



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

**Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Thursday, July 31, 2014 – 10:00 am**

**NLTRA Conference Room
100 North Lake Boulevard**

To call-in:
Dial (424) 203-8400
Enter participant code: 547298#

NLTRA Mission

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

**Finance
Committee
Members**

NLTRA Board
*Ron Parson -
Treasurer
Phil GilanFarr*

Committee
Members
*Kimberly Frushon
Mike Salmon*

Placer County
Rep.
Jennifer Merchant

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – June 2014

D. Discussion and Possible Action to Recommend Approval of the Preliminary FY 2013/14 Financial Statements

E. Final Projected TOT Collection Schedule for Fiscal Year 2013/14

F. Consolidated Version of 2014/15 NLTRA Budget

G. 2014/15 NLTRA Budget Goals and Assumptions

H. 2014/15 Membership Budget

I. 2014/15 Membership Business Plan

J. Approval of CEO Expenses

K. Supplemental Information

L. Committee Member Comments

M. Adjournment

Posted and emailed: July 29, 2014

Finance Committee Meeting

July 31, 2014

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**FINANCE COMMITTEE MINUTES
Tuesday, June 24, 2014 – 2:00 pm**

**NLT Chamber/CVB/Resort Association
100 North Lake Blvd
Tahoe City**

PRELIMINARY MINUTES

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

STAFF IN ATTENDANCE: Sandy Evans Hall, Marc Sabella, and Kim Lambert

OTHERS IN ATTENDANCE: None

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:08pm by Chair Ron Parson.

2.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (Frushon/Merchant) (3/0) to approve the agenda as presented.

4.0 APPROVAL OF MINUTES

4.1 M/S/C (Parson/Merchant) (3/0) to approve the April and May Finance Committee briefs with a correction of a date in the April Finance Committee Brief (change May 2013 to May 2014).

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE MAY 2014 FINANCIAL STATEMENTS

5.1 Marc Sabella reviewed the May 2014 Financial Statements:

- Consolidated is tracking to reforecast.
- Conference Commissions are behind, but will catch up at year-end.
- Marketing Programs are anticipated to come in at reforecast.
- VIC rent is over reforecast. The Reno-Tahoe Int'l Airport welcome center rent was left out of the reforecast. August 2014 will be the last month this rent is paid.
- Membership currently has a \$19,000 loss. Possible solutions to the loss may include: being netted with VIC sales, some recognition of dues revenue held in the deferred revenue account, and/or use unrestricted net assets.

The committee discussed the membership issue. Some things to be considered are:

- How can the Chamber support itself?
- Should the Chamber be discontinued?
- Should the Chamber be subsidized by TOT?
- Is the Chamber a valuable entity?

Jennifer Merchant noted that Placer County is reluctant to fund the Chamber as there are a large percentage of members outside of Placer County. Ron Parson noted that surplus from the Tuesday Morning Breakfast Club should not be used to balance the Chamber's books.

Action: Kim Lambert will correct the accounts receivable spreadsheets.

M/S/C (Frushon/Merchant) (3/0) to recommend the Board of Directors approve the May 2014 Financial Statements.

6.0 UPDATED PROJECTED TOT COLLECTION SCHEDULE FOR FISCAL YEAR 2013/14

- 6.1 Projected TOT collection is \$4,000 more than last month. This amount is tracking above contract amount. The lodging barometer shows that lodging is down 8%. Andy Chapman noted that ADR is holding steady.

7.0 CONSOLIDATED VERSION OF 2014/15 NLTRA BUDGET

- 7.1 Marc Sabella reviewed the 2014/15 NLTRA budget. The budget is based on the assumption that NLTRA will be receiving the baseline amount from 2013/14 plus \$500,000. Marc noted that he spoke with Ron Parson about the Membership department. There needs to be a good business plan to support the \$190,000 membership revenues. Sandy Evans Hall anticipates growth in membership dues, new member fees and sponsorship.

This budget is a working budget, not a final budget. Marc reported that Salaries and Wages are budgeted for full merit and incentive. This may change. Also, health benefits increased 13.6%. Membership Salaries and Wages are predicated on having a Membership Manager for the full fiscal year. There is concern that the budgeted Membership Activities expense is too low.

Sandy Evans Hall explained that merit increases are going forward for the next fiscal year and incentives are based on performance in the previous fiscal year. The percentages can decrease; the budgeted amount is a max.

G&A is spread between the departments based on historic percentages. Kim Lambert explained that the percentages have been in use since before she came to the NLTRA (2007).

Ron Parson suggested that we audit exempt vs non-exempt employees for compliance with California law.

M/S/C (Parson/Frushon) (2/0/1 abstention - Merchant) to approve use of this budget for planning and come back with a business plan for the Chamber of Commerce.

Action: Ginger Karl will provide a business plan for the Chamber of Commerce for the next Finance Committee meeting.

8.0 2014/15 PLACER COUNTY ATTACHMENT C

- 8.1 Jennifer Merchant noted that Direct Marketing went up \$167,000 and Capital Improvements went down \$167,000. There will be some additions to the Scope of Work. Placer County proposes that G&A and personnel only increase 3%, not the currently budgeted 8%. Jennifer Merchant and Sandy Evans Hall will further discuss this issue.

9.0 APPROVAL OF CEO EXPENSES

- 9.1 Chair Ron Parson approved the CEO's expenses.

10.0 SUPPLEMENTAL INFORMATION

10.1 Marc Sabella noted that sales tax for our area is up significantly.

11.0 COMMITTEE MEMBERS' COMMENTS

10.1 Ron Parson commented that the G&A and personnel issue needs to be worked out so that the budget and contract can move forward.

12.0 ADJOURNMENT

11.1 The meeting adjourned at 3:15pm.

Submitted by
Kim Lambert
Staff Accountant

NLT Chamber/CVB/ Resort Association
Preliminary Unaudited Financial Statements
For the Twelve Months Ending June 30, 2014



July 31, 2014

To: Finance Committee

From: Kim Lambert and Marc Sabella

Re: Major Variances of the June 2014 Financial Statements

As of June 30th, 100% of the budget calendar should be completed. The following are the major reforecast to actual variances **YEAR-TO-DATE**:

New:

- TOT funding includes an additional \$50,000 for Marketing.
- Membership Dues revenue is over reforecast; some dues held in the deferred revenue account were recognized.
- Equipment Support & Maintenance expense dropped from the previous month as an insurance claim check for \$6,680 for tech issues was received.

Recurring:

- Membership Activities revenue is down; events are not bringing in anticipated revenue.
- Marketing Special Events revenue is down; actual revenue for IronMan came in under estimates.
- Transfers In from Reserves revenue and Emergency Marketing Expense of \$43,200 are for the Snow Rebutal campaign approved by the Board.
- Merchandise Sales and corresponding Cost of Goods in the Visitor Information Center are over reforecast due to strong sales.
- Community Marketing Programs expense is \$50,000 over reforecast; however, this is offset by the additional \$50,000 of TOT funding to Marketing.
- Membership Activities expense is over reforecast. There were unanticipated expenses for first-time events. With knowledge gained from running these events, it is anticipated that expenses will be lowered in FY 2014/15.
- The variance in Infrastructure Projects expense is because NLTRA expended \$119,638 for projects. This amount has not been reimbursed by Placer County; NLTRA and Placer County have not yet agreed on how to account for these expenditures.

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 318,867	\$ 268,868	Placer County TOT Funding	\$ 3,671,360	\$ 3,621,360	\$ 50,000	\$ 5,049,555	\$ 3,621,360	101%
-	593,880	Cap Imp Funding - Placer Held	-	2,223,452	(2,223,452)	-	2,223,452	0%
8,100	9,800	Membership	117,430	113,589	3,841	115,298	113,589	103%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,637	7,647	107%
33,412	11,180	Commissions	111,978	115,360	(3,382)	79,734	115,360	97%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
378,101	897,247	Total Revenue	4,195,484	6,342,335	(2,146,851)	5,383,199	6,342,335	66%
7,256	4,240	Cost of Goods Sold/Discounts	58,571	51,899	(6,672)	47,480	51,899	113%
7,256	4,240	Total Cost of Goods Sold	58,571	51,899	(6,672)	47,480	51,899	113%
370,845	893,007	Gross Margin	4,136,913	6,290,436	(2,153,523)	5,335,719	6,290,436	66%
Operating Expenses								
89,415	95,467	Salaries & Wages	1,236,590	1,234,496	(2,094)	1,204,771	1,234,496	100%
15,186	15,202	Rent	185,402	184,803	(599)	185,688	184,803	100%
2,581	3,106	Telephone	32,440	35,313	2,873	37,055	35,313	92%
177	319	Mail - USPS	4,607	3,704	(903)	3,976	3,704	124%
1,474	1,254	Insurance/Bonding	15,627	15,933	306	14,124	15,933	98%
1,054	1,375	Supplies	12,296	13,349	1,053	14,367	13,349	92%
-	102	Visitor Communications - Other	406	460	54	483	460	88%
(5,166)	970	Equipment Support & Maintenance	7,999	13,201	5,202	10,171	13,201	61%
482	335	Taxes, Licenses & Fees	3,822	3,752	(70)	2,318	3,752	102%
1,269	1,778	Equipment Rental/Leasing	18,529	21,041	2,512	21,469	21,041	88%
50	525	Training Seminars	3,400	5,130	1,730	2,091	5,130	66%
-	2,776	Public Outreach	1,092	3,776	2,684	-	3,776	29%
-	900	Professional Fees	18,590	19,350	760	27,873	19,350	96%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	7,490	173,458	456,638	98%
3,099	527	Membership Activities	35,342	26,147	(9,195)	26,733	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Ads	1,780	979	(801)	477	979	100%
16,000	35,000	Market Study Reports & Research	27,100	46,100	19,000	14,428	46,100	59%
95,000	55,000	Marketing Cooperative/Media	1,125,000	1,125,000	0	969,144	1,125,000	100%
-	1,574	Media/Collateral/Production	1,676	1,574	(102)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
19,998	-	Non-NLT Co-Op Marketing Programs	30,296	31,969	1,673	79,007	31,969	95%
-	8,000	Conference - PUD	3,000	8,000	5,000	-	8,000	38%
-	-	Employee Relations	2,354	2,445	91	1,854	2,445	96%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
530	476	Credit Card Fees	6,228	5,785	(443)	5,950	5,785	108%
1,204	905	Automobile Expenses	10,133	9,638	(495)	7,526	9,638	105%
629	461	Meals/Meetings	4,934	4,758	(176)	4,299	4,758	104%
-	186	Dues & Subscriptions	4,090	5,272	1,182	5,456	5,272	78%
1,005	1,065	Travel	5,590	8,107	2,517	2,269	8,107	69%
-	-	Research & Planning Dues	3,000	5,000	2,000	3,000	5,000	60%
17,505	4,753	Research & Planning	91,711	128,553	36,842	80,663	128,553	71%
(1,932)	35,500	Transportation Projects	499,875	530,003	30,128	825,272	530,003	94%
-	275,895	Infrastructure Projects	119,638	2,030,952	1,911,314	1,418,177	2,030,952	6%
-	-	Miscellaneous Expense	617	350	(267)	371	350	176%
-	150,000	Infrastructure Maintenance Reserve	-	150,000	150,000	-	150,000	0%
531	1,203	Depreciation	6,683	11,155	4,472	14,047	11,155	60%
372,270	800,775	Total Operating Expenses	4,207,548	6,286,312	2,078,764	5,365,185	6,286,312	67%
(1,425)	92,232	Operating Income (Loss)	(70,635)	4,124	(74,759)	(29,466)	4,124	
4	4	Investment Income/Interest	57	55	2	590	55	
(1,152)	-	Loss on Sale of Investments	(1,152)	-	-	-	-	
(2,573)	92,236	Net Income (Loss)	(71,730)	4,179	(74,757)	(28,876)	4,179	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 240,851	\$ 190,856	Placer County TOT Funding	\$ 2,735,212	\$ 2,685,217	\$ 49,995	\$ 2,449,118	\$ 2,685,217	102%
8,100	9,800	Membership	117,430	113,589	3,841	115,298	113,589	103%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,636	7,647	107%
33,412	11,180	Commissions	111,978	115,360	(3,382)	79,734	115,360	97%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
300,085	225,355	Total Revenue	3,259,336	3,182,740	76,596	2,782,761	3,182,740	102%
7,256	4,240	Cost of Goods Sold/Discounts	58,571	51,899	(6,672)	47,480	51,899	113%
7,256	4,240	Total Cost of Goods Sold	58,571	51,899	(6,672)	47,480	51,899	113%
292,829	221,115	Gross Margin	3,200,765	3,130,841	69,924	2,735,281	3,130,841	102%
76,678	83,139	Salaries & Wages	1,077,863	1,077,066	(797)	1,040,609	1,077,066	100%
13,969	13,291	Rent	170,097	165,175	(4,922)	166,777	165,175	103%
2,177	2,688	Telephone	27,405	30,138	2,733	31,670	30,138	91%
177	319	Mail - USPS	4,556	3,658	(898)	3,950	3,658	125%
1,385	1,142	Insurance/Bonding	14,690	14,719	29	13,185	14,719	100%
917	1,241	Supplies	11,041	12,004	963	13,440	12,004	92%
-	102	Visitor Communications - Other	406	460	54	483	460	88%
(5,007)	871	Equipment Support & Maintenance	6,487	11,749	5,262	9,068	11,749	55%
482	296	Taxes, Licenses & Fees	3,642	3,299	(343)	2,202	3,299	110%
1,041	1,487	Equipment Rental/Leasing	15,451	17,806	2,355	17,655	17,806	87%
50	525	Training Seminars	3,400	5,130	1,730	2,091	5,130	66%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	900	Professional Fees	18,590	19,350	760	27,873	19,350	96%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	7,490	173,458	456,638	98%
3,099	527	Membership Activities	35,342	26,147	(9,195)	26,547	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Ads	1,780	979	(801)	477	979	100%
16,000	35,000	Market Study Reports & Research	27,100	46,100	19,000	14,428	46,100	59%
95,000	55,000	Marketing Cooperative/Media	1,125,000	1,125,000	0	969,144	1,125,000	100%
-	1,574	Media/Collateral/Production	1,676	1,574	(102)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
19,998	-	Non-NLT Co-Op Marketing Programs	30,296	31,969	1,673	79,007	31,969	95%
-	8,000	Conference - PUD	3,000	8,000	5,000	-	8,000	38%
-	-	Employee Relations	2,141	2,245	104	1,814	2,245	95%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
530	476	Credit Card Fees	6,228	5,785	(443)	5,950	5,785	108%
1,127	596	Automobile Expenses	7,861	6,415	(1,446)	5,522	6,415	123%
654	380	Meals/Meetings	4,487	4,453	(34)	3,925	4,453	101%
-	186	Dues & Subscriptions	4,000	5,132	1,132	5,335	5,132	78%
1,005	1,065	Travel	5,590	8,107	2,517	2,270	8,107	69%
-	-	Miscellaneous Expense	617	350	(267)	374	350	176%
446	1,013	Depreciation	5,614	9,363	3,749	11,800	9,363	60%
341,907	315,939	Total Operating Expenses	3,302,240	3,242,390	(59,850)	2,837,722	3,242,390	102%
(49,078)	(94,824)	Operating Income (Loss)	(101,475)	(111,549)	10,074	(102,441)	(111,549)	
4	4	Investment Income/Interest	57	55	2	590	55	
(10,642)	(6,435)	Allocated Expenses	(91,005)	(92,795)	(1,790)	(75,943)	(92,795)	
(1,152)	-	Loss on Sale of Investments	(1,152)	-	-	-	-	
(39,584)	(88,385)	Net Income (Loss)	(11,565)	(18,699)	8,286	(25,908)	(18,699)	

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

<u>Current Month Actual</u>	<u>Current Month Reforecast</u>		<u>Year to Date Actual</u>	<u>Year to Date Reforecast</u>	<u>Variance</u>	<u>2012 2013 Year To Date Actual</u>	<u>Total 2013 2014 Reforecast</u>	<u>Percent of YTD Budget Consumed</u>
		Revenue						
\$ 189,442	\$ 139,442	Placer County TOT Funding	\$2,118,304	\$2,068,304	\$ 50,000	\$ 1,783,840	\$ 2,068,304	102%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
-	-	Special Events	87,708	104,936	(17,228)	669	104,936	84%
<u>189,442</u>	<u>139,442</u>	Total Revenue	<u>2,249,212</u>	<u>2,173,240</u>	<u>75,972</u>	<u>1,784,509</u>	<u>2,173,240</u>	<u>103%</u>
		Operating Expenses						
20,998	22,140	Salaries & Wages	285,151	291,004	5,853	275,431	291,004	98%
1,703	1,813	Rent	21,529	21,468	(61)	20,875	21,468	100%
678	884	Telephone	9,872	10,303	431	11,396	10,303	96%
-	96	Mail - USPS	248	780	532	949	780	32%
280	241	Insurance/Bonding	2,969	3,048	79	2,735	3,048	97%
266	276	Supplies	1,926	2,727	801	2,485	2,727	71%
(891)	200	Equipment Support & Maintenance	2,014	2,725	711	2,522	2,725	74%
-	59	Taxes, Licenses & Fees	281	694	413	380	694	41%
127	220	Equipment Rental/Leasing	2,154	2,600	446	2,483	2,600	83%
595	425	Training Seminars	2,395	4,425	2,030	1,137	4,425	54%
105,982	90,000	Community Marketing Programs	180,000	130,000	(50,000)	195,863	130,000	138%
5,000	15,000	Special Events/Sponsorships	449,148	456,638	7,490	173,458	456,638	98%
16,000	35,000	Market Study Reports & Research	27,100	46,100	19,000	13,656	46,100	59%
85,000	45,000	Marketing Cooperative/Media	1,005,000	1,005,000	0	835,152	1,005,000	100%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
21,598	-	Non-NLT Co-Op Marketing Programs	30,296	31,000	704	74,190	31,000	98%
-	-	Employee Relations	262	103	(159)	107	103	254%
-	25	Credit Card Fees	-	121	121	475	121	0%
269	183	Automobile Expenses	3,389	2,582	(807)	1,863	2,582	131%
274	130	Meals/Meetings	2,758	2,499	(259)	2,345	2,499	110%
-	116	Dues & Subscriptions	2,406	2,693	287	1,242	2,693	89%
479	-	Miscellaneous Expenses	479	-	(479)	577	-	0%
1,005	690	Travel	3,860	5,434	1,574	2,205	5,434	71%
133	301	Depreciation	1,671	2,829	1,158	3,512	2,829	59%
<u>259,496</u>	<u>212,799</u>	Total Operating Expenses	<u>2,078,108</u>	<u>2,024,773</u>	<u>(53,335)</u>	<u>1,625,038</u>	<u>2,024,773</u>	<u>103%</u>
(70,054)	(73,357)	Operating Income (Loss)	<u>171,104</u>	<u>148,467</u>	<u>22,637</u>	<u>159,471</u>	<u>148,467</u>	
13,628	15,367	Allocated Expenses	189,179	192,035	2,856	134,142	192,035	
<u>(83,682)</u>	<u>(88,724)</u>	Net Income (Loss)	<u>(18,075)</u>	<u>(43,568)</u>	<u>25,493</u>	<u>25,329</u>	<u>(43,568)</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 299,412	\$ 299,412	\$ -	\$ 352,098	\$ 299,412	100%
(550)	600	Membership	5,005	7,492	(2,487)	7,850	7,492	67%
33,412	11,180	Commissions	111,978	115,360	(3,382)	79,064	115,360	97%
<u>57,813</u>	<u>36,731</u>	Total Revenue	<u>416,395</u>	<u>422,264</u>	<u>(5,869)</u>	<u>439,012</u>	<u>422,264</u>	<u>99%</u>
Operating Expenses								
16,116	19,590	Salaries & Wages	228,016	224,775	(3,241)	213,370	224,775	101%
852	921	Rent	10,785	10,842	57	10,518	10,842	99%
212	281	Telephone	2,605	3,075	470	2,988	3,075	85%
17	65	Mail - USPS	1,103	988	(115)	900	988	112%
280	223	Insurance/Bonding	2,969	2,922	(47)	2,628	2,922	102%
116	77	Supplies	956	894	(62)	863	894	107%
(1,072)	138	Equipment Support & Maintenance	1,009	2,179	1,170	1,399	2,179	46%
-	16	Taxes, Licenses & Fees	146	256	110	94	256	57%
127	178	Equipment Rental/Leasing	2,228	2,437	209	2,212	2,437	91%
10,000	10,000	Marketing Cooperative/Media	120,000	120,000	0	133,992	120,000	100%
-	-	Other Programs	-	-	0	864	-	0%
3,000	8,000	Conference - PUD	3,000	8,000	5,000	-	8,000	38%
-	-	Employee Relations	535	425	(110)	394	425	126%
355	91	Automobile Expenses	1,844	994	(850)	1,277	994	186%
-	20	Meals/Meetings	98	186	88	117	186	53%
-	-	Dues & Subscriptions	425	1,105	680	1,470	1,105	38%
69	157	Depreciation	869	1,476	607	1,826	1,476	59%
<u>30,072</u>	<u>39,757</u>	Total Operating Expenses	<u>376,588</u>	<u>380,554</u>	<u>3,966</u>	<u>374,912</u>	<u>380,554</u>	<u>99%</u>
27,741	(3,026)	Operating Income (Loss)	39,807	41,710	(1,903)	64,100	41,710	
(1,129)	2,000	Allocated Expenses	39,622	35,399	(4,223)	81,989	35,399	
<u>28,870</u>	<u>(5,026)</u>	Net Income (Loss)	<u>185</u>	<u>6,311</u>	<u>(6,126)</u>	<u>(17,889)</u>	<u>6,311</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 60,510	\$ 60,509	Placer County TOT Funding	\$ 726,120	\$ 726,118	\$ 2	\$ 1,041,532	\$ 726,118	100%
60,510	60,509	Total Revenue	726,120	726,118	2	1,041,532	726,118	100%
Operating Expenses								
6,428	6,164	Salaries & Wages	74,558	75,317	759	80,223	75,317	99%
608	1,265	Rent	7,652	11,982	4,330	7,427	11,982	64%
202	222	Telephone	2,518	2,678	160	2,660	2,678	94%
-	-	Mail - USPS	28	24	(4)	13	24	117%
44	56	Insurance/Bonding	469	607	138	470	607	77%
72	53	Supplies	602	564	(38)	437	564	107%
(79)	49	Equipment Support & Maintenance	756	721	(35)	551	721	105%
-	-	Taxes, Licenses & Fees	90	90	0	58	90	100%
114	145	Equipment Rental/Leasing	1,539	1,614	75	1,907	1,614	95%
-	950	Public Outreach	-	950	950	92	950	0%
-	-	Research & Plan Dues	3,000	5,000	2,000	3,000	5,000	60%
3,150	471	Research & Planning	31,080	30,000	(1,080)	29,606	30,000	104%
(1,932)	35,500	Transportation Projects	499,875	530,003	30,128	825,272	530,003	94%
-	-	Employee Relations	81	100	19	7	100	81%
38	192	Automobile Expenses	1,136	1,874	738	1,000	1,874	61%
-	31	Meals/Meetings	12	105	93	46	105	11%
-	-	Dues & Subscriptions	45	45	0	61	45	100%
42	95	Depreciation	535	896	361	1,124	896	60%
8,687	45,193	Total Operating Expenses	623,976	662,570	38,594	953,954	662,570	94%
51,823	15,316	Operating Income (Loss)	102,144	63,548	38,596	87,578	63,548	
6,649	3,300	Allocated Expenses	39,687	40,670	983	33,849	40,670	
45,174	12,016	Net Income (Loss)	62,457	22,878	39,579	53,729	22,878	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 26,458	\$ 26,463	Placer County TOT Funding	\$ 317,496	\$ 317,501	\$ (5)	\$ 313,180	\$ 317,501	100%
1,825	1,000	Non-Retail VIC Sales	8,191	7,647	544	3,636	7,647	107%
13,373	8,000	Merchandise Sales	107,981	96,869	11,112	89,187	96,869	111%
<u>41,656</u>	<u>35,463</u>	Total Revenue	<u>433,668</u>	<u>422,017</u>	<u>11,651</u>	<u>406,003</u>	<u>422,017</u>	103%
7,256	4,240	Cost of Goods Sold	58,571	51,899	(6,672)	47,480	51,899	113%
<u>7,256</u>	<u>4,240</u>	Total Cost of Goods Sold	<u>58,571</u>	<u>51,899</u>	<u>(6,672)</u>	<u>47,480</u>	<u>51,899</u>	113%
34,400	31,223	Gross Margin	375,097	370,118	4,979	358,523	370,118	101%
Operating Expenses								
11,960	12,878	Salaries & Wages	175,959	184,999	9,040	197,191	184,999	95%
8,912	7,828	Rent	106,230	100,746	(5,484)	104,454	100,746	105%
304	460	Telephone	3,791	4,805	1,014	5,346	4,805	79%
129	37	Mail - USPS	1,618	759	(859)	739	759	213%
368	288	Insurance/Bonding	3,907	3,806	(101)	3,424	3,806	103%
133	500	Supplies	3,561	3,400	(161)	5,350	3,400	105%
-	102	Visitor Communications Other	405	460	55	408	460	88%
(1,473)	175	Equipment Support & Maintenance	128	1,908	1,780	1,646	1,908	7%
-	93	Taxes, Licenses & Fees	204	855	651	588	855	24%
381	506	Equipment Rental/Leasing	5,210	5,661	451	6,049	5,661	92%
-	900	Professional Fees	-	900	900	3,053	900	0%
-	-	Media/Collateral/Production	1,676	1,574	(102)	92	1,574	0%
-	969	Other Programs	-	969	969	4,594	969	0%
-	-	Employee Relations	361	275	(86)	502	275	131%
290	237	Credit Card Fees	3,430	3,243	(187)	3,032	3,243	106%
265	150	Automobile Expenses	1,319	1,613	294	1,980	1,613	82%
132	118	Meals/Meetings	510	658	148	472	658	78%
-	-	Travel	181	-	(181)	64	-	100%
69	157	Depreciation	869	1,319	450	1,826	1,319	66%
<u>21,470</u>	<u>25,398</u>	Total Operating Expenses	<u>309,359</u>	<u>317,950</u>	<u>8,591</u>	<u>340,810</u>	<u>317,950</u>	97%
12,930	5,825	Operating Income (Loss)	65,738	52,168	13,570	17,713	52,168	
610	2,000	Allocated Expenses	37,995	33,610	(4,385)	47,552	33,610	
<u>12,320</u>	<u>3,825</u>	Net Income (Loss)	<u>27,743</u>	<u>18,558</u>	<u>9,185</u>	<u>(29,839)</u>	<u>18,558</u>	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 17,502	\$ 17,503	Placer County TOT Funding	\$ 210,024	\$ 210,025	\$ (1)	\$ 1,219,492	\$ 210,025	100%
-	593,880	Cap Imp Funding - Placer Held	-	2,223,452	(2,223,452)	-	2,223,452	0%
17,502	611,383	Total Revenue	210,024	2,433,477	(2,223,453)	1,219,492	2,433,477	9%
Operating Expenses								
6,310	6,164	Salaries & Wages	84,168	82,113	(2,055)	75,369	82,113	103%
608	646	Rent	7,652	7,646	(6)	10,822	7,646	100%
202	196	Telephone	2,518	2,497	(21)	2,519	2,497	101%
-	-	Mail - USPS	23	22	(1)	11	22	105%
44	56	Insurance/Bonding	469	607	138	431	607	77%
72	81	Supplies	653	781	128	471	781	84%
(79)	50	Equipment Support & Maintenance	756	731	(25)	535	731	103%
-	39	Taxes, Licenses & Fees	90	363	273	58	363	25%
114	146	Equipment Rental/Leasing	1,539	1,621	82	1,739	1,621	95%
-	1,826	Public Outreach	913	2,826	1,913	93	2,826	32%
14,355	4,282	Research & Planning	60,630	98,553	37,923	36,784	98,553	62%
-	275,895	Infrastructure Projects	119,638	2,030,952	1,911,314	1,100,089	2,030,952	6%
-	-	Employee Relations	131	100	(31)	26	100	131%
39	117	Automobile Expenses	1,136	1,349	213	874	1,349	84%
-	50	Meals/Meetings	436	200	(236)	276	200	218%
-	-	Dues & Subscriptions	45	95	50	60	95	47%
-	150,000	Infrastructure Maintenance Reserve	-	150,000	150,000	-	150,000	0%
42	95	Depreciation	535	896	361	1,035	896	60%
21,707	439,643	Total Operating Expenses	281,332	2,381,352	2,100,020	1,231,192	2,381,352	12%
(4,205)	171,740	Operating Income (Loss)	(71,308)	52,125	(123,433)	(11,700)	52,125	
3,993	4,218	Allocated Expenses	51,318	52,125	807	38,586	52,125	
(8,198)	167,522	Net Income (Loss)	(122,626)	-	(122,626)	(50,286)	-	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 8,650	\$ 9,200	Membership	\$ 112,425	\$ 106,097	\$ 6,328	\$ 107,448	\$ 106,097	106%
150	400	New Member Fees	2,150	2,900	(750)	-	2,900	74%
1,894	900	Membership Activities	31,886	41,633	(9,747)	36,259	41,633	77%
480	769	Tuesday Morning Breakfast Club	10,850	9,689	1,161	9,529	9,689	112%
-	2,450	Sponsorships	2,750	4,900	(2,150)	-	4,900	0%
11,174	13,719	Total Revenue	160,061	165,219	(5,158)	153,236	165,219	97%
Operating Expenses								
6,490	5,559	Salaries & Wages	75,609	68,616	(6,993)	74,793	68,616	110%
608	683	Rent	7,652	7,942	290	7,427	7,942	96%
381	310	Telephone	3,204	3,338	134	3,763	3,338	96%
22	66	Mail - USPS	998	518	(480)	733	518	193%
133	116	Insurance/Bonding	1,406	1,449	43	1,265	1,449	97%
72	113	Supplies	1,503	1,763	260	1,435	1,763	85%
(480)	47	Equipment Support & Maintenance	769	1,072	303	551	1,072	72%
-	60	Taxes, Licenses & Fees	90	510	420	58	510	18%
254	328	Equipment Rental/Leasing	2,479	3,051	572	4,018	3,051	81%
50	-	Training Seminars	455	405	(50)	180	405	112%
-	-	Professional Fees	100	100	0	160	100	100%
2,620	527	Membership Activities	35,342	26,147	(9,195)	26,087	26,147	135%
570	737	Tuesday Morning Breakfast Club	9,602	9,308	(294)	8,847	9,308	103%
-	-	Classified Advertising	545	545	0	477	545	100%
-	-	Employee Relations	219	225	6	46	225	97%
239	214	Credit Card Fees	2,798	2,421	(377)	2,443	2,421	116%
179	80	Automobile Expenses	1,071	948	(123)	141	948	113%
68	60	Meals/Meetings	287	484	197	321	484	59%
-	-	Dues & Subscriptions	1,034	774	(260)	601	774	134%
-	-	Travel	390	390	0	222	390	100%
42	96	Depreciation	535	903	368	1,124	903	59%
11,248	8,996	Total Operating Expenses	146,088	130,909	(15,179)	134,692	130,909	112%
(74)	4,723	Operating Income (Loss)	13,973	34,310	(20,337)	18,544	34,310	
2,349	2,578	Allocated Expenses	35,387	34,310	(1,077)	34,948	34,310	
(2,423)	2,145	Net Income (Loss)	(21,414)	-	(21,414)	(16,404)	-	

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

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Operating Expenses								
\$21,115	\$22,972	Salaries & Wages	\$313,127	\$307,672	(\$5,455)	\$279,824	\$307,672	102%
1,893	2,046	Rent	23,901	24,177	276	23,503	24,177	99%
602	753	Telephone	7,933	8,617	684	8,178	8,617	92%
8	55	Mail - USPS	588	613	25	629	613	96%
324	274	Insurance/Bonding	3,438	3,494	56	3,133	3,494	98%
330	275	Supplies	3,095	3,220	125	3,307	3,220	96%
(1,091)	311	Equipment Support & Maintenance	2,568	3,865	1,297	2,949	3,865	66%
482	68	Taxes, Licenses & Fees	2,920	984	(1,936)	1,082	984	297%
152	255	Equipment Rental/Leasing	3,381	4,057	676	2,894	4,057	83%
-	100	Training Seminars	550	300	(250)	774	300	183%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,490	18,350	(140)	24,660	18,350	101%
-	-	Classified Advertising	1,235	434	(801)	-	434	285%
-	-	Employee Relations	764	1,217	453	766	1,217	63%
627	384	Board Functions	5,751	4,271	(1,480)	3,958	4,271	135%
60	92	Automobile Expenses	237	278	41	262	278	85%
179	52	Meals/Meetings	833	626	(207)	670	626	133%
-	70	Dues & Subscriptions	135	560	425	2,022	560	24%
-	375	Travel	1,159	2,283	1,124	-	2,283	51%
138	-	Miscellaneous Expense	138	350	212	145	350	39%
133	302	Depreciation	1,671	2,836	1,165	3,512	2,836	59%
24,952	28,384	Total Operating Expenses	392,093	388,204	(3,889)	362,268	388,204	101%
(24,952)	(28,384)	Operating Income (Loss)	(392,093)	(388,204)	(3,889)	(362,268)	(388,204)	
4	4	Investment Income/Interest	57	55	2	589	55	
(26,100)	(28,380)	Allocated Expenses	(393,188)	(388,149)	5,039	(374,575)	(388,149)	
(1,152)			(1,152)					
-	-	Net Income (Loss)	-	-	1,152	12,896	-	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placer County TOT Funding	\$ 2,118,304	\$ 299,412	\$ 317,496	\$ 2,735,212	\$ -	\$ -	\$ 2,735,212	\$ 210,024	\$ 726,120	\$ 3,671,356
Cap Imp Funding - Placer Held	-	-	-	-	-	-	-	-	-	-
Membership	-	5,005	-	5,005	112,425	-	117,430	-	-	117,430
New Member Fees	-	-	-	-	2,150	-	2,150	-	-	2,150
Membership Activities	-	-	-	-	31,886	-	31,886	-	-	31,886
Tuesday Morning Breakfast Club	-	-	-	-	10,850	-	10,850	-	-	10,850
Sponsorships	-	-	-	-	2,750	-	2,750	-	-	2,750
Special Events	87,708	-	-	87,708	-	-	87,708	-	-	87,708
Non-Retail VIC Sales	-	-	8,191	8,191	-	-	8,191	-	-	8,191
Commissions	-	111,978	-	111,978	-	-	111,978	-	-	111,978
Merchandise Sales	-	-	107,981	107,981	-	-	107,981	-	-	107,981
Transfers In/Other	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Total Revenue	2,249,212	416,395	433,668	3,099,275	160,061	-	3,259,336	210,024	726,120	4,195,480
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	58,571	58,571	-	-	58,571	-	-	58,571
Gross Profit	2,249,212	416,395	375,097	3,040,704	160,061	-	3,200,765	210,024	726,120	4,136,909
Operating Expenses										
Salaries & Wages	285,151	228,016	175,959	689,126	75,609	313,127	1,077,862	84,168	74,558	1,236,588
Rent	21,529	10,785	106,230	138,544	7,652	23,901	170,097	7,652	7,652	185,401
Telephone	9,872	2,605	3,791	16,268	3,204	7,933	27,405	2,518	2,518	32,441
Mail - USPS	248	1,103	1,618	2,969	998	588	4,555	23	28	4,606
Insurance/Bonding	2,969	2,969	3,907	9,845	1,406	3,438	14,689	469	469	15,627
Supplies	1,926	956	3,561	6,443	1,503	3,095	11,041	653	602	12,296
Equipment Support & Maintenance	2,014	1,009	128	3,151	769	2,568	6,488	756	756	8,000
Taxes, Licenses & Fees	281	146	204	631	90	2,920	3,641	90	90	3,821
Equipment Rental/Leasing	2,154	2,228	5,210	9,592	2,479	3,381	15,452	1,539	1,539	18,530
Training Seminars	2,395	-	-	2,395	455	550	3,400	-	-	3,400
Professional Fees	-	-	-	-	100	18,490	18,590	-	-	18,590
Public Outreach	-	-	-	-	-	179	179	913	-	1,092
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	60,630	31,080	91,710
Transportation Projects	-	-	-	-	-	-	-	-	499,875	499,875
Infrastructure Projects	-	-	-	-	-	-	-	119,638	-	119,638
Community Marketing Programs	180,000	-	-	180,000	-	-	180,000	-	-	180,000
Special Events/Sponsorships	449,148	-	-	449,148	-	-	449,148	-	-	449,148
Membership Activities	-	-	-	-	35,342	-	35,342	-	-	35,342
Tuesday Morning Breakfast Club	-	-	-	-	9,602	-	9,602	-	-	9,602
Market Study Reports & Research	27,100	-	-	27,100	-	-	27,100	-	-	27,100
Marketing Cooperative/Media	1,005,000	120,000	-	1,125,000	-	-	1,125,000	-	-	1,125,000
Emergency Marketing	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Non-NLT Co-Op Marketing Programs	30,296	-	1,676	31,972	-	-	31,972	-	-	31,972
Employee Relations	262	535	361	1,158	219	764	2,141	127	81	2,349
Board Functions	-	-	-	-	-	5,751	5,751	-	-	5,751
Credit Card Fees	-	-	3,430	3,430	2,798	-	6,228	-	-	6,228
Automobile Expenses	3,389	1,844	1,319	6,552	1,071	237	7,860	1,136	1,136	10,132
Meals/Meetings	2,758	98	510	3,366	287	833	4,486	436	12	4,934
Dues & Subscriptions	2,406	425	-	2,831	1,034	135	4,000	45	45	4,090
Travel	3,860	-	181	4,041	390	1,159	5,590	-	-	5,590
Depreciation	1,671	869	869	3,409	535	1,671	5,615	535	535	6,685
Miscellaneous	483	3,000	405	3,888	545	1,373	5,806	-	-	5,806
Total Operating Expenses	2,078,112	376,588	309,359	2,764,059	146,088	392,093	3,302,240	281,328	623,976	4,207,544
Operating Income (Loss)	171,100	39,807	65,738	276,645	13,973	(392,093)	(101,475)	(71,304)	102,144	(70,635)
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	57	57	-	-	57
Loss on Sale of Investments	-	-	-	-	-	(1,152)	(1,152)	-	-	(1,152)
Other Expenses										
Allocated	189,179	39,622	37,995	266,796	35,387	(393,188)	(91,005)	51,318	39,687	-
Net Income (Loss)	(18,079)	185	27,743	9,849	(21,414)	-	(11,565)	(122,622)	62,457	(71,730)

D12

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

	June 30 2014	June 30 2013	Audited June 30 2013
Assets			
Current Assets			
Petty Cash	1,000	500	500
Cash - Operations Acct #6712	368,838	549,619	549,620
Cash - Payroll Account #7421	7,958	13,480	13,480
Marketing Cooperative Cash	41,876	41,876	41,876
Cash - Infrastructure #8163	221	303,769	303,769
UBS Cash	0	8,856	8,856
Infrastructure Money Market	0	44,879	44,879
Cash in Drawer	1,545	300	300
Quickbooks Accounts Receivable	106,191	59,476	59,476
A/R - Sales Estimates	13,049	9,429	9,429
A/R - TOT Funding	(572,749)	408,188	408,188
Undeposited Funds	481	352	352
WebLink Accounts Receivable	20,146	21,325	21,325
Inventories	29,543	17,542	17,542
AR TOT Transportation NLTRA	830,951	112,926	112,926
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	1,318,345	317,847	317,847
AR TOT Infrastructure NLTRA Held	258,536	33,007	33,007
AR TOT Infra Maintenance County	150,000	-	-
Total Current Assets	2,575,931	1,943,369	1,943,370
Property and Equipment			
Furniture & Fixtures	68,768	67,102	67,102
Accum. Depr. - Furniture & Fixtures	(63,948)	(61,802)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,940)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(27,957)	(23,620)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,667)	(23,467)	(23,467)
Total Property and Equipment	12,758	13,951	13,951
Other Assets			
Prepaid Expenses	134,578	42,132	42,132
Prepaid Insurance	4,668	4,797	4,797
Total Other Assets	139,246	46,929	46,929
Total Assets	2,727,934	2,004,249	2,004,249
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	102,503	457,516	457,516
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,544	1,544
FUTA Taxes Payable	0	0	0
401(k) Plan	1,785	655	655
Estimated PTO	62,415	62,415	62,415
Sales and Use Tax Payable	2,364	1,302	1,302
Accrued Expenses	54,384	0	0
Ski Tahoe North Lift Tickets	0	0	0
Marketing Cooperative Liabilities	41,876	41,876	41,876
Intra-Company Borrowings	(1,248)	(139)	(139)
AFW Suspense Account	0	0	0
Payroll Liabilities	2,834	3,732	3,732
Deferred Rev - Membership Dues	72,400	81,113	81,113
Deferred Revenue - Other	14,882	19,441	19,441
Deferred Support	5	0	0
Deferred Transportation Support	0	0	0
Deferred Infrastructure Support	1,369,781	351,780	351,780
Deferred Support- Infra Maint. Reserve	292,096	142,096	142,096
Total Liabilities	2,037,821	1,199,205	1,199,205
Net Assets			
Unrestricted Net Assets	368,805	397,682	397,682
Designated Marketing Reserve	294,494	337,694	337,694
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(71,730)	(28,876)	(28,876)
Total Net Assets	690,113	805,044	805,044
Total Liabilities and Net Assets	2,727,934	2,004,249	2,004,249

D13

June 2014 Quickbooks Accounts Receivable									
Total	Customer/Business Name	Conf Dues		Group Comm		Misc.		For	Status
		age	amount	age	amount	age	amount		
300.00	Action Water Sports					new	300.00	6/1/14 Jun & Jul Kiosk	New
675.00	CA Board of Equalization						675.00	Sales Tax refund	Will be offset against quarterly reports
1,000.00	Comm Fund of NLT						1,000.00	3/27/14 CAD sponsorship	Under 90 days
550.00	Forest Suites Resort	150	550.00					1/1/14 Conf dues	Jason is contacting
66.00	Granlibakken Resort			60	66.00			4/30/14 Group commission	Under 90 days
510.00	Granlibakken Resort			30	510.00			5/31/14 Group commission	Paid
564.00	Granlibakken Resort			30	564.00			5/31/14 Group commission	Paid
111.30	Granlibakken Resort			new	111.30			6/30/14 Group commission	New
1,933.10	Harrah's / Harvey's			300	1,933.10			8/30/13 Group commission	Likely collectible
245.25	Harrah's / Harvey's			300	245.25			8/30/13 Group commission	Likely collectible
202.50	Harrah's / Harvey's			30	202.50			5/31/14 Group commission	Under 90 days
550.00	Hotel Truckee Tahoe	150	550.00					1/1/14 Conf dues	Jason is contacting
5,180.45	Hyatt Regency			new	5,180.45			6/30/14 Group commission	New
3,381.90	Hyatt Regency			new	3,381.90			6/30/14 Group commission	New
3,629.50	Hyatt Regency			new	3,629.50			6/30/14 Group commission	New
182.50	ICBA					60	182.50	4/25/14 Partner advertising	Under 90 days
13,642.92	NLT Marketing Co-op					30	13,642.92	5/31/14 Apr & May cc	Paid
4,560.18	NLT Marketing Co-op					new	4,560.18	6/30/14 June cc	New
6,680.58	Philadelphia Insurance					new	4/15/1918	6/30/14 claim for tech issues	New
50,000.00	Placer County Exec Office					new	50,000.00	6/30/14 Add'l mktg funds	New
300.00	PlumpJack					new	300.00	6/1/14 Jun & Jul Kiosk	New
150.00	Sandbox					new	150.00	6/1/14 June kiosk	New
59.90	Squaw Valley Lodge			new	59.90			6/30/14 Group commission	New
641.00	Squaw Valley Lodge			new	641.00			6/30/14 Group commission	Paid
5,530.18	Squaw Valley Resort			new	5,530.18			6/30/14 Group commission	New
450.00	TRPA					30	450.00	5/1/14 Chamber Trek	Under 90 days
450.00	Tahoe Biltmore					new	450.00	6/1/14 Jun,Jul,Aug kiosk	New
300.00	Tahoe Sailing Charters					30	300.00	5/1/14 Kiosk rental	Under 90 days

300.00	Tahoe Tree Top Adv					new	300.00	6/1/14 Kiosk rental	New
75.00	Tahoe Youth Ballet					new	75.00	6/1/14 June kiosk	New
150.00	Tahoma Lodge					30	150.00	5/1/14 Business of the Mo	Under 90 days
2,968.80	Resort at Squaw Creek		new	2,968.80				6/30/14 Group commission	New
314.60	Resort at Squaw Creek		new	314.60				6/30/14 Group commission	New
300.00	Truckee River RaftING					new	300.00	6/1/14 June & July kiosk	New
182.50	West Shore Assoc					30	182.50	4/25/14 Partner advertising	Paid
54.00	Wild West Communications					90	54.00	3/27/14 CAD	Will contact
106,191.16				25,338.48			79,452.68		
	Shaded grey is paid as of 7/18/14		-	(1,715.00)			(13,825.42)		
			-	23,623.48			65,627.26		

June 2014 WebLink Accounts Receivable

Total	Business Name	Chamber		Membership		For	Status
		Member Dues	Activites	age	amount		
510.00	Deck Lunch sign-ups			30	510.00	5/31/14 Deck Lunch	Possible discrepancy with WebLink membership software
75.00	Creative Concepts			30	75.00	5/31/14 Email blast	Under 90 days
10.00	Granlibakken			30	10.00	5/29/14 Deck Lunch	Under 90 days
170.00	Hyatt			90	170.00	3/1/14 Awards Dinner	Ginger will contact
75.00	Lighthouse Spa			210	75.00	11/30/14 Email blast	Paid
255.00	Placer Cty Env Engineering			90	255.00	3/27/14 Awards Dinner	Ginger will contact
60.00	Summit Ice Melt Systems			new	60.00	6/2/14 Deck lunch	New
300.00	Tahoe Quarterly			240	300.00	10/31/14 Annual lunch	Paid
225.00	September memb billing	270	225.00			9/1/13 Chamber dues	Paid
250.00	November memb billing	210	250.00			11/1/14 Chamber dues	Paid
960.00	January memb billing	150	960.00			1/1/14 Chamber dues	Likely collectible
450.00	February memb billing	120	450.00			2/1/14 Chamber dues	Likely collectible
3,075.00	April memb billing	60	3,075.00			4/1/14 Chamber dues	Membership mgr is contacting
5,335.00	May memb billing	30	5,335.00			5/1/2014 Chamber dues	Membership mgr is contacting
8,050.00	June membership billing	new	8,050.00			6/1/14 Chamber dues	New
1.00	Test				1.00		
19,801.00			18,345.00		1,455.00		
.	Shaded grey is paid as of 7/18/14		-475.00		-375.00		
			17,870.00		1,080.00		

**North Lake Tahoe Resort Association
Projected TOT Collections
For Fiscal Year Ended June 30, 2014**

	2011/12	2012/13	% Change	2013/14	% Change
District 5	<i>Actual</i>	<i>Actual</i>			
Quarter 1	3,682,067	3,881,220	5.41%	4,522,813	16.53% Actual*
Quarter 2	1,794,228	2,103,402	17.23%	2,144,196	1.94% Actual*
Quarter 3	3,159,502	4,261,128	34.87%	3,554,547	-16.58% Actual*
Quarter 4	1,553,956	1,439,436	-7.37%	1,439,436	0.00% Projected
	<u>10,189,753</u>	<u>11,685,186</u>		<u>11,660,992</u>	

NLTRA Contract	4,394,440
County Services	1,602,757
Total TOT for NLTRA & County Services	5,997,197
	<u>0.6</u>
Projected TOT Basis for Fiscal Year 2013/14	<u>9,995,328</u>

Note: * - Quarters 1-3 are reported actual amounts and are adjusted up as new information on reports come in from Placer County.
Quarter 3 is now 12.5% higher than the actual amounts recorded in fiscal year 2011/12.

Revised: July 19, 2014

NLTRA
 Preliminary Consolidated Budget 2014-15 (at July 23, 2014)
 Matches Placer County 14/15 Budget

	Marketing	Conference	VIC	Transportation	Infrastructure	Membership	Administration	Consolidated	Final 13/14 Budget	Variance
Ordinary Income/Expense										
Income										
4050-00 - Placer County TOT Funding	2,020,692	320,580	285,500	787,442	216,406	0	0	3,630,620	3,226,360	404,260
Capital Improvement Funding - Placer Held	0	0	0	0	1,520,903	0	0	1,520,903	1,168,080	352,823
4200-00 - Membership	0	7,690	0	0	0	121,827	0	129,517	123,432	6,085
New Member Fees	0	0	0	0	0	7,350	0	7,350	4,800	2,550
Membership Activities	0	0	0	0	0	45,250	0	45,250	53,750	-8,500
Tuesday Morning Breakfast Club	0	0	0	0	0	9,600	0	9,600	9,228	372
Sponsorships	0	0	0	0	0	8,100	0	8,100	2,500	5,600
Special Events	86,500	0	0	0	0	0	0	86,500	0	86,500
Non-retail VIC Sales	0	0	10,644	0	0	0	0	10,644	7,000	3,644
4600-00 - Commissions	0	115,868	0	0	0	0	0	115,868	190,360	-74,492
46000 - Merchandise Sales	0	0	108,864	0	0	0	0	108,864	87,900	20,964
Total Income	2,107,192	444,138	405,008	787,442	1,737,309	192,127	0	5,673,216	4,873,410	799,806
Cost of Goods Sold	0	0	58,306	0	0	0	0	58,306	46,587	-11,719
Gross Profit	2,107,192	444,138	346,702	787,442	1,737,309	192,127	0	5,614,910	4,826,823	788,087
Operating Expenses										
5000-00 - Salaries & Wages	327,128	251,219	185,338	98,630	95,205	99,824	357,884	1,415,228	1,307,364	-107,864
5100-00 - Rent	23,750	11,898	81,389	10,737	9,581	8,427	23,740	169,522	186,344	16,822
5310-00 - Telephone	10,608	3,372	6,240	2,700	2,400	3,720	8,596	37,636	37,274	-362
5420-00 - Mail - USPS	1,152	792	792	50	50	792	658	4,286	3,837	-449
5510-00 - Insurance/Bonding	2,892	2,676	3,456	672	480	1,392	3,288	14,856	15,064	208
5520-00 - Supplies	3,312	924	4,524	636	872	684	3,428	14,380	14,528	148
5530-00 - Visitor Communications - Other	0	0	460	0	0	0	0	460	408	-52
5700-00 - Equipment Support & Maintenance	2,400	1,656	2,100	565	660	565	3,728	11,674	11,635	-39
5710-00 - Taxes, Licenses & Fees	720	180	1,116	60	372	720	809	3,977	4,053	76
5740-00 - Equipment Rental/Leasing	2,640	2,256	6,000	1,740	1,552	3,976	3,064	21,228	21,494	266
5800-00 - Training Seminars	2,334	0	1,400	0	0	200	550	4,484	1,005	-3,479
5900-00 - Professional Fees	0	0	0	0	0	0	18,350	18,350	19,250	900
Community Marketing Programs	80,000	0	0	0	0	0	0	80,000	100,000	20,000
6420-00 - Special Events/Sponsorships	504,000	0	0	0	0	0	0	504,000	305,000	-199,000
6423-00 - Membership Activities	0	0	0	0	0	30,085	0	30,085	30,482	397
6437-00 - Tuesday Morning Breakfast Club	0	0	0	0	0	8,844	0	8,844	8,844	0
6730-00 - Marketing Cooperative/Media	770,000	110,000	0	0	0	0	0	880,000	795,000	-85,000
6740-00 - Media/Collateral/Production	0	0	826	0	0	0	0	826	1,574	748
Non-NLT Co-Op Marketing Programs	121,000	0	1,596	0	0	0	0	122,596	100,469	-22,127
7253-00 - Conference - PUD	0	8,000	0	0	0	0	0	8,000	8,000	0
8200-00 - Employee Relations	200	438	300	125	125	250	1,250	2,688	2,165	-523
8300-00 - Board Functions	0	0	0	0	0	0	4,604	4,604	4,604	0
8500-00 - Credit Card Fees	193	0	2,856	0	0	2,400	0	5,449	5,346	-103
8700-00 - Automobile Expenses	2,196	1,080	2,700	2,304	1,216	900	371	10,767	9,301	-1,466
8750-00 - Meals/Meetings	2,326	372	720	109	372	720	350	4,968	3,547	-1,421
8810-00 - Dues & Subscriptions	2,600	600	0	90	0	720	160	4,170	5,518	1,348
8910-00 - Travel	6,213	0	628	0	0	390	1,433	8,664	6,934	-1,730
Public Outreach	0	0	0	950	1,000	0	179	2,129	3,776	1,647
Research & Planning Dues	0	0	0	5,000	0	0	0	5,000	5,000	0
Research & Planning	7,000	0	0	32,000	49,000	0	0	88,000	82,000	-6,000
Transportation Projects	0	0	0	589,420	0	0	0	589,420	542,000	-47,420
Infrastructure Projects	0	0	0	0	1,520,903	0	0	1,520,904	1,018,080	-502,824
Infrastructure Maintenance Reserve	0	0	0	0	0	0	0	0	150,000	150,000
Miscellaneous Expense	0	0	0	0	0	0	0	0	366	366
Depreciation	3,612	924	851	576	576	571	1,785	8,894	14,421	5,527
Total Operating Expenses	1,876,276	396,387	303,292	746,364	1,684,363	165,179	434,227	5,606,088	4,824,683	-781,405
Net Ordinary Income	230,916	47,751	43,410	41,078	52,946	26,948	-434,227	8,822	2,140	6,682
Other Income/Expense										
Additions to Marketing Reserve								-21,000	0	-21,000
Allocated Expenses from G&A	-209,916	-47,751	-43,410	-41,078	-52,946	-39,078	434,179	0	0	0
Investment Income/Interest							48	48	0	48
Net Other Income/(Expense)	-230,916	-47,751	-43,410	-41,078	-52,946	-39,078	434,227	-20,952	0	-20,952
Net Income	0	0	0	0	0	-12,130	0	-12,130	2,140	-14,270

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North Lake Tahoe Resort Association
Profit & Loss Budget Overview
July 2014 through June 2015

Membership	TOTAL												2013-14		
	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul '14 - Jun 15	Reforecast	Variance
Ordinary Income/Expense															
Income															
Membership	10,186	10,186	10,186	10,186	10,186	10,186	10,186	10,186	10,186	10,186	10,186	9,781	121,827	106,097	15,730
New Member Fees	600	600	600	600	600	600	600	600	600	600	600	750	7,350	2,900	4,450
Membership Activities	900	4,400	900	5,400	1,000	4,700	3,900	900	16,950	900	4,400	4,400	45,250	41,633	3,617
Tuesday Morning Breakfast Club	800	800	800	800	800	800	800	800	800	800	800	800	9,600	9,689	-89
Sponsorships	0	1,000	0	500	0	600	0	1,000	3,000	0	0	2,000	8,100	4,900	3,200
Total Income	12,486	16,986	12,486	17,486	12,586	16,886	15,486	13,486	31,536	12,486	12,486	17,731	192,127	165,219	26,908
Gross Profit	12,486	16,986	12,486	17,486	12,586	16,886	15,486	13,486	31,536	12,486	12,486	17,731	192,127	165,219	26,908
Expense															
5000-00 - Salaries & Wages															
5000-00 - Salaries & Wages	4,703	4,703	6,171	7,055	6,996	4,703	4,703	4,703	4,703	7,055	4,703	4,703	64,903		
5020-00 - P/R - Tax Expense	390	390	515	585	586	390	390	390	390	585	390	390	5,388		
5030-00 - P/R - Health Insurance Expense	2,001	2,001	2,001	3,001	2,001	2,001	2,001	2,001	2,001	3,001	2,001	2,001	26,010		
5040-00 - P/R - Workmans Comp	64	64	64	64	64	64	64	64	64	64	64	64	765		
5060-00 - 401 (k)	45	45	104	68	137	45	45	45	45	68	45	45	739		
5061-00 - 401k Profit Sharing	0	0	0	0	0	0	0	0	0	0	0	0	0		
6600 - Other Payroll Expenses	105	800	0	105	0	0	105	800	0	105	0	0	2,020		
Total 5000-00 - Salaries & Wages	7,308	8,003	8,854	10,877	9,783	7,203	7,308	8,003	7,203	10,877	7,203	7,203	99,824	68,616	-31,208
5100-00 - Rent															
5110-00 - Utilities	61	61	61	61	61	61	61	61	61	61	61	61	729		
5140-00 - Repairs & Maintenance	37	37	37	37	37	37	37	37	37	37	37	37	444		
5150-00 - Office - Cleaning	49	49	49	49	49	49	49	49	49	49	49	49	585		
5100-00 - Rent	556	556	556	556	556	556	556	556	556	556	556	556	6,669		
Total 5100-00 - Rent	702	702	702	702	702	702	702	702	702	702	702	702	8,427	7,942	-485
5310-00 - Telephone	310	310	310	310	310	310	310	310	310	310	310	310	3,720	3,338	-382
5420-00 - Mail - USPS	66	66	66	66	66	66	66	66	66	66	66	66	792	518	-274
5510-00 - Insurance/Bonding	116	116	116	116	116	116	116	116	116	116	116	116	1,392	1,449	57
5520-00 - Supplies	57	57	57	57	57	57	57	57	57	57	57	57	684	1,763	1,079
5700-00 - Equipment Support & Maintenance	47	47	47	47	47	47	47	47	47	47	47	47	565	1,072	507
5710-00 - Taxes, Licenses & Fees	60	60	60	60	60	60	60	60	60	60	60	60	720	510	-210
5740-00 - Equipment Rental/Leasing	331	331	331	331	331	331	331	331	331	331	331	331	3,976	3,051	-925
5800-00 - Training Seminars	0	200	0	0	0	0	0	0	0	0	0	0	200	405	205
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	100	100
Membership Activities	0	2,400	85	4,400	500	2,700	0	0	17,600	0	0	2,400	30,085	26,147	-3,938
Tuesday Morning Breakfast Club	737	737	737	737	737	737	737	737	737	737	737	737	8,844	9,308	464
Classified Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	545	545
Employee Relations	0	0	0	0	0	250	0	0	0	0	0	0	250	225	-25
Credit Card Fees	200	200	200	200	200	200	200	200	200	200	200	200	2,400	2,421	21
8700-00 - Automobile Expenses	250	0	250	0	0	300	100	0	0	0	0	0	900	948	48
8750-00 - Meals/Meetings	60	60	60	60	60	60	60	60	60	60	60	60	720	484	-236
Dues & Subscriptions	60	60	60	60	60	60	60	60	60	60	60	60	720	774	54
Travel	390	0	0	0	0	0	0	0	0	0	0	0	390	390	0
Depreciation	48	48	48	48	48	48	48	48	48	48	48	48	571	903	332
Total Operating Expenses	10,742	13,397	11,984	18,071	13,078	13,247	10,202	10,797	27,597	13,671	9,997	12,397	165,179	130,909	-34,270
Net Ordinary Income	1,744	3,589	502	-585	-492	3,639	5,284	2,689	3,939	-1,185	2,489	5,334	26,948	34,310	-7,362
Other Income/Expense															
Other Expense															
8990-00 - Allocated	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	39,078	34,310	-4,768
Total Other Expense	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	39,078	34,310	-4,768
Net Other Income	-3,257	-3,257	-3,257	-3,257	-3,257	-3,257	-3,257	-3,257	-3,257	-3,257	-3,257	-3,257	-39,078	-34,310	-4,768
Net Income	-1,512	333	-2,754	-3,842	-3,748	383	2,028	-567	683	-4,442	-767	2,078	-12,130	0	-12,130

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north lake tahoe

Chamber | CVB | Resort Association

**North Lake Tahoe Chamber of Commerce
Chamber Business Plan
INITIAL DRAFT UPDATE FOR FY-2014/15**

JULY 2014

The mission of the North Lake Tahoe Chamber of Commerce is to take specific actions to help improve the opportunity for local businesses to achieve and sustain success; to promote business, tourism, and the economic, cultural, and civic welfare of the greater North Lake Tahoe community.

North Lake Tahoe Chamber of Commerce

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Visitor Information Center

Tahoe City

100 North Lake Boulevard

530-581-6900

Incline Village

969 Tahoe Boulevard

775-831-4440

Sandy Evans Hall, President & CEO

North Lake Tahoe Resort Association

530-581-8739

Sandy@GoTahoeNorth.com

Administrative Office

100 North Lake Boulevard, 2nd Floor, Tahoe City

530-581-8734

Introduction

History and Background

The North Lake Tahoe Chamber of Commerce has a long history of member and community service, dating back over 56 years. Through many changes in our region, in the states of California and Nevada, and in our nation, the Chamber has worked diligently to be an effective voice and advocate for the local business community. As we recall our past and look toward the future, we take this opportunity to thank the leaders and members of our business community who have contributed to the voice and sustainability of the North Lake Tahoe Chamber of Commerce.

During the 1950s, the awareness of Lake Tahoe as a vacation destination began to grow. As a result, the size of the business community increased. This awareness and commercial activity was accelerated by the 1960 Winter Olympic Games in Squaw Valley and on the West Shore. More businesses were established to meet the needs of visitors as well as a growing local population. There was no truly local government, nor any coordinated planning and development standards; consequently, much of North Lake Tahoe's development was haphazard. This ultimately presented challenges for both the business and resident communities.

In 1969, primarily due to concerns over haphazard and uncontrolled growth in the Lake Tahoe Basin, the Tahoe Regional Planning Agency was established by action of the states of California and Nevada, ratified by Congress as a Bi-State Compact (Public Law 191-148). The TRPA brought a complex new structure to bear on its mandate to achieve orderly growth and development, balanced with rigorous protection of Lake Tahoe's fragile ecosystems. In 1980, the TRPA Compact was revised (PL-96-551) and the Agency given even greater regulatory powers, tied to its mandate to "achieve and maintain" adopted environmental threshold carrying capacities.

To serve its members, it was necessary for the Chamber to advocate for the community wherever decisions were being made affecting North Lake Tahoe's business climate and community sustainability, whether in Auburn, Sacramento, the South Shore (TRPA), Carson City or Washington. This advocacy was largely accomplished by staff and volunteer Chamber leaders, and through partnerships with other organizations.

Traditionally, the Chamber also handled the task of providing visitor information services. In the 1970s, the Chamber established the Ski Tahoe North Program, in order to promote and sell lodging and skiing at North Lake Tahoe. To further support this program, the Chamber opened a "manual" lodging and lift ticket reservation program, selling skiing and lodging packages and individual rooms.

In 1979, the Tahoe North Visitors and Convention Bureau (TNVCB) was established. The TNVCB opened a computerized reservation service and developed a comprehensive marketing program for the North Lake Tahoe region. The Chamber and TNVCB operated under one director until 1981, when the TNVCB established its own Board of Directors and budgeting process. The Chamber and TNVCB divided their

responsibilities. The Chamber concentrated on local economic issues and the health and viability of the business community. The TNVCB focused on marketing, sales, reservations and public relations. The Chamber and TNVCB were located in the same office and used the combined efforts of their respective staff to assist in the development of events and provide support to various organizations, including Snowfest, Lake Tahoe Music Festival, Octoberfest, Autumn Jubilee and the Autumn Food & Wine Festival, Father's Day on the Truckee, Truckee Tahoe Air Show, the West Shore Association, and others.

In the early 1990s, Chamber leaders and others in the North Lake Tahoe community, along with Placer County officials, began to express and share concerns about the future of the region. One concern was the allocation of limited Transient Occupancy Tax (TOT) to two separate organizations, the Chamber and the TNVCB. Many people felt there was a need to more effectively and efficiently address tourism, environmental and community concerns. Chamber and TNVCB leaders helped support a locally based partnership with Placer County that led to preparation of the *North Lake Tahoe Tourism Development Master Plan*, published in 1995. The plan recommended a more coordinated approach to decision making and implementation of the planning and investment strategies needed to ensure a sustainable future for North Lake Tahoe. Accordingly, in 1996, operations of the North Lake Tahoe Chamber of Commerce and the TNVCB were moved under the umbrella of a new organization, the North Lake Tahoe Resort Association (NLTRA). The NLTRA is a 501(c)(4) non profit public benefit corporation, with a mission "*to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the North Lake Tahoe area.*"

In addition to serving as the umbrella for the Chamber and TNVCB, the NLTRA was also given the responsibility to help identify and fund infrastructure and transportation projects, consistent with Master Plan recommendations. To help finance this work, North Lake Tahoe voters approved a 2% increase in Placer County Transient Occupancy Tax (TOT). First approved in 1996, the 2% additional TOT was extended by local voters in 2002. It will be up for renewal in 2012.

A principal partner in the NLTRA's mission is Placer County, which invests a percentage of the TOT generated by North Lake Tahoe lodging properties (including the additional 2% TOT) in support of the NLTRA's Master Plan. Each edition of the Master Plan is developed by the NLTRA, in partnership with the community, and approved by the NLTRA Board of Directors and the Placer County Board of Supervisors. The current Master Plan is the *North Lake Tahoe Tourism and Community Investment Master Plan*, approved in the summer of 2004.

Changes and New Realities

Although it gained administrative efficiencies operating as part of the NLTRA, confusion developed as to the role of the Chamber as compared to that of the NLTRA. This confusion led to a perception that the Chamber was less effective, an opinion that persisted for many years. Both before and after formation of the NLTRA, smaller

community specific business associations began to develop, due at least in part to a belief that the Chamber was not serving their needs. Beginning in 2003, recognizing there was a positive role that such groups could play, the NLTRA and Chamber encouraged these organizations. In early 2005, the NLTRA established a pilot Community Marketing Grant Program to assist these organizations in meeting their marketing and promotional goals. While this program was generally well received, it brought into further question the role and value of the Chamber in relationship to the area's community specific business associations. One significant challenge was the competition for membership.

As a starting point for defining these relationships, the NLTRA/Chamber organized and hosted a "Community Partners" Workshop (June 2005). Shortly thereafter, the NLTRA's former "Membership Committee" was reconstituted into the Chamber of Commerce Advisory Committee (CofCAC). Originally there were four committee seats provided to community specific business organizations. One seat was added; participants now involved are the North Tahoe Business Association, West Shore Association, Tahoe City Downtown Association, Squaw Valley Business Association and Village at Northstar Association.

In fall of 2005, the Chamber of Commerce Advisory Committee was given the responsibility for reviewing and approving Community Marketing Grant proposals as submitted by eligible organizations. The process of developing this program led to broader discussions concerning the role and value of the Chamber and its relationship to other business organizations. To help define the Chamber's role, value and relationships, it was generally agreed that a Chamber Business Plan should be prepared.

North Shore Chamber Consolidation

In early 2006, Directors of the Incline Village Crystal Bay (IVCB) Chamber of Commerce formally announced their intention to cease operations, effective January 1, 2007. IVCB Chamber representatives contacted management at the NLTRA/North Lake Tahoe (NLT) Chamber of Commerce to determine if our organization was interested in more comprehensively providing Chamber services for the Incline Village Crystal Bay area. At the time, the NLT Chamber already served more than 50 members in the IVCB area.

In the spring of 2006, NLTRA/Chamber staff presented a proposed Chamber Consolidation Plan to the Chamber of Commerce Advisory Committee and NLTRA Board. The Committee and Board directed staff to prepare a comprehensive Chamber Business Plan to help implement the consolidation process and provide a framework for improving and expanding the Chamber's resources, programs and services to better serve all of its members. The first edition of this Business Plan was finalized, recommended by the Chamber Advisory Committee, and approved by the NLTRA Board in December 2006. The Plan was updated and approved in July of 2007, June of 2008, and in May of 2009. The FY-2009/10 Chamber Business Plan will be the fifth edition.

Funding for Chamber Operations and Programs

No Placer County or other public funds are used to directly support the North Lake Tahoe Chamber of Commerce. As part of the approved NLTRA Transient Occupancy Tax (TOT) Budget, Placer County currently provides \$70,000 to the Business Association Chamber Collaborative, \$75,000 to Tahoe City Downtown Association and \$75,000 to the North Tahoe Business Association.

The primary source of funding for the Chamber comes from the annual dues paid by Chamber members (Chamber Membership Investment Program). The only other source of Chamber operating revenue comes from Chamber programs and projects, such as seminars, workshops and events (e.g., Bridal Faire-2 per year, annual Community Awards Dinner, Summer Deck Luncheon, Annual Membership Luncheon, Winter Recreation Luncheon, Hospitality Holidays/Shop Local, Chamber Education Seminars). Whenever possible, the Chamber generates what amounts to a "fee for service" for producing and providing Chamber programs to its members and the community. Not all Chamber programs generate revenue; many are provided at or near cost, consistent with the benefits of Chamber membership. As directed in this Business Plan, the Chamber will identify and pursue opportunities to increase revenue, so that the programs and marketing of Chamber services can be increased, consistent with the Chamber's adopted mission.

Role of the Chamber

As described in this Business Plan, the primary role of the Chamber is to undertake specific actions to help improve and sustain North Lake Tahoe's business climate. Other key roles are to grow and promote Chamber membership, collaborate with the NLTRA and the Chamber/NLTRA's community marketing partners to develop, coordinate and execute "in market" advertising, promotion and community based special events, improve the visitor experience, and stimulate return visitation. The Chamber plays an important role helping the NLTRA promote the North Lake Tahoe Brand and related campaigns and delivering on the "brand promise." The Chamber also provides feedback from visitors to help the NLTRA respond to changes in visitor needs and market opportunities.

Timeframe Addressed by this Plan

This document is the sixth edition of the Chamber Business Plan and is designed to guide the direction of the Chamber for FY-2014/15. It will continue to be evaluated and updated on an annual basis. The evaluation process shall include a review and input from the membership, staff, and the NLTRA Board of Directors.



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Review of FY-2013/14 Activities and Accomplishments

At the start of this fiscal year, the Chamber had 455 members in good standing.

The Membership Manager has implemented new events, such as Hospitality Holidays and a successful Bridal Faire and Networking Events in the Visitors Center. She has also brought back old programs that were successful such as the Summer Recreation Luncheon. She has also worked diligently to improve the value of a Chamber Membership through effective marketing of businesses and Chamber events. The Chamber Facebook page has gone from 420 likes to 1,427 likes with engaged users. A Bridal Faire Facebook page was also created with 380 likes.

The role of the Business Association Chamber Collaborative has expanded as the Committee has created new programs for "in-market" advertising for a High Notes Campaign and a Peak Your Adventures Campaign. The Committee successfully completed a Touch the Lake campaign, a mirror campaign to Peak Your Adventures to push visitors around the lake and mountain communities.

The Committee is also taking on the re-vamp of the Special Event Grant Funding program. The Committee is also forecasting expanding the existing Shop Local holiday contest into a year round program. Consistent with Chamber Business Plan the Committee has taken a leadership role in the development and implementation of coordinated "*In Market*" advertising and support for community based special events.

Economic Climate

Starting in the fall of 2008, clear signs of an impact from the national and global economic downturn were reflected in local indicators. A number of businesses closed, relocated or struggled harder than ever before to survive. Commercial vacancies in the North Lake Tahoe-Truckee region noticeably increased. The level of both seasonal and full time employment declined. Virtually no sector of the local economy was spared from these challenging times.

While the markets may be performing well, the average American isn't. Unemployment remains high, as does household debt. Gross domestic product (GDP) is essentially flat. Housing may be the one bright spot, but even that sector is fragile at best.

Through a Chamber Survey, local businesses were asked if economically speaking, compared to last year if their businesses were better, the same or not as good. 38% said Better, 43% said Same and 19% said Not as Good.

Chamber Actions in Response

Through a survey and other member outreach, the Chamber actively sought to identify and provide modified and new programs and opportunities to support our membership, consistent with our adopted mission. Based on survey input, much of the Chamber's focus has been on improving and increasing the opportunities for business to business marketing and promotion; also on educational programs and initiatives designed specifically in response to the challenges we all face.

Other continuing Chamber programs during FY-2013/14 included the annual **Summer Recreation Luncheon, Membership Luncheon, Chamber Community Awards Dinner, Hospitality Holidays, Bridal Faire** and **promotional support for shop local programs** (in partnership with several business and community organizations).

Objective 1-Address Placer County & Washoe County to receive funding for the North Lake Tahoe Chamber

Placer County provides funds to the Business Associations in the area of Placer that are competitors for membership with the NLT Chamber. The North Lake Tahoe Chamber would like to receive some funding by the county of Placer and met with a percentage from Washoe County. Begin the process of requesting funds from the counties.

Objective 2- Develop programs and education for the tourism industry, generating \$10,000 through participant fees and sponsorships.

Add a string of seminar series to the Chamber roster for Business Education

Seminar topics might include Cyber Security Awareness, Employee Handbooks Workshop, Employee Hiring and Firing, OSHA, Multi-Generational Workplace, Workplace Violence, ADA Rules, Marketing, Social Media, Motivational Speakers, Seminars should be held at a central location-location to be determined.

Creative Cocktail Hour events to be held at local restaurant locations.

Creative Cocktail is a business networking event -Creative Cocktail toasts local ventures prospering within the new economy and provides a social setting to discover opportunities for further economic growth. Creative Cocktail is hosted at local, innovative venues with an aim to connect creative workers.

Taste a bite prepared and presented by a top area chef, and chat with him about his craft and inspiration.

\$10/\$5 FOR MEMBERS

Held on a Thursday of the month not to be held on the same night as a Mixer.

Business will provide small tasters of a creative cocktail and small bites and treats, and a space for the event to be held. Business will have an opportunity to speak about their business, the cocktail and food. The business will be promoted through Chamber marketing.

Objective 3-Create a new event that generates \$10,000 in revenue based on food & wine. Address Special Event Marketing Grant Funding for seed money for new event.

Objective 4-Maintain current events to continue to bring in more revenue: Bridal Faire, Hospitality Holidays, Community Awards Dinner with a Silent Auction

Objective 5-Ask and receive more donated items and room space for events

Objective 6 – Continue “In Market” Advertising and Promotion

Continue to promote Chamber and local events through effective Marketing and Chamber advertising.

Objective 7 - Grow and expand the duties of the Chamber Ambassador Program, consistent with the needs of Chamber programs for volunteer support, including, but not limited to, staffing support. Program to involve ambassadors as the “Face of the Organization” which involves developing a training program with talking points about the Chamber and NLTRA.

Timeline

Priority 1 (by Sept 30, 2014) Ongoing.

An increase in the number of Chamber Ambassadors, with duties as appropriate.

2 trained Ambassadors from each community (Tahoe City, Bay to Bay, West Shore, Incline Village)

Objective 8—Increase our membership base by \$5,000 while effectively communicating to members membership benefits by enhancing membership levels and exposure.

Objective 9—Put in place a strong membership retention plan that has multiple touch points to include timely collection on receivables.

Objective 10—

Track outcomes and accomplishments of this Business Plan, based on a review of the Monthly Plan Implementation Reports, and related Measurements of Success, continue to use these and other indicators, as may be adopted, as a foundation for future updates and editions of the Chamber of Commerce Business Plan.

Actions

1] Conduct monthly meetings of Chamber staff and the NLTRA Management Team to review progress on Chamber Business Plan Objectives; prepare a monthly Business Plan Implementation Activity Report for review and input by the Chamber of Commerce Advisory Committee and NLTRA Board of Directors.

2] Prepare an Annual Report on Plan accomplishments for the Chamber Advisory Committee, the NLTRA Board, the membership, and the community. Monthly reports and the Annual Report will be used to help develop the annual Chamber Budget and provide information to guide Business Plan updates.

Timeline

As indicated above (quarterly and annual reports), using these as tools for subsequent budget and Plan and updates.

MEMO STATEMENT



BANKCARD CENTER
PO BOX 84043
COLUMBUS GA 31908-4043

Account Number XXXX-XXXX-0011-5901
Statement Date JUN 28, 2014
Total Activity \$412.35

**** MEMO STATEMENT ONLY ****
DO NOT REMIT PAYMENT


 SANDRA EVANS HALL
 N LAKE TAHOE RESORT
 PO BOX 1757
 TAHOE CITY CA 96145-1757
 **N0001368

ACCOUNT SUMMARY							
SANDRA EVANS HALL XXXX-XXXX-0011-5901	Purchases & Other Debits	+	Cash Advances	-	Credits	=	Total Activity
Account Total	\$412.35		\$0.00		\$0.00		\$412.35

ACCOUNT ACTIVITY				
Posting Date	Transaction Date	Reference Number	Transaction Description	Amount
06-06	06-04	25247804156000151116321 Tax ID: 651171049 Mer Zip: 96140	CBS PIZZA & GRILL CARNELIAN BAYCA	74.68 ✓
06-09	06-09	55432864160000902382107 Tax ID: 223372889 Mer Ref: 210764510 Mer Zip: 95630	VZWRLSS*PRPAY AUTOPAY 888-294-6804 CA	20.00
06-27	06-25	25247804177001147381859 Tax ID: 272243351 Mer Zip: 96145	MOES ORIGINAL BBQ TAHO TAHOE CITY CA	317.67 ✓

5350-00/70 \$ 20.00
 8300-00/70 317.67
 8750-00/70 74.68

 \$ 412.35

For Customer Service, Call: 1-866-432-8161	Account Number XXXX-XXXX-0011-5901	Account Summary	
	Statement Date JUN 28, 2014	Purchases & Other Charges	\$412.35
Send Billing Inquiries to: BANKCARD CENTER PO BOX 84043 COLUMBUS GA 31908-4043	Credit Limit \$50,000	Cash Advances	\$0.00
	Disputed Amount \$0.00	Fees	\$0.00
		Credits	\$0.00
		Payments	\$0.00
		Total Activity	\$412.35

Sandy-Master

65 PIZ. GRILL
5000 BLVD
Tahoe City, CA 96145
Play lunch

Term 1: 6823 Ref #: 880
Server

Sale

*****5901
MASTERCARD Entry Method: Swiped

Amount: \$ 71.68

Tip: 3.08

Total: 74.68

06/04/14 11:42:41

Inv #: 880 Appr Code: 072001

Apprvd: Online Batch#: 000180

Customer Copy

Board Retreat

Moe's Original BBQ - Tahoe City
120 Grove St
Tahoe City, CA 96145
ph (530) 583-4227

Thank You for Visiting

TABLE: Chamber - 1 Guest
Your Server was JOSH WALLICK
6/25/2014 1:18:19 PM - ID #: 0074159
Subtotal \$249.00
Total Taxes \$18.67

Grand Total \$267.67
This Payment \$267.67
Tip: \$50.00
Total Charged: \$317.67
Paid by post

Credit Purchase
CC Type : MasterCard
CC Num : xxxx xxxx xxxx 5901
Reference : 417628310855
Approval : 083976

Please Come Back
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