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Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Tuesday, December 7, 2010 – 9:30 a.m.

NLTRA Conference Room

NLTRA Mission

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

Meeting Ground Rules

Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments

The NLTRA Board has also adopted the Nine Tools of Civility of the Speak Your Peace Civility Project:
Pay Attention, Listen, Be Inclusive, Not Gossip, Show Respect, Be Agreeable, Apologize, Give Constructive Criticism, Take Responsibility.

**Finance
Committee
Members**

NLTRA Board
*Allen Highfield
Ron McIntyre
Alex Mourelatos
Ron Parson*

Committee Member
*Kimberly Frushon
Mike Salmon
Monty Waugh*

Placer County Rep.
Jennifer Merchant

Quorum
2 Board Members

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – November 2, 2010

D. Discussion and Possible Action to Recommend Approval of the October 2010 Financial Statements

E. Review and Discussion of the FY 2009/10 Federal and State Tax Returns

F. Report on Follow-up Items from Previous Meetings

- Discussion of overhead expenses

G. Committee Member Comments

H. Adjournment

Posted and E-mailed December 1, 2010

Finance Committee Meeting December 7, 2010

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FINANCE COMMITTEE MINUTES
Tuesday, November 2, 2010 – 9:00 am

NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron Parson, Alex Mourelatos, Ron McIntyre, Mike Salmon, Allen Highfield, Kimberly Frushon

STAFF IN ATTENDANCE: Ron Treabess, Sally Lyon, Kim Lambert

OTHERS IN ATTENDANCE: Bobbie Hales, Matt Krehe

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 9:07am by Chairman Ron Parson and a quorum was established.

2.0 PUBLIC FORUM

2.1 There were no public comments.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (McIntyre/Highfield) (5/0) to approve the agenda as presented**

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (McIntyre/Frushon) (5/0) to approve the Finance Committee minutes of Tuesday, September 28, 2010**

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE 2009/10 AUDITED FINANCIAL STATEMENTS

5.1 Bobbie Hales from Gilbert and Associates reported that the audit process went extremely well and NLTRA staff was very well prepared. There were no control deficiencies, significant deficiencies, or material weaknesses, and an unqualified opinion was issued. The only change to the financial statements prepared by staff is a balance sheet adjustment to Marketing Cooperative cash and corresponding liability.

Bobbie stated that the non-profit benchmark for money spent on program related expenses is 68 – 71%; the NLTRA is at 90%. Ron Parson asked what the percentage would be if infrastructure was omitted. Bobbie does not have that information. Ron Parson stated that he has heard comments that marketing overhead is excessive. Mike Salmon's perspective is that salaries of the Tourism Director and support staff are part of program expense. Ron Parson would like to know what the percentage is without infrastructure so he has facts to rebut criticism. Ron Treabess stated that this year, a

new method of determining g&a allocation based on a formula has been used. Sally Lyon commented that she recently did an analysis of about 10 years of marketing overhead and that could be brought back for review. Ron Parson suggested that it be updated and discussed at the next meeting.

Mike Salmon questioned investment in Property Plant and Equipment. Sally clarified that we capitalized a large amount when we moved to 100 North Lake Blvd, but have not spent much after that. Also, our capitalization threshold is \$1,000.

The auditors recommended that someone besides the CFO reviews journal entries. Going forward, the Executive Director will review the journal entries. Also, reimbursements to the Executive Director will be included in the Finance packet for committee review.

A discussion ensued regarding the auditors. Ron McIntyre asked about how staff felt about the process. Sally said it went well. There were differences between how these auditors and past auditors have dealt with Marketing Co-op cash. Allen commented that the presentation was clearer this year and the recommendations seemed reasonable. Mike Salmon and Ron Parson want more info from the auditors regarding benchmarks.

Sally Lyon will do the tax return and have it reviewed by a CPA firm.

M/S/C (McIntyre/Frushon) (6/0) to recommend to the Board of Directors the approval of the 2009/10 audited financial statements

M/S/C (Salmon/McIntyre) (6/0) accept the recommendations of the auditors to have journal entries reviewed by the Executive Director and have the Executive Director's expenses reviewed by the Finance Committee

Action: Look at marketing overhead analysis at the next meeting.

6.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE AUGUST 31, 2010 FINANCIAL STATEMENTS

- 6.1 Sally Lyon reviewed the Financial Analysis for the two months ending August 31, 2010:
- Operating cash is \$510,000
 - Marketing Cooperative cash is \$158,000
 - Infrastructure cash is \$449,000
 - The receivable from the County for Marketing, Transportation, and G & A is \$3,355,000.
 - Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$6,097,000.
 - Unearned revenue and deferred support related to Infrastructure is \$6.5 million.
 - Change in net assets is \$105,000 for the month of August and \$175,000 year-to-date.
 - The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$21,000 from the same month a year ago.

The variance report for August is not included since there was not a variance to review. In response to a question by Alex Mourelatos, it was clarified that investments have decreased because the County now holds the infrastructure funds. In the past, we held the money and received investment income on it. Also, we have spent down the undesignated funds at request of the County.

M/S/C (McIntyre/Highfield) (6/0) to recommend to the Board of Directors the approval of the August 31, 2010 Financial Statements

7.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE SEPTEMBER 30, 2010 FINANCIAL STATEMENTS

7.1 Sally Lyon reviewed the Financial Analysis for the three months ending September 30, 2010:

- Operating cash is \$339,000
- Marketing Cooperative cash is \$124,000
- Infrastructure cash is \$449,000
- The receivable from the County for Marketing, Transportation, and G & A is \$3,355,000.
- Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$6 million.
- Unearned revenue and deferred support related to Infrastructure is \$6.5 million.
- Change in net assets is \$91,000 for the month of September and \$266,000 year-to-date.
- The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$2,000 from the same month a year ago.

Sally stated that the variances in September are due to timing.

M/S/C (Mourelatos/McIntyre) (6/0) to recommend to the Board of Directors the approval of the September 30, 2010 Financial Statements

8.0 REPORT ON FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

8.1 Sally stated that staff gathered information about the Community Fund of North Lake Tahoe in response to the committee’s question at the last meeting. Ron Treabess clarified that it is a mechanism that allows the NLTRA to accept and distribute donations. It is administered by the Truckee Tahoe Community Foundation; there is currently about \$4,000 in it. Ron Parson asked what the process is to replace Carol Savary as an advisor. Ron Parson stated that the Board of Directors need to be involved in decisions regarding the Community Fund or ties with it need to be cut. Ron Treabess said that staff will come to the committee with options and a recommendation. Alex thinks it is good potential mechanism for alternative funding.

Action: Staff will present options and a recommendation for the Community Fund of North Lake Tahoe to the committee.

9.0 COMMITTEE MEMBER COMMENTS

9.1 Ron Treabess noted that the Conference Revenue Statistics report has been modified to include a comparison with the previous year.

9.2 The next Finance Committee meeting will be announced at a later date.

10.0 ADJOURNMENT

10.1 The Finance Committee meeting adjourned at 10:20 am.

Submitted by:
Kim Lambert
Accounting and Human Resources Assistant

**North Lake Tahoe Resort Association
Financial Statements
For the Four Months Ending October 31, 2010**

North Lake Tahoe Resort Association
Financial Analysis
For the Four Months Ending October 31, 2010

Consolidated

Statement of Financial Position

- Operating Cash is \$519,000, Marketing Cooperative Cash is \$155,000 and Infrastructure Cash is \$448,000.
- The Receivable from the County is \$2,844,000. This includes ten payments for the 10/11 contract. The current year payment schedule starts in October 2010 and runs through August 2011.
- Infrastructure funds that Placer County is holding for 2005-2010 are booked as a separate receivable (AR – Infrastructure County) in the amount of \$323,000 for 05/06, \$1,665,000 for 06/07, \$1,835,000 for 07/08, \$827,000 for 08/09, \$790,000 for 09/10 and \$657,000 for 10/11 (collected throughout the year) with the total receivable at \$6,097,000.
- Unearned Revenue & Deferred Support in the amount of \$6,545,000 is the offsetting liability for the Infrastructure funds held by NLTRA and Placer County.
- Accounts Receivable is down \$15,000 from the previous month with good collections.
- Advance Ticket Sales (STN) has a zero balance.
- Other Liabilities and Unearned Revenue are up \$22,000 from a month ago and reflects the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is \$17,000 for the month of October and \$283,000 year to date.

Statement of Cash Flows

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is up \$25,000 from the same month a year ago. For the year, Tourism and Administration has used \$30,000, Infrastructure has provided \$4,000 and equipment purchase has used \$2,000 for a total decrease in cash of \$28,000 for the four months ending October 31, 2010.

North Lake Tahoe Resort Association
Statement of Financial Position
October 31, 2010
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		4 Month Change	
	31-Oct-10	30-Sep-10	31-Oct-09	30-Jun-10	Amount	Pctg	Amount	Pctg	Amount	Pctg
ASSETS										
Cash and cash equivalents										
Operating	\$ 519,437	\$ 339,410	\$ 460,614	\$ 468,391	\$ 180,027	53%	\$ 58,823	13%	\$ 51,046	11%
Marketing Cooperative	154,834	123,855	58,279	232,998	30,979	25%	96,555	166%	(78,164)	-34%
Infrastructure	447,933	448,533	578,540	448,533	(600)	0%	(130,607)	-23%	(600)	0%
Other Restricted					0	-	-	-	-	-
Total Cash & cash equiv	1,122,204	911,798	1,097,433	1,149,922	210,406	23%	24,771	2%	(27,718)	-2%
Receivables										
AR - Membership Services	16,626	19,328	19,995	24,678	(2,702)	-14%	(3,369)	-17%	(8,052)	-33%
AR - Group Commissions	55,157	69,902	51,673	19,553	(14,745)	-21%	3,484	7%	35,604	182%
AR - Other	43,609	25,243	6,629	9,709	18,366	73%	36,980	558%	33,900	349%
AR - Co-op/STN/Shared	17,337	32,873	38,458	37,741	(15,536)	-47%	(21,121)	-55%	(20,404)	-54%
AR - Inttopia	0	0	1,002	0	0	-	(1,002)	-100%	-	-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	0	-	14,973	0%	-	-
AR - Infrastructure County	6,096,755	6,096,755	5,527,706	5,440,204	0	0%	569,049	24%	656,551	12%
AR - County TOT Funding	2,844,404	3,354,664	2,383,636	430,587	(510,260)	-15%	460,768	6%	2,413,817	561%
Total Receivables	9,073,888	9,598,765	8,014,126	5,982,472	(524,877)	-5%	1,059,762	-	3,111,416	52%
Long Term Assets										
Prepaid expenses	10,621	11,906	11,336	15,021	(1,285)	-11%	(715)	-80%	(4,400)	-29%
Inventory	928	928	891	928	0	0%	37	0%	-	0%
Furniture, Fixtures & Other	26,672	27,389	34,974	29,313	(717)	-3%	(8,302)	-122%	(2,641)	-9%
Computer Software/Equipment	6,812	9,262	6,822	6,906	(2,450)	-26%	(10)	0%	(94)	-1%
Leasehold Improvements	5,385	5,785	10,042	6,985	(400)	-7%	(4,657)	-	(1,600)	-23%
Total Long Term Assets	50,418	55,270	64,065	59,153	(4,852)	-9%	(13,647)	-	(8,735)	-15%
TOTAL ASSETS	\$ 10,246,510	\$ 10,565,833	\$ 9,175,624	\$ 7,171,547	\$ (319,323)	-3%	1,070,886	-	\$ 3,074,963	43%
LIABILITIES & NET ASSETS										
Liabilities										
Accounts Payable	\$ 183,172	\$ 286,113	\$ 245,981	\$ 277,169	\$ (102,941)	-36%	(62,809)	-	\$ (93,997)	-34%
Advance Ticket Sales	-	-	-	(1,272)	0	-	-	0%	1,272	-100%
Other Liabilities and Unearned	229,369	207,274	125,056	338,971	22,095	11%	104,313	5%	(109,602)	-32%
Deferred Support	2,334,144	2,589,274	1,953,044	-	(255,130)	-10%	381,100	6%	2,334,144	-
Deferred Infra	6,544,688	6,545,288	6,106,246	5,888,737	(600)	0%	438,442	-	655,951	11%
Total Liabilities	9,291,373	9,627,949	8,430,327	6,503,605	(336,576)	-3%	861,046	-	2,787,768	43%
Net Assets										
Fund Balance Designated	247,110	245,110	243,110	243,110	2,000	1%	4,000	1%	4,000	2%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	-23%	(14,470)	-3%
Net Change in Net Assets	283,195	265,942	62,885	(14,470)	17,253	6%	220,310	30%	297,665	-2057%
Total Net Assets	955,137	935,884	745,297	667,942	19,253	2%	209,840	-	287,195	43%
TOTAL LIABILITIES & NET ASSETS	\$ 10,246,510	\$ 10,563,833	\$ 9,175,624	\$ 7,171,547	\$ (317,323)	-3%	1,070,886	-	\$ 3,074,963	43%

**North Lake Tahoe Resort Association
Financial Variance Report
For the Month Ended October 31, 2010**

Month-Budget	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
Key Variances	Dept	74,342	370,478	3,571	73,280
Commissions-Group sales down from budget	Conference	(10,577)			(10,577)
TOT funding-Infrastructure project expenditure minimal	Infrastructure	(213,500)			(213,500)
Special Events-Timing	Marketing		(3,478)		(3,478)
Special Events-Autumn Food and Wine-Timing	Marketing		(3,164)		(3,164)
Marketing Other-Timing	Marketing		(31,606)		(31,606)
Community Marketing Programs-Timing	Marketing		10,000		10,000
Transportation Projects-Timing	VST		(17,522)		(17,522)
Chamber Special Events-Revenues and expenses below budget	Chamber		3,617		3,617
Professional Fees-Audit-timing	G & A		(7,500)		(7,500)
Board Functions-timing of Ex Director search	G & A		10,547		10,547
Infrastructure Projects-Minimal expenditures for the month	Infrastructure		213,500		213,500
All Other Smaller Variances	Various	(4,892)	3,884	4	(6,344)
Variance Total		(228,969)	178,278	4	(56,027)
Month-Actual		292,702	192,200	3,567	17,253

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association
Financial Variance Report
For the Four Months Ended October 31, 2010

YTD-Budget	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
Key Variances						
Commissions-Timing	Conference	(18,199)				(18,199)
TOT funding-Revenue recognition to match spending projects	Infrastructure	(427,600)				(427,600)
Marketing-Other-Timing	Marketing			(8,417)		(8,417)
Community Marketing Programs-Timing	Marketing			20,024		20,024
Transportation Projects-Timing	VST			166,228		166,228
Board Functions-Timing of Ex Director search	G & A			11,075		11,075
Infrastructure Projects-Variou, corresponds to TOT funding	Infrastructure			427,600		427,600
All Other Smaller Variances	Various	(900)	(4,993)	5,732	8	(153)
Variance Total		(446,699)	(4,993)	622,242	8	170,558
Month-Actual		1,275,878	331,712	650,702	10,268	283,196

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association
Statement of Activities
Summary
For the Four Months Ending October 31, 2010

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual		Budget	Variance	Prior YR
REVENUE AND OTHER SUPPORT										
Marketing	149,563	119,310	30,253	119,590	25%	677,165	552,240	124,925	554,513	23%
Conferences	50,899	36,953	13,946	41,948	38%	217,785	147,812	69,973	161,949	47%
Visitor Support & Transportation	54,750	83,808	(29,058)	300,974	(35%)	219,000	335,232	(116,232)	419,984	(35%)
Visitor Information	13,281	13,754	(474)	13,704	(3%)	63,644	55,016	8,628	58,330	16%
Member Services	10,392	16,160	(5,768)	16,186	(36%)	40,880	51,140	(10,260)	54,244	(20%)
Management & General	83	500	(417)	0	(83%)	4,466	2,000	2,466	819	123%
Total Revenue and Other Supp	278,967	270,485	8,482	492,401	3%	1,222,940	1,143,440	79,500	1,249,839	7%
EXPENSES										
Marketing	150,935	120,700	30,235	118,072	25%	570,230	509,558	60,671	502,005	12%
Conferences	40,977	35,922	5,055	35,592	14%	153,928	147,983	5,945	150,326	4%
Visitor Support & Transportation	42,287	83,452	(41,164)	278,048	(49%)	120,959	336,018	(215,059)	444,168	(64%)
Visitor Information	12,082	12,826	(744)	11,085	(6%)	67,060	54,814	12,246	51,935	22%
Member Services	12,451	16,117	(3,666)	12,592	(23%)	45,901	52,837	(6,936)	47,038	(13%)
Management & General	7,150	3,658	3,492	(3,997)	95%	(13,674)	9,904	(23,577)	2,052	(238%)
Total Expenses	265,883	272,675	(6,792)	451,392	(2%)	944,404	1,111,114	(166,711)	1,197,523	(15%)
Net Change in Unrestricted Net Assets										
Marketing	(1,372)	(1,390)	18	1,518	(1%)	106,935	42,682	64,253	52,508	151%
Conferences	9,921	1,031	8,890	6,356	862%	63,856	(171)	64,028	11,622	*****
Visitor Support & Transportation	12,463	356	12,106	22,926	*****	98,041	(786)	98,827	(24,184)	*****
Visitor Information	1,199	928	271	2,619	29%	(3,415)	202	(3,617)	6,395	*****
Member Services	(2,059)	43	(2,101)	3,594	*****	(5,021)	(1,697)	(3,323)	7,207	196%
Management & General	(7,067)	(3,158)	(3,909)	3,997	124%	18,140	(7,904)	26,043	(1,233)	(330%)
Net Change in Assets Before In	13,085	(2,190)	15,275	41,010	*****	278,536	32,326	246,211	52,316	762%
Infrastructure										
Infrastructure Support	13,735	17,442	(3,707)	27,322	(21%)	52,938	69,768	(16,830)	280,398	(24%)
Infrastructure Expense	9,567	16,074	(6,507)	24,270	(40%)	48,279	67,841	(19,563)	269,829	(29%)
Infrastructure Net Change in Assets	4,169	1,368	2,801	3,052	205%	4,659	1,927	2,732	10,570	142%
Change in Net Assets	17,253	(822)	18,075	44,061	*****	283,195	34,252	248,943	62,885	727%

North Lake Tahoe Resort Association
Department Detail Activity Report
For the Four Months Ending October 31, 2010

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
REVENUE AND OTHER SUPPORT										
Member Dues	\$ 80,313	\$ 2,567		\$ 2,567	\$	\$ 35,613		\$ 38,180		\$ 38,180
Special Events & Functions				80,313		5,267		85,580		85,580
Miscellaneous						4,079		4,079		4,079
Commissions & Booking Fees		111,883		111,883				111,883		111,883
Retail Sales & Other			14,311	14,311				14,311		14,311
Interest & Investment Income							\$ 387	387		725
Placer County Funding	596,852	103,335	49,333	749,520	\$ 219,000			968,520	\$ 52,600	\$ 1,021,120
Total Revenue and Other Support	\$ 677,165	\$ 217,785	\$ 63,644	\$ 958,594	\$ 219,000	\$ 40,880	\$ 4,466	\$ 1,222,940	\$ 52,938	\$ 1,275,878
EXPENSES										
Salaries and benefits	\$ 96,849	\$ 49,630	\$ 42,899	\$ 189,378	\$ 21,201	\$ 26,555	\$ 66,657	\$ 303,792	\$ 27,920	\$ 331,712
Rent & Utilities	8,453	4,313	2,013	14,779	3,023	3,035	8,452	29,289	3,023	32,312
Telephone Services	2,624	1,041	492	4,157	647	690	1,309	6,803	647	7,450
Internet Access	145			145				145		145
Mail Expenses	410	155	54	618		35	81	735	1	736
Insurance & Bonding	397	206	206	809	127	127	397	1,459	127	1,586
Supplies	582	387	448	1,417	204	365	509	2,495	204	2,699
Equipment Sup. & Maint.	413	613	613	1,638	150	250	1,310	3,347	150	3,497
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	703	553	1,333	2,588	451	880	781	4,700	451	5,151
Training & Seminars						169	198	367		367
Project Costs					83,937			83,937	2,405	86,342
Professional Fees Legal/Accounting							16,920	16,920		16,920
Special Events	12,030			12,030				12,030		12,030
Autumn Food & Wine Costs	77,930			77,930				77,930		77,930
Membership Events/Newsletter						4,166		4,166		4,166
Cost of Goods Sold			10,140	10,140				10,140		10,140
Marketing Cooperative/Media	244,828	75,076		319,904				319,904		319,904
Marketing Other	40,853			40,853				40,853		40,853
Programs	(24)			(24)				(24)		(24)
Associate Relations	46	24	24	93	15	15	46	168	15	183
Board Functions							21,992	21,992		21,992
Credit Card Fees			230	230		152		382		382
Automobile Expense	461	106	43	610	332	417	228	1,585	332	1,917
Local Meals & Entertainment	825			825		455	203	1,482		1,482
Dues & Subscriptions	860	720		1,580	18	36		1,634	18	1,652
Travel	(125)			(125)				(125)		(125)
Allocated	76,076	20,144	7,520	103,740	10,360	8,060	(134,652)	(12,492)	12,492	
Total Functional Exp. Before Depreciation	\$ 564,566	\$ 153,088	\$ 66,220	\$ 783,874	\$ 120,539	\$ 45,481	\$ (15,338)	\$ 934,556	\$ 47,859	\$ 982,414
Depreciation	\$ 1,664	\$ 840	\$ 840	\$ 3,344	\$ 420	\$ 420	\$ 1,664	\$ 5,848	\$ 420	\$ 6,268
Reserves	\$ 4,000			\$ 4,000				\$ 4,000		\$ 4,000
Total Functional Expense and Depreciation	\$ 570,230	\$ 153,928	\$ 67,060	\$ 791,218	\$ 120,959	\$ 45,901	\$ (13,674)	\$ 944,404	\$ 48,279	\$ 992,682
Change in Net Assets	\$ 106,935	\$ 63,856	\$ (3,415)	\$ 167,376	\$ 98,041	\$ (5,021)	\$ 18,140	\$ 278,536	\$ 4,659	\$ 283,195

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Marketing
For the Four Months Ending October 31, 2010

DESCRIPTION	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Special Events & Functions	(150)	0	(150)	(75)	0%	80,313	75,450	4,863	75,853	6%
Placer County Funding	149,713	149,713	0	119,665	0%	596,852	596,852	0	478,660	0%
Total Revenue and Other Support	149,563	149,713	(150)	119,590	0%	677,165	672,302	4,863	554,513	1%
Expenses										
Salaries and benefits	22,474	21,709	765	20,132	4%	96,849	95,536	1,313	88,640	1%
Rent & Utilities	2,008	2,050	(42)	2,061	(2%)	8,453	8,311	142	8,233	2%
Telephone Services	513	720	(207)	628	(29%)	2,624	2,954	(330)	2,830	(11%)
Internet Access	0	0	0	0	0%	145	0	145	0	0%
Mail Expenses	46	110	(64)	22	(58%)	410	534	(124)	509	(23%)
Insurance & Bonding	94	106	(12)	106	(12%)	397	422	(26)	490	(6%)
Supplies	325	300	25	828	8%	582	829	(247)	1,278	(30%)
Equipment Sup. & Maint.	50	200	(150)	0	(75%)	413	763	(351)	593	(46%)
Taxes, Licenses & Fees	0	0	0	0	0%	233	233	0	311	0%
Equip. Rental / Leasing	268	243	25	264	10%	703	675	28	698	4%
Training & Seminars	0	0	0	0	0%	0	1,000	(1,000)	53	(100%)
Special Events	3,478	0	3,478	4,121	0%	12,030	7,395	4,635	9,869	63%
Autumn Food & Wine Costs	3,164	0	3,164	(112)	0%	77,930	75,508	2,422	74,688	3%
Promotional/ Giveaways	0	0	0	0	0%	0	500	(500)	651	(100%)
Market Study Reports/Research	65,307	65,307	0	1,025	0%	0	0	0	1,025	0%
Marketing Cooperative/Media	31,060	0	31,060	52,000	0%	244,828	244,828	0	208,000	0%
Marketing Other	0	10,000	(10,000)	16,390	(100%)	40,853	32,436	8,417	16,390	26%
Programs	0	0	0	0	0%	(24)	20,000	(20,024)	5,912	(100%)
Associate Relations	0	0	0	0	0%	46	166	(120)	169	(72%)
Credit Card Fees	0	0	0	0	0%	0	0	0	11	0%
Automobile Expenses	179	135	44	62	33%	461	415	46	729	11%
Local Meals & Entertainment	715	216	499	183	231%	825	469	356	661	76%
Dues & Subscriptions	0	0	0	0	0%	860	870	(10)	874	(1%)
Travel	0	700	(700)	734	(100%)	(125)	775	(900)	928	(116%)
Allocated	18,838	18,838	0	19,200	0%	76,076	76,076	0	76,800	0%
Total Expense Before Depreciation/Re	148,519	120,634	27,885	117,656	23%	564,566	570,695	(6,129)	500,341	(1%)
Depreciation Reserves	416	416	0	416	0%	1,664	1,664	0	1,664	0%
Total Expense	150,935	123,050	27,885	118,072	23%	570,230	576,359	(6,129)	502,005	(1%)
Changes in Unrestricted Net Assets	(1,372)	26,663	(28,035)	1,518	(105%)	106,935	95,943	10,992	52,508	11%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Transportation
For the Four Months Ending October 31, 2010

	CURRENT MONTH				YEAR - TO - DATE			
	Actual	Budget	\$ Variance	% Chg	Actual	Budget	Variance	% Chg
Revenue and Other Support								
Placer County Funding	54,750	54,750	0	0%	219,000	219,000	0	0%
Total Revenue and Other Support	54,750	54,750	0	0%	219,000	219,000	0	0%
Expenses								
Salaries and benefits	4,190	4,144	46	1%	21,201	21,111	90	0%
Rent & Utilities	720	755	(35)	(5%)	3,023	3,021	2	0%
Telephone Services	162	150	12	8%	647	608	39	6%
Insurance & Bonding	30	34	(4)	(12%)	127	136	(9)	(7%)
Supplies	101	75	26	35%	204	242	(38)	(16%)
Equipment Sup. & Maint.	16	70	(54)	(77%)	150	274	(124)	(45%)
Taxes, Licenses & Fees	0	0	0	0%	74	74	0	1%
Equip. Rental / Leasing	150	80	70	88%	451	378	73	19%
Training & Seminars	0	0	0	0%	0	0	0	0%
Project Costs	33,647	16,125	17,522	109%	83,937	250,165	(166,228)	(66%)
Associate Relations	0	0	0	0%	15	58	(43)	(75%)
Automobile Expenses	83	60	23	38%	332	120	212	176%
Local Meals & Entertainment	0	7	(7)	(100%)	0	14	(14)	(100%)
Dues & Subscriptions	0	0	0	0%	18	18	0	0%
Allocated	3,084	3,084	0	0%	10,360	10,360	0	0%
Total Expense Before Depreciation/Re	42,182	24,584	17,598	72%	120,539	286,579	(166,040)	(58%)
Depreciation	105	105	0	0%	420	420	0	0%
Total Expense	42,287	24,689	17,598	71%	120,959	286,999	(166,040)	(58%)
Changes in Unrestricted Net Assets	12,463	30,061	(17,598)	(59%)	98,041	(67,999)	166,040	(244%)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Chamber of Commerce
For the Four Months Ending October 31, 2010

	CURRENT MONTH			YEAR - TO - DATE			% Chg.			
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual		Budget	Variance	Prior YR
Revenue and Other Support										
Member Dues	7,874	10,000	(2,126)	10,638	(21%)	35,613	39,133	(3,520)	44,493	(9%)
Special Events & Functions	2,518	5,442	(2,924)	5,548	(54%)	5,267	9,842	(4,575)	9,752	(46%)
Total Revenue and Other Support	10,392	15,442	(5,050)	16,186	(33%)	40,880	48,975	(8,095)	54,244	(17%)
Expenses										
Salaries and benefits	6,605	6,123	482	4,905	8%	26,555	26,431	124	25,096	0%
Rent & Utilities	722	740	(18)	741	(2%)	3,035	2,998	37	2,967	1%
Telephone Services	156	200	(44)	249	(22%)	690	751	(61)	1,060	(8%)
Mail Expenses	20	80	(60)	5	(75%)	35	163	(128)	57	(78%)
Insurance & Bonding	30	34	(4)	34	(12%)	127	136	(9)	157	(7%)
Supplies	124	120	4	234	3%	365	431	(66)	622	(15%)
Equipment Sup. & Maint.	16	65	(49)	0	(75%)	250	364	(114)	179	(31%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	110	1%
Equip. Rental / Leasing	273	175	98	264	56%	880	772	108	871	14%
Training & Seminars	169	0	169	0	0%	169	0	169	17	0%
Membership Events/Newsletter	1,967	5,584	(3,617)	3,413	(65%)	4,166	8,487	(4,321)	5,756	(51%)
Associate Relations	0	0	0	0	0%	15	38	(23)	54	(61%)
Credit Card Fees	67	60	7	115	12%	152	184	(32)	182	(18%)
Automobile Expenses	215	120	95	295	79%	417	442	(25)	485	(6%)
Local Meals & Entertainment	183	50	133	0	265%	455	372	83	10	22%
Dues & Subscriptions	0	0	0	0	0%	36	36	0	72	0%
Allocated	1,799	1,799	0	2,231	0%	8,060	8,060	0	8,924	0%
Total Expense Before Depreciation/Re	12,346	15,150	(2,804)	12,487	(19%)	45,481	49,739	(4,258)	46,618	(9%)
Depreciation	105	105	0	105	0%	420	420	0	420	0%
Total Expense	12,451	15,255	(2,804)	12,592	(18%)	45,901	50,159	(4,258)	47,038	(8%)
Changes in Unrestricted Net Assets	(2,059)	187	(2,246)	3,594	*****	(5,021)	(1,184)	(3,836)	7,207	324%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Infrastructure
For the Four Months Ending October 31, 2010

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Interest & Investment Income	135	100	35	700	35%	338	333	5	1,878	1%
Placer County Funding	13,600	227,100	(213,500)	26,622	(94%)	52,600	480,200	(427,600)	278,520	(89%)
Total Revenue and Other Support	13,735	227,200	(213,465)	27,322	(94%)	52,938	480,533	(427,595)	280,398	(89%)
Expenses										
Salaries and benefits	3,890	3,884	6	6,953	0%	27,920	27,910	10	30,469	0%
Rent & Utilities	720	750	(30)	739	(4%)	3,023	3,011	12	2,954	0%
Telephone Services	162	150	12	171	8%	647	608	39	685	6%
Mail Expenses	0	5	(5)	8	(100%)	1	11	(10)	20	(92%)
Insurance & Bonding	30	35	(5)	34	(14%)	127	138	(11)	157	(8%)
Supplies	101	90	11	176	12%	204	272	(68)	351	(25%)
Equipment Sup. & Maint.	16	75	(59)	0	(79%)	150	284	(134)	129	(47%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	150	140	10	146	7%	451	438	13	447	3%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	1,175	217,617	(216,442)	12,748	(99%)	2,405	436,063	(433,658)	221,274	(99%)
Associate Relations	0	10	(10)	0	(100%)	15	68	(53)	54	(78%)
Automobile Expenses	83	55	28	56	50%	332	110	222	251	202%
Local Meals & Entertainment	0	5	(5)	24	(100%)	0	10	(10)	24	(100%)
Dues & Subscriptions	0	0	0	0	0%	18	18	0	36	0%
Allocated	3,135	3,135	0	3,111	0%	12,492	12,492	0	12,444	0%
Total Expense Before Depreciation/Re	9,462	225,951	(216,489)	24,165	(96%)	47,859	481,507	(433,648)	269,409	(90%)
Depreciation	105	105	0	105	0%	420	420	0	420	0%
Total Expense	9,567	226,056	(216,489)	24,270	(96%)	48,279	481,927	(433,648)	269,829	(90%)
Changes in Unrestricted Net Assets	4,169	1,144	3,025	3,052	264%	4,659	(1,394)	6,053	10,570	(434%)

North Lake Tahoe Resort Association
Statement of Cash Flows
For the Four Months Ending October 31, 2010 and 2009
for internal use only, unaudited

	October 31, 2010	October 31, 2009
CASH FLOWS FROM OPERATING ACTIVITIES		
Tourism and Administration		
Cash Received from Customers Operations	\$ 212,985	\$ 203,109
Cash Received from Interest Operations	387	819
Cash Received from Placer County TOT Operations	888,847	1,159,862
Cash Used for Operations	(1,132,483)	(1,625,966)
	(30,264)	(262,176)
Infrastructure		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	338	1,878
Cash Received from TOT Revenue Recognized Infrastructure	52,000	597,632
Cash Used for Infrastructure Overhead	(45,454)	(48,135)
Cash Used for Infrastructure Projects	(2,405)	(221,274)
	4,479	330,102
	-	-
Net Cash Provided (Used) by Operating Activities	(25,785)	67,926
CASH FLOWS FROM FINANCING ACTIVITIES		
	-	-
Net Cash Provided (used) by Financing Activities	-	-
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Equipment and Leasehold Improvements	(1,933)	-
Disposition of Assets	-	-
	-	-
Net Cash Provided (Used) by Investing	(1,933)	-
Net Increase (Decrease) in Cash and Cash Equivalents	(27,718)	67,926
Cash and Cash Equivalents, July 1, 2010, 2009	1,149,922	1,029,508
Cash and Cash Equivalents, October 31, 2010, 2009	\$ 1,122,204	1,097,433

**North Lake Tahoe Resort Association
Statement of Activities
Infrastructure
For the Four Months Ending October 31, 2010**

Current Month	Project Costs:	Year to Date
Actual		Actual
575.00	Research/Planning/Infrastructure	1,805.18
600.00	Traffic Calming	600.00
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1,175.00	Total Project Costs	2,405.18
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**North Lake Tahoe Resort Association
Statement of Activities
Transportation
For the Four Months Ending October 31, 2010**

Current Month	Project Costs:	Year to Date
Actual		Actual
1,075.00	Research/Planning/Transportation	2,200.00
0.00	Membership Transportation	3,000.00
0.00	Summer Traffic Management	6,165.30
32,571.77	North Lake Tahoe Express	32,571.77
0.00	Hwy 267 Summer Bus Service	40,000.00
-----		-----
33,646.77	Total Project Costs	83,937.07
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October Accounts Receivable

Customer Account	Chamber/Conf		Membership		Group		AFW		STN		Misc.	
	Customer/Business	Member Dues	Functions	Commissions	age	amount	age	amount	age	amount	age	amount
500.00	Boulder Bay				new	500.00						10/11/10 Supplemental services
60.00	Creative Concepts				90	60.00						6/30/10 (08231) Email blast
60.00	Creative Concepts				90	60.00						6/30/10 (08232) Email blast
60.00	Creative Concepts				90	60.00						7/28/10 (08248) Email blast
60.00	Creative Concepts				90	60.00						7/30/10 (08270) Email blast
60.00	Creative Concepts				60	60.00						8/15/10 (08271) Email blast
60.00	Creative Concepts				60	60.00						8/15/10 (08272) Email blast
60.00	Creative Concepts				60	60.00						8/15/10 (08273) Email blast
60.00	Creative Concepts				30	60.00						9/21/10 (08308) Email blast
120.00	Creative Concepts				30	120.00						9/21/10 (08309) Email blast
60.00	Creative Concepts				30	60.00						9/21/10 (08310) Email blast
60.00	Creative Concepts				new	60.00						10/11/10 (08344) Email blast
60.00	Creative Concepts				new	60.00						10/11/10 (08345) Email blast
60.00	Creative Concepts				new	60.00						10/31/10 (08386) Email blast
60.00	Creative Concepts				new	60.00						10/31/10 (08387) Email blast
60.00	Creative Concepts				new	60.00						10/31/10 (08388) Email blast
60.00	Creative Concepts				new	60.00						10/31/10 (08389) Email blast
694.40	Dertour								90	694.40		3/29/10 (08066) STN vouchers
500.00	Homewood Village				new	500.00						10/11/10 Supplemental services
1140.90	Hyatt						60	1140.90				8/31/10 (08322) IGA/Conf Direct
15111.60	Hyatt						60	15111.60				8/31/10 (08323) IGA/Conf Direct
16894.60	Hyatt						60	16894.60				8/31/10 (08324) Money Concepts Int'l
5533.60	Hyatt						60	5533.60				8/31/10 (08325) MAPPs/Helms Brisco
2776.40	Hyatt						60	2776.40				8/31/10 (08326) Assoc of School Admin
1621.00	Hyatt						30	1621.00				9/30/10 (08356) Wagner Systems
60.00	Jake's				new	60.00						10/11/10 (08347) Email blast
20.00	Knecht Reisen								90	20.00		5/20/10 STN Vouchers
60.00	Moonshine Ink				60	60.00						8/15/10 (08275) Email blast
28.00	Mourelatos Lakeshore				new	28.00						10/31/10 (08375) Annual lunch
62.50	North Tahoe Bus Assoc				90	62.50						6/4/10 (08189) Bus expo booth
520.00	Northstar								30	520.00		9/30/10 (08355) Des Jardins lunch
60.00	Northstar				new	60.00						10/11/10 (08349) Email blast
28.00	The Weekly Magazine				new	28.00						10/31/10 (08376) Annual lunch

North Lake Tahoe Resort Association
Key Performance Indicators
October 2010

	<i>For the Month</i>				
	Actual	Budget	Last Year	Actual % Var to	
				Budget	Last Yr
Statistics					
Web Site Traffic-Unique Visitor	46,014		41,523	na	10.8%
Web Site Traffic-Lodging Referrals	11,058		11,111	na	-0.5%
% Lodging Referral/Unique Visitor	24.0%		26.8%	na	-10.2%
# STN tickets sold	-		-	na	na
# Conference Groups Booked	2	6	2	-66.7%	0.0%
# Conference Group Rm Nights Booked	1,525	650	630	134.6%	142.1%
# Press Releases Issued	9		3	na	200.0%
# Leisure Sales Site Inspections	21		4	na	425.0%
VIC walk-ins	1,159		1,123	na	3.2%
VIC Phone Calls	209		227	na	-7.9%
Membership, # New Members	2		3	na	-33.3%
Financials (\$ in Thousands)					
Total Payroll, incld Benefits	\$ 80	\$ 74	\$ 78	-8.1%	-2.6%
Total Payroll, excluding Infra, incld Benefits	\$ 76	\$ 70	\$ 71	-8.6%	-7.0%
Total Revenue, excluding Infra	\$ 279	\$ 294	\$ 492	-5.1%	-43.3%
Website Revenue earned	\$ -	\$ -	\$ -	na	na
Conference Revenue earned, non-TOT	\$ 25	\$ 36	\$ 16	-30.6%	56.3%
Conference Sales Booked	\$ 293	\$ 125	\$ 70	134.4%	318.6%
Conference Payroll, incld Benefits	\$ 15	\$ 13	\$ 11	15.4%	-36.4%
Infrastructure Project Funds spent	\$ 1	\$ 218	\$ 13	99.5%	92.3%
PC TOT Funding Support, all	\$ 256	\$ 469	\$ 486	-45.4%	-47.3%
PC TOT Funding Support, excluding Infra	\$ 242	\$ 242	\$ 459	0.0%	-47.3%
Modified Functional Expenses (A)	\$ 149	\$ 129	\$ 105	-15.5%	-41.9%
NetChg in Assets, before Infrastructure	\$ 17	\$ 73	\$ 44	76.7%	61.4%
Financial Ratios					
Conference Payroll % Sales	5.1%	10.4%	15.7%	-50.8%	-67.4%
Conference Payroll \$ per RB	\$ 9.84	\$ 20.00	\$ 17.46	-50.8%	-43.7%
Conference Sales \$ per RB	\$ 192.13	\$ 192.31	\$ 111.11	-0.1%	72.9%

(A) Modified Functional Expenses = Functional Expenses, excluding Infrastructure/Transportation projects, all Payroll/Benefits, all Rent/Utilities, all Reserves, all Allocated, & all Depreciation



December 3, 2010

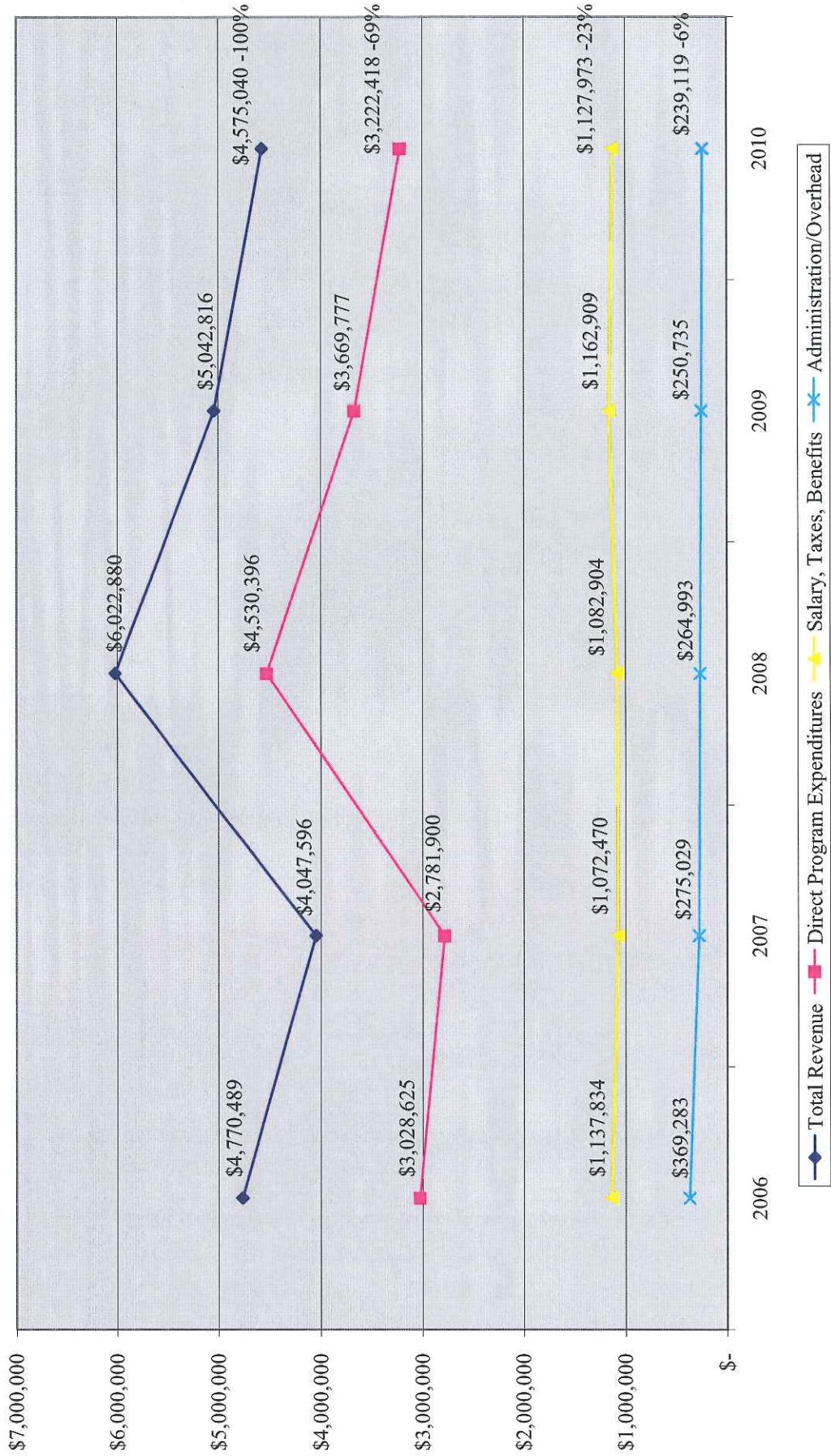
To: Board of Directors

From: Sally Lyon, CFO

Re: Trend Analysis Fiscal Years 2006-2010 Charts

Two charts have been prepared analyzing total revenue as compared to major expense categories of the organization. The first chart compares companywide expense categories and the second chart compares the Management and General Department compared to the other program departments. The percentages shown on the right hand side of the page are 5 year averages. Both charts show the direct correlation between revenue and program expense as well as relatively constant administrative expense over the years.

**North Lake Tahoe Resort Association
Trend Analysis Fiscal Years 2006-2010
Total Revenue and Major Expense Categories**



**North Lake Tahoe Resort Association
Trend Analysis Fiscal Years 2006-2010
Total Revenue to Program Department and Management and General Department Expenses**

