



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

**Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Tuesday, May 3, 2011 – 9:00 am**

NLTRA Conference Room

NLTRA Mission

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

Meeting Ground Rules

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

**Finance
Committee
Members**

NLTRA Board
*Allen Highfield
Ron McIntyre
Tom Murphy
Ron Parson*

Committee Member
*Kimberly Frushon
Mike Salmon*

Placer County Rep.
Jennifer Merchant

Quorum
2 Board Members

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – April 5, 2011

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

E. Receive and Review, with Direction to Staff, the 9 Month Actual/3 Month Forecast for FY 2010/11

F. Follow-up Items from Previous Meetings

G. Committee Member Comments

H. Adjournment

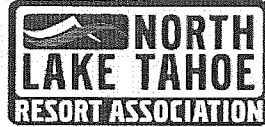
Posted and emailed: April 29, 2011

Finance Committee Meeting

May 3, 2011

INDEX

Finance Committee Meeting Minutes – April 5, 2011	Pages 1 - 2
Financial Statements – March 31, 2011	Pages 3 - 19
Infrastructure/Transportation Project Report	Page 20
Accounts Receivable Report – March 31, 2011	Pages 21 - 22
Key Performance Indicators – March 31, 2011	Page 23
Nine Month Actual, Three Month Forecast for 2010/11	Page 24 -34
Interim Executive Director Mileage Reimbursement	Page 35



FINANCE COMMITTEE MINUTES
Tuesday, April 5, 2011 – 9:00 am
NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron McIntyre, Ron Parson, and Allen Highfield by phone.

STAFF IN ATTENDANCE: Ron Treabess, Sally Lyon, Kim Lambert

OTHERS IN ATTENDANCE: None

1.0 CALL TO ORDER – ESTABLISH QUORUM

- 1.1 The meeting was called to order at 9:05 am by Chair Ron Parson and a quorum was established.

2.0 PUBLIC FORUM

- 2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

- 3.1 **M/S/C (McIntyre/Highfield) (3/0) to approve the agenda as presented.**

4.0 APPROVAL OF MINUTES

- 4.1 **M/S/C (Highfield/McIntyre) (3/0) to approve the Finance Committee minutes of Tuesday, March 1, 2011.**

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

- 5.1 Sally Lyon reviewed the Financial Analysis for the eight months ending February 28, 2011:
- Operating cash is \$922,000.
 - Marketing Cooperative cash is \$184,000.
 - Infrastructure cash is \$80,000.
 - The receivable from the County for Marketing, Transportation and G&A is \$1.6 million.
 - Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$6.1 million.
 - Unearned revenue and deferred support related to Infrastructure is \$6.2.
 - Change in net assets is (\$2,000) for the month of January and \$243,000 year-to-date.
 - The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$53,000 from same month a year ago.

Some of the variances were discussed. Ski Tahoe North Interchangeable Lift Ticket sales are down, probably due to the price increase. Conference commissions are up from last month. The Chamber of Commerce awards dinner revenue was higher than anticipated. The \$240,000 positive variance in transportation is because we have not yet been billed by some vendors.

M/S/C (McIntyre/Highfield) (3/0) to recommend to the Board of Directors the approval of the February 28, 2011 Financial Statements.

6.0 DISCUSSION AND REVIEW OF EXECUTIVE DIRECTOR SEARCH EXPENDITURES

6.1 The expenditures for the Executive Director search were discussed. It appears that NLTRA has paid some bills for lodging and meals that should have been paid by Searchwide under the terms of the contract. It was also noted that bills from Sunnyside and the Resort at Squaw Creek have not yet been received. Ron Parson will call Jim Carra at Searchwide to authorize Sally Lyon to discuss the bills and contract. Currently, it appears that expenses for the search are approximately \$47,000 and that NLTRA has paid some bills that should have been paid by Searchwide.

7.0 ANTICIPATED FISCAL IMPACT OF EXECUTIVE DIRECTOR HIRE

7.1 Ron Parson thought the Finance Committee needed to know the fiscal impact of the new Executive Director hire. Ron Treabess noted that one-time expenses are in this fiscal year. The hire will not negatively affect the budget.

8.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

8.1 There were no follow-up items.

9.0 COMMITTEE MEMBER COMMENTS

7.1 TOT looks like it is on pace to be \$10 million.

10.0 ADJOURNMENT

10.1 The Finance Committee meeting adjourned at 9:35 am.

Submitted by:

Kim Lambert
Accounting and Human Resources Assistant

**North Lake Tahoe Resort Association
Financial Statements
For the Nine Months Ending March 31, 2011**

North Lake Tahoe Resort Association
Financial Analysis
For the Nine Months Ending March 31, 2011

Consolidated

Statement of Financial Position

- Operating Cash is \$628,000, Marketing Cooperative Cash is \$105,000 and Infrastructure Cash is \$474,000.
- The Receivable from the County is \$1,128,000. This includes five payments for the 10/11 contract. The current year payment schedule starts in October 2010 and runs through August 2011.
- Infrastructure funds that Placer County is holding for 2005-2010 are booked as a separate receivable (AR – Infrastructure County) in the amount of \$1,582,000 for 06/07, \$1,835,000 for 07/08, \$827,000 for 08/09, \$790,000 for 09/10 and \$667,000 for 10/11 (collected throughout the year) with the total receivable at \$5,701,000.
- Unearned Revenue & Deferred Support in the amount of \$6,187,000 is the offsetting liability for the Infrastructure funds held by NLTRA and Placer County.
- Accounts Receivable is down \$13,000 from the previous month with good collections on Chamber Membership offset by new billings of STN tickets.
- Advance Ticket Sales (STN) has a \$28,000 balance. Sales of the retail tickets have not been as strong as previous year.
- Other Liabilities and Unearned Revenue are down \$104,000 from a month ago and corresponds to the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is (\$59,000) for the month of March and \$183,000 year to date.

Statement of Cash Flows

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is down \$12,000 from the same month a year ago. For the year, Tourism and Administration has provided \$12,000, Infrastructure has provided \$47,000 and equipment purchase has used \$2,000 for a total increase in cash of \$57,000 for the nine months ending March 31, 2011.

North Lake Tahoe Resort Association
 Financial Variance Report
 For the Nine Months Ended March 31, 2011

YTD-Budget	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
		4,193,345	798,412	3,252,909	28,131	113,893
Key Variances						
Commissions-Ski Tahoe North Tickets slow start, and less sales	Marketing	(22,187)				(22,187)
Commissions-large group not commissionable	Conference	(28,171)				(28,171)
Placer County Funding-Journal Transfer	VST	440,459				440,459
Chamber Member Dues-Write-off of non-paying members	Chamber	(10,506)				(10,506)
Chamber Special Events-Chamber Events exceed budget	Chamber	6,139				6,139
TOT funding-Revenue recognition to match spending Infrastructure projects	Infrastructure	(1,118,847)				(1,118,847)
Salaries-Timing	Marketing		5,627			5,627
Salaries-Timing	Conference		(5,451)			(5,451)
Salaries-Salaries and benefits up from budget	VIC		(5,340)			(5,340)
Salaries-Savings	G & A		24,141			24,141
Special Events-Timing of Amgen and reimbursement	Marketing			52,332		52,332
Marketing-Other-Timing	Marketing			21,480		21,480
Community Marketing Programs-Timing	Marketing			(22,986)		(22,986)
Transportation Projects-Journal Transfer	VST			(439,184)		(439,184)
Cost of Sales-Sales and cost of sales up from budget	VIC			(6,881)		(6,881)
Chamber Special Events-Expenses below budget	Chamber			4,703		4,703
Professional Fees-Savings on Tax Return preparation	G & A			5,535		5,535
Board Functions-Timing of Ex Director search	G & A			11,593		11,593
Infrastructure Projects-Variou, corresponds to TOT funding	Infrastructure			1,118,847		1,118,847
All Other Smaller Variances	Various	7,316	5,543	37,863	(12,472)	38,250
Variance Total		(725,797)	24,520	783,302	(12,472)	69,553
Month-Actual		3,467,548	773,892	2,469,607	40,603	183,446

Positive variance is positive to the Budget.

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

	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
Month-Budget		494,429	81,065	476,289	3,571	(66,496)
Key Variances						
Commissions-Ski Tahoe North Tickets slow sales	Marketing	(3,762)				(3,762)
Commissions-down from budget	Conference	(4,483)				(4,483)
Placer County Funding-Journal Transfer	VST	250,000				250,000
TOT funding-Infrastructure project revenue to match expenditures	Infrastructure	(202,212)				(202,212)
Salaries-Salary savings	G & A		9,249			9,249
Special Events-Timing of Amgen expenditures	Marketing			123,937		123,937
Marketing Other-Timing	Marketing			(6,357)		(6,357)
Transportation Projects-Timing	VST			(344,111)		(344,111)
Cost of Goods-Timing of purchases	VIC			(3,082)		(3,082)
Infrastructure Projects- Squaw Valley Bus Stops	Infrastructure			202,212		202,212
All Other Smaller Variances	Various	(1,327)	(442)	91	(12,496)	(14,174)
Variance Total		38,216	8,807	(27,310)	(12,496)	7,217
Month-Actual		532,645	72,258	503,599	16,067	(59,279)

Positive variance is positive to the Budget.

Norin Lake Laneo Resort Association
Statement of Financial Position
March 31, 2011
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		9 Month Change	
	Current 31-Mar-11	Last Month 28-Feb-11	Same Mth 31-Mar-10	Year End 30-Jun-10	Amount	Pctg	Amount	Pctg	Amount	Pctg
ASSETS										
Cash and cash equivalents										
Operating	\$ 628,190	\$ 922,129	\$ 489,169	\$ 468,391	\$ (293,939)	-32%	\$ 139,021	28%	\$ 159,799	34%
Marketing Cooperative	104,943	183,773	258,758	232,998	(78,830)	-43%	(153,815)	-59%	(128,055)	-55%
Infrastructure	473,781	79,782	471,155	448,533	393,999	494%	2,626	1%	25,248	6%
Other Restricted					0	-		-		-
Total Cash & cash equiv	1,206,914	1,185,684	1,219,082	1,149,922	21,230	2%	(12,168)	-1%	56,992	5%
Receivables										
AR - Membership Services	34,908	58,753	39,895	24,678	(23,845)	-41%	(4,987)	-13%	10,230	41%
AR - Group Commissions	15,732	25,316	15,359	19,553	(9,584)	-38%	373	2%	(3,821)	-20%
AR - Other	0	4,072	12,436	9,709	(4,072)	-100%	(12,436)	-100%	(9,709)	-100%
AR - Co-op/STN/Shared	62,606	37,801	44,477	37,741	24,805	66%	18,129	41%	24,865	66%
AR - Intopia	0	0	0	0	0	-		-		-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	0	-	14,973	0%		-
AR - Infrastructure County	5,700,868	6,106,755	5,427,706	5,440,204	(405,887)	-7%	273,162	21%	260,664	5%
AR - County TOT Funding	1,128,295	1,633,425	1,307,167	430,587	(505,130)	-31%	(178,872)	-3%	697,708	162%
Total Receivables	6,942,409	7,866,122	6,832,067	5,962,472	(923,713)	-12%	110,342	-	979,937	16%
Long Term Assets										
Prepaid expenses	6,908	8,045	8,504	15,021	(1,137)	-14%	(1,596)	-179%	(8,113)	-54%
Inventory	928	928	891	928	0	0%	37	0%	0	0%
Furniture, Fixtures & Other	23,087	23,804	31,389	29,313	(717)	-3%	(8,302)	-98%	(6,226)	-21%
Computer Software/Equipment	4,562	5,012	8,512	6,906	(450)	-9%	(3,950)	-49%	(2,344)	-34%
Leasehold Improvements	3,385	3,785	8,042	6,985	(400)	-11%	(4,657)	-	(3,600)	-52%
Total Long Term Assets	38,870	41,574	57,338	59,153	(2,704)	-7%	(18,468)	-	(20,283)	-34%
TOTAL ASSETS	\$ 8,188,193	\$ 9,093,380	\$ 8,108,487	\$ 7,171,547	\$ (905,187)	-10%	79,706	-	\$ 1,016,646	14%
LIABILITIES & NET ASSETS										
Liabilities										
Accounts Payable	\$ 289,509	\$ 537,599	\$ 208,004	\$ 277,169	\$ (248,090)	-46%	\$ 81,505	231%	\$ 12,340	4%
Advance Ticket Sales	27,983	19,178	35,340	(1,272)	8,805	46%	(7,357)	-2%	29,255	-2300%
Other Liabilities and Unearned	199,342	303,447	378,794	338,971	(104,105)	-34%	(179,452)	-20%	(139,629)	-41%
Deferred Support	618,035	1,123,165	876,574	-	(505,130)	-45%	(258,539)	-4%	618,035	-
Deferred Infra	6,175,435	6,187,323	5,898,952	5,888,737	(11,888)	0%	276,483	-	286,698	5%
Total Liabilities	7,310,304	8,170,712	7,397,664	6,503,605	(860,408)	-11%	(87,360)	-	806,699	12%
Net Assets										
Fund Balance Designated	269,610	255,110	243,110	243,110	14,500	6%	26,500	6%	26,500	11%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	-51%	(14,470)	-3%
Net Change in Net Assets	183,447	242,726	28,411	(14,470)	(59,279)	-24%	155,036	22%	197,917	-1368%
Total Net Assets	877,889	922,668	710,823	667,942	(44,779)	-5%	167,066	-	209,947	31%
TOTAL LIABILITIES & NET ASSETS	\$ 8,188,193	\$ 9,093,380	\$ 8,108,487	\$ 7,171,547	\$ (905,187)	-10%	79,706	-	\$ 1,016,646	14%

North Lake Tahoe Resort Association
 Statement of Activities and Changes in Net Assets
 Consolidation of Departments
 For the Nine Months Ending March 31, 2011

DESCRIPTION	CURRENT MONTH			YEAR-TO-DATE			% Chg
	Actual	Budget	\$ Variance	Actual	Budget	Variance	
Revenue and Other Support							
Member Dues	10,044	10,720	(676)	84,622	95,457	(10,835)	101,704
Special Events & Functions	1,028	1,500	(473)	120,157	109,215	10,942	108,893
Miscellaneous	0	0	0	4,449	4,079	370	0
Commissions & Booking Fees	3,455	11,700	(8,245)	120,423	170,782	(50,359)	95,109
Retail Sales & Other	813	820	(7)	18,526	15,388	3,138	7,759
Interest & Investment Income	287	460	(173)	2,889	3,559	(670)	4,216
Placer County Funding	517,018	469,229	47,789	3,116,482	3,794,865	(678,383)	2,615,595
Total Revenue and Other Support	532,645	494,429	38,216	3,467,548	4,193,345	(725,797)	2,933,276
Expenses							
Salaries and benefits	72,258	81,065	(8,806)	773,892	798,412	(24,520)	858,454
Rent & Utilities	7,502	7,945	(443)	70,056	71,616	(1,560)	70,304
Telephone Services	2,081	2,115	(34)	17,364	18,724	(1,360)	20,064
Internet Access	0	0	0	290	0	290	0
Mail Expenses	185	340	(155)	2,308	2,764	(456)	2,000
Insurance & Bonding	374	425	(51)	3,456	3,815	(359)	4,083
Supplies	1,259	1,085	174	8,188	8,940	(752)	9,791
Equipment Sup. & Maint.	777	1,200	(423)	7,421	11,225	(3,804)	10,354
Taxes, Licenses & Fees	0	20	(20)	1,015	1,035	(20)	2,487
Equip. Rental / Leasing	928	880	48	11,373	10,170	1,203	10,161
Training & Seminars	0	0	0	477	1,500	(1,023)	1,345
Project Costs	376,046	236,742	139,304	1,156,701	1,857,938	(701,237)	984,223
Professional Fees Legal/Accounting	1,660	500	1,160	18,886	24,420	(5,535)	18,473
Special Events	1,063	125,000	(123,937)	86,063	138,395	(52,332)	18,328
Autumn Food & Wine Costs	0	0	0	79,024	75,508	3,516	75,795
Membership Events/Newsletter	1,950	1,015	935	28,655	33,358	(4,703)	30,596
Cost of Goods Sold	3,722	640	3,082	15,660	8,779	6,881	5,501
Promotional/ Giveaways	0	0	0	0	2,000	(2,000)	651
Market Study Reports/Research	84,476	84,476	0	742,284	742,284	0	11,575
Marketing Cooperative/Media	6,357	0	6,357	63,871	85,351	(21,480)	617,697
Marketing Other	10,000	10,000	0	102,986	80,000	22,986	29,298
Programs	0	120	(120)	3,614	6,748	(3,134)	75,912
Associate Relations	2,151	700	1,451	34,974	46,567	(11,593)	6,571
Board Functions	282	1,395	(1,113)	3,849	7,592	(3,743)	4,012
Credit Card Fees	434	490	(56)	3,673	3,872	(199)	7,522
Automobile Expenses	650	493	157	3,355	3,760	(405)	3,857
Local Meals & Entertainment	703	708	(5)	3,068	3,903	(835)	5,084
Dues & Subscriptions	997	0	997	994	2,645	(1,651)	3,961
Travel	575,857	557,354	18,503	3,243,499	4,051,321	(807,822)	2,890,762
Total Expense Before Depreciation/Re							
Depreciation	1,567	1,571	(4)	14,103	14,131	(28)	14,103
Reserves	14,500	2,000	12,500	26,500	14,000	12,500	0
Total Expense	591,924	560,925	30,999	3,284,102	4,079,452	(795,350)	2,904,865
Changes in Unrestricted Net Assets	(59,279)	(66,496)	7,217	183,447	113,893	69,554	28,411

North Lake Tahoe Resort Association
Statement of Activities
Summary

Date 04/22/11 01:34 PM

For the Nine Months Ending March 31, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
REVENUE AND OTHER SUPPORT										
Marketing	150,651	154,413	(3,762)	125,063	(2%)	1,436,182	1,453,567	(17,385)	1,185,189	(1%)
Conferences	29,029	33,553	(4,524)	24,246	(13%)	348,409	376,907	(28,498)	300,159	(8%)
Visitor Support & Transportation	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
Visitor Information	12,646	12,653	(7)	13,218	0%	127,026	123,885	3,141	124,441	3%
Member Services	10,393	11,500	(1,107)	12,019	(10%)	118,531	122,898	(4,367)	128,665	(4%)
Management & General	150	360	(210)	0	(58%)	6,368	6,805	(436)	1,533	(6%)
Total Revenue and Other Supp	507,620	267,229	240,391	214,215	90%	2,969,725	2,576,812	392,913	2,358,319	15%
EXPENSES										
Marketing	142,754	249,097	(106,343)	120,706	(43%)	1,376,087	1,425,821	(49,734)	1,125,804	(3%)
Conferences	37,244	35,909	1,335	33,784	4%	350,674	345,570	5,104	334,862	1%
Visitor Support & Transportation	371,970	27,727	344,243	8,375	*****	857,403	419,996	437,407	617,444	104%
Visitor Information	14,830	11,979	2,851	10,929	24%	135,585	125,770	9,815	119,050	8%
Member Services	11,298	10,752	546	10,853	5%	124,069	133,825	(9,756)	126,835	(7%)
Management & General	(8,027)	(844)	(7,183)	(3,440)	851%	(37,206)	9,294	(46,500)	20,228	(500%)
Total Expenses	570,069	334,620	235,449	181,207	70%	2,806,611	2,460,276	346,335	2,344,224	14%
Net Change in Unrestricted Net Assets										
Marketing	7,898	(94,684)	102,582	4,357	(108%)	60,096	27,746	32,350	59,384	117%
Conferences	(8,215)	(2,356)	(5,859)	(9,539)	249%	(2,265)	31,337	(33,602)	(34,704)	(107%)
Visitor Support & Transportation	(67,220)	27,023	(94,243)	31,295	(349%)	75,806	72,754	3,052	890	4%
Visitor Information	(2,183)	675	(2,858)	2,288	(424%)	(8,560)	(1,885)	(6,675)	5,390	354%
Member Services	(905)	748	(1,653)	1,166	(221%)	(5,538)	(10,927)	5,389	1,830	(49%)
Management & General	8,177	1,204	6,973	3,440	579%	43,575	(2,489)	46,064	(18,696)	*****
Net Change in Assets Before In	(62,449)	(67,391)	4,942	33,008	(7%)	163,114	116,536	46,578	14,095	40%
Infrastructure										
Infrastructure Support	25,025	227,200	(202,175)	17,647	(89%)	497,823	1,616,533	(1,118,710)	574,957	(69%)
Infrastructure Expense	21,855	226,305	(204,450)	15,937	(90%)	477,490	1,619,176	(1,141,686)	560,641	(71%)
Infrastructure Net Change in Assets	3,170	895	2,275	1,710	254%	20,333	(2,643)	22,976	14,316	(869%)
Change in Net Assets	(59,279)	(66,496)	7,217	34,718	(11%)	183,447	113,893	69,554	28,411	61%

North Lake Tahoe Resort Association
Department Detail Activity Report
For the Nine Months Ending March 31, 2011

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
REVENUE AND OTHER SUPPORT										
Member Dues	\$ 80,253	\$ 5,995	\$ 5,995	\$ 5,995		\$ 78,627		\$ 84,622		\$ 84,622
Special Events & Functions				80,253		39,904		120,157		120,157
Miscellaneous							4,449	4,449		4,449
Commissions & Booking Fees	10,513	109,911	18,526	120,423				120,423		120,423
Retail Sales & Other				18,526				18,526		18,526
Interest & Investment Income							\$ 1,919	1,919	\$ 970	2,889
Placer County Funding	1,345,417	232,503	108,500	1,686,420	\$ 933,209			2,619,629	496,853	3,116,482
Total Revenue and Other Support	\$ 1,436,182	\$ 348,409	\$ 127,026	\$ 1,911,617	\$ 1,281,809	\$ 118,531	\$ 6,368	\$ 3,318,325	\$ 497,823	\$ 3,816,148
EXPENSES										
Salaries and benefits	\$ 230,613	\$ 117,135	\$ 90,675	\$ 438,422	\$ 46,289	\$ 62,736	\$ 173,275	\$ 720,722	\$ 53,170	\$ 773,892
Rent & Utilities	18,355	9,344	4,266	31,965	6,571	6,595	18,355	63,486	6,571	70,056
Telephone Services	6,207	2,422	1,077	9,706	1,538	1,516	3,066	15,826	1,538	17,364
Internet Access	290			290				290		290
Mail Expenses	826	310	76	1,213	0	510	579	2,302	6	2,308
Insurance & Bonding	864	449	449	1,763	277	277	864	3,180	277	3,456
Supplies	2,828	1,482	858	5,168	481	791	1,267	7,707	482	8,188
Equipment Sup. & Maint.	1,297	1,021	1,021	3,338	401	501	2,779	7,019	401	7,421
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	1,536	1,217	2,960	5,713	997	1,956	1,710	10,376	997	11,373
Training & Seminars						169	308	477		477
Project Costs					722,974			722,974	383,728	1,106,702
Professional Fees Legal/Accounting							18,886	18,886		18,886
Special Events	86,063			86,063				86,063		86,063
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						28,655		28,655		28,655
Cost of Goods Sold			15,660	15,660				15,660		15,660
Marketing Cooperative/Media	571,363	170,921		742,284				742,284		742,284
Marketing Other	63,871			63,871				63,871		63,871
Programs	102,986			102,986				102,986		102,986
Associate Relations	904	470	470	1,843	289	289	904	3,325	289	3,614
Board Functions							34,974	34,974		34,974
Credit Card Fees	2,821		419	3,240		609	517	3,849		3,849
Automobile Expense	694	153	43	890	733	801	367	2,941	733	3,673
Local Meals & Entertainment	2,267	120	60	2,447		482		3,295	60	3,355
Dues & Subscriptions	1,542	1,115		2,657	54	108	195	3,014	54	3,068
Travel	994			994				994		994
Allocated	170,266	42,504	15,455	228,225	25,780	17,055	(299,227)	(28,167)	28,167	-
Total Functional Exp. Before Depreciation	\$ 1,345,843	\$ 348,784	\$ 133,695	\$ 1,828,322	\$ 1,205,058	\$ 123,124	\$ (40,950)	\$ 3,115,553	\$ 476,545	\$ 3,592,099
Depreciation	\$ 3,744	\$ 1,890	\$ 1,890	\$ 7,524	\$ 945	\$ 945	\$ 3,744	\$ 13,158	\$ 945	\$ 14,103
Reserves	\$ 26,500			\$ 26,500				\$ 26,500		\$ 26,500
Total Functional Expense and Depreciation	\$ 1,376,087	\$ 350,674	\$ 135,585	\$ 1,862,346	\$ 1,206,003	\$ 124,069	\$ (37,206)	\$ 3,155,211	\$ 477,490	\$ 3,632,702
Change in Net Assets	\$ 60,096	\$ (2,265)	\$ (8,560)	\$ 49,271	\$ 75,806	\$ (5,538)	\$ 43,575	\$ 163,114	\$ 20,333	\$ 183,447

North Lake Tahoe Resort Association
Consolidation of Departments Excluding Infrastructure
For the Nine Months Ending March 31, 2011

CURRENT MONTH					YEAR - TO - DATE				
Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
					DESCRIPTION				
					Revenue and Other Support				
10,044	10,720	(676)	11,134	(6%)	84,622	95,457	(10,835)	101,704	(11%)
1,028	1,500	(473)	1,027	(32%)	120,157	109,215	10,942	108,893	10%
0	0	0	0	0%	4,449	4,079	370	0	9%
3,455	11,700	(8,245)	3,668	(70%)	120,423	170,782	(50,359)	95,109	(29%)
813	820	(7)	385	(1%)	18,526	15,388	3,138	7,759	20%
150	360	(210)	0	(58%)	1,919	2,726	(807)	1,533	(30%)
492,130	242,129	250,001	198,002	103%	2,619,629	2,179,165	440,464	2,043,322	20%
507,620	267,229	240,391	214,215	90%	2,969,725	2,576,812	392,913	2,358,319	15%
					Expenses				
67,865	76,890	(9,025)	72,785	(12%)	720,722	744,209	(23,487)	779,564	(3%)
6,796	7,195	(399)	7,361	(6%)	63,486	64,855	(1,369)	63,680	(2%)
1,904	1,965	(61)	2,276	(3%)	15,826	17,366	(1,540)	18,694	(9%)
0	0	0	0	0%	290	0	290	0	0%
185	335	(150)	272	(45%)	2,302	2,728	(426)	1,971	(16%)
344	390	(46)	391	(12%)	3,180	3,502	(322)	3,757	(9%)
1,166	995	171	852	17%	7,707	8,218	(511)	8,967	(6%)
726	1,125	(399)	467	(35%)	7,019	10,566	(3,547)	9,715	(34%)
0	20	(20)	40	(100%)	941	(20)	1,104	2,388	(2%)
845	800	45	802	6%	10,376	9,272	1,104	9,258	12%
0	0	0	0	0%	477	1,500	(1,023)	1,328	(68%)
363,236	19,125	344,111	672	*****	772,974	333,790	439,184	543,280	132%
1,660	500	1,160	533	232%	18,986	24,420	(5,435)	18,473	(23%)
1,063	125,000	(123,937)	16	(99%)	86,063	138,395	(52,332)	18,328	(38%)
0	0	0	0	0%	79,024	75,508	3,516	75,795	5%
1,950	1,015	935	1,040	92%	28,655	33,358	(4,703)	30,596	(14%)
3,722	640	3,082	0	482%	15,660	8,779	6,881	5,501	78%
0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
0	0	0	10,550	0%	0	0	0	11,575	0%
84,476	84,476	0	68,633	0%	742,284	742,284	0	617,697	0%
6,357	0	6,357	736	0%	63,871	85,351	(21,480)	29,298	(25%)
10,000	10,000	0	10,000	0%	102,986	80,000	22,986	75,912	29%
0	110	(110)	0	(100%)	3,325	6,330	(3,005)	6,172	(47%)
2,151	700	1,451	1,474	207%	34,974	46,567	(11,593)	4,012	(25%)
282	1,395	(1,113)	1,323	(80%)	3,849	7,592	(3,743)	7,522	(49%)
241	435	(194)	190	(45%)	2,941	3,487	(546)	3,160	(16%)
590	488	102	867	21%	3,295	3,725	(430)	5,020	(12%)
685	690	(5)	1,575	(1%)	3,014	3,849	(835)	3,889	(22%)
997	0	997	0	0%	994	2,645	(1,651)	2,662	(62%)
(3,135)	(3,135)	0	(3,111)	0%	(28,167)	(28,167)	0	(27,999)	0%
554,107	331,154	222,953	179,745	67%	2,766,953	2,433,090	333,863	2,331,066	14%
					Total Expense Before Depreciation/Re				
1,462	1,466	(4)	1,462	0%	13,158	13,186	(28)	13,158	0%
14,500	2,000	12,500	0	625%	26,500	14,000	12,500	0	89%
570,069	334,620	235,449	181,207	70%	2,806,611	2,460,276	346,335	2,344,224	14%
(62,449)	(67,391)	4,942	33,008	(7%)	163,114	116,536	46,578	14,095	40%
					Changes in Unrestricted Net Assets				

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

	CURRENT MONTH			YEAR - TO - DATE			% Chg
	Actual	Budget	\$ Variance	Prior YR	Budget	Variance	
	0	0	0	(500)	75,450	4,803	6%
	938	4,700	(3,762)	5,898	32,700	(22,187)	(68%)
	149,713	149,713	0	119,665	1,345,417	0	0%
	150,651	154,413	(3,762)	125,063	1,453,567	(17,385)	(1%)
Revenue and Other Support							
Special Events & Functions	20,746	21,709	(963)	21,814	236,240	(5,627)	(2%)
Commissions & Booking Fees	1,968	2,050	(82)	2,130	18,561	(206)	(1%)
Placer County Funding	761	720	41	803	6,554	(347)	(5%)
Total Revenue and Other Support	0	0	0	0	0	290	0%
Expenses							
Salaries and benefits	20,746	21,709	(963)	21,814	236,240	(5,627)	(2%)
Rent & Utilities	1,968	2,050	(82)	2,130	18,561	(206)	(1%)
Telephone Services	761	720	41	803	6,554	(347)	(5%)
Internet Access	0	0	0	0	0	290	0%
Mail Expenses	0	110	(110)	(20)	1,084	(258)	(24%)
Insurance & Bonding	94	106	(12)	106	952	(88)	(9%)
Supplies	304	300	4	238	2,329	499	21%
Equipment Sup. & Maint.	160	200	(40)	113	1,763	(466)	(26%)
Taxes, Licenses & Fees	0	0	0	0	233	0	0%
Equip. Rental / Leasing	93	90	3	88	1,278	258	20%
Training & Seminars	0	0	0	0	1,000	(1,000)	(100%)
Special Events	1,063	125,000	(123,937)	16	138,395	(52,332)	(38%)
Autumn Food & Wine Costs	0	0	0	0	75,508	3,516	5%
Promotional/ Giveaways	0	0	0	0	2,000	(2,000)	(100%)
Market Study Reports/Research	65,307	65,307	0	10,550	571,363	0	0%
Marketing Cooperative/Media	6,357	0	6,357	736	63,871	(21,480)	(25%)
Marketing Other	10,000	10,000	0	10,000	80,000	22,986	29%
Programs	0	0	0	0	904	(843)	(48%)
Associate Relations	228	1,300	(1,072)	1,291	1,746	(483)	(58%)
Credit Card Fees	0	135	(135)	42	6,700	(3,879)	(58%)
Automobile Expenses	290	216	74	588	1,090	(396)	(36%)
Local Meals & Entertainment	631	600	31	595	1,549	718	46%
Dues & Subscriptions	997	0	997	0	1,470	72	5%
Travel	0	0	0	0	2,645	(1,651)	(62%)
Allocated	18,838	18,838	0	19,200	170,266	0	0%
Total Expense Before Depreciation/Re	127,838	246,681	(118,843)	120,290	1,408,077	(62,234)	(4%)
Depreciation Reserves	416	416	0	416	3,744	0	0%
Total Expense	142,754	249,097	(106,343)	120,706	1,425,821	(49,734)	(3%)
Changes in Unrestricted Net Assets	7,898	(94,684)	102,582	4,357	27,746	32,350	117%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Conference
For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
	678	720	(42)	642	(6%)	5,995	6,324	(329)	6,579	(5%)
	2,517	7,000	(4,483)	(2,230)	(64%)	109,911	138,082	(28,171)	61,073	(20%)
	25,834	25,833	1	25,834	0%	232,503	232,501	2	232,506	0%
	29,029	33,553	(4,524)	24,246	(13%)	348,409	376,907	(28,498)	300,159	(8%)
Revenue and Other Support										
Member Dues	11,614	10,163	1,451	9,010	14%	117,135	111,683	5,451	114,062	5%
Commissions & Booking Fees	1,001	1,050	(49)	1,104	(5%)	9,344	9,507	(163)	9,414	(2%)
Placer County Funding	276	330	(54)	324	(16%)	2,422	2,840	(418)	2,990	(15%)
	0	75	(75)	113	(100%)	310	555	(245)	621	(44%)
	49	55	(6)	55	(12%)	449	493	(44)	531	(9%)
	109	160	(51)	169	(32%)	1,482	1,294	188	1,535	15%
	83	100	(17)	83	(17%)	1,021	1,287	(266)	717	(21%)
	0	0	0	0	0%	121	121	0	162	0%
	93	90	3	88	3%	1,217	1,087	130	1,085	12%
	0	0	0	0	0%	0	0	0	27	0%
	19,169	19,169	0	16,633	0%	170,921	170,921	0	149,697	0%
	0	15	(15)	0	(100%)	470	923	(453)	891	(49%)
	47	15	32	0	215%	153	105	48	57	46%
	120	5	115	0	*****	120	35	85	62	243%
	0	0	0	395	0%	1,115	325	790	720	243%
	4,472	4,472	0	5,600	0%	42,504	42,504	0	50,400	0%
	37,034	35,699	1,335	33,574	4%	348,784	343,680	5,104	332,972	1%
Total Expense Before Depreciation/Re										
Depreciation	210	210	0	210	0%	1,890	1,890	0	1,890	0%
Total Expense	37,244	35,909	1,335	33,784	4%	350,674	345,570	5,104	334,862	1%
Changes in Unrestricted Net Assets	(8,215)	(2,356)	(5,859)	(9,539)	249%	(2,265)	31,337	(33,602)	(34,704)	(107%)

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

	CURRENT MONTH			YEAR - TO - DATE			% Chg.			
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual		Budget	Variance	Prior YR
Revenue and Other Support	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
Placer County Funding	177	150	27	149	18%	6,571	6,796	(225)	6,624	(3%)
Total Revenue and Other Support	304,750	54,750	250,000	39,670	457%	933,209	492,750	440,459	618,334	89%
Expenses	4,193	4,144	49	4,223	1%	46,289	47,831	(1,542)	42,517	(3%)
Salaries and benefits	706	755	(49)	766	(7%)	6,571	6,796	(225)	6,624	(3%)
Rent & Utilities	177	150	27	149	18%	1,538	1,358	180	1,370	13%
Telephone Services	0	0	0	1	0%	0	0	0	4	0%
Mail Expenses	30	34	(4)	34	(12%)	277	306	(29)	327	(10%)
Insurance & Bonding	93	75	18	123	24%	481	617	(136)	824	(22%)
Supplies	51	70	(19)	20	(27%)	401	624	(223)	639	(36%)
Equipment Sup. & Maint.	0	0	0	0	0%	74	74	0	100	1%
Taxes, Licenses & Fees	84	80	4	79	4%	997	908	89	903	10%
Equip. Rental / Leasing	0	0	0	0	0%	0	0	0	17	0%
Training & Seminars	0	0	0	0	*****	0	0	0	0	0%
Project Costs	363,236	19,125	344,111	672	(100%)	772,974	333,790	439,184	543,280	132%
Associate Relations	0	20	(20)	0	(100%)	289	444	(155)	399	(35%)
Automobile Expenses	193	60	133	76	222%	733	420	313	497	74%
Local Meals & Entertainment	0	7	(7)	13	(100%)	0	49	(49)	64	(100%)
Dues & Subscriptions	18	18	0	18	0%	54	54	0	72	0%
Allocated	3,084	3,084	0	2,096	0%	25,780	25,780	0	18,864	0%
Total Expense Before Depreciation/Re	371,865	27,622	344,243	8,270	*****	856,458	419,051	437,407	616,499	104%
Depreciation	105	105	0	105	0%	945	945	0	945	0%
Total Expense	371,970	27,727	344,243	8,375	*****	857,403	419,996	437,407	617,444	104%
Changes in Unrestricted Net Assets	(67,220)	27,023	(94,243)	31,295	(349%)	75,806	72,754	3,052	890	4%

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

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Commissions & Booking Fees	0	0	0	0	0%	0	0	0	1,185	0%
Retail Sales & Other	813	820	(7)	385	(1%)	18,526	15,388	3,138	7,759	20%
Placer County Funding	11,833	11,833	0	12,833	0%	108,500	108,497	3	115,497	0%
Total Revenue and Other Support	12,646	12,653	(7)	13,218	0%	127,026	123,885	3,141	124,441	3%
Expenses										
Salaries and benefits	7,925	8,102	(177)	7,495	(2%)	90,675	85,335	5,340	78,444	6%
Rent & Utilities	446	500	(54)	459	(11%)	4,266	4,382	(116)	4,059	(3%)
Telephone Services	129	165	(36)	223	(22%)	1,077	1,403	(326)	1,542	(23%)
Mail Expenses	0	15	(15)	11	(100%)	76	128	(52)	95	(41%)
Insurance & Bonding	49	55	(6)	55	(12%)	449	493	(44)	531	(9%)
Supplies	310	110	200	0	182%	858	1,108	(250)	667	(23%)
Equipment Sup. & Maint.	83	270	(187)	33	(69%)	1,021	2,427	(1,406)	2,366	(58%)
Taxes, Licenses & Fees	0	0	0	0	0%	206	206	0	172	0%
Equip. Rental / Leasing	278	260	18	264	7%	2,960	2,738	222	2,739	8%
Training & Seminars	0	0	0	0	0%	0	0	0	107	0%
Cost of Goods Sold	3,722	640	3,082	0	482%	15,660	8,779	6,881	5,501	78%
Associate Relations	0	15	(15)	0	(100%)	470	913	(443)	891	(49%)
Credit Card Fees	30	35	(5)	6	(14%)	419	408	11	308	3%
Automobile Expenses	0	5	(5)	0	(100%)	43	35	8	77	23%
Local Meals & Entertainment	60	10	50	0	500%	60	70	(10)	105	(14%)
Allocated	1,587	1,587	0	2,173	0%	15,455	15,455	0	19,557	0%
Total Expense Before Depreciation/Re	14,620	11,769	2,851	10,719	24%	133,695	123,880	9,815	117,160	8%
Depreciation	210	210	0	210	0%	1,890	1,890	0	1,890	0%
Total Expense	14,830	11,979	2,851	10,929	24%	135,585	125,770	9,815	119,050	8%
Changes in Unrestricted Net Assets	(2,183)	675	(2,858)	2,288	(424%)	(8,560)	(1,885)	(6,675)	5,390	354%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Chamber of Commerce
For the Nine Months Ending March 31, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Member Dues	9,366	10,000	(634)	10,492	(6%)	78,627	89,133	(10,506)	95,125	(12%)
Special Events & Functions	1,028	1,500	(473)	1,527	(32%)	39,904	33,765	6,139	33,540	18%
Total Revenue and Other Support	10,393	11,500	(1,107)	12,019	(10%)	118,531	122,898	(4,367)	128,665	(4%)
Expenses										
Salaries and benefits	5,987	6,123	(136)	5,807	(2%)	62,736	65,704	(2,968)	59,331	(5%)
Rent & Utilities	708	740	(32)	772	(4%)	6,595	6,698	(103)	6,651	(2%)
Telephone Services	183	200	(17)	209	(8%)	1,516	1,751	(235)	1,970	(13%)
Mail Expenses	185	80	105	104	131%	510	563	(53)	660	(9%)
Insurance & Bonding	30	34	(4)	34	(12%)	277	306	(29)	327	(10%)
Supplies	54	120	(66)	98	(55%)	791	1,031	(240)	1,167	(23%)
Equipment Sup. & Maint.	51	65	(14)	20	(21%)	501	689	(188)	460	(27%)
Taxes, Licenses & Fees	0	0	0	20	0%	74	74	0	130	1%
Equip. Rental / Leasing	186	175	11	176	6%	1,956	1,797	159	1,812	9%
Training & Seminars	0	0	0	0	0%	169	0	169	17	0%
Membership Events/Newsletter	1,950	1,015	935	1,040	92%	28,655	33,358	(4,703)	30,596	(14%)
Associate Relations	0	30	(30)	0	(100%)	289	498	(209)	501	(42%)
Credit Card Fees	24	60	(36)	26	(60%)	609	484	125	531	26%
Automobile Expenses	0	120	(120)	0	(100%)	801	1,042	(241)	913	(23%)
Local Meals & Entertainment	0	50	(50)	174	(100%)	482	622	(140)	600	(23%)
Dues & Subscriptions	36	36	0	36	0%	108	1,208	(1,100)	144	(91%)
Allocated	1,799	1,799	0	2,231	0%	17,055	17,055	0	20,079	0%
Total Expense Before Depreciation/Re	11,193	10,647	546	10,748	5%	123,124	132,880	(9,756)	125,890	(7%)
Depreciation	105	105	0	105	0%	945	945	0	945	0%
Total Expense	11,298	10,752	546	10,853	5%	124,069	133,825	(9,756)	126,835	(7%)
Changes in Unrestricted Net Assets	(905)	748	(1,653)	1,166	(221%)	(5,538)	(10,927)	5,389	1,830	(49%)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Management & Administration
For the Nine Months Ending March 31, 2011

DESCRIPTION	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Miscellaneous	0	0	0	0	0%	4,449	4,079	370	0	9%
Interest & Investment Income	150	360	(210)	0	(58%)	1,919	2,726	(807)	1,533	(30%)
Total Revenue and Other Support	150	360	(210)	0	(58%)	6,368	6,805	(436)	1,533	(6%)
Expenses										
Salaries and benefits	17,400	26,649	(9,249)	24,437	(35%)	173,275	197,416	(24,141)	263,554	(12%)
Rent & Utilities	1,968	2,100	(132)	2,130	(6%)	18,911	18,911	(556)	18,466	(3%)
Telephone Services	377	400	(23)	568	(6%)	3,066	3,460	(394)	4,480	(11%)
Mail Expenses	0	55	(55)	63	(100%)	579	398	181	493	46%
Insurance & Bonding	94	106	(12)	106	(12%)	864	952	(88)	1,021	(9%)
Supplies	295	230	65	223	28%	1,267	1,839	(572)	2,050	(31%)
Equipment Sup. & Maint.	297	420	(123)	199	(29%)	2,779	3,776	(997)	3,604	(26%)
Taxes, Licenses & Fees	0	20	(20)	20	(100%)	233	253	(20)	1,513	(8%)
Equip. Rental / Leasing	111	105	6	106	6%	1,710	1,464	246	1,489	17%
Training & Seminars	0	0	0	0	0%	308	500	(192)	1,108	(38%)
Professional Fees Legal/Accounting	1,660	500	1,160	533	232%	18,886	24,420	(5,535)	18,473	(23%)
Associate Relations	0	30	(30)	0	(100%)	904	1,806	(903)	1,745	(50%)
Board Functions	2,151	700	1,451	1,474	207%	34,974	48,567	(11,593)	4,012	(25%)
Automobile Expenses	0	100	(100)	72	(100%)	517	795	(278)	660	(35%)
Local Meals & Entertainment	120	200	(80)	93	(40%)	367	1,400	(1,034)	2,032	(74%)
Dues & Subscriptions	0	36	(36)	531	(100%)	195	792	(597)	1,484	(75%)
Allocated	(32,915)	(32,915)	0	(34,411)	0%	(299,227)	(299,227)	0	(309,699)	0%
Total Expense Before Depreciation/Re	(8,443)	(1,264)	(7,179)	(3,856)	568%	(40,950)	5,522	(46,472)	16,484	(842%)
Depreciation	416	420	(4)	416	(1%)	3,744	3,772	(28)	3,744	(1%)
Total Expense	(8,027)	(844)	(7,183)	(3,440)	851%	(37,206)	9,294	(46,500)	20,228	(500%)
Changes in Unrestricted Net Assets	8,177	1,204	6,973	3,440	579%	43,575	(2,489)	46,064	(18,696)	*****

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Infrastructure
For the Nine Months Ending March 31, 2011

CURRENT MONTH				YEAR - TO - DATE					
Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
137	100	37	355	37%	970	833	137	2,684	16%
24,888	227,100	(202,212)	17,292	(89%)	496,853	1,615,700	(1,118,847)	572,273	(69%)
25,025	227,200	(202,175)	17,647	(89%)	497,823	1,616,533	(1,118,710)	574,957	(69%)
4,393	4,175	218	6,953	5%	53,170	54,203	(1,033)	78,890	(2%)
706	750	(44)	766	(6%)	6,571	6,761	(190)	6,624	(3%)
177	150	27	149	18%	1,538	1,358	180	1,370	13%
0	5	(5)	0	(100%)	6	36	(30)	29	(84%)
30	35	(5)	34	(14%)	277	313	(36)	327	(12%)
93	90	3	123	3%	482	722	(240)	824	(33%)
51	75	(24)	20	(32%)	401	659	(258)	639	(39%)
0	0	0	0	0%	74	74	0	100	1%
84	80	4	79	4%	997	898	99	903	11%
0	0	0	0	0%	0	0	0	17	0%
12,810	217,617	(204,807)	4,490	(94%)	383,728	1,524,148	(1,140,420)	440,944	(75%)
0	10	(10)	0	(100%)	289	418	(129)	399	(31%)
193	55	138	76	251%	733	385	348	497	90%
60	5	55	13	*****	60	35	25	64	71%
18	18	0	18	0%	54	54	0	72	0%
3,135	3,135	0	3,111	0%	28,167	28,167	0	27,999	0%
21,750	226,200	(204,450)	15,832	(90%)	476,545	1,618,231	(1,141,686)	559,696	(71%)
105	105	0	105	0%	945	945	0	945	0%
21,855	226,305	(204,450)	15,937	(90%)	477,490	1,619,176	(1,141,686)	560,641	(71%)
3,170	895	2,275	1,710	254%	20,333	(2,643)	22,976	14,316	(869%)
Revenue and Other Support					Revenue and Other Support				
Interest & Investment Income					Interest & Investment Income				
Placer County Funding					Placer County Funding				
Total Revenue and Other Support					Total Revenue and Other Support				
Expenses									
Salaries and benefits									
Rent & Utilities									
Telephone Services									
Mail Expenses									
Insurance & Bonding									
Supplies									
Equipment Sup. & Maint.									
Taxes, Licenses & Fees									
Equip. Rental / Leasing									
Training & Seminars									
Project Costs									
Associate Relations									
Automobile Expenses									
Local Meals & Entertainment									
Dues & Subscriptions									
Allocated									
Total Expense Before Depreciation/Re					Total Expense Before Depreciation/Re				
Depreciation									
Total Expense					Total Expense				
Changes in Unrestricted Net Assets					Changes in Unrestricted Net Assets				

North Lake Tahoe Resort Association
Statement of Cash Flows
For the Nine Months Ending March 31, 2011 and 2010
for internal use only, unaudited

	March 31, 2011	March 31, 2010
CASH FLOWS FROM OPERATING ACTIVITIES		
Tourism and Administration		
Cash Received from Customers Operations	\$ 675,212	\$ 326,456
Cash Received from Interest Operations	1,919	1,533
Cash Received from Placer County TOT Operations	2,539,956	2,149,871
Cash Used for Operations	(3,205,475)	(2,511,424)
	11,613	(33,565)
Infrastructure		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	970	2,684
Cash Received from TOT Revenue Recognized Infrastructure	522,887	784,091
Cash Used for Infrastructure Overhead	(92,818)	(118,752)
Cash Used for Infrastructure Projects	(383,728)	(440,944)
	47,312	227,079
	-	-
Net Cash Provided (Used) by Operating Activities	58,924	193,514
CASH FLOWS FROM FINANCING ACTIVITIES		
	-	-
Net Cash Provided (used) by Financing Activities	-	-
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Equipment and Leasehold Improvements	(1,933)	(3,940)
Disposition of Assets	-	-
	-	-
Net Cash Provided (Used) by Investing	(1,933)	(3,940)
Net Increase (Decrease) in Cash and Cash Equivalents	56,991	189,574
Cash and Cash Equivalents, July 1, 2010, 2009	1,149,922	1,029,508
Cash and Cash Equivalents, March 31, 2011, 2010	\$ 1,206,914	1,219,082

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

Current Month	Project Costs:	Year to Date
Actual		Actual
922.35	Research/Planning/Infrastructure	3,874.54
11,887.97	TART Bus Shelters	153,000.00
0.00	Bike Trail Signs	29,260.00
0.00	Lakeside Bike Trail	191,393.00
0.00	Regional Wayfinding Signage	5,600.00
0.00	Traffic Calming	600.00
<hr/>		
12,810.32	Total Project Costs	383,727.54
<hr/>		

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

Current Month	Project Costs:	Year to Date
Actual		Actual
4,540.00	Research/Planning/Transportation	11,801.25
0.00	Membership Transportation	3,500.00
0.00	Summer Traffic Management	10,403.91
91,370.00	Night Service Transit-Winter	179,030.00
125,000.00	Year-round Hwy 89 Transit (Spr & Fall)	125,000.00
17,326.00	North Lake Tahoe Express	78,279.84
0.00	Sugar Bowl Trolley	9,500.00
0.00	Hwy 267 Summer Bus Service	40,000.00
80,000.00	Hwy 267 Winter Bus Service	80,000.00
45,000.00	Winter Transit Hwy 89-TART	45,000.00
0.00	Enhanced Summer Transit-TART	190,458.77
<hr/>		
363,236.00	Total Project Costs	772,973.77
<hr/>		

March Accounts Receivable

Customer Account	Customer/Business Name	Chamber/Conf		Membership Functions		Group Commissions		STN Vouchers		Misc.	
		age	amount	age	amount	age	amount	age	amount	age	amount
480.00	Arts for the Schools			30	480.00						2/17/11 (08779) Comm Awards
500.00	Boulder Bay			30	500.00						2/10/11 Suppl serv
500.00	Boulder Bay			new	500.00						3/8/11 (08816) Suppl serv
640.42	Cheap Tickets							30.00	640.42		2/23/11(08775) STN vouchers
698.64	Cheap Tickets							new	698.64		3/10/11 (08808) STN vouchers
873.30	Cheap Tickets							new	873.30		3/30/11 (08832) STN vouchers
60.00	Creative Concepts			90	60.00						12/31/10 (08447) Email blast
60.00	Creative Concepts			60	60.00						1/15/11 (08486) Email blast
60.00	Creative Concepts			60	60.00						1/15/11 (08487) Email blast
60.00	Creative Concepts			30	60.00						2/17/11 (08768) Email blast
60.00	Creative Concepts			30	60.00						2/17/11 (08769) Email blast
60.00	Creative Concepts			30	60.00						2/17/11 (08770) Email blast
60.00	Creative Concepts			30	60.00						2/17/11 (08771) Email blast
60.00	Creative Concepts			new	60.00						3/8/11 (08818) Email blast
60.00	Creative Concepts			new	60.00						3/8/11 (08819) Email blast
60.00	Creative Concepts			new	60.00						3/8/11 (08820) Email blast
60.00	Creative Concepts			new	60.00						3/8/11 (08821) Email blast
2,852.78	Dress the Party							60	2,852.78		1/31/11 (08742) STN vouchers
1,106.18	Expedia							30	1,106.18		2/23/11 (08776) STN vouchers
3,900.74	Expedia							new	3,900.74		3/10/11 (08809) STN vouchers
2,561.68	Expedia							new	2,561.68		3/30/11 (08833) STN vouchers
60.00	For Goodness Sake			30	60.00						2/17/11 (08772) Email blast
1,863.04	GOGO							new	1,863.04		3/30/11 (08834) STN vouchers
3,002.01	Harran's						new	3,002.01			3/31/11 (08872) Groups
60.00	Homewood			new	60.00						3/8/11 (08823) Email blast
60.00	Homewood			new	60.00						3/8/11 (08824) Email blast
500.00	Homewood Village			30	500.00						2/15/11 Supplemental services
500.00	Homewood Village			new	500.00						3/8/11 (08816) Suppl serv
3,191.20	Hyatt							90	3,191.20		8/31/10 (08323) IGA/Conf Direcct
1,621.00	Hyatt							90	1,621.00		9/30/10 (08356) Wagner Systems
80.00	Hyatt			30	80.00						2/17/11 (08780) Comm Awards
80.00	Just Imagine			30	80.00						2/17/11 (08781) Comm Awards
60.00	KTHO			new	60.00						Email blast
7,549.37	LTVA									new	7,549.37 Amgen
582.20	Liberty Travel							new	582.20		3/30/11 (08835) STN vouchers
857.60	Lodging Company							new	857.60		2/28/11 STN vouchers
931.52	Lodging Company							new	931.52		2/28/11 STN vouchers
232.88	Lodging Company							new	232.88		2/28/11 STN vouchers

North Lake Tahoe Resort Association
Key Performance Indicators
March 2011

	<i>For the Month</i>				
	Actual	Budget	Last Year	Actual % Var to	
				Budget	Last Yr
Statistics					
Web Site Traffic-Unique Visitor	48,501		56,195	na	-13.7%
Web Site Traffic-Lodging Referrals	14,514		10,531	na	37.8%
% Lodging Referral/Unique Visitor	29.9%		18.7%	na	59.7%
# STN tickets sold	114		571	na	-80.0%
# Conference Groups Booked	2	6	2	-66.7%	0.0%
# Conference Group Rm Nights Booked	340	650	665	-47.7%	-48.9%
# Press Releases Issued	14		5	na	180.0%
# Leisure Sales Site Inspections	32		10	na	220.0%
VIC walk-ins	430		818	na	-47.4%
VIC Phone Calls	223		430	na	-48.1%
Membership, # New Members	2		5	na	-60.0%
				na	na
Financials (\$ in Thousands)					
Total Payroll, incld Benefits	\$ 72	\$ 81	\$ 80	11.1%	10.0%
Total Payroll, excluding Infra, incld Benefits	\$ 68	\$ 77	\$ 73	11.7%	6.8%
Total Revenue, excluding Infra	\$ 508	\$ 267	\$ 214	90.3%	137.4%
Website Revenue earned	\$ 1	\$ 5	\$ 6	-80.0%	-83.3%
Conference Revenue earned, non-TOT	\$ 3	\$ 7	\$ (2)	-57.1%	-250.0%
Conference Sales Booked	\$ 34	\$ 125	\$ 105	-72.8%	-67.6%
Conference Payroll, incld Benefits	\$ 12	\$ 10	\$ 9	20.0%	-33.3%
Infrastructure Project Funds spent	\$ 13	\$ 218	\$ 5	94.0%	-160.0%
PC TOT Funding Support, all	\$ 517	\$ 469	\$ 215	10.2%	140.5%
PC TOT Funding Support, excluding Infra	\$ 492	\$ 242	\$ 198	103.3%	148.5%
Modified Functional Expenses (A)	\$ 116	\$ 227	\$ 99	48.9%	-17.2%
NetChg in Assets, before Infrastructure	\$ (2)	\$ 55	\$ (21)	103.6%	90.5%
Financial Ratios					
Conference Payroll % Sales	35.3%	8.0%	8.6%	341.2%	311.8%
Conference Payroll \$ per RB	\$ 35.29	\$ 15.38	\$ 13.53	129.4%	160.8%
Conference Sales \$ per RB	\$ 100.00	\$ 192.31	\$ 157.89	-48.0%	-36.7%

(A) Modified Functional Expenses = Functional Expenses, excluding Infrastructure/Transportation projects, all Payroll/Benefits, all Rent/Utilities, all Reserves, all Allocated, & all Depreciation

**North Lake Tahoe Resort Association
Forecast
For the Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011**

North Lake Tahoe Resort Association
Forecast
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011

Consolidated

Overall, the forecast shows a decrease in revenue of \$1,112,000 compared to the original budget. The revenue change is made up of the additional carryover funding designated to Marketing of \$200,000, Transportation increases of \$440,000 for payment for TART services not in NLTRA's payment schedule and offset by a decrease in Infrastructure project revenue of \$1,700,000. The forecast has a decrease in expenses of \$1,037,000. This expense change is made up of the additional spending in Marketing of \$174,000, an increase in Transportation programs of \$438,000, a decrease of Infrastructure project expenditures of \$1,600,000 and a decrease in General and Administration expenditures of \$23,000. Company-wide, the forecast has a change in net assets of (\$76,000) compared to a break-even in the original Budget.

Marketing

The significant changes to Marketing relate to the additional carryover of \$200,000. The expenditures related to that are an additional \$90,000 for the Marketing Co-operative for consumer media with primary focus on the drive market, an additional \$25,000 for Amgen Tour of California funding, \$20,000 for marketing programs to be determined and \$50,000 for reserves to bring the reserves up to 12% of Marketing funding.

Conference

Group business is down from original budget by \$31,000; this includes a commission lost of \$24,000 where the property had the primary contact.

Transportation

The variance in Placer County TOT funding for Transportation is added funding of \$440,000 for approved TART baseline services not included in our contract payment schedule. On the expenditure side, the \$438,000 additional expenditure is the amount of baseline service by TART.

Chamber of Commerce

Chamber Revenue is anticipated to be down by \$3,000 from the original budget with attrition in membership dues of \$12,000 offset by Chamber Events & Function revenue up from budget by \$9,000.

General and Administration

The forecast has a decrease in Salary and related expenses of \$33,000 from the Budget with the delay in hiring an Executive Director until the end of this fiscal year. There is additional expense of \$25,000 for moving expenses for the new Executive Director not originally budgeted. There is a net savings to the budget of \$22,000.

Infrastructure

The forecast is showing a variance of \$1,700,000 in revenue recognized and \$1,600,000 project expenditures less than was originally budgeted. There is an additional \$75,000 of project expenditure for snow removal and road repair for the Amgen Tour of California. These expenditures are half of the required set aside of \$150,000 of Infrastructure equity. Any additional project expenditure would be offset by recognized revenue.

North Lake Tahoe Resort Association
Consolidation of Departments
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011

2010/11 Forecast	2010/11 Budget	Revised Budget to Budget Variance \$	Variance %	2010 Prior Year
115,027	127,617	(12,590)	(10%)	134,417
154,689	141,292	13,397	9%	122,107
4,449	4,079	370	9%	0
130,423	183,782	(53,359)	(29%)	118,383
24,826	17,848	6,978	39%	9,104
3,309	4,939	(1,630)	(33%)	4,474
4,136,627	5,202,556	(1,065,929)	(20%)	4,186,553
4,569,350	5,682,113	(1,112,763)	(20%)	4,575,038
806,149	832,481	26,332	3%	914,688
64,631	64,473	(158)	(0%)	74,270
89,301	99,235	9,934	10%	85,604
5,868	4,558	(1,310)	(29%)	4,078
43,644	41,331	(2,313)	(6%)	49,330
93,756	95,451	1,695	2%	93,607
22,623	25,069	2,446	10%	26,294
290	0	(290)	-	435
3,202	3,784	582	15%	3,193
4,587	5,090	503	10%	5,359
10,963	12,195	1,232	10%	12,318
10,061	14,825	4,764	32%	13,964
1,015	1,125	110	10%	2,575
14,372	13,613	(759)	(6%)	13,531
1,332	2,800	1,468	52%	2,932
1,527,901	2,722,000	1,194,099	44%	1,829,880
20,386	25,920	5,535	21%	23,280
181,563	155,201	(26,362)	(17%)	42,894
79,024	75,508	(3,516)	(5%)	75,795
53,575	55,353	1,778	3%	38,650
18,660	10,699	(7,961)	(74%)	5,358
0	2,000	2,000	100%	651
0	0	0	-	22,125
1,085,712	995,712	(90,000)	(9%)	961,596
105,871	86,003	(19,868)	(23%)	65,165
211,824	211,600	(224)	(0%)	154,092
3,894	6,980	3,086	44%	6,808
72,174	48,667	(23,507)	(48%)	7,875
4,319	7,979	3,660	46%	7,991
5,228	5,342	114	2%	6,325
4,225	5,233	1,008	19%	6,350
5,290	6,901	1,611	23%	4,988
4,994	6,145	1,151	19%	6,219
0	0			0
4,556,436	5,643,273	1,086,837	19%	4,568,220
18,804	18,844	40	0%	21,288
70,000	20,000	(50,000)	(250%)	0
4,645,240	5,682,117	1,036,877	18%	4,589,508
(75,890)	(4)	75,886	(1,897,150%)	(14,470)

North Lake Tahoe Resort Association
Department Detail Activity Report
Nine Months Actual, Three Months Forecast
For the Twelve Months Ending June 30, 2011

	General & Administration	Marketing	Conference	Visitor Support & Transportation	Visitor Information	Chamber of Commerce	FY 10/11 SubTotal	Infrastructure	FY 10/11 Total Forecast
Unrestricted Support (Non TOT Revenue)									
Member Dues	0	0	8,200	0	0	106,827	115,027	0	115,027
Special Events/Functions	0	80,253	0	0	0	74,436	154,689	0	154,689
Retail Sales	0	0	0	0	24,826	0	24,826	0	24,826
Comm/Booking	0	10,513	119,911	0	0	0	130,423	0	130,423
Interest	2,189	0	0	0	0	0	2,189	1,120	3,309
Misc	4,449	0	0	0	0	0	4,449	0	4,449
Total Unrestricted Supp	6,638	90,765	128,111	0	24,826	181,263	431,603	1,120	432,723
County Funding									
Placer County Payments	0	1,994,311	310,004	1,097,459	144,000	0	3,545,774	590,853	4,136,627
Total County Funding	0	1,994,311	310,004	1,097,459	144,000	0	3,545,774	590,853	4,136,627
Total Support	6,638	2,085,076	438,115	1,097,459	168,826	181,263	3,977,377	591,973	4,569,350
Functional Expenses									
Salary	194,246	229,437	116,921	54,134	83,783	66,495	745,015	61,134	806,149
PR Tax	21,509	20,938	9,174	4	7,102	4,737	63,464	1,167	64,631
Health Ins	16,330	32,111	14,390	811	18,682	5,973	88,297	1,004	89,301
Workman's Comp	1,642	1,525	762	470	527	470	5,398	470	5,868
401K	10,282	11,749	6,757	3,441	4,580	3,394	40,203	3,441	43,644
Subtotal Salary/Benefits	244,010	295,761	148,004	58,859	114,675	81,069	942,377	67,216	1,009,593
Rent/Util/R&M/Cleaning	24,655	24,505	12,494	8,836	5,676	8,830	84,996	8,761	93,756
Telephone	3,981	7,857	3,211	2,048	1,452	1,996	20,545	2,078	22,623
Internet	0	290	0	0	0	0	290	0	290
Mail	849	1,126	415	0	106	690	3,187	15	3,202
Insurance/Bonding	1,146	1,146	596	367	599	366	4,221	367	4,587
Supplies	1,597	3,728	2,082	706	1,128	1,091	10,332	632	10,963
Depreciation	4,992	4,992	2,520	1,260	2,520	1,260	17,544	1,260	18,804
Equip/Support/Maint	3,679	1,897	1,411	521	1,351	651	9,509	551	10,061
Taxes/Licenses	233	233	121	74	206	74	941	74	1,015
Misc	0	0	0	0	0	0	0	0	0
Equip/Rent/Leasing	2,220	1,986	1,616	1,327	3,920	169	11,238	1,347	12,585
Training Seminars	533	0	0	0	0	2,586	3,119	0	3,119
Professional Fees Legal/Acctg	20,386	0	0	0	0	0	20,386	0	20,386
Projects Transportation/Infrastructure	0	0	0	983,174	0	0	983,174	544,728	1,527,901
Community Marketing Programs	0	196,824	0	0	0	0	196,824	0	196,824
AFW	0	79,024	0	0	0	0	79,024	0	79,024
Special Event	0	181,563	0	0	0	0	181,563	0	181,563
Membership Events/Functions	0	0	0	0	0	49,375	49,375	0	49,375
Public Relations/Website	0	0	0	0	0	4,200	4,200	0	4,200
Miscellaneous Programs	0	105,871	0	0	0	0	105,871	0	105,871
Marketing Cooperative/Media	0	857,284	228,428	0	0	0	1,085,712	0	1,085,712
Conference-PUD	0	0	15,000	0	0	0	15,000	0	15,000
Cost of Goods	0	0	0	0	18,660	0	18,660	0	18,660
Associate Relations	964	964	510	329	490	309	3,565	329	3,894
Board Functions	72,174	0	0	0	0	0	72,174	0	72,174
Credit Card Fees	0	2,921	0	0	539	859	4,319	0	4,319
Auto	817	1,099	203	973	43	1,201	4,336	893	5,228
Meals/Meetings	487	2,867	120	0	60	632	4,165	60	4,225
Dues Publication	195	2,942	1,865	72	0	144	5,218	72	5,290
Travel	0	4,994	0	0	0	0	4,994	0	4,994
Reserves	0	70,000	0	0	0	0	70,000	0	70,000
Allocated	(397,972)	226,780	55,920	35,032	20,216	22,452	(37,572)	37,572	0
Total Functional Expense	(15,056)	2,076,653	474,516	1,093,578	171,641	177,955	3,979,287	665,953	4,645,240
Change in Net Assets	21,695	8,424	(36,401)	3,880	(2,816)	3,308	(1,910)	(73,980)	(75,890)

North Lake Tahoe Resort Association
Marketing
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011

2010/11 Forecast	2010/11 Budget	Revised Budget to Budget Variance \$	Variance %	2010 Prior Year
80,253	75,450	4,803	6%	75,353
10,513	32,700	(22,187)	(68%)	33,129
1,994,311	1,794,556	199,755	11%	1,642,111
2,085,076	1,902,706	182,370	10%	1,750,593
229,437	241,364	11,927	5%	226,476
20,938	20,153	(785)	(4%)	19,912
32,111	28,853	(3,258)	(11%)	27,766
1,525	1,210	(315)	(26%)	1,061
11,749	9,801	(1,948)	(20%)	9,981
24,505	24,711	206	1%	24,598
7,857	8,714	857	10%	9,173
290	0	(290)	-	435
1,126	1,414	288	20%	481
1,146	1,270	124	10%	1,339
3,728	3,229	(499)	(15%)	3,274
1,897	2,363	466	20%	2,454
233	233	0	0%	311
1,986	1,701	(285)	(17%)	1,661
0	2000	2,000	100%	1,639
181,563	155,201	(26,362)	(17%)	42,894
79,024	75,508	(3,516)	(5%)	75,795
0	2,000	2,000	100%	651
0	0	0	-	22125
857,284	767,284	(90,000)	(12%)	762,000
105,871	86,003	(19,868)	(23%)	65,165
196,824	196,600	(224)	(0%)	139,092
964	1,808	845	47%	1,804
2,921	6,800	3,879	57%	6,764
1,099	1,495	396	27%	1,659
2,867	2,204	(663)	(30%)	2,742
2,942	2,870	(72)	(3%)	1,469
4,994	6,145	1,151	19%	6,219
226,780	226,780	0	0%	230,400
2,001,661	1,877,714	(123,947)	(7%)	1,689,340
4,992	4,992	0	0%	5,058
70,000	20000	(50,000)	(250%)	0
2,076,653	1,902,706	(173,947)	(9%)	1,694,398
8,424	0	(8,424)	-	56,195

**North Lake Tahoe Resort Association
Conference
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011**

2010/11 Forecast	2010/11 Budget	Revised Budget to Budget Variance \$	Variance %	2010 Prior Year
8,200	8,484	(284)	(3%)	8,504
119,911	151,082	(31,171)	(21%)	83,319
310,004	310,004	(0)	(0%)	310,000
438,115	469,570	(31,455)	(7%)	401,823
116,921	111,014	(5,907)	(5%)	111,920
9,174	9,666	492	5%	9,454
14,390	14,981	591	4%	12,979
762	588	(174)	(30%)	530
6,757	6,384	(373)	(6%)	6,836
12,494	12,657	163	1%	12,523
3,211	3,830	619	16%	3,760
415	780	365	47%	946
596	658	62	9%	697
2,082	1,774	(308)	(17%)	1,713
1,411	1,587	176	11%	1,025
121	121	0	0%	162
1,616	1,452	(164)	(11%)	1,441
0	0	0	-	27
228,428	228,428	0	0%	199,596
15,000	15,000	0	0%	15,000
510	935	425	45%	922
203	150	(53)	(36%)	183
120	50	(70)	(140%)	141
1,865	1,075	(790)	(73%)	1,335
55,920	55,920	0	0%	67,200
471,996	467,050	(4,946)	(1%)	448,390
2,520	2,520	0	0%	4,773
474,516	469,570	(4,946)	(1%)	453,163
(36,401)	0	36,401	-	(51,340)

North Lake Tahoe Resort Association
Transportation
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011

2010/11 Forecast	2010/11 Budget	Revised Budget to Budget Variance \$	Variance %	2010 Prior Year
0	0	0	-	0
1,097,459	657,000	440,459	67%	1,077,344
1,097,459	657,000	440,459	67%	1,077,344
54,134	56,134	2,000	4%	53,378
4	0	(4)	-	104
811	469	(342)	(73%)	66
470	360	(110)	(31%)	326
3,441	3,300	(141)	(4%)	2,829
8,836	9,061	225	2%	8,819
2,048	1,808	(240)	(13%)	1,748
0	0	(0)	-	6
367	408	41	10%	429
706	842	136	16%	1,042
521	834	313	38%	767
74	74	(0)	(1%)	100
1,327	1,213	(114)	(9%)	1,200
0	0	0	-	17
983,174	545,000	(438,174)	(80%)	993,715
329	463	134	29%	418
973	600	(373)	(62%)	812
0	70	70	100%	167
72	72	0	0%	90
35,032	35,032	0	0%	25,152
1,092,318	655,740	(436,578)	(67%)	1,091,185
1,260	1,260	0	0%	1,282
1,093,578	657,000	(436,578)	(66%)	1,092,467
3,880	0	(3,880)	-	(15,123)

North Lake Tahoe Resort Association
Visitor Information
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011

2010/11 Forecast	2010/11 Budget	Revised Budget to Budget Variance \$	Variance %	2010 Prior Year
0	0	0	-	1,935
24,826	17,848	6,978	39%	9,104
144,000	143,996	4	0%	154,000
168,826	161,844	6,982	4%	165,039
83,783	79,354	(4,429)	(6%)	75,269
7,102	6,814	(288)	(4%)	6,419
18,682	19,286	604	3%	14,698
527	408	(119)	(29%)	367
4,580	3,778	(802)	(21%)	4,487
5,676	5,882	206	3%	5,397
1,452	1,898	446	24%	1,905
106	173	67	39%	188
599	658	59	9%	697
1,128	1,438	310	22%	1,409
1,351	3,237	1,886	58%	2,974
206	206	0	0%	172
3,920	3,698	(222)	(6%)	3,643
0	0	0	-	107
18,660	10,699	(7,961)	(74%)	5,358
490	928	438	47%	922
539	513	(26)	(5%)	397
43	50	7	14%	107
60	92	32	35%	184
20,216	20,216	0	0%	26,076
169,121	159,328	(9,793)	(6%)	150,776
2,520	2,520	0	0%	2,553
171,641	161,848	(9,793)	(6%)	153,329
(2,816)	(4)	2,812	(70,292%)	11,710

**North Lake Tahoe Resort Association
Chamber of Commerce
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011**

2010/11 Forecast	2010/11 Budget	Revised Budget to Budget Variance \$	Variance %	2010 Prior Year
106,827	119,133	(12,306)	(10%)	125,913
74,436	65,842	8,594	13%	46,754
181,263	184,975	(3,712)	(2%)	172,667
66,495	69,090	2,595	4%	63,674
4,737	5,242	505	10%	4,801
5,973	6,047	74	1%	4,285
470	360	(110)	(31%)	326
3,394	3,334	(60)	(2%)	3,316
8,830	8,918	88	1%	8,853
1,996	2,351	355	15%	2,481
690	803	113	14%	927
366	408	42	10%	429
1,091	1,391	300	22%	1,305
651	884	233	26%	1,213
74	74	(0)	(1%)	130
2,586	2397	(189)	(8%)	2411
169	0	(169)	-	17
53,575	55,353	1,778	3%	38,650
309	527	218	41%	520
859	666	(193)	(29%)	830
1,201	1,402	201	14%	1,399
632	772	140	18%	643
144	1,244	1,100	88%	180
22,452	22,452	0	0%	26,772
176,695	183,715	7,020	4%	163,162
1,260	1,260	0	0%	1,282
177,955	184,975	7,020	4%	164,444
3,308	0	(3,308)	-	8,223

**North Lake Tahoe Resort Association
Management & Administration
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011**

2010/11 Forecast	2010/11 Budget	Revised Budget to Budget Variance \$	Variance %	2010 Prior Year
4,449	4,079	370	9%	0
2,189	3,806	(1,617)	(42%)	4,474
6,638	7,885	(1,247)	(16%)	4,474
194,246	215,191	20,945	10%	291,855
21,509	20,855	(654)	(3%)	26,564
16,330	28,611	12,281	43%	24,612
1,642	1,272	(370)	(29%)	1,142
10,282	11,434	1,152	10%	19,052
24,655	25,211	556	2%	24,598
3,981	4,660	679	15%	5,479
849	563	(286)	(51%)	611
1,146	1,270	124	10%	1,339
1,597	2,529	932	37%	2,533
3,679	5,036	1,357	27%	4,764
233	343	110	32%	1,600
2,220	1,954	(266)	(14%)	1,975
533	800	267	33%	1,108
20,386	25,920	5,535	21%	23,280
964	1,846	883	48%	1,804
72,174	48,667	(23,507)	(48%)	7,875
817	1,095	278	25%	1,353
487	2,000	1,514	76%	2,334
195	1,568	1,373	88%	1,824
(397,972)	(397,972)	0	0%	(412,932)
(20,048)	2,853	22,901	803%	32,770
4,992	5,032	40	1%	5,058
(15,056)	7,885	22,941	291%	37,828
21,695	0	(21,695)	-	(33,354)

**North Lake Tahoe Resort Association
Infrastructure
Nine Months Actual, Three Months Forecast
For the Year Ending June 30, 2011**

2010/11 Forecast	2010/11 Budget	Revised Budget to Budget Variance \$	Variance %	2010 Prior Year
1,120	1,133	(13)	(1%)	0
590,853	2,297,000	(1,706,147)	(74%)	1,003,098
591,973	2,298,133	(1,706,160)	(74%)	1,003,098
61,134	60,334	(800)	(1%)	92,116
1,167	1,743	576	33%	7,016
1,004	988	(16)	(2%)	1,198
470	360	(110)	(31%)	326
3,441	3,300	(141)	(4%)	2,829
8,761	9,011	250	3%	8,819
2,078	1,808	(270)	(15%)	1,748
15	51	36	71%	34
367	418	51	12%	429
632	992	360	36%	1,042
551	884	333	38%	767
74	74	(0)	(1%)	100
1,347	1,198	(149)	(12%)	1,200
0				17
544,728	2,177,000	1,632,272	75%	836,165
329	473	144	30%	418
893	550	(343)	(62%)	812
60	45	(15)	(33%)	139
72	72	0	0%	90
37,572	37,572	0	0%	37,332
664,693	2,296,873	1,632,180	71%	992,597
1,260	1,260	0	0%	1,282
665,953	2,298,133	1,632,180	71%	993,879
(73,980)	0	73,980	-	9,219

Mileage Reimbursement

From: FEB 1, 2011 To: MAR 31, 2011

EMPLOYEE NAME: RON TREABES

DATE SUBMITTED: APR 11, 2011

DATE	# MILES	DRIVEN FROM	DRIVEN TO	ROUND TRIP? Y or N	REASON FOR TRAVEL
2/1/11	19	ULTRA	KINGS BEACH TMA	Y	WATER SHUTTER MEETING
2/1/11	3	"	GRANLIBARKEN	Y	Tues Mon B/C
2/3/11	3	"	"	Y	TMA & RTTPC
2/3/11	36	"	NORTHSTAR UPPER	Y	MARTIN TRAIL MEETING
2/3/11	3	"	GRANLIBARKEN	Y	CHAMBER MIXER
2/7/11	6	"	LAKE FOREST	Y	NLTE STUDY REVIEW
2/9/11	19	"	KINGS BEACH SCHOOL	Y	CAL TRANS HIGHWAY REVIEW
2/10/11	20	"	NORTH TAHOE EVENTS	Y	MARKETING COOP
2/15/11	174 16	"	SOUTHSHORE TRPA	Y	NON MOTORIZED WAYFINDING
2/16/11	3	"	RESORT @ SOUND	Y	COMMUNITY AWARDS
2/17/11	3	"	GRANLIBARKEN	Y	PLACER COUNTY PLANNING COMMISSION
2/23/11	20	"	NORTH TAHOE EVENTS	Y	TRPA BOARD HOMEWOOD
3/1/11	3	"	GRANLIBARKEN	Y	Tues Mon B/C
3/3/11	3	"	GRAN "	Y	TMA & RTTPC
3/3/11	12	"	GARWOODS	Y	SNOWFEST MIXER
3/4/11	16	"	SOUND VILLAGE	Y	SNOWFEST OPENING & SPONSORS MIXER
3/10/11	174	"	SOUTHSHORE TRPA	Y	NON MOTORIZED WAYFINDING
3/15/11	18	"	KINGS BEACH - DPN	Y	WINTER TRAFFIC MANAGEMENT
3/24/11	3	"	GRANLIBARKEN	Y	Tahoe Gate DOWNTOWN ASSOC
3/24/11	3	"	"	Y	WEST SHORE ASSO.
3/31/11	204	"	ROSEVILLE SUNGHT	Y	PLACER COUNTY ECONOMIC BREAKFAST

TOTAL MILES: 758

x \$.51 (per mile) = \$ 386.58

due employee

193.29 8700-41
193.29 8700-50

AUTHORIZED BY: 