



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

Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Wednesday, February 27, 2013 – 2:00 pm
Martis Conference Room, Northstar California

To call-in:

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

NLTRA Mission

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

**Finance
Committee
Members**

NLTRA Board
Bill Rock - Treasurer
Phil GilanFarr
Ron Parson

Committee
Members
Kimberly Frushon
Mike Salmon

Placer County Rep.
Jennifer Merchant

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – January 24, 2013

D. Discussion and Possible Action to Recommend Approval of the January 2013 Financial Statements

E. Discussion of 6-month Reforecast

F. Review of February 2013 Employee Handbook

G. Approval of CEO Expenses

H. Follow-up Items from Previous Meetings

- Dashboard
- Update on “One-sheets”
- Monthly Project List – Update on RFP for 2013/14, 2014/15, and 2015/16 Financial Audits

I. Committee Member Comments

J. Adjournment

Posted and emailed: February 25, 2013

Finance Committee Meeting

February 27, 2013

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• Monthly Project List	Verbal



FINANCE COMMITTEE MINUTES
Thursday, January 24, 2013 – 2:00 pm
Northstar California (Board Room)

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Bill Rock, Phil GilanFarr. Ron Parson, Jennifer Merchant, Kimberly Frushon and Mike Salmon participated by telephone.

STAFF IN ATTENDANCE: Sandy Evans Hall, Lisa de Roulet, Andy Chapman and Kim Lambert

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:08 pm by Chair Bill Rock.

2.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (Merchant/Frushon) (6/0) to approve the agenda as presented.**

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (Parson/Frushon) (6/0) to approve the Finance Committee minutes of December 20, 2012.**

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE DECEMBER 2012 FINANCIAL STATEMENTS

5.1 Lisa de Roulet reviewed the December 2012 Financial Statements. She noted that June 30, 2012 has been added to the balance sheet for comparison purposes and that swings in TOT are related to how it is recorded and timing. The budget variances are consistent with previous months. Expenses running over budget are related to expansion of operations and staff. The issues with Charter (telephone) have been resolved and the phone expense will stabilize.

Lisa reported that she will be preparing a reforecast for FY 2012/13. The committee directed staff to determine both how much over budget the company will be and an action plan to cover the projected gap.

There was a question regarding snow removal. Lisa clarified that this is the first year we have had to contract for snow removal. The contract is at a fixed price.

M/S/C (Parson/Salmon) (6/0) to recommend the Board of Directors approve the December 2012 Financial Statements.

Action: Lisa de Roulet will prepare a 6-month reforecast for FY 2012/13.

Action: Staff will determine a plan to cover projected expense overages.

6.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE 2011/12 AUDITED FINANCIAL STATEMENTS

- 6.1 Lisa de Roulet reported that the financial audit went well. There were two minor recommendations: 1) update the accounting procedures handbook and 2) improve fixed asset tracking. She also reported that the recommendations from the 2010/11 audit have been implemented.

Lisa stated that the auditors will come speak to the Board if desired. The committee does not believe this needs to be done.

M/S/C (Parson/Frushon) (6/0) to recommend the Board of Directors approve the 2011/12 Audited Financial Statements.

7.0 REQUEST FOR PROPOSAL FOR 2012/13, 2013/14, 2014/15 FINANCIAL AUDITS

- 7.1 The committee discussed the RFP for financial audits for the next three years. Letters will be sent and bids received. Lisa asked the committee which firms they want the RFP to be sent to. Ron Parson wants to be sure that all Chamber members are included. Out-of-area firms should also be included to ensure that there is a large enough pool to choose from. Phil GilanFarr requested that Bullard Macy be included.

Action: Lisa de Roulet will send RFP letters to all potential audit firms on her list except the two who do not do audits (and will include Bullard Macy).

8.0 APPROVAL OF CEO EXPENSES

- 8.1 Chair Bill Rock approved the CEO's expenses.

9.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

- 9.1 Lisa de Roulet reviewed the NLT Marketing Co-op financials through November 2012. Andy Chapman stated that the budget numbers may not be correct. He will double-check them. Andy gave some background on the NLTMC. The annual budget runs between \$1.4 and \$1.6 million. It has its own committee that meets quarterly. Financial statements are presented at these meetings. The NLT Chamber/CVB/RA tracks all of the revenue and expenses. Expenditures are vetted through the Co-op Committee, the Marketing Committee and the Board of Directors.

Action: Andy Chapman will check Co-op budget numbers for accuracy.

- 9.2 Lisa de Roulet reviewed the dashboard. There was confusion regarding "booked" revenue in the conference statistics section. Andy will clarify the term and what time frame the numbers are for. Ron Parson suggested that we steadily monitor the percentage of business going to Placer County, Washoe County and South Shore.

Mike Salmon suggested adding a percentage change column to the number of visitors section on the dashboard and clarifying if quarters are fiscal or calendar year. Jennifer Merchant suggested that the word "MTRiP" be added to the Lodging Reservations Activity title.

Action: Staff will clarify the term "booked" revenue, the time frame booked revenue is for, and what geographic area the revenue is in.

Action: Lisa de Roulet will add a percentage change column to the number of visitors section on the dashboard and will clarify if quarters are fiscal or calendar year.

9.3 Lisa de Roulet reviewed the skier shuttle graphs. She will update the graphs as she receives information from TNT/TMA. She clarified that the counts are for pick-ups. Jennifer Merchant suggested that both pick-ups and drop-offs be graphed. She also reported that Placer County has standard transportation return on investment metrics that she will share. Currently, the cost per passenger one-way is \$45.

9.4 Lisa de Roulet reviewed the Water Shuttle graphs. She reminded the committee that the shuttle did not run for an entire summer; it began late and ran for 59 days. The average ridership was 22 passengers per day. The initial budgeted subsidy was \$5 per ticket; the actual subsidy was \$146 per ticket, mainly due to up-front fixed costs and only operating the shuttle for 59 days. The plan for 2013 is to run one boat for 93 days.

Sandy Evans Hall clarified that the Water Shuttle is a 3-year pilot program. There is \$200,000 left of the initial funding authorized by the Board of Directors. The Finance Committee wants clarification of what was originally approved by the Joint Infra/Transp Committee regarding the Water Shuttle. The Finance Committee also wants a reforecast of the projected revenues/expenses of the Water Shuttle for the next two years.

Lisa reported that there will be changes to the fare structure, schedule and booking procedures for the 2012/13 season.

9.4 Lisa de Roulet reviewed the Conference Room Revenue. There is a slight dip this year, but next year looks great.

Action: Refine Skier Shuttle graph to differentiate between pick-ups and drop-offs.

10.0 COMMITTEE MEMBERS' COMMENTS

10.1 Sandy Evans Hall reported that she and Lisa de Roulet met with Jennifer Merchant and David Boesch to determine a timeline for passing the 2013/14 Budget:

- April 1st – Placer County number to NLTRA
- April 30th – Draft TOT Budget and Scope of Work to Placer County
- May 24th – Draft TOT Budget from Placer County back to NLTRA
- June 5th – Draft TOT Budget before NLTRA Board of Directors
- June 18th - Draft TOT Budget before Placer County Board of Supervisors
- July 3rd – Final NLTRA Budget before NLTRA Board of Directors

They also discussed:

- Access to carryover this year and what can be done so that the carryover can be used for summer marketing.
- Additional funding for large events such as the X-games from Placer County.
- Developing a multi-year contract.
- Funding for the Business Associations through Economic Development.
- Funding for baseline transit.
- Accountability for unspent Placer County funds.

10.2 Ron Parson commented on the Accounts Receivable. Kim Lambert clarified that members who are delinquent do not receive any event grant money until they bring their account current. He also would like to see a one-sheet on the North Lake Tahoe Express since it a "success story."

11.0 ADJOURNMENT

11.1 The meeting adjourned at 3:59 pm.

Submitted by:
Kim Lambert
Staff Accountant

NLT Chamber/CVB/ Resort Association
Financial Statements
For the Seven Months Ending January 31, 2013



February 27, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the January 2013 Financial Statements

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

- Membership dues are down due to write-offs of non-renewing members; however, actual revenue is ahead of last year at this time.
- Membership Activities revenue is down; however, corresponding expense is also down.
- Marketing Commissions are down due to slow sales of the Ski Tahoe North interchangeable lift ticket.
- Miscellaneous revenue is under budget; anticipated sales opportunities have not yet materialized.
- Conference salaries are over budget as not enough money was budgeted for sales commissions.
- Rent expense is up due to increased utilities and the additional cost of snow removal.
- Telephone, Insurance/Bonding, Supplies and Equipment Rental/Leasing expense are over budget in most departments due to the expansion of operations.
- Programs expense is under budget as NLTRA has not yet received invoices from Community Marketing Grant recipients. All money budgeted will be spent.
- Ironman was paid \$50,000 in January causing Special Events expense to be over budget; however, it is under budget for the year (timing).
- Market Study Reports, and Miscellaneous Programs expenses are down in comparison to budget due to timing. The budgeted money will be spent.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.

North Lake Tahoe Resort Association

BALANCE SHEET

Jan 31, 2013

Assets	January 31, 2013	January 31, 2012	June 30, 2012
Current Assets			
Petty Cash	\$ 500	\$ 500	500
Cash - Operations Acct #6712	\$ 786,340	\$ 722,350	698,840
Cash - Payroll Account #7421	\$ 2,622	\$ 5,466	16,479
Marketing Cooperative Cash	\$ 58,952	\$ 209,254	217,829
Cash - FSA Account	\$ 0	\$ 268	0
Cash - Infrastructure #8163	\$ 26,350	\$ 231,518	40,939
UBS Cash	\$ 8,592	\$ 9,045	8,557
Operations Money Market BW	\$ 44,854	\$ 244,360	244,608
Citizens Bank CDs	\$ 0	\$ 207,736	0
Cash in Drawer	\$ 71	\$ 0	355
Accounts Receivable	\$ 36,925	\$ 118,922	121,951
A/R - Sales Estimates	\$ 1,603	\$ 47,451	4,064
A/R - TOT Funding	\$ 1,063,820	\$ 1,908,088	443,558
Undeposited Funds	\$ 470	\$ 0	28
WebLink Accounts Receivable	\$ 78,570	\$ 0	0
Inventory Asset	\$ 21,262	\$ 4,406	13,108
AR TOT Transportation	\$ 1,146,556	\$ 343,241	103,200
AR TOT Infrastructure	\$ 5,887,284	\$ 7,541,659	4,962,993
Total Current Assets	\$ 9,164,771	\$ 11,594,264	6,877,008
Property and Equipment			
Furniture & Fixtures	\$ 64,991	\$ 64,991	64,991
Accum. Depr. - Furn & Fix	\$ (58,242)	\$ (49,909)	(53,388)
Computer Equipment	\$ 41,344	\$ 60,000	41,344
Accum. Depr. - Computer Equip	\$ (39,437)	\$ (55,636)	(37,923)
Computer Software	\$ 30,050	\$ 54,619	20,187
Accum. Amort. - Software	\$ (22,167)	\$ (54,620)	(20,188)
Leasehold Improvements	\$ 24,284	\$ 23,284	23,284
Accum. Amort - Leasehold Impr	\$ (23,384)	\$ (22,313)	(23,284)
Total Property and Equipment	\$ 17,439	\$ 20,415	15,024
Other Assets			
Prepaid Expenses	\$ 104,419	\$ 165,192	49,888
Prepaid Insurance	\$ 7,896	\$ 4,757	4,709
Total Other Assets	\$ 112,315	\$ 169,949	54,597
Total Assets	\$ 9,294,525	\$ 11,784,628	6,946,629
Liabilities and Net Assets			
	2013	2012	2012
Current Liabilities			
Accounts Payable	\$ 331,368	\$ 23,153	869,182
Accounts Payable 2010/11	\$ 0	\$ 156,943	0
Salaries / Wages Payable	\$ 35,874	\$ 49,056	59,843
Empl. Federal Tax Payable	\$ 1,496	\$ (39)	1,496
State Taxes Payable	\$ 0	\$ (1,226)	0
FUTA Taxes Payable	\$ 48	\$ (100)	48
FSA Payable	\$ 0	\$ 90	0
401 (k) Plan	\$ (3,326)	\$ (7,742)	701
401k Profit Sharing	\$ 15,434	\$ 7,155	15,434
Estimated PTO Liability	\$ 56,143	\$ 67,410	60,883
Sales and Use Tax Payable	\$ 1,345	\$ 1,203	2,425
Ski Tahoe North lift tickets	\$ 9,525	\$ 13,368	2,857
Marketing Cooperative Liabili	\$ 58,952	\$ 209,254	217,829
Intra-Company Borrowings	\$ (23)	\$ (159)	(962)
AFW Suspense Account	\$ (90)	\$ 0	(4,590)
Payroll Liabilities	\$ 388	\$ 6,504	4,350
Reserves	\$ 0	\$ 22,674	0
Deferred Rev - Membership Dues	105,701	124,072	71,321
Def Revenue - Other	10,060	0.00	13,456
Unbilled Purchases	\$ 426	\$ 0	0
Deferred Support	\$ 904,522	\$ 1,728,095	0
Deferred Support-Transportation	\$ 477,734	\$ 188,441	0
Deferred Support - Infra	\$ 5,945,549	\$ 7,804,261	4,648,436
Deferred Sup- Infra Maint. Res	\$ 150,000	\$ 0	150,000
Total Current Liabilities	\$ 8,101,126	\$ 10,392,413	6,112,711
Long-Term Liabilities			
Total Liabilities	\$ 8,101,126	\$ 10,392,413	6,112,711
Net Assets			
Fund Balance - General	\$ 0	\$ 4,592,495	0
Fund Balance Restricted	\$ 0	\$ 243,110	0
Temp. Restricted Net Assets 5	\$ 0	\$ (4,217,078)	0
Temp. Restricted Net Assets 4	\$ 0	\$ 49,415	0
Unrestricted Net Assets	\$ 442,264	\$ 29,477	305,763
Designated Marketing Reserve	\$ 293,110	\$ 0	293,110
Designated Infra Maint Reserve	\$ 98,544	\$ 0	98,544
Net Income	\$ 359,482	\$ 694,796	136,500
Total Net Assets	\$ 1,193,399	\$ 1,392,215	833,918
Total Liabilities and Net Assets	\$ 9,294,525	\$ 11,784,628	6,946,629

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 7 months ended Jan 31, 2013
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
Revenue								
\$ 316,202	\$ 316,202	Placer County TOT Funding	\$ 2,691,379	\$ 2,213,415	\$ 477,964	\$ 2,609,020	\$ 5,158,272	52%
9,646	10,355	Membership	66,344	72,488	\$ (6,144)	61,315	124,265	53%
(475)	1,457	Revenues-Membership Activities	17,013	18,005	\$ (992)	24,184	53,833	32%
1,950	744	Revenue-Tue AM Breakfast Club	6,394	5,207	\$ 1,187	6,950	8,927	72%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	\$ -	322	-	-
525	-	Non-retail VIC income	1,125	-	\$ 1,125	-	-	-
2,594	5,167	Commissions	46,254	49,824	\$ (3,570)	118,146	107,000	43%
2,966	5,000	Merchandise Sales	56,119	55,500	\$ 619	15,289	79,000	71%
-	2,536	Miscellaneous	75	17,752	\$ (17,677)	(3)	35,000	0%
333,408	341,461	Total Revenue	2,884,703	2,432,191	\$ 452,512	\$ 2,914,170	5,566,297	52%
Operating Expenses								
98,869	99,997	Salaries & Wages	713,282	720,467	7,185	695,205	1,238,204	58%
16,107	14,841	Rent	111,388	103,885	(7,503)	72,452	178,091	63%
2,901	1,647	Telephone	23,173	15,071	(8,102)	15,844	23,309	99%
29	281	Mail - USPS	1,764	1,966	202	2,095	3,370	52%
1,244	790	Insurance/Bonding	7,853	5,533	(2,320)	5,521	9,485	83%
1,332	1,159	Supplies	10,929	8,116	(2,813)	9,896	13,918	79%
35	-	Visitor Communications - Other	313	-	(313)	25	-	-
1,217	1,147	Depreciation	8,447	8,029	(418)	8,003	13,762	61%
252	928	Equipment Support & Maintenance	6,760	6,498	(262)	9,444	11,140	61%
3	100	Taxes, Licenses & Fees	1,669	2,184	515	1,927	3,334	50%
-	-	Miscellaneous Expense	371	342	(29)	-	684	54%
2,066	1,403	Equipment Rental/Leasing	12,682	9,819	(2,863)	9,597	16,828	75%
400	42	Training Seminars	1,155	992	(163)	1,447	3,100	37%
-	-	Public Outreach	-	1,867	1,867	-	3,735	0%
2,650	250	Professional Fees	19,558	20,725	1,167	25,870	26,975	73%
-	2,000	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
2,298	4,333	Research & Planning	49,146	45,331	(3,815)	17,593	82,000	60%
21,468	78,333	Transportation Projects	272,061	799,333	527,272	193,890	977,000	28%
12,696	-	Infrastructure Projects	531,035	-	(531,035)	249,017	1,363,831	39%
5,000	40,000	Programs	14,600	140,000	125,400	7,050	196,600	7%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
67,493	-	Special Events	93,982	28,500	(65,482)	45,011	190,153	49%
676	1,310	Membership Activities	8,141	17,792	9,651	6,783	45,580	18%
1,383	500	Tuesday Morning Breakfast Club	4,152	3,500	(652)	5,131	6,000	69%
-	-	Classified Ads	-	-	-	2,361	-	-
100	-	Promotions/Giveaways	727	-	(727)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
80,762	80,548	Marketing Cooperative/Media	565,334	563,833	(1,501)	592,000	966,566	58%
-	-	Media/Collateral/Production	-	-	-	106,963	-	-
542	10,042	Miscellaneous Programs	21,575	40,848	19,273	-	88,731	24%
-	-	Conference - PUD	-	-	-	-	10,000	0%
1,463	2,500	Cost of Goods Sold	24,240	21,000	(3,240)	8,564	33,000	73%
898	215	Associate Relations	1,395	1,902	507	2,197	3,075	45%
83	417	Board Functions	2,499	2,917	418	5,094	5,000	50%
540	242	Credit Card Fees	3,436	1,942	(1,494)	1,667	3,400	101%
591	922	Automobile Expenses	4,280	6,451	2,171	4,995	11,058	39%
655	158	Meals/Meetings	2,616	1,158	(1,458)	1,318	2,160	121%
194	-	Dues & Subscriptions	3,707	3,212	(495)	9,027	5,172	72%
(4,554)	631	Travel	(196)	4,418	4,614	3,332	8,238	-2%
300	-	Bad Debt	300	-	(300)	-	-	-
319,693	344,736	Total Operating Expenses	2,525,407	2,597,631	72,224	2,198,146	5,566,499	45%
13,715	(3,275)	Operating Income (Loss)	359,296	(165,440)	524,736	\$ 716,024	(202)	-
Other Income								
12	183	Revenues- Interest & Investment	290	1,283	(993)	1,443	2,200	13%
-	-	Marketing Reserves	-	-	-	22,674	-	-
-	-	Total Other Expenses	-	-	-	22,674	-	-
13,727	(3,092)	Net Income (Loss)	359,586	(164,157)	523,743	694,793	1,998	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 7 months ended Jan 31, 2013
All Departments excl Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
Revenue								
\$ 299,699	\$ 299,699	Placer County TOT Funding	\$ 2,097,894	\$ 2,097,894	\$ -	\$ 1,931,249	\$ 3,596,401	58%
9,646	10,355	Membership	66,344	72,488	\$ (6,144)	61,315	124,265	53%
(475)	1,457	Revenues-Membership Activities	17,013	18,005	\$ (992)	24,184	53,833	32%
1,950	744	Revenue-Tue AM Breakfast Club	6,394	5,207	\$ 1,187	6,950	8,927	72%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	\$ -	322	-	-
525	-	Non-retail VIC income	1,125	-	\$ 1,125	-	-	-
2,594	5,167	Commissions	46,254	49,824	\$ (3,570)	118,146	107,000	43%
2,966	5,000	Merchandise Sales	56,119	55,500	\$ 619	15,289	79,000	71%
-	2,536	Miscellaneous	75	17,752	\$ (17,677)	(3)	35,000	0%
316,905	324,958	Total Revenue	2,291,218	2,316,670	\$ (25,452)	\$ 2,236,399	4,004,426	57%
Operating Expenses								
92,160	93,069	Salaries & Wages	665,574	671,469	5,895	649,798	1,154,183	58%
15,455	14,213	Rent	106,990	99,494	(7,496)	67,395	170,563	63%
2,696	1,551	Telephone	21,372	14,113	(7,259)	14,517	21,869	98%
29	280	Mail - USPS	1,756	1,957	201	2,089	3,355	52%
1,207	724	Insurance/Bonding	7,572	5,066	(2,506)	5,069	8,685	87%
1,280	1,034	Supplies	10,576	7,241	(3,335)	9,393	12,418	85%
35	-	Visitor Communications - Other	313	-	(313)	25	-	-
1,120	1,055	Depreciation	7,772	7,385	(387)	7,400	12,658	61%
252	868	Equipment Support & Maintenance	6,456	6,078	(378)	8,946	10,420	62%
3	-	Taxes, Licenses & Fees	1,611	1,484	(127)	1,128	2,234	72%
-	-	Miscellaneous Expense	371	-	(371)	-	-	-
1,886	1,283	Equipment Rental/Leasing	11,561	8,979	(2,582)	8,750	15,388	75%
400	-	Training Seminars	1,155	700	(455)	1,069	2,600	44%
-	-	Public Outreach	-	1,717	1,717	-	3,435	0%
2,650	250	Professional Fees	19,558	20,725	1,167	25,870	26,975	73%
-	2,000	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
1,923	-	Research & Planning	17,771	15,000	(2,771)	6,694	30,000	59%
21,468	78,333	Transportation Projects	272,061	799,333	527,272	193,890	977,000	28%
5,000	40,000	Programs	14,600	140,000	125,400	7,050	196,600	7%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
67,493	-	Special Events	93,982	28,500	(65,482)	45,011	190,153	49%
676	1,310	Membership Activities	8,049	17,792	9,743	6,783	45,580	18%
1,383	500	Tuesday Morning Breakfast Club	4,152	3,500	(652)	5,131	6,000	69%
-	-	Classified Ads	-	-	-	2,192	-	-
100	-	Promotions/Giveaways	727	-	(727)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
80,762	80,548	Marketing Cooperative/Media	565,334	563,833	(1,501)	592,000	966,566	58%
-	-	Media/Collateral/Production	-	-	-	106,963	-	-
542	10,042	Miscellaneous Programs	21,575	40,848	19,273	-	88,731	24%
-	-	Conference - PUD	-	-	-	-	10,000	0%
1,463	2,500	Cost of Goods Sold	24,240	21,000	(3,240)	8,564	33,000	73%
878	215	Associate Relations	1,369	1,852	483	2,115	2,975	46%
83	417	Board Functions	2,499	2,917	418	5,094	5,000	50%
540	242	Credit Card Fees	3,436	1,942	(1,494)	1,667	3,400	101%
589	755	Automobile Expenses	3,773	5,284	1,511	3,970	9,058	42%
633	158	Meals/Meetings	2,492	1,108	(1,384)	1,301	2,060	121%
174	-	Dues & Subscriptions	3,669	3,162	(507)	8,991	5,072	72%
(4,554)	631	Travel	(196)	4,418	4,614	3,332	8,238	-2%
300	-	Bad Debt	300	-	(300)	-	-	-
298,626	331,978	Total Operating Expenses	1,905,503	2,506,897	601,394	1,881,024	4,047,216	47%
18,279	(7,020)	Operating Income (Loss)	385,715	(190,227)	575,942	\$ 355,375	(42,790)	-
Other Income								
12	150	Revenues- Interest & Investment	290	1,050	(760)	1,104	1,800	16%
-	-	Marketing Reserves	-	-	-	22,674	-	-
\$ (3,508)	\$ (3,582)	Allocated	\$ (24,555)	\$ (25,077)	(522)	\$ (24,141)	\$ (42,988)	0%
(3,508)	(3,582)	Total Other Expenses	(24,555)	(25,077)	(522)	(1,467)	(42,988)	-
21,799	(3,288)	Net Income (Loss)	410,560	(164,100)	574,660	357,946	1,998	-

North Lake Tahoe Resort Association
Departmental Summary
For the 7 Months Ending Jan 31, 2013

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	Total
Revenue										
Placer County TOT Funding	\$ 1,040,879	\$ 205,451	\$ 182,741	\$ 1,429,071	\$ 668,822	\$ -	\$ -	\$ 668,822	\$ 593,485	\$ 2,691,378
Membership	\$ -	\$ 4,833	\$ -	\$ 4,833	\$ -	\$ 61,511	\$ -	\$ 61,511	\$ -	\$ 66,344
Revenues-Membership Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,013	\$ -	\$ 17,013	\$ -	\$ 17,013
Revenue-Tue AM Breakfast Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,394	\$ -	\$ 6,394	\$ -	\$ 6,394
Non-retail VIC income	\$ -	\$ -	\$ 1,125	\$ 1,125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,125
Commissions	\$ 656	\$ 45,598	\$ -	\$ 46,254	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,254
Merchandise Sales	\$ -	\$ -	\$ 56,119	\$ 56,119	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,119
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75	\$ 75	\$ -	\$ 75
Total Revenue	\$ 1,041,535	\$ 255,882	\$ 239,985	\$ 1,537,402	\$ 668,822	\$ 84,918	\$ 75	\$ 753,815	\$ 593,485	\$ 2,884,702
Operating Expenses										
Salaries & Wages	\$ 162,161	\$ 125,598	\$ 123,206	\$ 410,965	\$ 41,003	\$ 43,346	\$ 170,259	\$ 254,608	\$ 47,708	\$ 713,281
Rent	\$ 12,355	\$ 6,250	\$ 65,658	\$ 84,263	\$ 4,398	\$ 4,398	\$ 13,931	\$ 22,727	\$ 4,398	\$ 111,388
Telephone	\$ 6,648	\$ 2,005	\$ 3,412	\$ 12,065	\$ 1,736	\$ 2,343	\$ 5,228	\$ 9,307	\$ 1,801	\$ 23,173
Mail - USPS	\$ 616	\$ 413	\$ 241	\$ 1,270	\$ 8	\$ 130	\$ 349	\$ 487	\$ 8	\$ 1,765
Insurance/Bonding	\$ 1,543	\$ 1,437	\$ 1,857	\$ 4,837	\$ 282	\$ 701	\$ 1,753	\$ 2,736	\$ 281	\$ 7,854
Supplies	\$ 1,857	\$ 551	\$ 4,524	\$ 6,932	\$ 300	\$ 1,214	\$ 2,131	\$ 3,645	\$ 353	\$ 10,930
Visitor Communications - Other	\$ 75	\$ -	\$ 238	\$ 313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 313
Depreciation	\$ 2,112	\$ 1,098	\$ 1,098	\$ 4,308	\$ 676	\$ 676	\$ 2,112	\$ 3,464	\$ 676	\$ 8,448
Equipment Support & Maintenance	\$ 1,651	\$ 948	\$ 1,145	\$ 3,744	\$ 304	\$ 304	\$ 2,103	\$ 2,711	\$ 304	\$ 6,759
Taxes, Licenses & Fees	\$ 380	\$ 94	\$ 588	\$ 1,062	\$ 58	\$ 58	\$ 433	\$ 549	\$ 58	\$ 1,669
Miscellaneous Expense	\$ 22	\$ -	\$ -	\$ 22	\$ -	\$ -	\$ 349	\$ 349	\$ -	\$ 371
Equipment Rental/Leasing	\$ 1,545	\$ 1,321	\$ 3,479	\$ 6,345	\$ 1,120	\$ 2,307	\$ 1,789	\$ 5,216	\$ 1,120	\$ 12,681
Training Seminars	\$ 425	\$ -	\$ -	\$ 425	\$ -	\$ 180	\$ 550	\$ 730	\$ -	\$ 1,155
Professional Fees	\$ -	\$ -	\$ 3,188	\$ 3,188	\$ -	\$ 160	\$ 16,210	\$ 16,370	\$ -	\$ 19,558
Research & Planning Memberships	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000	\$ -	\$ 3,000
Research & Planning	\$ -	\$ -	\$ -	\$ -	\$ 17,771	\$ -	\$ -	\$ 17,771	\$ 31,375	\$ 49,146
Transportation Projects	\$ -	\$ -	\$ -	\$ -	\$ 272,061	\$ -	\$ -	\$ 272,061	\$ -	\$ 272,061
Infrastructure Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 531,035	\$ 531,035
Programs	\$ 14,600	\$ -	\$ -	\$ 14,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,600
Special Events	\$ 93,982	\$ -	\$ -	\$ 93,982	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,982
Membership Activities	\$ 93	\$ 93	\$ 93	\$ 279	\$ 93	\$ 7,586	\$ 93	\$ 7,772	\$ 93	\$ 8,144
Tuesday Morning Breakfast Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,152	\$ -	\$ 4,152	\$ -	\$ 4,152
Promotions/Giveaways	\$ 100	\$ 627	\$ -	\$ 727	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 727
Market Study Reports/Research	\$ 33	\$ -	\$ -	\$ 33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33
Marketing Cooperative/Media	\$ 487,172	\$ 78,162	\$ -	\$ 565,334	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 565,334
Miscellaneous Programs	\$ 21,575	\$ -	\$ -	\$ 21,575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,575
Cost of Goods Sold	\$ -	\$ -	\$ 24,240	\$ 24,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,240
Associate Relations	\$ 28	\$ 350	\$ 275	\$ 653	\$ -	\$ 25	\$ 690	\$ 715	\$ 26	\$ 1,394
Board Functions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,499	\$ 2,499	\$ -	\$ 2,499
Credit Card Fees	\$ 186	\$ -	\$ 2,020	\$ 2,206	\$ -	\$ 1,230	\$ -	\$ 1,230	\$ -	\$ 3,436
Automobile Expenses	\$ 1,228	\$ 767	\$ 1,078	\$ 3,073	\$ 502	\$ -	\$ 199	\$ 701	\$ 507	\$ 4,281
Meals/Meetings	\$ 1,564	\$ 117	\$ 371	\$ 2,052	\$ 13	\$ 82	\$ 345	\$ 440	\$ 124	\$ 2,616
Dues & Subscriptions	\$ 637	\$ 815	\$ -	\$ 1,452	\$ 38	\$ 556	\$ 1,623	\$ 2,217	\$ 38	\$ 3,707
Travel	\$ (196)	\$ -	\$ -	\$ (196)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (196)
Bad Debt	\$ 300	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300
Total Operating Expenses	\$ 812,392	\$ 220,646	\$ 236,711	\$ 1,269,749	\$ 343,363	\$ 69,448	\$ 222,646	\$ 635,457	\$ 619,905	\$ 2,525,111
Operating Income (Loss)	\$ 229,143	\$ 35,236	\$ 3,274	\$ 267,653	\$ 325,459	\$ 15,470	\$ (222,571)	\$ 118,358	\$ (26,420)	\$ 359,591
Revenues- Interest & Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290	\$ 290	\$ -	\$ 290
Allocated	\$ 78,250	\$ 47,827	\$ 27,739	\$ 153,816	\$ 19,745	\$ 20,386	\$ (218,502)	\$ (178,371)	\$ 24,555	\$ -
Net Income (Loss)	\$ 150,893	\$ (12,591)	\$ (24,465)	\$ 113,837	\$ 305,714	\$ (4,916)	\$ (3,779)	\$ 297,019	\$ (50,975)	\$ 359,881

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 7 Months Ended Jan 31, 2013
Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
Revenue								
\$ 148,697	\$ 148,697	Placer County TOT Funding	\$ 1,040,879	\$ 1,040,879	\$ -	\$ 1,183,453	\$ 1,784,362	58%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
355	2,250	Commissions	656	3,500	\$ (2,844)	2,473	7,000	9%
149,052	150,947	Total Revenue	1,041,535	1,044,379	\$ (2,844)	1,264,873	1,791,362	
Operating Expenses								
21,763	23,011	Salaries & Wages	162,161	164,024	1,863	182,235	282,026	57%
1,837	1,631	Rent	12,355	11,420	(935)	14,168	19,577	63%
715	300	Telephone	6,648	2,988	(3,660)	5,368	4,488	148%
16	85	Mail - USPS	616	595	(21)	695	1,020	60%
236	200	Insurance/Bonding	1,543	1,400	(143)	1,365	2,400	64%
116	383	Supplies	1,857	2,681	824	2,610	4,601	40%
-	-	Visitor Communications - Other	75	-	(75)	-	-	-
304	286	Depreciation	2,112	2,002	(110)	2,054	3,430	62%
-	150	Equipment Support & Maintenance	1,651	1,050	(601)	3,049	1,800	92%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
301	167	Equipment Rental/Leasing	1,545	1,169	(376)	1,239	2,000	77%
-	-	Training Seminars	425	-	(425)	1,069	-	-
5,000	40,000	Programs	14,600	140,000	125,400	7,050	196,600	7%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
67,493	-	Special Events	93,982	28,500	(65,482)	45,011	190,153	49%
-	-	Membership Activities	93	-	(93)	-	-	-
100	-	Promotions/Giveaways	100	-	(100)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
69,596	69,104	Marketing Cooperative/Media	487,172	483,728	(3,444)	494,250	829,243	59%
-	-	Media/Collateral/Production	-	-	-	90,562	-	-
542	10,000	Miscellaneous Programs	21,575	40,000	18,425	-	87,675	25%
28	-	Associate Relations	28	350	322	281	400	7%
186	-	Credit Card Fees	186	250	64	233	500	37%
67	150	Automobile Expenses	1,228	1,050	(178)	1,005	1,800	68%
586	100	Meals/Meetings	1,564	700	(864)	1,081	1,200	130%
40	-	Dues & Subscriptions	637	750	113	6,812	1,500	42%
(4,554)	631	Travel	(196)	4,418	4,614	3,028	7,574	-3%
300	-	Bad Debt	300	-	(300)	-	-	-
164,672	146,198	Total Operating Expenses	812,692	892,308	79,616	939,196	1,656,220	49%
(15,620)	4,749	Operating Income (Loss)	228,843	152,071	76,772	325,677	135,142	169%
-	-	Marketing Reserves	-	-	-	22,674	-	-
11,179	11,262	Allocated	78,250	78,833	583	87,334	135,142	58%
11,179	11,262	Total Other Expenses	78,250	78,833	583	110,008	135,142	58%
(26,799)	(6,513)	Net Income (Loss)	150,593	73,238	77,355	215,669	-	-

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 7 Months Ended Jan 31, 2013

Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
Revenue								
\$ 29,350	\$ 29,350	Placer County TOT Funding	\$ 205,451	\$ 205,451	\$ -	\$ 199,083	\$ 352,202	58%
603	541	Membership	4,833	3,790	\$ 1,043	3,148	6,497	74%
2,239	2,500	Commissions	45,598	43,407	\$ 2,191	115,674	95,000	48%
32,192	32,391	Total Revenue	255,882	252,648	\$ 3,234	317,905	453,699	56%
Operating Expenses								
20,320	16,118	Salaries & Wages	125,598	115,289	(10,309)	100,191	198,340	63%
921	835	Rent	6,250	5,842	(408)	7,225	10,014	62%
317	246	Telephone	2,005	2,176	171	2,164	3,408	59%
-	65	Mail - USPS	413	455	42	502	780	53%
236	100	Insurance/Bonding	1,437	700	(737)	685	1,200	120%
108	149	Supplies	551	1,040	489	1,211	1,782	31%
158	150	Depreciation	1,098	1,050	(48)	1,040	1,800	61%
100	108	Equipment Support & Maintena	948	758	(190)	928	1,300	73%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
225	142	Equipment Rental/Leasing	1,321	992	(329)	1,012	1,700	78%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
-	-	Promotions/Giveaways	627	-	(627)	-	-	-
11,166	11,444	Marketing Cooperative/Media	78,162	80,105	1,943	97,750	137,323	57%
-	-	Conference - PUD	-	-	-	-	10,000	0%
350	42	Associate Relations	350	292	(58)	358	500	70%
362	80	Automobile Expenses	767	559	(208)	71	958	80%
-	-	Meals/Meetings	117	-	(117)	23	-	-
-	-	Dues & Subscriptions	815	840	25	890	1,500	54%
34,263	29,479	Total Operating Expenses	220,646	210,228	(10,418)	214,206	370,735	60%
(2,071)	2,912	Operating Income (Loss)	35,236	42,420	(7,184)	103,699	82,964	42%
Other Expenses								
6,832	6,914	Allocated	47,827	48,396	569	49,779	82,965	58%
6,832	6,914	Total Other Expenses	47,827	48,396	569	49,779	82,965	58%
(8,903)	(4,002)	Net Income (Loss)	(12,591)	(5,976)	(6,615)	53,920	(1)	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 7 Months Ended Jan 31, 2013

Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
Revenue								
\$ 95,546	\$ 95,546	Placer County TOT Funding	\$ 668,822	\$ 668,822	\$ -	\$ 361,200	\$ 1,146,566	58%
95,546	95,546	Total Revenue	668,822	668,822	\$ -	361,200	1,146,566	58%
Operating Expenses								
5,348	6,633	Salaries & Wages	41,003	46,753	5,750	43,673	80,239	51%
652	586	Rent	4,398	4,103	(295)	5,057	7,034	63%
205	171	Telephone	1,736	1,474	(262)	1,327	2,328	75%
-	-	Mail - USPS	8	-	(8)	-	-	-
37	67	Insurance/Bonding	282	467	185	457	800	35%
37	67	Supplies	300	467	167	503	800	38%
97	92	Depreciation	676	644	(32)	609	1,104	61%
-	56	Equipment Support & Maintenan	304	391	87	448	670	45%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
180	117	Equipment Rental/Leasing	1,120	817	(303)	848	1,400	80%
-	-	Public Outreach	-	886	886	-	1,773	0%
-	2,000	Research & Planning Membersh	3,000	5,000	2,000	3,000	5,000	60%
1,923	-	Research & Planning	17,771	15,000	(2,771)	6,694	30,000	59%
21,468	78,333	Transportation Projects	272,061	799,333	527,272	193,890	977,000	28%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	169	-	-
-	13	Associate Relations	-	88	88	82	150	0%
-	350	Automobile Expenses	502	2,450	1,948	1,022	4,200	12%
-	-	Meals/Meetings	13	-	(13)	12	100	13%
20	-	Dues & Subscriptions	38	72	34	36	72	53%
29,967	88,485	Total Operating Expenses	343,363	878,045	534,682	257,892	1,112,770	31%
65,579	7,061	Operating Income (Loss)	325,459	(209,223)	534,682	103,308	33,796	963%
-	-	Total Other Income	-	-	-	-	-	-
Other Expenses								
2,821	2,816	Allocated	19,745	19,715	(30)	21,260	33,796	58%
2,821	2,816	Total Other Expenses	19,745	19,715	(30)	21,260	33,796	58%
62,758	4,245	Net Income (Loss)	305,714	(228,938)	534,652	82,048	-	-

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

for the 7 months ended Jan 31, 2013

Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
Revenue								
\$ 26,106	\$ 26,106	Placer County TOT Funding	\$ 182,741	\$ 182,741	-	\$ 187,513	\$ 313,271	58%
-	-	Revenues - Retail - Nontaxable	-	-	-	322	-	-
525	-	Non-retail VIC income	1,125	-	1,125	-	-	-
2,966	5,000	Merchandise Sales	56,119	55,500	619	15,289	79,000	71%
-	2,536	Miscellaneous	-	17,752	(17,752)	70	35,000	0%
29,597	33,642	Total Revenue	239,985	255,993	(16,008)	\$ 203,194	427,271	56%
Operating Expenses								
14,662	15,925	Salaries & Wages	123,206	124,996	1,790	86,091	215,026	57%
9,328	8,941	Rent	65,658	62,587	(3,071)	20,449	107,294	61%
501	155	Telephone	3,412	1,551	(1,861)	1,023	2,328	147%
10	15	Mail - USPS	241	105	(136)	79	180	134%
311	83	Insurance/Bonding	1,857	583	(1,274)	685	1,000	186%
213	83	Supplies	4,524	583	(3,941)	1,772	1,000	452%
35	-	Visitor Communications - Other	238	-	(238)	25	-	-
158	149	Depreciation	1,098	1,043	(55)	1,040	1,788	61%
-	150	Equipment Support & Maintenance	1,145	1,050	(95)	1,028	1,800	64%
-	-	Taxes, Licenses & Fees	588	206	(382)	193	206	285%
513	333	Equipment Rental/Leasing	3,479	2,333	(1,146)	2,560	4,000	87%
-	-	Training Seminars	-	500	500	-	1,000	0%
-	250	Professional Fees	3,188	3,475	287	-	4,975	64%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	720	-	-
-	-	Media/Collateral/Production	-	-	-	16,401	-	-
-	42	Miscellaneous Programs	-	292	292	-	500	0%
1,463	2,500	Cost of Goods Sold	24,240	21,000	(3,240)	8,564	33,000	73%
200	29	Associate Relations	275	204	(71)	162	350	79%
221	58	Credit Card Fees	2,020	408	(1,612)	502	700	289%
160	25	Automobile Expenses	1,078	175	(903)	944	300	359%
8	-	Meals/Meetings	371	-	(371)	63	60	618%
27,783	28,738	Total Operating Expenses	236,711	221,091	(15,620)	142,301	375,507	63%
1,814	4,904	Operating Income (Loss)	3,274	34,902	(31,628)	\$ 60,893	51,764	6%
3,963	3,814	Allocated	27,739	26,696	\$ (1,043)	38,012	45,764	0%
3,963	3,814	Total Other Expenses	27,739	26,696	(1,043)	38,012	45,764	-
(2,149)	1,090	Net Income (Loss)	(24,465)	8,206	(32,671)	22,881	6,000	-408%

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 7 Months Ended Jan 31, 2013
Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
Revenue								
\$ 16,503	\$ 16,503	Placer County TOT Funding	\$ 593,485	\$ 115,521	477,964	\$ 677,772	\$ 1,561,871	38%
16,503	16,503	Total Revenue	593,485	115,521	477,964	677,772	1,561,871	38%
Operating Expenses								
6,709	6,928	Salaries & Wages	47,708	48,997	1,289	45,407	84,021	57%
652	627	Rent	4,398	4,391	(7)	5,057	7,528	58%
205	96	Telephone	1,801	959	(842)	1,327	1,440	125%
-	1	Mail - USPS	8	9	1	5	15	53%
37	67	Insurance/Bonding	281	467	186	452	800	35%
52	125	Supplies	353	875	522	503	1,500	24%
97	92	Depreciation	676	644	(32)	603	1,104	61%
-	60	Equipment Support & Maintenance	304	420	116	498	720	42%
-	100	Taxes, Licenses & Fees	58	700	642	800	1,100	5%
-	-	Miscellaneous Expense	-	342	342	-	684	0%
180	120	Equipment Rental/Leasing	1,120	840	(280)	847	1,440	78%
-	42	Training Seminars	-	292	292	378	500	0%
-	-	Public Outreach	-	150	150	-	300	0%
375	4,333	Research & Planning	31,375	30,331	(1,044)	10,899	52,000	60%
12,696	-	Infrastructure Projects	531,035	-	(531,035)	249,017	1,363,831	39%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	169	-	-
20	-	Associate Relations	26	50	24	82	100	26%
2	167	Automobile Expenses	507	1,167	660	1,025	2,000	25%
22	-	Meals/Meetings	124	50	(74)	17	100	124%
20	-	Dues & Subscriptions	38	50	12	36	100	38%
21,067	12,758	Total Operating Expenses	619,905	90,734	(529,171)	317,122	1,519,283	41%
(4,564)	3,745	Operating Income (Loss)	(26,420)	24,787	(51,207)	360,650	42,588	-62%
Other Income								
-	33	Revenues- Interest & Investment	-	233	\$ (233)	339	400	
-	33	Total Other Income	-	233	\$ (233)	339	400	
Other Expenses								
3,508	3,582	Allocated	24,555	25,076	521	24,141	42,988	57%
3,508	3,582	Total Other Expenses	24,555	25,076	521	24,141	42,988	57%
(8,072)	196	Net Income (Loss)	(50,975)	(56)	(50,919)	336,848	-	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 7 Months Ended Jan 31, 2013

Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
Revenue								
9,043	9,814	Membership	61,511	68,698	\$ (7,187)	58,167	117,768	52%
(475)	1,457	Revenues-Membership Activities	17,013	18,005	(992)	24,184	53,833	32%
1,950	744	Revenue-Tue AM Breakfast Clut	6,394	5,207	1,187	6,950	8,927	72%
-	417	Commissions	-	2,917	(2,917)	-	5,000	0%
10,518	12,432	Total Revenue	84,918	94,827	(9,909)	89,301	185,528	
Operating Expenses								
6,183	6,842	Salaries & Wages	43,346	45,768	2,422	47,103	78,352	55%
652	589	Rent	4,398	4,123	(275)	5,077	7,068	62%
271	196	Telephone	2,343	1,659	(684)	1,383	2,640	89%
-	50	Mail - USPS	130	350	220	260	600	22%
112	65	Insurance/Bonding	701	458	(243)	452	785	89%
60	83	Supplies	1,214	583	(631)	726	1,000	121%
97	92	Depreciation	676	644	(32)	603	1,104	61%
-	79	Equipment Support & Maintenanc	304	554	250	548	950	32%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
338	242	Equipment Rental/Leasing	2,307	1,692	(615)	1,698	2,900	80%
-	-	Training Seminars	180	200	20	-	1,000	18%
-	-	Professional Fees	160	-	(160)	-	-	-
676	1,310	Membership Activities	7,586	17,792	10,206	6,783	45,580	17%
1,383	500	Tuesday Morning Breakfast Club	4,152	3,500	(652)	5,131	6,000	69%
-	-	Classified Ads	-	-	-	169	-	-
-	-	Miscellaneous Programs	-	556	556	-	556	0%
-	31	Associate Relations	25	219	194	307	375	7%
132	183	Credit Card Fees	1,230	1,283	53	933	2,200	56%
-	125	Automobile Expenses	-	875	875	873	1,500	0%
19	25	Meals/Meetings	82	175	93	76	300	27%
40	-	Dues & Subscriptions	556	500	(56)	552	1,000	56%
-	-	Travel	-	-	-	-	664	0%
9,963	10,412	Total Operating Expenses	69,448	80,996	11,548	72,739	154,639	45%
555	2,020	Operating Income (Loss)	15,470	13,831	1,639	16,562	30,889	50%
2,912	2,907	Allocated	20,386	20,352	(34)	22,046	34,889	58%
2,912	2,907	Total Other Expenses	20,386	20,352	(34)	22,046	34,889	58%
(2,357)	(887)	Net Income (Loss)	(4,916)	(6,521)	1,605	(5,484)	(4,000)	123%

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

Ended Jan 31, 2013

Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
-	-	Revenue						
-	-	Miscellaneous	75	-	75	(73)	-	
-	-	Total Revenue	75	-	75	(73)	-	-
		Operating Expenses						
23,884	75,371	Salaries & Wages	146,375	150,099	3,724	165,011	300,200	49%
2,065	4,894	Rent	11,865	9,788	(2,077)	13,292	19,577	61%
687	1,447	Telephone	4,542	3,783	(759)	2,769	6,676	68%
4	194	Mail - USPS	345	387	42	518	775	45%
274	625	Insurance/Bonding	1,480	1,250	(230)	1,212	2,500	59%
746	809	Supplies	1,385	1,618	233	2,141	3,235	43%
304	858	Depreciation	1,808	1,716	(92)	1,784	3,432	53%
152	975	Equipment Support & Maintenance	1,951	1,950	(1)	2,744	3,900	50%
3	375	Taxes, Licenses & Fees	430	750	320	441	1,500	29%
-	-	Miscellaneous Expense	349	-	(349)	-	-	-
329	847	Equipment Rental/Leasing	1,459	1,694	235	1,072	3,388	43%
400	-	Training Seminars	150	-	(150)	-	600	25%
-	416	Public Outreach	-	831	831	-	1,662	0%
2,650	-	Professional Fees	13,560	17,250	3,690	25,870	22,000	62%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,084	-	-
300	300	Associate Relations	390	600	210	475	1,200	33%
83	1,250	Board Functions	2,416	2,500	84	4,986	5,000	48%
-	75	Automobile Expenses	199	150	(49)	56	300	66%
20	100	Meals/Meetings	325	200	(125)	46	400	81%
74	-	Dues & Subscriptions	1,549	1,000	(549)	701	1,000	155%
-	-	Travel	-	-	-	304	-	-
31,975	88,536	Total Operating Expenses	190,671	195,566	4,895	224,506	377,345	51%
(31,975)	(88,536)	Operating Income (Loss)	(190,596)	(195,566)	4,970	(224,579)	(377,345)	51%
		Other Income						
12	450	Revenues- Interest & Investment	278	900	\$ (622)	932	1,800	
12	450	Total Other Income	278	900	\$ (622)	932	1,800	15%
		Other Expenses						
(31,215)	(93,886)	Allocated	(187,287)	(187,773)	486	(207,918)	(375,545)	50%
(31,215)	(93,886)	Total Other Expenses	(187,287)	(187,773)	486	(207,918)	(375,545)	50%
(748)	5,800	Net Income (Loss)	(3,031)	(6,893)	3,862	(15,729)	-	-

January Quickbooks Accounts Receivable								
Customer Account	Business Name	Chamber/Conf Member Dues		Group Commissions		Misc.		
Total		age	amount	age	amount	age	amount	
550.00	Aston Lakeland Village	new	550.00					1/1/13 Conference dues
1,226.80	Cal Neva			30	1,226.80			12/31/12 Groups
210.00	Chris Werner Photography	60	210.00					11/1/12 Chamber dues
320.00	Gary Davis					new	320.00	One year TMBC (2 ppl)
550.00	Harrah's/Harvey's	new	550.00					1/1/13 Conference dues
1,011.21	Heavenly Mountain Resort					30	1,011.21	12/31/12 X-games hotel
182.50	ICBA					30	182.50	12/31/12 Ad
210.00	Incline Liquor	60	210.00					11/1/12 Chamber dues
210.00	Integrity Property Mgmt	60	210.00					11/1/12 Chamber dues
210.00	KPFF Consulting Engineers	60	210.00					11/1/12 Chamber dues
1,011.21	LTVA					30	1,011.21	12/31/12 X-games hotel
550.00	Larkspur Hotel	new	550.00					1/1/13 Conference dues
550.00	MontBleu	new	550.00					1/1/13 Conference dues
225.00	Moonshine Ink	60	225.00					11/1/12 Chamber dues
7,510.22	NLT Marketing Co-op					30	7,510.22	12/31/12 Dec credit card
2,785.70	NLT Marketing Co-op					new	2,785.70	1/31/13 Jan credit card
182.50	NTBA					30	182.50	12/31/12 Ad
396.21	Northstar California			90	396.21			9/30/12 Groups
10,513.81	Northstar California					60	10,513.81	11/29/12 AFW expenses
689.83	Northstar California					60	689.83	11/29/12 AFW expenses
1,056.00	Northstar California					60	1,056.00	11/29/12 AFW expenses
500.40	Northstar California			new	500.40			1/31/13 Groups
225.00	Poulsen Commercial	60	225.00					11/1/12 Chamber dues
325.00	Reno Tahoe Limo	60	325.00					11/1/12 Chamber dues
1,039.60	Squaw Valley Resort			90	1,039.60			10/31/12 Groups
75.00	Squaw Valley Resort					30	75.00	12/31/12 VIC kiosk
324.20	Squaw Valley Resort			90	324.20			Groups underpayments
110.00	Ta-Hoe Nalu, LLC	60	110.00					11/1/12 Chamber dues
182.50	TCDA					30	182.50	12/31/12 Ad
225.00	TCPUD					new	225.00	1/31/13 Kiosk rental
50.00	Tahoe Dave's					new	50.00	1/31/13 Brochure
550.00	Tahoe Mtn Resorts Lodging	new	550.00					1/1/13 Conference dues
100.00	Tahoe Paddle and Oar	90	100.00					Balance Chamber dues
210.00	Tahoe Quarterly	60	210.00					11/1/12 Chamber dues
732.15	The Resort at Squaw Creek			30	732.15			12/31/12 Groups
550.00	The Ridge Tahoe	new	550.00					1/1/13 Conference dues
882.70	The Ritz-Carlton			90	882.70			10/31/12 Groups
510.30	The Ritz-Carlton			new	510.30			1/31/13 Groups
182.50	West Shore Association					30	182.50	12/31/12 Ad
36,925.34			5,335.00		5,612.36		25,977.98	
	Paid as of 2/15/13		-1,650.00		-2,998.55		-11,228.85	
			3,685.00		2,613.81		14,749.13	
	Shaded grey is paid.							

Quickbooks Accounts Receivable Aging as of 2/15/13

	1 - 30	31 - 60	61 - 90	> 90	TOTAL	
Cal Neva	0.00	667.90	0.00	0.00	667.90	Group commission
Chris Werner Photography	0.00	0.00	0.00	210.00	210.00	Chamber dues
Dave's Ski Shops - Tahoe	50.00	0.00	0.00	0.00	50.00	Advertising
Gary Davis Group	0.00	320.00	0.00	0.00	320.00	Breakfast Club
ICBA	0.00	182.50	0.00	0.00	182.50	Advertising
Incline Liquor	0.00	0.00	0.00	210.00	210.00	Chamber dues
Integrity Property Management	0.00	0.00	0.00	210.00	210.00	Chamber dues
KPFF Consulting Engineers	0.00	0.00	0.00	210.00	210.00	Chamber dues
Moonshine Ink	0.00	0.00	0.00	225.00	225.00	Chamber dues
NLT Marketing Cooperative	2,785.70	0.00	0.00	0.00	2,785.70	Reimbursement
Northstar California	500.40	0.00	12,259.64	396.21	13,156.25	Autumn Food & Wine, Group commissions, Email blast
Poulsen Commercial	0.00	0.00	0.00	225.00	225.00	Chamber dues
Reno Tahoe Limo	0.00	0.00	0.00	325.00	325.00	Chamber dues
Squaw Valley Resort	150.00	75.00	0.00	324.20	549.20	Group commission
Sustainable Comm Advocates	150.00	0.00	0.00	0.00	150.00	TMBC
Ta-Hoe Nalu, LLC	0.00	0.00	0.00	110.00	110.00	Chamber dues
TCPUD	225.00	0.00	0.00	0.00	225.00	Kiosk rental
Tahoe Mtn Resorts Lodging	0.00	550.00	0.00	0.00	550.00	Conference dues
Tahoe Paddle and Oar	0.00	0.00	0.00	100.00	100.00	Chamber dues
Tahoe Quarterly	0.00	0.00	0.00	210.00	210.00	Chamber dues
The Ridge Tahoe	0.00	550.00	0.00	0.00	550.00	Conference dues
The Ritz-Carlton	510.30	0.00	0.00	882.70	1,393.00	Group commissions
West Shore Association	0.00	182.50	0.00	0.00	182.50	Advertising
	4,371.40	2,527.90	12,259.64	3,638.11	22,797.05	

January 2013 WebLink Accounts Receivable

Customer Account Total	Business Name	Chamber/Conf Member Dues		Membership Activites		
		age	amount	age	amount	
110.00	Calif Tahoe Conservancy	30	110.00			12/1/12 Chamber dues
50.00	Cebollo Architecture	30	50.00			12/31/12 Balance of dues
75.00	Creative Concepts			30	75.00	12/31/12 (695) Email blast
75.00	Creative Concepts			30	75.00	12/31/12 (697) Email blast
75.00	Creative Concepts			new	75.00	1/31/13 (706) Email blast
75.00	Creative Concepts			new	75.00	1/31/13 (707) Email blast
105.00	Danielle Hankinson	30	105.00			12/31/12 Balance of dues
100.00	Discover Maps			60	100.00	11/15/12 Email blast
110.00	Earthrise	30	110.00			12/1/12 Chamber dues
225.00	Gallery Keoki	30	225.00			12/1/12 Chamber dues
25.00	Gatekeepers Museum			60	25.00	Balance Business Expo
75.00	Granlibakken			new	75.00	1/31/12 (708) Email blast
75.00	Hyatt Lake Tahoe			90	75.00	10/31/12 Email blast
75.00	Hyatt Lake Tahoe			90	75.00	10/31/12 Email blast
75.00	Hyatt Lake Tahoe			90	75.00	10/31/12 Email blast
75.00	Hyatt Lake Tahoe			90	75.00	10/31/12 Email blast
75.00	Hyatt Lake Tahoe			60	75.00	11/30/12 Email blast
75.00	Hyatt Lake Tahoe			60	75.00	11/30/12 Email blast
75.00	Jake's on the Lake			60	75.00	11/30/12 Email blast
75.00	JRS Construction			60	75.00	11/30/12 Email blast
210.00	Kristen Morgan, DDS	30	210.00			12/1/12 Chamber dues
75.00	KTHO Radio			90	75.00	10/31/12 Email blast
75.00	KTHO Radio			90	75.00	10/31/12 Email blast
210.00	Mountain Lake Cleaning	30	210.00			12/1/12 Chamber dues
210.00	North Tahoe Playground	30	210.00			12/1/12 Chamber dues
75.00	Northstar California			60	75.00	11/30/12 Email blast
100.00	PlumpJack Sport			60	100.00	11/15/12 Winter Expo
75.00	The Resort at Squaw Creek			90	75.00	10/31/12 Email blast
75.00	The Resort at Squaw Creek			90	75.00	10/31/12 Email blast
75.00	The Resort at Squaw Creek			90	75.00	10/31/12 Email blast
75.00	The Resort at Squaw Creek			90	75.00	10/31/12 Email blast
75.00	The Resort at Squaw Creek			30	75.00	12/31/12 Email blast
110.00	Sierra Business Council	30	110.00			12/1/12 Chamber dues
210.00	Sierra Heritage Magazine	30	210.00			12/1/12 Chamber dues
225.00	Sierra Mountain Properties	30	225.00			12/1/12 Chamber dues
110.00	Sierra Nevada College	30	110.00			12/1/12 Chamber dues
75.00	Sierra Nevada College			90	75.00	10/1/12 Email blast
75.00	Sierra Nevada College			90	75.00	10/31/12 Email blast
100.00	Tahoe Basics			30	100.00	11/15/12 Winter Expo
75.00	Tahoe Donner			90	75.00	10/31/12 Email blast
210.00	North Tahoe Shore Lodge	30	210.00			12/1/12 Chamber dues
250.00	Tahoe Quarterly			90	250.00	10/18/12 Annual lunch
210.00	Waterman's Landing	new	210.00			12/1/12 Chamber dues
100.00	Williards Sport Shop			60	100.00	10/18/12 Winter Expo
72,730.00	January membership billing - total		72,730.00			1/31/13 Chamber dues
77,510.00			75,035.00		2,475.00	
			75,035.00		2,475.00	

**NLT Chamber/CVB/Resort Association
Statement of Infrastructure and Transportation Activities
For the Seven Months Ending January 31, 2013**

Current Month	Infrastructure Project Costs	Year to Date
375.00	Research/Planning/Infrastructure	31,375.02
	Northstar Community Multi-Purpose Trail	4,649.00
	Lakeside Bike Trail	218,041.41
	Regional Wayfinding Signage	5,555.00
12,696.16	Squaw Valley Trail Snow Removal	19,188.46
	Visitors Centers Exhibits	41,185.11
	Water Shuttle	189,487.59
	Tahoe Vista Recreation Area	35,349.50
	Gateway Lighting	17,579.00
<hr/> 13,071.16	Total Infrastructure Project Costs	<hr/> 562,410.09
	Transportation Project Costs	
1,922.60	Research/Planning/Transportation	17,771.03
	Membership Transportation	3,000.00
	Coordinated Skier Shuttle Program	65,900.00
	Summer Traffic Management	3,152.60
	Winter Night Service Transit	3,000.00
21,467.99	North Lake Tahoe Express	48,624.85
	Sugar Bowl Skier Shuttle	9,500.00
	Summer Night Service	141,884.00
<hr/> 23,390.59	Total Transportation Project Costs	<hr/> 292,832.48
<hr/> <hr/> 36,461.75	Total Project Costs	<hr/> <hr/> 855,242.57

NORTH LAKE TAHOE RESORT ASSOCIATION
EMPLOYEE HANDBOOK

February 2013

ARTICLE 1 INTRODUCTION AND GENERAL TERMS

1.1 About the North Lake Tahoe Resort Association

The North Lake Tahoe Resort Association (“NLTRA”) is a public non-profit corporation created to promote, enhance, reinvigorate, coordinate, and direct tourism for the economic betterment of the North Lake Tahoe Region. The corporation has integrated the Chamber of Commerce and Convention and Visitors Bureau functions as part of the Resort Association.

1.2 Purpose of the Handbook

This Employee Handbook is intended to explain the terms and conditions of employment for all full-time, part-time, and seasonal employees of the NLTRA. You are to thoroughly familiarize yourself with the contents of this handbook and retain it for future use. **This handbook is not a contract and does not create or imply an employment contract between you and the NLTRA.** It is an explanation of general information, policies and procedures, as they exist on the date of publication. All information contained in this handbook is designed to serve as guidelines rather than absolute rules, and exceptions may be made on the basis of particular circumstances. Further, the NLTRA reserves the right to modify, revoke, suspend, terminate or change in whole or in part any of the published or unpublished policies or practices of the NLTRA at any time with or without notice and without having to give cause or justification to any employee. This handbook summarizes the policies and practices in effect at the time of publication, and supersedes all previously issued handbooks and any policy or benefit statements or memoranda that are inconsistent with the policies described herein. From time to time, you may receive updated information concerning changes in policy.

Written employment contracts between the NLTRA and some individuals may supersede some of the provisions of this handbook, except the at-will employment provisions, which may only be superseded by the Board of Directors. Please contact your supervisor or CFO with any questions concerning this handbook or the policies and procedures set forth herein.

1.3 Term of Employment

NLTRA personnel are employed on an at-will basis. Employment at-will may be terminated with or without cause and with or without notice at any time by the employee or NLTRA. No minimum term of employment is guaranteed or implied; nothing in this handbook, or in any document or statement, shall limit the right to terminate employment at-will. No manager, supervisor, or employee of NLTRA has any authority to enter into an agreement for employment for any specified period of time or to make an agreement for employment on other than at-will terms. Only the Board of Directors of NLTRA has the authority to make any such agreement, which is binding only if it is in writing.

1.4 Entire Agreement and Revisions to Handbook

NLTRA reserves the right to revise, modify, delete, or add to any and all policies, procedures, work rules, or benefits stated in this handbook or in any other document, except for the policy of at-will employment. However, any changes must be in writing and signed by the Chairman of the Board of Directors of the NLTRA. Any written changes to this handbook will be distributed to all employees, so they will be aware of the new policies or procedures. No oral statements or representations can in any way alter the provisions of this handbook. This handbook sets forth the entire agreement between employees and the NLTRA, as to the duration of employment and the terms and conditions of employment. Nothing in this employee handbook or in any other personnel document, including benefit plan descriptions, creates, or is intended to create a promise or representation of continued employment for any employee.

1.5 Equal Employment Opportunity

NLTRA is an equal opportunity employer and makes employment decisions on the basis of merit, desiring to have the best available persons in every job. NLTRA policy prohibits unlawful discrimination based on race, color, creed, gender, religion, marital status, age, national origin or ancestry, physical or mental disability, and medical condition including genetic characteristics or sexual orientation. It also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics. All such discrimination is unlawful.

NLTRA is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in the operations of NLTRA and prohibits unlawful discrimination by any employee of NLTRA, including supervisors and co-workers. To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, NLTRA will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.

Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact CFO and request such an accommodation. The individual with the disability should specify what accommodation he or she needs to perform the job. NLTRA will then conduct an investigation to identify the barriers that interfere with the equal opportunity of the applicant or employee to perform his or her job. NLTRA will identify possible accommodations, if any, that will help eliminate the limitation. If the accommodation is reasonable and will not impose an undue hardship, NLTRA will make the accommodation.

If an employee believes they have been subjected to any form of unlawful discrimination, they should submit a written complaint to their supervisor or the individual with personnel oversight responsibilities. The complaint should be specific and should include the names of the individuals involved and the names of any witnesses. NLTRA will immediately

undertake a thorough and objective investigation and attempt to resolve the situation. If NLTRA determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense. Appropriate action also will be taken to deter any future discrimination. NLTRA will not retaliate against any individual for filing a complaint and will not knowingly permit retaliation by management employees or co-workers.

1.6 Harassment Policy

NLTRA is committed to providing a work environment free of unlawful harassment. NLTRA policy prohibits sexual harassment, and harassment based on pregnancy, childbirth or related medical conditions, race, religious creed, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation or any other basis protected by federal, state or local law or ordinance or regulation. **All such harassment is unlawful.** NLTRA's anti-harassment policy applies to all persons involved in the operation of NLTRA and prohibits unlawful harassment or perceived harassment by any employee of NLTRA, including supervisors and co-workers. Prohibited unlawful harassment or perceived harassment includes, but is not limited to, the following behavior:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments;
- Visual displays such as derogatory or sexually oriented posters, photography, cartoons, drawings, or gestures;
- Physical conduct including assault, unwanted touching, intentionally blocking normal movement or interfering with work because of sex, race or any other protected basis;
- Threats and demands to submit to sexual requests as a condition of continued employment, or to avoid some other loss, and offers of employment benefits in return for sexual favors; and
- Retaliation for reporting or threatening to report harassment.

If an employee believes they have been unlawfully harassed, they should submit a written complaint to their supervisor or any other NLTRA supervisor or manager, as soon as possible after the incident. The complaint should include details of the incident or incidents, names of the individuals involved, and names of any witnesses. Supervisors will refer all harassment complaints to CFO, or the Executive Director. NLTRA will immediately undertake a thorough and objective investigation of the harassment allegations.

If the NLTRA determines that unlawful harassment has occurred, effective remedial action will be taken in accordance with the circumstances involved. Any employee determined by the NLTRA to be responsible for unlawful harassment will be subject to appropriate disciplinary action, up to and including termination. A NLTRA representative will advise all parties concerned of the results of the investigation. The NLTRA will not retaliate against any individual for filing a complaint and will not tolerate or permit retaliation by management, employees or co-workers. The NLTRA encourages all employees to report any incidents of harassment forbidden by this policy immediately so that complaints can be quickly and fairly

resolved. The Federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing investigate and prosecute complaints of prohibited harassment in employment. If an individual thinks they have been harassed or have been retaliated against for resisting or complaining, complaints may be filed with the California Department of Fair Employment and Housing or the Equal Employment Opportunity Commission.

ARTICLE 2 POLICIES AND PRACTICES

2.1 Employee Classifications

a. Exempt Employees

Exempt employees are those employees who are exempt from the overtime provisions of California and federal law. Exemptions are based on certain criteria, including the type of work performed, the structure of compensation, and the presence of administrative or managerial authority. This classification typically includes management personnel. Exempt employees are paid a certain amount per pay period, rather than paid according to the number of hours worked, and are, therefore, not eligible for overtime pay. Exempt employees are eligible for benefits described in Article 5 as full-time year-round (FTYR) employees.

b. Non-Exempt Employees (“Hourly” Employees)

These are employees who are not exempt from the overtime provisions of California and federal law. Non-exempt employees are paid for time worked in excess of eight (8) and less than twelve (12) hours per day, or in excess of forty (40) hours per week, and for the first eight (8) hours on the seventh consecutive workday in a workweek, at a rate of one and one-half times their regular hourly pay rate. Non-exempt employees who work in excess of twelve (12) hours in a workday or in excess of eight (8) hours on the seventh consecutive workday of a workweek are paid at twice their regular hourly pay rate. NLTRA’s non-exempt employees are further divided into several categories:

- **Full-time Year-Round Employees (FTYR)** are those who are scheduled for and do work an average of at least sixty-four (64) hours per biweekly payroll throughout either of the six-month periods: January through June or July through December. If an employee averages less than thirty-two (32) hours in either of the above six-month periods, then the employee category changes to Regular part-time and the employee loses eligibility for all benefits described in Article 5. When an employee first becomes eligible for benefits, their average hours worked per week during the first qualifying six-month period will be prorated and calculated at the end of that term. Full-time year round employees are eligible for benefits described in Article 5. The thirty-two (32) hour minimum may be changed at any time at the discretion of

NLTRA management; employees will be given notice of such a change one (1) month in advance.

- **Regular Part-Time Employees** are those who are scheduled for and work less than thirty-two (32) hours per week, but not less than twenty-four (24) hours. Regular part-time employees are not eligible for any employee benefits described in Article 5.1 – 5.11.
- **Seasonal Employees** are employed as needed due to seasonal demand, and are neither guaranteed, nor required, to work a certain minimum number of hours per week. Seasonal employees are not eligible for any employee benefits described in Article 5.1 – 5.11.

2.2 Work Schedule

NLTRA's hours of operation vary between departments and may also vary as dictated by the season of the year and customer demand. The business offices of the Convention and Visitors Bureau, Marketing, Infrastructure and Visitor Support, Membership Services and Administration are normally open between the hours of 8:30 AM and 5:00 PM, Monday through Friday. The Tahoe City Visitor Center is open 7 days a week and all holidays excluding Christmas Day. Other Visitor Center location hours will vary by season and demand. Employees may change or trade scheduled shifts, only if the resulting work schedules will result in no overtime being accrued by any employee involved, and only with prior written approval of a supervisor or manager.

2.3 Meal and Rest Periods

Every full-time employee is required to take a minimum of thirty (30) minutes of uninterrupted time for lunch as a break, to be taken approximately in the middle of the workday, but taken so as not to leave an employee's department with low or no staffing. This period is unpaid and must be taken away from an employee's workstation. Employees must sign out on their time cards or the time clock and set their phones to provide voicemail. If an employee is scheduled to work six (6) hours or less in a workday, then a lunch break is not required. Overtime for working through lunch is not allowed or authorized.

Employees are allowed a ten (10) minute paid rest period for every four hours of work or major portion thereof, to be taken approximately in the middle of the shift. When taking a break, an employee's phone should be set to provide voicemail, but the employee should not sign out on his or her time card or use the time clock. Rest periods should be taken so as not to leave an employee's department with little or no staffing.

2.4 Timekeeping Requirements

All non-exempt employees are required to use a time clock to record time worked for payroll purposes, or fill out a time sheet when no clock is available. All time cards must be

kept in the areas designated for that purpose, and must not be kept anywhere else, including employee desks.

All exempt employees are required to fill out a bi-weekly timesheet.

2.5 Payment of Wages

All employees of NLTRA are paid every other Friday for work performed during the previous two-week pay period. Pay periods commence every other Monday and conclude every other Sunday. If a regular payday falls on a banking holiday, employees will be paid on the last day worked before the holiday. By law, NLTRA is required to deduct, where applicable, federal income tax withholding amounts, Social Security taxes, and California state taxes. Any garnishments required by law, 401(k) plan deductions, family insurance payments, and other employee-authorized deductions will also be deducted from employee paychecks.

NLTRA offers automatic payroll deposit for all employees. To begin automatic payroll deposit, you must complete a form (included in the packet of information given to each new employee and also available from CFO) and return it to CFO at least ten (10) days before the pay period for which you would like the service to begin. You should carefully monitor your payroll deposit statements.

To stop automatic payroll deposit, complete the form available from CFO and return it at least 10 days before the pay period for which you would like the service to end. You will receive a regular payroll check on the first pay period after the receipt of the form, provided it is received no later than ten (10) days before the end of the pay period.

Employees should report lost or missing paychecks immediately, so that a stop-payment order may be made. A replacement check will then be issued. Any transaction or service fees charged for the stop-payment order will be deducted from the employee's next paycheck.

NLTRA does not permit advances against paychecks.

2.6 Reporting to Work Pay

NLTRA will pay hourly employees for half of the regularly scheduled workday, if employees report to work as scheduled but no work is available. An employee will be paid for a minimum of two (2) hours at the regular rate of pay, if called into work for a mandatory staff meeting or similar activity on their scheduled day off. NLTRA will not pay employees for reporting to work, if an interruption of work occurs because of the failure of any or all public utilities or an interruption of work occurs because of natural causes or other circumstances beyond NLTRA's power to control.

2.7 Overtime

Hourly employees may be required to work overtime as necessary. NLTRA will attempt to distribute overtime evenly and accommodate individual schedules. All overtime work must be previously approved in writing by a supervisor or Director.

2.8 Telecommuting Policy

It is a fundamental policy of the NLTRA that the duties of each employee are best performed at their designated work location - at the main office or a visitor information center location. However, based on specific circumstances and consistent with adopted NLTRA policy, the NLTRA Executive Director may consider and approve an Employee Telecommuting Agreement with an employee whose job and responsibilities is identified as eligible for consideration under the policy. Any such agreement shall be considered in consultation with the employee's immediate supervisor. Telecommuting is a work arrangement in which some or all of the work is performed at a non-NLTRA location, such as at a home office or office space near the home. Any Telecommuting Agreement must be in the best interests of the NLTRA. An employee can not be required to telecommute. Jobs and responsibilities within the NLTRA that lend themselves to telecommuting are those that entail working alone or working with equipment which can be kept and used at an alternative work site suitable for telecommuting. Examples: Outside sales and word processing. Members of the NLTRA Management Team are not eligible to discharge any of their responsibilities under a Telecommuting Agreement.

2.9 Open-Door Policy

Suggestions for improving NLTRA are always welcome. Complaints, questions and suggestions are of interest to NLTRA, whether pertaining to your job, your working conditions, the treatment you are receiving, or NLTRA in general. We ask you to first discuss your concerns with your immediate supervisor, following these steps:

- 1) As soon as possible, but not later than a week after the occurrence, bring the situation to the attention of your immediate supervisor, who will then investigate and provide a solution or explanation.
- 2) If the problem persists, you may describe it in writing and present it to the CFO, who will investigate and provide a solution or explanation. We encourage you to bring the matter to CFO as soon as possible after you believe that your immediate supervisor has failed to resolve it.
- 3) If the problem is not resolved, or if the problem concerns a member of the Human Resources Department, you may present the problem in writing to the Executive Director, who will attempt to reach a final resolution.

While an important step, this process cannot guarantee that every problem will be resolved to your satisfaction. However, NLTRA values your observations and you should feel free to raise issues of concern, in good faith, without the fear of retaliation.

2.10 Whistleblower Policy

General

The North Lake Tahoe Resort Association's Standards of Conduct, as set forth in the adopted Employee Handbook requires employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. NLTRA employees are required to act with honesty and integrity in fulfilling their responsibilities, as well as to comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all employees to comply with the Standards of Conduct and other all other provisions of the adopted NLTRA Employee Handbook and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No employee who in good faith reports a violation of the Standards of Conduct or other provisions of the NLTRA Employee Handbook shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline, up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking a resolution outside the organization.

Reporting Violations

The process for reporting violations or suspected violations of the Standards of Conduct or other provisions of the Employee Handbook shall be similar to the process described in the Open Door Policy section of the Handbook (Section 2.8); specifically, the Whistleblower reporting process shall include these steps:

- 1) As soon as possible, bring the violation or suspected violation to the attention of your immediate supervisor, who will then investigate, consulting with appropriate NLTRA management as may be necessary, and respond to the employee with the actions that will be taken based on the complaint.
- 2) If the employee is not comfortable speaking with his/her supervisor, or if he/she is not satisfied with the supervisor's response, the employee can speak to the CFO or to the NLTRA Executive Director. That person will then investigate and take action as appropriate. Supervisors or NLTRA managers are required to report suspected violations of the Standards of Conduct or other provisions of the Employee Handbook to the organization's designated Compliance Officer.

3) If the original reporting party is not satisfied or comfortable with the response of his/her supervisor or NLTRA management, the employee should contact the designated Compliance Officer directly.

Compliance Officer

The Organization's designated Compliance Officer shall be responsible for assisting the Executive Director and CFO in investigating and resolving any reported violation or suspected violation of the Standards of Conduct or other provisions of the NLTRA Employee Handbook. If the complaint involves the Executive Director or Human Resources, the Compliance Officer shall investigate and work to resolve the complaint, acting independently and reporting to members of the NLTRA Executive Committee. The Compliance Officer has been designated to be the Board Secretary by the Board of Directors.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Standards of Conduct or other provisions of the Employee Handbook must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed and addressed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation and reach a resolution of the matter.

2.11 Progressive Discipline and Involuntary Termination

Violation of NLTRA policies and rules may warrant disciplinary action. NLTRA has established a system of progressive discipline that includes verbal warnings, written warnings, and suspension. The system is not formal and NLTRA may, in its sole discretion, use whatever form of discipline is deemed appropriate under the circumstances, up to and including termination of employment. NLTRA's policy of progressive discipline in no way limits or alters the at-will employment relationship.

2.12 Voluntary Termination

Voluntary termination results when an employee voluntarily resigns his or her employment, or fails to report to work for three (3) consecutively scheduled workdays without notice to, and/or approval by, his or her supervisor

2.13 Return of NLTRA Property

Upon conclusion of employment employees are required to return to the NLTRA all NLTRA property that they have been issued and/or have in their possession. This includes such items as keys, NLTRA files and documents, and electronic equipment such as cell phones, pagers, and computers. In the event that NLTRA property is not returned, to the extent allowed by law, the NLTRA may withhold from your final paycheck the costs for any unreturned items.

ARTICLE 3 STANDARDS OF CONDUCT

3.1 Prohibited Conduct

The following conduct is prohibited and will not be tolerated by NLTRA. This list of prohibited conduct is illustrative only. Any type of conduct which threatens security, personal safety, employee welfare, and NLTRA's operations - may also be prohibited.

- Theft of funds or goods belonging to NLTRA, fellow employees, or members of the public;
- Commitment or involvement in any act of unlawful harassment of another individual;
- Use of alcohol or controlled substances during business hours;
- Acceptance of money or gifts from any NLTRA member for special services not provided to members generally;
- Unauthorized sale or distribution of leads, lists, tapes, videos, etc. purchased by NLTRA or created by any NLTRA employees in the course of their work;
- Conviction of a crime whether or not related to job performance;
- Conviction of any of the prohibited activities described in Section 4.1(a).

This statement of prohibited conduct does not alter NLTRA's policy of at-will employment. Either you or NLTRA remain free to terminate the employment relationship at any time, with or without reason or advance notice.

3.2 Fraud

The NLTRA and its employees must, at all times, comply with all applicable laws and regulations. The NLTRA will not condone the activities of employees who achieve results through violation of the law or unethical business dealings. This includes any payment for illegal acts, indirect contributions, rebates and/or bribery. The NLTRA does not permit any activity that fails to stand the closest possible public scrutiny. All business conduct should be well above the minimum standards required by law.

Employees may not receive payment or compensation of any kind, except as authorized under NLTRA remuneration policies. The NLTRA strictly prohibits the acceptance of kickbacks

and secret commissions from suppliers or others. Any breach of this rule will result in immediate termination and prosecution to the fullest extent of the law.

Employees should avoid investing in or acquiring a financial interest for their own accounts in any business organization that has a contractual relationship with the NLTRA or that provides goods or services, or both, to the NLTRA if such investment or interest could influence or create the impression of influencing their decisions in the performance of their duties on behalf of the NLTRA.

The NLTRA expects that employees will perform their duties conscientiously, honestly, in a businesslike manner, in accordance with the best interests of the NLTRA. Employees must not use their position or the knowledge gained as a result of their position for private or personal advantage. Regardless of the circumstances, if an employee senses that a course of action they have pursued, are presently pursuing, or are contemplating pursuing may involve them in a conflict of interest with their employer, they should immediately communicate all the facts to their supervisor or NLTRA management.

Employees who have access to NLTRA funds in any form must follow the prescribed procedures for recording, handling, and protecting money. If an employee becomes aware of any evidence of fraud or dishonesty, they should immediately advise their supervisor or NLTRA management so that the NLTRA can promptly investigate further.

When an employee's position requires spending NLTRA funds or incurring any reimbursable personal expenses, that individual must use good judgment on the NLTRA's behalf to ensure that all expenditures are appropriate and are to the benefit of the NLTRA. NLTRA funds and all other assets of the NLTRA are for NLTRA purposes only and not for personal benefit. This includes the personal use of NLTRA assets, such as computers.

3.3 Punctuality and Attendance

As an employee of NLTRA, you are expected to be punctual and regular in attendance. Employees are expected to report to work as scheduled, on time, and prepared to start work. Employees also are expected to remain at work for their entire work schedule, except for meal periods or when required to leave on authorized NLTRA business. Late arrival, early departure, or other unanticipated and unapproved absences from scheduled hours are disruptive and should be avoided.

If you are unable to report for work on any particular day, you should, under all but the most extenuating circumstances, call your supervisor at least one hour before the time you are scheduled to begin working for that day. In all cases of absence or tardiness, employees must provide their supervisor with an honest reason or explanation. Employees also must inform their supervisor of the expected duration of any absence. Excessive absenteeism or tardiness, whether excused or not, will not be tolerated.

If you fail to report for work without any notification to your supervisor and your absence continues for a period of three days, NLTRA will consider that you have abandoned your employment.

3.4 Inclement Weather

Inclement weather rarely warrants closing our offices during normal hours of operation, and employees should be present during all required hours. However, each employee needs to make a personal judgment pertaining to his/her safety in traveling to and from work, understanding that any absence puts a greater burden on those employees who come to work despite difficult weather conditions. Loss of work time due to inclement weather will be charged against the employee's accrued PTO. Management retains the sole discretion to call the functional equivalent of a "snow day" should dangerous weather conditions or the loss of electrical power at the office be known far enough in advance that all employees can be notified not to travel to work that day.

3.5 Dress Code

Employees are expected to maintain good personal hygiene and wear clothing that is neat, clean, professional, and appropriate for the nature of our business and the type of work performed. Beachwear, short shorts, sweats, and suggestive attire are not permitted for any employees. Jeans and casual dress are permitted in the office, but are unacceptable for community meetings, site inspections, or sales calls. In these instances, professional business attire is required.

3.6 Customer Relations

The NLTRA strives to provide the highest standards of visitor, customer, and member service and hospitality, consistent with the goals of the NLTRA. Employees are representatives of the community as well as the NLTRA, and are expected to be polite, courteous, prompt, and attentive to every person, with whom they come in contact, including co-workers. The NLTRA requires all employees to maintain a pleasant and professional demeanor when on the phone or dealing with the public in person. The phone should always be answered in a professional manner. Clear, grammatical language should be used at all times, both verbally and in writing, avoiding slang or jargon. Prompt return of emails and phone calls is important and should always be returned within 24 hours, unless an employee is out of the office due to illness or vacation.

3.7 Confidentiality

Each employee is responsible for safeguarding confidential information obtained during employment. In the course of your work, you may have access to confidential information regarding NLTRA, its members, its customers, or perhaps even fellow employees. You have responsibility to prevent and avoid revealing or divulging any such information unless it is

necessary for you to do so in the performance of your duties. Access to confidential information should be restricted to those with a legitimate need to have the information. Any breach of this policy will not be tolerated, and legal action may be taken by NLTRA.

3.8 Business Conduct and Ethics

No employee may accept or solicit a gift or gratuity from any customer, vendor, supplier, or other person doing business with NLTRA. Accepting such gifts or gratuity may give the appearance of influencing business decisions, transactions or service. An employee's department manager must approve any exceptions to this prohibition in advance, in writing.

ARTICLE 4 OPERATIONAL CONSIDERATIONS

4.1 Computers and Other Electronic Media

a. Computer Policy

The NLTRA computers are networked. Viruses, contamination, and deletion of files are serious concerns. As a result, employees are not permitted to do the following without prior approval from their supervisor:

- Copy files from any removable media onto any NLTRA computer;
- Modify the network or any network software;
- Modify the desktop or any software on an individual computer;
- Copy information from the Resort Association Network database;
- Download files of any type from the Internet to the network, unless work related.

b. Internet policy

NLTRA employees with legitimate business needs to do so may use NLTRA computers to access the Internet. Internet access and use should be restricted to such legitimate business use, and the Internet should be not accessed or used for purposes other than those directly related to the business of NLTRA. Employees using the Internet for personal use, including viewing or accessing inappropriate websites, chat rooms, or any other facet of the Internet, may be suspended or terminated.

c. Social Media Policy

Overview

Virtually everything done online can be traced and can have an impact (for better or worse) on a company. NLTRA doesn't want to control what is said on

personal social networking websites, but does want to remind employees the company policies on anti-harassment, ethics and company loyalty extend to all forms of communication. Part of NLTRA's mission is to "promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area" and social media can help us with this. However, there is a certain etiquette employees should abide by when participating online, especially when using social networks for any business purposes. The goal of this document is not to be restrictive, but to provide guidelines on proper social networking etiquette.

What Is Social Media?

Social media can be roughly defined as the tools and content that enable people to connect online, share their interests and engage in conversations. Examples include blogs, micro blogs, wikis, media-sharing sites, social networks, and bookmarking sites.

Individual participation in social media is driven by multiple reasons:

- Stay in contact with people
- Extend one's network
 - Formalize a relationship with someone you met in person by connecting online
 - Establish new relationships with people you may not have met otherwise
 - Learn who your acquaintances are connected to and ask for introductions
- Establish your credentials and build your professional reputation
 - Become an authority in your area of expertise
 - Be the go-to-person for information and referrals
 - Build trust
 - Sharing good information and engaging in conversations will help you become more trusted over time. People do business with people they trust
 - Learn new things
 - Connect with thought-leaders and learn about new tools and trends
 - See what others are saying about key issues and news

General Guidelines

These policies apply to individuals who wish to participate in social media conversations on behalf of NLTRA. We don't want to force anyone to participate, but if an employee chooses to do so, please be sure to understand and follow these guidelines. Even if an employee doesn't choose to officially participate, please be mindful that one's behavior at all times reflects on NLTRA as a whole. Do not write or post anything that might reflect negatively on NLTRA.

- Always be honest and use your best judgment in all situations
- Be respectful of confidential information
- Avoid plagiarism at all costs. Document all sources and give credit where credit is due
- Be professional in all situations, especially when accepting criticism
- Be authentic – include your real name, company name and title on all profiles and when commenting on business issues on other websites
- Consider the audience and community. Each community has different rules (spoken and unspoken) for engaging in conversations. Listen before you leap, learn the rules then start participating
- Participate, don't promote. Bring value to your readers, watchers and followers. Give to get
- Write about what you know
- When in doubt, ask for help/clarification
- Seek approval before commenting on any articles that portray NLTRA in a negative light

d. Ownership of Electronic Communications

All electronic information created by any employee using any means of electronic communication is the property of NLTRA and remains the property of NLTRA. Personal passwords may be used for purposes of security, but the use of a personal password does not affect NLTRA's ownership of electronic information. NLTRA may override all personal passwords, if necessary, for any reason. NLTRA reserves the right to access and review electronic files, messages, mail, records of Internet use, and other digital archives, and to monitor the use of electronic communications as necessary to ensure that no misuse or violation of NLTRA policy or any law occurs.

e. Cell Phones

Cell phones are furnished to certain employees in connection with their duties. Employees who are issued cell phones by the NLTRA should make all long-distance telephone calls while traveling from their cell phone. Employees need to limit personal use of cell phones in the same way they need to limit personal use of their office telephone. Employees that have excessive cell usage for personal calls will be subject to corrective action, up to and including termination.

The NLTRA requires the safe use of its cell phones by employees while conducting business. Employees should not use the cell phones while driving because of safety concerns, but should instead pull to the side of the road to make or receive telephone calls. If unable to pull over or stop prior to receiving a cell phone call, employees should utilize a hands-free device for increased safety, keep the business conversation brief, and immediately locate a safe area

to park. The NLTRA does not permit employees to drive while using a hand-held cell phone.

f. E-mail and Voicemail

Telephones, computers, and all other electronic forms of communications are efficient and valuable business tools. They also may be the property of the organization. Employees do not have a personal privacy right to any matters received, created in, sent over, or stored in the NLTRA's telephone systems, communication systems, and/or computer systems. All NLTRA communications systems and both incoming and outgoing information are subject to monitoring. In short, none of these systems is considered to be confidential, nor should they be used to meet an employee's own personal needs. If an employee receives a message that is not addressed to him/her, he/she is not authorized to read or use information contained in that message.

Brief and occasional personal use of e-mail is acceptable as long as it is not excessive or inappropriate, does not occur during work time, does not violate any of the prohibitions listed in the Use of Computers and Internet Policy, and does not result in expenses to the NLTRA. Management reserves the exclusive right to determine whether any use is inappropriate, excessive, and/or violates this policy.

4.2 Health and Safety

All employees are responsible for their own safety, as well as that of others in the workplace. To help maintain a safe workplace, everyone must be safety-conscious at all times. In compliance with California law, and to promote the safety of the workplace, NLTRA maintains an Injury and Illness Prevention Program. The Injury and Illness Prevention Program is available for review by employees in the office of CFO. NLTRA strives to maintain the highest standards and the safest work environment.

4.3 Smoking

Smoking is not allowed in any enclosed area on NLTRA premises.

4.4 Housekeeping

All employees are expected to keep their work areas clean and organized. People using common areas, such as lunchrooms or restrooms, are expected to keep them sanitary. Please clean up after meals, wash your own dishes, and dispose of trash properly.

4.5 Parking

Employees may park their vehicles in designated areas. The areas designated for employee parking may be changed from time to time, especially during winter and summer. Please consult with your supervisor for the latest information concerning designated parking areas. NLTRA is not responsible for any towing fees, loss or damage to employee vehicles or vehicle contents while vehicles are parked at NLTRA office premises.

4.6 Drug & Alcohol-Free Workplace

NLTRA is committed to providing a drug and alcohol-free environment for our employees. Employees are prohibited from being under the influence of drugs, alcohol or other substances during work time. When you are working, NLTRA expects you to have 100% of your capabilities. Our drug and alcohol policy applies to all employees and is strictly enforced. Employees will be asked to submit to a drug and alcohol screen if the NLTRA has reasonable suspicion that you are under the influence of alcohol or drugs while on the job or that you are in violation of the Drug and Alcohol policy.

ARTICLE 5 EMPLOYEE BENEFITS

5.1 Holidays

Full-time year-round employees (FTYR) receive seven (7) paid holidays: New Year's Day, Presidents' Day, Memorial Day, July 4th, Labor Day, Thanksgiving Day, and Christmas Day. When a holiday falls on a Saturday or Sunday, it is usually observed on the preceding Friday or the following Monday. However, NLTRA may close on another day or grant compensating time off instead of closing. Holiday observance will be announced in advance.

The Visitor Information Center remains open on holidays. All full-time, year-round employees who volunteer or are required to work on a holiday will receive pay for the holiday for hours worked and be eligible to bank eight hours for an alternative day off, subject to management approval.

5.2 Paid Time Off (PTO)

Full-time year-round (FTYR) employees are eligible to accrue "Paid Time Off" (PTO) that may be used for vacation, sick time, floating holidays or personal time. Accrual rates begin after the completion of two 64-hour biweekly payroll periods following the employee's hire date. PTO will accrue for each biweekly pay period that the employee is compensated for a minimum of 64 hours. Eligible employees accrue PTO at the following rates:

0-5 years	18 days per year 1.5 days/month .69 days/biweekly pay period
6-10 years	23 days per year 1.92 days/month .88 days/biweekly pay period
11 plus years	28 days per year 2.33 days/month 1.08 days/biweekly pay period

Approval from management is required to ensure there is not a conflict with business needs or other employees' scheduling. Management expects employees to take some of their PTO during the slow business periods. Business periods vary by department; there may be slow time periods when PTO time is not allowed due to high business levels. A Time Off Request form must be completed and submitted to the CFO two weeks prior to the time off requested, with the exception of sick time. Employees are encouraged to take PTO time in the year it is accrued. PTO stops accruing after two times the annual rate. PTO will not be paid in advance of accrual without the express written consent from the CFO, and employees cannot work and earn a regular paycheck while they are collecting pay for time off. Employees do not receive pay in lieu of PTO except upon termination of employment from the NLTRA. Upon termination, employees will be paid any unused PTO in accordance with applicable state law. FTYR employees must work or receive payroll a minimum of 64 hours per bi-weekly pay period in order to accrue PTO in that pay period.

5.3 Paid Family Leave Benefits

The NLTRA provides for paid family leave in accordance with California State law under the "Paid Family Leave" program (PFL) administered by the Employment Development Department (EDD). The PFL program is a component of the California State Disability Insurance program (SDI) and, as such, employees covered by SDI are covered for this benefit. This disability compensation is extended to individuals that require time off from work to care for a seriously ill child, spouse, parent, domestic partner, to bond with a new child or child in connection with an adoption or foster care placement. Information regarding the PFL program is available from Human Resources or directly from the EDD website at www.edd.ca.gov/disability or by calling 877-238-4373.

When an employee applies for PFL benefits, the Human Resources Department will determine if the employee has any accrued but unused vacation [PTO] time available. If the employee has accrued but unused vacation time [PTO] available, then the employee will be required to use up to two (2) weeks of such time before becoming eligible for PFL benefits.

Please note that employees taking time off work to care for a child, spouse, parent, or domestic partner with a serious health condition or to bond with a new child under the Paid Family Leave program are not guaranteed job reinstatement. Employees should maintain regular contact with CFO while on leave, so that return-to-work status can be monitored. When an employee is ready to return to work, it is important to contact CFO to determine what positions, if any, are available.

5.4 Leaves of Absence

NLTRA may grant leaves of absence to employees under certain circumstances for up to ninety (90) days. Employees should request any leave in writing at least thirty (30) days in advance. During the leave period, employees should remain in contact with their supervisor and provide prompt notice of any change in the anticipated return date. If the leave period expires and an employee fails to return to work without contacting their supervisor or the CFO, NLTRA will assume that the employee does not plan to return and employment will be terminated. Upon return from a leave of absence, an employee will resume all aspects of the employment status that existed prior to the start of the leave. Employees on leave of absence will not be paid, although accrued vacation or sick leave, if appropriate, as described in **Article 5.3**, may be used. Vacation time and sick leave will not accrue during a leave of absence. Employee insurance coverage may be in full or partial effect during the leave of absence, at the discretion of NLTRA management.

5.5 Pregnancy Disability Leave

The NLTRA provides for pregnancy disability leave in accordance with California State Law under the Pregnancy Disability Act (PDA). An employee disabled by pregnancy is entitled to up to four months of unpaid Pregnancy Disability Leave which can be taken before or after birth, or during any period of time the employee is physically unable to work because of pregnancy-related conditions. All leave taken in connection with a specific pregnancy counts toward computing the four-month period. The NLTRA will continue to pay the premium for health insurance coverage while an employee is on leave for pregnancy disability. Employees disabled by pregnancy are entitled to State Disability Insurance (SDI) to the same extent as for all other disabilities. Generally SDI will pay for four weeks before delivery and six to eight weeks after delivery (depending on whether there was a cesarean section), but will extend a woman's eligibility upon certification from her doctor that she is still disabled.

The NLTRA will provide reasonable accommodation to a pregnant employee should the employee's health provider advise that such an accommodation is needed or will provide a transfer to less strenuous or less hazardous position for the duration of the pregnancy, if advised.

Whenever possible, NLTRA requests that an employee provide at least 30 days advance notice of the date for which the pregnancy disability leave is sought or transfer begins and the estimated duration of the leave. If 30 days advance is not possible due to a change in

circumstances or a medical emergency, notice should be provided as soon as is practical. Leave may be modified as changing medical conditions dictate. If an employee wishes to return earlier than initially indicated, NLTRA will provide reinstatement with two business days of notification. Failure to return to work at the agreed upon end of the leave period without communicating with one's supervisor or Human Resources will result in the NLTRA

The NLTRA guarantees that after a pregnancy disability leave or transfer, an employee will return to the same position held prior to the leave and will provide that guarantee in writing, if requested. If, for any reason the same position is no longer available, NLTRA will offer a position that is comparable in terms of pay, location, job content, and promotional opportunities, unless no comparable position exists.

5.6 Bereavement Leave

NLTRA grants leaves of absence to employees in the event of the death of the employee's current spouse, child, parent, legal guardian, brother, sister, grandparent, or grandchild. An employee with such a death in the family may take up to three (3) consecutive scheduled workdays off with pay, with the approval of NLTRA. The employee's supervisor may approve additional unpaid time off.

5.7 Military Leave

Employees who wish to serve in the military and take military leave should contact the CFO for information about their rights before and after such leave. You are entitled to reinstatement upon completion of military service, provided you return or apply for reinstatement within the time allowed by law.

5.8 Jury Duty

Jury duty is a community obligation and your responsibility as a citizen. If called, you must provide a copy of the jury summons to your supervisor at least one week in advance of jury service. FTYR employees are granted a maximum of 15 days of paid jury duty per year. All other employees will be compensated for lost pay in accordance with state law.

5.9 Insurance

NLTRA offers a comprehensive medical insurance plan to full-time year-round employees after three months of employment as a (FTYR) employee. If an employee changes from full-time to part-time status, medical insurance benefits will be terminated. To reinstate medical benefits, the employee must complete 90 days of full-time employment as outlined in **Article 2.1b**. All employees are required to contribute to the cost of premiums for themselves and optional dependents. Details about medical insurance coverage and rates are available in a separate publication distributed by the CFO

5.11 Health Club Membership

NLTRA will reimburse full-time employees for up to \$25.00 per month for membership to a health club. Requests for reimbursements can be submitted monthly or quarterly with documentation to back up the expenditure.

5.12 Retirement Plan

NLTRA provides a retirement plan benefit to eligible employees, as set forth in the Summary Plan Description of the North Lake Tahoe Resort Association 401(k) Profit Sharing Plan available from the CFO.

CONFIRMATION OF RECEIPT OF EMPLOYEE HANDBOOK

I have received my copy of the North Lake Tahoe Resort Association's (NLTRA) employee handbook. I understand and agree that it is my responsibility to read and familiarize myself with the policies and procedures contained in the handbook. I understand that except for employment at-will status, any and all policies or practices can be changed at any time by NLTRA. NLTRA reserves the right to change my hours, wages, and working conditions at any time. I understand and agree that other than the Board of Directors of NLTRA, no manager, supervisor or representative of NLTRA has authority to enter into any agreement, express or implied, for any specific period of time, or to make any agreement for employment other than at-will; only the Board of Directors has the authority to make any such agreement, and then only in writing, signed by the Board of Directors.

I understand and agree that nothing in the employee handbook creates, or is intended to create, a promise or representation of continued employment and that employment at NLTRA is employment at-will; employment may be terminated at the will of either NLTRA or me. My signature below certifies that I understand that the foregoing agreement on at-will status is the sole and entire agreement between NLTRA and me concerning the duration of my employment and the circumstances under which my employment may be terminated. It supersedes all prior agreements, understandings and representations concerning my employment with NLTRA.

Employee's Signature _____

Date _____

Cardholder Name: SANDRA EVANS HALL **Statement Period:** 12/29/12 to 01/28/13
Account Number: 5472-1601-9517-4925 **Statement Closing Date:** 01/28/13

Transactions						CR=Credit
Tran Date	Post Date	Transaction Description	Reference Number	Reference Number	Amount	
Transaction Activity						
01-06	01-07	VZWRSS*PRPAY AUTOPAY	888-294-6804	CA 562	\$35.00 ✓	
01-23	01-23	PAYMENT - THANK YOU		000	\$416.15 -CR	
01-27	01-28	CTC*CONSTANTCONTACT.CO	855-2295506	MA 691	\$70.00	

2013 Year-to-Date Totals	
Total fees charged in 2013	\$0.00
Total interest charged in 2013	\$0.00

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

Interest Charge Calculation

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

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

(v) = Variable Rate

5320.00/70 \$ 35.00
 5530.00/42 35.00
 6432.00/60 35.00

 \$105.00


 2/21/13

Kim Lambert

From: Sandy Evans Hall
Sent: Saturday, January 05, 2013 11:19 AM
To: Kim Lambert
Subject: Fwd: Important Information Regarding Your Verizon Wireless Account

Sent from my iPhone

Begin forwarded message:

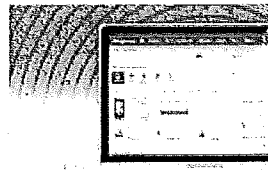
From: "AccountNotify@verizonwireless.com"
Date: January 5, 2013, 6:38:42 AM MST
To: sandy@puretahoenorth.com
Subject: Important Information Regarding Your Verizon Wireless Account



IMPORTANT ACCOUNT INFORMATION FROM VERIZON WIRELESS

Thank you for choosing Verizon Wireless. Your payment is now complete and your session is now in progress.

PAYMENT DATE: 01/05/2013
PAYMENT METHOD: MC XXXX-XXXX-XXXX-4925
WIRELESS NUMBER: X3327
BILL TO: N LAKE TAHOE RESORT SANDRA EVA
PO BOX 5459
TAHOE CITY, CA 96145



My Verizon is also available to assist you with:

- Viewing your usage
Updating your plan
Adding Account Members
Paying your bill
Finding accessories for your
And much, much more...

Due Now

3 GB Mobile Broadband for a month \$35.00

SUMMARY OF CHARGES:

Due now: detail of total charges billed to credit card

Subtotal \$35.00
Taxes \$0.00
Total charges billed to credit card: \$35.00

By activating service, you are also confirming your agreement to the Verizon Wireless Customer Agreement, including your Plan and applicable charges, as confirmed on the summary page.

NLTRA Mileage Reimbursement

DATES

~~Jan~~ January 1-31

EMPLOYEE NAME:

Sandy Evans Hall

DATE SUBMITTED:

2-5-13

DATE	# MILES	DRIVEN FROM	DRIVEN TO	ROUND TRIP? Y or N	REASON FOR TRAVEL
1/9/13	72	TC	South Shore	Y	Sustainable Community Grant-TRPA
1/9/13	20	TC	NTEC	Y	Community Area Plan
1/11	16	TC	Squaw Valley	Y	X Games Bid
1/17	20	TC	NTEC	X	NTBA, Placer County Planning, Stacy Caldwell
1/17	30	TC	Truckee	Y	Sports Med Advisory
1/22	20	TC	NTEC	Y	Board of Supervisors
1/24	32	TC	Sierra College	Y	Tahoe Truckee Leadership
1/24	32	TC	Northstar	Y	Finance Committee
1/28	160	TC	Auburn	Y	PC-TPA
1/29	30	TC	Truckee	Y	Pam Hobday
1/31	2	TC	Granlibakken	Y	TCDA

TOTAL MILES: 434 X \$.555 (per mile) = 240.87 due employee

\$ 240.87 reimb
59.13 Allow
\$300.00

53

AUTHORIZED BY: _____

KEY METRICS January 31, 2013

Fiscal TOT Collections	2012/13	2011/12	2010/2011
Quarter 1 (JAS)	\$ 3,753,831	\$ 3,575,545	\$ 3,145,195
Quarter 2 (OND)		\$ 1,706,628	\$ 2,027,191
Quarter 3 (JFM)		\$ 3,078,629	\$ 3,694,470
Quarter 4 (AMJ)		\$ 1,459,354	\$ 1,270,140
Total	\$ 3,753,831	\$ 9,820,156	\$10,136,996

MTRiP Lodging Reservations Activity	FY 12/13	FY 11/12	Variance
Occupancy during January	51.5%	40.5%	6.6%
ADR December (Average Daily Rate)	\$ 306	\$ 292	5.0%
Occupancy forecast January	37.6%	33.2%	13.3%
ADR January	\$ 269	\$ 248	8.9%
Occupancy (prev 6 mo)	46.8%	46.1%	1.5%
ADR (prev 6 mo)	\$ 215	\$ 209	2.9%
Occupancy (next 6 mo)	19.6%	18.1%	8.2%
ADR (next 6 mo)	\$ 248	\$ 241	2.8%
Incremental Pacing for December	7.1%	4.0%	75.9%

Conference Revenue Statistics Fiscal July - January			
	2012/2013	2011/2012	YOY % Change
Total Revenue Booked as of 1/31/13	\$ 1,271,697	\$ 1,840,590	-31%
Forecasted Commission for this Revenue	59,001	129,704	-55%
Number of Room Nights	7,543	10,132	-26%
Number of Delegates	3,434	4,564	-25%
Annual Revenue Goal	\$ 1,750,000	\$ 1,700,000	3%
Annual Commission Goal	\$ 75,000	\$ 125,000	-40%
Number of Tentative Bookings	94	36	161%

VISITOR INFORMATION STATISTICS FOR 2012 2013 (Jul-Jan)			
	2012/2013	2011/2012	YOY % Change
Tahoe City Walk In	26219	9231	184%
Phone	2179	1973	10%
Kings Beach (Walk In Only)	3014	2995	1%
Reno (Walk in Only)	2450	2402	2%

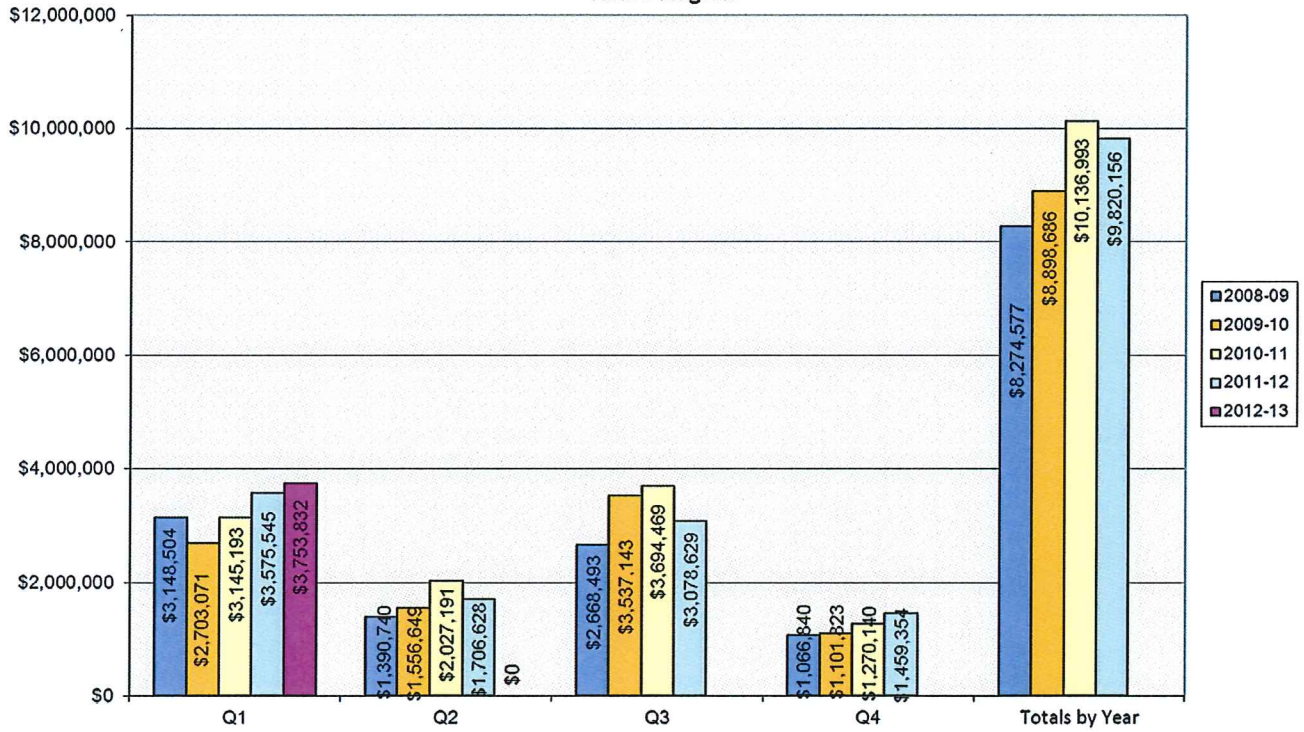
Chamber Of Commerce Total Membership	
April 2012	468
January 2013	454

Infrastructure Fund Balances Held by Placer County as of 2/25/13	
Contract 12477 2007-08	\$ -
Contract 12659 2008-09	\$ -
Contract 12818 2009-10	\$ -
Contract 12945 2010-11	\$ 401,199
Contract 13054 2011-12	\$ 1,249,520
Contract 13235 2012-13	\$ 1,357,037
Total Fund Balances	\$ 3,007,756

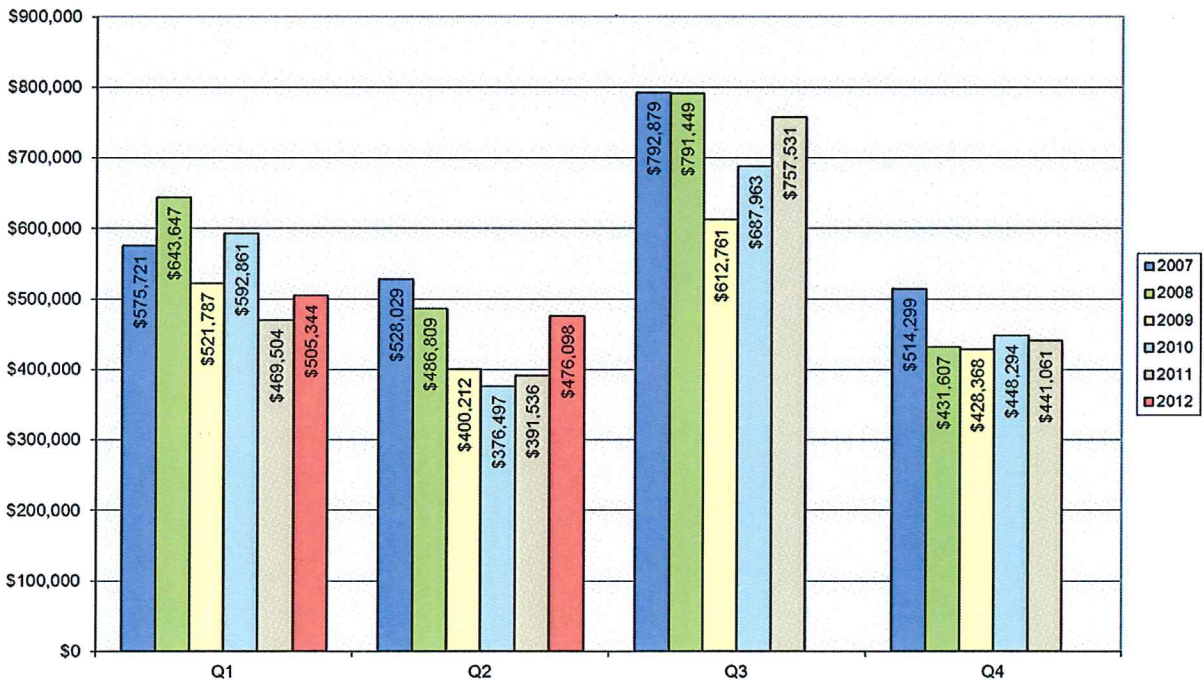
Unemployment	Dec-12	Dec-11	Nov-12
Dollar Point	9.9%	11.1%	10.2%
Kings Beach	8.6%	9.6%	8.7%
Sunnyside/Tahoe City	10.0%	11.1%	10.2%
Tahoe Vista	14.3%	15.8%	14.6%
California	9.7%	10.9%	9.6%
Placer County	8.6%	9.6%	8.8%

Calendar Year Sales Tax Revenue - Tahoe							
Quarter	2007	2008	2009	2010	2011	2012	YOY % Change
First (JFM)	\$ 575,721	\$ 643,647	\$ 521,787	\$ 592,861	\$ 469,504	\$ 505,344	8%
Second (AMJ)	\$ 528,029	\$ 486,809	\$ 400,212	\$ 376,497	\$ 391,536	\$ 476,098	22%
Third (JAS)	\$ 792,879	\$ 791,449	\$ 612,761	\$ 687,963	\$ 757,531	-	-
Fourth (OND)	\$ 514,299	\$ 431,607	\$ 428,368	\$ 448,294	\$ 441,061	-	-
Total	\$ 2,410,928	\$ 2,353,512	\$ 1,963,128	\$ 2,105,615	\$ 2,059,632	\$ 981,442	

**Placer County 5-Year TOT Collection
2008-2013
Tahoe Region**



**Placer County Sales Tax by Calendar Year Quarters
2007 - 2012**





February 27, 2013

To: Finance Committee

From: Kim Lambert

Re: Water Shuttle Funding

At the January 24th meeting, the Finance Committee requested clarification of the funds granted for the Water Shuttle Pilot Project. Below is the language from the Joint Infrastructure/Transportation Committee meeting where the funds were approved:

8.0 NORTH LAKE TAHOE WATER SHUTTLE PILOT PROJECT FUNDING REQUEST

- 8.1 Ron Treabess explained that the North Lake Tahoe Water Shuttle project is at the point where we must say to the Tahoe Transportation District (TTD) that we will approve requested funds for this project in order to be able to have boats float this summer. The RFP for boat operators was released March 8th and we are waiting for proposals to be submitted by April 6th. There was a mandatory pre-proposal meeting where 11 boat operators came out and discussed needs and suggestions for what to try in this three-year pilot program. Along with the RFP process, the NLTRA is also going through the TRPA permit process and submitting a request for categorical exemption to CEQA. The TMA is developing a ticket system and a marketing program. It is anticipated that the TTD Board can direct the project to move forward at its May 11th Board meeting. Discussions are underway with five potential shuttle stopping docks. The request for \$380,000 will cover the anticipated cost for a 1-2 boat operation for the three years based on the feasibility study and will hopefully be off-set with ridership revenue.

M/S/C (Davis/Pang) (13-0-0) to recommend allocation of \$380,000 in funding for the North Lake Tahoe Water Shuttle Pilot Project.

NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

2012-2013 SEASON – 46 DAY SEASON

SKIER SHUTTLE COUNTS BY LOCATION

Measurement Period 30 Days – December 24, 2012 – February 20, 2013

Riders Per Boarding Location

