

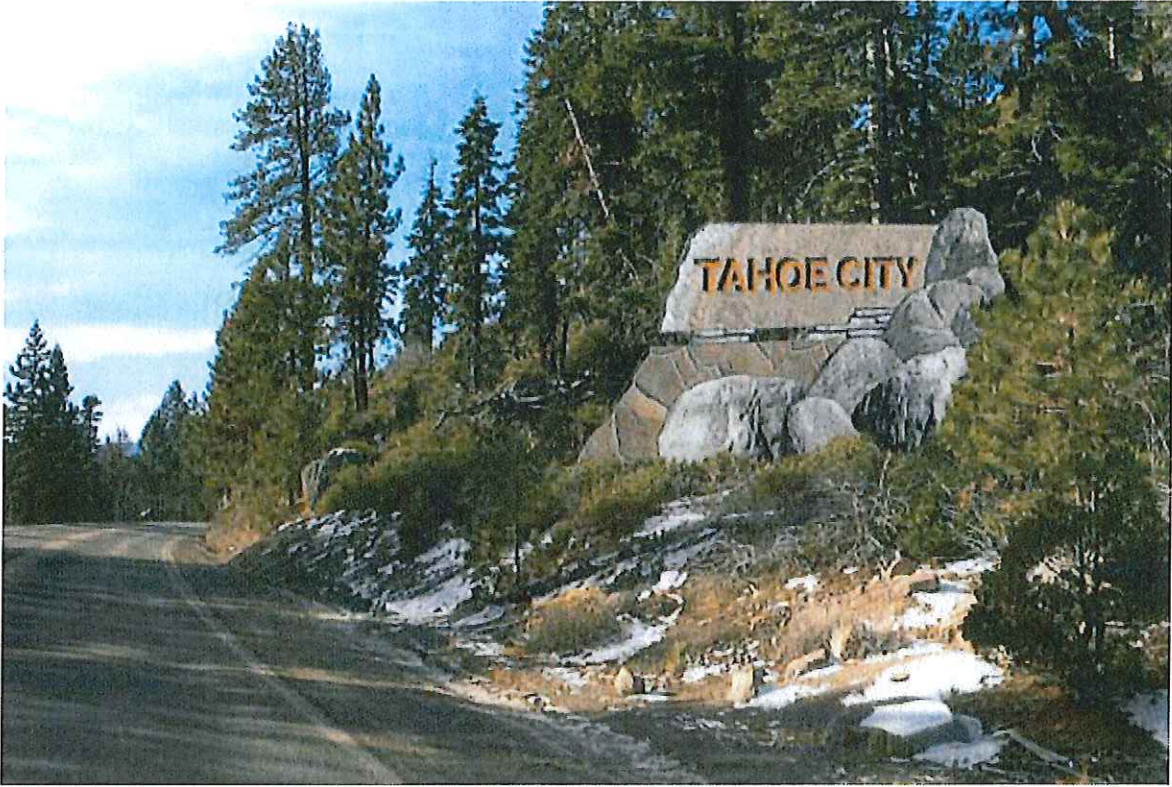
APPENDIX: SAMPLE WILD WEST SIGN DESIGN PROJECTS

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**Tahoe City Public Utility District Multi-Use Trail  
System Map**

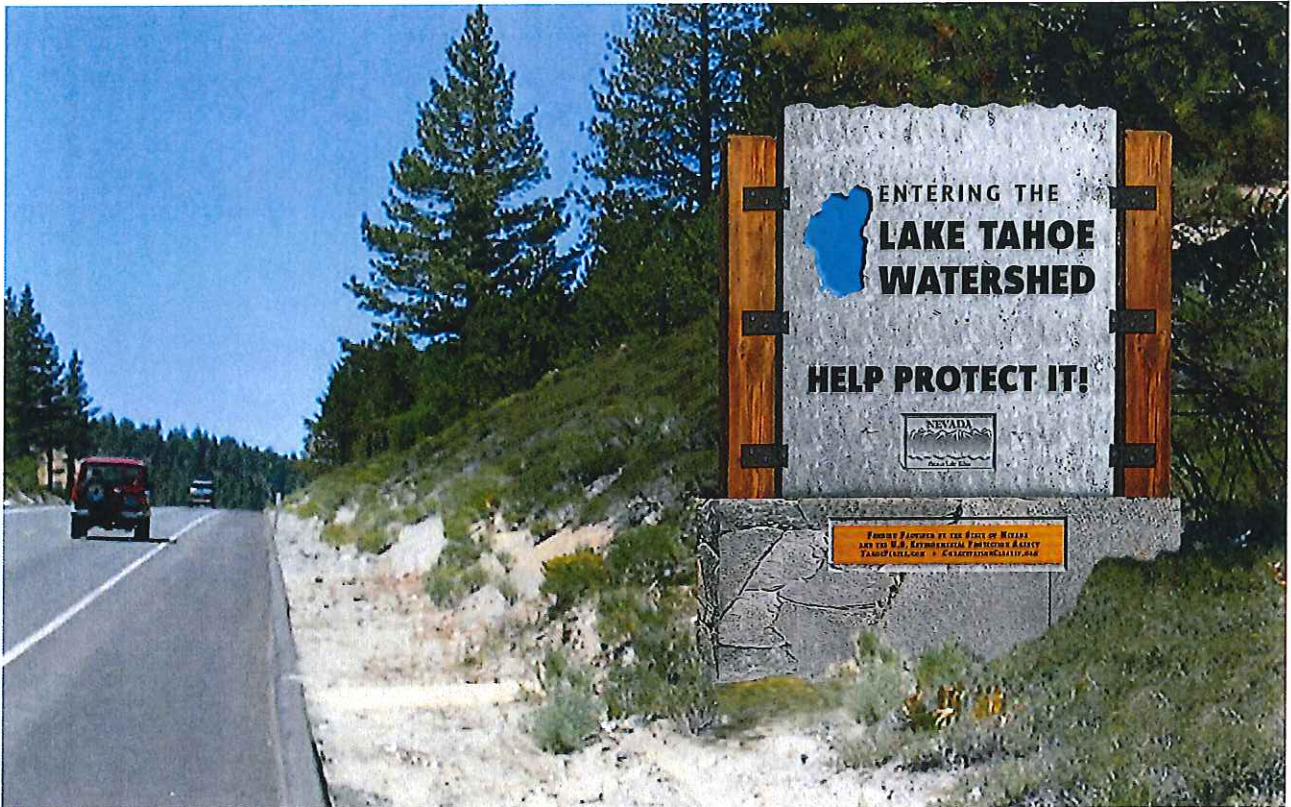
Installed Summer 2011





**Tahoe City Gateway Sign**  
**Hwy 28 approaching Tahoe City**  
**Current project, two locations installed summer 2010**  
**Photo simulation**

**TRPA EIP Project Signage  
Spoooner Summit  
Scheduled installation Spring 2013  
Photo simulation**





October 24, 2012

North Lake Tahoe Chamber/CVB/Resort Association  
 Attn: Ron Treabess

**Wayfinding Signage Master Site Plan Tasks & Related Costs**

| TASKS (WW=WildWest; KBF= Foster Engineering)             | PROJECTED COSTS               |                     |
|--|-------------------------------|---------------------|
| Meet w/ Client / Stakeholders /Agencies                  | WW, KBF, not to exceed 6 mtgs | \$ 2,200.00         |
| #1 Preparation of Area-wide Master Site Plan             |                               |                     |
| Travel throughout project area                           | WW, KBF principals            | \$ 3,400.00         |
| Evaluate each proposed site, photograph                  | WW, KBF principals            | \$ 3,600.00         |
| Create Master Binder w/ each site info                   | WW Admin                      | \$ 1,600.00         |
| Create area-wide printed map w/ locations                | KBF CADD staff                | \$ 4,200.00         |
| #2 Efficacy of Each Site                                 |                               |                     |
| Identify property owners                                 | WW, KBF admin                 | \$ 1,200.00         |
| Get written permission to use site                       | WW, KBF admin                 | \$ 1,600.00         |
| Identify permitting process for each site                | WW, KBF principals            | \$ 3,500.00         |
| #3 Sign Design & Content Determined                      |                               |                     |
| Create layouts for each sign location                    | WW Designer                   | \$ 10,000.00        |
| Create photo simulations for each site                   | WW Designer, PhotoshopMaster  | \$ 7,500.00         |
| #4 Identify Existing Signage                             |                               |                     |
| Identify, photo, catalog signs to be replaced            | WW, KBF principals            | \$ 1,500.00         |
| Get written permission to replace/remove signs           | WW, KBF admin                 | \$ 1,000.00         |
| #5 Cost Estimates  |                               |                     |
| Cost estimates for each Sign Design Type & modifications | WW                            | \$ 4,700.00         |
| Cost estimates for site installation                     | WW, KBF                       | \$ 3,500.00         |
| Create cost spreadsheet; Update Master Binder            | WW admin                      | \$ 800.00           |
|  | Subtotal                      | \$ 49,300.00        |
| Misc Copies and O/P Materials                            |                               | \$ 1,000.00         |
|  | <b>Project Total</b>          | <b>\$ 50,300.00</b> |

11-35



**north lake tahoe**

Chamber | CVB | Resort Association

## Important November Meetings

**Wednesday, November 7 at the TCPUD Boardroom from 1-3 p.m.** – Golf Course Oversight Committee – This is the first meeting of the committee formed by the MOU between the owners of the golf course property – Placer County, NLTRA, TCPUD, and TTAD. This group will discuss the various intentions of the partners as well as a process to determine future uses of the golf course property.

**Wednesday, November 14 at the Chateau in Incline Village 9:00 a.m.** – TRPA Governing Board meeting on the Regional Plan Update. This is very important because there is a group – Save Lake Tahoe – that is buying ads and rallying some support to oppose this plan. Go to <http://savelaketahoe.us/> to take a look at their platform.

**Thursday, November 15 at the TCPUD in Tahoe City 6-8 p.m.** – Tahoe City Area Plan Team joint meeting with Tahoe City Visioning Steering Committee. This is an opportunity for both groups to come together to discuss the integration of the vision principles within the design guidelines of the Tahoe City area plan.

**Wednesday, November 28 at Granlibakken 4-8 p.m.** – Placer County area plan teams will come together – each for one hour – to meet with Design Consultants D&B. **Tahoe City's hour is from 7-8 p.m.**

12-1  
(+14-1)



## Tahoe City Golf Course Oversight Committee Meeting Notice

Tahoe City Public Utility District, North Lake Tahoe Resort Association,  
Placer County, Truckee Tahoe Airport District

DATE: Wednesday, November 7, 2012

PLACE: TCPUD Administrative Office  
221 Fairway Drive  
Tahoe City, California 96145

TIME: 1:00 PM

### AGENDA

*Note: Items without a time designation may not necessarily be considered in the order in which they appear on the agenda.*

- A. Call to Order
- B. Agenda Deletions and/or Changes
- C. Discussion and Possible Action on Committee Organization, Such as Selection of Chair, Vice Chair and Establishment of Meeting Schedule
- D. Review Memorandum of Understanding: Goals, Roles, and Responsibilities
- E. Reports on Current Planning Efforts
  - 1. Placer County: TRPA and County Process
  - 2. TCPUD: Best Management Practices, TRPA and County Process
  - 3. NLTRA: Tahoe City Visioning and County Process
  - 4. TTAD: Helipad Design Options
- F. TCPUD Report on Operations and Maintenance: Capital Investments, Summer and Winter Operations
- G. Discussion and Possible Direction on Options for 2013 Public Planning Process
  - 1. Local Planning "Charette" Concept
  - 2. Funding Options for 2013 Public Planning Process
  - 3. Input on Timing for 2013 Public Planning Process
- H. Meeting Review and Direction
- I. Public Forum

Any person may address the Committee, for up to 5 minutes, at the discretion of the Committee members, at this time upon any subject within the jurisdiction of committee that does not appear elsewhere on the agenda. After which, the Committee will confer and decide upon one of the following further actions: 1) Agree to continue discussion at another meeting by placing the subject on a future agenda; 2) Individual Board Committee may ask questions of staff; or, 3) End public comment on subject.
- J. Adjourn

Posted November 1, 2012

*Terri Viehmann*

Terri Viehmann, District Clerk

The District will provide appropriate auxiliary aids or services when necessary to ensure effective communications with members of the public who have hearing, sight, or speech impairments, unless to do so would result in a fundamental alteration of its programs or an undue administrative or financial burden. To request an accommodation or an auxiliary aid or service, please contact the District Clerk at (530) 583-3796 x15, or email at [tviehmann@tcpud.org](mailto:tviehmann@tcpud.org) at least 48 hours in advance of the meeting.

**Sandy Evans Hall**

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**From:** Kelli Twomey [kwtwomey@topud.org]  
**Sent:** Monday, October 29, 2012 11:36 AM  
**To:** Sandy Evans Hall  
**Cc:** Bill Dietz (billd@tluxp.com)  
**Subject:** FW: Tahoe Basin Community Plan Update - November Community Workshop

Sandy and Bill,

You had asked when the next Community Plan update meeting was at the TCDA meeting. I just got this notification. Looks like they are doing things a little differently for the next meeting. I wanted to share with you the info we got.

Have a great day.

Happy Birthday Sandy!!!

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**From:** Nicole Hagmaier [mailto:NHagmaie@placer.ca.gov]  
**Sent:** Friday, October 26, 2012 11:36 AM  
**Subject:** Tahoe Basin Community Plan Update - November Community Workshop

Hi all –

This email is to remind you of the Community Workshop that is scheduled for:

- **Wednesday, November 28, 2012 from 4:00PM-8:00PM at the Granlibakken Conference Center in Tahoe City. Please note the starting time of 4pm rather than our typical starting time of 6PM and that we will be staggering each group's working session:**
  - **4:00-5:00PM – West Shore Team working session**
  - **5:00-6:00PM – North Tahoe West Working Session**
  - **6:00-7:00PM – North Tahoe East Working Session**
  - **7:00-8:00PM – Greater Tahoe City Working Session**

The format for this workshop will be different than the workshop we have had in the past. Our community design consultants, D&B will be in attendance at this next workshop and will be there to spend focused time with each group to review the work that you have done to date and to review/discuss the Draft District Standards that they have prepared for each team. They will be there to talk through the design concepts and standards that they have drafted for each team and will also be looking for feedback from your teams on the standards.

Staff is currently doing an internal review of the Draft District Standards, providing our comments to D&B, and then they will be sending the standards

back to staff in mid-November. That said, we anticipate having the Draft District Standards out to your teams for your review prior to our November 28<sup>th</sup> workshop, and will send them out via email as soon as they are ready.

Because we are staggering the team's meeting times we assume that everyone should have an opportunity to eat either before or after their meeting time, and so we will not be providing a meal. However, as always, we will have drinks and cookies available. ☺

Finally, we would like to note that everyone is welcome to come and stay for the entire meeting if you would like to do so, or you can come just for your team's meeting time. **Please email Nicole Hagmaier to confirm your attendance, or that you will be having someone attend in your place.**

We look forward to hearing from you and look forward to seeing you on November 28th.

Thanks,

Tahoe Basin CP Update Planning Team

*Thank you,  
Nicole Hagmaier*

*Placer County Planning Services Division  
3091 County Center Drive, Suite 140  
Auburn, CA 95603  
530-745-3117  
[nhagmaie@placer.ca.gov](mailto:nhagmaie@placer.ca.gov)*





## north lake tahoe

Chamber | CVB | Resort Association

**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Wednesday October 3, 2012 – 8:30 am – 11 am**  
**Tahoe City Public Utility District**  
Preliminary Minutes

**ATTENDANCE:** Ron Parson, Phil GilanFarr, Eric Brandt, Kali Kopley, Alex Mourelatos, Valli Murnane, Andy Wirth, Jennifer Merchant and TRPA Representative (Kristi Boosman)

**NOT PRESENT:** Ron McIntyre, Allen Highfield, Wally Auerbach, Bill Rock,

**STAFF IN ATTENDANCE:** Sandy Evans Hall, Ron Treabess, Andy Chapman, Deanna Frumenti, Lisa de Roulet, and Jessica Walker

**OTHERS IN ATTENDANCE:** Kelli Twomey, Steve Hoch, Gordon Shaw, Peter Kraatz, Jan Coyer

### **A. CALL TO ORDER - ESTABLISH QUORUM**

The meeting was called to order at 8:30 am by Chair Ron Parson and a quorum was established.

### **B. AGENDA AMENDMENTS AND APPROVAL**

1. Agenda Additions and/or Deletions
2. Approval of Agenda

**M/S/C (Murnane/Brandt) (8-0-0) to approve the agenda with items taken out of order if necessary.**

### **C. PUBLIC FORUM**

Peter Kraatz, Placer County Public Works Department, gave an update on the Tahoe City Transit Center Grand Opening. The ribbon cutting ceremony will be on October 22<sup>nd</sup> at 3pm. Peter also gave an update on the Dollar Creek Shared Use Trail program. The project will be going in front of the Board Of Supervisors on October 23<sup>rd</sup> for hopeful approval. The project is an additional 2.2 miles of bike trail headed east from Tahoe City/Dollar Hill.

### **D. REPORTS & ACTION ITEMS**

#### **Marketing**

3. Andy Chapman, Chief Marketing Officer, gave a MTRiP Update. August was down 3%. Right now January is down 38%, but Andy wanted to clarify that that is because of the Summit Series Group who had 2,400 room nights in January of 2011.  
The reports are showing decent bookings compared to last year, but weather will be the real deciding factor in how this winter plays out; we are definitely seeing a "hangover effect" due to last winter's dismal snow.
4. Sandy Evans Hall discussed the marketing agreement for the North Lake Tahoe Marketing Cooperative (NLTMC). There are some changes in language in the contract. Sandy and Bill Hoffman are in agreement with these changes. The details of the changes are in the packet. Sandy is comfortable with all changes and recommends that the board approve the agreement.

## **M/S/C (GillanFarr/Brandt) (8-0-0) to approve the NLTMC Participation Agreement**

5. Andy Chapman gave a update on the new School of Thought winter campaign. He gave a quick preview on the upcoming campaign by the new agency. The Agency will be at the November Board meeting to give a full presentation with media and creative. Andy showed a power point with some highlights of the plan. The focus of the campaign will be on print and TV. This presentation will also be shown at the Membership Luncheon.

### **Membership**

6. Deanna Frumentti gave a membership sales update. During the month of September there were 11 new members, 10 renewing members and zero write-offs. Her focus in September was communicating with businesses to make sure everyone had a chance to get into the Winter Visitor Guide. Deanna will also be implementing a Chamber Buck program for businesses in multiple business associations.

The Annual Membership Luncheon will be October 18<sup>th</sup> at the North Tahoe Event Center.

The Winter Expo will be on November 15<sup>th</sup> at the Olympic Village Lodge in Squaw Valley. It will be a little different this year as it will highlight winter sports, and there will be booths, speakers, and a fashion show.

7. Deanna Frumentti next discussed the plan for out-of county businesses in the Chamber database. She sent out notification to all non-members in and out of county. Out of county businesses have 30 days to join the chamber or they will be removed. In county non-members have until January 1, 2013. The only exception is lodging in-county. There is a list of 21 destination visitor drivers that she and Andy Chapman would like to keep regardless of membership status. Those 21 include businesses such as golf courses or ski areas that really attract people to the area as a golf/ski destination.

8. Deanna Frumentti gave and update on the Membership Activities and Events

Oct 18 – Annual Membership Luncheon

Oct 25 – Mixer at Tahoe Maritime Museum

Oct 31 – Mixer at Sierra Sun

Nov 17 – Winter Expo

Nov 29 – Mixer at Northstar

### **Transportation/Infrastructure**

9. Ron Treabess discussed the Coordinated Skier Shuttle Program and funding request. They are looking to begin a pilot program for a Coordinated Skier Shuttle during weekends and holiday periods. He is requesting approval of up to \$65900 TOT Infrastructure funding for the pilot program.

Gordon Shaw, LSC, gave a presentation on the Coordinated Skier Shuttle. He explained the importance of marketing the region as a whole; no matter how great one ski are is people like to try other resorts. The idea behind this pilot program is that you would be able to wake up anywhere in the region and ski anywhere in the basin. People come to ski destinations with expectation that they can easily get to other ski areas. Many competing ski destinations do this already. Gordon discussed the possible map and schedule of this proposed pilot program.

As always, funding is the big hurdle. TMA will be the contracting agency and busses will be leased from an independent bus contractor. The program will run weekends and peak holidays only from Christmas through mid April. 75% costs are assigned to ski resorts and 25% costs to lodging. The NLTRA will pay 20% of the lodging share through TOT and lodging properties out of Placer County will be covering the remaining 5%.

Right now there is a commitment from Squaw, JMA, and Diamond Peak. Northstar is expected to participate, but has not given a formal commitment yet. The board asked that an alternate plan be thought out in the case that Northstar does not come through. It was also expressed that there is a desire to include smaller locations, particularly Tahoe Cross Country. It was explained that this is a

pilot program, but in the future the program would like to be able to include the smaller lodging properties and ski destinations.

**M/S/C (Murnane/Wirth) (8-0-0) to approve and recommend to the BOS approval of up to \$65,900 of TOT infrastructure transportation funding for the 12/13 Skier Shuttle Pilot Program**

10. Ron Treabess discussed the Gateway Community Lighting Program funding request. The request is from TCDA and NTBA for up to \$18,000 of TOT infrastructure funds. There is a need for improved holiday lighting in the region, TCPUD has headed this up in the past and given it their best effort, but it is really necessary for professionals to take this project over. There is an 80% recurring cost which is mostly in the annual installation and removal of the lights. This is a stand-alone phase, but if it is successful they would like to come up with a comprehensive long-term plan. The lights would be up from November through April

**M/S/C (Brandt/Wirth) (8-0-0) to approve up to \$18,000 TOT Infrastructure Funding for the Gateway Community Lighting Phase 1 Holiday Pilot Program and include a spring report.**

11. Sandy Evans Hall gave an update on the Tahoe City Visioning Workshop. There was a workshop at Granlibakken last Thursday. There was a great showing by the public with over 100 attendees. Many people are scared about what the future holds, but also many are excited and positive about the process. The next steps will be to integrate principals into the Community Area Plan and Regional Plan Update. The Steering Committee will stay involved and informed. We will also inform and update attendees who provided their email addressed.
12. Ron Treabess gave an update on the Transit Summit. They are right on schedule for the Oct. 26<sup>th</sup> Summit. There is a tentative program in packet. There are several out of town speakers as well as a Keynote speaker who have all confirmed. All local transportation leaders have been invited and most have committed. The overall purpose is to begin a discussion on eventually allowing visitors and residents to get around without the use of personal automobile.
13. Sandy next gave an update on the TRPA Regional Plan. On October 17<sup>th</sup> there will be a town hall meeting on the Community Area Plans at the NTEC. TRPA will be having a meeting to roll out all documents on October 24<sup>th</sup> on the North Shore. They are then on schedule for a 12/12/12 approval of the plan.

**County Contract**

14. Sandy Evans Hall gave a County Contract update. She will be sitting down with Jennifer Merchant soon to discuss, and hopefully coming back to the Board next month with and update

**Strategic Goals/Master Plan**

15. Sandy gave an update on the Tourism Development Master Plan Review Task Force. There will be meeting on October 11<sup>th</sup> at 10am at the NLTRA office. Staff is working on converting the document from a PDF to a Word document. Staff will then redline the document before the October 11<sup>th</sup> meeting.

**Committee Appointments**

16. Sandy discussed with the Board the following Committee appointments:
  1. Special Events Task Force (1 seat)  
Phil GilanFarr
  2. Golf Course Oversight (3 seats)  
Ron Parson, Wally Auerbach, and Valli Murnane
  3. Board Election Committee (1 seat minimum)  
Eric Brandt

**M/S/C (Merchant/Parson) (8-0-0) to approve the slate as discussed**

**E. DIRECTORS' COMMENTS**

Phil GilanFarr, CB's Pizza, mentioned that over a year ago there was a presentation about the East Tahoe City Bus Shelter. He is very disappointed in the holdup and construction delay on this very important shelter.

Eric Brandt, Tahoe TV, wanted a clarification on the Coordinated Skier Shuttle and if employees are able to use it. It was explained that while anyone can use it the schedule probably has a little bit of a later start than what the ski resort employee needs are.

Jenifer Merchant, Placer County, discussed the Lighthouse Bus Shelter. She explained a lot of the holdups have included budget, permit, and prevailing wage issues. She also wanted to mention that she felt the letter Gary Davis read to the Infrastructure Committee was not accurate or factual.

Kristi Boosman, TRPA, reminded the group about the Best in Basin Awards nominations are open until October 12<sup>th</sup>. She also thanked Sandy for sitting on judging panel for the Lake Spirit Awards.

**F. CONSENT CALENDAR – MOTIONS (5 min)**

17. **Board Meeting Minutes – September 5, 2012**
18. **Joint Infrastructure/Transportation Committee – September 17, 2012**
19. **Marketing Committee – September 25, 2012**
20. Membership Advisory Committee – No meeting in September
21. **Lodging Committee – September 6, 2012**
22. **Conference Sales Directors Committee – September 27, 2012**
23. **Finance Committee – September 26, 2012; August 29, 2012**
24. **Monthly Financial Reports for June, July**
25. **Conference Sales Reports**
26. **Infrastructure/Transportation Activity Report – July**

**M/S/C (Kopley/Merchant) (8-0-0) to approve the consent calendar as presented.**

**G. MEETING REVIEW AND STAFF DIRECTION**

- Prepare an alternate plan for the Coordinated Skier Shuttle in the case that Northstar does not come through with their expected commitment
- Have a spring report from the Business Associations on the Community Lighting Program

**H. CLOSED SESSION (if necessary)**

**I. ADJOURNMENT**

The meeting adjourned at 10:25 am.

Submitted by  
Jessica Walker  
Executive Assistant  
NLT Chamber/CVB/Resort Association



**north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE: Joint Infrastructure Transportation**

**MEETING DATE: Oct 29<sup>th</sup>**

**BOARD MEMBERS PRESENT: Phil GilanFarr, Alex Mourelatos, and Kali Kopley**

**Action Items Taken:**

No action items taken

**Motions Made/Vote:**

**M/S/C (GilanFarr/X) (10-0-0) to approve the Joint Infrastructure/Transportation Committee agenda for Oct 29, 2012.**

**M/S/C (GilanFarr/Perkins) (8-0-2) to approve the Joint Infrastructure/Transportation Committee minutes of Sept 17, 2012.**

**M/S/C (GilanFarr/Garner) (5-0-2) to approve the infrastructure funding request as presented by the selection committee.**

**Board Approval/Direction Requested:**

No Board approval/direction requested



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: October 30, 2012**  
**BOARD MEMBERS PRESENT: Eric Brandt**

### **ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

Action to Staff (Andy/Jason): Notify the lodging properties on the Ironman event and add High Altitude training tips on Ironman Lake Tahoe website.

### **MOTIONS MADE/VOTE:**

- 3.2 M/S/C (Brandt/Sprague) (7/0) to approve the agenda and to cancel the December 25<sup>th</sup>, 2012 Marketing Committee Meeting.
- 4.1 M/S/C (Parson/Williams) (7/0) to approve the Marketing meeting minutes from September 25, 2012.

### **BOARD APPROVAL/DIRECTION REQUESTED:**



**north lake tahoe**

Chamber | CVB | Resort Association

COMMITTEE: Membership Advisory Committee Minutes

MEETING DATE: October 10, 2012

BOARD MEMBERS PRESENT: Kali Kopley

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

**M/S/C (Kopley/Gelbman) (7-0-0) to approve the agenda as presented.**

**M/S/C (Doyle/young) (7-0-0) to approve the Membership Advisory Committee minutes of June 13, 2012 and August 8, 2012.**

**M/S/C (Doyle/Gelbman) (7-0-0) to approve the change the Membership Advisory Committee to the Business Association and Chamber Collaborative.**

BOARD APPROVAL/DIRECTION REQUESTED:



**north lake tahoe**  
Chamber | CVB | Resort Association

**COMMITTEE: Lodging**  
**MEETING DATE: November 1, 2012**  
**BOARD MEMBERS PRESENT: Alex Mourelatos**

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

Action to staff (Andy): Continue research on central reservation software

**MOTIONS MADE/VOTE:**

- 3.1 M/S/C (Beck/Brandstatter) (6/0) to approve the agenda as presented.
- 4.1 M/S/C (Beck/Brandstatter) (6/0) to approve the Lodging Meeting minutes from September 5, 2012



**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the Three Months Ending September 30, 2012**



November 2, 2012

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the First Quarter 2012/13

The following are the major budget to actual variances for the **First Quarter 2012/13**:

- Membership dues are down due to write-offs of non-renewing members.
- Membership Activity revenue and corresponding expense are down, as the Winter Expo has been moved from September 2012 to November 2012.
- Conference Commissions are down due to actual revenue being lower than originally estimated.
- Visitor Information Miscellaneous revenue and Membership Commissions revenue is under budget; anticipated sales opportunities have not materialized.
- Telephone, Equipment Support & Maintenance, and Equipment Rental/Leasing expense are over budget in most departments; there were unanticipated expenditures in these categories.
- Insurance/Bonding expense is over budget due to expanded operations and increased number of employees requiring additional liability and workers comp insurance.
- Marketing Programs, Special Events, and Miscellaneous Programs expense is down due to timing; the funds will eventually be spent.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Infrastructure and Transportation expense variances are due to timing of receiving invoices for projects.

D2  
26-2

# North Lake Tahoe Resort Association

## BALANCE SHEET

Sep 30, 2012 and 2011

|                                     | Assets                         |                               |
|-------------------------------------|--------------------------------|-------------------------------|
|                                     | September 30,<br>2012          | September 30,<br>2011         |
| <b>Current Assets</b>               |                                |                               |
| Petty Cash                          | \$ 500.00                      | \$ 500.00                     |
| Cash - Operations Acct #6712        | 362,351.14                     | 126,320.13                    |
| Cash - Payroll Account #7421        | 16,730.72                      | 6,530.50                      |
| Marketing Cooperative Cash          | 130,275.03                     | 128,692.70                    |
| Cash - FSA Account                  | 0.00                           | 374.00                        |
| Cash - Infrastructure #8163         | 303,499.23                     | 36,944.72                     |
| UBS Cash                            | 8,572.37                       | 9,023.66                      |
| Operations Money Market BW          | 244,756.02                     | 244,145.51                    |
| Citizens Bank CDs                   | 0.00                           | 207,284.67                    |
| Cash in Drawer                      | 319.24                         | 0.00                          |
| Accounts Receivable                 | 71,751.58                      | 58,525.81                     |
| A/R - Sales Estimates               | 6,244.50                       | 3,249.67                      |
| A/R - TOT Funding                   | 2,449,115.00                   | 273,379.00                    |
| AR 2010 2011                        | 0.00                           | 77,321.06                     |
| Undeposited Funds                   | (138.29)                       | 0.00                          |
| Inventory Asset                     | 14,335.14                      | 4,406.18                      |
| AR TOT Transportation               | 1,274,854.65                   | 8,641.23                      |
| AR TOT Infrastructure               | <u>6,148,917.16</u>            | <u>6,415,906.71</u>           |
| <b>Total Current Assets</b>         | <b>11,032,083.49</b>           | <b>7,601,245.55</b>           |
| <b>Property and Equipment</b>       |                                |                               |
| Furniture & Fixtures                | 64,990.73                      | 64,990.73                     |
| Accum. Depr. - Furn & Fix           | (55,468.17)                    | (47,126.19)                   |
| Computer Equipment                  | 59,999.83                      | 59,999.83                     |
| Accum. Depr. - Computer Equip       | (57,227.74)                    | (54,882.34)                   |
| Computer Software                   | 64,482.45                      | 54,619.49                     |
| Accum. Amort. - Software            | (55,436.10)                    | (54,619.50)                   |
| Leasehold Improvements              | 24,283.86                      | 23,283.86                     |
| Accum. Amort - Leasehold Impr       | <u>(23,317.51)</u>             | <u>(21,537.46)</u>            |
| <b>Total Property and Equipment</b> | <b>22,307.35</b>               | <b>24,728.42</b>              |
| <b>Other Assets</b>                 |                                |                               |
| Prepaid Expenses                    | 43,014.26                      | 28,739.56                     |
| Prepaid Insurance                   | <u>12,024.31</u>               | <u>8,082.92</u>               |
| <b>Total Other Assets</b>           | <b><u>55,038.57</u></b>        | <b><u>36,822.48</u></b>       |
| <b>Total Assets</b>                 | <b><u>\$ 11,109,429.41</u></b> | <b><u>\$ 7,662,796.45</u></b> |

### Liabilities and Stockholders' Equity

|                            | 2012          | 2011         |
|----------------------------|---------------|--------------|
| <b>Current Liabilities</b> |               |              |
| Accounts Payable           | \$ 162,325.78 | \$ 15,000.00 |
| Accounts Payable 2010/11   | 0.00          | 143,137.15   |
| Salaries / Wages Payable   | 77,843.49     | 49,056.39    |
| Empl. Federal Tax Payable  | 1,495.59      | 0.00         |
| State Taxes Payable        | 0.00          | 147.65       |
| FUTA Taxes Payable         | 48.01         | 86.90        |
| FSA Payable                | 0.00          | 196.00       |
| 401 (k) Plan               | (655.25)      | 8,827.23     |
| 401k Profit Sharing        | 15,434.45     | 7,155.07     |

# North Lake Tahoe Resort Association

## BALANCE SHEET

Sep 30, 2012 and 2011

|   | 2012                               | 2011                              |
|---|------------------------------------|-----------------------------------|
| Estimated PTO Liability                               | 60,883.20                          | 67,410.18                         |
| Sales and Use Tax Payable                             | 2,634.89                           | 922.03                            |
| Ski Tahoe North lift tickets                          | 2,857.37                           | 1,407.12                          |
| Marketing Cooperative Liabli                          | 130,275.04                         | 128,692.71                        |
| Intra-Company Borrowings                              | (80.19)                            | (331.45)                          |
| AFW Suspense Account                                  | (4,491.42)                         | 0.00                              |
| Payroll Liabilities                                   | 4,965.95                           | 0.00                              |
| Gift Certificates Outstanding                         | (19.26)                            | 0.00                              |
| Unearned Revenues                                     | 67,580.95                          | 66,030.87                         |
| Unbilled Purchases                                    | 1,117.80                           | 0.00                              |
| Deferred Support                                      | 1,787,146.73                       | (443,558.00)                      |
| Deferred Support-Transportation                       | 988,216.65                         | (94,558.77)                       |
| Deferred Support - Infra                              | 6,834,168.78                       | 6,890,473.58                      |
| Deferred Sup- Infra Maint. Res                        | 150,000.00                         | 0.00                              |
| <b>Total Current Liabilities</b>                      | <b><u>10,281,748.56</u></b>        | <b><u>6,840,094.66</u></b>        |
| <br><b>Long-Term Liabilities</b>                      |                                    |                                   |
| <b>Total Liabilities</b>                              | <b>10,281,748.56</b>               | <b>6,840,094.66</b>               |
| <br><b>Stockholders' Equity</b>                       |                                    |                                   |
| Fund Balance - General                                | 0.00                               | 4,592,494.92                      |
| Fund Balance Restricted                               | 0.00                               | 243,110.00                        |
| Temp. Restricted Net Assets 5                         | 0.00                               | (4,217,078.00)                    |
| Temp. Restricted Net Assets 4                         | 0.00                               | 49,415.00                         |
| Unrestricted Net Assets                               | 198,925.19                         | 29,477.43                         |
| Designated Marketing Reserve                          | 293,110.00                         | 0.00                              |
| Designated Infra Maint Reserve                        | 98,544.00                          | 0.00                              |
| Net Income  | 237,101.66                         | 125,282.44                        |
| <b>Total Stockholders' Equity</b>                     | <b><u>827,680.85</u></b>           | <b><u>822,701.79</u></b>          |
| <br><b>Total Liabilities and Stockholders' Equity</b> | <br><b><u>\$ 11,109,429.41</u></b> | <br><b><u>\$ 7,662,796.45</u></b> |

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Quarter Ended September 30, 2012  
 Consolidated

CURRENT QUARTER

YEAR TO DATE

|                                 | Actual       | Budget       | Variance     | % of Budget | Prior Year   |
|---------------------------------|--------------|--------------|--------------|-------------|--------------|
| <b>Revenue</b>                  |              |              |              |             |              |
| Placer County TOT Funding       | \$ 1,042,922 | \$ 948,606   | \$ 94,316    | 110%        | \$ 820,137   |
| Membership                      | \$ 28,411    | \$ 31,088    | \$ (2,655)   | 91%         | \$ 26,880    |
| Revenues-Membership Activities  | \$ 1,131     | \$ 12,914    | \$ (11,783)  | 9%          | \$ 3,675     |
| Revenue-Tue AM Breakfast Club   | \$ 3,237     | \$ 2,232     | \$ 1,005     | 145%        | \$ 4,565     |
| Special Events Autumn Food&Wine | \$ -         | \$ -         | \$ -         |             | \$ 76,247    |
| Revenues - Retail - Nontaxable  | \$ 200       | \$ -         | \$ 200       |             | \$ 268       |
| Non-retail VIC income           | \$ 31,818    | \$ 39,475    | \$ (7,657)   | 81%         | \$ 50,044    |
| Commissions                     | \$ 36,389    | \$ 36,500    | \$ (111)     | 100%        | \$ 11,345    |
| Merchandise Sales               | \$ 225       | \$ 7,608     | \$ (7,383)   | 3%          | \$ (73)      |
| Miscellaneous                   | \$ 1,144,333 | \$ 1,078,401 | \$ 65,932    | 106%        | \$ 993,090   |
| <b>Total Revenue</b>            | \$ 3,032,900 | \$ 3,255,479 | \$ (22,189)  | 93%         | \$ 3,072,443 |
| <b>Operating Expenses</b>       |              |              |              |             |              |
| Salaries & Wages                | \$ 45,935    | \$ 44,522    | \$ 1,413     | 103%        | \$ 28,285    |
| Rent                            | \$ 152       | \$ -         | \$ 152       |             | \$ -         |
| Freight and Shipping Costs      | \$ 10,674    | \$ 8,461     | \$ 2,193     | 126%        | \$ 6,400     |
| Telephone                       | \$ 641       | \$ 842       | \$ (202)     | 76%         | \$ 616       |
| Mail - USPS                     | \$ 3,109     | \$ 2,371     | \$ 738       | 131%        | \$ 2,109     |
| Insurance/Bonding               | \$ 7,053     | \$ 3,478     | \$ 3,574     | 203%        | \$ 2,861     |
| Supplies                        | \$ 98        | \$ -         | \$ 98        |             | \$ -         |
| Visitor Communications - Other  | \$ 3,579     | \$ 3,441     | \$ 138       | 104%        | \$ 3,690     |
| Depreciation                    | \$ 3,864     | \$ 2,785     | \$ 1,079     | 139%        | \$ 3,511     |
| Equipment Support & Maintenance | \$ 1,541     | \$ 1,409     | \$ 132       | 109%        | \$ 1,457     |
| Taxes, Licenses & Fees          | \$ 349       | \$ 171       | \$ 178       | 204%        | \$ 0         |
| Miscellaneous Expense           | \$ 6,118     | \$ 4,208     | \$ 1,910     | 145%        | \$ 3,689     |
| Equipment Rentals/Leasing       | \$ 180       | \$ 125       | \$ 55        | 144%        | \$ 778       |
| Training Seminars               | \$ -         | \$ 859       | \$ (859)     | 0%          | \$ -         |
| Public Outreach                 | \$ 3,563     | \$ 2,475     | \$ 1,088     | 144%        | \$ 7,097     |
| Professional Fees               | \$ 3,000     | \$ -         | \$ 3,000     |             | \$ -         |
| Project Transportation          | \$ 3,178     | \$ 20,469    | \$ (17,291)  | 155%        | \$ 6,444     |
| Research & Planning             | \$ 106,037   | \$ 292,000   | \$ (185,963) | 36%         | \$ 88,122    |
| Transportation Projects         | \$ 96,998    | \$ -         | \$ 96,998    |             | \$ 4,056     |
| Infrastructure Projects         | \$ -         | \$ 50,000    | \$ (50,000)  | 0%          | \$ (5,000)   |
| Programs                        | \$ -         | \$ -         | \$ -         |             | \$ 76,514    |
| Autumn Food & Wine              | \$ 6,402     | \$ 28,500    | \$ (22,098)  | 22%         | \$ 16,546    |
| Cash Drawer Payouts             | \$ 1,148     | \$ 7,939     | \$ (6,791)   | 14%         | \$ 1,817     |
| Special Events                  | \$ 1,686     | \$ 1,500     | \$ 186       | 112%        | \$ 1,872     |
| Membership Activities           | \$ 411       | \$ -         | \$ 411       |             | \$ 1,935     |
| Tuesday Morning Breakfast Club  | \$ -         | \$ -         | \$ -         |             | \$ -         |
| Classified Ads                  | \$ -         | \$ -         | \$ -         |             | \$ -         |
| Promotions/Giveaways            | \$ 242,286   | \$ 241,643   | \$ 643       | 100%        | \$ 246,000   |
| Market Study Reports/Research   | \$ 175       | \$ -         | \$ 175       |             | \$ 46,966    |
| Marketing Cooperative/Media     | \$ 3,726     | \$ 20,125    | \$ (16,399)  | 19%         | \$ -         |
| Media/Collateral/Production     | \$ 13,865    | \$ 12,000    | \$ 1,865     | 116%        | \$ 6,304     |
| Miscellaneous Programs          | \$ 25        | \$ 719       | \$ (694)     | 3%          | \$ 145       |
| Cost of Goods Sold              | \$ 1,367     | \$ 1,250     | \$ 137       | 111%        | \$ 1,539     |
| Associate Relations             | \$ 1,489     | \$ 509       | \$ 980       | 160%        | \$ 507       |
| Board Functions                 | \$ 1,057     | \$ 2,765     | \$ (1,708)   | 54%         | \$ 1,760     |
| Credit Card Fees                | \$ 2,779     | \$ 500       | \$ 2,279     | 133%        | \$ 461       |
| Automobile Expenses             | \$ 1,709     | \$ 1,893     | \$ (184)     | 90%         | \$ 3,358     |
| Meals/Meetings                  | \$ 907,401   | \$ 1,084,926 | \$ (177,525) | 84%         | \$ 868,563   |
| Dues & Subscriptions            | \$ 236,932   | \$ (6,525)   | \$ 243,457   | -3631%      | \$ 124,527   |
| Travel                          | \$ 169       | \$ 550       | \$ (381)     | 31%         | \$ 756       |
| <b>Total Operating Expenses</b> | \$ 3,237,102 | \$ (5,975)   | \$ 243,076   | -3968%      | \$ 1,252,282 |
| <b>Operating Income (Loss)</b>  | \$ 236,932   | \$ (6,525)   | \$ 243,457   | -3631%      | \$ 124,527   |
| <b>Total Other Income</b>       | \$ 169       | \$ 550       | \$ (381)     | 31%         | \$ 756       |
| Allocated                       | \$ -         | \$ (0)       | \$ 0         | 0%          | \$ -         |
| <b>Net Income (Loss)</b>        | \$ 237,102   | \$ (5,975)   | \$ 243,076   | -3968%      | \$ 125,282   |

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Quarter Ended September 30, 2012  
 All Departments excl Infra

CURRENT QUARTER

YEAR TO DATE

|                                 | Actual     | Budget     | Variance  | % of Budget | Prior Year |
|---------------------------------|------------|------------|-----------|-------------|------------|
| Revenue                         | 899,097    | 899,097    | 0         | 100%        | 794,474    |
| Placer County TOT Funding       | 28,411     | 31,066     | (2,655)   | 91%         | 26,880     |
| Membership                      | 1,131      | 12,914     | (11,783)  | 9%          | 3,675      |
| Revenue-Membership Activities   | 3,237      | 2,232      | 1,005     | 145%        | 4,565      |
| Revenue-Tue AM Breakfast Club   | 0          | 0          | 0         |             | 76,247     |
| Special Events Autumn Food&Wine | 0          | 0          | 0         |             | 268        |
| Revenues - Retail - Non-taxable | 200        | 0          | 200       |             | 0          |
| Non-retail VIC Income           | 31,818     | 39,475     | (7,657)   | 81%         | 50,044     |
| Commissions                     | 36,389     | 36,500     | (111)     | 100%        | 11,345     |
| Merchandise Sales               | 225        | 7,608      | (7,383)   | 3%          | (73)       |
| Miscellaneous                   | 1,000,508  | 1,028,892  | (28,384)  | 97%         | 957,426    |
| Total Revenue                   | 283,796    | 304,577    | (20,781)  | 93%         | 285,134    |
| Operating Expenses              | 44,197     | 42,640     | 1,556     | 104%        | 26,029     |
| Salaries & Wages                | 152        | 0          | 152       |             | 0          |
| Rent                            | 9,766      | 7,908      | 1,858     | 124%        | 5,791      |
| Freight and Shipping Costs      | 636        | 839        | (203)     | 76%         | 616        |
| Telephone                       | 2,970      | 2,171      | 799       | 137%        | 1,940      |
| Mail - USPS                     | 6,867      | 3,103      | 3,764     | 221%        | 2,781      |
| Insurance/Bonding               | 98         | 0          | 98        |             | 0          |
| Supplies                        | 3,293      | 3,165      | 128       | 104%        | 3,445      |
| Visitor Communications - Other  | 3,575      | 2,805      | 770       | 137%        | 3,321      |
| Depreciation                    | 1,483      | 1,109      | 374       | 134%        | 1,010      |
| Equipment Support & Maintenance | 349        | 0          | 349       |             | 0          |
| Taxes, Licenses & Fees          | 5,576      | 3,848      | 1,728     | 145%        | 3,353      |
| Miscellaneous Expense           | 180        | 0          | 180       |             | 400        |
| Equipment Rental/Leasing        | 0          | 0          | 0         |             | 0          |
| Training Seminars               | 0          | 859        | (859)     | 0%          | 0          |
| Public Outreach                 | 3,563      | 2,475      | 1,088     | 144%        | 7,097      |
| Professional Fees               | 3,000      | 0          | 3,000     |             | 0          |
| Research & Planning Membership  | 3,248      | 7,500      | (4,252)   | 43%         | 3,107      |
| Research & Planning             | 106,037    | 292,000    | (185,963) | 36%         | 88,122     |
| Transportation Projects         | 0          | 50,000     | (50,000)  | 0%          | 0          |
| Programs                        | 0          | 0          | 0         |             | 76,514     |
| Autumn Food & Wine              | 6,402      | 28,500     | (22,098)  | 22%         | 16,546     |
| Special Events                  | 1,148      | 7,939      | (6,791)   | 14%         | 1,817      |
| Membership Activities           | 1,696      | 1,500      | 196       | 112%        | 1,872      |
| Tuesday Morning Breakfast Club  | 411        | 0          | 411       |             | 0          |
| Promotions/Giveaways            | 242,286    | 241,643    | 643       | 100%        | 246,000    |
| Marketing Cooperatives/Media    | 175        | 0          | 175       |             | 46,966     |
| Media/Collateral/Production     | 3,726      | 20,125     | (16,399)  | 19%         | 0          |
| Miscellaneous Programs          | 13,865     | 12,000     | 1,865     | 116%        | 6,304      |
| Cost of Goods Sold              | 25         | 694        | (669)     | 4%          | 133        |
| Associate Relations             | 1,367      | 1,250      | 117       | 111%        | 1,359      |
| Board Functions                 | 1,359      | 850        | 509       | 160%        | 507        |
| Credit Card Fees                | 1,352      | 2,264      | (939)     | 59%         | 1,352      |
| Automobile Expenses             | 1,046      | 475        | 571       | 220%        | 461        |
| Meals/Meetings                  | 2,179      | 2,072      | 107       | 134%        | 3,240      |
| Dues & Subscriptions            | 1,709      | 1,893      | (184)     | 90%         | 1,784      |
| Travel                          | 758,115    | 1,046,004  | (287,889) | 72%         | 833,923    |
| Total Operating Expenses        | 242,393    | (17,112)   | 259,505   | -1417%      | 133,503    |
| Operating Income (Loss)         | 169        | 450        | (281)     | 38%         | 416        |
| Total Other Income              | (10,523)   | (10,747)   | 224       | 96%         | (10,695)   |
| Allocated                       | 253,065.26 | (5,914.43) | 259,001   | -4779%      | 144,615    |
| Net Income (Loss)               |            |            |           |             |            |

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North Lake Tahoe Resort Association  
Departmental Summary  
For the Quarter Ended September 30, 2012

|   | Marketing  | Conference | Visitor Information | Marketing Subtotal | Transportation | Membership | Management & Administrative | Subtotal   | Infrastructure | TOTAL        |
|---|------------|------------|---------------------|--------------------|----------------|------------|-----------------------------|------------|----------------|--------------|
| <b>Income</b>                             |            |            |                     |                    |                |            |                             |            |                |              |
| 4090-00 - Placer County TOT Funding       | 446,091.00 | 88,050.51  | 76,317.76           | 612,459.27         | 286,638.00     | 0.00       | 0.00                        | 286,638.00 | 143,824.60     | 1,042,921.87 |
| 4200-00 - Membership                      | 0.00       | 2,198.06   | 0.00                | 2,198.06           | 0.00           | 26,212.26  | 0.00                        | 26,212.26  | 0.00           | 28,411.34    |
| 4250-00 - Revenues-Membership Activities  | 0.00       | 0.00       | 0.00                | 0.00               | 0.00           | 1,131.00   | 0.00                        | 1,131.00   | 0.00           | 1,131.00     |
| 4251-00 - Revenue-Tue AM Breakfast Club   | 0.00       | 0.00       | 0.00                | 0.00               | 0.00           | 3,237.00   | 0.00                        | 3,237.00   | 0.00           | 3,237.00     |
| 4502-00 - Non-retail VIC Income           | 0.00       | 0.00       | 200.00              | 200.00             | 0.00           | 0.00       | 0.00                        | 200.00     | 0.00           | 200.00       |
| 4600-00 - Commissions                     | 0.00       | 6,694.20   | 0.00                | 6,694.20           | 0.00           | 0.00       | 0.00                        | 6,694.20   | 0.00           | 6,694.20     |
| 4601-00 - Commissions - South Shore       | 0.00       | 25,123.45  | 0.00                | 25,123.45          | 0.00           | 0.00       | 0.00                        | 25,123.45  | 0.00           | 25,123.45    |
| 4600-00 - Commissions - Other             | 0.00       | 31,817.65  | 0.00                | 31,817.65          | 0.00           | 0.00       | 0.00                        | 31,817.65  | 0.00           | 31,817.65    |
| 46000 - Merchandise Sales                 | 0.00       | 36,389.09  | 36,389.09           | 36,389.09          | 0.00           | 0.00       | 0.00                        | 36,389.09  | 0.00           | 36,389.09    |
| 4720-00 - Miscellaneous                   | 0.00       | 150.00     | 150.00              | 150.00             | 0.00           | 0.00       | 75.00                       | 75.00      | 0.00           | 225.00       |
| <b>Total Income</b>                       | 446,091.00 | 122,067.24 | 115,056.85          | 683,215.09         | 286,638.00     | 30,560.26  | 75.00                       | 317,293.26 | 143,824.60     | 1,144,332.95 |
|   | 446,091.00 | 122,067.24 | 115,056.85          | 683,215.09         | 286,638.00     | 30,560.26  | 75.00                       | 317,293.26 | 143,824.60     | 1,144,332.95 |
| <b>Expense</b>                            |            |            |                     |                    |                |            |                             |            |                |              |
| Total 5000-00 - Salaries & Wages          | 67,673.47  | 48,678.60  | 59,514.42           | 175,866.49         | 16,849.70      | 16,031.53  | 75,048.23                   | 107,923.46 | 19,493.67      | 303,289.62   |
| 5100-00 - Rent                            | 4,867.87   | 2,498.98   | 27,817.76           | 35,284.61          | 1,738.54       | 1,738.54   | 5,435.05                    | 8,912.13   | 1,738.54       | 45,935.28    |
| 5110 - Freight and Shipping Costs         | 0.00       | 0.00       | 152.39              | 152.39             | 0.00           | 0.00       | 0.00                        | 152.39     | 0.00           | 152.39       |
| Total 5310-00 - Telephone                 | 3,182.52   | 971.98     | 1,486.41            | 5,640.92           | 842.92         | 1,038.70   | 2,243.62                    | 4,125.24   | 907.93         | 10,674.09    |
| Total 5420-00 - Mail - USPS               | 128.54     | 171.55     | 130.54              | 430.63             | 3.60           | 57.30      | 144.13                      | 265.03     | 4.95           | 640.61       |
| 5510-00 - Insurance/Bonding               | 641.87     | 535.24     | 670.61              | 1,847.72           | 139.33         | 273.83     | 709.55                      | 1,122.71   | 138.49         | 3,108.92     |
| Total 5520-00 - Supplies                  | 1,341.47   | 237.44     | 3,505.22            | 5,084.13           | 147.33         | 1,038.74   | 597.03                      | 1,783.10   | 185.31         | 7,052.54     |
| 5530-00 - Visitor Communications - Other  |            |            | 95                  | 95                 |                |            |                             | 95         |                | 95           |
| 5610-00 - Depreciation                    | 895        | 465        | 465                 | 1,825              | 286            | 286        | 895                         | 1,462      | 286            | 3,679        |
| 5700-00 - Equipment Support & Maintenance | 904        | 470        | 720                 | 2,093              | 289            | 289        | 904                         | 1,462      | 289            | 3,864        |
| 5710-00 - Taxes, Licenses & Fees          | 380        | 94         | 588                 | 1,062              | 58             | 58         | 306                         | 421        | 58             | 1,541        |
| 5730-00 - Miscellaneous Expense           |            |            |                     |                    |                |            | 349                         | 349        |                | 349          |
| 5740-00 - Equipment Rental/Leasing        | 702        | 628        | 1,722               | 3,051              | 542            | 1,144      | 839                         | 2,525      | 542            | 6,118        |
| 5800-00 - Training Seminars               |            |            |                     |                    |                |            |                             |            |                |              |
| Total 5900-00 - Professional Fees         |            |            | 2,763               | 2,763              |                | 180        | 800                         | 1,148      |                | 3,563        |
| 5940-00 - Research & Planning             |            |            |                     |                    |                |            |                             |            |                |              |
| 5941-00 - Research & Planning             |            |            |                     |                    |                |            |                             |            |                |              |
| Total 5948-00 - Transportation Projects   |            |            |                     |                    |                |            |                             |            | 28,470         | 31,718       |
| Total 5998-00 - Infrastructure Projects   |            |            |                     |                    |                |            |                             |            |                | 106,037      |
| Total 6420-00 - Special Events            | 6,402      |            |                     | 6,402              |                |            |                             |            |                | 96,998       |
| Total 6423-00 - Membership Activities     |            |            |                     |                    |                |            |                             |            |                | 5,402        |
| 6437-00 - Tuesday Morning Breakfast Club  |            |            |                     |                    |                |            |                             |            |                | 1,148        |
| 6600-00 - Promotions/Giveaways            |            |            |                     |                    |                |            |                             |            |                | 1,686        |
| 6730-00 - Marketing Cooperative/Media     | 208,788    | 33,493     |                     | 242,281            |                |            |                             |            |                | 242,286      |
| 6740-00 - Media/Collateral/Production     | 175        |            |                     | 175                |                |            |                             |            |                | 175          |
| 6742-00 - Miscellaneous Programs          | 3,726      |            |                     | 3,726              |                |            |                             |            |                | 3,726        |
| Total 8100-00 - Cost of Goods Sold        |            |            | 13,865              | 13,865             |                |            |                             |            |                | 13,865       |
| 8200-00 - Associate Relations             |            |            | 25                  | 25                 |                |            |                             |            |                | 25           |
| 8300-00 - Board Functions                 |            |            |                     |                    |                |            |                             |            |                | 1,387        |
| 8500-00 - Credit Card Fees                |            |            | 839                 | 839                |                |            | 1,367                       | 1,387      |                | 1,359        |
| 8700-00 - Automobile Expenses             | 493        |            | 670                 | 1,163              | 163            | 520        |                             | 520        |                | 1,489        |
| 8750-00 - Meals/Meetings                  | 523        | 74         | 192                 | 789                | 11             | 28         | 219                         | 258        | 163            | 1,057        |
| 8810-00 - Dues & Subscriptions            | 37         | 815        |                     | 852                |                | 480        | 1,447                       | 1,927      |                | 2,779        |
| 8910-00 - Travel                          | 1,709      |            |                     | 1,709              |                |            |                             |            |                | 1,709        |
| <b>Total Expense</b>                      | 302,570    | 89,548     | 115,923             | 507,441            | 133,354        | 25,997     | 91,323                      | 250,674    | 149,286        | 907,401      |
|   | 302,570    | 89,548     | (266)               | 175,775            | 153,284        | 4,583      | (91,248)                    | 68,819     | (5,461)        | 236,932      |
| 4700-00 - Revenues-Interest & Investment  |            |            |                     |                    |                |            | 169                         | 169        |                | 169          |
| 8990-00 - Allocated                       | 33,536     | 20,497     | 11,888              | 65,921             | 8,462          | 8,737      | (93,644)                    | (76,444)   | 10,523         |              |
|   | 33,536     | 20,497     | 11,888              | 65,921             | 8,462          | 8,737      | (93,644)                    | (76,444)   | 10,523         |              |
|   | (33,536)   | (20,497)   | (11,888)            | (65,921)           | (8,462)        | (8,737)    | 93,813                      | (76,814)   | (10,523)       |              |
| <b>Total</b>                              | 109,986    | 12,022     | 12,154              | 109,854            | 144,821        | (4,154)    | 2,565                       | 143,231    | (15,985)       | 237,102      |

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Quarter Ended September 30, 2012  
 Marketing

|                                 | CURRENT QUARTER |                |                 |             | YEAR TO DATE   |                |                 |                 |             |                |
|---------------------------------|-----------------|----------------|-----------------|-------------|----------------|----------------|-----------------|-----------------|-------------|----------------|
|                                 | Actual          | Budget         | Variance        | % of Budget | Prior Year     | Actual         | Budget          | Variance        | % of Budget | Prior Year     |
| <b>Revenue</b>                  |                 |                |                 |             |                |                |                 |                 |             |                |
| Placer County TOT Funding       | 446,091         | 446,091        | 0               | 100%        | 467,978        | 446,091        | 0               | 0               | 100%        | 168,266        |
| Special Events Autumn Food&Wine | 0               | 0              | 0               |             | 76,247         | 0              | 0               | 0               |             | 0              |
| <b>Total Revenue</b>            | <b>446,091</b>  | <b>446,091</b> | <b>0</b>        | <b>100%</b> | <b>544,225</b> | <b>446,091</b> | <b>0</b>        | <b>0</b>        | <b>100%</b> | <b>168,266</b> |
| <b>Operating Expenses</b>       |                 |                |                 |             |                |                |                 |                 |             |                |
| Salaries & Wages                | 67,673          | 71,033         | (3,360)         | 95%         | 78,354         | 71,033         | (3,360)         | (3,360)         | 95%         | 29,316         |
| Rent                            | 4,868           | 4,894          | (26)            | 99%         | 6,359          | 4,894          | (26)            | (26)            | 99%         | 2,535          |
| Telephone                       | 3,183           | 1,788          | 1,394           | 178%        | 1,885          | 1,788          | 1,394           | 1,394           | 178%        | 640            |
| Mail - USPS                     | 129             | 255            | (126)           | 50%         | 305            | 255            | (126)           | (126)           | 50%         | 305            |
| Insurance/Bonding               | 642             | 600            | 42              | 107%        | 512            | 600            | 42              | 42              | 107%        | 94             |
| Supplies                        | 1,341           | 1,149          | 192             | 117%        | 356            | 1,149          | 192             | 192             | 117%        | 44             |
| Visitor Communications - Other  | 0               | 0              | 0               |             | 0              | 0              | 0               | 0               |             | 0              |
| Depreciation                    | 895             | 858            | 37              | 104%        | 976            | 858            | 37              | 37              | 104%        | 353            |
| Equipment Support & Maintenance | 904             | 450            | 454             | 201%        | 1,388          | 450            | 454             | 454             | 201%        | 200            |
| Taxes, Licenses & Fees          | 380             | 233            | 147             | 163%        | 204            | 233            | 147             | 147             | 163%        | 204            |
| Equipment Rental/Leasing        | 702             | 501            | 201             | 140%        | 462            | 501            | 201             | 201             | 140%        | 123            |
| Training Seminars               | 0               | 0              | 0               |             | 400            | 0              | 0               | 0               |             | 0              |
| Programs                        | 0               | 50,000         | (50,000)        | 0%          | (5,000)        | 0              | (50,000)        | (50,000)        | 0%          | 0              |
| Autumn Food & Wine              | 0               | 0              | 0               |             | 76,514         | 0              | 0               | 0               |             | 0              |
| Special Events                  | 6,402           | 28,500         | (22,098)        | 22%         | 16,546         | 28,500         | (22,098)        | (22,098)        | 22%         | 0              |
| Marketing Cooperative/Media     | 208,788         | 207,312        | 1,476           | 101%        | 198,000        | 207,312        | 1,476           | 1,476           | 101%        | 66,000         |
| Media/Collateral/Production     | 175             | 0              | 175             |             | 46,966         | 0              | 175             | 175             |             | 34,252         |
| Miscellaneous Programs          | 3,726           | 20,000         | (16,274)        | 19%         | 0              | 20,000         | (16,274)        | (16,274)        | 19%         | 0              |
| Associate Relations             | 0               | 50             | (50)            | 0%          | 36             | 50             | (50)            | (50)            | 0%          | 16             |
| Credit Card Fees                | 0               | 125            | (125)           | 0%          | 0              | 125            | (125)           | (125)           | 0%          | 0              |
| Automobile Expenses             | 493             | 450            | 43              | 110%        | 176            | 450            | 43              | 43              | 110%        | 0              |
| Meals/Meetings                  | 523             | 300            | 223             | 174%        | 456            | 300            | 223             | 223             | 174%        | 40             |
| Dues & Subscriptions            | 37              | 750            | (713)           | 5%          | 1,776          | 750            | (713)           | (713)           | 5%          | 890            |
| Travel                          | 1,709           | 1,893          | (184)           | 90%         | 1,480          | 1,893          | (184)           | (184)           | 90%         | 0              |
| <b>Total Operating Expenses</b> | <b>302,570</b>  | <b>391,142</b> | <b>(88,573)</b> | <b>77%</b>  | <b>428,151</b> | <b>391,142</b> | <b>(88,573)</b> | <b>(88,573)</b> | <b>77%</b>  | <b>135,000</b> |
| <b>Operating Income (Loss)</b>  | <b>143,521</b>  | <b>54,949</b>  | <b>88,573</b>   | <b>261%</b> | <b>116,074</b> | <b>54,949</b>  | <b>88,573</b>   | <b>88,573</b>   | <b>261%</b> | <b>33,266</b>  |
| <b>Total Other Income</b>       | <b>0</b>        | <b>0</b>       | <b>0</b>        | <b>0%</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>        | <b>0</b>        | <b>0%</b>   | <b>0</b>       |
| Allocated                       | 33,536          | 33,785         | (250)           | 99%         | 38,127         | 33,785         | (250)           | (250)           | 99%         | 19,200         |
| <b>Net Income (Loss)</b>        | <b>109,986</b>  | <b>21,163</b>  | <b>88,823</b>   | <b>520%</b> | <b>77,947</b>  | <b>21,163</b>  | <b>88,823</b>   | <b>88,823</b>   | <b>520%</b> | <b>14,066</b>  |



North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Quarter Ended September 30, 2012  
 Conference

|                                 | CURRENT QUARTER   |                   |                   |             | YEAR TO DATE      |                   |                   |            |                   |
|---------------------------------|-------------------|-------------------|-------------------|-------------|-------------------|-------------------|-------------------|------------|-------------------|
|                                 | Actual            | Budget            | Variance          | % of Budget | Prior Year        | Actual            | Budget            | Variance   | % of Budget       |
| <b>Revenue</b>                  |                   |                   |                   |             |                   |                   |                   |            |                   |
| Placer County TOT Funding       | \$ 88,051         | \$ 88,051         | \$ 0              | 100%        | \$ 91,333         | \$ 88,051         | \$ 0              | 100%       | \$ 91,333         |
| Membership                      | \$ 2,199          | \$ 1,624          | \$ 575            | 135%        | \$ 1,463          | \$ 1,624          | \$ 575            | 135%       | \$ 1,463          |
| Commissions                     | \$ 31,818         | \$ 38,225         | \$ (6,407)        | 83%         | \$ 50,044         | \$ 38,225         | \$ (6,407)        | 83%        | \$ 50,044         |
| <b>Total Revenue</b>            | <b>\$ 122,067</b> | <b>\$ 127,900</b> | <b>\$ (5,833)</b> | <b>95%</b>  | <b>\$ 142,840</b> | <b>\$ 127,900</b> | <b>\$ (5,833)</b> | <b>95%</b> | <b>\$ 142,840</b> |
| <b>Operating Expenses</b>       |                   |                   |                   |             |                   |                   |                   |            |                   |
| Salaries & Wages                | \$ 48,679         | \$ 50,106         | \$ (1,427)        | 97%         | \$ 39,142         | \$ 50,106         | \$ (1,427)        | 97%        | \$ 39,142         |
| Rent                            | \$ 2,499          | \$ 2,504          | \$ (5)            | 100%        | \$ 3,244          | \$ 2,504          | \$ (5)            | 100%       | \$ 3,244          |
| Telephone                       | \$ 972            | \$ 1,190          | \$ (218)          | 82%         | \$ 922            | \$ 1,190          | \$ (218)          | 82%        | \$ 922            |
| Mail - USPS                     | \$ 172            | \$ 195            | \$ (23)           | 88%         | \$ 281            | \$ 195            | \$ (23)           | 88%        | \$ 281            |
| Insurance/Bonding               | \$ 535            | \$ 300            | \$ 235            | 178%        | \$ 258            | \$ 300            | \$ 235            | 178%       | \$ 258            |
| Supplies                        | \$ 237            | \$ 446            | \$ (208)          | 53%         | \$ 387            | \$ 446            | \$ (208)          | 53%        | \$ 387            |
| Depreciation                    | \$ 465            | \$ 450            | \$ 15             | 103%        | \$ 501            | \$ 450            | \$ 15             | 103%       | \$ 501            |
| Equipment Support & Maintenance | \$ 470            | \$ 325            | \$ 145            | 145%        | \$ 228            | \$ 325            | \$ 145            | 145%       | \$ 228            |
| Taxes, Licenses & Fees          | \$ 94             | \$ 130            | \$ (36)           | 72%         | \$ 106            | \$ 130            | \$ (36)           | 72%        | \$ 106            |
| Equipment Rental/Leasing        | \$ 628            | \$ 425            | \$ 203            | 148%        | \$ 387            | \$ 425            | \$ 203            | 148%       | \$ 387            |
| Promotions/Giveaways            | \$ 411            | \$ 0              | \$ 411            | 0%          | \$ 0              | \$ 0              | \$ 411            | 0%         | \$ 0              |
| Marketing Cooperative/Media     | \$ 33,498         | \$ 34,331         | \$ (833)          | 98%         | \$ 48,000         | \$ 34,331         | \$ (833)          | 98%        | \$ 48,000         |
| Associate Relations             | \$ 0              | \$ 125            | \$ (125)          | 0%          | \$ 19             | \$ 125            | \$ (125)          | 0%         | \$ 19             |
| Automobile Expenses             | \$ 0              | \$ 239            | \$ (239)          | 0%          | \$ 71             | \$ 239            | \$ (239)          | 0%         | \$ 71             |
| Meals/Meetings                  | \$ 74             | \$ 0              | \$ 74             | 0%          | \$ 0              | \$ 0              | \$ 74             | 0%         | \$ 0              |
| Dues & Subscriptions            | \$ 815            | \$ 0              | \$ 815            | 0%          | \$ 365            | \$ 0              | \$ 815            | 0%         | \$ 365            |
| Travel                          | \$ 0              | \$ 0              | \$ 0              | 0%          | \$ 0              | \$ 0              | \$ 0              | 0%         | \$ 0              |
| <b>Total Operating Expenses</b> | <b>\$ 89,548</b>  | <b>\$ 90,765</b>  | <b>\$ (1,217)</b> | <b>99%</b>  | <b>\$ 93,912</b>  | <b>\$ 90,765</b>  | <b>\$ (1,217)</b> | <b>99%</b> | <b>\$ 93,912</b>  |
| <b>Operating Income (Loss)</b>  | <b>\$ 32,519</b>  | <b>\$ 37,135</b>  | <b>\$ (4,616)</b> | <b>88%</b>  | <b>\$ 48,928</b>  | <b>\$ 37,135</b>  | <b>\$ (4,616)</b> | <b>88%</b> | <b>\$ 48,928</b>  |
| <b>Total Other Income</b>       | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>0%</b>   | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>\$ 0</b>       | <b>0%</b>  | <b>\$ 0</b>       |
| Allocated                       | \$ 20,497         | \$ 20,741         | \$ (244)          | 99%         | \$ 20,670         | \$ 20,741         | \$ (244)          | 99%        | \$ 20,670         |
| <b>Net Income (Loss)</b>        | <b>\$ 12,022</b>  | <b>\$ 16,394</b>  | <b>\$ (4,372)</b> | <b>73%</b>  | <b>\$ 28,258</b>  | <b>\$ 16,394</b>  | <b>\$ (4,372)</b> | <b>73%</b> | <b>\$ 28,258</b>  |

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Quarter Ended September 30, 2012  
 Transportation

|                                 | CURRENT QUARTER |             |              |             | YEAR TO DATE |            |              |          |             |
|---------------------------------|-----------------|-------------|--------------|-------------|--------------|------------|--------------|----------|-------------|
|                                 | Actual          | Budget      | Variance     | % of Budget | Prior Year   | Actual     | Budget       | Variance | % of Budget |
| Revenue                         |                 |             |              |             |              |            |              |          |             |
| Placer County TOT Funding       | \$ 286,638      | \$ 286,638  | \$ 0         | 100%        | \$ 154,800   | \$ 286,638 | \$ 0         | 100%     | \$ 154,800  |
| Total Revenue                   | \$ 286,638      | \$ 286,638  | \$ 0         | 100%        | \$ 154,800   | \$ 286,638 | \$ 0         | 100%     | \$ 154,800  |
| Operating Expenses              |                 |             |              |             |              |            |              |          |             |
| Salaries & Wages                | \$ 16,850       | \$ 19,900   | \$ (3,050)   | 85%         | \$ 22,057    | \$ 16,850  | \$ (3,050)   | 85%      | \$ 22,057   |
| Rent                            | \$ 1,739        | \$ 1,758    | \$ (20)      | 99%         | \$ 2,257     | \$ 1,739   | \$ (20)      | 99%      | \$ 2,257    |
| Telephone                       | \$ 843          | \$ 792      | \$ 51        | 106%        | \$ 608       | \$ 843     | \$ 51        | 106%     | \$ 608      |
| Mail - USPS                     | \$ 4            | \$ 0        | \$ 4         |             | \$ 0         | \$ 4       | \$ 4         |          | \$ 0        |
| Insurance/Bonding               | \$ 139          | \$ 200      | \$ (61)      | 70%         | \$ 171       | \$ 139     | \$ (61)      | 70%      | \$ 171      |
| Supplies                        | \$ 147          | \$ 200      | \$ (53)      | 74%         | \$ 80        | \$ 147     | \$ (53)      | 74%      | \$ 80       |
| Depreciation                    | \$ 286          | \$ 276      | \$ 10        | 104%        | \$ 247       | \$ 286     | \$ 10        | 104%     | \$ 247      |
| Equipment Support & Maintenance | \$ 289          | \$ 167      | \$ 122       | 173%        | \$ 140       | \$ 289     | \$ 122       | 173%     | \$ 140      |
| Taxes, Licenses & Fees          | \$ 58           | \$ 100      | \$ (42)      | 58%         | \$ 65        | \$ 58      | \$ (42)      | 58%      | \$ 65       |
| Equipment Rental/Leasing        | \$ 542          | \$ 350      | \$ 192       | 155%        | \$ 326       | \$ 542     | \$ 192       | 155%     | \$ 326      |
| Public Outreach                 | \$ 0            | \$ 443      | \$ (443)     | 0%          | \$ 0         | \$ 0       | \$ (443)     | 0%       | \$ 0        |
| Research & Planning Membership  | \$ 3,000        | \$ 0        | \$ 3,000     |             | \$ 0         | \$ 3,000   | \$ 3,000     |          | \$ 0        |
| Research & Planning             | \$ 3,248        | \$ 7,500    | \$ (4,252)   | 43%         | \$ 3,107     | \$ 3,248   | \$ (4,252)   | 43%      | \$ 3,107    |
| Transportation Projects         | \$ 106,037      | \$ 292,000  | \$ (185,963) | 36%         | \$ 88,122    | \$ 106,037 | \$ (185,963) | 36%      | \$ 88,122   |
| Associate Relations             | \$ 0            | \$ 38       | \$ (38)      | 0%          | \$ 12        | \$ 0       | \$ (38)      | 0%       | \$ 12       |
| Automobile Expenses             | \$ 163          | \$ 1,050    | \$ (887)     | 16%         | \$ 408       | \$ 163     | \$ (887)     | 16%      | \$ 408      |
| Meals/Meetings                  | \$ 11           | \$ 0        | \$ 11        |             | \$ 0         | \$ 11      | \$ 11        |          | \$ 0        |
| Dues & Subscriptions            | \$ 0            | \$ 72       | \$ (72)      | 0%          | \$ 18        | \$ 0       | \$ (72)      | 0%       | \$ 18       |
| Total Operating Expenses        | \$ 133,354      | \$ 324,846  | \$ (191,491) | 41%         | \$ 117,617   | \$ 133,354 | \$ (191,491) | 41%      | \$ 117,617  |
| Operating Income (Loss)         | \$ 153,284      | \$ (38,208) | \$ 191,491   | -401%       | \$ 37,183    | \$ 153,284 | \$ (38,208)  | -401%    | \$ 37,183   |
| Total Other Income              | \$ 0            | \$ 0        | \$ 0         |             | \$ 0         | \$ 0       | \$ 0         |          | \$ 0        |
| Allocated                       | \$ 8,462        | \$ 8,449    | \$ 13        | 100%        | \$ 9,339     | \$ 8,462   | \$ 13        | 100%     | \$ 9,339    |
| Net Income (Loss)               | \$ 144,821      | \$ (46,657) | \$ 191,478   | -310%       | \$ 27,844    | \$ 144,821 | \$ (46,657)  | -310%    | \$ 27,844   |

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Quarter Ended September 30, 2012  
 Visitor Information

|                                 | CURRENT QUARTER    |                   |                   |             | YEAR TO DATE     |                   |                   |             |
|---------------------------------|--------------------|-------------------|-------------------|-------------|------------------|-------------------|-------------------|-------------|
|                                 | Actual             | Budget            | Variance          | % of Budget | Prior Year       | Budget            | Variance          | % of Budget |
| Revenue                         |                    |                   |                   |             |                  |                   |                   |             |
| Placer County TOT Funding       | \$ 78,318          | \$ 78,318         | \$ 0              | 100%        | \$ 80,363        | \$ 78,318         | \$ 0              | 100%        |
| Membership                      | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Revenues-Membership Activities  | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Revenue-Tue AM Breakfast Club   | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Special Events-Autumn Food&Wine | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Revenues - Retail - Nontaxable  | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 268           | \$ 0              | \$ 0              | 0%          |
| Non-retail VIC income           | \$ 200             | \$ 0              | \$ 200            | 0%          | \$ 0             | \$ 200            | \$ 200            | 0%          |
| Merchandise Sales               | \$ 36,369          | \$ 36,500         | \$ (111)          | 100%        | \$ 11,345        | \$ 36,500         | \$ (111)          | 100%        |
| Miscellaneous                   | \$ 150             | \$ 7,608          | \$ (7,458)        | 2%          | \$ 0             | \$ (7,458)        | \$ (7,458)        | 2%          |
| <b>Total Revenue</b>            | <b>\$ 115,057</b>  | <b>\$ 122,426</b> | <b>\$ (7,369)</b> | <b>94%</b>  | <b>\$ 91,976</b> | <b>\$ 122,426</b> | <b>\$ (7,369)</b> | <b>94%</b>  |
| <b>Gross Profit</b>             | <b>\$ 115,057</b>  | <b>\$ 122,426</b> | <b>\$ (7,369)</b> | <b>94%</b>  | <b>\$ 91,976</b> | <b>\$ 122,426</b> | <b>\$ (7,369)</b> | <b>94%</b>  |
| Operating Expenses              |                    |                   |                   |             |                  |                   |                   |             |
| Salaries & Wages                | \$ 59,514          | \$ 69,640         | \$ (10,126)       | 85%         | \$ 30,438        | \$ 69,640         | \$ (10,126)       | 85%         |
| Rent                            | \$ 27,918          | \$ 26,823         | \$ 1,095          | 104%        | \$ 5,009         | \$ 26,823         | \$ 1,095          | 104%        |
| Freight and Shipping Costs      | \$ 152             | \$ 0              | \$ 152            | 0%          | \$ 0             | \$ 0              | \$ 152            | 0%          |
| Telephone                       | \$ 1,486           | \$ 929            | \$ 558            | 160%        | \$ 417           | \$ 929            | \$ 558            | 160%        |
| Mail - USPS                     | \$ 131             | \$ 45             | \$ 86             | 290%        | \$ 10            | \$ 45             | \$ 86             | 290%        |
| Insurance/Bonding               | \$ 671             | \$ 250            | \$ 421            | 268%        | \$ 258           | \$ 250            | \$ 421            | 268%        |
| Supplies                        | \$ 3,505           | \$ 250            | \$ 3,255          | 1402%       | \$ 860           | \$ 250            | \$ 3,255          | 1402%       |
| Visitor Communications - Other  | \$ 98              | \$ 0              | \$ 98             | 0%          | \$ 0             | \$ 0              | \$ 98             | 0%          |
| Depreciation                    | \$ 465             | \$ 447            | \$ 18             | 104%        | \$ 501           | \$ 447            | \$ 18             | 104%        |
| Equipment Support & Maintenance | \$ 720             | \$ 450            | \$ 270            | 160%        | \$ 328           | \$ 450            | \$ 270            | 160%        |
| Taxes, Licenses & Fees          | \$ 588             | \$ 206            | \$ 382            | 286%        | \$ 193           | \$ 206            | \$ 382            | 286%        |
| Miscellaneous Expense           | \$ 1,722           | \$ 1,000          | \$ 722            | 172%        | \$ 1,001         | \$ 1,000          | \$ 722            | 172%        |
| Equipment Rental/Leasing        | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Training Seminars               | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Public Outreach                 | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Professional Fees               | \$ 2,763           | \$ 2,475          | \$ 288            | 112%        | \$ 0             | \$ 2,475          | \$ 288            | 112%        |
| Classified Ads                  | \$ 0               | \$ 125            | \$ (125)          | 0%          | \$ 720           | \$ 0              | \$ (125)          | 0%          |
| Miscellaneous Programs          | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Conference - PUD                | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Trade Shows/Travel              | \$ 13,865          | \$ 12,000         | \$ 1,865          | 116%        | \$ 6,304         | \$ 12,000         | \$ 1,865          | 116%        |
| Cost of Goods Sold              | \$ 25              | \$ 87             | \$ (62)           | 29%         | \$ 19            | \$ 87             | \$ (62)           | 29%         |
| Associate Relations             | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Board Functions                 | \$ 839             | \$ 175            | \$ 664            | 479%        | \$ 227           | \$ 175            | \$ 664            | 479%        |
| Credit Card Fees                | \$ 670             | \$ 75             | \$ 595            | 893%        | \$ 333           | \$ 75             | \$ 595            | 893%        |
| Automobile Expenses             | \$ 192             | \$ 0              | \$ 192            | 0%          | \$ 5             | \$ 0              | \$ 192            | 0%          |
| Meals/Meetings                  | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Dues & Subscriptions            | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| Travel                          | \$ 0               | \$ 0              | \$ 0              | 0%          | \$ 0             | \$ 0              | \$ 0              | 0%          |
| <b>Total Operating Expenses</b> | <b>\$ 115,323</b>  | <b>\$ 114,977</b> | <b>\$ 346</b>     | <b>100%</b> | <b>\$ 46,622</b> | <b>\$ 114,977</b> | <b>\$ 346</b>     | <b>100%</b> |
| <b>Operating Income (Loss)</b>  | <b>\$ (266)</b>    | <b>\$ 7,449</b>   | <b>\$ (7,715)</b> | <b>-4%</b>  | <b>\$ 45,354</b> | <b>\$ (7,715)</b> | <b>\$ (7,715)</b> | <b>-4%</b>  |
| Allocated                       | \$ 11,888          | \$ 11,441         | \$ 447            | 104%        | \$ 16,527        | \$ 11,441         | \$ 447            | 104%        |
| <b>Net Income (Loss)</b>        | <b>\$ (12,154)</b> | <b>\$ (3,992)</b> | <b>\$ (8,162)</b> | <b>3</b>    | <b>\$ 28,827</b> | <b>\$ (3,992)</b> | <b>\$ (8,162)</b> | <b>3</b>    |

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Quarter Ended September 30, 2012  
 Infrastructure

CURRENT QUARTER

YEAR TO DATE

|                                 | Actual      | Budget    | Variance    | % of Budget | Prior year  |
|---------------------------------|-------------|-----------|-------------|-------------|-------------|
| Revenue                         |             |           |             |             |             |
| Placer County TOT Funding       | \$ 143,825  | \$ 49,509 | \$ 94,316   | 291%        | \$ 25,664   |
| Total Revenue                   | \$ 143,825  | \$ 49,509 | \$ 94,316   | 291%        | \$ 25,664   |
| Operating Expenses              |             |           |             |             |             |
| Salaries & Wages                | \$ 19,494   | \$ 20,902 | \$ (1,408)  | 93%         | \$ 22,109   |
| Rent                            | \$ 1,739    | \$ 1,882  | \$ (143)    | 92%         | \$ 2,257    |
| Telephone                       | \$ 908      | \$ 573    | \$ 334      | 158%        | \$ 608      |
| Mail - USPS                     | \$ 5        | \$ 4      | \$ 1        | 132%        | \$ 0        |
| Insurance/Bonding               | \$ 138      | \$ 200    | \$ (62)     | 69%         | \$ 169      |
| Supplies                        | \$ 185      | \$ 375    | \$ (190)    | 49%         | \$ 80       |
| Depreciation                    | \$ 286      | \$ 276    | \$ 10       | 104%        | \$ 245      |
| Equipment Support & Maintenance | \$ 289      | \$ 180    | \$ 109      | 161%        | \$ 190      |
| Taxes, Licenses & Fees          | \$ 58       | \$ 300    | \$ (242)    | 19%         | \$ 447      |
| Miscellaneous Expense           | \$ 0        | \$ 171    | \$ (171)    | 0%          | \$ 0        |
| Equipment Rental/Leasing        | \$ 542      | \$ 360    | \$ 182      | 151%        | \$ 326      |
| Training Seminars               | \$ 0        | \$ 125    | \$ (125)    | 0%          | \$ 378      |
| Research & Planning             | \$ 28,470   | \$ 12,999 | \$ 15,471   | 219%        | \$ 3,337    |
| Infrastructure Projects         | \$ 96,998   | \$ 0      | \$ 96,998   | 0%          | \$ 4,056    |
| Associate Relations             | \$ 0        | \$ 25     | \$ (25)     | 0%          | \$ 12       |
| Automobile Expenses             | \$ 163      | \$ 500    | \$ (337)    | 33%         | \$ 408      |
| Meals/Meetings                  | \$ 11       | \$ 25     | \$ (15)     | 42%         | \$ 0        |
| Dues & Subscriptions            | \$ 0        | \$ 25     | \$ (25)     | 0%          | \$ 18       |
| Total Operating Expenses        | \$ 149,286  | \$ 38,922 | \$ 110,363  | 384%        | \$ 34,640   |
| Operating Income (Loss)         | \$ (5,461)  | \$ 10,587 | \$ (16,048) | -52%        | \$ (8,976)  |
| Total Other Income              | \$ 0        | \$ 100    | \$ (100)    | 0%          | \$ 339      |
| Allocated                       | \$ 10,523   | \$ 10,747 | \$ (224)    | 98%         | \$ 10,695   |
| Net Income (Loss)               | \$ (15,985) | \$ (60)   | \$ (15,924) | 26513%      | \$ (19,332) |

26-12 D12

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Quarter Ended September 30, 2012  
 Membership

|                                 | CURRENT QUARTER   |                  |                    |              | YEAR TO DATE      |                  |                    |              |                   |
|---------------------------------|-------------------|------------------|--------------------|--------------|-------------------|------------------|--------------------|--------------|-------------------|
|                                 | Actual            | Budget           | Variance           | % of Budget  | Actual            | Budget           | Variance           | % of Budget  | Prior Year        |
| Revenue                         |                   |                  |                    |              |                   |                  |                    |              |                   |
| Membership                      | \$ 26,212         | \$ 29,442        | \$ (3,230)         | 89%          | \$ 26,212         | \$ 29,442        | \$ (3,230)         | 89%          | \$ 25,418         |
| Revenues-Membership Activities  | \$ 1,131          | \$ 12,914        | \$ (11,783)        | 9%           | \$ 1,131          | \$ 12,914        | \$ (11,783)        | 9%           | \$ 3,675          |
| Revenue-Tue AM Breakfast Club   | \$ 3,237          | \$ 2,232         | \$ 1,005           | 145%         | \$ 3,237          | \$ 2,232         | \$ 1,005           | 145%         | \$ 4,565          |
| Commissions                     | \$ 0              | \$ 1,250         | \$ (1,250)         | 0%           | \$ 0              | \$ 1,250         | \$ (1,250)         | 0%           | \$ 0              |
| <b>Total Revenue</b>            | <b>\$ 30,580</b>  | <b>\$ 45,838</b> | <b>\$ (15,257)</b> | <b>67%</b>   | <b>\$ 30,580</b>  | <b>\$ 45,838</b> | <b>\$ (15,257)</b> | <b>67%</b>   | <b>\$ 33,658</b>  |
| Operating Expenses              |                   |                  |                    |              |                   |                  |                    |              |                   |
| Salaries & Wages                | \$ 16,032         | \$ 18,527        | \$ (2,495)         | 87%          | \$ 16,032         | \$ 18,527        | \$ (2,495)         | 87%          | \$ 21,029         |
| Rent                            | \$ 1,739          | \$ 1,767         | \$ (28)            | 98%          | \$ 1,739          | \$ 1,767         | \$ (28)            | 98%          | \$ 2,265          |
| Telephone                       | \$ 1,039          | \$ 873           | \$ 165             | 119%         | \$ 1,039          | \$ 873           | \$ 165             | 119%         | \$ 613            |
| Mail - USPS                     | \$ 57             | \$ 150           | \$ (93)            | 38%          | \$ 57             | \$ 150           | \$ (93)            | 38%          | \$ 0              |
| Insurance/Bonding               | \$ 274            | \$ 196           | \$ 78              | 140%         | \$ 274            | \$ 196           | \$ 78              | 140%         | \$ 169            |
| Supplies                        | \$ 1,039          | \$ 250           | \$ 789             | 416%         | \$ 1,039          | \$ 250           | \$ 789             | 416%         | \$ 88             |
| Depreciation                    | \$ 286            | \$ 276           | \$ 10              | 104%         | \$ 286            | \$ 276           | \$ 10              | 104%         | \$ 245            |
| Equipment Support & Maintenance | \$ 289            | \$ 238           | \$ 52              | 122%         | \$ 289            | \$ 238           | \$ 52              | 122%         | \$ 140            |
| Taxes, Licenses & Fees          | \$ 58             | \$ 65            | \$ (7)             | 89%          | \$ 58             | \$ 65            | \$ (7)             | 89%          | \$ 65             |
| Equipment Rental/Leasing        | \$ 1,144          | \$ 725           | \$ 419             | 158%         | \$ 1,144          | \$ 725           | \$ 419             | 158%         | \$ 663            |
| Training Seminars               | \$ 180            | \$ 0             | \$ 180             | 0%           | \$ 180            | \$ 0             | \$ 180             | 0%           | \$ 0              |
| Membership Activities           | \$ 1,148          | \$ 7,939         | \$ (6,791)         | 14%          | \$ 1,148          | \$ 7,939         | \$ (6,791)         | 14%          | \$ 1,817          |
| Tuesday Morning Breakfast Club  | \$ 1,686          | \$ 1,500         | \$ 186             | 112%         | \$ 1,686          | \$ 1,500         | \$ 186             | 112%         | \$ 1,872          |
| Associate Relations             | \$ 0              | \$ 94            | \$ (94)            | 0%           | \$ 0              | \$ 94            | \$ (94)            | 0%           | \$ 12             |
| Credit Card Fees                | \$ 520            | \$ 550           | \$ (30)            | 95%          | \$ 520            | \$ 550           | \$ (30)            | 95%          | \$ 280            |
| Automobile Expenses             | \$ 0              | \$ 375           | \$ (375)           | 0%           | \$ 0              | \$ 375           | \$ (375)           | 0%           | \$ 364            |
| Meals/Meetings                  | \$ 28             | \$ 75            | \$ (47)            | 37%          | \$ 28             | \$ 75            | \$ (47)            | 37%          | \$ 0              |
| Dues & Subscriptions            | \$ 480            | \$ 250           | \$ 230             | 192%         | \$ 480            | \$ 250           | \$ 230             | 192%         | \$ 516            |
| Travel                          | \$ 0              | \$ 0             | \$ 0               | 0%           | \$ 0              | \$ 0             | \$ 0               | 0%           | \$ 0              |
| <b>Total Operating Expenses</b> | <b>\$ 25,997</b>  | <b>\$ 33,849</b> | <b>\$ (7,852)</b>  | <b>77%</b>   | <b>\$ 25,997</b>  | <b>\$ 33,849</b> | <b>\$ (7,852)</b>  | <b>77%</b>   | <b>\$ 30,138</b>  |
| <b>Operating Income (Loss)</b>  | <b>\$ 4,583</b>   | <b>\$ 11,989</b> | <b>\$ (7,405)</b>  | <b>38%</b>   | <b>\$ 4,583</b>   | <b>\$ 11,989</b> | <b>\$ (7,405)</b>  | <b>38%</b>   | <b>\$ 3,520</b>   |
| <b>Total Other Income</b>       | <b>\$ 0</b>       | <b>\$ 0</b>      | <b>\$ 0</b>        |              | <b>\$ 0</b>       | <b>\$ 0</b>      | <b>\$ 0</b>        |              | <b>\$ 0</b>       |
| Allocated                       | \$ 8,737          | \$ 8,722         | \$ 15              | 100%         | \$ 8,737          | \$ 8,722         | \$ 15              | 100%         | \$ 8,600          |
| <b>Net Income (Loss)</b>        | <b>\$ (4,154)</b> | <b>\$ 3,266</b>  | <b>\$ (7,420)</b>  | <b>-127%</b> | <b>\$ (4,154)</b> | <b>\$ 3,266</b>  | <b>\$ (7,420)</b>  | <b>-127%</b> | <b>\$ (5,081)</b> |

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 For the Quarter Ended Sep 30, 2012  
 Management and Administrative

|                                 | CURRENT QUARTER |             |            |             | YEAR TO DATE |             |            |              |             |              |
|---------------------------------|-----------------|-------------|------------|-------------|--------------|-------------|------------|--------------|-------------|--------------|
|                                 | Actual          | Budget      | Variance   | % of Budget | Prior Year   | Actual      | Budget     | Variance     | % of Budget | Prior Year   |
| Revenue                         |                 |             |            |             |              |             |            |              |             |              |
| Miscellaneous                   | \$ 75           | \$ 0        | \$ 75      |             | \$ (73)      | \$ 75       | \$ 0       | \$ 75        |             | \$ (73)      |
| Total Revenue                   | \$ 75           | \$ 0        | \$ 75      |             | \$ (73)      | \$ 75       | \$ 0       | \$ 75        |             | \$ (73)      |
| <b>Operating Expenses</b>       |                 |             |            |             |              |             |            |              |             |              |
| Salaries & Wages                | \$ 75,048       | \$ 75,371   | \$ (323)   | 100%        | \$ 94,113    | \$ 75,371   | \$ (323)   | \$ 94,113    | 100%        | \$ 94,113    |
| Rent                            | \$ 5,435        | \$ 4,894    | \$ 541     | 111%        | \$ 6,895     | \$ 4,894    | \$ 541     | \$ 6,895     | 111%        | \$ 6,895     |
| Telephone                       | \$ 2,244        | \$ 2,336    | \$ (92)    | 96%         | \$ 1,346     | \$ 2,336    | \$ (92)    | \$ 1,346     | 96%         | \$ 1,346     |
| Mail - USPS                     | \$ 144          | \$ 194      | \$ (50)    | 74%         | \$ 19        | \$ 194      | \$ (50)    | \$ 19        | 74%         | \$ 19        |
| Insurance/Bonding               | \$ 710          | \$ 625      | \$ 85      | 114%        | \$ 572       | \$ 625      | \$ 85      | \$ 572       | 114%        | \$ 572       |
| Supplies                        | \$ 597          | \$ 809      | \$ (212)   | 74%         | \$ 1,011     | \$ 809      | \$ (212)   | \$ 1,011     | 74%         | \$ 1,011     |
| Depreciation                    | \$ 895          | \$ 858      | \$ 37      | 104%        | \$ 976       | \$ 858      | \$ 37      | \$ 976       | 104%        | \$ 976       |
| Equipment Support & Maintenance | \$ 904          | \$ 975      | \$ (71)    | 93%         | \$ 1,098     | \$ 975      | \$ (71)    | \$ 1,098     | 93%         | \$ 1,098     |
| Taxes, Licenses & Fees          | \$ 306          | \$ 375      | \$ (69)    | 82%         | \$ 376       | \$ 375      | \$ (69)    | \$ 376       | 82%         | \$ 376       |
| Miscellaneous Expense           | \$ 349          | \$ 0        | \$ 349     |             | \$ 0         | \$ 0        | \$ 349     | \$ 0         |             | \$ 0         |
| Equipment Rental/Leasing        | \$ 839          | \$ 847      | \$ (8)     | 99%         | \$ 523       | \$ 847      | \$ (8)     | \$ 523       | 99%         | \$ 523       |
| Public Outreach                 | \$ 0            | \$ 416      | \$ (416)   | 0%          | \$ 0         | \$ 416      | \$ (416)   | \$ 0         | 0%          | \$ 0         |
| Professional Fees               | \$ 800          | \$ 0        | \$ 800     |             | \$ 7,097     | \$ 0        | \$ 800     | \$ 7,097     |             | \$ 7,097     |
| Classified Ads                  | \$ 0            | \$ 0        | \$ 0       |             | \$ 915       | \$ 0        | \$ 0       | \$ 915       |             | \$ 915       |
| Associate Relations             | \$ 0            | \$ 300      | \$ (300)   | 0%          | \$ 36        | \$ 300      | \$ (300)   | \$ 36        | 0%          | \$ 36        |
| Board Functions                 | \$ 1,387        | \$ 1,250    | \$ 137     | 111%        | \$ 1,539     | \$ 1,250    | \$ 137     | \$ 1,539     | 111%        | \$ 1,539     |
| Automobile Expenses             | \$ 0            | \$ 75       | \$ (75)    | 0%          | \$ 0         | \$ 75       | \$ (75)    | \$ 0         | 0%          | \$ 0         |
| Meals/Meetings                  | \$ 219          | \$ 100      | \$ 119     | 219%        | \$ 0         | \$ 100      | \$ 119     | \$ 0         | 219%        | \$ 0         |
| Dues & Subscriptions            | \$ 1,447        | \$ 1,000    | \$ 447     | 145%        | \$ 665       | \$ 1,000    | \$ 447     | \$ 665       | 145%        | \$ 665       |
| Travel                          | \$ 0            | \$ 0        | \$ 0       |             | \$ 304       | \$ 0        | \$ 0       | \$ 304       |             | \$ 304       |
| Total Operating Expenses        | \$ 91,323       | \$ 90,425   | \$ 899     | 101%        | \$ 117,483   | \$ 90,425   | \$ 899     | \$ 117,483   | 101%        | \$ 117,483   |
| Operating Income (Loss)         | \$ (91,248)     | \$ (90,425) | \$ (824)   | 101%        | \$ (117,556) | \$ (90,425) | \$ (824)   | \$ (117,556) | 101%        | \$ (117,556) |
| Total Other Income              | \$ 169          | \$ 450      | \$ (281)   | 38%         | \$ 416       | \$ 450      | \$ (281)   | \$ 416       | 38%         | \$ 416       |
| Allocated                       | \$ (93,644)     | \$ (93,886) | \$ 243     | 100%        | \$ (103,959) | \$ (93,886) | \$ 243     | \$ (103,959) | 100%        | \$ (103,959) |
| Net Income (Loss)               | \$ 2,565        | \$ 3,912    | \$ (1,347) | 66%         | \$ (13,180)  | \$ 3,912    | \$ (1,347) | \$ (13,180)  | 66%         | \$ (13,180)  |

26-14 D14

**Monthly Report September 2012**  
**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

**Year to Date Bookings/Monthly Production Detail FY 12/13**

Prepared By: Anna Atwood, Marketing Executive Assistant

|   | <u>FY 12/13</u> | <u>FY 11/12</u> | <u>Variance</u> |
|---|-----------------|-----------------|-----------------|
| Total Revenue Booked as of 9/30/12:     | \$1,136,568     | \$1,632,151     | -30%            |
| Forecasted Commission for this Revenue: | \$50,006        | \$134,787       | -63%            |
| Number of Room Nights:                  | 7097            | 9410            | -25%            |
| Number of Delegates:                    | 3168            | 4549            | -30%            |
| Annual Revenue Goal:                    | \$1,750,000     | \$1,700,000     |                 |
| Annual Commission Goal:                 | \$75,000        | \$125,000       |                 |
| Number of Tentative Bookings:           | 61              | 39              | 56%             |

| <u>Monthly Detail/Activity</u>  | <u>September-12</u>      | <u>September-11</u> |      |
|---------------------------------|--------------------------|---------------------|------|
| <u>Number of Groups Booked:</u> | 8                        | 5                   | 60%  |
| Revenue Booked:                 | \$145,737                | \$464,992           | -69% |
| Projected Commission:           | \$8,299                  | \$46,076            |      |
| Room Nights:                    | 910                      | 1758                | -48% |
| Number of Delegates:            | 368                      | 823                 | -55% |
| Booked Group Types:             | 1 Corp, 5 Assoc., 2 Film | 3 Corp, 1 Smf, :    |      |
| Lost Business, # of Groups:     | 2                        | 0                   |      |

| <u>Arrived in the month</u> | <u>September-12 Est.</u> | <u>September-11</u> |      |
|-----------------------------|--------------------------|---------------------|------|
| Number of Groups:           | 8                        | 4                   |      |
| Revenue Arrived:            | \$113,538                | \$371,268           | -69% |
| Projected Commission:       | \$9,822                  | \$36,583            | -73% |
| Room Nights:                | 746                      | 541                 | 38%  |
| Number of Delegates:        | 357                      | 220                 | 62%  |
| Arrived Group Types:        | 4 Corp., 2 Assoc., Smf   | 1 Corp., 1 Assoc.   |      |

| <u>Monthly Detail/Activity</u>  | <u>August-12</u> | <u>August-11</u> |      |
|---------------------------------|------------------|------------------|------|
| <u>Number of Groups Booked:</u> | 1                | 5                | -80% |
| Revenue Booked:                 | \$2,902          | \$464,992        | -99% |
| Projected Commission:           | \$0              | \$46,076         |      |
| Room Nights:                    | 25               | 1758             | -99% |
| Number of Delegates:            | 25               | 823              | -97% |
| Booked Group Types:             | 1 Film Crew      | 3 Corp, 1 Smf, : |      |
| Lost Business, # of Groups:     | 3                | 0                |      |

| <u>Arrived in the month</u> | <u>August-12</u>                      | <u>August-11</u>  |      |
|-----------------------------|---------------------------------------|-------------------|------|
| Number of Groups:           | 6                                     | 4                 |      |
| Revenue Arrived:            | \$372,770                             | \$371,268         | 0%   |
| Projected Commission:       | \$23,733                              | \$36,583          | -35% |
| Room Nights:                | 2033                                  | 541               | 276% |
| Number of Delegates:        | 656                                   | 220               | 198% |
| Arrived Group Types:        | 2 Corp, 2 Assoc., 1Smf<br>1 Film Crew | 1 Corp., 1 Assoc. |      |

| <b>Monthly Detail/Activity</b>         | <b><u>July-12</u></b>       | <b><u>July-11</u></b> |            |
|--|-----------------------------|-----------------------|------------|
| <b><u>Number of Groups Booked:</u></b> | <b>9</b>                    | <b>5</b>              | <b>80%</b> |
| Revenue Booked:                        | \$168,743                   | \$737,507             | -77%       |
| Projected Commission:                  | \$6,118                     | \$36,875              | -83%       |
| Room Nights:                           | 953                         | 2873                  | -67%       |
| Number of Delegates:                   | 379                         | 890                   | -57%       |
| Booked Group Types:                    | 5 Corp, 1 Assoc.<br>3 Smerf | 1 Corp, 4 Assoc       |            |
| Lost Business, # of Groups:            | 4                           | 0                     |            |

| <b><u>Arrived in the month</u></b> | <b><u>July-12</u></b> | <b><u>July-11</u></b> |      |
|------------------------------------|-----------------------|-----------------------|------|
| Number of Groups:                  | 2                     | 2                     |      |
| Revenue Arrived:                   | \$82,912              | \$61,096              | 36%  |
| Projected Commission:              | \$0                   | \$4,855               |      |
| Room Nights:                       | 426                   | 541                   | -21% |
| Number of Delegates:               | 192                   | 220                   | -13% |
| Arrived Group Types:               | 1 Corp., 1 Assoc.     | 1 Corp., 1 Assoc.     |      |

**Future Year Bookings, booked in this fiscal year:**

|                     |                    |                    |
|---------------------|--------------------|--------------------|
|                     |                    | (Goal)             |
| <b>For 2013/14:</b> | <b>\$1,371,330</b> | <b>\$1,200,000</b> |
| <b>For 2014/15:</b> | <b>\$2,699,256</b> | <b>\$800,000</b>   |

**NUMBER OF LEADS Generated as of 9/30/12:** 35

**Total Number of Leads Generated in Previous Years:**

2011/2012: 119  
2010/2011: 92  
2009/2010: 107  
2008/2009: 151  
2007/2008: 209  
2006/2007: 205



**Monthly Report September 2012**  
**CONFERENCE REVENUE STATISTICS**  
**South Lake Tahoe**

**Year to Date Bookings/Monthly Production Detail FY 12/13**

Prepared By: Anna Atwood, Marketing Executive Assistant

|   | <u>FY 12/13</u> | <u>FY 11/12</u> | <u>Variance</u> |
|---|-----------------|-----------------|-----------------|
| Total Revenue Booked as of 9/30/12:     | \$222,528       | \$146,945       | 51%             |
| Forecasted Commission for this Revenue: | \$14,184        | \$7,630         | 86%             |
| Number of Room Nights:                  | 2281            | 1823            | 25%             |
| Number of Delegates:                    | 1802            | 1205            | 50%             |
| Annual Commission Projection:           | \$16,000        | \$15,000        |                 |

| <u>Monthly Detail/Activity</u>  | <u>September-12</u> | <u>September-11</u> |      |
|---------------------------------|---------------------|---------------------|------|
| <u>Number of Groups Booked:</u> | 2                   | 1                   |      |
| Revenue Booked:                 | \$21,917            | \$4,455             | 392% |
| Projected Commission:           | \$1,113             | \$668               | 67%  |
| Room Nights:                    | 206                 | 50                  | 312% |
| Number of Delegates:            | 302                 | 50                  | 504% |
| Booked Group Types:             | 1 Assoc. and 1 Smf  | 1 Smf               |      |

| <u>Arrived in the month</u> | <u>September-12 *Est.</u> | <u>September-11</u> |      |
|-----------------------------|---------------------------|---------------------|------|
| Number of Groups:           | 2                         | 1                   |      |
| Revenue Arrived:            | \$9,144                   | \$4,459             | 105% |
| Projected Commission:       | \$1,371                   | \$668               | 105% |
| Room Nights:                | 100                       | 47                  | 113% |
| Number of Delegates:        | 70                        | 50                  | 40%  |
| Arrived Group Types:        | 1 Assoc. and 1 Smf.       | 1 Smf               |      |

| <u>Monthly Detail/Activity</u>  | <u>August-12</u> | <u>August-11</u> |  |
|---------------------------------|------------------|------------------|--|
| <u>Number of Groups Booked:</u> | 0                | 0                |  |
| Revenue Booked:                 | \$0              | \$0              |  |
| Projected Commission:           | \$0              | \$0              |  |
| Room Nights:                    | 0                | 0                |  |
| Number of Delegates:            | 0                | 0                |  |
| Booked Group Types:             |                  | 0                |  |

| <u>Arrived in the month</u> | <u>August-12</u> | <u>August-11</u> |  |
|-----------------------------|------------------|------------------|--|
| Number of Groups:           | 1                | 1                |  |
| Revenue Arrived:            | \$31,325         | \$33,959         |  |
| Projected Commission:       | \$4,698          | \$5,093          |  |
| Room Nights:                | 175              | 372              |  |
| Number of Delegates:        | 90               | 75               |  |
| Arrived Group Types:        | 1 Corp.          | 1 Govt.          |  |

| <u>Monthly Detail/Activity</u>  | <u>July-12</u> | <u>July-11</u> |  |
|---------------------------------|----------------|----------------|--|
| <u>Number of Groups Booked:</u> | 1              | 0              |  |
| Revenue Booked:                 | \$5,004        | \$0            |  |
| Projected Commission:           | \$500          | \$0            |  |
| Room Nights:                    | 40             | 0              |  |

|                             |          |   |
|-----------------------------|----------|---|
| Number of Delegates:        | 40       | 0 |
| Booked Group Types:         | 1 Assoc. | 0 |
| Lost Business, # of Groups: | 0        | 2 |

| <u>Arrived in the month</u> | <u>July-12</u> | <u>July-11</u> |
|-----------------------------|----------------|----------------|
| Number of Groups:           | 1              | 0              |
| Revenue Arrived:            | \$10,103       | \$0            |
| Projected Commission:       | \$1,515        | \$0            |
| Room Nights:                | 60             | 0              |
| Number of Delegates:        | 40             | 0              |
| Arrived Group Types:        | 1 Smerf        | 0              |

**NUMBER OF LEADS Generated as of 9/30/12: 35**

**Total Number of Leads Generated in Previous Years:**

2011/2012: 119  
 2010/2011: 92  
 2009/2010: 107  
 2008/2009: 151  
 2007/2008: 209  
 2006/2007: 205

| NORTH SHORE 1 QUARTER - FY.2012/13 |           |              |             |                   |             |                    |
|------------------------------------|-----------|--------------|-------------|-------------------|-------------|--------------------|
| <b>Jul-12</b>                      |           |              |             |                   |             |                    |
| <b>Groups Booked: 9</b>            |           |              |             |                   |             |                    |
| Placer County:                     | 6         | Room Nights: | 317         | Delegates:        | 194         | Revenue: \$49,760  |
| Washoe County:                     | 3         | Room Nights: | 636         | Delegates:        | 185         | Revenue: \$118,983 |
| Nevada County:                     | 0         | Room Nights: | 0           | Delegates:        | 0           | Revenue: \$0       |
| <b>Groups Arrived: 2</b>           |           |              |             |                   |             |                    |
| Placer County:                     | 2         | Room Nights: | 426         | Delegates:        | 192         | Revenue: \$82,912  |
| Washoe County:                     | 0         | Room Nights: | 0           | Delegates:        | 0           | Revenue: \$0       |
| Nevada County:                     | 0         | Room Nights: | 0           | Delegates:        | 0           | Revenue: \$0       |
| <b>Aug-12</b>                      |           |              |             |                   |             |                    |
| <b>Groups Booked: 1</b>            |           |              |             |                   |             |                    |
| Placer County:                     | 0         | Room Nights: | 0           | Delegates:        | 0           | Revenue: \$0       |
| Washoe County:                     | 0         | Room Nights: | 0           | Delegates:        | 0           | Revenue: \$0       |
| Nevada County:                     | 1         | Room Nights: | 25          | Delegates:        | 25          | Revenue: \$2,902   |
| <b>Groups Arrived: 6</b>           |           |              |             |                   |             |                    |
| Placer County:                     | 4         | Room Nights: | 1710        | Delegates:        | 440         | Revenue: \$324,424 |
| Washoe County:                     | 1         | Room Nights: | 296         | Delegates:        | 191         | Revenue: \$44,323  |
| Nevada County:                     | 1         | Room Nights: | 27          | Delegates:        | 25          | Revenue: \$4,023   |
| <b>Sep-12</b>                      |           |              |             |                   |             |                    |
| <b>Groups Booked: 8</b>            |           |              |             |                   |             |                    |
| Placer County:                     | 6         | Room Nights: | 790         | Delegates:        | 318         | Revenue: \$130,725 |
| Washoe County:                     | 2         | Room Nights: | 120         | Delegates:        | 50          | Revenue: \$15,012  |
| Nevada County:                     | 0         | Room Nights: | 0           | Delegates:        | 0           | Revenue: \$0       |
| <b>Groups Arrived: 8</b>           |           |              |             |                   |             |                    |
| Placer County:                     | 5         | Room Nights: | 455         | Delegates:        | 207         | Revenue: \$67,927  |
| Washoe County:                     | 3         | Room Nights: | 291         | Delegates:        | 150         | Revenue: \$45,611  |
| Nevada County:                     | 0         | Room Nights: | 0           | Delegates:        | 0           | Revenue: \$0       |
| <b>Estimated</b>                   |           |              |             |                   |             |                    |
| <b>Quarter totals by county:</b>   |           |              |             |                   |             |                    |
| <b>Groups Booked: 18</b>           |           |              |             |                   |             |                    |
| Placer County:                     | 12        | Room Nights: | 1107        | Delegates:        | 512         | Revenue: \$180,485 |
| Washoe County:                     | 5         | Room Nights: | 756         | Delegates:        | 235         | Revenue: \$133,995 |
| Nevada County:                     | 1         | Room Nights: | 25          | Delegates:        | 25          | Revenue: \$2,902   |
| <b>TOTAL:</b>                      | <b>18</b> |              | <b>1888</b> | <b>Delegates:</b> | <b>772</b>  | <b>\$317,382</b>   |
| <b>Groups Arrived: 16</b>          |           |              |             |                   |             |                    |
| Placer County:                     | 11        | Room Nights: | 2591        | Delegates:        | 839         | Revenue: \$475,263 |
| Washoe County:                     | 4         | Room Nights: | 587         | Delegates:        | 341         | Revenue: \$89,934  |
| Nevada County:                     | 1         | Room Nights: | 27          | Delegates:        | 25          | Revenue: \$4,023   |
| <b>TOTAL:</b>                      | <b>16</b> |              | <b>3205</b> |                   | <b>1205</b> | <b>\$569,220</b>   |



# north lake tahoe

Chamber | CVB | Resort Association

DATE: November 7, 2012  
TO: Board of Directors  
FROM: Ron Treabess, Director of Community Partnerships and Planning  
SUBJECT: Monthly Activity Report—October, 2012

## **A. Integrated Infrastructure and Transportation Work Plan Projects—Update**

### **1. North Lake Tahoe Transportation Summit**

- Summit was held October 26, 8:00 am to 3:00 pm, at the Truckee Tahoe Airport. There were 65 attendees.
- Panel spoke on the status of local transportation systems and plans
- Visiting panel spoke on successful systems in other resort areas
- Workshop developed considerations for planning future area transportation
- Organizations and agencies committed to move forward together
- Purpose is to develop vision for competitive transportation in North Lake Tahoe:
  1. Education and awareness of local and regional public transportation plans
  2. Review transportation systems in successful resort areas (gap analysis)
  3. Determine visitor expectations
  4. Brainstorm what can be done
  5. Strategize how to move forward

### **2. North Lake Tahoe Express**

- First quarter report shows ridership is down 13% and passenger revenues are off 9% from the same period during FY 2011/12.
- Necessary operator subsidy for the period was \$21,334 of which Placer County share was 51.44% or \$12,623.33

### **3. Regional Wayfinding Signage - NLTRA**

- Staff has prepared a RFP to solicit proposals for preparation of an area-wide master signage site plan identifying specific signs, locations, wording, costs, and permit requirements for installation.
- RFP was approved for release at the September 17<sup>th</sup> Joint Committee after review by Committee Board Members.
- Four consultant proposals were submitted by October 24<sup>th</sup>

- Tentative consultant selection and funding request was recommended at the Oct 29<sup>th</sup> Joint Committee meeting and will be considered at the Nov 7<sup>th</sup> Board meeting
- After Manual concurrence, staff will move forward with specific design and construction documents necessary for permitting, fabrication, and installation of pilot/demonstration signs.

#### **4. Regional Coordinated Skier Shuttle Program**

- The TMA has received report from LSC Transportation Consultants which develops a specific plan for service, schedule, and partner costs..
- Funding for the plan has been contributed by 9 partners including the ski areas, the Town of Truckee, and the NLTRA.
- An RFP to solicit a service provider has been released with proposals due November 16<sup>th</sup>.
- Tahoe Transportation District will contract for the service to run 46 days on weekends and holidays during the 12/13 ski season. TNTTMA will manage the service.
- The Placer County Board of Supervisors have approved the NLTRA recommendation for TOT funding of 20% total costs.

#### **5. North Lake Tahoe Water Shuttle**

- The operation of the first year of this 3-year pilot water shuttle service and the water shuttle manager's monitoring program commenced service on August 3<sup>rd</sup> and concluded on September 30<sup>th</sup>.
- A report will be presented at the December 1<sup>st</sup> Joint Committee meeting.

#### **6. Truckee California Welcome Center**

- The permanent installation of this North Lake Tahoe exhibit is now in place.

#### **7. Winter-Summer Night Rider Shuttle Service**

- Summer ridership showed an overall increase of 31% from the previous season, with over 25% of the total ridership occurring during the extended hours of operation (11:00 -2:00 a.m.) (Ridership comparison attached)
- Businesses have reported increased patronage during the extended hours as a result of transit option
- Placer County Sheriff has reported a reduction of after hours DUI arrests and attributes to transit opportunities.
- Business contributions to extended hours pilot were approximately \$7400
- Winter Night Rider program will provide extended hours to compare results of summer and winter.
- TTD/TMA will utilize the same contract provider and vehicles to insure continuity and user recognition of the service

#### **8. Tahoe City East Bus Shelter**

- NLTRA Board approved up to \$60,000 to fund construction of this shelter

- The County's contract with the Resort Association requires that they ensure that third parties utilize prevailing wages are paid in compliance with applicable state and federal law. The County and Gary Davis Group are working to insure the project is in compliance.
- A revised estimate has been received from Gary Davis Group showing a total project cost of \$80,000 which includes \$30,500 of donated engineering services.
- Actual estimate for construction labor is \$39,000 utilizing prevailing wage requirements, \$9400 for materials, and \$1100 for agency fees.
- The TOT funding request is being submitted for Board of Supervisors approval in the amount of up to \$50,000 to pay for labor, materials and agency fees.
- The source for the balance of funding is a combination of donated engineering services and building materials donated by the Contractors Association of Truckee Tahoe.
- Once completed, it will be owned and maintained by the Public Works Department's TART bus system.

**9. Bicycle Friendly Community Application**

- Staff and LSC Transportation Consultants are reevaluating the previous application to the League of American Bicyclists to prepare and resubmit to achieve a higher designation
- Working with the League staff to review suggested measures that will raise our status to the higher level
- Developing a list of short term and long term action items for implementation that will help obtain the higher Bicycle Friendly Community certification
- Coordinate and complete short term action items implementation
- Resubmit the new application before the February 2013 deadline

**10. Gateway Community Lighting**

- The up to \$18,000 funding request by the TCDA and NTBA to provide Holiday Lighting was recommended by the NLTRA Board at its Oct. 3<sup>rd</sup> meeting.
- The Placer County Board of Supervisors approved the request at its Oct. 23<sup>rd</sup> meeting.
- Lighting installation is anticipated to be completed by November 30<sup>th</sup>.

**11. Next Joint Infrastructure/Transportation Committee Meeting**

The next meeting of the Joint Committee will be Monday, **December 1, 2012**, 1:30 p.m., at TCPUD. This will be the combination November/December meeting.

**B. Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- Tahoe City Visioning with TRPA
- TNT/TMA Board Meeting

- Coordinated Skier Shuttle Stakeholders Meeting
- Donner Summit Winter Shuttle Planning Meeting
- Tahoe Transportation District Board Meeting
- Squaw Valley Olympic Museum Board
- Transportation Summit Planning Committee
- North Lake Tahoe Water Shuttle Review Meeting
- Lake Tahoe Partnership/Secretary of Transportation Meeting
- Annual Chamber/CVB/Resort Association Member Luncheon
- Placer County CEO/Area Managers Meeting
- Placer County Community Plan Process Public Meeting
- Tahoe City Transit Center Ribbon Cutting
- Board of Supervisors Tahoe Meeting/Sugar Bowl
- North Lake Tahoe Transit Summit
- Wayfinding Signage Selection Committee Meeting

## Summer Night Rider Ridership Comparison

Operating 68 days each season

|                        | W. Shore Standard Hours | W. Shore Extended Hours - Summer 2012 | Northstar | SV/Hyatt Standard Hours | SV/Hyatt Extended Hours - Summer 2012 | Total |
|------------------------|-------------------------|---------------------------------------|-----------|-------------------------|---------------------------------------|-------|
| June 30 - Sept 5, 2011 | 2326                    | 0                                     | 1537      | 9720                    | 0                                     | 13583 |
| June 28 - Sept 3, 2012 | 2316                    | 788                                   | 2318      | 8965                    | 3393                                  | 17780 |
| Change                 | -10                     | 788                                   | 781       | -755                    | 3393                                  | 4197  |
|                        | 0%                      | 100%                                  | 51%       | -8%                     | 100%                                  | 31%   |

### Extended (11:00-2:00 a.m.) Service Summer 2012:

Hyatt/Squaw Valley route totaled average of 27.5% of total ridership on the route

Tahoma/Tahoe City route totaled 25.4% of total ridership on the route