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Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Tuesday, May 31, 2011 – 9:00 am

NLTRA Conference Room

NLTRA Mission

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

Meeting Ground Rules

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

**Finance
Committee
Members**

NLTRA Board
*Allen Highfield
Ron McIntyre
Ron Parson*

Committee Member
*Kimberly Frushon
Mike Salmon*

Placer County Rep.
Jennifer Merchant

Quorum
2 Board Members

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – May 3, 2011

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

E. Review, Discussion and Possible Action to Recommend Approval of the Proposed Placer County Tahoe TOT Budget for FY-2011/12

F. Follow-up Items from Previous Meetings

G. Committee Member Comments

H. Adjournment

Posted and emailed: May 27, 2011



FINANCE COMMITTEE MINUTES
Tuesday, May 3, 2011 – 9:00 am

NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron Parson, Ron McIntyre, Jennifer Merchant, and Mike Salmon by phone

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

OTHERS IN ATTENDANCE: None

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 9:11 am by Chair Ron Parson and a quorum was established.

2.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (McIntyre/Parson) (2/0) to approve the agenda as presented.**

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (McIntyre/Parson) (2/0) to approve the Finance Committee minutes of Tuesday, April 5, 2011.**

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

5.1 Sally Lyon reviewed the Financial Analysis for the nine months ending March 31, 2011:

- Operating cash is \$628,000.
- Marketing Cooperative cash is \$105,000.
- Infrastructure cash is \$474,000.
- The receivable from the County for Marketing, Transportation and G&A is \$1.1 million.
- Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$5.7 million.
- Unearned revenue and deferred support related to Infrastructure is \$6.2.
- Change in net assets is (\$59,000) for the month of January and \$183,000 year-to-date.
- The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$12,000 from same month a year ago.

Ron Parson asked about Ski Tahoe North breakage. Sally explained that breakage stays in a liability account and is available for marketing the STN program. It does not show up as income. The STN program was discussed further. Andy Chapman explained that there are two components to the program

– domestic/international tour operators and online ticket sales. This year, online sales are down, probably due to an increase in the retail ticket price. The Finance Committee would like to know what is being done to improve the program. Andy stated that success of the program is related to ski resort participation. The program may need to be restructured. Andy said that there has been one meeting with the resorts and there will be another soon to work out the problems.

M/S/C (McIntyre/Salmon) (3/0) to recommend to the Board of Directors the approval of the March 31, 2011 Financial Statements.

6.0 RECEIVE AND REVIEW, WITH DIRECTION TO STAFF, THE 9 MONTH ACTUAL/3 MONTH FORECAST FOR FY 2010/11

6.1 Sally Lyon reviewed the forecast. The major variance is in Infrastructure revenue due to aggressive budgeting. There is an additional \$200,000 of carry-over in marketing. There is an additional \$75,000 of project expenditure for snow removal and road repair for the Amgen Tour of California. These expenditures are half of the required set aside of \$150,000 of Infrastructure equity. In answer to Ron McIntyre's question, Sally stated that Placer County wants to reduce our equity. Sally further stated that the amount of equity currently held is reasonably "safe."

Additionally, Sally noted that G&A expense is forecasted to be higher than the previous forecast due to the added \$25,000 we are paying in Executive Director moving expenses.

6.2 Ron McIntyre noted that this year's budgeting and forecasting has been close; there have been no major changes. Andy Chapman said that this is partially due to having better procedures and Sally Lyon doing an exceptional job.

7.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

7.1 The Executive Director search expenses were discussed. Searchwide has billed us in excess of the contract amount of \$41,000. Sally Lyon reported that she called Searchwide to discuss this matter. Then, Jim Carra wrote to Deanna Gescheider and said that the NLTRA is responsible for the additional expenses. The Finance Committee recommends to short pay the bill and then negotiate later if necessary. A letter will be included explaining the reason for the short pay. This matter will be discussed in closed session at the Board meeting tomorrow.

7.2 The Ski Tahoe North Interchangeable Lift Ticket program will be discussed at a later date, after meetings with the ski resorts.

8.0 COMMITTEE MEMBER COMMENTS

8.1 Jennifer Merchant hopes to get TOT numbers soon. The numbers should be high. Jennifer also reported that the carry-over check will be released in May. She and Ron Treabess have begun to discuss the scope of work for next year's contract.

8.2 Ron Treabess reported that the 2011/12 Scope of Work and TOT Budget will be submitted to the NLTRA Board of Directors at its June 1st meeting.

8.2 Ron McIntyre asked the status of the conference equity issue. Ron Treabess stated that a memo has been submitted to Tom Miller, but there has not yet been a response.

9.0 ADJOURNMENT

9.1 The Finance Committee meeting adjourned at 10:15 am.

Submitted by:
Kim Lambert
Accounting and Human Resources Assistant

**North Lake Tahoe Resort Association
Financial Statements
For the Ten Months Ending April 30, 2011**

North Lake Tahoe Resort Association
Financial Analysis
For the Ten Months Ending April 30, 2011

Consolidated

Statement of Financial Position

- Operating Cash is \$582,000, Marketing Cooperative Cash is \$43,000 and Infrastructure Cash is \$474,000.
- The Receivable from the County is \$873,000. This includes four payments for the 10/11 contract. The current year payment schedule starts in October 2010 and runs through August 2011.
- Infrastructure funds that Placer County is holding for 2005-2010 are booked as a separate receivable (AR – Infrastructure County) in the amount of \$1,582,000 for 06/07, \$1,835,000 for 07/08, \$827,000 for 08/09, \$790,000 for 09/10 and \$667,000 for 10/11 (collected throughout the year) with the total receivable at \$5,701,000.
- Unearned Revenue & Deferred Support in the amount of \$6,175,000 is the offsetting liability for the Infrastructure funds held by NLTRA and Placer County.
- Accounts Receivable is down \$27,000 from the previous month with good collections on Chamber Membership and Ski Tahoe North Tickets offset by new billings of Conference Commissions.
- Advance Ticket Sales (STN) has a \$28,000 balance. Sales of the retail tickets have not been as strong as previous year.
- Other Liabilities and Unearned Revenue are down \$60,000 from a month ago and corresponds to the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is (\$83,000) for the month of April and \$100,000 year to date.

Statement of Cash Flows

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is up \$124,000 from the same month a year ago. For the year, Tourism and Administration has used \$91,000, Infrastructure has provided \$42,000 and equipment purchase has used \$2,000 for a total increase in cash of \$50,000 for the ten months ending April 30, 2011.

**North Lake Tahoe Resort Association
Financial Variance Report
For the Month Ended April 30, 2011**

	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
Month-Budget		482,784	81,755	519,043	3,571	(121,585)
Key Variances						
Commissions-up from budget	Conference	11,844				11,844
Chamber Special Events-Annual Awards Dinner correction of an error	Chamber	(12,555)				(12,555)
TOT funding-Infrastructure project revenue to match expenditures	Infrastructure	(214,100)				(214,100)
Salaries-Salary savings	G & A		9,719			9,719
Special Events-Timing of Amgen expenditures	Marketing			(5,372)		(5,372)
Marketing Other-Timing	Marketing			(9,365)		(9,365)
Community Marketing Programs-Timing	Marketing			6,636		6,636
Transportation Projects-Timing	VST			67,855		67,855
Cost of Goods-Timing of purchases	VIC			0		0
Board Functions-Ex Director search over budget	G & A			(16,597)		(16,597)
Infrastructure Projects-	Infrastructure			214,100		214,100
All Other Smaller Variances	Various	(404)	139	(922)	(12,514)	(13,701)
Variance Total		(215,215)	9,858	256,335	(12,514)	38,464
Month-Actual		267,569	71,897	262,708	16,085	(83,121)

Positive variance is positive to the Budget.

**North Lake Tahoe Resort Association
Financial Variance Report
For the Ten Months Ended April 30, 2011**

YTD-Budget	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
		4,676,129	880,167	3,771,952	31,702	(7,692)
Key Variances						
Commissions-Ski Tahoe North Tickets slow start, and less sales	Marketing	(21,867)				(21,867)
Commissions-large group not commissionable	Conference	(16,327)				(16,327)
Placer County Funding-Journal Transfer	VST	440,459				440,459
Chamber Member Dues-Write-off of non-paying members	Chamber	(11,247)				(11,247)
Chamber Special Events-Chamber Events Revenue under budget	Chamber	(6,416)				(6,416)
TOI funding-Revenue recognition to match spending Infrastructure projects	Infrastructure	(1,332,947)				(1,332,947)
Salaries-Timing	Marketing		6,785			6,785
Salaries-Timing	Conference		(6,335)			(6,335)
Salaries-Salaries and benefits up from budget	VIC		(5,065)			(5,065)
Salaries-Savings	G & A		33,860			33,860
Special Events-Timing of Amgen and reimbursement	Marketing			46,960		46,960
Marketing-Other-Timing	Marketing			12,115		12,115
Community Marketing Programs-Timing	Marketing			(16,350)		(16,350)
Transportation Projects-Journal Transfer	VST			(371,329)		(371,329)
Cost of Sales-Sales and cost of sales up from budget	VIC			(6,838)		(6,838)
Chamber Special Events-Expenses below budget	Chamber			5,559		5,559
Professional Fees-Savings on Tax Return preparation	G & A			6,035		6,035
Board Functions-Ex Director search over budget	G & A			(5,004)		(5,004)
Infrastructure Projects-Various, corresponds to TOI funding	Infrastructure			1,332,947		1,332,947
All Other Smaller Variances	Various	7,334	5,134	35,542	(24,986)	23,024
Variance Total		(941,011)	34,379	1,039,637	(24,986)	108,019
Month-Actual		3,735,118	845,788	2,732,315	56,688	100,327

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association Statement of Financial Position

April 30, 2011
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		10 Month Change	
	Current 30-Apr-11	Last Month 31-Mar-11	Same Mth 30-Apr-10	Year End 30-Jun-10	Amount	Pctg	Amount	Pctg	Amount	Pctg
ASSETS										
Cash and cash equivalents										
Operating	\$ 582,321	\$ 628,190	\$ 322,798	\$ 468,391	\$ (45,869)	-7%	\$ 259,523	80%	\$ 113,930	24%
Marketing Cooperative	43,370	104,943	181,638	232,998	(61,573)	-59%	(138,268)	-76%	(189,628)	-81%
Infrastructure	473,781	473,781	471,155	448,533	0	0%	2,626	1%	25,248	6%
Other Restricted					0	-		-		-
Total Cash & cash equiv	<u>1,099,472</u>	<u>1,206,914</u>	<u>975,591</u>	<u>1,149,922</u>	<u>(107,442)</u>	<u>-9%</u>	<u>123,881</u>	<u>13%</u>	<u>(50,450)</u>	<u>-4%</u>
Receivables										
AR - Membership Services	30,453	34,908	30,895	24,678	(4,455)	-13%	(442)	-1%	5,775	23%
AR - Group Commissions	15,619	15,732	24,147	19,553	(113)	-1%	(8,528)	-35%	(3,934)	-20%
AR - Other	10,553	0	13,117	9,709	10,553	-	(2,564)	-20%	844	9%
AR - Co-op/STN/Shared	29,696	62,606	27,978	37,741	(32,910)	-53%	1,718	6%	(8,045)	-21%
AR - Innitopia	0	0	0	0	0	-	-	-	-	-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	0	-	14,973	0%	-	-
AR - Infrastructure County	5,700,868	5,700,868	4,995,448	5,440,204	0	0%	705,420	82%	260,664	5%
AR - County TOT Funding	873,165	1,128,295	861,178	430,587	(255,130)	-23%	11,987	0%	442,578	103%
Total Receivables	<u>6,660,354</u>	<u>6,942,409</u>	<u>5,937,790</u>	<u>5,962,472</u>	<u>(282,055)</u>	<u>-4%</u>	<u>722,564</u>	<u>-</u>	<u>697,882</u>	<u>12%</u>
Long Term Assets										
Prepaid expenses	5,770	6,908	7,170	15,021	(1,138)	-16%	(1,400)	-157%	(9,251)	-62%
Inventory	928	928	891	928	0	0%	37	0%	0	0%
Furniture, Fixtures & Other	22,370	23,087	30,672	29,313	(717)	-3%	(8,302)	-103%	(6,943)	-24%
Computer Software/Equipment	4,112	4,562	8,062	6,906	(450)	-10%	(3,950)	-52%	(2,794)	-40%
Leasehold Improvements	2,985	3,385	7,642	6,985	(400)	-12%	(4,657)	-	(4,000)	-57%
Total Long Term Assets	<u>36,165</u>	<u>38,870</u>	<u>54,437</u>	<u>59,153</u>	<u>(2,705)</u>	<u>-7%</u>	<u>(18,272)</u>	<u>-</u>	<u>(22,988)</u>	<u>-39%</u>
TOTAL ASSETS	<u>\$ 7,795,991</u>	<u>\$ 8,188,193</u>	<u>\$ 6,967,818</u>	<u>\$ 7,171,547</u>	<u>\$ (392,202)</u>	<u>-5%</u>	<u>\$ 828,173</u>	<u>-</u>	<u>\$ 624,444</u>	<u>9%</u>
LIABILITIES & NET ASSETS										
Liabilities										
Accounts Payable	\$ 280,723	\$ 289,509	\$ 156,100	\$ 277,169	\$ (8,786)	-3%	\$ 124,623	526%	\$ 3,554	1%
Advance Ticket Sales	28,289	27,983	23,708	(1,272)	306	1%	4,581	2%	29,561	-2324%
Other Liabilities and Unearned	139,370	199,342	291,782	338,971	(59,972)	-30%	(152,412)	-35%	(199,601)	-59%
Deferred Support	362,905	618,035	430,584	-	(255,130)	-41%	(67,679)	-1%	362,905	-
Deferred Infra	6,175,435	6,175,435	5,466,694	5,888,737	0	0%	708,741	-	286,698	5%
Total Liabilities	<u>6,986,722</u>	<u>7,310,304</u>	<u>6,368,868</u>	<u>6,503,605</u>	<u>(323,582)</u>	<u>-4%</u>	<u>617,854</u>	<u>-</u>	<u>483,117</u>	<u>7%</u>
Net Assets										
Fund Balance Designated	284,110	269,610	243,110	243,110	14,500	5%	41,000	9%	41,000	17%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	17%	(14,470)	-3%
Net Change in Net Assets	100,327	183,447	(83,462)	(14,470)	(83,120)	-45%	183,789	31%	114,797	-793%
Total Net Assets	<u>809,269</u>	<u>877,889</u>	<u>598,950</u>	<u>667,942</u>	<u>(68,620)</u>	<u>-8%</u>	<u>210,319</u>	<u>-</u>	<u>141,327</u>	<u>21%</u>
TOTAL LIABILITIES & NET ASSETS	<u>\$ 7,795,991</u>	<u>\$ 8,188,193</u>	<u>\$ 6,967,818</u>	<u>\$ 7,171,547</u>	<u>\$ (392,202)</u>	<u>-5%</u>	<u>\$ 828,173</u>	<u>-</u>	<u>\$ 624,444</u>	<u>9%</u>

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Consolidation of Departments
For the Ten Months Ending April 30, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
DESCRIPTION										
Revenue and Other Support										
Member Dues	9,937	10,720	(783)	11,008	(7%)	94,560	106,177	(11,617)	112,712	(11%)
Special Events & Functions	(11,000)	1,555	(12,555)	1,675	(807%)	109,157	110,770	(1,613)	110,568	(1%)
Miscellaneous	0	0	0	0	0%	4,449	4,079	370	0	9%
Commissions & Booking Fees	12,165	0	12,165	10,935	0%	132,588	170,782	(38,194)	106,044	(22%)
Retail Sales & Other	1,247	820	427	367	52%	19,772	16,208	3,564	8,125	22%
Interest & Investment Income	91	480	(369)	465	(80%)	2,981	4,019	(1,038)	4,682	(26%)
Placer County Funding	255,130	469,229	(214,099)	878,248	(46%)	3,371,612	4,264,094	(892,482)	3,493,843	(21%)
Total Revenue and Other Support	267,370	482,784	(215,214)	902,698	(45%)	3,735,118	4,676,129	(941,011)	3,835,974	(20%)
Expenses										
Salaries and benefits	71,897	81,755	(9,858)	83,391	(12%)	845,788	880,167	(34,378)	941,845	(4%)
Rent & Utilities	7,608	7,945	(337)	7,925	(4%)	77,664	79,561	(1,897)	78,229	(2%)
Telephone Services	1,979	2,115	(136)	2,032	(6%)	19,343	20,839	(1,496)	22,096	(7%)
Internet Access	0	0	0	290	0%	290	0	290	290	0%
Mail Expenses	30	340	(310)	258	(91%)	2,338	3,104	(766)	2,258	(25%)
Insurance & Bonding	374	425	(51)	425	(12%)	3,830	4,240	(410)	4,508	(10%)
Supplies	684	1,085	(401)	1,268	(37%)	8,872	10,025	(1,153)	11,059	(12%)
Equipment Sup. & Maint.	847	1,200	(353)	1,187	(29%)	8,267	12,425	(4,158)	11,541	(33%)
Taxes, Licenses & Fees	0	90	(90)	87	(100%)	1,015	1,125	(110)	2,574	(10%)
Equip. Rental / Leasing	1,740	1,188	552	1,514	46%	13,113	11,358	1,755	11,675	15%
Training & Seminars	0	0	0	0	0%	477	1,500	(1,023)	1,345	(68%)
Project Costs	125,369	401,742	(276,373)	799,036	(69%)	1,282,071	2,259,680	(977,609)	1,783,259	(43%)
Professional Fees Legal/Accounting	0	500	(500)	4,807	(100%)	18,886	24,920	(6,035)	23,280	(24%)
Special Events	5,372	0	5,372	111	0%	91,435	138,395	(46,960)	18,439	(34%)
Autumn Food & Wine Costs	0	0	0	0	0%	79,024	75,508	3,516	75,795	5%
Membership Events/Newsletter	1,739	2,595	(856)	2,575	(33%)	30,394	35,953	(5,559)	33,171	(15%)
Cost of Goods Sold	596	640	(44)	855	(7%)	16,257	9,419	6,838	6,356	73%
Promotional/ Giveaways	0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	0	0	0	0	0%	0	0	0	11,575	0%
Marketing Cooperative/Media	84,476	84,476	0	68,633	0%	826,760	826,760	0	686,330	0%
Marketing Other	9,365	0	9,365	4,762	0%	73,236	85,351	(12,115)	34,060	(14%)
Programs	3,364	10,000	(6,636)	26,500	(66%)	106,350	90,000	16,350	102,412	18%
Associate Relations	82	84	(2)	0	(2%)	3,696	6,832	(3,136)	6,571	(46%)
Board Functions	17,297	700	16,597	3,185	*****	52,271	47,267	5,004	7,196	11%
Credit Card Fees	159	195	(36)	147	(18%)	4,008	7,787	(3,779)	7,669	(49%)
Automobile Expenses	574	490	84	903	17%	4,247	4,362	(115)	4,760	(3%)
Local Meals & Entertainment	150	493	(343)	4	(70%)	3,505	4,253	(748)	5,088	(18%)
Dues & Subscriptions	499	740	(241)	690	(33%)	3,567	4,643	(1,076)	4,651	(23%)
Travel	403	2,000	(1,597)	200	(80%)	1,397	4,645	(3,248)	2,862	(70%)
Total Expense Before Depreciation/Re	334,605	600,798	(266,193)	1,010,784	(44%)	3,578,103	4,652,119	(1,074,015)	3,901,546	(23%)
Depreciation										
Depreciation	1,567	1,571	(4)	1,567	0%	15,670	15,702	(32)	15,670	0%
Bad Debt	0	0	0	2,220	0%	0	0	0	2,220	0%
Reserves	14,518	2,000	12,518	0	626%	41,018	16,000	25,018	0	156%
Total Expense	350,690	604,369	(253,679)	1,014,572	(42%)	3,634,791	4,683,821	(1,049,029)	3,919,437	(22%)
Changes in Unrestricted Net Assets	(83,120)	(121,585)	38,465	(111,873)	(32%)	100,327	(7,692)	108,019	(83,462)	*****

North Lake Tahoe Resort Association
Statement of Activities
Summary
For the Ten Months Ending April 30, 2011

Date 05/24/11 03:36 PM

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DESCRIPTION	CURRENT MONTH			YEAR - TO - DATE		
	Actual	Budget	% Chg	Actual	Budget	% Chg
REVENUE AND OTHER SUPPORT						
Marketing	150,033	149,713	0%	1,586,216	1,603,280	(1%)
Conferences	38,356	26,553	44%	386,765	403,460	(4%)
Visitor Support & Transportation	54,750	54,750	0%	987,959	547,500	80%
Visitor Information	13,080	12,653	3%	140,106	136,538	3%
Member Services	(1,741)	11,555	(115%)	116,790	134,453	(13%)
Management & General	150	360	(58%)	6,518	7,165	(9%)
Total Revenue and Other Supp	254,629	255,584	0%	3,224,354	2,832,396	14%
EXPENSES						
Marketing	142,230	124,480	14%	1,518,317	1,550,301	(2%)
Conferences	37,163	37,079	0%	387,837	382,649	1%
Visitor Support & Transportation	124,879	192,689	(35%)	982,282	612,685	60%
Visitor Information	11,308	11,964	(5%)	146,893	137,733	7%
Member Services	11,265	12,266	(8%)	135,334	146,091	(7%)
Management & General	5,594	(495)	*****	(31,612)	8,799	(459%)
Total Expenses	332,440	377,983	(12%)	3,139,052	2,838,259	11%
Net Change in Unrestricted Net Assets						
Marketing	7,803	25,233	(69%)	67,899	52,979	28%
Conferences	1,193	(10,526)	(111%)	(1,072)	20,811	(105%)
Visitor Support & Transportation	(70,129)	(137,939)	(49%)	5,677	(65,185)	(109%)
Visitor Information	1,772	690	157%	(6,787)	(1,195)	468%
Member Services	(13,006)	(711)	*****	(18,544)	(11,638)	59%
Management & General	(5,444)	855	(737%)	38,130	(1,634)	*****
Net Change in Assets Before In	(77,811)	(122,399)	(36%)	85,302	(5,863)	*****
Infrastructure	12,941	227,200	(94%)	510,764	1,843,733	(72%)
Infrastructure Support	18,249	226,386	(92%)	495,740	1,845,562	(73%)
Infrastructure Net Change in Assets	(5,308)	814	(752%)	15,025	(1,829)	(921%)
Change in Net Assets	(83,120)	(121,585)	(32%)	100,327	(7,692)	*****

**North Lake Tahoe Resort Association
Department Detail Activity Report
For the Ten Months Ending April 30, 2011**

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
REVENUE AND OTHER SUPPORT										
Member Dues	\$ 80,253	\$ 6,673		\$ 6,673		\$ 87,886		\$ 94,560		\$ 94,560
Special Events & Functions				80,253		28,904	4,449	109,157		109,157
Miscellaneous								4,449		4,449
Commissions & Booking Fees	10,833	121,755		132,588				132,588		132,588
Retail Sales & Other			19,772	19,772				19,772		19,772
Interest & Investment Income							\$ 911	2,069	\$ 911	2,981
Placer County Funding	1,495,130	258,337	120,333	1,873,800	\$ 987,959			2,861,759	\$ 509,853	\$ 3,371,612
Total Revenue and Other Support	\$ 1,586,216	\$ 386,765	\$ 140,106	\$ 2,113,086	\$ 987,959	\$ 116,790	\$ 6,518	\$ 3,224,354	\$ 510,764	\$ 3,735,118
EXPENSES										
Salaries and benefits	\$ 251,164	\$ 128,871	\$ 98,501	\$ 478,537	\$ 50,478	\$ 68,719	\$ 190,205	\$ 787,939	\$ 57,850	\$ 845,788
Rent & Utilities	20,356	10,359	4,703	35,418	7,288	7,315	20,356	70,376	7,288	77,664
Telephone Services	7,402	2,560	1,142	11,105	1,667	1,608	3,297	17,676	1,667	19,343
Internet Access	290			290				290		290
Mail Expenses	826	310	76	1,213	0	510	610	2,333	6	2,338
Insurance & Bonding	958	498	498	1,954	306	306	958	3,524	306	3,830
Supplies	2,954	1,573	862	5,389	529	843	1,581	8,343	529	8,872
Equipment Sup. & Maint.	1,450	1,100	1,100	3,649	450	600	3,118	7,817	450	8,267
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	1,804	1,410	3,376	6,590	1,147	2,229	2,000	11,966	1,147	13,113
Training & Seminars						169	308	477		477
Project Costs					889,244			889,244	392,827	1,282,071
Professional Fees Legal/Accounting							18,886	18,886		18,886
Special Events	91,435			91,435				91,435		91,435
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						30,394		30,394		30,394
Cost of Goods Sold			16,257	16,257				16,257		16,257
Marketing Cooperative/Media	636,670	190,090		826,760				826,760		826,760
Marketing Other	73,236			73,236				73,236		73,236
Programs	106,350			106,350				106,350		106,350
Associate Relations	924	480	480	1,885	296	296	924	3,400	296	3,696
Board Functions										
Credit Card Fees	2,923		448	3,371			52,271	4,008		4,008
Automobile Expense	758	153	43	954	834	637	549	3,414	834	4,247
Local Meals & Entertainment	2,339	120	60	2,519		1,077	382	3,445	60	3,505
Dues & Subscriptions	1,542	1,115		2,657	54	108	694	3,513	54	3,567
Travel	1,397			1,397				1,397		1,397
Allocated	189,104	46,976	17,042	253,122	28,864	18,854	(332,142)	(31,302)	31,302	
Total Functional Exp. Before Depreciation	\$ 1,473,139	\$ 385,737	\$ 144,793	\$ 2,003,669	\$ 981,232	\$ 134,284	\$ (35,772)	\$ 3,083,414	\$ 494,690	\$ 3,578,103
Depreciation	\$ 4,160	\$ 2,100	\$ 2,100	\$ 8,560	\$ 1,050	\$ 1,050	\$ 4,160	\$ 14,620	\$ 1,050	\$ 15,670
Reserves	\$ 41,018			41,018				41,018		41,018
Total Functional Expense and Depreciation	\$ 1,518,317	\$ 387,837	\$ 146,893	\$ 2,053,047	\$ 982,282	\$ 135,334	\$ (31,612)	\$ 3,139,052	\$ 495,740	\$ 3,634,791
Change in Net Assets	\$ 67,899	\$ (1,072)	\$ (6,787)	\$ 60,039	\$ 5,677	\$ (18,544)	\$ 38,130	\$ 85,302	\$ 15,025	\$ 100,327

North Lake Tahoe Resort Association
Consolidation of Departments Excluding Infrastructure
For the Ten Months Ending April 30, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	9,937	10,720	(783)	11,008	(7%)	94,560	106,177	(11,617)	112,712	(11%)
Special Events & Functions	(11,000)	1,555	(12,555)	1,675	(807%)	109,157	110,770	(1,613)	110,568	(1%)
Miscellaneous	0	0	0	0	0%	4,449	4,079	370	0	9%
Commissions & Booking Fees	12,165	0	12,165	10,935	0%	132,588	170,782	(38,194)	106,044	(22%)
Retail Sales & Other	1,247	820	427	367	52%	19,772	16,208	3,564	8,125	22%
Interest & Investment Income	150	360	(210)	104	(58%)	2,069	3,086	(1,017)	1,637	(33%)
Placer County Funding	242,130	242,129	1	508,002	0%	2,861,759	2,421,294	440,465	2,551,324	18%
Total Revenue and Other Support	254,629	255,584	(955)	532,091	0%	3,224,354	2,832,396	391,958	2,890,410	14%
Expenses										
Salaries and benefits	67,217	77,580	(10,363)	76,432	(13%)	787,939	821,789	(33,850)	855,997	(4%)
Rent & Utilities	6,891	7,195	(304)	7,182	(4%)	70,376	72,050	(1,674)	70,862	(2%)
Telephone Services	1,850	1,965	(115)	1,902	(6%)	17,676	19,331	(1,655)	20,596	(9%)
Internet Access	0	0	0	290	0%	290	0	290	290	0%
Mail Expenses	30	335	(305)	255	(91%)	2,333	3,063	(730)	2,226	(24%)
Insurance & Bonding	344	390	(46)	391	(12%)	3,524	3,892	(368)	4,147	(9%)
Supplies	636	995	(359)	1,123	(36%)	8,343	9,213	(870)	10,090	(9%)
Equipment Sup.& Maint.	798	1,125	(327)	1,159	(29%)	7,817	11,691	(3,874)	10,874	(33%)
Taxes, Licenses & Fees	0	90	(90)	87	(100%)	1,051	1,051	(110)	2,475	(10%)
Equip. Rental / Leasing	1,590	1,048	542	1,384	52%	11,966	10,320	1,646	10,642	16%
Training & Seminars	0	0	0	0	0%	477	1,500	(1,023)	1,328	(68%)
Project Costs	116,270	184,125	(67,855)	439,805	(37%)	889,244	517,915	371,329	983,085	72%
Professional Fees Legal/Accounting	0	500	(500)	4,807	(100%)	18,886	24,920	(6,035)	23,280	(24%)
Special Events	5,372	0	5,372	111	0%	91,435	138,395	(46,960)	18,439	(34%)
Autumn Food & Wine Costs	1,739	2,595	(856)	2,575	(33%)	79,024	75,508	3,516	75,795	5%
Membership Events/Newsletter	596	640	(44)	855	(7%)	30,394	35,953	(5,559)	33,171	(15%)
Cost of Goods Sold	0	0	0	0	0%	16,257	9,419	6,838	6,356	73%
Promotional/ Giveaways	0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	0	0	0	0	0%	0	0	0	11,575	0%
Marketing Cooperative/Media	84,476	84,476	0	68,633	0%	826,760	826,760	0	686,330	0%
Marketing Other	9,365	0	9,365	4,762	0%	73,236	85,351	(12,115)	34,060	(14%)
Programs	3,364	10,000	(6,636)	26,500	(66%)	106,350	90,000	16,350	102,412	18%
Associate Relations	76	35	41	0	116%*****	3,400	6,365	(2,965)	6,172	(47%)
Board Functions	17,297	700	16,597	3,185	0%	52,271	47,267	5,004	7,196	11%
Credit Card Fees	159	195	(36)	147	(18%)	4,008	7,787	(3,779)	7,669	(49%)
Automobile Expenses	473	435	38	847	9%	3,414	3,922	(508)	4,206	(13%)
Local Meals & Entertainment	150	488	(338)	4	(69%)	3,445	4,213	(768)	5,025	(18%)
Dues & Subscriptions	499	740	(241)	690	(33%)	3,513	4,589	(1,076)	4,579	(23%)
Travel	403	2,000	(1,597)	200	(80%)	1,397	4,645	(3,248)	2,862	(70%)
Allocated	(3,135)	(3,135)	0	(3,111)	0%	(31,302)	(31,302)	0	(31,110)	0%
Total Expense Before Depreciation/Re	316,460	374,517	(58,056)	640,215	(16%)	3,083,414	2,807,607	275,807	2,971,281	10%
Depreciation	1,462	1,466	(4)	1,462	0%	14,620	14,652	(32)	14,620	0%
Bad Debt	0	0	0	2,220	0%	0	0	0	2,220	0%
Reserves	14,518	2,000	12,518	0	626%	41,018	16,000	25,018	0	156%
Total Expense	332,440	377,983	(45,542)	643,897	(12%)	3,139,052	2,838,259	300,793	2,988,121	11%
Changes in Unrestricted Net Assets	(77,811)	(122,399)	44,587	(111,806)	(36%)	85,302	(5,863)	91,165	(97,712)	*****

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Marketing
For the Ten Months Ending April 30, 2011

CURRENT MONTH				YEAR - TO - DATE						
Actual	Budget	\$ Variance	Prior YR	% Chg.	Description	Actual	Budget	Variance	Prior YR	% Chg.
0	0	0	0	0%	Revenue and Other Support	80,253	75,450	4,803	75,353	6%
320	0	320	236	0%	Special Events & Functions	10,833	32,700	(21,867)	33,087	(67%)
149,713	149,713	0	119,685	0%	Commissions & Booking Fees	1,495,130	1,495,130	0	1,196,650	0%
150,033	149,713	320	119,901	0%	Placer County Funding	1,586,216	1,603,280	(17,064)	1,305,090	(1%)
20,552	21,709	(1,157)	20,426	(5%)	Expenses	251,164	257,949	(6,785)	242,081	(3%)
2,001	2,050	(49)	2,079	(2%)	Salaries and benefits	20,356	20,611	(255)	20,545	(1%)
1,196	720	476	870	66%	Rent & Utilities	7,402	7,274	128	7,212	2%
0	0	0	290	0%	Telephone Services	0	0	290	290	0%
0	110	(110)	13	(100%)	Internet Access	826	1,194	(368)	110	(31%)
94	106	(12)	106	(12%)	Mail Expenses	958	1,058	(100)	1,127	(9%)
126	300	(174)	300	(58%)	Insurance & Bonding	2,954	2,629	325	3,024	12%
153	200	(48)	163	(24%)	Supplies	1,450	1,963	(513)	2,092	(26%)
0	0	0	0	0%	Equipment Sup. & Maint.	233	233	0	311	0%
268	243	25	245	10%	Taxes, Licenses & Fees	1,804	1,521	283	1,475	19%
5,372	0	5,372	111	0%	Equip. Rental / Leasing	0	1,000	(1,000)	53	(100%)
0	0	0	0	0%	Training & Seminars	91,435	138,395	(46,960)	18,439	(34%)
0	0	0	0	0%	Special Events	79,024	75,508	3,516	75,795	5%
0	0	0	0	0%	Autumn Food & Wine Costs	0	2,000	(2,000)	651	(100%)
65,307	65,307	0	52,000	0%	Promotional/ Giveaways	0	0	0	11,575	0%
9,365	0	9,365	4,762	0%	Market Study Reports/Research	636,670	636,670	0	520,000	0%
3,364	10,000	(6,636)	11,500	(66%)	Marketing Cooperative/Media	73,236	85,351	(12,115)	34,060	(14%)
21	30	(9)	0	(32%)	Marketing Other	106,350	90,000	16,350	87,412	18%
102	100	2	81	2%	Programs	924	1,776	(852)	1,745	(48%)
64	135	(71)	185	(52%)	Associate Relations	2,923	6,800	(3,877)	6,764	(57%)
72	216	(144)	4	(67%)	Credit Card Fees	758	1,225	(467)	1,340	(38%)
0	0	0	0	0%	Automobile Expenses	2,339	1,765	574	2,162	33%
403	2,000	(1,597)	200	(80%)	Local Meals & Entertainment	1,542	1,470	72	1,469	5%
18,838	18,838	0	19,200	0%	Dues & Subscriptions	1,397	4,645	(3,248)	2,862	(70%)
127,296	122,064	5,232	112,534	4%	Travel	189,104	189,104	0	192,000	0%
416	416	0	416	0%	Allocated	1,473,139	1,530,141	(57,002)	1,234,594	(4%)
14,518	2,000	12,518	0	626%	Total Expense Before Depreciation/Re	4,160	4,160	0	4,160	0%
142,230	124,480	17,750	112,950	14%	Depreciation	41,018	16,000	25,018	0	156%
7,803	25,233	(17,430)	6,952	(69%)	Reserves	1,518,317	1,550,301	(31,984)	1,238,754	(2%)
					Total Expense	67,939	52,979	14,920	66,336	28%
					Changes in Unrestricted Net Assets					

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Conference
For the Ten Months Ending April 30, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	678	720	(42)	642	(6%)	6,673	7,044	(371)	7,221	(5%)
Commissions & Booking Fees	11,844	0	11,844	10,699	0%	121,755	138,082	(16,327)	71,772	(12%)
Placer County Funding	25,834	25,833	1	25,834	0%	258,337	258,334	3	258,340	0%
Total Revenue and Other Support	38,356	26,553	11,803	37,174	44%	386,765	403,460	(16,695)	337,333	(4%)
Expenses										
Salaries and benefits	11,737	10,853	884	9,068	8%	128,871	122,536	6,335	123,130	5%
Rent & Utilities	1,015	1,050	(35)	1,058	(3%)	10,359	10,557	(198)	10,472	(2%)
Telephone Services	138	330	(192)	267	(58%)	2,560	3,170	(610)	3,257	(19%)
Mail Expenses	0	75	(75)	110	(100%)	310	630	(320)	732	(51%)
Insurance & Bonding	49	55	(6)	55	(12%)	498	548	(50)	586	(9%)
Supplies	91	160	(69)	39	(43%)	1,573	1,454	119	1,574	8%
Equipment Sup. & Maint.	79	100	(21)	46	(21%)	1,100	1,387	(287)	763	(21%)
Taxes, Licenses & Fees	0	0	0	0	0%	121	121	0	162	0%
Equip. Rental / Leasing	193	185	8	170	4%	1,410	1,272	138	1,255	11%
Training & Seminars	0	0	0	0	0%	0	0	0	27	0%
Marketing Cooperative/Media Programs	19,169	19,169	0	16,633	0%	190,090	190,090	0	166,330	0%
Associate Relations	0	0	0	15,000	0%	0	0	0	15,000	0%
Automobile Expenses	11	0	11	0	0%	480	923	(443)	891	(48%)
Local Meals & Entertainment	0	15	(15)	76	(100%)	153	120	33	133	28%
Dues & Subscriptions	0	5	(5)	0	(100%)	120	40	80	62	200%
Allocated	4,472	4,472	(400)	350	(100%)	1,115	725	390	1,070	54%
Total Expense Before Depreciation/Re	36,953	36,869	84	48,472	0%	46,976	46,976	0	56,000	0%
Depreciation	210	210	0	210	0%	385,737	380,549	5,188	381,444	1%
Bad Debt	0	0	0	2,220	0%	2,100	2,100	0	2,100	0%
Total Expense	37,163	37,079	84	50,903	0%	387,837	382,649	5,188	385,765	1%
Changes in Unrestricted Net Assets	1,193	(10,526)	11,719	(13,729)	(111%)	(1,072)	20,811	(21,883)	(48,432)	(105%)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Transportation
For the Ten Months Ending April 30, 2011

DESCRIPTION	CURRENT MONTH				YEAR-TO-DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Placer County Funding	54,750	54,750	0	349,670	0%	987,959	547,500	440,459	968,004	80%
Total Revenue and Other Support	<u>54,750</u>	<u>54,750</u>	<u>0</u>	<u>349,670</u>	<u>0%</u>	<u>987,959</u>	<u>547,500</u>	<u>440,459</u>	<u>968,004</u>	<u>80%</u>
Expenses										
Salaries and benefits	4,190	4,144	46	4,229	1%	50,478	51,975	(1,497)	46,746	(3%)
Rent & Utilities	717	755	(38)	744	(5%)	7,288	7,551	(263)	7,367	(3%)
Telephone Services	129	150	(21)	129	(14%)	1,667	1,508	159	1,499	11%
Mail Expenses	0	0	0	0	0%	0	0	0	4	0%
Insurance & Bonding	30	34	(4)	34	(12%)	306	340	(34)	361	(10%)
Supplies	48	75	(27)	145	(36%)	529	692	(163)	968	(24%)
Equipment Sup. & Maint.	49	70	(21)	28	(30%)	450	694	(244)	667	(35%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	150	80	70	130	88%	1,147	988	159	1,033	16%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	116,270	184,125	(67,855)	439,805	(37%)	889,244	517,915	371,329	983,085	72%
Associate Relations	7	0	7	0	0%	296	444	(148)	399	(33%)
Automobile Expenses	101	60	41	57	69%	834	480	354	554	74%
Local Meals & Entertainment	0	7	(7)	0	(100%)	0	56	(56)	64	(100%)
Dues & Subscriptions	0	0	0	0	0%	54	54	0	72	0%
Allocated	3,084	3,084	0	2,096	0%	28,864	28,864	0	20,960	0%
Total Expense Before Depreciation/Re	<u>124,774</u>	<u>192,584</u>	<u>(67,810)</u>	<u>447,396</u>	<u>(35%)</u>	<u>981,232</u>	<u>611,635</u>	<u>369,597</u>	<u>1,063,896</u>	<u>60%</u>
Depreciation	105	105	0	105	0%	1,050	1,050	0	1,050	0%
Total Expense	<u>124,879</u>	<u>192,689</u>	<u>(67,810)</u>	<u>447,501</u>	<u>(35%)</u>	<u>982,282</u>	<u>612,685</u>	<u>369,597</u>	<u>1,064,946</u>	<u>60%</u>
Changes in Unrestricted Net Assets	<u>(70,129)</u>	<u>(137,939)</u>	<u>67,810</u>	<u>(97,831)</u>	<u>(49%)</u>	<u>5,677</u>	<u>(65,185)</u>	<u>70,862</u>	<u>(96,942)</u>	<u>(109%)</u>

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Visitor Information
For the Ten Months Ending April 30, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Commissions & Booking Fees	0	0	0	0	0%	0	0	0	1,185	0%
Retail Sales & Other	1,247	820	427	367	52%	19,772	16,208	3,564	8,125	22%
Placer County Funding	11,833	11,833	0	12,833	0%	120,333	120,330	3	128,330	0%
Total Revenue and Other Support	13,080	12,653	427	13,200	3%	140,106	136,538	3,568	137,640	3%
Expenses										
Salaries and benefits	7,826	8,102	(276)	7,943	(3%)	98,501	93,436	5,065	86,388	5%
Rent & Utilities	436	500	(64)	475	(13%)	4,703	4,882	(179)	4,534	(4%)
Telephone Services	65	165	(100)	125	(61%)	1,142	1,568	(426)	1,667	(27%)
Mail Expenses	0	15	(15)	28	(100%)	76	143	(67)	123	(47%)
Insurance & Bonding	49	55	(6)	55	(12%)	498	548	(50)	586	(9%)
Supplies	4	110	(106)	318	(96%)	862	1,218	(356)	984	(29%)
Equipment Sup. & Maint.	79	270	(191)	346	(71%)	1,100	2,697	(1,597)	2,712	(59%)
Taxes, Licenses & Fees	0	0	0	0	0%	206	206	0	172	0%
Equip. Rental / Leasing	416	260	156	348	60%	3,376	2,998	378	3,086	13%
Training & Seminars	0	0	0	0	0%	0	0	0	107	0%
Cost of Goods Sold	596	640	(44)	855	(7%)	16,257	9,419	6,838	6,356	73%
Associate Relations	11	0	11	0	0%	480	913	(433)	891	(47%)
Credit Card Fees	29	35	(6)	30	(18%)	448	443	5	338	1%
Automobile Expenses	0	5	(5)	0	(100%)	43	40	3	77	8%
Local Meals & Entertainment	0	10	(10)	0	(100%)	60	80	(20)	105	(25%)
Allocated	1,587	1,587	0	2,173	0%	17,042	17,042	0	21,730	0%
Total Expense Before Depreciation/Re	11,098	11,754	(656)	12,696	(6%)	144,793	135,633	9,160	129,856	7%
Depreciation	210	210	0	210	0%	2,100	2,100	0	2,100	0%
Total Expense	11,308	11,964	(656)	12,906	(5%)	146,893	137,733	9,160	131,956	7%
Changes in Unrestricted Net Assets	1,772	690	1,083	294	157%	(6,787)	(1,195)	(5,592)	5,684	468%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Chamber of Commerce
For the Ten Months Ending April 30, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	9,259	10,000	(741)	10,367	(7%)	87,886	99,133	(11,247)	105,492	(11%)
Special Events & Functions	(11,000)	1,555	(12,555)	1,675	(807%)	28,904	35,320	(6,416)	35,215	(18%)
Total Revenue and Other Support	(1,741)	11,555	(13,296)	12,042	(115%)	116,790	134,453	(17,663)	140,706	(13%)
Expenses										
Salaries and benefits	5,983	6,123	(140)	5,733	(2%)	68,719	71,827	(3,108)	65,064	(4%)
Rent & Utilities	719	740	(21)	746	(3%)	7,315	7,438	(123)	7,398	(2%)
Telephone Services	91	200	(109)	177	(54%)	1,608	1,951	(343)	2,147	(18%)
Mail Expenses	0	80	(80)	57	(100%)	510	643	(133)	717	(21%)
Insurance & Bonding	30	34	(4)	34	(12%)	306	340	(34)	361	(10%)
Supplies	53	120	(67)	22	(56%)	843	1,151	(308)	1,190	(27%)
Equipment Sup. & Maint.	99	65	34	153	52%	600	754	(154)	613	(20%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	130	1%
Equip. Rental / Leasing	273	175	98	228	56%	2,229	1,972	257	2,040	13%
Training & Seminars	0	0	0	0	0%	169	0	169	17	0%
Membership Events/Newsletter	1,739	2,595	(856)	2,575	(33%)	30,394	35,953	(5,559)	33,171	(15%)
Associate Relations	7	0	7	0	0%	296	498	(202)	501	(41%)
Credit Card Fees	29	60	(32)	36	(53%)	637	544	93	567	17%
Automobile Expenses	276	120	156	243	130%	1,077	1,162	(85)	1,156	(7%)
Local Meals & Entertainment	63	50	13	0	26%	545	672	(127)	600	(19%)
Dues & Subscriptions	0	0	0	0	0%	108	1,208	(1,100)	144	(91%)
Allocated	1,799	1,799	0	2,231	0%	18,854	18,854	0	22,310	0%
Total Expense Before Depreciation/Re	11,160	12,161	(1,001)	12,237	(8%)	134,284	145,041	(10,757)	138,126	(7%)
Depreciation	105	105	0	105	0%	1,050	1,050	0	1,050	0%
Total Expense	11,265	12,266	(1,001)	12,342	(8%)	135,334	146,091	(10,757)	139,176	(7%)
Changes in Unrestricted Net Assets	(13,006)	(711)	(12,295)	(300)	*****	(18,544)	(11,638)	(6,906)	1,530	59%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Management & Administration
For the Ten Months Ending April 30, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
	0	0	0	0	0%	4,449	4,079	370	0	9%
	150	360	(210)	104	(58%)	2,089	3,086	(1,017)	1,637	(33%)
	150	360	(210)	104	(58%)	6,518	7,165	(646)	1,637	(9%)
DESCRIPTION										
Revenue and Other Support										
Miscellaneous										
Interest & Investment Income										
Total Revenue and Other Support										
Expenses										
Salaries and benefits	16,930	26,649	(9,719)	29,034	(36%)	190,205	224,065	(33,860)	292,588	(15%)
Rent & Utilities	2,001	2,100	(99)	2,079	(5%)	20,356	21,011	(655)	20,545	(3%)
Telephone Services	231	400	(169)	333	(42%)	3,297	3,860	(563)	4,813	(15%)
Mail Expenses	30	55	(25)	47	(45%)	610	453	157	539	35%
Insurance & Bonding	94	106	(12)	106	(12%)	958	1,058	(100)	1,127	(9%)
Supplies	314	230	84	300	37%	1,581	2,069	(488)	2,350	(24%)
Equipment Sup & Maint.	339	420	(81)	424	(19%)	3,118	4,196	(1,078)	4,028	(26%)
Taxes, Licenses & Fees	0	90	(90)	87	(100%)	233	343	(110)	1,600	(32%)
Equip. Rental / Leasing	290	105	185	263	176%	2,000	1,569	431	1,752	27%
Training & Seminars	0	0	0	0	0%	308	500	(192)	1,108	(38%)
Professional Fees Legal/Accounting	0	500	(500)	4,807	(100%)	18,886	24,920	(6,035)	23,280	(24%)
Associate Relations	21	5	16	0	311%	924	1,811	(887)	1,745	(49%)
Board Functions	17,297	700	16,597	3,185	*****	52,271	47,267	5,004	7,196	11%
Automobile Expenses	32	100	(68)	286	(68%)	549	895	(346)	946	(39%)
Local Meals & Entertainment	15	200	(185)	0	(93%)	382	1,600	(1,219)	2,032	(76%)
Dues & Subscriptions	499	340	159	340	47%	694	1,132	(438)	1,824	(39%)
Allocated	(32,915)	(32,915)	0	(34,411)	0%	(332,142)	(332,142)	0	(344,110)	0%
Total Expense Before Depreciation/Re	5,178	(915)	6,093	6,880	(666%)	(35,772)	4,607	(40,379)	23,364	(876%)
Depreciation	416	420	(4)	416	(1%)	4,160	4,192	(32)	4,160	(1%)
Total Expense	5,594	(495)	6,089	7,296	*****	(31,612)	8,799	(40,411)	27,524	(459%)
Changes in Unrestricted Net Assets	(5,444)	855	(6,299)	(7,192)	(737%)	38,130	(1,634)	39,765	(25,888)	*****

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Infrastructure
For the Ten Months Ending April 30, 2011

DESCRIPTION	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Interest & Investment Income	(59)	100	(159)	361	(159%)	911	933	(22)	3,045	(2%)
Placer County Funding	13,000	227,100	(214,100)	370,246	(94%)	509,853	1,842,800	(1,332,947)	942,519	(72%)
Total Revenue and Other Support	12,941	227,200	(214,259)	370,608	(94%)	510,764	1,843,733	(1,332,969)	945,565	(72%)
Expenses										
Salaries and benefits	4,680	4,175	505	6,959	12%	57,850	58,378	(529)	85,849	(1%)
Rent & Utilities	717	750	(33)	744	(4%)	7,288	7,511	(223)	7,367	(3%)
Telephone Services	129	150	(21)	129	(14%)	1,667	1,508	159	1,499	11%
Mail Expenses	0	5	(5)	3	(100%)	6	41	(35)	32	(86%)
Insurance & Bonding	30	35	(5)	34	(14%)	306	348	(42)	361	(12%)
Supplies	48	90	(42)	145	(47%)	529	812	(283)	969	(35%)
Equipment Sup.& Maint.	49	75	(26)	28	(35%)	450	734	(284)	667	(39%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	150	140	10	130	7%	1,147	1,038	109	1,033	11%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	9,099	217,617	(208,518)	359,230	(96%)	392,827	1,741,765	(1,348,938)	800,174	(77%)
Associate Relations	7	49	(42)	0	(87%)	296	467	(171)	399	(37%)
Automobile Expenses	101	55	46	57	84%	834	440	394	554	89%
Local Meals & Entertainment	0	5	(5)	0	(100%)	60	40	20	64	50%
Dues & Subscriptions	0	0	0	0	0%	54	54	0	72	0%
Allocated	3,135	3,135	0	3,111	0%	31,302	31,302	0	31,110	0%
Total Expense Before Depreciation/Re	18,144	226,281	(208,137)	370,570	(92%)	494,690	1,844,512	(1,349,822)	930,265	(73%)
Depreciation	105	105	0	105	0%	1,050	1,050	0	1,050	0%
Total Expense	18,249	226,386	(208,137)	370,675	(92%)	495,740	1,845,562	(1,349,822)	931,315	(73%)
Changes in Unrestricted Net Assets	(5,308)	814	(6,122)	(67)	(752%)	15,025	(1,829)	16,854	14,249	(921%)

North Lake Tahoe Resort Association
Statement of Cash Flows
For the Ten Months Ending April 30, 2011 and 2010

for internal use only, unaudited

	April 30, 2011	April 30, 2010
CASH FLOWS FROM OPERATING ACTIVITIES		
Tourism and Administration		
Cash Received from Customers Operations	\$ 365,886	\$ 366,470
Cash Received from Interest Operations	2,069	1,637
Cash Received from Placer County TOT Operations	2,782,086	2,657,872
Cash Used for Operations	(3,240,667)	(3,303,073)
	(90,626)	(277,094)
Infrastructure		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	911	3,045
Cash Received from TOT Revenue Recognized Infrastructure	535,887	1,154,337
Cash Used for Infrastructure Overhead	(101,863)	(130,091)
Cash Used for Infrastructure Projects	(392,827)	(800,174)
	42,109	227,117
	-	-
Net Cash Provided (Used) by Operating Activities	(48,517)	(49,977)
CASH FLOWS FROM FINANCING ACTIVITIES		
	-	-
Net Cash Provided (used) by Financing Activities	-	-
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Equipment and Leasehold Improvements	(1,933)	(3,940)
Disposition of Assets	-	-
	-	-
Net Cash Provided (Used) by Investing	(1,933)	(3,940)
Net Increase (Decrease) in Cash and Cash Equivalents	(50,450)	(53,917)
Cash and Cash Equivalents, July 1, 2010, 2009	1,149,922	1,029,508
Cash and Cash Equivalents, April 30, 2011, 2010	\$ 1,099,472	975,591

April Accounts Receivable

Customer Account	Chamber/Conf		Memberships		Group		STN		Misc.
	Member Dues	age	Functions	amount	Commissions	age	Vouchers	age	
Total	Customer/Business Name	amount	age	amount	amount	age	amount	age	amount
60.00	Alpine Meadows		new	60.00					4/20/11 (08859) Email blast
480.00	Arts for the Schools		60	480.00					2/17/11 (08779) Comm Awards
640.42	Book It				new				4/25/11 (08874) STN vouchers
500.00	Boulder Bay		new	500.00					4/6/11 (08857) Suppl serv
60.00	Certified Folder		new	60.00					4/20/11 (08860) Email blast
873.30	Cheap Tickets					30	873.30		3/30/11 (08832) STN vouchers
60.00	Creative Concepts		60	60.00					2/17/11 (08768) Email blast
60.00	Creative Concepts		60	60.00					2/17/11 (08769) Email blast
60.00	Creative Concepts		60	60.00					2/17/11 (08770) Email blast
60.00	Creative Concepts		60	60.00					2/17/11 (08771) Email blast
60.00	Creative Concepts		30	60.00					3/8/11 (08818) Email blast
60.00	Creative Concepts		30	60.00					3/8/11 (08819) Email blast
60.00	Creative Concepts		30	60.00					3/8/11 (08820) Email blast
60.00	Creative Concepts		new	60.00					4/20/11 (08861) Email blast
60.00	Creative Concepts		new	60.00					4/20/11 (08862) Email blast
60.00	Dress the Party		new	60.00					4/20/11 (08863) Email blast
60.00	Excel Media		new	60.00					Disputed amount
174.66	Expedia					new	174.66		
2,561.68	Expedia					30	2,561.68		3/30/11 (08833) STN vouchers
1,222.62	Expedia					new	1,222.62		4/25/11 (08875) STN vouchers
60.00	For Goodness Sake		60	60.00					2/17/11 (08772) Email blast
482.40	Gendron					new	482.40		4/25/11 (08876) STN vouchers
1,863.04	GOGO					30	1,863.04		3/30/11 (08834) STN vouchers
3,002.01	Harrah's				30		3,002.01		3/31/11 (08872) Groups
718.65	Harrah's				new		718.65		4/30/11 (08914) Groups
500.00	Homewood Village		30	500.00					3/8/11 (08816) Suppl serv
500.00	Homewood Village		new	500.00					4/6/11 (08857) Suppl serv
1,072.00	Hotel Beds					new	1,072.00		4/25/11 (08877) STN vouchers
3,191.20	Hyatt				90		3,191.20		8/31/10 Disputed amount
100.00	Hyatt		new	100.00					4/20/11 (08864) Luncheon
572.80	Hyatt				new		572.80		4/30/11 (08912) Groups
80.00	Just Imagine		60	80.00					2/17/11 (08781) Comm Awards
582.20	Liberty Travel					30	582.20		3/30/11 (08835) STN vouchers
349.32	Liberty Travel					new	349.32		4/25/11 (08878) STN vouchers
124.74	Mark Travel					new	124.74		Disputed amount
465.76	Mark Travel					new	465.76		4/25/11 (08879) STN vouchers
80.00	NTBA		60	80.00					2/17/11 (08784) Comm Awards
60.00	Northstar		30	60.00					3/8/11 (08824) Email blast

100.00	The Weekly			new	100.00									4/20/11 (08865) Inserts
4,143.41	NLT Marketing Co-op									60	4,143.41			2/28/11 Jan & Feb cc exp
2,718.65	NLT Marketing Co-op									30	2,718.65			3/31/11 March cc exp
4,504.40	NLT Marketing Co-op									30	4,504.40			4/30/11 April cc exp
160.00	NT Family Resource Center			60	160.00									2/17/11 (08785) Comm Awards
298.00	Squaw Valley Ski Museum			30	298.00									3/7/11 (08830) Merchandise
2,503.46	Orbitz									30	2,503.46			3/30/11 (08836) STN vouchers
2,678.12	Orbitz									new	2,678.12			4/25/11 (08880) STN vouchers
100.00	PWA			new	100.00									4/20/11(08866) Inserts
1,240.74	Resort at Squaw Creek					90	1,240.74							Disputed amount
60.00	Resort at Squaw Creek			60	60.00									2/17/11 (08773) Email blast
60.00	Resort at Squaw Creek			new	60.00									4/20/11 (08867) Email blast
60.00	Ritz-Carlton			90	60.00									11/29/10 (08401) Email blast
6,046.50	Ritz-Carlton					90	6,046.50							12/28/10 (08442) Nat'l Atmos.
775.00	Ritz-Carlton			60	775.00									2/17/11 (08788) Comm Awards
60.00	River Ranch			new	60.00									4/20/11 (08868) Email blast
465.76	Ski.com									new	465.76			Disputed amount
756.86	Ski.com									new	756.86			4/25/11 (08881) STN vouchers
60.00	Sunny Day Guides			new	60.00									4/20/11 (08869) Email blast
100.00	Tahoe Telephone			new	100.00									4/20/11 (08871) Inserts
60.00	Excellence in Ed			new	60.00									4/20/11 (08870) Email blast
698.64	Travelocity									new	698.64			STN vouchers
1,455.50	Travelocity									new	1,455.50			4/25/11 (08882) STN vouchers
206.40	Village at Squaw Valley					90	206.40							12/31/10 Groups
	Membership													
210.00	September 2010				210.00									
320.00	October				320.00									
430.00	November				430.00									
1,430.00	December				1,430.00									
14,930.00	January 2011				14,930.00									
3,300.00	Conference				3,300.00									
645.00	February				645.00									
1,425.00	March				1,425.00									
2,790.00	April				2,790.00									
75,768.24					4,973.00		15,618.72				18,330.06			11,366.46
	Paid as of 5/20/11				-700.00		-3,848.83				-10,787.34			0.00
					4,273.00		11,769.89				7,542.72			11,366.46

North Lake Tahoe Resort Association
Statement of Activities
Infrastructure
For the Ten Months Ending April 30, 2011

Current Month	Project Costs:	Year to Date
Actual		Actual
9,099.27	Research/Planning/Infrastructure	12,973.81
0.00	TART Bus Shelters	153,000.00
0.00	Bike Trail Signs	29,260.00
0.00	Lakeside Bike Trail	191,393.00
0.00	Regional Wayfinding Signage	5,600.00
0.00	Traffic Calming	600.00
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9,099.27	Total Project Costs	392,826.81
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North Lake Tahoe Resort Association
Statement of Activities
Transportation
For the Ten Months Ending April 30, 2011

Current Month	Project Costs:	Year to Date
Actual		Actual
2,552.44	Research/Planning/Transportation	14,353.69
0.00	Membership Transportation	3,500.00
0.00	Summer Traffic Management	10,403.91
4,710.00	Night Service Transit-Winter	183,740.00
0.00	Year-round Hwy 89 Transit (Spr & Fall)	125,000.00
0.00	North Lake Tahoe Express	78,279.84
9,007.50	Sugar Bowl Trolley	18,507.50
0.00	Hwy 267 Summer Bus Service	40,000.00
0.00	Hwy 267 Winter Bus Service	80,000.00
0.00	Winter Transit Hwy 89-TART	45,000.00
0.00	Enhanced Summer Transit-TART	190,458.77
100,000.00	Enhanced Snowplowing	100,000.00
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116,269.94	Total Project Costs	889,243.71
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1282070.52



Date: June 1, 2011

To: Finance Committee

From: Management Staff

Re: FY-2011/12 Draft TOT Budget and NLTRA Scope of Work for FY-2011/12 Placer County/
NLTRA Agreement

Background

One of the requirements in the NLTRA annual Agreement with Placer County is the preparation and review of a draft scope of work and a draft TOT budget for the upcoming fiscal year. This is to be submitted to the County by May 31st each year. This begins the process of the Board and staff working with the County staff to complete the Agreement and additional Attachments necessary for the Board of Supervisors to review and approve for FY-2011/12.

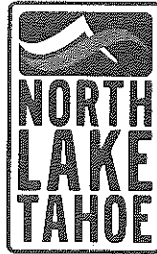
Attached is the package to be submitted to the County which includes: 1) a cover letter of explanation to the CEO; 2) a draft Attachment A, Scope of Work; 3) Attachment A-2 Research and Planning Projects, 4) Attachment A-4 NLTRA Approved Transportation Programs and Services; 5) Attachment C the NLTRA's FY-2011/12 approved TOT Budget request, and 6) Attachment C-1 Notes to Attachment C.

As was recommended by CEO Tom Miller last year, we have kept the Scope of Work straight forward with minimum changes as appropriate. The TOT Budget request is as the NLTRA Board approved it at its May 4th meeting. The changes from the previous years budget request include the inclusion of \$150,000 of Infrastructure funds to establish a maintenance reserve to support tourism-serving facilities, as well as suggested methodology for determining the total amount for the 2011/12 Tahoe TOT budget, for reducing the amount of NLTRA funding for supplemental County services, and for determining the suggested personnel/overhead/general and administration allocations. These are explained in Attachment C-1.

At this time, the only requested changes to the main body of the Agreement are those reflecting the progress and accomplishments made during FY 2010/11. We realize other potential changes may be recommended by the County based on requirements having been accomplished, revision of funding amounts shown, and revision of dates as appropriate for FY-2011/12.

Requested Action

That pending any further questions or comments, the finance committee recommends approval of the proposed Placer County Tahoe TOT Budget (Attachment C) for FY-2011/12 as part of the total agreement submitted to the Placer County.



June 1, 2011

Ms. Jennifer Merchant
County Executive Office
P.O. Box 772
Carnelian Bay, CA 96140

Re: FY- 2011/12 Scope of Work and TOT Budget Submittal

Dear Jennifer:

Pursuant to Section 4.B of the current Agreement between Placer County and the North Lake Tahoe Resort Association, we are submitting the enclosed package for CEO review and consideration as we work with you to develop the final Agreement between the County and the Resort Association for FY-2011/12. This package includes: 1) a draft Attachment A, Scope of Work; 2) Attachment A-2 Research and Planning Projects, 3) Attachment A-4 NLTRA Approved Transportation Programs and Services; 4) Attachment C the NLTRA's FY-2011/12 approved TOT Budget request, and 5) Attachment C-1 Notes to Attachment C.

As was recommended by CEO Tom Miller last year, we have kept the Scope of Work straight forward with minimum changes as appropriate. The TOT Budget request is as the NLTRA Board approved it at its June 1st meeting. The changes from the previous year's budget request include the inclusion of \$150,000 of Infrastructure funds to establish a maintenance reserve to support maintenance needs of tourism-serving facilities. We are also suggesting methodology for determining the total \$ amount for the 2011/12 Tahoe TOT budget, for reducing the amount of NLTRA funding for supplemental County services, and for determining the suggested personnel/overhead and general and administration allocations. These are explained in Attachment C-1.

The transportation programs and services listed in Attachment 4-A have been discussed and approved by the NLTRA Committees, the NLTRA Board, and our other transportation partners.

The attached Budget request is based on the most recent year for which all Tahoe TOT has been collected, which was FY 2009/10. The amount collected for that year is \$8.9 million, which was recommended by the Finance Committee and the NLTRA Board to be used to determine the long-time established 60% for the suggested NLTRA budget distribution. The traditional percentages of 42% marketing, 11% transportation, and 47% infrastructure were then applied to the 60% of the \$8.9 million figure to establish the proposed marketing, visitor services, and capital investments (infrastructure) budget amounts. To fully fund the transportation services and programs, we are requesting that \$963,000 of the flexible infrastructure funds be added to the 11% designated as

transportation funding. Of this amount, \$310,022 will be used to support TART's year round baseline transit service at North Lake Tahoe. This is one third less than the amount provided for baseline service in 2010/11. With the continuing increase in total TOT to both the NLTRA 60% portion and the County's 40% portion, we are recommending that the temporary funding that has been provided for supplemental County services in North Lake Tahoe, start being shifted back to a responsibility of the County general fund.

At this time, the only requested changes to the main body of the Agreement are those reflecting the progress and accomplishments made during FY 2010/11. We realize other potential changes may be recommended by the County based on requirements having been accomplished, revision of funding amounts shown, and revision of dates as appropriate for FY-2011/12.

The Resort Association Board and staff look forward to a timely, successful, and uneventful accomplishment of the FY-2011/12 County/NLTRA Agreement, allowing the continuation of the positive partnership we have had for the past sixteen years. Thank you, Jennifer.

Sincerely,

Ron McIntyre
Chair, Board of Directors
North Lake Tahoe Resort Association

Sandy Evans Hall
CEO/Executive Director
North Lake Tahoe Resort Association

Attachment A



North Lake Tahoe Resort Association Scope of Work - FY-2011/2012

Background

For more than 16 years, the North Lake Tahoe Resort Association (NLTRA) has been a valuable partner for and with Placer County. The NLTRA has a successful track record of investing the Transient Occupancy Tax funds (TOT) granted by the Board of Supervisors, consistent with the recommendations of the North Lake Tahoe Tourism Development Master Plan and the North Lake Tahoe Tourism and Community Investment Master Plan (NLTRA Master Plans). These Master Plans were developed by the North Lake Tahoe community, through the leadership of the NLTRA, and adopted by the Board of Supervisors in 1995 and 2004.

Through its support of the NLTRA, and the Association's unique and effective network of partnerships, Placer County is able to significantly leverage these TOT funds to achieve an even greater level of Return on Investment (ROI) in the vital areas of marketing, transportation, and infrastructure. A continuation of this successful investment strategy is essential as part of the efforts to keep North Lake Tahoe competitive as a nationally and internationally known destination.

Purpose

The importance of tourism to the economic health of North Lake Tahoe and Placer County has been documented in numerous studies conducted over many years, most recently in the *Placer County Travel Industry Assessment and Detailed Economic Impact Estimates (2002-2008)* report (Dean Runyan Associates, March 2009). Accordingly, the adopted mission of the North Lake Tahoe Resort Association is to "promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area." The NLTRA expertise, services, and programs described in this Scope of Services are consistent with this mission.

Based on the Placer County-NLTRA agreement, the services provided by the NLTRA are summarized as follows: the NLTRA shall, 1) *provide a full spectrum of management activities for tourism marketing and visitor services for the Placer County businesses of the North Lake Tahoe region; 2) undertake activities to implement in full the NLTRA Master Plans; and, 3) assist with the planning, development and implementation of necessary public infrastructure improvements that benefit the tourism-based economy in the Placer County portion of the North Lake Tahoe region.*

The NLTRA shall implement this Scope of Services through the following functions and expertise:

Tourism Division

Marketing, Advertising and Promotions, Group & Conference Sales, Leisure Sales, Special Events, Public Relations, Media Relations, Web Site, Social Media, and Visitor Information Services

The mission of the Tourism Division is to *“promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues and maximizing the exposure and promotion of North Lake Tahoe on a regional, national, and international level.”*

The NLTRA Tourism Division will conduct a series of meetings designed to solicit input from marketing professionals and partners, and members of the community, for the purpose of updating North Lake Tahoe’s marketing strategies, plans and programs. This effort will also include an in-depth review of our current North Lake Tahoe brand platform. This brand review will include committee and board workshops, customer pre and post research, and community stakeholder interviews. The NLTRA has an adopted **Marketing Performance Reporting Document** which guides the tracking and reporting on Marketing “Return on Investment” (ROI) Indicators. The review of performance helps guide the development of each subsequent marketing plan.

Key Performance Objectives

- Increase marketing ROI performance, including total paid clicks to the Web site; total unique visitors to the Web site and percent of lodging referrals to total visits.
- Track cost per visitor to the Web site.
- Increase the number of Web site clicks to lodging properties.
- Continue to engage in communications with marketing partners, including lodging and attraction suppliers and co-op partners; conduct at least one annual “member and partners” workshop to review marketing strategies, investments and performance indicators and solicit feedback and input.

The following is a summary of the focus and activities of each department and function within the Tourism Division and Key Performance Objectives for each:

Group/Conference Marketing and Sales

The purpose of this function and program is to increase the number of meetings held each year at North Lake Tahoe and to increase awareness of the region as a premier destination to the national and regional meetings industry. Specifically, the department works to develop group and conference business and provides referral and conversion services. Its efforts are focused in partnership with those properties, large and small, with the ability to book and serve group and conference business and who are members of the NLTRA Conference Program. Department programs consist of an integrated media and marketing plan, trade show schedule, sales missions and familiarization tours (FAMs), and client relations. The Conference Sales program will go through a thorough review in this upcoming year. The intent of this review is to determine the overall effectiveness of the program, to implement new initiatives and strategies, determine if sufficient resources are allocated to this effort, and to grow our conference sales business. This process will include various NLTRA committees including the Conference Sales Advisory Committee, the Marketing Committee, Lodging Committee and the NLTRA Board of Directors.

Key Performance Objectives

- The Conference Sales program will continue the work necessary to further establish Placer County and North Lake Tahoe in the regional and national meetings market, with the goal of increasing TOT and other revenues associated with group and meetings business.
- Continue to improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.
- Increase group and conference lead generation from the Web site.
- Increase total leads and total booked revenue.

Leisure Marketing and Sales

The purpose of this function and program is to increase vacation and leisure travel to North Lake Tahoe. This effort focuses on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs, training for travel and reservation agents, and media and public relations. The department targets three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) tour operators.

The department serves as NLTRA's primary liaison with the cooperative tourism marketing programs available at the state level, in partnership with the California Travel and Tourism Commission (CTTC), an industry advocacy and cooperative marketing organization. These cooperative marketing programs include contracted General Sales Agents (GSAs) in targeted countries. Leisure Sales also coordinates the marketing and sales of the NLTRA's popular Ski Tahoe North multi-resort interchangeable lift ticket (STN).

Key Performance Objectives

- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus; continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.
- Increase the number of Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in the wholesale and tour operator sales channels.
- Increase awareness and sales of the Ski Tahoe North Interchangeable Lift Ticket (STN)
- Increase awareness and ridership on the North Lake Tahoe Express airport service.

Special Events, Projects and Promotions

The primary purpose of this department is to support the development, implementation and promotion of special events through available grant funding programs and event support services. The NLTRA Special Events Department works closely with the North Lake Tahoe Chamber of Commerce in the facilitation of the Chamber Special Event Grant Program. Special Event staff meets one-on-one with all grantees to describe special events services and support available through the NLTRA. Special Event staff continues to support the Tourism Division's new event development effort and the Community Marketing Grant Program administered by the North Lake Tahoe Chamber of Commerce Advisory Committee. Promotional responsibilities of the department include coordinating special events with the www.GoTahoeNorth.com Web site, www.NorthLakeTahoeChamber.com, and other internet marketing channels.

Key Performance Objectives

- Fully integrate department expertise with community and resort sponsored and/or produced events.
- Continue to make available the **Special Events Resource Guide** for event producers and promoters that includes a description of the special events services and support available through the NLTRA.
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.
- Assist area special events producers in the completion of ROI reports, as required.
- Work to develop a major special event with national and international television coverage.

Autumn Food and Wine Key Performance Objectives

Develop additional partnerships and events designed to expand the appeal and success of the Lake Tahoe Autumn Food & Wine Festival. This includes working with the Board appointed Special Events Working Group to determine the overall strategies of events and how those events fit into our marketing of North Lake Tahoe. In addition, specific measurable metrics have been incorporated to determine the effectiveness of this and other NLTRA support special event efforts. These metrics include the tracking and analysis of the following:

1. Total Event Attendance (by local, regional, and national)
2. Total Ticket Sales
3. Total Event Revenue
4. Total Web Site Visits
5. Total Web Impressions
6. Total Web Site Referrals
7. Total Public Relations Advertising Equivalency
8. Percent of Positive Media Coverage
9. Total Rooms Booked (where available)
10. Total Economic Impact

Web Site Strategies and Key Performance Objectives

As the main fulfillment channel for all marketing efforts, the GoTahoeNorth.com Web site must be fully leveraged to maximize the promotion of the entire North Lake Tahoe area, while delivering compelling consumer content. To that end, a significant effort was undertaken in FY 2010/11 to review and enhance the functionality and use of this important asset. Through this process, a completely revised consumer website was launched in the Fall of 2010. Additional refinements in content, navigation, and referral opportunities will continue in FY 2011/12.

Various Key Performance Objectives will be tracked and analyzed throughout this process to determine success of this Web Strategies effort. These include:

1. Total Unique Visitors
2. Cost Per Visitor
3. Percent of Direct and Bookmarked Visitors
4. Number of Repeat Visitors
5. Number of Lodging Referrals
6. Lodging Referrals as a Percent of Total Unique Visitors
7. Search Engine Referrals
8. Organic Search Engine Results

Public and Media Relations

This program focuses on efforts to increase public and media awareness of North Lake Tahoe as a premier year-round travel destination, to generate additional editorial coverage in national and regional publications and communication channels, and to help expand the reach of NLTRA marketing and advertising campaigns. Press kits are assembled on CD and distributed twice a year - winter and summer. Various media familiarization trips are organized and supported throughout the year, and assistance is provided to writers on assignment. The Public Relations team also: 1) helps support the Media Center on www.GoTahoeNorth.com to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe; 2) provides input and support to the NLTRA's Video News Release (VNR) Program, and various other electronic media efforts, to ensure a consistent and accurate depiction of North Lake Tahoe; and, 3) helps provide information regarding the NLTRA and its programs in the local community and surrounding region.

Key Performance Objectives

- Increase the Advertising Equivalency of public relations efforts.
- Increase reference to, and the exposure of, the www.GoTahoeNorth.com Web site in editorial stories and features about North Lake Tahoe.
- Increase the number of media contacts and press releases downloaded from the GoTahoeNorth.com Web site.

Visitor Information Services

The purpose of the NLTRA's visitor information function is to provide high quality, comprehensive and convenient information services to area visitors. This information, and the way in which it is presented, is intended to enhance the North Lake Tahoe experience and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information.

The Tahoe City Visitor Information Center (open year-round) also provides referral services for NLTRA/North Lake Tahoe Chamber of Commerce member businesses and gives members an opportunity to display their collateral. The Center serves as a "front counter" for Chamber membership services and provides a variety of public services, such as the sale of tickets for a variety of area special events. During the peak summer season, the NLTRA operates a Visitor Information facility in Kings Beach, located at North Tahoe Beach, near the intersection of highways 28 and 267, on property owned by the California Tahoe Conservancy. The NLTRA will also continue to provide support to the Placer County Visitor Council's California Welcome Center in Auburn. This Center dedicates exhibit space and information services to promote North Lake Tahoe.

Key Performance Indicators

- Track the number of visitors served (walk-ins, email inquires, and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served using appropriate strategies as may be available.
- Work with the NLTRA Infrastructure Development program to expand the visitor information facilities serving North Lake Tahoe.

Community Marketing Program

The purpose of the Community Marketing Program is to help coordinate with and support the efforts of the Chamber/NLTRA's community marketing partners, including, but not limited to improving the marketing and promotion of specific geographic areas within the region through the ***Resorts and Towns of North Lake Tahoe*** component of the NLTRA's marketing efforts. Program goals include promoting community economic vitality and hospitality and helping to fund community marketing collateral and related projects, as identified in the NLTRA's adopted **Community Marketing Program Grant Funding Criteria**. The funding criteria are included in Attachment D. A portion of the grant funds available is set aside to help support and promote regional special events. An important focus of the Community Marketing Program is to help ensure an enjoyable, memorable guest experience and stimulate return visitation to the area. Consistent with the Placer County/NLTRA agreement, the Community Marketing Program is administered by the North Lake Tahoe Chamber of Commerce Advisory Committee, with the final approval of all grant recommendations by the NLTRA Board of Directors.

Key Performance Objectives

- Improve the quality and distribution of "in market" visitor information and achieve greater coordination of advertising and promotional messages with those of the NLTRA in drive and destination markets.
- As resources are available, expand the special events component of the Community Marketing Grant Program, consistent with NLTRA special event marketing strategies and objectives and the adopted Community Marketing Grant Program Funding Criteria.

Support for Other Marketing Programs

Annually, by agreement with specific entities, the NLTRA provides financial and technical support as a partner in several regional cooperative marketing programs. These include the North Lake Tahoe Marketing Cooperative, Sierra Ski Marketing Council, Regional Marketing Committee, Placer-Lake Tahoe Film Office, North Tahoe Events Center, and the Placer County Visitor Council's California Welcoming Center.

Visitor Support Services (Transportation) and Infrastructure Development

The mission of the Visitor Support Services and Infrastructure Development is consistent with the NLTRA Master Plans to *Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe's Tourism-based Economy*.

In the spring of 2011, the NLTRA completed and adopted the annual update of its ***Integrated Infrastructure and Transportation Work Plan*** and ***Long Range Funding Plan***. The Integrated Work Plan is an "action plan" for FY-2011/12 that includes project priorities, descriptions, lead agencies and identifies project partners. It also estimates funding requirements, suggests time frames for project completion, and quantifies "flexible funding" requests for transit projects. The Long Range Funding Plan is updated as a tool to assist in budgeting, evaluating additional projects that may be proposed, and establishing long-term investment priorities. The *Long Range Funding Plan* adopted this year is for the period 2011-2016.

Visitor Support Services (Transportation)

The Visitor Support Services allocation provides funding for the NLTRA's contributions to the operation of Placer County's Tahoe Area Regional Transit (TART) system and other visitor serving transit and transportation services in eastern Placer County. NLTRA funds are typically targeted to provide additional or enhanced transit services in the area, including service added

during peak periods. A comprehensive list of services expected to be provided this year is included as Attachment A-4.

For FY-2011/12, funding for additional and enhanced services is being provided, along with funding to assist TART in maintaining its "base level services." This funding is necessary due to the California reduction of state funds supporting public transit at the county and city level. It is anticipated that as these other public transit funds are restored, the TOT funds being used for base level services will, once again, be available for enhanced transit services and infrastructure projects.

Transit services provided by operators other than TART to which NLTRA funds are contributed include the North Lake Tahoe Express Airport Shuttle (NLTE), the winter and a portion of the summer Nightrider services, and the winter ski shuttle to Sugar Bowl/Donner Summit. Both the Express and Nightrider are operated under contract with the Tahoe Transportation District.

Visitor Support Services also funds annual peak season traffic management programs. Currently, the NLTRA funds the "Tahoe City Three Lane Program" and a program in partnership with the Town of Truckee at the junction of Hwy. 89 and West River Street in the winter. In summer, funding is provided for traffic management in downtown Tahoe City each Thursday morning (to assist the flow of traffic in and out of the Tahoe City Farmer's Market on Commons Beach), and traffic management efforts in downtown Kings Beach on busy Saturdays.

Key Performance Objectives

- NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA, including components of the TART system.

Infrastructure Development

Consistent with the direction and goals of the adopted NLTRA Master Plans, and the projects specifically listed in the adopted *FY-2011/12 Integrated Infrastructure and Transportation Work Plan*, this department will continue to initiate, participate as a partner, and monitor and report on the status and progress of projects and programs funded through the Infrastructure Account.

In recognition of the need for maintenance of tourist-serving Infrastructure projects envisioned in the NLTRA Master Plans, the NLTRA will establish a reserve from Infrastructure Account funds to assist in meeting certain maintenance needs. The process for allocation of maintenance funds will be consistent with other Infrastructure Account funds which require application, committee review, and NLTRA Board of Directors approval.

Key Performance Objectives

- Achieve measurable progress in the implementation of infrastructure projects for which funds have been budgeted in the FY-2011/12 Integrated Work Plan.

Research and Planning

Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Infrastructure and Transportation projects, or efforts to further implementation of the adopted NLTRA Master Plans. More specific research and planning projects are listed in Attachment A-2.

Resort Association Administration/Management Team

The NLTRA is established as a 501(c)(6) community based California non-profit public benefit corporation. The function of the NLTRA's administration and management team is to manage the corporation and the full spectrum of Resort Association services and programs operated by the corporation. These include, but are not limited to: consumer marketing and advertising, group/conference marketing and sales, leisure sales, special events, projects and promotions, public and media relations, marketing research and evaluation, visitor information services, visitor support services (transportation), and infrastructure development. NLTRA administration is responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, and the accurate reporting required to support all of the NLTRA's functions and responsibilities. The NLTRA undergoes an annual review of its Financial Statements and an Independent Auditor's Report is prepared by a Certified Public Accountant each year.

Other NLTRA Services and Activities

Preparation and Adoption of the TRPA Regional Plan Update for Lake Tahoe

The NLTRA continues its active involvement with efforts by the TRPA to complete work on a Regional Plan Update and amendments to North Lake Tahoe's Community Plans. This is a planning process with significant ramifications for the NLTRA/North Lake Tahoe Chamber of Commerce membership and our many partners, including Placer County.

Specific NLTRA/Chamber Regional Plan Update Activities

Key Performance Objectives

- Continue efforts to ensure the TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs.
- Advocate and assist, as appropriate, with implementation of the Placer County/TRPA Community Enhancement Program (CEP), intended to help implement innovative mixed use and transit oriented development projects designed to achieve environmental, economic and community goals that are beneficial to the NLTRA tourism based mission.
- Continue to work in cooperation with Placer County and other partners to support redevelopment and workforce housing goals and projects for North Lake Tahoe through the regional and local planning process.

Legislative Advocacy

Key Performance Objectives

- Work with County Executive Officer to insure that NLTRA legislative platform, as needed, allocates expenditures and activities only to those consistent with Placer County policies.
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe Environmental Improvement Program (EIP). Such efforts shall include supporting the reauthorization of the federal **Lake Tahoe Restoration Act** (LTRA) as well as EIP investments from the states of California and Nevada.
- Continue advocacy efforts to support maintaining the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.
- Continue advocacy efforts to support securing one or more new sources of federal transit operating funds for Lake Tahoe.
- Continue advocacy efforts to support securing project funding through the annual Congressional earmark process.

Maintaining and Developing Partnerships

The NLTRA will continue to use staff time and resources to maintain, enhance and develop new partnerships, so that NLTRA funds for infrastructure, transportation and marketing projects and

programs are leveraged with other funds to the maximum extent possible. For infrastructure and transportation planning projects, this effort involves working with a variety of local, regional, state, and federal agencies to help develop funding and implement projects. For marketing projects and programs, the NLTRA's Tourism Division works with a variety of local, regional, and state partners to develop and deliver leveraged marketing investments and opportunities.

Partnerships with Placer County and Related Agencies

The NLTRA is committed to continuously improving understanding, communications and the productivity of its partnership with Placer County. These include work with the Placer County Executive Office and the Board of Supervisors, Department of Public Works and TART, Placer County Office of Economic Development, Placer County Redevelopment Agency, Planning, Public Information, Facilities Services, and Revenue Services, along with the Placer-Lake Tahoe Film Office, Placer County Visitors Council, PlacerArts, and the Placer County Transportation Planning Agency (PCTPA).

Attachment A-2
RESEARCH AND PLANNING PROJECTS

Visitor Support Services

- * Legislative Advocacy, California-Houston Group
- PCTPA Participation
- Tahoe Transportation District
- LSC Transportation Analysis
- Data Collection for Transit and Transport
- Advance Transportation Project Studies
- NLTRA Committee/Board Meetings Preparations
- Regional Planning Studies Participation
- Community Workshops Materials
- **** Community Surveys/Education

Capital Improvements/Infrastructure

- ** Legislative Advocacy, California-Houston Group
- Integrated Work Plan
- Data Collection for Infrastructure Projects
- Advanced Infrastructure Project Studies
- Community Workshops Materials
- Regional Planning Studies Participation
- NLTRA Committee/Board Meetings Preparation
- Reproduction of Plan Documents
- *** Community Surveys/Education ***

* Up to \$5,500
**** Up to \$5,000

** Up to \$5,500
*** Up to \$5,000

ATTACHMENT A-4

FY 2010-2011 Approved Transportation Programs and Services

Traffic Management		
B-2	Winter Traffic Management	\$30,000
B-3	Summer Traffic Management	19,000
	Sub-Total Traffic Management Programs	\$49,000
 Transportation/Transit Programs		
B-5	Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, & North Shore	45,000 *
B-7	Enhanced Winter Transit Service TART, Highway 267	80,000 *
B-8	Summer Trolley Transit Service, Northstar, Squaw Valley, Kings Beach, Tahoe City and Nighttime	\$191,000 *
B-9	Summer West Shore Hourly Night Service (NEW)	29,500
B-10	Year Round Highway 89 Hourly Service (Fall & Spring)	125,000 *
B-11	Summer Highway 267 Hourly Service Nighttime	45,000
B-13	Winter Nighttime Transit Service	195,000
B-14	Enhanced Winter Skier Shuttle Truckee/Sugar Bowl	19,000
B-15	Reno/North Lake Tahoe Airport Shuttle Service	95,000
B-19	Enhanced Snow Removal	100,000
B-20	Year Round TART Baseline Service (Summer and Winter)	310,022 *
	Sub-Total Transit Programs	\$ 1,234,522
 2010-2011 Transportation/Transit Total		\$ 1,283,522
	 *Transit services provided by Placer County	 \$ 751,022

**ATTACHMENT C-1
Notes to Attachment-C**

Methodology for Determining Total \$ Amount for FY-2011/12 Tahoe TOT Budget:
(Can be used for any Fiscal Year starting point)

- Use the most recent year for which all TOT has been collected (09-10)
- Take Tahoe only portion of District 5 collections for that year (\$8,900,000)
- Use established % for determining subtotal-hotel/motel tax (base amount) for next FY agreement
- 100% of the 2% and 50% of remaining 8%= 60% of total Tahoe collections:

	\$8,900,000
Subtotal-hotel/motel tax	X <u> .60</u>
	\$5,340,000

- Apply traditional 42%, 11%, and 47% to determine portion of \$5,340,000 for Marketing, Visitor Support Services, and Tahoe Capital Improvements
- Previous FY fund balance adjustments will be made during FY-2011/12 after Placer County needs and actual total TOT collections for FY-2010/11 have been determined

Rational for Determining Supplemental County Services Budget Proposal

- FY-2011/12 will be the third year that supplemental funding for North Lake Tahoe County services has been necessary to maintain TART baseline transit service, public health clinics, and the sheriff's department, as some of the County's other funding sources (State, etc) have been reduced.
- The NLTRA is also experiencing reduced funding capabilities on the part of our primary funding partners (California Tahoe Conservancy, etc), which will start to effect the NLTRA tourism-related mission
- During the FY-2009/10 budget process, Placer County, appropriately and temporarily, utilized a portion of the 60% NLTRA funding of Tahoe TOT collections to supplement these County services that previously received funding from County sources and not the NLTRA's portion.
- Since that time, Tahoe TOT collections have risen \$625,000 in 09/10 as compared to the totals for 08/09, and \$1,000,000 more, to date this FY, than during the same period in 09/10.
- Consequently, while the 60% NLTRA funding in the Tahoe TOT budget has increased, so has the 40% that is allocated to the County general fund.
- As supplemental funding for these important County services was only meant to be temporary and the overall TOT continues to increase, it is the NLTRA proposal to begin shifting the supplemental funding of these services from the NLTRA's portion of the Tahoe TOT back to the County's portion as is appropriate.

- Starting with this FY-2011/12 TOT budget request, the NLTRA is proposing to reduce the supplemental County services funding from the NLTRA funding portion by a third. We have reflected this proposed reduction in Attachment-C. It will be the NLTRA's intent to work with the County Executive Officer to develop an appropriate timeframe to shift all of the funding of these services back to the County general fund. This will allow the NLTRA to better assist the County by focusing more of the resources on infrastructure and transportation enhancement projects.

Calculation of G & A Allocation based on Departmental Salary and Burden

	Percent of Total Salary Burden	Total Salary Burden	Allocation of General and Administration based on Salary Burden	TOT Portion of G & A Allocation
Marketing	0.374	301,381	179,006	169,000
Conference	0.191	153,619	91,242	61,000
VST	0.088	71,129	42,247	42,300
VIC	0.145	116,685	69,305	56,000
Chamber	0.104	84,073	49,935	
Infra	0.097	77,891	46,264	46,300
		804,779	478,000	<u>374,600</u>

Total G & A to Allocate 478,000

Suggested Personnel/ Overhead/General and Administration Allocation based on Salary and Burden

	Marketing	VST	Infrastructure
Personnel/Overhead Direct Costs	481,000	71,500	78,000
Direct Departmental Costs	115,000	17,000	17,000
Allocated General and Administrative	<u>286,000</u>	<u>42,300</u>	<u>46,300</u>
Total Expenses-Non Project	882,000	130,800	141,300