



north lake tahoe
Chamber | CVB | Resort Association

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

Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Thursday, January 24, 2013 – 2:00 pm
Northstar California Board Room

To call-in:

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

NLTRA Mission

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

Meeting Ground Rules

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

**Finance
Committee
Members**

NLTRA Board
Bill Rock - Treasurer
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 – December 20, 2012

D. Discussion and Possible Action to Recommend Approval of the December 2012 Financial Statements

E. Discussion and Possible Action to Recommend Approval of the 2011/12 Audited Financial Statements

F. Request for Proposal for 2012/13, 2013/14, and 2014/15 Financial Audits

G. Approval of CEO Expenses

H. Follow-up Items from Previous Meetings

- NLT Marketing Co-op Financial Statements
- Dashboard
- Update on “One-sheets”
- Monthly Project List

I. Committee Member Comments

J. Adjournment

Posted and emailed: January 22, 2013

Finance Committee Meeting

January 24, 2013

INDEX

Finance Committee Meeting Minutes – December 20, 2012	Pages C1 to C2
December 2012 Financial Statements	Pages D1 to D13
Quickbooks Accounts Receivable – December 31, 2012	Page D14
Quickbooks Accounts Receivable Aging as of December 31, 2012	Page D15
WebLink Accounts Receivable – December 31, 2012	Pages D16 to D17
WebLink Accounts Receivable Aging as of January 18, 2013	Page D18
Infrastructure and Transportation Activities	Page D19
2011/12 Financial Audit	Page E1 to E15
RFP for 2012/13, 2013/14, and 2014/15 Financial Audits	Pages F1 to F2
CEO Expenses	Pages G1 to G4
Follow-up Items	
• NLT Marketing Co-op Financial Statements	Page H1
• Dashboard	Page H2
• One-sheets	Page H3 to H15
• Monthly Project List	Page H16



north lake tahoe
Chamber | CVB | Resort Association

FINANCE COMMITTEE MINUTES
Thursday, December 20, 2012 – 2:00 pm

Northstar California (Board Room)

PRELIMINARY MINUTES

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

STAFF IN ATTENDANCE: Lisa de Roulet and Kim Lambert

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:10 pm by Acting 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 (Parson/Frushon) (4/0) to approve the agenda as presented.**

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (Parson/Merchant) (4/0) to approve the Finance Committee minutes of November 28, 2012.**

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

5.1 Lisa de Roulet reviewed the November 2012 Financial Statements. She noted the redesigned financial statements. Then she answered questions from committee members:

- TOT revenue is spot-on to budget year-to-date for all departments excluding infrastructure.
- Some operating expenses are up due to expansion of operations.
- Salaries will even out in December.
- Telephone expense will stabilize; the issue with the expense of non-hang-up calls has been resolved.
- Programs expense of \$100,000 is for Community Marketing Grants. The money will be disbursed upon receipt of invoices from grantees.
- Cost of goods sold is 47-48% of revenue.
- Expense overages may come out of bonuses.

5.2 The committee discussed the budget/forecast process. Lisa reminded the committee that the FY 2012/13 budget was based on numbers from FY 11/12, which was not a great snow year. Lisa believes it would be helpful for better budgeting if the "TOT number" could be determined earlier in the year. Jennifer Merchant noted that the danger of budgeting too early is not having accurate TOT information.

5.3 Ron Parson asked about revenue from partners in conference advertising. Kim Lambert clarified that revenue received from our partners is off-set against the expense for the advertising. She also explained that these revenues and expenses are accounted for in the NLT Marketing Co-op financials. Bill Rock asked how much money the partners contribute to conference advertising. The committee wants to see the NLT Marketing Co-op financials on a quarterly basis.

Action: Determine amount of partner contribution to conference advertising.

Action: Add NLT Marketing Co-op Financial Statements as an agenda item for the next Finance Committee meeting.

M/S/C (Parson/Frushon) (4/0) to recommend the Board of Directors approve the November 2012 Financial Statements.

6.0 APPROVAL OF CEO EXPENSES

6.1 Acting Chair Bill Rock approved the CEO's expenses.

7.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

7.1 The committee discussed the redesigned financial statements in item 5.1.

7.2 The committee discussed the Draft Dashboard. Suggestions included:

- Do the dashboard quarterly
- Do not do the dashboard
- Omit the Web Statistics
- Omit the School Enrollment figures

The committee wants Lisa de Roulet to continue with the dashboard for a couple of more months and see what transpires. Jennifer Merchant reported that she has sales tax information through the 2nd quarter.

7.3 Lisa noted that clean-up of the WebLink data may cause shrinkage of the number of Chamber members.

7.4 Lisa reported that the FY 2011/12 Financial Audit is complete. She hopes to get the draft during the 1st week of January. There is not any bad news expected. The draft should arrive in time to be discussed at the next Finance Committee meeting. Lisa noted that the full Board votes to accept or not accept the audit.

7.5 The format of the Tahoe City Visitor Information Center one-sheet was discussed. The committee decided that some narrative is important in order to put the numbers in context. Lisa will continue to work on one-sheets for other projects.

7.6 The Finance Committee discussed its role in the organization. The committee suggested having more financial oversight over infrastructure and transportation projects. The committee believes there needs to be a more disciplined and systematic process for decisions on spending TOT funds.

7.7 Lisa updated the committee on her research regarding the changes in health care law. For 2013, NLTRA is not affected as there are under 50 employees.

7.8 Lisa noted the 2013 Finance Committee meeting dates and times.

Action: Continue to design/adjust the Draft Dashboard.

Action: Continue to design and produce one-sheets.

Action: Include appropriate one-sheets in the Board packet.

8.0 COMMITTEE MEMBERS' COMMENTS

8.1 There were no committee member comments.

9.0 ADJOURNMENT

9.1 The meeting adjourned at 3:07 pm.

Submitted by:
Kim Lambert, Staff Accountant

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Six Months Ending December 31, 2012



January 24, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the December 2012 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.
- 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.
- Rent expense is up due to increased utilities and the additional cost of snow removal.
- Telephone, Insurance/Bonding, Equipment Support & Maintenance, and Equipment Rental/Leasing expense are over budget in most departments due to the expansion of operations.
- Professional Fees are under budget because tax return preparation has not yet been billed to NLTRA.
- Programs expense is under budget as NLTRA has not yet received invoices from Community Marketing Grant recipients. All money budgeted will be spent.
- Market Study Reports, and Miscellaneous Programs expenses are down in comparison to budget due to timing. The budgeted money will be spent.
- Cost of Goods Sold is over budget; this overage is offset by increased Merchandise Sales.
- 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
Dec 31, 2012

Assets	December 31, 2012	December 31, 2011	June 30, 2012
Current Assets			
Petty Cash	\$ 500	\$ 500	500
Cash - Operations Acct #6712	\$ 488,965	\$ 776,596	698,840
Cash - Payroll Account #7421	\$ 3,393	\$ 5,147	16,479
Marketing Cooperative Cash	\$ (17,878)	\$ 169,483	217,829
Cash - FSA Account	\$ 0	\$ 268	0
Cash - Infrastructure #8163	\$ 75,907	\$ 18,123	40,939
UBS Cash	\$ 8,587	\$ 9,040	8,557
Operations Money Market BW	\$ 44,848	\$ 244,308	244,608
Citizens Bank CDs	\$ 0	\$ 207,621	0
Cash in Drawer	\$ 66	\$ 0	355
Accounts Receivable	\$ 54,781	\$ 50,938	121,951
A/R - Sales Estimates	\$ 377	\$ 0	4,064
A/R - TOT Funding	\$ 1,617,938	\$ 2,633,078	443,558
AR 2010 2011	\$ 0	\$ 2,654	0
Undeposited Funds	\$ 71	\$ 0	28
WebLink Accounts Receivable	\$ 10,340	\$ 0	0
Inventory Asset	\$ 21,180	\$ 4,406	13,108
AR TOT Transportation	\$ 1,146,556	\$ 343,241	103,200
AR TOT Infrastructure	<u>\$ 5,887,284</u>	<u>\$ 7,545,770</u>	<u>4,962,993</u>
Total Current Assets	\$ 9,342,914	\$ 12,011,174	6,877,008
Property and Equipment			
Furniture & Fixtures	\$ 64,991	\$ 64,991	64,991
Accum. Depr. - Furn & Fix	\$ (57,548)	\$ (49,213)	(53,388)
Computer Equipment	\$ 41,344	\$ 60,000	41,344
Accum. Depr. - Computer Equip	\$ (39,221)	\$ (55,448)	(37,923)
Computer Software	\$ 30,050	\$ 54,619	20,187
Accum. Amort. - Software	\$ (21,876)	\$ (54,620)	(20,188)
Leasehold Improvements	\$ 24,284	\$ 23,284	23,284
Accum. Amort - Leasehold Impr	<u>\$ (23,367)</u>	<u>\$ (22,119)</u>	<u>(23,284)</u>
Total Property and Equipment	\$ 18,656	\$ 21,494	15,024
Other Assets			
Prepaid Expenses	\$ 47,239	\$ 44,094	49,888
Prepaid Insurance	<u>\$ 9,140</u>	<u>\$ 5,610</u>	<u>4,709</u>
Total Other Assets	\$ 56,379	\$ 49,704	54,597
Total Assets	\$ 9,417,950	\$ 12,082,371	6,946,629
Liabilities and Net Assets			
	2012	2011	2012
Current Liabilities			
Accounts Payable	\$ 293,182	\$ 15,905	869,182
Accounts Payable 2010/11	\$ 0	\$ 223,639	0
Salaries / Wages Payable	\$ 35,874	\$ 49,056	59,843
Empl. Federal Tax Payable	\$ 1,496	\$ 8,665	1,496
State Taxes Payable	\$ 0	\$ 1,635	0
FUTA Taxes Payable	\$ 48	\$ 87	48
FSA Payable	\$ 0	\$ 90	0
401 (k) Plan	\$ (2,959)	\$ 114	701
401k Profit Sharing	\$ 15,434	\$ 7,155	15,434
Estimated PTO Liability	\$ 56,143	\$ 67,410	60,883
Sales and Use Tax Payable	\$ 1,130	\$ 1,150	2,425
Ski Tahoe North lift tickets	\$ 6,108	\$ 8,329	2,857
Marketing Cooperative Liabili	\$ (17,878)	\$ 169,483	217,829
Intra-Company Borrowings	\$ (148)	\$ (159)	(962)
AFW Suspense Account	\$ (90)	\$ 0	(4,590)
Marketing Co-op	\$ 0	\$ (5,072)	0
Payroll Liabilities	\$ 8,892	\$ (155)	4,350
Gift Certificates Outstanding	\$ (19)	\$ 0	0
Gift Cards Outstanding	\$ (70)	\$ 0	0
Deferred Rev - Membership Dues	32,661	49,618	71,321
Def Revenue - Other	13,456	0.00	13,456
Unbilled Purchases	\$ 904	\$ 0	0
Deferred Support	\$ 1,125,178	\$ 2,189,520	0
Deferred Support-Transportation	\$ 573,280	\$ 240,041	0
Deferred Support - Infra	\$ 5,945,549	\$ 8,020,337	4,648,436
Deferred Sup- Infra Maint. Res	<u>\$ 150,000</u>	<u>\$ 0</u>	<u>150,000</u>
Total Current Liabilities	\$ 8,238,170	\$ 11,046,846	6,112,711
Long-Term Liabilities			
Total Liabilities	\$ 8,238,170	\$ 11,046,846	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	<u>\$ 345,863</u>	<u>\$ 338,105</u>	<u>136,500</u>
Total Net Assets	\$ 1,179,780	\$ 1,035,525	833,918
Total Liabilities and Net Assets	\$ 9,417,950	\$ 12,082,371	6,946,629

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 2 quarters ended Dec 31, 2012
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 (50%)
Revenue								
\$ 316,202	\$ 316,202	Placer County TOT Funding	\$ 2,375,177	\$ 1,897,213	\$ 477,964	\$ 1,879,920	\$ 5,158,272	46%
9,556	10,355	Membership	56,698	62,133	\$ (5,435)	51,764	124,265	46%
490	720	Revenues-Membership Activities	17,488	16,548	\$ 940	23,469	53,833	32%
619	744	Revenue-Tue AM Breakfast Club	4,444	4,463	\$ (19)	6,779	8,927	50%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	\$ -	297	-	-
200	-	Non-retail VIC income	600	-	\$ 600	-	-	-
3,446	1,667	Commissions	43,660	44,657	\$ (997)	75,492	107,000	41%
4,383	5,000	Merchandise Sales	53,153	50,500	\$ 2,653	14,565	79,000	67%
-	2,536	Miscellaneous	75	15,216	\$ (15,141)	(43)	35,000	0%
334,896	337,224	Total Revenue	2,551,295	2,090,730	\$ 460,565	\$ 2,131,190	5,566,297	46%
Operating Expenses								
64,427	105,597	Salaries & Wages	614,413	620,470	6,057	595,100	1,238,204	50%
16,868	14,841	Rent	95,282	89,045	(6,237)	61,416	178,091	54%
3,650	1,647	Telephone	20,272	13,424	(6,848)	13,382	23,309	87%
400	281	Mail - USPS	1,735	1,685	(50)	1,865	3,370	51%
1,244	790	Insurance/Bonding	6,609	4,742	(1,867)	4,668	9,485	70%
413	1,159	Supplies	9,597	6,956	(2,641)	7,584	13,918	69%
110	-	Visitor Communications - Other	278	-	(278)	25	-	-
1,217	1,147	Depreciation	7,230	6,882	(348)	6,925	13,762	53%
794	928	Equipment Support & Maintenance	6,508	5,570	(938)	8,633	11,140	58%
(4)	475	Taxes, Licenses & Fees	1,666	2,084	418	1,803	3,334	50%
-	171	Miscellaneous Expense	371	342	(29)	-	684	54%
1,445	1,403	Equipment Rental/Leasing	10,616	8,416	(2,200)	7,592	16,828	63%
575	42	Training Seminars	755	950	195	1,248	3,100	24%
-	1,009	Public Outreach	-	1,867	1,867	-	3,735	0%
2,160	1,000	Professional Fees	16,908	20,475	3,567	25,870	26,975	63%
-	-	Research & Planning Membership	3,000	3,000	-	3,000	5,000	60%
6,892	11,833	Research & Planning	46,848	40,998	(5,850)	13,204	82,000	57%
21,500	382,333	Transportation Projects	250,593	721,000	470,407	146,356	977,000	26%
9,549	-	Infrastructure Projects	518,339	-	(518,339)	189,184	1,363,831	38%
10,000	-	Programs	9,600	100,000	90,400	-	196,600	5%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
3,500	-	Special Events	26,488	28,500	2,012	19,111	190,153	14%
1,541	2,100	Membership Activities	7,465	16,482	9,017	6,763	45,580	16%
-	500	Tuesday Morning Breakfast Club	2,769	3,000	231	4,561	6,000	46%
-	-	Classified Ads	-	-	-	2,361	-	-
-	-	Promotions/Giveaways	627	-	(627)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
80,762	80,548	Marketing Cooperative/Media	484,572	483,285	(1,287)	492,000	966,566	50%
-	-	Media/Collateral/Production	-	-	-	73,089	-	-
1,795	598	Miscellaneous Programs	21,033	30,806	9,773	-	88,731	24%
-	-	Conference - PUD	-	-	-	-	10,000	0%
2,184	2,500	Cost of Goods Sold	22,776	18,500	(4,276)	8,564	33,000	69%
150	540	Associate Relations	496	1,687	1,191	984	3,075	16%
590	417	Board Functions	2,416	2,500	84	4,986	5,000	48%
514	367	Credit Card Fees	2,896	1,700	(1,196)	1,382	3,400	85%
421	922	Automobile Expenses	3,689	5,529	1,840	3,673	11,058	33%
41	183	Meals/Meetings	1,961	1,000	(961)	1,146	2,160	91%
524	275	Dues & Subscriptions	3,513	3,212	(301)	9,027	5,172	68%
2,180	631	Travel	4,357	3,787	(570)	3,028	8,238	53%
235,442	614,237	Total Operating Expenses	2,205,711	2,252,894	47,183	1,794,357	5,566,499	40%
99,454	(277,013)	Operating Income (Loss)	345,584	(162,164)	507,748	\$ 336,833	(202)	-
Other Income								
12	183	Revenues- Interest & Investment	278	1,100	(822)	1,271	2,200	13%
99,466	(276,830)	Net Income (Loss)	345,862	(161,064)	506,926	338,104	1,998	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 2 quarters ended Dec 31, 2012
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 (42%)
Revenue								
\$ 299,699	\$ 299,699	Placer County TOT Funding	\$ 1,798,195	\$ 1,798,195	\$ -	\$ 1,625,234	\$ 3,596,401	50%
9,556	10,355	Membership	56,698	62,133	\$ (5,435)	51,764	124,265	46%
490	720	Revenues-Membership Activities	17,488	16,548	\$ 940	23,469	53,833	32%
619	744	Revenue-Tue AM Breakfast Club	4,444	4,463	\$ (19)	6,779	8,927	50%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	\$ -	297	-	-
200	-	Non-retail VIC income	600	-	\$ 600	-	-	-
3,446	1,667	Commissions	43,660	44,657	\$ (997)	75,492	107,000	41%
4,383	5,000	Merchandise Sales	53,153	50,500	\$ 2,653	14,565	79,000	67%
-	2,536	Miscellaneous	75	15,216	\$ (15,141)	(43)	35,000	0%
					\$ -			
					\$ -			
318,393	320,721	Total Revenue	1,974,313	1,991,712	\$ (17,399)	\$ 1,876,504	4,004,426	49%
Operating Expenses								
59,431	98,285	Salaries & Wages	573,414	578,400	4,986	555,911	1,154,183	50%
16,167	14,213	Rent	91,535	85,281	(6,254)	57,059	170,563	54%
3,379	1,551	Telephone	18,676	12,561	(6,115)	12,255	21,869	85%
400	280	Mail - USPS	1,727	1,677	(50)	1,860	3,355	51%
1,207	724	Insurance/Bonding	6,365	4,342	(2,023)	4,287	8,685	73%
407	1,034	Supplies	9,296	6,206	(3,090)	7,248	12,418	75%
110	-	Visitor Communications - Other	278	-	(278)	25	-	-
1,120	1,055	Depreciation	6,652	6,330	(322)	6,411	12,658	53%
778	868	Equipment Support & Maintenance	6,204	5,210	(994)	8,200	10,420	60%
(4)	375	Taxes, Licenses & Fees	1,608	1,484	(124)	1,075	2,234	72%
-	-	Miscellaneous Expense	371	-	(371)	-	-	-
1,315	1,283	Equipment Rental/Leasing	9,675	7,696	(1,979)	6,919	15,388	63%
575	-	Training Seminars	755	700	(55)	870	2,600	29%
-	859	Public Outreach	-	1,717	1,717	-	3,435	0%
2,160	1,000	Professional Fees	16,908	20,475	3,567	25,870	26,975	63%
-	-	Research & Planning Membership	3,000	3,000	-	3,000	5,000	60%
5,808	7,500	Research & Planning	15,848	15,000	(848)	5,655	30,000	53%
21,500	382,333	Transportation Projects	250,593	721,000	470,407	146,158	977,000	26%
10,000	-	Programs	9,600	100,000	90,400	-	196,600	5%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
3,500	-	Special Events	26,488	28,500	2,012	19,111	190,153	14%
1,541	2,100	Membership Activities	7,373	16,482	9,109	6,763	45,580	16%
-	500	Tuesday Morning Breakfast Club	2,769	3,000	231	4,561	6,000	46%
-	-	Classified Ads	-	-	-	2,192	-	-
-	-	Promotions/Giveaways	627	-	(627)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
80,762	80,548	Marketing Cooperative/Media	484,572	483,285	(1,287)	492,000	966,566	50%
-	-	Media/Collateral/Production	-	-	-	73,089	-	-
1,795	598	Miscellaneous Programs	21,033	30,806	9,773	-	88,731	24%
-	-	Conference - PUD	-	-	-	-	10,000	0%
2,184	2,500	Cost of Goods Sold	22,776	18,500	(4,276)	8,564	33,000	69%
150	515	Associate Relations	490	1,637	1,147	972	2,975	16%
590	417	Board Functions	2,416	2,500	84	4,986	5,000	48%
514	367	Credit Card Fees	2,896	1,700	(1,196)	1,382	3,400	85%
382	755	Automobile Expenses	3,184	4,529	1,345	2,895	9,058	35%
41	158	Meals/Meetings	1,859	950	(909)	1,134	2,060	90%
524	250	Dues & Subscriptions	3,495	3,162	(333)	8,991	5,072	69%
2,180	631	Travel	4,357	3,787	(570)	3,028	8,238	53%
218,516	600,699	Total Operating Expenses	1,606,873	2,174,917	568,044	1,548,298	4,047,216	40%
99,877	(279,978)	Operating Income (Loss)	367,440	(183,205)	550,645	\$ 328,206	(42,790)	-
Other Income								
12	150	Revenues- Interest & Investment	278	900	(622)	932	1,800	15%
\$ (3,508)	\$ (3,582)	Allocated	\$ (21,047)	\$ (21,494)	447	\$ (20,779)	\$ (42,988)	0%
103,397	(276,246)	Net Income (Loss)	388,765	(160,811)	549,576	349,917	1,998	-

North Lake Tahoe Resort Association
Departmental Summary
For the 2 Quarters Ending Dec 31, 2012

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
Revenue										
Placer County TOT Funding	\$ 892,182	\$ 176,101	\$ 156,636	\$ 1,224,919	\$ 573,276	\$ -	\$ -	\$ 573,276	\$ 576,982	\$ 2,375,177
Membership	-	4,230	-	4,230	-	52,468	-	52,468	-	56,698
Revenues-Membership Activities	-	-	-	-	-	17,488	-	17,488	-	17,488
Revenue-Tue AM Breakfast Club	-	-	-	-	-	4,444	-	4,444	-	4,444
Non-retail VIC income	-	-	600	600	-	-	-	-	-	600
Commissions	301	43,360	-	43,660	-	-	-	-	-	43,660
Merchandise Sales	-	-	53,153	53,153	-	-	-	-	-	53,153
Miscellaneous	-	-	-	-	-	-	75	75	-	75
Total Revenue	892,483	223,691	210,389	1,326,562	573,276	74,400	75	647,751	576,982	2,551,295
Operating Expenses										
Salaries & Wages	140,398	105,278	108,544	354,219	35,655	37,164	146,375	219,194	41,000	614,413
Rent	10,518	5,330	56,329	72,178	3,746	3,746	11,865	19,358	3,746	95,282
Telephone	5,933	1,688	2,910	10,531	1,531	2,072	4,542	8,145	1,596	20,272
Mail - USPS	600	413	231	1,244	8	130	345	483	8	1,735
Insurance/Bonding	1,307	1,200	1,546	4,053	244	589	1,480	2,313	243	6,609
Supplies	1,741	443	4,311	6,495	263	1,154	1,385	2,801	301	9,597
Visitor Communications - Other	75	-	203	278	-	-	-	-	-	278
Depreciation	1,808	940	940	3,688	578	578	1,808	2,964	578	7,230
Equipment Support & Maintenance	1,651	848	1,145	3,644	304	304	1,951	2,560	304	6,508
Taxes, Licenses & Fees	380	94	588	1,062	58	58	430	546	58	1,666
Miscellaneous Expense	22	-	-	22	-	-	349	349	-	371
Equipment Rental/Leasing	1,245	1,096	2,966	5,306	941	1,969	1,459	4,369	941	10,616
Training Seminars	425	-	-	425	-	180	150	330	-	755
Professional Fees	-	-	3,188	3,188	-	160	13,560	13,720	-	16,908
Research & Planning Membership	-	-	-	-	3,000	-	-	3,000	-	3,000
Research & Planning	-	-	-	-	15,848	-	-	15,848	31,000	46,848
Transportation Projects	-	-	-	-	250,593	-	-	250,593	-	250,593
Infrastructure Projects	-	-	-	-	-	-	-	-	518,339	518,339
Programs	9,600	-	-	9,600	-	-	-	-	-	9,600
Special Events	26,488	-	-	26,488	-	-	-	-	-	26,488
Membership Activities	93	93	93	278	93	6,909	93	7,095	93	7,465
Tuesday Morning Breakfast Club	-	-	-	-	-	2,769	-	2,769	-	2,769
Promotions/Giveaways	-	627	-	627	-	-	-	-	-	627
Market Study Reports/Research	33	-	-	33	-	-	-	-	-	33
Marketing Cooperative/Media	417,576	66,996	-	484,572	-	-	-	-	-	484,572
Miscellaneous Programs	21,033	-	-	21,033	-	-	-	-	-	21,033
Cost of Goods Sold	-	-	22,776	22,776	-	-	-	-	-	22,776
Associate Relations	-	-	75	75	-	25	390	415	6	496
Board Functions	-	-	-	-	-	-	2,416	2,416	-	2,416
Credit Card Fees	-	-	1,799	1,799	-	1,097	-	1,097	-	2,896
Automobile Expenses	1,160	405	918	2,483	502	-	199	701	505	3,689
Meals/Meetings	978	117	363	1,458	13	62	325	401	102	1,961
Dues & Subscriptions	597	815	-	1,412	18	516	1,549	2,083	18	3,513
Travel	4,357	-	-	4,357	-	-	-	-	-	4,357
Total Operating Expenses	648,018	186,383	208,925	1,043,324	313,395	59,482	190,671	563,550	598,838	2,205,711
Operating Income (Loss)	244,465	37,308	1,464	283,238	259,881	14,918	(190,596)	84,201	(21,856)	345,584
Revenues- Interest & Investment	-	-	-	-	-	-	278	278	-	278
Allocated	67,071	40,995	23,776	131,842	16,925	17,474	(187,287)	(152,889)	21,047	-
Net Income (Loss)	177,394	(3,687)	(22,312)	151,396	242,956	(2,566)	(3,031)	237,368	(42,903)	345,862

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 2 Quarters Ended Dec 31, 2012

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 (50%)
Revenue								
\$ 148,697	\$ 148,697	Placer County TOT Funding	\$ 892,182	\$ 892,182	\$ -	\$ 981,576	\$ 1,784,362	50%
-	-	Special Events Autumn Food&Wine	-	-	-	78,947	-	-
301	1,250	Commissions	301	1,250	(949)	2,197	7,000	4%
148,998	149,947	Total Revenue	892,483	893,432	(949)	1,062,720	1,791,362	
Operating Expenses								
16,216	23,957	Salaries & Wages	140,398	141,013	615	158,664	282,026	50%
1,992	1,631	Rent	10,518	9,789	(729)	12,219	19,577	54%
1,082	300	Telephone	5,933	2,688	(3,245)	4,511	4,488	132%
280	85	Mail - USPS	600	510	(90)	667	1,020	59%
236	200	Insurance/Bonding	1,307	1,200	(107)	1,152	2,400	54%
40	383	Supplies	1,741	2,298	557	2,024	4,601	38%
75	-	Visitor Communications - Other	75	-	(75)	-	-	-
304	286	Depreciation	1,808	1,716	(92)	1,784	3,430	53%
197	150	Equipment Support & Maintenance	1,651	900	(751)	2,846	1,800	92%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
144	167	Equipment Rental/Leasing	1,245	1,002	(243)	945	2,000	62%
425	-	Training Seminars	425	-	(425)	870	-	-
10,000	-	Programs	9,600	100,000	90,400	-	196,600	5%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
3,500	-	Special Events	26,488	28,500	2,012	19,111	190,153	14%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
69,596	69,104	Marketing Cooperative/Media	417,576	414,624	(2,952)	405,500	829,243	50%
-	-	Media/Collateral/Production	-	-	-	66,209	-	-
1,795	-	Miscellaneous Programs	21,033	30,000	8,967	-	87,675	24%
-	300	Associate Relations	-	350	350	36	400	0%
-	125	Credit Card Fees	-	250	250	233	500	0%
-	150	Automobile Expenses	1,160	900	(260)	811	1,800	64%
41	100	Meals/Meetings	978	600	(378)	980	1,200	82%
524	-	Dues & Subscriptions	597	750	153	6,812	1,500	40%
2,180	631	Travel	4,357	3,787	(570)	2,724	7,574	58%
108,627	97,569	Total Operating Expenses	648,018	746,110	98,092	764,129	1,656,220	39%
40,371	52,378	Operating Income (Loss)	244,465	147,322	97,143	298,591	135,142	181%
11,179	11,262	Allocated	67,071	67,571	500	75,032	135,142	50%
11,179	11,262	Total Other Expenses	67,071	67,571	500	75,032	135,142	50%
29,192	41,116	Net Income (Loss)	177,394	79,751	97,643	223,559	-	-

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 2 Quarters Ended Dec 31, 2012

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 (50%)
		Revenue						
\$ 29,350	\$ 29,350	Placer County TOT Funding	\$ 176,101	\$ 176,101	\$ -	\$ 173,333	\$ 352,202	50%
662	541	Membership	4,230	3,249	\$ 981	2,614	6,497	65%
3,146	-	Commissions	43,360	40,907	\$ 2,453	73,295	95,000	46%
33,158	29,891	Total Revenue	223,691	220,257	\$ 3,434	249,242	453,699	49%
		Operating Expenses						
9,784	16,829	Salaries & Wages	105,278	99,171	(6,107)	81,482	198,340	53%
1,001	835	Rent	5,330	5,007	(323)	6,225	10,014	53%
308	246	Telephone	1,688	1,929	241	1,823	3,408	50%
64	65	Mail - USPS	413	390	(23)	462	780	53%
236	100	Insurance/Bonding	1,200	600	(600)	578	1,200	100%
30	149	Supplies	443	891	448	893	1,782	25%
158	150	Depreciation	940	900	(40)	905	1,800	52%
278	108	Equipment Support & Maintenz	848	650	(198)	822	1,300	65%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
144	142	Equipment Rental/Leasing	1,096	850	(246)	793	1,700	64%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
-	-	Promotions/Giveaways	627	-	(627)	-	-	-
11,166	11,444	Marketing Cooperative/Media	66,996	68,661	1,665	86,500	137,323	49%
-	-	Conference - PUD	-	-	-	-	10,000	0%
-	42	Associate Relations	-	250	250	219	500	0%
147	80	Automobile Expenses	405	479	74	71	958	42%
-	-	Meals/Meetings	117	-	(117)	23	-	-
-	-	Dues & Subscriptions	815	840	25	890	1,500	54%
23,316	30,190	Total Operating Expenses	186,383	180,748	(5,635)	181,842	370,735	50%
9,842	(299)	Operating Income (Loss)	37,308	39,509	2,201	67,400	82,964	45%
		Other Expenses						
6,832	6,914	Allocated	40,995	41,483	488	42,502	82,965	49%
6,832	6,914	Total Other Expenses	40,995	41,483	488	42,502	82,965	49%
3,010	(7,213)	Net Income (Loss)	(3,687)	(1,974)	(1,713)	24,898	(1)	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 2 Quarters Ended Dec 31, 2012

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 (50%)
Revenue								
\$ 95,546	\$ 95,546	Placer County TOT Funding	\$ 573,276	\$ 573,276	\$ -	\$ 309,600	\$ 1,146,566	50%
95,546	95,546	Total Revenue	573,276	573,276	-	309,600	1,146,566	50%
Cost of Goods Sold								
95,546	95,546	Gross Profit	573,276	573,276	-	309,600	1,146,566	50%
Operating Expenses								
4,551	6,953	Salaries & Wages	35,655	40,119	4,464	38,765	80,239	44%
701	586	Rent	3,746	3,517	(229)	4,357	7,034	53%
270	171	Telephone	1,531	1,304	(227)	1,127	2,328	66%
2	-	Mail - USPS	8	-	(8)	-	-	-
37	67	Insurance/Bonding	244	400	156	386	800	31%
6	67	Supplies	263	400	137	336	800	33%
97	92	Depreciation	578	552	(26)	518	1,104	52%
15	56	Equipment Support & Maintenanar	304	335	31	383	670	45%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
130	117	Equipment Rental/Leasing	941	700	(241)	673	1,400	67%
-	443	Public Outreach	-	886	886	-	1,773	0%
-	-	Research & Planning Memberst	3,000	3,000	-	3,000	5,000	60%
5,808	7,500	Research & Planning	15,848	15,000	(848)	5,655	30,000	53%
21,500	382,333	Transportation Projects	250,593	721,000	470,407	146,158	977,000	26%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	169	-	-
-	13	Associate Relations	-	75	75	12	150	0%
39	350	Automobile Expenses	502	2,100	1,598	779	4,200	12%
-	-	Meals/Meetings	13	-	(13)	12	100	13%
-	-	Dues & Subscriptions	18	72	54	36	72	25%
33,156	398,748	Total Operating Expenses	313,395	789,560	476,165	202,431	1,112,770	28%
62,390	(303,202)	Operating Income (Loss)	259,881	(216,284)	476,165	107,169	33,796	769%
-	-	Total Other Income	-	-	-	-	-	-
Other Expenses								
2,821	2,816	Allocated	16,925	16,898	(27)	18,280	33,796	50%
2,821	2,816	Total Other Expenses	16,925	16,898	(27)	18,280	33,796	50%
59,569	(306,018)	Net Income (Loss)	242,956	(233,182)	476,138	88,889	-	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
for the 2 quarters ended Dec 31, 2012
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 (50%)
Revenue								
\$ 26,106	\$ 26,106	Placer County TOT Funding	\$ 156,636	\$ 156,636	-	\$ 160,725	\$ 313,271	50%
-	-	Revenues - Retail - Nontaxable	-	-	-	297	-	-
200	-	Non-retail VIC income	600	-	600	-	-	-
4,383	5,000	Merchandise Sales	53,153	50,500	2,653	14,565	79,000	67%
-	2,536	Miscellaneous	-	15,216	(15,216)	30	35,000	0%
30,689	33,642	Total Revenue	210,389	222,352	(11,963)	\$ 175,617	427,271	49%
Operating Expenses								
12,092	18,183	Salaries & Wages	108,544	109,071	527	71,517	215,026	50%
9,278	8,941	Rent	56,329	53,646	(2,683)	16,593	107,294	52%
431	155	Telephone	2,910	1,395	(1,515)	870	2,328	125%
15	15	Mail - USPS	231	90	(141)	77	180	128%
311	83	Insurance/Bonding	1,546	500	(1,046)	578	1,000	155%
178	83	Supplies	4,311	500	(3,811)	1,312	1,000	431%
35	-	Visitor Communications - Other	203	-	(203)	25	-	-
158	149	Depreciation	940	894	(46)	905	1,788	53%
25	150	Equipment Support & Maintenan	1,145	900	(245)	922	1,800	64%
-	-	Taxes, Licenses & Fees	588	206	(382)	193	206	285%
433	333	Equipment Rental/Leasing	2,966	2,000	(966)	2,064	4,000	74%
-	-	Training Seminars	-	500	500	-	1,000	0%
-	250	Professional Fees	3,188	3,225	37	-	4,975	64%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	720	-	-
-	-	Media/Collateral/Production	-	-	-	6,880	-	-
-	42	Miscellaneous Programs	-	250	250	-	500	0%
2,184	2,500	Cost of Goods Sold	22,776	18,500	(4,276)	8,564	33,000	69%
-	29	Associate Relations	75	175	100	19	350	21%
373	58	Credit Card Fees	1,799	350	(1,449)	412	700	257%
-	25	Automobile Expenses	918	150	(768)	455	300	306%
-	-	Meals/Meetings	363	-	(363)	51	60	605%
25,513	30,996	Total Operating Expenses	208,925	192,352	(16,573)	112,157	375,507	56%
5,176	2,646	Operating Income (Loss)	1,464	30,000	(28,536)	\$ 63,460	51,764	3%
3,963	3,814	Allocated	23,776	22,882	\$ (894)	32,641	45,764	0%
3,963	3,814	Total Other Expenses	23,776	22,882	(894)	32,641	45,764	-
1,213	(1,168)	Net Income (Loss)	(22,312)	7,118	(29,430)	30,819	6,000	-372%

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 2 Quarters Ended Dec 31, 2012
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 (50%)
		Revenue						
\$ 16,503	\$ 16,503	Placer County TOT Funding	\$ 576,982	\$ 99,018	477,964	\$ 254,686	\$ 1,561,871	37%
16,503	16,503	Total Revenue	576,982	99,018	477,964	254,686	1,561,871	37%
		Operating Expenses						
4,995	7,312	Salaries & Wages	41,000	42,070	1,070	39,188	84,021	49%
701	627	Rent	3,746	3,764	18	4,357	7,528	50%
270	96	Telephone	1,596	862	(734)	1,127	1,440	111%
-	1	Mail - USPS	8	8	-	5	15	53%
37	67	Insurance/Bonding	243	400	157	381	800	30%
6	125	Supplies	301	750	449	336	1,500	20%
97	92	Depreciation	578	552	(26)	514	1,104	52%
15	60	Equipment Support & Maintenance	304	360	56	433	720	42%
-	100	Taxes, Licenses & Fees	58	600	542	728	1,100	5%
-	171	Miscellaneous Expense	-	342	342	-	684	0%
130	120	Equipment Rental/Leasing	941	720	(221)	673	1,440	65%
-	42	Training Seminars	-	250	250	378	500	0%
-	150	Public Outreach	-	150	150	-	300	0%
1,084	4,333	Research & Planning	31,000	25,998	(5,002)	7,549	52,000	60%
-	-	Transportation Projects	-	-	-	198	-	-
9,549	-	Infrastructure Projects	518,339	-	(518,339)	189,184	1,363,831	38%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	169	-	-
-	25	Associate Relations	6	50	44	12	100	6%
39	167	Automobile Expenses	505	1,000	495	779	2,000	25%
-	25	Meals/Meetings	102	50	(52)	12	100	102%
-	25	Dues & Subscriptions	18	50	32	36	100	18%
16,923	13,538	Total Operating Expenses	598,838	77,976	(520,862)	246,059	1,519,283	39%
(420)	2,965	Operating Income (Loss)	(21,856)	21,042	(42,898)	8,627	42,588	-51%
		Other Income						
-	33	Revenues- Interest & Investment	-	200	\$ (200)	339	400	
-	33	Total Other Income	-	200	\$ (200)	339	400	
		Other Expenses						
3,508	3,582	Allocated	21,047	21,494	447	20,779	42,988	49%
3,508	3,582	Total Other Expenses	21,047	21,494	447	20,779	42,988	49%
(3,928)	(584)	Net Income (Loss)	(42,903)	(252)	(42,651)	(11,813)	-	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 2 Quarters Ended Dec 31, 2012

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 (50%)
Revenue								
8,894	9,814	Membership	52,468	58,884	\$ (6,416)	49,150	117,768	45%
490	720	Revenues-Membership Activitie	17,488	16,548	940	23,469	53,833	32%
619	744	Revenue-Tue AM Breakfast Clu	4,444	4,463	(19)	6,779	8,927	50%
-	417	Commissions	-	2,500	(2,500)	-	5,000	0%
10,003	11,695	Total Revenue	74,400	82,395	(7,995)	79,398	185,528	
Operating Expenses								
6,196	6,716	Salaries & Wages	37,164	38,927	1,763	40,473	78,352	47%
701	589	Rent	3,746	3,534	(212)	4,373	7,068	53%
339	196	Telephone	2,072	1,462	(610)	1,156	2,640	78%
-	50	Mail - USPS	130	300	170	136	600	22%
112	65	Insurance/Bonding	589	393	(196)	381	785	75%
6	83	Supplies	1,154	500	(654)	542	1,000	115%
97	92	Depreciation	578	552	(26)	514	1,104	52%
15	79	Equipment Support & Maintenanr	304	475	171	483	950	32%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
289	242	Equipment Rental/Leasing	1,969	1,450	(519)	1,372	2,900	68%
-	-	Training Seminars	180	200	20	-	1,000	18%
160	-	Professional Fees	160	-	(160)	-	-	-
1,541	2,100	Membership Activities	6,909	16,482	9,573	6,763	45,580	15%
-	500	Tuesday Morning Breakfast Clul	2,769	3,000	231	4,561	6,000	46%
-	-	Classified Ads	-	-	-	169	-	-
-	556	Miscellaneous Programs	-	556	556	-	556	0%
-	31	Associate Relations	25	188	163	212	375	7%
141	183	Credit Card Fees	1,097	1,100	3	737	2,200	50%
-	125	Automobile Expenses	-	750	750	723	1,500	0%
-	25	Meals/Meetings	62	150	88	23	300	21%
-	250	Dues & Subscriptions	516	500	(16)	552	1,000	52%
-	-	Travel	-	-	-	-	664	0%
9,597	11,882	Total Operating Expenses	59,482	70,584	11,102	63,235	154,639	38%
406	(187)	Operating Income (Loss)	14,918	11,811	3,107	16,163	30,889	48%
2,912	2,907	Allocated	17,474	17,445	(29)	18,684	34,889	50%
2,912	2,907	Total Other Expenses	17,474	17,445	(29)	18,684	34,889	50%
(2,506)	(3,094)	Net Income (Loss)	(2,556)	(5,634)	3,078	(2,521)	(4,000)	64%

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 2 Quarters Ended Dec 31, 2012

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 (50%)
-	-	Revenue						
-	-	Miscellaneous	75	-	75	(73)	-	-
-	-	Total Revenue	75	-	75	(73)	-	-
		Operating Expenses						
10,592	74,728	Salaries & Wages	146,375	150,099	3,724	165,011	300,200	49%
2,494	4,894	Rent	11,865	9,788	(2,077)	13,292	19,577	61%
949	1,447	Telephone	4,542	3,783	(759)	2,769	6,676	68%
38	194	Mail - USPS	345	387	42	518	775	45%
274	625	Insurance/Bonding	1,480	1,250	(230)	1,212	2,500	59%
147	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%
247	975	Equipment Support & Maintenance	1,951	1,950	(1)	2,744	3,900	50%
(4)	375	Taxes, Licenses & Fees	430	750	320	441	1,500	29%
-	-	Miscellaneous Expense	349	-	(349)	-	-	-
173	847	Equipment Rental/Leasing	1,459	1,694	235	1,072	3,388	43%
150	-	Training Seminars	150	-	(150)	-	600	25%
-	416	Public Outreach	-	831	831	-	1,662	0%
2,000	17,250	Professional Fees	13,560	17,250	3,690	25,870	22,000	62%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,084	-	-
150	300	Associate Relations	390	600	210	475	1,200	33%
590	1,250	Board Functions	2,416	2,500	84	4,986	5,000	48%
197	75	Automobile Expenses	199	150	(49)	56	300	66%
-	100	Meals/Meetings	325	200	(125)	46	400	81%
-	-	Dues & Subscriptions	1,549	1,000	(549)	701	1,000	155%
-	-	Travel	-	-	-	304	-	-
18,301	105,143	Total Operating Expenses	190,671	195,566	4,895	224,506	377,345	51%
(18,301)	(105,143)	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%
12,926	(10,807)	Net Income (Loss)	(3,031)	(6,893)	3,862	(15,729)	-	-

December Quickbooks Accounts Receivable

Customer Account	Business Name	Chamber/Conf Member Dues		Group Commissions		AFW		Misc.		
		age	amount	age	amount	age	amount	age	amount	
210.00	B2 Marketing	30	210.00							11/1/12 Chamber dues
1,226.80	Cal Neva			new	1,226.80					12/31/12 Groups
210.00	Chris Werner Photography	30	210.00							11/1/12 Chamber dues
300.00	Dorinda's Chocolates					90	300.00			9/30/11 (09306) AFW
225.00	Dress The Part(y)	60	225.00							10/1/12 Chamber dues
210.00	Fallon Multimedia	30	210.00							11/1/12 Chamber dues
633.60	Hampton Inn			new	633.60					12/31/12 Groups
1,011.21	Heavenly Mountain Resort							new	1,011.21	12/31/12 X-games hotel
182.50	ICBA							new	182.50	12/31/12 Ad
210.00	Incline Liquor	30	210.00							11/1/12 Chamber dues
210.00	Integrity Property Mgmt	30	210.00							11/1/12 Chamber dues
210.00	KPFF Consulting Engineers	30	210.00							11/1/12 Chamber dues
210.00	KTTHO Radio (K-Tahoe)	60	210.00							10/1/12 Chamber dues
1,011.21	LTVA							new	1,011.21	12/31/12 X-games hotel
225.00	Moonshine Ink	30	225.00							11/1/12 Chamber dues
7,510.22	NLT Marketing Co-op							new	7,510.22	12/31/12 Dec credit card
182.50	NTBA							new	182.50	12/31/12 Ad
396.21	Northstar California			90	396.21					9/30/12 Groups
10,513.81	Northstar California							30	10,513.81	AFW expenses
689.83	Northstar California							30	689.83	AFW expenses
1,056.00	Northstar California							30	1,056.00	AFW expenses
1,059.00	PlumpJack			new	1,059.00					12/31/12 Groups
225.00	Poulsen Commercial	30	225.00							11/1/12 Chamber dues
325.00	Reno Tahoe Limo	30	325.00							11/1/12 Chamber dues
210.00	Roof Crafters, Inc.	60	210.00							10/1/12 Chamber dues
1,039.59	Squaw Valley Resort			60	1,039.59					10/31/12 Groups
1,518.40	Squaw Valley Resort			90	1,518.40					7/31/12 (472) Groups
1,641.60	Squaw Valley Resort			90	1,641.60					7/31/12 (471) Groups
1,738.40	Squaw Valley Resort			90	1,738.40					7/31/12 (473) Groups
75.00	Squaw Valley Resort							new	75.00	12/31/12 VIC kiosk
110.00	Ta-Hoe Nalu, LLC	30	110.00							11/1/12 Chamber dues
182.50	TCDA							new	182.50	12/31/12 Ad
100.00	Tahoe Paddle and Oar	90	100.00							Balance Chamber dues
210.00	Tahoe Quarterly	30	210.00							11/1/12 Chamber dues
13,402.62	The Resort at Squaw Creek			90	13,402.62					9/30/12 Groups
1,752.40	The Resort at Squaw Creek			60	1,752.40					10/31/12 Groups
2,760.00	The Resort at Squaw Creek			60	2,760.00					10/31/12 Groups
732.15	The Resort at Squaw Creek			new	732.15					12/31/12 Groups
882.70	The Ritz-Carlton			60	882.70					10/31/12 Groups
182.50	West Shore Association								182.50	12/31/12 Ad
54,780.75			3,100.00		28,783.47		300.00		22,597.28	
	Paid as of 1/18/13				-5,957.40					
			3,100.00		22,826.07		300.00		22,597.28	
	Shaded grey is paid.									

Quickbooks Accounts Receivable Aging as of January 18, 2013

	Current	31 - 60	61 - 90	> 90	TOTAL	
Aston Lakeland Village Resort	550.00	0.00	0.00	0.00	550.00	Conference dues
B2 Marketing Communications	0.00	0.00	210.00	0.00	210.00	Chamber dues
Cal Neva	1,226.80	0.00	0.00	0.00	1,226.80	Group commission
Chris Werner Photography	0.00	0.00	210.00	0.00	210.00	Chamber dues
Dorinda's Chocolates	0.00	0.00	0.00	300.00	300.00	AFW booth
Dress The Part(y) for Charity	0.00	0.00	0.00	225.00	225.00	Chamber dues
Embassy Suites Resort	550.00	0.00	0.00	0.00	550.00	Conference dues
Fallon Multimedia	0.00	0.00	210.00	0.00	210.00	Chamber dues
Forest Suites Resort	550.00	0.00	0.00	0.00	550.00	Conference dues
Gary Davis Group	320.00	0.00	0.00	0.00	320.00	TMBC -1 year, 2 ppl
Hampton Inn & Suites	1,183.60	0.00	0.00	0.00	1,183.60	Group commission
Harrah's/Harveys Casino	550.00	0.00	0.00	0.00	550.00	Conference dues
Heavenly Mountain Resort	1,011.21	0.00	0.00	0.00	1,011.21	Share X-games trip
Hyatt Regency Lake Tahoe	550.00	0.00	0.00	0.00	550.00	Conference dues
ICBA	182.50	0.00	0.00	0.00	182.50	Visitors Guide ad
Incline Liquor	0.00	0.00	210.00	0.00	210.00	Chamber dues
Integrity Property Management	0.00	0.00	210.00	0.00	210.00	Chamber dues
KPFF Consulting Engineers	0.00	0.00	210.00	0.00	210.00	Chamber dues
KTHO Radio (K-Tahoe)	0.00	0.00	0.00	210.00	210.00	Chamber dues
Lake Tahoe Visitors Authority	1,011.21	0.00	0.00	0.00	1,011.21	Share X-games trip
Larkspur Hotel Truckee - Tahoe	550.00	0.00	0.00	0.00	550.00	Conference dues
MontBleu	550.00	0.00	0.00	0.00	550.00	Conference dues
Moonshine Ink	0.00	0.00	225.00	0.00	225.00	Chamber dues
NLT Marketing Cooperative	7,510.22	0.00	0.00	0.00	7,510.22	Dec credit card
NTBA	182.50	0.00	0.00	0.00	182.50	Visitors Guide ad
Northstar California	0.00	12,259.64	0.00	396.21	12,655.85	Group commission, AFW expenses
Placer Board of Supervisors	160.00	0.00	0.00	0.00	160.00	TMBC -1 year
PlumpJack Squaw Valley Inn	1,059.00	0.00	0.00	0.00	1,059.00	Group commission
Poulsen Commercial	0.00	0.00	225.00	0.00	225.00	Chamber dues
Reno Tahoe Limo	0.00	0.00	325.00	0.00	325.00	Chamber dues
Roof Crafters, Inc	0.00	0.00	0.00	210.00	210.00	Chamber dues
Squaw Valley Resort	75.00	0.00	1,039.59	4,898.40	6,012.99	Group commissions, VIC kiosk
Ta-Hoe Nalu, LLC	0.00	0.00	110.00	0.00	110.00	Chamber dues
TCDA	182.50	0.00	0.00	0.00	182.50	Visitors Guide ad
Tahoe Mountain Resorts	550.00	0.00	0.00	0.00	550.00	Conference dues
Tahoe Paddle and Oar	0.00	0.00	0.00	100.00	100.00	Balance of dues
Tahoe Quarterly	0.00	0.00	210.00	0.00	210.00	Chamber dues
TTUSD	320.00	0.00	0.00	0.00	320.00	TMBC -1 year, 2 ppl
The Resort at Squaw Creek	732.15	0.00	4,512.40	13,402.62	18,647.17	Group commissions
The Ridge Tahoe	550.00	0.00	0.00	0.00	550.00	Conference dues
The Ritz-Carlton	0.00	0.00	882.70	0.00	882.70	Group commissions
West Shore Association	182.50	0.00	0.00	0.00	182.50	Visitors Guide ad
	20,289.19	12,259.64	8,789.69	19,742.23	61,080.75	

Shaded grey is paid.

December WebLink Accounts Receivable						
Customer		Chamber/Conf		Membership		
Account		Member Dues		Activites		
Total	Business Name	age	amount	age	amount	
110.00	Calif Tahoe Conservancy	new	110.00			12/1/12 Chamber dues
325.00	Carson City Toyota	new	325.00			12/1/12 Chamber dues
75.00	CB's Pizza			60	75.00	10/31/12 Email blast
50.00	Cebollo Architecture	new	50.00			12/31/12 Balance of dues
75.00	Cedar Glen Lodge			30	75.00	11/30/12 Email blast
75.00	Creative Concepts			60	75.00	10/31/12 Email blast
75.00	Creative Concepts			60	75.00	10/31/12 Email blast
75.00	Creative Concepts			60	75.00	10/31/12 Email blast
75.00	Creative Concepts			60	75.00	10/31/12 Email blast
75.00	Creative Concepts			60	75.00	10/31/12 Email blast
75.00	Creative Concepts			60	75.00	10/31/12 Email blast
75.00	Creative Concepts			60	75.00	10/31/12 Email blast
75.00	Creative Concepts			60	75.00	10/31/12 Email blast
75.00	Creative Concepts			new	75.00	12/31/12 Email blast
75.00	Creative Concepts			new	75.00	12/31/12 Email blast
105.00	Danielle Hankinson	new	105.00			12/31/12 Balance of dues
110.00	Disabled Sports USA	new	110.00			12/1/12 Chamber dues
100.00	Discover Maps			30	100.00	11/15/12 Email blast
100.00	Donner Ski Ranch			30	100.00	11/15/12 Email blast
110.00	Earthrise	new	110.00			12/1/12 Chamber dues
75.00	EXL Media			60	75.00	10/31/12 Email blast
225.00	Gallery Keoki	new	225.00			12/1/12 Chamber dues
25.00	Gatekeepers Museum			30	25.00	11/15/12 Email blast
75.00	Granlibakken			60	75.00	10/31/12 Email blast
75.00	Granlibakken			60	75.00	10/31/12 Email blast
75.00	Granlibakken			60	75.00	10/31/12 Email blast
75.00	Granlibakken			30	75.00	11/30/12 Email blast
75.00	Granlibakken			30	75.00	11/30/12 Email blast
75.00	Hyatt Lake Tahoe			60	75.00	10/31/12 Email blast
75.00	Hyatt Lake Tahoe			60	75.00	10/31/12 Email blast
75.00	Hyatt Lake Tahoe			60	75.00	10/31/12 Email blast
75.00	Hyatt Lake Tahoe			60	75.00	10/31/12 Email blast
75.00	Hyatt Lake Tahoe			30	75.00	11/30/12 Email blast
75.00	Hyatt Lake Tahoe			30	75.00	11/30/12 Email blast
75.00	Jake's on the Lake			30	75.00	11/30/12 Email blast
75.00	JRS Construction			30	75.00	11/30/12 Email blast
225.00	Kelly Bros Painting	new	225.00			12/1/12 Chamber dues
210.00	Kristen Morgan, DDS	new	210.00			12/1/12 Chamber dues
75.00	KTHO Radio			60	75.00	10/31/12 Email blast
75.00	KTHO Radio			60	75.00	10/31/12 Email blast
325.00	Larkspur Hotel Truckee	new	325.00			12/1/12 Chamber dues
210.00	Mountain Lake Cleaning	new	210.00			12/1/12 Chamber dues

110.00	North Lake Massage	new	110.00			12/31/12 Balance of dues
210.00	North Tahoe Playground	new	210.00			12/1/12 Chamber dues
300.00	Northstar California			60	300.00	10/31/12 Winter Expo
300.00	Northstar California			60	300.00	10/31/12 Winter Expo
75.00	Northstar California			30	75.00	11/30/12 Email blast
100.00	PlumpJack Sport			30	100.00	11/15/12 Winter Expo
325.00	PWA Insurance Services	new	325.00			12/1/12 Chamber dues
75.00	The Resort at Squaw Creek			60	75.00	10/31/12 Email blast
75.00	The Resort at Squaw Creek			60	75.00	10/31/12 Email blast
75.00	The Resort at Squaw Creek			60	75.00	10/31/12 Email blast
75.00	The Resort at Squaw Creek			60	75.00	10/31/12 Email blast
75.00	The Resort at Squaw Creek			new	75.00	12/31/12 Email blast
75.00	The Ritz-Carlton			60	75.00	10/31/12 Winter Expo
75.00	The Ritz-Carlton			60	75.00	10/31/12 Winter Expo
75.00	The Ritz-Carlton			60	75.00	10/31/12 Winter Expo
110.00	Sierra Business Council	new	110.00			12/1/12 Chamber dues
210.00	Sierra Heritage Magazine	new	210.00			12/1/12 Chamber dues
225.00	Sierra Mountain Properties	new	225.00			12/1/12 Chamber dues
110.00	Sierra Nevada College	new	110.00			12/1/12 Chamber dues
75.00	Sierra Nevada College			60	75.00	10/1/12 Email blast
75.00	Sierra Nevada College			60	75.00	10/31/12 Email blast
225.00	Sitkoff-O'Neil Accountancy	new	225.00			12/1/12 Chamber dues
225.00	Tahoe Adventure Company	new	225.00			12/1/12 Chamber dues
100.00	Tahoe Basics			30	100.00	11/15/12 Winter Expo
75.00	Tahoe Biltmore			30	75.00	11/30/12 Email blast
75.00	Tahoe Donner			60	75.00	10/31/12 Email blast
100.00	Tahoe Mountain Sports			30	100.00	11/15/12 Winter Expo
210.00	North Tahoe Shore Lodge	new	210.00			12/1/12 Chamber dues
250.00	Tahoe Quarterly			60	250.00	10/18/12 Annual lunch
210.00	TNT /TMA	new	210.00			12/1/12 Chamber dues
210.00	Umpqua	new	210.00			12/1/12 Chamber dues
210.00	Waterman's Landing	new	210.00			12/1/12 Chamber dues
210.00	Webb Land Surveying	new	210.00			12/1/12 Chamber dues
100.00	Williards Sport Shop			60	100.00	10/18/12 Winter Expo
9,280.00			4,805.00		4,475.00	
	Paid as of 1/18/12		-1,405.00		-1,450.00	
			3,400.00		3,025.00	
	Shaded grey is paid.					

Weblink Accounts Receivable Aging as of 12/31/12

	Current	30	60	90	Total	
California Tahoe Conservancy	110.00	0.00	0.00	0.00	110.00	Chamber dues
Carson City Toyota and Scion	325.00	0.00	0.00	0.00	325.00	Chamber dues
CB's Pizza	0.00	75.00	0.00	0.00	75.00	Email blast
Cebello Architecture	50.00	0.00	0.00	0.00	50.00	Chamber dues
Cedar Glen Lodge	75.00	0.00	0.00	0.00	75.00	Email blast
Creative Concepts	150.00	525.00	0.00	0.00	675.00	Email blasts
Danielle Hankinson Photography	105.00	0.00	0.00	0.00	105.00	Chamber dues
Disabled Sports USA	110.00	0.00	0.00	0.00	110.00	Chamber dues
Discover Map of Tahoe-Truckee	0.00	0.00	100.00	0.00	100.00	Winter Expo
Donner Ski Ranch	100.00	0.00	0.00	0.00	100.00	Winter Expo
Earthrise - Musical Duo	110.00	0.00	0.00	0.00	110.00	Chamber dues
EXL Media Corp	75.00	0.00	0.00	0.00	75.00	Email blast
Gallery Keoki	225.00	0.00	0.00	0.00	225.00	Chamber dues
Gatekeeper's Museum	25.00	0.00	0.00	0.00	25.00	Winter Expo
Granlibakken Resort	150.00	225.00	0.00	0.00	375.00	Email blasts
Hyatt Regency Lake Tahoe	150.00	300.00	0.00	0.00	450.00	Email blasts
Jake's On The Lake	0.00	75.00	0.00	0.00	75.00	Email blast
JRS Construction	75.00	0.00	0.00	0.00	75.00	Email blast
Kelly Brothers Painting	0.00	225.00	0.00	0.00	225.00	Chamber dues
Kristen Morgan, DDS	0.00	210.00	0.00	0.00	210.00	Chamber dues
KTTH Radio	0.00	150.00	0.00	0.00	150.00	Email blasts
Larkspur Hotel Truckee	0.00	325.00	0.00	0.00	325.00	Chamber dues
Mountain Lake Cleaning	210.00	0.00	0.00	0.00	210.00	Chamber dues
North Lake Massage & Skin Care	110.00	0.00	0.00	0.00	110.00	Chamber dues
North Tahoe Playground	210.00	0.00	0.00	0.00	210.00	Chamber dues
Northstar California	75.00	0.00	600.00	0.00	675.00	Winter Expo, Email blast
PlumpJack Sport	100.00	0.00	0.00	0.00	100.00	Winter Expo
PWA Insurance Services	325.00	0.00	0.00	0.00	325.00	Chamber dues
Resort at Squaw Creek	150.00	225.00	0.00	0.00	375.00	Email blasts
Ritz-Carlton, Lake Tahoe	75.00	150.00	0.00	0.00	225.00	Email blasts
Sierra Business Council	110.00	0.00	0.00	0.00	110.00	Chamber dues
Sierra Heritage Magazine	210.00	0.00	0.00	0.00	210.00	Chamber dues
Sierra Mountain Properties	225.00	0.00	0.00	0.00	225.00	Chamber dues
Sierra Nevada College	110.00	150.00	0.00	0.00	260.00	Chamber dues, Email blasts
Sitkoff-O'Neil Accountancy	225.00	0.00	0.00	0.00	225.00	Chamber dues
Tahoe Adventure Company	225.00	0.00	0.00	0.00	225.00	Chamber dues
Tahoe Basics	100.00	0.00	0.00	0.00	100.00	Winter Expo
Tahoe Biltmore Lodge	75.00	0.00	0.00	0.00	75.00	Email blast
Tahoe Donner	0.00	75.00	0.00	0.00	75.00	Email blast
Tahoe Mountain Sports	100.00	0.00	0.00	0.00	100.00	Winter Expo
Tahoe North Shore Lodge	210.00	0.00	0.00	0.00	210.00	Chamber dues
Tahoe Quarterly	0.00	250.00	0.00	0.00	250.00	Winter Expo
TNT TMA	210.00	0.00	0.00	0.00	210.00	Chamber dues
Umpqua Bank	210.00	0.00	0.00	0.00	210.00	Chamber dues
Waterman's Landing	210.00	0.00	0.00	0.00	210.00	Chamber dues
Webb Land Surveying	210.00	0.00	0.00	0.00	210.00	Chamber dues
Willard's Sport Shop	100.00	0.00	0.00	0.00	100.00	Winter Expo
	5,620.00	2,960.00	700.00	0.00	9,280.00	

Shaded grey is paid

**NLT Chamber/CVB/Resort Association
Statement of Infrastructure and Transportation Activities
For the Six Months Ending December 31, 2012**

Current Month	Infrastructure Project Costs	Year to Date
1,084.29	Research/Planning/Infrastructure	31,000.02
	Northstar Community Multi-Purpose Trail	4,649.00
	Lakeside Bike Trail	218,041.41
	Regional Wayfinding Signage	5,555.00
	Squaw Valley Trail Snow Removal	6,492.30
4,594.50	Visitors Centers Exhibits	41,185.11
2,029.94	Water Shuttle	189,487.59
	Tahoe Vista Recreation Area	35,349.50
2,924.55	Gateway Lighting	17,579.00
<hr/> 10,633.28	Total Infrastructure Project Costs	<hr/> 549,338.93
 Transportation Project Costs 		
5,808.17	Research/Planning/Transportation	15,848.43
	Membership Transportation	3,000.00
	Coordinated Skier Shuttle Program	65,900.00
	Summer Traffic Management	3,152.60
3,000.00	Winter Night Service Transit	3,000.00
	North Lake Tahoe Express	27,156.86
9,500.00	Sugar Bowl Skier Shuttle	9,500.00
9,000.00	Summer Night Service	141,884.00
<hr/> 27,308.17	Total Transportation Project Costs	<hr/> 269,441.89
<hr/> 37,941.45	Total Project Costs	<hr/> 818,780.82

**NORTH LAKE TAHOE RESORT
ASSOCIATION**

**FINANCIAL STATEMENTS WITH
INDEPENDENT AUDITOR'S REPORT**

**YEARS ENDED
JUNE 30, 2012 AND 2011**

DRAFT

NORTH LAKE TAHOE RESORT ASSOCIATION

TABLE OF CONTENTS JUNE 30, 2012 AND 2011

	<u>PAGE</u>
INDEPENDENT AUDITOR'S REPORT	1
FINANCIAL STATEMENTS	
Statements of Financial Position	2
Statements of Activities	3
Statements of Cash Flows	4
Notes to Financial Statements	5

DRAFT

INDEPENDENT AUDITOR'S REPORT

**To the Board of Directors of
North Lake Tahoe Resort Association**

We have audited the accompanying statements of financial position of North Lake Tahoe Resort Association (Association) as of June 30, 2012 and 2011, and the related statements of activities and of cash flows for the years then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of North Lake Tahoe Resort Association as of June 30, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

GILBERT ASSOCIATES, INC.
Sacramento, California

January __, 2013

NORTH LAKE TAHOE RESORT ASSOCIATION

STATEMENTS OF FINANCIAL POSITION JUNE 30, 2012 AND 2011

	<u>2012</u>	<u>2011</u>
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 1,010,306	\$ 741,839
Cash held on behalf of marketing cooperative	217,829	170,636
Accounts receivable	126,015	113,163
Prepaid expenses and other	54,597	11,344
Inventories	13,107	4,406
Placer County receivable	1,397,554	518,901
Infrastructure funds held by Placer County	<u>4,112,197</u>	<u>6,415,907</u>
Total current assets	6,931,605	7,976,196
NONCURRENT ASSETS:		
Investments		213,197
Property and equipment, net	<u>15,024</u>	<u>26,756</u>
TOTAL ASSETS	<u>\$ 6,946,629</u>	<u>\$ 8,216,149</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts payable	\$ 869,027	\$ 224,863
Accrued liabilities	142,640	130,721
Cash held on behalf of marketing cooperative	217,829	170,636
Deferred revenue - chamber dues	71,321	73,947
Deferred revenue - infrastructure funds	4,798,436	6,890,474
Deferred revenue - other	<u>13,456</u>	<u>28,090</u>
Total liabilities	<u>6,112,709</u>	<u>7,518,731</u>
NET ASSETS:		
Unrestricted:		
Invested in property and equipment	15,024	26,756
Designated marketing reserve	337,694	293,110
Designated maintenance reserve	98,544	98,544
Undesignated	<u>382,658</u>	<u>279,008</u>
Total net assets	<u>833,920</u>	<u>697,418</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 6,946,629</u>	<u>\$ 8,216,149</u>

The accompanying notes are an integral part of these financial statements.

NORTH LAKE TAHOE RESORT ASSOCIATION

STATEMENTS OF ACTIVITIES YEARS ENDED JUNE 30, 2012 AND 2011

	<u>2012</u>	<u>2011</u>
REVENUES:		
Placer County:		
Operations funding	\$ 3,837,017	\$ 3,545,774
Infrastructure	3,694,365	535,853
Member services and special events	148,724	121,767
Commission and booking fees	144,082	130,805
Member dues	107,375	114,662
Advertising and retail sales	27,125	24,469
Interest and investment income	1,427	3,250
Miscellaneous		4,449
Total revenues	<u>7,960,115</u>	<u>4,481,029</u>
EXPENSES:		
Program services:		
Infrastructure	3,623,991	546,217
Marketing (tourism promotion)	2,017,343	1,793,523
Visitor support and transportaion	909,066	1,036,842
Group sales and conferences	387,290	414,447
Visitor information	327,881	152,242
North Lake Tahoe Chamber of Commerce	147,699	138,361
Total program services	<u>7,413,270</u>	<u>4,081,632</u>
Supporting services:		
General and administrative	410,343	369,920
Total expenses	<u>7,823,613</u>	<u>4,451,552</u>
INCREASE IN UNRESTRICTED NET ASSETS	<u>136,502</u>	<u>29,477</u>
NET ASSETS, Beginning of Year	<u>697,418</u>	<u>667,941</u>
NET ASSETS, End of Year	<u>\$ 833,920</u>	<u>\$ 697,418</u>

The accompanying notes are an integral part of these financial statements.

NORTH LAKE TAHOE RESORT ASSOCIATION

STATEMENTS OF CASH FLOWS YEARS ENDED JUNE 30, 2012 AND 2011

	<u>2012</u>	<u>2011</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Increase in net assets	\$ 136,502	\$ 29,477
Reconciliation to net cash and equivalents provided by operating activities:		
Depreciation	13,395	17,907
Loss on disposal of equipment		385
Net realized and unrealized gain on investments		(193)
Changes in:		
Accounts receivable	(12,852)	(26,167)
Prepaid expenses and other	(43,253)	3,677
Inventories	(8,701)	(3,478)
Placer County receivable	(878,653)	(88,314)
Infrastructure funds held by Placer County	2,303,710	(975,703)
Accounts payable	644,164	72,828
Accrued liabilities	11,919	7,016
Deferred revenue - chamber dues	(2,626)	(5,756)
Deferred revenue - infrastructure funds	(2,092,038)	1,001,737
Deferred revenue - other	(14,634)	1,662
Net cash provided by operating activities	56,933	35,078
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchases of investments		(202,260)
Proceeds from sale of investments	213,197	200,263
Purchases of property and equipment	(1,663)	(1,845)
Net cash provided (used) by investing activities	211,534	(3,842)
NET INCREASE IN CASH	268,467	31,236
CASH AND CASH EQUIVALENTS, Beginning of Year	741,839	710,603
CASH AND CASH EQUIVALENTS, End of Year	\$ 1,010,306	\$ 741,839

The accompanying notes are an integral part of these financial statements.

NORTH LAKE TAHOE RESORT ASSOCIATION

NOTES TO FINANCIAL STATEMENTS JUNE 30, 2012 AND 2011

1. ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

The North Lake Tahoe Resort Association (Association) was incorporated in February 1996, upon consolidation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The Association is organized under Section 501(c)(4) of the Internal Revenue Code as a non-profit public benefit corporation.

The primary function of the Association is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the North Lake Tahoe, California area.

The majority of the Association's revenue is derived from grants from Placer County to administer and invest portions of transient occupancy taxes collected in the North Lake Tahoe area. For the years ended June 30, 2012 and 2011, 95% and 91%, respectively, of total revenues were derived from Placer County funding. Additional sources of funding are received from Chamber membership fees, commissions and booking fees, retail sales, sales of advertising in Association publications, and revenue from special events.

The Association also serves as a partner with Placer County in the development and funding of infrastructure and transportation projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region.

Basis of presentation – The financial statements are prepared on the accrual basis of accounting and in conformity with professional standards applicable to not-for-profit entities.

Placer County contract – The Association's contract with Placer County is considered to be an exchange transaction. Accordingly, revenue earned from this contract is reported as unrestricted support. Funds received from this contract for infrastructure are recognized as revenue when the related expenditures are made. All other Placer County contract revenue is recognized as revenue during the contract year, unless specifically restricted by the contract.

Infrastructure funds held by Placer County represent contract amounts awarded for infrastructure projects that are held by Placer County for the Association. These funds are disbursed to the Association as requested to reimburse approved infrastructure expenditures incurred.

Deferred revenue represents infrastructure funds held by Placer County and the Association that has not yet been expended. Interest earned on infrastructure funds held by the Association is reflected as deferred income until expended.

Cash and cash equivalents – For financial statement purposes, the Association considers all investments with a maturity at purchase of three months or less to be cash equivalents.

Cash held on behalf of marketing cooperative – The Association receives and distributes funds on behalf of North Lake Tahoe Marketing Cooperative, a joint marketing effort between the Association and Lake Tahoe Incline Village Crystal Bay Visitors and Convention Bureau. See note 6 for additional information.

NORTH LAKE TAHOE RESORT ASSOCIATION

NOTES TO FINANCIAL STATEMENTS JUNE 30, 2012 AND 2011

Investments are stated at fair value.

Accounts receivable consist of amounts due from members for annual dues, cooperative advertising costs, commissions from group conference sales, and other miscellaneous receivables for services provided. The Association does not charge interest on delinquent receivables. Accounts are written off directly to bad debt expense when all attempts of collection are exhausted. Management estimates uncollectible amounts based on past experience and believes an allowance for doubtful accounts is unnecessary at June 30, 2012 and 2011.

Inventories consist primarily of retail goods and are stated at the lower of cost or market. Cost is determined by the first-in, first-out method.

Property and equipment are stated at cost and depreciated using the straight-line method over estimated useful lives of three to seven years. The Association's policy is to capitalize assets where costs have exceeded \$1,000.

Designated net assets – The Association has created a marketing reserve, pursuant to the 2003-04 contract with Placer County, to be used for any unforeseen fluctuations in collections of transit occupancy taxes. Use of the reserve is at the discretion of the Association's Board of Directors subject to compliance with an existing policy. The reserve totaled \$337,694 and \$293,110 at June 30, 2012 and 2011, respectively.

Pursuant to the 2010-11 contract with Placer County, the Association designated \$150,000 of its net assets for maintenance of tourism-serving infrastructure projects. Unspent funds designated for tourism-serving infrastructure projects totaled \$98,544 at June 30, 2012 and 2011.

Income taxes – The Association is exempt from federal income taxes under Internal Revenue Code Section 501 (c)(4) and Section 2370(f) of the California Tax Code. The Association has implemented the amended accounting principles related to accounting for uncertainty in income taxes and has determined that there is no material impact on the financial statements.

Functional allocation of expenses – The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the program and supporting services benefited.

Advertising costs are expensed as incurred.

Use of estimates – The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Subsequent events have been reviewed through January __, 2013, the date the financial statements were available to be issued.

NORTH LAKE TAHOE RESORT ASSOCIATION

NOTES TO FINANCIAL STATEMENTS JUNE 30, 2012 AND 2011

2. INVESTMENTS

Investments at June 30, 2011 consist of certificates of deposits totaling \$206,945 and fixed income securities totaling \$6,252. There were no investments held at June 30, 2012.

The Association values its financial assets and liabilities based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In determining fair value, the Association utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible. In order to increase consistency and comparability in fair value measurements, a fair value hierarchy that prioritizes observable and unobservable inputs is used to measure fair value into three broad levels, as follows:

- Level 1 Inputs Unadjusted quoted prices in active markets that are accessible at the measurement date for identical assets or liabilities.
- Level 2 Inputs Inputs other than quoted prices in active markets that are observable either directly or indirectly.
- Level 3 Inputs Unobservable inputs in which there is little or no market data, which require us to develop our own assumptions.

The Association's investments are classified within Level 2 of the hierarchy because they are valued using alternative pricing methods using observable inputs, such as current interest rates.

3. PROPERTY AND EQUIPMENT

Property and equipment consist of the following:

	<u>2012</u>	<u>2011</u>
Furniture and fixtures	\$ 64,991	\$ 64,991
Computer equipment	41,344	58,337
Software	20,187	54,619
Leasehold improvements	<u>23,284</u>	<u>23,284</u>
Total	149,806	201,231
Less accumulated depreciation	<u>(134,782)</u>	<u>(174,475)</u>
Total	<u>\$ 15,024</u>	<u>\$ 26,756</u>

NORTH LAKE TAHOE RESORT ASSOCIATION

NOTES TO FINANCIAL STATEMENTS JUNE 30, 2012 AND 2011

4. OPERATING LEASE OBLIGATION

The Association leases office space and copiers at various locations under operating leases expiring through 2017. Total expense under the operating leases was \$121,663 and \$79,301 for the years ended June 30, 2012 and 2011, respectively.

Future minimum lease payments are as follows:

Year ending June 30:

2013	\$ 142,637
2014	135,870
2015	135,870
2016	135,870
2017	<u>113,609</u>
Total	<u>\$ 663,856</u>

5. PROFIT SHARING PLAN

The Association sponsors a retirement plan under the provisions of IRC Section 401(k). The plan covers substantially all full-time employees that have completed three months of service with the Association. The Association made matching contributions up to 4% and 6% of eligible employee compensation for the years ended June 30, 2012 and 2011, respectively. The amount the Association contributed for the years ended June 30, 2012 and 2011 was \$36,502 and 44,020, respectively.

6. MARKETING COOPERATIVE AGREEMENT

During the year ended June 30, 2007, the Association established the North Lake Tahoe Marketing Cooperative (NLTMC) with Lake Tahoe Incline Village Crystal Bay Visitors and Convention Bureau (Bureau) to cooperatively promote tourism based on shared objectives which are more effectively and efficiently accomplished collectively rather than independently. Under the terms of the NLTMC, the Association and Bureau are required to make annual contributions to fund its marketing efforts. The NLTMC remains in effect unless canceled by the Association or Bureau with a minimum of 12 months notice. In the event the NLTMC is dissolved, any deficiency of funds to cover expenses will be funded by the Association and Bureau on a pro rata share in accordance with their annual contributions to the NLTMC. The NLTMC had a net asset balance of \$42,337 and \$14,669 at June 30, 2012 and 2011, respectively. During the years ended June 30, 2012 and 2011, the Association contributed \$1,092,000 and \$1,085,712, respectively in connection with this marketing effort, which is included in marketing (tourism promotion) and group sales and conference expense in the statement of activities.

To the Board of Directors
and Management of
North Lake Tahoe Resort Association

In planning and performing our audit of the financial statements of North Lake Tahoe Resort Association (Association) as of and for the year ended June 30, 2012 in accordance with auditing standards generally accepted in the United States of America, we considered the Association's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the internal controls. Accordingly, we do not express an opinion on the effectiveness of the Association's internal controls.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses and therefore, there can be no assurance that all deficiencies, significant deficiencies, or material weaknesses have been identified. As part of our audit, we generated the following recommendations that we consider to represent "best practices" and do not consider the absence of these safeguards to indicate a reportable control deficiency.

WRITTEN POLICIES AND PROCEDURES

The Association does not currently have formal documentation of its accounting policies and procedures. A formal accounting policies and procedures document helps to set standards of documentation, process, and behavior for an organization. Such documentation would also provide a great resource for individuals new to the organization. We recommend the Association create an accounting policies and procedures document in sufficient detail to allow an individual with suitable skill, but unfamiliar to the Association, to perform its accounting and financial reporting function.

To the Board of Directors
and Management of
North Lake Tahoe Resort Association
Page 2 of 3

TRACKING PROPERTY AND EQUIPMENT

During our audit, we identified several fully depreciated assets that had been disposed, but not removed from the general ledger. We recommend the Association implement procedures to ensure property and equipment balances are properly removed from the general ledger when disposed. We also recommend the Association consider doing an annual inventory of their property and equipment and reconcile the inventory to the general ledger.

We offer the following update to best practice recommendations generated in prior audits:

REVIEW PROCESS

The Association closes its books and reconciles the accounting records on a regular and timely basis. The Executive Director receives and reviews the bank statements before providing them to the Chief Financial Officer (CFO). Supporting documentation for journal entries and account reconciliations is filed and maintained in an orderly fashion. However, due to the small size of the accounting department, the majority of journal entries are prepared by the CFO and are not subject to a subsequent review by a person other than the preparer. Lack of review over journal entries can create the risk that errors and irregularities won't be detected in a timely manner.

We recommend the Association consider strengthening their review process by ensuring journal entries are reviewed and approved by the Executive Director.

2012 Status: Journal entries are now prepared by the Accounting Assistant and reviewed by the CFO. Recommendation appears properly implemented.

CONTROLS OVER CREDIT CARD AND EMPLOYEE REIMBURSEMENT TRANSACTIONS

The Association has strong controls over obtaining supporting information for credit card charges and employee reimbursement requests (such as receipts); however, we identified several areas where the review process could be strengthened:

- The CFO is responsible for the review of all corporate credit card holders' charges including the Executive Director's.
- Although employee reimbursements are reviewed and approved by each employee's supervisor, directors review and approve their own requests for reimbursement.

To the Board of Directors
and Management of
North Lake Tahoe Resort Association
Page 3 of 3

We recommend that the Association consider assigning the review of the Executive Director's credit card charges and reimbursement requests to a member of the Board of Directors or Finance Committee. Although we found no instances of abuse in our testing, we believe that this review is most appropriately performed by someone who is not in a subordinate position to the Executive Director. To make the review more convenient and eliminate urgency, documents could be provided to the Board or Finance Committee member quarterly, after the credit card balances and reimbursements have been paid. We also recommend that the review of the CFO's credit card charges and reimbursement request be performed by the Executive Director. We believe that implementation of this level of review represents best practices.

2012 Status: Recommendation appears properly implemented.

This communication is intended solely for the information and use of management, the Board of Directors and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

GILBERT ASSOCIATES, INC.
Sacramento, California

January __, 2013

COMMUNICATIONS WITH THOSE CHARGED WITH GOVERNANCE

In accordance with professional standards, we are providing the North Lake Tahoe Resort Association (Association) Finance Committee with information regarding the scope and results of the audit to assist the Finance Committee in overseeing management's financial reporting and disclosure process. Below we summarize these required communications.

Area	Comments
<p>Auditors' Responsibilities under Generally Accepted Auditing Standards (GAAS)</p> <p>As stated in our engagement letter, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.</p>	<p>We plan to issue an unqualified opinion on the financial statements of the Association for the years ended June 30, 2012 and 2011.</p>
<p>Planned Scope and Timing of the Audit</p>	<p>We performed the audit according to the planned scope and timing previously communicated to you in our engagement letter.</p>
<p>Significant Accounting Policies</p> <p>Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application.</p>	<p>The significant accounting policies used by the Association are described in notes to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2012. We noted no transactions entered into by the Association during the year for which there is a lack of authoritative guidance or consensus. We are not aware of any significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.</p>

Area	Comments
<p>Disagreements with Management</p> <p>For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report.</p>	<p>We are pleased to report that no such disagreements arose during the course of our audit.</p>
<p>Management Representations</p>	<p>We have requested certain representations from management that are included in their letter to us dated at report issuance.</p>
<p>Management Consultations with Other Independent Accountants</p> <p>In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Association's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts.</p>	<p>To our knowledge, there were no such consultations with other accountants.</p>
<p>Serious Difficulties Encountered in Performing the Audit</p>	<p>We encountered no significant difficulties in dealing with management in performing and completing our audit. Management and staff were well prepared and very cooperative.</p>

Area	Comments
<p>Management Judgments and Accounting Estimates</p> <p>Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.</p>	<p>We considered the methodologies and judgments used in assessing the collectability of accounts receivable and selection of useful lives of property and equipment. We found the judgments used to be appropriate.</p>

Area	Comments
<p>Other Audit Findings or Issues</p>	<p>We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Association's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.</p>
<p>Significant Adjustments or Disclosures Not Reflected in the Financial Statements</p> <p>Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management.</p>	<p>Adjustments detected as a result of audit procedures not corrected by management are summarized as follows:</p> <ul style="list-style-type: none"> • Increase investments and decrease cash \$5,778 for fixed income securities included in cash and cash equivalents. • Decrease payroll expense and accrued payroll \$10,936 to reduce the accrual for bonuses to the actual amount paid. <p>Management, with our concurrence, has determined that the effect is immaterial to the financial statements taken as a whole.</p>

DRAFT