



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice The North Lake Tahoe Resort Association Board of Directors Wednesday August 6, 2014 – 8:30 a.m. – 10:30 a.m. Tahoe City Public Utility District

NLTRA Mission

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

2014 Board Members

Wally Auerbach
(Chair)
Auerbach Engineering

Phil GilanFarr
CB's Pizza & Grill

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

Brendan Madigan
Alpenglow Sports

Joseph Mattioli
The Ritz-Carlton

Valli Murnane
(Secretary)
Tahoe XCountry

Ron Parson
(Treasurer)
Granlibakken

Bill Rock
Northstar

David Tirman
JMA Ventures, LLC

Jennifer Merchant
Placer County

Placer BOS Appointee

TRPA
(Ex-officio)

Items may not be heard in the order they are listed

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

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

C. PUBLIC FORUM

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

D. CONSENT CALENDAR – MOTIONS (5 minutes)

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

1. **Board Meeting Minutes – June 25, 2014**

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

2. **Capital Investment/Transportation Committee Report – July 28, 2014**

A. **Approval of Funding of \$2,255 for Truckee River Corridor Clean Up, as recommended by CI/T 13-0**

B. **Approval of 1 Year Funding of \$18,600 for Pedestrian Safety Maintenance as recommended by CI/T 13-0**

3. **Marketing Committee Report– July 29, 2014**

4. **Business Association and Chamber Collaborative Report– July 9, 2014**

5. **Lodging Committee Report–June 25, 2014**

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

7. **Finance Committee Report– July 31, 2014**

8. **Executive Committee Report – July 22, 2014**

9. **Financial Reports – June - EOY**

1. **Dashboard and project reports**

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

10. **Conference Sales Reports**

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

12. **CEO Report - July**

E. STRATEGIC DISCUSSION ITEMS (1.0 hour)

13. Capital Investment/Transportation Work Plan and Process Changes – Ron Treabess (20 minutes)
14. Funding for Marketing, Transportation, and Capital Investments (continued from Board Retreat) (30 minutes)
15. Master Plan Update – Sandy Evans Hall (10 minutes)

F. ACTION ITEMS (45 minutes)

16. 2014-15 Placer County Contract and Scope of Work Approval – Sandy Evans Hall, Jennifer Merchant **MOTION** (10 minutes)
17. 2014-15 NLTRA Budget Approval – Sandy Evans Hall, Marc Sabella **MOTION** (15 minutes)
18. Marketing Committee Appointments Approval – Andy Chapman **MOTION** (5 minutes)
19. Strategic Goals and Action Plan Approval – Sandy Evans Hall **MOTION** (15 minutes)

G. DIRECTORS' COMMENTS (5 minutes)

H. MEETING REVIEW AND STAFF DIRECTION (5 minutes)

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

J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, , 2014



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, June 4, 2014 – 8:30 am – 11:00 am

Tahoe City Public Utility District-Board Room

MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Wally Auerbach, Kali Kopley, Joseph Mattioli, Valli Murnane, Ron Parson, David Tirman, Jennifer Merchant

COMMITTEE MEMBERS NOT PRESENT: Phil GilanFarr, Brendan Madigan, Bill Rock

RESORT ASSOCIATION STAFF: Sandy Evan Hall, Ron Treabess, Andy Chapman, Marc Sabella, Judy Laverty, Jeremy Jacobson, Ginger Karl, Emily Detweiler, Kalie Ceglia

OTHERS IN ATTENDANCE: Seana Doherty, Cindy Gustafson

A. CALL TO ORDER – ESTABLISH QUORUM

The meeting was called to order at 8:31 am by Chair Wally Auerbach and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions
 - Removal of item number 13 from the Agenda
 - Item number 14 modified to: 2014/15 NLTRA Interim Budget Approval
2. Approval of Agenda

M/S/C (Parson/Murnane) (7-0-0) to approve the agenda, with items taken out of order if necessary.

C. PUBLIC FORUM

- Jennifer announced that the Transit branding Project has started and will be looking for people to represent the Resort Association
- Wally received a letter of resignation from the Board of Directors from Eric Brandt citing conflicts of interest, will be talking to Placer County to fill his position

D. CONSENT CALENDAR – MOTIONS (5 min)

1. **Board Meeting Minutes – June 4, 2014**
2. **Capital Investment/Transportation Committee – June 23, 2014**
3. **Marketing Committee – No meeting in June**
4. **Business Association and Chamber Collaborative – June 11, 2014**
5. **Lodging Committee – Meeting is June 25**
6. **Conference Sales Directors Committee – No meeting in June**
7. **Finance Committee – June 24, 2014**
8. **Executive Committee Report – June 17, 2014**
9. **Financial Reports May**

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1. Dashboard and project reports

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

10. Conference Sales Reports
11. Capital Investment/Transportation Activity Report – June
12. CEO Report- June

M/S/C (Parson/Kopley) (7-0-0, Auerbach recused himself) to approve the Consent Calendar

- Item 8 was removed from the Consent Calendar, Wally asked that the Executive Committee report reflect that he left the room during discussion of the Lake Forest Boat Ramp

E. ACTION ITEMS (45 minutes)

13. 2014-15 Placer County Contract and Scope of Work Approval- Sandy Evans Hall, Jennifer Merchant – **REMOVED**

14. 2014-15 NLTRA Budget Approval – Sandy Evans Hall, Marc Sabella- **MOTION**

M/S/C (Parson/Kopley) (7-0-0) to approve 2014-15 NLTRA Interim Budget Approval

15. Lake Forest Boat Ramp \$83,000 Funding Approval- Ron Treabess, Cindy Gustafson- **MOTION**

M/S/C (Parson/Murnane) (7-0-0)- Auerbach recused himself) to approve Lake Forest Boat Ramp \$83,000 Funding Approval

- Ron T. provided a copy of the Request for Funding, E-15

F. Retreat Discussion Items

16. Strategic Goals Review- Progress Reports- NLTRA Staff

- The Strategic Goals were reviewed and changes made where agreed upon
- The Strategic Goals revision and Staff Action Plan will be presented at the August 6, 2014 meeting

17. Master Plan Update: Goals and Outreach Plan- Sandy Evans Hall, Seana Doherty

- Sandy shared the Annual Report that would go out to Sierra Sun (hard copy), Committee Members were asked by Sandy to review and give her feedback by the 7th of July
- Seana outlined the Process and timeline of the 2014 North Tahoe Master Plan
 - Draft ready July 25, Final Master Plan completed by end of year
 - Vocabulary is getting clarity, and a new organization structure is being developed
 - August 18-23 outreach meetings are being scheduled in each geographical area

18. Funding Priorities: Capital Investments, Transportation, and Marketing- Sandy Evans Hall

- Ron T. defined funding process for projects in the upcoming fiscal year, what funding is in place and how the funding of projects will be decided based on the B.O.D's priorities
- Ron T. brought up the importance of maintenance needs of all projects currently going on and looking in to the future, most important is that maintenance is a must on the funding side

D-1.2

G. DIRECTORS' COMMENTS-Golf Course Oversight Letter to TRPA- Ron Parson

- The Board approved a letter to be written and signed from NLTRA to TRPA and Placer County, urging them to find the most effective path forward to assuring that the Tahoe City Golf Course property meets the goals of the funding partners and can remain in public ownership

I. MEETING REVIEW AND STAFF DIRECTION

J. CLOSED SESSION (if necessary)

K. RECONVENE TO OPEN SESSION

L. ADJOURNMENT

The meeting adjourned at 12:12am.

Submitted by
Katie Ceglia
Executive Assistant
NLT Chamber/CVB/Resort Association

D-1.3



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COMMITTEE: Capital Investment/Transportation Committee

MEETING DATE: July 28, 2014

BOARD MEMBERS PRESENT: Phil GilanFarr, David Tirman, Jennifer Merchant, John Bergmann, Will Garner, Wyatt Ogilvy, John Pang, Dave Paulson, Brian Stewart, Mike Staudenmayer, Adrian Tieslau, Dan Wilkins, Jaime Wright

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Jaime to make corrections to the figures on the Transportation Overview records, to include NLTRA subsidy per passenger for all services that have other funding partners

MOTIONS MADE/VOTE:

M/S/C (Staudenmayer/Stewart) (13-0-0) to approve the CI/T Draft Funding Request Application Process

M/S/C (Bergmann/Paulson) (13-0-0) to approve the Pedestrian Safety Program Maintenance Funding Request

M/S/C (Staudenmayer/ Bergmann) (13-0-0) to approve the H.H Truckee River Clean-Up Maintenance Funding Request

D-2.1



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August 6, 2014

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Truckee River Clean-up Maintenance Funding Request

Capital Investment/Transportation Committee Action

- The CI/T Committee has unanimously (13-0-0) recommended that the NLTRA Board of Directors approve the Placer County request for TOT maintenance funds not to exceed \$2,255 for Truckee River clean-up for the remainder of the non-commercial raft season.

Decision Considerations

- The commercial rafting companies are required to provide clean-up service in and along the Truckee River between Tahoe City and Alpine Meadows Road, as long as they are open for business.
- Commercial rafting season will be ending in the very near future because of diminished flow of water from the lake into the river, and their responsibility for cleaning-up after the many rafters will cease.
- The highest percentage of rafters is visitors using their own boats, tubes, and air mattresses who will continue to litter the river, more-so than ever, with greater exposure to rocks which easily destroy the flimsy water toys.
- With the help of the U.S. Forest Service and Tahoe City Public Utility District, it is estimated that no more than \$3,255 will be necessary to keep the river corridor clean until after Labor Day.
- Of the necessary funding, \$2,255 will be provided from the TOT Infrastructure Account Maintenance Fund currently funded at a level of \$150,000 per year.
- The maintenance fund has been established to provide special maintenance needs that can be approved by the NLTRA Board with concurrence of the Placer County CEO. The current balance is approximately \$317,100.
- The attached letter request from Placer County will be presented at the meeting, as necessary, by Tahoe Manager, Jennifer Merchant, of the Placer County Executive Office.

D. 2. A. - 1



COUNTY OF PLACER

BOARD MEMBERS

JACK DURAN
District 1

JIM HOLMES
District 3

ROBERT M. WEYGANDT
District 2

KIRK UHLER
District 4

JENNIFER MONTGOMERY
District 5

OFFICE OF COUNTY EXECUTIVE

David Boesch, County Executive Officer

175 FULWEILER AVENUE / AUBURN, CALIFORNIA 95603
TELEPHONE: 530/889-4030
FAX: 530/889-4023
www.placer.ca.gov

July 24, 2014

North Lake Tahoe Resort Association
Ron Treabess, Director of Community Planning and Partnerships
PO Box 5459
Tahoe City, CA 96145

Re: Clean-Up Services along the Truckee River Corridor

Dear Ron,

I am writing to request distribution from the Infrastructure Account Maintenance Fund to pay for clean-up services along the Truckee River Corridor.

Due to the shortened commercial raft season, clean-up and maintenance along the river will also be truncated. The two commercial raft operators are required as part of their permit with Placer County to maintain the waterway itself, the adjacent banks and bike trail, provide trash receptacles and port-a-potties. The season was expected to end prior to the July 26 weekend.

The Tahoe City Public Utility District has agreed to provide clean up services on the east side banks, including their existing service on the bike trail, as well as to empty trash receptacles and provide port-a-potties along the river/trail corridor. The total expected cost through September is \$3,254.31, which would be funded as follows:

United States Forest Service- Lake Tahoe Basin Management Unit/ Truckee Ranger District	\$1,000.00
Placer County Transient Occupancy Tax	<u>\$2,254.31</u>
TOTAL:	\$3,254.31

In addition to the Forest Service commitment noted above the Green Generation Crew managed by the Forest Service will also provide "west bank" clean up on Monday, July 28. The service value is \$875.00, but is being provided to the Tahoe City community free of charge.

D. Z. A. - Z

Stakeholders, including the raft companies will be re-convening over the winter months to assess how river maintenance could occur in future years.

Please feel free to contact me should you have any questions.

Thank you for your consideration.

Sincerely,

COUNTY OF PLACER



Jennifer Merchant
Tahoe Manager, Placer County Executive Office



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August 6, 2014

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Pedestrian Safety Program Maintenance Funding Request

Capital Investment/Transportation Committee Action

- The CI/T Committee has unanimously (13-0-0) recommended that the NLTRA Board of Directors approve the attached Placer County Department of Public Works proposal for one year's maintenance funds for NLTRA provided pedestrian safety devices.
- These funds would be up to \$18, 600 to maintain radar feedback speed signs and cross walk markers at select locations along Highways 28 and 89. .
- The hourly rate was questioned and DPW representative responded that was the cost for DPW to do this small job in house and it would cost more for it to be contracted out and then managed by DPW.

Background

During 2008 and 2009, NLTRA funded and worked closely with DPW to install pylon markers in crosswalks and radar speed signs in key places to better protect pedestrians. Positive safety results have continued to be a result by crosswalks being more visible to motorists and the adjustment of auto speeds as motorists approached the radar signs. Both the CHP and Placer Sheriff have reported the safety improvement. During the first two years of this program, DPW became aware of the funding need to periodically repair and upgrade the radar signs. The crosswalk markers are installed and removed seasonally requiring labor costs, replacement, storage, and required repairs to the equipment. In March of 2012, the NLTRA approved funding for DPW to maintain the devices. The initial 3-year funding amount has now been expended.

Decision Considerations

- The pedestrian markers and radar signs are still very effective and make for a safer and more relaxing experience for visitors, as well as residents.
- The NLTRA purchased and had these devices installed in Caltrans right-of-way and needs to maintain the equipment and its operation.
- DPW offered to help with maintaining as Caltrans, while permitting would not maintain.

D. Z. B. - 1

- The maintenance program is still required to keep the devices functioning well.
- While the DPW proposal is a 3-year request, funding for 1-year is recommended as the TOT maintenance/operation reserve criteria is still being finalized by NLTRA, County, Special Districts, and the CI/T Committee.
- Funding for 1-year is agreeable to the County.
- Funding will be provided from the TOT maintenance reserve account currently funded at a level of \$150,000 per year.
- The maintenance reserve has been established to provide special maintenance/operation needs that can be approved by the NLTRA Board with concurrence of the Placer County CEO. The current balance is approximately \$317,100.

D.2.B.-2



PLACER COUNTY
DEPARTMENT OF PUBLIC WORKS

Ken Grehm, Director
Peter Kraatz, Assistant Director
Robert Costa, Deputy Director

July 7, 2014

Mr. Ron Treabess
North Lake Tahoe Resort Association
P.O. Box 5459
Tahoe City, CA 96145

Regarding: NORTH LAKE TAHOE PEDESTRIAN SAFETY PROGRAM

Placer County Department of Public Works (DPW) is requesting \$55,800 to maintain the North Lake Tahoe Pedestrian Safety Program devices on behalf of the North Lake Tahoe Resort Association (NLTRA). These funds would support the program over three years. An annual budget supporting this request is attached.

The NLTRA worked with Placer County DPW to install crosswalk markers at select pedestrian crosswalks along North Lake Boulevard (State Route 28) from Kings Beach to Tahoe City. The markers aided drivers by clearly identifying pedestrian crosswalks.

In addition to the crosswalk markers, the NLTRA secured funding to install six radar feedback signs along the highways. Later, a request for two additional radar signs was received and funded to support locations on Highway 89 near Sequoia Avenue. Preliminary observations show that motorists are adjusting their speeds with the information provided by these radar sign displays.

The maintenance funding will support the operations, repairs, and upgrades for the radar signs and the seasonal installation/removal of the crosswalk markers. The funding will also support the purchase of new replacement markers (five per year).

If you have any questions concerning this matter, I may be reached by telephone at (530) 581-6216 or by email at bstewart@placer.ca.gov.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "B. Stewart", written over a horizontal line.

Brian Stewart, P.E.
Senior Civil Engineer
Tahoe Engineering Division

D.2.B.-3

REQUEST FOR PEDESTRIAN SAFETY DEVICE ANNUAL MAINTENANCE BUDGET

RADAR SPEED SIGNS: Eight signs installed along California State Routes 28 and 89

Maintenance:

	<u>Hours</u>	<u># of signs</u>	<u>rate</u>	<u>subtotal</u>
County Staff	4	8	\$ 125	\$ 4,000
Assumes: 4 hours per sign per year at a rate of \$100/hour				
Miscellaneous Parts/Supplies				\$ 1,500
Assumes: \$1500 per year				
Total =				\$ 5,500

Upgrades/Repairs (Average over 3 year period):

- Blue Tooth Upgrade (cost includes shipping) 2 \$ 800 \$ 1,600
- Repairs (cost includes shipping) 2 \$ 1,500 \$ 3,000

Total = \$ 4,600

CROSSWALK MARKERS:

	<u>Hours</u>	<u>rate</u>	<u>subtotal</u>
Install (rate includes 2 staff members)	8	\$ 250	\$ 2,000
Removal (rate includes 2 staff members - includes cleaning & storage)	12	\$ 250	\$ 3,000
Annual Permit	16	\$ 125	\$ 2,000
New Parts and Signs	-	-	\$ 1,500
Total =			\$ 8,500

TOTAL ANNUAL MAINTENANCE BUDGET REQUEST = \$ 18,600

TOTAL 3 YEAR REQUEST = \$ 55,800

Budget Assumptions and Notes:

- 1 Placer County Public Works will manage installation and maintenance of these devices in accordance with the tasks outlined above.
- 2 Public Works requests that NLTRA pay for the electrical contractor directly. Invoices will be reviewed and approved by County staff prior to submittal to NLTRA.
- 3 County has prepared this budget to address safety measures in the Caltrans Right-of-Way.
- 4 Should additional requests for safety measure implementation or maintenance occur, Public Works will prepare a proposal for consideration

D.2.B.-4



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COMMITTEE: Marketing
MEETING DATE: July 29, 2014
BOARD MEMBERS PRESENT: Brendan Madigan

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 3.2 M/S/C (Madigan/Monson) (6/0) to approve the agenda with above amendments.
- 4.1 M/S/C (Williams/Madigan) (6/0) to approve the Marketing Committee minutes from May 27, 2014.
- 6.2 M/S/C (Madigan/Moore) (6/0) to elect John Monson as chair for the remainder of 2014.
- 11.2 M/S/C (Madigan/Sprague) (5/0) to approve the 2014/15 NLT Marketing Cooperative budget.

BOARD APPROVAL/DIRECTION REQUESTED:

D-3.1



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COMMITTEE: BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE

MEETING DATE: July 9, 2014

BOARD MEMBERS PRESENT: Kaliopé Kopley, Caroline Ross, Stephen Lamb, Stacie Lyans, Kay Williams
Amber Burke, Joy Doyle, Michael Gelbman

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Meeting with sub-committee for Special Grant Criteria Process scheduled for July 30th, 2014
- Ginger to follow up for the Touch the Lake prizes
- Sub-committee for Shop Local to include Ginger, Caroline, and Joy

MOTIONS MADE/VOTE:

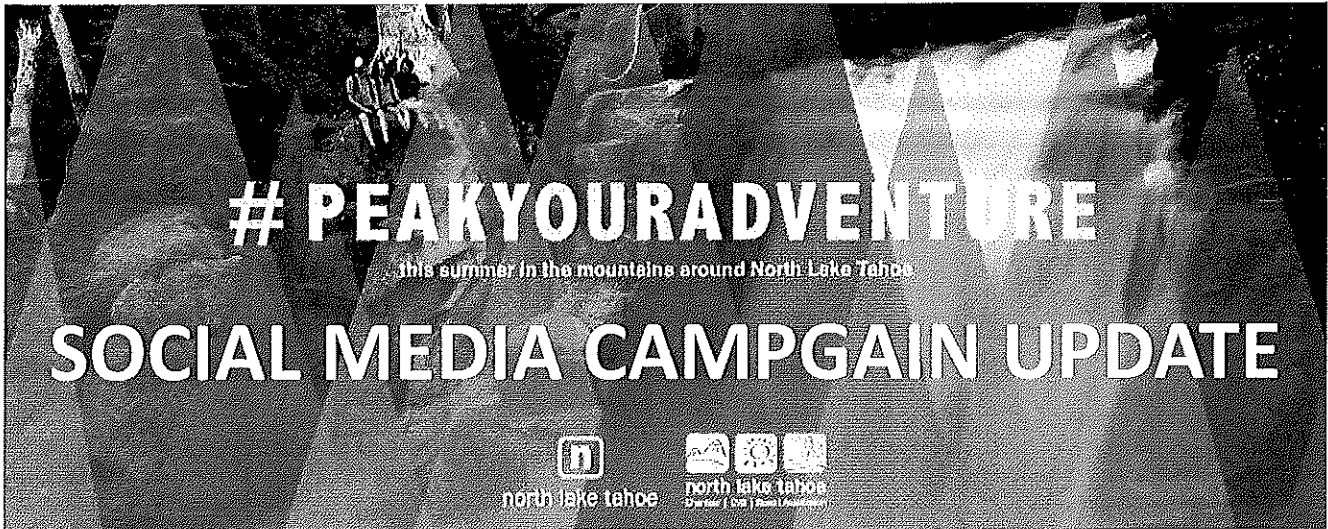
M/S/C (X/X) (0-0-0) to approve the BACC minutes from June 11, 2014- TABLED

- **Amendments to minutes from June 11, 2014**

1. Public Forum :

- i. Joy asked about the distribution of prizes for Touch the Lake
- ii. Amber noted the shared space of Peak your Adventures and High Notes in the media ads

D-4.1



PEAKYOURADVENTURE

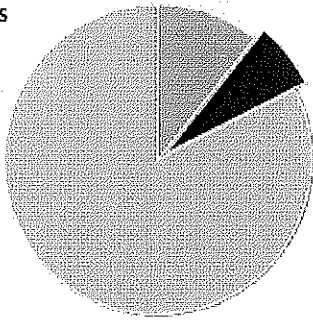
this summer in the mountains around North Lake Tahoe

SOCIAL MEDIA CAMPGAIN UPDATE



Summary

126 unique visitors to your campaign

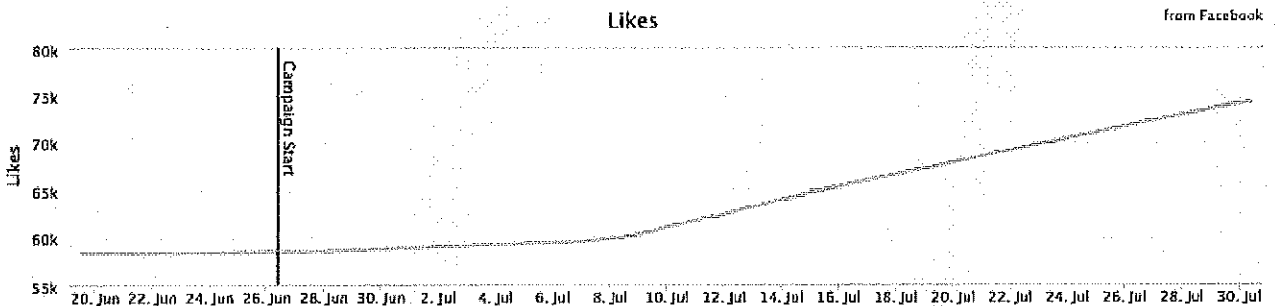
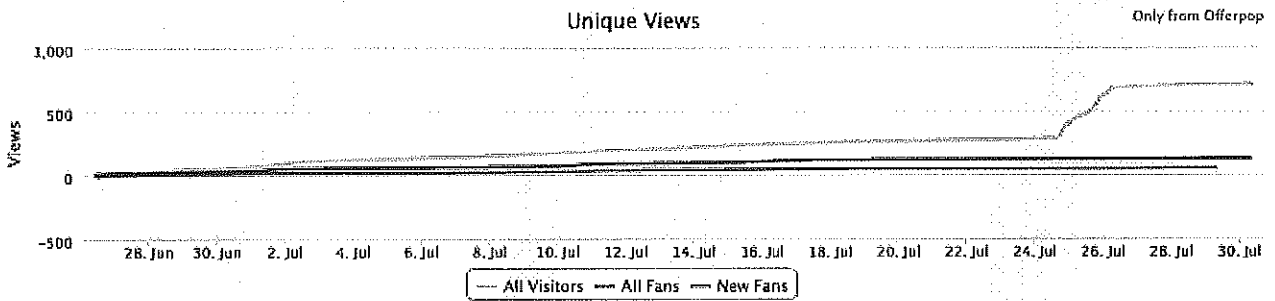


77 Pre-existing Fans
49 New Fans Acquired
589 Non-Fans

The pre-existing fan count includes 15 mobile users.

Clicked shared links	1008
Visited via Timeline	
Action link	
Visited View entries	40
Visited Submit an entry	19
Visited About this contest	127
Viewed Official Rules	4
Clicked on an entry	22
Entries	212 6 Twitter, 204 Instagram
Comments	

Timelines



D-4.2



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NLTRA Executive Committee

Tuesday, July 22, 2014
7:30 a.m.
NLTRA Offices

Report

A. Open Session

Present: Wally Auerbach, Valli Murnane, and Kali Kopley (by phone)

1. Items for Board Retreat Agenda – August 6
Sandy covered the draft board agenda which will include approval of the Strategic Goals/Action Plan, NLTRA Budget and County Contract
2. Strategic Discussion ideas – Squaw Valley expansion/incorporation, Integrated Work Plan, Funding Mechanisms, Board Development, Broadband, Air Service
The choice was the Work Plan and changes to the process for TOT grants for capital improvements, and a continuation of the discussion begun at the retreat regarding the funding of marketing, capital investments, and transportation.
3. Additional Requests for Board Agenda: **(September?)**
 - a. Placer County (TOT Audit – Jerry Gamez) requested by Jennifer Merchant (she’s looking into the appropriate time and will get back to me)
4. Master Plan Update
 - a. **Task Force meeting July 29 at 8:30 a.m. confirmed**
 - b. **New layout of Chapters with Seana has caused a major reconfiguration and editing/writing by staff. It’s coming together and will be an improvement in clarity for the community member.**
 - c. **Outreach – dates for meetings in late August; Scheduled Breakfast Club, Rotary, committees, survey opportunity**
5. Transit Vision Outreach –
 - a. **Environmental Groups – July 15 MAP, League to Save Lake Tahoe, TRPA**
 - b. **Business Groups – July 28 – NEED BOARD PARTICIPATION!**
6. Staffing Changes – Kim Lambert
Interviews have begun and we have 3 active candidates. If anyone knows of someone with accounting experience, please send them our way!

D-81

7. Contract - Approval of Board of Supervisors – 7/22, Board approval 8/6
8. Appointment Recommendation for Marketing Committee
No information available at this time, Andy will bring this to the board on 8/6
9. Annual Report – Should be wrapped up this month, distribution early August
Sandy reported that the final draft should be ready any day and the turnaround should be quick and distribution could be early August
10. Tahoe Summit – August 19, ValHalla
We are still working on having the water shuttle picking up VIPs at West Shore Café and taking them to ValHalla, then on to The Riva Grill for lunch and back to West Shore.

D-8.2

NLT Chamber/CVB/ Resort Association
Preliminary Unaudited Financial Statements
For the Twelve Months Ending June 30, 2014

D-9.1



July 31, 2014

To: Finance Committee

From: Kim Lambert and Marc Sabella

Re: Major Variances of the June 2014 Financial Statements

As of June 30th, 100% of the budget calendar should be completed. The following are the major reforecast to actual variances **YEAR-TO-DATE**:

New:

- TOT funding includes an additional \$50,000 for Marketing.
- Membership Dues revenue is over reforecast; some dues held in the deferred revenue account were recognized.
- Equipment Support & Maintenance expense dropped from the previous month as an insurance claim check for \$6,680 for tech issues was received.

Recurring:

- Membership Activities revenue is down; events are not bringing in anticipated revenue.
- Marketing Special Events revenue is down; actual revenue for IronMan came in under estimates.
- Transfers In from Reserves revenue and Emergency Marketing Expense of \$43,200 are for the Snow Rebuttal campaign approved by the Board.
- Merchandise Sales and corresponding Cost of Goods in the Visitor Information Center are over reforecast due to strong sales.
- Community Marketing Programs expense is \$50,000 over reforecast; however, this is offset by the additional \$50,000 of TOT funding to Marketing.
- Membership Activities expense is over reforecast. There were unanticipated expenses for first-time events. With knowledge gained from running these events, it is anticipated that expenses will be lowered in FY 2014/15.
- The variance in Infrastructure Projects expense is because NLTRA expended \$119,638 for projects. This amount has not been reimbursed by Placer County; NLTRA and Placer County have not yet agreed on how to account for these expenditures.

D-9-2

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 318,867	\$ 268,868	Placer County TOT Funding	\$3,671,360	\$ 3,621,360	\$ 50,000	\$5,049,555	\$ 3,621,360	101%
-	593,880	Cap Imp Funding - Placer Held	-	2,223,452	(2,223,452)	-	2,223,452	0%
8,100	9,800	Membership	117,430	113,589	3,841	115,298	113,589	103%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,637	7,647	107%
33,412	11,160	Commissions	111,978	115,350	(3,382)	79,734	115,350	97%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
<u>378,101</u>	<u>897,247</u>	Total Revenue	<u>4,195,484</u>	<u>6,342,335</u>	<u>(2,146,851)</u>	<u>5,383,199</u>	<u>6,342,335</u>	<u>66%</u>
7,256	4,240	Cost of Goods Sold/Discounts	58,571	51,899	(6,672)	47,480	51,899	113%
<u>7,256</u>	<u>4,240</u>	Total Cost of Goods Sold	<u>58,571</u>	<u>51,899</u>	<u>(6,672)</u>	<u>47,480</u>	<u>51,899</u>	<u>113%</u>
<u>370,845</u>	<u>893,007</u>	Gross Margin	<u>4,136,913</u>	<u>6,290,436</u>	<u>(2,153,523)</u>	<u>5,335,719</u>	<u>6,290,436</u>	<u>66%</u>
Operating Expenses								
89,415	95,467	Salaries & Wages	1,236,590	1,234,496	(2,094)	1,204,771	1,234,496	100%
15,186	15,202	Rent	185,402	184,803	(599)	185,888	184,803	100%
2,581	3,106	Telephone	32,440	35,313	(2,873)	37,055	35,313	92%
177	319	Mail - USPS	4,807	3,704	(903)	3,976	3,704	124%
1,474	1,254	Insurance/Bonding	15,627	15,933	306	14,124	15,933	98%
1,054	1,375	Supplies	12,296	13,349	1,053	14,367	13,349	92%
-	102	Visitor Communications - Other	406	460	54	483	460	88%
(5,166)	970	Equipment Support & Maintenance	7,999	13,201	5,202	10,171	13,201	61%
482	335	Taxes, Licenses & Fees	3,822	3,752	(70)	2,318	3,752	102%
1,269	1,778	Equipment Rental/Leasing	18,529	21,041	2,512	21,469	21,041	88%
50	525	Training Seminars	3,400	5,130	1,730	2,091	5,130	66%
-	2,776	Public Outreach	1,092	3,776	2,684	-	3,776	29%
-	900	Professional Fees	18,590	19,350	760	27,873	19,350	96%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	7,490	173,458	456,638	98%
3,099	527	Membership Activities	35,342	26,147	(9,195)	26,733	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Ads	1,780	979	(801)	477	979	100%
16,000	35,000	Market Study Reports & Research	27,100	46,100	19,000	14,428	46,100	59%
95,000	55,000	Marketing Cooperative/Media	1,125,000	1,125,000	0	969,144	1,125,000	100%
-	1,574	Media/Collateral/Production	1,676	1,574	(102)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
19,998	-	Non-NLT Co-Op Marketing Programs	30,296	31,969	1,673	79,007	31,969	95%
-	8,000	Conference - PUD	3,000	8,000	5,000	-	8,000	38%
-	-	Employee Relations	2,354	2,445	91	1,854	2,445	96%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
530	476	Credit Card Fees	6,228	5,785	(443)	5,950	5,785	108%
1,204	905	Automobile Expenses	10,133	9,638	(495)	7,526	9,638	105%
629	461	Meals/Meetings	4,934	4,758	(176)	4,299	4,758	104%
-	186	Dues & Subscriptions	4,090	5,272	1,182	5,456	5,272	78%
1,005	1,065	Travel	5,590	8,107	2,517	2,269	8,107	69%
-	-	Research & Planning Dues	3,000	5,000	2,000	3,000	5,000	60%
17,505	4,753	Research & Planning	91,711	128,553	36,842	80,663	128,553	71%
(1,932)	35,500	Transportation Projects	499,875	530,003	30,128	825,272	530,003	94%
-	275,895	Infrastructure Projects	119,638	2,030,952	1,911,314	1,418,177	2,030,952	6%
-	-	Miscellaneous Expense	617	350	(267)	371	350	176%
-	150,000	Infrastructure Maintenance Reserve	-	150,000	150,000	-	150,000	0%
531	1,203	Depreciation	6,683	11,155	4,472	14,047	11,155	60%
<u>372,270</u>	<u>800,775</u>	Total Operating Expenses	<u>4,207,548</u>	<u>6,286,312</u>	<u>2,078,764</u>	<u>5,365,185</u>	<u>6,286,312</u>	<u>67%</u>
<u>(1,425)</u>	<u>92,232</u>	Operating Income (Loss)	<u>(70,635)</u>	<u>4,124</u>	<u>(74,759)</u>	<u>(29,466)</u>	<u>4,124</u>	
4	4	Investment Income/Interest	57	55	2	590	55	
(1,152)	-	Loss on Sale of Investments	(1,152)	-	-	-	-	
<u>(2,573)</u>	<u>92,236</u>	Net Income (Loss)	<u>(71,730)</u>	<u>4,179</u>	<u>(74,757)</u>	<u>(28,876)</u>	<u>4,179</u>	

09.3

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 240,851	\$ 190,856	Placer County TOT Funding	\$ 2,735,212	\$ 2,685,217	\$ 49,995	\$ 2,449,118	\$ 2,685,217	102%
8,100	9,800	Membership	117,430	113,589	3,841	115,298	113,589	103%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,636	7,647	107%
33,412	11,180	Commissions	111,978	115,360	(3,382)	79,734	115,360	97%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
<u>300,085</u>	<u>225,355</u>	Total Revenue	<u>3,259,336</u>	<u>3,182,740</u>	<u>76,596</u>	<u>2,782,761</u>	<u>3,182,740</u>	<u>102%</u>
7,256	4,240	Cost of Goods Sold/Discounts	58,571	51,899	(6,672)	47,480	51,899	113%
<u>7,256</u>	<u>4,240</u>	Total Cost of Goods Sold	<u>58,571</u>	<u>51,899</u>	<u>(6,672)</u>	<u>47,480</u>	<u>51,899</u>	<u>113%</u>
<u>292,829</u>	<u>221,115</u>	Gross Margin	<u>3,200,765</u>	<u>3,130,841</u>	<u>69,924</u>	<u>2,735,281</u>	<u>3,130,841</u>	<u>102%</u>
76,678	83,139	Salaries & Wages	1,077,863	1,077,066	(797)	1,040,609	1,077,066	100%
13,969	13,291	Rent	170,097	165,175	(4,922)	166,777	165,175	103%
2,177	2,688	Telephone	27,405	30,138	2,733	31,670	30,138	91%
177	319	Mail - USPS	4,556	3,658	(898)	3,950	3,658	125%
1,385	1,142	Insurance/Bonding	14,690	14,719	29	13,185	14,719	100%
917	1,241	Supplies	11,041	12,004	963	13,440	12,004	92%
-	102	Visitor Communications - Other	406	460	54	483	460	88%
(5,007)	871	Equipment Support & Maintenance	6,487	11,749	5,262	9,068	11,749	55%
482	296	Taxes, Licenses & Fees	3,642	3,299	(343)	2,202	3,299	110%
1,041	1,487	Equipment Rental/Leasing	15,451	17,806	2,355	17,655	17,806	87%
50	525	Training Seminars	3,400	5,130	1,730	2,091	5,130	66%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	900	Professional Fees	18,590	19,350	760	27,873	19,350	96%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	7,490	173,458	456,638	98%
3,099	527	Membership Activities	35,342	26,147	(9,195)	26,547	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Ads	1,780	979	(801)	477	979	100%
16,000	35,000	Market Study Reports & Research	27,100	46,100	19,000	14,428	46,100	59%
95,000	55,000	Marketing Cooperative/Media	1,125,000	1,125,000	0	969,144	1,125,000	100%
-	1,574	Media/Collateral/Production	1,676	1,574	(102)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
19,998	-	Non-NLT Co-Op Marketing Programs	30,296	31,969	1,673	79,007	31,969	95%
-	8,000	Conference - PUD	3,000	8,000	5,000	-	8,000	38%
-	-	Employee Relations	2,141	2,245	104	1,814	2,245	95%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
530	476	Credit Card Fees	6,228	5,785	(443)	5,950	5,785	108%
1,127	596	Automobile Expenses	7,861	6,415	(1,446)	5,522	6,415	123%
654	380	Meals/Meetings	4,487	4,453	(34)	3,925	4,453	101%
-	186	Dues & Subscriptions	4,000	5,132	1,132	5,335	5,132	78%
1,005	1,065	Travel	5,590	8,107	2,517	2,270	8,107	69%
-	-	Miscellaneous Expense	617	350	(267)	374	350	176%
446	1,013	Depreciation	5,614	9,363	3,749	11,800	9,363	80%
<u>341,907</u>	<u>315,939</u>	Total Operating Expenses	<u>3,302,240</u>	<u>3,242,390</u>	<u>(59,850)</u>	<u>2,837,722</u>	<u>3,242,390</u>	<u>102%</u>
(49,078)	(94,824)	Operating Income (Loss)	<u>(101,475)</u>	<u>(111,549)</u>	<u>10,074</u>	<u>(102,441)</u>	<u>(111,549)</u>	
4	4	Investment Income/Interest	57	55	2	590	55	
(10,642)	(6,435)	Allocated Expenses	(91,005)	(92,795)	(1,790)	(75,943)	(92,795)	
(1,152)	-	Loss on Sale of Investments	(1,152)	-	-	-	-	
<u>(39,584)</u>	<u>(88,385)</u>	Net Income (Loss)	<u>(11,565)</u>	<u>(18,699)</u>	<u>8,286</u>	<u>(25,908)</u>	<u>(18,699)</u>	

D-9.4

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 189,442	\$ 139,442	Placer County TOT Funding	\$2,118,304	\$2,068,304	\$ 50,000	\$ 1,783,840	\$ 2,068,304	102%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
-	-	Special Events	87,708	104,936	(17,228)	669	104,936	84%
<u>189,442</u>	<u>139,442</u>	Total Revenue	<u>2,249,212</u>	<u>2,173,240</u>	<u>75,972</u>	<u>1,784,509</u>	<u>2,173,240</u>	<u>103%</u>
Operating Expenses								
20,998	22,140	Salaries & Wages	285,151	291,004	5,853	275,431	291,004	98%
1,703	1,813	Rent	21,529	21,468	(61)	20,875	21,468	100%
678	884	Telephone	9,872	10,303	431	11,396	10,303	96%
-	96	Mail - USPS	248	780	532	949	780	32%
280	241	Insurance/Bonding	2,969	3,048	79	2,735	3,048	97%
266	276	Supplies	1,926	2,727	801	2,485	2,727	71%
(891)	200	Equipment Support & Maintenance	2,014	2,725	711	2,522	2,725	74%
-	59	Taxes, Licenses & Fees	281	694	413	380	694	41%
127	220	Equipment Rental/Leasing	2,154	2,600	446	2,483	2,600	83%
595	425	Training Seminars	2,395	4,425	2,030	1,137	4,425	54%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	7,490	173,458	456,638	98%
16,000	35,000	Market Study Reports & Research	27,100	46,100	19,000	13,656	46,100	59%
85,000	45,000	Marketing Cooperative/Media	1,005,000	1,005,000	0	835,152	1,005,000	100%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
21,598	-	Non-NLT Co-Op Marketing Programs	30,296	31,000	704	74,190	31,000	98%
-	-	Employee Relations	262	103	(159)	107	103	254%
-	25	Credit Card Fees	-	121	121	475	121	0%
269	183	Automobile Expenses	3,389	2,582	(807)	1,863	2,582	131%
274	130	Meals/Meetings	2,758	2,499	(259)	2,345	2,499	110%
-	116	Dues & Subscriptions	2,406	2,693	287	1,242	2,693	89%
479	-	Miscellaneous Expenses	479	-	(479)	577	-	0%
1,005	690	Travel	3,860	5,434	1,574	2,205	5,434	71%
133	301	Depreciation	1,671	2,829	1,158	3,512	2,829	59%
<u>259,496</u>	<u>212,799</u>	Total Operating Expenses	<u>2,078,108</u>	<u>2,024,773</u>	<u>(53,335)</u>	<u>1,625,038</u>	<u>2,024,773</u>	<u>103%</u>
(70,054)	(73,357)	Operating Income (Loss)	171,104	148,467	22,637	159,471	148,467	
13,628	15,367	Allocated Expenses	189,179	192,035	2,856	134,142	192,035	
<u>(83,682)</u>	<u>(88,724)</u>	Net Income (Loss)	<u>(18,075)</u>	<u>(43,568)</u>	<u>25,493</u>	<u>25,329</u>	<u>(43,568)</u>	

D-9.5

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 299,412	\$ 299,412	\$ -	\$ 352,098	\$ 299,412	100%
(550)	600	Membership	5,005	7,492	(2,487)	7,850	7,492	67%
33,412	11,180	Commissions	111,978	115,360	(3,382)	79,064	115,360	97%
<u>57,813</u>	<u>36,731</u>	Total Revenue	<u>416,395</u>	<u>422,264</u>	<u>(5,869)</u>	<u>439,012</u>	<u>422,264</u>	<u>99%</u>
Operating Expenses								
16,116	19,590	Salaries & Wages	228,016	224,775	(3,241)	213,370	224,775	101%
852	921	Rent	10,785	10,842	57	10,518	10,842	99%
212	281	Telephone	2,605	3,075	470	2,988	3,075	85%
17	65	Mail - USPS	1,103	988	(115)	900	988	112%
280	223	Insurance/Bonding	2,969	2,922	(47)	2,628	2,922	102%
116	77	Supplies	956	894	(62)	863	894	107%
(1,072)	138	Equipment Support & Maintenance	1,009	2,179	1,170	1,399	2,179	46%
-	16	Taxes, Licenses & Fees	146	256	110	94	256	57%
127	178	Equipment Rental/Leasing	2,228	2,437	209	2,212	2,437	91%
10,000	10,000	Marketing Cooperative/Media	120,000	120,000	0	133,992	120,000	100%
-	-	Other Programs	-	-	0	864	-	0%
3,000	8,000	Conference - PUD	3,000	8,000	5,000	-	8,000	38%
-	-	Employee Relations	535	425	(110)	394	425	126%
355	91	Automobile Expenses	1,844	994	(850)	1,277	994	186%
-	20	Meals/Meetings	98	186	88	117	186	53%
-	-	Dues & Subscriptions	425	1,105	680	1,470	1,105	38%
69	157	Depreciation	869	1,476	607	1,826	1,476	59%
<u>30,072</u>	<u>39,757</u>	Total Operating Expenses	<u>376,588</u>	<u>380,554</u>	<u>3,966</u>	<u>374,912</u>	<u>380,554</u>	<u>99%</u>
27,741	(3,026)	Operating Income (Loss)	39,807	41,710	(1,903)	64,100	41,710	
(1,129)	2,000	Allocated Expenses	39,622	35,399	(4,223)	81,989	35,399	
<u>28,870</u>	<u>(5,026)</u>	Net Income (Loss)	<u>185</u>	<u>6,311</u>	<u>(6,126)</u>	<u>(17,889)</u>	<u>6,311</u>	

D. 9-6

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
		Revenue						
\$ 60,510	\$ 60,509	Placer County TOT Funding	\$ 726,120	\$ 726,118	\$ 2	\$ 1,041,532	\$ 726,118	100%
60,510	60,509	Total Revenue	726,120	726,118	2	1,041,532	726,118	100%
		Operating Expenses						
6,428	6,164	Salaries & Wages	74,558	75,317	759	80,223	75,317	99%
608	1,265	Rent	7,652	11,982	4,330	7,427	11,982	64%
202	222	Telephone	2,518	2,678	160	2,660	2,678	94%
-	-	Mail - USPS	28	24	(4)	13	24	117%
44	56	Insurance/Bonding	469	607	138	470	607	77%
72	53	Supplies	602	564	(38)	437	564	107%
(79)	49	Equipment Support & Maintenance	756	721	(35)	551	721	105%
-	-	Taxes, Licenses & Fees	90	90	0	58	90	100%
114	145	Equipment Rental/Leasing	1,539	1,614	75	1,907	1,614	95%
-	950	Public Outreach	-	950	950	92	950	0%
-	-	Research & Plan Dues	3,000	5,000	2,000	3,000	5,000	60%
3,150	471	Research & Planning	31,080	30,000	(1,080)	29,606	30,000	104%
(1,932)	35,500	Transportation Projects	499,875	530,003	30,128	825,272	530,003	94%
-	-	Employee Relations	81	100	19	7	100	81%
38	192	Automobile Expenses	1,136	1,874	738	1,000	1,874	61%
-	31	Meals/Meetings	12	105	93	46	105	11%
-	-	Dues & Subscriptions	45	45	0	61	45	100%
42	95	Depreciation	535	896	361	1,124	896	60%
8,687	45,193	Total Operating Expenses	623,976	662,570	38,594	953,954	662,570	94%
51,823	15,316	Operating Income (Loss)	102,144	63,548	38,596	87,578	63,548	
6,649	3,300	Allocated Expenses	39,687	40,670	983	33,849	40,670	
45,174	12,016	Net Income (Loss)	62,457	22,878	39,579	53,729	22,878	

D-9.7

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 26,458	\$ 26,463	Placer County TOT Funding	\$ 317,496	\$ 317,501	\$ (5)	\$ 313,180	\$ 317,501	100%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,636	7,647	107%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
<u>41,656</u>	<u>35,463</u>	Total Revenue	<u>433,668</u>	<u>422,017</u>	<u>11,651</u>	<u>406,003</u>	<u>422,017</u>	<u>103%</u>
7,256	4,240	Cost of Goods Sold	58,571	51,899	(6,672)	47,480	51,899	113%
<u>7,256</u>	<u>4,240</u>	Total Cost of Goods Sold	<u>58,571</u>	<u>51,899</u>	<u>(6,672)</u>	<u>47,480</u>	<u>51,899</u>	<u>113%</u>
<u>34,400</u>	<u>31,223</u>	Gross Margin	<u>375,097</u>	<u>370,118</u>	<u>4,979</u>	<u>358,523</u>	<u>370,118</u>	<u>101%</u>
Operating Expenses								
11,960	12,878	Salaries & Wages	175,959	184,999	9,040	197,191	184,999	95%
8,912	7,828	Rent	106,230	100,746	(5,484)	104,454	100,746	105%
304	460	Telephone	3,791	4,805	1,014	5,346	4,805	79%
129	37	Mail - USPS	1,618	759	(859)	739	759	213%
368	288	Insurance/Bonding	3,907	3,806	(101)	3,424	3,806	103%
133	500	Supplies	3,561	3,400	(161)	5,350	3,400	105%
-	102	Visitor Communications Other	405	460	55	408	460	88%
(1,473)	175	Equipment Support & Maintenance	128	1,908	1,780	1,646	1,908	7%
-	93	Taxes, Licenses & Fees	204	855	651	588	855	24%
381	506	Equipment Rental/Leasing	5,210	5,661	451	6,049	5,661	92%
-	900	Professional Fees	-	900	900	3,053	900	0%
-	-	Media/Collateral/Production	1,676	1,574	(102)	92	1,574	0%
-	969	Other Programs	-	969	969	4,594	969	0%
-	-	Employee Relations	361	275	(86)	502	275	131%
290	237	Credit Card Fees	3,430	3,243	(187)	3,032	3,243	106%
265	150	Automobile Expenses	1,319	1,613	294	1,980	1,613	82%
132	118	Meals/Meetings	510	658	148	472	658	78%
-	-	Travel	181	-	(181)	64	-	100%
69	157	Depreciation	869	1,319	450	1,826	1,319	66%
<u>21,470</u>	<u>25,398</u>	Total Operating Expenses	<u>309,359</u>	<u>317,950</u>	<u>8,591</u>	<u>340,810</u>	<u>317,950</u>	<u>97%</u>
12,930	5,825	Operating Income (Loss)	65,738	52,168	13,570	17,713	52,168	
610	2,000	Allocated Expenses	37,995	33,610	(4,385)	47,552	33,610	
<u>12,320</u>	<u>3,825</u>	Net Income (Loss)	<u>27,743</u>	<u>18,558</u>	<u>9,185</u>	<u>(29,839)</u>	<u>18,558</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 17,502	\$ 17,503	Placer County TOT Funding	\$ 210,024	\$ 210,025	\$ (1)	\$ 1,219,492	\$ 210,025	100%
-	593,880	Cap Imp Funding - Placer Held	-	2,223,452	(2,223,452)	-	2,223,462	0%
<u>17,502</u>	<u>611,383</u>	Total Revenue	<u>210,024</u>	<u>2,433,477</u>	<u>(2,223,453)</u>	<u>1,219,492</u>	<u>2,433,477</u>	<u>9%</u>
Operating Expenses								
6,310	6,164	Salaries & Wages	84,168	82,113	(2,055)	75,369	82,113	103%
608	646	Rent	7,652	7,646	(6)	10,822	7,646	100%
202	196	Telephone	2,518	2,497	(21)	2,519	2,497	101%
-	-	Mail - USPS	23	22	(1)	11	22	105%
44	56	Insurance/Bonding	469	607	138	431	607	77%
72	81	Supplies	653	781	128	471	781	84%
(79)	50	Equipment Support & Maintenance	756	731	(25)	535	731	103%
-	39	Taxes, Licenses & Fees	90	363	273	58	363	25%
114	146	Equipment Rental/Leasing	1,539	1,621	82	1,739	1,621	95%
-	1,826	Public Outreach	913	2,826	1,913	93	2,826	32%
14,355	4,282	Research & Planning	60,630	98,553	37,923	36,784	98,553	62%
-	275,895	Infrastructure Projects	119,638	2,030,952	1,911,314	1,100,089	2,030,952	6%
-	-	Employee Relations	131	100	(31)	26	100	131%
39	117	Automobile Expenses	1,136	1,349	213	874	1,349	84%
-	50	Meals/Meetings	436	200	(236)	276	200	218%
-	-	Dues & Subscriptions	45	95	50	60	95	47%
-	150,000	Infrastructure Maintenance Reserve	-	150,000	150,000	-	150,000	0%
42	95	Depreciation	535	896	361	1,035	896	60%
<u>21,707</u>	<u>439,643</u>	Total Operating Expenses	<u>281,332</u>	<u>2,381,352</u>	<u>2,100,020</u>	<u>1,231,192</u>	<u>2,381,352</u>	<u>12%</u>
(4,205)	171,740	Operating Income (Loss)	(71,308)	52,125	(123,433)	(11,700)	52,125	
3,993	4,218	Allocated Expenses	51,318	52,125	807	38,586	52,125	
<u>(8,198)</u>	<u>167,522</u>	Net Income (Loss)	<u>(122,626)</u>	<u>-</u>	<u>(122,626)</u>	<u>(50,286)</u>	<u>-</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 8,650	\$ 9,200	Membership	\$ 112,425	\$ 106,097	\$ 6,328	\$ 107,448	\$ 106,097	106%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	0%
<u>11,174</u>	<u>13,719</u>	Total Revenue	<u>160,061</u>	<u>165,219</u>	<u>(5,158)</u>	<u>153,236</u>	<u>165,219</u>	<u>97%</u>
Operating Expenses								
6,490	5,559	Salaries & Wages	75,609	68,616	(8,993)	74,793	88,616	110%
608	683	Rent	7,652	7,942	290	7,427	7,942	96%
381	310	Telephone	3,204	3,338	134	3,763	3,338	96%
22	66	Mail - USPS	998	518	(480)	733	518	193%
133	116	Insurance/Bonding	1,406	1,449	43	1,265	1,449	97%
72	113	Supplies	1,503	1,763	260	1,435	1,763	85%
(480)	47	Equipment Support & Maintenance	769	1,072	303	551	1,072	72%
-	60	Taxes, Licenses & Fees	90	510	420	58	510	18%
254	328	Equipment Rental/Leasing	2,479	3,051	572	4,018	3,051	81%
50	-	Training Seminars	455	405	(50)	180	405	112%
-	-	Professional Fees	100	100	0	160	100	100%
2,620	527	Membership Activities	35,342	26,147	(9,195)	26,087	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Advertising	545	545	0	477	545	100%
-	-	Employee Relations	219	225	6	46	225	97%
239	214	Credit Card Fees	2,798	2,421	(377)	2,443	2,421	116%
179	80	Automobile Expenses	1,071	948	(123)	141	948	113%
68	60	Meals/Meetings	287	484	197	321	484	59%
-	-	Dues & Subscriptions	1,034	774	(260)	601	774	134%
-	-	Travel	390	390	0	222	390	100%
42	96	Depreciation	535	903	368	1,124	903	59%
<u>11,248</u>	<u>8,996</u>	Total Operating Expenses	<u>146,088</u>	<u>130,909</u>	<u>(15,179)</u>	<u>134,692</u>	<u>130,909</u>	<u>112%</u>
(74)	4,723	Operating Income (Loss)	13,973	34,310	(20,337)	18,544	34,310	
2,349	2,578	Allocated Expenses	35,387	34,310	(1,077)	34,948	34,310	
<u>(2,423)</u>	<u>2,145</u>	Net Income (Loss)	<u>(21,414)</u>	<u>-</u>	<u>(21,414)</u>	<u>(16,404)</u>	<u>-</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Operating Expenses								
\$21,115	\$22,972	Salaries & Wages	\$313,127	\$307,672	(\$5,455)	\$279,824	\$307,672	102%
1,893	2,046	Rent	23,901	24,177	276	23,503	24,177	99%
602	753	Telephone	7,933	8,617	684	8,178	8,617	92%
8	55	Mail - USPS	588	613	25	629	613	96%
324	274	Insurance/Bonding	3,438	3,494	56	3,133	3,494	98%
330	275	Supplies	3,095	3,220	125	3,307	3,220	96%
(1,091)	311	Equipment Support & Maintenance	2,568	3,865	1,297	2,949	3,865	66%
482	68	Taxes, Licenses & Fees	2,920	984	(1,936)	1,082	984	297%
152	255	Equipment Rental/Leasing	3,381	4,057	676	2,894	4,057	83%
-	100	Training Seminars	550	300	(250)	774	300	183%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,490	18,350	(140)	24,660	18,350	101%
-	-	Classified Advertising	1,235	434	(801)	-	434	285%
-	-	Employee Relations	764	1,217	453	766	1,217	63%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
60	92	Automobile Expenses	237	278	41	262	278	85%
179	52	Meals/Meetings	833	626	(207)	670	626	133%
-	70	Dues & Subscriptions	135	560	425	2,022	560	24%
-	375	Travel	1,159	2,283	1,124	-	2,283	51%
138	-	Miscellaneous Expense	138	350	212	145	350	39%
133	302	Depreciation	1,671	2,836	1,165	3,512	2,836	59%
<u>24,952</u>	<u>28,384</u>	Total Operating Expenses	<u>392,093</u>	<u>388,204</u>	<u>(3,889)</u>	<u>362,268</u>	<u>388,204</u>	101%
(24,952)	(28,384)	Operating Income (Loss)	(392,093)	(388,204)	(3,889)	(362,268)	(388,204)	
4	4	Investment Income/Interest	57	55	2	589	55	
(26,100)	(28,380)	Allocated Expenses	(393,188)	(388,149)	5,039	(374,575)	(388,149)	
<u>(1,152)</u>			<u>(1,152)</u>					
-	-	Net Income (Loss)	<u>-</u>	<u>-</u>	<u>1,152</u>	<u>12,896</u>	<u>-</u>	

D-9.11

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue	\$ 2,118,304	\$ 299,412	\$ 317,466	\$ 2,735,212	\$ -	\$ -	\$ 2,735,212	\$ 210,024	\$ 726,120	\$ 3,671,356
Placer County TOT Funding	-	-	-	-	-	-	-	-	-	-
Cap Imp Funding - Placer Field	-	-	-	-	-	-	-	-	-	-
Membership	-	5,005	-	5,005	112,425	-	117,430	-	-	117,430
New Member Fees	-	-	-	-	2,150	-	2,150	-	-	2,150
Membership Activities	-	-	-	-	31,886	-	31,886	-	-	31,886
Tuesday Morning Breakfast Club	-	-	-	-	10,850	-	10,850	-	-	10,850
Sponsorships	-	-	-	-	2,750	-	2,750	-	-	2,750
Special Events	87,708	-	-	87,708	-	-	87,708	-	-	87,708
Non-Retail V/C Sales	-	-	-	-	8,191	-	8,191	-	-	8,191
Commissions	-	111,978	-	111,978	-	-	111,978	-	-	111,978
Merchandise Sales	43,200	-	107,981	107,981	-	-	107,981	-	-	107,981
Transfers In/Other	2,249,212	416,395	433,668	3,099,275	160,081	-	3,259,356	210,024	726,120	4,195,480
Total Revenue										
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	58,571	58,571	-	-	58,571	-	-	58,571
Gross Profit	2,249,212	416,395	375,097	3,040,704	160,081	-	3,200,765	210,024	726,120	4,136,909
Operating Expenses										
Salaries & Wages	285,151	228,016	175,959	689,126	75,609	313,127	1,077,862	84,168	74,558	1,236,588
Rent	21,529	10,785	106,230	138,544	7,652	23,901	170,097	7,652	7,652	185,401
Telephone	9,872	2,665	3,791	16,268	3,204	7,933	27,405	2,518	2,518	32,441
Mail - USPS	248	1,103	2,989	4,340	988	688	4,555	23	23	4,605
Insurance/Bonding	2,869	2,969	3,907	9,845	1,406	3,438	14,689	469	469	15,627
Supplies	1,926	955	3,561	6,443	1,503	3,095	11,041	653	602	12,286
Equipment Support & Maintenance	2,014	1,009	128	3,151	789	2,568	6,488	756	756	8,000
Taxes, Licenses & Fees	281	146	204	631	90	2,920	3,641	90	90	3,821
Equipment Rental/Leasing	2,154	2,228	5,210	9,592	2,479	3,981	15,452	1,559	1,559	18,590
Training Seminars	2,395	-	-	2,395	455	550	3,400	-	-	3,400
Professional Fees	-	-	-	-	100	18,490	18,590	-	-	18,590
Public Outreach	-	-	-	-	-	179	179	913	-	1,092
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	60,630	-	60,630
Transportation Projects	-	-	-	-	-	-	-	499,875	-	499,875
Infrastructure Projects	-	-	-	-	-	-	-	119,638	-	119,638
Community Marketing Programs	180,000	-	-	180,000	-	-	180,000	-	-	180,000
Special Events/Sponsorships	449,148	-	-	449,148	-	-	449,148	-	-	449,148
Membership Activities	-	-	-	-	35,342	-	35,342	-	-	35,342
Tuesday Morning Breakfast Club	-	-	-	-	9,602	-	9,602	-	-	9,602
Market Study Reports & Research	27,100	-	-	27,100	-	-	27,100	-	-	27,100
Marketing Cooperative/Media	1,005,000	120,000	-	1,125,000	-	-	1,125,000	-	-	1,125,000
Emergency Marketing	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Non-NLT Co-Op Marketing Programs	30,296	-	1,676	31,972	-	-	31,972	-	-	31,972
Employee Relations	262	555	361	1,158	219	764	2,141	127	81	2,349
Board Functions	-	-	-	-	-	5,751	5,751	-	-	5,751
Credit Card Fees	-	-	3,430	3,430	2,768	-	6,228	-	-	6,228
Automobile Expenses	3,369	1,844	1,319	6,532	1,071	237	7,860	1,136	1,136	10,192
Meals/Meetings	2,758	98	510	3,366	287	833	4,486	436	12	4,934
Dues & Subscriptions	2,406	425	-	2,831	1,034	135	4,000	45	45	4,090
Travel	3,660	-	181	4,041	390	1,159	5,590	-	-	5,590
Depreciation	1,671	869	869	3,409	535	1,671	5,615	535	-	6,685
Miscellaneous	483	3,000	405	3,888	548	1,373	5,805	-	-	5,805
Total Operating Expenses	2,078,112	376,588	309,359	2,764,059	146,088	392,093	3,302,240	281,328	623,976	4,207,544
Operating Income (Loss)	171,100	39,807	65,739	276,645	13,973	(392,093)	(101,475)	(71,304)	102,144	(70,635)
Other Income										
Revenues-Interest & Investment	-	-	-	-	-	57	57	-	-	57
Loss on Sale of Investments	-	-	-	-	-	(1,152)	(1,152)	-	-	(1,152)
Other Expenses										
Allocated	169,179	38,622	37,995	266,796	35,387	(383,186)	(91,005)	51,318	39,687	(71,730)
Net Income (Loss)	(18,079)	185	27,743	9,849	(21,414)	-	(11,555)	(122,622)	62,467	(71,730)

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

	June 30 2014	June 30 2013	<i>Audited</i> June 30 2013
Assets			
Current Assets			
Petty Cash	1,000	500	500
Cash - Operations Acct #6712	368,838	549,619	549,620
Cash - Payroll Account #7421	7,958	13,480	13,480
Marketing Cooperative Cash	41,876	41,876	41,876
Cash - Infrastructure #B163	221	303,769	303,769
UBS Cash	0	8,856	8,856
Infrastructure Money Market	0	44,879	44,879
Cash in Drawer	1,545	300	300
Quickbooks Accounts Receivable	106,191	59,476	59,476
A/R - Sales Estimates	13,049	9,429	9,429
A/R - TOT Funding	(572,749)	408,188	408,188
Undeposited Funds	481	352	352
WebLink Accounts Receivable	20,146	21,325	21,325
Inventories	29,543	17,542	17,542
AR TOT Transportation NLTRA	830,951	112,926	112,926
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	1,318,345	317,847	317,847
AR TOT Infrastructure NLTRA Held	258,536	33,007	33,007
AR TOT Infra Maintenance County	150,000	-	-
Total Current Assets	2,575,931	1,943,369	1,943,370
Property and Equipment			
Furniture & Fixtures	68,768	67,102	67,102
Accum. Depr. - Furniture & Fixtures	(63,948)	(61,802)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,940)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(27,957)	(23,620)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,667)	(23,467)	(23,467)
Total Property and Equipment	12,758	13,951	13,951
Other Assets			
Prepaid Expenses	134,578	42,132	42,132
Prepaid Insurance	4,668	4,797	4,797
Total Other Assets	139,246	46,929	46,929
Total Assets	2,727,934	2,004,249	2,004,249
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	102,503	457,516	457,516
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,544	1,544
FUTA Taxes Payable	0	0	0
401(k) Plan	1,785	655	655
Estimated PTO	62,415	62,415	62,415
Sales and Use Tax Payable	2,364	1,302	1,302
Accrued Expenses	54,384	0	0
Ski Tahoe North Lift Tickets	0	0	0
Marketing Cooperative Liabilities	41,876	41,876	41,876
Intra-Company Borrowings	(1,248)	(139)	(139)
AFW Suspense Account	0	0	0
Payroll Liabilities	2,834	3,732	3,732
Deferred Rev - Membership Dues	72,400	81,113	81,113
Deferred Revenue - Other	14,882	19,441	19,441
Deferred Support	5	0	0
Deferred Transportation Support	0	0	0
Deferred Infrastructure Support	1,369,781	351,780	351,780
Deferred Support- Infra Maint. Reserve	292,096	142,096	142,096
Total Liabilities	2,037,821	1,199,205	1,199,205
Net Assets			
Unrestricted Net Assets	368,805	397,682	397,682
Designated Marketing Reserve	294,494	337,694	337,694
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(71,730)	(28,876)	(28,876)
Total Net Assets	690,113	805,044	805,044
Total Liabilities and Net Assets	2,727,934	2,004,249	2,004,249

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KEY METRICS FOR JUNE 30, 2014

Total TOT Collections by Quarter 2008 - 2014 (through June 30, 2014)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 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	\$ 3,882,502	\$ 2,103,503	\$ 4,261,458	\$ 1,439,944	\$ 11,687,407
2013-14	\$ 4,522,813	\$ 2,144,196	\$ 3,554,547	\$ 358,073	\$ 10,579,629
Total	\$ 21,413,818	\$ 11,261,741	\$ 21,101,625	\$ 7,066,856	\$ 52,192,174

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July - May)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	12,188	36,819	43,053	16.93%
Phone	2,912	2,997	2,677	-10.68%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

Infrastructure Fund Balances Held by Placer County as of 6/30/14		
Contracts In:		
FY 2010-11	\$ -	451
FY 2011-12	\$ -	465
FY 2012-13	\$ -	457
FY 2013-14	\$ 1,348,042	
Total Fund Balances	\$ 1,348,042	

Chamber Of Commerce Total Membership			
December 2012			451
June 2013			465
June 2014			457

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 724,645	43.4%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 483,665	8.3%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 855,892	10.1%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 529,470	\$ 532,649	0.6%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,596,851	15.0%

MTRIP Reservations Activity				
	FY 12/13	FY 13/14	FY 13/14	Change
Occupancy during June	48.6%	54.3%	54.3%	11.7%
ADR June (Average Daily Rate)	196	\$	221	12.8%
Occupancy Forecast July	60.1%	\$	65.7%	9.3%
ADR July (Average Daily Rate)	247	\$	261	5.7%
Occupancy (prior 6 months)	44.1%	\$	43.9%	-0.5%
ADR (prior 6 months)	227	\$	233	2.6%
Occupancy (next 6 months)	26.5%	\$	31.8%	20.0%
ADR (next 6 months)	239	\$	249	4.2%
Incremental Pacing for June	5.1%	\$	4.5%	-11.8%

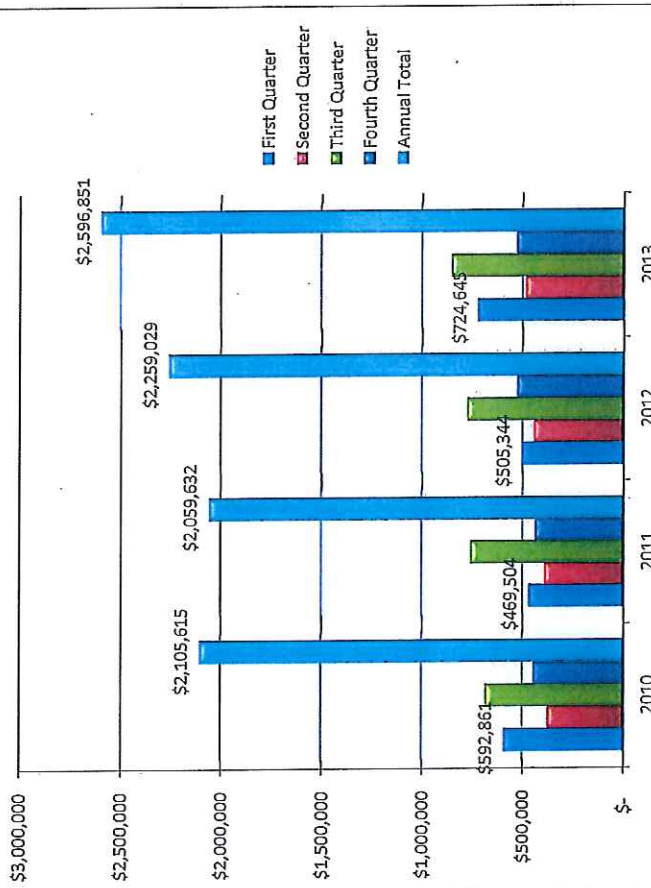
Unemployment			
	June 2013	December 2013	June 2014
California	8.8%	8.3%	7.1%
Placer County	7.5%	7.1%	6.0%
Dollar Point	8.7%	8.3%	7.1%
Kings Beach	7.5%	7.1%	6.0%
Sunnyside/Tahoe City	8.7%	8.3%	7.0%
Tahoe Vista	12.5%	12.0%	10.1%

Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014				
	2012-13	2013-14	YOY % Change	
FORWARD LOOKING (2013/14)	Actuals	Forecasted		
Total Revenue Booked through April	\$ 2,113,783	\$ 2,821,632	33%	
Forecasted Commission for this Revenue	60,444	173,580	187%	
Number of Room Nights	8,361	12,385	48%	
Number of Tentative Bookings	96	105	9%	
CURRENT				
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	57%	
Annual Commission Goal	\$ 75,000	\$ 150,000	100%	

Conference Revenue And Percentage by County:				
Placer (53% of revs in '13, 70% in '14)	\$ 1,114,907	\$ 1,981,316	78%	
Washoe ('13; 19%, '14; 9%)	\$ 407,552	\$ 266,099	-35%	
South Lake ('13; 27%, '14; 17%)	\$ 580,965	\$ 476,488	-18%	
Nevada ('13; 1%, '14; 4%)	\$ 10,359	\$ 97,729	843%	
Total Conference Revenue	\$ 2,113,783	\$ 2,821,632	33%	

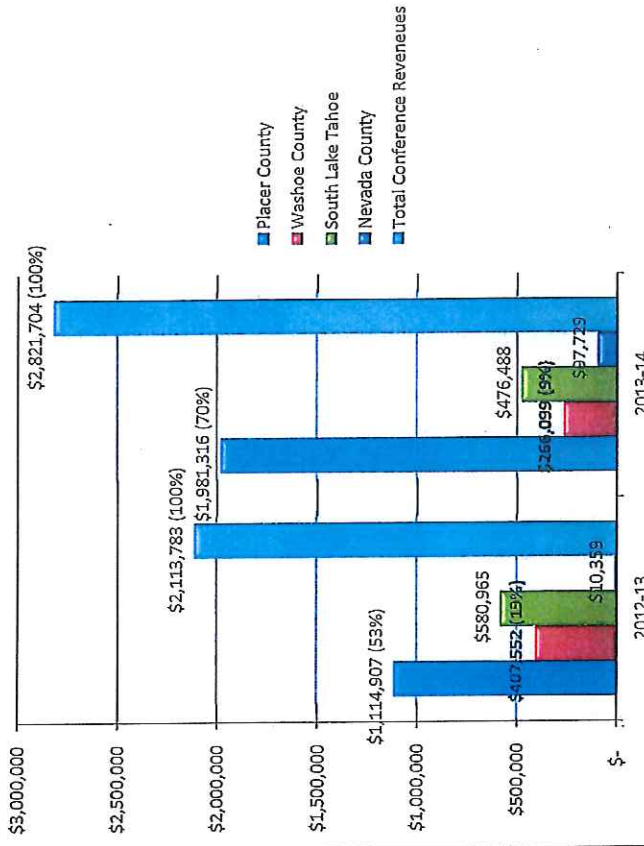
D. G. F.

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



Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 724,645	43.4%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 483,665	8.3%
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Fourth (OND)	\$ 448,294	\$ 441,061	\$ 529,470	\$ 532,649	0.6%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,596,851	15.0%

Conference Revenue Statistics & Revenue Share by County

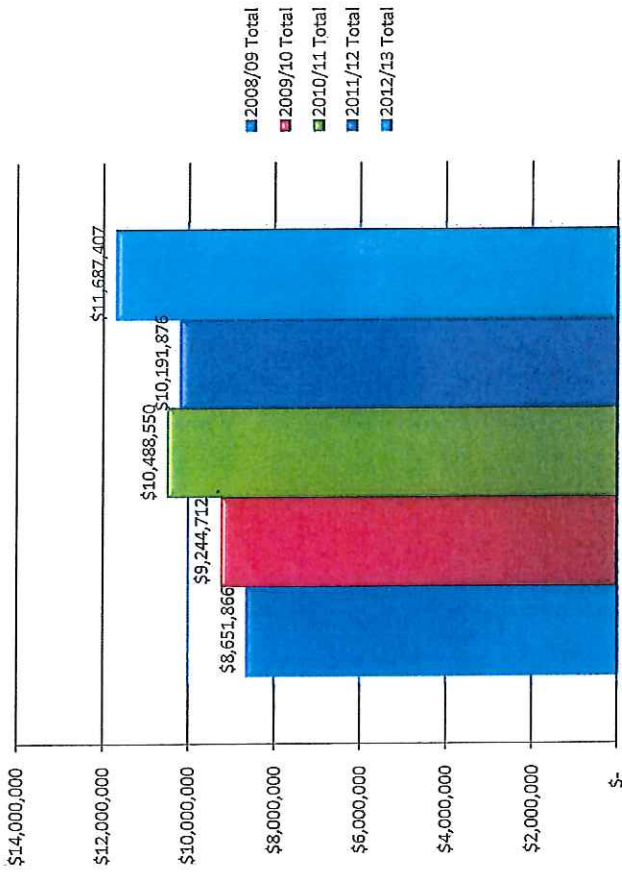


Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014			
	2012-13	2013-14	YOY % Change
FORWARD LOOKING (2013/14)		Forecasted	
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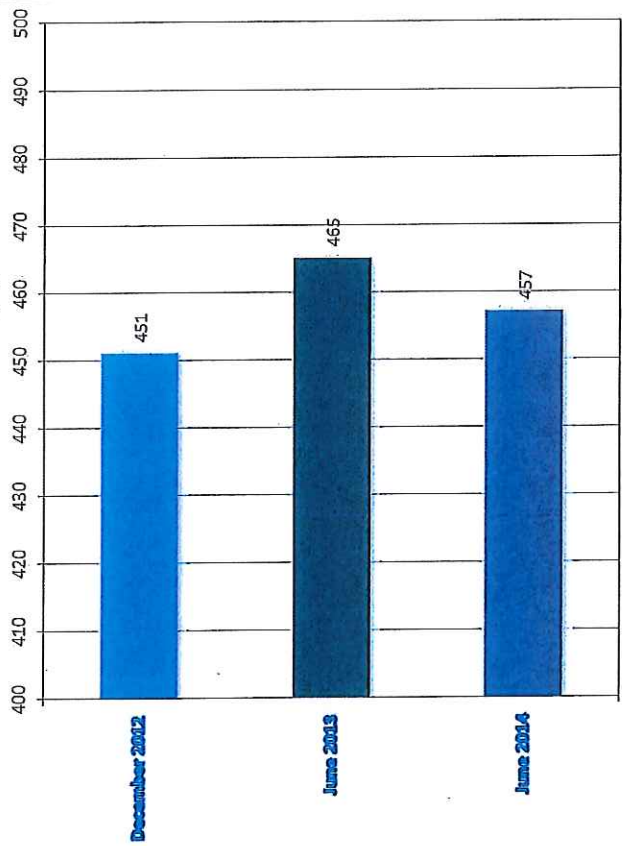
CURRENT	
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Washoe ('13; 19%; '14; 9%)	\$ 407,552 \$ 266,099 -35%
South Lake ('13; 27%; '14; 17%)	\$ 580,965 \$ 476,488 -18%
Nevada ('13; 1%; '14; 4%)	\$ 10,359 \$ 97,729 843%
Total Conference Revenue	\$ 2,113,783 \$ 2,821,632 33%

D-9.1-2

5-Year Annual TOT Collections (Fiscal Year Basis)



Chamber Membership (# of Members)



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

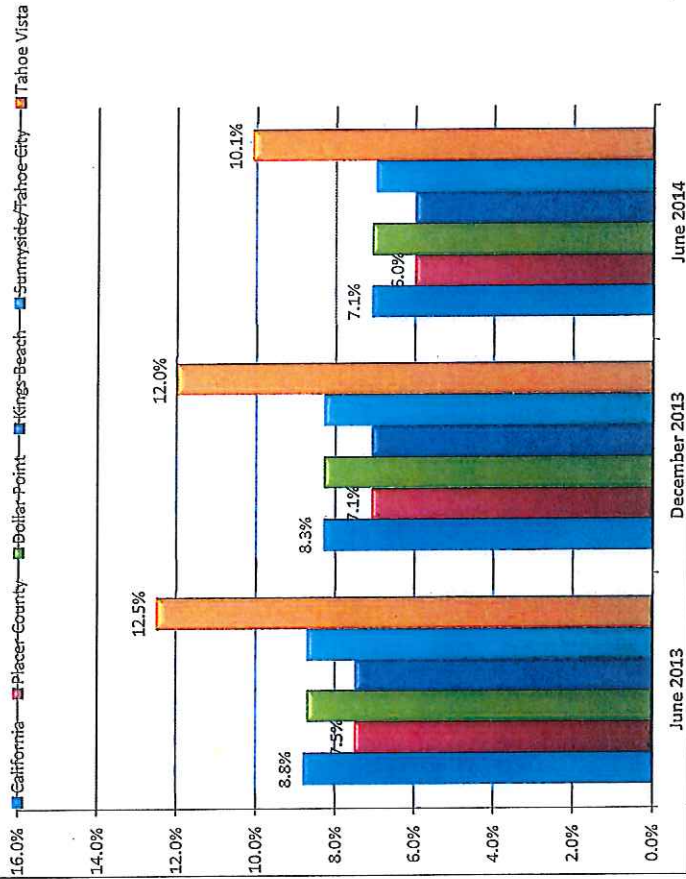
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,502	\$ 2,103,503	\$ 4,261,458	\$ 1,439,944	\$ 11,687,407
2013-14	\$ 4,522,813	\$ 2,144,196	\$ 3,554,547	\$ 358,073	\$ 10,579,629
Total	\$ 21,413,818	\$ 11,261,741	\$ 21,101,625	\$ 7,066,856	\$ 52,192,174

Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
June 2014	457

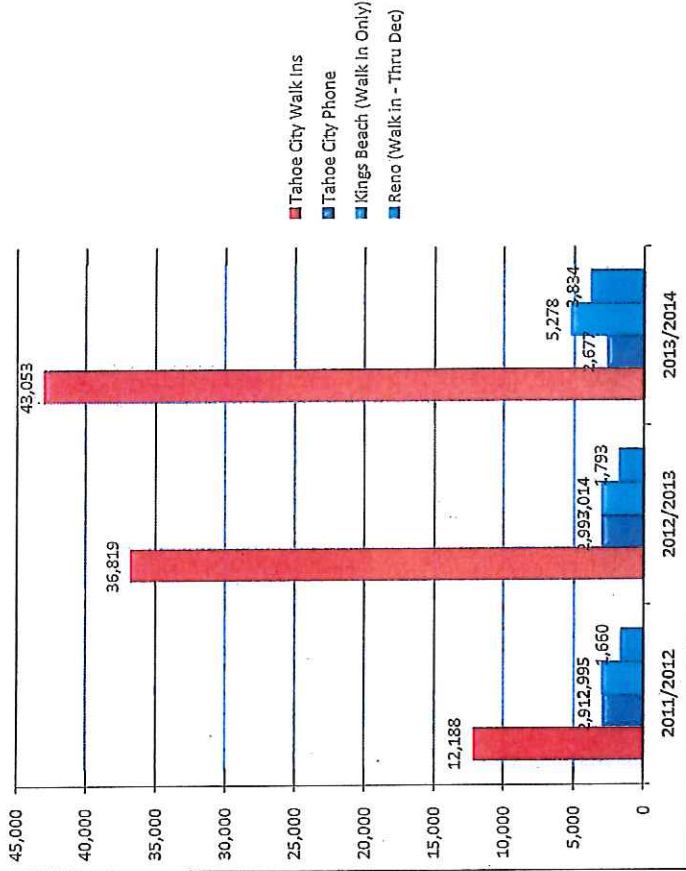
D-9-1-3

Unemployment Rates by Region



Unemployment	June 2013	December 2013	June 2014
California	8.8%	8.3%	7.1%
Placer County	7.5%	7.1%	6.0%
Dollar Point	8.7%	8.3%	7.1%
Kings Beach	7.5%	7.1%	6.0%
Sunnyside/Tahoe City	8.7%	8.3%	7.0%
Tahoe Vista	12.5%	12.0%	10.1%

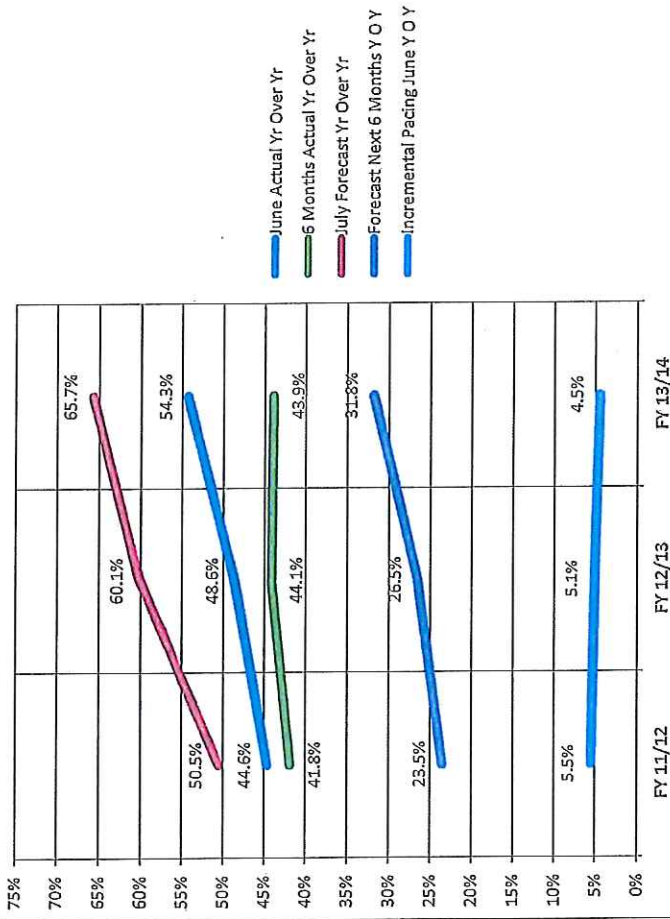
Visitor Information - Fiscal YTD through May



Referrals (July - May)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City	12,188	36,819	43,053	16.98%
Walk In	2,912	2,997	2,677	-10.68%
Phone	2,995	3,014	5,278	75.12%
Kings Beach (Walk In Only)	1,660	1,793	3,834	113.83%
Reno (Walk in - Thru Dec)				

D-9.1-4

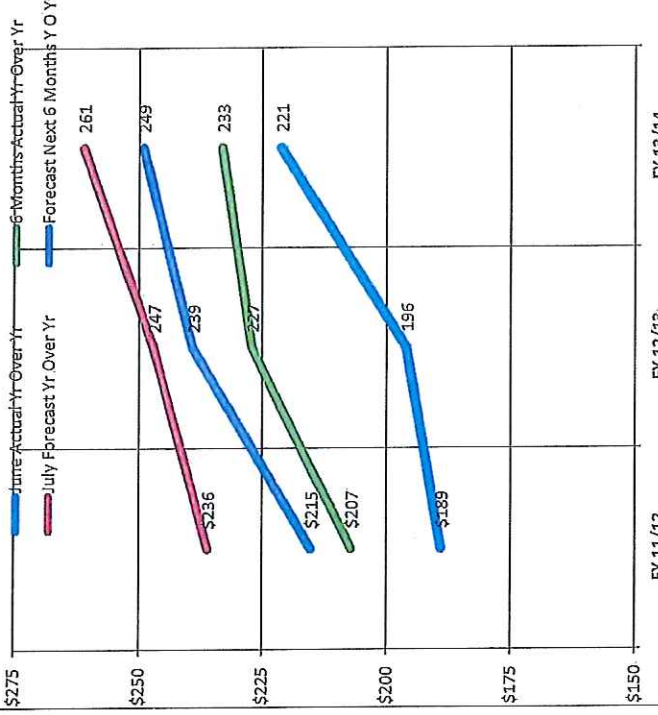
MTRIP Destimetrics Occupancy in NLT Comparisons



MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during June	48.6%	54.3%	11.7%
ADR June (Average Daily Rate)	196	221	12.8%
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ADR (prior 6 months)	227	233	2.6%
Occupancy (next 6 months)	26.5%	31.8%	20.0%
ADR (next 6 months)	239	249	4.2%
Incremental Pacing for June	5.1%	4.5%	-11.8%

D 9.1-5

MTRIP Destimetrics RevPar in NLT Comparisons



MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during June	48.6%	54.3%	11.7%
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Occupancy Forecast July	60.1%	65.7%	9.3%
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ADR (next 6 months)	239	249	4.2%
Incremental Pacing for June	5.1%	4.5%	-11.8%

Monthly Report June 2014

CONFERENCE REVENUE STATISTICS

North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 6/30/14:	\$2,345,144	\$1,530,403	53%
Forecasted Commission for this Revenue:	\$173,580	\$60,472	187%
Number of Room Nights:	12385	8317	49%
Number of Delegates:	7244	3749	93%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	105	94	12%

<u>Monthly Detail/Activity</u>	<u>June-14</u>		<u>June-13</u>	
<u>Number of Groups Booked:</u>	5		2	
Revenue Booked:	\$119,730		\$108,098	11%
Projected Commission:	\$5,204		\$3,866	35%
Room Nights:	736		671	10%
Number of Delegates:	427		450	-5%
	1 Corp, 3			
Booked Group Types:	Assoc, 1 Smf		2 Assoc.	
Lost Business, # of Groups:	2		9	
 <u>Arrived in the month</u>	 <u>June-14</u>	 *Est.	 <u>June-13</u>	
Number of Groups:	11		5	
Revenue Arrived:	\$300,719		\$157,652	91%
Projected Commission:	\$27,689		\$11,941	132%
Room Nights:	1851		806	130%
Number of Delegates:	1405		450	212%
Arrived Group Types:	3 Corp, 4 Assoc.		3 Corp, 1 Assoc. 1 Smf	

<u>Monthly Detail/Activity</u>	<u>May-14</u>		<u>May-13</u>	
<u>Number of Groups Booked:</u>	9		4	
Revenue Booked:	\$228,651		\$150,732	52%
Projected Commission:	\$1,261		\$6,439	-80%
Room Nights:	1192		1085	10%
Number of Delegates:	580		585	-1%
Booked Group Types:	1 Corp, 3		1 Corp, 2	
Lost Business, # of Groups:	20		4	
 <u>Arrived in the month</u>	 <u>May-14</u>	 *Est.	 <u>May-13</u>	
Number of Groups:	1		5	
Revenue Arrived:	\$6,269		\$157,652	-96%
Projected Commission:	\$0		\$11,941	-100%
Room Nights:	54		806	-93%
Number of Delegates:	20		450	-96%
Arrived Group Types:	1 Corp.		3 Corp, 1 Assoc. 1 Smf	

D-10 -

Monthly Detail/Activity	<u>April-14</u>	<u>April-13</u>	
<u>Number of Groups Booked:</u>	9	5	
Revenue Booked:	\$118,979	\$87,106	37%
Projected Commission:	\$13,085	\$2,165	504%
Room Nights:	876	449	95%
Number of Delegates:	643	324	98%
	2 Corp, 1 Assoc, 3 Smf		
Booked Group Types:	and 1 Society	4 Corp, 1 Smf	
Lost Business, # of Groups:	0	2	

<u>Arrived in the month</u>	<u>April-14</u>	<u>April-14</u>	
Number of Groups:	2	4	
Revenue Arrived:	\$10,740	\$55,405	-81%
Projected Commission:	\$1,074	\$5,522	-81%
Room Nights:	179	385	-54%
Number of Delegates:	170	457	-63%
Arrived Group Types:	2 Tour Operator	3 Assoc., 1 Smf	

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

<u>Arrived in the month</u>	<u>March-14</u>	<u>March-13</u>	
Number of Groups:	5	1	
Revenue Arrived:	\$102,256	\$20,886	390%
Projected Commission:	\$9,863	\$2,088	372%
Room Nights:	665	94	607%
Number of Delegates:	163	50	226%
Arrived Group Types:	2 Corp, 2 Film, 1	1 Corp	

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

D-10.1



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice The North Lake Tahoe Resort Association Board of Directors Wednesday August 6, 2014 – 8:30 a.m. – 10:30 a.m. Tahoe City Public Utility District

NLTRA Mission

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

2014 Board Members

Wally Auerbach
(Chair)
Auerbach Engineering

Phil GilanFarr
CB's Pizza & Grill

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

Brendan Madigan
Alpenglow Sports

Joseph Mattioli
The Ritz-Carlton

Valli Murnane
(Secretary)
Tahoe XCcountry

Ron Parson
(Treasurer)
Granlibakken

Bill Rock
Northstar

David Tirman
JMA Ventures, LLC

Jennifer Merchant
Placer County

Placer BOS Appointee

TRPA
(Ex-officio)

Items may not be heard in the order they are listed

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

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

C. PUBLIC FORUM

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

D. CONSENT CALENDAR – MOTIONS (*5 minutes*)

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

1. **Board Meeting Minutes – June 25, 2014**

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

2. **Capital Investment/Transportation Committee Report – July 28, 2014**

A. **Approval of Funding of \$2,255 for Truckee River Corridor Clean Up, as recommended by CI/T 13-0**

B. **Approval of 1 Year Funding of \$18,600 for Pedestrian Safety Maintenance as recommended by CI/T 13-0**

3. **Marketing Committee Report– July 29, 2014**

4. **Business Association and Chamber Collaborative Report– July 9, 2014**

5. **Lodging Committee Report–June 25, 2014**

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

7. **Finance Committee Report– July 31, 2014**

8. **Executive Committee Report – July 22, 2014**

9. **Financial Reports – June - EOY**

1. **Dashboard and project reports**

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

10. **Conference Sales Reports**

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

12. **CEO Report - July**

1. Dashboard and project reports

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

10. Conference Sales Reports
11. Capital Investment/Transportation Activity Report – June
12. CEO Report- June

M/S/C (Parson/Kopley) (7-0-0, Auerbach recused himself) to approve the Consent Calendar

- Item 8 was removed from the Consent Calendar, Wally asked that the Executive Committee report reflect that he left the room during discussion of the Lake Forest Boat Ramp

E. ACTION ITEMS (45 minutes)

13. 2014-15 Placer County Contract and Scope of Work Approval- Sandy Evans Hall, Jennifer Merchant – **REMOVED**

14. 2014-15 NLTRA Budget Approval – Sandy Evans Hall, Marc Sabella- **MOTION**

M/S/C (Parson/Kopley) (7-0-0) to approve 2014-15 NLTRA Interim Budget Approval

15. Lake Forest Boat Ramp \$83,000 Funding Approval- Ron Treabess, Cindy Gustafson- **MOTION**

M/S/C (Parson/Murnane) (7-0-0)- Auerbach recused himself) to approve Lake Forest Boat Ramp \$83,000 Funding Approval

- Ron T. provided a copy of the Request for Funding, E-15

F. Retreat Discussion Items

16. Strategic Goals Review- Progress Reports- NLTRA Staff

- The Strategic Goals were reviewed and changes made where agreed upon
- The Strategic Goals revision and Staff Action Plan will be presented at the August 6, 2014 meeting

17. Master Plan Update: Goals and Outreach Plan- Sandy Evans Hall, Seana Doherty

- Sandy shared the Annual Report that would go out to Sierra Sun (hard copy), Committee Members were asked by Sandy to review and give her feedback by the 7th of July
- Seana outlined the Process and timeline of the 2014 North Tahoe Master Plan
 - Draft ready July 25, Final Master Plan completed by end of year
 - Vocabulary is getting clarity, and a new organization structure is being developed
 - August 18-23 outreach meetings are being scheduled in each geographical area

18. Funding Priorities: Capital Investments, Transportation, and Marketing- Sandy Evans Hall

- Ron T. defined funding process for projects in the upcoming fiscal year, what funding is in place and how the funding of projects will be decided based on the B.O.D's priorities
- Ron T. brought up the importance of maintenance needs of all projects currently going on and looking in to the future, most important is that maintenance is a must on the funding side

D-1.2



north lake tahoe

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COMMITTEE: Capital Investment/Transportation Committee

MEETING DATE: July 28, 2014

BOARD MEMBERS PRESENT: Phil GilanFarr, David Tirman, Jennifer Merchant, John Bergmann, Will Garner, Wyatt Ogilvy, John Pang, Dave Paulson, Brian Stewart, Mike Staudenmayer, Adrian Tieslau, Dan Wilkins, Jaime Wright

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Jaime to make corrections to the figures on the Transportation Overview records, to include NLTRA subsidy per passenger for all services that have other funding partners

MOTIONS MADE/VOTE:

M/S/C (Staudenmayer/Stewart) (13-0-0) to approve the CI/T Draft Funding Request Application Process

M/S/C (Bergmann/Paulson) (13-0-0) to approve the Pedestrian Safety Program Maintenance Funding Request

M/S/C (Staudenmayer/ Bergmann) (13-0-0) to approve the H.H Truckee River Clean-Up Maintenance Funding Request

D-2.1



north lake tahoe
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August 6, 2014

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Truckee River Clean-up Maintenance Funding Request

Capital Investment/Transportation Committee Action

- The CI/T Committee has unanimously (13-0-0) recommended that the NLTRA Board of Directors approve the Placer County request for TOT maintenance funds not to exceed \$2,255 for Truckee River clean-up for the remainder of the non-commercial raft season.

Decision Considerations

- The commercial rafting companies are required to provide clean-up service in and along the Truckee River between Tahoe City and Alpine Meadows Road, as long as they are open for business.
- Commercial rafting season will be ending in the very near future because of diminished flow of water from the lake into the river, and their responsibility for cleaning-up after the many rafters will cease.
- The highest percentage of rafters is visitors using their own boats, tubes, and air mattresses who will continue to litter the river, more-so than ever, with greater exposure to rocks which easily destroy the flimsy water toys.
- With the help of the U.S. Forest Service and Tahoe City Public Utility District, it is estimated that no more than \$3,255 will be necessary to keep the river corridor clean until after Labor Day.
- Of the necessary funding, \$2,255 will be provided from the TOT Infrastructure Account Maintenance Fund currently funded at a level of \$150,000 per year.
- The maintenance fund has been established to provide special maintenance needs that can be approved by the NLTRA Board with concurrence of the Placer County CEO. The current balance is approximately \$317,100.
- The attached letter request from Placer County will be presented at the meeting, as necessary, by Tahoe Manager, Jennifer Merchant, of the Placer County Executive Office.

D.2.A.-1



COUNTY OF PLACER

BOARD MEMBERS

JACK DURAN
District 1

JIM HOLMES
District 3

ROBERT M. WEYGANDT
District 2

KIRK UHLER
District 4

JENNIFER MONTGOMERY
District 5

OFFICE OF COUNTY EXECUTIVE

David Boesch, County Executive Officer

175 FULWEILER AVENUE / AUBURN, CALIFORNIA 95603
TELEPHONE: 530/889-4030
FAX: 530/889-4023
www.placer.ca.gov

July 24, 2014

North Lake Tahoe Resort Association
Ron Treabess, Director of Community Planning and Partnerships
PO Box 5459
Tahoe City, CA 96145

Re: Clean-Up Services along the Truckee River Corridor

Dear Ron,

I am writing to request distribution from the Infrastructure Account Maintenance Fund to pay for clean-up services along the Truckee River Corridor.

Due to the shortened commercial raft season, clean-up and maintenance along the river will also be truncated. The two commercial raft operators are required as part of their permit with Placer County to maintain the waterway itself, the adjacent banks and bike trail, provide trash receptacles and port-a-potties. The season was expected to end prior to the July 26 weekend.

The Tahoe City Public Utility District has agreed to provide clean up services on the east side banks, including their existing service on the bike trail, as well as to empty trash receptacles and provide port-a-potties along the river/trail corridor. The total expected cost through September is \$3,254.31, which would be funded as follows:

United States Forest Service- Lake Tahoe Basin Management Unit/ Truckee Ranger District	\$1,000.00
Placer County Transient Occupancy Tax	<u>\$2,254.31</u>
TOTAL:	\$3,254.31

In addition to the Forest Service commitment noted above the Green Generation Crew managed by the Forest Service will also provide "west bank" clean up on Monday, July 28. The service value is \$875.00, but is being provided to the Tahoe City community free of charge.

D. Z. A. - 2

Stakeholders, including the raft companies will be re-convening over the winter months to assess how river maintenance could occur in future years.

Please feel free to contact me should you have any questions.

Thank you for your consideration.

Sincerely,

COUNTY OF PLACER



Jennifer Merchant
Tahoe Manager, Placer County Executive Office



August 6, 2014

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Pedestrian Safety Program Maintenance Funding Request

Capital Investment/Transportation Committee Action

- The CI/T Committee has unanimously (13-0-0) recommended that the NLTRA Board of Directors approve the attached Placer County Department of Public Works proposal for one year's maintenance funds for NLTRA provided pedestrian safety devices.
- These funds would be up to \$18,600 to maintain radar feedback speed signs and cross walk markers at select locations along Highways 28 and 89.
- The hourly rate was questioned and DPW representative responded that was the cost for DPW to do this small job in house and it would cost more for it to be contracted out and then managed by DPW.

Background

During 2008 and 2009, NLTRA funded and worked closely with DPW to install pylon markers in crosswalks and radar speed signs in key places to better protect pedestrians. Positive safety results have continued to be a result by crosswalks being more visible to motorists and the adjustment of auto speeds as motorists approached the radar signs. Both the CHP and Placer Sheriff have reported the safety improvement. During the first two years of this program, DPW became aware of the funding need to periodically repair and upgrade the radar signs. The crosswalk markers are installed and removed seasonally requiring labor costs, replacement, storage, and required repairs to the equipment. In March of 2012, the NLTRA approved funding for DPW to maintain the devices. The initial 3-year funding amount has now been expended.

Decision Considerations

- The pedestrian markers and radar signs are still very effective and make for a safer and more relaxing experience for visitors, as well as residents.
- The NLTRA purchased and had these devices installed in Caltrans right-of-way and needs to maintain the equipment and its operation.
- DPW offered to help with maintaining as Caltrans, while permitting would not maintain.

D. Z. B. - 1

- The maintenance program is still required to keep the devices functioning well.
- While the DPW proposal is a 3-year request, funding for 1-year is recommended as the TOT maintenance/operation reserve criteria is still being finalized by NLTRA, County, Special Districts, and the CI/T Committee.
- Funding for 1-year is agreeable to the County.
- Funding will be provided from the TOT maintenance reserve account currently funded at a level of \$150,000 per year.
- The maintenance reserve has been established to provide special maintenance/operation needs that can be approved by the NLTRA Board with concurrence of the Placer County CEO. The current balance is approximately \$317,100.

D.2.B.-2



PLACER COUNTY
DEPARTMENT OF PUBLIC WORKS

Ken Grehm, Director
Peter Kraatz, Assistant Director
Robert Costa, Deputy Director

July 7, 2014

Mr. Ron Treabess
North Lake Tahoe Resort Association
P.O. Box 5459
Tahoe City, CA 96145

Regarding: NORTH LAKE TAHOE PEDESTRIAN SAFETY PROGRAM

Placer County Department of Public Works (DPW) is requesting \$55,800 to maintain the North Lake Tahoe Pedestrian Safety Program devices on behalf of the North Lake Tahoe Resort Association (NLTRA). These funds would support the program over three years. An annual budget supporting this request is attached.

The NLTRA worked with Placer County DPW to install crosswalk markers at select pedestrian crosswalks along North Lake Boulevard (State Route 28) from Kings Beach to Tahoe City. The markers aided drivers by clearly identifying pedestrian crosswalks.

In addition to the crosswalk markers, the NLTRA secured funding to install six radar feedback signs along the highways. Later, a request for two additional radar signs was received and funded to support locations on Highway 89 near Sequoia Avenue. Preliminary observations show that motorists are adjusting their speeds with the information provided by these radar sign displays.

The maintenance funding will support the operations, repairs, and upgrades for the radar signs and the seasonal installation/removal of the crosswalk markers. The funding will also support the purchase of new replacement markers (five per year).

If you have any questions concerning this matter, I may be reached by telephone at (530) 581-6216 or by email at bstewart@placer.ca.gov.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "B. Stewart", written over a horizontal line.

Brian Stewart, P.E.
Senior Civil Engineer
Tahoe Engineering Division

D.2.B.-3

REQUEST FOR PEDESTRIAN SAFETY DEVICE ANNUAL MAINTENANCE BUDGET

RADAR SPEED SIGNS: Eight signs installed along California State Routes 28 and 89

Maintenance:

	<u>Hours</u>	<u># of signs</u>	<u>rate</u>	<u>subtotal</u>
County Staff	4	8	\$ 125	\$ 4,000
Assumes: 4 hours per sign per year at a rate of \$100/hour				
Miscellaneous Parts/Supplies			\$	1,500
Assumes: \$1500 per year			Total =	\$ 5,500

Upgrades/Repairs (Average over 3 year period):

Blue Tooth Upgrade (cost includes shipping)

Repairs (cost includes shipping)

2	\$	800	\$	1,600
2	\$	1,500	\$	3,000
	Total =	\$		4,600

CROSSWALK MARKERS:

Install (rate includes 2 staff members)

Removal (rate includes 2 staff members - includes cleaning & storage)

Annual Permit

New Parts and Signs

<u>Hours</u>	<u>rate</u>	<u>subtotal</u>
8	\$ 250	\$ 2,000
12	\$ 250	\$ 3,000
16	\$ 125	\$ 2,000
-	-	\$ 1,500
	Total =	\$ 8,500

TOTAL ANNUAL MAINTENANCE BUDGET REQUEST = \$ 18,600

TOTAL 3 YEAR REQUEST = \$ 55,800

Budget Assumptions and Notes:

- 1 Placer County Public Works will manage installation and maintenance of these devices in accordance with the tasks outlined above.
- 2 Public Works requests that NLTRA pay for the electrical contractor directly. Invoices will be reviewed and approved by County staff prior to submittal to NLTRA.
- 3 County has prepared this budget to address safety measures in the Caltrans Right-of-Way.
- 4 Should additional requests for safety measure implementation or maintenance occur, Public Works will prepare a proposal for consideration



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Marketing
MEETING DATE: July 29, 2014
BOARD MEMBERS PRESENT: Brendan Madigan

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 3.2 M/S/C (Madigan/Monson) (6/0) to approve the agenda with above amendments.
- 4.1 M/S/C (Williams/Madigan) (6/0) to approve the Marketing Committee minutes from May 27, 2014.
- 6.2 M/S/C (Madigan/Moore) (6/0) to elect John Monson as chair for the remainder of 2014.
- 11.2 M/S/C (Madigan/Sprague) (5/0) to approve the 2014/15 NLT Marketing Cooperative budget.

BOARD APPROVAL/DIRECTION REQUESTED:

D-3.1



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE

MEETING DATE: July 9, 2014

BOARD MEMBERS PRESENT: Kaliopé Kopley, Caroline Ross, Stephen Lamb, Stacie Lyans, Kay Williams
Amber Burke, Joy Doyle, Michael Gelbman

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Meeting with sub-committee for Special Grant Criteria Process scheduled for July 30th, 2014
- Ginger to follow up for the Touch the Lake prizes
- Sub-committee for Shop Local to include Ginger, Caroline, and Joy

MOTIONS MADE/VOTE:

M/S/C (X/X) (0-0-0) to approve the BACC minutes from June 11, 2014- TABLED

- **Amendments to minutes from June 11, 2014**

1. Public Forum :

- i. Joy asked about the distribution of prizes for Touch the Lake
- ii. Amber noted the shared space of Peak your Adventures and High Notes in the media ads

D-4.1



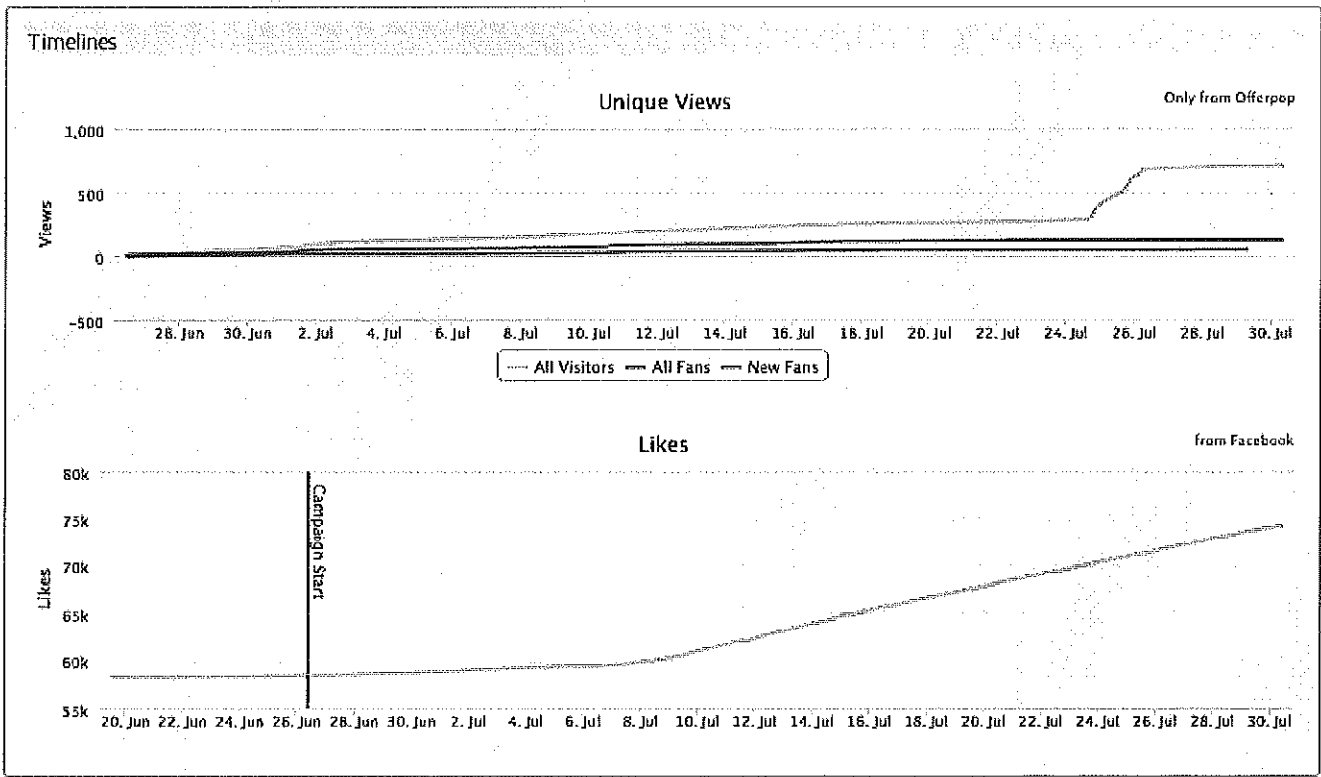
Summary

126 unique visitors to your campaign

77 Pre-existing Fans
49 New Fans Acquired
589 Non-Fans

Clicked shared links	1008
Visited via Timeline Action link	-
Visited View entries	40
Visited Submit an entry	19
Visited About this contest	127
Viewed Official Rules	4
Clicked on an entry	22
Entries	212 6 Twitter, 204 Instagram
Comments	-

The pre-existing fan count includes 15 mobile users.



D-4.2



COMMITTEE BRIEFS: Finance

MEETING DATE: July 31, 2014

BOARD MEMBERS PRESENT: Ron Parson and Jennifer Merchant. Phil GilanFarr participated by telephone.

ACTION ITEMS TAKEN:

Determine whether Unrestricted Net Assets may be used for Chamber of Commerce operations.

Revise the 2014/15 Membership Business Plan and present it at the September Board meeting.

MOTIONS MADE / VOTE:

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

M/S/C (GilanFarr/Merchant) (3/0) to approve the minutes of the June 24, 2014 Finance Committee meeting.

BOARD APPROVAL / DIRECTION REQUESTED:

M/S/C (GilanFarr/Merchant) (3/0) to recommend the Board of Directors approve the Preliminary Unaudited June 2014 Financial Statements.

M/S/C (Merchant/GilanFarr) (3/0) to recommend the Board of Directors approve the 2014/15 NLTRA Budget with the following three comments:

- There was a \$21,500 Membership deficit in 2013/14.
- Staff will continue to work towards a balanced Membership budget for 2014/15.
- The Board should direct staff to solve the budget deficit by a specific date to be determined.

D-7.1



north lake tahoe
Chamber | CVB | Resort Association

NLTRA Executive Committee

Tuesday, July 22, 2014

7:30 a.m.

NLTRA Offices

Report

A. Open Session

Present: Wally Auerbach, Valli Murnane, and Kali Kopley (by phone)

1. Items for Board Retreat Agenda – August 6
Sandy covered the draft board agenda which will include approval of the Strategic Goals/Action Plan, NLTRA Budget and County Contract
2. Strategic Discussion ideas – Squaw Valley expansion/incorporation, Integrated Work Plan, Funding Mechanisms, Board Development, Broadband, Air Service
The choice was the Work Plan and changes to the process for TOT grants for capital improvements, and a continuation of the discussion begun at the retreat regarding the funding of marketing, capital investments, and transportation.
3. Additional Requests for Board Agenda: **(September?)**
 - a. Placer County (TOT Audit – Jerry Gamez) requested by Jennifer Merchant (she's looking into the appropriate time and will get back to me)
4. Master Plan Update
 - a. **Task Force meeting July 29 at 8:30 a.m. confirmed**
 - b. **New layout of Chapters with Seana has caused a major reconfiguration and editing/writing by staff. It's coming together and will be an improvement in clarity for the community member.**
 - c. **Outreach – dates for meetings in late August; Scheduled Breakfast Club, Rotary, committees, survey opportunity**
5. Transit Vision Outreach –
 - a. **Environmental Groups – July 15 MAP, League to Save Lake Tahoe, TRPA**
 - b. **Business Groups – July 28 – NEED BOARD PARTICIPATION!**
6. Staffing Changes – Kim Lambert
Interviews have begun and we have 3 active candidates. If anyone knows of someone with accounting experience, please send them our way!

D-81

7. Contract - **Approval of Board of Supervisors – 7/22, Board approval 8/6**
8. Appointment Recommendation for Marketing Committee
No information available at this time, Andy will bring this to the board on 8/6
9. Annual Report – Should be wrapped up this month, distribution early August
Sandy reported that the final draft should be ready any day and the turnaround should be quick and distribution could be early August
10. Tahoe Summit – August 19, ValHalla
We are still working on having the water shuttle picking up VIPs at West Shore Café and taking them to ValHalla, then on to The Riva Grill for lunch and back to West Shore.

D-8.2

NLT Chamber/CVB/ Resort Association
Preliminary Unaudited Financial Statements
For the Twelve Months Ending June 30, 2014

D-9.1



July 31, 2014

To: Finance Committee

From: Kim Lambert and Marc Sabella

Re: Major Variances of the June 2014 Financial Statements

As of June 30th, 100% of the budget calendar should be completed. The following are the major reforecast to actual variances **YEAR-TO-DATE:**

New:

- TOT funding includes an additional \$50,000 for Marketing.
- Membership Dues revenue is over reforecast; some dues held in the deferred revenue account were recognized.
- Equipment Support & Maintenance expense dropped from the previous month as an insurance claim check for \$6,680 for tech issues was received.

Recurring:

- Membership Activities revenue is down; events are not bringing in anticipated revenue.
- Marketing Special Events revenue is down; actual revenue for IronMan came in under estimates.
- Transfers In from Reserves revenue and Emergency Marketing Expense of \$43,200 are for the Snow Rebuttal campaign approved by the Board.
- Merchandise Sales and corresponding Cost of Goods in the Visitor Information Center are over reforecast due to strong sales.
- Community Marketing Programs expense is \$50,000 over reforecast; however, this is offset by the additional \$50,000 of TOT funding to Marketing.
- Membership Activities expense is over reforecast. There were unanticipated expenses for first-time events. With knowledge gained from running these events, it is anticipated that expenses will be lowered in FY 2014/15.
- The variance in Infrastructure Projects expense is because NLTRA expended \$119,638 for projects. This amount has not been reimbursed by Placer County; NLTRA and Placer County have not yet agreed on how to account for these expenditures.

D-9-2

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 318,867	\$ 268,868	Placer County TOT Funding	\$ 3,671,360	\$ 3,621,360	\$ 50,000	\$ 5,049,555	\$ 3,621,360	101%
-	593,880	Cap Imp Funding - Placer Held	-	2,223,452	(2,223,452)	-	2,223,452	0%
8,100	9,800	Membership	117,430	113,589	3,841	115,298	113,589	103%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,637	7,647	107%
33,412	11,180	Commissions	111,978	115,360	(3,382)	79,734	115,360	97%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
<u>378,101</u>	<u>897,247</u>	Total Revenue	<u>4,185,484</u>	<u>6,342,335</u>	<u>(2,146,851)</u>	<u>5,383,199</u>	<u>6,342,335</u>	<u>66%</u>
7,256	4,240	Cost of Goods Sold/Discounts	58,571	51,899	(6,672)	47,480	51,899	113%
<u>7,256</u>	<u>4,240</u>	Total Cost of Goods Sold	<u>58,571</u>	<u>51,899</u>	<u>(6,672)</u>	<u>47,480</u>	<u>51,899</u>	<u>113%</u>
<u>370,845</u>	<u>893,007</u>	Gross Margin	<u>4,136,913</u>	<u>6,290,436</u>	<u>(2,153,523)</u>	<u>5,335,719</u>	<u>6,290,436</u>	<u>66%</u>
Operating Expenses								
89,415	95,467	Salaries & Wages	1,236,590	1,234,486	(2,094)	1,204,771	1,234,486	100%
15,186	15,202	Rent	185,402	184,803	(599)	185,688	184,803	100%
2,581	3,106	Telephone	32,440	35,313	(2,873)	37,055	35,313	92%
177	319	Mail - USPS	4,607	3,704	(903)	3,976	3,704	124%
1,474	1,254	Insurance/Bonding	15,627	15,933	(306)	14,124	15,933	98%
1,054	1,375	Supplies	12,295	13,349	(1,053)	14,367	13,349	92%
-	102	Visitor Communications - Other	406	460	(54)	483	460	88%
(5,166)	970	Equipment Support & Maintenance	7,999	13,201	(5,202)	10,171	13,201	61%
482	335	Taxes, Licenses & Fees	3,822	3,752	(70)	2,318	3,752	102%
1,269	1,778	Equipment Rental/Leasing	18,529	21,041	(2,512)	21,469	21,041	88%
50	525	Training Seminars	3,400	5,130	(1,730)	2,091	5,130	66%
-	2,776	Public Outreach	1,092	3,776	(2,684)	-	3,776	29%
-	900	Professional Fees	18,590	19,350	(760)	27,873	19,350	96%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	(7,490)	173,458	456,638	98%
3,099	527	Membership Activities	35,342	26,147	(9,195)	26,733	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Ads	1,780	979	(801)	477	979	100%
16,000	35,000	Market Study Reports & Research	27,100	46,100	(19,000)	14,428	46,100	59%
95,000	55,000	Marketing Cooperative/Media	1,125,000	1,125,000	0	969,144	1,125,000	100%
-	1,574	Media/Collateral/Production	1,676	1,574	(102)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
19,998	-	Non-NLT Co-Op Marketing Programs	30,296	31,969	(1,673)	79,007	31,969	95%
-	8,000	Conference - PUD	3,000	8,000	(5,000)	-	8,000	38%
-	-	Employee Relations	2,354	2,445	(91)	1,854	2,445	96%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
530	476	Credit Card Fees	6,228	5,785	(443)	5,950	5,785	108%
1,204	905	Automobile Expenses	10,133	9,638	(495)	7,526	9,638	105%
629	461	Meals/Meetings	4,934	4,758	(176)	4,299	4,758	104%
-	186	Dues & Subscriptions	4,090	5,272	(1,182)	5,456	5,272	78%
1,005	1,065	Travel	5,590	8,107	(2,517)	2,269	8,107	69%
-	-	Research & Planning Dues	3,000	5,000	(2,000)	3,000	5,000	60%
17,505	4,753	Research & Planning	91,711	128,553	(36,842)	80,663	128,553	71%
(1,932)	35,500	Transportation Projects	499,875	530,003	(30,128)	825,272	530,003	94%
-	275,895	Infrastructure Projects	119,638	2,030,952	(1,911,314)	1,418,177	2,030,952	6%
-	-	Miscellaneous Expense	617	350	(267)	371	350	176%
-	150,000	Infrastructure Maintenance Reserve	-	150,000	150,000	-	150,000	0%
531	1,203	Depreciation	6,683	11,155	(4,472)	14,047	11,155	60%
<u>372,270</u>	<u>800,775</u>	Total Operating Expenses	<u>4,207,548</u>	<u>6,286,312</u>	<u>2,078,764</u>	<u>5,365,185</u>	<u>6,286,312</u>	<u>67%</u>
<u>(1,425)</u>	<u>92,232</u>	Operating Income (Loss)	<u>(70,635)</u>	<u>4,124</u>	<u>(74,759)</u>	<u>(29,466)</u>	<u>4,124</u>	
4	4	Investment Income/Interest	57	55	2	590	55	
(1,152)	-	Loss on Sale of Investments	(1,152)	-	-	-	-	
<u>(2,573)</u>	<u>92,236</u>	Net Income (Loss)	<u>(71,730)</u>	<u>4,179</u>	<u>(74,757)</u>	<u>(28,876)</u>	<u>4,179</u>	

09.3

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 240,851	\$ 190,856	Placer County TOT Funding	\$ 2,735,212	\$ 2,685,217	\$ 49,995	\$ 2,449,118	\$ 2,685,217	102%
8,100	9,800	Membership	117,430	113,589	3,841	115,298	113,589	103%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,636	7,647	107%
33,412	11,180	Commissions	111,978	115,360	(3,382)	79,734	115,360	97%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
<u>300,085</u>	<u>225,355</u>	Total Revenue	<u>3,259,336</u>	<u>3,182,740</u>	<u>76,596</u>	<u>2,782,761</u>	<u>3,182,740</u>	<u>102%</u>
7,256	4,240	Cost of Goods Sold/Discounts	58,571	51,899	(6,672)	47,480	51,899	113%
<u>7,256</u>	<u>4,240</u>	Total Cost of Goods Sold	<u>58,571</u>	<u>51,899</u>	<u>(6,672)</u>	<u>47,480</u>	<u>51,899</u>	<u>113%</u>
<u>292,829</u>	<u>221,115</u>	Gross Margin	<u>3,200,765</u>	<u>3,130,841</u>	<u>69,924</u>	<u>2,735,281</u>	<u>3,130,841</u>	<u>102%</u>
76,678	83,139	Salaries & Wages	1,077,863	1,077,066	(797)	1,040,609	1,077,066	100%
13,969	13,291	Rent	170,097	165,175	(4,922)	166,777	165,175	103%
2,177	2,688	Telephone	27,405	30,138	2,733	31,670	30,138	91%
177	319	Mail - USPS	4,556	3,658	(898)	3,950	3,658	125%
1,385	1,142	Insurance/Bonding	14,690	14,719	29	13,185	14,719	100%
917	1,241	Supplies	11,041	12,004	963	13,440	12,004	92%
-	102	Visitor Communications - Other	406	460	54	483	460	88%
(5,007)	871	Equipment Support & Maintenance	6,487	11,749	5,262	9,068	11,749	55%
482	296	Taxes, Licenses & Fees	3,642	3,299	(343)	2,202	3,299	110%
1,041	1,487	Equipment Rental/Leasing	15,451	17,806	2,355	17,655	17,806	87%
50	525	Training Seminars	3,400	5,130	1,730	2,091	5,130	66%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	900	Professional Fees	18,590	19,350	760	27,873	19,350	96%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	7,490	173,458	456,638	98%
3,099	527	Membership Activities	35,342	26,147	(9,195)	26,547	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Ads	1,780	979	(801)	477	979	100%
16,000	35,000	Market Study Reports & Research	27,100	46,100	19,000	14,428	46,100	59%
95,000	55,000	Marketing Cooperative/Media	1,125,000	1,125,000	0	969,144	1,125,000	100%
-	1,574	Media/Collateral/Production	1,676	1,574	(102)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
19,998	-	Non-NLT Co-Op Marketing Programs	30,296	31,969	1,673	79,007	31,969	95%
-	8,000	Conference - PUD	3,000	8,000	5,000	-	8,000	38%
-	-	Employee Relations	2,141	2,245	104	1,814	2,245	95%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
530	476	Credit Card Fees	6,228	5,785	(443)	5,950	5,785	108%
1,127	596	Automobile Expenses	7,861	6,415	(1,446)	5,522	6,415	123%
654	380	Meals/Meetings	4,487	4,453	(34)	3,925	4,453	101%
-	186	Dues & Subscriptions	4,000	5,132	1,132	5,335	5,132	78%
1,005	1,065	Travel	5,590	8,107	2,517	2,270	8,107	69%
-	-	Miscellaneous Expense	617	350	(267)	374	350	176%
446	1,013	Depreciation	5,614	9,363	3,749	11,800	9,363	60%
<u>341,907</u>	<u>315,939</u>	Total Operating Expenses	<u>3,302,240</u>	<u>3,242,390</u>	<u>(59,850)</u>	<u>2,837,722</u>	<u>3,242,390</u>	<u>102%</u>
(49,078)	(94,824)	Operating Income (Loss)	<u>(101,475)</u>	<u>(111,549)</u>	<u>10,074</u>	<u>(102,441)</u>	<u>(111,549)</u>	
4	4	Investment Income/Interest	57	55	2	590	55	
(10,642)	(6,435)	Allocated Expenses	(91,005)	(92,795)	(1,790)	(75,943)	(92,795)	
(1,152)	-	Loss on Sale of Investments	(1,152)	-	-	-	-	
<u>(39,584)</u>	<u>(88,385)</u>	Net Income (Loss)	<u>(11,565)</u>	<u>(18,699)</u>	<u>8,286</u>	<u>(25,908)</u>	<u>(18,699)</u>	

D-9.4

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 189,442	\$ 139,442	Placer County TOT Funding	\$2,118,304	\$2,068,304	\$ 50,000	\$ 1,783,840	\$ 2,068,304	102%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
-	-	Special Events	87,708	104,936	(17,228)	669	104,936	84%
<u>189,442</u>	<u>139,442</u>	Total Revenue	<u>2,249,212</u>	<u>2,173,240</u>	<u>75,972</u>	<u>1,784,509</u>	<u>2,173,240</u>	<u>103%</u>
Operating Expenses								
20,998	22,140	Salaries & Wages	285,151	291,004	5,853	275,431	291,004	98%
1,703	1,813	Rent	21,529	21,468	(61)	20,875	21,468	100%
678	884	Telephone	9,872	10,303	431	11,396	10,303	96%
-	96	Mail - USPS	248	780	532	949	780	32%
280	241	Insurance/Bonding	2,969	3,048	79	2,735	3,048	97%
266	276	Supplies	1,926	2,727	801	2,485	2,727	71%
(891)	200	Equipment Support & Maintenance	2,014	2,725	711	2,522	2,725	74%
-	59	Taxes, Licenses & Fees	281	694	413	380	694	41%
127	220	Equipment Rental/Leasing	2,154	2,600	446	2,483	2,600	83%
595	425	Training Seminars	2,395	4,425	2,030	1,137	4,425	54%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	7,490	173,458	456,638	98%
16,000	35,000	Market Study Reports & Research	27,100	46,100	19,000	13,656	46,100	59%
85,000	45,000	Marketing Cooperative/Media	1,005,000	1,005,000	0	835,152	1,005,000	100%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
21,598	-	Non-NLT Co-Op Marketing Programs	30,296	31,000	704	74,190	31,000	98%
-	-	Employee Relations	262	103	(159)	107	103	254%
-	25	Credit Card Fees	-	121	121	475	121	0%
269	183	Automobile Expenses	3,389	2,582	(807)	1,863	2,582	131%
274	130	Meals/Meetings	2,758	2,499	(259)	2,345	2,499	110%
-	116	Dues & Subscriptions	2,406	2,693	287	1,242	2,693	89%
479	-	Miscellaneous Expenses	479	-	(479)	577	-	0%
1,005	690	Travel	3,860	5,434	1,574	2,205	5,434	71%
133	301	Depreciation	1,671	2,829	1,158	3,512	2,829	59%
<u>259,496</u>	<u>212,799</u>	Total Operating Expenses	<u>2,078,108</u>	<u>2,024,773</u>	<u>(53,335)</u>	<u>1,625,038</u>	<u>2,024,773</u>	<u>103%</u>
(70,054)	(73,357)	Operating Income (Loss)	<u>171,104</u>	<u>148,467</u>	<u>22,637</u>	<u>159,471</u>	<u>148,467</u>	
13,628	15,367	Allocated Expenses	189,179	192,035	2,856	134,142	192,035	
<u>(83,682)</u>	<u>(88,724)</u>	Net Income (Loss)	<u>(18,075)</u>	<u>(43,568)</u>	<u>25,493</u>	<u>25,329</u>	<u>(43,568)</u>	

D-9.5

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 299,412	\$ 299,412	\$ -	\$ 352,098	\$ 299,412	100%
(550)	600	Membership	5,005	7,492	(2,487)	7,850	7,492	67%
33,412	11,180	Commissions	111,978	115,360	(3,382)	79,064	115,360	97%
<u>57,813</u>	<u>36,731</u>	Total Revenue	<u>416,395</u>	<u>422,264</u>	<u>(5,869)</u>	<u>439,012</u>	<u>422,264</u>	<u>99%</u>
Operating Expenses								
16,116	19,590	Salaries & Wages	228,016	224,775	(3,241)	213,370	224,775	101%
852	921	Rent	10,785	10,842	57	10,518	10,842	99%
212	281	Telephone	2,605	3,075	470	2,988	3,075	85%
17	65	Mail - USPS	1,103	988	(115)	900	988	112%
280	223	Insurance/Bonding	2,969	2,922	(47)	2,628	2,922	102%
116	77	Supplies	956	894	(62)	863	894	107%
(1,072)	138	Equipment Support & Maintenance	1,009	2,179	1,170	1,399	2,179	46%
-	16	Taxes, Licenses & Fees	146	256	110	94	256	57%
127	178	Equipment Rental/Leasing	2,228	2,437	209	2,212	2,437	91%
10,000	10,000	Marketing Cooperative/Media	120,000	120,000	0	133,992	120,000	100%
-	-	Other Programs	-	-	0	864	-	0%
3,000	8,000	Conference - PUD	3,000	8,000	5,000	-	8,000	38%
-	-	Employee Relations	535	425	(110)	394	425	126%
355	91	Automobile Expenses	1,844	994	(850)	1,277	994	186%
-	20	Meals/Meetings	98	186	88	117	186	53%
-	-	Dues & Subscriptions	425	1,105	680	1,470	1,105	38%
69	157	Depreciation	869	1,476	607	1,826	1,476	59%
<u>30,072</u>	<u>39,757</u>	Total Operating Expenses	<u>376,588</u>	<u>380,554</u>	<u>3,966</u>	<u>374,912</u>	<u>380,554</u>	<u>99%</u>
27,741	(3,026)	Operating Income (Loss)	39,807	41,710	(1,903)	64,100	41,710	
(1,129)	2,000	Allocated Expenses	39,622	35,399	(4,223)	81,989	35,399	
<u>28,870</u>	<u>(5,026)</u>	Net Income (Loss)	<u>185</u>	<u>6,311</u>	<u>(6,126)</u>	<u>(17,889)</u>	<u>6,311</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 60,510	\$ 60,509	Placer County TOT Funding	\$ 726,120	\$ 726,118	\$ 2	\$ 1,041,532	\$ 726,118	100%
60,510	60,509	Total Revenue	726,120	726,118	2	1,041,532	726,118	100%
Operating Expenses								
6,428	6,164	Salaries & Wages	74,558	75,317	759	80,223	75,317	99%
608	1,265	Rent	7,652	11,982	4,330	7,427	11,982	64%
202	222	Telephone	2,518	2,678	160	2,660	2,678	94%
-	-	Mail - USPS	28	24	(4)	13	24	117%
44	56	Insurance/Bonding	469	607	138	470	607	77%
72	53	Supplies	602	564	(38)	437	564	107%
(79)	49	Equipment Support & Maintenance	756	721	(35)	551	721	105%
-	-	Taxes, Licenses & Fees	90	90	0	58	90	100%
114	145	Equipment Rental/Leasing	1,539	1,614	75	1,907	1,614	95%
-	950	Public Outreach	-	950	950	92	950	0%
-	-	Research & Plan Dues	3,000	5,000	2,000	3,000	5,000	60%
3,150	471	Research & Planning	31,080	30,000	(1,080)	29,606	30,000	104%
(1,932)	35,500	Transportation Projects	499,875	530,003	30,128	825,272	530,003	94%
-	-	Employee Relations	81	100	19	7	100	81%
38	192	Automobile Expenses	1,136	1,874	738	1,000	1,874	61%
-	31	Meals/Meetings	12	105	93	46	105	11%
-	-	Dues & Subscriptions	45	45	0	61	45	100%
42	95	Depreciation	535	896	361	1,124	896	60%
8,687	45,193	Total Operating Expenses	623,976	662,670	38,694	953,954	662,670	94%
51,823	15,316	Operating Income (Loss)	102,144	63,548	38,596	87,578	63,548	
6,649	3,300	Allocated Expenses	39,687	40,670	983	33,849	40,670	
45,174	12,016	Net Income (Loss)	62,457	22,878	39,579	53,729	22,878	

D-9.7

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 26,458	\$ 26,463	Placer County TOT Funding	\$ 317,496	\$ 317,501	\$ (5)	\$ 313,180	\$ 317,501	100%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,636	7,647	107%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
<u>41,656</u>	<u>35,463</u>	Total Revenue	<u>433,668</u>	<u>422,017</u>	<u>11,651</u>	<u>406,003</u>	<u>422,017</u>	<u>103%</u>
7,256	4,240	Cost of Goods Sold	58,571	51,899	(6,672)	47,480	51,899	113%
<u>7,256</u>	<u>4,240</u>	Total Cost of Goods Sold	<u>58,571</u>	<u>51,899</u>	<u>(6,672)</u>	<u>47,480</u>	<u>51,899</u>	<u>113%</u>
<u>34,400</u>	<u>31,223</u>	Gross Margin	<u>375,097</u>	<u>370,118</u>	<u>4,979</u>	<u>358,523</u>	<u>370,118</u>	<u>101%</u>
Operating Expenses								
11,960	12,878	Salaries & Wages	175,959	184,999	9,040	197,191	184,999	95%
8,912	7,828	Rent	106,230	100,746	(5,484)	104,454	100,746	105%
304	460	Telephone	3,791	4,805	1,014	5,346	4,805	79%
129	37	Mail - USPS	1,618	759	(859)	739	759	213%
368	288	Insurance/Bonding	3,907	3,806	(101)	3,424	3,806	103%
133	500	Supplies	3,561	3,400	(161)	5,350	3,400	105%
-	102	Visitor Communications Other	405	460	55	408	460	88%
(1,473)	175	Equipment Support & Maintenance	128	1,908	1,780	1,646	1,908	7%
-	93	Taxes, Licenses & Fees	204	855	651	588	855	24%
381	506	Equipment Rental/Leasing	5,210	5,661	451	6,049	5,661	92%
-	900	Professional Fees	-	900	900	3,053	900	0%
-	-	Media/Collateral/Production	1,676	1,574	(102)	92	1,574	0%
-	969	Other Programs	-	969	969	4,594	969	0%
-	-	Employee Relations	361	275	(86)	502	275	131%
290	237	Credit Card Fees	3,430	3,243	(187)	3,032	3,243	106%
265	150	Automobile Expenses	1,319	1,613	294	1,980	1,613	82%
132	118	Meals/Meetings	510	658	148	472	658	78%
-	-	Travel	181	-	(181)	64	-	100%
69	157	Depreciation	869	1,319	450	1,826	1,319	66%
<u>21,470</u>	<u>25,398</u>	Total Operating Expenses	<u>309,359</u>	<u>317,950</u>	<u>8,591</u>	<u>340,810</u>	<u>317,950</u>	<u>97%</u>
12,930	5,825	Operating Income (Loss)	65,738	52,168	13,570	17,713	52,168	
610	2,000	Allocated Expenses	37,995	33,610	(4,385)	47,552	33,610	
<u>12,320</u>	<u>3,825</u>	Net Income (Loss)	<u>27,743</u>	<u>18,558</u>	<u>9,185</u>	<u>(29,839)</u>	<u>18,558</u>	

D-9.8

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 17,502	\$ 17,503	Placer County TOT Funding	\$ 210,024	\$ 210,025	\$ (1)	\$ 1,219,492	\$ 210,025	100%
-	593,880	Cap Imp Funding - Placer Held	-	2,223,452	(2,223,452)	-	2,223,452	0%
<u>17,502</u>	<u>611,383</u>	Total Revenue	<u>210,024</u>	<u>2,433,477</u>	<u>(2,223,453)</u>	<u>1,219,492</u>	<u>2,433,477</u>	<u>9%</u>
Operating Expenses								
6,310	6,164	Salaries & Wages	84,168	82,113	(2,055)	75,369	82,113	103%
608	646	Rent	7,652	7,646	(6)	10,822	7,646	100%
202	193	Telephone	2,518	2,497	(21)	2,519	2,497	101%
-	-	Mail - USPS	23	22	(1)	11	22	105%
44	56	Insurance/Bonding	469	607	138	431	607	77%
72	81	Supplies	653	781	128	471	781	84%
(79)	50	Equipment Support & Maintenance	756	731	(25)	535	731	103%
-	39	Taxes, Licenses & Fees	90	363	273	58	363	25%
114	146	Equipment Rental/Leasing	1,539	1,621	82	1,739	1,621	95%
-	1,826	Public Outreach	913	2,826	1,913	93	2,826	32%
14,355	4,282	Research & Planning	60,630	98,553	37,923	36,784	98,553	62%
-	275,895	Infrastructure Projects	119,638	2,030,952	1,911,314	1,100,089	2,030,952	6%
-	-	Employee Relations	131	100	(31)	26	100	131%
39	117	Automobile Expenses	1,136	1,349	213	874	1,349	84%
-	50	Meals/Meetings	436	200	(236)	276	200	218%
-	-	Dues & Subscriptions	45	95	50	60	95	47%
-	150,000	Infrastructure Maintenance Reserve	-	150,000	150,000	-	150,000	0%
42	95	Depreciation	535	896	361	1,035	896	60%
<u>21,707</u>	<u>439,643</u>	Total Operating Expenses	<u>281,332</u>	<u>2,381,352</u>	<u>2,100,020</u>	<u>1,231,192</u>	<u>2,381,352</u>	<u>12%</u>
(4,205)	171,740	Operating Income (Loss)	(71,308)	52,125	(123,433)	(11,700)	52,125	
3,993	4,218	Allocated Expenses	51,318	52,125	807	38,586	52,125	
<u>(8,198)</u>	<u>167,522</u>	Net Income (Loss)	<u>(122,626)</u>	<u>-</u>	<u>(122,626)</u>	<u>(50,286)</u>	<u>-</u>	

D-9.9

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 8,650	\$ 9,200	Membership	\$ 112,425	\$ 106,097	\$ 6,328	\$ 107,448	\$ 106,097	106%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	0%
<u>11,174</u>	<u>13,719</u>	Total Revenue	<u>160,061</u>	<u>165,219</u>	<u>(5,158)</u>	<u>153,236</u>	<u>165,219</u>	<u>97%</u>
Operating Expenses								
6,490	5,559	Salaries & Wages	75,609	68,616	(6,993)	74,793	68,616	110%
608	683	Rent	7,652	7,942	290	7,427	7,942	96%
381	310	Telephone	3,204	3,338	134	3,763	3,338	96%
22	66	Mail - USPS	998	518	(480)	733	518	193%
133	116	Insurance/Bonding	1,406	1,449	43	1,265	1,449	97%
72	113	Supplies	1,503	1,763	260	1,435	1,763	85%
(480)	47	Equipment Support & Maintenance	769	1,072	303	551	1,072	72%
-	60	Taxes, Licenses & Fees	90	510	420	58	510	18%
254	328	Equipment Rental/Leasing	2,479	3,051	572	4,018	3,051	81%
50	-	Training Seminars	455	405	(50)	180	405	112%
-	-	Professional Fees	100	100	0	160	100	100%
2,620	527	Membership Activities	35,342	26,147	(9,195)	26,087	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Advertising	545	545	0	477	545	100%
-	-	Employee Relations	219	225	6	46	225	97%
239	214	Credit Card Fees	2,798	2,421	(377)	2,443	2,421	116%
179	80	Automobile Expenses	1,071	948	(123)	141	948	113%
68	60	Meals/Meetings	287	484	197	321	484	59%
-	-	Dues & Subscriptions	1,034	774	(260)	601	774	134%
-	-	Travel	390	390	0	222	390	100%
42	96	Depreciation	535	903	368	1,124	903	59%
<u>11,248</u>	<u>8,996</u>	Total Operating Expenses	<u>146,088</u>	<u>130,909</u>	<u>(15,179)</u>	<u>134,692</u>	<u>130,909</u>	<u>112%</u>
(74)	4,723	Operating Income (Loss)	13,973	34,310	(20,337)	18,544	34,310	
2,349	2,578	Allocated Expenses	35,387	34,310	(1,077)	34,948	34,310	
<u>(2,423)</u>	<u>2,145</u>	Net Income (Loss)	<u>(21,414)</u>	<u>-</u>	<u>(21,414)</u>	<u>(16,404)</u>	<u>-</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Operating Expenses								
\$21,115	\$22,972	Salaries & Wages	\$313,127	\$307,672	(\$5,455)	\$279,824	\$307,672	102%
1,893	2,046	Rent	23,901	24,177	276	23,503	24,177	99%
602	753	Telephone	7,933	8,617	684	8,178	8,617	92%
8	55	Mail - USPS	588	613	25	629	613	96%
324	274	Insurance/Bonding	3,438	3,494	56	3,133	3,494	98%
330	275	Supplies	3,095	3,220	125	3,307	3,220	96%
(1,091)	311	Equipment Support & Maintenance	2,568	3,865	1,297	2,949	3,865	66%
482	68	Taxes, Licenses & Fees	2,920	984	(1,936)	1,082	984	297%
152	255	Equipment Rental/Leasing	3,381	4,057	676	2,894	4,057	83%
-	100	Training Seminars	550	300	(250)	774	300	183%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,490	18,350	(140)	24,660	18,350	101%
-	-	Classified Advertising	1,235	434	(801)	-	434	285%
-	-	Employee Relations	764	1,217	453	766	1,217	63%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
60	92	Automobile Expenses	237	278	41	262	278	85%
179	52	Meals/Meetings	833	626	(207)	670	626	133%
-	70	Dues & Subscriptions	135	560	425	2,022	560	24%
-	375	Travel	1,159	2,283	1,124	-	2,283	51%
138	-	Miscellaneous Expense	138	350	212	145	350	39%
133	302	Depreciation	1,671	2,836	1,165	3,512	2,836	59%
24,952	28,384	Total Operating Expenses	392,093	388,204	(3,889)	362,268	388,204	101%
(24,952)	(28,384)	Operating Income (Loss)	(392,093)	(388,204)	(3,889)	(362,268)	(388,204)	
4	4	Investment Income/Interest	57	55	2	589	55	
(26,100)	(26,380)	Allocated Expenses	(393,188)	(388,149)	5,039	(374,575)	(388,149)	
(1,152)			(1,152)					
-	-	Net Income (Loss)	-	-	1,152	12,896	-	

D-9.11

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue	\$ 2,118,304	\$ 269,412	\$ 317,496	\$ 2,735,212	\$ -	\$ -	\$ 2,735,212	\$ 210,024	\$ 726,120	\$ 3,671,356
Placer County TOT Funding	-	-	-	-	-	-	-	-	-	-
Cap Imp Funding - Placer Field	-	-	-	-	-	-	-	-	-	-
Membership	-	5,005	-	5,005	112,425	-	117,430	-	-	117,430
New Member Fees	-	-	-	-	2,150	-	2,150	-	-	2,150
Membership Activities	-	-	-	-	31,886	-	31,886	-	-	31,886
Tuesday Morning Breakfast Club	-	-	-	-	10,850	-	10,850	-	-	10,850
Sponsorships	-	-	-	-	2,750	-	2,750	-	-	2,750
Special Events	87,708	-	-	87,708	-	-	87,708	-	-	87,708
Non-Retail VIC Sales	-	-	8,191	8,191	-	-	8,191	-	-	8,191
Commissions	-	111,978	-	111,978	-	-	111,978	-	-	111,978
Merchandise Sales	-	-	107,981	107,981	-	-	107,981	-	-	107,981
Transfers In/Other	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Total Revenue	2,249,212	416,395	433,668	3,099,275	160,061	-	3,259,336	210,024	726,120	4,195,480
Cost of Goods Sold	-	-	-	-	-	-	-	-	-	-
Total Cost of Goods Sold/Discounts	2,249,212	416,395	58,571	3,040,704	160,061	-	3,200,765	210,024	726,120	4,136,909
Gross Profit	-	-	375,097	-	-	-	-	-	-	58,571
Operating Expenses	285,151	228,016	175,959	689,126	75,609	313,127	1,077,852	84,168	74,568	1,236,588
Salaries & Wages	21,529	10,785	106,230	138,544	7,632	23,901	170,097	7,652	7,662	185,401
Rent	9,872	2,605	3,791	16,268	3,204	7,933	27,405	2,518	2,518	32,441
Telephone	-	-	-	-	-	-	-	-	-	-
Mall - USPS	248	1,103	1,618	2,969	988	23	4,555	23	28	4,605
Insurance/Bonding	2,969	2,969	3,907	9,845	1,408	3,438	14,689	489	489	15,627
Supplies	1,926	858	3,561	6,443	1,503	3,085	11,041	663	602	12,296
Equipment Support & Maintenance	2,014	1,009	128	3,151	766	2,588	6,498	756	800	8,000
Taxes, Licenses & Fees	281	146	281	631	90	2,920	3,641	90	90	3,821
Equipment Rental/Leasing	2,154	2,228	5,210	2,479	455	3,381	15,452	1,599	1,599	18,590
Training Seminars	2,395	-	-	2,395	100	18,480	18,990	-	-	3,400
Professional Fees	-	-	-	-	-	-	-	-	-	-
Public Outreach	-	-	-	-	-	179	179	913	-	1,082
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	60,630	31,080	91,710
Transportation Projects	-	-	-	-	-	-	-	-	489,875	489,875
Infrastructure Projects	-	-	-	-	-	-	-	119,658	-	119,658
Community Marketing Programs	180,000	-	-	180,000	-	-	-	-	-	180,000
Special Events/Sponsorships	448,148	-	-	448,148	-	-	-	-	-	448,148
Membership Activities	-	-	-	-	35,342	-	35,342	-	-	35,342
Tuesday Morning Breakfast Club	-	-	-	-	9,602	-	9,602	-	-	9,602
Market Study Reports & Research	27,100	-	-	27,100	-	-	27,100	-	-	27,100
Marketing Cooperatives/Media	1,005,000	120,000	-	1,125,000	-	-	1,125,000	-	-	1,125,000
Emergency Marketing	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Non-NLT Co-Op Marketing Programs	30,296	-	1,876	31,972	-	-	31,972	-	-	31,972
Employee Relations	282	595	361	1,158	219	764	2,141	127	81	2,349
Board Functions	-	-	-	-	-	5,751	5,751	-	-	5,751
Credit Card Fees	-	-	3,430	3,430	2,798	-	6,228	-	-	6,228
Automobile Expenses	3,369	1,644	1,919	6,932	1,071	287	7,860	1,136	1,136	10,192
Meals/Meetings	2,798	98	510	3,366	287	833	4,486	436	12	4,934
Dues & Subscriptions	2,406	425	2,831	4,000	1,034	135	4,000	45	45	4,090
Travel	3,860	-	181	4,041	380	1,159	5,560	-	-	5,560
Depreciation	1,671	689	669	3,009	535	1,671	5,615	535	535	6,685
Miscellaneous	463	3,000	405	3,868	545	1,373	5,806	-	-	5,806
Total Operating Expenses	2,078,112	376,588	309,359	2,764,059	146,088	382,093	3,302,240	281,328	623,976	4,207,544
Operating Income (Loss)	171,100	39,807	65,738	276,645	13,973	(392,093)	(101,475)	(71,304)	102,144	(70,635)
Other Income	-	-	-	-	-	57	57	-	-	57
Revenues-Interest & Investment	-	-	-	-	-	(1,152)	(1,152)	-	-	(1,152)
Loss on Sale of Investments	-	-	-	-	-	(383,188)	(91,005)	51,318	39,687	-
Other Expenses	188,179	39,622	37,995	266,796	35,387	(21,414)	(11,565)	(122,622)	62,457	(71,790)
Allocated	(18,079)	185	27,743	9,849	(21,414)	-	(11,565)	(122,622)	62,457	(71,790)
Net Income (Loss)	-	-	-	-	-	-	-	-	-	-

D-19.12

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

	June 30 2014	June 30 2013	Audited June 30 2013
Assets			
Current Assets			
Petty Cash	1,000	500	500
Cash - Operations Acct #6712	368,838	549,619	549,620
Cash - Payroll Account #7421	7,958	13,480	13,480
Marketing Cooperative Cash	41,876	41,876	41,876
Cash - Infrastructure #8163	221	303,769	303,769
UBS Cash	0	8,856	8,856
Infrastructure Money Market	0	44,879	44,879
Cash in Drawer	1,545	300	300
Quickbooks Accounts Receivable	106,191	59,476	59,476
A/R - Sales Estimates	13,049	9,429	9,429
A/R - TOT Funding	(572,749)	408,188	408,188
Undeposited Funds	481	352	352
WebLink Accounts Receivable	20,146	21,325	21,325
Inventories	29,543	17,542	17,542
AR TOT Transportation NLTRA	830,951	112,926	112,926
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	1,318,345	317,847	317,847
AR TOT Infrastructure NLTRA Held	258,536	33,007	33,007
AR TOT Infra Maintenance County	150,000	-	-
Total Current Assets	2,575,931	1,943,369	1,943,370
Property and Equipment			
Furniture & Fixtures	68,768	67,102	67,102
Accum. Depr. - Furniture & Fixtures	(63,948)	(61,802)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,940)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(27,957)	(23,620)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,667)	(23,467)	(23,467)
Total Property and Equipment	12,758	13,951	13,951
Other Assets			
Prepaid Expenses	134,578	42,132	42,132
Prepaid Insurance	4,668	4,797	4,797
Total Other Assets	139,246	46,929	46,929
Total Assets	2,727,934	2,004,249	2,004,249
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	102,503	457,516	457,516
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,544	1,544
FUTA Taxes Payable	0	0	0
401(k) Plan	1,785	655	655
Estimated PTO	62,415	62,415	62,415
Sales and Use Tax Payable	2,364	1,302	1,302
Accrued Expenses	54,384	0	0
Ski Tahoe North Lift Tickets	0	0	0
Marketing Cooperative Liabilities	41,876	41,876	41,876
Intra-Company Borrowings	(1,248)	(139)	(139)
AFW Suspense Account	0	0	0
Payroll Liabilities	2,834	3,732	3,732
Deferred Rev - Membership Dues	72,400	81,113	81,113
Deferred Revenue - Other	14,882	19,441	19,441
Deferred Support	5	0	0
Deferred Transportation Support	0	0	0
Deferred Infrastructure Support	1,369,781	351,780	351,780
Deferred Support- Infra Maint. Reserve	292,096	142,096	142,096
Total Liabilities	2,037,821	1,199,205	1,199,205
Net Assets			
Unrestricted Net Assets	368,805	397,682	397,682
Designated Marketing Reserve	294,494	337,694	337,694
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(71,730)	(28,876)	(28,876)
Total Net Assets	690,113	805,044	805,044
Total Liabilities and Net Assets	2,727,934	2,004,249	2,004,249

D-9.13

KEY METRICS FOR JUNE 30, 2014

Total TOT Collections by Quarter 2008 - 2014 (through June 30, 2014)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 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	\$ 3,882,502	\$ 2,103,503	\$ 4,261,458	\$ 1,439,944	\$ 11,687,407
2013-14	\$ 4,522,813	\$ 2,144,196	\$ 3,554,547	\$ 358,073	\$ 10,579,629
Total	\$ 21,413,813	\$ 11,261,741	\$ 21,101,623	\$ 7,066,856	\$ 52,192,174

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July - May)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	12,188	36,819	43,053	16.93%
Phone	2,912	2,997	2,677	-10.68%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Disc)	1,660	1,793	3,834	113.83%

Infrastructure Fund Balances Held			
by Placer County as of 6/30/14			
Contracts In:			
FY 2010-11	\$ -		461
FY 2011-12	\$ -		466
FY 2012-13	\$ -		457
FY 2013-14	\$ 1,348,042		
Total Fund Balances	\$ 1,348,042		

Chamber Of Commerce Total Membership			
	December 2012	June 2013	June 2014

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,961	\$ 469,504	\$ 505,344	\$ 724,645	43.4%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 483,665	8.3%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 855,892	10.1%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 529,470	\$ 532,649	0.6%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,596,851	15.0%

MITRP Reservations Activity				
	FY 12/13	FY 13/14	FY 13/14	Change
Occupancy during June	48.6%	54.3%	221	11.7%
ADR June (Average Daily Rate)	\$ 196	\$ 221		12.8%
Occupancy Forecast July	60.1%	65.7%	261	9.3%
ADR July (Average Daily Rate)	\$ 247	\$ 261		5.7%
Occupancy (prior 6 months)	44.1%	43.9%	233	-0.5%
ADR (prior 6 months)	\$ 227	\$ 233		2.6%
Occupancy (next 6 months)	26.5%	31.8%	249	20.0%
ADR (next 6 months)	\$ 239	\$ 249		4.2%
Incremental Pacing for June	5.1%	4.5%		-11.8%

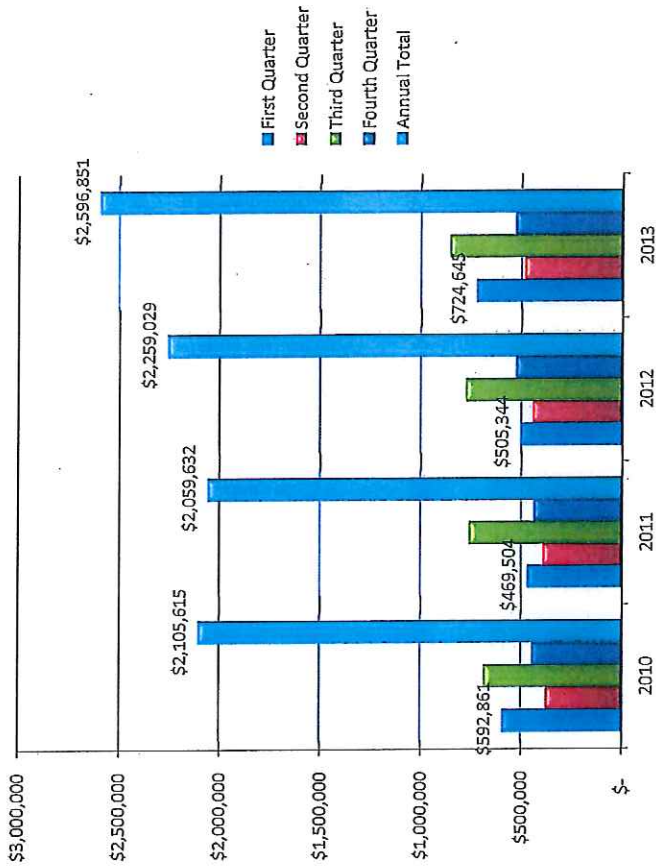
Unemployment			
	June 2013	December 2013	June 2014
California	8.8%	8.3%	7.1%
Placer County	7.5%	7.1%	6.0%
Dollar Point	8.7%	8.3%	7.1%
Kings Beach	7.5%	7.1%	6.0%
Sunnyside/Tahoe City	8.7%	8.3%	7.0%
Tahoe Vista	12.5%	12.0%	10.1%

Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014				
	2012-13	2013-14	YOY % Change	
Actuals		Forecasted		
FORWARD LOOKING (2013/14)				
Total Revenue Booked through April	\$ 2,113,783	\$ 2,821,632	33%	
Forecasted Commission for this Revenue	60,444	173,580	187%	
Number of Room Nights	8,361	12,385	48%	
Number of Tentative Bookings	96	105	9%	
CURRENT				
Annual Revenue Goal	\$ 1,750,000	\$ 2,760,000	57%	
Annual Commission Goal	\$ 75,000	\$ 150,000	100%	

Conference Revenue And Percentage by County:			
County	2013	2014	% Change
Placer (53% of revs in '13, 70% in '14)	\$ 1,114,907	\$ 1,981,316	78%
Washoe (13; 19%; '14; 9%)	\$ 407,552	\$ 266,099	-35%
South Lake (13; 27%; '14; 17%)	\$ 580,965	\$ 476,488	-18%
Nevada (13; 1%; '14; 4%)	\$ 10,359	\$ 97,729	843%
Total Conference Revenue	\$ 2,113,783	\$ 2,821,632	33%

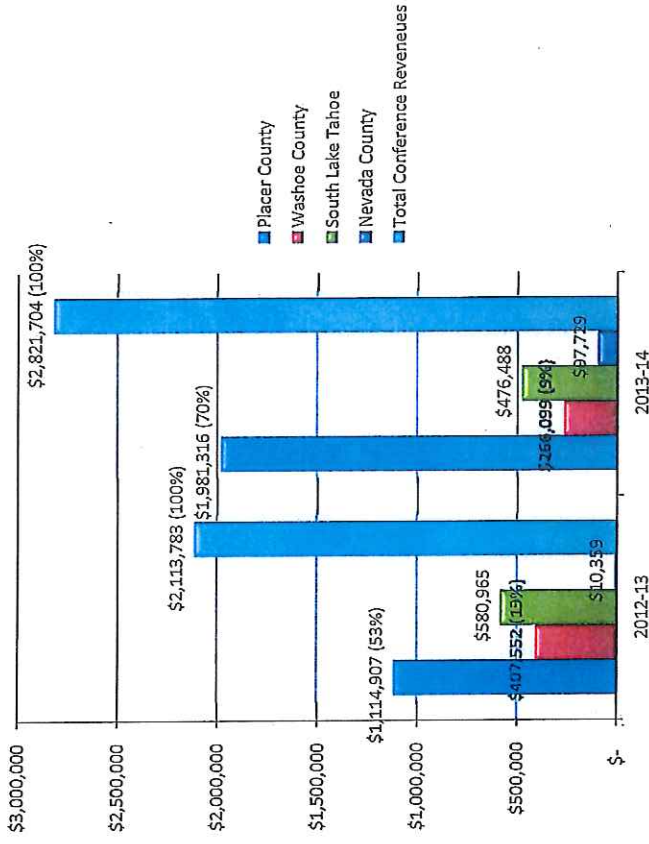
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Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 724,645	43.4%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 483,665	8.3%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 855,892	10.1%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 529,470	\$ 532,649	0.6%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,596,851	15.0%

Conference Revenue Statistics & Revenue Share by County

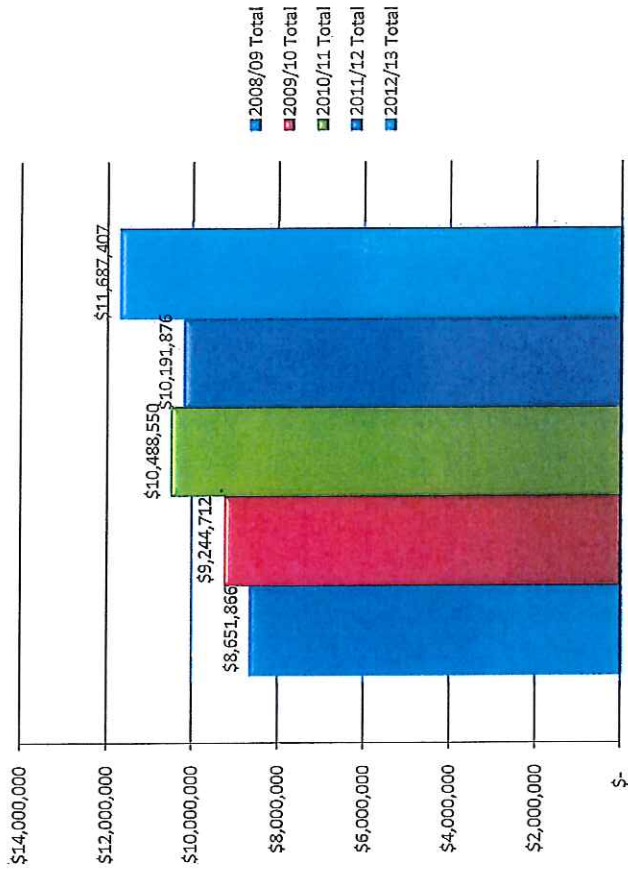


Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014			
	2012-13	2013-14	YOY % Change
FORWARD LOOKING (2013/14)	Actuals	Forecasted	
Total Revenue Booked through April	\$ 2,113,763	\$ 2,821,632	33%
Forecasted Commission for this Revenue	60,444	173,580	187%
Number of Room Nights	8,361	12,385	48%
Number of Tentative Bookings	96	105	9%

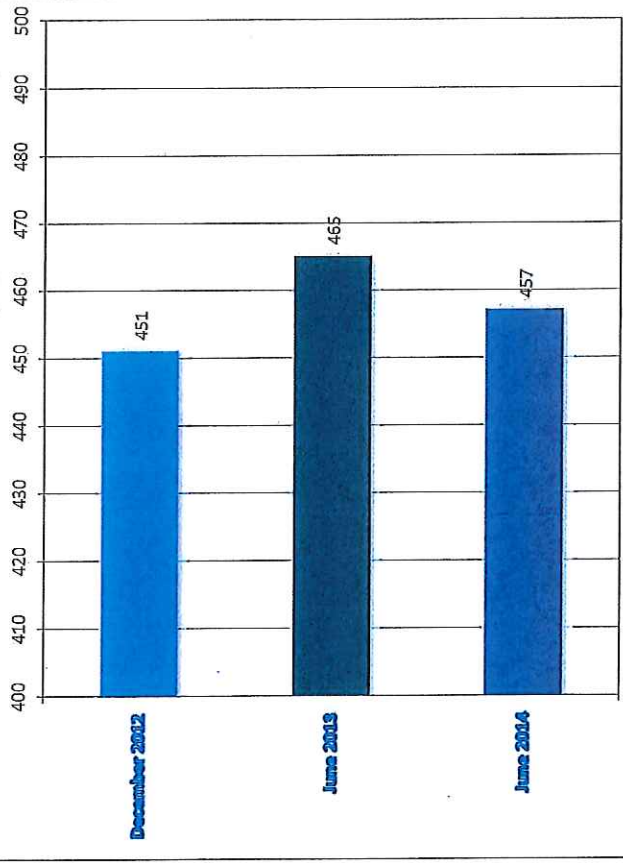
CURRENT	
Annual Revenue Goal	\$ 1,750,000
Annual Commission Goal	\$ 75,000
Conference Revenue And Percentage by County:	
Placer (53% of revs in '13, 70% in '14)	\$ 1,114,907 \$ 1,981,316 78%
Washoe ('13; 19%, '14; 9%)	\$ 407,552 \$ 266,099 -35%
South Lake ('13; 27%, '14; 17%)	\$ 580,965 \$ 476,488 -18%
Nevada ('13; 1%, '14; 4%)	\$ 10,359 \$ 97,729 843%
Total Conference Revenue	\$ 2,113,783 \$ 2,821,632 33%

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5-Year Annual TOT Collections (Fiscal Year Basis)



Chamber Membership (# of Members)



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

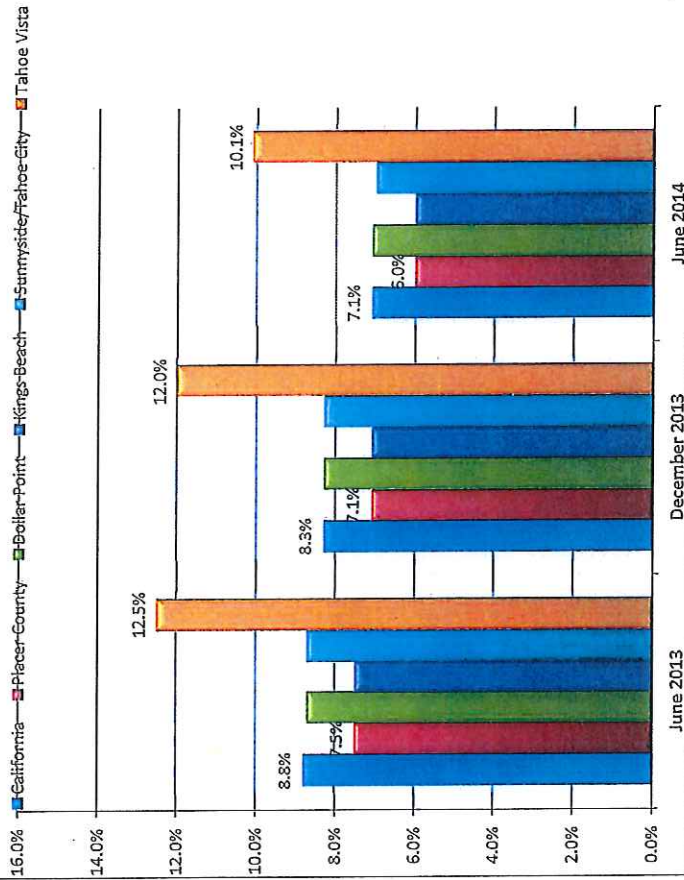
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,502	\$ 2,103,503	\$ 4,261,458	\$ 1,439,944	\$ 11,687,407
2013-14	\$ 4,522,873	\$ 2,144,196	\$ 3,554,547	\$ 358,073	\$ 10,579,629
Total	\$ 21,413,818	\$ 11,261,741	\$ 21,101,625	\$ 7,066,856	\$ 52,192,174

Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
June 2014	457

D-9-13

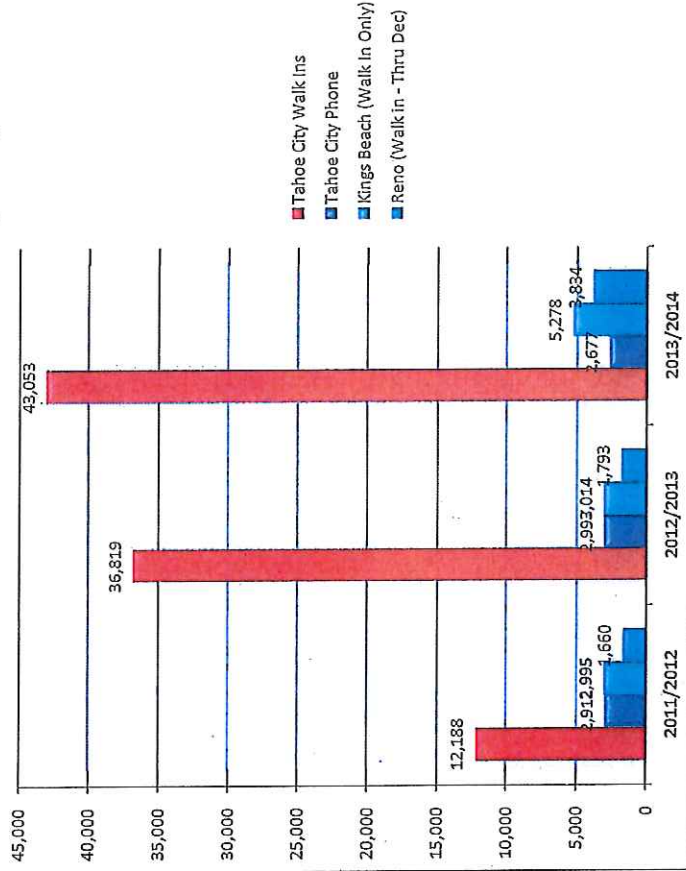
Unemployment Rates by Region



Unemployment	June 2013	December 2013	June 2014
California	8.8%	8.3%	7.1%
Placer County	7.5%	7.1%	6.0%
Dollar Point	8.7%	8.3%	7.1%
Kings Beach	7.5%	7.1%	6.0%
Sunnyside/Tahoe City	8.7%	8.3%	7.0%
Tahoe Vista	12.5%	12.0%	10.1%

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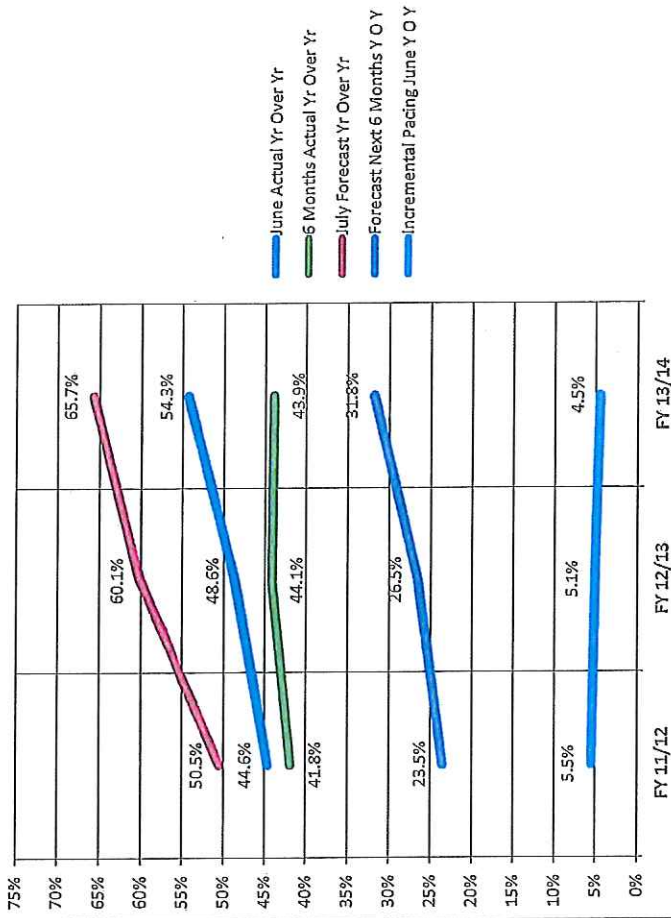
Visitor Information - Fiscal YTD through May



VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014

Referrals (July - May)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	12,188	36,819	43,053	16.93%
Phone	2,912	2,997	2,677	-10.68%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

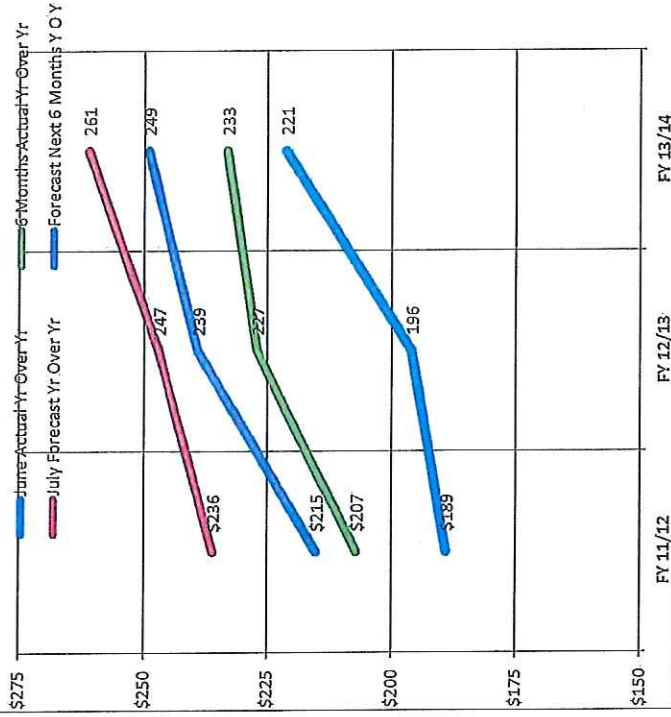
MTRIP Destimetrics Occupancy in NLT Comparisons



MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during June	48.6%	54.3%	11.7%
ADR June (Average Daily Rate)	196	221	12.8%
Occupancy Forecast July	60.1%	65.7%	9.3%
ADR July (Average Daily Rate)	247	261	5.7%
Occupancy (prior 6 months)	44.1%	43.9%	-0.5%
ADR (prior 6 months)	227	233	2.6%
Occupancy (next 6 months)	26.5%	31.8%	20.0%
ADR (next 6 months)	239	249	4.2%
Incremental Pacing for June	5.1%	4.5%	-11.8%

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MTRIP Destimetrics RevPar in NLT Comparisons



MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during June	48.6%	54.3%	11.7%
ADR June (Average Daily Rate)	196	221	12.8%
Occupancy Forecast July	60.1%	65.7%	9.3%
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ADR (next 6 months)	239	249	4.2%
Incremental Pacing for June	5.1%	4.5%	-11.8%

Monthly Report June 2014
CONFERENCE REVENUE STATISTICS
North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 6/30/14:	\$2,345,144	\$1,530,403	53%
Forecasted Commission for this Revenue:	\$173,580	\$60,472	187%
Number of Room Nights:	12385	8317	49%
Number of Delegates:	7244	3749	93%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	105	94	12%

<u>Monthly Detail/Activity</u>	<u>June-14</u>		<u>June-13</u>	
<u>Number of Groups Booked:</u>	5		2	
Revenue Booked:	\$119,730		\$108,098	11%
Projected Commission:	\$5,204		\$3,866	35%
Room Nights:	736		671	10%
Number of Delegates:	427		450	-5%
	1 Corp, 3			
Booked Group Types:	Assoc, 1 Smf		2 Assoc.	
Lost Business, # of Groups:	2		9	

<u>Arrived in the month</u>	<u>June-14</u>	<u>*Est.</u>	<u>June-13</u>	
Number of Groups:	11		5	
Revenue Arrived:	\$300,719		\$157,652	91%
Projected Commission:	\$27,689		\$11,941	132%
Room Nights:	1851		806	130%
Number of Delegates:	1405		450	212%
Arrived Group Types:	3 Corp, 4 Assoc.		3 Corp, 1 Assoc. 1 Smf	

<u>Monthly Detail/Activity</u>	<u>May-14</u>		<u>May-13</u>	
<u>Number of Groups Booked:</u>	9		4	
Revenue Booked:	\$228,651		\$150,732	52%
Projected Commission:	\$1,261		\$6,439	-80%
Room Nights:	1192		1085	10%
Number of Delegates:	580		585	-1%
Booked Group Types:	1 Corp, 3		1 Corp, 2	
Lost Business, # of Groups:	20		4	

<u>Arrived in the month</u>	<u>May-14</u>	<u>*Est.</u>	<u>May-13</u>	
Number of Groups:	1		5	
Revenue Arrived:	\$6,269		\$157,652	-96%
Projected Commission:	\$0		\$11,941	-100%
Room Nights:	54		806	-93%
Number of Delegates:	20		450	-96%
Arrived Group Types:	1 Corp.		3 Corp, 1 Assoc. 1 Smf	

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Monthly Detail/Activity	<u>April-14</u>	<u>April-13</u>	
<u>Number of Groups Booked:</u>	9	5	
Revenue Booked:	\$118,979	\$87,106	37%
Projected Commission:	\$13,085	\$2,165	504%
Room Nights:	876	449	95%
Number of Delegates:	643	324	98%
	2 Corp, 1 Assoc, 3 Smf		
Booked Group Types:	and 1 Society	4 Corp, 1 Smf	
Lost Business, # of Groups:	0	2	

<u>Arrived in the month</u>	<u>April-14</u>	<u>April-14</u>	
Number of Groups:	2	4	
Revenue Arrived:	\$10,740	\$55,405	-81%
Projected Commission:	\$1,074	\$5,522	-81%
Room Nights:	179	385	-54%
Number of Delegates:	170	457	-63%
Arrived Group Types:	2 Tour Operator	3 Assoc., 1 Smf	

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

<u>Arrived in the month</u>	<u>March-14</u>	<u>March-13</u>	
Number of Groups:	5	1	
Revenue Arrived:	\$102,256	\$20,886	390%
Projected Commission:	\$9,863	\$2,088	372%
Room Nights:	665	94	607%
Number of Delegates:	163	50	226%
Arrived Group Types:	2 Corp, 2 Film, 1	1 Corp	

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

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

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

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

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

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

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

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

Monthly Detail/Activity

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

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

Monthly Detail/Activity

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

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

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

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

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

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

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For 2014/15:	\$1,898,609	(Goal) \$2,000,000
For 2015/16:	\$4,261,628	\$4,000,000

NUMBER OF LEADS Generated as o 6/30/14: 172

Total Number of Leads Generated in Previous Years:

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

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Monthly Report June 2014
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 6/30/14:	\$476,488	\$580,965	-18%
Forecasted Commission for this Revenue:	\$7,410	\$19,207	-61%
Number of Room Nights:	4275	5830	-27%
Number of Delegates:	1327	2201	-40%
Annual Commission Projection:	\$16,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>June-14</u>		<u>June-13</u>	
<u>Number of Groups Booked:</u>	2		1	
Revenue Booked:	\$41,571		\$2,520	1550%
Projected Commission:	\$0		\$0	
Room Nights:	310		17	1724%
Number of Delegates:	90		20	350%
Booked Group Types:	1 Assoc and 1 Corp		1 Smf	

<u>Arrived in the month</u>	<u>June-14</u>	* Est.	<u>June-13</u>
Number of Groups:	1		0
Revenue Arrived:	\$28,800		\$0
Projected Commission:	\$4,320		\$0
Room Nights:	93		0
Number of Delegates:	30		0
Arrived Group Types:	1 Smf		

<u>Monthly Detail/Activity</u>	<u>May-14</u>		<u>May-13</u>	
<u>Number of Groups Booked:</u>	0		1	
Revenue Booked:	\$0		\$2,943	-100%
Projected Commission:	\$0		\$441	
Room Nights:	0		30	-100%
Number of Delegates:	0		10	-100%
Booked Group Types:			1 Corp	

<u>Arrived in the month</u>	<u>May-14</u>		<u>May-13</u>
Number of Groups:	0		1
Revenue Arrived:	\$0		\$7,488
Projected Commission:	\$0		\$1,123
Room Nights:	0		78
Number of Delegates:	0		45
Arrived Group Types:			1 Tour Operator

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

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Number of Delegates:	10	95	-89%
Booked Group Types:	1 Smf	1 Corp/	

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

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

<u>Arrived in the month</u>	<u>March-14</u>	<u>March-13</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$1,875	\$21,729	-91%
Projected Commission:	\$202	\$3,259	-94%
Room Nights:	25	281	-91%
Number of Delegates:	25	85	-71%
Arrived Group Types:	1 Smf	1 Assoc.	

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

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

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<u>Monthly Detail/Activity</u>	<u>January-14</u>	<u>January-13</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$1,350	\$20,943	-94%
Projected Commission:	\$202	\$644	

Room Nights:	20	130	-85%
Number of Delegates:	25	85	-71%
Booked Group Types:	1 Corp.	1 Assoc. 1 Smf	

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

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

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

<u>Monthly Detail/Activity</u>	<u>November-13</u>	<u>November-12</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$28,800	\$0	
Projected Commission:	\$4,320	\$0	
Room Nights:	93	0	
Number of Delegates:	30	0	
Booked Group Types:	1 Smf		

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

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<u>Monthly Detail/Activity</u>	<u>October-13</u>	<u>October-12</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$9,841	\$18,731	-47%
Projected Commission:	\$1,476	\$426	246%
Room Nights:	105	167	-37%

Number of Delegates:	35	113	-69%
Booked Group Types:	1 Corp.	1 Corp, 1 Tour O	

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

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

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

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

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

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

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

NUMBER OF LEADS Generated as of 6/30/14: 162

Total Number of Leads Generated in Previous Years:

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

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north lake tahoe

Chamber | CVB | Resort Association

August 6, 2014

Subject: Monthly Activity Report—July, 2014

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The Vision Coalition Partners are now moving forward pursuing short term solutions including outreach, service enhancements, plan funding evaluation, and economic analysis of the plan, as well as further evaluation of more costly long term solutions.
- The Transit Vision power point is being presented to various organizations and community focus groups to educate and receive feedback
- A work plan has been negotiated with EPS, Inc. to prepare the economic analysis of the vision.
- The analysis is now underway as the Placer County Board of Supervisors approved the TOT funding request at its July 8th meeting
- The Coalition did not meet at its usual time following the July 3rd.
- There will be the normal monthly Coalition meeting on August 7th, following the TNTTMA meeting at Granlibakken.

2. North Lake Tahoe Express

- After agreeing to continue support for the NLTE for the remainder of this FY, the funding partners met to plan for the F.Y. 14/15 service.
- A new contract was successfully negotiated and service commenced starting July 1st.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This would be up to \$110,000 of TOT depending on final negotiations with the contractor.
- Several meetings were held with the contractor and all funding partners to assure agreement of all participants.

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- A decision has also been made not to keep leasing the Reno Airport Welcoming Center and perhaps redirect the rent funds elsewhere to market North Lake Tahoe at the airport.
- Service is underway, operating smoothly, were improved ridership.

3. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- Consultant, Freshtracks Communications, has been hired to assist in organizing the written material and public outreach.
- The revised draft will be sent back to the Committee for comment before an outreach public process is initiated.
- The draft will be distributed to the CI/T Committee for comments at its August 18th meeting.

4. North Lake Tahoe Water Shuttle

- A \$140,000 funding request for 2014 was approved by the Board and the Board of Supervisors, which is allowing operation of the shuttle in 2014, its third and final year of the pilot program.
- The lower lake level this summer is reducing the number of existing docks that can be utilized.
- The water shuttle 2014 program will provide service between Carnelian Bay and Homewood this season
- The reduced number of stops will allow more frequent service, which has been a desire expressed by shuttle patrons.
- Ridership is higher than last year for the same number of days operated.

5. SR28/Fanny Bridge Community Revitalization Project

- A Federal Lands Access Program (FLAP) funding request has been approved by the FHA in the amount of \$25,508,000 for projects located on the north and west shores of Lake Tahoe.
- These funds will be used to extend the West Shore bike trail down to Meeks Bay, construction of the SR89/Fanny Bridge Community Revitalization Project, once alternative selection is agreed upon, and to construct the Dollar Creek bike trail from the top of Dollar Hill east through Cedar Flat.
- The Tahoe Transportation District is the lead agency for the Meeks Bay and Fanny Bridge projects, while Placer County Department of Public Works is preparing the Dollar Creek Trail project.
- The goal of the Access Program is to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands.
- The NLTRA Board and Board of Supervisors approved TOT funds in the amount of \$1,775,000 as a share of local funds required to receive the FLAP funds.
- The environmental document is anticipated to be released for review in early fall.

- 6. Performing Arts Center**
 - The Placer County Board of Supervisors approved the up to \$153,000 with the stipulation that the County and the NLTRA would review the initial work (\$83,900) before continuing the remaining work as proposed in the \$153,000.
 - To date, \$87,238 of the approved funding has been expended
 - The Tahoe Regional Arts Foundation is anticipating to move into Phase 2 of the design and planning in late summer.
 - They will be requesting additional TOT funds to assist with Phase 2.

- 7. Homewood Bike Trail and Dollar Creek Bike Trail**
 - The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
 - \$500,000 will go to TCPUD toward the construction of the Homewood Trail. Construction of the Homewood Trail should commence in FY 2014/15.
 - \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.
 - The Dollar Creek Trail is also receiving a portion of the funding from the Federal Land Access Program and TOT local match funds (\$285,000).

- 8. North Tahoe Parking Study**
 - NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
 - LSC Transportation Planners will lead the study preparation.
 - The study will provide project level analysis for expansion of Tahoe City's Grove Street Parking Facility
 - It will analyze the development of a parking management strategy and new parking standards for North Lake Tahoe

- 9. Kings Beach Commercial Core Improvement Project.**
 - KBCCIP is progressing extremely when under the management of Placer County Dept. of Public Works.
 - As of June 30th, the contractor will suspend work on Hwy. 28 for the summer and move its efforts into the neighborhood streets, returning to the Hwy. after Labor Day.
 - The NLTRA allocation of \$6.75 million has all been invoiced by Placer County for project expenditures.
 - This has been the largest single project allocation of TOT funds,

- 10. Capital Investment and Transportation Work Plan**
 - The Draft of the 2014/15 Work Plan was presented at the June 23rd CI/T Committee meeting for review and recommendation.
 - One of the main items being reviewed is the proposed new Requests for Funding Application Process which is recommended to be a once-a-year event with some exceptions.

- The Work Plan was recommended by the CI/T Committee with the agreement that the Funding Application Process would be added after that section received further review in July.
- After Committee review, the Work Plan will be distributed to the Board and then be ready for broader distribution.

11. Next Capital Investment/Transportation Committee Meeting

- The next Committee meeting will be on Monday, **August 18th, 1:30 p.m. until 4:00 p.m., at the Tahoe City Public Utility District.**
- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- Tahoe Transportation District Board Meeting
- Transit Vision Economic Analysis Work Plan w/Consultant
- North Lake Tahoe Express Partners Strategy Meeting
- Master Plan Revision Review Meeting
- North Tahoe Transit Branding Committee
- Donner Summit Winter Ski Shuttle Meeting
- Nordic Ski Focus Group
- Placer County Board of Supervisors Meeting
- Placer County Transportation Planning Agency Board Meeting
- Transportation Branding Steering Committee



CEO Update – July, 2014

Here are a few projects that I have been involved with during the past month:

Tahoe Prosperity Center

- Working with staff at TPC on Broadband project and Investment Campaign
- Gave presentation to Silicon Mountain Group in Truckee about Broadband grant and cellular program
- Got approval of board and TRPA to move forward with Commodities Action Plan recommendations

Resort Triangle Transit Vision Coalition

- Gave presentations Environmental Groups (League to Save Lake Tahoe, MAP, TRPA) and to combined Chamber/Business Association Groups (Truckee Donner Chamber, NLTRA, TCDA, WSA, NTBA, Northstar)
- Setting up additional presentations (Truckee Rotary, TC Rotary, TC Kiwanis, Breakfast Club, TTD currently scheduled)

2014 Lake Tahoe Summit Planning Meeting

- Working to coordinate a water shuttle to the event for potential future support of the shuttle, invitations have been sent to Placer BOS, and Senator Gaines and Assemblyman Dahle and staffs

Master Plan Review

- Worked with Freshtracks, Seana Doherty, to revise the format of the Master Plan
- Input all identified data points, text, and worked with staff to construct the 5 Focus Areas in Chapter 4
- Met with Task Force and reviewed process, postponing the community outreach until October and possibly contracting with a consultant to help with data analysis and strengthening the plan's verbiage

Annual Report

- Finalizing the draft of the Annual Report and expect to have it ready for distribution in early August.

Golf Course Oversight/NOP

- Drafted a letter to TRPA and Placer County from NLTRA to be recorded in the comment period for the Notice of Preparation of the EIR/EIS, awaiting chair approval.

D-12.1

Air Service Summit

- Attended the Air Service Summit with representatives from RTIA, and hosted by Squaw Valley, to learn more about the need for direct air service into Reno. Representatives from all ski areas, resorts, and casinos in both Reno and Lake Tahoe basin were in attendance.

Placer Board of Supervisors

- Attended the Monday reception and Tuesday Board Meeting, where our contract was approved
- Spoke to Jennifer Montgomery about appointment to our board

Bus Branding

- Attended and participated in a workshop on development a single brand for the Tahoe and Truckee bus system

P-12.2



Board Retreat Strategic Discussion

Funding Priorities - Capital Investments, Transportation, Marketing

Current Funding Levels: Prior to the formation of the Resort Association, there was a Placer County TOT of 8%. At that time, 50% of the amount generated in E. Placer County was provided to the Visitor Bureau for the purpose of marketing the destination and providing visitor services.

When the Resort Association was formed following a voter approved 2% TOT dedicated to Capital Investments and transportation, 60% of the TOT collected in E. Placer County was provided to the Resort Association and there was a formula that was agreed upon that provided 42% to Marketing, 47% to Capital Investments, and 11% to Transportation. If the funding for transportation was not adequate there was the ability to move funds from Capital Investments when necessary. These amounts included some County services attributed to these categories.

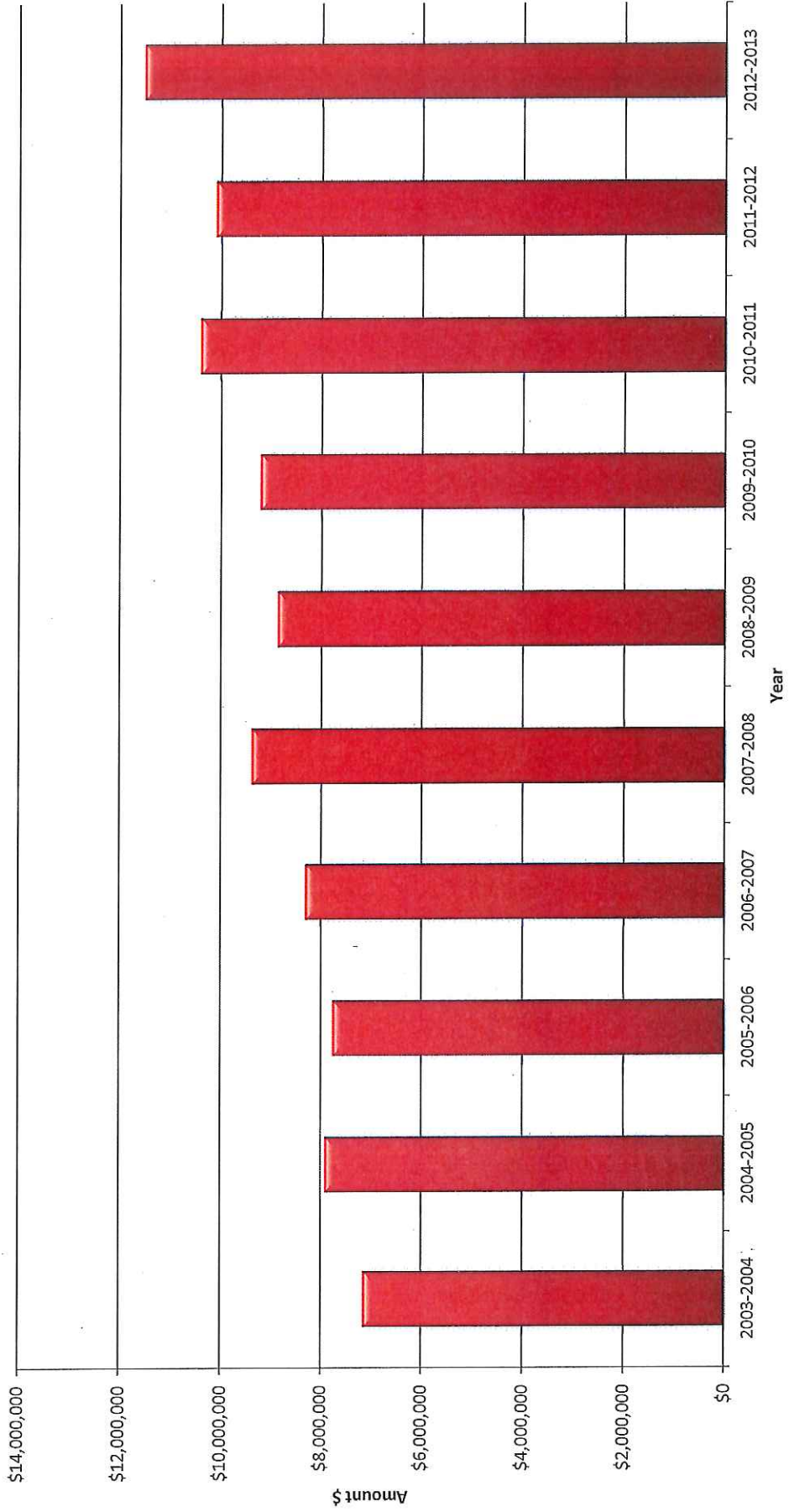
Two years ago, the County embarked upon a priority based budgeting approach that eliminated the formulas. Each department must identify the priorities and budget accordingly. The determination of how much to fund the various departments is now up to the NLTRA Board as committees are understandably biased.

Options:

1. **Short Range:** Develop a formula or range for each area that is followed each year: An example might be:
40 – 45% for Marketing; 55 – 60% for Capital Investments/Transportation including County services appropriate to that category.
2. **Short Range:** Do not have any formula but take staff recommendation for how to best allocate the funds based on need for that year.
3. **Medium Range:** Develop a 5 year funding strategy based on departmental goals that are approved by the board and committees.
4. **Long Range:** Seek one additional funding mechanism for a specific need ie: Sales Tax for trails and maintenance or TBID for Marketing or TOT for Transportation, then rework the remaining TOT formulas.

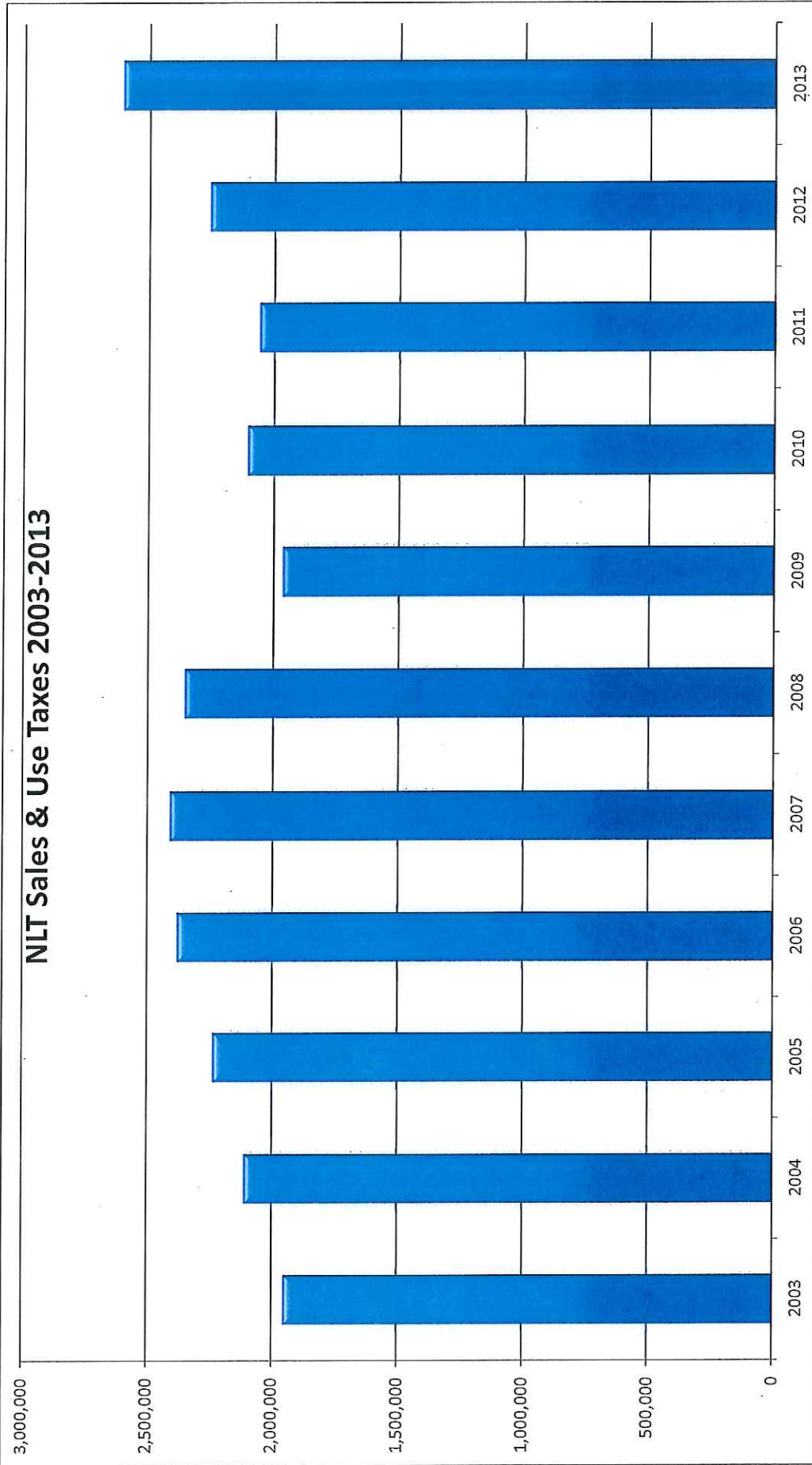
E-14.1

TOT Data 2003-2013



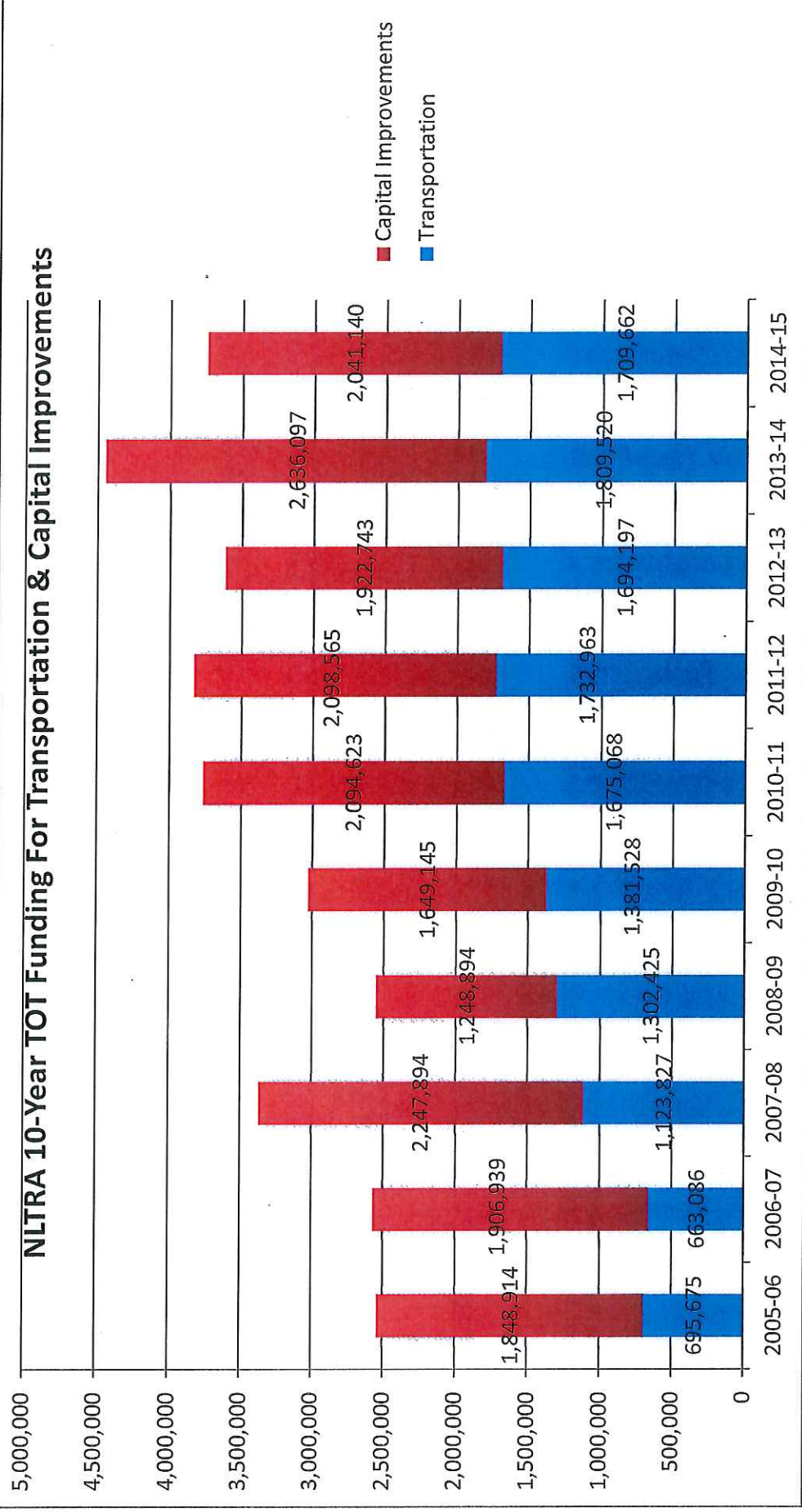
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NLT Sales & Use Taxes 2003-2013



E-14.3

NLTRA 10-Year TOT Funding For Transportation & Capital Improvements

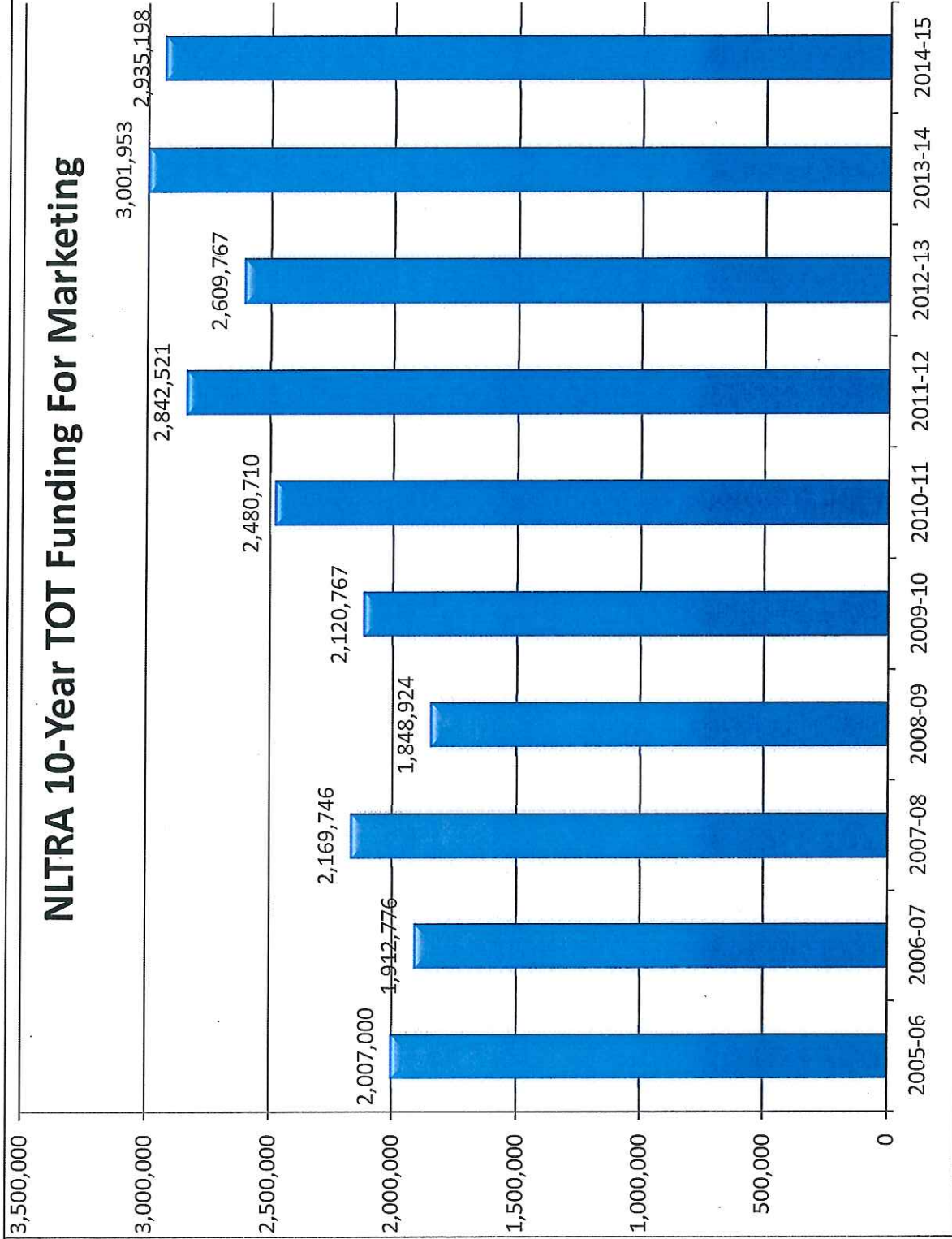


2-14.4

NLTRA TOT BUDGET TOTALS FOR FY 2005--2006 THROUGH PROPOSED FY 2014--2015 SHOWING CARRYOVER AMOUNTS FROM PRIOR YEAR WHICH WHICH ARE INCLUDED IN THE TOTALS									
FISCAL YEAR & C. O.	MARKETING	TRANSPORTATION	CAPITAL INVESTMENT	TOTAL F.Y. BUDGET	M-%	T-%	C.I.-%		
F.Y. 2005-2006 carryover 04/05	\$2,007,000 \$210,000	695,675 0	\$1,848,914 171,914	\$4,551,589	0.4409	0.153	0.4062		
F.Y. 2006-2007 carryover 05/06	\$1,912,776 \$160,776	\$663,086 \$42,108	\$1,906,939 \$179,917	\$4,482,801	0.4267	0.148	0.4254		
F.Y. 2007-2008 carryover 01/02 carryover 06/07	\$2,169,746 \$86,100 \$204,722	\$1,123,827 \$22,500 \$97,373	\$2,247,894 \$96,350 \$634,374	\$5,541,467	0.3915	0.203	0.4056		
F.Y. 2008-2009 carryover 07/08	\$1,848,924 \$0	\$1,302,425 \$0	\$1,248,894 \$0	\$4,400,243	0.4202	0.296	0.2838		
F.Y. 2009-2010 carryover 08/09	\$2,120,767 \$243,134	\$1,381,528 \$63,678	\$1,649,145 \$272,078	\$5,151,440	0.4117	0.268	0.3201		
F.Y. 2010-2011 carryover 09/10	\$2,480,710 \$199,755	\$1,675,068 \$52,317	\$2,094,623 \$223,535	\$6,250,401	0.3969	0.268	0.3351		
F.Y. 2011-2012 carryover 10/11	\$2,842,521 \$479,293	\$1,732,963 \$0	\$2,098,565 \$661,883	\$6,674,049	0.4259	0.26	0.3144		
F.Y. 2012-2013 carryover 11/12	\$2,609,767 \$133,767	\$1,694,197 \$0	\$1,922,743 \$292,940	\$6,226,707	0.4191	0.272	0.3088		
F.Y. 2013-2014 carryover 12/13	\$3,001,953 \$445,000	\$1,809,520 \$0	\$2,636,097 \$1,005,372	\$7,447,570	0.4031	0.243	0.354		
F.Y. 2014-2015* carryover 13/14	\$2,935,198 \$0	\$1,709,662 \$0	\$2,041,140 \$0	\$6,686,000	0.439	0.256	0.3053		

E-145

NLTRA 10-Year TOT Funding For Marketing



F.M.S

Convention and Visitors Bureaus (CVB) Marketing Budgets:

Monterey:

- Increased tourism improvement district (TID) fee for overnight stays which added \$1.4 million to their marketing budget, putting them in the same funding range as competitors.¹

Napa:

- July 2010 a new TID imposes a 2% assessment from the gross revenues from hotel lodging which means marketing budget was almost doubled from \$2.4 million in 2010 to \$4.3 million for 2011² and increased to \$4.7 million for 2012 based on increased tourism and occupancy.³

Sonoma:

- For 2014, Sonoma County Tourism is projecting a budget of more than \$5.8 million, with 62% of that coming from BIA revenue, 35% from TOT revenue and the remaining percentage from other sources.⁴

Santa Barbara:

- 2013-2014 estimated marketing budget is \$4 million. Approximately \$2 million is generated from the TBID (tourism business improvement district) assessment on participating hotels. TBID has doubled marketing dollars.⁵

Santa Cruz:

- In 2010 Santa Cruz County established a Tourism Marketing District (TMD) in an effort to provide consistent funding for tourism promotion. Tourism Marketing Districts (TMDs) are tourism-related business that band together to self-fund promotion efforts. Traditionally tourism promotion funds came from TOTs (lodging taxes), but unfortunately not all of this money went to CVBs so TMDs provide a complementary funding source to the TOT. TMDs are replacing local tax dollars as their primary funding source for CVBs.⁶

¹ http://www.montereyherald.com/tourism/ci_21208327/cvb-unveil-new-tourism-plan

² http://napavalleyregister.com/news/local/destination-council-reports-surge-in-tourism/article_add0e722-22f4-11e1-b881-0019bb2963f4.html

³ <http://www.northbaybusinessjournal.com/36909/napa-valley-destination-council-ramps-marketing-campaign-with-new-budget/>

⁴ <http://www.northbaybusinessjournal.com/87241/sonoma-county-visitors-fill-more-rooms-in-2013/>

⁵ <http://www.radiusgroup.com/santa-barbara-news-press-what-to-expect-in-2013-south-coast-business-leaders-weigh-in/>

⁶ <http://www.santacruzca.org/partners/tmd.php>

E-14.7

Mammoth Lakes:

- Of the \$4.7 million TBID budget, 94% of funds will be directed towards marketing or visitor generation.⁷
- One of the benefits of the TBID funding model is that it offers a more stable source of destination marketing funding. Those destinations that are funded out of general government budgets often are subject to volatile changes in funding levels. Relying solely on the hotel industry can also lead to volatility because it is just one segment of the tourism market.⁸
- Unlike other TBIDs, which are strictly paid for by (and largely used to promote) lodging, the Mammoth Lakes TBID contributors will also include restaurants, retail and Mammoth Mountain Ski Area, bringing all of the major beneficiaries of tourism dollars to the table⁹:

South Lake Tahoe:

- The total marketing budget (including advertising, marketing and events) funded by the TID is 3.5 million dollars with an additional \$138,521.88 for Public Relations.¹⁰

Park City, UT:

- \$4 million marketing budget¹¹ which is funded by the Transient Room Tax, which came out to \$5,796,000 in 2013-2014.

Breckenridge, CO:

- GoBreck.com the designated Destination Marketing organization for the Town of Breckenridge has a \$3.7 million budget and strong sustainable funding.¹²

⁷ <http://www.mltbid.com/Mammoth-Lakes-TBID-TE-Oxford-04-18-2013.pdf> Page 9

⁸ Ibid. Page 6

⁹ <http://globenewswire.com/news-release/2013/08/06/564887/10043507/en/Mammoth-Lakes-CA-Passes-Tourism-Business-Improvement-District-TBID-Initiative-to-Support-Marketing-and-Promotion-Efforts.html>

¹⁰ [http://tahoesouth.com/ltva/docs/LTVA Annual Report 2012-2013.pdf](http://tahoesouth.com/ltva/docs/LTVA%20Annual%20Report%202012-2013.pdf) Page 3

¹¹ [http://www.visitparkcity.com/includes/media/docs/PCCB AnnualReport.pdf](http://www.visitparkcity.com/includes/media/docs/PCCB%20AnnualReport.pdf) Page 1

¹² [http://www.wacvb.com/pdf/positionann/Breckenridge President&CEO.pdf](http://www.wacvb.com/pdf/positionann/Breckenridge%20President&CEO.pdf) Page 1