



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

Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Thursday, March 28, 2013 – 2:00 pm
Board Room, Northstar California

To call-in:

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

NLTRA Mission

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

**Finance
Committee
Members**

NLTRA Board
*Bill Rock -
Treasurer
Phil GilanFarr
Ron Parson*

Committee
Members
*Kimberly Frushon
Mike Salmon*

Placer County
Rep.
Jennifer Merchant

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – February 27, 2013

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

E. Discussion and Possible Action to Select an Audit Firm for the 2013/14, 2014/15, and 2015/16 Fiscal Years

F. Discussion and Possible Action to Approve the January 2013 Employee Handbook

G. Approval of CEO Expenses

H. Follow-up Items from Previous Meetings

1. Dashboard
2. Update on “One-sheets”
3. VIC Documentation for Placer County

I. Committee Member Comments

J. Adjournment

Finance Committee Meeting

March 28, 2013

INDEX

Finance Committee Meeting Minutes – February 27, 2013	Pages C1 to C2
February 2013 Financial Statements	Pages D1 to D13
Infrastructure and Transportation Activities	Page D14
Quickbooks Accounts Receivable – February 28, 2013	Page D15
Quickbooks Accounts Receivable Aging as of March 15, 2013	Page D16
WebLink Accounts Receivable – February 28, 2013	Page D17
Audit Firm Proposals	Posted at nltra.org
Employee Handbook	F1 to F24
CEO Expenses	Pages G1 to G3
Follow-up Items	
• Dashboard	Page H1
• One-sheets	Page H2-1 to H2-5
• VIC Documentation for Placer County	Posted at nltra.org



FINANCE COMMITTEE MINUTES
Wednesday, February 27, 2013 – 2:00 pm
Northstar California (Martis Conference Room)

PRELIMINARY MINUTES

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

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

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:04 pm by Chair Bill Rock.

2.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

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

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (Salmon/Frushon) (3/0) to approve the Finance Committee minutes of January 24, 2013.**

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE JANUARY 2013 FINANCIAL STATEMENTS

5.1 Lisa de Roulet reviewed the January 2013 Financial Statements. There are not any surprises. Operating expenses related to expansion of our footprint are still running over budget. Lisa clarified that most infrastructure projects expenses were budgeted in June. She also noted that commissions paid to sales employees are over budget, and has factored this expense into the reforecast.

M/S/C (Salmon/Frushon) (4/0) to recommend the Board of Directors approve the January 2013 Financial Statements.

Action: Lisa de Roulet will add a line between Marketing Reserves and Allocated on the P& L so that it is easier to read.

Action: Kim Lambert will follow-up on the Autumn Food and Wine invoices.

6.0 DISCUSSION OF THE 6-MONTH REFORECAST

6.1 Lisa de Roulet reviewed the 6-month Reforecast. The shortfall is currently \$41,628 and could possibly be covered by using:

- Accrued bonuses
- Marketing Reserves
- Miscellaneous Programs
- Unrestricted Net Assets
- TOT Carryover

The committee discussed how to cover the shortfall between revenue and expense. Jennifer Merchant clarified that Marketing Reserves are to be used in unusual marketing circumstances and

maybe should not be used for operational shortfalls. She also noted that Placer County would probably not support the use of TOT Carryover. The committee suggested a hybrid approach, using some Accrued Bonus, some Miscellaneous Program and some Unrestricted Net Assets to cover the shortfall.

There will be an informational report on this topic to the Board at the March 6, 2013 meeting.

Action: *Staff will continue to monitor the anticipated budget shortfall and determine a plan to cover it.*

7.0 REVIEW OF FEBRUARY 2013 EMPLOYEE HANDBOOK

- 7.1 The committee reviewed the updated Employee Handbook. There are changes to leave policy and social media. The redline version will be sent to our attorney for review.

Action: *Lisa de Roulet will send the updated Employee Handbook to our attorney for review.*

8.0 APPROVAL OF CEO EXPENSES

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

9.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

- 9.1 The committee reviewed the Dashboard. Andy Chapman clarified that "Booked Revenue" is for anytime in the future. While this year has a dip in revenue, the future is looking very strong. The addition of the new sales person has contributed to this. Andy will include a 3 year future look. They would also like to see percentage of business to Placer County, Washoe County and South Shore.

- 9.2 The committee reviewed the Free Skier Shuttle graphs. Jennifer Merchant suggested that the term "alighting" be used for people getting off the bus. She also suggested that there should be individual Boarding and Alighting graphs for both the morning and afternoon runs (4 graphs total).

Financial information per rider may be of interest to the committee. When this information is available, it will be disseminated to the committee. Jennifer suggested that next year we have TMA report the metrics to us in the format that we want.

Partners will meet to determine what worked, what didn't, and if the program will run next year.

- 9.3 There was a memo in the packet that clarified the Water Shuttle funding. Three-hundred eighty thousand dollars was approved for a 3-year pilot program with one or two boats.

- 9.4 Lisa de Roulet reported that she sent out nine RFP letters for the next three years of financial audit. Bids have been received by Kohn Colodny and Gilbert Associates. Bob McClintock is coming by the office on Friday. Bullard Macy and Bernard Vogler have expressed interest by telephone. The bids will be presented to the Finance Committee in March and the full Board in April.

Action: *Lisa de Roulet will continue to incorporate committee members' suggestions in the Key Metrics Dashboard and the Free Skier Shuttle graphs.*

10.0 COMMITTEE MEMBERS' COMMENTS

- 10.1 There were no committee member comments.

11.0 ADJOURNMENT

- 11.1 The meeting adjourned at 3:23 pm.

Submitted by:
Kim Lambert
Staff Accountant

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Eight Months Ending February 28, 2013



March 28, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the February 2013 Financial Statements

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

- Membership dues are down due to write-offs of non-renewing members; however, actual revenue is ahead of last year at this time.
- Membership Activities revenue is down; however, corresponding expense is also down.
- Marketing Commissions are down due to slow sales of the Ski Tahoe North interchangeable lift ticket.
- Miscellaneous revenue is under budget; anticipated sales opportunities have not yet materialized.
- Conference salaries are over budget as not enough money was budgeted for sales commissions.
- Rent expense is up due to increased utilities and the additional cost of snow removal.
- Telephone, Insurance/Bonding, Supplies and Equipment Rental/Leasing expense are over budget in most departments due to the expansion of operations.
- Programs expense is under budget as NLTRA has not yet received invoices from Community Marketing Grant recipients. All money budgeted will be spent.
- Special Events expense is over budget currently; however, it is aligned with Percent of YTD Budget Consumed (67%).
- Market Study Reports, and Miscellaneous Programs expenses are down in comparison to budget due to timing. The budgeted money will be spent.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.

North Lake Tahoe Resort Association

BALANCE SHEET

Feb 28, 2013

Assets	February 28, 2013	February 29, 2012	June 30, 2012
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	830,474	882,042	698,840
Cash - Payroll Account #7421	7,350	6,571	16,479
Marketing Cooperative Cash	4,786	177,687	217,829
Cash - Infrastructure #8163	925,326	122,001	40,939
UBS Cash	8,596	9,051	8,557
Operations Money Market BW	44,858	244,409	244,608
Citizens Bank CDs	-	207,847	0
Cash in Drawer	(63)	-	355
Accounts Receivable	28,016	119,440	121,951
A/R - Sales Estimates	2,566	7,168	4,064
A/R - TOT Funding	1,551,132	1,634,709	443,558
Undeposited Funds	364	-	28
WebLink Accounts Receivable	49,265	-	0
Inventory Asset	19,267	4,406	13,108
AR TOT Transportation	382,185	343,241	103,200
AR TOT Infrastructure	<u>3,425,793</u>	<u>7,541,659</u>	<u>4,962,993</u>
Total Current Assets	7,280,414	11,300,731	6,877,008
Property and Equipment			
Furniture & Fixtures	64,991	64,991	64,991
Accum. Depr. - Furn & Fix	(58,935)	(50,605)	(53,388)
Computer Equipment	41,344	60,000	41,344
Accum. Depr. - Computer Equip	(39,653)	(55,825)	(37,923)
Computer Software	30,050	54,619	20,187
Accum. Amort. - Software	(22,457)	(54,620)	(20,188)
Leasehold Improvements	24,284	23,284	23,284
Accum. Amort - Leasehold Impr	<u>(23,401)</u>	<u>(22,507)</u>	<u>(23,284)</u>
Total Property and Equipment	16,222	19,337	15,024
Other Assets			
Prepaid Expenses	104,854	171,701	49,888
Prepaid Insurance	<u>6,652</u>	<u>3,904</u>	<u>4,709</u>
Total Other Assets	111,506	175,605	54,597
Total Assets	<u>7,408,142</u>	<u>11,495,673</u>	<u>6,946,629</u>
Liabilities and Net Assets			
	2013	2012	2012
Current Liabilities			
Accounts Payable	884,422	202,166	869,182
Salaries / Wages Payable	35,874	49,056	59,843
Empl. Federal Tax Payable	1,496	(39)	1,496
State Taxes Payable	-	(1,226)	0
FUTA Taxes Payable	48	(402)	48
FSA Payable	-	90	0
401 (k) Plan	(3,999)	(5,899)	701
401k Profit Sharing	15,434	7,155	15,434
Estimated PTO Liability	56,143	67,410	60,883
Sales and Use Tax Payable	470	1,262	2,425
Ski Tahoe North lift tickets	10,356	15,697	2,857
Marketing Cooperative Liabil	4,786	177,687	217,829
Intra-Company Borrowings	(327)	(304)	(962)
AFW Suspense Account	(90)	-	(4,590)
Payroll Liabilities	8,669	13,164	4,350
Reserves	-	27,056	0
Deferred Rev - Membership Dues	98,301	113,636	71,321
Def Revenue - Other	10,060	-	13,456
Unbilled Purchases	426	-	0
Deferred Support	683,866	1,506,316	0
Deferred Support-Transportation	382,188	136,841	0
Deferred Support - Infra	3,823,044	7,804,261	4,648,436
Deferred Sup- Infra Maint. Res	<u>150,000</u>	<u>-</u>	<u>150,000</u>
Total Current Liabilities	<u>6,161,167</u>	<u>10,113,928</u>	<u>6,112,711</u>
Long-Term Liabilities			
Total Liabilities	6,161,167	10,113,928	6,112,711
Net Assets			
Fund Balance - General	-	4,592,495	0
Fund Balance Restricted	-	243,110	0
Temp. Restricted Net Assets 5	-	(4,217,078)	0
Temp. Restricted Net Assets 4	-	49,415	0
Unrestricted Net Assets	442,264	29,477	305,763
Designated Marketing Reserve	293,110	-	293,110
Designated Infra Maint Reserve	98,544	-	98,544
Net Income	<u>413,058</u>	<u>684,326</u>	<u>136,500</u>
Total Net Assets	<u>1,246,976</u>	<u>1,381,745</u>	<u>833,918</u>
Total Liabilities and Net Assets	<u>7,408,142</u>	<u>11,495,673</u>	<u>6,946,629</u>

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 8 months ended Feb 28, 2013
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
Revenue								
876,197	316,202	Placer County TOT Funding	3,567,576	2,529,617	1,037,959	2,882,399	5,158,272	69%
9,576	10,355	Membership	75,919	82,843	(6,924)	70,560	124,265	61%
180	30,000	Revenues-Membership Activities	17,193	48,005	(30,812)	42,545	53,833	32%
725	744	Revenue-Tue AM Breakfast Club	7,119	5,951	1,168	6,602	8,927	80%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	342	-	-
50	-	Non-retail VIC income	1,175	-	1,175	-	-	-
1,680	5,167	Commissions	47,934	54,990	(7,056)	114,697	107,000	45%
4,683	5,000	Merchandise Sales	60,803	60,500	303	16,106	79,000	77%
-	2,536	Miscellaneous	75	20,288	(20,213)	(3)	35,000	0%
893,091	370,004	Total Revenue	3,777,794	2,802,194	975,600	3,212,195	5,566,297	68%
Operating Expenses								
100,834	107,247	Salaries & Wages	814,115	827,714	13,599	798,484	1,238,204	66%
16,516	14,841	Rent	127,904	118,726	(9,178)	83,315	178,091	72%
2,287	1,647	Telephone	25,460	16,719	(8,741)	17,934	23,309	109%
546	281	Mail - USPS	2,310	2,247	(63)	2,087	3,370	69%
1,244	790	Insurance/Bonding	9,097	6,323	(2,774)	6,375	9,485	96%
633	1,159	Supplies	11,562	9,275	(2,287)	10,591	13,918	83%
35	-	Visitor Communications - Other	348	-	(348)	90	-	-
1,217	1,147	Depreciation	9,664	9,176	(488)	9,081	13,762	70%
1,050	928	Equipment Support & Maintenance	7,810	7,427	(383)	9,844	11,140	70%
173	100	Taxes, Licenses & Fees	1,841	2,284	443	1,999	3,334	55%
-	-	Miscellaneous Expense	371	342	(29)	-	684	54%
2,219	1,403	Equipment Rental/Leasing	14,900	11,221	(3,679)	10,517	16,828	89%
629	42	Training Seminars	1,784	1,033	(751)	1,447	3,100	58%
-	-	Public Outreach	-	1,867	1,867	-	3,735	0%
2,800	250	Professional Fees	22,358	20,975	(1,383)	28,930	26,975	83%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
1,500	4,333	Research & Planning	50,646	49,664	(982)	23,696	82,000	62%
148,272	32,333	Transportation Projects	354,433	831,667	477,234	193,890	977,000	36%
440,749	-	Infrastructure Projects	1,037,684	-	(1,037,684)	262,834	1,363,831	76%
(3,318)	-	Programs	11,282	140,000	128,718	7,050	196,600	6%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
33,064	5,000	Special Events	127,046	33,500	(93,546)	46,450	190,153	67%
291	19,310	Membership Activities	8,433	37,102	28,669	19,685	45,580	19%
1,767	500	Tuesday Morning Breakfast Club	5,919	4,000	(1,919)	6,106	6,000	99%
477	-	Classified Ads	477	-	(477)	2,361	-	-
-	-	Promotions/Giveaways	727	-	(727)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	36,537	18,000	0%
80,762	80,548	Marketing Cooperative/Media	646,096	644,381	(1,715)	692,000	966,566	67%
-	-	Media/Collateral/Production	-	-	0	109,629	-	-
222	42	Miscellaneous Programs	21,797	40,889	19,092	-	88,731	25%
-	-	Conference - PUD	-	-	0	-	10,000	0%
2,604	2,500	Cost of Goods Sold	26,844	23,500	(3,344)	8,564	33,000	81%
150	215	Associate Relations	1,545	2,117	572	2,207	3,075	50%
404	417	Board Functions	2,903	3,333	430	5,132	5,000	58%
363	242	Credit Card Fees	3,799	2,183	(1,616)	2,007	3,400	112%
338	922	Automobile Expenses	4,618	7,372	2,754	6,389	11,058	42%
317	158	Meals/Meetings	2,933	1,317	(1,616)	1,652	2,160	136%
22	395	Dues & Subscriptions	3,729	3,607	(122)	9,422	5,172	72%
1,361	631	Travel	1,164	5,049	3,885	4,173	8,238	14%
-	-	Bad Debt	300	-	(300)	-	-	-
839,528	277,381	Total Operating Expenses	3,364,932	2,875,010	(489,922)	2,502,425	5,566,499	60%
12	183	Revenues- Interest & Investment	302	1,467	(1,165)	1,608	2,200	14%
-	-	Marketing Reserves	-	-	0	27,056	-	-
53,575	92,806	Net Income (Loss)	413,164	(71,349)	484,513	684,322	1,998	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 8 months ended Feb 28, 2013
All Departments excl Infra and Transp

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	11, 30, 42, 60, 70 Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
Revenue								
204,153	204,153	Placer County TOT Funding	1,633,225	1,633,225	0	1,790,852	2,449,835	67%
9,576	10,355	Membership	75,919	82,843	(6,924)	70,560	124,265	61%
180	30,000	Revenues-Membership Activities	17,193	48,005	(30,812)	42,545	53,833	32%
725	744	Revenue-Tue AM Breakfast Club	7,119	5,951	1,168	6,602	8,927	80%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	342	-	-
50	-	Non-retail VIC Income	1,175	-	1,175	-	-	-
1,680	5,167	Commissions	47,934	54,990	(7,056)	114,697	107,000	45%
4,683	5,000	Merchandise Sales	60,803	60,500	303	16,106	79,000	77%
-	2,536	Miscellaneous	75	20,288	(20,213)	(3)	35,000	0%
221,047	257,955	Total Revenue	1,843,443	1,905,802	(62,359)	2,120,648	2,857,860	65%
Operating Expenses								
89,457	93,686	Salaries & Wages	714,028	718,403	4,375	698,409	1,073,944	66%
15,178	13,627	Rent	117,770	109,018	(8,752)	71,828	163,529	72%
2,015	1,380	Telephone	21,651	14,019	(7,632)	14,800	19,541	111%
541	280	Mail - USPS	2,289	2,237	(52)	2,081	3,355	68%
1,169	657	Insurance/Bonding	8,460	5,257	(3,203)	5,323	7,885	107%
581	968	Supplies	10,858	7,742	(3,116)	9,459	11,618	93%
35	-	Visitor Communications - Other	348	-	(348)	90	-	-
1,022	963	Depreciation	8,118	7,704	(414)	7,689	11,554	70%
882	813	Equipment Support & Maintenance	7,033	6,500	(533)	8,835	9,750	72%
173	-	Taxes, Licenses & Fees	1,726	1,384	(342)	1,072	2,134	81%
-	-	Miscellaneous Expense	371	-	(371)	-	-	-
1,819	1,166	Equipment Rental/Leasing	12,261	9,328	(2,933)	8,656	13,988	88%
629	-	Training Seminars	1,784	700	(1,084)	1,069	2,600	69%
-	-	Public Outreach	-	831	831	-	1,662	0%
2,800	250	Professional Fees	22,358	20,975	(1,383)	28,930	26,975	83%
(3,318)	-	Programs	11,282	140,000	128,718	7,050	196,600	6%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
33,064	5,000	Special Events	127,046	33,500	(93,546)	46,450	190,153	67%
291	19,310	Membership Activities	8,247	37,102	28,855	19,685	45,580	18%
1,767	500	Tuesday Morning Breakfast Club	5,919	4,000	(1,919)	6,106	6,000	99%
477	-	Classified Ads	477	-	(477)	2,023	-	-
-	-	Promotions/Giveaways	727	-	(727)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	36,537	18,000	0%
80,762	80,548	Marketing Cooperative/Media	646,096	644,381	(1,715)	692,000	966,566	67%
-	-	Media/Collateral/P/Production	-	-	0	109,629	-	-
222	42	Miscellaneous Programs	21,797	40,889	19,092	-	88,731	25%
-	-	Conference - PUD	-	-	0	-	10,000	0%
2,604	2,500	Cost of Goods Sold	26,844	23,500	(3,344)	8,564	33,000	81%
150	202	Associate Relations	1,519	1,967	448	2,043	2,825	54%
404	417	Board Functions	2,903	3,333	430	5,132	5,000	58%
363	242	Credit Card Fees	3,799	2,183	(1,616)	2,007	3,400	112%
200	405	Automobile Expenses	3,471	3,239	(232)	4,070	4,858	71%
198	158	Meals/Meetings	2,677	1,267	(1,410)	1,624	1,960	137%
22	395	Dues & Subscriptions	3,653	3,485	(168)	9,350	5,000	73%
1,361	631	Travel	1,164	5,049	3,885	4,173	8,238	14%
-	-	Bad Debt	300	-	(300)	-	-	-
234,868	224,140	Total Operating Expenses	1,797,009	1,852,993	55,984	1,893,631	2,934,446	61%
12	150	Revenues- Interest & Investment	302	1,200	(898)	1,269	1,800	17%
-	-	Marketing Reserves	-	-	0	27,056	-	-
-6,329	-6,399	Allocated	-50,629	-51,190	561	-51,742	-76,785	0%
(7,480)	40,364	Net Income (Loss)	97,365	105,199	(7,834)	252,972	1,999	-

North Lake Tahoe Resort Association
Departmental Summary
For the 8 Months Ending Feb 28, 2013

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
Revenue										
Placer County TOT Funding	1,189,576	234,801	208,847	1,633,225	764,368	0	0	764,368	1,169,983	3,567,576
Membership	-	5,424	-	5,424	-	70,496	-	70,496	-	75,919
Revenues-Membership Activities	-	-	-	-	-	17,193	-	17,193	-	17,193
Revenue-Tue AM Breakfast Club	-	-	-	-	-	7,119	-	7,119	-	7,119
Non-retail VIC income	-	-	1,175	1,175	-	-	-	-	-	1,175
Commissions	669	47,265	-	47,934	-	-	-	-	-	47,934
Merchandise Sales	-	-	60,803	60,803	-	-	-	-	-	60,803
Miscellaneous	-	-	-	-	-	-	75	75	-	75
Total Revenue	1,190,245	287,490	270,825	1,748,561	764,368	94,808	75	859,251	1,169,983	3,777,794
Operating Expenses										
Salaries & Wages	185,120	146,065	138,623	469,807	46,233	49,594	194,626	290,453	53,855	814,115
Rent	14,240	7,195	75,273	96,708	5,067	5,067	15,994	26,128	5,067	127,904
Telephone	7,642	2,096	3,655	13,392	1,872	2,568	5,691	10,131	1,937	25,460
Mail - USPS	712	565	339	1,616	11	241	432	684	10	2,310
Insurance/Bonding	1,780	1,673	2,168	5,620	319	813	2,027	3,159	318	9,097
Supplies	2,055	682	4,577	7,314	326	1,240	2,303	3,869	379	11,562
Visitor Communications - Other	75	-	273	348	-	-	-	-	-	348
Depreciation	2,416	1,256	1,256	4,929	773	773	2,416	3,962	773	9,664
Equipment Support & Maintenance	1,914	1,085	1,281	4,279	388	388	2,366	3,142	388	7,810
Taxes, Licenses & Fees	380	94	588	1,062	58	58	606	721	58	1,841
Miscellaneous Expense	22	-	-	22	-	-	349	349	-	371
Equipment Rental/Leasing	1,767	1,543	4,144	7,455	1,320	2,751	2,055	6,125	1,320	14,900
Training Seminars	1,054	-	-	1,054	-	180	550	730	-	1,784
Professional Fees	-	-	3,188	3,188	-	160	19,010	19,170	-	22,358
Research & Planning Membership	-	-	-	-	3,000	-	-	3,000	-	3,000
Research & Planning	-	-	-	-	18,521	-	-	18,521	32,125	50,646
Transportation Projects	-	-	-	-	354,433	-	-	354,433	65,900	420,333
Infrastructure Projects	-	-	-	-	-	-	-	-	971,784	971,784
Programs	11,282	-	-	11,282	-	-	-	-	-	11,282
Special Events	127,046	-	-	127,046	-	-	-	-	-	127,046
Membership Activities	93	93	93	278	93	7,877	93	8,062	93	8,433
Tuesday Morning Breakfast Club	-	-	-	-	-	5,919	-	5,919	-	5,919
Classified Ads	-	-	-	-	-	477	-	477	-	477
Promotions/Giveaways	100	627	-	727	-	-	-	-	-	727
Market Study Reports/Research	33	-	-	33	-	-	-	-	-	33
Marketing Cooperative/Media	556,768	89,328	-	646,096	-	-	-	-	-	646,096
Miscellaneous Programs	21,575	-	-	21,575	-	222	-	222	-	21,797
Cost of Goods Sold	-	-	26,844	26,844	-	-	-	-	-	26,844
Associate Relations	28	350	425	803	-	25	690	715	26	1,545
Board Functions	-	-	-	-	-	-	2,903	2,903	-	2,903
Credit Card Fees	340	-	2,190	2,530	-	1,269	-	1,269	-	3,799
Automobile Expenses	1,350	767	1,099	3,215	571	-	256	827	576	4,618
Meals/Meetings	1,761	117	371	2,250	13	82	345	440	243	2,933
Dues & Subscriptions	647	780	-	1,407	38	556	1,690	2,284	38	3,729
Travel	1,164	-	-	1,164	-	-	-	-	-	1,164
Bad Debt	300	-	-	300	-	-	-	-	-	300
Total Operating Expenses	941,664	254,296	266,387	1,462,344	433,036	80,260	254,402	767,695	1,134,890	3,364,932
Operating Income (Loss)	248,581	33,194	4,438	286,217	331,332	14,548	(254,327)	91,556	35,093	412,862
Revenues- Interest & Investment	-	-	-	-	-	-	302	302	-	302
Allocated	89,428	54,660	31,701	175,789	22,566	23,299	(249,716)	(203,852)	28,063	-
Net Income (Loss)	159,153	(21,466)	(27,263)	110,428	308,766	(8,751)	(4,309)	295,710	7,030	413,164

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 8 Months Ended Feb 28, 2013
Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
Revenue								
148,697	148,697	Placer County TOT Funding	1,189,576	1,189,576	0	1,351,719	1,784,362	67%
-	-	Special Events Autumn Food&Wine	-	-	-	78,947	-	-
14	2,250	Commissions	669	5,750	(5,081)	2,534	7,000	10%
148,711	150,947	Total Revenue	1,190,245	1,195,326	(5,081)	1,433,200	1,791,362	66%
Operating Expenses								
22,959	25,011	Salaries & Wages	185,120	189,035	3,915	209,118	282,026	66%
1,885	1,631	Rent	14,240	13,051	(1,189)	16,082	19,577	73%
994	300	Telephone	7,642	3,288	(4,354)	5,944	4,488	170%
96	85	Mail - USPS	712	680	(32)	687	1,020	70%
236	200	Insurance/Bonding	1,780	1,600	(180)	1,579	2,400	74%
198	383	Supplies	2,055	3,064	1,009	2,750	4,601	45%
-	-	Visitor Communications - Other	75	-	(75)	-	-	-
304	286	Depreciation	2,416	2,288	(128)	2,323	3,430	70%
263	150	Equipment Support & Maintenance	1,914	1,200	(714)	3,149	1,800	106%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
222	167	Equipment Rental/Leasing	1,767	1,336	(431)	1,331	2,000	88%
629	-	Training Seminars	1,054	-	(1,054)	1,069	-	-
(3,318)	-	Programs	11,282	140,000	128,718	7,050	196,600	6%
-	-	Autumn Food & Wine	-	-	-	78,947	-	-
33,064	5,000	Special Events	127,046	33,500	(93,546)	46,450	190,153	67%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Promotions/Giveaways	100	-	(100)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	36,537	18,000	0%
69,596	69,104	Marketing Cooperative/Media	556,768	552,832	(3,936)	583,000	829,243	67%
-	-	Media/Collateral/Production	-	-	-	93,229	-	-
-	-	Miscellaneous Programs	21,575	40,000	18,425	-	87,675	25%
-	-	Associate Relations	28	350	322	306	400	7%
153	-	Credit Card Fees	340	250	(90)	233	500	68%
122	150	Automobile Expenses	1,350	1,200	(150)	1,318	1,800	75%
198	100	Meals/Meetings	1,761	800	(961)	1,415	1,200	147%
10	-	Dues & Subscriptions	647	750	103	6,812	1,500	43%
1,361	631	Travel	1,164	5,049	3,885	3,869	7,574	15%
-	-	Bad Debt	300	-	(300)	-	-	-
128,972	103,198	Total Operating Expenses	941,664	995,506	53,842	1,103,402	1,656,220	57%
-	-	Marketing Reserves	-	-	-	27,056	-	-
11,179	11,262	Allocated	89,428	90,095	667	99,636	135,142	66%
8,560	36,487	Net Income (Loss)	159,153	109,725	49,428	203,106	-	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 8 Months Ended Feb 28, 2013
Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
Revenue								
29,350	29,350	Placer County TOT Funding	234,801	234,801	0	224,833	352,202	67%
591	541	Membership	5,424	4,331	1,093	3,725	6,497	83%
1,667	2,500	Commissions	47,265	45,907	1,358	112,163	95,000	50%
31,608	32,391	Total Revenue	287,490	285,039	2,451	340,721	453,699	63%
Operating Expenses								
20,467	17,868	Salaries & Wages	146,065	133,157	(12,908)	115,660	198,340	74%
945	835	Rent	7,195	6,676	(519)	8,198	10,014	72%
91	246	Telephone	2,096	2,422	326	2,481	3,408	62%
152	65	Mail - USPS	565	520	(45)	502	780	72%
236	100	Insurance/Bonding	1,673	800	(873)	791	1,200	139%
131	149	Supplies	682	1,188	506	1,315	1,782	38%
158	150	Depreciation	1,256	1,200	(56)	1,175	1,800	70%
137	108	Equipment Support & Maintenance	1,085	867	(218)	980	1,300	83%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
222	142	Equipment Rental/Leasing	1,543	1,133	(410)	1,104	1,700	91%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
-	-	Promotions/Giveaways	627	-	(627)	-	-	-
11,166	11,444	Marketing Cooperative/Media	89,328	91,549	2,221	109,000	137,323	65%
-	-	Conference - PUD	-	-	-	-	10,000	0%
-	42	Associate Relations	350	333	(17)	358	500	70%
-	80	Automobile Expenses	767	639	(128)	612	958	80%
-	-	Meals/Meetings	117	-	(117)	23	-	-
(55)	395	Dues & Subscriptions	760	1,235	475	1,285	1,500	51%
-	-	Travel	-	-	-	-	-	-
-	-	Bad Debt	-	-	-	-	-	-
33,650	31,624	Total Operating Expenses	254,296	241,849	(12,447)	243,640	370,735	69%
6,832	6,914	Allocated	54,660	55,310	650	57,056	82,965	66%
(8,874)	(6,147)	Net Income (Loss)	(21,466)	(12,120)	(9,346)	40,025	(1)	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 8 Months Ended Feb 28, 2013

Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
		Revenue						
\$ 95,546	95,546	Placer County TOT Funding	764,368	764,368	0	412,800	1,146,566	67%
95,546	95,546	Total Revenue	764,368	764,368	-	412,800	1,146,566	67%
		Operating Expenses						
5,230	6,633	Salaries & Wages	46,233	53,386	7,153	48,727	80,239	58%
669	586	Rent	5,067	4,689	(378)	5,744	7,034	72%
136	171	Telephone	1,872	1,645	(227)	1,567	2,328	80%
3	-	Mail - USPS	11	-	(11)	-	-	-
37	67	Insurance/Bonding	319	533	214	529	800	40%
26	67	Supplies	326	533	207	566	800	41%
97	92	Depreciation	773	736	(37)	699	1,104	70%
84	56	Equipment Support & Maintenance	388	447	59	480	670	58%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
200	117	Equipment Rental/Leasing	1,320	933	(387)	930	1,400	94%
-	-	Public Outreach	-	886	886	-	1,773	0%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
750	-	Research & Planning	18,521	15,000	(3,521)	11,862	30,000	62%
148,272	32,333	Transportation Projects	354,433	831,667	477,234	193,890	977,000	36%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	169	-	-
-	13	Associate Relations	-	100	100	82	150	0%
69	350	Automobile Expenses	571	2,800	2,229	1,157	4,200	14%
-	-	Meals/Meetings	13	-	(13)	12	100	13%
-	-	Dues & Subscriptions	38	72	34	36	72	53%
155,573	40,485	Total Operating Expenses	433,036	918,527	485,491	269,515	1,112,770	39%
2,821	2,816	Allocated	22,566	22,531	(35)	24,240	33,796	67%
(62,848)	52,245	Net Income (Loss)	308,766	(176,690)	485,456	119,045	-	-

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

for the 8 months ended Feb 28, 2013

Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
Revenue								
26,106	26,106	Placer County TOT Funding	208,847	208,847	0	214,300	313,271	67%
0	0	Revenues - Retail - Nontaxable	0	0	0	342	0	-
50	0	Non-retail VIC income	1,175	0	1,175	0	0	-
4,683	5,000	Merchandise Sales	60,803	60,500	303	16,106	79,000	77%
0	2,536	Miscellaneous	0	20,288	(20,288)	70	35,000	0%
30,839	33,642	Total Revenue	270,825	289,635	(18,810)	230,818	427,271	63%
Operating Expenses								
15,416	17,675	Salaries & Wages	138,623	142,670	4,047	102,455	215,026	64%
9,616	8,941	Rent	75,273	71,528	(3,745)	24,269	107,294	70%
243	155	Telephone	3,655	1,706	(1,949)	1,166	2,328	157%
98	15	Mail - USPS	339	120	(219)	79	180	188%
311	83	Insurance/Bonding	2,168	667	(1,501)	791	1,000	217%
53	83	Supplies	4,577	667	(3,910)	1,875	1,000	458%
35	0	Visitor Communications - Other	273	0	(273)	90	0	-
158	149	Depreciation	1,256	1,192	(64)	1,175	1,788	70%
137	150	Equipment Support & Maintenance	1,281	1,200	(81)	1,080	1,800	71%
0	0	Taxes, Licenses & Fees	588	206	(382)	193	206	285%
666	333	Equipment Rental/Leasing	4,144	2,667	(1,477)	2,836	4,000	104%
0	0	Training Seminars	0	500	500	0	1,000	0%
0	250	Professional Fees	3,188	3,725	537	0	4,975	64%
0	0	Membership Activities	93	0	(93)	0	0	-
0	0	Classified Ads	0	0	0	720	0	-
0	0	Media/Collateral/Production	0	0	0	16,401	0	-
0	42	Miscellaneous Programs	0	333	333	0	500	0%
2,604	2,500	Cost of Goods Sold	26,844	23,500	(3,344)	8,564	33,000	81%
150	29	Associate Relations	425	233	(192)	162	350	121%
170	58	Credit Card Fees	2,190	467	(1,723)	532	700	313%
21	25	Automobile Expenses	1,099	200	(899)	1,112	300	366%
0	0	Meals/Meetings	371	0	(371)	63	60	618%
29,678	30,488	Total Operating Expenses	266,387	251,581	(14,806)	163,563	375,507	71%
3,963	3,814	Allocated	31,701	30,509	(1,192)	43,383	45,764	0%
-2,802	-660	Net Income (Loss)	-27,263	7,545	(34,808)	23,872	6,000	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 8 Months Ended Feb 28, 2013
Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
Revenue								
576,498	16,503	Placer County TOT Funding	1,169,983	132,024	1,037,959	678,747	1,561,871	75%
576,498	16,503	Total Revenue	1,169,983	132,024	1,037,959	678,747	1,561,871	75%
Operating Expenses								
6,147	6,928	Salaries & Wages	53,855	55,925	2,070	51,348	84,021	64%
669	627	Rent	5,067	5,019	(48)	5,744	7,528	67%
136	96	Telephone	1,937	1,055	(882)	1,567	1,440	135%
3	1	Mail - USPS	10	10	0	5	15	67%
37	67	Insurance/Bonding	318	533	215	523	800	40%
26	125	Supplies	379	1,000	621	566	1,500	25%
97	92	Depreciation	773	736	(37)	693	1,104	70%
84	60	Equipment Support & Maintenance	388	480	92	530	720	54%
-	100	Taxes, Licenses & Fees	58	800	742	862	1,100	5%
-	-	Miscellaneous Expense	-	342	342	-	684	0%
200	120	Equipment Rental/Leasing	1,320	960	(360)	930	1,440	92%
-	42	Training Seminars	-	333	333	378	500	0%
-	-	Public Outreach	-	150	150	-	300	0%
750	4,333	Research & Planning	32,125	34,664	2,539	11,835	52,000	62%
440,749	-	Infrastructure Projects	1,037,684	-	(1,037,684)	262,834	1,363,831	76%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	0	169	-	-
-	-	Associate Relations	26	50	24	82	100	26%
69	167	Automobile Expenses	576	1,333	757	1,161	2,000	29%
119	-	Meals/Meetings	243	50	(193)	17	100	243%
-	-	Dues & Subscriptions	38	50	12	36	100	38%
449,086	12,758	Total Operating Expenses	1,134,890	103,490	(1,031,400)	339,280	1,519,283	75%
-	33	Revenues- Interest & Investment	-	267	(267)	339	400	
3,508	3,582	Allocated	28,063	28,659	596	27,502	42,988	65%
123,904	196	Net Income (Loss)	7,030	142	6,888	312,304	-	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 8 Months Ended Feb 28, 2013

Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
Revenue								
8,985	9,814	Membership	70,496	78,512	(8,016)	66,835	117,768	60%
180	30,000	Revenues-Membership Activities	17,193	48,005	(30,812)	42,545	53,833	32%
725	744	Revenue-Tue AM Breakfast Club	7,119	5,951	1,168	6,602	8,927	80%
-	417	Commissions	-	3,333	(3,333)	-	5,000	0%
9,890	40,975	Total Revenue	94,808	135,801	(40,993)	115,982	185,528	
Operating Expenses								
6,248	6,842	Salaries & Wages	49,594	52,610	3,016	54,232	78,352	63%
669	589	Rent	5,067	4,712	(355)	5,766	7,068	72%
225	196	Telephone	2,568	1,855	(713)	1,593	2,640	97%
111	50	Mail - USPS	241	400	159	260	600	40%
112	65	Insurance/Bonding	813	523	(290)	523	785	104%
26	83	Supplies	1,240	667	(573)	787	1,000	124%
97	92	Depreciation	773	736	(37)	693	1,104	70%
84	79	Equipment Support & Maintenan	388	633	245	580	950	41%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
444	242	Equipment Rental/Leasing	2,751	1,933	(818)	1,882	2,900	95%
-	-	Training Seminars	180	200	20	-	1,000	18%
-	-	Professional Fees	160	-	(160)	-	-	-
291	19,310	Membership Activities	7,877	37,102	29,225	19,685	45,580	17%
1,767	500	Tuesday Morning Breakfast Club	5,919	4,000	(1,919)	6,106	6,000	99%
477	-	Classified Ads	477	-	(477)	169	-	-
222	-	Miscellaneous Programs	222	556	334	-	556	40%
-	31	Associate Relations	25	250	225	307	375	7%
40	183	Credit Card Fees	1,269	1,467	198	1,242	2,200	58%
-	125	Automobile Expenses	-	1,000	1,000	973	1,500	0%
-	25	Meals/Meetings	82	200	118	76	300	27%
-	-	Dues & Subscriptions	556	500	(56)	552	1,000	56%
-	-	Travel	-	-	-	-	664	0%
-	-	Bad Debt	-	-	-	-	-	-
10,813	28,412	Total Operating Expenses	80,260	109,409	29,149	95,491	154,639	52%
2,912	2,907	Allocated	23,299	23,260	(39)	25,407	34,889	67%
(3,835)	9,656	Net Income (Loss)	(8,751)	3,132	(11,883)	(4,916)	(4,000)	219%

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 8 Months Ended Feb 28, 2013
Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (67%)
-	-	Revenue						
		Miscellaneous	75	-	75	(73)	-	
-	-	Total Revenue	75	-	75	(73)	-	-
		Operating Expenses						
24,366	75,371	Salaries & Wages	194,626	200,930	6,304	216,943	300,200	65%
2,064	4,894	Rent	15,994	13,051	(2,943)	17,512	19,577	82%
463	1,447	Telephone	5,691	4,747	(944)	3,616	6,676	85%
83	194	Mail - USPS	432	517	85	554	775	56%
274	625	Insurance/Bonding	2,027	1,667	(360)	1,639	2,500	81%
173	809	Supplies	2,303	2,157	(146)	2,731	3,235	71%
304	858	Depreciation	2,416	2,288	(128)	2,323	3,432	70%
263	975	Equipment Support & Maintenance	2,366	2,600	234	3,047	3,900	61%
173	375	Taxes, Licenses & Fees	606	750	144	504	1,500	40%
-	-	Miscellaneous Expense	349	-	(349)	-	-	-
266	847	Equipment Rental/Leasing	2,055	2,259	204	1,504	3,388	61%
-	-	Training Seminars	550	-	(550)	-	600	92%
-	416	Public Outreach	-	831	831	-	1,662	0%
2,800	-	Professional Fees	19,010	17,250	(1,760)	28,930	22,000	86%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,084	-	-
-	300	Associate Relations	690	800	110	910	1,200	58%
404	1,250	Board Functions	2,903	3,333	430	5,132	5,000	58%
57	75	Automobile Expenses	256	200	(56)	56	300	85%
-	100	Meals/Meetings	345	267	(78)	46	400	86%
67	-	Dues & Subscriptions	1,690	1,000	(690)	701	1,000	169%
-	-	Travel	-	-	-	304	-	-
31,757	88,536	Total Operating Expenses	254,402	254,647	245	287,536	377,345	67%
(31,215)	(93,886)	Allocated	(249,716)	(250,363)	647	(277,224)	(375,545)	66%
(530)	5,800	Net Income (Loss)	(4,309)	(3,084)	(1,225)	(9,116)	-	-

**NLT Chamber/CVB/Resort Association
Statement of Infrastructure and Transportation Activities
For the Eight Months Ending February 28, 2013**

Current Month	Infrastructure Project Costs	Year to Date
750.00	Research/Planning/Infrastructure	32,125.02
72,080.24	Northstar Community Multi-Purpose Trail	76,729.24
	Lakeside Bike Trail	218,041.41
5,030.00	Wayfinding Signage Site Master Plan	10,585.00
13,087.59	Squaw Valley Trail Snow Removal	32,276.05
	Visitors Centers Exhibits	41,185.11
	Water Shuttle	189,487.59
350,550.80	Tahoe Vista Recreation Area	385,900.30
	Coordinated Skier Shuttle Program	65,900.00
	Gateway Lighting	17,579.00
<hr/> 441,498.63	Total Infrastructure Project Costs	<hr/> 1,069,808.72
	Transportation Project Costs	
750.00	Research/Planning/Transportation	18,521.03
	Membership Transportation	3,000.00
	Summer Traffic Management	3,152.60
148,272.00	Winter Night Service Transit	151,272.00
	North Lake Tahoe Express	48,624.85
	Sugar Bowl Skier Shuttle	9,500.00
	Summer Night Service	141,884.00
<hr/> 149,022.00	Total Transportation Project Costs	<hr/> 375,954.48
<hr/> <hr/> 590,520.63	Total Project Costs	<hr/> <hr/> 1,445,763.20

February Quickbooks Accounts Receivable									
Customer		Chamber/Conf		Group					
Account		Member Dues		Commissions		Misc.			
Total	Business Name	age	amount	age	amount	age	amount	For	Status
182.50	ICBA					60	182.50	12/31/12 Ad	ICBA is researching
225.00	Moonshine Ink	90	225.00					11/1/12 Chamber dues	Working out trade
50.00	Mourelatos Lakeshore Rsrst					new	50.00	2/28/13 Kiosk rental	New
2,785.70	NLT Marketing Co-op					30	2,785.70	1/31/13 Jan credit card	Paid
8,237.14	NLT Marketing Co-op						8,237.14	2/28/13 Feb credit card	New
10,513.81	Northstar California					90	10,513.81	11/29/12 AFW expenses	Paid
689.83	Northstar California					90	689.83	11/29/12 AFW expenses	Paid
500.40	Northstar California			30	500.40			1/31/13 Groups	Paid
225.00	Poulsen Commercial	90	225.00					11/1/12 Chamber dues	Deanna is researching
150.00	Squaw Valley Resort					new	150.00	2/5/13 TMBC	Under 90 days
150.00	Sustainable Comm Adv					new	150.00	2/5/13 TMBC	Paid
110.00	Ta-Hoe Nalu, LLC	90	110.00					11/1/12 Chamber dues	Paid
225.00	TCPUD					30	225.00	1/31/13 Kiosk rental	Under 90 days
50.00	Tahoe Dave's					30	50.00	1/31/13 Brochure	Under 90 days
550.00	Tahoe Mtn Resorts Lodging	30	550.00					1/1/13 Conference dues	Under 90 days
100.00	Tahoe Paddle and Oar	90	100.00					Balance Chamber dues	Deanna is researching
1,695.98	The Resort at Squaw Creek			new	1,695.98			2/28/13 Groups	Under 90 days
882.70	The Ritz-Carlton			90	882.70			10/31/12 Groups	Processing payment
510.30	The Ritz-Carlton			30	510.30			1/31/13 Groups	Under 90 days
182.50	West Shore Association					60	182.50	12/31/12 Ad	Emailed
28,015.86			1,210.00		3,589.38		23,216.48		
	Paid as of 3/15/13		-110.00		-500.48		-3,625.53		
			1,100.00		3,088.90		19,590.95		
	Shaded grey is paid.								

Quickbooks Accounts Receivable Aging as of 3/15/13

Customer	1 - 30	31 - 60	61 - 90	> 90	TOTAL	For
Dave's Ski Shops - Tahoe	0.00	50.00	0.00	0.00	50.00	Brochure of the Month
ICBA	0.00	0.00	182.50	0.00	182.50	Visitors Guide ad
IVGID	350.00	0.00	0.00	0.00	350.00	Kiosk rental
Lake Tahoe Cruises	150.00	0.00	0.00	0.00	150.00	Kiosk rental
Moonshine Ink	0.00	0.00	0.00	225.00	225.00	Working out trade
Mourelatos Lakeshore Resort	50.00	0.00	0.00	0.00	50.00	Brochure of the Month
NLT Marketing Cooperative	8,237.14	2,785.70	0.00	0.00	11,022.84	Reimbursement
Northstar California	0.00	0.00	0.00	10,513.81	10,513.81	AFW expenses
Poulsen Commercial	0.00	0.00	0.00	225.00	225.00	Chamber dues
Squaw Valley Resort	0.00	150.00	0.00	0.00	150.00	Breakfast Club
TCPUD	0.00	225.00	0.00	0.00	225.00	Kiosk rental
Tahoe Mountain Resorts Lodging	0.00	0.00	550.00	0.00	550.00	Conference dues
Tahoe Paddle and Oar	0.00	0.00	0.00	100.00	100.00	Chamber dues
The Resort at Squaw Creek	1,695.98	0.00	0.00	0.00	1,695.98	Group commissions
The Ritz-Carlton	0.00	510.30	0.00	882.70	1,393.00	Group commissions
West Shore Association	0.00	0.00	182.50	0.00	182.50	Visitors Guide ad
	10,483.12	3,721.00	915.00	11,946.51	27,065.63	

Shaded grey is paid.

February 2013 WebLink Accounts Receivable

Customer	Chamber/Conf	Membership		For	Status		
Account	Member Dues	Activites					
Total	Business Name	age	amount	age	amount		
50.00	Cebollo Architecture	60	50.00			12/31/12 Balance of dues	Under 90 days
75.00	Creative Concepts			60	75.00	12/31/12 (695) Email blast	Under 90 days
75.00	Creative Concepts			60	75.00	12/31/12 (697) Email blast	Under 90 days
75.00	Creative Concepts			30	75.00	1/31/13 (706) Email blast	Under 90 days
75.00	Creative Concepts			30	75.00	1/31/13 (707) Email blast	Under 90 days
75.00	Creative Concepts			new	75.00	2/28/13 (745) Email blast	New
75.00	Creative Concepts			new	75.00	2/28/13 (746) Email blast	New
105.00	Danielle Hankinson	60	105.00			12/31/12 Balance of dues	Under 90 days
100.00	Discover Maps			90	100.00	11/15/12 Email blast	Paid
110.00	Earthrise	60	110.00			12/1/12 Chamber dues	Under 90 days
225.00	Gallery Keoki	60	225.00			12/1/12 Chamber dues	Under 90 days
75.00	Granlibakken			new	75.00	1/31/12 (708) Email blast	Paid
75.00	Hyatt Lake Tahoe			90	75.00	10/31/12 Email blast	Processing payment
75.00	Hyatt Lake Tahoe			90	75.00	10/31/12 Email blast	Processing payment
75.00	Jake's on the Lake			90	75.00	11/30/12 Email blast	Processing payment
75.00	JRS Construction			90	75.00	11/30/12 Email blast	Processing payment
210.00	Kristen Morgan, DDS	60	210.00			12/1/12 Chamber dues	Under 90 days
210.00	Mountain Lake Cleaning	60	210.00			12/1/12 Chamber dues	Under 90 days
210.00	North Tahoe Playground	60	210.00			12/1/12 Chamber dues	Under 90 days
75.00	Northstar California			90	75.00	11/30/12 Email blast	Northstar is researching
75.00	The Resort at Squaw Creek			90	75.00	10/31/12 Email blast	Sent check with wrong name; reprocessing payment
75.00	The Resort at Squaw Creek			90	75.00	10/31/12 Email blast	
75.00	The Resort at Squaw Creek			90	75.00	10/31/12 Email blast	
75.00	The Resort at Squaw Creek			60	75.00	12/31/12 Email blast	
110.00	Sierra Business Council	60	110.00			12/1/12 Chamber dues	Working on trade
210.00	Sierra Heritage Magazine	60	210.00			12/1/12 Chamber dues	Under 90 days
225.00	Sierra Mountain Properties	60	225.00			12/1/12 Chamber dues	Under 90 days
110.00	Sierra Nevada College	60	110.00			12/1/12 Chamber dues	Paid
100.00	Tahoe Basics			90	100.00	11/15/12 Winter Expo	Paid
75.00	Tahoe Donner			90	75.00	10/31/12 Email blast	Paid
210.00	North Tahoe Shore Lodge	60	210.00			12/1/12 Chamber dues	Under 90 days
40.00	Tahoe Quarterly			90	40.00	10/18/12 Annual lunch	Collection letter sent
210.00	Waterman's Landing	60	210.00			12/1/12 Chamber dues	Under 90 days
100.00	Williards Sport Shop			90	100.00	10/18/12 Winter Expo	Collection letter sent
45,455.00	January memb billing - total	60	45,455.00			1/31/13 Chamber dues	Under 90 days
49,265.00			47,650.00		1,615.00		

NORTH LAKE TAHOE RESORT ASSOCIATION
EMPLOYEE HANDBOOK

January 2013

ARTICLE 1 INTRODUCTION AND GENERAL TERMS

1.1 About the North Lake Tahoe Resort Association

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

1.2 Purpose of the Handbook

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

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

1.3 Term of Employment

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

1.4 Entire Agreement and Revisions to Handbook

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

1.5 Equal Employment Opportunity

NLTRA is an equal opportunity employer and makes employment decisions on the basis of merit, desiring to have the best available persons in every job. NLTRA policy prohibits unlawful discrimination based on race, color, religion, sex (including pregnancy, childbirth, or related medical conditions), gender identity, national origin, ancestry, citizenship, age, physical or mental disability, legally protected medical condition or information, genetic information, family care status, military caregiver status, veteran status, marital status, domestic partner status, sexual orientation, or any other basis protected by local, state, or federal laws. It also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics. All such discrimination is unlawful and prohibited. When necessary, the Company also makes reasonable accommodations for disabled employees and for pregnant employees who request an accommodation, [with the advice of their health care providers], for pregnancy, childbirth, or related medical conditions

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

Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact CFO and request such an accommodation. The individual with the disability should specify what accommodation he or she needs to perform the job. NLTRA will then conduct an investigation to identify the barriers that interfere with the equal opportunity of the applicant or employee to perform his or her job. NLTRA will identify

possible accommodations, if any, that will help eliminate the limitation. If the accommodation is reasonable and will not impose an undue hardship, NLTRA will make the accommodation.

If an employee believes they have been subjected to any form of unlawful discrimination, they should submit a written complaint to their supervisor or the individual with personnel oversight responsibilities. The complaint should be specific and should include the names of the individuals involved and the names of any witnesses. NLTRA will immediately undertake a thorough and objective investigation and attempt to resolve the situation. If NLTRA determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense. Appropriate action also will be taken to deter any future discrimination. NLTRA will not retaliate against any individual for filing a complaint and will not knowingly permit retaliation by management employees or co-workers.

1.6 Harassment Policy

NLTRA is committed to providing a work environment free of unlawful harassment. NLTRA policy prohibits harassment based on race, color, religion, sex (including pregnancy, childbirth, or related medical conditions), gender identity, national origin, ancestry, citizenship, age, physical or mental disability, legally protected medical condition or information, genetic information, family care status, military caregiver status, veteran status, marital status, domestic partner status, sexual orientation or any other basis protected by federal, state or local law or ordinance or regulation. **All such harassment is unlawful and prohibited.** NLTRA's anti-harassment policy applies to all persons involved in the operation of NLTRA and prohibits unlawful harassment or perceived harassment by any employee of NLTRA, including supervisors and co-workers. Similarly, NLTRA will not tolerate harassment by its employees of non-employees with whom NLTRA has a business, service or professional relationship. Prohibited unlawful harassment or perceived harassment includes, but is not limited to, the following behavior:

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

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

harassment complaints to CFO, or the Executive Director. NLTRA will immediately undertake a thorough and objective investigation of the harassment allegations.

If the NLTRA determines that unlawful harassment has occurred, effective remedial action will be taken in accordance with the circumstances involved. Any employee determined by the NLTRA to be responsible for unlawful harassment will be subject to appropriate disciplinary action, up to and including termination. A NLTRA representative will advise all parties concerned of the results of the investigation. The NLTRA will not retaliate against any individual for filing a complaint and will not tolerate or permit retaliation by management, employees or co-workers. The NLTRA encourages all employees to report any incidents of harassment forbidden by this policy immediately so that complaints can be quickly and fairly resolved. The Federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing investigate and prosecute complaints of prohibited harassment in employment. If an individual thinks they have been harassed or have been retaliated against for resisting or complaining, complaints may be filed with the California Department of Fair Employment and Housing or the Equal Employment Opportunity Commission.

ARTICLE 2 POLICIES AND PRACTICES

2.1 Employee Classifications

a. Exempt Employees

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

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

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

- **Full-time Year-Round Employees (FTYR)** are those who are scheduled for and do work an average of at least sixty-four (64) hours per biweekly payroll throughout either of the six-month periods: January through June or July through December. If an employee averages less than thirty-two (32) hours in either of the above six-month periods, then the employee category changes to Regular part-time and the employee loses eligibility for all benefits described in Article 5. When an employee first becomes eligible for benefits, their average hours worked per week during the first qualifying six-month period will be prorated and calculated at the end of that term. Full-time year round employees are eligible for benefits described in Article 5. The thirty-two (32) hour minimum may be changed at any time at the discretion of NLTRA management; employees will be given notice of such a change one (1) month in advance.
- **Regular Part-Time Employees** are those who are scheduled for and work less than thirty-two (32) hours per week, but not less than twenty-four (24) hours. Regular part-time employees are not eligible for any employee benefits described in Article 5.1 – 5.11.
- **Seasonal Employees** are employed as needed due to seasonal demand, and are neither guaranteed, nor required, to work a certain minimum number of hours per week. Seasonal employees are not eligible for any employee benefits described in Article 5.1 – 5.11.

2.2 Work Schedule

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

2.3 Meal and Rest Periods

NLTRA provides all full-time employees who work more than five (5) hours in a day with a thirty (30) minute, uninterrupted meal period starting no later than the end of the fifth hour of work, to be taken approximately in the middle of the workday, but taken so as not to leave an employee's department with low or no staffing. This period is unpaid and must be taken away from an employee's workstation. Employees must sign out on their time cards or the time clock and set their phones to provide voicemail. NLTRA provides employees who work more than ten (10) hours in a day with a second unpaid thirty (30) minute, uninterrupted meal period starting no later than the end of the tenth hour of work. Employees who work no more than six (6) hours in a day may waive the first meal period. Employees who work no more than twelve (12) hours in a day may waive the second meal period if they took their first meal period.

Employees are entitled, encouraged, and expected to take all meal periods provided under this policy and not waived. During meal periods, the Company will relieve employees of all duty and will not exercise control over employees' activities. Overtime for working through lunch is not allowed or authorized.

NLTRA authorizes and permits nonexempt employees working at least three and one-half (3.5) hours in a day to take a ten (10) minute, off-duty paid rest period for each four (4) hours worked or major fraction thereof. The ten (10) minutes do not include the reasonable time it takes to walk to and from a break area. Employees who work up to six (6) hours in a day may take a second rest period. Employees who work more than ten (10) hours in a day may take a third rest period. Employees should take their rest periods in the middle of each work period to the extent it is practicable to do so, and not combine them with meal periods or skip them to leave work early. When taking a break, an employee's phone should be set to provide voicemail, but the employee should not sign out on his or her time card or use the time clock. Rest periods should be taken so as not to leave an employee's department with little or no staffing.

2.4 Timekeeping Requirements

All non-exempt employees are required to use a time clock to record time worked for payroll purposes, or fill out a time sheet when no clock is available. All time cards must be kept in the areas designated for that purpose, and must not be kept anywhere else, including employee desks.

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

2.5 Payment of Wages

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

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

To stop automatic payroll deposit, complete the form available from CFO and return it at least 10 days before the pay period for which you would like the service to end. You will

receive a regular payroll check on the first pay period after the receipt of the form, provided it is received no later than ten (10) days before the end of the pay period.

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

NLTRA does not permit advances against paychecks.

2.6 Reporting to Work Pay

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

2.7 Overtime

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

2.8 Telecommuting Policy

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

2.9 Open-Door Policy

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

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

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

2.10 Whistleblower Policy

General

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

Reporting Responsibility

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

No Retaliation

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

Reporting Violations

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

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

Compliance Officer

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

Acting in Good Faith

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

Confidentiality

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

2.11 Progressive Discipline and Involuntary Termination

Violation of NLTRA policies and rules may warrant disciplinary action. NLTRA has established a system of progressive discipline that includes verbal warnings, written warnings,

and suspension. The system is not formal and NLTRA may, in its sole discretion, use whatever form of discipline is deemed appropriate under the circumstances, up to and including termination of employment. NLTRA's policy of progressive discipline in no way limits or alters the at-will employment relationship.

2.12 Voluntary Termination

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

2.13 Return of NLTRA Property

Upon conclusion of employment, employees are required to immediately return to the NLTRA all NLTRA property that they have been issued and/or have in their possession. This includes such items as keys, NLTRA files and documents, and electronic equipment such as cell phones, pagers, and computers.

ARTICLE 3 STANDARDS OF CONDUCT

3.1 Prohibited Conduct

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

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

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

3.2 Fraud

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

Employees may not receive payment or compensation of any kind, except as authorized under NLTRA remuneration policies. The NLTRA strictly prohibits the acceptance of kickbacks and secret commissions from suppliers or others. Any breach of this rule will result in immediate termination and prosecution to the fullest extent of the law.

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

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

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

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

3.3 Punctuality and Attendance

As an employee of NLTRA, you are expected to be punctual and regular in attendance. Employees are expected to report to work as scheduled, on time, and prepared to start work. Employees also are expected to remain at work for their entire work schedule, except for meal

periods or when required to leave on authorized NLTRA business. Late arrival, early departure, or other unanticipated and unapproved absences from scheduled hours are disruptive and should be avoided.

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

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

3.4 Inclement Weather

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

3.5 Dress Code

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

3.6 Customer Relations

The NLTRA strives to provide the highest standards of visitor, customer, and member service and hospitality, consistent with the goals of the NLTRA. Employees are representatives of the community as well as the NLTRA, and are expected to be polite, courteous, prompt, and attentive to every person, with whom they come in contact, including co-workers. The NLTRA requires all employees to maintain a pleasant and professional demeanor when on the phone or dealing with the public in person. The phone should always be answered in a professional manner. Clear, grammatical language should be used at all

times, both verbally and in writing, avoiding slang or jargon. Prompt return of emails and phone calls is important and should always be returned within 24 hours, unless an employee is out of the office due to illness or vacation.

3.7 Confidentiality

Each employee is responsible for safeguarding confidential information obtained during employment. In the course of your work, you may have access to confidential information regarding NLTRA, its members, its customers, or perhaps even fellow employees. You have responsibility to prevent and avoid revealing or divulging any such information unless it is necessary for you to do so in the performance of your duties. Access to confidential information should be restricted to those with a legitimate need to have the information. Any breach of this policy will not be tolerated, and legal action may be taken by NLTRA.

3.8 Business Conduct and Ethics

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

ARTICLE 4 OPERATIONAL CONSIDERATIONS

4.1 Computers and Other Electronic Media

a. Computer Policy

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

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

b. Internet policy

NLTRA employees with legitimate business needs to do so may use NLTRA computers to access the Internet. Internet access and use should be restricted to such legitimate business use, and the Internet should be not accessed or used for purposes other than those directly related to the business of NLTRA.

Employees using the Internet for personal use, including viewing or accessing inappropriate websites, chat rooms, or any other facet of the Internet, may be subject to disciplinary action, up to and including termination..

c. Social Media Policy

Employees post at their own risk and are personally and legally responsible for their postings and online comments. NLTRA will not assume any liability or risk for an employee's posting online. The following are illustrative of the types of relevant laws implicated by blogging, but are not intended to be comprehensive: privacy, libel, defamation, harassment, copyright, data theft, disclosure of material non-public information, and disclosure of confidential or trade secret information.

When participating in a site, if the post in any way identifies the NLTRA or discusses the NLTRA or its business, an employee must identify himself or herself as a NLTRA employee, speak in the first person, and make it clear that what is being said is representative of the employees personal views and opinions and does not necessarily reflect the views and opinions of the NLTRA. [At a minimum, an employee's personal posting should include the following standard disclaimer language, "I am an employee of the NLTRA. The views expressed are mine alone and do not necessarily reflect the positions, strategies, or opinions of the NLTRA".] In no way may employees represent or suggest that their opinions or positions are endorsed by the NLTRA or any of its managers or employees. In addition, employees should not re-publish postings or statements of other NLTRA employees without making the same disclaimer that the views expressed are of an employee of the NLTRA and do not reflect the positions, strategies or opinions of the NLTRA.

Managers and executives should exercise particular care when posting online to ensure their published personal thoughts are not misunderstood to be expressions of official NLTRA positions.

Employees must always be in compliance with the NLTRA's policies regarding non-disclosure of proprietary, confidential and personal information, especially on social media websites. Accordingly, employees are prohibited from revealing, or making any reference to, any proprietary or confidential information, trade secrets, or other information covered by such policy. Even vague or disguised references to such information could violate the NLTRA policies and applicable laws. Employees also must respect copyright and fair use laws when posting. Additionally, never identify a NLTRA client, partner, vendor, supplier or affiliate by name, and never discuss the confidential information of a NLTRA client, partner, vendor, supplier or affiliate online.

Employees are prohibited from using NLTRA logos, trademarks or other intellectual property or adding a link to the NLTRA's website without the NLTRA's written permission. The Company monitors the use of its name, copyrights, trademarks, website, and other information on the Internet. Employees likewise may not post any content that is harassing, discriminatory, defamatory, threatening, disparaging, libelous or otherwise illegal or injurious. Moreover, non-NLTRA blogs must never be used for internal business-related communications between fellow employees.

Non-NLTRA postings may generate media interest or coverage. If a member of the media contacts an employee about a NLTRA-related posting or online comment published by the employee, or requests NLTRA information of any kind, contact Human Resources.

Failure to adhere to Company policies regarding blogging and online postings will be considered grounds for discipline, including immediate termination. Such violations can also lead to serious legal ramifications for offending individuals, as they can be held personally liable for any post that is defamatory, proprietary, discriminatory, harassing, obscene or which violates any other law.

d. Ownership of Electronic Communications

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

e. Cell Phones and Smartphones

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

The NLTRA requires the safe use of its cell phones by employees while conducting business. Employees should not use the cell phones while driving

because of safety concerns, but should instead pull to the side of the road to make or receive telephone calls. If unable to pull over or stop prior to receiving a call, employees should utilize a hands-free device when safe to do so, keep the business conversation brief, and immediately locate a safe area to park. Special care should be taken in situations where there is heavy traffic, inclement weather, or the employee is driving in an unfamiliar area. Employees must adhere to all federal, state, and local rules and regulations regarding the use of mobile devices while driving. The NLTRA does not permit employees to drive while using a hand-held cell phone or smartphone. Under no circumstances are employees allowed to use text devices to type or review text messages for work purposes while operating a motor vehicle or for personal purposes while operating a motor vehicle during work hours or on NLTRA business.

f. E-mail and Voicemail

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

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

4.2 Health and Safety

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

4.3 Smoking

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

4.4 Housekeeping

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

4.5 Parking

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

4.6 Drug & Alcohol-Free Workplace

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

ARTICLE 5 EMPLOYEE BENEFITS

5.1 Holidays

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

The Visitor Information Center remains open on holidays. All full-time, year-round employees who volunteer or are required to work on a holiday will receive pay for

the holiday for hours worked and be eligible to bank eight hours for an alternative day off, subject to management approval.

5.2 Paid Time Off (PTO)

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

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

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

5.3 Paid Family Leave Benefits

The NLTRA provides for paid family leave in accordance with California State law under the "Paid Family Leave" program (PFL) administered by the Employment Development Department (EDD). The PFL program is a component of the California State Disability Insurance program (SDI) and, as such, employees covered by SDI are covered for this benefit. This disability compensation is extended to individuals that require time off from work to care

for a seriously ill child, spouse, parent, domestic partner, to bond with a new child or child in connection with an adoption or foster care placement. Information regarding the PFL program is available from Human Resources or directly from the EDD website at www.edd.ca.gov/disability or by calling 877-238-4373.

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

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

5.4 Leaves of Absence

NLTRA may grant leaves of absence to employees under certain circumstances for up to ninety (90) days. Employees should request any leave in writing at least thirty (30) days in advance. During the leave period, employees should remain in contact with their supervisor and provide prompt notice of any change in the anticipated return date. An employee who fails to return to work at the agreed upon end of the leave period without communicating with one's supervisor or Human Resources will be deemed to have abandoned his or her employment and the employment will terminate as of the end of that leave period.. Upon return from a leave of absence, an employee will resume all aspects of the employment status that existed prior to the start of the leave. Employees on leave of absence will not be paid, although accrued vacation or sick leave, if appropriate, as described in **Article 5.3**, may be used. Vacation time and sick leave will not accrue during a leave of absence. Employee insurance coverage may be in full or partial effect during the leave of absence, at the discretion of NLTRA management.

5.5 Pregnancy Disability Leave

NLTRA recognizes that employees may be unable to work for temporary but extended periods of time due to pregnancy, childbirth, or related medical conditions (Pregnancy-Disability). Accordingly, for any employee who is disabled on account of pregnancy, childbirth, or related medical conditions, NLTRA provides Pregnancy-Disability leave for the period of actual disability, up to a maximum of four months.] Pregnancy-Disability leave may be taken intermittently, or on a reduced-hours schedule, as medically advisable, before or after birth, or during any period of time the employee is physically unable to work because of pregnancy, childbirth or -related medical conditions. All leave taken in connection with a specific pregnancy counts toward computing the four-month period. The NLTRA will continue to pay the premium for health insurance coverage while an employee is on leave for pregnancy

disability to the same extent and under the same terms and conditions as would apply had the employee not taken leave. Employees disabled by pregnancy, childbirth, or related medical conditions are entitled to State Disability Insurance (SDI) to the same extent as for all other disabilities. Generally SDI will pay for four weeks before delivery and six to eight weeks after delivery (depending on whether there was a cesarean section), but will extend a woman's eligibility upon certification from her doctor that she is still disabled.

An employee is entitled to a reasonable accommodation for pregnancy, childbirth, or related medical conditions if she so requests and provides NLTRA with medical certification from her health care provider. In addition to other forms of reasonable accommodation, a pregnant employee is entitled to transfer temporarily to a less strenuous or hazardous position or to less hazardous or strenuous duties if she so requests, the transfer request is supported by proper medical certification, and the transfer can be reasonably accommodated.

Whenever possible, NLTRA requests that an employee provide at least thirty (30) days advance notice of the date for which the pregnancy disability leave is sought or transfer begins and the estimated duration of the leave. If thirty (30) days advance is not possible due to a change in circumstances or a medical emergency, notice should be provided as soon as is practical. Leave may be modified as changing medical conditions dictate.

Any request for a Pregnancy-Disability leave must be supported by medical certification from a health care provider, which shall provide the following information: (a) the date on which the employee became disabled due to pregnancy; (b) the probable duration of the period or periods of disability; and (c) an explanatory statement that, due to the disability, the employee is unable to work at all or is unable to perform any one or more of the essential functions of her position without undue risk to herself, her pregnancy, or to other persons. In the case of a Pregnancy-Disability transfer, the medical certification shall provide the following information: (a) the date on which the need to transfer became medically advisable; (b) the probable duration of the period or periods of the need to transfer; and (c) an explanatory statement that, due to the employee's pregnancy, the transfer is medically advisable. Upon expiration of the time period for the leave or transfer estimated by the health care provider, NLTRA may require the employee to provide another medical certification if additional time is requested for leave or transfer.

Unless NLTRA and the employee have already agreed upon the employee's return date, an employee who has taken a Pregnancy-Disability leave or transfer must notify Human Resources at least two business days before her scheduled return to work or, as applicable, transfer back to her former position. An employee who timely returns to work at the expiration of her Pregnancy-Disability leave will be reinstated to her former position, or a comparable position, whenever possible and consistent with applicable law. If, for any reason the same position is no longer available, NLTRA will offer a position that is comparable in terms of pay, location, job content, and promotional opportunities, unless no comparable position exists. An employee who fails to return to work at the agreed upon end of the leave period without communicating with one's supervisor or Human Resources will be deemed to have abandoned her employment and the employment will terminate as of the end of that leave period.

Each employee who has taken a Pregnancy-Disability leave or transfer must be released by her doctor to return to work. The release should be in writing and submitted to the [Human Resources Manager] on or before the employees return from a Pregnancy-Disability leave or transfer.

5.6 Bereavement Leave

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

5.7 Military Leave

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

5.8 Jury Duty

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

5.9 Insurance

NLTRA offers a comprehensive medical insurance plan to full-time year-round employees after three (3) months of employment as a (FTYR) employee. If an employee changes from full-time to part-time status, medical insurance benefits will be terminated. To reinstate medical benefits, the employee must complete ninety (90) days of full-time employment as outlined in **Article 2.1b**. All employees are required to contribute to the cost of premiums for themselves and optional dependents in amounts determined by NLTRA. Details about medical insurance coverage and rates are available in a separate publication distributed by the CFO. NLTRA reserves the right to modify or change the medical insurance plan at its discretion.

5.11 Health Club Membership

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

5.12 Retirement Plan

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

CONFIRMATION OF RECEIPT OF EMPLOYEE HANDBOOK

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

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

Employee's Signature _____

Date _____

Cardholder Name: SANDRA EVANS HALL Statement Period: 01/29/13 to 02/28/13
 Account Number: [REDACTED] Statement Closing Date: 02/28/13

Transactions							CR=Credit
Tran Date	Post Date	Transaction Description	Reference Number		Amount		
02-15	02-15	VZWRLSS*PREPAID PYMNT	888-294-6804	CA 084	084	\$20.00 ✓	
02-25	02-25	PAYMENT - THANK YOU			000	\$105.00 CR	
02-25	02-26	D J*WALL ST JOURNAL	800-568-7625	MA 676	676	\$66.84	
02-27	02-28	CTC*CONSTANTCONTACT.CO	855-2295506	MA 868	868	\$70.00	

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

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

Interest Charge Calculation			
Your Annual Percentage Rate (APR) is the annual interest rate on your account.			
Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Interest Rate	Interest Charge
PURCHASES	14.99% (v)	\$0.00	\$0.00
CASH	22.99% (v)	\$0.00	\$0.00

(v) = Variable Rate

Wall St. Journal & Constant Contact do not send receipts.

*H.P.
2/2/13*


Kim Lambert

From: Sandy Evans Hall
Sent: Thursday, February 14, 2013 11:03 AM
To: Kim Lambert
Subject: Fwd: Plan Update Confirmation
Finally got my iPad data updated!

Sent from my iPhone

Begin forwarded message:

From: donotreply@verizonwireless.com
Date: February 14, 2013, 11:00:12 AM PST
To: sandy@puretahoenorth.com
Subject: Plan Update Confirmation



Change Plan Confirmation

Thank you for shopping at Verizon Wireless. Your order is now complete. Your session is now in progress.

PAYMENT METHOD: MasterCard XXXX XXXX XXXX 4925
WIRELESS NUMBER: (530) 414-3327

BILL TO:
N Lake Tahoe Resort Sandra Eva
Po Box 5459
Tahoe City, CA 96145

Have More Questions?
Visit VerizonWireless.com all your wireless service needs.

	Due Now
1 GB Mobile Broadband data for a Month	\$20.00
Subtotal	\$20.00
Taxes	\$0.00
Total charges to be billed to credit card:	\$20.00

*If you do not already have an active data plan, your credit card will be charged immediately. If you current have an active data plan, your credit card will be charged for this data plan purchase when your current da expires or when your current data plan has less than 25MB remaining, whichever occurs first. At that point month of service will start and the data allowance associated to your purchase will become available for us

Note: If you cannot connect to the Verizon Wireless network after 15 minutes, please call Verizon Wireless customer service at 1-800-786-8419. Remember to note the Cellular Data Number for your device. You wi it should you have to contact customer service for support in the future.

KEY METRICS FEBRUARY 28, 2013

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

MTRiP Reservations Activity	FY 12/13	FY 11/12	Variance
Occupancy during February	58.8%	47.5%	23.7%
ADR February (Average Daily Rate)	\$ 279	\$ 260	7.0%
Occupancy forecast March	42.2%	37.6%	12.0%
ADR March	\$ 240	\$ 225	6.6%
Occupancy (prev 6 mo)	43.2%	37.9%	14.1%
ADR (prev 6 mo)	\$ 233	\$ 215	8.1%
Occupancy (next 6 mo)	23.3%	18.5%	26.1%
ADR (next 6 mo)	\$ 221	\$ 207	7.0%
Incremental Pacing for February	4.7%	4.9%	-4.0%

Conference Revenue Statistics Fiscal July - February			
	2012-13	2011-12	YOY % Change
Total Revenue Booked as of 2/28/13	\$ 1,336,277	\$ 1,922,367	-30%
Forecasted Commission for this Revenue	59,934	129,146	-54%
Number of Room Nights	7,860	10,479	-25%
Annual Revenue Goal	\$ 1,750,000	\$ 1,700,000	3%
Annual Commission Goal	\$ 75,000	\$ 125,000	-40%
Number of Tentative Bookings	86	39	121%
Percentage of Actual Conference Revenue:			
Washoe	12%	9%	33%
Placer	52%	84%	-39%
South Lake	34%	5%	610%
Nevada	2%	2%	-

VISITOR INFORMATION STATISTICS FOR 2012 2013 (Jul-Feb)			
Tahoe City:	2012/2013	2011/2012	YOY % Change
Referrals Per Member (Jan/Feb)	3.6		
Walk In	28108	9714	189%
Phone	2349	2185	8%
Kings Beach (Walk In Only)	3014	2995	1%
Reno (Walk in Only)	2645	2700	-2%

Chamber Of Commerce Total Membership				Infrastructure Fund Balances Held by Placer County as of 2/25/13	
April 2012	468			Contract 12477 2007-08	\$ -
February 2013	471			Contract 12659 2008-09	\$ -
Unemployment	Jan-13	Jan-12	Dec-12	Contract 12818 2009-10	\$ -
Dollar Point	10.4%		9.9%	Contract 12945 2010-11	\$ 401,199
Kings Beach	8.9%		8.6%	Contract 13054 2011-12	\$ 1,249,520
Sunnyside/Tahoe City	10.3%		10.0%	Contract 13235 2012-13	\$ 1,357,037
Tahoe Vista	14.8%		14.3%	Total Fund Balances	\$ 3,007,756
California	10.4%	11.4%	9.7%		
Placer County	8.9%	10.1%	8.6%		

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

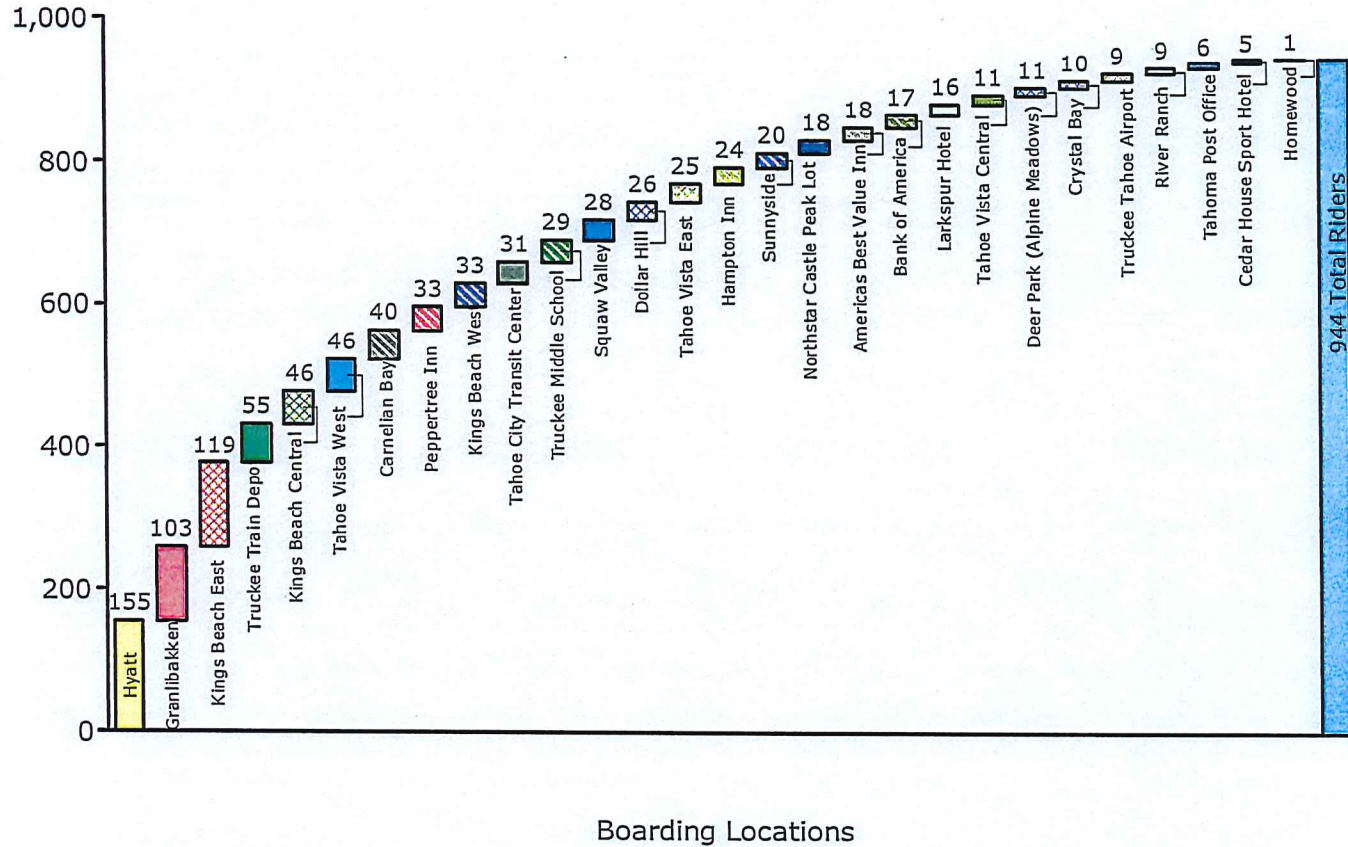
NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

2012-2013 SEASON – 46 DAY SEASON

SKIER SHUTTLE COUNTS BY LOCATION

Measurement Period 36 Days – December 24, 2012 – March 3, 2013

Riders Per Boarding Location - Morning



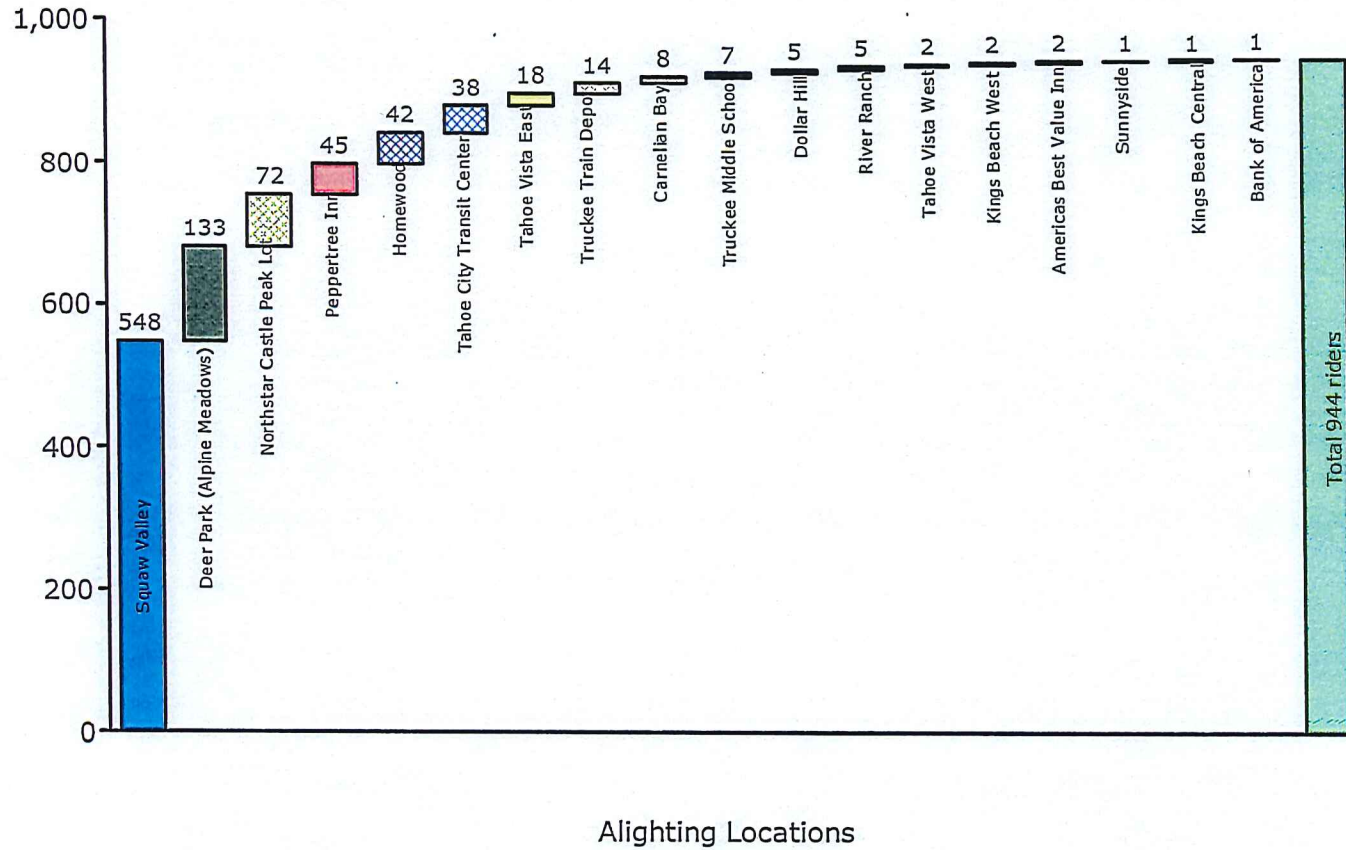
NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

2012-2013 SEASON – 46 DAY SEASON

SKIER SHUTTLE COUNTS BY LOCATION

Measurement Period 36 Days – December 24, 2012 – March 3, 2013

Riders Per Alighting Location - Morning



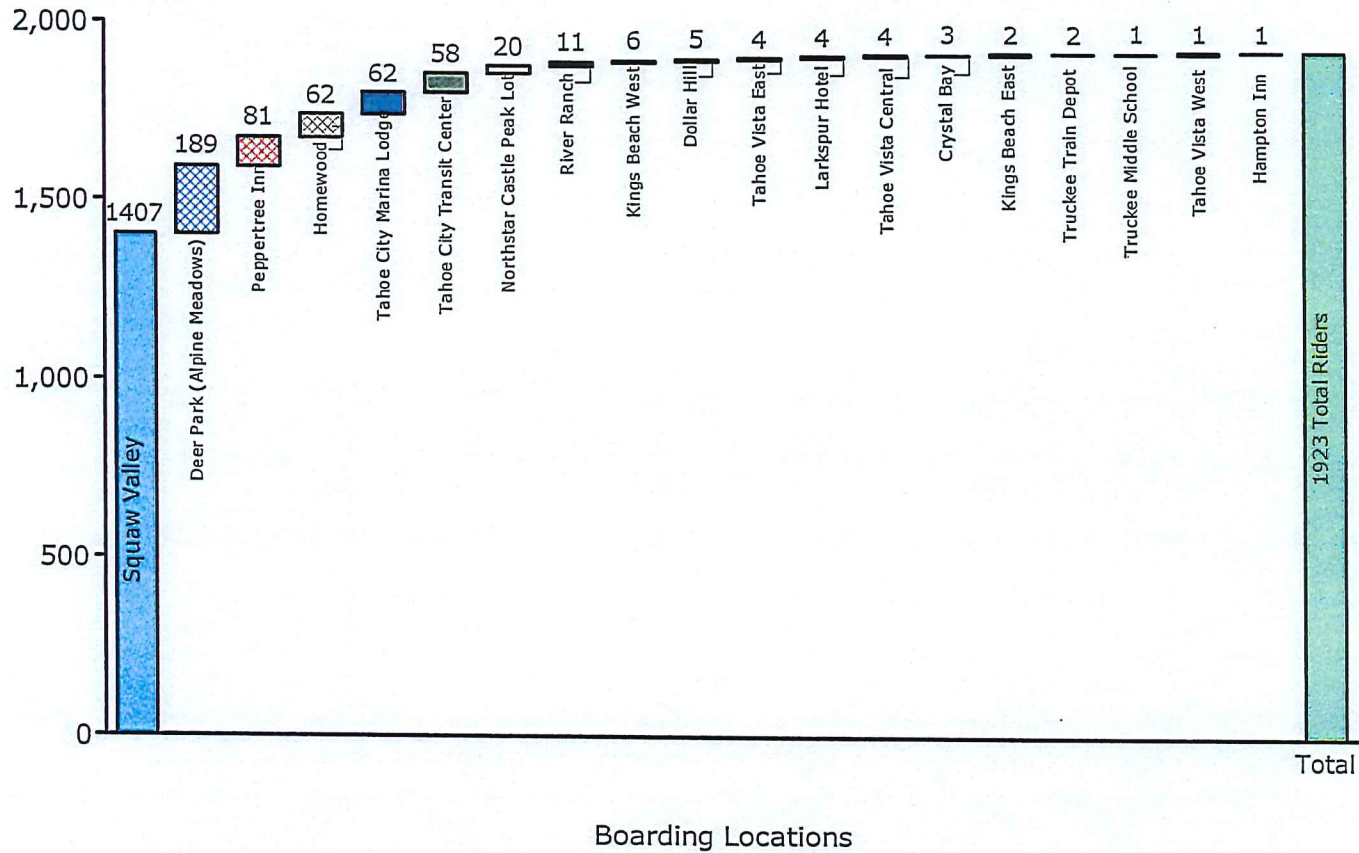
NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

2012-2013 SEASON – 46 DAY SEASON

SKIER SHUTTLE COUNTS BY LOCATION

Measurement Period 36 Days – December 24, 2012 – March 3, 2013

Riders Per Boarding Location - Afternoons



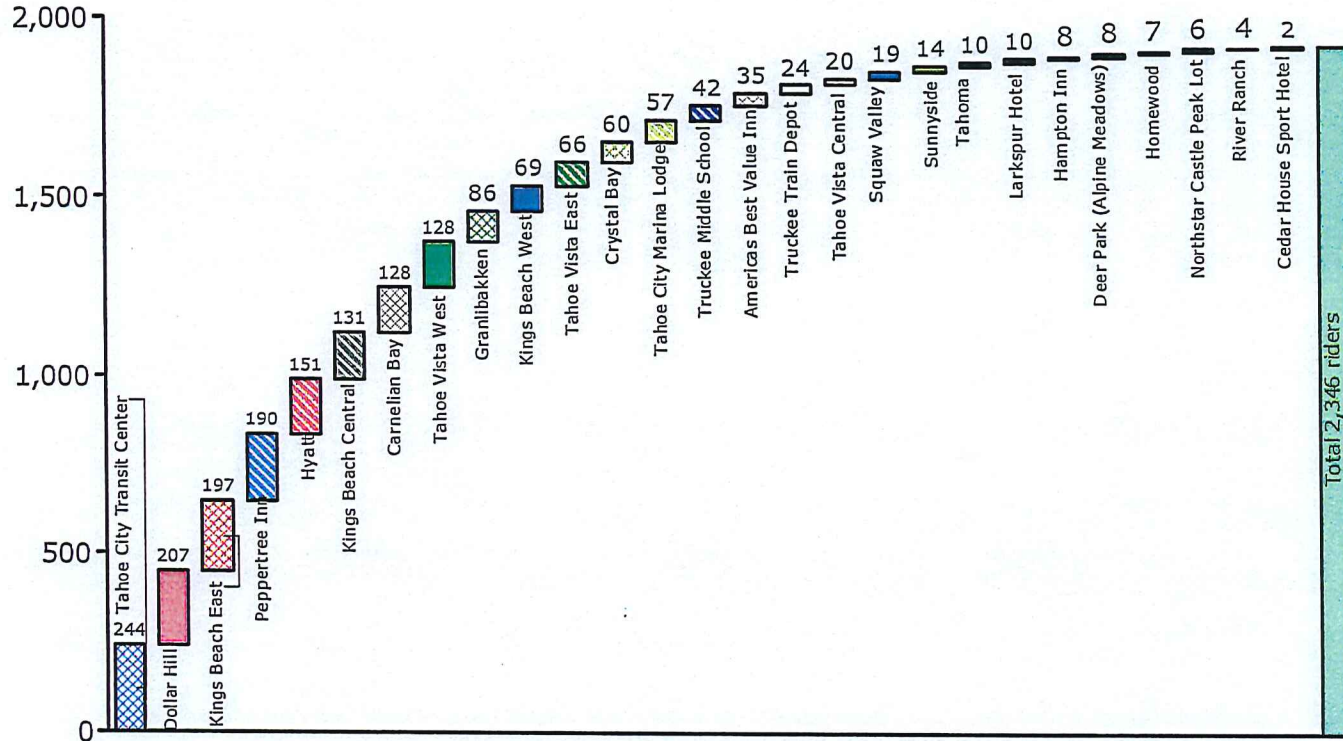
NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

2012-2013 SEASON – 46 DAY SEASON

SKIER SHUTTLE COUNTS BY LOCATION

Measurement Period 36 Days – December 24, 2012 – March 3, 2013

Riders Per Alighting Location - Afternoons



Alighting Locations

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NORTH LAKE TAHOE WATER SHUTTLE Year Two and Year Three Scenario

The Water Shuttle needs to achieve an average of 20% load factor in Year Two and 30% in Year Three to Operate within the Original Funding Request

Water Shuttle Year Two Funding Position	
Original Funding Request	\$ 380,000
Year One Operating Expense	\$ 178,400
Remaining Funding for Two Years	\$ 201,600

2013 Water Shuttle Financial Model	Load Factor @ 100%	Load Factor @ 90%	Load Factor @ 80%	Load Factor @ 70%	Load Factor @ 60%	Load Factor @ 50%	Load Factor @ 40%	Load Factor @ 30%	Load Factor @ 20%	Load Factor @ 10%	2012 Actual Load Factor 7%
2013 Revenue Assumptions: 113 Day Season, 12-hour Operating Day, 12 Passengers per 30 min, \$7.75 fare per Passenger											
Total Revenue at Varying Load Factors	\$ 335,079	\$ 301,571	\$ 268,063	\$234,555	\$ 201,047	\$ 167,540	\$ 134,032	\$ 100,524	\$ 67,016	\$ 33,508	\$ 11,049
Expenses:											
Operating Costs (One Boat)	\$ 135,000	\$ 135,000	\$ 135,000	\$135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000
Administrative Expenses	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 54,489
Total Expenses	\$ 183,000	\$ 183,000	\$ 183,000	\$183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 189,489
Unrecovered Expense Dollars	\$ 152,079	\$ 118,571	\$ 85,063	\$ 51,555	\$ 18,047	\$ (15,461)	\$ (48,968)	\$ (82,476)	\$ (115,984)	\$ (149,492)	\$ (178,440)
Per Passenger Subsidy	\$ 3.52	\$ 3.05	\$ 2.46	\$ 1.70	\$ 0.70	\$ (0.72)	\$ (2.83)	\$ (6.36)	\$ (13.41)	\$ (34.58)	\$ (145.90)
Target Passenger Statistics:											
Passengers per Season \$7.75 ticket	43,236	38,912	34,589	30,265	25,942	21,618	17,294	12,971	8,647	4,324	1,223
Passengers per Day	383	344	306	268	230	191	153	115	77	38	21
Passengers per Trip - 33 per day	12	10	9	8	7	6	5	3	2	1	0.8

NORTH LAKE TAHOE WATER SHUTTLE

Year Two and Year Three Scenario

\$6.50 Fare Revenue Assumption

If fares are price elastic, a lower fare may generate additional traffic. At a \$6.50 fare the Water Shuttle would need to achieve 25% Load Factor in Year Two and 35% in Year Three to operate within the original Funding Request

2013 Water Shuttle Financial Model	Load Factor @ 100%	Load Factor @ 90%	Load Factor @ 80%	Load Factor @ 70%	Load Factor @ 60%	Load Factor @ 50%	Load Factor @ 40%	Load Factor @ 30%	Load Factor @ 20%	Load Factor @ 10%
2013 Revenue Assumptions: 113 Day Season, 12-hour Operating Day, 12 Passengers per 30 min, \$6.50 fare per Passenger										
Total Revenue at Varying Load Factors	\$ 281,034	\$ 252,931	\$ 224,827	\$ 196,724	\$ 168,620	\$ 140,517	\$ 112,414	\$ 84,310	\$ 56,207	\$ 28,103
Expenses:										
Operating Costs (One Boat)	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000
Administrative Expenses	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000
Total Expenses	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000	\$ 183,000
Unrecovered Expense Dollars	\$ 98,034	\$ 69,931	\$ 41,827	\$ 13,724	\$ (14,380)	\$ (42,483)	\$ (70,586)	\$ (98,690)	\$ (126,793)	\$ (154,897)
Per Passenger Subsidy	\$ 2.27	\$ 1.80	\$ 1.21	\$ 0.45	\$ (0.55)	\$ (1.97)	\$ (4.08)	\$ (7.61)	\$ (14.66)	\$ (35.83)
Target Passenger Statistics:										
Passengers per Season \$6.50 ticket	43,236	38,912	34,589	30,265	25,942	21,618	17,294	12,971	8,647	4,324
Passengers per Day	383	344	306	268	230	191	153	115	77	38
Passengers per Trip - 33 per day	12	10	9	8	7	6	5	3	2	1