helps avoid the up front deposits and YE expenses
401k Administration integrated with payroll to streamline your process and reduce liability
Timekeeping is Free - eTimecards
Or offer more robust Timekeeping solution for \$53.00/month
All Account set -up and web training is free
Client Service support is 24/7, 365 days/year is free - unlimited use
Our auditors recommend using ADP as our payroll service provider
Process and Audit Unemployment Claims filed against you business
ADP on average reduces your SUI tax rate .08%/year

Quickbooks Cons:

Quickbooks payroll processing fees are \$180.00 per month
Reporting is confusing and must re-entered into an excel spreadsheet to insure correct dates of payroll
Quickbooks payroll support is difficult to contact. You're on hold for a half at times

ADP Cons:

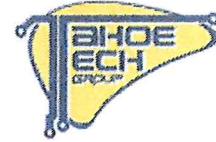
ADP payroll processing fees are \$121.22 per month
ADP charges \$122.50 for filing W-2's

Tahoe Tech Group LLC

Total Tech Support Proposal

NLTRA

December 13, 2014



ATTACHMENT A - Managed IT Services

The TAHOE TECH GROUP Total Tech Support program provides affordable IT management and support to growing businesses. Utilizing our unique framework for providing managed IT services, TAHOE TECH GROUP provides a range of proactive services to keep your computer systems up and running and your people and business productive.

Features

- Site Assessment and Inventory
- Best Practice Driven
- On-site break/fix maintenance of workstations and attached peripherals
- Knowledge transfer to in-house administrators and end users as needed
- Optional on-site hardware maintenance
- One number to call for issues with software and hardware
- Provide a technical liaison to software and hardware vendors
- Track issues through resolution

Benefits

- Reliability
- Security
- Consistency
- Increased Employee Productivity
- Cost Management and Control
- Increased Hardware Performance
- Managed Expansion and Growth
- Realize value: reduce your cost of ownership
- One point of contact - easy to remember and hand off for all aspects of the issue
- Consistent communication – helps to expedite a resolution

Our goal is to serve as your technology partner with a focus on providing solutions. We use a consultative approach to evaluate your business and technology needs and then advise on the best solutions for your current and future needs. TAHOE TECH GROUP can save your organization time and money through better use of appropriate technologies.

ATTACHMENT B - Fee Schedule for Server, Workstation and Peripheral Total Tech Support Services

TAHOE TECH GROUP will provide the NLTRA with the Total Tech Support Services as defined in ATTACHMENT A.

TAHOE TECH GROUP will provide the NLTRA with services on an as-needed basis.

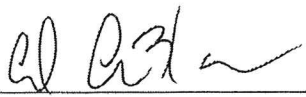
Billing Rates Compared

	<u>Standard Rate</u>	<u>Discounted Rate for NLTRA</u>
Remote Support	\$100/hr	\$80/hr
Onsite Support	\$140/hr	\$120/hr
Special Projects	\$140/hr	\$120/hr
Group Training	\$150/hr	\$130/hr
Tech Bench (In-shop)	\$100/hr	\$80/hr

Upgrading or replacing hardware or software normally requires on-site service. Fees do not include the cost of new or replacement hardware, software, cabling or other equipment that may be required to perform services under this agreement. NLTRA will be quoted a price for new or replacement equipment prior to installation, and will sign a work order therefore and be billed separately.

Terms

Any amount due to TAHOE TECH GROUP under this Agreement shall be payable in full upon receipt of an invoice therefore, without withholding, deduction or offset of any amounts for any purpose. Any amount not paid within fifteen (15) days of the date of each invoice shall be subject to an interest charge equal to the lesser of 10% monthly or the maximum interest charge permissible under applicable law, payable on demand. Any charges not disputed by NLTRA in good faith within fifteen (15) days of the receipt of an invoice therefore will be deemed approved and accepted by NLTRA.

Signature  Date 1/28/15

Signature _____ Date _____

KEY METRICS FOR APRIL 29, 2015

Total TOT Collections by Quarter 2009 - 2015 (through March 31, 2015)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,680,472	\$ 2,513,935	\$ 1,351,562	\$ -	\$ 8,545,969

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 20XX - 20XX									
Referrals (July - March) Tahoe City:	2011/2012		2012/2013		2013/2014		2014/2015		YOY % Change
	Annual Totals	12,188	Annual Totals	36,819	Annual Totals	36,289	Annual Totals	34,372	
Walk In	2,912	2,997	2,997	2,345	2,345	1,989	1,989	3,472	-5.28%
Phone	2,995	3,014	3,014	5,278	5,278	3,472	3,472	Closed	-15.18%
Kings Beach (Walk In Only)	1,660	1,793	1,793	3,834	3,834	Closed	Closed	Closed	-34.22%
Reno (Walk In) (Closed)									N/A

Infrastructure Fund Balances Held by Placer County as of 6/30/14	
Contracts In:	\$ 1,348,042
FY 2013-14	\$ 1,348,042
Total Fund Balances	\$ 1,348,042

Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
March 2015	467

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2011	2012	2013	2014	YOY % Change
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 638,603	-11.9%
Second (AMJ)	\$ 391,536	\$ 446,802	\$ 488,100	\$ 528,094	8.2%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,783	\$ 844,033	-1.9%
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	-23.0%
Total	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	\$ 2,010,730	

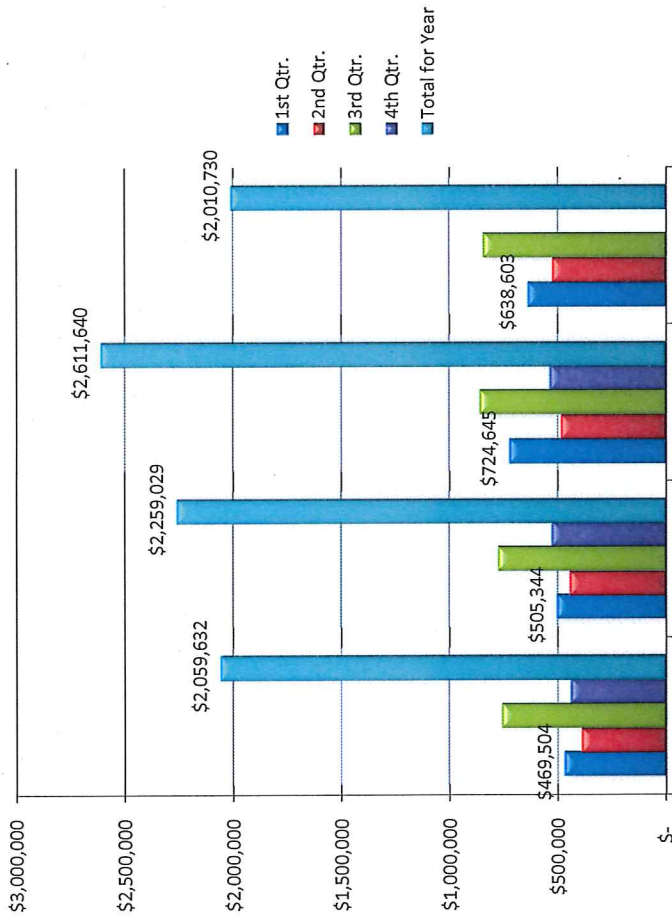
Destimetrics Reservations Activity					
	FY 13/14	FY 14/15	Change	FY 13/14	Change
Occupancy during March	42.9%	40.5%	-5.6%	243	223
ADR March (Average Daily Rate)	\$ 243	\$ 223	-8.2%	26.0%	2.7%
Occupancy Forecast March	\$ 26.0%	\$ 26.7%	2.7%	173	159
ADR April (Average Daily Rate)	\$ 173	\$ 159	-8.1%	41.0%	1.2%
Occupancy (prior 6 months)	\$ 41.0%	\$ 41.5%	1.2%	259	248
ADR (prior 6 months)	\$ 259	\$ 248	-4.2%	25.7%	14.4%
Occupancy (next 6 months)	\$ 25.7%	\$ 29.4%	14.4%	224	220
ADR (next 6 months)	\$ 224	\$ 220	-1.8%		

Unemployment					
	December 2013	June 2014	December 2014	December 2014	December 2014
California (pop. 38,332,521)	7.9%	7.1%	7.1%	7.1%	6.7%
Placer County (367,309)	6.5%	6.0%	6.0%	6.0%	5.2%
Dollar Point (1,215)	7.6%	7.1%	7.1%	7.1%	6.1%
Kings Beach (3,893)	6.5%	6.0%	6.0%	6.0%	5.2%
Sunnyside/Tahoe City (1,557)	7.6%	7.0%	7.0%	7.0%	6.1%
Tahoe Vista (1,433)	11.0%	10.1%	10.1%	10.1%	8.9%

Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX					
	2013-14	2014-15	YOY % Change	2013-14	2014-15
FORWARD LOOKING (2014/15)	Actuals	Forecasted			
Total Revenue Booked through February	\$ 2,807,318	\$ 2,861,443	2%		
Forecasted Commission for this Revenue	151,069	155,703	3%		
Number of Room Nights	15,289	16,792	10%		
Number of Tentative Bookings	96	97	1%		
CURRENT					
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%		
Annual Commission Goal	\$ 160,000	\$ 170,000	6%		
Conference Revenue And Percentage by County:					
Placer (70% of revs in '14, 66% in '15)	\$ 1,981,316	\$ 1,889,519	-5%		
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 147,082	-45%		
South Lake ('14; 17%; '15; 27%)	\$ 462,174	\$ 777,786	68%		
Nevada ('14; 3%; '15; 2%)	\$ 97,729	\$ 47,056	-52%		
Total Conference Revenue	\$ 2,807,318	\$ 2,861,443	2%		

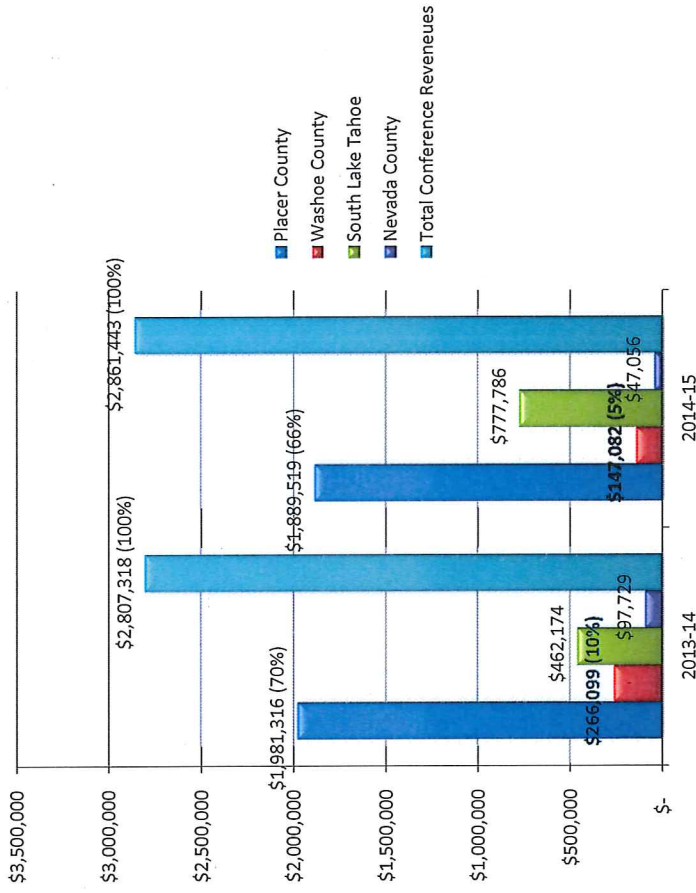
71

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



Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2011	2012	2013	2014	YOY % Change
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 638,603	-11.9%
Second (AMJ)	\$ 391,536	\$ 446,802	\$ 488,100	\$ 528,094	8.2%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,783	\$ 844,033	-1.9%
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	-
Total	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	\$ 2,010,730	-23.0%

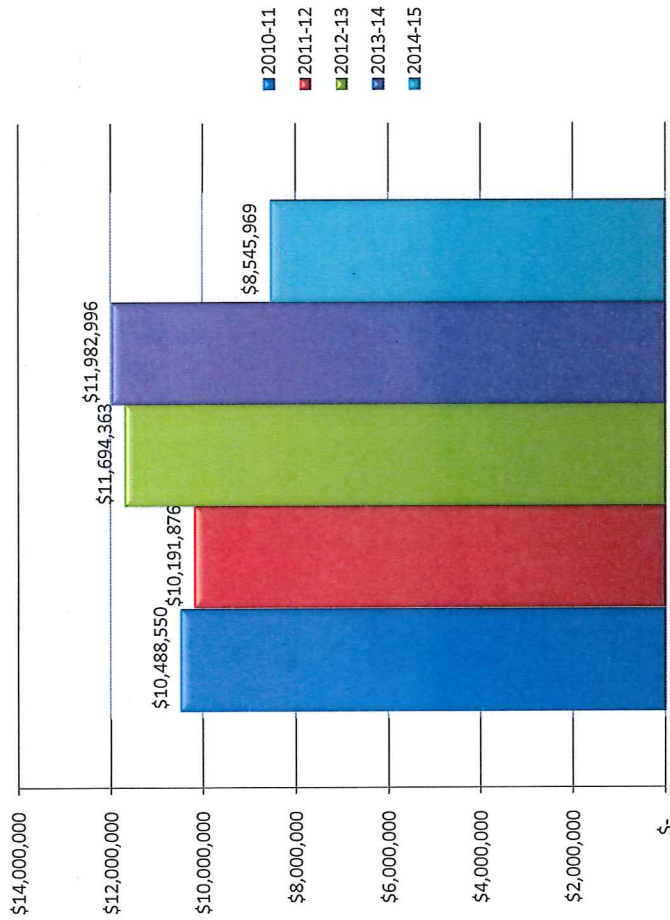
Conference Revenue Statistics & Revenue Share by County



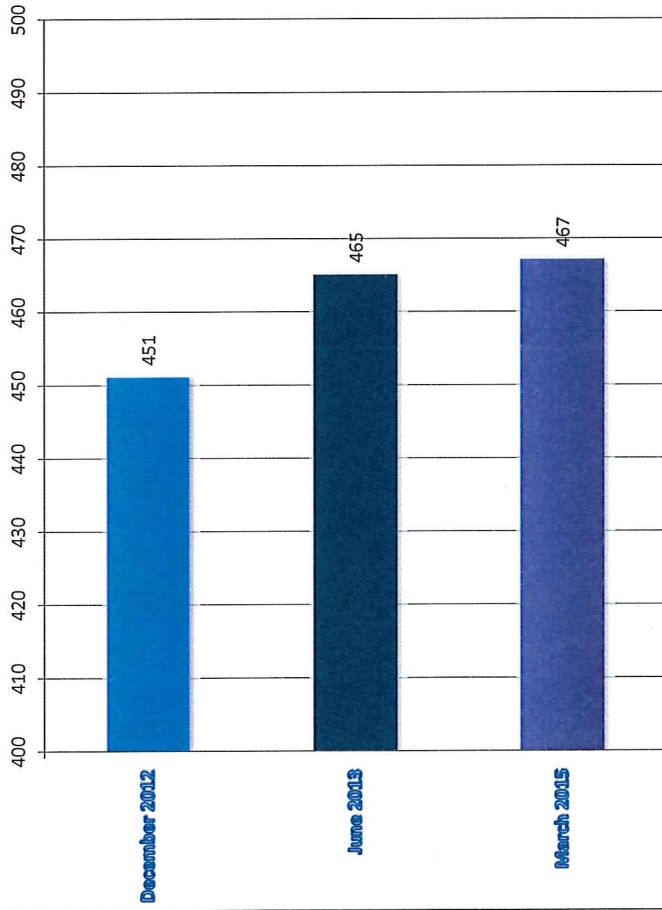
Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX					
	2013-14	2014-15	YOY % Change		
FORWARD LOOKING (2014/15)	Actuals	Forecasted			
Total Revenue Booked through February	\$ 2,807,318	\$ 2,861,443	2%		
Forecasted Commission for this Revenue	151,069	155,703	3%		
Number of Room Nights	15,289	16,792	10%		
Number of Tentative Bookings	96	97	1%		

CURRENT					
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%		
Annual Commission Goal	\$ 160,000	\$ 170,000	6%		
Conference Revenue And Percentage by County:					
Placer (70% of revs in '14, 66% in '15)	\$ 1,981,316	\$ 1,889,519	-5%		
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 147,082	-45%		
South Lake ('14; 17%; '15; 27%)	\$ 462,174	\$ 777,786	68%		
Nevada ('14; 3%; '15; 2%)	\$ 97,729	\$ 47,056	-52%		
Total Conference Revenue	\$ 2,807,318	\$ 2,861,443	2%		

5-Year Annual TOT Collections (Fiscal Year Basis)



Chamber Membership (# of Members)



Total TOT Collections by Quarter 2009 - 2015 (through March 31, 2015)

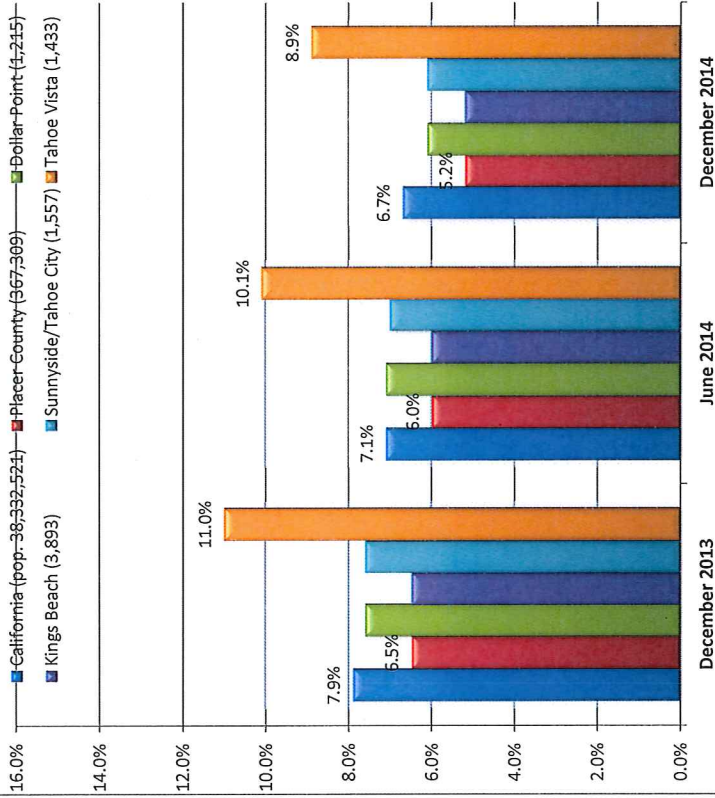
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,680,472	\$ 2,513,935	\$ 1,351,562	\$ -	\$ 8,545,969

Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
March 2015	467

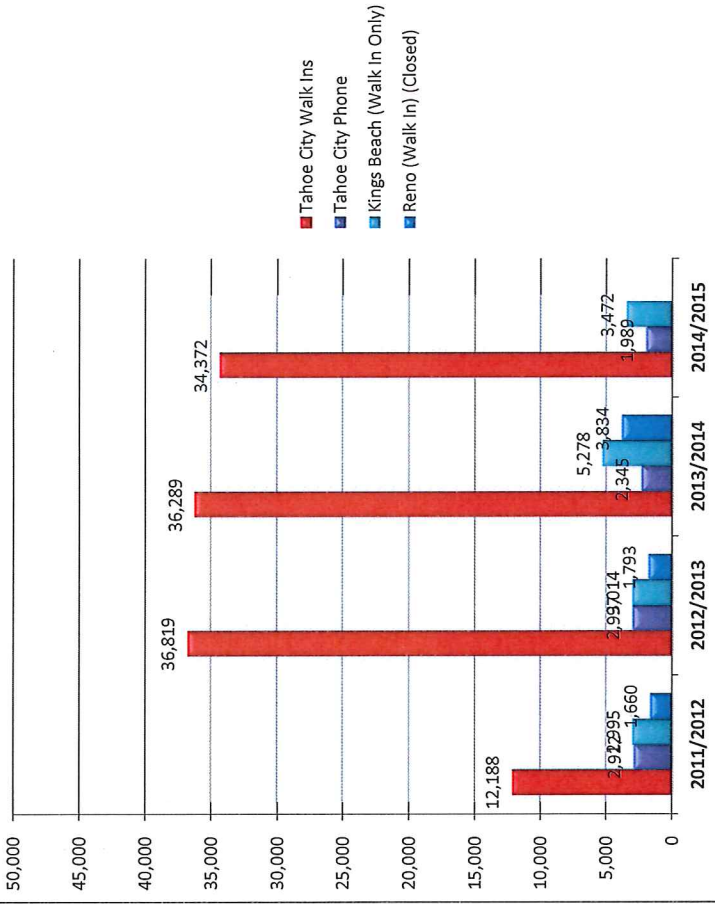
K3

Unemployment Rates by Region



Unemployment	December 2013	June 2014	December 2014
California	7.9%	7.1%	6.7%
Placer County	6.5%	6.0%	5.2%
Dollar Point	7.6%	7.1%	6.1%
Kings Beach	6.5%	6.0%	5.2%
Sunnyside/Tahoe City	7.6%	7.0%	6.1%
Tahoe Vista	11.0%	10.1%	8.9%

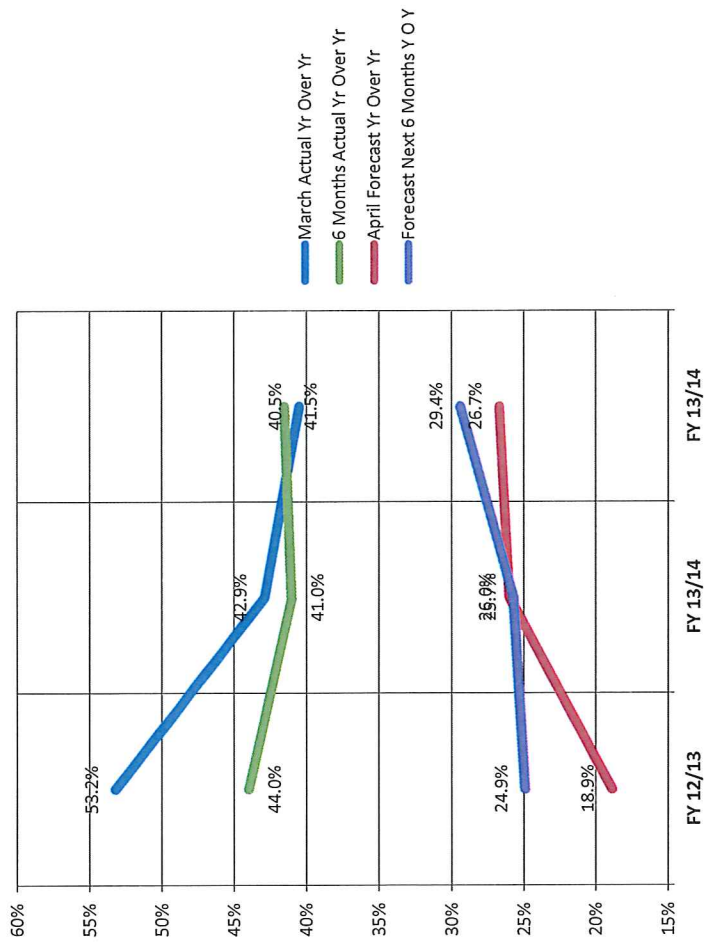
Visitor Information - Fiscal YTD through March



VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July - March)	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:				
Walk In	36,819	36,289	34,372	-5.28%
Phone	2,997	2,345	1,989	-15.18%
Kings Beach (Walk In Only)	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,793	3,834	Closed	N/A

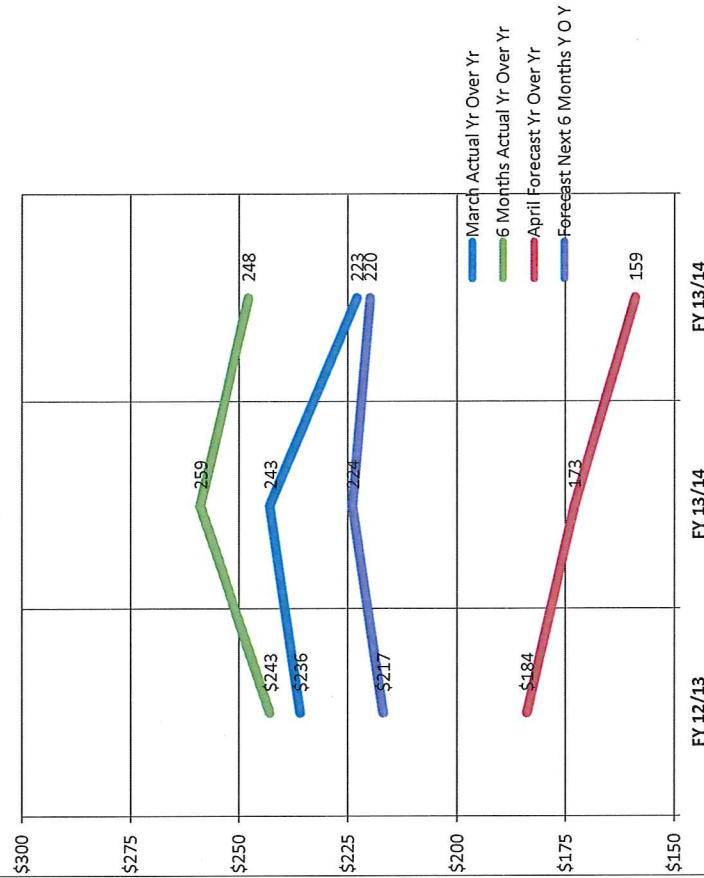
KM

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during March	42.9%	40.5%	-5.6%
ADR March (Average Daily Rate)	243	223	-8.2%
Occupancy Forecast March	26.0%	26.7%	2.7%
ADR April (Average Daily Rate)	173	159	-8.1%
Occupancy (prior 6 months)	41.0%	41.5%	1.2%
ADR (prior 6 months)	259	248	-4.2%
Occupancy (next 6 months)	25.7%	29.4%	14.4%
ADR (next 6 months)	224	220	-1.8%

Destimetrics RevPar in NLT Comparisons



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North Lake Tahoe Chamber/CVB/Resort Association
Approval of the CEO's Expenses: Sandy Evans Hall
March 2015

Six Month Gym Membership	\$ 150.00
Community Awards Meetings	\$ 135.68
Mileage	\$ 300.00
Phone	\$ 115.34
WACVB Tech Conference	\$ 592.81
Mountain Travel Symposium	\$ 387.47
I Love NLT Draft Tourism Master Plan	\$ 167.04
Web Domains	\$ 15.00
Placer County Economic Summit	\$ 25.00
	\$ 1,888.34

Approval Signature

NLTRA
Check Request

Amount: \$ 150.00 Date: 3.10.15

Payable To: Sandy Evans Hall

Mailing Address: _____

Description: limo gym

Event Date: _____

ALL CHECK REQUESTS MUST INCLUDE INVOICES OR OTHER DOCUMENTATION

<u>Department</u>	<u>Amount</u>	<u>Account Code</u>	<u>Class</u>
MARKETING	_____	_____	11
CONFERENCE	_____	_____	30
TRANSPORTATION	_____	_____	41
VISITORS INFORMATION	_____	_____	42
INFRASTRUCTURE	_____	_____	50
MEMBERSHIP	_____	_____	60
ADMINISTRATION	<u>150.00</u>	<u>66000</u>	70
OTHER	_____	_____	_____
CHECK TOTAL	\$ <u>150.00</u>		

Sandy Evans Hall
Submitted by

3-10-15
Date submitted

Authorized by

Date authorized

Additional Notes _____

Sandy

Asante Lkeside Fitne
850 N Lake Blvd
TAHOE CITY, CA 96145
530-583-4283

TERMINAL I.D.: 70254626
MERCHANT #: 399801044931

UISA
*****0378
SALE
BATCH: 000335 INU:000004
RRN: 433015003347 AUTH:05540C

NOV 26. 14 07:28

TOTAL \$174.00

SANDY HALL

*3 mo.
Asante.*

CUSTOMER COPY

Asante Lkeside Fitne
850 N Lake Blvd
TAHOE CITY, CA 96145
530-583-4283

TERMINAL I.D.: 70254626
MERCHANT #: 399801044931

UISA
*****9392
SALE
BATCH: 000434 INU:000002
RRN: 506514402601 AUTH:02643C

MAR 06. 15 06:17

TOTAL \$164.00

SANDY HALL

CUSTOMER COPY

*This is just for the
Health Club benefit -
\$25/mo ?*

NLTRA Check Request

Amount: \$ 92.14 Date of Request: 4.6.15

DUE DATE: 4.9.15

Payable to: Sandy Evans Hall

Mailing Address:

Description: Community Awards Dinner Meeting

Event Date:

****ALL CHECK REQUESTS MUST INCLUDE INVOICES OR OTHER DOCUMENTATION****

Account Code	Department	Amount
6434	60	92.14

Total Amount Due: 92.14

Submitted by: Meredith Nelson Date Submitted: 4.6.15

Authorized by: SEH Date Authorized: 4-7-15

Additional Notes:

Awards Dinner

MOONING
C

Uncommon Kitchen

Order #2-056

Mar 17, 2015, 11:56 AM

Sale

Served by uncommonkit...

Transaction #1190710203171510055

2 x Thai Coconut Noodle Bowl - small 13.90 T
(6.95)

2 x Hot and Sour Noodle Bowl - large 19.50 T
(9.75)

1 x Tacos w/sour and/or guac 9.50 T

1 x Sushi #1 10.75

1 x Sushi #2 10.50

1 x Sushi #5 9.95

Subtotal 74.10

Tax 3.22

Total 77.32

VISA 9392 92.14

Name HALL/SANDY

Approval Code 08606C

Amount 77.32

Tip 14.82

L5

Sheraton Grand Sacramento Hotel
 1230 J Street
 Sacramento, CA 95814
 United States
 Tel: 916-447-1700 Fax: 916-447-1701



Sandy Evans
~~101 E. 8th St~~
~~Medford, OR, 97501~~
 USA

Page Number : 1 Invoice Nbr : 320651
 Guest Number : 1659712
 Folio ID : A
 Arrive Date : 25-MAR-15 09:45
 Depart Date : 26-MAR-15 10:44
 No. Of Guest : 1
 Room Number : 1006
 Club Account :

Tax Invoice

Tax ID :
 Sheraton Sacramento 26-MAR-15 10:44 YERTHA

Date	Reference	Description	Charges (USD)	Credits (USD)
25-MAR-15	RT1006	Room Charge, Tax/Assessments	25.81	
25-MAR-15	RT1006	Group Association	169.00	
25-MAR-15	RT1006	Valet Parking- Overnight	28.00	
26-MAR-15	VM	Visa/Mastercard		-222.81
For Authorization Purpose Only				
xxxxxx5901				
Date	Code	Authorized		
25-MAR-15	017929	253.5		
** Total			222.81	-222.81
*** Balance			0.00	

WACVB Tech Summit


Continued on the next page

MEMO STATEMENT

BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

Account Number XXXX-XXXX-0011-5901
Statement Date MAR 28, 2015
Total Activity \$984.51

**** MEMO STATEMENT ONLY ****
DO NOT REMIT PAYMENT


SANDRA EVANS HALL **N0006603
N LAKE TAHOE RESORT
PO BOX 1757
TAHOE CITY CA 96145-1757

ACCOUNT SUMMARY

ANDRA EVANS HALL XXX-XXXX-0011-5901	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$984.51		\$0.00		\$0.00		\$984.51

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
3-04	03-03	05140475062100000765369	WACVB FOLSOM CA <i>8910-00/70</i>	370.00
3-06	03-06	55432865065000839574951	VZWLSS*PRPAY AUTOPAY 888-294-6804 CA <i>5320-00/70</i>	20.00
3-09	03-06	55480775065207033100101	SIERRA WEB DESIGN, INC 07758339500 NV <i>8810-00/11</i>	15.00
3-12	03-10	55421355070987180419588	PACFUL RANCHO CORDOVCA <i>8750-00/11</i>	25.00
3-12	03-11	55134425070800103321576	CHATEAU WHISTLER RESOR WHISTLER BC <i>8910-00/11</i>	378.02
3-12	03-12	55134425070800103321576	INTERNATIONAL TRANSACTION FEE	9.45
3-19	03-18	75418235077014483882899	BLU'NTTOURISMPLAN.ORG 888-4014678 UT <i>6701-00/11</i>	167.04

For Customer Service, Call: 1-866-432-8161	Account Number	Account Summary	
	XXXX-XXXX-0011-5901	Purchases & Other Charges	\$975.06
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Statement Date	Cash Advances	\$0.00
	MAR 28, 2015	Fees	\$9.45
	Credit Limit	Credits	\$0.00
	\$50,000	Payments	\$0.00
	Disputed Amount	Total Activity	\$984.51
	\$0.00		



49710870 - 006603 - 0002 - 0002 -

Statement Date	MAR 28, 2015	Total Activity	\$984.51
Credit Limit	\$50,000	Single Purchase Limit	\$0.00
SANDRA EVANS HALL			
XXXX-XXXX-0011-5901			

ACCOUNT ACTIVITY

Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
			Product Code: registration Desc: nttourismplan.org Qty: 1 Unit: yea Unit Cost: 8.99 Disc: Y Disc Amt: 8.99	
			Product Code: privacy Desc: nttourismplan.org Qty: 1 Unit: yea Unit Cost: 11.88 Disc: N Ext Item Amt: 11.88	

L10

Meredith Nelson

From: Sandy Evans Hall
Sent: Tuesday, March 10, 2015 10:09 AM
To: Meredith Nelson
Subject: FW: www.placerlife.com Order Confirmation

Meredith,
This is for JT to attend the Placer Economic Summit breakfast on march 18. Thanks!
Sandy

From: orders@placerlife.com [mailto:orders@placerlife.com]
Sent: Tuesday, March 10, 2015 10:07 AM
To: sandy@gotahoenorth.com
Subject: www.placerlife.com Order Confirmation



CustomerID# 170

Thank you for your order. Your order number is 157, placed 03/10/2015 at 10:06AM.

Bill To:

North Lake Tahoe Resort Assn
Sandra Evans Hall
PO Box 5459
Tahoe City, CA 96145
United States
530-581-8739
sandy@gotahoenorth.com

Ship To:

North Lake Tahoe Resort Assn
Sandra Evans Hall
PO Box 5459
Tahoe City, CA 96145
United States
530-581-8739

Payment Info:

Credit Card: Visa
Sandra Evans Hall
*****5901

Shipping Method:

Online Delivery / No Shipping

Order Details:

8750-00/11

Code	Item	Qty	Price	Grand Total
2015EDB	Economic Development Breakfast Ticket [Attendee Name:JT Thompson] [Company or Affiliation:North Lake Tahoe Resort Association] [Email Address: sandy@gotahoenorth.com] [Phone Number:5305818739]	1	\$25.00	\$25.00

L11

Meredith Nelson

From: Sandy Evans Hall
Sent: Tuesday, December 02, 2014 1:54 PM
To: Anna Atwood; Emily Detwiler; Ginger Karl; Greg Howey; Jason Neary; Jeremy Jacobson; Judy Laverty; Kalie Ceglia; Kym Fabel; Marc Sabella; Meredith Nelson; Ron Treabess
Subject: FW: Your Domain Renewal is Complete
Importance: High

FYI - we did have an expiration of our puretahoenorth domain - which might explain why some emails you may have been expecting have not been coming through. We are renewing this for just one more year. That means that if you ever see the puretahoenorth.com in an email sent to you, have it changed to gotahoenorth.com. You may have used this email with vendors, banks, or other important contacts at some time in the past - so please be diligent and check every email coming to you to make sure that you update all of your contacts with the correct email. Once the domain is eliminated, there will no longer be a redirect to gotahoenorth. Thanks!
Sandy

-----Original Message-----

From: support@domainsdoneright.com [mailto:support@domainsdoneright.com]
Sent: Tuesday, December 2, 2014 1:42 PM
To: Sandy Evans Hall
Subject: Your Domain Renewal is Complete
Importance: High

Dear Sandy Evans,

Your recent domain renewal order is now complete for the following domains:

PURETAHOENORTH.COM (1 years) \$15.00 Expires (11/23/2015)

Total: \$15.00

Order ID: DDR0000033562.053

--

Thank You for shopping at DomainsDoneRight.com!

Please feel free to contact us at support@domainsdoneright.com with any questions.

New! .info and .biz registrations - all domains \$15/year!

For huge savings on domain names and internet services, visit:

<http://www.domainsdoneright.com>

Sandy Evans Hall

From: teresa@wacvb.com
Sent: Tuesday, February 24, 2015 10:58 AM
To: 'sandy@gotahoenorth.com'
Subject: WACVB Tech Summit - Registration Confirmation
Attachments: image001.jpg

\$370
Corporate CC

8910-00/70



2015 WACVB TECH SUMMIT & VENDOR SHOWCASE
Technology and Marketing Strategies for DMOs

TECH SUMMIT CONFIRMATION

Thank you for your **WACVB Destination Marketing Tech Summit** registration. We look forward to seeing you in Sacramento. A detailed confirmation message will be sent to all delegates in mid-March.

*****IMPORTANT NOTE:** If you paid by credit card, we will email your payment receipt in a few days.

If you have not already done so, please remember to make your hotel reservations.
Sheraton Grand Sacramento Hotel (Our room block is sold out at the Sheraton Grand.)

1230 J Street
Sacramento, California

Group rate: \$169 plus 12% room tax and 3% tourism assessment; single/double occupancy.

Online Reservations: <https://www.starwoodmeeting.com/Book/wacvb2015>

Reservations Toll Free: 1-800-325-3535

Please make your reservations before **March 3, 2015**, if rooms available.

*****Overflow Hotel*****

Best Western Plus Sutter House

1100 H Street
Sacramento, California 95814

Group rate: \$129 plus 12% room tax and 3% tourism assessment; single/double occupancy

Reservations: 1-800-830-1314

Please make your reservations before **March 6, 2015**, based on availability.

Other Hotel Option (At this time, WACVB does not have a room block at this hotel.)

Residence Inn by Marriott Downtown

1121 15th Street
Sacramento, CA 95814

Reservations: (916) 443-0500

DESTINATION INFORMATION

Our hosts at the Sacramento Convention & Visitors Bureau look forward to welcoming industry colleagues to their city.

TWITTER

You are invited to follow WACVB's tweets. We will be posting updates about Tech Summit sessions and exhibitors. Use **#WACVBTechSummit** in your tweets.

It's all about you, your destination and the newfound knowledge you will gain at the Tech Summit.

TS

Teresa Stephenson

Executive Director

**Western Association of Convention & Visitors Bureaus (WACVB)
and WACVB Education & Research Foundation**

950 Glenn Drive, Suite 150

Folsom, CA 95630

(916) 443-9012

(916) 932-2209 Fax


teresa@wacvb.com

www.wacvb.com

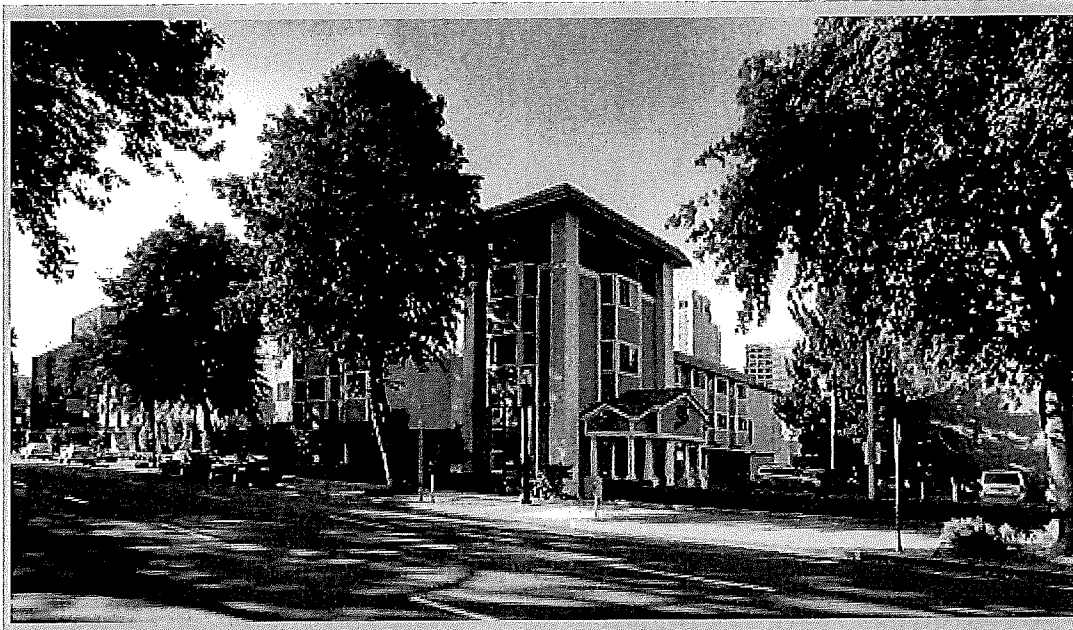
Sandy Evans Hall

From: BEST WESTERN PLUS Sutter House
Sent: Tuesday, February 24, 2015 4:30 PM
To: Sandra Hall
Subject: Confirming your reservation at BEST WESTERN PLUS Sutter House

Confirming your reservation at BEST WESTERN PLUS Sutter House [view your reservation online](#)

	Sutter House	BEST WESTERN PLUS Sutter House
	Sacramento	1100 H Street Sacramento CA
		95814
		800-830-1314 • 916-441-1314 Info@TheSutterHouse.com

[HOME](#) | [GUEST ROOMS](#) | [FUN THINGS TO DO](#) |



Reservation Details

Confirmation Number	1503H6
Guest Name	Sandra Hall
Arrival Date	2015-03-25
Departure Date	2015-03-26
Number of Guests	1
Room Type	KING NON SMOKING
Average Daily Rate	129.00

Dear Sandra Hall,

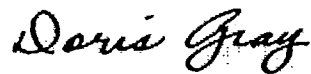
Corporate CC

It is our pleasure to confirm your reservation at BEST WESTERN PLUS Sutter House in beautiful Sacramento, CA. Please be sure to review your reservation information and our Hotel Policies, to ensure everything is correct.

We strive to provide our guests with a genuinely warm and personal service experience and would like to thank you for choosing BEST WESTERN PLUS Sutter House for your visit.

Please contact us in advance should you have some special services or requests in order to make your stay more comfortable.

Warm Regards,



Doris Gray
General Manager

Hotel Policies

Cancellation: Cancel 24 hours prior to reservation date.

Pets: Dogs Only. Dogs are allowed based on the availability of dog friendly rooms. Up to 2 dogs per room with a 80 pound weight limit. Pet rate is \$25 per day with a \$100 per week maximum.

Check In: 3:00 PM

Check Out: 12:00 PM

Smoking: Best Western PLUS Sutter House is 100% non-smoking.

The average daily rate does not include 12% in hotel tax and a 3% city assessment tax.

Hotel Information

BEST WESTERN PLUS Sutter House
1100 H Street
Sacramento CA 95814

Toll Free 800-830-1314
Phone 916-441-1314
Fax 916-441-5961
Email Info@TheSutterHouse.com
Website www.TheSutterHouse.com

Hospitality Throughout the West! Visit PacificPlazaHotels.com



TripAdvisor Facebook

WACVB
950 GLENN DRIVE STE 150
FOLSOM, CA 95630

03/03/2015 13:55:26
Sale:

Transaction # 6.1
Card Type: MasterCard
Acc: *****5901
Entry: Manual
Order # 1
Total: 370.00

Reference No.: 506218603150
Auth.Code: 064535
Response: ZIP MATCH
AUS Resp.: Z
CUC2 Resp.: M
Sequence Number: 0007
Order Type: Phone
Merchant Number: 0001
Terminal Number: 0001

notifications@aaiden.com
Tuesday, February 24, 2015 10:50 AM
info@wacvb.com; tbrown1480@sbcglobal.net
WACVB Web Submission

WACVB
Western Association of Convention
& Visitors Bureaus
2015 Tech Summit

Feb 24, 2015 @
10:49:41 am
IP: 70.211.68.228
Mozilla/5.0 (iPhone; CPU iPhone
OS 8_1 like Mac OS X)
AppleWebKit/600.1.4 (KHTML,
like Gecko) Version/8.0
Mobile/12B411 Safari/600.1.4

Destination	Member	MC	Sandra	159	5370	Submit
Marketing			Evans			
e-Tech			Hall			
Summit						

I AGREE TO PAY ABOVE
TOTAL AMOUNT ACCORDING
TO CARD ISSUER AGREEMENT
(MERCHANT AGREEMENT IF
CREDIT VOUCHER)

X.....
SIGNATURE

MERCHANT COPY

zip+4
telephone
email
years in business
First Tech Summit

Sandy Evans Hall
Sandy
CEO
North Lake Tahoe
Chamber/CVB/Resort Assn.
PO Box 5459
Tahoe City
CA
96145
530-581-8789
Sandy@GoTahoeNorth.com
29
No
Desination Marketing Tech \$370 Member + Labs [4330]
Summit-March 25-27
Evening Event Count me in!--March 25

PAID

FEB 23 2015

064535
\$ 370.00

L17
Korn

Sandy Evans Hall

From: Anna Atwood
Sent: Wednesday, February 18, 2015 10:08 AM
To: Sandy Evans Hall
Subject: FW: Confirmation for Mrs Sandra Evans Hall

Here you go.

From: Fairmont Hotels & Resorts [mailto:CWR@hotelstay.fairmont.com]
Sent: Wednesday, February 18, 2015 10:07 AM
To: anna@gotahoenorth.com
Subject: Confirmation for Mrs Sandra Evans Hall

Dear Mrs Sandra Evans Hall,

Thank you for choosing The Fairmont Chateau Whistler. While you are here, we hope you will be able to experience all that Whistler has to offer. Below, please find your reservation confirmation number and additional details.

Allow Fairmont President's Club to enhance your travel experience. Membership is complimentary and you will begin to realize the benefits during your next stay. Fairmont President's Club is a recognition program designed around your passions and what is important to you. Join Fairmont President's Club to receive personalized benefits and privileges to suit your passions and lifestyle, and savings such as complimentary internet. [Click to enroll](#) or stop by the Fairmont President's Club reception desk during your stay.

Best Regards,
The Fairmont Chateau Whistler

Confirmation #	98805912
Block Name	Mountain Travel Symposium 2014
First Name	Sandra
Last Name	Evans Hall
Arrival Date	Tuesday, 14 Apr, 2015
Departure Date	Saturday, 18 Apr, 2015
Number Of Nights	4
Number Of Adults	1
Room Type	Deluxe Valley View Queen/Queen NS
Deposit Policy	2 Nights Non-refundable Deposit taken at time of booking
Deposit Due Date	Wednesday, 18 Feb, 2015
Deposit Amount	510.60 Local Currency The amount may be subject to taxes, gratuities, resort levy or

Rate Per Room Per Night *other fees* CAD 210.00
Cancellation Policy 30 Days prior to arrival
Cancellation Date to Avoid Sunday, 15 Mar, 2015
Penalty
Cancellation Amount 255.30
Local Currency
The amount may be subject to taxes, gratuities, resort levy or other fees

Standby

SANDRA EVANS HALL - You are Eligible for a Custom Upgrade

Premium rooms may go unsold and can be offered at check-in for as little as ~~99 CAD~~ 40 CAD extra per night!

SHOW MY CUSTOM UPGRADE

The Fairmont Chateau Whistler
4599 Chateau Boulevard
British Columbia, Canada
V0N 1B4

Toll Free 1 800 606 8244
Tel + 604 938 8000
Fax + 604 938 2055
E-mail chateauwhistlerresort@fairmont.com
www.fairmont.com/whistler

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Overview of Lines

Your Account's Plan

Nationwide Talk Share 1400
 \$70.00 monthly charge
 1400 monthly allowance minutes
 \$.40 per minute after allowance
 Unlimited Nights and Weekend
 Unlimited National M2M
Friends & Family
 Unlimited calling to 10 numbers

Breakdown of Charges

Account Charges & Credits	pg 2	\$70.00	-2735.00
530-448-1590 Jeremy Jacobson	pg 4	\$55.06	
970-846-6284 Sandy Evans-Hall	pg 5	\$60.34	
Total Current Charges		\$185.40	

Breakdown of Shared Usage

		SharePlan Minutes Used
530-448-1590	pg 4	329
970-846-6284	pg 5	558
Total Used		887
Shared Allowance		1,400
Usage Over Allowance		0
Total Shared Usage Charges		\$0.00

Sandy 95.34
 Verizon