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Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Thursday, May 30, 2013 – 2:00 pm

North Lake Tahoe Resort Association
Conference Room

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 – March 28, 2013

D. Approval of Minutes – April 25, 2013

E. Discussion and Possible Action to Recommend Approval of the April 2013 Financial Statements

F. 2013/14 Placer County TOT Budget

- Recap of 5/17/13 County meeting

G. Salary Guidelines

- Wage and salary policy
- Salary ranges

H. Marketing Programs Clarification

I. Approval of CEO Expenses

J. Supplemental Information

- Dashboard
- Ski Shuttle Report
- Water Shuttle Scenario
- Infrastructure Cash Flow

K. Committee Member Comments

L. Adjournment

Posted and emailed: May 28, 2013

Finance Committee Meeting

May 30, 2013

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FINANCE COMMITTEE MINUTES
Thursday, March 28, 2013 – 2:00 pm
Northstar California (Board Room)

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Bill Rock, Jennifer Merchant, Ron Parson. Kimberly Frushon participated by telephone.

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

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:07 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 (Merchant/Frushon) (3/0) to approve the agenda as presented.**

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (Merchant/Frushon) (3/0) to approve the Finance Committee minutes of March 28, 2013.**

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

5.1 Lisa de Roulet reviewed the February 2013 Financial Statements. There are not any surprises. Lisa noted that the variance in both Membership Activities revenue and expense is due to moving the date of the Community Awards Dinner to March (it was originally budgeted for February). Lisa reported that she will do a 9-Month Actual/3-Month Reforecast for the April meeting. She also noted that she is looking at improving the formula we use to budget for conference sales commissions.

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

Action: *Lisa de Roulet will do a 9-Month Actual/3-Month Reforecast for the April meeting.*

6.0 DISCUSSION AND POSSIBLE ACTION TO SELECT AN AUDIT FIRM FOR THE 2013/14, 2014/15, AND 2015/16

6.1 Lisa de Roulet reviewed the potential audit firms. Recommendation from staff is to continue with Gilbert Associates. After discussion, the committee chose McClintock Accountancy. The committee directed Lisa to see if she could negotiate a lower fee.

M/S/C (Merchant/Parson) (4/0) to recommend the Board of Directors approve the selection of McClintock Accountancy for the 2013/14, 2014/15, and 2015/16 Financial Audits.

Action: *Lisa de Roulet will try to negotiate a lower audit fee from McClintock Accountancy.*

7.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE JANUARY 2013 EMPLOYEE HANDBOOK

- 7.1 Lisa reported that our attorney reviewed changes to the employee handbook. The handbook will be distributed to employees; receipt confirmation will be filed in each employee's personnel file.

M/S/C (Parson/Frushon) (4/0) to recommend that the Board of Directors approve the Employee Handbook.

8.0 APPROVAL OF CEO'S EXPENSES

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

9.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

- 9.1 Lisa de Roulet reviewed the Key Metrics. The committee suggested that Conference Revenue Statistics be further separated into booked revenue (future) and current fiscal year arrived revenue. The committee would also like to see the total dollar amount that relates to the percentages of conference revenue. Lisa also added referrals per chamber member to the Dashboard.

The Reno Visitors Information Center walk-ins are down. The committee believes it is important to have a presence at the RTIA; however, the committee is interested in exploring if it can be done for less money.

Action: *Lisa de Roulet will separate the Conference Revenue of Statistics into present and future sections on the Key Metrics dashboard. She will also include the actual conference revenue number for both the current and previous fiscal years.*

- 9.2 Lisa reviewed the Free Skier Shuttle graphs. Total ridership through March 3rd is 2,888. The total budget is \$253,000. There will be a meeting of the partners at the conclusion of the season to determine the future of the program.
- 9.3 Lisa reviewed the Water Shuttle data. She noted that there will be changes to the program in 2013. For example, service will start sooner in the year and run later in the evening. Also, walk-up passengers will be accommodated. Jennifer Merchant commented that Gordon Shaw has price elasticity models. The committee had the following suggestions:
- Track ridership vs occupancy
 - Charge more on the weekends
 - Have a season pass
 - Have a "six-pack"

The committee believes it is possible to fund two more seasons and for the program to be successful.

- 9.4 Lisa de Roulet reported that NLTRA has received a letter from Placer County expressing its concerns about management of the construction process of the new Tahoe City Visitors Information Center. Committee members also shared the County's concerns, which were:
- There was not an RFP for the project; NLTRA's agreement with Placer County requires one for any expenditure over \$25,000.
 - Receipt documentation did not conform to Placer County's expectations.
 - One independent contractor was paid \$599, which is under the limit for 1099 reporting.
 - Two Board members, Phil GilanFarr and Eric Brandt, were engaged on the project.
 - NLTRA's CEO's spouse was hired by the landlord for renovation.

- Placer County was concerned that NLTRA paid for some tenant improvements, which are usually the landlord's responsibility.

Lisa de Roulet has responded to Placer County with the following clarifications:

- The Board approved the budget/expenses for the project.
- No single element of the build-out was over \$25,000.
- The NLTRA was responsible for expenditures beyond baseline tenant improvements done by the landlord, Kahn Investment Company.
- The independent contractor was paid according to the time he reported working.
- Some vendors were paid by Kahn Investment Company and the NLTRA reimbursed Kahn Investment Company for its portion of these expenses (ex: carpet squares).
- Some vendors were paid directly for NLTRA's portion of the tenant improvements (ex: paint)
- Currently, there is not a policy against doing business with Board members.

There was discussion on all of the above points and the committee concluded that NTLRA staff may not have managed the construction process properly. The committee asked Lisa to prepare a written summary of this issue for further discussion for the May 1st Board meeting.

Jennifer Merchant has some follow-up questions and will communicate them to Lisa.

Action: *Lisa de Roulet will prepare a summary of the VIC construction management issue for the Board.*

Action: *Staff will develop a policy regarding construction management processes and bring it back to the Finance Committee for review.*

10.0 COMMITTEE MEMBERS' COMMENTS

10.1 There were no committee member comments.

11.0 ADJOURNMENT

11.1 The meeting adjourned at 4:05 pm.

Submitted by:
Kim Lambert
Staff Accountant



**FINANCE COMMITTEE MINUTES
Thursday, April 25, 2013 – 2:00 pm**

Northstar California (Board Room)

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Bill Rock, Mike Salmon, Jennifer Merchant, and Phil GilanFarr. Ron Parson participated by telephone.

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

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:02 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 (Parson/Salmon) (3/0) to approve the agenda as presented.

4.0 APPROVAL OF MINUTES

4.1 The committee decided to table the minutes; they asked that more detail be added to item 9.4. Regarding the construction management policy, Lisa de Roulet explained that she is waiting for a response from Placer County to her response to its original letter before finalizing a policy.

Action: *Kim Lambert will add more detail to item 9.4 in the February 2013 minutes.*

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

5.1 Lisa de Roulet reviewed the March 2013 Financial Statements. She noted that some of the variances are narrowing. Lisa explained the FY 2012/13 Membership Activities revenue is significantly below FY 2011/12. There were two revenue items last fiscal year that did not occur in this fiscal year (printed business directory advertising and AFW labor).

The committee asked about the membership dues outstanding. Dues are under budget, but ahead of last year. Deanna Frumentti, Membership Manager, has been contacting past due members by email, telephone, US mail and in-person in an effort to retain these members.

Andy Chapman clarified that the \$196,600 budgeted for Programs expense includes:

- Community Marketing Grants to the five area business associations (\$50,000)
- Special Events Grants for event marketing (\$50,000)
- Placer County Film (\$56,600)
- Auburn Welcome Center (\$40,000)

Lisa de Roulet noted that sales commissions paid are over budget because commission expense was budgeted as a percent of Conference sales. Although it has historically been a percentage of Conference sales, a better forecasting method needs to be created.

It was noted that Creative Concepts has two \$75 invoices that are 90 days old. Sandy Evans Hall explained that they pay us after they are paid by clients. Kim Lambert added she has not had to write-off any of their invoices for non-payment.

M/S/C (Parson/Salmon) (5/0) to recommend the Board of Directors approve the March 2013 Financial Statements.

Action: Lisa de Roulet will change the title “Programs” in the expense section of the P&L to “Marketing Programs.”

6.0 DISCUSSION OF 9-MONTH ACTUAL/3-MONTH REFORECAST

- 6.1 Lisa de Roulet reviewed the most recent reforecast. It shows a projected loss of \$15,000 compared to a \$40,000 loss projected in the 7-Month Actual/5-Month Reforecast. The current reforecast includes cuts to incentives and miscellaneous marketing programs for Human Powered Sports and High Notes. The committee would like the reforecast in the Board packet for the May 1st.

The committee discussed NLTRA’s rent expense. The current lease for the entire building at 100 North Lake Blvd is for five years. Fifty percent of this rent is allocated to Visitor Information and the remaining 50% is split among all of the other departments. The Reno airport VIC rent is included in the rent expense for Visitor Information. RTIA does not have a separate expense line item. Also included in the Rent expense line item are utilities, cleaning, repairs, etc.

It was clarified that the Community Marketing Grants for business associations are different from Community Marketing Grants for special events. The business associations receive \$10,000 per year. They do not have to submit expenses or report on how the money is used. Entities receiving Special Events grants must submit expenses for reimbursement and report to the Special Event Grant Committee. These grants are “use it or lose it.” Unused portions stay with NLTRA. The committee suggested that any unused grant money could be used to offset the projected \$15,000 loss.

Action: The 9-Month Actual/3-Month Reforecast will be included in the Board Packet for the Wednesday, May 1st meeting.

Action: Lisa de Roulet will prepare a report regarding 2012/13 Community and Special Event Marketing Grant disbursements to determine if there are unused funds that could be used to cover the projected budget shortfall.

7.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE 2013/14 DRAFT TOT BUDGET

- 7.1 Lisa de Roulet presented the committee with 3 TOT budget scenarios:
- Traditional percentage
 - Marketing priority based
 - Balanced priority based

Sandy Evans Hall reported that direction from the Executive Committee is to adopt the “Balanced Priority Based Budget.” That committee would prefer, for transparency, that County Services be line items in the TOT budget, as they have been historically. Jennifer Merchant stated that Placer County is not currently supporting this approach. Placer County’s proposed budget takes County Services off of the top and then the remainder would be split among Marketing, Transportation and Infrastructure according to the traditional percentages. This approach decreases the amount of money allocated to Direct Marketing/Programs by \$250,797. A majority of the committee believes that County Services should remain in the specific sections they have always been in and not be taken off of the top. NLTRA staff and Placer County staff will continue to work towards finalizing the budget.

Marketing G&A was discussed. Sandy Evans Hall explained that additional expense for a social media/events staff member is included. Currently, social media is outsourced through the NLT Marketing Co-op.

The committee discussed having a budget with different percentages every year depending upon the needs of the organization. Sandy clarified that a flex budget would be difficult, as without continuity, the budget process would be challenging. Different percentages or a percentage range may be explored in the future.

The marketing portion of the budget was discussed. Expenses for marketing Ironman will negatively affect the other direct marketing programs and NLT Marketing Co-op funding. Carry-over of \$320,000 to \$340,000 is anticipated.

Jennifer recapped the current fiscal year budget (includes carry-over):

- Total – \$6.2 million
- County Services – \$1.1 million
- Marketing - \$2.4 million
- Visitor Support Services (Transportation) – \$1.1 million
- Infrastructure – \$1.6 million

Sandy recapped the Balanced Priority Based budget. The contracted amount to NLTRA would be \$4,862,540 (does not include carryover):

- Total - \$6,046,197
- Marketing - \$2,290,917
- Visitor Support Services (Transportation) - \$1,230,630
- Infrastructure – \$1,340,993

Ron Treabess explained that infrastructure needs are beginning to outpace funding and will continue to grow. It is important to explore other sources of infrastructure funding than TOT. Jennifer added that pressure is on infrastructure funds because conservancy and redevelopment funds are no longer available. Ron Treabess also noted that transportation funding requirements are also expanding.

There was spirited discussion among the committee members regarding balancing competing NLTRA priorities. Some members believe marketing should be the number one priority and others believe that capital improvements take precedence. A survey in the 1995 Master Plan indicated that people thought that the area infrastructure was poor and needed improvement. The 2004 Master Plan emphasizes marketing as a priority.

Sandy supports the balanced priority based budget, as it continues successful marketing programs and funds our commitment to infrastructure.

Lisa asked Jennifer if it is possible for NLTRA to get more than the 50% of 8% of the TOT in the future. Jennifer replied that all of Placer County has been financially squeezed.

M/S/C (Parson/GilanFarr) (4/0/1, abstention-Merchant) to recommend that the Board of Directors adopt the Balanced Priority Based TOT Budget for 2013/14 and redact the County Services portion when it is presented to Placer County with the Scope of Work.

Action: The County Services portion of the 2013/14 TOT Budget will be redacted when presented to Placer County with the Scope of Work.

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 Due to time constraints, the committee decided to review the Dashboard outside the meeting and contact Lisa if there are any questions/comments.

10.0 COMMITTEE MEMBERS' COMMENTS

- 10.1 There were no committee member comments.

11.0 ADJOURNMENT

- 11.1 The meeting adjourned at 4:00 pm.

Submitted by:
Kim Lambert
Staff Accountant

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Ten Months Ending April 30, 2013



May 30, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the April 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 as is corresponding expense. (Note: FY 2012/13 Membership Activities revenue is significantly below FY 2011/12 because Business Directory advertising and AFW labor are included in FY2011/12.)
- Marketing Commissions are down due to slow sales of the Ski Tahoe North interchangeable lift ticket.
- Miscellaneous revenue and membership commissions are under budget; anticipated sales opportunities have not yet materialized.
- Conference salaries are over budget as not enough money was budgeted for sales commissions.
- Rent, Telephone, Insurance/Bonding, Supplies and Equipment Rental/Leasing expense are over budget in some 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, only 70% of budget has been consumed.
- Market Study Reports is 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
 Apr 30, 2013

Assets	April 30, 2013	April 30, 2012	June 30, 2012
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	976,943	906,736	698,840
Cash - Payroll Account #7421	14,084	16,289	16,479
Marketing Cooperative Cash	56,917	229,003	217,829
Cash - Infrastructure #8163	(41,712)	49,075	40,939
UBS Cash	8,606	9,062	8,557
Operations Money Market BW	44,869	244,510	244,608
Cash in Drawer	222	-	355
Accounts Receivable	28,428	88,280	121,951
A/R - Sales Estimates	4,456	9,078	4,064
A/R - TOT Funding	1,188,106	1,191,151	443,558
Undeposited Funds	397	-	28
WebLink Accounts Receivable	27,380	-	0
Inventory Asset	19,852	4,594	13,108
AR TOT Transportation	191,093	240,041	103,200
AR TOT Infrastructure	<u>3,425,793</u>	<u>7,541,659</u>	<u>4,962,993</u>
Total Current Assets	5,945,934	10,529,979	6,877,008
Property and Equipment			
Furniture & Fixtures	64,991	64,991	64,991
Accum. Depr. - Furn & Fix	(60,322)	(51,996)	(53,388)
Computer Equipment	41,344	60,000	41,344
Accum. Depr. - Computer Equip	(39,739)	(56,202)	(37,923)
Computer Software	30,050	54,619	20,187
Accum. Amort. - Software	(23,039)	(54,620)	(20,188)
Leasehold Improvements	24,284	23,284	23,284
Accum. Amort - Leasehold Impr	<u>(23,434)</u>	<u>(22,895)</u>	<u>(23,284)</u>
Total Property and Equipment	14,135	17,181	15,024
Other Assets			
Prepaid Expenses	105,890	170,925	49,888
Prepaid Insurance	<u>7,336</u>	<u>2,197</u>	<u>4,709</u>
Total Other Assets	113,225	173,122	54,597
Total Assets	<u>6,073,295</u>	<u>10,720,282</u>	<u>6,946,629</u>
Liabilities and Net Assets			
	2013	2012	2012
Current Liabilities			
Accounts Payable	94,543	90,235	869,182
Salaries / Wages Payable	35,874	49,056	59,843
Empl. Federal Tax Payable	1,496	934	1,496
State Taxes Payable	-	(1,026)	0
FUTA Taxes Payable	48	(402)	48
FSA Payable	-	90	0
401 (k) Plan	9,860	10,654	16,136
Estimated PTO Liability	56,143	60,477	60,883
Sales and Use Tax Payable	1,181	1,356	2,425
Ski Tahoe North lift tickets	(2,822)	11,867	2,857
Marketing Cooperative Liabili	56,917	229,003	217,829
Intra-Company Borrowings	(667)	(22)	(962)
AFW Suspense Account	(90)	-	(4,590)
Payroll Liabilities	8,193	28,535	4,350
Reserves	-	35,820	0
Deferred Rev - Membership Dues	88,436	89,456	71,321
Def Revenue - Other	10,360	-	13,456
Unbilled Purchases	658	-	0
Deferred Support	242,554	1,062,758	0
Deferred Support-Transportation	191,096	33,641	0
Deferred Support - Infra	3,823,044	7,804,261	4,648,436
Deferred Sup- Infra Maint. Res	<u>142,096</u>	<u>-</u>	<u>150,000</u>
Total Current Liabilities	<u>4,758,920</u>	<u>9,506,694</u>	<u>6,112,711</u>
Long-Term Liabilities			
Total Liabilities	4,758,920	9,506,694	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>480,457</u>	<u>516,168</u>	<u>136,500</u>
Total Net Assets	<u>1,314,375</u>	<u>1,213,588</u>	<u>833,918</u>
Total Liabilities and Net Assets	<u>6,073,295</u>	<u>10,720,282</u>	<u>6,946,629</u>

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 10 months ended Apr 30, 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 (83%)
Revenue								
316,202	316,202	Placer County TOT Funding	4,199,980	3,162,021	1,037,959	3,429,157	5,158,272	81%
9,782	10,355	Membership	95,230	103,554	(8,324)	88,805	124,265	77%
371	1,457	Revenues-Membership Activities	37,004	50,919	(13,915)	56,490	53,833	69%
1,270	744	Revenue-Tue AM Breakfast Club	8,539	7,439	1,100	9,728	8,927	96%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	352	-	-
45	-	Non-retail VIC income	2,020	-	2,020	-	-	-
6,596	7,917	Commissions	56,174	67,574	(11,400)	134,496	107,000	52%
4,659	3,000	Merchandise Sales	70,657	66,000	4,657	17,400	79,000	89%
-	3,675	Miscellaneous	75	27,642	(27,567)	(3)	35,000	0%
338,925	343,350	Total Revenue	4,469,679	3,485,149	984,530	3,815,372	5,566,297	80%
Operating Expenses								
88,490	99,497	Salaries & Wages	991,601	1,026,708	35,107	1,015,217	1,238,204	80%
13,794	14,841	Rent	156,796	148,408	(8,388)	104,976	178,091	88%
2,905	1,647	Telephone	31,054	20,014	(11,040)	22,921	23,309	133%
356	281	Mail - USPS	3,161	2,808	(353)	2,772	3,370	94%
1,244	790	Insurance/Bonding	11,585	7,904	(3,681)	8,081	9,485	122%
612	1,159	Supplies	12,403	11,594	(809)	14,206	13,918	89%
-	-	Visitor Communications - Other	383	-	(383)	125	-	-
870	1,147	Depreciation	11,751	11,470	(281)	11,238	13,762	85%
1,111	928	Equipment Support & Maintenance	9,271	9,283	12	11,244	11,140	83%
340	100	Taxes, Licenses & Fees	2,346	2,859	513	2,277	3,334	70%
-	-	Miscellaneous Expense	371	513	142	-	684	54%
1,294	1,403	Equipment Rental/Leasing	17,564	14,027	(3,537)	13,642	16,828	104%
-	542	Training Seminars	2,091	1,617	(474)	2,190	3,100	67%
-	150	Public Outreach	-	2,876	2,876	-	3,735	0%
-	4,500	Professional Fees	24,758	25,725	967	29,370	26,975	92%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
2,798	4,333	Research & Planning	63,016	65,830	2,814	56,707	82,000	77%
15,505	18,333	Transportation Projects	437,718	868,333	430,615	229,442	977,000	45%
39,344	-	Infrastructure Projects	1,091,154	-	(1,091,154)	318,013	1,363,831	80%
30,554	-	Marketing Programs	49,075	140,000	90,925	28,910	196,600	25%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
5,469	4,000	Special Events	133,296	47,500	(85,796)	126,583	190,153	70%
550	2,170	Membership Activities	24,145	40,861	16,716	35,726	45,580	53%
894	500	Tuesday Morning Breakfast Club	7,316	5,000	(2,316)	7,733	6,000	122%
-	-	Classified Ads	477	-	(477)	3,480	-	-
198	-	Promotions/Giveaways	925	-	(925)	-	-	-
13,400	-	Market Study Reports/Research	13,433	5,000	(8,433)	74,327	18,000	75%
80,762	80,548	Marketing Cooperative/Media	807,620	805,476	(2,144)	892,000	966,566	84%
-	-	Media/Collateral/Production	-	-	0	122,038	-	-
-	42	Miscellaneous Programs	21,797	40,973	19,176	-	88,731	25%
-	-	Conference - PUD	-	-	0	-	10,000	0%
3,252	2,000	Cost of Goods Sold	32,602	27,000	(5,602)	11,139	33,000	99%
10	215	Associate Relations	1,554	2,571	1,017	2,723	3,075	51%
248	417	Board Functions	3,372	4,167	795	6,798	5,000	67%
700	242	Credit Card Fees	5,086	2,792	(2,294)	2,897	3,400	150%
912	922	Automobile Expenses	6,817	9,215	2,398	8,377	11,058	62%
272	158	Meals/Meetings	4,003	1,718	(2,285)	2,084	2,160	185%
735	750	Dues & Subscriptions	5,439	4,632	(807)	10,271	5,172	105%
98	631	Travel	2,269	6,311	4,042	5,764	8,238	28%
-	-	Bad Debt	300	-	(300)	-	-	-
306,717	242,246	Total Operating Expenses	3,989,549	3,368,185	(621,364)	3,265,218	5,566,499	72%
12	183	Revenues- Interest & Investment	326	1,833	(1,507)	1,831	2,200	15%
-	-	Marketing Reserves	-	-	0	35,820	-	-
32,220	101,287	Net Income (Loss)	480,456	118,797	361,659	516,165	1,998	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 10 months ended Feb 28, 2013
All Departments excl Infra and Trans

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 (83%)
Revenue								
204,153	204,153	Placer County TOT Funding	2,041,531	2,041,531	0	2,305,907	2,449,835	83%
9,576	10,355	Membership	95,230	103,554	(8,324)	88,805	124,265	77%
180	30,000	Revenues-Membership Activities	37,004	50,919	(13,915)	56,490	53,833	69%
725	744	Revenue-Tue AM Breakfast Club	8,539	7,439	1,100	9,728	8,927	96%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	352	-	-
50	-	Non-retail VIC income	2,020	-	2,020	-	-	-
1,680	5,167	Commissions	56,174	67,574	(11,400)	134,496	107,000	52%
4,683	5,000	Merchandise Sales	70,657	66,000	4,657	17,400	79,000	89%
-	2,536	Miscellaneous	75	27,642	(27,567)	(3)	35,000	0%
221,047	257,955	Total Revenue	2,311,230	2,364,659	(53,429)	2,692,122	2,857,860	81%
Operating Expenses								
89,457	93,686	Salaries & Wages	868,666	890,275	21,609	892,947	1,073,944	81%
15,178	13,627	Rent	140,421	136,273	(4,148)	90,815	163,529	86%
2,015	1,380	Telephone	26,464	16,780	(9,684)	19,024	19,541	135%
541	280	Mail - USPS	3,140	2,796	(344)	2,759	3,355	94%
1,169	657	Insurance/Bonding	10,799	6,571	(4,228)	6,744	7,885	137%
581	968	Supplies	11,601	9,677	(1,924)	12,654	11,618	100%
35	-	Visitor Communications - Other	383	-	(383)	125	-	-
1,022	963	Depreciation	9,871	9,630	(241)	9,485	11,554	85%
882	813	Equipment Support & Maintenance	8,284	8,125	(159)	10,083	9,750	85%
173	-	Taxes, Licenses & Fees	2,230	1,759	(471)	1,188	2,134	104%
-	-	Miscellaneous Expense	371	-	(371)	-	-	-
1,819	1,166	Equipment Rental/Leasing	14,448	11,660	(2,788)	11,231	13,988	103%
629	-	Training Seminars	2,091	1,200	(891)	1,813	2,600	80%
-	-	Public Outreach	-	1,247	1,247	-	1,662	0%
2,800	250	Professional Fees	24,758	25,725	967	29,370	26,975	92%
(3,318)	-	Marketing Programs	49,075	140,000	90,925	28,910	196,600	25%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
33,064	5,000	Special Events	133,296	47,500	(85,796)	126,583	190,153	70%
291	19,310	Membership Activities	23,960	40,861	16,901	35,726	45,580	53%
1,767	500	Tuesday Morning Breakfast Club	7,316	5,000	(2,316)	7,733	6,000	122%
477	-	Classified Ads	477	-	(477)	2,920	-	-
-	-	Promotions/Giveaways	925	-	(925)	-	-	-
-	-	Market Study Reports/Research	13,433	5,000	(8,433)	74,327	18,000	75%
80,762	80,548	Marketing Cooperative/Media	807,620	805,476	(2,144)	892,000	966,566	84%
-	-	Media/Collateral/Production	-	-	0	122,038	-	-
222	42	Miscellaneous Programs	21,797	40,973	19,176	-	88,731	25%
-	-	Conference - PUD	-	-	0	-	10,000	0%
2,604	2,500	Cost of Goods Sold	32,602	27,000	(5,602)	11,139	33,000	99%
150	202	Associate Relations	1,529	2,371	842	2,525	2,825	54%
404	417	Board Functions	3,372	4,167	795	6,798	5,000	67%
363	242	Credit Card Fees	5,086	2,792	(2,294)	2,897	3,400	150%
200	405	Automobile Expenses	5,074	4,048	(1,026)	5,409	4,858	104%
198	158	Meals/Meetings	3,681	1,643	(2,038)	2,025	1,960	188%
22	395	Dues & Subscriptions	5,318	4,485	(833)	10,163	5,000	106%
1,361	631	Travel	2,269	6,311	4,042	5,764	8,238	28%
-	-	Bad Debt	300	-	(300)	-	-	-
234,868	224,140	Total Operating Expenses	2,240,657	2,259,345	18,688	2,504,142	2,934,446	76%
12	150	Revenues- Interest & Investment	326	1,500	(1,174)	1,492	1,800	18%
-	-	Marketing Reserves	-	-	0	35,820	-	-
-6,329	-6,399	Allocated	-63,286	-63,987	(701)	-64,425	-76,785	0%
(7,480)	40,364	Net Income (Loss)	134,185	170,801	(36,616)	218,077	1,999	-

North Lake Tahoe Resort Association
Departmental Summary
For the 10 Months Ending Apr 30, 2013

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
Revenue										
Placer County TOT Funding	1,486,970	293,502	261,059	2,041,531	955,460	0	0	955,460	1,202,989	4,199,980
Membership	-	6,573	-	6,573	-	88,656	-	88,656	-	95,230
Revenues-Membership Activities	-	-	-	-	-	37,004	-	37,004	-	37,004
Revenue-Tue AM Breakfast Club	-	-	-	-	-	8,539	-	8,539	-	8,539
Non-retail VIC income	-	-	2,020	2,020	-	-	-	-	-	2,020
Commissions	669	55,505	-	56,174	-	-	-	-	-	56,174
Merchandise Sales	-	-	70,657	70,657	-	-	-	-	-	70,657
Miscellaneous	-	-	-	-	-	-	75	75	-	75
Total Revenue	1,487,639	355,580	333,736	2,176,955	955,460	134,199	75	1,089,734	1,202,989	4,469,679
Operating Expenses										
Salaries & Wages	226,313	176,772	165,051	568,136	56,755	60,809	239,721	357,285	66,179	991,601
Rent	17,423	8,790	88,475	114,688	6,199	6,199	19,535	31,932	10,176	156,796
Telephone	9,226	2,529	4,591	16,346	2,262	3,161	6,957	12,381	2,327	31,054
Mail - USPS	829	831	449	2,109	11	499	533	1,042	10	3,161
Insurance/Bonding	2,252	2,146	2,790	7,188	394	1,037	2,574	4,005	393	11,585
Supplies	2,223	762	4,694	7,679	375	1,289	2,633	4,296	428	12,403
Visitor Communications - Other	75	-	308	383	-	-	-	-	-	383
Depreciation	2,938	1,528	1,528	5,993	940	940	2,938	4,818	940	11,751
Equipment Support & Maintenance	2,241	1,305	1,451	4,998	493	493	2,793	3,780	493	9,271
Taxes, Licenses & Fees	380	94	588	1,062	58	58	1,111	1,226	58	2,346
Miscellaneous Expense	22	-	-	22	-	-	349	349	-	371
Equipment Rental/Leasing	2,054	1,814	4,921	8,788	1,558	3,267	2,392	7,218	1,558	17,564
Training Seminars	1,137	-	-	1,137	-	180	774	954	-	2,091
Professional Fees	-	-	3,188	3,188	-	160	21,410	21,570	-	24,755
Research & Planning Membership	-	-	-	-	3,000	-	-	3,000	-	3,000
Research & Planning	-	-	-	-	26,606	-	-	26,606	36,410	63,016
Transportation Projects	-	-	-	-	437,718	-	-	437,718	65,900	503,618
Infrastructure Projects	-	-	-	-	-	-	-	-	1,025,254	1,025,254
Marketing Programs	49,075	-	-	49,075	-	-	-	-	-	49,075
Special Events	133,296	-	-	133,296	-	-	-	-	-	133,296
Membership Activities	93	93	93	278	93	23,589	93	23,775	93	24,145
Tuesday Morning Breakfast Club	-	-	-	-	-	7,316	-	7,316	-	7,316
Classified Ads	-	-	-	-	-	477	-	477	-	477
Promotions/Giveaways	223	702	-	925	-	-	-	-	-	925
Market Study Reports/Research	13,433	-	-	13,433	-	-	-	-	-	13,433
Marketing Cooperative/Media	695,960	111,660	-	807,620	-	-	-	-	-	807,620
Miscellaneous Programs	21,575	-	-	21,575	-	222	-	222	-	21,797
Cost of Goods Sold	-	-	32,602	32,602	-	-	-	-	-	32,602
Associate Relations	38	350	425	813	-	25	690	715	26	1,554
Board Functions	-	-	-	-	-	-	3,372	3,372	-	3,372
Credit Card Fees	475	-	2,562	3,037	-	2,049	-	2,049	-	5,086
Automobile Expenses	1,812	1,166	1,700	4,678	869	141	256	1,265	874	6,817
Meals/Meetings	2,180	117	472	2,769	46	272	640	958	276	4,003
Dues & Subscriptions	1,252	1,470	-	2,722	61	601	1,995	2,656	61	5,439
Travel	2,205	-	65	2,269	-	-	-	-	-	2,269
Bad Debt	300	-	-	300	-	-	-	-	-	300
Total Operating Expenses	1,189,030	312,129	315,953	1,817,109	537,438	112,784	310,766	960,985	1,211,456	3,989,549
Operating Income (Loss)	298,609	43,451	17,783	359,846	418,022	21,415	(310,691)	128,749	(8,467)	480,130
Revenues- Interest & Investment	-	-	-	-	-	-	326	326	-	326
Allocated	111,785	68,325	39,627	219,736	28,208	29,123	(312,146)	(254,815)	35,078	-
Net Income (Loss)	186,824	(24,874)	(21,844)	140,110	389,814	(7,708)	1,781	383,890	(43,545)	480,456

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 10 Months Ended Apr 30, 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 (83%)
Revenue								
148,697	148,697	Placer County TOT Funding	1,486,970	1,486,970	0	1,761,699	1,784,362	83%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Commissions	669	7,000	(6,331)	2,717	7,000	10%
148,697	148,697	Total Revenue	1,487,639	1,493,970	(6,331)	1,843,363	1,791,362	83%
Operating Expenses								
20,594	23,011	Salaries & Wages	226,313	235,058	8,745	257,402	282,026	80%
1,451	1,631	Rent	17,423	16,314	(1,109)	19,804	19,577	89%
848	300	Telephone	9,226	3,888	(5,338)	7,261	4,488	206%
60	85	Mail - USPS	829	850	21	768	1,020	81%
236	200	Insurance/Bonding	2,252	2,000	(252)	2,005	2,400	94%
155	383	Supplies	2,223	3,830	1,607	3,857	4,601	48%
-	-	Visitor Communications - Other	75	-	(75)	-	-	-
217	286	Depreciation	2,938	2,860	(78)	2,862	3,430	86%
240	150	Equipment Support & Maintenance	2,241	1,500	(741)	3,687	1,800	125%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
150	167	Equipment Rental/Leasing	2,054	1,670	(384)	1,736	2,000	103%
-	-	Training Seminars	1,137	-	(1,137)	1,069	-	-
30,554	-	Marketing Programs	49,075	140,000	90,925	28,910	196,600	25%
-	-	Autumn Food & Wine	-	-	-	78,947	-	-
5,469	4,000	Special Events	133,296	47,500	(85,796)	126,583	190,153	70%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	200	-	-
123	-	Promotions/Giveaways	223	-	(223)	-	-	-
13,400	-	Market Study Reports/Research	13,433	5,000	(8,433)	74,327	18,000	75%
69,596	69,104	Marketing Cooperative/Media	695,960	691,040	(4,920)	760,500	829,243	84%
-	-	Media/Collateral/Production	-	-	-	100,018	-	-
-	-	Miscellaneous Programs	21,575	40,000	18,425	-	87,675	25%
10	-	Associate Relations	38	350	312	408	400	10%
69	-	Credit Card Fees	475	375	(100)	387	500	95%
247	150	Automobile Expenses	1,812	1,500	(312)	1,568	1,800	101%
177	100	Meals/Meetings	2,180	1,000	(1,180)	1,489	1,200	182%
45	750	Dues & Subscriptions	1,252	1,500	248	6,848	1,500	83%
98	631	Travel	2,205	6,311	4,106	4,662	7,574	29%
-	-	Bad Debt	300	-	(300)	-	-	-
143,739	100,948	Total Operating Expenses	1,189,030	1,202,779	13,749	1,485,502	1,656,220	72%
-	-	Marketing Reserves	-	-	-	35,820	-	-
11,179	11,262	Allocated	111,785	112,618	833	124,240	135,142	83%
(6,221)	36,487	Net Income (Loss)	186,824	178,573	8,251	197,801	-	-

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 10 Months Ended Apr 30, 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 (83%)
Revenue								
29,350	29,350	Placer County TOT Funding	293,502	293,502	0	276,333	352,202	83%
570	541	Membership	6,573	5,414	1,159	4,995	6,497	101%
6,596	7,500	Commissions	55,505	56,407	-902	131,779	95,000	58%
36,516	37,391	Total Revenue	355,580	355,323	257	413,107	453,699	78%
Operating Expenses								
15,406	16,118	Salaries & Wages	176,772	165,393	(11,379)	151,177	198,340	89%
725	835	Rent	8,790	8,345	(445)	10,107	10,014	88%
226	246	Telephone	2,529	2,915	386	3,117	3,408	74%
184	65	Mail - USPS	831	650	(181)	742	780	107%
236	100	Insurance/Bonding	2,146	1,000	(1,146)	1,004	1,200	179%
73	149	Supplies	762	1,485	723	1,511	1,782	43%
113	150	Depreciation	1,528	1,500	(28)	1,444	1,800	85%
175	108	Equipment Support & Maintenance	1,305	1,083	(222)	1,103	1,300	100%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
133	142	Equipment Rental/Leasing	1,814	1,417	(397)	1,435	1,700	107%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
75	-	Promotions/Giveaways	702	-	(702)	-	-	-
11,166	11,444	Marketing Cooperative/Media	111,660	114,436	2,776	131,500	137,323	81%
-	-	Conference - PUD	-	-	-	-	10,000	0%
-	42	Associate Relations	350	417	67	441	500	70%
240	80	Automobile Expenses	1,166	798	(368)	765	958	122%
-	-	Meals/Meetings	117	-	(117)	23	-	-
295	-	Dues & Subscriptions	1,470	1,235	(235)	1,695	1,500	98%
-	-	Travel	-	-	-	-	-	-
-	-	Bad Debt	-	-	-	-	-	-
29,047	29,479	Total Operating Expenses	312,129	300,804	(11,325)	306,220	370,735	84%
6,832	6,914	Allocated	68,325	69,138	813	71,610	82,965	82%
637	998	Net Income (Loss)	(24,874)	(14,619)	(10,255)	35,277	(1)	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 10 Months Ended Apr 30, 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 (83%)
Revenue								
\$ 95,546	95,546	Placer County TOT Funding	955,460	955,460	0	516,000	1,146,566	83%
95,546	95,546	Total Revenue	955,460	955,460	0	516,000	1,146,566	83%
Operating Expenses								
5,262	6,633	Salaries & Wages	56,755	66,653	9,898	58,963	80,239	71%
518	586	Rent	6,199	5,862	(337)	7,081	7,034	88%
192	171	Telephone	2,262	1,987	(275)	1,948	2,328	97%
-	-	Mail - USPS	11	-	(11)	4	-	-
37	67	Insurance/Bonding	394	667	273	672	800	49%
45	67	Supplies	375	667	292	669	800	47%
70	92	Depreciation	940	920	(20)	881	1,104	85%
77	56	Equipment Support & Maintenance	493	558	65	556	670	74%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
115	117	Equipment Rental/Leasing	1,558	1,167	(391)	1,205	1,400	111%
-	-	Public Outreach	-	1,329	1,329	-	1,773	0%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
1,235	-	Research & Planning	26,606	22,500	(4,106)	24,998	30,000	89%
15,505	18,333	Transportation Projects	437,718	868,333	430,615	229,442	977,000	45%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	280	-	-
-	13	Associate Relations	-	125	125	99	150	0%
135	350	Automobile Expenses	869	3,500	2,631	1,475	4,200	21%
-	-	Meals/Meetings	46	-	(46)	41	100	46%
23	-	Dues & Subscriptions	61	72	11	54	72	85%
23,214	26,485	Total Operating Expenses	537,438	979,440	442,002	331,433	1,112,770	48%
2,821	2,816	Allocated	28,208	28,164	(44)	30,200	33,796	83%
69,511	66,245	Net Income (Loss)	389,814	(52,144)	441,958	154,367	-	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
for the 10 months ended Apr 30, 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 (83%)
Revenue								
26,106	26,106	Placer County TOT Funding	261,059	261,059	0	267,875	313,271	83%
0	0	Revenues - Retail - Nontaxable	0	0	0	352	0	-
45	0	Non-retail VIC income	2,020	0	2,020	0	0	-
4,659	3,000	Merchandise Sales	70,657	66,000	4,657	17,400	79,000	89%
0	3,675	Miscellaneous	0	27,642	(27,642)	70	35,000	0%
30,810	32,781	Total Revenue	333,736	354,701	(20,965)	285,697	427,271	78%
Operating Expenses								
13,054	15,925	Salaries & Wages	165,051	174,519	9,468	143,667	215,026	77%
6,445	8,941	Rent	88,475	89,410	935	32,202	107,294	82%
521	155	Telephone	4,591	2,017	(2,574)	1,453	2,328	197%
55	15	Mail - USPS	449	150	(299)	107	180	249%
311	83	Insurance/Bonding	2,790	833	(1,957)	1,005	1,000	279%
105	83	Supplies	4,694	833	(3,861)	2,961	1,000	469%
0	0	Visitor Communications - Other	308	0	(308)	125	0	-
113	149	Depreciation	1,528	1,490	(38)	1,444	1,788	85%
125	150	Equipment Support & Maintenan	1,451	1,500	49	1,203	1,800	81%
0	0	Taxes, Licenses & Fees	588	206	(382)	193	206	285%
365	333	Equipment Rental/Leasing	4,921	3,333	(1,588)	3,668	4,000	123%
0	500	Training Seminars	0	1,000	1,000	0	1,000	0%
0	500	Professional Fees	3,188	4,475	1,287	0	4,975	64%
0	0	Membership Activities	93	0	(93)	18	0	-
0	0	Classified Ads	0	0	0	720	0	-
0	0	Media/Collateral/Production	0	0	0	22,021	0	-
0	42	Miscellaneous Programs	0	417	417	0	500	0%
3,252	2,000	Cost of Goods Sold	32,602	27,000	(5,602)	11,139	33,000	99%
0	29	Associate Relations	425	292	(133)	389	350	121%
140	58	Credit Card Fees	2,562	583	(1,979)	642	700	366%
155	25	Automobile Expenses	1,700	250	(1,450)	1,657	300	567%
35	0	Meals/Meetings	472	60	(412)	110	60	787%
0	0	Travel	65	0	(65)	0	0	-
24,676	28,988	Total Operating Expenses	315,953	308,368	(7,585)	224,724	375,507	84%
3,963	3,814	Allocated	39,627	38,137	(1,490)	54,126	45,764	0%
2,171	-21	Net Income (Loss)	(21,844)	8,196	(30,040)	6,847	6,000	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 10 Months Ended Apr 30, 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 (83%)
Revenue								
16,503	16,503	Placer County TOT Funding	1,202,989	165,030	1,037,959	607,250	1,561,871	77%
16,503	16,503	Total Revenue	1,202,989	165,030	1,037,959	607,250	1,561,871	77%
Operating Expenses								
6,163	6,928	Salaries & Wages	66,179	69,781	3,602	63,307	84,021	79%
2,507	627	Rent	10,176	6,273	(3,903)	7,081	7,528	135%
192	96	Telephone	2,327	1,247	(1,080)	1,948	1,440	162%
-	1	Mail - USPS	10	13	3	10	15	67%
37	67	Insurance/Bonding	393	667	274	665	800	49%
45	125	Supplies	428	1,250	822	883	1,500	29%
70	92	Depreciation	940	920	(20)	872	1,104	85%
77	60	Equipment Support & Maintenance	493	600	107	606	720	68%
-	100	Taxes, Licenses & Fees	58	1,000	942	1,023	1,100	5%
-	-	Miscellaneous Expense	-	513	513	-	684	0%
115	120	Equipment Rental/Leasing	1,558	1,200	(358)	1,205	1,440	108%
-	42	Training Seminars	-	417	417	378	500	0%
-	150	Public Outreach	-	300	300	-	300	0%
1,563	4,333	Research & Planning	36,410	43,330	6,920	31,709	52,000	70%
39,344	-	Infrastructure Projects	1,091,154	-	(1,091,154)	318,013	1,363,831	80%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	0	280	-	-
-	-	Associate Relations	26	75	49	99	100	26%
135	167	Automobile Expenses	874	1,667	793	1,493	2,000	44%
-	-	Meals/Meetings	276	75	(201)	17	100	276%
23	-	Dues & Subscriptions	61	75	14	54	100	61%
50,271	12,908	Total Operating Expenses	1,211,456	129,403	(1,082,053)	429,643	1,519,283	80%
-	33	Revenues- Interest & Investment	-	333	333	339	400	
3,508	3,582	Allocated	35,078	35,823	745	34,225	42,988	82%
(37,276)	46	Net Income (Loss)	(43,545)	137	(43,682)	143,721	-	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 10 Months Ended Apr 30, 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 (83%)
Revenue								
9,213	9,814	Membership	88,656	98,140	(9,484)	83,810	117,768	75%
371	1,457	Revenues-Membership Activities	37,004	50,919	(13,915)	56,490	53,833	69%
1,270	744	Revenue-Tue AM Breakfast Club	8,539	7,439	1,100	9,728	8,927	96%
-	417	Commissions	-	4,167	(4,167)	-	5,000	0%
10,854	12,432	Total Revenue	134,199	160,665	(26,466)	150,028	185,528	
Operating Expenses								
5,601	6,342	Salaries & Wages	60,809	65,294	4,485	68,858	78,352	78%
518	589	Rent	6,199	5,890	(309)	7,110	7,068	88%
293	196	Telephone	3,161	2,247	(914)	2,338	2,640	120%
30	50	Mail - USPS	499	500	1	506	600	83%
112	65	Insurance/Bonding	1,037	654	(383)	665	785	132%
45	83	Supplies	1,289	833	(456)	1,122	1,000	129%
70	92	Depreciation	940	920	(20)	872	1,104	85%
77	79	Equipment Support & Maintenananc	493	792	299	806	950	52%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
243	242	Equipment Rental/Leasing	3,267	2,417	(850)	2,433	2,900	113%
-	-	Training Seminars	180	200	20	-	1,000	18%
-	-	Professional Fees	160	-	(160)	-	-	-
550	2,170	Membership Activities	23,589	40,861	17,272	35,709	45,580	52%
894	500	Tuesday Morning Breakfast Club	7,316	5,000	(2,316)	7,733	6,000	122%
-	-	Classified Ads	477	-	(477)	755	-	-
-	-	Miscellaneous Programs	222	556	334	-	556	40%
-	31	Associate Relations	25	313	288	324	375	7%
491	183	Credit Card Fees	2,049	1,833	(216)	1,868	2,200	93%
-	125	Automobile Expenses	141	1,250	1,109	1,212	1,500	9%
60	25	Meals/Meetings	272	250	(22)	96	300	91%
45	-	Dues & Subscriptions	601	750	149	838	1,000	60%
-	-	Travel	-	-	-	-	664	0%
-	-	Bad Debt	-	-	-	-	-	-
9,029	10,772	Total Operating Expenses	112,784	130,625	17,841	133,310	154,639	73%
2,912	2,907	Allocated	29,123	29,075	(48)	32,130	34,889	83%
(1,087)	(1,247)	Net Income (Loss)	(7,708)	965	(8,673)	(15,412)	(4,000)	193%

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 10 Months Ended Apr 30, 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 (83%)
-	-	Revenue						
-	-	Miscellaneous	75	-	75	(73)	-	-
-	-	Total Revenue	75	-	75	(73)	-	-
		Operating Expenses						
22,410	24,540	Salaries & Wages	239,721	250,011	10,290	271,843	300,200	80%
1,629	1,631	Rent	19,535	16,314	(3,221)	21,591	19,577	100%
633	482	Telephone	6,957	5,712	(1,245)	4,856	6,676	104%
26	65	Mail - USPS	533	646	113	636	775	69%
274	208	Insurance/Bonding	2,574	2,083	(491)	2,065	2,500	103%
145	270	Supplies	2,633	2,696	63	3,203	3,235	81%
217	286	Depreciation	2,938	2,860	(78)	2,862	3,432	86%
340	325	Equipment Support & Maintenance	2,793	3,250	457	3,284	3,900	72%
340	-	Taxes, Licenses & Fees	1,111	1,125	14	620	1,500	74%
-	-	Miscellaneous Expense	349	-	(349)	-	-	-
173	282	Equipment Rental/Leasing	2,392	2,823	431	1,959	3,388	71%
-	-	Training Seminars	774	-	(774)	744	600	129%
-	-	Public Outreach	-	1,247	1,247	-	1,662	0%
-	4,000	Professional Fees	21,410	21,250	(160)	29,370	22,000	97%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,195	-	-
-	100	Associate Relations	690	1,000	310	962	1,200	58%
248	417	Board Functions	3,372	4,167	795	6,798	5,000	67%
-	25	Automobile Expenses	256	250	(6)	207	300	85%
-	33	Meals/Meetings	640	333	(307)	307	400	160%
305	-	Dues & Subscriptions	1,995	1,000	(995)	782	1,000	200%
-	-	Travel	-	-	-	1,103	-	-
26,740	32,664	Total Operating Expenses	310,766	316,767	6,001	354,387	377,345	82%
(31,215)	(31,295)	Allocated	(312,146)	(312,954)	(808)	(346,530)	(375,545)	83%
4,487	(1,219)	Net Income (Loss)	1,781	(2,313)	4,094	(6,438)	-	-

**NLT Chamber/CVB/Resort Association
Statement of Infrastructure and Transportation Activities
For the Ten Months Ending April 30, 2013**

Current Month	Infrastructure Project Costs	Year to Date
1,563.13	Research/Planning/Infrastructure	36,409.57
4,704.50	Northstar Community Multi-Purpose Trail	89,585.12
	Lakeside Bike Trail	218,041.41
10,060.00	Wayfinding Signage Site Master Plan	25,675.00
25,178.26	Squaw Valley Trail Snow Removal	58,399.88
-599.00	Visitors Centers Exhibits	40,586.11
	Water Shuttle	189,487.59
	Tahoe Vista Recreation Area	385,900.30
	Coordinated Skier Shuttle Program	65,900.00
	Gateway Lighting	17,579.00
40,906.89	Total Infrastructure Project Costs	1,127,563.98
	Transportation Project Costs	
1,235.27	Research/Planning/Transportation	27,606.30
	Membership Transportation	3,000.00
	Legislative Advocacy Exe Director Travel	
	Legislative Advocacy-State	
906.36	Winter Traffic Management	2,642.36
	Summer Traffic Management	3,152.60
2,184.00	Winter Night Service Transit	210,000.00
	Year-round Hwy 89 Transit (Spr & Fall)	
12,414.15	North Lake Tahoe Express	61,039.00
	TART Year Round Baseline	
	Sugar Bowl Skier Shuttle	19,000.00
	Hwy 267 Summer Bus Service	
	Summer Night Service	141,884.00
	Partner contribution	(1,000.00)
16,739.78	Total Transportation Project Costs	467,324.26
57,646.67	Total Project Costs	1,594,888.24

April Quickbooks Accounts Receivable

Total	Business Name	Chamber/Conf		Group		Ski Tahoe North		Misc.		For	Status
		Member Dues		Commissions				age	amount		
		age	amount	age	amount	age	amount	age	amount		
30.00	Alpenglow Sports							new	30.00	4/30/13 replace award	Paid
74.10	Cal Neva			30	74.10					3/31/13 Groups	Paid
441.60	Cheap Tickets					new	441.60			4/9/2013 STN vouchers	Paid
19.80	Coldstream Adventures							new	19.80	4/30/13 ticket comm	New
604.20	Hyatt			30	604.20					3/31/13 Groups	Paid
323.50	Hyatt			30	323.50					3/31/31 Groups	Paid
182.50	ICBA							90	182.50	12/31/12 Ad	Re-contacted org president; treasurer is out of the country
6,472.33	NLT Marketing Co-op							new	6,472.33	3/31/13 Mar credit card	Paid
8,490.59	NLT Marketing Co-op							new	8,490.59	4/30/13 Apr credit card	New
1,177.60	Orbitz					new	1,177.60			4/9/2013 STN vouchers	Paid
150.00	Squaw Valley Resort							60	150.00	2/5/13 TMBC	Under 90 days
225.00	TCPUD							90	225.00	1/31/13 Kiosk rental	Will pay
550.00	Tahoe Mtn Resorts Lodging	90	550.00							1/1/13 Conference dues	Jason has contacted; said would pay
100.00	Tahoe Paddle and Oar	90	100.00							Balance Chamber dues	Paid
1,695.98	The Resort at Squaw Creek			30	1,695.98					2/28/13 Groups	Paid
2,088.60	The Resort at Squaw Creek			new	2,088.60					4/30/13 Groups	New
3,259.35	The Ridge Tahoe			new	3,259.35					4/30/13 Groups	New
1,030.40	Travelocity					new	1,030.40			4/9/2013 STN vouchers	New
300.00	UC Davis - TERC							new	300.00	Jun-Aug Bus of Month	New
1,030.40	Virgin Holidays					new	1,030.40			4/9/2013 STN vouchers	New
182.50	West Shore Association							90	182.50	12/31/12 Ad	Emailed and spoke to org officer; said would pay
28,428.45			650.00		8,045.73		3,680.00		16,052.72		
	Paid as of 5/22/13		-100.00		-2,697.78		-1,619.20		-6,472.33		
			550.00		5,347.95		2,060.80		9,580.39		
	Shaded grey is paid.										

April 2013 WebLink Accounts Receivable							
Customer Account	Business Name	Chamber/Conf Member Dues		Membership Activites		For	Status
Total		age	amount	age	amount		
85.00	CB's Pizza			30	85.00	3/27/13 Awards Dinner	Under 90 days
50.00	Cebollo Architecture	90	50.00			12/31/12 Balance of dues	No response
75.00	Creative Concepts			90	75.00	12/31/12 (697) Email blast	Slow, but always pays
75.00	Creative Concepts			90	75.00	1/31/13 (706) Email blast	Slow, but always pays
75.00	Creative Concepts			60	75.00	2/28/13 (769) Email blast	Under 90 days
110.00	Earhrise	90	110.00			12/1/12 Chamber dues	Write-off letter sent
85.00	Gallery Keoki			30	85.00	3/27/13 (845) Awards Dinner	Under 90 days
170.00	Homewood Mtn Resort			30	170.00	3/27/13 Awards Dinner	Under 90 days
250.00	IVGID			30	250.00	3/27/13 CAD sponsorship	Paid
505.00	Liberty Energy				505.00	3/27/13 CAD sponsor , 3 ppl	Paid
140.00	Mountain Lake Cleaning	90	140.00			12/1/12 Balance Chamber dues	Making payments
2,530.00	Northstar California			new	2,530.00	3/37/13 (848) Awards Dinner	Paid
335.00	Office BOSS			30	335.00	3/27/13 (853) Awards Dinner	Paid
850.00	Placer-Tahoe Film Office			new	850.00	3/37/13 (849) Awards Dinner	Paid
250.00	Plumas Bank			new	250.00	3/27/13 (850) Awards Dinner	Paid
85.00	Tahoe TV			30	85.00	3/27/13 (852) Awards Dinner	Under 90 days
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	
210.00	Tahoe North Shore Lodge	90	210.00			12/1/12 Chamber dues	Contacted; said will pay
40.00	Tahoe Quarterly			90	40.00	10/18/12 Annual lunch	Collection letter sent & spoke w/CFO
340.00	Town of Truckee			30	340.00	CAD sponsorship	Paid
210.00	Waterman's Landing	90	210.00			12/1/12 Chamber dues	Contacted; said will pay
100.00	Williards Sport Shop			90	100.00	10/18/12 Winter Expo	Collection letter sent; said will pay
15,525.00	January memb billing - total	90	15,525.00			1/31/13 Chamber dues	Write-off letters sent
1,385.00	March memb billing - total	30	1,385.00			3/1/2013 Chamber dues	Under 90 days
3,750.00	April memb billing - total	new	3,750.00			4/1/2013 Chamber dues	New
27,380.00			21,380.00		6,000.00		
	Paid as of 5/22/13		-765.00		-5,060.00		
			20,615.00		940.00		
	Shaded grey is paid.						

FY 2013-2014 TAHOE TOT BUDGET

ATTACHMENT C

DRAFT COUNTY PROPOSAL/COMPARISON TO FY 12-13

MARKETING	PROPOSED		VISITOR SUPPORT SERVICES	PROPOSED		TAHOE CAPITAL IMPROVEMENTS		PROPOSED	TOTALS	FY 12-13
	BUDGET	FY 12-13		BUDGET	FY 12-13	BUDGET	FY 12-13			
RESORT ASSOCIATION CONTRACT:										
Personnel/Overhead Cap - Direct Costs	765,319	702,990	Personnel/Overhead Cap - Direct Costs	87,012	98,056	Personnel/Overhead Cap - Direct Costs	87,012	105,040	939,343	906,086
G+A Cap - Indirect Costs	525,343	353,908	G+A Cap - Indirect Costs	62,106	36,500	G+A Cap - Indirect Costs	71,013	41,000	658,462	\$ 431,408
Direct Marketing/Programs	899,555	1,195,617	Research and Planning	30,000	30,000	Research & Planning	52,000	52,000	82,000	82,000
Community Marketing Fund	50,000	50,000	(Detail in Attachment A-2)			(Detail in Attachment A-2)			899,555	1,195,617
Special Events Marketing Fund	50,000	50,000	Memberships	5,000	5,000	Maintenance Reserve: Tourism Serving Facilities	150,000	-	205,000	55,000
			Traffic Management	48,000	49,000	Capital Improvements - Requires BOS Approval	1,018,080	1,357,037	98,000	99,000
			Transit Programs - Non-County	494,000	459,000	(County retains until BOS Approval)			1,816,037	1,816,037
										4,585,148
Previous FY TOTAL, incl. fund balance, less Cty. Svcs.		2,352,515	Previous FY TOTAL, incl. fund balance, less Cty. Svcs.		677,556	Previous FY TOTAL, incl fund balance, less Cty. Svcs.		1,555,077		
SUBTOTAL - RESORT ASSOC CONTRACT	2,290,217	52%	SUBTOTAL - RESORT ASSOC CONTRACT	726,118	17%	SUBTOTAL - RESORT ASSOC CONTRACT	1,378,105	31%	4,394,440	4,585,148
HOTEL/MOTEL TAX REVENUE:										
SUBTOTAL - HOTEL/MOTEL TAX	1,845,665	42%	SUBTOTAL - HOTEL/MOTEL TAX	483,388	11%	SUBTOTAL - HOTEL/MOTEL TAX	2,065,387	47%	4,394,440	
FY 2012-13 Fund Balance	0		FY 2012-13 Fund Balance	0		FY 2012-13 Fund Balance	0		0	
Budget Equalization	444,552		Flex funding from Infrastructure (county-approved transit services- Att. A-4)	242,730		FLEX TO VSS ACCT (county-approved transit services- Att.A-4)	(242,730)			
						FLEX TO MARKETING ACCT	(444,552)			
				0						
TOTAL FUNDING SOURCES	2,290,217	52%	TOTAL FUNDING SOURCES	726,118	17%	TOTAL FUNDING SOURCES	1,378,105	31%	4,394,440	
	2,518,781			659,681			2,818,636		5,997,097	
NET COUNTY COST			NET COUNTY COST			NET COUNTY COST				28-May-13

FY Personnel/G+A Compare			
	FY 12-13	FY 13-14	YOY Increase
	\$ 1,337,494	\$ 1,597,805	\$ 260,311

NLTRA 2013-2014 Agreement Year
Priority-Based Budget Submission
Attachment C Revision and G&A Discussion

- NLTRA budget submission balanced competing Marketing and Infrastructure requirements
 - Pending quantification of carryover funds, additional marketing programs and infrastructure projects will be considered for this fiscal year
 - 10-year view of relationship between the Marketing TOT allocation and related personnel and overhead costs are relatively consistent ratio with specific exceptions such as the closure of Central Reservations, the addition of a Conference Salesperson and the addition/expansion of Visitor Information Centers
- Direct and Indirect Personnel and Overhead expenses have been reduced approximately \$68k from original submission. Pending identification of additional funding sources, those expenses may be reinstated based on priority
 - Eliminated Marketing web/social media position (\$51k)
 - Reduced travel, employee wellness and cell phone expenses (\$17k)
- Salaries and Wages and Rent comprise 90% of personnel and overhead expense
 - 10-year view of salaries and Wages and Rent expense highlights flat to slightly negative growth in those expenses
 - Service levels in marketing and visitor outreach have increased during this time
- Proposed County Attachment C G&A ratio between direct personnel and indirect G&A is not reflective of current operational reality
- NLTRA Board approved a motion to request the County continue to decrease the amount allocated to County Services as improvements in the economy allow, not to exceed 15-18% per year (based on a rolling average of the last 5 years of county services percentages)

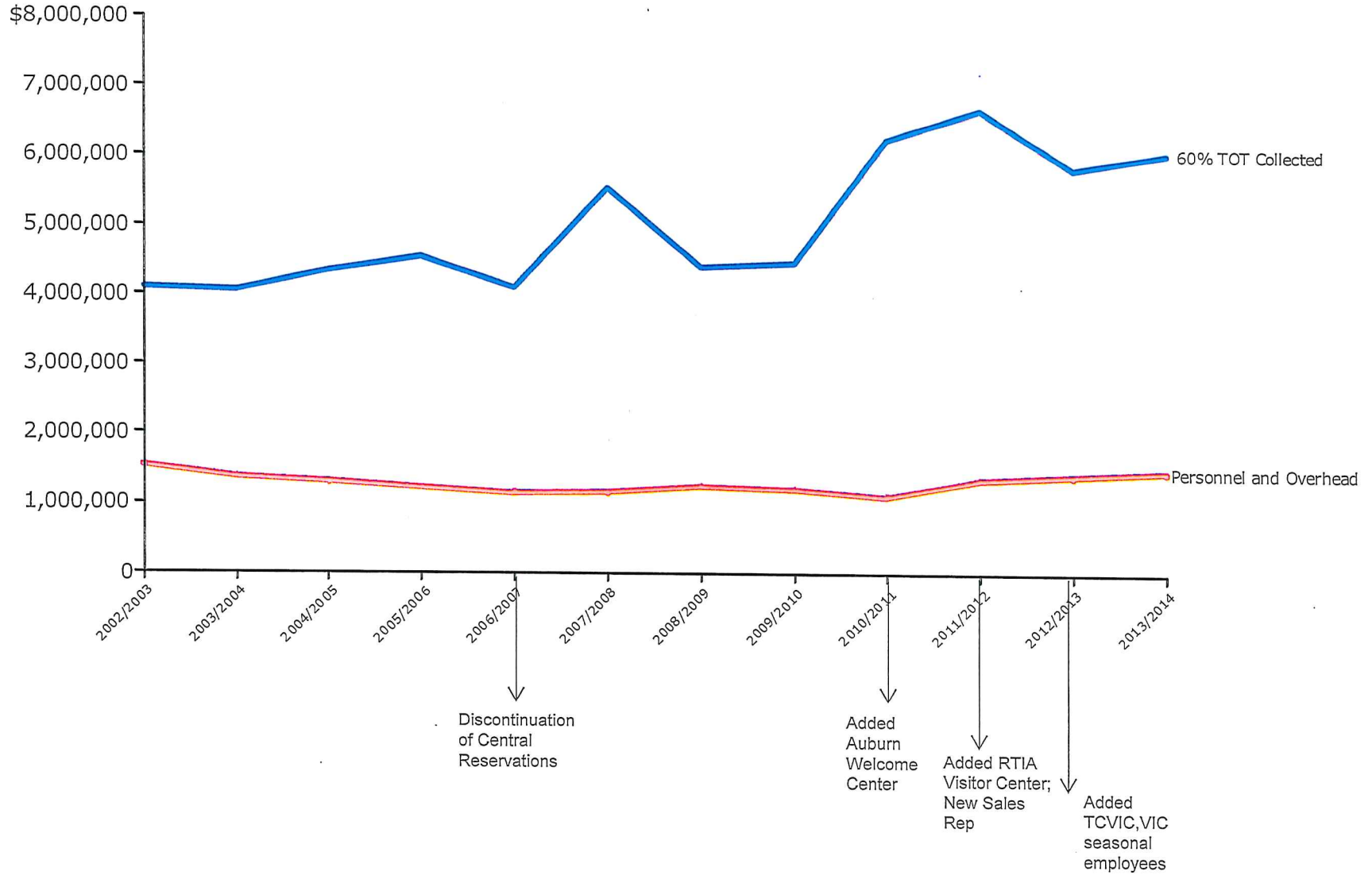
North Lake Tahoe Resort Association
2013/2014 OVERHEAD ANALYSIS

COMPARISON OF PERSONNEL AND G&A EXPENSES
2013/2014 BUDGET WITH ADDITIONAL REDUCTIONS
5.15.13

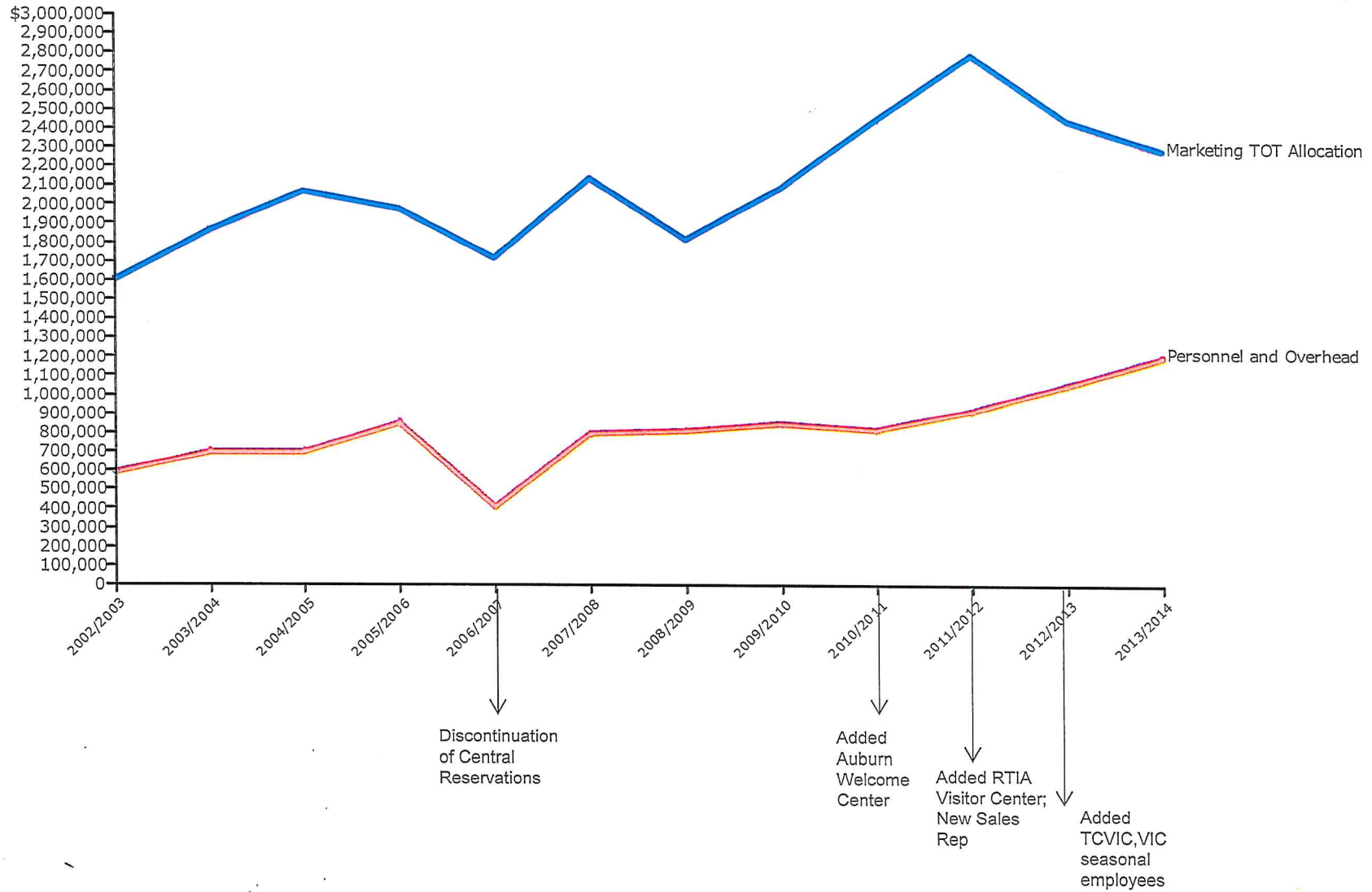
	2013/14 Proposed Marketing	2013/14 Proposed Trans	2013/14 Proposed Infra	2013/14 Proposed Admin	REVISED PROPOSED TOTALS	ORIGINAL TOTALS	PRIORITIZED ADJUSTMENTS	REVISED PROPOSED TOTALS
Total 5000-00 · Salaries & Wages	714,719	87,012	87,012	317,196	1,205,938	1,256,538	(50,600)	1,205,938
Total 5100-00 · Rent	128,153	25,600	7,761	24,546	186,060	186,060		186,060
Total 5310-00 · Telephone	15,966	2,019	1,703	8,467	28,156	33,556	(5,400)	28,156
Total 5420-00 · Mail - USPS	2,379	8	16	658	3,061	3,061		3,061
5510-00 · Insurance/Bonding	9,033	676	676	3,288	13,672	13,672		13,672
Total 5520-00 · Supplies	10,365	633	978	3,300	15,276	16,976	(1,700)	15,276
5530-00 · Visitor Comm-Oth	483				483	483		483
5610-00 · Depreciation	7,384	1,136	1,136	3,617	13,272	13,272		13,272
5700-00 · Equipment Support & Maint	4,154	584	604	3,728	9,070	11,070	(2,000)	9,070
5710-00 · Taxes, Licenses & Fees	1,986	59	467	809	3,320	3,320		3,320
5730-00 · Miscellaneous Expense				350	350	350		350
5740-00 · Equipment Rental/Leasing	10,961	1,738	1,755	3,064	17,517	17,517		17,517
5800-00 · Training Seminars	425		208	400	1,033	1,033		1,033
5810-00 · Public Outreach		0	-		-	1,037	(1,037)	-
Total 5900-00 · Professional Fees	0			18,350	18,350	21,550	(3,200)	18,350
Total 6423-00 · Membership Activities				100	100	100		100
6490-00 · Classified Ads					-	-		-
8200-00 · Associate Relations	328	100	100	635	1,164	1,964	(800)	1,164
8300-00 · Board Functions				4,604	4,604	4,604		4,604
8500-00 · Credit Card Fees	2,855			-	2,855	2,855		2,855
8700-00 · Automobile Expenses	4,132	2,300	1,400	371	8,203	9,203	(1,000)	8,203
8750-00 · Meals/Meetings	1,962	125	200	377	2,664	3,164	(500)	2,664
8810-00 · Dues & Subscriptions	3,742	40	100	540	4,422	4,922	(500)	4,422
8910-00 · Travel	4,434			1,500	5,934	6,934	(1,000)	5,934
8920-00 · Bad Debt								-
	923,461	122,029	104,114	395,901	1,545,505	1,613,242	(67,737)	1,545,505
Allocated G&A	283,069	37,571	37,571	(358,211)	358,211			
Total G&A and Overhead Expense	1,206,530	159,600	141,685		1,903,716			
Personnel/OH	714,719	87,012	87,012	317,196				
G&A Cap - Indirect	491,811	72,588	54,674	78,355				
Total Personnel and Indirect Costs	1,206,530	159,600	141,685	395,551				

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Ten-Year View of Personnel/Overhead and 60% TOT Collected

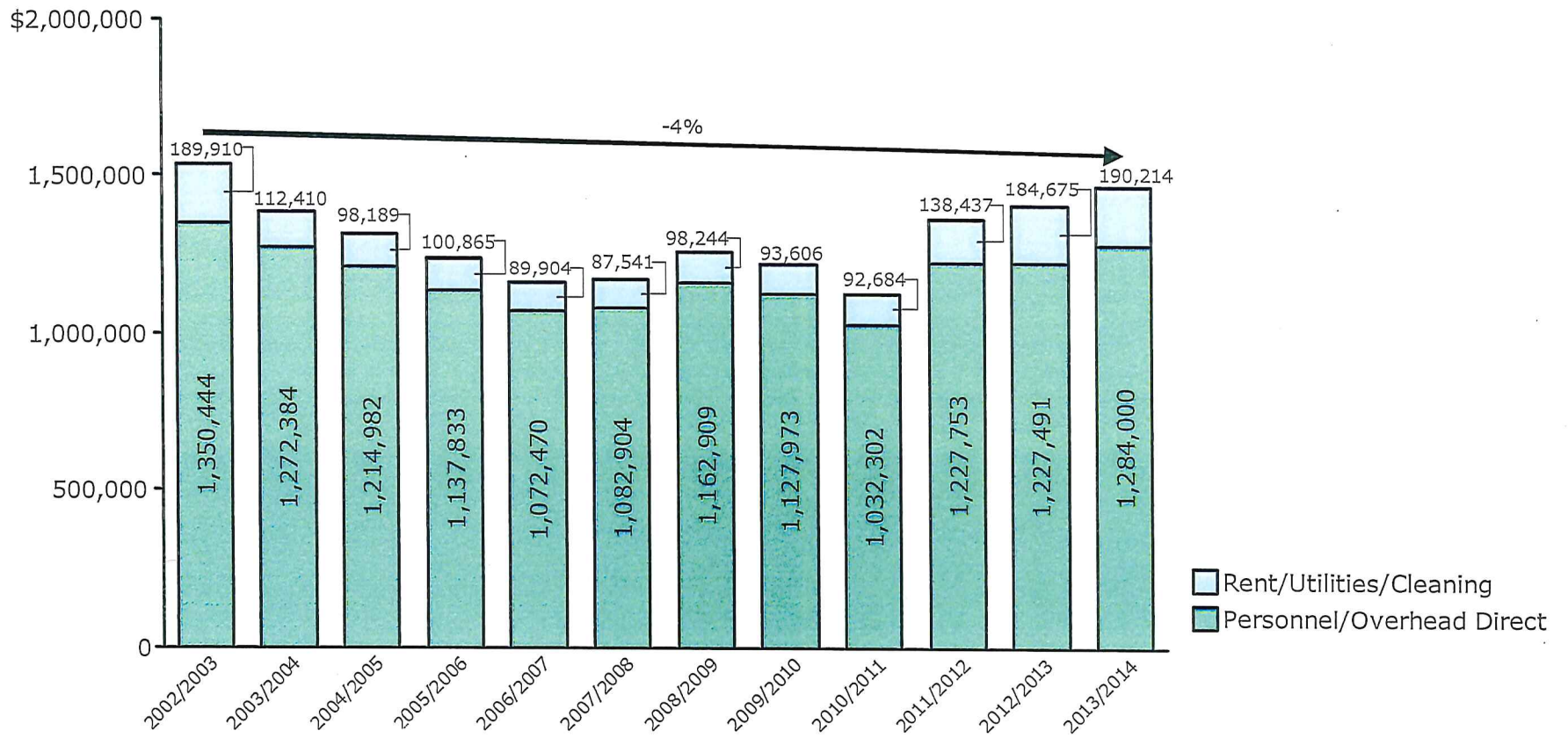


Ten-Year View of Marketing Personnel/Overhead and Marketing TOT Allocation



Ten-Year View of NLTRA Personnel and Overhead

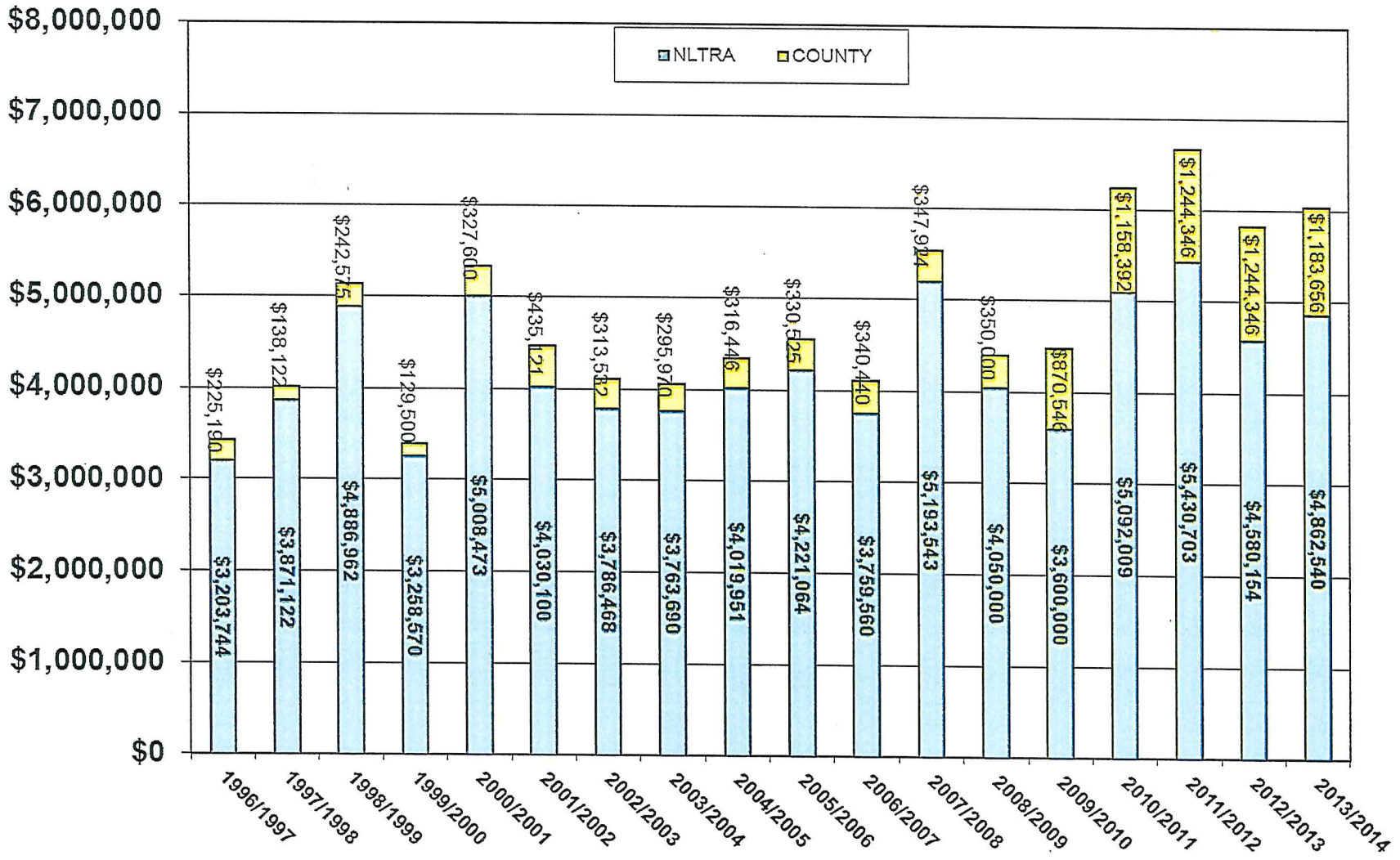
Wage and Rent Expense Categories



TOT FUNDING

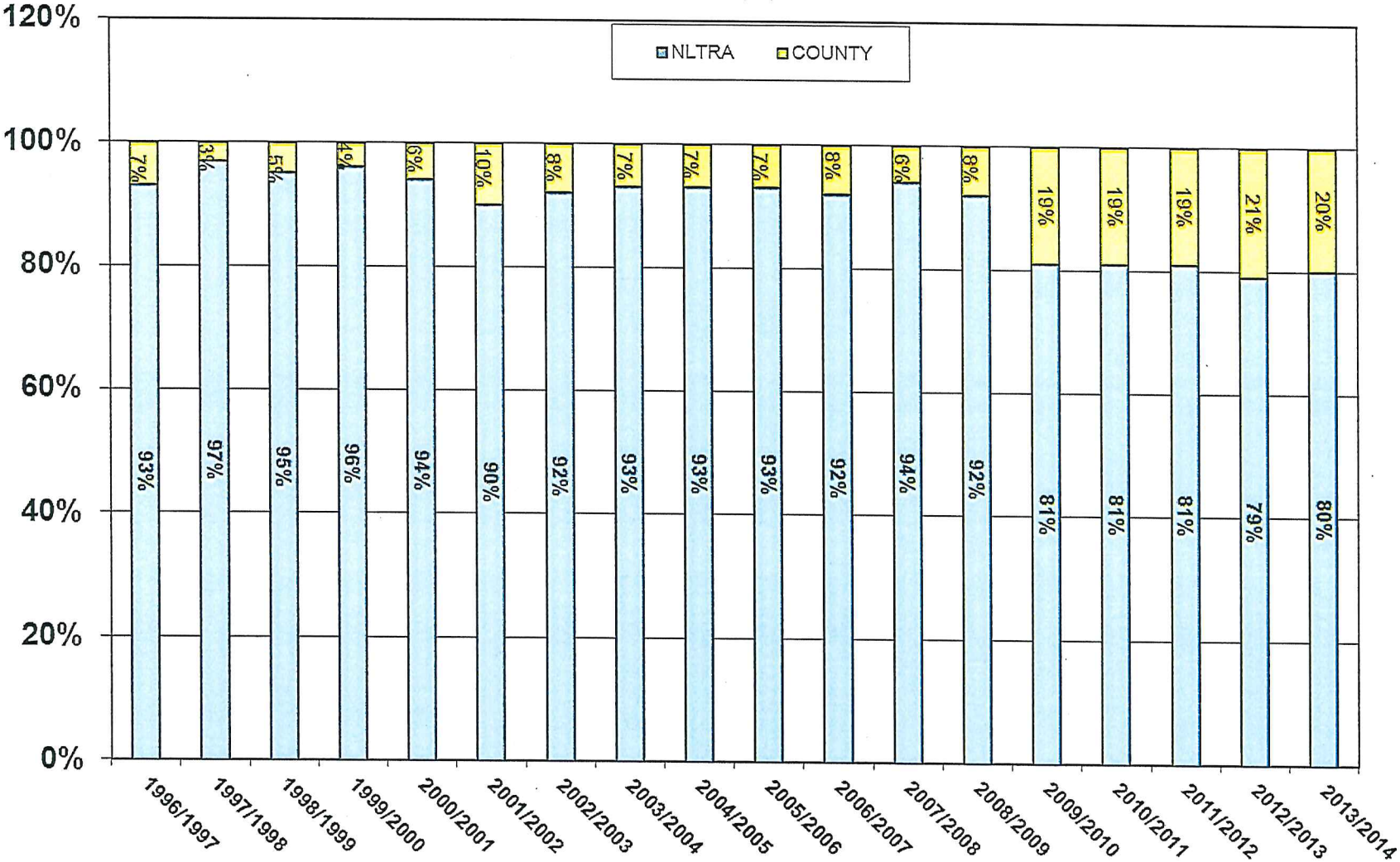
How the 60% is shared between NLTRA AND COUNTY

(\$)



TOT FUNDING

How the 60% is shared between NLTRA AND COUNTY
(%)





Board Recommendation for TOT Allocation

As the Board of Directors of the North Lake Tahoe Chamber/CVB/Resort Association, and appointed advisors to the Placer County Board of Supervisors, we recommend the following to be in the best interest of the North Lake Tahoe area for allocation of Transient Occupancy Tax collected in North Lake Tahoe:

1. Consistent with the 2004 Tourism and Community Investment Master Plan (TDMP) Chapter 3: "Until or unless significant additional funding is acquired to support marketing and promotional programs and functions, the direct promotion of visitation should be the NLTRA's highest priority for available funds."

"Marketing and sales efforts should include the full range of the NLTRA functions, including direct media advertising, Public Relations, Central Reservations, Group/Conference Sales, Leisure Sales, Special Events and Promotions, and Visitor/Member Services."

We believe that our Marketing Strategy which follows the above charter of the TDMP continues to provide results in increased TOT, even in years of reduced snowfall, and allows us to achieve our top priority in our Strategic Goals of increasing TOT by 15% from 2011 to 2016.

2. We believe that specifically the addition last year of an additional sales person for group sales, providing significant funds for large regional events such as Ironman and X Games, adding a social media/events person to our staff, developing a destination visitor growth strategy, utilizing a strike zone strategy for event funding and grants, as well as creative advertising campaigns with proven ad awareness growth are reasons to pursue a continuity of marketing funding levels into the future, all of which have been recommended in the TDMP above.

3. We believe that the Visitor Information strategy of providing the best experience to the greatest amount of people who choose to visit North Lake Tahoe, which includes our new Visitor Center in Tahoe City, a temporary Center in Kings Beach, and displays in Truckee and Auburn California Welcome Centers along with the seasonal Official Visitors Guide, mobile guide, and maps are extending our reach to our visitors. This will result in better experiences, increased net promoter scores and growth in intent to return.

4. We believe that we need to continue with the Transportation strategies that "reduce peak demand for auto travel" as stated in the TDMP. Programs that have been started such as the Water Shuttle, Night Rider, North Lake Tahoe Express, and daily service on 267 will continue to be funded, while we invest time and resources in developing a transit vision that will require additional funding mechanisms outside of current TOT allocations.

5. We believe that Peak Season Transportation services provided by the County should be only funded after approval from the Joint Infrastructure/Transportation Committee based on available funding and other priorities. The original charter from the 1995 Tourism Development Master Plan identifies "Improvement in transportation services so that the visitor does not need a private automobile for a quality, well-rounded visitor experience" as the top priority, which should be overseen by the NLTRA.

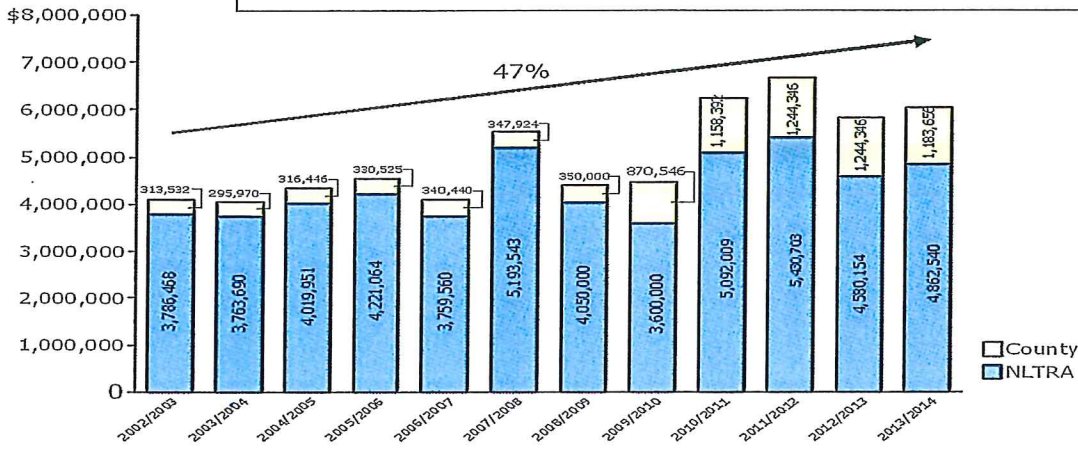
6. We believe that in order to fulfill the TDMP identified Visitor Services and Community Services of "Features that draw visitors to North Lake Tahoe, evaluation of the built environment – visitor facilities and community services, facilities missing from the visitor experience, and missing community components" we need to provide approximately \$1,200,000 per year (including carryover from prior year TOT budget surplus). This will create the cash flow necessary to maintain our current project commitments including the Kings Beach Commercial Core Improvement Project, as well as new projects that may be proposed.

7. We believe that the best outcome for Placer County is to continue to invest a minimum of 60% of collected East Placer County TOT in the North Lake Tahoe region (50% of the 8% Placer County TOT collected in the E. Placer County area plus 100% of the 2% voter approved TOT collected in the E. Placer County area) each year.

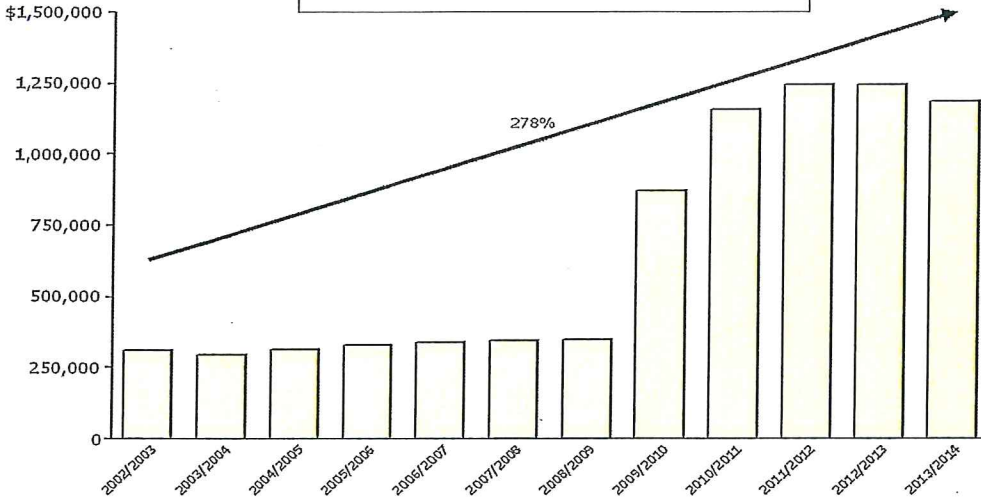
8. We believe that the amount for county services each year should be decreasing as the economy improves and should not exceed 15-18% per year (based on a rolling average of the last 5 years of county services percentages). This will allow for a larger percentage of TOT to be made available for new projects and visitor facilities as well as deferred maintenance of those projects in the North Lake Tahoe area.

9. We believe that in years when there is an unbudgeted surplus of TOT collected, the incremental difference on the 40% that remains in Placer County general fund should be invested in infrastructure projects in North Lake Tahoe to reimburse the TOT fund for county services not identified in the TDMP.

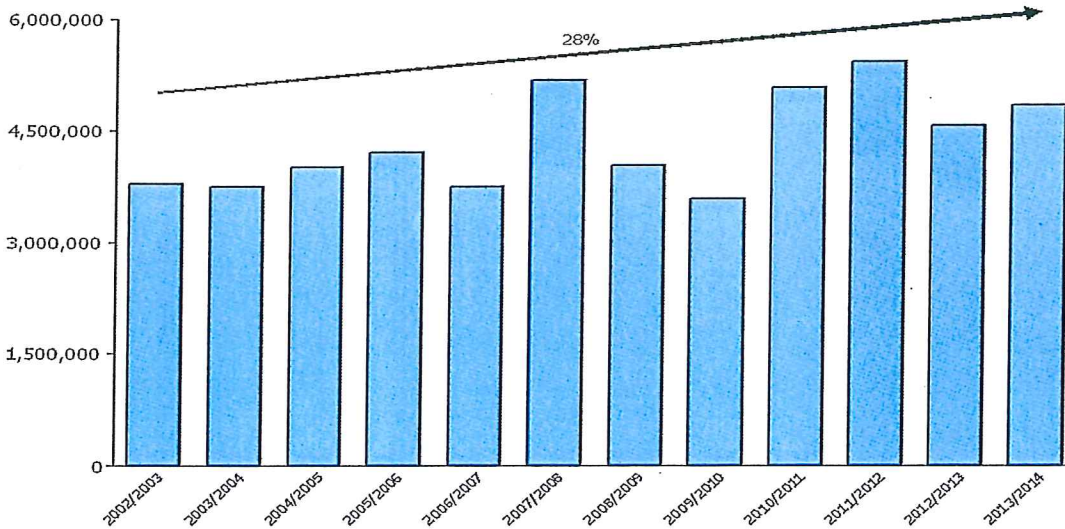
TOT FUNDING GROWTH
2002-2014



TOT FUNDING – COUNTY SERVICES



TOT FUNDING – RESORT ASSOCIATION CONTRACT





IMPLEMENTATION DATE: 7/1/2003
REVISION DATE: 5/28/2013

TITLE: WAGE AND SALARY ADMINISTRATION Page 1 of 3

POLICY

It is the policy of the NLTRA to provide and maintain a system of wage and salary administration that will stimulate improvement in employee productivity, reward performance, ensure internal equity for comparable levels of responsibility, maintain external competitiveness, and provide a basis for establishing effective controls of wage and salary expenses.

PROCEDURE

1. Wage and Salary Ranges: Equitable and competitive wage and salary ranges shall be established for all positions. The pay grades and salary ranges are determined by:
 - a. Market rates for comparable jobs - external competitiveness.
 - b. Management's judgment to the relative internal worth of the job's content - internal equity.

2. Hiring Rates: The hiring rate may fall into one of the three following categories:
 - a. Minimum to midpoint of Range: The midpoint of each range represents the labor market pay level for fully experienced people. Many hiring rates will be paid in the minimum to midpoint of the range. The range minimum should be used as the hiring rate whenever possible since the performance potential of a new employee is difficult to assess.
 - b. Midpoint to Maximum: Only in unusual situations should a starting salary exceed the midpoint. This may occur when an individual has qualifications and potential clearly above average, or when there is a definite plan for a more responsible position in the near future. However, placing someone in the high level may restrict his or her future increase potential. The CEO must approve placement of any new hire's pay rate above the midpoint.
 - c. Below Minimum for Salary Range: In some instances, hiring rates below minimum may be paid. This will usually occur in the upper salary ranges, but may occur at any time at the discretion of management. In such a case, the

employee should usually be brought at least to the minimum of the range within one year.

3. Creation of a New Position

All requests for new positions require a written narrative describing the need for the new position and what circumstances require that a new position be created. The CEO must approve these positions before forwarding to the Board of Directors for final approval.

4. Use of Employee Action Forms

In each of the following transactions, an EAF is used to document the action and to provide a mechanism for approval. Two levels of management approval are required for all of the following transactions. The CEO must approve any exceptions.

Merit Increase Transaction

- a. Merit increases are granted as the result of continued successful performance on the job. Increases are not given based on seniority.
- b. For all exempt and non-exempt year-round employees annual appraisals are conducted by an employee's immediate supervisor in conjunction with quarterly goal assessments. The CEO's appraisal is conducted by the Executive Committee of the Board of Directors. Seasonal employees are given a performance appraisal at the end of each season, which will determine whether the seasonal employee is eligible for re-hire for the next season.
- c. A merit increase may be given any time it is deserved, and may or may not be granted in conjunction with performance appraisals subject to management approval. Any increase requires the approval of two levels of management.
- d. New employees will be eligible for a merit increase at the end of 90 days from their start date, based upon performance evaluation.
- e. Each year management will establish an annual company-wide merit increase budget. Departmental management will be responsible for the distribution of increases within approval limits.
- e. The range of merit increases will be announced each year. Employees will be awarded a percentage increase based on their performance rating and their position within the range.

Promotion Increase Transaction

- a. A promotional increase is typically granted and effective when an employee is assigned to a position in a higher salary grade than the one in which he or she is currently classified, or when there is a reevaluation of the current job placing it into a higher salary grade.

Transfer Transaction

- a. A lateral transfer is a lateral move from one job to another within the same salary grade. A lateral transfer in the same salary grade will not typically justify an increase.

Demotion Decrease Transaction

- a. A demotion is the moving of an employee to a position in a lower range or salary grade because of poor performance or lack of work in the existing classification. A job may have a significant change in duties and responsibilities which requires that it be moved to a lower grade.
- b. If a demoted employee is earning more than the maximum for his or her new (lower) grade, he will be paid no more than the maximum of the new grade. Such an employee will be held at that wage until such time as grade maximums are adjusted upward and will accommodate an increase, if warranted by performance.
- c. The CEO must approve demotions.

5. Incentive Pay

- a. The CEO and core functional managers (Finance, Marketing, Infrastructure/Transportation, Visitor Information and Membership) are eligible for an incentive payout for performance above and beyond their basic job descriptions based upon annual achievement of personal performance goals as well as on organizational and financial performance thresholds. The goals are agreed upon in the employee's annual goal setting meeting and reviewed quarterly.
- b. Hourly and supervisory employees are eligible for an incentive payout based upon specific goal achievement above and beyond their basic job description as determined in the employee's annual goal setting meeting. These are recommended by supervisors and approved by the CEO.

6. General

- a. For the purpose of this policy, “supervisor” is defined as the most immediate supervisor to whom an employee reports.
- b. Any wage or salary increase should not be disclosed to any employee until it has been fully approved.
- c. Valuable career employees who are at the maximum of their salary grades may receive an increase with the approval of the CEO.
- d. The annual goal development and appraisal cycle is linked to the NLTRA’s fiscal year. The Board of Directors and CEO meet in June to set the new year’s strategic goals. Once the Board approves the new year’s goals, the CEO and Management Team set their goals for the year to ensure alignment with the Board-approved strategy. Each manager or supervisor then meets with their direct reports to set their goals for the year. This process typically takes until early September to finalize.

North Lake Tahoe Resort Association
Full-time Employee Salary Ranges*
 Effective January 1, 2013

Position/Title	Minimum Annual	Range Hourly	Mid-Point* Annual	Range Hourly	Maximum Annual	Range Hourly	2013 Current Salaries
Chief Executive Officer/Executive Director**	\$ 120,437	\$ 57.90	\$ 141,690	\$ 68.12	\$ 162,944	\$ 78.34	Less than Mid-Point
Director of Community Partnerships & Planning	\$ 65,686	\$ 31.58	\$ 94,946	\$ 45.65	\$ 141,505	\$ 68.03	Less than Mid-Point
Chief Financial Officer**	\$ 87,154	\$ 41.90	\$ 102,534	\$ 49.30	\$ 117,914	\$ 56.69	Less than Minimum
Chief Marketing Officer*	\$ 83,021	\$ 39.91	\$ 97,672	\$ 46.96	\$ 112,323	\$ 54.00	Less than Mid-Point
Director of Sales*	\$ 52,739	\$ 25.36	\$ 62,046	\$ 29.83	\$ 71,353	\$ 34.30	Over Mid-Point
National Sales Manager*	\$ 40,344	\$ 19.40	\$ 47,464	\$ 22.82	\$ 54,584	\$ 26.24	Over Mid-Point
Special Event Programs Manager*	\$ 41,938	\$ 20.16	\$ 49,339	\$ 23.72	\$ 56,740	\$ 27.28	Over Maximum
Membership Manager*	\$ 33,023	\$ 15.88	\$ 38,851	\$ 18.68	\$ 44,679	\$ 21.48	More than Mid-Point
Leisure Sales Manager*	\$ 47,033	\$ 22.61	\$ 55,333	\$ 26.60	\$ 63,633	\$ 30.59	Over Mid-Point
Visitor Information Services Manager*	\$ 38,012	\$ 18.28	\$ 44,720	\$ 21.50	\$ 51,428	\$ 24.73	Over Mid-Point
Visitor Center Manager*	\$ 30,417	\$ 14.62	\$ 35,785	\$ 17.20	\$ 41,153	\$ 19.78	Over Maximum
Staff Accountant**	\$ 43,122	\$ 20.73	\$ 50,732	\$ 24.39	\$ 58,342	\$ 28.05	Less than Minimum
Marketing Executive Assistant*	\$ 28,676	\$ 13.79	\$ 33,736	\$ 16.22	\$ 38,796	\$ 18.65	Over Maximum
Executive Assistant*	\$ 28,676	\$ 13.79	\$ 33,736	\$ 16.22	\$ 38,796	\$ 18.65	Over Mid-Point
Visitor Information Specialist*	\$ 20,800	\$ 10.00	\$ 30,385	\$ 14.61	\$ 34,943	\$ 16.80	Over Mid-Point
Visitor Information Specialist*	\$ 20,800	\$ 10.00	\$ 30,385	\$ 14.61	\$ 34,943	\$ 16.80	Less than Mid-Point

COMPARISON OF KEY WACVB SALARY AND BENEFITS SURVEY RESULTS Marketing Departments			
	WACVB		NLTRA
Average % of Operating Budget allocated to Salaries and Incentives (excluding fringe and payroll taxes)	34.5%		26.2%
As a % of Salaries, average cost in fringe benefits and payroll taxes	16.6%		27.5%
Average Type of Salary Increase Provided to Staff Merit Increases	1.4%-5.7%		3%
Across the Board Increases	0.8%-2.3%		0
Cost of Living Increases	1.3%-2.9%		0
Length of Service Increase	0.2%-0.7%		0
Incentive (% of annual salary)			
CEO	16.50%		10%
Sales Staff	17.10%		0
Other	10.30%		5-10%

Salary Range Data Sources:

*midpoint derived from 2012 the Western Association of Convention & Visitors Bureau Salary and Benefits Survey

2012 Western Association of Chamber Executives Salary/Benefits Survey

**midpoint derived from the 2012 Northern California NonProfit Compensation Study

Local employer benchmarking



TO: Finance Committee

FROM: Lisa de Roulet

RE: Request for Clarification of Marketing Program Expense

DATE: May 30, 2013

The NLTRA Marketing Department is responsible for administering Marketing Programs and Special Events expense. These expenses are identified in the NLTRA financial statements in the line items entitled "Marketing Programs" (previously identified as only "Programs") and Special Events.

The Marketing Programs expense includes two types of Community Marketing Grant expense: Business Association Grants and Special Event Grants.

Business Association Grants are a \$10,000 grant to 5 business associations: TCDA, NTBA, SVBA, WSA, and NRA. These grants do not require proof of expense and are paid in full when the NLTRA receives an invoice for \$10,000.

Special Event Grants are awarded based on the results of presentations to the Special Event Grant Committee. These grants are a "not-to-exceed" award and are reimbursable after appropriate documentation is provided to the NLTRA.

Additional Marketing Program expense has encompassed the funding of the Auburn Welcome Center and the Placer County Film Office.

Marketing is also responsible for awarding sponsorships and new event development funds, which are identified in the "Special Events" line item of the budget. These funds support events such as Big Blue, Ironman, Wanderlust, Ta-Hoe Nalu and Snowfest!, as well as any new events that may arise.

If needed, I would be happy to provide any additional clarification.

Account Name: SANDRA EVANS HALL Statement Period: 03/29/13 to 04/28/13
 Account Number: [REDACTED] Statement Closing Date: 04/28/13

Transactions					CR=Credit	
Transaction Date	Post Date	Transaction Description	Reference Number		Amount	
04-14	04-15	VZWRLSS*PRPAY AUTOPAY	888-294-6804	CA 383	\$20.00	
04-17	04-18	CAL CHAMBER OF COMMERC	08003318877	CA 021	\$60.00	
04-25	04-25	LATE PAYMENT FEE			\$25.00	
TOTAL FEES FOR THIS PERIOD					\$25.00	
Interest Charged						
INTEREST CHARGE-PURCHASES					\$1.57	
TOTAL INTEREST FOR THIS PERIOD					\$1.57	

2013 Year-to-Date Totals	
Total fees charged in 2013	\$25.00
Total interest charged in 2013	\$1.57

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)	\$122.90	\$1.57
CASH	22.99% (v)	\$0.00	\$0.00
= Variable Rate			

AP
5/28/13

Kim Lambert

From: Sandy Evans Hall
 Sent: Saturday, April 13, 2013 7:55 AM
 To: Kim Lambert
 Subject: Fwd: Important Information Regarding Your Verizon Wireless Account

Sent from my iPhone

Begin forwarded message:

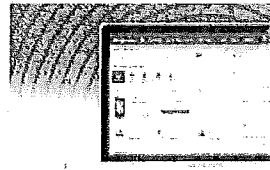
From: "AccountNotify@verizonwireless.com"
 <AccountNotify@verizonwireless.com>
 Date: April 13, 2013, 5:53:27 AM PDT
 To: sandy@puretahoenorth.com
 Subject: Important Information Regarding Your Verizon Wireless Account



IMPORTANT ACCOUNT INFORMATION FROM VERIZON WIRELESS

Thank you for choosing Verizon Wireless. Your payment is now complete and your session is now in progress.

PAYMENT DATE: 04/13/2013
 PAYMENT METHOD: MC XXXX-XXXX-XXXX-4925
 WIRELESS NUMBER: X3327
 BILL TO: N Lake Tahoe Resort Sandra Eva
 Po Box 5459
 Tahoe City, CA 96145



My Verizon is also available to assist you with:

- Viewing your usage
- Updating your plan
- Adding Account Members
- Paying your bill
- Finding accessories for your phone
- And much, much more...

Due Now

1 GB Mobile Broadband for a month \$20.00

SUMMARY OF CHARGES:

Due now: detail of total charges billed to credit card

Subtotal \$20.00
 Taxes \$0.00
 Total charges billed to credit card: \$20.00

By activating service, you are also confirming your agreement to the Verizon Wireless Customer Agreement, including your Plan and applicable charges, as confirmed on the summary page.

Sandy Evans Hall

From: Carney, Marlene [marlene.carney@calchamber.com]
Sent: Tuesday, April 16, 2013 11:17 PM
To: Carney, Marlene
Subject: SPECIAL ANNOUNCEMENT - CalChamber Legislative Briefing moves to larger location to accommodate high demand - Register today!
Importance: High
Follow Up Flag: Follow up
Flag Status: Red

SPECIAL ANNOUNCEMENT – Because Local Chamber Grassroots is so important to us, we have decided to move the location of the Legislative Briefing next door to the Hyatt Regency to accommodate a larger audience. We have re-opened registration for this event. Many of you have registered and we invite your chamber to add to your delegation. Seating is limited and deadline to register is Friday, May 10!!!!

Register Today!

\$60 TOTAL

Sandy Evans Hall
 +
 Doug Houston

CalChamber Legislative Briefing (\$30 per person)

May 21, 10:30 a.m. - 1 p.m.

Location: Hyatt Regency, Sacramento

Get the inside scoop from CalChamber's President/CEO, Allan Zaremborg, about the politics behind major issues affecting employers' ability to stay competitive. Also, hear updates on CalChamber job creators and job killers.

Lunch included.

Sacramento Host Reception (\$0 per person)

May 21, 5:30 p.m. - 7 p.m.

Location: Sutter Club, Sacramento

The Sacramento Host Reception is a networking opportunity for business leaders from all industries in California to discuss key issues facing our great state. This event is a wonderful precursor to the following morning's Host Breakfast.

Sacramento Host Breakfast (\$0 per person)

May 22, 7:30 a.m. - 9 a.m.

Location: Sacramento Convention Center

The Sacramento Host Breakfast provides a venue at which California's top industry and government leaders can meet, socialize and discuss the contemporary issues facing businesses, the economy and government.

Register Today!

Marlene Carney

Director, External Affairs/Local Chamber Services, Southern California

 **CalChamber**

California Chamber of Commerce

P.O. Box 8230, La Verne, CA 91750

Headquarters: 1215 K Street, 14th Floor, Sacramento, CA 95814

NLTRA Mileage Reimbursement

DATES

April 2013

EMPLOYEE NAME:

Sandy E Hall

DATE SUBMITTED:

4/30/2013

DATE	# MILES	DRIVEN FROM	DRIVEN TO	ROUND TRIP? Y or N	REASON FOR TRAVEL
4/2	32	TC	Ritz Carlton	Y	Joseph Maffioli
4/4	12	TC	Squaw Valley Sp	Y	Squaw Valley MAC
4/8	32	TC	Incline - Hyatt	Y	Wasserman Group
4/9	72	TC	TRPA	Y	Transportation PAC
4/10	34	TC	IVGID Offices	Y	Sustainable Business Program
4/10	72	TC	TRPA	Y	Sustainable Community Grant
4/12	16	TC	OVL	Y	Andy Wirth
4/16	20	TC	Tahoe Vista NTEC	Y	NTPUD Board Mtg
4/18	10	TC	NTEC	Y N	NTBA Board
4/18	39	NTEC	Truckee Airport to TC	N	Leadership
4/19	32	TC	Incline Parasol	Y	The Prosperity Center
4/19	16	TC	Plump Sacks	Y	PUD Managers
4/22	6	TC	Clear Woods	N	BOS Reception
4/25	38	TC	Truckee -> Northstar	Y	Laura Partridge / Finance Comm.
4/26	20	TC	Kings Beach	Y	Bill Hoffmann

TOTAL MILES: 451 X \$ ~~.555~~ ^{.565} (per mile) = \$254.82 ~~250.30~~ due employee

\$ 45.18 allow
254.82 reimp
\$ 300.00

AUTHORIZED BY: _____

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KEY METRICS APRIL 30, 2013

Total TOT Collections by Quarter 2008 - 2013					
	Q1 (JAS)	Q2 (OND)	Q3 (JFM)	Q4 (AMJ)	Total
2008-09	3,148,504	1,390,740	2,668,493	1,066,840	8,274,577
2009-10	2,703,071	1,556,649	3,537,143	1,101,823	8,898,686
2010-11	3,145,193	2,027,191	3,694,469	1,270,140	10,136,993
2011-12	3,575,545	1,706,628	3,078,629	1,459,354	9,820,156
2012-13	3,762,759	2,001,701	3,032,315		8,796,775

MTRiP Reservations Activity	FY 12/13	FY 11/12	Variance
Occupancy during April	25.0%	41.9%	-40.2%
ADR April (Average Daily Rate)	\$ 169	\$ 172	-1.7%
Occupancy forecast May	20.3%	22.5%	-9.8%
ADR April	\$ 153	\$ 155	-0.7%
Occupancy (prev 6 mo)	42.7%	39.8%	7.3%
ADR (prev 6 mo)	\$ 248	\$ 228	8.9%
Occupancy (next 6 mo)	27.6%	18.6%	48.7%
ADR (next 6 mo)	\$ 213	\$ 201	6.2%
Incremental Pacing for April	4.6%	5.7%	-19.7%

Conference Revenue Statistics Fiscal 2012 2013 (Jul- Mar)				
	2012-13	2011-12	YOY % Change	
FORWARD LOOKING				
Total Revenue Booked as of 3/31/13	\$ 2,032,945	\$ 2,030,957	0%	
Forecasted Commission for this Revenue	75,859	141,657	-46%	
Number of Room Nights	14,112	11,532	22%	
Number of Tentative Bookings	97	48	102%	
CURRENT				
Annual Revenue Goal	\$ 1,750,000	\$ 1,700,000	3%	
Annual Commission Goal	\$ 75,000	\$ 125,000	-40%	
Conference Revenue And Percentage by County:				
Washoe	\$ 180,887	13%	\$ 154,668 9%	17%
Placer	\$ 714,805	51%	\$ 1,396,486 84%	-49%
South Lake	\$ 488,705	35%	\$ 80,605 5%	506%
Nevada	\$ 16,119	1%	\$ 28,164 2%	-43%
Total Conference Revenue	\$ 1,400,516		\$ 1,659,923	-16%

VISITOR INFORMATION STATISTICS FOR 2012 2013 (Jul-Apr)			
Tahoe City:	2012/2013	2011/2012	YOY % Change
April Referrals	252		
Walk In	33189	10876	205%
Phone	2781	2675	4%
Kings Beach (Walk In Only)	3014	2995	1%
Reno (Walk in Only)	3136	3120	1%
Unemployment	Mar-13	Mar-12	Dec-12
Dollar Point	9.3%	11.6%	9.9%
Kings Beach	7.9%	10.0%	8.6%
Sunnyside/Tahoe City	9.2%	11.6%	10.0%
Tahoe Vista	13.3%	16.5%	14.3%
California	9.4%	11.1%	9.7%
Placer County	8.0%	10.0%	8.6%

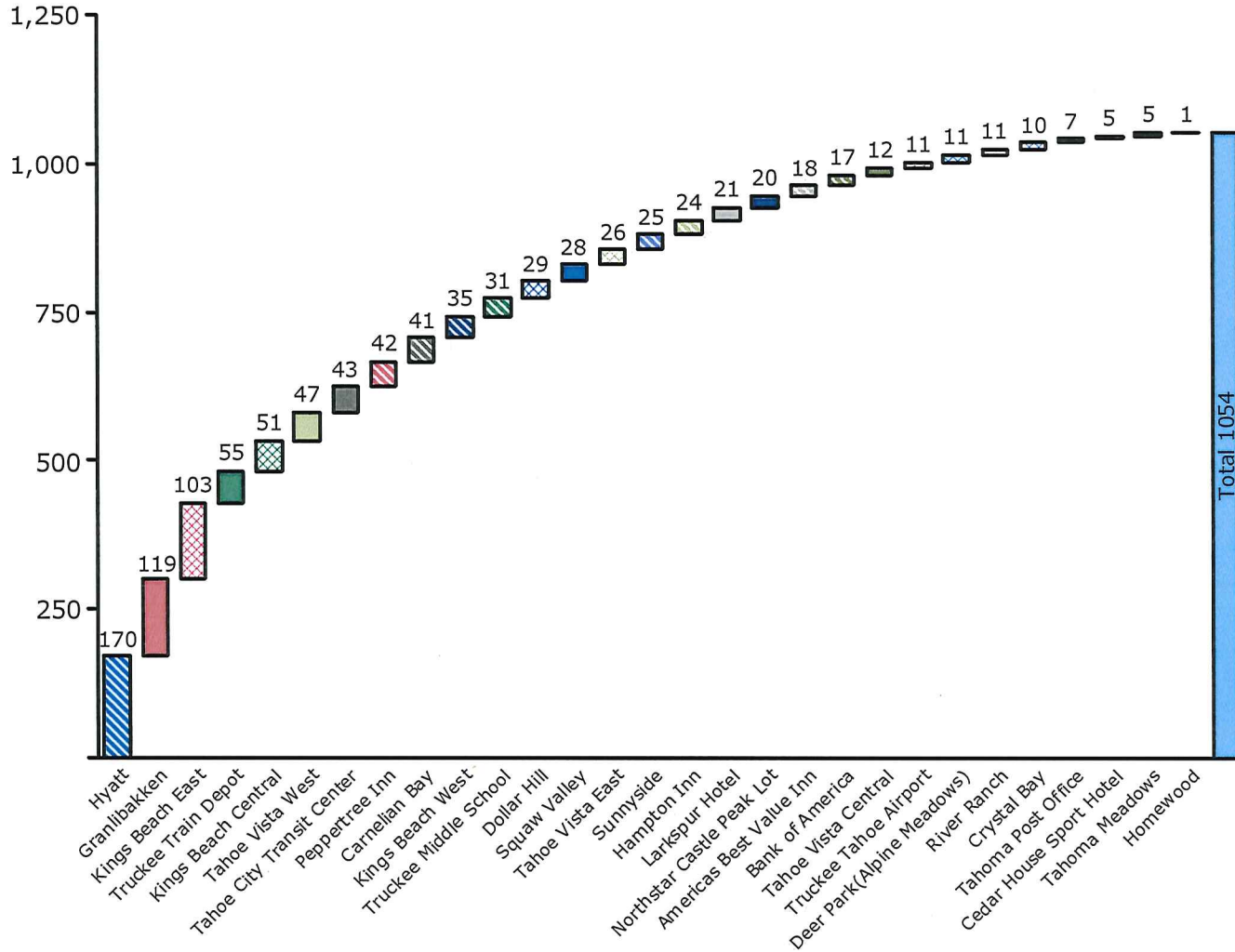
Infrastructure Fund Balances Held by Placer County as of 4/30/13	
Contract 12477 2007-08	\$ -
Contract 12659 2008-09	\$ -
Contract 12818 2009-10	\$ -
Contract 12945 2010-11	\$ 401,199
Contract 13054 2011-12	\$ 1,249,520
Contract 13235 2012-13	\$ 1,357,037
Total Fund Balances	\$ 3,007,756
Chamber Of Commerce Total Membership	
April 2012	468
April 2013	505

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 – 42 DAY SEASON SKIER SHUTTLE COUNTS BY LOCATION

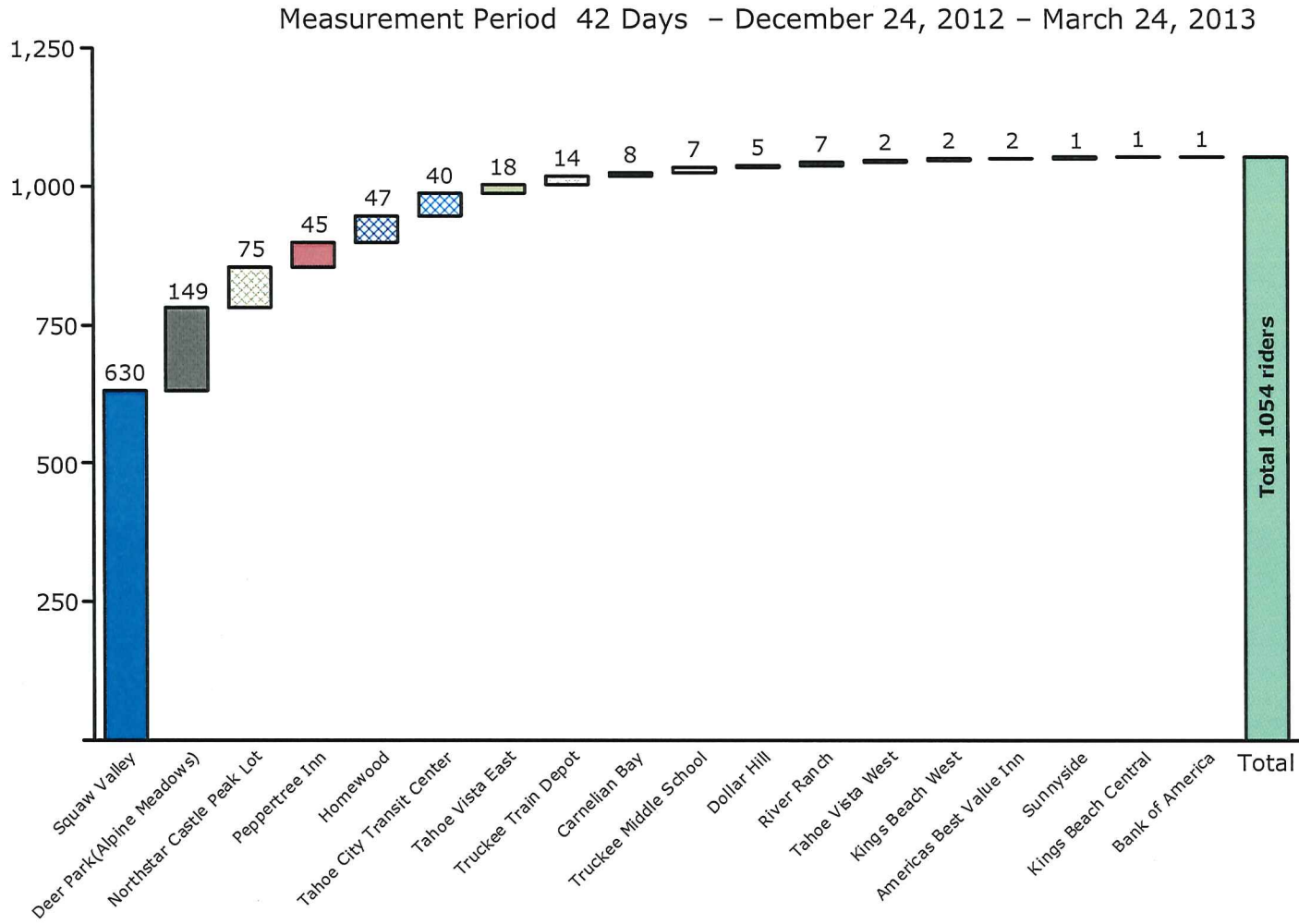
Riders Per Boarding Location - Morning

Measurement Period 42 Days – December 24, 2012 – March 24, 2013



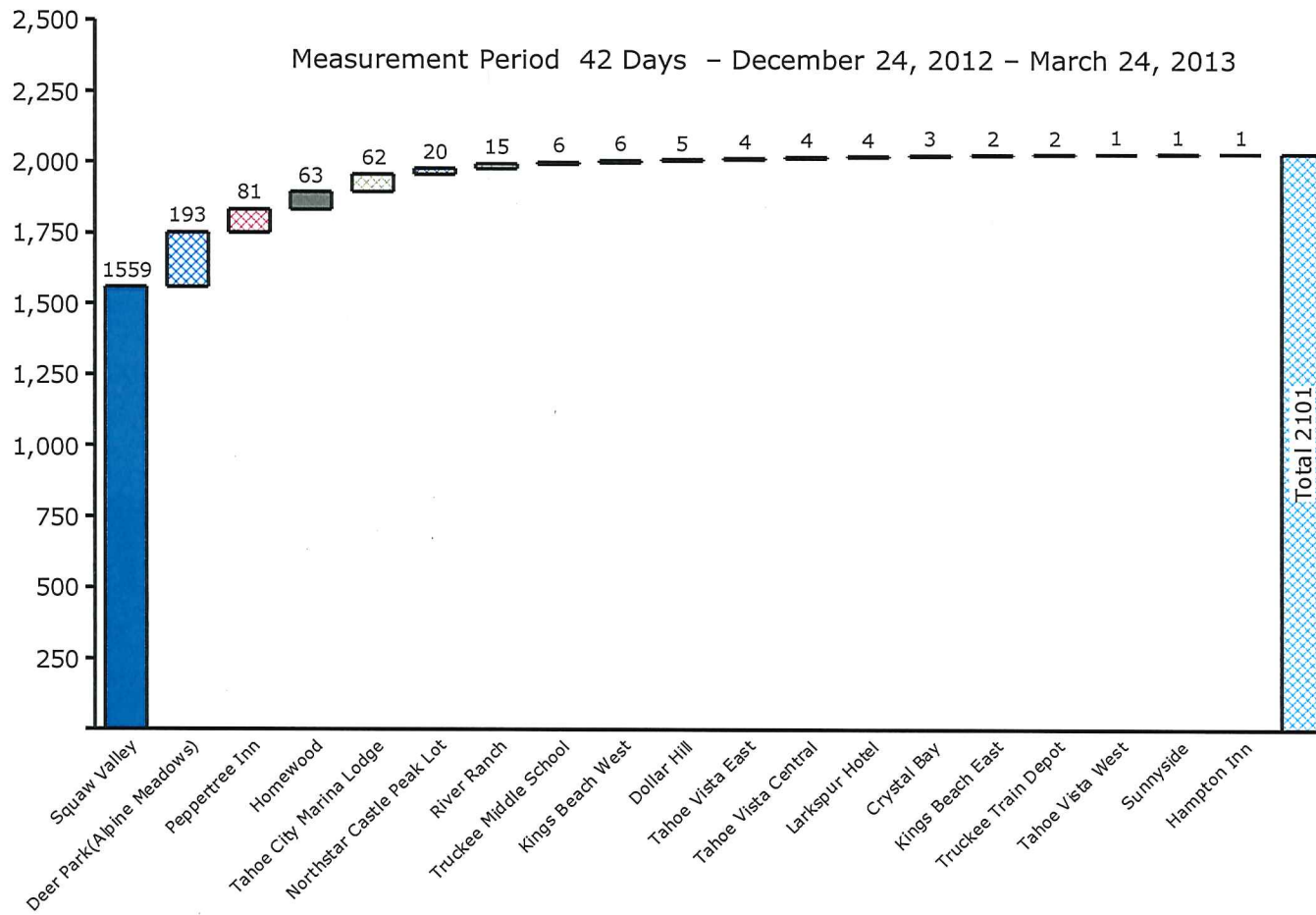
NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE
 2012-2013 SEASON – 42 DAY SEASON
 SKIER SHUTTLE COUNTS BY LOCATION

Riders Per Alighting Location - Morning



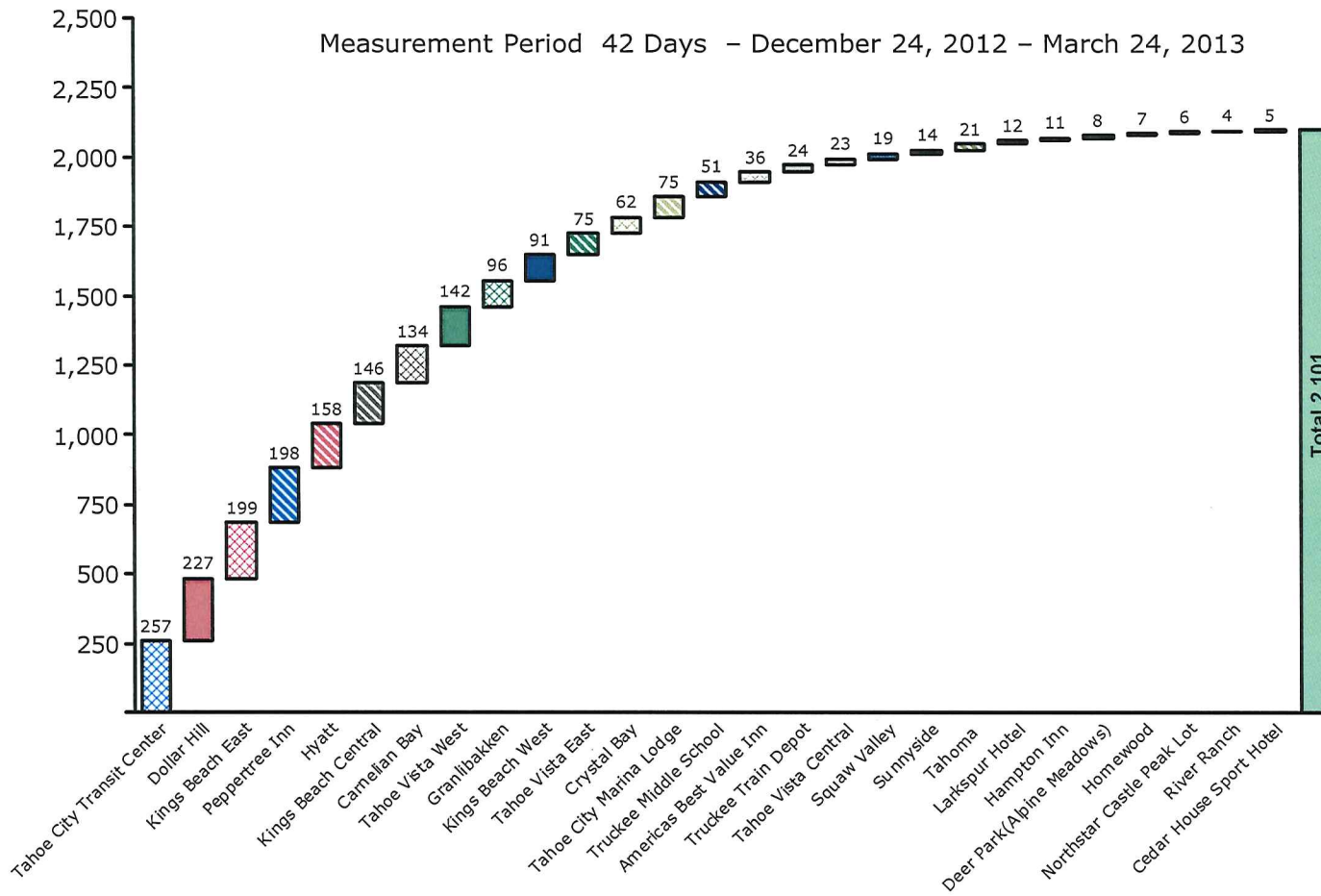
NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE
 2012-2013 SEASON - 46 DAY SEASON
 SKIER SHUTTLE COUNTS BY LOCATION

Riders Per Boarding Location - Afternoons



NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE 2012-2013 SEASON – 46 DAY SEASON SKIER SHUTTLE COUNTS BY LOCATION

Riders Per Alighting Location - Afternoons



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: 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	\$ 48,000
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

**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of May 1, 2013**

APPROVED AND ANTICIPATED PROJECTS				ANTICIPATED INVOICES					
Approved Projects	Funds Held by NLTRA	Funds to be provided by the County	Total Funds to be Provided	12/13 inv	13/14 inv	14/15 inv	15/16 inv	16/17 inv	17/18
Squaw Valley Bus Stops	\$46,968		\$46,968						
Lakeside Multipurpose Trail	\$116,577	\$397,587	\$514,164	\$0					
Signage-Mile Markers	\$16,412		\$16,412		\$2,500				
Regional Wayfinding Signage		\$525	\$525	\$525					
Dollarhill-Tahoe Vista Bike Trail		\$100,000	\$100,000	\$0	\$100,000				
Squaw Valley Trail Snow Removal	(\$51,907)	\$76,907	\$25,000	\$40,980					
North Lake Tahoe Water Shuttle		\$171,914	\$171,914	\$21,000	\$100,000	\$50,000			
Auburn, Truckee, N.T. Visitor Center	(\$31,456)	\$32,000	\$544	\$32,000					
Northstar Community Multi-Purpose Trail	(\$12,856)	\$165,111	\$152,255	\$90,000	\$75,000				
Kings Beach Urban Core Improvement		\$3,068,439	\$3,068,439	\$1,500,000	\$1,500,000				
Transit Center Wayfinding Signage		\$22,717	\$22,717	\$0					
Tahoe City Transit Center		\$435,651	\$435,651	\$435,000					
Tahoe Vista Recreation Area		\$114,009	\$114,009	\$0	\$80,000				
Truckee River Corridor Access Plan		\$236,774	\$236,774		\$36,000	\$200,000			
Homewood Bike Trail		\$144,500	\$144,500	\$144,500					
Coordinated Skier Shuttle	\$0	\$0	\$0	\$0					
Wayfinding Signage Site Plan	(\$20,120)	\$49,970	\$29,850	\$39,000	\$10,000				
Homewood Trail Construction		\$300,000	\$300,000		\$200,000	\$200,000	\$200,000		
Tart Bus Shelter Lighthouse		\$60,000	\$60,000		\$60,000				
Snow Creek Signage		\$12,000	\$12,000		\$12,000				
Master Plan Studies		\$6,000	\$6,000		\$6,000				
Tahoe XC Trails Wayfinding Signage		\$11,000	\$11,000		\$11,000				
TOTAL	\$63,618	\$5,405,104	\$5,468,722	\$2,303,005	\$2,192,500	\$450,000	\$200,000		
Projects/Designated Funds to be Provided	\$63,618	\$5,405,104	\$5,468,722						
Projects Funded from Future Cashflows		(\$2,397,348)	(\$2,397,348)						
Undesignated funds being held	\$53,798	\$0	\$53,798						
Maintenance/Operations Project Reserve	\$248,544		\$248,544						
Total Funds being held May 1, 2013	\$365,960	\$3,007,756	\$3,373,716						
Anticipated Project Requests									
2012-2013			\$0						
TCGC Property/TC Visioning Plan		\$15,000	\$15,000		\$15,000				
Community House		\$400,000	\$400,000				\$200,000	\$200,000	
Total	\$0	\$415,000	\$415,000	\$0	\$15,000	\$0	\$200,000	\$200,000	
2013-2014									
Wayfinding Sign Installation		\$150,000	\$150,000		\$150,000				
Squaw Valley Olympic Museum		\$150,000	\$150,000		\$80,000	\$70,000			
North Tahoe Public Ice Skating		\$180,000	\$180,000		\$180,000				
Tahoe City Golf Course Parking		\$40,000	\$40,000		\$40,000				
Kings Beach Pier		\$10,000	\$10,000		\$10,000				
Total	\$0	\$530,000	\$530,000	\$0	\$460,000	\$70,000			
2014-2015									
Wayfinding Sign Installation		\$250,000	\$250,000			\$100,000	\$150,000		
Northstar/Martis Community Trail		\$250,000	\$250,000			\$250,000			
West Commons Firestation Redevel		\$150,000	\$150,000				\$150,000		
Tart Bus Shelter		\$60,000	\$60,000			\$60,000			
Total	\$0	\$710,000	\$710,000	\$0	\$0	\$410,000	\$300,000		

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**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of May 1, 2013**

ANTICIPATED PROJECTS				ANTICIPATED INVOICES					
Anticipated Projects	Funds Held by NLTRA	Funds to be provided by County	Total Funds to be provided	12/13 inv	13/14 inv	14/15 inv	15/16 inv	16/17	17/18
2015-2016									
Dollar Hill-Tahoe Vista Trail		\$250,000	\$250,000				\$250,000		
TC Historic Walking Trail		\$32,000	\$32,000				\$32,000		
Tart Bus Shelter		\$60,000	\$60,000				\$60,000		
Truckee River Corridor Trail		\$350,000	\$350,000				\$150,000		
Kings Beach Visitor Center		\$70,000	\$70,000				\$70,000		
Tahoe City Golf Course Parking		\$100,000	\$100,000				\$100,000		
Total	\$0	\$862,000	\$862,000	\$0	\$0	\$0	\$662,000		
2016-2017									
Kings Beach Visitor Center		\$200,000	\$200,000					\$100,000	\$100,000
Total		\$200,000	\$200,000					\$100,000	\$100,000
2017-2018									
Total									
Total Anticipated Invoices				2012-13 \$2,303,005	2013-14 \$2,667,500	2014-15 \$930,000	2015-16 \$1,362,000	2016-17 \$300,000	2017-18 \$100,000

Projects with Designated funds	\$63,618	\$5,405,104	\$5,468,722
Projects Funded from Future Cashflows		(\$2,397,348)	(\$2,397,348)
Future Projects from Future Cashflows		(\$5,359,500)	(\$5,359,500)
Undesignated funds being held	\$53,798	\$0	\$53,798
Maintenance/Operations Projects Reserve	\$248,544		\$248,544
Total Funds being held May 1, 2013	\$365,960	\$3,007,756	\$3,373,716
Total Anticipated Funding 13-14 thru 17-18		\$6,000,000	\$6,000,000
Total 2017-18 Anticipated Ending Funds			\$1,919,210

\$1,919,210 ANTICIPATED FOR FUTURE ANTICIPATED TOT FUNDING

BASED ON PREVIOUS CAPITAL IMPROVEMENTS FUNDING:

F.Y. 2005/06 =	\$1,449,075
F.Y. 2006/07 =	\$1,136,188
F.Y. 2007/08 =	\$1,834,995
F.Y. 2008/09 =	\$827,151 \$500,000 KBCCIP
F.Y. 2009/10 =	\$524,476 \$500,000 KBCCIP
F.Y. 2010/11 =	\$1,381,590 \$464,000 TART BASE
F.Y. 2011/12 =	\$1,129,863 \$464,000 TART BASE
F.Y. 2012/13	\$1,357,037
	\$10,467,526
	\$1,308,441 Average

2012-13 Beginning Available Funds	\$5,299,235
2012-13 Anticipated TOT Funding	\$1,357,037
2012-13 Paid or Anticipated Invoices	\$5,050,823
2012-13 Ending Available Funds	\$1,605,449
2013-14 Available Funds	\$1,605,449
2013-14 Anticipated TOT Funding	\$1,200,000
2013-14 Anticipated Invoices	\$2,667,500
2013-14 Ending Available Funds	\$137,949
2014-15 Available Funds	\$137,949
2014-15 Anticipated TOT Funding	\$1,200,000
2014-15 Anticipated Invoices	\$930,000
2014-15 Ending Available Funds	\$407,949
2015-16 Available Funds	\$407,949
2015-16 Anticipated TOT Funding	\$1,200,000
2015-16 Anticipated Invoices	\$1,362,000
2015-16 Ending Available Funds	\$245,949

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**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of May 1, 2013**

2016-17 Available Funds	\$245,949
2016-17 Anticipated TOT Funding	\$1,200,000
2016-17 Anticipated Invoices	\$300,000
2016-17 Ending Available Funds	\$1,145,000
2017-18 Available Funds	\$1,145,000
2017-18 Anticipated TOT Funding	\$1,200,000
2017-18 Anticipated Invoices	\$100,000
2017-18 Ending Available Funds	\$2,245,000