



# NLTRA Board of Directors Agenda and Meeting Notice

**Wednesday, January 7, 2015 at 8:30 am**  
**Tahoe City Public Utility District-Conference Room**

## NLTRA Mission

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

### 2014 Board of Directors

**Wally Auerbach**  
Auerbach Engineering

**Kali Kopley**  
Uncorked/Petra/Soupa

**Brett Williams**  
Agate Bay Realty

**Valli Murnane**  
Tahoe X-Country

**Phil GilanFarr**  
CB's Pizza & Grill

**Adam Wilson**  
Northstar California

**Brendan Madigan**  
Apenglow Sports

**Joseph Mattioli**  
The Ritz-Carlton

**David Tirman**  
JMA Ventures, LLC

**Jennifer Merchant**  
Placer County Rep

**Sue Busby**  
Placer County BOS Appointee  
Castle Peak Property Mgmt

**Tom Lotshaw**  
TRPA (Ex-officio)

**Quorum - 6**  
Majority of the NLTRA Board  
Representatives

### Items May Not Be Heard In the Order They Are Listed

- A. Call to Order-Establish Quorum
- B. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.
- C. Agenda Amendments and Approval

### Organization Changes:

- 1. **MOTION:** Vote for Board of Director Officers for 2015
- 2. Introduction of new Tourism Director, John 'J.T.' Thompson

- D. Consent Calendar-**MOTION** (5 minutes)

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by committee, and approved by one motion. There will be not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions. All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

#### 1. Board Meeting Minutes –December 3, 2014

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

- 2. Capital Investment/Transportation Committee- No meeting in December
- 3. Marketing Committee – No meeting in December
- 4. **Business Association and Chamber Collaborative – December 10, 2014**
- 5. Lodging Committee – No meeting in December
- 6. Conference Sales Directors Committee – No Meeting in November
- 7. **Finance Committee – December 18, 2014**
- 8. **Financial Reports – November**
  - 8.1. **Dashboard and project reports**

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

- 9. **Conference Sales Reports**
- 10. **Executive Committee Report – December 16, 2014**
- 11. **Capital Investment/Transportation Activity Report – December**
- 12. **CEO Report - December**

- E. Strategic Discussion Items (1 hour)
  - Recap of Strategic Discussions for last 9 months and update of Strategic Goals – Sandy Evans Hall
- F. Action Items (10 minutes )
  - 3. **MOTION:** Approval of 2015 Legislative Platform – Sandy Evans Hall
  - 4. **MOTION:** Approval of Committee appointments for Finance and Marketing – Marc Sabella, Sandy Evans Hall
- G. Staff Reports (20 minutes)
  - 1. Membership – Ginger Karl (5 minutes)
    - a. Performance Metrics
    - b. Upcoming Events
    - c. New Members
  - 2. CEO – Sandy Evans Hall (10 minutes)
    - a. Master Plan Update
    - b. Board appointments to committees
    - c. Conflict of Interest forms
    - d. Calendar of meetings and Annual Schedule 2015
- H. Director’s Comments (5 minutes)
- I. Meeting Review and Staff Direction (5 minutes)
- J. Closed Session (if necessary)/Reconvene to Open Session: **Closed Session to discuss CEO/Executive Director Annual Review** (20 minutes)
- K. Adjournment

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This meeting is wheelchair accessible

Posted and Emailed (Date)



## north lake tahoe

Chamber | CVB | Resort Association

### 2015 BOARD OF DIRECTORS

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Restaurant 2015

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Large Lodging 2015

Kaliopé Kopley, Vice Chair  
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Retail 2015

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Small Lodging 2016

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Recreation 2016

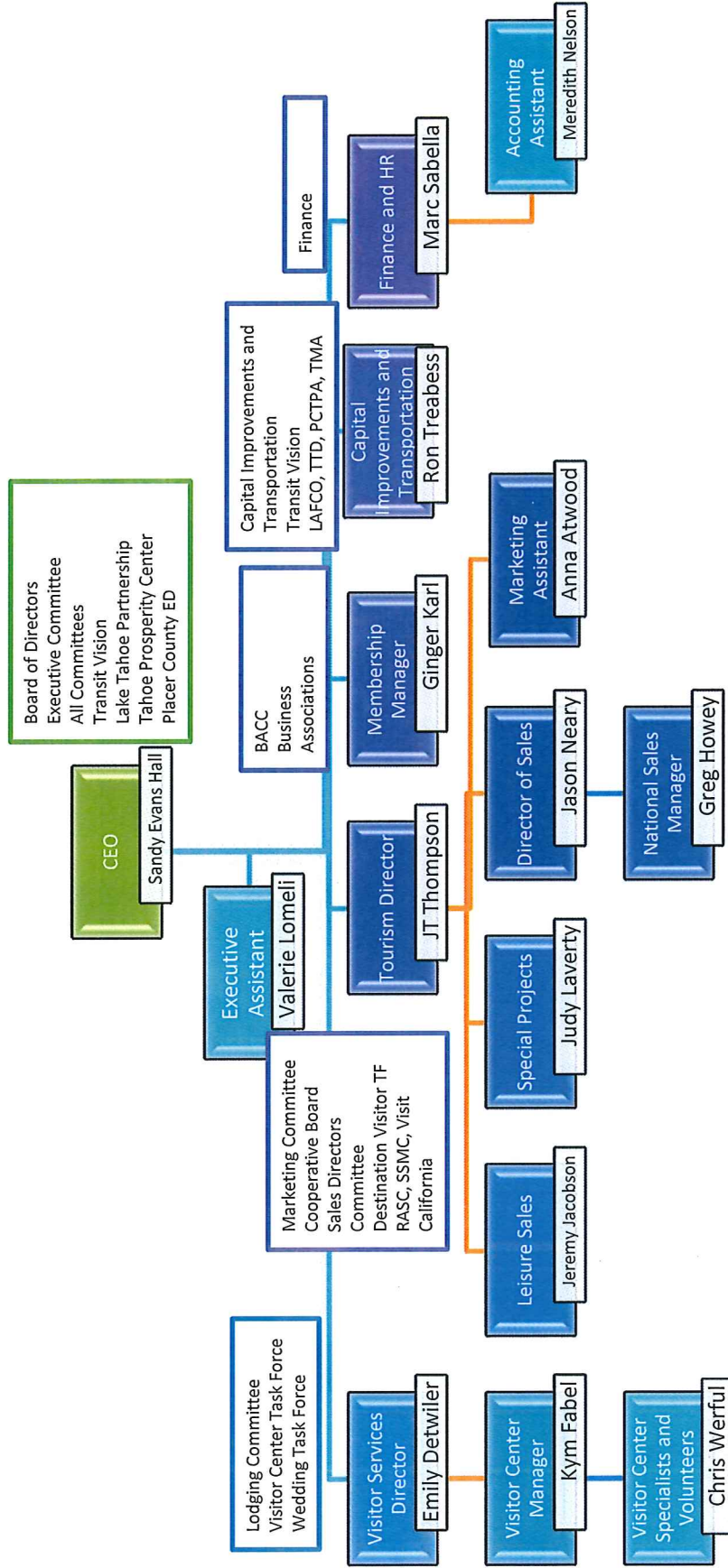
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Real Estate/Property Mgmt 2017

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Ski Area 2017

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At-Large 2017

# 2014-15 Organization Chart





**north lake tahoe**  
Chamber | CVB | Resort Association

## NLTRA Staff Directory

Department/Title	Name	Ext	Phone	Cell	Email
<b>Administration</b>					
CEO/Executive Director	Sandy Evans Hall	104	581-8739	970-846-6284	<a href="mailto:Sandy@GoTahoeNorth.com">Sandy@GoTahoeNorth.com</a>
Executive Asst.	Valerie Lomeli	111	581-8727		<a href="mailto:Valerie@GoTahoeNorth.com">Valerie@GoTahoeNorth.com</a>
Finance/HR Director	Marc Sabella	101	581-8726		<a href="mailto:Marc@GoTahoeNorth.com">Marc@GoTahoeNorth.com</a>
Staff Accountant	Meredith Nelson	112	581-8706		<a href="mailto:Meredith@GoTahoeNorth.com">Meredith@GoTahoeNorth.com</a>
<b>Tourism</b>					
Tourism Director	JT Thompson	107	581-8709	916-832-4653	<a href="mailto:JT@GoTahoeNorth.com">JT@GoTahoeNorth.com</a>
Leisure Sales	Jeremy Jacobson	108	581-8750	448-1590	<a href="mailto:Jeremy@GoTahoeNorth.com">Jeremy@GoTahoeNorth.com</a>
Special Projects	Judy Laverty	105	581-8702	448-4487	<a href="mailto:Judy@GoTahoeNorth.com">Judy@GoTahoeNorth.com</a>
Marketing Exec Asst.	Anna Atwood	110	581-8772		<a href="mailto:Anna@GoTahoeNorth.com">Anna@GoTahoeNorth.com</a>
<b>Conference Sales</b>					
Director of Sales	Jason Neary	106	581-8703	448-9096	<a href="mailto:Jason@GoTahoeNorth.com">Jason@GoTahoeNorth.com</a>
National Sales Manager	Greg Howey	109	581-8710	314-9252	<a href="mailto:Greg@GoTahoeNorth.com">Greg@GoTahoeNorth.com</a>
<b>Capital Investments and Transportation</b>					
Director of Partnerships and Planning	Ron Treabess	103	581-8735	448-3873	<a href="mailto:Ron@GoTahoeNorth.com">Ron@GoTahoeNorth.com</a>
<b>Membership</b>					
Membership Manager	Ginger Karl	102	581-8764	970-331-6553	<a href="mailto:Ginger@GoTahoeNorth.com">Ginger@GoTahoeNorth.com</a>
<b>Visitor Information</b>					
Director of Visitor Services	Emily Detwiler	100	581-8778	775-342-3605	<a href="mailto:Emily@GoTahoeNorth.com">Emily@GoTahoeNorth.com</a>
Visitor Center Manager	Kym Fabel	124	581-8795	448-3669	<a href="mailto:Kym@GoTahoeNorth.com">Kym@GoTahoeNorth.com</a>

**North Lake Tahoe Chamber and Visitor Center**  
Incline Visitor Information Office  
Office Fax

**530-581-6900**  
**775-832-1606**  
**530-581-1686**



## north lake tahoe

Chamber | CVB | Resort Association

### THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

**Wednesday, December 3, 2014 – 8:30 am – 11:00 am**

**Tahoe City Public Utility District-Board Room**

#### MINUTES

**BOARD MEMBERS IN ATTENDANCE:** Ron Parson, Valli Murnane, Wally Auerbach, David Tirman, Jennifer Merchant, Sue Busby, Tom Lotshaw

**BOARD MEMBERS NOT PRESENT:** Brendan Madigan, Kali Kopley, Joseph Mattioli, Phil GilanFarr

**RESORT ASSOCIATION STAFF:** Sandy Evans Hall, Marc Sabella, Ron Treabess, Ginger Karl, Kalie Ceglia, Judy Laverty, Jason Neary

**OTHERS IN ATTENDANCE:** Speedboat beach residents, Heather Segale, Keith Vogt, Stacie Lyans, Joy Doyle, Carol Chapman, Marguerite Sprague, John Ramirez, Bob McClintock, Laura Moriarty

#### **A. CALL TO ORDER – ESTABLISH QUORUM**

The meeting was called to order at 8:38 am by Chair Wally Auerbach and a quorum was established. Wally introduced new board member Sue Busby to the committee. Sue Busby is the owner of Castle Peak Vacation Rental on Donner Summit.

#### **B. PUBLIC FORUM**

1. Ann Nichols with the Brockway Point HOA requested that item Speedboat Beach Access Master Plan be pulled from the agenda.
2. Jennifer Merchant introduced Cadence Matijevich as the newest member to the County Executive Office. Cadence used to work for the City of Reno as the Assistant City Manager for 10 years.

#### **C. AGENDA AMENDMENTS AND APPROVAL**

**M/S/C (Merchant/Parson (6-0-0) to approve the agenda, with items taken out of order if necessary.**

It was requested to move item G.1 Membership Staff Report from Ginger to after item C.

#### **D. CONSENT CALENDAR – MOTIONS (5 min)**

1. **Board Meeting Minutes – November 5, 2014**
2. **Capital Investment/Transportation Committee – November 17, 2014**
3. **Marketing Committee – November 18, 2014**
  - 3.1 **Sponsorship of Amgen Women's Race - \$21,000, Marketing Committee (vote – 3-3 Concerns over reserve funds and other potential uses of reserves this winter)**
  - 3.2 **Air Service MRG for London Flight – up to \$36,195, 2015/16 budget with Coop, Marketing Committee approved 6-0**
4. **Business Association and Chamber Collaborative – November 12, 2014**

D1-1

5. Lodging Committee – No Meeting in November
6. Conference Sales Directors Committee – No meeting in November
7. **Finance Committee Report– November 20, 2014**
8. **Financial Reports- September and October**
  1. **Dashboard and project reports**

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

9. **Conference Sales Reports**
10. **Executive Committee Report – November 18, 2014**
11. **Capital Investment/Transportation Activity Report – November**
12. **CEO Report – November**

Comments: Jennifer questioned if it was necessary with further discussion on item 3 regarding Amgen Women's Race. No board member had any interest about further discussion.

**M/S/C (Merchant/Murnane) (6-0-0) to approve the Consent Calendar**

**E. STRATEGIC DISCUSSION ITEMS**

1. MASTER PLAN RECOMMENDATIONS

Sandy brought the committee up to speed on the Master Plan recommendations. She has been working on with Design Workshop and shared some of the key focus areas:

- Visitors Facilities
- Transportation
- Marketing & Sales
- Visitors Information
- Build Capacity to Compete

Comments:

- Prioritize, how to work with regional partners, long term direction
- Less specific at International markets
- Committee outreach, what are next steps and plans? Sandy shared the following are next steps: Jan - Outreach to committees and public, Feb – BOS review, March-Board review, April – Adoption Board & BOS
- Avoid 5 year comments
- Keep on board agenda monthly

**F. ACTION ITEMS – CI/T PROJECTS**

**M/S/C (Parson/Tirman) (3-0-3 Merchant, Busby, Auerbach (item F and G) abstained) to approve CI/T projects with item A and G being pulled for further discussion.**

- 1-a Tahoe Public Arts – Ron Tresbess shared the original request from the applicant was \$200,000 or over 2 years. Of that amount, \$125,000 for development of public art in the Kings Beach roundabout. (2015/16) and \$75,000 for the following year for public arts in Tahoe City. The CI/T gave a strong evaluation of each project and decided to recommend for funding the \$125,000 for the public arts in Kings Beach roundabout. If the applicant finds there are additional needs for Tahoe City the following year they will need to submit a separate application.

**M/S/C (Murnane/Tirman) (5-0-1 Merchant abstained) to approve the CI/T recommendation for Tahoe Public Arts Program item F.1 a funding for \$125,000.**

- 1 – g Speedboat Beach Access Master Plan – Ron Treabess reported on the primary issues with Speedboat Beach Access: 1) Pedestrian Access Safety 2) Parking Improvements 3) Portable restrooms and 4) Wayfinding signage. This is not funding any development but it is a planning process. John Ramirez, a Placer County Parks Administrator who is the applicant stated that he

would like to have an open dialog with the community regarding this master plan. Jennifer Merchant shared that it was more important that this be looked at comprehensively not just one issue with several arising possibly at a later date.

Some of the public comments:

- Traffic/Parking problems, street are narrow
- There needs to be an environmental assessment done, capacity limit issues
- Beach is too small, this is in a neighborhood, wiser to spend the funding elsewhere
- Sensitive issues for the residents
- Burglary, litter and nuisance at the beach has become an issue
- County should evaluate all beach property instead of only Speedboat Beach

Board Member comments:

- There is a need to study these issues to look at constraints, opportunity and feasibility
- There need to be a master plan, these issues need to be dealt with regardless if there aren't Wayfinding signage
- TOT funding is to support visitors enhancing experience

**M/S/C (Parson/Tirman) (4-0-2 Merchant, Auerbach abstained) approval of funds up to \$50,000 for Placer County Facilities to prepare a Speedboat Beach Master Plan with the understanding that community outreach be included in the planning process.**

## 2. COMMITTEE APPOINTMENTS FOR 2015 – CAPITAL IMPROVEMENT/TRANSPORTATION

Ron reported that six CIT Committee members term out in December but they have all reapplied for a new 2-year appointments. Staff recommends that the Board reappoints these six members: Wyatt Ogilvy (At-Large), Andrew Ryan (At-Large), Adrian Tieslau (At-Large), Jamie Wright(TNT/TMA), Dan Wilkins (Special District) and Brian Stewart (PCDPW). Ron shared the first year of the designated Capital Investment/Transportation Committee is coming to a very successful conclusion.

Ron Parson pointed out John Pang is no longer with Meeks Bay Fire Department and that Dan Wilkins should be representing TCPUD. He also mentioned the alternates on the roster and Ron Treabess shared they were appointed for one year only and should no longer be on there.

**M/S/C (Parson/Murnane) (6-0-0) to reappoint staff recommendations for 2 years on the Capital Improvement/Transportation Committee.**

## 3. APPROVAL OF ANNUAL AUDIT REPORT

Marc reported that the organization just completed the Annual Audit for 2013/14. This also included the Marketing Coop agreement. He pointed out there were 5 advisory comments which of 2 were carried over from the previous year and are now resolved. 3 comments were new, and 2 of them were possible software solutions that the Finance Committee will discuss. There were 8 audit adjustments, and 6 of them were anticipated as he needed their expertise from the auditor. He shared there were no internal control deficiencies and no material weakness were noted. Marc stated the Finance Committee recommended this for approval but with one request, that under the new net assets designation be broken out and it will now say "Visitors Support and Transportation". The request is done and in the final document.

Bob with the McClintock shared they are pleased with where they are with the audit and suggested some improvements that can be made on the ballot for board election.

**M/S/C (Parson/Merchant) (6-0-0) to approve the Annual Audit Report**



## G. STAFF REPORTS

### 1. Membership – Ginger Karl

Ginger shared her Membership Dept. Pacing Report

- 18 new members as of October
- 43 members renewed
- 7 members dropped

Upcoming Events

- Ginger reported that she sold 61 booths for the Hospitality Holidays/Shop Local event tonight at the North Tahoe Event Center
- Wednesday, December 11<sup>th</sup> is the Winter Recreation Luncheon at Moe's BBQ. This year it's being hosted as an après ski party. The admission is \$20 and includes a drink ticket and food.

Comments: Ron Parson recommended that Ginger start sharing on how she is doing on her overall budget this year.

### 2. Marketing – Jason Neary

Jason shared a new event coming next October called the Spartan Race. He reported that this event is similar to Tough Mudder. The event next year will be the World Championship race and it will be held in Squaw. This will be publicly announced next week. Jason also shared that 10,000 people will be participating and there will be lodging link to all properties that decide to participate. This will also be televised on NBC. He shared he will do outreach to businesses and restaurants to let them know this event is coming.

Comments: Ron Parson recommended that Jason works with Jamie at TMA regarding transportation.

### 3. CEO Update – Sandy Evans Hall

- Sandy shared the results of the Board of Directors Election. The new members are: Brett Williams, Adam Wilson and Brendan Madigan
- Sandy asked that the committee fill out the 2014-15 Officer Nomination Form and return back to her soon. She will contact the nominees to see if they are willing to serve.
- Sandy asked the committee to also fill out the Committee Position Form. She would like each Board member to either fill a position or be an alternate.
- A request was made that the Conflict of Interest Form be filled out and brought back to the January Board Meeting.
- Sandy asked that the Board of Directors look at the draft meeting schedule for next year including the Executive Committee.
- Sandy shared the selection committee has narrowed down the process to 2 people for the new Tourism Director. Sandy shared the Marketing staff team will be meeting with the finalist this Friday.
- Jeremy Jacobson has decided to move on to other opportunities in Real Estate but is staying on part-time. Sandy shared the new Tourism Director will be hiring for this position.
- Wally shared the Board of Directors decided to take on the 360 review process engaging Laura Moriarty. Laura spoke about the process and some of the questions that the stakeholders will need to answer.

## H. DIRECTORS' COMMENTS

Jennifer Merchant and the committee thanked Ron Parson as this is his last Board of Directors meeting for his service and commitment.

**I. MEETING REVIEW AND STAFF DIRECTION**

- Master Plan will continue to be an item on the Board Agenda for the future
- Event Transportation for some of the larger sporting events
- Please returns forms to Sandy

**K. ADJOURNMENT**

The meeting adjourned at 11:40 am.

Submitted by  
Anna Atwood  
Marketing Executive Assistant  
NLT Chamber/CVB/Resort Association



## north lake tahoe

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**COMMITTEE:** BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE

**MEETING DATE:** DECEMBER 10, 2014

**COMMITTEE MEMBERS PRESENT:** Caroline Ross, Stacie Lyans, Amber Burke, Joy Doyle, Rob Weston, Mike Young, Sandy Evans Hall, Ginger Karl

**BOARD MEMBERS IN ATTENDANCE:** Kaliope Kopley

**OTHERS IN ATTENDANCE:** Cadence Matijevich-Placer County, Melody Rebbeck-Truckee Donner Chamber of Commerce

### **ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

- Cadence Matijevich will be taking Dave Snyder's Placer County position on the BACC Committee
- BACC Meetings to be altered dates and times for January, February, March 2015
  - 2<sup>nd</sup> Thursday of the month at 3:00PM
  - Confirmed Dates to Be: January 8, February 12, March 12
- Touch the Lake Campaign rack cards have been printed and were distributed to the Committee. These will be distributed throughout the Visitor Centers in North Lake Tahoe & Truckee.
  - Touch the Lake Prizes**
  - The question was posed by the committee if we were still moving forward with the themed campaigns by month and a reminder of the themes for each month was given:
    - November/December-"Shop"-1 \$200 Prize
    - January-"Dine"-1 \$200 Prize
    - February-"Date at the Lake"-1 \$200 Prize
    - March-Photo Challenge-"Weekly Contest"- Snowshoe, Yoga, etc.=1 \$200 Prize for the End of March
    - April-"1<sup>st</sup> on the Lake"-1 \$200 Prize
    - Total of 5 \$200 Prizes Needed
- **Shop Local-Year-Round Program Discussion**
  - Program Roll-Out Timing-Mid-January after next BACC Meeting
  - Marketing plan will start with social media-Facebook page
  - Marketing plan will include reaching out to media partners to pick up press releases and news
  - If not in-kind-request shoulder season rates from partners
  - Send the logo (Shop Local Badge) to participating businesses to use in their marketing and newsletters
  - Discussion was had about the cost of each of the 200 kits and that the 1<sup>st</sup> 100 should not be free-there should be a cost attached to each and the cost of \$12.50/kit was determined-*After the meeting, discussion went around by email and a cost of \$15.00/kit was agreed upon by the committee*
  - The Facebook Shop Local Pledge Campaign was discussed again for launching the program and the following agreed to participate: Kali, Mike, Sandy, Stacie, Joy
  - An initial marketing budget of \$2,497.00 was discussed by Sandy Evans Hall until all 200 kits were sold at the \$12.50/kit cost-not \$4,372.30 left in the budget
- **Holiday Contest Update & Discussion**
  - Holiday Contest Card print to increase from 10,000 to 12,500 next year

### **MOTIONS MADE/VOTE:**

**-M/S/C (Lyons/Young) (7-0-0) to approve the BACC minutes for October 15, 2014 and November 12, 2014 (Kopley and Doyle Abstain)**

D4-1



**COMMITTEE BRIEFS: Finance**

**MEETING DATE: December 18, 2014**

**BOARD MEMBERS PRESENT: Ron Parson and Jennifer Merchant**

**ACTION ITEMS TAKEN:**

None

**MOTIONS MADE / VOTE:**

M/S/C (Mike Salmon, Kimberly Frushon) (3/0) to approve the December 2014 Agenda.

M/S/C (Mike Salmon, Kimberly Frushon) (3/0) to approve the November 2014 Finance Committee minutes.

M/S/C (Jennifer Merchant, Mike Salmon) (3/0) to recommend the Board of Directors approve the November 2014 Financial Statements.



December 18, 2014

To: Finance Committee

From: Marc Sabella

Re: Major Variances of the November 2014 Financial Statements

As of November 30th, 42% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE:**

**Profit/Loss:**

- Membership Revenues are pacing under budget as collectability of older accounts has been challenged. Many of the amounts are expected to be collected in the winter months as historically, membership dues have increased during the winter season.
- Special Events revenue came in lighter compared to budget as the Ironman event was cancelled and several expected revenue sources related to the event did not transpire. Related expenses also came in under-budget due to the cancellation of services for the event. The net reduction to revenues and savings to expenditures will be a larger number due to the cancellation of the race.
- Conference Commissions are under budget; actual revenue for billing participating properties has not come in at budget as of the date of this report. It is expected however, that total annual commissions will come in at budget.
- Salary expense is under budget as certain budgeted positions were not filled at times during the first half of the fiscal year. Two employees did not/have not reached medical benefits paid and budgeted by the organization. One employee has not received a salary increase or merit at this point in time as reflected by the budget.
- Rent expense is under budget due to higher anticipated expense in the building maintenance and utilities areas not materializing in the first four months of the fiscal year. These areas will increase expenditures as we approach the winter months and heavy expected snowfall.
- Community Marketing Programs and Transportation Projects are under budget as amounts were expected to be expended at this time but will now be expended later in the year. Non-NLT Co-Op Marketing expenses also under budget at this time are within the annual budget. The first expenses of this type were budgeted in the month of November.
- Membership Activities Expense is over budget, however netting the actual expenses against actual Membership Activities Revenues still shows a gain.

D.8-1

**Balance Sheet:**

- A/R balances included large receivable amounts from one resort in the prior year. In the current year, there are no such balances with this resort, thus a decrease to the overall A/R balance.
- Membership A/R is pacing slightly behind in collections and the reason for an increase in the balance year over year. However, no additional write-offs are anticipated with the general slowing of collections.
- A/R TOT funding contains the balance of two months of the new Placer County contract that goes beyond the NLTRA fiscal year end at June 30<sup>th</sup>. The accounting recording method has changed since July of 2013 in the sense that the full year receivable is no longer booked at the beginning of the year.
- The designated ski marketing reserve was set up and the balance moved over from an old liability account containing remaining funds from ski ticket sales through our offices. This ticket purchasing process ceased in the past fiscal year and this balance represents excess funds in the account at the termination of the program. The excess funds can be used by Marketing for the promotion of North Lake Tahoe skiing. Per a previous finance committee meeting, this amount has been rolled into the Designated Marketing Reserves in November.

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Revised Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 364,052	\$ 364,052	Placer County TOT Funding	\$ 1,574,260	\$ 1,574,260	\$ -	\$ 1,344,315	\$ 3,692,120	43%
9,485	10,233	Membership	41,156	52,947	(11,791)	45,938	124,574	33%
75	383	New Member Fees	450	2,566	(2,116)	350	5,250	9%
1,334	1,000	Membership Activities	13,419	12,600	819	6,202	55,698	24%
645	800	Tuesday Morning Breakfast Club	3,735	4,000	(265)	4,315	9,600	39%
-	-	Sponsorships	750	1,500	(750)	-	8,100	9%
-	-	Special Events	71,000	86,500	(15,500)	77,017	86,500	82%
-	637	Non-Retail VIC Sales	5,350	3,185	2,165	3,147	7,644	70%
-	-	Visitor Guide Income	-	1,500	(1,500)	-	3,000	0%
6,885	8,470	Commissions	38,375	74,647	(36,272)	61,690	115,868	33%
4,496	5,437	Merchandise Sales	55,858	57,390	(1,532)	57,369	108,864	51%
<u>386,972</u>	<u>391,012</u>	<b>Total Revenue</b>	<u>1,804,353</u>	<u>1,871,095</u>	<u>(66,742)</u>	<u>1,600,343</u>	<u>4,217,218</u>	<u>43%</u>
1,345	2,966	Cost of Goods Sold/Discounts	30,087	31,052	965	30,963	58,306	52%
<u>1,345</u>	<u>2,966</u>	<b>Total Cost of Goods Sold</b>	<u>30,087</u>	<u>31,052</u>	<u>965</u>	<u>30,963</u>	<u>58,306</u>	<u>52%</u>
<u>385,627</u>	<u>388,046</u>	<b>Gross Margin</b>	<u>1,774,266</u>	<u>1,840,043</u>	<u>(65,777)</u>	<u>1,569,380</u>	<u>4,158,912</u>	<u>43%</u>
<b>Operating Expenses</b>								
134,563	166,478	Salaries & Wages	625,662	664,592	38,930	539,171	1,413,948	44%
13,561	13,415	Rent	66,936	74,395	7,459	76,645	169,522	39%
2,750	3,136	Telephone	14,335	15,681	1,346	13,631	37,636	38%
607	349	Mail - USPS	1,410	1,800	390	1,502	4,286	33%
1,225	1,238	Insurance/Bonding	6,123	6,190	67	7,162	14,856	41%
826	1,197	Supplies	6,456	6,005	(451)	5,601	14,380	45%
-	-	Visitor Communications - Other	97	200	103	154	460	21%
174	973	Equipment Support & Maintenance	4,421	4,865	444	5,993	11,674	38%
290	324	Taxes, Licenses & Fees	2,243	1,644	(599)	1,411	3,977	56%
1,281	1,785	Equipment Rental/Leasing	7,745	8,928	1,183	8,563	21,228	36%
349	-	Training Seminars	1,248	1,850	602	405	4,484	28%
-	-	Public Outreach	-	950	950	700	2,129	0%
13,745	2,000	Professional Fees	14,095	2,000	(12,095)	12,600	18,350	77%
4,143	-	Community Marketing Programs	13,481	20,000	6,519	10,000	80,000	17%
-	-	Special Events/Sponsorships	395,468	436,253	40,785	388,138	517,753	76%
2,038	500	Membership Activities	10,912	5,885	(5,027)	5,944	24,085	45%
780	737	Tuesday Morning Breakfast Club	4,013	3,685	(328)	3,768	8,844	45%
52,000	52,000	Marketing Cooperative/Media	457,000	457,000	0	360,000	888,747	51%
-	-	Media/Collateral/Production	75	-	(75)	11,100	826	9%
-	25,000	Non-NLT Co-Op Marketing Programs	5,320	26,623	21,303	4,760	124,492	4%
-	-	Conference - PUD	-	-	0	-	8,000	0%
472	-	Employee Relations	1,010	-	(1,010)	247	2,688	38%
290	384	Board Functions	1,410	1,919	509	1,583	4,604	31%
562	454	Credit Card Fees	3,022	2,270	(752)	2,799	5,449	55%
369	732	Automobile Expenses	3,921	4,703	782	3,668	10,767	36%
1,764	376	Meals/Meetings	4,100	2,029	(2,071)	2,337	4,968	83%
166	160	Dues & Subscriptions	2,441	2,666	225	2,835	4,170	59%
-	525	Travel	1,349	3,148	1,799	2,177	8,664	16%
944	-	Classified Advertising	1,543	-	(1,543)	979	-	100%
-	-	Research & Planning Dues	4,000	-	(4,000)	3,000	5,000	80%
14,179	15,272	Research & Planning	46,876	71,837	24,961	45,081	113,000	41%
246	13,052	Transportation Projects	229,255	331,391	102,136	197,579	589,420	39%
611	748	Depreciation	2,894	3,658	764	2,890	8,894	33%
<u>247,935</u>	<u>300,835</u>	<b>Total Operating Expenses</b>	<u>1,938,861</u>	<u>2,162,167</u>	<u>223,306</u>	<u>1,722,423</u>	<u>4,127,301</u>	<u>47%</u>
<u>137,692</u>	<u>87,211</u>	<b>Operating Income (Loss)</b>	<u>(164,595)</u>	<u>(322,124)</u>	<u>157,529</u>	<u>(153,043)</u>	<u>31,611</u>	
-	4	Investment Income/Interest	36	20	16	31	48	
1,750	1,750	Additions to Marketing Reserves	8,750	8,750	0	-	21,000	
<u>(1,750)</u>	<u>(1,746)</u>	<b>Net Expenses</b>	<u>(8,714)</u>	<u>(8,730)</u>	<u>16</u>	<u>31</u>	<u>(20,952)</u>	
<u>135,942</u>	<u>85,465</u>	<b>Net Income (Loss)</b>	<u>(173,309)</u>	<u>(330,854)</u>	<u>157,545</u>	<u>(153,012)</u>	<u>10,659</u>	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Revised Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 265,398	\$ 265,398	Placer County TOT Funding	\$ 1,140,990	\$ 1,140,990	\$ -	\$ 954,255	\$ 2,673,272	43%
9,485	10,233	Membership	41,156	52,947	(11,791)	45,938	124,574	33%
75	383	New Member Fees	450	2,566	(2,116)	350	5,250	9%
1,334	1,000	Membership Activities	13,419	12,600	819	6,202	55,698	24%
645	800	Tuesday Morning Breakfast Club	3,735	4,000	(265)	4,315	9,600	39%
-	-	Sponsorships	750	1,500	(750)	-	8,100	9%
-	-	Special Events	71,000	86,500	(15,500)	77,018	86,500	82%
-	637	Non-Retail VIC Sales	5,350	3,185	2,165	3,147	7,644	70%
-	-	Visitor Guide Income	-	1,500	(1,500)	-	3,000	0%
6,885	8,470	Commissions	38,375	74,647	(36,272)	61,690	115,868	33%
4,496	5,437	Merchandise Sales	55,858	57,390	(1,532)	57,369	108,864	51%
<b>288,318</b>	<b>292,358</b>	<b>Total Revenue</b>	<b>1,371,083</b>	<b>1,437,825</b>	<b>(66,742)</b>	<b>1,210,284</b>	<b>3,198,370</b>	<b>43%</b>
1,345	2,966	Cost of Goods Sold/Discounts	30,087	31,052	965	30,963	58,306	52%
<b>1,345</b>	<b>2,966</b>	<b>Total Cost of Goods Sold</b>	<b>30,087</b>	<b>31,052</b>	<b>965</b>	<b>30,963</b>	<b>58,306</b>	<b>52%</b>
<b>286,973</b>	<b>289,392</b>	<b>Gross Margin</b>	<b>1,340,996</b>	<b>1,406,773</b>	<b>(65,777)</b>	<b>1,179,321</b>	<b>3,140,064</b>	<b>43%</b>
112,234	139,887	Salaries & Wages	537,366	571,713	34,347	473,927	1,220,113	44%
12,301	11,877	Rent	60,650	65,548	4,898	70,399	149,204	41%
2,345	2,711	Telephone	12,286	13,556	1,270	11,382	32,536	38%
563	349	Mail - USPS	1,366	1,745	379	1,456	4,186	33%
1,151	1,142	Insurance/Bonding	5,753	5,710	(43)	6,732	13,704	42%
785	1,073	Supplies	5,909	5,365	(544)	5,195	12,872	46%
-	-	Visitor Communications - Other	98	200	102	154	460	21%
174	871	Equipment Support & Maintenance	3,972	4,355	383	5,237	10,449	38%
290	295	Taxes, Licenses & Fees	2,165	1,476	(689)	1,231	3,545	61%
1,078	1,495	Equipment Rental/Leasing	6,508	7,474	966	7,365	17,936	36%
349	-	Training Seminars	1,248	1,850	602	405	4,484	28%
-	-	Public Outreach	-	-	0	-	179	0%
13,745	2,000	Professional Fees	14,095	2,000	(12,095)	12,600	18,350	77%
4,143	-	Community Marketing Programs	13,481	20,000	6,519	10,000	80,000	17%
-	-	Special Events/Sponsorships	395,468	436,253	40,785	388,138	517,753	76%
2,038	500	Membership Activities	10,912	5,885	(5,027)	5,944	24,085	45%
780	737	Tuesday Morning Breakfast Club	4,013	3,685	(328)	3,768	8,844	45%
52,000	52,000	Marketing Cooperative/Media	457,000	457,000	0	360,000	888,747	51%
-	-	Media/Collateral/Production	75	-	(75)	11,100	826	9%
-	25,000	Non-NLT Co-Op Marketing Programs	5,320	26,623	21,303	4,760	124,492	4%
10,000	-	Research & Planning	16,856	7,000	(9,856)	-	17,000	99%
-	-	Conference - PUD	-	-	0	-	8,000	0%
462	-	Employee Relations	997	-	(997)	247	2,438	41%
289	384	Board Functions	1,410	1,918	508	1,583	4,604	31%
562	454	Credit Card Fees	3,022	2,270	(752)	2,799	5,449	55%
187	423	Automobile Expenses	3,319	3,501	182	2,609	7,247	46%
1,389	345	Meals/Meetings	3,403	1,824	(1,579)	2,279	4,487	76%
166	160	Dues & Subscriptions	2,436	2,576	140	2,745	4,080	60%
-	525	Travel	1,349	3,148	1,799	2,177	8,664	16%
944	-	Classified Advertising	1,543	-	(1,543)	979	-	100%
513	651	Depreciation	2,431	3,181	750	2,428	7,743	31%
<b>218,488</b>	<b>242,879</b>	<b>Total Operating Expenses</b>	<b>1,574,451</b>	<b>1,655,856</b>	<b>81,405</b>	<b>1,397,639</b>	<b>3,202,477</b>	<b>49%</b>
<b>68,485</b>	<b>46,513</b>	<b>Operating Income (Loss)</b>	<b>(233,455)</b>	<b>(249,083)</b>	<b>15,628</b>	<b>(218,318)</b>	<b>(62,413)</b>	
-	4	Investment Income/Interest	36	20	16	31	48	
1,750	1,750	Additions to Marketing Reserves	8,750	8,750	0	-	21,000	
(10,091)	(20,898)	Allocated Expenses	(43,194)	(62,351)	(19,157)	(34,522)	(94,024)	
(8,341)	(19,148)	Net Expenses	(34,444)	(53,601)	(19,157)	(34,522)	(73,024)	
<b>76,826</b>	<b>65,665</b>	<b>Net Income (Loss)</b>	<b>(198,975)</b>	<b>(195,462)</b>	<b>(3,513)</b>	<b>(183,765)</b>	<b>10,659</b>	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	<i>Revised</i> Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 214,933	\$ 214,933	Placer County TOT Funding	\$ 888,665	\$ 888,665	\$ -	\$ 697,210	\$ 2,067,692	43%
-	-	Special Events	71,000	86,500	(15,500)	77,018	86,500	82%
<u>214,933</u>	<u>214,933</u>	<b>Total Revenue</b>	<b>959,665</b>	<b>975,165</b>	<b>(15,500)</b>	<b>774,228</b>	<b>2,154,192</b>	<b>45%</b>
<b>Operating Expenses</b>								
49,044	51,522	Salaries & Wages	161,547	164,765	3,218	124,024	341,628	47%
1,768	1,979	Rent	8,808	9,895	1,087	8,777	23,750	37%
963	884	Telephone	4,417	4,420	3	4,115	10,608	42%
74	96	Mail - USPS	104	480	376	108	1,152	9%
233	241	Insurance/Bonding	1,164	1,205	41	1,361	2,892	40%
76	276	Supplies	839	1,380	541	795	3,312	25%
54	200	Equipment Support & Maintenance	1,022	1,000	(22)	1,325	2,400	43%
-	60	Taxes, Licenses & Fees	120	300	180	281	720	17%
317	220	Equipment Rental/Leasing	1,933	1,100	(833)	1,060	2,640	73%
-	-	Training Seminars	-	-	0	-	2,334	0%
4,143	-	Community Marketing Programs	13,481	20,000	6,519	10,000	80,000	17%
-	-	Special Events/Sponsorships	395,468	436,253	40,785	388,138	517,753	76%
42,000	42,000	Marketing Cooperative/Media	407,000	407,000	0	320,000	778,747	52%
-	25,000	Non-NLT Co-Op Marketing Programs	5,170	25,000	19,830	4,760	121,000	4%
10,000	-	Research & Planning	16,856	7,000	(9,856)	11,100	17,000	99%
309	-	Employee Relations	325	-	(325)	-	200	163%
-	16	Credit Card Fees	-	81	81	-	193	0%
103	183	Automobile Expenses	1,540	915	(625)	1,301	2,196	70%
1,249	194	Meals/Meetings	2,279	968	(1,311)	1,589	2,326	98%
37	100	Dues & Subscriptions	1,342	1,200	(142)	1,881	2,600	52%
-	375	Travel	89	2,175	2,086	628	6,213	1%
944	-	Classified Advertising	1,219	-	(1,219)	-	-	100%
153	301	Depreciation	723	1,505	782	723	3,612	20%
<u>111,467</u>	<u>123,647</u>	<b>Total Operating Expenses</b>	<b>1,025,446</b>	<b>1,086,642</b>	<b>61,196</b>	<b>881,966</b>	<b>1,923,276</b>	<b>53%</b>
<b>103,466</b>	<b>91,286</b>	<b>Operating Income (Loss)</b>	<b>(65,781)</b>	<b>(111,477)</b>	<b>45,696</b>	<b>(107,738)</b>	<b>230,916</b>	
1,750	1,750	Additions to Marketing Reserves	8,750	8,750	0	-	21,000	
28,016	17,493	Allocated Expenses	95,878	87,465	(8,413)	75,536	209,916	
<u>73,700</u>	<u>72,043</u>	<b>Net Income (Loss)</b>	<b>(170,409)</b>	<b>(207,692)</b>	<b>37,283</b>	<b>(183,274)</b>	<b>-</b>	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 26,715	\$ 26,715	Placer County TOT Funding	\$ 133,575	\$ 133,575	\$ -	\$ 124,755	\$ 320,580	42%
-	641	Membership	184	3,205	(3,021)	3,292	7,690	2%
6,885	8,470	Commissions	38,375	74,647	(36,272)	61,690	115,868	33%
<u>33,600</u>	<u>35,826</u>	<b>Total Revenue</b>	<u>172,134</u>	<u>211,427</u>	<u>(39,293)</u>	<u>189,737</u>	<u>444,138</u>	<u>39%</u>
<b>Operating Expenses</b>								
18,826	20,464	Salaries & Wages	112,676	114,328	1,652	95,339	251,219	45%
885	991	Rent	4,406	4,956	550	4,395	11,898	37%
213	281	Telephone	957	1,405	448	1,108	3,372	28%
36	66	Mail - USPS	205	330	125	533	792	26%
233	223	Insurance/Bonding	1,164	1,115	(49)	1,361	2,676	43%
34	77	Supplies	636	385	(251)	355	924	69%
-	138	Equipment Support & Maintenance	327	690	363	1,213	1,655	20%
-	16	Taxes, Licenses & Fees	30	76	46	146	180	17%
165	188	Equipment Rental/Leasing	1,005	940	(65)	1,171	2,256	45%
10,000	10,000	Marketing Cooperative/Media	50,000	50,000	0	40,000	110,000	45%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	-	Employee Relations	17	-	(17)	-	438	4%
-	90	Automobile Expenses	432	450	18	357	1,080	40%
-	31	Meals/Meetings	-	155	155	48	372	0%
-	-	Dues & Subscriptions	-	516	516	-	601	0%
79	77	Depreciation	376	385	9	375	924	41%
<u>30,471</u>	<u>32,642</u>	<b>Total Operating Expenses</b>	<u>172,231</u>	<u>175,731</u>	<u>3,500</u>	<u>146,401</u>	<u>396,387</u>	<u>43%</u>
3,129	3,184	Operating Income (Loss)	(97)	35,696	(35,793)	43,336	47,751	
6,045	3,979	Allocated Expenses	21,597	19,898	(1,699)	17,831	47,751	
<u>(2,916)</u>	<u>(795)</u>	<b>Net Income (Loss)</b>	<u>(21,694)</u>	<u>15,798</u>	<u>(37,492)</u>	<u>25,505</u>	<u>-</u>	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
		<b>Revenue</b>						
\$ 65,620	\$ 65,620	Placer County TOT Funding	\$ 328,100	\$ 328,100	\$ -	\$ 302,550	\$ 787,442	42%
65,620	65,620	Total Revenue	328,100	328,100	-	302,550	787,442	42%
		<b>Operating Expenses</b>						
12,683	14,246	Salaries & Wages	46,247	48,115	1,868	29,223	98,630	47%
630	769	Rent	3,143	5,001	1,858	3,123	10,738	29%
203	225	Telephone	1,024	1,125	101	1,125	2,700	38%
22	-	Mail - USPS	22	-	(22)	24	50	44%
37	56	Insurance/Bonding	185	280	95	215	672	28%
21	53	Supplies	290	265	(25)	193	636	46%
-	47	Equipment Support & Maintenance	224	235	11	378	566	40%
-	-	Taxes, Licenses & Fees	-	-	0	90	60	0%
101	145	Equipment Rental/Leasing	619	725	106	599	1,740	36%
-	-	Public Outreach	-	950	950	-	950	0%
-	-	Research & Plan Dues	4,000	-	(4,000)	3,000	5,000	80%
3,225	626	Research & Planning	9,680	23,377	13,697	19,029	32,000	30%
246	13,052	Transportation Projects	229,255	331,391	102,136	210,631	589,420	39%
5	-	Employee Relations	7	-	(7)	-	125	6%
97	192	Automobile Expenses	326	960	634	530	2,304	14%
193	-	Meals/Meetings	362	25	(337)	12	109	332%
-	-	Dues & Subscriptions	-	45	45	45	90	0%
49	48	Depreciation	232	240	8	231	576	40%
17,512	29,459	Total Operating Expenses	295,616	412,734	117,118	268,448	746,366	40%
48,108	36,161	Operating Income (Loss)	32,484	(84,634)	117,118	34,102	41,076	
5,128	3,423	Allocated Expenses	17,852	17,115	(737)	14,285	41,076	
42,980	32,738	Net Income (Loss)	14,632	(101,749)	116,381	19,817	-	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 23,750	\$ 23,750	Placer County TOT Funding	\$ 118,750	\$ 118,750	\$ -	\$ 132,290	\$ 285,000	42%
-	637	Non-Retail VIC Sales	5,350	3,185	2,165	3,147	7,644	70%
-	-	Visitor Guide Income	-	1,500	(1,500)	-	3,000	0%
4,496	5,437	Merchandise Sales	55,858	57,390	(1,532)	57,369	108,864	51%
<u>28,246</u>	<u>29,824</u>	<b>Total Revenue</b>	<u>179,958</u>	<u>180,825</u>	<u>(867)</u>	<u>192,806</u>	<u>404,508</u>	<u>44%</u>
1,345	2,966	Cost of Goods Sold	30,087	31,052	965	30,963	58,306	52%
<u>1,345</u>	<u>2,966</u>	<b>Total Cost of Goods Sold</b>	<u>30,087</u>	<u>31,052</u>	<u>965</u>	<u>30,963</u>	<u>58,306</u>	<u>52%</u>
<u>26,901</u>	<u>26,858</u>	<b>Gross Margin</b>	<u>149,871</u>	<u>149,773</u>	<u>98</u>	<u>161,843</u>	<u>346,202</u>	<u>43%</u>
<b>Operating Expenses</b>								
14,813	19,124	Salaries & Wages	82,009	84,397	2,388	89,736	182,942	45%
6,964	6,225	Rent	34,395	37,290	2,895	44,250	81,389	42%
213	520	Telephone	2,316	2,600	284	1,585	6,240	37%
65	66	Mail - USPS	535	330	(205)	500	792	68%
302	288	Insurance/Bonding	1,518	1,440	(78)	1,790	3,456	44%
73	377	Supplies	1,333	1,885	552	1,766	4,524	29%
-	-	Visitor Communications Other	98	200	102	154	460	21%
-	175	Equipment Support & Maintenance	634	875	241	683	2,100	30%
-	93	Taxes, Licenses & Fees	186	465	279	204	1,116	17%
165	500	Equipment Rental/Leasing	1,005	2,500	1,495	2,119	6,000	17%
349	-	Training Seminars	848	1,400	552	-	1,400	61%
-	-	Media/Collateral/Production	75	-	(75)	-	826	9%
-	-	Non-NLT Co-Op Marketing Programs	150	1,623	1,473	-	3,492	4%
32	-	Employee Relations	54	-	(54)	30	300	18%
260	238	Credit Card Fees	1,893	1,190	(703)	1,854	2,856	66%
-	150	Automobile Expenses	651	1,200	549	563	2,700	24%
-	60	Meals/Meetings	315	300	(15)	324	720	44%
-	150	Travel	1	350	349	1	628	0%
79	78	Depreciation	376	309	(67)	376	851	44%
<u>23,315</u>	<u>28,044</u>	<b>Total Operating Expenses</b>	<u>128,392</u>	<u>138,354</u>	<u>9,962</u>	<u>145,935</u>	<u>302,792</u>	<u>42%</u>
<u>3,586</u>	<u>(1,186)</u>	<b>Operating Income (Loss)</b>	<u>21,479</u>	<u>11,419</u>	<u>10,060</u>	<u>15,908</u>	<u>43,410</u>	
5,587	3,618	Allocated Expenses	19,724	18,089	(1,635)	16,548	43,410	
<u>(2,001)</u>	<u>(4,804)</u>	<b>Net Income (Loss)</b>	<u>1,755</u>	<u>(6,670)</u>	<u>8,425</u>	<u>(640)</u>	<u>-</u>	

D 8-8

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2043 Year To Date Actual	Revised Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 33,034	\$ 33,034	Placer County TOT Funding	\$ 105,170	\$ 105,170	\$ -	\$ 87,510	\$ 231,406	45%
33,034	33,034	<b>Total Revenue</b>	<b>105,170</b>	<b>105,170</b>	<b>-</b>	<b>87,510</b>	<b>231,406</b>	<b>45%</b>
<b>Operating Expenses</b>								
9,646	12,345	Salaries & Wages	42,049	44,764	2,715	36,022	95,205	44%
630	769	Rent	3,143	3,845	702	3,123	9,582	33%
203	200	Telephone	1,026	1,000	(26)	1,125	2,400	43%
22	-	Mail - USPS	22	50	28	22	50	44%
37	40	Insurance/Bonding	185	200	15	215	480	39%
21	71	Supplies	257	375	118	213	872	29%
-	55	Equipment Support & Maintenance	225	275	50	378	660	34%
-	29	Taxes, Licenses & Fees	78	169	91	90	372	21%
102	146	Equipment Rental/Leasing	619	731	112	599	1,552	40%
-	-	Public Outreach	-	-	0	700	1,000	0%
954	14,646	Research & Planning	20,340	41,461	21,121	26,052	64,000	32%
4	-	Employee Relations	7	-	(7)	-	125	6%
84	117	Automobile Expenses	276	585	309	530	1,216	23%
181	31	Meals/Meetings	336	155	(181)	46	372	90%
-	-	Dues & Subscriptions	-	-	0	45	-	0%
49	48	Depreciation	231	240	9	231	576	40%
<b>11,933</b>	<b>28,497</b>	<b>Total Operating Expenses</b>	<b>68,794</b>	<b>93,850</b>	<b>25,056</b>	<b>69,391</b>	<b>178,462</b>	<b>39%</b>
<b>21,101</b>	<b>4,537</b>	<b>Operating Income (Loss)</b>	<b>36,376</b>	<b>11,320</b>	<b>25,056</b>	<b>18,119</b>	<b>52,944</b>	
6,963	4,412	Allocated Expenses	25,342	22,060	(3,282)	20,237	52,944	
<b>14,138</b>	<b>125</b>	<b>Net Income (Loss)</b>	<b>11,034</b>	<b>(10,740)</b>	<b>21,774</b>	<b>(2,118)</b>	<b>-</b>	

Infrastructure Projects to be Recorded by Placer County:

Year-to-date Summary:

Capital Improvement Funding - Placer Held Infrastructure Projects	1,261,848	1,261,848	-	119,638	1,642,074
	(264,634)	(780,473)	515,839	(119,638)	(1,642,074)

D 8-9

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Revised Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 9,485	\$ 9,592	Membership	\$ 40,973	\$ 49,742	\$ (8,769)	\$ 42,645	\$ 116,884	35%
75	383	New Member Fees	450	2,566	(2,116)	350	5,250	9%
1,334	1,000	Membership Activities	13,419	12,600	819	6,202	55,698	24%
645	800	Tuesday Morning Breakfast Club	3,735	4,000	(265)	4,315	9,600	39%
-	-	Sponsorships	750	1,500	(750)	-	8,100	9%
<u>11,539</u>	<u>11,775</u>	<b>Total Revenue</b>	<u>59,327</u>	<u>70,408</u>	<u>(11,081)</u>	<u>53,512</u>	<u>195,532</u>	<u>30%</u>
<b>Operating Expenses</b>								
(7,937)	6,003	Salaries & Wages	25,865	39,633	13,768	27,762	86,440	30%
640	702	Rent	3,173	3,511	338	3,123	8,427	38%
234	310	Telephone	1,138	1,550	412	1,228	3,720	31%
52	66	Mail - USPS	62	330	268	87	792	8%
113	116	Insurance/Bonding	559	580	21	645	1,392	40%
21	57	Supplies	336	285	(51)	984	684	49%
-	47	Equipment Support & Maintenance	242	235	(7)	328	564	43%
-	60	Taxes, Licenses & Fees	120	300	180	90	720	17%
102	331	Equipment Rental/Leasing	619	1,655	1,036	742	3,976	16%
-	-	Training Seminars	-	200	200	405	200	0%
2,038	500	Membership Activities	10,912	5,885	(5,027)	5,944	24,085	45%
780	737	Tuesday Morning Breakfast Club	4,013	3,685	(328)	3,768	8,844	45%
-	-	Classified Advertising	-	-	0	545	-	0%
25	-	Employee Relations	122	-	(122)	-	250	49%
301	200	Credit Card Fees	1,129	1,000	(129)	945	2,400	47%
49	-	Automobile Expenses	584	500	(84)	387	900	65%
-	60	Meals/Meetings	591	300	(291)	124	720	82%
90	60	Dues & Subscriptions	345	300	(45)	874	720	48%
-	-	Travel	60	390	330	391	390	15%
49	48	Depreciation	232	240	8	231	571	41%
<u>(3,443)</u>	<u>9,297</u>	<b>Total Operating Expenses</b>	<u>50,102</u>	<u>60,579</u>	<u>10,477</u>	<u>48,603</u>	<u>145,795</u>	<u>34%</u>
14,982	2,478	<b>Operating Income (Loss)</b>	<b>9,225</b>	<b>9,829</b>	<b>(604)</b>	<b>4,909</b>	<b>49,737</b>	
5,128	3,257	Allocated Expenses	17,852	16,284	(1,568)	14,285	39,078	
<u>9,854</u>	<u>(779)</u>	<b>Net Income (Loss)</b>	<u>(8,627)</u>	<u>(6,455)</u>	<u>(2,172)</u>	<u>(9,376)</u>	<u>10,659</u>	

Use of Gain for Addition to EOY Net Assets Unrestricted Reserves

3,000

D 8-10

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Operating Expenses</b>								
\$37,676	\$42,773	Salaries & Wages	\$155,269	\$168,590	\$13,321	\$137,066	\$357,884	43%
2,045	1,978	Rent	9,868	9,891	23	9,855	23,741	42%
721	716	Telephone	3,457	3,581	124	3,346	8,596	40%
336	55	Mail - USPS	460	275	(185)	228	658	70%
270	274	Insurance/Bonding	1,348	1,370	22	1,576	3,288	41%
622	286	Supplies	2,804	1,430	(1,374)	1,295	3,427	82%
120	311	Equipment Support & Maintenance	1,748	1,554	(194)	1,688	3,728	47%
290	67	Taxes, Licenses & Fees	1,709	338	(1,371)	509	809	211%
329	255	Equipment Rental/Leasing	1,945	1,276	(669)	2,272	3,064	63%
-	-	Training Seminars	399	250	(149)	-	550	73%
-	-	Public Outreach	-	-	0	-	179	0%
13,745	2,000	Professional Fees	14,095	2,000	(12,095)	12,500	18,350	77%
96	-	Employee Relations	478	-	(478)	217	1,250	38%
290	384	Board Functions	1,410	1,918	508	1,583	4,604	31%
34	-	Automobile Expenses	112	93	(19)	-	371	30%
140	-	Meals/Meetings	217	50	(167)	194	350	62%
-	-	Dues & Subscriptions	715	160	(555)	90	160	447%
-	-	Travel	1,200	433	(767)	1,158	1,433	84%
-	-	Classified Advertising	323	-	(323)	434	-	100%
153	149	Depreciation	724	745	21	723	1,785	41%
<u>56,867</u>	<u>49,248</u>	<b>Total Operating Expenses</b>	<u>198,281</u>	<u>193,954</u>	<u>(4,327)</u>	<u>174,734</u>	<u>434,227</u>	<u>46%</u>
(56,867)	(49,248)	<b>Operating Income (Loss)</b>	(198,281)	(193,954)	(4,327)	(174,734)	(434,227)	
-	4	<b>Investment Income/Interest</b>	36	20	16	31	48	
(56,867)	(49,244)	<b>Allocated Expenses</b>	(198,245)	(193,934)	4,311	(158,724)	(434,179)	
<u>-</u>	<u>-</u>	<b>Net Income (Loss)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(15,979)</u>	<u>-</u>	

D 8-11

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
<b>Revenue</b>										
Pleaser County TOT Funding	\$ 886,665	\$ 133,575	\$ 118,750	\$ 1,140,990	\$ -	\$ -	\$ 1,140,990	\$ 105,170	\$ 328,100	\$ 1,574,260
Membership	-	184	-	184	40,973	-	41,157	-	-	41,157
New Member Fees	-	-	-	-	450	-	450	-	-	450
Membership Activities	-	-	-	-	13,419	-	13,419	-	-	13,419
Tuesday Morning Breakfast Club	-	-	-	-	3,735	-	3,735	-	-	3,735
Sponsorships	-	-	-	-	750	-	750	-	-	750
Special Events	71,000	-	-	71,000	-	-	71,000	-	-	71,000
Non-Retail VIC Sales	-	-	5,350	5,350	-	-	5,350	-	-	5,350
Commissions	-	38,375	-	38,375	-	-	38,375	-	-	38,375
Merchandise Sales	-	-	55,858	55,858	-	-	55,858	-	-	55,858
Transfers In/Other	-	-	-	-	-	-	-	-	-	-
Total Revenue	959,665	172,134	179,958	1,311,757	59,327	-	1,371,084	105,170	328,100	1,804,354
<b>Cost of Goods Sold</b>										
Total Cost of Goods Sold/Discounts	-	-	30,087	30,087	-	-	30,087	-	-	30,087
Gross Profit	959,665	172,134	149,871	1,281,670	59,327	-	1,340,997	105,170	328,100	1,774,267
<b>Operating Expenses</b>										
Salaries & Wages	161,547	112,676	82,009	356,232	25,865	155,269	537,366	42,049	46,247	625,662
Rent	8,808	4,406	34,395	47,609	3,173	9,868	60,650	3,143	3,143	66,936
Telephone	4,417	957	2,316	7,690	1,138	3,457	12,285	1,026	1,024	14,335
Mail - USPS	104	205	535	844	62	460	1,366	22	22	1,410
Insurance/Bonding	1,164	1,164	1,518	3,846	559	1,348	5,753	185	185	6,123
Supplies	839	636	1,333	2,808	336	2,804	5,948	257	290	6,495
Equipment Support & Maintenance	1,022	634	1,983	3,973	242	1,748	3,973	225	224	4,422
Taxes, Licenses & Fees	120	30	186	336	120	1,709	2,165	78	-	2,243
Equipment Rental/Leasing	1,933	1,005	1,005	3,943	619	1,945	6,507	619	619	7,745
Training Seminars	-	-	848	848	-	399	1,247	-	-	1,247
Professional Fees	-	-	-	-	-	14,095	14,095	-	-	14,095
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning	-	-	-	-	-	-	-	-	4,000	4,000
Research & Planning Membership Dues	-	-	-	-	-	-	-	20,340	9,680	46,876
Transportation Projects	16,856	-	-	16,856	-	-	16,856	-	223,255	229,255
Community Marketing Programs	13,481	-	-	13,481	-	-	13,481	-	-	13,481
Special Events/Sponsorships	395,468	-	-	395,468	10,912	-	395,468	-	-	395,468
Membership Activities	-	-	-	-	4,013	-	4,013	-	-	4,013
Tuesday Morning Breakfast Club	-	-	-	-	-	-	-	-	-	-
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	407,000	50,000	-	457,000	-	-	457,000	-	-	457,000
Emergency Marketing	-	-	-	-	-	-	-	-	-	-
Non-NLT Co-Op Marketing Programs	5,170	17	150	5,320	-	478	5,320	7	7	5,320
Employee Relations	325	-	54	396	122	-	996	-	-	1,010
Board Functions	-	-	-	-	-	1,410	1,410	-	-	1,410
Credit Card Fees	-	-	1,893	1,893	-	-	3,022	-	-	3,022
Automobile Expenses	1,540	432	651	2,623	584	112	3,319	276	326	3,921
Meals/Meetings	2,279	-	315	2,594	591	217	3,402	336	362	4,100
Dues & Subscriptions	1,342	-	-	1,342	345	715	2,402	-	-	2,402
Travel	89	-	1	90	60	1,200	1,350	-	-	1,350
Depreciation	723	376	376	1,475	232	724	2,431	231	232	2,894
Miscellaneous	1,219	-	173	1,392	-	323	1,715	-	-	1,715
Total Operating Expenses	1,025,446	172,231	128,392	1,326,069	50,102	198,281	1,574,452	68,794	295,616	1,938,862
<b>Operating Income (Loss)</b>	(65,781)	(97)	21,479	(44,399)	9,225	(198,281)	(233,455)	36,376	32,484	(164,695)
<b>Other Income</b>										
Revenues- Interest & Investment	-	-	-	-	-	36	36	-	-	36
Additions to Marketing Reserves	(8,750)	-	-	(8,750)	-	-	(8,750)	-	-	(8,750)
<b>Other Expenses</b>										
Allocated	95,878	21,597	19,724	137,199	17,852	(198,245)	(43,194)	25,342	17,852	-
<b>Net Income (Loss)</b>	(170,409)	(21,694)	1,755	(190,348)	(8,627)	-	(198,975)	11,034	14,632	(173,309)

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

	November 30 2014	November 30 2013	Audited June 30 2014
<b>Assets</b>			
<b>Current Assets</b>			
Petty Cash	1,000	500	1,000
Cash - Operations Acct #6712	196,369	291,390	368,544
Cash - Payroll Account #7421	9,352	8,517	7,958
Marketing Cooperative Cash	0	41,876	0
Cash - Infrastructure #8163	135	31,233	221
UBS Cash	0	8,876	0
Infrastructure Money Market	0	835	0
Cash in Drawer	394	1,015	1,545
Quickbooks Accounts Receivable	28,329	139,661	105,516
A/R - Sales Estimates	652	10,777	13,701
A/R - TOT Funding	381,702	1,035,740	381,702
Undeposited Funds	285	527	427
WebLink Accounts Receivable	22,885	12,640	19,756
Inventories	32,687	15,180	29,302
AR TOT Transportation NLTRA	121,022	1,072,989	121,022
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	35,006	1,335,847	35,006
AR TOT Infrastructure NLTRA Held	0	311,042	0
AR TOT Infra Maintenance County	0	150,000	0
<b>Total Current Assets</b>	<b>829,818</b>	<b>4,468,645</b>	<b>1,085,700</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	68,768	68,768
Accum. Depr. - Furniture & Fixtures	(64,654)	(63,049)	(63,948)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(40,060)	(39,940)	(39,940)
Computer Software	33,874	33,874	33,874
Accum. Amort. - Software	(29,942)	(25,180)	(27,957)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,751)	(23,551)	(23,668)
<b>Total Property and Equipment</b>	<b>9,863</b>	<b>16,550</b>	<b>12,757</b>
<b>Other Assets</b>			
Prepaid Expenses	56,861	34,483	128,828
Prepaid Insurance	9,064	9,962	3,656
<b>Total Other Assets</b>	<b>65,925</b>	<b>44,445</b>	<b>132,484</b>
<b>Total Assets</b>	<b>905,606</b>	<b>4,529,640</b>	<b>1,230,941</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	56,443	236,104	156,869
Salaries / Wages Payable	96,323	29,300	22,722
Empl. Federal Tax Payable	1,544	1,544	1,543
FUTA Taxes Payable	0	0	0
401(k) Plan	(1,359)	(249)	1,784
Estimated PTO	56,974	62,415	56,974
Sales and Use Tax Payable	471	3,220	1,685
Accrued Expenses	12,037	20,000	54,324
Marketing Cooperative Liabilities	(4,313)	41,876	0
Intra-Company Borrowings	(188)	20	(1,248)
Payroll Liabilities	(10,409)	6,708	2,833
Deferred Rev - Membership Dues	50,920	46,647	72,400
Deferred Revenue - Other	1,722	18,795	14,732
Deferred Support	0	1,335,962	6
Deferred Transportation Support	0	423,568	0
Deferred Infrastructure Support	0	1,492,295	0
Deferred Support- Infra Maint. Reserve	0	292,096	0
<b>Total Liabilities</b>	<b>260,165</b>	<b>4,010,300</b>	<b>384,624</b>
<b>Net Assets</b>			
Unrestricted Net Assets	368,805	368,805	509,348
Designated Marketing Reserve	309,401	337,694	295,694
Designated Infra Maint Reserve	0	98,544	0
Designated Visitor Support & Transportation	140,544	0	0
Net Income/(Loss)	(173,309)	(285,703)	41,275
<b>Total Net Assets</b>	<b>645,441</b>	<b>519,340</b>	<b>846,317</b>
<b>Total Liabilities and Net Assets</b>	<b>905,606</b>	<b>4,529,640</b>	<b>1,230,941</b>

D 8-13

NLTRA  
Fiscal Year 2014/15 Projected Cashflow

	Actual July	Actual August	Actual September	Actual October	Actual November	Projected December	Projected January	Projected February	Projected March	Projected April	Projected May	Projected June	Total
<b>Beginning Cash</b>	\$368,544	\$366,919	\$119,342	\$253,124	\$217,921	\$196,618	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$4,175,902
<b>Receipts</b>													
Placer County TOT	268,863	268,863	302,552	302,552	364,052	302,552	302,552	302,552	302,552	302,552	302,552	302,552	\$3,624,746
Membership	6,250	5,416	4,195	11,730	6,636	10,000	12,000	12,000	35,000	12,000	12,000	12,000	\$139,227
Visitor Center Sales	19,966	17,197	9,900	9,648	4,496	5,000	5,000	5,000	5,000	5,000	10,000	10,000	\$106,208
Commissions	14,523	18,587	19,702	87,210	65,532	10,000	10,000	10,000	10,000	10,000	10,000	10,000	\$275,553
Other	1,135	405	285	10,837	14,006	500	500	500	500	500	500	500	\$30,168
<b>Total Receipts</b>	\$310,737	\$310,468	\$336,635	\$421,977	\$454,722	\$328,052	\$330,052	\$330,052	\$353,052	\$330,052	\$335,052	\$335,052	\$4,175,902
<b>Disbursements</b>													
Salaries & Wages	91,539	119,903	56,024	179,500	98,153	100,000	100,000	100,000	100,000	125,000	100,000	100,000	\$1,270,118
Rent	15,807	12,326	15,999	9,244	13,561	14,000	14,000	14,000	14,000	14,000	14,000	14,000	\$164,936
Marketing Cooperative	125,000	125,000	0	155,000	120,000	120,000	120,000	17,000	15,000	20,000	15,000	35,000	\$867,000
Events	1,006	3,839	6,140	4,706	2,818	2,500	2,500	2,500	35,000	2,500	25,000	16,000	\$104,509
Marketing Programs	10,858	125,789	16,933	4,208	197,171	0	15,000	0	0	0	0	90,000	\$459,958
Miscellaneous Programs	2,399	17,416	21,271	48,251	20,180	0	0	0	4,000	4,000	4,000	5,000	\$124,118
Telephone	155	2,844	3,143	3,199	2,750	3,100	3,100	3,100	3,100	3,100	3,100	3,100	\$36,035
Equipment Rental/Leasing	16,000	2,176	2,837	1,957	1,281	1,775	1,775	1,775	1,775	1,775	1,775	1,775	\$20,830
Market Study Reports	43,512	133,274	0	38,415	10,369	0	0	0	10,000	0	0	35,000	\$71,369
Transportation Projects	6,086	15,478	15,950	12,699	9,495	12,000	25,000	8,750	75,000	60,000	60,000	35,500	\$556,255
Iron Man prepayments						20,000	100,000	20,000	20,000	40,000	40,000	75,500	\$215,500
Other Outgo/Transfers						20,000	20,000	20,000	20,000	20,000	20,000	20,000	\$199,708
<b>Total Disbursements</b>	\$312,362	\$558,045	\$202,853	\$457,180	\$476,024	\$273,375	\$401,375	\$167,125	\$277,875	\$250,375	\$282,875	\$430,875	\$4,090,339
<b>Prior Year Transactions</b>													
Net Increase/Decrease	(\$1,625)	(\$247,577)	\$133,782	(\$35,203)	(\$21,303)	\$54,677	(\$71,323)	\$162,927	\$75,177	\$79,677	\$52,177	(\$95,823)	\$65,563
<b>Ending Balance</b>	\$366,919	\$119,342	\$253,124	\$217,921	\$196,618	\$251,295	\$178,677	\$412,927	\$325,177	\$329,677	\$302,177	\$154,177	\$85,563

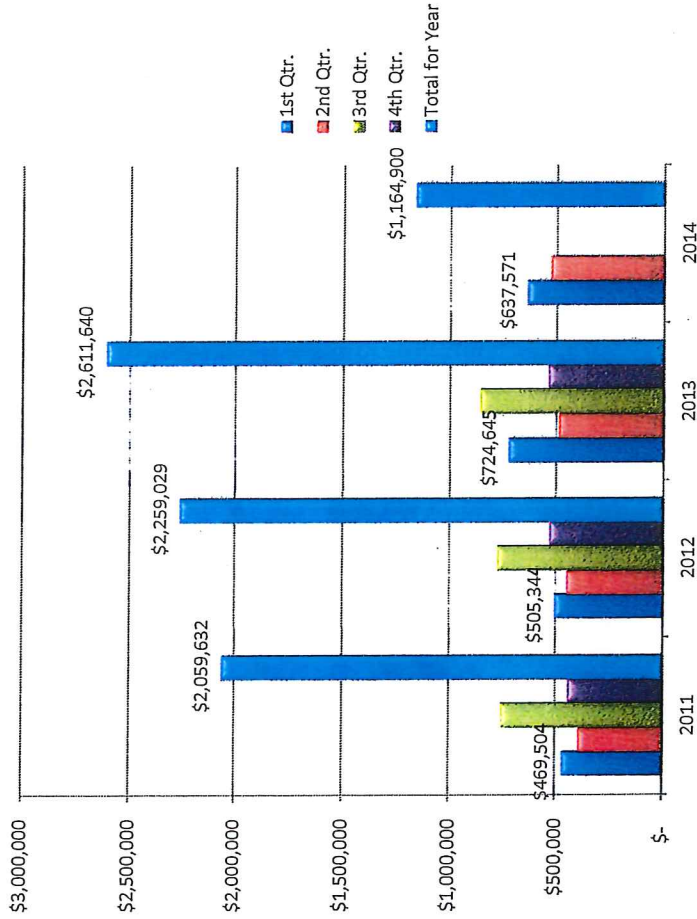
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**NLTRA**  
**Fiscal Year 2015/16 Projected Cashflow**

	Projected July	Projected August	Projected September	Projected October	Projected November	Projected December	Projected January	Projected February	Projected March	Projected April	Projected May	Projected June	Total
<b>Beginning Cash</b>	\$365,000	\$365,000	\$120,000	\$250,000	\$200,000	\$220,000	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$4,098,881
<b>Receipts</b>													
Placer County TOT	288,863	288,863	302,552	302,552	302,552	302,552	302,552	302,552	302,552	302,552	302,552	302,552	\$3,563,246
Membership	6,500	6,000	4,500	12,000	7,000	11,000	13,000	13,000	35,000	13,000	13,000	13,000	\$147,000
Visitor Center Sales	20,000	15,000	10,000	10,000	5,000	6,000	5,000	5,000	5,000	5,000	10,000	10,000	\$106,000
Commissions	15,000	17,000	19,000	85,000	70,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	\$276,000
Other	1,135	500	500	500	500	500	500	500	500	500	500	500	\$6,635
<b>Total Receipts</b>	\$311,498	\$307,363	\$336,552	\$410,052	\$385,052	\$330,052	\$331,052	\$331,052	\$353,052	\$331,052	\$336,052	\$336,052	\$4,098,881
<b>Disbursements</b>													
Salaries & Wages	90,000	130,000	95,000	130,000	95,000	95,000	130,000	95,000	95,000	95,000	95,000	95,000	\$1,240,000
Rent	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	\$192,000
Marketing Cooperative	125,000	125,000	125,000	30,000	30,000	120,000	120,000	106,747	15,000	20,000	15,000	35,000	\$866,747
Events	1,000	4,000	6,000	4,500	3,000	2,500	2,500	2,500	35,000	2,500	25,000	16,000	\$104,500
Marketing Programs	11,000	120,000	17,000	4,000	200,000	10,000	10,000	5,000	5,000	5,000	5,000	50,000	\$442,000
Miscellaneous Programs	20,000	10,000	10,000	5,000	1,000	5,000	5,000	5,000	10,000	3,000	15,000	15,000	\$104,000
Telephone	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	\$36,000
Equipment Rental/Leasing	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	\$25,800
Market Study Reports	16,000	0	0	0	12,000	0	0	0	10,000	0	0	0	\$73,000
Transportation Projects	45,000	135,000	65,000	40,000	2,000	12,000	25,000	9,000	85,000	60,000	68,000	35,500	\$581,500
Iron Man prepayments	5,000	15,000	15,000	13,000	10,000	20,000	100,000	20,000	20,000	20,000	40,000	75,500	\$215,500
Other Outgo/Transfers	5,000	15,000	15,000	13,000	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	\$198,000
<b>Total Disbursements</b>	\$334,150	\$560,150	\$354,150	\$247,650	\$374,150	\$285,650	\$433,650	\$264,397	\$296,150	\$226,650	\$304,150	\$398,150	\$4,079,047
<b>Prior Year Transactions</b>													
<b>Net Increase/Decrease</b>	(\$22,652)	(\$252,787)	(\$17,598)	\$162,402	\$10,902	\$44,402	(\$102,598)	\$66,655	\$56,902	\$104,402	\$31,902	(\$62,098)	\$19,834
<b>Ending Balance</b>	\$342,348	\$112,213	\$102,402	\$412,402	\$210,902	\$264,402	\$97,402	\$316,655	\$306,902	\$354,402	\$281,902	\$187,902	\$19,834

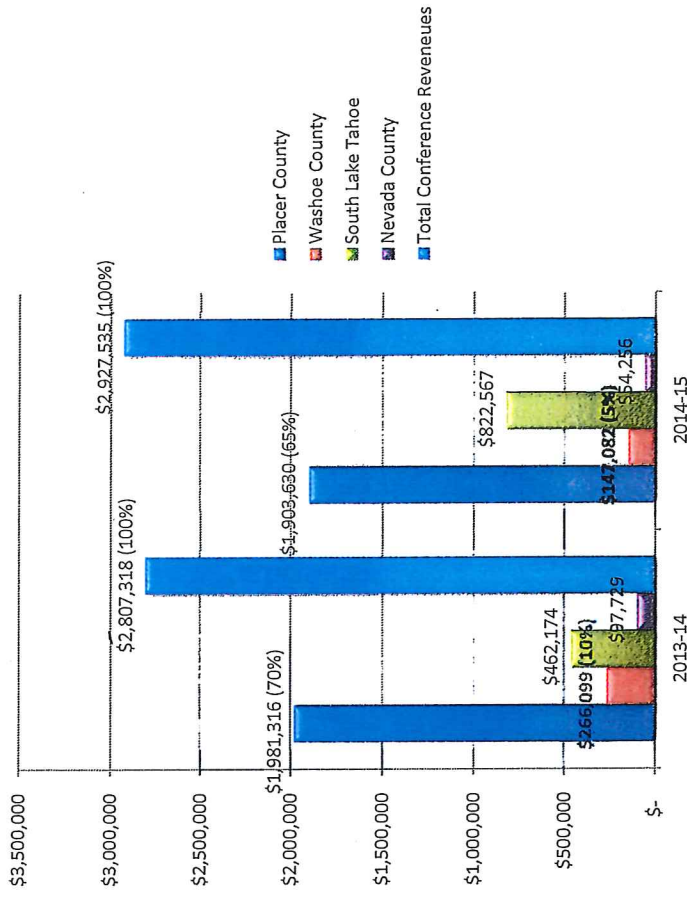
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### Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2011	2012	2013	2014	YOY % Change
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 637,571	-12.0%
Second (AMJ)	\$ 391,556	\$ 446,802	\$ 488,100	\$ 527,329	8.0%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,783	\$ -	-
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	-
<b>Total</b>	<b>\$ 2,059,632</b>	<b>\$ 2,259,029</b>	<b>\$ 2,611,640</b>	<b>\$ 1,164,900</b>	<b>-55.4%</b>

### Conference Revenue Statistics & Revenue Share by County



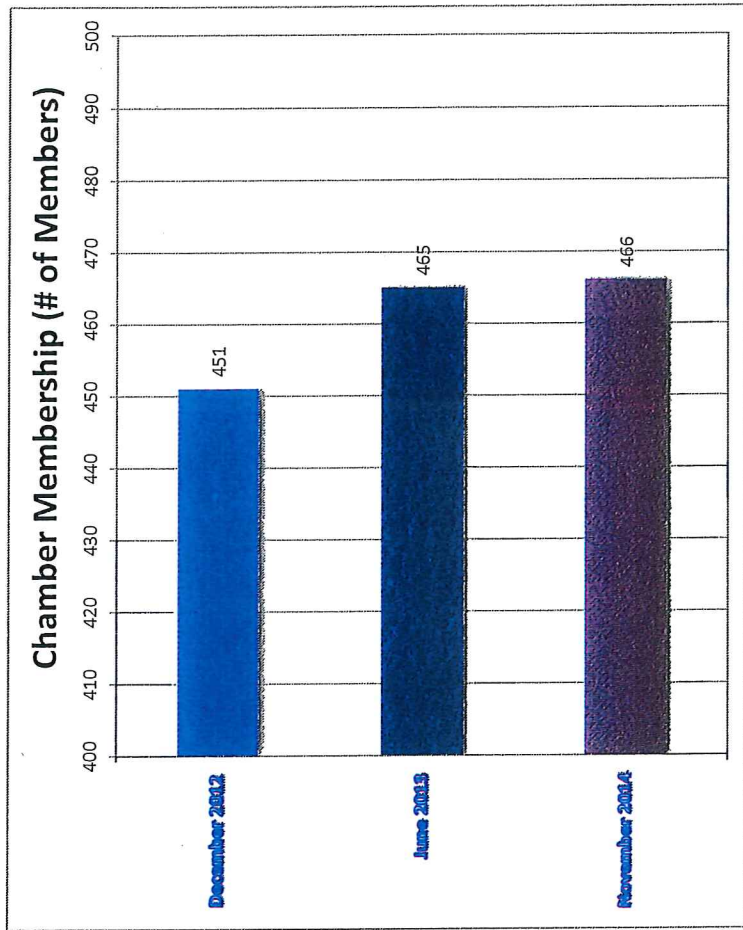
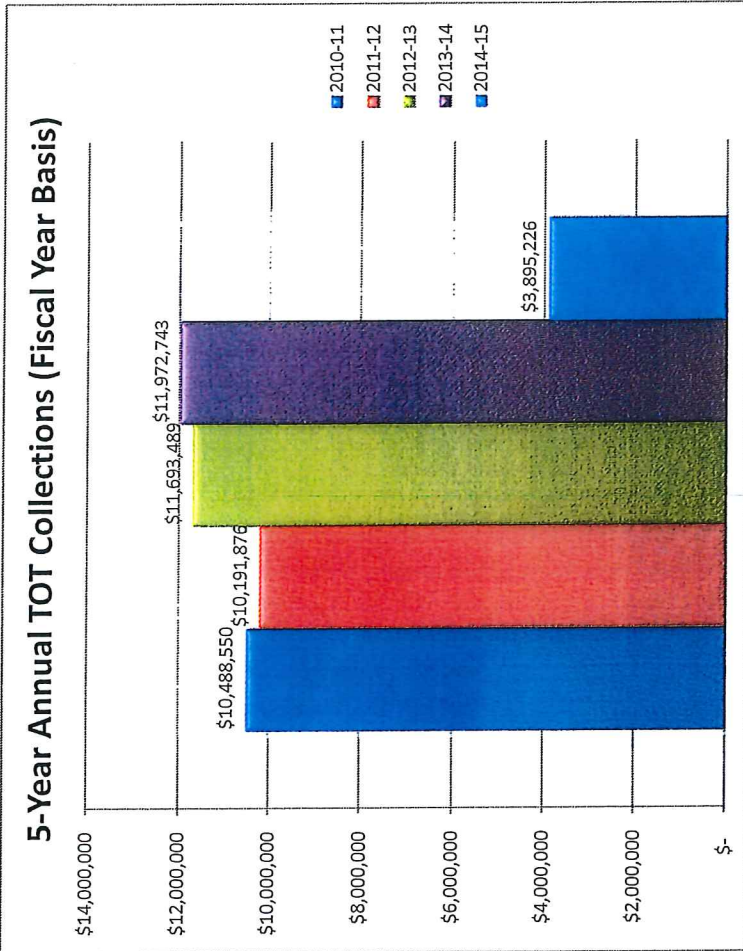
### Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX

	2013-14	2014-15	YOY % Change
<b>FORWARD LOOKING (2014/15)</b>	Actuals	Forecasted	
Total Revenue Booked through October	\$ 2,807,318	\$ 2,927,535	4%
Forecasted Commission for this Revenue	151,069	159,234	5%
Number of Room Nights	15,289	18,281	20%
Number of Tentative Bookings	96	105	9%

CURRENT	2013-14	2014-15	YOY % Change
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%
Annual Commission Goal	\$ 160,000	\$ 170,000	6%

### Conference Revenue And Percentage by County:

Placer (70% of revs in '14, 65% in '15)	\$ 1,981,316	\$ 1,903,630	-4%
Washoe ('14; 10%, '15; 5%)	\$ 266,099	\$ 147,082	-45%
South Lake ('14; 17%, '15; 28%)	\$ 462,174	\$ 822,567	78%
Nevada ('14; 3%, '15; 2%)	\$ 97,729	\$ 54,256	-44%
<b>Total Conference Revenue</b>	<b>\$ 2,807,318</b>	<b>\$ 2,927,535</b>	<b>4%</b>



#### Total TOT Collections by Quarter 2009 - 2015 (through October 31, 2014)

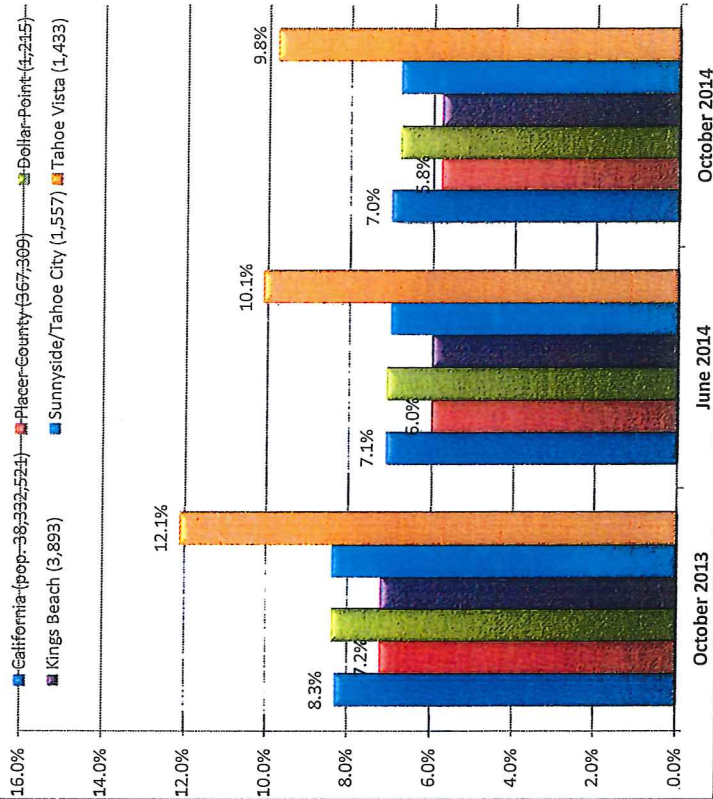
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,502	\$ 2,103,112	\$ 4,263,450	\$ 1,444,425	\$ 11,693,489
2013-14	\$ 4,523,831	\$ 2,145,657	\$ 3,561,983	\$ 1,741,272	\$ 11,972,743
2014-15	\$ 3,895,226	\$ -	\$ -	\$ -	\$ 3,895,226
<b>Total</b>	<b>\$ 22,043,193</b>	<b>\$ 9,784,387</b>	<b>\$ 18,367,623</b>	<b>\$ 7,291,393</b>	<b>\$ 48,241,384</b>

#### Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
November 2014	466

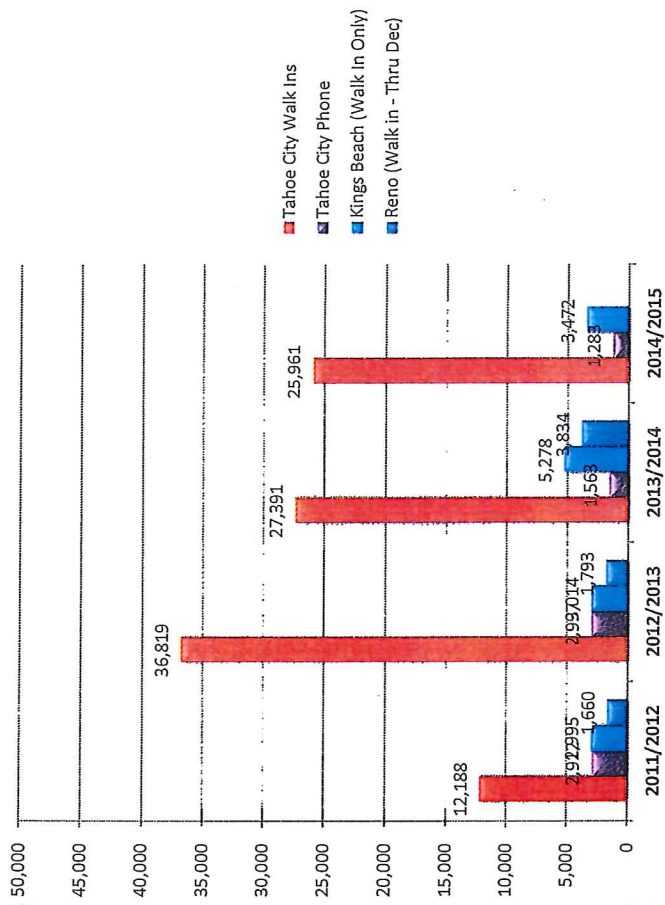
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### Unemployment Rates by Region



Unemployment	October 2013	June 2014	October 2014
California	12.1%	10.1%	9.8%
Placer County	8.3%	7.1%	7.0%
Dollar Point	7.2%	6.0%	5.8%
Kings Beach	7.2%	6.0%	5.8%
Sunnyside/Tahoe City	7.1%	7.0%	7.0%
Tahoe Vista	7.2%	6.0%	5.8%

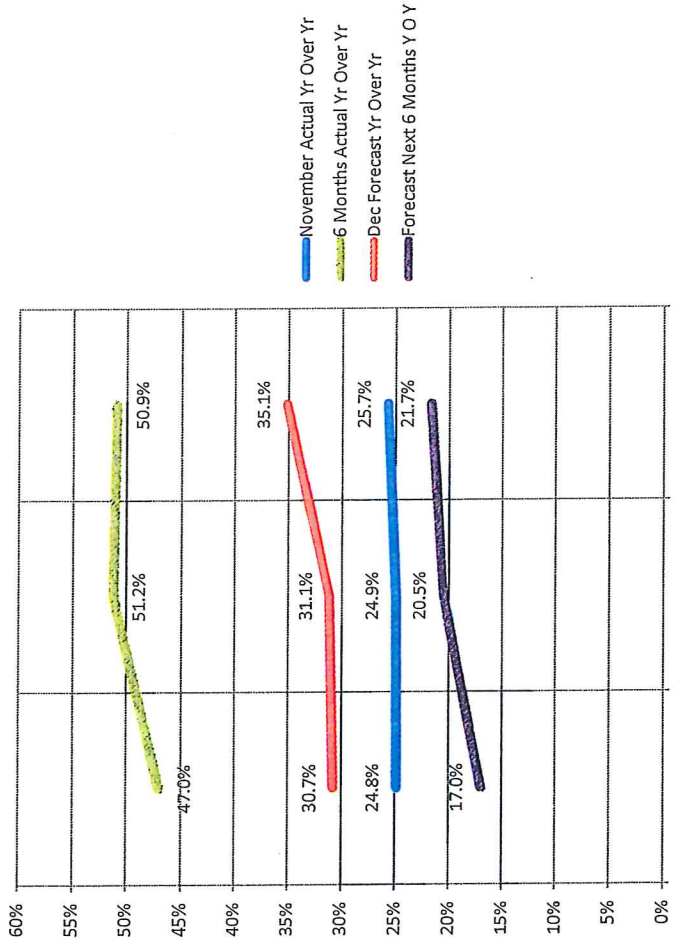
### Visitor Information - Fiscal YTD through November



VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July 14 - Nov 14)	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:				
Walk In	36,819	27,391	25,961	-5.22%
Phone	2,997	1,563	1,283	-17.91%
Kings Beach (Walk In Only)	3,014	5,278	3,472	-34.22%
Reno (Walk in - Thru Dec)	1,793	3,834	Closed	N/A

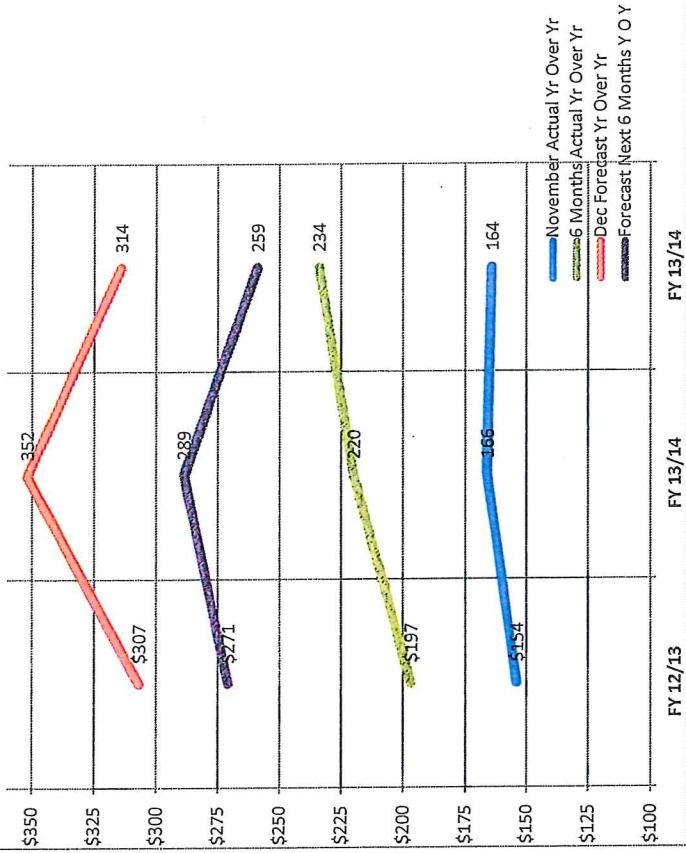
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### MTRIP Destimetrics Occupancy in NLT Comparisons



MTRIP Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during November	24.9%	25.7%	3.2%
ADR November (Average Daily Rate)	166	164	-1.2%
Occupancy Forecast December	31.1%	35.1%	12.9%
ADR December (Average Daily Rate)	352	314	-10.8%
Occupancy (prior 6 months)	51.2%	50.9%	-0.6%
ADR (prior 6 months)	220	234	6.4%
Occupancy (next 6 months)	20.5%	21.7%	5.9%
ADR (next 6 months)	289	259	-10.4%

### MTRIP Destimetrics RevPar in NLT Comparisons



MTRIP Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during November	24.9%	25.7%	3.2%
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Occupancy Forecast December	31.1%	35.1%	12.9%
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Occupancy (prior 6 months)	51.2%	50.9%	-0.6%
ADR (prior 6 months)	220	234	6.4%
Occupancy (next 6 months)	20.5%	21.7%	5.9%
ADR (next 6 months)	289	259	-10.4%

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KEY METRICS FOR NOVEMBER 30, 2014

Total TOT Collections by Quarter 2009 - 2015 (through October 31, 2014)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,502	\$ 2,103,112	\$ 4,263,450	\$ 1,444,425	\$ 11,693,489
2013-14	\$ 4,523,831	\$ 2,145,657	\$ 3,561,983	\$ 1,741,272	\$ 11,972,743
2014-15	\$ 3,895,226	\$ -	\$ -	\$ -	\$ 3,895,226
Total	\$ 22,043,193	\$ 9,784,387	\$ 18,367,623	\$ 7,231,393	\$ 48,241,884

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 20XX - 20XX					
Referrals (July 14 - Nov 14)	2011/2012	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:					
Walk In	12,188	36,819	27,391	25,961	-5.22%
Phone	2,912	2,997	1,563	1,283	-17.91%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	Closed	N/A

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

Chamber Of Commerce Total Membership			
December 2012	451		
June 2013	465		
November 2014	466		

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2011	2012	2013	2014	YOY % Change
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 637,571	-12.0%
Second (AMJ)	\$ 391,536	\$ 446,802	\$ 488,100	\$ 527,329	8.0%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,783	\$ -	
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	
Total	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	\$ 1,164,900	-55.4%

MTRiP Reservations Activity				
	FY 13/14	FY 14/15	Change	
Occupancy during November	24.9%	25.7%		3.2%
ADR November (Average Daily Rate)	\$ 166	\$ 164		-1.2%
Occupancy Forecast December	31.1%	35.1%		12.9%
ADR December (Average Daily Rate)	\$ 352	\$ 314		-10.8%
Occupancy (prior 6 months)	51.2%	50.9%		-0.6%
ADR (prior 6 months)	\$ 220	\$ 234		6.4%
Occupancy (next 6 months)	20.5%	21.7%		5.9%
ADR (next 6 months)	\$ 289	\$ 259		-10.4%

Unemployment				
	October 2013	June 2014	October 2014	
California (pop. 38,332,521)	8.3%	7.1%	7.0%	
Placer County (367,309)	7.2%	6.0%	5.8%	
Dollar Point (1,215)	8.4%	7.1%	6.8%	
Kings Beach (3,893)	7.2%	6.0%	5.8%	
Sunnyside/Tahoe City (1,557)	8.4%	7.0%	6.8%	
Tahoe Vista (1,433)	12.1%	10.1%	9.8%	

Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX				
	2013-14	2014-15	YOY % Change	
Actuals		Forecasted		
Forward Looking (2014/15)				
Total Revenue Booked through November	\$ 2,807,318	\$ 2,927,535		4%
Forecasted Commission for this Revenue	151,069	159,234		5%
Number of Room Nights	15,289	18,281		20%
Number of Tentative Bookings	96	105		9%
CURRENT				

NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000		-9%
Annual Commission Goal	\$ 160,000	\$ 170,000		6%
Conference Revenue And Percentage by County:				
Placer (70% of revs in '14, 65% in '15)	\$ 1,981,316	\$ 1,903,630		-4%
Washoe ('14; 10%; '15; 5%)	\$ 286,099	\$ 147,082		-45%
South Lake ('14; 17%; '15; 28%)	\$ 462,174	\$ 822,567		78%
Nevada ('14; 3%; '15; 2%)	\$ 97,729	\$ 54,256		-44%
Total Conference Revenue	\$ 2,807,318	\$ 2,927,535		4%

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Monthly Infrastructure Payments FY 14/15 Through November 30, 2014

Month Posted	Post Date	Vendor Name or County Department	Description	Payment	Invoice	Contract	Balance	Reserves
July	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	368.24	112	153,900.00	64,412.42	
July Total	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	3,994.03	113	153,900.00	60,418.99	
August	08/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Tahoe Pedestrian Safety Program	3,106.06	T-NL17	44,400.00	-	334,472.05
	08/12/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	66,014.59	TB0006	153,632.00	86,118.41	
	08/15/14	FALLON MULTIMEDIA	Regional Transit System Branding	7,750.00	1101	100,000.00	92,250.00	
	08/20/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	6,090.00	115	153,900.00	54,328.99	
August Total	08/20/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	9,492.93	T-NL19	150,000.00	135,618.14	
September	09/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	51,828.44	TB0007	153,632.00	34,289.97	
	09/12/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2013-2014 Winter bike trail snow clearing program	366.29	00200514	70,000.00	26,856.45	314,106.05
	09/15/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	Not Paid	117	153,900.00	54,418.99	
September Total	09/29/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	484.28	118	153,900.00	53,934.11	
October	10/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Snow Creek Restoration Project Wayfinding Signs	5,712.00	T-NL21	12,000.00	2,688.00	
	10/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	15,656.16	T-NL20	66,000.00	49,793.95	
	10/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	28,263.59	TB0008	153,632.00	526,127.77	
	10/09/14	LSC TRANSPORTATION CONSULTANTS	North Lake Tahoe Water Shuttle Service	2,449.39	48767	153,632.00	3076,737.77	
	10/28/14	TRUCKEE NORTH TAHOE TRANSPORTATION (TWA)	North Lake Tahoe Water Shuttle Service	3,075.00	16602	153,632.00	0.737.77	
	10/28/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	36,540.00	119	96,000.00	59,460.00	
October Total	10/28/14	TAHOE CITY PUBLIC UTILITY DISTRICT	HomeWood Bike Trail Design & Environmental	17,171.25	13894	144,500.00	39,932.02	
November	11/18/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	35,000.00	13904	118,000.00	83,000.00	
	11/18/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	83,000.00	13905	118,000.00	-	
	11/18/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	KBCCIP Public Arts Project	5,848.00	J. Transfer	25,000.00	9,152.00	
November Total	11/18/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	10,109.36	J. Transfer	66,000.00	39,684.99	
Total Infrastructure Payments				394,340.61				

Light blue payments are Infrastructure Maintenance

Light blue payments are Infrastructure Maintenance

3,472.35

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NLTRA  
 SCHEDULE OF OPTIONS - VIC PROFIT TO BE USED FOR MEMBERSHIP  
 For the Fiscal Year Ending 2013/14  
 At November 25, 2014

If assuming \$1 TOT Funding = \$1 of VIC expenditures:

Total VIC TOT Revenues	\$ 317,496
Less: Total VIC Operating Costs	(311,430)
Less: Portion of Allocated Expenses	<u>(6,066)</u>
	\$ -
Total VIC Unrestricted Revenues	\$ 116,172
Less: Cost of Goods Sold	(58,571)
Less: Total VIC Operating Costs	-
Less: Portion of Allocated Expenses	<u>(31,929)</u>
	\$ 25,672
Audited Loss for Membership 13/14 Fiscal Year	(19,156)
Amount of Membership Loss Absorbed Using This Calculation:	(19,156)

If assuming TOT Funding + Unrestricted Funding shares in all VIC expenditures:

Total VIC Unrestricted Revenues	\$ 116,172	27%
Total VIC TOT Revenues	317,496	73%
Less: Portion of Allocated Expenses	<u>433,668</u>	
	\$	
Total VIC Unrestricted Revenues	\$ 116,172	
Less: Cost of Goods Sold	<u>(58,571)</u>	
	57,601	
27% of Net Profit on Inventory Sales to Unrestricted	\$ 15,552	
Audited Loss for Membership 13/14 Fiscal Year	(19,156)	
Amount of Membership Loss Absorbed Using This Calculation:	(15,552)	
Amount of Membership Loss to be Covered by Other Means:	(3,604)	

Note: There are other calculations that can be explored when deciding how much membership loss can be carried by VIC profit.



**north lake tahoe**  
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Membership Department Pacing and Metrics Report

*Date: December 20, 2014*

	Activities Revenue	Activities Expense	Dept. Profit/ (Loss)	New Members	Attrition Members	Net Gain
Projected	55,698	24,085	10,659	67	70	20
Actual	13,419	10,912	-8,627	22	8	14
Forecast	35,000	28,000	-12,000	48	40	20

Year-to-Date Information:

22 new members added to Membership through the month of November.  
The actual pace through October is 4.4 new members per month.  
Projected information per plan: 67 new members for year or 5.6 per month.

68 members renewed their existing memberships through the month of November. 8 members dropped their existing memberships. Projected attrition is 70 members for the year. Existing membership over attrition nets to 60 members. A gain of 20 members was budgeted. Total membership of 467 from fiscal 2013/14 was budgeted to 487 members by end of the 14/15 fiscal year.

Event Financial Updates:

**2014 Hospitality Holidays (Kickoff of Shop Local Contest)**

Revenues: \$4,300 projected vs. \$4,660 actual (\$360 over budget)

*All booths sold out.*

Expenses: \$2,715 projected vs. \$3,789 actual (\$1,074 over budget)

Event Gain: \$1,585 projected vs. \$871 actual realized (Event last year netted a loss of \$1,169)

**2014 Winter Recreation Event – Beers, Wings & Winter Things**

*This was a first time event.*

Revenues: \$2,250 projected vs. \$1,400 actual (\$850 under budget)

Expenses: \$815 projected vs. \$1,040 actual (\$225 over budget)

Event Gain: \$1,435 projected vs. \$360 actual realized

D8.1-8

North Lake Tahoe Resort Association  
 Membership Department - 2014 Hospitality Holidays Event  
 16-Dec-14

	2014 <i>Budget</i>	2014 Actual	2013 Actual	Actual Variance
<b>Revenues:</b>				
Beverage Sales: @\$5 per ticket	\$1,500	\$ 1,170	\$ 1,100	\$ 70
Raffle Sales: @\$5 per ticket	300	430	304	126
Vendors	1,500	3,060	700	2,360
Sponsorship/Other	1,000	-	52	(52)
	<u>\$4,300</u>	<u>\$ 4,660</u>	<u>\$ 2,156</u>	<u>\$ 2,504</u>
<b>Expenses:</b>				
Room Rental	\$1,100	\$ 1,834	\$ 1,100	\$ (734)
Beverages	500	500	100	(400)
Banner	-	50	500	450
Vendor Packets	-	315	-	(315)
Advertising	500	450	1,000	550
Band	600	600	600	-
Liquor License/Supplies	15	40	25	(15)
Total Expenses	<u>\$2,715</u>	<u>\$ 3,789</u>	<u>\$ 3,325</u>	<u>\$ (464)</u>
Net Results	<u>\$1,585</u>	<u>\$871</u>	<u>(\$1,169)</u>	<u>\$ 2,040</u>

D8.1-9

North Lake Tahoe Resort Association  
 Membership Department - 2014 Beer, Wings and Winter Things Winter Event  
 8/27/2014 (Revised 12/16/14)

<i>Revenues:</i>	<u>Budget</u>	<u>Actual</u>
Ticket Sales @ \$20/person Projected Lunch 80 entrants	1600	880
Speeches - \$15 each	300	240
Promo Bags - \$5 each	100	30
Sponsorships	250	250
Total Revenues	<u>2250</u>	<u>1400</u>
 <i>Expenses:</i>		
Moe's Lunch Cost @ \$10/person	800	525
Music	0	250
Advertising	0	250
Office Supplies	15	15
Total Expenses	<u>815</u>	<u>1,040</u>
 <i>Projected/Actual Net Gain</i>	<u><u>1,435</u></u>	<u><u>360</u></u>

Note: This is a first-year type of event. Actual number of entrants was 50.

D8.1-10

**Monthly Report November 2014**  
**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

**Year to Date Bookings/Monthly Production Detail FY 14/15**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 14/15</u>	<u>FY 13/14</u>	<u>Variance</u>
Total Revenue Booked as of 11/30/14:	\$2,104,967	\$2,021,325	4%
Forecasted Commission for this Revenue:	\$128,230	\$147,965	-13%
Number of Room Nights:	11558	10590	9%
Number of Delegates:	7251	5971	21%
Annual Revenue Goal:	\$2,500,000	\$2,750,000	
Annual Commission Goal:	\$140,000	\$150,000	
Number of Tentative Bookings:	105	101	4%

<u>Monthly Detail/Activity</u>	<u>November-14</u>	<u>November-13</u>	
<u>Number of Groups Booked:</u>	<b>5</b>	<b>3</b>	
Revenue Booked:	\$225,094	\$10,800	1984%
Projected Commission:	\$9,249	\$459	1915%
Room Nights:	1360	90	1411%
Number of Delegates:	1533	80	1816%

Booked Group Types:	1 Film, 1 Corp, 1 Smf, 2 Assn.	3 smf
Lost Business, # of Groups:	6	3

<u>Arrived in the month</u>	<u>November-14</u>	<u>November-13</u>	
Number of Groups:	<b>1</b>	<b>1</b>	
Revenue Arrived:	\$11,520	\$13,351	-14%
Projected Commission:	\$1,728	\$0	
Room Nights:	80	75	7%
Number of Delegates:	18	40	-55%
Arrived Group Types:	1 Film crew	1 Corp	

<u>Monthly Detail/Activity</u>	<u>October-14</u>	<u>October-13</u>	
<u>Number of Groups Booked:</u>	<b>4</b>	<b>7</b>	
Revenue Booked:	\$44,208	\$163,439	-73%
Projected Commission:	\$895	\$12,807	-93%
Room Nights:	260	1080	-76%
Number of Delegates:	180	473	-62%
Booked Group Types:	1 Corp, 3 Smf	5 Corp, 1 Smf,	
Lost Business, # of Groups:	6	1 Corp 2	

<u>Arrived in the month</u>	<u>October-14</u> * Est.	<u>October-13</u>	
Number of Groups:	4	5	
Revenue Arrived:	\$69,712	\$158,725	-56%
Projected Commission:	\$786	\$13,718	-94%
Room Nights:	524	980	-47%
Number of Delegates:	568	675	-16%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf	1 Assoc, 1 Smf, 1 Non-Profit, 1 TA	

<u>Monthly Detail/Activity</u>	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	8	6	
Revenue Booked:	\$367,511	\$59,226	521%
Projected Commission:	\$28,336	\$5,421	423%
Room Nights:	3417	347	885%
Number of Delegates:	2115	265	698%
Booked Group Types:	2 Corp, 6 Assoc	1 Corp, 2 Assoc, 3 Smf	
Lost Business, # of Groups:	5	9	

<u>Arrived in the month</u>	<u>September-14</u> * Est.	<u>September-13</u>	
Number of Groups:	9	12	
Revenue Arrived:	\$629,739	\$848,564	-26%
Projected Commission:	\$7,673	\$17,455	-56%
Room Nights:	3417	4052	-16%
Number of Delegates:	2115	2148	-2%
Arrived Group Types:	4 Assoc, 1 Corp, 3 Smf and 1 Society	4 Corp, 2 Assoc, 1 Govt, 1 Film, 4 Smf	

<u>Monthly Detail/Activity</u>	<u>August-14</u>	<u>August-13</u>	
<u>Number of Groups Booked:</u>	7	5	
Revenue Booked:	\$328,584	\$106,808	208%
Projected Commission:	\$14,879	\$6,248	138%
Room Nights:	1452	767	89%
Number of Delegates:	723	359	101%
Booked Group Types:	4 Smf, 2 Corp, 1 Assn, 1 Govt.	2 Seminar, 2 Film, 1 Smf	
Lost Business, # of Groups:	4	4	

<u>Arrived in the month</u>	<u>August-14</u>	<u>August-13</u>	
Number of Groups:	8	15	
Revenue Arrived:	\$44,210	\$552,037	-92%
Projected Commission:	\$1,739	\$31,949	-95%
Room Nights:	252	2457	-90%
Number of Delegates:	278	1064	-74%
Arrived Group Types:	2 Corp., 1 Assoc 4 Smf and 1 Govt.	6 Corp, 7 Assoc, 1 Smf, 1 Film	

D 9-2

**Monthly Detail/Activity**

	<u>July-14</u>	<u>July-13</u>	
<b><u>Number of Groups Booked:</u></b>	<b>4</b>	<b>6</b>	
Revenue Booked:	\$156,104	\$45,413	244%
Projected Commission:	\$1,075	\$2,247	-52%
Room Nights:	636	369	72%
Number of Delegates:	390	328	19%
	2 Assoc., 2	4 Assn, 6 Smf,	
Booked Group Types:	Corp	1 Govt.	
Lost Business, # of Groups:	1	4	

**Arrived in the month**

	<u>July-14</u>	<u>July-13</u>	
Number of Groups:	<b>12</b>	<b>10</b>	
Revenue Arrived:	\$546,907	\$177,016	209%
Projected Commission:	\$23,673	\$5,685	316%
Room Nights:	2103	1256	67%
Number of Delegates:	898	1086	-17%
Arrived Group Types:	6 Smf, 2 Corp,	3 Assoc, 5 Smf, 1 Govt	
	2 Assoc., 2 Sem.	1 Corp.	

For 2015/16:	<b>\$1,542,984</b>	(Goal) <b>\$1,500,000</b>
For 2016/17:	<b>\$1,984,711</b>	<b>\$2,000,000</b>

**NUMBER OF LEADS Generated as o 11/30/14:** 65

**Total Number of Leads Generated in Previous Years:**

2013/14	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205



**Monthly Report November 2014**  
**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

**Year to Date Bookings/Monthly Production Detail FY 14/15**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>14/15</u>	<u>13/14</u>	<u>Variance</u>
Total Revenue Booked as of 11/30/14:	\$822,567	\$494,762	66%
Forecasted Commission for this Revenue:	\$31,004	\$7,478	315%
Number of Room Nights:	6723	4842	39%
Number of Delegates:	3230	1440	124%
Annual Commission Projection:	\$30,000	\$10,000	

<u>Monthly Detail/Activity</u>	<u>November-14</u>	<u>November-13</u>
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>1</b>
Revenue Booked:	\$20,898	\$28,800
Projected Commission:	\$0	\$4,320
Room Nights:	180	93
Number of Delegates:	60	30
Booked Group Types:	1 Corp.	1 smf.

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

<u>Monthly Detail/Activity</u>	<u>October-14</u>	<u>October-13</u>
<b><u>Number of Groups Booked:</u></b>	<b>0</b>	<b>1</b>
Revenue Booked:	\$0	\$9,841
Projected Commission:	\$0	\$1,476
Room Nights:	0	105
Number of Delegates:	0	35
Booked Group Types:		1 Corp.

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

<u>Monthly Detail/Activity</u>	<u>September-14</u>	<u>September-13</u>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>1</b>	
Revenue Booked:	\$38,493	\$36,900	4%
Projected Commission:	\$1,925	\$1,800	7%
Room Nights:	230	490	-53%

D9-4

Number of Delegates:	200	220	-9%
Booked Group Types:	1 Smf	1 Assoc.	

<b><u>Arrived in the month</u></b>	<b><u>September-14</u></b>	<b>*Est.</b>	<b><u>September-13</u></b>	
Number of Groups:	4		1	
Revenue Arrived:	\$529,298		\$8,792	5920%
Projected Commission:	\$27,774		\$1,318	
Room Nights:	4211		48	8673%
Number of Delegates:	1665		40	4063%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf		1 Assoc.	

**Monthly Detail/Activity**

	<b><u>August-14</u></b>	<b><u>August-13</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>0</b>	
Revenue Booked:	\$9,603	\$0	
Projected Commission:	\$481	\$0	
Room Nights:	80	0	
Number of Delegates:	30	0	
Booked Group Types:	2 Smf	1 Corp, 1 Assoc.	

<b><u>Arrived in the month</u></b>	<b><u>August-14</u></b>	<b><u>August-13</u></b>	
Number of Groups:	1	1	
Revenue Arrived:	\$39,794	\$8,792	353%
Projected Commission:	\$0	\$1,318	
Room Nights:	217	48	352%
Number of Delegates:	75	40	88%
Arrived Group Types:	1 Corp.	1 Assoc.	

**Monthly Detail/Activity**

	<b><u>July-14</u></b>	<b><u>July-13</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>3</b>	
Revenue Booked:	\$10,800	\$490,297	-98%
Projected Commission:	\$0	\$24,010	
Room Nights:	55	1525	-96%
Number of Delegates:	40	3666	-99%
Booked Group Types:	1 Smf	1 Corp, 1 Assoc.	

<b><u>Arrived in the month</u></b>	<b><u>July-14</u></b>	<b><u>July-13</u></b>	
Number of Groups:	2	1	
Revenue Arrived:	\$111,391	\$10,103	
Projected Commission:	\$825	\$1,515	
Room Nights:	760	60	
Number of Delegates:	320	40	
Arrived Group Types:	2 Assn.	1 Smf	

D9-5

**NUMBER OF LEADS Generated as of 11/30/14: 65**

**Total Number of Leads Generated in Previous Years:**

2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205



**north lake tahoe**  
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## **NLTRA Executive Committee**

Tuesday, December 16, 2014  
7:30 a.m.  
NLTRA Offices

### **Report**

**Attending: Wally Auerbach, Valli Murnane, Ron Parson, Kali Kopley**

#### A. Open Session

1. Items for Board Agenda – January 7
  - a. Officers vote  
**Valli Murnane – Chair, David Tirman - Secretary, Wally Auerbach – Treasurer; Sandy will talk to Brendan Madigan about Vice Chair, Kali willing to be backup**
  - b. Committee Appointments – Marketing, Finance
  - c. Board Committee positions  
**Only a couple of forms have been turned in, new board members have committed, existing board members have not.**
  - d. Master Plan Update  
**Next meeting will be January 7.**
2. Strategic Discussion ideas
  - a. Martis West Presentation
  - b. David Boesch – E. Placer revenues and expenses
  - c. Maintenance/Operations (don't believe that Ron is ready for this yet)
  - d. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
  - e. Air Service  
**Recommendation would be to do a recap of the strategic discussions of the past year to help new board members and provide updates about what has been done. Also Sandy will provide an update to the Strategic Goals list.**
3. Additional Requests for Board Agenda:
  - a. Placer County (TOT Audit – Jerry Gamez) requested by Jennifer Merchant (she's looking into the appropriate time and will get back to me)  
**Still nothing to report.**

4. Master Plan Update
  - a. January 7, 2015
  
5. Staffing Changes
  - a. New Tourism Director  
**JT Thompson has accepted our offer to join the team as the new Tourism Director. Start date will be January 5, 2015**
  - b. Executive Assistant  
**Kalie has left the organization and ads have been placed to choose her successor.**
  
6. CEO evaluation  
**A closed session will be added to the board agenda for the Executive officers to discuss the CEO evaluation with the board members.**



January 7, 2014

**Subject: Monthly Activity Report—December, 2014**

**From: Ron Treabess, Director of Community Partnerships and Planning**

**A. Capital Investment/Transportation Work Plan Projects—Update**

**1. North Lake Tahoe Resort Triangle Transportation Vision Coalition**

- The 3<sup>rd</sup> Annual Transportation Summit was held November 13<sup>th</sup> with 65 in attendance
- The main topics were:
  - The year in review
  - Economic Analysis Presentation
  - A look at branding development
  - Funding techniques of other resort areas
  - Sales Tax survey for Placer County
- Staff will discuss strategy for advancing the vision with Placer County
- The Coalition will then start to develop a suggested funding process

**2. North Lake Tahoe Express**

- A new contract was successfully negotiated and service commenced starting July 1<sup>st</sup>.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This includes up to \$110,000 of TOT.
- October and November were the first months that subsidy amount was necessary. The total subsidy paid to Airport Mini-bus has been \$4,726. (Monthly Report Attached)
- After meeting in December, the funding partners agreed to immediate changes to the consumer's website. Additional changes will be determined for inclusion in the 2015/16 contract.
- The funding partners will meet in January to review the service and determine the need to re-bid for 2015/16.

**3. NLTRA Tourism Development Master Plans Update**

- Staff has completed a draft update to the 1996 and 2004 Master Plans

D11-1

- The revised draft is now being further reviewed for added clarity and flow between all the chapters by Design Workshop which has been involved with NLTRA previous master plans.
- The Master Plan committee met and discussed revisions proposed by Design Workshop
- Public outreach is now planned for early 2015.

#### 5. **SR28/Fanny Bridge Community Revitalization Project**

- A Federal Lands Access Program (FLAP) funding request has been approved by the FHA in the amount of \$25,508,000 for projects located on the north and west shores of Lake Tahoe.
- These funds will be used to extend the West Shore bike trail down to Meeks Bay, construction of the SR89/Fanny Bridge Community Revitalization Project, once alternative selection is agreed upon, and to construct the Dollar Creek bike trail from the top of Dollar Hill east through Cedar Flat.
- The NLTRA Board and Board of Supervisors approved TOT funds in the amount of \$1,775,000 as a share of local funds required to receive the FLAP funds.
- The draft environmental documents for the SR 89/Fanny Bridge project have been prepared.
- The Notice of Availability/Notice of Comment Period for Public Review and Hearings has been released.
- Comments should be focused on the adequacy of information within the Draft EIR/EIS/EA and submitted no later than February 17, 2015.
- There will be three public hearings on the document during January, including two on the North Shore:
  - Friday, January 23, Tahoe Transportation District Board Meeting (9:30am), Granlibakken Resort, Tahoe City
  - Wednesday, January 28, TRPA Governing Board Meeting (9:30 am), the Chateau, Incline Village

#### 7. **Homewood Bike Trail and Dollar Creek Bike Trail**

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail. Construction of the Homewood Trail should commence in FY 2014/15.
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.
- The Dollar Creek Trail is also receiving a portion of the funding from the Federal Land Access Program and TOT local match funds (\$285,000).
- Caltrans now is planning for the Homewood Trail to be able to start construction in 2016

**8. North Tahoe Parking Study**

- NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
- LSC Transportation Planners are preparing the study
- The study will provide project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It will analyze the development of a parking management strategy and new parking standards for North Lake Tahoe.
- The review period for the draft study has been completed and the comments are now being considered for incorporation

**9. Kings Beach Commercial Core Improvement Project.**

- KBCCIP has progressed extremely well under the management of Placer County Dept. of Public Works.
- The project has been wrapped up for the winter season
- This has been the largest single project allocation of TOT funds,

**10. Capital Investment and Transportation Work Plan Application Process**

- One of the main items included is the new Requests for Funding Application Process which is recommended to be a once-a-year event with some exceptions.
- The CIT Committee listened to all applicants presentations at its October 27<sup>th</sup> meeting and again at its November 17<sup>th</sup> meeting and recommended the projects to the Board of Directors
- The Board approved the Committee recommendations at its December Board meeting.
- Final approval now awaits consideration of the Placer County Board of Supervisors, possibly at its January meeting to be held at Granlibakken.

**11. Next Capital Investment/Transportation Committee Meeting**

- The next Committee meeting is scheduled for Monday, **January 26, 2015, 1:30 p.m. until 4:00 p.m., at the Tahoe City Public Utility District**
- Everyone is welcome to attend these meetings and take part in project discussions.

**B. Other Meetings and Activities Attended**

- Tahoe Transportation District Board Meeting
- Tuesday Morning Breakfast Club/Annual Ski
- Hwy 28/Fanny Bridge Revitalization Workshop w/Consultant
- TMA and RTTVC Meeting
- Master Plan Revision Review Meeting
- Board of Supervisors/Auburn
- Holiday Happenings Mixer



- Placer County Transportation Planning Agency Board Meeting
- Sunnyside Mixer
- LAFCO Board Meeting
- Winter Recreation Mixer
- North Lake Tahoe Express Website Revision Meeting
- Tahoe City Golf Course Advisory Meeting
- Winter Sports Park Opening Mixer
- NLTRA Executive Assistant Interviews

**NLTE Monthly Report - November 2014**

Truckee - Northstar  
Squaw Valley - Tahoe City - Sunnyside  
Incline Village - Kings Beach - Tahoe Vista

Green  
Red  
Blue

Month	Monthly Passenger Revenues												Monthly Passengers												
	FY 2008-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	Total	Green	Red	Blue	Total	Green	Red	Blue	Total							
July	\$0	\$32,220	\$40,438	\$42,006	\$52,794	\$55,996	\$64,933	\$86,768	\$94,300	\$9,792	\$24,300	\$4,884	\$24,300	\$38,675	0	1187	1618	1473	2548	2006	2295	99	629	217	945
Aug	\$0	\$28,427	\$41,654	\$40,810	\$46,243	\$54,004	\$55,376	\$59,769	\$70,601	\$20,104	\$10,662	\$10,662	\$20,104	\$33,257	0	1001	1538	1950	1935	2021	1935	66	457	223	716
Sep	\$0	\$28,383	\$29,992	\$34,440	\$38,714	\$40,886	\$40,287	\$47,483	\$1,299	\$8,884	\$1,521	\$21,704	\$21,704	\$3,479	0	1009	1198	1317	1380	1239	1239	32	188	253	471
Oct	\$0	\$26,803	\$31,782	\$25,515	\$35,103	\$35,373	\$35,103	\$35,602	\$784	\$5,479	\$2,151	\$8,104	\$8,104	\$5,479	0	884	1196	853	1051	970	1107	18	117	45	180
Nov	\$7,066	\$16,706	\$17,836	\$16,706	\$24,195	\$31,477	\$10,738	\$10,738	\$3,049	\$2,791	\$3,049	\$5,085	\$5,085	\$2,791	0	640	623	548	782	751	1097	287	5	60	65
Dec	\$43,288	\$57,943	\$68,123	\$59,120	\$77,392	\$55,852	\$79,684	\$46,288	\$46,288	\$24,949	\$24,949	\$24,949	\$24,949	\$24,949	1749	2446	2527	1924	2655	1957	2449	1359	0	0	0
Jan	\$41,022	\$65,700	\$69,505	\$70,922	\$76,603	\$50,597	\$80,597	\$50,597	\$50,597	\$20,142	\$20,142	\$20,142	\$20,142	\$20,142	1687	2686	1955	2481	2156	2817	2381	1912	0	0	0
Feb	\$45,191	\$65,583	\$72,355	\$72,647	\$83,094	\$70,241	\$88,338	\$88,338	\$88,338	\$30,142	\$30,142	\$30,142	\$30,142	\$30,142	1937	2806	2688	2659	2166	2446	2768	1029	0	0	0
Mar	\$54,375	\$59,871	\$81,088	\$75,514	\$86,608	\$95,813	\$85,630	\$95,813	\$95,813	\$21,814	\$21,814	\$21,814	\$21,814	\$21,814	2191	2384	2953	3059	2291	1162	2586	1002	0	0	0
Apr	\$26,628	\$26,535	\$26,882	\$27,230	\$27,459	\$28,441	\$28,441	\$28,441	\$28,441	\$0	\$0	\$0	\$0	\$0	1646	756	840	1381	1037	2026	774	637	0	0	0
May	\$20,016	\$28,212	\$35,214	\$40,195	\$41,862	\$48,209	\$60,419	\$24,201	\$24,201	\$0	\$0	\$0	\$0	\$0	1112	1054	1182	954	1463	1255	1673	633	0	0	0
June	\$259,211	\$451,147	\$515,159	\$523,311	\$621,198	\$653,266	\$800,218	\$800,218	\$800,218	\$37,467	\$37,467	\$37,467	\$37,467	\$37,467	10748	17194	18783	18547	19780	21037	12348	0	0	0	0
Year to Date																									
Change over Previous Year to Date																									
Total	\$259,211	\$451,147	\$515,159	\$523,311	\$621,198	\$653,266	\$800,218	\$800,218	\$800,218	\$37,467	\$37,467	\$37,467	\$37,467	\$37,467	10748	17194	18783	18547	19780	21037	12348	0	0	0	0
Change over Previous Year to Date																									
Total	\$259,211	\$451,147	\$515,159	\$523,311	\$621,198	\$653,266	\$800,218	\$800,218	\$800,218	\$37,467	\$37,467	\$37,467	\$37,467	\$37,467	10748	17194	18783	18547	19780	21037	12348	0	0	0	0
Change over Previous Year to Date																									
Total	\$259,211	\$451,147	\$515,159	\$523,311	\$621,198	\$653,266	\$800,218	\$800,218	\$800,218	\$37,467	\$37,467	\$37,467	\$37,467	\$37,467	10748	17194	18783	18547	19780	21037	12348	0	0	0	0

Current Year Expenditures		July 2014-June 2015	
Bus Fees	\$36,780		
IT/Website/Res Program	\$10,288		
Marketing & Program Management	\$4,726		
Operations	\$54,794		
Total	\$106,588		

Budget Funding	Target	Actual
NLTRA	\$110,000	\$87,500
WCVB-CVB	\$22,000	\$8,200
BilmerHyatt	\$8,200	\$13,500
TK- Airport	\$13,500	\$1,000
Cedar House	\$1,000	\$1,000
Hampton Inn	\$1,000	\$1,000
Total	\$155,200	\$108,200
Change over Previous Year to Date		
Total	\$155,200	\$108,200

Paid to Airport Minibus for Operations												
Month	2008-07	2008-08	2008-09	2008-10	2008-11	2008-12	2009-01	2009-02	2009-03	2009-04	2009-05	Total
July	\$0	\$10,352	\$16,363	\$22,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Aug	\$0	\$15,456	\$10,372	\$5,476	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Sep	\$0	\$19,287	\$31,278	\$15,106	\$1,923	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Oct	\$0	\$16,350	\$14,166	\$21,128	\$22,857	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Nov	\$6,790	\$16,316	\$22,419	\$15,273	\$17,226	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Dec	\$15,648	\$2,760	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Jan	\$21,289	\$1,294	\$1,916	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Feb	\$17,896	\$3,946	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Mar	\$15,629	\$12,315	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Apr	\$26,379	\$24,964	\$21,890	\$8,570	\$5,116	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
May	\$18,238	\$7,318	\$15,483	\$9,417	\$3,13	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
June	\$10,912	\$16,379	\$5,778	\$1,280	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
Total	\$121,845	\$146,327	\$198,664	\$94,646	\$67,974	\$0	\$0	\$0	\$0	\$0	\$0	\$69,680
YTD												\$69,680

Month	Monthly Runs				Nevada	Placer	Washoe	Spit County	Monthly Runs
	2012-13	2013-14	Totals	2014-15					
July	598	594	20	162	48	34	264	264	
August	587	511	15	159	45	32	252	252	
September	446	485	15	99	49	16	179	179	
October	428	274	5	71	26	1	103	103	
November	384	158	3	33	28	3	67	67	
December	618	364					0	0	
January	638	391					0	0	
February	668	238					0	0	
March	687	215					0	0	
April	337	153					0	0	
May	352	193					0	0	
June	473	193					0	0	
Total Runs	6,216	3,728					865	865	
Per County									
YTD									
Change over Previous Year to Date									
Total									

System Profit and Loss - Final Reported Revenues and Operator Costs 2014-15				
Month	Actual Farebox Reported	Actual Operating Hours	Actual Operator Cost	Actual Profit/Loss
July	\$37,629	616	\$35,728	\$1,900
Aug	\$33,674	678.75	\$33,588	\$86
Sept	\$22,125	392.75	\$22,780	(\$655)
Oct	\$9,485	226	\$13,060	(\$3,575)
Nov	\$5,318	162.25	\$9,851	(\$4,533)
Dec				
Jan				
Feb				
Mar				
Apr				
May				
June				
Total	\$109,230	1964.75	\$113,566	-\$4,726



## CEO Update – December, 2014

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

### Transportation Vision

- Held a Resort Triangle Transit Vision Coalition meeting in early December to review the Economic Benefits study conducted by EPS and discuss next steps for moving the Transit Vision forward.
- Met with Jennifer Merchant to discuss how to best strategize with Placer County on the funding of the Transit Vision as well as other needs such as trail development and maintenance, and destination visitor marketing. We determined that there would be a meeting scheduled in January to include CEO staff, BOS Jennifer Montgomery, NLTRA CEO and board officers to discuss next steps. In the meantime, NLTRA staff will get cost estimates on polling, and cost projections for trail development and maintenance.

### Master Plan Review

- Met with members of the task force and Stephanie Grigsby to go over the revised draft of the Master Plan and reviewed the changes to the data chapter and discussed direction for the remaining chapters.
- Next meeting is scheduled for January 7 to review the next draft.
- Outreach will be postponed until late January in order to make sure that the draft is complete and to not compete with the holidays.
- Final document will now be anticipated in April.

### Board Election

- Met with McClintock Accountancy to conduct an audited ballot counting procedure and finalized the election by contacting all candidates and conducting a New Board Member orientation for Brett Williams, Sue Busby, and Adam Wilson.

### Tourism Director Selection

- Conducted final interviews with two candidates. The group interviews included selection committee, board, marketing committee, and marketing team members. A candidate was chosen and offer accepted. Internal preparations are being made which will include a welcome reception in January at the Tahoe City Visitor Center. JT Thompson will start in his position on January 5, 2015.

### Truckee Tahoe Leadership Program

- The organizing committee, consisting of representatives from Truckee Donner Chamber, NLTRA, NTBA and Sustainable Advocates met with staff Coordinator Karen Wilcuts to review all aspects of the program. Applicants for 2015 are at 27, largest class ever. Shannon Beets was confirmed to continue to facilitate instruction for the program from Sierra Nevada College.

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### **Lake Tahoe Partnership**

- Attended meeting by conference call to identify portions of the Lake Tahoe Restoration Act that should be eliminated or revised in order to get Congress to consider a funding component in 2015. Key elements that are resonating with politicians are fuels reduction and invasive species. Items need to be reframed in an economic message with impacts to tourism and industry.

### **Golf Course Oversight Quarterly Meeting**

- Attended the quarterly meeting of the Golf Course Oversight Committee where the Existing Land Coverage Verification outcome was discussed as well as an update on the North Lake Tahoe Parking Study as it relates to possible expansion of the Grove St. Parking Lot. We also reviewed the operations of the golf course with a report from TJ Duncan of Duncan Golf and Kevin Murnane of Tahoe XC and Winter Sports Park.

### **Staff Goals Review and Christmas Party**

- Met with all direct reports on their goals for the year and attended the Christmas Party planned by staff at the Pfeiffer House.

### **360 Process**

- Met with consultant, Laura Moriarty, on the 360 review process that would involve staff, board, supervisor and partners. Identified partners and communicated with each on the role that they were to play. Met with Laura and Wally to discuss feedback process and an additional 10 hours privately with Laura to go over feedback and discuss action plans.



## Strategic Goals and Action Plan 2011– 2016 Revised 2014

**REPORT BY: Sandy Evans Hall, Jason Neary, Jeremy Jacobson, and  
Judy Laverty**

### **Marketing**

**By 2016, the North Lake Tahoe Region will dominate the National market as a destination for Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics.**

#### **2014/15 Action Plan**

- Establish marketing capacity to support the North Lake Tahoe Nordic product and campaign. This effort will be coordinated with the newly formed Nordic Council made up of resorts, retailers, lodging providers, industry representatives, student athlete associations and other interested parties.
- Focus on human-powered sports as a key competitive advantage woven through all appropriate channels.
- Increase web referrals from Ski Lake Tahoe by having them in the top 5 referral sites.\*
- Grow unique visits to GoTahoeNorth.com website by 5% to the human-powered sports landing page and by 20% to Cross County landing page.\*
- Combine NLTRA and sports producer social and PR outreach to broaden the message and have HPS landing page URL the call to action.
- Encourage grant recipients to do reciprocal likes and shares on their social channels.
- Increase social conversation and engagement about human-powered sports by 10% and increase press coverage mentions by 15%.\*
- Collaborate with sports producers to cross promote across all media.
- Support efforts to brand and position North Lake Tahoe as a premier Nordic destination through cooperative efforts with our Nordic resorts, suppliers and partners, increasing visits to the Cross County landing page of [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) by 20%.\*
- Support and coordinate cooperative efforts for tradeshow booths at Marathon expos and local IronMan expos.
- Insure all FAMs with sufficient time allotted for activities have the opportunity to choose one or more of the following human powered sports: stand up paddleboarding, kayaking, hiking, biking, skiing, snowboarding, cross country skiing and snowshoeing.

- Increase exposure and third party product offerings and packages for the activity providers within the region.
- Target groups that host meetings or produce events related to alpine/Nordic skiing, biking, paddle boarding and kayaking.
- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI which attract meeting planners from destinations markets to showcase Nordic skiing, biking, and paddle boarding/kayaking as teambuilding events.
- Fully integrate Special Events department expertise with community and resort sponsored and/or produced events.\*
- Support departmental efforts in working with the Cross Country ski resorts updating their info on www.GoTahoeNorth to ensure photos, videos and info is current.
- Continue to support and coordinate Nordic Council meeting/follow up on action items and take minutes at meetings.

**By 2016, Transient Occupancy Tax collections will have increased by 20% over 2010/11 adjusted for inflation.**

#### **2014/15 Action Plan**

- Increase Conference and Group room revenue by increasing the number of site visits to North Lake Tahoe by 20% (32) and increasing sales trips to the Bay Area by 50% (4).\*
- Increase the number of website clicks to lodging properties by 5%.\*
- Continue to improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.\*
- Attend the major contracting trade shows and opportunities for new business development with the domestic and international travel trade: Mountain Travel Symposium, US Travel Association's International POW WOW and sales missions on behalf of the High Sierra Visitors Council.
- Increase North Lake Tahoe product placement in the Wholesale and Tour Operator sales channels by 10%.\*
- Host at least two trade FAMs per year, one with a winter focus and one with a summer focus, and continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.\*
- Create programs that increase average daily rates (ADR) by 5% and revenue per available room (RevPar) by 10% over the winter and summer periods.\*
- Increase of 5% from core consumer markets in ad awareness studies over the last study period.\*
- Increase the number of website clicks to lodging properties by 5%.\*
- Attend targeted sports commission trade shows to bring in major sporting events on an annual and repeat basis.
- Develop a special events plan that analyzes existing events and event management structures and identifies future growth opportunities in all events markets to improve coordination with local associations and other event producers, return on investment and consistency with Resort Association goals.\*

- Continue to focus sales and marketing efforts in markets with a high propensity to meet in North Lake Tahoe. (Bay Area, Sacramento, Chicago, Washington DC, Southern California)
- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI that attract meeting planners from all over the United States to develop new group business.
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.\*
- Provide Special Events Resource Guide for event producers and promoters.\*
- Assist area special event producers in the completion of final event reports, tracking specific measurements to determine ROI of each event.\*
- Increase the Advertising Equivalency of Public Relations efforts.\*
- Increase reference to, and the exposure of, [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) in editorial stories and features about North Lake Tahoe by 15%.\*
- Increase the number of media contacts and press releases downloaded from the GoTahoeNorth.com website by 10%.\*

**By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011 (Strike zones: last two weeks of August, September, October, the first two weeks of January, and May and June).**

#### **2014/15 Action Plan**

- Increase sports commission site visits to four on an annual basis, targeting events that would be positioned during strike zones.
- In addition to summer and winter vacation messaging, further brand North Lake Tahoe as a “must see” destination for global travelers conducting fly drive vacations in the Western US.
- Develop or recruit a major special event with national and/or international television coverage, in one of the NLTRA Board-defined initiative areas or during a defined strike zone period.\*
- Continue to target companies, associations, fraternal organizations and event producers who execute programs during identified strike zone periods.
- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI that attract meeting planners from all over the United States to develop new group business, specifically targeting strike zones.
- Complete overhaul of the GoTahoeNorth.com consumer website.\*
- The following measurements will be tracked and analyzed regularly to determine success of Web Strategies efforts.\*
  - Total Unique Visitors
  - Cost Per Visitor
  - Percent of Direct and Bookmarked Visitors
  - Number of Repeat Visitors
  - Number of Lodging Referrals
  - Lodging Referral as a Percent of Total Unique Visitors
  - Search Engine Referrals

o Organic Search Engine Results

**By 2016, the destination visitor segment of our visitor market will have grown by 3% over 2012/13 as measured with intercept research (NLTRA summer, winter ski resorts) and geo-tracking on website.**

**2014/15 Action Plan**

- Target key destination markets with a high propensity to travel to North Lake Tahoe.
- Develop marketing efforts to destination travelers during targeted periods of the travel season.
- Further develop and initiate the Destination Task Force.
- Continue to leverage the international GSAs, Visit California, the Nevada Commission on Tourism, Brand USA, the Sierra Ski Marketing Council, Ski Lake Tahoe and the High Sierra Visitors Council to maximize branding opportunities to the destination traveler.
- Work with meeting and event planners to encourage their attendees to arrive early and stay longer.
- Improve the quality and distribution of “in market” visitor information and achieve greater coordination of advertising and promotional messages with those of the drive and destination markets.\*

**REPORT BY: Ron Treabess**

**Capital Investments /Transportation**

**2014/15 Overall Action Plan items**

- Achieve measurable progress in the implementation of approved infrastructure projects for which funds have been approved and budgeted in the FY 2014/15 CIT Work Plan.\*
- Continue to pursue new projects, as funding allows, that meet the goals, objectives, and criteria of the NLTRA Master Plans and 5-year Strategic Goals.\*
- Revise criteria and application for, and implement new capital fund distribution process.\*
- Provide Placer County with a recommendation on the total maximum amount needed in the Capital Investment Maintenance account, by October 1, 2015.\*
- Complete a Capital Investment Finance Plan for the North Lake Tahoe Region for known visitor-serving capital projects, including planning, multiple funding sources and timelines, by June 30, 2015. \*

**By 2016, there will be measureable progress toward a fully integrated transportation system within the North Lake Tahoe area that will effectively link visitor destinations, recreation and lodging products with increased overall ridership on service on routes of 2% per year.**

**2014/15 Action Plan**



- Complete public outreach and economic analysis phases of the region-wide Transit Vision, and include priority project recommendations in upcoming plans and budgets by December 30, 2014.\*
- Work with Transit Vision Coalition to do voter polling for Vision scenarios by June, 2015, pending results of economic analysis and outreach meetings.
- NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA\*
- Improve monitoring and reporting documents for transit services provided by operators to which NLTRA funds are a prime contribution.\*
- Reduce traffic congestion during peak periods of visitor movement.\*
- Reduce TOT funding to specific transit services as revenues are generated through ridership fares and/or other funding sources.\*

**By 2016, the lodging and/or commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals.**

**2014/15 Action Plan**

- Work with Placer County Business Development and Economic Development staff to compile lodging list and existing TAUs by January 31, 2015.
- Work with Placer County Business Development and Economic Development and Lodging committee to interview all existing lodging properties to gauge future plans for renovation/development and develop tracking mechanism of property ownership and intent by May 1, 2015.
- Work with Placer County Business Development and Economic Development staff to proactively encourage an incentive program for redevelopment of identified properties as well as other programs through the Placer County Area Plan process.

**By 2016 (on-going), there will be a measurable progress toward a completed trail system linking all areas within North Lake Tahoe region resort triangle and West Shore to Incline Village to include:**

- **Bike path system including paved multi-recreation trails, bike lanes, and unimproved backcountry trails**
- **Completed visitor ready infrastructure and signage for paddle boarding/kayaking**
- **Trail development and signage for providing Nordic skiing throughout the region**
- **20 new amenities for human powered sports initiative such as racks, tool stations, transportation access**
- **Marketing of completed infrastructure assets**

**2014/15 Action Plan**

- Determine trail development grant opportunities with Tahoe Fund, Federal Lands Access Program, Tahoe Transportation district, and Placer County Transportation Planning Agency.

- Work with partners to incorporate recommendations of American League of Bicyclists to future promote and improve North Lake Tahoe's Bicycle Friendly Community award status to Gold by April 1, 2015.
- Meet with 5 focus groups of advocates to plan asset improvements for bike trail support by October 31, 2014.
- Provide Infrastructure capital for bike trail support (trailheads, signage, racks, trail maps, bike compatible transit, rent-a-bike program) with NLTRA application due September 10, 2014.
- Meet with 5 focus groups to include businesses and individuals (residents and visitors) that are active in the human powered sports and identify amenities that would further promote North Lake Tahoe as a destination for these sports by April 1, 2015.

**By 2014, there will be 30 way finding signs in place within the North Lake Tahoe region, and a total of 50 by 2016.**

**2014/15 Action Plan**

- Continue to work with Placer County DPW to permit and install 18 or more signs along roadways by September 30, 2014.
- Distribute approved guidelines and provide incentives for others to construct signage by April 1, 2015.
- Work with Tahoe City and Kings Beach communities to identify phase II of signage for 2014/15, and convene local groups of stakeholders to verify language and placement by April 1, 2015.

**REPORT BY: Ginger Karl and Sandy Evans Hall**

**Membership/ Economic Development/ Legislative Advocacy**

**By 2016, (ongoing) the organization will have provided advocacy for all project and program development that aligns with our mission, and will be a recognized voice of the community in all core function areas.**

**2014/15 Action Plan**

- Continue efforts to ensure the newly adopted TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs.\*

**By 2016, (ongoing) the organization will be the recognized business leader with public and private partners in the regulatory environment, and voice of business for legislative issues as they impact tourism in E. Placer County.**

**2014/15 Action Plan**

- Work with County Executive Office to insure that NLTRA legislative platform, approved by the Board annually, allocates expenditures and activities only to those consistent with Placer County policies.\*
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe environmental Improvement Program (EIP). Such efforts shall include supporting the reauthorization of the federal Lake Tahoe Restoration Act (LTRA) as well as EIP investments from the states of California and Nevada.\*

- Continue advocacy efforts to support maintaining the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.\*
- Continue advocacy efforts to support securing one or more new sources of transit operating funds for Lake Tahoe.\*

**By 2016, the organization will have taken the lead on components of Economic Prosperity Plan and County Road Map that align with our mission of tourism development. The organization will be the recognized authority for the BOS for regional economic development.**

**2014/15 Action Plan**

- Continue to work with Placer County and other partners to support economic development goals as they align with the mission as defined in the 2004 Tourism and Community Investment Master Plan.\*
- Work with the Tahoe Prosperity Center to assess broadband access and speed in the Lake Tahoe Basin by June 30, 2015.
- Participate on the Placer County Economic Development Board to create initiatives that improve the economic vitality in the North Tahoe region.
- Develop Tahoe Basin Socio-Economic Indicators in collaboration with the Tahoe Prosperity Center by June 30, 2015.

**By 2016, the organization will have increased dues and non-dues revenue sufficient to cover all expenses plus a growth factor of 5% through development of programs and communication that add value to membership.**

**2014/15 Action Plan**

- Complete a formal Business Plan for the North Lake Tahoe Chamber of Commerce to be presented to the Board of Directors, September of 2014, the Business Plan will include current membership retention plans, potential membership attainment, Chamber events, Ambassadors Program, advertising, educational programs and sponsorship that will make the Chamber a sustainable, viable, and relevant entity for our organization
- Establish a potential annual dues increase of 2 – 4 % to keep up with cost of business for 2014/15

**REPORT BY: Emily Detwiler**

**Visitor Information**

**By 2016, the organization will have increased net promoter scores by 20% or up to 85, whichever is lower.\***

**2014/15 Action Plan**

- Implement an expanded intercept survey throughout the summer of 2014 that asks the visitor a question to determine Net Promoter Score and evaluate the data.
- Reach out to other partners to determine aggregate Net Promoter Scores for winter visitors.

**The organization will continue to execute a customer service training strategy throughout North Lake Tahoe as a part of the greater in-market visitor information delivery.**

**2014/15 Action Plan**

- Revamp the Customer Service Road Show and work with larger regional businesses to create a better hospitality program.
- Operate and manage the Super Star Program.
- Create the fall and summer FAM Week connecting seasonal activities, dining establishments and services to front line staff members.
- Have a twice a year outreach plan to collaborate and train North Lake Tahoe lodging properties on the services and benefits that the NLTRA provides.
- Continue to conduct front desk staff training on activities, transportation, events and where to find information to provide to visitors, visiting 50% of all lodging each season.

**The organization will continue to assess regional needs for Visitor Information distribution via virtual or physical locations.**

**2014/15 Action Plan**

- Track the number of visitors served (walk-ins, email inquiries and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served by 5% using appropriate strategies as may be available.\*
- Assess opportunities for additional exposure and resource availability through other gateways such as Sacramento airport and California Welcome Centers.\*
- Increase in-market click-throughs to GoTahoeNorth.com by 25%.\*
- Continue to monitor visitor information centers in Tahoe City, Kings Beach and Reno and provide seasonal (2X/year) metrics to include guest visitation, local business referrals, sponsorship sales, retail sales, visitor guide distribution and costs incurred.
- Determine new visitor information locations or service enhancements for Truckee, Auburn, Kings Beach, Squaw Valley, Northstar, Downtown Reno and possibly Homewood.
  - Continue to provide service and materials to out-of-market gateway kiosks in Auburn and Truckee.
  - Research the possibility of adding visitor information to the proposed Squaw Valley Olympic Museum.
  - Research plausibility of a mobile Visitor Center.
- Look at creating partnerships with other agencies and funding opportunities to increase visitor information distribution.
  - Continue to participate on the Education Discovery Task Force.
  - Continue to incorporate visitor information on modes of transportation such as, The Water Shuttle, The Airport Shuttle, TART and in the Transit Center. (budget allowing).
- Continue to improve and publish the Official North Lake Tahoe Visitor Guide, endorsed by the organization, and distribute thoroughly to nightly and seasonal lodging in North Lake Tahoe.

- Leverage technology for increased use of distribution of North Lake Tahoe visitor information by distributing the mobile in-market marketing pieces.
- Work with local entities to assist in the accuracy of quality recreation-specific guides/maps for new and existing key initiative areas.
- Continue efforts to ensure the GTN events calendar for the region on both web and mobile platforms are distributed broadly to all lodging, retail, and dining partners.
- Research the possibility of integrating technology to provide visitors with information to enhance their experience.
  - Up-to-date, in-market information/seasonal webcams, GPS friendly suggestions (budget allowing).
- Continue to work with transportation entities to help promote seasonal transportation efforts such as; The Water Shuttle and the Ski Shuttle.

## **REPORT BY: Sandy Evans Hall**

### **Community Relations**

**By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan.**

#### **2014/15 Action Plan**

- Continue to identify community coalitions for relationship building and presentation outreach and make 4 presentations to new groups.
- Coordinate or lead forums or informational events at least 4 times per year.

**By 2016 (ongoing), the organization will have a recognized and updated brand message of “Who we are and what we do,” through recurring outreach to all identified partner organizations and members.**

#### **2014/15 Action Plan**

- Prepare and distribute an organization Annual Report in August 2014.
- Evaluate and improve upon member and community communication plan by January 31, 2015
- Coordinate a significant outreach program for the 2014 Tourism Development Master Plan by October 31, 2014.
- Complete the update to the Placer County Tourism Development Master Plan by January 30, 2015.\*

\*Performance Objectives in 2014/15 Scope of Work with Placer County



Strategic Discussions – April – November 2014

April 2, 2014

**1. Tahoe City Golf Course – Report and Policy Approval**

**Discussion:** Is the utilization or transfer of golf course assets for redevelopment purposes within the Tahoe city commercial core consistent with our goals as stated in the MOU, understanding that there may be impacts to the value of ownership shares of the partners in the future?

**Conclusion:** Vote 8-0-0 to approve clarification of the NLTRA's position on how the assets of the Golf Course may be used to achieve the goals stated in the MOU. The clarification was that the utilization or transfer of golf course assets for redevelopment purposes within the Tahoe City commercial core is consistent with our goals.

May 7, 2014

**1. Funding Options for the future = TBID, TMD (Tourism Marketing District or Tourism Business Improvement District – presentation by Carl Ribaud SMG**

Presentation: Carl and Andy provided an overview of the funding mechanism utilized by many DMOs in California to create or augment tourism marketing. The legislation allows for a variety of options and typical marketing plans are tied to overnight visitation. It is an assessment on the businesses, usually lodging but can also include other industries that can be passed on to the guest. Over \$100M a year is collected in California through these local improvement districts.

**Discussion:** Is this a funding source that staff should continue to pursue?

- It would need to be considered amongst all other funding options
- The case for why additional funds are needed would need to be clearly defined
- We need to understand the percentage of total funding that TBIDs usually represent
- There would most likely be challenges in bringing our diverse lodging community to agreement on the need and use of additional funding
- It's not clear if there could be an agreement with County to continue to have TOT funds for destination marketing in addition to TBID funding

**Conclusion:** Staff will bring a Destination Visitor Task Force together to discuss strategies for increasing our share of destination visitors (out of region, out of state, longer stay, air service). The need by resorts and properties for the DMO to play a role with air subsidies or broader reach destination marketing will determine if there is a need for augmenting the marketing budget. At that point, it will come back to the board for recommendation.

June 4, 2014

1. **David Boesch, County CEO, presented Placer County Profile and discussed new initiatives and updates from the County as well as budget summary.**

**Discussion:** No discussion was held – just informational presentation.

**Conclusion:** At a future date, David will present the E. Placer County revenues and expenses as broken out from the full county budget. There is a perception that money generated in E. Placer is being used for other parts of the county and it would be good to understand the true costs attributed to the Tahoe area as well as the revenues generated here.

August 6, 2014

1. **Capital Investment/Transportation work Plan and Process Changes – Ron Treabess**

**Discussion:** The TOT call for grants for Capital Projects will be happening in September each year, with presentations and allocation recommendations made in September – November. Transportation projects will be determined in February each year. Some concerns were voiced that will need further clarification:

- How are Maintenance Projects defined
- How do Maintenance and Operational expenses differ – what are the criteria for each
- Will there be a minimum match required for Maintenance/Operational requests
- What is the percentage of allowable overhead that is acceptable for use of TOT funds

**Conclusion:** The CI/T Committee will discuss these items and return to the board to recommend protocol for the granting process. Because the committee will be tied up with the allocation process for the next few months, it is anticipated that this will be ready for board review in the early part of 2015.

September 3, 2015

1. **Draft Membership Business Plan – How can the NLTRA Chamber be financially sustainable?**

**Discussion:** Sandy and Ginger presented some goals around the areas of program activity revenues, sponsorship revenues, and membership revenues along with overhead and expenses for the membership department. The plan proposed that some marketing TOT funding be made available to cover activities that the membership manager is doing with local in-market campaigns such as Touch the Lake and Peak Your Adventures. It also requested marketing promotional support for events that meet the marketing mission such as bridal faires, Hospitality Holidays, and Hospitality training events like the recreation luncheons. Membership recruitment goals were deemed to be unachievable and were reduced to be more realistic. Concerns and suggestions for changes were discussed:

- What are the membership targets? Are they realistic
- The plan needs to have a greater clarity of purpose for each core function
- How does this proposed use of TOT align with the TOT Scope of Work?
- Still a concern that Placer County TOT may benefit businesses outside of Placer County
- The Chamber does work collaboratively with the Business Associations and the campaigns are part of the collaborative work administered by the Chamber with help from the associations

**Conclusion:** Ginger and Sandy will take concerns into account and present a revised Business Plan in October.

October, 1, 2014

**1. Membership (Chamber) Business Plan 2014-2017 – A plan for sustainability and reframing of Chamber?**

**Discussion:** What is the chamber? Comparing to other destination Chambers in the western US, the NLTRA is a Chamber that also markets the destination and recommends how to best spend TOT revenues on capital improvements and transportation services. This is a common role for this type of Chambers. The Chamber is not a separate entity but in reality is the overarching umbrella organization. Everything we do is part of the Chamber of Commerce core competencies as defined by the Western Association of Chamber Executives (WACE). This plan proposes to look at membership growth over a 3 year period, increasing each year by 3-5% to cover cost increases, holding attrition to 15%, and growing new members by 70, 90, and 100 members each respective year. It proposed generating an additional \$10,000 in program activities, attributing a portion of the membership manager's salary to marketing thus reducing expenses by \$14,500, using \$6,000 of marketing TOT for the promotion of bridal faires.

**Concerns and suggestions:**

- There are 1,465 active business licenses in E. Placer County – only 470 members so there is room for growth
- County would like to see some type of tiered price structure that would be different for Placer County v non-Placer County businesses

**Conclusion:** Board voted (7-0-0) to approve the Membership Business Plan as a working draft with the removal of the budget. Ongoing monitoring will happen to check pace and determine options should goals not be realized.

November 4, 2014

- 1. Presentation of results of Summer 2014 intercept research conducted throughout North Lake Tahoe and compiled by RRC – Andy Chapman**
- 2. Placer County Tourism Development Master Plan Draft Recommendations – Any further direction from the Board of Directors?**

**Discussion:** Sandy presented the draft recommendations for the next 10 years that have identified so far in the Master Plan update. These included Visitor Facilities, Marketing and Sales, Visitor Information, Transportation, and Capacity Building ideas that have been compiled by staff. These recommendations have been shared with some committees for input and will receive public review as part of the outreach process. Comments and suggestions were noted as follows:

- Prioritize how to work with regional partners, long term direction
- Be less specific about international markets
- There are short term and longer term recommendations – possibly separate these or note the difference in time frames (avoid 5 year comments)
- Continue to keep this in front of the board at each monthly meeting

**Conclusion:** This information will be brought back to the Master Plan Task Force as changes are being made to the draft document. Outreach is anticipated to begin in late January once the draft is ready. The next meeting is January 7 with the Task Force.





## **North Lake Tahoe Chamber Resort Association**

### **2015 Legislative/Regulatory Platform Key Principles**

1. Encourage and seek legislation that facilitates orderly economic expansion and growth of the tourism industry and other economic initiatives. Support and seek opportunities to increase revenues and programmatic financial flexibility for the Resort Association and Placer County.
2. Oppose legislation that significantly impedes or prohibits tourism businesses in North Lake Tahoe. Oppose legislation and regulation that results in increased costs to tourism businesses in North Lake Tahoe.
3. Support legislation that protects the North Lake Tahoe environmental quality of life, its diverse natural resources, wildlife habitat and lake clarity while also enhancing the socio-economic quality of life of the residents.
4. Encourage and seek legislation that provides funding for redevelopment, public transportation, environmental mitigation programs, trails and other infrastructure development.

**Ramona B. Cruz**

Certified Public Accountant

P.O. Box 789, Kings Beach, CA 96143

Cell Number 775-745-7061

Work Number 530-580-6047

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December 5, 2014

Mr. Marc Sabella  
Director of Finance and Human Resources  
North Lake Tahoe Resort Association

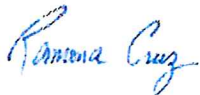
Mr. Marc Sabella,

I'm writing to express my interest in servicing on the North Lake Tahoe Resort Association (NLTRA) Finance Committee. I have worked in local government for over 20 years addressing recreational, water, and sewer issues and for the last three years hold the position of Chief Financial Officer / Treasurer with the Tahoe City Public Utility District. I'm also a Certified Public Accountant

As an active community member over the last 29 years I've demonstrated an enormous sense of commitment and responsibility to serving not only our local community but the North Shore. I've done this by serving, volunteering and leading several non-profit Boards, including the Boys & Girls Club of North Lake Tahoe. My commitment to community has extended to other non-profit Boards and volunteering that includes the Tahoe Safe Alliance, Relay for Life Event Chair/Co-Chair for Relay for Life for over 14 years, volunteering at La Comunidad Unidad, and most recently one of the organizing Board Member with Dog Day in the Park a 501 (c)(3). All of this speaks to my commitment to our community. My other Board activities with other organizations show my commitment to excellence such as Nevada Government Finance Officers, JDEdwards Northern California Users Group, and Quest, a National User's Group.

I appreciate the consideration and look forward to hearing back from you.

Warm Regards,



Ramona B. Cruz  
Interested Community Member

F4-1

## Meredith Nelson

---

**From:** Ron Parson  
**Sent:** Monday, December 29, 2014 11:02 AM  
**To:** Meredith Nelson  
**Subject:** RE: Letter of Interest for the Finance Committee

Dear Meredith,

At the Board's pleasure, I'm available to serve on the Finance Committee for Calendar year 2015. Ron

**From:** Meredith Nelson [<mailto:meredith@gotahoenorth.com>]  
**Sent:** Monday, December 29, 2014 10:31 AM  
**To:** Mike Salmon; Ron Parson  
**Subject:** Letter of Interest for the Finance Committee

Good Morning,

I hope you both had a wonderful Holiday Season so far.

I was hoping to receive your letters of interest for the Finance Committee meeting today or tomorrow morning. I need to submit those with the Board of Directors packets by Wednesday.

Thank you, and Happy New Year!!

Meredith Nelson  
Staff Accountant  
530-581-8706  
[meredith@gotahoenorth.com](mailto:meredith@gotahoenorth.com)



**north lake tahoe**  
Chamber | CVB | Resort Association

## Meredith Nelson

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**From:** Michael Salmon  
**Sent:** Monday, December 29, 2014 12:00 PM  
**To:** Meredith Nelson  
**Subject:** RE: Letter of Interest for the Finance Committee

NLTRA Board,

I have served on the Finance Committee of NLTRA for approximately 15 years. I also served a term on the Board. I have 20 years' experience in resort accounting and finance, having worked with Northstar at Tahoe and Boothcreek for 13 years.

Currently, I am working for Tahoe Donner Association, a full service ski and summer resort and 6500 unit homeowner association in Truckee.

I enjoy keeping involved in the tourism affairs of the region and contributing my services.

I would like to continue serving on the Committee.

However, if you have an interested board member or other candidate, I am happy to take a term or 2 sabbatical.

Sincerely, Mike Salmon

530.448.9441

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**From:** Meredith Nelson [<mailto:meredith@gotahoenorth.com>]  
**Sent:** Monday, December 29, 2014 10:31 AM  
**To:** Michael Salmon; Ron Parson  
**Subject:** Letter of Interest for the Finance Committee

Good Morning,

I hope you both had a wonderful Holiday Season so far.

I was hoping to receive your letters of interest for the Finance Committee meeting today or tomorrow morning. I need to submit those with the Board of Directors packets by Wednesday.

Thank you, and Happy New Year!!

Meredith Nelson  
Staff Accountant  
530-581-8706  
[meredith@gotahoenorth.com](mailto:meredith@gotahoenorth.com)



**north lake tahoe**

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# PAUL RAYMORE

P.O. Box 4246 | Truckee, CA 96160 | 530.277.7894 | paul\_raymore@yahoo.com

## EXPERTISE

**Strategic planning; brand management; media buying, budgeting, email and mobile marketing; online content and community management; event marketing; web analytics; public relations; social media strategy; photography; search engine optimization and marketing; blog writing and editing; Adobe Design Suite and Microsoft Office software tools.**

## EXPERIENCE

### Director of Marketing & Sales

06/12 – present

*Homewood Mountain Resort and the West Shore Cafe & Inn, Lake Tahoe, Calif.*

- ▶ Directed the marketing and sales team for a Lake Tahoe ski resort and lakefront restaurant and inn.
- ▶ Emphasis on strategic planning, media buying, public relations outreach, sales outreach and vendor relationships.
- ▶ Additional lodging and Real Estate marketing experience with sister property Constellation Residences at Northstar

### Interactive Marketing Manager

08/10 – 06/12

*Alpine Meadows/Homewood Mountain Resort/West Shore Cafe, Lake Tahoe, Calif.*

- ▶ Managed all aspects of ski resort websites, e-commerce platforms, email and mobile marketing campaigns and social media strategy and implementation.
- ▶ Led the redesign of ADDY-winning mobile website and WordPress blog theme for Alpine Meadows.
- ▶ Investigated ski resort mobile app solutions, negotiated interactive contracts with outside vendors, and helped manage Marketing Coordinators during 2010-11 ski season.
- ▶ Grew social media following three-fold over 12-month period.

### Editor in Chief

09/09 – 04/10

*Media and Public Relations Department, Sierra Snowboard & Ski, Sacramento, Calif.*

- ▶ Developed network of snowboard/ski industry bloggers, photographers and videographers to provide content for 200,000+ online community members.
- ▶ Led the redesign of SierraSnowboard.com community portal for increased user engagement and integration with e-commerce store.
- ▶ Promoted products, sales and community events through traditional PR channels, lifecycle email marketing campaigns, YouTube, Facebook and Twitter.

### Online Community Manager/Internet Project Manager

04/07 – 07/09

*Sierra Sun and Sierra Nevada Media Group, Truckee, Calif.*

- ▶ Oversaw online community of readers, bloggers, photographers, reporters and editors engaged with the Sierra Nevada Media Group family of newspaper websites. Direct management of SierraSun.com and Tahoe.com communities.
- ▶ Coordinated new project planning with Internet Development Team.
- ▶ Implemented training plan for all staff on newspaper websites and social media tools.

## EDUCATION

**Stanford University**, Stanford, Calif.

09/94 – 06/98

Bachelor of Arts in Philosophy, with Honors.

**Oxford University**, Oxford, England.

01/97 – 04/97

## EXTRAS

- ▶ **Board Vice President + Mentor**, Big Brothers Big Sisters of Nevada County and North Lake Tahoe.
- ▶ **Board President**, Lake Tahoe West Shore Association.
- ▶ Spent 10 months in the customer service trenches as a **blackjack and craps dealer** in Reno.

# PAUL RAYMORE

P.O. Box 4246 | Truckee, CA 96160 | 530.277.7894 | [paul\\_raymore@yahoo.com](mailto:paul_raymore@yahoo.com)

**EXPERIENCE  
CONTINUED**

## Editor

06/05 – 07/09

*Tahoe World newspaper and Tahoe.com, Truckee, Calif.*

- ▶ Managed team of reporters and freelancers to produce the region's leading arts and entertainment weekly and website.
- ▶ Led redesign project resulting in an updated print layout and improved readership.
- ▶ Wrote and edited stories, oversaw page layout and design.

## Reporter

06/03 – 06/05

*Sierra Sun newspaper, Truckee, Calif.*

- ▶ Consistently met deadlines for varied news, business and feature stories from around the Tahoe/Truckee region.

## Systems Analyst

01/01 – 10/02

*GAMET Technology, Reno, Nev.*

- ▶ Modeled communications protocols and XML messaging for a next-generation casino management system.

## Lead Developer

03/99 – 01/01

*1stup.com, San Francisco, Calif.*

- ▶ Created and maintained login procedures and dynamically-generated registration pages for fifth-largest ISP in U.S. using C, Perl and PHP programming languages.

North Lake Tahoe Resort Association Board Members,

I would like to submit my application for one of the available seats on your marketing committee. My extensive experience could be a valuable asset when evaluating marketing strategies and creative campaigns.

As Design Director at Smith + Jones (my former position), I was lead creative on the NLTRA account for nearly ten years. Several design elements and campaigns I was instrumental in creating are still in use today. Not only am I proud of this fact, but it also says a lot about my intimate knowledge of what works creatively and strategically to market North Lake Tahoe as a destination.

It would be a privilege to work with other committee members to build on the solid marketing foundation that has been established over recent years and take part in the evolution of strategies to come.

I have been a resident of the North Lake Tahoe/Truckee area since 1981 and a homeowner in Alpine Meadows since 1995. My design business has been steadily growing over the past two years and I now have a partner as well as a new name. I look forward to what the future holds, personally, professionally and for our exceptional community.

Thank you for your consideration. I look forward to hearing from you soon.

Best regards,  
Gregg Gibboney

F4-6

**Gregg Gibboney** PO Box 5503 Tahoe City, CA 96145 530 414 1451 g@greggg.com

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**EXPERIENCE**

Over 30 years of professional experience as a creative in advertising and marketing. Accomplished in design and strategy for both traditional and digital media.

**AWARDS**

29 district and regional Addy Awards from the American Advertising Federation.  
Overall Best of Show in 2010  
Best of Show - Print in 2013

**AFFILIATIONS**

AIGA Founding board member of the Reno-Tahoe Chapter  
AAF American Advertising Federation Member

**WORK HISTORY**

10/14 to present

Notched | NotchedDesign.com

**Partner**

Working with clients to create their visual identity and communications for digital and print media.

6/02 to 10/14

Gregg Gibboney Strategic Design | GreggG.com

Graphic design, design direction, environmental graphic design, illustration, UI design/production and print production/pre-press.

7/05- 1/13

Smith + Jones, Inc., Incline Village, NV

**Design Director**

Art direction, creative direction, creative concepting, client presentations, marketing strategies, graphic design, production/pre-press, illustration and printing supervision for large organizations, corporate clients and small business. Coordination and management of in-house and freelance creative teams on all types of projects.



**Gregg Gibboney** PO Box 5503 Tahoe City, CA 96145 530 414 1451 g@greggg.com

---

3/04-7/05

L&A Marketing, Irvine, CA

**Creative Director**

Established creative direction of advertising and marketing campaigns for small business and Fortune 500 corporations. Creative conceiving, art direction, graphic design, client presentations and printing supervision of print projects for corporate clients and small business. Creative team direction and coordination.

s

12/97 to 6/02

Smith + Jones, Inc., Incline Village, NV

**Senior Designer**

Graphic design, production, pre-press, art direction, client presentations, illustration and printing supervision for large corporate clients and small business. Coordination and management of in-house and freelance creative teams on all types of projects and media from print to broadcast.

1/97 to 12/97

Kruse & Parker (kps3), Reno, NV

**Art Director/Senior Designer**

Graphic design, art direction, client presentations and printing supervision of print collateral, identity, direct marketing and advertising projects.

8/92 to 1/97

Ward-Young Architects, Truckee, CA

**Graphic Designer/Draftsperson**

Environmental graphic design, graphic design, architectural drafting, materials selection and EGD project management.

Full-time resident of North Lake Tahoe/Truckee since 1981

Living with my wife Therese and our dog Ash

Non-creative interests include just about any recreational activity on water, snow or trail

References available

FU-8

TAHOE PUBLIC



Sandy Evans-Hall, CEO  
Anna Atwood, Marketing Executive Assistant  
NLTRA CEO  
North Lake Tahoe Resort Association/CVB/Chamber  
[sandy@gotahoenorth.com](mailto:sandy@gotahoenorth.com)  
[anna@gotahoenorth.com](mailto:anna@gotahoenorth.com)

November 29, 2014

Dear Sandy and Anna:

I would like to be considered for another term of service on the NLTRA Marketing Committee. I have enjoyed and learned from my time on this committee, and have appreciated the opportunity to contribute the nonprofit/arts/culture perspective to marketing discussions.

My information remains the same as my previous application with one change: I am currently employed as the Tahoe Public Art Program Coordinator, working for the Tahoe Public Art consortium of North Tahoe Arts, North Tahoe Business Association and the Tahoe City Downtown Association. The TPA address appears on this letterhead.

If you have any questions or concerns, please don't hesitate to contact me at any time via phone or email.

regards,

Marguerite Sprague  
(530) 386-7861 cell

P.O. Box 6354

Tahoe City

CA, 96145

(530) 581-2787

[TahoePublicArt.com](http://TahoePublicArt.com)

F4-9



# north lake tahoe

Chamber | CVB | Resort Association

## Membership Department Pacing and Metrics Report

*Date: December 20, 2014*

	Activities Revenue	Activities Expense	Profit/ (Loss)	New Members	Attrition Members	Net Gain
Projected	55,698	24,085	10,659	67	70	20
Actual	13,419	10,912	-8,627	22	8	14
Forecast	35,000	28,000	-12,000	48	40	20

### Year-to-Date Information:

22 new members added to Membership through the month of November.

The actual pace through October is 4.4 new members per month.

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

68 members renewed their existing memberships through the month of November. 8 members dropped their existing memberships. Projected attrition is 70 members for the year. Existing membership over attrition nets to 60 members. A gain of 20 members was budgeted. Total membership of 467 from fiscal 2013/14 was budgeted to 487 members by end of the 14/15 fiscal year.

### Event Financial Updates:

#### 2014 Hospitality Holidays (Kickoff of Shop Local Contest)

Revenues: \$4,300 projected vs. \$4,660 actual (\$360 over budget)

*All booths sold out.*

Expenses: \$2,715 projected vs. \$3,789 actual (\$1,074 over budget)

Event Gain: \$1,585 projected vs. \$871 actual realized (Event last year netted a loss of \$1,169)

#### 2014 Winter Recreation Event – Beers, Wings & Winter Things

Revenues: \$2,250 projected vs. \$1,400 actual (\$850 under budget)

Expenses: \$815 projected vs. \$1,040 actual (\$225 over budget)

Event Gain: \$1,435 projected vs. \$360 actual realized

GI-A



**Tuesday, January 6th  
5:30-6:30pm  
Zia Lina - Tahoe City**

**Creative Cocktail toasts local ventures  
prospering within the new economy  
and provides a social setting to discover  
opportunities for further economic growth.**

**Come out and make new connections  
for your business!**

**\$5/members**

**\$10/non-members**



**For More Information Email  
[ginger@gotahoenorth.com](mailto:ginger@gotahoenorth.com)**

North Lake Tahoe Chamber/CVB/Resort Association | [kalie@gotahoenorth.com](mailto:kalie@gotahoenorth.com) |  
<http://www.northlaketahoechamber.com/>

From: North Lake Tahoe Chamber/CVB/Resort Association <ginger@gotahoenorth.com>

subject: FUN! Chamber Mixer coming up at Tahoe Tech Group!

Reply: ginger@gotahoenorth.com

Attend the Chamber Mixer at [Tahoe Tech Group](#) in Tahoe Vista and propel your business forward this New Year!  
**7081 North Lake Blvd.**

**north lake tahoe**  
Chamber | CVB | Resort Association

**MONTHLY MIXER**  
**NEXT: JANUARY 15**  
**5 TO 7 P.M.**  
Tahoe Tech Group,  
7081 North Lake Blvd.,  
Tahoe Vista, CA

**STRENGTHEN + WIDEN YOUR BUSINESS NETWORK**

Members welcome to drop in. Non-members, consider joining! RSVP to Ginger Karl (530) 581-8764 or ginger@gotahoenorth.com.

Appetizers,  
Drinks, Music,  
+ Giveaways

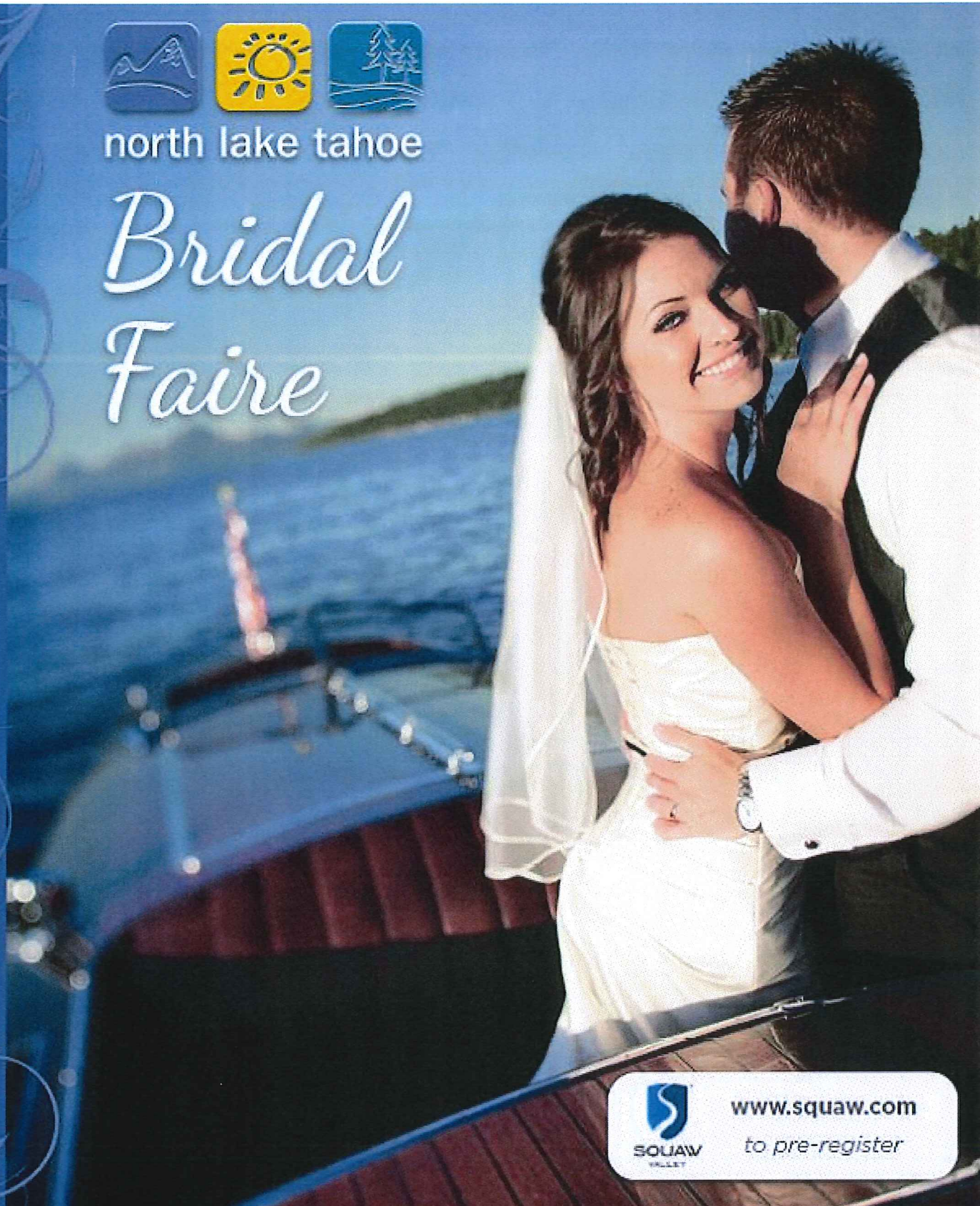
For More Information Email

G1-B-2



north lake tahoe

# Bridal Faire



[www.squaw.com](http://www.squaw.com)

*to pre-register*

## FEBRUARY 7th, 2015

Squaw Valley, Olympic Village Lodge

**SATURDAY 11am - 3pm**

Sponsored by North Lake Tahoe Chamber/CVB/Resort Association & Squaw Valley

G1-B-3



## 2015 Committee Positions for Board Members

### Marketing

Primary Brett Williams

Alternate Brendan Madigan

### Lodging

Primary Sue Busby

Alternate Brett Williams

Alternate Valli Murnane

### BACC

Primary Adam Wilson

Alternate Kali Kopley

### Finance

Primary Wally Auerbach

Alternate Joseph Mattioli

### Capital Improvements/Transportation

Primary Phil GilanFarr

Primary David Tirman

Alternate Wally Auerbach

### Whistle Blower Policy Compliance Officer

Board Secretary David Tirman

**Primary Role:** Attend all committee meetings, represent board position/direction, report on any action items/request for approval to board at monthly board meetings. Contact Alternate when unable to attend a meeting. If alternate is also unable to attend, contact CEO to reach out to other board members and brief them on issues and agenda packet.

**Alternate Role:** Read all committee agendas, packets and minutes and stay apprised of all committee issues. Attend meetings as desired or when Primary committee member is unable to attend.

## CONFLICT OF INTEREST POLICY

### OF

## NORTH LAKE TAHOE RESORT ASSOCIATION

### Section 1. Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's ("Organization") interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction, as defined in I.R.C. Section 4958. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit organizations.

### Section 2. Definitions

(a) Interested Person – Any director, principal officer, or member of a committee with governing board delegated powers, who has a material financial interest, as defined below, is an interested person. (See Cal. Corp. Code §5233(a)).

(b) Material Financial Interest – A person has a material financial interest if the person has, directly or indirectly, through business, investment, or a spouse:

- i. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
- ii. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- iii. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that may be considered substantial enough to influence a Board member's decision.

A material financial interest is not necessarily a disqualifying conflict of interest. Under Section 3.b, the Board may approve the transaction if it finds that the transaction is in the Organization's best interests.

G2-C-1



### Section 3. Procedures

(a) Duty to Disclose – In connection with any actual or possible conflict of interest an interested person must disclose the existence of the material financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

(b) Determining Whether a Conflict of Interest Exists – After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she may be asked to leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

#### (c) Procedures for Addressing the Conflict of Interest

(i) An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she may be asked to leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

(ii) The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

(iii) After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

(iv) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall make findings and determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

#### (d) Violations of the Conflicts of Interest Policy

(i) If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

(ii) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### Section 4. Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

(a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### Section 5. Compensation

(a) A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

(b) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the organization for services is precluded from voting on matters pertaining to that member's compensation.

(c) No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

#### Section 6. Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement that affirms such person:

(a) Has received a copy of the conflicts of interest policy;

(b) Has read and understand the policy;

(c) Has agreed to comply with the policy; and

(d) Understands the Organization is a nonprofit and in order to maintain its federal tax exemption it must primarily engage in activities that accomplish one or more of its tax exempt purposes.

#### Section 7. Periodic Reviews

To ensure the Organization operates in a manner consistent with nonprofit purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

(a) Whether compensation arrangement and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining; and

(b) Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investments or payments for goods and services, further nonprofit purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

#### Section 8. Use of Outside Experts

When conducting the periodic reviews as provided for in Article 7, Section 7, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.



**north lake tahoe**

Chamber | CVB | Resort Association

**NORTH LAKE TAHOE RESORT ASSOCIATION**

**CONFLICT OF INTEREST POLICY ANNUAL STATEMENT**

Pursuant to North Lake Tahoe Resort Association's ("NLTRA") Conflict of Interest Policy, Section 6, as a director, principal officer or member of a committee with governing board delegated powers, I affirm that I have:

- (a) Received a copy of the Conflicts of Interest Policy of NLTRA;
- (b) Read and understand the policy;
- (c) Agree to comply with the policy;
- (d) Understand that NLTRA is a nonprofit and in order to maintain its federal tax exemption it must primarily engage in activities that accomplish one or more of its tax exempt purposes; and
- (e) Completely and honestly disclosed all actual and potential material financial interests as defined in the Conflicts of Interest Policy on the attached Disclosure form.

\_\_\_\_\_  
**[Name, Title]**

\_\_\_\_\_  
Date



**north lake tahoe**

Chamber | CVB | Resort Association

## **MATERIAL FINANCIAL INTEREST DISCLOSURE**

### **Purpose**

The purpose of the Conflict Of Interest Policy Material Financial Interests Disclosure is to protect NLTRA's best interests and tax-exempt status. Directors must disclose all material financial interests, as defined below, so that NLTRA knows when it is contemplating a transaction or arrangement that might benefit the private interest of an officer or director of the NLTRA or might result in a possible excess benefit transaction, as defined in I.R.C. Section 4958.<sup>1</sup>

The Disclosure is for NLTRA's internal use only and is not a public document available for public disclosure. Without prior, written consent from the disclosing party, it may only be disclosed as required by law.

### **Material Financial Interests**

As defined in NLTRA's Conflict of Interest Policy, a Director has a "material financial interest" if the person has, directly or indirectly, through business, investment, or a spouse<sup>2</sup>:

- a. An ownership or investment interest in any entity that the NLTRA has a transaction or arrangement with;
- b. A compensation arrangement with the NLTRA, or with any entity or individual that the NLTRA has a transaction or arrangement with; or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual that the NLTRA is negotiating a transaction or arrangement with.

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<sup>1</sup> The term "NLTRA" includes its subsidiary.

<sup>2</sup> The term "Spouse" includes a registered domestic partner.

**Duty to Disclose Actual and Potential Material Financial Interests**

Under the Conflict of Interest Policy and state law, Directors have a duty to disclose any actual or possible conflict of interest and the existence of any material financial interest. Remember, only “material financial interests,” as defined above, must be reported under each of the following five (5) categories. *Please attach additional sheets as necessary.*

1. **An Ownership or investment interest (*greater than ten (10) percent*) in any entity that the NLTRA has a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

- a. Disclose the name of the business entity;

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- b. Provide a general description of the business activity of the entity (for example, pharmaceuticals, computers, automobile manufacturing, or communications);

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- c. State the highest percentage of your interest in the entity during the reporting period;

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- d. Identify the nature of your investment (for example, stocks, warrants, options, or bonds);

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- e. If you initially acquired or disposed of your entire investment interest during the reporting period, enter the date acquired or disposed.

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2. **Potential ownership or investment interest(s) (*greater than 10%*) in, or with, any entity or individual that the NLTRA is negotiating a transaction or arrangement with.**

**A. Disclosures**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

a. Disclose the name of the business entity;

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b. Provide a general description of the business activity of the entity (for example, pharmaceuticals, computers, automobile manufacturing, or communications);

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c. State the highest percentage of your potential interest in the entity during the reporting period;

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d. Identify the nature of your potential investment (for example, stocks, warrants, options, or bonds);

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e. If known, enter the expected date of acquisition of the potential interest.

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3. **Compensation arrangement(s) with the NLTRA.** A compensation arrangement with the NLTRA.

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

- a. Report the compensation arrangement(s) with the NLTRA that you had during the reporting period;

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- b. Report your job title with each reportable business entity, even if you received no income during the reporting period;

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- c. Report the compensation arrangement(s) with the NLTRA that your spouse had during the reporting period.

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**4. Compensation arrangement(s) with any entity or individual that the NLTRA has a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

- a. Report the compensation arrangement(s) with the entity or individual that you had during the reporting period;

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- b. Provide a general description of the business activity of the business entity or individual (for example, advertising agency);

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- c. Report your job title with each reportable business entity or individual, even if you received no income during the reporting period;

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- d. Report the compensation arrangement(s) with the entity or individual that your spouse had during the reporting period.

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5. **Potential compensation arrangement(s) with any entity or individual that the NLTRA is negotiating a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

a. Report the potential compensation arrangement(s) with the entity or individual that existed during the reporting period;

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b. Provide a general description of the business activity of the source or business entity (for example, advertising agency);

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c. Report your potential job title with each reportable business entity or individual, even if you will receive no income under the potential compensation arrangement during the reporting period;

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d. Report the potential compensation arrangement(s) with the entity or individual that your spouse had during the reporting period.

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## Appendix

### Instructions for Completing Material Financial Interest Disclosures

#### 1. Instructions for Disclosure Item #1:

Reportable "Investments" include investments that qualify as material, as defined in the Material Financial Interest Disclosure Form, and include:

- Stocks, bonds, warrants, and options, held in margin or brokerage accounts;
- Sole proprietorships;
- Your own business;
- Your spouse's business;
- Your or your spouse's investments that are legally separate property;
- Partnerships (for example, a law firm or family farm);
- Investments in reportable business entities held in a retirement account ;
- If you, your spouse, or dependent children had a 10% or greater ownership interest in a business entity or trust (including a living trust), you must disclose material financial interests held by the business entity or trust;
- Business trusts

You are not required to disclose reportable investments in:

- Diversified mutual funds registered with the Securities and Exchange Commission (SEC);
- Bank accounts, savings accounts, and money market accounts;
- Insurance policies;
- Annuities;
- Shares in a credit union;
- Government bonds (including municipal bonds);
- Retirement accounts invested in non-reportable interests (for example, insurance policies, diversified mutual funds, or government bonds);
- Defined benefit pension plans and profit sharing plans qualified under Internal Revenue Code section 401(a);

- Interests held in a “blind trust” (a trust managed by a disinterested trustee who has complete discretion to purchase and sell assets held by the trust).

Additionally, you have a reportable “trust interest” if the interest qualifies as a “material financial interest,” as defined in the Material Financial Interest Disclosure Form, and as a Trustor you:

- Can revoke or terminate the trust;
- Have retained or reserved any rights to the income or principal of the trust or retained any reversionary or remainder interest; or
- Have retained any power of appointment, including the power to change the trustee, or the beneficiaries.

Or the interest qualifies as a “material financial interest,” as defined in the Material Financial Interest Disclosure Form, and you are a trust Beneficiary and:

- Presently receive income; or
- Have an irrevocable future right to receive income or principal

**2. Instructions for Disclosure Item #2**

Disclose any potential, reportable ownership or investment interests. See Appendix section 1, above for definitions of “reportable investments.”

**3. Instructions for Disclosure Item #3:**

Reportable “compensation” includes direct and indirect remuneration as well as gifts or favors that may be considered substantial enough to influence a Board member’s decision. Commonly reportable “compensation arrangements” and “potential compensation arrangements” include:

- Salary/wages, per diem, reimbursement for expenses;
- Community property interest (50%) in your spouse’s income - report the employer’s name and all other required information;
- Income received from investment interests, such as partnerships.

You are not required to report:

- Income from any sale, including the sale of a house or car (report the total sale price);

- Rental income;
- Prizes or awards not disclosed as gifts;
- Payments received on loans you made to others;
- An honorarium received prior to becoming a Director;
- Incentive compensation;
- Salary, reimbursement for expenses or per diem, social security, disability, or other similar benefit payments received by you or your spouse from a federal, state, or local government agency;
- Payments received under an insurance policy;
- Interest, dividends, or premiums on a time or demand deposit in a financial institution, shares in a credit union, an insurance policy, or a bond or other debt instrument issued by a government agency.

**4. Instructions for Disclosure Item #4:**

See Appendix section 3, above for applicable definitions of “reportable compensation.”

**5. Instructions for Disclosure Item #5:**

See Appendix section 3, above for applicable definitions of “reportable compensation.”

**2015 North Lake Tahoe Chamber/CVB/Resort Association  
Board of Directors and Executive Committee**

**JANUARY**

S	M	T	W	T	F	S
				1	2	3
4	5	6			9	10
11	12	13	14	15	16	17
18	19	20	21		23	24
25				28	29	30
				31		

**MARCH**

S	M	T	W	T	F	S
1	2	3		5	6	7
8	9	10	11		13	14
15	16	17	18	19	20	21
22				25		27
29	30	31				

**MAY**

S	M	T	W	T	F	S
					1	2
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10	11	12		14	15	16
17		19	20	21	22	23
24	25			27		29
31						

**JULY**

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12	13	14	15	16	17	18
19	20	21	22		24	25
26				29	30	31

**SEPTEMBER**

S	M	T	W	T	F	S
		1		3	4	5
6	7	8		10	11	12
13	14	15	16	17	18	19
20	21			23		25
27		29				

**NOVEMBER**

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15	16		18		20	21
22			25	26	27	28
29	30					

**FEBRUARY**

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22				25		27
				28		

**APRIL**

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12	13	14	15	16	17	18
19	20	21	22		24	25
26				29	30	

**JUNE**

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14	15		17		19	20
21			24		26	27
28	29	30				

**AUGUST**

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16		18	19	20	21	22
23	24			26		28
30	31					

**OCTOBER**

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					3	
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18	19	20	21		23	24
25				28	29	30
				31		

**DECEMBER**

S	M	T	W	T	F	S
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6	7	8		10	11	12
13	14		16		18	19
20			23	24	25	26
27	29	30	31			

- Board of Director Meetings
- Executive Committee
- Marketing Committee
- Capital Investment/Transportation
- BACC (plus event grant date Sept. 30)
- Finance

Lodging TBD - April, May, June, Sept, Oct, Nov

**DRAFT**

G2-D