



P.O. Box 5459 ~ Tahoe City, CA 96145 ~ Ph 530-581-8706 ~ Fx 530-581-8776

**Agenda and Meeting Notice**  
**FINANCE COMMITTEE MEETING**  
**Tuesday, July 5, 2011 – 9:00 am**

**NLTRA Conference Room**

**NLTRA Mission**

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

**Meeting Ground Rules**

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

**Finance  
Committee  
Members**

NLTRA Board  
*Allen Highfield  
Ron McIntyre  
Ron Parson*

Committee Member  
*Kimberly Frushon  
Mike Salmon*

Placer County Rep.  
*Jennifer Merchant*

**Quorum**  
2 Board Members

**ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED**

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – May 31, 2011

D. Discussion and Possible Action to Recommend Approval of the May 2011 Financial Statements

E. Discussion and Possible Action to Approve the 2011/12 NLTRA Budget

F. Follow-up Items from Previous Meetings

G. Committee Member Comments

H. Adjournment

***Posted and emailed: July 1, 2011***

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## Finance Committee Meeting

### July 5, 2011

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**FINANCE COMMITTEE MINUTES**  
**Tuesday, May 31, 2011 – 9:00 am**

**NLTRA Conference Room**

**PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Ron McIntyre, Allen Highfield, Kimberly Frushon, Ron Parson, Mike Salmon by phone

**STAFF IN ATTENDANCE:** Sandy Evans Hall, Sally Lyon, Ron Treabess, Andy Chapman, Kim Lambert

**OTHERS IN ATTENDANCE:** None

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

1.1 The meeting was called to order at 9:04 am by Ron McIntyre and a quorum was established.

**2.0 PUBLIC FORUM**

2.1 There was no public comment.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 **M/S/C (Highfield/McIntyre) (4/0) to approve the agenda as presented.**

**4.0 APPROVAL OF MINUTES**

4.1 **M/S/C (Frushon/Highfield) (5/0) to approve the Finance Committee minutes of Tuesday, May 3, 2011.**

**5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE APRIL 2011 FINANCIAL STATEMENTS**

- 5.1 Sally Lyon reviewed the Financial Analysis for the ten months ending April 30, 2011:
- Operating cash is \$582,000.
  - Marketing Cooperative cash is \$43,000.
  - Infrastructure cash is \$474,000.
  - The receivable from the County for Marketing, Transportation and G&A is \$873,000.
  - Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$5.7 million.
  - Unearned revenue and deferred support related to Infrastructure is \$6.2 million.
  - Change in net assets is (\$83,000) for the month of January and \$100,000 year-to-date.
  - The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$12,000 from same month a year ago.

Sally noted some of the monthly variances. Conference commissions are up from the budget. Chamber revenue is down due to a mis-posted amount. The other variances are mainly timing issues. Sally mentioned some of the yearly variances: STN ticket sales are down, Conference commissions are still down, but not as much, and Chamber revenue and expenditures are both down.

Note: There are no Executive Director expenses to review this month.

**M/S/C (McIntyre/Highfield) (5/0) to recommend to the Board of Directors the approval of the April 30, 2011 Financial Statements.**

**6.0 TOT BUDGET**

6.1 Ron Treabess gave an overview of the draft TOT Budget. The 09/10 TOT collection year number of \$8.9 million was used as a starting point. The NLTRA gets \$5.3 million of this, which is then split along the traditional percentages for Marketing, Visitor Support Services and Infrastructure. Ron Treabess clarified that the infrastructure reserve would be used for maintenance; it would not need Placer County supervisor approval to spend. Ron Treabess then added that this is the second year of expending \$40,000 for the Welcome Center in Auburn. \$56,600 is allocated to Placer County Film. Ron Treabess also believes that beach maintenance will increase.

A discussion ensued regarding supplemental County Services. We want to shift some of this expense back to Placer County because the County's portion of TOT has increased, corresponding to the overall increases in TOT.

Andy Chapman stated that carryover should be able to be determined by September 2011 and may be included in our payment schedule. Ron Parson was concerned about some of the language in the letter to Placer County regarding the proposed TOT Budget. Ron Parson will submit language change suggestions to Ron Treabess.

**Action: Sally Lyon will send out a 10-year history of TOT collections to Mike Salmon.**

**Action: Sally Lyon will email a G&A comparison from 2 years ago.**

**M/S/C (Salmon/Highfield) (5/0) to recommend to the Board of Directors the approval of the draft TOT Budget 2011/12 as shown in Attachment C.**

**7.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS**

7.1 There were no follow-up items.

**8.0 COMMITTEE MEMBER COMMENTS**

8.1 There were no committee member comments.

**9.0 ADJOURNMENT**

9.1 The Finance Committee meeting adjourned at 10:05 am.

Submitted by:  
Kim Lambert  
Accounting and Human Resources Assistant

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**North Lake Tahoe Resort Association  
Financial Statements  
For the Eleven Months Ending May 31, 2011**

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**North Lake Tahoe Resort Association**  
**Financial Analysis**  
**For the Eleven Months Ending May 31, 2011**

**Consolidated**

**Statement of Financial Position**

- Operating Cash is \$737,000, Marketing Cooperative Cash is \$123,000 and Infrastructure Cash is \$446,000.
- The Receivable from the County is \$774,000. This includes three payments for the 10/11 contract. The current year payment schedule starts in October 2010 and runs through August 2011.
- Infrastructure funds that Placer County is holding for 2005-2010 are booked as a separate receivable (AR – Infrastructure County) in the amount of \$1,582,000 for 06/07, \$1,835,000 for 07/08, \$1,266,000 for 08/09, \$1,066,000 for 09/10 and \$667,000 for 10/11 (collected throughout the year) with the total receivable at \$6,416,000.
- Unearned Revenue & Deferred Support in the amount of \$6,863,000 is the offsetting liability for the Infrastructure funds held by NLTRA and Placer County.
- Accounts Receivable is up \$4,000 from the previous month with new billings for STN Tickets and reimbursement from the Co-op offset by good collections.
- Advance Ticket Sales (STN) has a \$4,000 balance. The season is winding down.
- Other Liabilities and Unearned Revenue are up \$57,000 from a month ago and corresponds to the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is \$33,000 for the month of May and \$133,000 year to date.

**Statement of Cash Flows**

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is up \$522,000 from the same month a year ago. For the year, Tourism and Administration has provided \$144,000, Infrastructure has provided \$14,000 and equipment purchase has used \$2,000 for a total increase in cash of \$156,000 for the eleven months ending May 31, 2011.

**North Lake Tahoe Resort Association  
Financial Variance Report  
For the Month Ended May 31, 2011**

	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
<b>Month-Budget</b>		485,906	80,950	352,766	3,571	48,619
<b>Key Variances</b>						
Placer County Funding-Fund Balance Carryover	Marketing	199,755				199,755
Commissions-Down from budget	Conference	(3,038)				(3,038)
TOT funding-Infrastructure project revenue to match expenditures	Infrastructure	(186,309)				(186,309)
Salaries-Salary savings	G & A		9,391			9,391
Special Events-Timing of Amgen expenditures	Marketing			(26,781)		(26,781)
Marketing Other-Timing	Marketing			(11,287)		(11,287)
Community Marketing Programs-Timing	Marketing			(46,600)		(46,600)
Marketing Cooperative/Media-Adjusted amount to the Co-op from Fund Balance Carryover	Marketing			(90,000)		(90,000)
Transportation Projects-Timing	VST			(40,905)		(40,905)
Infrastructure Projects-Maintenance Tourism Facilities	Infrastructure			186,309		186,309
<b>All Other Smaller Variances</b>	Various	(86)	724	5,511	(12,496)	(6,347)
<b>Variance Total</b>		10,322	10,115	(23,753)	(12,496)	(15,812)
<b>Month-Actual</b>		496,228	70,835	376,519	16,067	32,807

Positive variance is positive to the Budget.

**North Lake Tahoe Resort Association  
Financial Variance Report  
For the Eleven Months Ended May 31, 2011**

YTD-Budget	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
<b>Key Variances</b>						
Commissions-Ski Tahoe North Tickets slow start, and less sales	Marketing	(21,604)				(21,604)
Placer County Funding-Fund Balance Carryover	Marketing	199,755				
Commissions-Large group not commissionable	Conference	(19,365)				(19,365)
Placer County Funding-Journal Transfer	VST	440,459				440,459
Chamber Member Dues-Write-off of non-paying members	Chamber	(11,901)				(11,901)
Chamber Special Events-Chamber Events Revenue under budget	Chamber	(6,651)				(6,651)
TOT funding-Revenue recognition to match spending Infrastructure projects	Infrastructure	(1,519,256)				(1,519,256)
Salaries-Savings	Marketing		7,695			7,695
Salaries-Over budget	Conference		(6,695)			(6,695)
Salaries-Savings	G & A		43,251			43,251
Special Events-Timing of Amgen and reimbursement	Marketing			20,179		20,179
Marketing Cooperative/Media-Adjusted amount to the Co-op from Fund Balance Carryover	Marketing			(90,000)		(90,000)
Community Marketing Programs-Timing	Marketing			(62,950)		(62,950)
Transportation Projects-Journal Transfer	VST			(412,234)		(412,234)
Cost of Sales-Sales and cost of sales up from budget	VIC			(6,198)		(6,198)
Chamber Special Events-Expenses below budget	Chamber			7,812		7,812
Professional Fees-Savings on Tax Return preparation	G & A			6,535		6,535
Board Functions-Ex Director search over budget	G & A			(7,291)		(7,291)
Infrastructure Projects-Variou, corresponds to TOT funding	Infrastructure			1,519,256		1,519,256
<b>All Other Smaller Variances</b>	Various	7,874	242	40,774	(37,482)	11,408
<b>Variance Total</b>		(930,689)	44,493	1,015,883	(37,482)	92,205
<b>Month-Actual</b>		4,231,346	916,623	3,108,835	72,755	133,133

Positive variance is positive to the Budget.



# North Lake Tahoe Resort Association Statement of Financial Position

**May 31, 2011**  
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		11 Month Change	
	Current	Last Month	Same Mth	Year End	Amount	Pctg	Amount	Pctg	Amount	Pctg
	31-May-11	30-Apr-11	31-May-10	30-Jun-10						
<b>ASSETS</b>										
Cash and cash equivalents										
Operating	\$ 737,066	\$ 582,321	\$ 227,262	\$ 468,391	\$ 154,745	27%	\$ 509,804	224%	\$ 268,675	57%
Marketing Cooperative	123,166	43,370	85,583	232,998	79,796	184%	37,583	44%	(109,832)	-47%
Infrastructure	445,990	473,781	471,155	448,533	(27,791)	-6%	(25,165)	-5%	(2,543)	-1%
Other Restricted					0	-		-		-
Total Cash & cash equiv	<u>1,306,222</u>	<u>1,099,472</u>	<u>784,000</u>	<u>1,149,922</u>	<u>206,750</u>	19%	<u>522,222</u>	67%	<u>156,300</u>	14%
Receivables										
AR - Membership Services	26,948	30,453	27,470	24,678	(3,505)	-12%	(522)	-2%	2,270	9%
AR - Group Commissions	11,727	15,619	34,763	19,553	(3,892)	-25%	(23,036)	-66%	(7,826)	-40%
AR - Other	(5,870)	10,553	6,873	9,709	(16,423)	-156%	(12,743)	-185%	(15,579)	-160%
AR - Co-op/STN/Shared	57,644	29,696	28,579	37,741	27,948	94%	29,065	102%	19,903	53%
AR - Innitopia	0	0	0	0	0	-	-	-	-	-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	0	-	14,973	0%	-	-
AR - Infrastructure County	6,415,907	5,700,868	4,995,448	5,440,204	715,039	13%	1,420,459	220%	975,703	18%
AR - County TOT Funding	774,031	873,165	645,884	430,587	(99,134)	-11%	128,147	2%	343,444	80%
Total Receivables	<u>7,280,387</u>	<u>6,660,354</u>	<u>5,724,044</u>	<u>5,962,472</u>	<u>620,033</u>	9%	<u>1,556,343</u>	-	<u>1,317,915</u>	22%
Long Term Assets										
Prepaid expenses	6,930	5,770	8,497	15,021	1,160	20%	(1,567)	-176%	(8,091)	-54%
Inventory	928	928	891	928	0	0%	37	0%	0	0%
Furniture, Fixtures & Other	21,653	22,370	29,955	29,313	(717)	-3%	(8,302)	-109%	(7,660)	-26%
Computer Software/Equipment	3,662	4,112	7,612	6,906	(450)	-11%	(3,950)	-55%	(3,244)	-47%
Leasehold Improvements	2,585	2,985	7,242	6,985	(400)	-13%	(4,657)	-	(4,400)	-63%
Total Long Term Assets	<u>35,758</u>	<u>36,165</u>	<u>54,197</u>	<u>59,153</u>	<u>(407)</u>	-1%	<u>(18,439)</u>	-	<u>(23,395)</u>	-40%
<b>TOTAL ASSETS</b>	<u>\$ 8,622,367</u>	<u>\$ 7,795,991</u>	<u>\$ 6,562,241</u>	<u>\$ 7,171,547</u>	<u>\$ 826,376</u>	11%	<u>2,060,126</u>	-	<u>\$ 1,450,820</u>	20%
<b>LIABILITIES &amp; NET ASSETS</b>										
Liabilities										
Accounts Payable	\$ 439,446	\$ 280,723	\$ 122,589	\$ 277,169	\$ 158,723	57%	\$ 316,857	37016%	\$ 162,277	59%
Advance Ticket Sales	4,001	28,289	856	(1,272)	(24,288)	-86%	3,145	2%	5,273	-415%
Other Liabilities and Unearned	195,891	139,370	186,261	338,971	56,521	41%	9,630	4%	(143,080)	-42%
Deferred Support	263,771	362,905	215,290	-	(99,134)	-27%	48,481	1%	263,771	-
Deferred Infra	6,862,683	6,175,435	5,466,694	5,888,737	687,248	11%	1,395,989	-	973,946	17%
Total Liabilities	<u>7,765,792</u>	<u>6,986,722</u>	<u>5,991,690</u>	<u>6,503,605</u>	<u>779,070</u>	11%	<u>1,774,102</u>	-	<u>1,262,187</u>	19%
Net Assets										
Fund Balance Designated	298,610	284,110	243,110	243,110	14,500	5%	55,500	13%	55,500	23%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	13%	(14,470)	-3%
Net Change in Net Assets	133,133	100,327	(111,861)	(14,470)	32,806	33%	244,994	43%	147,603	-1020%
Total Net Assets	<u>856,575</u>	<u>809,269</u>	<u>570,551</u>	<u>667,942</u>	<u>47,306</u>	6%	<u>286,024</u>	-	<u>188,633</u>	28%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<u>\$ 8,622,367</u>	<u>\$ 7,795,991</u>	<u>\$ 6,562,241</u>	<u>\$ 7,171,547</u>	<u>\$ 826,376</u>	11%	<u>2,060,126</u>	-	<u>\$ 1,450,820</u>	20%



	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
	349,731	149,713	200,018	119,697	134%	1,935,947	1,752,993	182,954	1,424,786	10%
	26,474	29,553	(3,079)	30,848	(10%)	413,239	433,013	(19,774)	368,181	(5%)
	54,750	54,750	0	39,670	0%	1,042,709	602,250	440,459	1,007,674	73%
	13,608	12,653	955	13,208	8%	153,714	149,191	4,523	150,849	3%
	10,788	11,677	(889)	14,027	(8%)	127,578	146,130	(18,552)	154,733	(13%)
	150	360	(210)	103	(58%)	6,668	7,525	(856)	1,740	(11%)
	<b>455,501</b>	<b>258,706</b>	<b>196,795</b>	<b>217,553</b>	<b>76%</b>	<b>3,679,855</b>	<b>3,091,102</b>	<b>588,753</b>	<b>3,107,962</b>	<b>19%</b>
<b>REVENUE AND OTHER SUPPORT</b>										
Marketing						1,828,449	1,678,898	149,551	1,418,331	9%
Conferences						424,018	418,787	5,231	419,483	1%
Visitor Support & Transportation						1,045,888	635,455	410,433	1,082,609	65%
Visitor Information						158,196	149,837	8,359	143,320	6%
Member Services						144,697	158,011	(13,315)	149,684	(8%)
Management & General						(40,128)	8,274	(48,402)	23,932	(585%)
						<b>3,561,119</b>	<b>3,049,262</b>	<b>511,857</b>	<b>3,237,359</b>	<b>17%</b>
<b>EXPENSES</b>										
Marketing						107,497	74,095	33,403	6,455	45%
Conferences						(10,779)	14,226	(25,004)	(51,303)	(176%)
Visitor Support & Transportation						(3,179)	(33,205)	30,026	(74,936)	(90%)
Visitor Information						(4,482)	(646)	(3,836)	7,529	594%
Member Services						(17,118)	(11,881)	(5,237)	5,050	44%
Management & General						46,797	(749)	47,546	(22,192)	*****
						<b>118,736</b>	<b>41,839</b>	<b>76,896</b>	<b>(129,397)</b>	<b>184%</b>
<b>Net Change in Unrestricted Net Assets</b>										
Infrastructure						551,491	2,070,933	(1,519,442)	962,810	(73%)
Infrastructure Support						537,093	2,071,845	(1,534,752)	945,275	(74%)
Infrastructure Net Change in Assets						14,398	(912)	15,310	17,536	*****
<b>Change in Net Assets</b>						<b>133,133</b>	<b>40,927</b>	<b>92,206</b>	<b>(111,861)</b>	<b>225%</b>

**North Lake Tahoe Resort Association  
Department Detail Activity Report  
For the Eleven Months Ending May 31, 2011**

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
<b>REVENUE AND OTHER SUPPORT</b>										
Member Dues	\$ 80,253	\$ 7,352		\$ 7,352		\$ 97,232		\$ 104,584		\$ 104,584
Special Events & Functions				80,253		30,346		110,599		110,599
Miscellaneous						4,449		4,449		4,449
Commissions & Booking Fees	11,096	121,717	21,547	132,813				132,813		132,813
Retail Sales & Other				21,547				21,547		21,547
Interest & Investment Income							\$ 2,219	\$ 2,219	\$ 847	\$ 3,066
Placer County Funding	1,844,598	284,170	132,167	2,260,935	\$ 1,042,709			\$ 3,303,644	\$ 550,644	\$ 3,854,288
Total Revenue and Other Support	\$ 1,935,947	\$ 413,239	\$ 153,714	\$ 2,502,899	\$ 1,042,709	\$ 127,578	\$ 6,668	\$ 3,679,855	\$ 551,491	\$ 4,231,346
<b>EXPENSES</b>										
Salaries and benefits	\$ 271,963	\$ 139,280	\$ 106,309	\$ 517,551	\$ 54,668	\$ 74,702	\$ 207,463	\$ 854,384	\$ 62,239	\$ 916,623
Rent & Utilities	22,313	11,352	5,135	38,800	7,989	8,018	22,313	77,120	7,989	85,110
Telephone Services	7,876	2,833	1,265	11,974	1,761	1,788	3,663	19,186	1,761	20,947
Internet Access	290			290				290		290
Mail Expenses	987	420	107	1,514	0	833	726	3,073	10	3,082
Insurance & Bonding	1,051	547	547	2,144	336	336	1,051	3,868	336	4,205
Supplies	3,061	1,654	1,056	5,771	572	890	2,175	9,408	572	9,980
Equipment Sup. & Maint.	1,637	1,145	1,637	4,419	478	628	3,592	9,118	478	9,596
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	1,896	1,503	3,655	7,054	1,231	2,415	2,112	12,811	1,231	14,041
Training & Seminars						169	308	477		477
Project Costs					944,274			944,274	425,350	1,369,624
Professional Fees Legal/Accounting							18,886	18,886		18,886
Special Events	120,716			120,716				120,716		120,716
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						30,286		30,286		30,286
Cost of Goods Sold	791,977	209,259	16,257	1,017,493				1,017,493		1,017,493
Marketing Cooperative/Media	84,523			84,523				84,523		84,523
Marketing Other	162,950			162,950				162,950		162,950
Programs	950	494	494	1,938	304	304	950	3,496	304	3,800
Associate Relations							55,258	55,258		55,258
Board Functions	2,929		488	3,417				4,132		4,132
Credit Card Fees	758	153	43	954	949	1,077	715	3,529	949	4,478
Automobile Expense	2,339	120	60	2,519	94	545	382	3,539	154	3,693
Local Meals & Entertainment	1,542	1,380		2,922	54	108	694	3,778	54	3,832
Dues & Subscriptions	1,397			1,397				1,397		1,397
Travel	207,942	51,448	18,629	278,019	31,948	20,653	(365,057)	(34,437)	34,437	-
Allocated										
Total Functional Exp. Before Depreciation	\$ 1,768,355	\$ 421,708	\$ 155,886	\$ 2,345,949	\$ 1,044,733	\$ 143,542	\$ (44,704)	\$ 3,489,519	\$ 555,938	\$ 4,025,458
Depreciation	\$ 4,576	\$ 2,310	\$ 2,310	\$ 9,196	\$ 1,155	\$ 1,155	\$ 4,576	\$ 16,082	\$ 1,155	\$ 17,237
Reserves	55,518			55,518				55,518		55,518
Total Functional Expense and Depreciation	\$ 1,828,449	\$ 424,018	\$ 158,196	\$ 2,410,663	\$ 1,045,888	\$ 144,697	\$ (40,128)	\$ 3,561,119	\$ 537,093	\$ 4,098,213
Change in Net Assets	\$ 107,497	\$ (10,779)	\$ (4,482)	\$ 92,237	\$ (3,179)	\$ (17,118)	\$ 46,797	\$ 118,736	\$ 14,398	\$ 133,133

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Marketing  
For the Eleven Months Ending May 31, 2011

	CURRENT MONTH			YEAR - TO - DATE			% Chg
	Actual	Budget	\$ Variance	Actual	Budget	Variance	
	0	0	0	80,253	75,450	4,803	6%
	263	0	263	11,096	32,700	(21,604)	(66%)
	349,468	149,713	199,755	1,844,598	1,644,843	199,755	12%
	349,731	149,713	200,018	1,935,947	1,752,993	182,954	10%
Revenue and Other Support							
Special Events & Functions	20,799	21,709	(910)	271,963	279,658	(7,695)	(3%)
Commissions & Booking Fees	1,957	2,050	(93)	22,313	22,661	(348)	(2%)
Placer County Funding	474	720	(246)	7,876	7,994	(118)	(1%)
Total Revenue and Other Support	0	0	0	290	0	290	0%
Expenses							
Salaries and benefits	20,799	20,744	(55)	1,051	1,304	(253)	(24%)
Rent & Utilities	1,957	2,050	(93)	1,051	1,164	(113)	(10%)
Telephone Services	474	720	(246)	3,061	2,929	132	5%
Internet Access	0	0	0	1,637	2,163	(526)	(24%)
Mail Expenses	161	110	51	233	233	0	0%
Insurance & Bonding	94	106	(12)	1,896	1,611	285	18%
Supplies	107	300	(193)	0	2,000	(2,000)	(100%)
Equipment Sup. & Maint.	188	200	(13)	120,716	140,895	(20,179)	(14%)
Taxes, Licenses & Fees	93	90	3	79,024	75,508	3,516	5%
Equip. Rental / Leasing	0	1,000	(1,000)	0	2,000	(2,000)	(100%)
Training & Seminars	29,281	2,500	26,781	0	0	0	0%
Special Events	0	0	0	0	0	0	0%
Autumn Food & Wine Costs	0	0	0	0	0	0	0%
Promotional/ Giveaways	0	0	0	0	0	0	0%
Market Study Reports/Research	155,307	65,307	90,000	791,977	701,977	90,000	13%
Marketing Cooperative/Media	11,287	0	11,287	84,523	85,351	(828)	(1%)
Marketing Other	56,600	10,000	46,600	162,950	100,000	62,950	63%
Programs	26	0	26	950	1,776	(826)	(47%)
Associate Relations	6	0	6	2,929	6,800	(3,871)	(57%)
Credit Card Fees	0	135	(135)	758	1,360	(602)	(44%)
Automobile Expenses	0	216	(216)	2,339	1,981	358	18%
Local Meals & Entertainment	0	1,400	(1,400)	1,542	2,870	(1,328)	(46%)
Dues & Subscriptions	0	1,500	(1,500)	1,397	6,145	(4,748)	(77%)
Travel	18,838	18,838	0	207,942	207,942	0	0%
Allocated	295,216	126,181	169,035	1,768,355	1,656,322	112,033	7%
Total Expense Before Depreciation/Re							
Depreciation	416	416	0	4,576	4,576	0	0%
Reserves	14,500	2,000	12,500	55,518	18,000	37,518	208%
Total Expense	310,132	128,597	181,535	1,828,449	1,678,898	149,551	9%
Changes in Unrestricted Net Assets	39,599	21,116	18,483	107,497	74,095	33,403	45%



North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Transportation  
For the Eleven Months Ending May 31, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Placer County Funding	54,750	54,750	0	39,670	0%	1,042,709	602,250	440,459	1,007,674	73%
Total Revenue and Other Support	54,750	54,750	0	39,670	0%	1,042,709	602,250	440,459	1,007,674	73%
Expenses										
Salaries and benefits	4,190	4,144	46	4,253	1%	54,688	56,119	(1,451)	50,999	(3%)
Rent & Utilities	701	755	(54)	735	(7%)	7,989	8,306	(317)	8,102	(4%)
Telephone Services	94	150	(56)	120	(37%)	1,761	1,658	103	1,620	6%
Mail Expenses	0	0	0	0	0%	0	0	0	4	0%
Insurance & Bonding	30	34	(4)	34	(12%)	336	374	(38)	395	(10%)
Supplies	43	75	(32)	15	(43%)	572	767	(195)	984	(25%)
Equipment Sup. & Maint.	28	70	(42)	48	(60%)	478	764	(286)	715	(37%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	84	145	(61)	84	(42%)	1,231	1,133	98	1,117	9%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	55,030	14,125	40,905	10,005	290%	944,274	532,040	412,234	993,090	77%
Associate Relations	8	16	(8)	19	(48%)	304	460	(156)	418	(34%)
Automobile Expenses	115	60	55	74	92%	949	540	409	628	76%
Local Meals & Entertainment	94	7	87	75	*****	94	63	31	139	49%
Dues & Subscriptions	0	0	0	0	0%	54	54	0	72	0%
Allocated	3,084	3,084	0	2,096	0%	31,948	31,948	0	23,056	0%
Total Expense Before Depreciation/Re	63,501	22,665	40,836	17,559	180%	1,044,733	634,300	410,433	1,081,454	65%
Depreciation	105	105	0	105	0%	1,155	1,155	0	1,155	0%
Total Expense	63,606	22,770	40,836	17,664	179%	1,045,888	635,455	410,433	1,082,609	65%
Changes in Unrestricted Net Assets	(8,856)	31,980	(40,836)	22,006	(128%)	(3,179)	(33,205)	30,026	(74,936)	(90%)

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Visitor Information  
For the Eleven Months Ending May 31, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Commissions & Booking Fees	0	0	0	0	0%	0	0	0	1,185	0%
Retail Sales & Other	1,774	820	954	375	116%	21,547	17,028	4,519	8,501	27%
Placer County Funding	11,833	11,833	0	12,833	0%	132,167	132,163	4	141,163	0%
Total Revenue and Other Support	13,608	12,653	955	13,208	8%	153,714	149,191	4,523	150,849	3%
Expenses										
Salaries and benefits	7,808	8,102	(294)	7,464	(4%)	106,309	101,538	4,771	93,852	5%
Rent & Utilities	432	500	(68)	431	(14%)	5,135	5,382	(247)	4,965	(5%)
Telephone Services	123	165	(42)	113	(25%)	1,265	1,733	(468)	1,780	(27%)
Mail Expenses	31	15	16	17	106%	107	158	(51)	141	(32%)
Insurance & Bonding	49	55	(6)	55	(12%)	547	603	(56)	641	(9%)
Supplies	194	110	84	303	77%	1,056	1,328	(272)	1,287	(20%)
Equipment Sup. & Maint.	537	270	267	179	99%	1,637	2,967	(1,330)	2,890	(45%)
Taxes, Licenses & Fees	0	0	0	0	0%	206	206	0	172	0%
Equip. Rental / Leasing	278	400	(122)	278	(30%)	3,655	3,398	257	3,365	8%
Training & Seminars	0	0	0	0	0%	0	0	0	107	0%
Cost of Goods Sold	0	640	(640)	0	(100%)	16,257	10,059	6,198	6,356	62%
Associate Relations	14	0	14	31	0%	494	913	(419)	922	(46%)
Credit Card Fees	40	35	5	30	14%	488	478	10	368	2%
Automobile Expenses	0	5	(5)	0	(100%)	43	45	(2)	77	(4%)
Local Meals & Entertainment	0	10	(10)	79	(100%)	60	90	(30)	184	(33%)
Allocated	1,587	1,587	0	2,173	0%	18,629	18,629	0	23,903	0%
Total Expense Before Depreciation/Re	11,093	11,894	(801)	11,153	(7%)	155,886	147,527	8,359	141,010	6%
Depreciation	210	210	0	210	0%	2,310	2,310	0	2,310	0%
Total Expense	11,303	12,104	(801)	11,363	(7%)	158,196	149,837	8,359	143,320	6%
Changes in Unrestricted Net Assets	2,305	550	1,756	1,845	319%	(4,482)	(646)	(3,836)	7,529	594%









**North Lake Tahoe Resort Association**  
**Statement of Cash Flows**  
**For the Eleven Months Ending May 31, 2011 and 2010**

for internal use only, unaudited

	<u>May 31, 2011</u>	<u>May 31, 2010</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Tourism and Administration</b>		
Cash Received from Customers Operations	\$ 375,224	\$ 384,370
Cash Received from Interest Operations	2,219	1,740
Cash Received from Placer County TOT Operations	3,223,971	2,855,874
Cash Used for Operations	<u>(3,456,977)</u>	<u>(3,714,060)</u>
	144,437	(472,077)
<b>Infrastructure</b>		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	847	2,999
Cash Received from TOT Revenue Recognized Infrastructure	548,887	1,171,629
Cash Used for Infrastructure Overhead	(110,588)	(141,837)
Cash Used for Infrastructure Projects	<u>(425,350)</u>	<u>(802,283)</u>
	13,796	230,509
	-	-
Net Cash Provided (Used) by Operating Activities	<u>158,233</u>	<u>(241,568)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
	-	-
Net Cash Provided (used) by Financing Activities	<u>-</u>	<u>-</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of Equipment and Leasehold Improvements	(1,933)	(3,940)
Disposition of Assets	-	-
	<u>-</u>	<u>-</u>
Net Cash Provided (Used) by Investing	<u>(1,933)</u>	<u>(3,940)</u>
Net Increase (Decrease) in Cash and Cash Equivalents	156,300	(245,508)
Cash and Cash Equivalents, July 1, 2010, 2009	<u>1,149,922</u>	<u>1,029,508</u>
Cash and Cash Equivalents, May 31, 2011, 2010	<u>\$ 1,306,222</u>	<u>784,000</u>

**North Lake Tahoe Resort Association  
Statement of Activities  
Infrastructure  
For the Eleven Months Ending May 31, 2011**

<b>Current Month</b>	<b>Project Costs:</b>	<b>Year to Date</b>
<b>Actual</b>		<b>Actual</b>
4,732.22	Research/Planning/Infrastructure	17,706.03
0.00	TART Bus Shelters	153,000.00
0.00	Bike Trail Signs	29,260.00
0.00	Lakeside Bike Trail	191,393.00
27,791.00	Maintenance-Tourism Facilities	27,791.00
0.00	Regional Wayfinding Signage	5,600.00
0.00	Traffic Calming	600.00
<hr/>		
<b>32,523.22</b>	<b>Total Project Costs</b>	<b>425,350.03</b>
<hr/>		

**North Lake Tahoe Resort Association  
Statement of Activities  
Transportation  
For the Eleven Months Ending May 31, 2011**

<b>Current Month</b>	<b>Project Costs:</b>	<b>Year to Date</b>
<b>Actual</b>		<b>Actual</b>
10,735.00	Research/Planning/Transportation	25,088.69
0.00	Membership Transportation	3,500.00
22,000.00	Winter Traffic Management	22,000.00
1,786.78	Summer Traffic Management	12,190.69
0.00	Night Service Transit-Winter	183,740.00
0.00	Year-round Hwy 89 Transit (Spr & Fall)	125,000.00
20,508.67	North Lake Tahoe Express	98,788.51
0.00	Sugar Bowl Trolley	18,507.50
0.00	Hwy 267 Summer Bus Service	40,000.00
0.00	Hwy 267 Winter Bus Service	80,000.00
0.00	Winter Transit Hwy 89-TART	45,000.00
0.00	Enhanced Summer Transit-TART	190,458.77
0.00	Enhanced Snowplowing	100,000.00
<hr/>		
<b>55,030.45</b>	<b>Total Project Costs</b>	<b>944,274.16</b>
<hr/>		

# May Accounts Receivable

Customer Account	Chamber/Conf		Membership Functions		Commissions		STN Vouchers		Misc.	
	age	amount	age	amount	age	amount	age	amount	age	amount
<b>Total</b>										
480.00 Arts for the Schools			90	480.00						2/17/11 (08779) Comm Awards
232.88 Book It							new	232.88		5/31/11 (08933) STN vouchers
500.00 Boulder Bay			30	500.00						4/6/11 (08857) Suppl serv
500.00 Boulder Bay			new	500.00						5/13/11 Suppl serv
500.00 CATT			new	500.00						5/16/11 (08915) Suppl serv
989.74 Cheap Tickets							new	989.74		5/5/11 (08883) STN vouchers
349.32 Cheap Tickets							new	349.32		5/31/11 (08934) STN vouchers
60.00 Creative Concepts			90	60.00						2/17/11 (08768) Email blast
60.00 Creative Concepts			90	60.00						2/17/11 (08769) Email blast
60.00 Creative Concepts			90	60.00						2/17/11 (08770) Email blast
60.00 Creative Concepts			90	60.00						2/17/11 (08771) Email blast
60.00 Creative Concepts			60	60.00						3/8/11 (08818) Email blast
60.00 Creative Concepts			60	60.00						3/8/11 (08819) Email blast
60.00 Creative Concepts			60	60.00						3/8/11 (08820) Email blast
60.00 Creative Concepts			30	60.00						4/20/11 (08861) Email blast
1,222.62 Expedia							30	1,222.62		4/25/11 (08875) STN vouchers
5,006.92 Expedia							new	5,006.92		5/5/11 (08884) STN vouchers
931.52 Expedia							new	931.52		5/31/11 (08935) STN vouchers
718.65 Harrah's					30	718.65				4/30/11 (08914) Groups
500.00 Homewood Village			60	500.00						3/8/11 (08816) Suppl serv
500.00 Homewood Village			30	500.00						4/6/11 (08857) Suppl serv
500.00 Homewood Village			new	500.00						5/13/11 Suppl serv
1,072.00 Hotel Beds							30	1,072.00		4/25/11 (08877) STN vouchers
698.64 Hotel Beds							new	698.64		5/5/11 (08885) STN vouchers
3,191.20 Hyatt					90	3,191.20				8/31/10 (08323) IGA/Conf Direcct
572.80 Hyatt					30	572.80				4/30/11 (08912) Groups
349.32 Liberty Travel							30	349.32		4/25/11 (08878) STN vouchers
582.20 Liberty Travel							new	582.20		5/5/11 (08886) STN vouchers
465.76 Mark Travel							30	465.76		4/25/11 (08879) STN vouchers
60.00 Northstar			60	60.00						3/8/11 (08824) Email blast
4,143.41 NLT Marketing Co-op									90	4,143.41 2/28/11 Jan & Feb cc exp
2,718.65 NLT Marketing Co-op									60	2,718.65 3/31/11 March cc exp
4,504.40 NLT Marketing Co-op									30	4,504.40 4/30/11 Apr cc expense



**North Lake Tahoe Resort Association**  
**Assumptions for the Proposed 2011-2012 Budget**  
**Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10**

**Consolidated**

**Revenues**

- Placer County Payments: For the 2011-2012 year, funding from Placer County is based on the proposed \$5,340,000 Budget, 60% of \$8,900,000. In addition there is \$600,000 of 2010-2011 estimated Fund Balance Carryover. The total amount to NLTRA would be \$5,047,611 reduced by the Transit Programs-TART of \$441,000 and Infrastructure funds held by Placer County of \$1,071,002. In addition, Infrastructure funds would come to NLTRA to cover current year Infrastructure funds expended, coming out of Infrastructure funds held by Placer County from previous years.

The funding is split is \$2,502,409 for Marketing, \$719,200 for Transportation Services and \$314,000 for Infrastructure administration, research and planning, and maintenance of tourism serving facilities for a total of \$3,535,609 to make up the monthly payment schedule. In addition there is an estimated \$2,073,500 of Infrastructure projects/funding for a total of Placer County Payments to NLTRA of \$5,609,105.

Marketing includes an additional \$40,000 flex funding from Infrastructure and \$252,000 of 2010-2011 Fund Balance Carryover. Transportation includes flex funding from Infrastructure of \$917,990 and \$66,000 of 2010-2011 Fund Balance Carryover.

**Expenses**

- Salary/Benefits: Increase of 23%. \$236,000 overall. This includes three new positions beginning in the fall: CEO, Conference Sales, and Visitor information.
- Operational and Program expenditures are reviewed in the departmental discussion below. All other expense variances are minimal.

**Marketing**

**Revenues**

- Placer County Payments: Decrease of 6%, (\$120,000). Marketing TOT shifted to Conference and Visitor Information.

**Expenses**

- Marketing Research: Increase of \$40,000 for ad awareness studies, focus groups and brand review.
- Programs: Increase of 5%, \$10,000 for a total funding of \$207,000. This includes funding of \$110,000 for community marketing programs, \$57,000 for Placer County Film and \$40,000 for the Auburn Welcome Center.
- Special Events: Decrease of 40%, (\$73,000), for a total funding of (\$109,000). This includes funding for possible Amgen Tour of California Stage.
- Miscellaneous Marketing Programs: Increase of 52%, \$55,000 for a total funding of \$161,000. This includes High Notes Campaign, Late Summer Fall Event Program and resources for a new initiative execution.
- Marketing Cooperative/ Media: Decrease of 8%, (\$65,000) to the Marketing Cooperative.
- Reserve: Increase of \$29,000 to fund Marketing Reserve requirement.



**North Lake Tahoe Resort Association**  
**Assumptions for the Proposed 2011-2012 Budget**  
**Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10**

**Conference**

**Revenues**

- Placer County Payments: Increase of 18%, \$56,000.

**Expenses**

- Salary/Benefits: Increase of 30%, \$44,000 for new sales position for Conference.
- Marketing Cooperative/ Media: Decrease of 16%, (\$36,000) to the Marketing Cooperative.

**Visitor Support/Transportation**

**Revenues**

- Placer County Funding: Decrease of 34%, (\$378,000) based on approved transportation project request less funds held by Placer County for TART services. The TART services are not part of our monthly payment schedule and are recorded to revenue and expenses when they are incurred.

**Expenses**

- Transportation Projects: Decrease of 34%, (\$386,000) based on approved transportation project request.

**Visitor Information**

**Revenues**

- Placer County Funding: Increase of 82%, \$118,000.
- Miscellaneous: Increase of \$20,000 for partner funding for the Reno Tahoe International Airport Welcoming Center.

**Expenses**

- Salary/Benefits: Increase 23%, \$27,000 for staffing starting in the fall for the RTIA Welcoming Center.
- Rent: Increase \$18,000 for the RTIA Welcoming Center.
- Miscellaneous Programs: Increase \$40,000 for program expenses for the RTIA Welcoming Center.

**Chamber of Commerce**

**Revenues**

- Member Dues: Increase 10%, \$11,000 for additional members and a 3% adjustment in annual dues.
- Membership Events: Decrease 15% (\$12,000) for changing the directory from printed to online.
- Commissions: Increase \$5,000 for revenue from membership enhancements.

**Expenses**

- Membership Events: Decrease 10% for cost savings from changing from print to online products.

**North Lake Tahoe Resort Association**  
**Assumptions for the Proposed 2011-2012 Budget**  
**Compared to the Forecast FY 06/30/11 and Actual FY 06/30/10**

**General & Administration**

**Expenses**

- Salary/Benefits: Increase 38%, \$93,000 for staffing starting in the fall for a new position and a full year with our new Executive Director.
  
- Board Functions: Decrease 89%, (\$64,000) since prior year required Executive Director search expenses.

**Infrastructure**

**Revenue**

- Placer County Payments: Increase of 304%, (\$1,797,000). The NLTRA budget contains revenue and expenditure for projects of \$2,223,000.

**Expenses**

- Research and Planning: Decrease of 37%, (\$13,000).
- Projects Infrastructure: Increase of 336%, (\$1,714,000) with estimated project expenditure of \$2,223,000. The recognized revenue matches the expense.

FY 2011-2012 TAHOE TOT PROPOSED BUDGET  
ATTACHMENT C

	MARKETING		VISITOR SUPPORT SERVICES		TAHOE CAPITAL IMPROVEMENTS		Total	Total
	2011-2012	2010-2011	2011-2012	2010-2011	2011-2012	2010-2011	2011-2012	2010-2011
<b>RESORT ASSOCIATION CONTRACT:</b>								
Personnel/Overhead - Direct Costs	620,000	511,000	95,200	77,000	101,000	83,000	816,200	671,000
G & A-Indirect Costs	262,000	309,000	36,500	35,000	41,000	38,000	339,500	382,000
Research and Planning			30,000	40,000	22,000	35,000	52,000	75,000
Membership			5,000	5,000	-	-	5,000	5,000
Maintenance of Tourism Servicing Facilities					150,000	-	150,000	-
Transit Programs-non County			403,500	359,000			403,500	359,000
Traffic Management Program			49,000	41,000			49,000	41,000
Snow Removal			100,000	100,000			100,000	100,000
Transit Program TART Peak Season			441,000	449,100			441,000	449,100
Capital Improvements-Requires BOS	1,413,809	1,416,719			1,071,002	1,381,590	1,071,002	1,381,590
Direct Marketing/Programs							1,413,809	1,416,719
Placer Co Film	56,600	56,600					56,600	56,600
Community Marketing Fund	60,000	50,000					60,000	50,000
Special Events Marketing Fund	50,000	50,000					50,000	50,000
Contract Services Welcome Center	40,000	40,000					40,000	40,000
Community Survey		15,000						15,000
<b>SUBTOTAL - RESORT ASSOC CONTRACT</b>	<b>2,502,409</b>	<b>2,448,319</b>	<b>1,160,200</b>	<b>1,106,100</b>	<b>1,385,002</b>	<b>1,537,590</b>	<b>5,047,611</b>	<b>5,092,009</b>
<b>COUNTY SERVICES:</b>								
Sheriff Patrol			50,685	50,685			50,685	50,685
Animal Control			45,000	45,000			45,000	45,000
NTPUD- Beach Maint.					77,798	77,798	77,798	77,798
TGPUD- Beach Maint.					67,505	67,505	67,505	67,505
Facilities Dept.- Beach/Park Maint.					50,484	50,484	50,484	50,484
% Share Misc. Administration	32,391	32,391	5,483	8,483	36,246	36,246	74,120	77,120
<b>SUBTOTAL - BASECOUNTRY SERVICES</b>	<b>32,391</b>	<b>32,391</b>	<b>101,168</b>	<b>104,168</b>	<b>232,033</b>	<b>232,033</b>	<b>365,592</b>	<b>368,592</b>
TART Baseline			310,022	464,800			310,022	464,800
Supplemental Dental Clinic					153,410	230,000	153,410	230,000
Supplemental Sheriff Dept.					63,365	95,000	63,365	95,000
<b>TOTAL COUNTY SERVICES</b>	<b>32,391</b>	<b>32,391</b>	<b>411,190</b>	<b>568,968</b>	<b>448,808</b>	<b>557,033</b>	<b>892,389</b>	<b>1,158,392</b>
<b>TOTAL FUNDING USES</b>	<b>2,534,800</b>	<b>2,480,710</b>	<b>1,571,390</b>	<b>1,675,068</b>	<b>1,833,810</b>	<b>2,094,623</b>	<b>5,940,000</b>	<b>6,250,401</b>
<b>HOTEL/MOTEL TAX REVENUE:</b>								
<b>SUBTOTAL - HOTEL/MOTEL TAX</b>	<b>2,242,800</b>	<b>2,041,200</b>	<b>587,400</b>	<b>534,600</b>	<b>2,509,800</b>	<b>2,284,200</b>	<b>5,340,000</b>	<b>4,860,000</b>
Flex funding from Infrastructure (Welcome Center)					(40,000)	(40,000)		
Flex funding from Infrastructure (county-approved transit services)			917,990	1,088,151	(917,990)	(1,088,151)		
Fund Balance Carryover	252,000	399,510	66,000	52,317	282,000	938,574	600,000	1,390,401
<b>TOTAL FUNDING SOURCES</b>	<b>2,534,800</b>	<b>2,480,710</b>	<b>1,571,390</b>	<b>1,675,068</b>	<b>1,833,810</b>	<b>2,094,623</b>	<b>5,940,000</b>	<b>6,250,401</b>

**North Lake Tahoe Resort Association**  
**Department Detail Activity Report-REVISED BUDGET**  
**For the Twelve Months Ending June 30, 2012**

	General			Visitor Support	Visitor	Chamber of	FY 11/12		FY 11/12
	& Administration	Marketing	Conference	&Transportation	Information	Commerce	SubTotal	Infrastructure	Total BUDGET
<b>Unrestricted Support (Non TOT Revenue)</b>									
Member Dues	0	0	8,136	0	0	117,768	125,904	0	125,904
Special Events/Functions	0	75,000	0	0	0	62,760	137,760	0	137,760
Retail Sales	0	0	0	0	19,400	0	19,400	0	19,400
Comm/Booking	0	11,500	130,000	0	0	5,000	146,500	0	146,500
Interest	2,520	0	0	0	0	0	2,520	1,220	3,740
Grants	0	0	0	0	0	10,000	10,000	0	10,000
Misc	0	0	0	0	20,000	0	20,000	0	20,000
<b>Total Unrestricted Supp</b>	<b>2,520</b>	<b>86,500</b>	<b>138,136</b>	<b>0</b>	<b>39,400</b>	<b>195,528</b>	<b>462,084</b>	<b>1,220</b>	<b>463,304</b>
<b>County Funding</b>									
Placer County Payments	0	1,622,409	366,000	719,200	262,000	0	2,969,609	2,387,496	5,357,105
Fund Balance Carryover	0	252,000	0	0	0	0	252,000	0	252,000
<b>Total County Funding</b>	<b>0</b>	<b>1,874,409</b>	<b>366,000</b>	<b>719,200</b>	<b>262,000</b>	<b>0</b>	<b>3,221,609</b>	<b>2,387,496</b>	<b>5,609,105</b>
<b>Total Support</b>	<b>2,520</b>	<b>1,960,909</b>	<b>504,136</b>	<b>719,200</b>	<b>301,400</b>	<b>195,528</b>	<b>3,683,693</b>	<b>2,388,716</b>	<b>6,072,409</b>
<b>Functional Expenses</b>									
Salary	267,600	258,126	139,817	72,040	106,440	73,000	917,023	72,040	989,063
Incentives	0	0	10,400	0	0	0	10,400	0	10,400
PR Tax	21,676	20,908	12,168	3,383	8,622	5,913	72,669	7,815	80,483
Health Ins	30,000	32,160	19,600	0	21,156	5,750	108,666	1,620	110,286
Workers Comp	1,500	1,200	665	432	480	366	4,643	432	5,075
401K	16,056	12,000	9,013	2,400	4,740	3,698	47,907	2,400	50,307
<b>Subtotal Salary/Benefits</b>	<b>338,832</b>	<b>324,394</b>	<b>191,663</b>	<b>78,255</b>	<b>141,438</b>	<b>88,727</b>	<b>1,161,308</b>	<b>84,307</b>	<b>1,245,614</b>
Rent/Util/R&M/Cleaning	25,200	24,600	12,600	9,000	23,857	8,880	104,137	9,000	113,137
Telephone	3,900	8,400	3,000	1,800	1,200	1,800	20,100	1,920	22,020
Internet	0	360	0	0	0	0	360	0	360
Mail	720	1,020	480	0	180	903	3,303	12	3,315
Insurance/Bonding	1,200	1,140	600	360	588	360	4,248	360	4,608
Supplies	2,640	3,480	1,800	600	7,320	960	16,800	600	17,400
Depreciation	3,360	3,360	1,800	960	1,680	960	12,120	960	13,080
Equip/Support/Maint	4,080	1,800	1,200	600	1,800	720	10,200	600	10,800
Taxes/Licenses	343	233	121	74	206	74	1,051	74	1,125
Equip/Rent/Leasing	2,300	2,000	1,600	1,400	3,840	2,584	13,724	1,320	15,044
Training Seminars	2,400	4,000	0	0	0	504	6,904	0	6,904
Professional Fees Attorneys	2,400	0	0	0	0	0	2,400	0	2,400
Prof Fees Accountant	20,500	0	0	0	0	0	20,500	0	20,500
Research Planning Trans	0	0	0	35,000	0	0	35,000	0	35,000
Research Planning Infra	0	0	0	0	0	0	0	22,000	22,000
Projects Transportation	0	0	0	552,500	0	0	552,500	0	552,500
Projects Infrastructure	0	0	0	0	0	0	0	2,223,500	2,223,500
Marketing Research	0	40,000	0	0	0	0	40,000	0	40,000
Community Marketing Programs	0	206,600	0	0	0	0	206,600	0	206,600
AFW	0	75,000	0	0	0	0	75,000	0	75,000
Special Event	0	109,000	0	0	0	0	109,000	0	109,000
Membership Events/Functions	0	0	0	0	0	44,082	44,082	0	44,082
Promo/Giveaways	0	0	0	0	0	0	0	0	0
Public Relations/Website	0	0	0	0	0	4,200	4,200	0	4,200
Miscellaneous Programs	0	161,055	0	0	40,000	0	201,055	0	201,055
Marketing Cooperative/Media	0	792,000	192,000	0	0	0	984,000	0	984,000
Conference-PUD	0	0	12,500	0	0	0	12,500	0	12,500
Cost of Goods	0	0	0	0	12,020	0	12,020	0	12,020
Associate Relations	1,145	954	492	326	530	320	3,767	315	4,082
Board Functions	7,800	0	0	0	0	0	7,800	0	7,800
Credit Card Fees	0	3,200	0	0	513	666	4,379	0	4,379
Auto	716	780	180	897	60	1,440	4,073	841	4,914
Local Meals/ Ent	600	2,400	0	0	60	600	3,660	55	3,715
Dues Publication	1,200	8,841	1,420	72	0	1,244	12,777	72	12,849
Travel	1,020	5,200	0	0	0	504	6,724	0	6,724
Contingency Reserve/TOT Allocated	0	28,584	0	0	0	0	28,584	0	28,584
	(415,836)	152,508	82,680	37,356	66,108	36,000	(41,184)	42,780	1,596
<b>Total Functional Expense</b>	<b>2,520</b>	<b>1,960,909</b>	<b>504,136</b>	<b>719,200</b>	<b>301,400</b>	<b>195,528</b>	<b>3,683,692</b>	<b>2,388,716</b>	<b>6,072,407</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>Consolidated</b>	FYE 6/30/2012 <b>Budget</b>	FYE 6/30/2011 <b>Forecast</b>	Revised Budget to Original Budget		FYE 06/30/10 <b>Actual</b>
			Variance <b>\$</b>	Variance <b>%</b>	
<b>Unrestricted Support (Non TOT Revenue)</b>					
Member Dues	125,904	115,027	10,877	9.46%	134,602
Special Events/Functions	137,760	154,689	(16,929)	-10.94%	122,107
Retail Sales	19,400	24,826	(5,426)	-21.86%	9,104
Comm/Booking	146,500	130,424	16,076	12.33%	118,198
Interest	3,740	3,309	431	13.03%	4,474
Grants	10,000		10,000	-	
Miscellaneous	20,000	4,449	15,551	349.54%	0
<b>Total Unrestricted Supp</b>	<b>463,304</b>	<b>432,724</b>	<b>30,580</b>	<b>7.07%</b>	<b>388,485</b>
<b>County Funding</b>					
Placer County Payments	5,357,105	4,136,627	1,220,478	29.50%	4,186,553
Fund Balance Carryover	252,000	0	252,000	-	0
<b>Total County Funding</b>	<b>5,609,105</b>	<b>4,136,627</b>	<b>1,472,478</b>	<b>35.60%</b>	<b>4,186,553</b>
<b>Total Support</b>	<b>6,072,409</b>	<b>4,569,351</b>	<b>1,503,058</b>	<b>32.89%</b>	<b>4,575,038</b>
<b>Functional Expenses</b>					
Salary	989,063	788,150	200,913	25.49%	896,688
Commissions	10,400	18,000	(7,600)	-42.22%	18,000
PR Tax	80,483	64,631	15,852	24.53%	74,270
Health Ins	110,286	89,301	20,985	23.50%	85,604
Workers Comp	5,075	5,866	(791)	-13.48%	4,078
401K	50,307	43,644	6,663	15.27%	49,327
<b>Subtotal Salary/Benefits</b>	<b>1,245,614</b>	<b>1,009,592</b>	<b>236,022</b>	<b>23.38%</b>	<b>1,127,967</b>
Rent/Util/R&M/Cleaning	113,137	93,757	19,380	20.67%	93,607
Telephone	22,020	22,623	(603)	-2.67%	26,294
Internet	360	290	70	24.14%	435
Mail	3,315	3,201	114	3.56%	3,193
Insurance/Bonding	4,608	4,587	21	0.46%	5,359
Supplies	17,400	10,964	6,436	58.70%	12,318
Depreciation	13,080	18,804	(5,724)	-30.44%	19,068
Equip/Support/Maint	10,800	10,061	739	7.35%	13,964
Taxes/Licenses	1,125	1,015	110	10.84%	2,575
Equip/Rent/Leasing	15,044	15,002	42	0.28%	13,531
Training Seminars	6,904	702	6,202	883.48%	2,932
Professional Fees Attorneys	2,400	3,886	(1,486)	-38.24%	6,980
Prof Fees Accountant	20,500	16,500	4,000	24.24%	16,300
Research Planning Trans	35,000	45,000	(10,000)	-22.22%	36,667
Research Planning Infra	22,000	35,000	(13,000)	-37.14%	40,571
Project Transportation	552,500	938,174	(385,674)	-41.11%	957,048
Project Infrastructure	2,223,500	509,728	1,713,772	336.21%	795,594
Marketing Research	40,000	0	40,000	-	0
Programs	206,600	196,824	9,776	4.97%	161,217
AFW	75,000	79,024	(4,024)	-5.09%	75,795
Special Event	109,000	181,563	(72,563)	-39.97%	42,894
Membership Events/Newsletter	44,082	49,075	(4,993)	-10.17%	33,815
Promo/Giveaways	0	0	0	-	651
Public Relations/Website	4,200	4,500	(300)	-6.67%	4,835

Misc Direct Programing	201,055	105,871	95,184	89.91%	65,165
Marketing Cooperative/Media	984,000	1,085,712	(101,712)	-9.37%	961,596
Conference-PUD	12,500	15,000	(2,500)	-16.67%	15,000
Cost of Goods	12,020	18,660	(6,640)	-35.58%	5,358
Associate Relations	4,082	3,895	187	4.80%	6,807
Board Functions	7,800	72,174	(64,374)	-89.19%	7,875
Credit Card Fees	4,379	4,319	60	1.39%	7,991
Auto	4,914	5,229	(315)	-6.02%	6,324
Local Meals/ Ent	3,715	4,226	(511)	-12.09%	6,350
Dues Publication	12,849	5,290	7,559	142.89%	4,988
Travel	6,724	4,994	1,730	34.64%	6,219
Reserve	28,584	70,000	(41,416)	-59.17%	0
Bad Debt	0	0	0	-	2,220
Allocated	1,596	0	1,596	-	0
<b>Total Functional Expense</b>	<b>6,072,407</b>	<b>4,645,242</b>	<b>1,427,165</b>	<b>30.72%</b>	<b>4,589,503</b>
<b>Change in Net Assets</b>	<b>2</b>	<b>(75,891)</b>	<b>75,893</b>	<b>-100.00%</b>	<b>(14,465)</b>

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Conference					
Revised Budget to Original Budget					
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Member Dues	8,136	8,200	(64)	-0.78%	8,689
Comm/Booking	130,000	119,911	10,089	8.41%	83,134
<b>Total Unrestricted Supp</b>	<b>138,136</b>	<b>128,111</b>	<b>10,025</b>	<b>7.83%</b>	<b>91,823</b>
<b>County Funding</b>					
Placer County Payments	366,000	310,004	55,996	18.06%	310,000
Fund Balance Carryover					
<b>Total County Funding</b>	<b>366,000</b>	<b>310,004</b>	<b>55,996</b>	<b>18.06%</b>	<b>310,000</b>
<b>Total Support</b>	<b>504,136</b>	<b>438,115</b>	<b>66,021</b>	<b>15.07%</b>	<b>401,823</b>
<b>Functional Expenses</b>					
Salary	139,817	98,921	40,896	41.34%	93,920
Commissions	10,400	18,000	(7,600)	-42.22%	18,000
PR Tax	12,168	9,174	2,994	32.63%	9,454
Health Ins	19,600	14,390	5,210	36.21%	12,979
Workers Comp	665	762	(97)	-12.73%	530
401K	9,013	6,757	2,256	33.39%	6,836
<b>Subtotal Salary/Benefits</b>	<b>191,663</b>	<b>148,004</b>	<b>43,659</b>	<b>29.50%</b>	<b>141,719</b>
Rent/Util/R&M/Cleaning	12,600	12,494	106	0.85%	12,523
Telephone	3,000	3,211	(211)	-6.57%	3,760
Mail	480	415	65	15.66%	946
Insurance/Bonding	600	596	4	0.67%	697
Supplies	1,800	2,082	(282)	-13.54%	1,713
Depreciation	1,800	2,520	(720)	-28.57%	2,553
Equip/Support/Maint	1,200	1,411	(211)	-14.95%	1,025
Taxes/Licenses	121	121	0	0.00%	162
Equip/Rent/Leasing	1,600	1,616	(16)	-0.99%	1,441
Marketing Cooperative/Media	192,000	228,428	(36,428)	-15.95%	199,596
Conference-PUD	12,500	15,000	(2,500)	-16.67%	15,000
Associate Relations	492	510	(18)	-3.53%	922
Auto	180	203	(23)	-11.33%	183
Local Meals/ Ent	0	120	(120)	-100.00%	141
Dues Publication	1,420	1,865	(445)	-23.86%	1,335
Bad Debt	0	0	0	-	2,220
Allocated	82,680	55,920	26,760	47.85%	67,200
<b>Total Functional Expense</b>	<b>504,136</b>	<b>474,516</b>	<b>29,620</b>	<b>6.24%</b>	<b>453,163</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>(36,401)</b>	<b>36,401</b>	<b>-100.00%</b>	<b>(51,340)</b>

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Visitor Support & Transportation					
			Revised Budget to Original Budget		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Grants	0	0	0	-	
Misc	0	0	0	-	0
<b>Total Unrestricted Supp</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>County Funding</b>					
Placer County Payments	719,200	1,097,459	(378,259)	-34.47%	1,077,344
<b>Total County Funding</b>	<b>719,200</b>	<b>1,097,459</b>	<b>(378,259)</b>	<b>-34.47%</b>	<b>1,077,344</b>
<b>Total Support</b>	<b>719,200</b>	<b>1,097,459</b>	<b>(378,259)</b>	<b>-34.47%</b>	<b>1,077,344</b>
<b>Functional Expenses</b>					
Salary	72,040	54,134	17,906	33.08%	53,378
PR Tax	3,383	4	3,379	#####	104
Health Ins	0	811	(811)	-100.00%	66
Workers Comp	432	470	(38)	-8.09%	326
401K	2,400	3,441	(1,041)	-30.25%	2,826
<b>Subtotal Salary/Benefits</b>	<b>78,255</b>	<b>58,860</b>	<b>19,395</b>	<b>32.95%</b>	<b>56,700</b>
Rent/Util/R&M/Cleaning	9,000	8,836	164	1.86%	8,819
Telephone	1,800	2,048	(248)	-12.11%	1,748
Mail	0	0	0	-	6
Insurance/Bonding	360	367	(7)	-1.91%	429
Supplies	600	706	(106)	-15.01%	1,042
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	600	521	79	15.16%	767
Taxes/Licenses	74	74	0	0.00%	100
Equip/Rent/Leasing	1,400	1,327	73	5.50%	1,200
Training	0	0	0	-	17
Research Planning Trans	35,000	45,000	(10,000)	-22.22%	36,667
Project Transportation	552,500	938,174	(385,674)	-41.11%	957,048
Associate Relations	326	329	(3)	-0.91%	418
Auto	897	973	(76)	-7.81%	812
Local Meals/ Ent	0	0	0	-	167
Dues Publication	72	72	0	0.00%	90
Allocated	37,356	35,032	2,324	6.63%	25,152
<b>Total Functional Expense</b>	<b>719,200</b>	<b>1,093,579</b>	<b>(374,379)</b>	<b>-34.23%</b>	<b>1,092,464</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>3,880</b>	<b>(3,880)</b>	<b>-99.99%</b>	<b>(15,120)</b>



North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Visitor Information					
Revised Budget to Original Budget					
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Retail Sales	19,400	24,826	(5,426)	-21.86%	9,104
Comm/Booking	0	0	0	-	1,935
Misc	20,000	0	20,000	-	-
<b>Total Unrestricted Supp</b>	<b>39,400</b>	<b>24,826</b>	<b>14,574</b>	<b>58.70%</b>	<b>11,039</b>
<b>County Funding</b>					
Placer County Payments	262,000	144,000	118,000	81.94%	154,000
Fund Balance Carryover	0				
<b>Total County Funding</b>	<b>262,000</b>	<b>144,000</b>	<b>118,000</b>	<b>81.94%</b>	<b>154,000</b>
<b>Total Support</b>	<b>301,400</b>	<b>168,826</b>	<b>132,574</b>	<b>78.53%</b>	<b>165,039</b>
<b>Functional Expenses</b>					
Salary	106,440	83,783	22,657	27.04%	75,269
PR Tax	8,622	7,102	1,520	21.40%	6,419
Health Ins	21,156	18,682	2,474	13.24%	14,698
Workers Comp	480	527	(47)	-8.92%	367
401K	4,740	4,580	160	3.49%	4,487
<b>Subtotal Salary/Benefits</b>	<b>141,438</b>	<b>114,674</b>	<b>26,764</b>	<b>23.34%</b>	<b>101,240</b>
Rent/Util/R&M/Cleaning	23,857	5,676	18,181	320.31%	5,397
Telephone	1,200	1,452	(252)	-17.36%	1,905
Mail	180	106	74	69.81%	188
Insurance/Bonding	588	599	(11)	-1.84%	697
Supplies	7,320	1,128	6,192	548.94%	1,409
Depreciation	1,680	2,520	(840)	-33.33%	2,553
Equip/Support/Maint	1,800	1,351	449	33.23%	2,974
Taxes/Licenses	206	206	0	0.00%	172
Equip/Rent/Leasing	3,840	3,920	(80)	-2.04%	3,643
Training Seminars	0	0	0	-	107
Miscellaneous Programs	40,000	0	40,000	-	
Cost of Goods	12,020	18,660	(6,640)	-35.58%	5,358
Associate Relations	530	490	40	8.16%	922
Credit Card Fees	513	539	(26)	-4.82%	397
Auto	60	43	17	39.53%	107
Local Meals/ Ent	60	60	0	0.00%	184
Allocated	66,108	20,216	45,892	227.01%	26,079
<b>Total Functional Expense</b>	<b>301,400</b>	<b>171,640</b>	<b>129,760</b>	<b>75.60%</b>	<b>153,332</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>(2,814)</b>	<b>2,814</b>	<b>-100.01%</b>	<b>11,707</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>Chamber of Commerce</b>					
			Revised Budget to Original Budget		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Member Dues	117,768	106,827	10,941	10.24%	125,913
Member Events/Functions	62,760	74,436	(11,676)	-15.69%	46,754
Comm/Booking	5,000	0	5,000	-	46,754
Grants	10,000	0	10,000	-	46,754
<b>Total Unrestricted Supp</b>	<b>195,528</b>	<b>181,263</b>	<b>14,265</b>	<b>7.87%</b>	<b>312,929</b>
<b>County Funding</b>					
Placer County Payments	0	0	0	-	
<b>Total County Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>Total Support</b>	<b>195,528</b>	<b>181,263</b>	<b>14,265</b>	<b>7.87%</b>	<b>312,929</b>
<b>Functional Expenses</b>					
Salary	73,000	66,495	6,505	9.78%	63,674
PR Tax	5,913	4,737	1,176	24.83%	4,801
Health Ins	5,750	5,973	(223)	-3.73%	4,285
Workers Comp	366	470	(104)	-22.13%	326
401K	3,698	3,394	304	8.96%	3,316
<b>Subtotal Salary/Benefits</b>	<b>88,727</b>	<b>81,069</b>	<b>7,658</b>	<b>9.45%</b>	<b>76,402</b>
Rent/Util/R&M/Cleaning	8,880	8,830	50	0.57%	8,853
Telephone	1,800	1,996	(196)	-9.82%	2,481
Mail	903	690	213	30.87%	927
Insurance/Bonding	360	366	(6)	-1.64%	429
Supplies	960	1,091	(131)	-12.01%	1,305
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	720	651	69	10.60%	1,213
Taxes/Licenses	74	74	0	0.00%	130
Equip/Rent/Leasing	2,584	2,586	(2)	-0.08%	2,411
Training Seminars	504	169	335	198.22%	17
Membership Events/Newsletter	44,082	49,075	(4,993)	-10.17%	33,815
Public Relations/Website	4,200	4,500	(300)	-6.67%	4,835
Associate Relations	320	309	11	3.56%	520
Credit Card Fees	666	859	(193)	-22.47%	830
Auto	1,440	1,201	239	19.90%	1,399
Local Meals/ Ent	600	632	(32)	-5.06%	643
Dues Publication	1,244	144	1,100	763.89%	180
Travel	504	0	504	-	
Allocated	36,000	22,452	13,548	60.34%	26,772
<b>Total Functional Expense</b>	<b>195,528</b>	<b>177,954</b>	<b>17,574</b>	<b>9.88%</b>	<b>164,444</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>3,309</b>	<b>(3,309)</b>	<b>-100.00%</b>	<b>148,485</b>

<b>North Lake Tahoe Resort Association</b>					
<b>Budget Proposal for the 12 Months Ending June 30, 2012</b>					
<b>General &amp; Administration</b>					
			Revised Budget to Original Budget		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Interest	2,520	2,189	331	15.12%	4,474
Misc	0	4,449	(4,449)	-100.00%	
<b>Total Unrestricted Supp</b>	<b>2,520</b>	<b>6,638</b>	<b>(4,118)</b>	<b>-62.04%</b>	<b>4,474</b>
<b>County Funding</b>					
Placer County Payments	0	0	0	-	-
<b>Total County Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>Total Support</b>	<b>2,520</b>	<b>6,638</b>	<b>(4,118)</b>	<b>-62.04%</b>	<b>4,474</b>
<b>Functional Expenses</b>					
Salary	267,600	194,246	73,354	37.76%	291,855
PR Tax	21,676	21,509	167	0.77%	26,564
Health Ins	30,000	16,330	13,670	83.71%	24,612
Workers Comp	1,500	1,642	(142)	-8.65%	1,142
401K	16,056	10,282	5,774	56.16%	19,052
<b>Subtotal Salary/Benefits</b>	<b>336,832</b>	<b>244,009</b>	<b>92,823</b>	<b>38.04%</b>	<b>363,225</b>
Rent/Util/R&M/Cleaning	25,200	24,655	545	2.21%	24,598
Telephone	3,900	3,981	(81)	-2.03%	5,479
Mail	720	849	(129)	-15.19%	611
Insurance/Bonding	1,200	1,146	54	4.71%	1,339
Supplies	2,640	1,597	1,043	65.31%	2,533
Depreciation	3,360	4,992	(1,632)	-32.69%	5,058
Equip/Support/Maint	4,080	3,679	401	10.90%	4,764
Taxes/Licenses	343	233	110	47.21%	1,600
Equip/Rent/Leasing	2,300	2,220	80	3.60%	1,975
Training Seminars	2,400	533	1,867	350.28%	1,108
Professional Fees Attorneys	2,400	3,886	(1,486)	-38.24%	6,980
Prof Fees Accountant	20,500	16,500	4,000	24.24%	16,300
Associate Relations	1,145	964	181	18.78%	1,804
Board Functions	7,800	72,174	(64,374)	-89.19%	7,875
Auto	716	817	(101)	-12.36%	1,353
Local Meals/ Ent	600	487	113	23.20%	2,334
Dues Publication	1,200	195	1,005	515.38%	1,824
Travel	1,020	0	1,020	-	-
Allocated	(415,836)	(397,972)	(17,864)	4.49%	(412,932)
<b>Total Functional Expense</b>	<b>2,520</b>	<b>(15,055)</b>	<b>17,575</b>	<b>-116.74%</b>	<b>37,828</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>21,693</b>	<b>(21,693)</b>	<b>-100.00%</b>	<b>(33,354)</b>

North Lake Tahoe Resort Association					
Budget Proposal for the 12 Months Ending June 30, 2012					
Infrastructure					
			Revised Budget to Original Budget		
	FYE 6/30/2012	FYE 6/30/2011	Variance	Variance	FYE 06/30/10
	Budget	Forecast	\$	%	Actual
<b>Unrestricted Support (Non TOT Revenue)</b>					
Interest	1,220	1,120	100	8.93%	-
Misc	0	0	0	-	
<b>Total Unrestricted Supp</b>	<b>1,220</b>	<b>1,120</b>	<b>100</b>	<b>8.93%</b>	
<b>County Funding</b>					
Placer County Payments	2,387,496	590,853	1,796,643	304.08%	1,003,098
<b>Total County Funding</b>	<b>2,387,496</b>	<b>590,853</b>	<b>1,796,643</b>	<b>304.08%</b>	
<b>Total Support</b>	<b>2,388,716</b>	<b>591,973</b>	<b>1,796,743</b>	<b>303.52%</b>	<b>1,003,098</b>
<b>Functional Expenses</b>					
Salary	72,040	61,134	10,906	17.84%	92,116
PR Tax	7,815	1,167	6,648	6	7,016
Health Ins	1,620	1,004	616	61.35%	1,198
Workers Comp	432	470	(38)	-8.09%	326
401K	2,400	3,441	(1,041)	-30.25%	2,829
<b>Subtotal Salary/Benefits</b>	<b>84,307</b>	<b>67,216</b>	<b>17,091</b>	<b>25.43%</b>	<b>103,485</b>
Rent/Util/R&M/Cleaning	9,000	8,761	239	2.73%	8,819
Telephone	1,920	2,078	(158)	-7.60%	1,748
Mail	12	15	(3)	-20.00%	34
Insurance/Bonding	360	367	(7)	-1.91%	429
Supplies	600	632	(32)	-5.06%	1,042
Depreciation	960	1,260	(300)	-23.81%	1,282
Equip/Support/Maint	600	551	49	8.89%	767
Taxes/Licenses	74	74	0	0.00%	100
Equip/Rent/Leasing	1,320	1,347	(27)	-2.00%	1,200
Training Seminars	0	0	0	-	17
Research Planning Infra	22,000	35,000	(13,000)	-37.14%	40,571
Project Infrastructure	2,223,500	509,728	1,713,772	336.21%	795,594
Associate Relations	315	329	(14)	-4.26%	418
Auto	841	893	(52)	-5.82%	812
Local Meals/ Ent	55	60	(5)	-8.33%	139
Dues Publication	72	72	0	0.00%	90
Allocated	42,780	37,572	5,208	13.86%	37,332
<b>Total Functional Expense</b>	<b>2,388,716</b>	<b>665,955</b>	<b>1,722,761</b>	<b>258.69%</b>	<b>993,879</b>
<b>Change in Net Assets</b>	<b>0</b>	<b>(73,982)</b>	<b>73,982</b>	<b>-100.00%</b>	<b>9,219</b>