



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

Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Thursday, November 21, 2013 – 2:00 pm
Northstar California Board Room

To call-in:

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

NLTRA Mission

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

**Finance
Committee
Members**

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

Committee
Members
*Kimberly Frushon
Mike Salmon*

Placer County
Rep.
Jennifer Merchant

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. Call to Order – Establish Quorum

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

B. Agenda Amendments and Approval

C. Approval of Minutes – October 24, 2013

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

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

F. IronMan Profit & Loss (Estimated)

G. Approval of CEO Expenses

H. Supplemental Information
• Dashboard

I. Committee Member Comments

J. Adjournment

Posted and emailed November 19, 2013

Finance Committee Meeting November 21, 2013

INDEX

Finance Committee Meeting Minutes – October 24, 2013	Pages C1 to C2
September 2013 Financial Statements	Pages D1 to D13
September 2013 Infrastructure and Transportation Activities	Page D14
Quickbooks Accounts Receivable – September 30, 2013	Page D15
WebLink Accounts Receivable – September 30, 2013	Page D16
October 2013 Financial Statements	Pages E1 to E12
October 2013 Infrastructure and Transportation Activities	Page E13
Quickbooks Accounts Receivable – October 31, 2013	Page E14
WebLink Accounts Receivable – October 31, 2013	Page E15
IronMan Lake Tahoe P&L (Estimate)	Pages F1 to F3
CEO Expenses	Pages G1 to G7
Supplemental Information	
• Dashboard	H1 to H4



FINANCE COMMITTEE MINUTES
Thursday, October 24, 2013 – 2:00 pm

Northstar California
Board Room

PRELIMINARY MINUTES

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

STAFF IN ATTENDANCE: Sandy Evans Hall, Marc Sabella, Andy Chapman, Ron Treabess, and Kim Lambert

OTHERS IN ATTENDANCE: None

CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:00 pm by Chair Bill Rock.

1.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

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

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (Frushon/Salmon) (3/0) to approve the Finance Committee minutes of September 26, 2013.**

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

5.1 Marc Sabella reviewed the September Financial Statements. He noted a statement presentation change in which Cost of Goods Sold has been moved out of Operating Expenses to create a Gross Margin line. This is in accordance with traditional financial statement format. In the future, Marc will consolidate Purchase Discounts into COGS. Andy Chapman noted that the Conference Commissions revenue will change because there are room revenue rebates for IronMan to be factored in.

The committee discussed if Placer County held funds should be tracked on our financial statements. This issue will be discussed at a meeting with Placer County in the next two weeks. It is also being discussed with our auditors.

Sandy clarified that Placer County held Capital Project funds are separate from the infrastructure operating portion of the monthly funding that NLTRA receives. Infrastructure operating funding is used for overhead and Research & Planning, not capital projects.

Kim Lambert clarified that in California, any PTO balance must be paid to an employee whether that person leaves voluntarily or involuntarily. PTO balances for all departments are "trued up" at year-end.

Sandy reported that a new Membership Manager, Ginger Karl, began on October 7th. Membership dues and activities are under budget; however, the new Membership Manager began on October 7th, and these numbers are expected to improve.

The committee decided to table the September financial statements until the next meeting in order to allow more accurate IronMan revenue and expense to be recorded in the month of September. Preliminary September financials will be given to the Board for informational purposes only. They will not be voted on at the November meeting.

Staff is working with Placer County to determine a process for paying future Capital Projects. Ron Treabess will be approving invoices and sending them to Placer County for payment.

Action: *Andy Chapman will provide additional IronMan revenue and expense information for September financial statements.*

Action: *Andy Chapman will prepare a preliminary IronMan P&L for the next Finance Committee meeting.*

6.0 DISCUSSION OF THE FUND BALANCE CARRYOVER

6.1 Sandy Evans Hall reported that NTLRA and Placer County staff met representatives from the lakeshore business associations. The business associations would like to combine \$50,000 of Business Association grants (\$10,000 each to TCDA, NTBA, WSA, NRA, and SVBA), \$50,000 of Special Events grants, and the proposed \$30,000 for Lake Shore Marketing and Promotion for a total of \$130,000. The Business Association Chamber Collaborative (BACC) would recommend use of this money to the Board of Directors. The BACC will also be going to the Board for approval to add a member from each of the Business Associations to their committee.

The Fund Balance Carryover will be discussed at the November Board meeting. The Infrastructure/Transportation Committee is scheduled to meet on October 28th to determine their priorities for the carryover. The Marketing Committee is scheduled to meet on October 29th and will revisit their priorities for use of the carryover.

7.0 APPROVAL OF CEO EXPENSES

7.1 Chair Bill Rock approved the CEO's expenses.

8.0 SUPPLEMENTAL INFORMATION

8.1 Marc Sabella presented the final Water Shuttle ridership chart. Daily ridership averaged 33 passengers a day with an \$8.37 average fare per passenger. Jennifer would like to see cost per passenger or per vehicle service hour. Ron Treabess will obtain this information from TNT/TMA at a later date.

Ron Treabess reported that he just received the end of season report from TNT/TMA. There has not been a decision yet about operating the Water Shuttle next summer. 2013/14 operations will be discussed at the November Infrastructure/Transportation meeting and a request for funding presented at the December Board meeting.

8.2 Marc Sabella commented that he is working on refining the Dashboard. In the future, graphs will be added. Jennifer Merchant asked about geographical location of the Chamber members. This information will be provided by the Membership Manager in future Board packets.

9.0 COMMITTEE MEMBERS' COMMENTS

9.1 There were no committee member comments.

10.0 ADJOURNMENT

10.1 The meeting adjourned at 2:58 pm.

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Three Months Ending September 30, 2013



November 21, 2013

To: Finance Committee
From: Kim Lambert
Re: Major Variances of the September and October 2013 Financial Statements

The following items have changed for the month of September since the September preliminary financial statements were reviewed.

- \$78,000 of IronMan room revenue was moved from Conference Commissions to Special Events – Ironman.
- \$50,000 of room rebate expense was moved to Special Events.
- Additional IronMan expenses known at this time have been added to Special Events.

As of October 31st, 33% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

- Membership Dues, New Member Fees, and Membership Activities revenue is under budget; however, this deficit is partially offset by a decrease in Membership Salaries and Membership Activities expenses. A new Membership Manager started on October 7th.
- Merchandise Sales revenue and Cost of Goods Sold are over budget due to strong sales in the North Lake Tahoe Visitors Information Center.
- Salaries & Wages expense is under budget; 2013/14 Incentives have not yet been accrued. They will be recorded in November.
- Equipment Support & Maintenance is currently over budget due to new software upgrades that were completed in October.
- Professional Fees expense is over budget due timing of billing for the annual audit.
- Special Events expense is over budget, some IronMan expenditures are coming in higher than anticipated.
- Marketing Cooperative/Media expense is over budget due to timing. Less expense will be recorded in November and December in order to bring the expense in line with budget.
- IronMan room rebates of \$63,000 were originally budgeted to Miscellaneous Programs in the Conference department, but the expense is now recorded in the Marketing department.
- Variances in Infrastructure and Transportation Project Costs and Research and Planning are due to timing of projects.

North Lake Tahoe Resort Association
BALANCE SHEET
At September 30, 2013

	September 30 2013	September 30 2012	June 30 2013
Assets			
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	645,874	362,711	549,620
Cash - Payroll Account #7421	5,052	16,731	13,480
Marketing Cooperative Cash	41,876	130,275	41,876
Cash - Infrastructure #8163	41,862	303,499	303,769
UBS Cash	8,868	8,572	8,856
Infrastructure Money Market	869	244,756	44,879
Cash in Drawer	500	680	300
Accounts Receivable	83,308	71,752	59,476
A/R - Sales Estimates	93,463	6,244	9,429
A/R - TOT Funding	1,651,478	2,449,115	408,188
Undeposited Funds	398	(138)	352
WebLink Accounts Receivable	9,585	0	21,325
Inventories	13,344	13,832	17,542
AR TOT Transportation NLTRA	1,012,480	677,556	112,926
AR TOT Transp County Held	108,781	469,000	108,781
AR TOT Infrastructure County	2,782,406	5,689,244	1,764,405
AR TOT Infrastructure NLTRA Held	293,540	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
Total Current Assets	6,944,184	10,642,369	3,498,709
Property and Equipment			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(62,754)	(55,468)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(38,572)	(39,940)
Computer Software	30,050	30,050	30,050
Accum. Amort. - Software	(24,492)	(21,004)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,517)	(23,318)	(23,467)
Total Property and Equipment	13,743	22,307	13,951
Other Assets			
Prepaid Expenses	18,178	43,014	45,132
Prepaid Insurance	12,380	12,025	4,797
Total Other Assets	30,558	55,039	49,928
Total Assets	6,988,485	10,719,715	3,562,588
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	660,667	163,748	148,642
Salaries / Wages Payable	34,874	77,843	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401(k) Plan	(3,167)	16,224	655
Estimated PTO	62,415	60,883	62,415
Sales and Use Tax Payable	2,209	2,635	1,302
Ski Tahoe North Lift Tickets	0	2,857	0
Marketing Cooperative Liabilities	41,876	130,275	41,876
Intra-Company Borrowings	(1,997)	(80)	(139)
AFW Suspense Account	6,050	(4,491)	0
Payroll Liabilities	3,295	2,665	3,732
Deferred Rev - Membership Dues	60,632	54,125	81,113
Deferred Revenue - Other	19,120	13,880	19,441
Deferred Support	1,717,664	1,836,656	0
Deferred Transportation Support	653,369	977,167	108,781
Deferred Infrastructure Support	3,220,839	6,279,687	2,045,319
Deferred Support- Infra Maint. Reserve	292,096	150,000	142,096
Total Liabilities	6,771,485	9,765,618	2,692,650
Net Assets			
Unrestricted Net Assets	478,284	442,564	442,564
Designated Marketing Reserve	293,110	293,110	293,110
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(652,938)	119,879	35,720
Total Net Assets	217,000	954,097	869,938
Total Liabilities and Net Assets	6,988,485	10,719,715	3,562,588

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$ 806,589	\$ 806,589	\$ -	\$ 925,673	\$ 3,226,360	25%
-	84,840	Cap Imp Funding - Placer Held	-	254,520	(254,520)	-	1,018,080	0%
9,268	9,686	Membership	27,943	30,858	(2,915)	28,411	128,232	22%
100	400	New Member Fees	200	1,200	(1,000)	-	4,800	4%
900	900	Membership Activities	1,800	6,200	(4,400)	1,131	53,750	3%
675	769	Tuesday Morning Breakfast Club	2,590	2,307	283	3,237	9,228	28%
-	-	Sponsorships	-	-	-	-	2,500	0%
104,936	-	Special Events - Marketing - Ironman	104,936	-	104,936	-	-	100%
583	500	Non-Retail VIC Sales	2,822	1,500	1,322	425	7,000	40%
23,683	17,000	Commissions	52,085	47,000	5,085	31,818	190,360	27%
11,553	12,000	Merchandise Sales	43,430	36,100	7,330	36,750	87,900	49%
420,561	394,958	Total Revenue	1,042,395	1,186,274	(143,879)	1,027,445	4,728,210	22%
5,824	6,625	Cost of Goods Sold/Discounts	22,417	19,133	(3,284)	14,031	46,587	48%
5,824	6,625	Total Cost of Goods Sold	22,417	19,133	(3,284)	14,031	46,587	48%
414,737	388,333	Gross Margin	1,019,978	1,167,141	(147,163)	1,013,414	4,681,623	22%
Operating Expenses								
91,528	99,762	Salaries & Wages	285,192	304,278	19,086	302,588	1,307,366	22%
14,872	16,265	Rent	45,844	46,575	731	45,935	186,345	25%
2,681	3,105	Telephone	8,349	9,317	968	10,674	37,274	22%
186	320	Mail - USPS	892	960	68	641	3,854	23%
1,209	1,258	Insurance/Bonding	3,756	3,766	10	3,109	15,065	25%
1,275	3,650	Supplies	3,295	5,404	2,109	7,053	14,528	23%
-	102	Visitor Communications - Other	65	102	37	98	408	16%
410	1,198	Depreciation	1,874	3,602	1,728	3,579	14,421	13%
1,481	970	Equipment Support & Maintenance	3,030	2,910	(120)	4,914	11,635	26%
77	354	Taxes, Licenses & Fees	1,210	998	(212)	1,541	4,052	30%
-	29	Miscellaneous Expense	-	87	87	349	350	0%
2,009	1,794	Equipment Rental/Leasing	5,679	5,376	(303)	6,118	21,494	26%
-	386	Training Seminars	-	386	386	180	1,005	0%
-	500	Public Outreach	1,000	1,000	0	-	3,776	26%
-	150	Professional Fees	300	300	0	3,562	19,250	2%
-	1,000	Research & Planning Membership	3,000	3,000	0	3,000	5,000	60%
5,142	6,870	Research & Planning	23,219	20,530	(2,689)	31,718	82,000	28%
111,052	46,250	Transportation Projects	199,582	87,250	(112,332)	106,037	322,000	62%
-	140,000	Infrastructure Projects	419,164	420,000	836	96,998	1,018,080	41%
-	-	Marketing Programs	-	-	0	-	100,000	0%
377,093	235,000	Special Events	381,737	245,000	(136,737)	6,402	305,000	125%
416	440	Membership Activities	1,314	3,905	2,591	1,147	30,482	4%
-	737	Tuesday Morning Breakfast Club	1,329	2,211	882	1,686	8,844	15%
90,000	90,000	Marketing Cooperative/Media	270,000	270,000	0	242,286	795,000	34%
-	1,574	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
4,238	7,500	Miscellaneous Programs	4,279	7,500	3,221	4,312	100,469	4%
-	-	Conference - PUD	-	-	0	-	8,000	0%
69	35	Employee Relations	207	483	276	25	2,165	10%
231	384	Board Functions	801	1,152	351	1,387	4,605	17%
575	468	Credit Card Fees	1,769	1,404	(365)	1,359	5,346	33%
911	733	Automobile Expenses	1,970	2,292	322	1,489	9,301	21%
845	231	Meals/Meetings	1,345	882	(463)	1,029	3,545	38%
-	996	Dues & Subscriptions	1,580	2,678	1,098	2,779	5,518	29%
-	453	Travel	1,158	1,734	576	1,709	6,934	17%
706,300	662,514	Total Operating Expenses	1,672,940	1,456,656	(216,284)	893,704	4,454,686	38%
(291,563)	(274,181)	Operating Income (Loss)	(652,962)	(289,515)	(363,447)	119,710	226,937	
4	-	Investment Income/Interest	23	-	23	169	(2)	
(291,559)	(274,181)	Net Income (Loss)	(652,939)	(289,515)	(363,424)	119,879	226,939	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
All Departments Ex Infrastructure/Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 190,851	\$ 190,851	Placer County TOT Funding	\$ 572,553	\$ 572,553	\$ -	\$ 612,459	\$ 2,290,217	25%
9,268	9,686	Membership	27,943	30,858	(2,915)	28,411	123,432	23%
100	400	New Member Fees	200	1,200	(1,000)	-	4,800	4%
900	900	Membership Activities	1,800	6,200	(4,400)	1,131	53,750	3%
675	769	Tuesday Morning Breakfast Club	2,590	2,307	283	3,237	9,228	28%
-	-	Sponsorships	-	-	-	-	2,500	0%
104,936	-	Special Events - Marketing - Ironman	104,936	-	104,936	-	-	100%
584	500	Non-Retail VIC Sales	2,822	1,500	1,322	425	7,000	40%
23,682	17,000	Commissions	52,085	47,000	5,085	31,818	190,360	27%
11,553	12,000	Merchandise Sales	43,430	36,100	7,330	36,750	87,900	49%
342,549	232,106	Total Revenue	808,359	697,718	110,641	714,231	2,769,187	29%
5,824	6,625	Cost of Goods Sold/Discounts	22,417	19,133	(3,284)	14,031	46,587	48%
5,824	6,625	Total Cost of Goods Sold	22,417	19,133	(3,284)	14,031	46,587	48%
336,725	225,481	Gross Margin	785,942	678,585	107,357	700,200	2,722,600	29%
80,146	87,434	Salaries & Wages	251,102	267,294	16,192	266,311	1,133,278	22%
13,668	14,346	Rent	42,165	40,830	(1,335)	42,458	163,394	26%
2,281	2,688	Telephone	6,899	8,064	1,165	8,923	32,256	21%
186	320	Mail - USPS	889	960	71	632	3,830	23%
1,137	1,142	Insurance/Bonding	3,531	3,426	(105)	2,831	13,713	26%
1,216	3,515	Supplies	3,052	4,999	1,947	6,720	12,917	24%
-	102	Visitor Communications - Other	65	102	37	98	408	16%
345	1,012	Depreciation	1,574	3,036	1,462	3,007	12,149	13%
1,440	871	Equipment Support & Maintenance	2,730	2,613	(117)	4,336	10,447	26%
77	354	Taxes, Licenses & Fees	1,030	882	(148)	1,426	3,525	29%
-	29	Miscellaneous Expense	-	87	87	349	350	0%
1,808	1,500	Equipment Rental/Leasing	4,999	4,500	(499)	5,034	18,001	28%
-	386	Training Seminars	-	386	386	180	1,005	0%
-	150	Professional Fees	300	300	0	3,562	19,250	2%
-	-	Marketing Programs	-	-	0	-	100,000	0%
377,092	235,000	Special Events	381,737	245,000	(136,737)	6,402	305,000	125%
416	440	Membership Activities	1,314	3,905	2,591	1,147	30,482	4%
-	737	Tuesday Morning Breakfast Club	1,329	2,211	882	1,686	8,844	15%
90,000	90,000	Marketing Cooperative/Media	270,000	270,000	0	242,286	795,000	34%
-	1,574	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
4,236	7,500	Miscellaneous Programs	4,278	7,500	3,222	4,312	100,469	4%
-	-	Conference - PUD	-	-	0	-	8,000	0%
69	35	Employee Relations	207	433	226	25	1,963	11%
231	384	Board Functions	801	1,152	351	1,387	4,605	17%
575	468	Credit Card Fees	1,769	1,404	(365)	1,359	5,346	33%
731	424	Automobile Expenses	1,395	1,365	(30)	1,163	5,601	25%
811	231	Meals/Meetings	1,311	801	(510)	1,008	3,220	41%
-	996	Dues & Subscriptions	1,535	2,643	1,108	2,779	5,378	29%
-	453	Travel	1,158	1,734	576	1,709	6,934	17%
576,465	452,091	Total Operating Expenses	985,170	877,201	(107,969)	611,130	2,806,939	35%
(239,740)	(226,610)	Operating Income (Loss)	(199,228)	(198,616)	(612)	89,070	(84,339)	
4	-	Investment Income/Interest	23	-	23	169	-	
(7,207)	(7,206)	Allocated Expenses	(21,621)	(21,618)	(3)	(18,986)	(86,478)	
(232,529)	(219,404)	Net Income (Loss)	(177,584)	(176,998)	(586)	108,225	2,139	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placer County TOT Funding	\$ 418,326	\$ 74,853	\$ 79,374	\$ 572,553	\$ -	\$ -	\$ 572,553	\$ 52,506	\$ 181,530	\$ 806,589
Cap Imp Funding - Placer Held	-	-	-	-	-	-	-	-	-	-
Membership	-	2,027	-	2,027	25,916	-	27,943	-	-	27,943
New Member Fees	-	-	-	-	200	-	200	-	-	200
Membership Activities	-	-	-	-	1,800	-	1,800	-	-	1,800
Tuesday Morning Breakfast Club	-	-	-	-	2,590	-	2,590	-	-	2,590
Special Events - Marketing - Ironman	104,936	-	-	104,936	-	-	104,936	-	-	104,936
Non-Retail VIC Sales	-	-	2,822	2,822	-	-	2,822	-	-	2,822
Commissions	-	52,085	-	52,085	-	-	52,085	-	-	52,085
Merchandise Sales	-	-	43,431	43,431	-	-	43,431	-	-	43,431
Total Revenue	523,262	128,965	125,627	777,854	30,506	-	808,360	52,506	181,530	1,042,396
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	22,417	22,417	-	-	22,417	-	-	22,417
Gross Profit	523,262	128,965	103,210	755,437	30,506	-	785,943	52,506	181,530	1,019,979
Operating Expenses										
Salaries & Wages	63,708	51,528	56,419	171,655	16,130	63,317	251,102	18,405	15,686	285,193
Rent	5,161	2,583	26,850	34,594	1,840	5,732	42,166	1,840	1,840	45,846
Telephone	2,394	690	1,025	4,109	817	1,974	6,900	725	725	8,350
Mail - USPS	35	405	335	775	38	76	889	2	2	893
Insurance/Bonding	714	714	939	2,367	338	826	3,531	113	113	3,757
Supplies	413	222	1,404	2,039	112	901	3,052	131	111	3,294
Depreciation	468	244	243	955	150	468	1,573	150	150	1,873
Equipment Support & Maintenance	613	843	312	1,768	100	863	2,731	150	150	3,031
Taxes, Licenses & Fees	281	146	204	631	90	308	1,029	90	90	1,209
Equipment Rental/Leasing	772	882	1,254	2,908	165	1,926	4,999	340	340	5,679
Professional Fees	-	-	-	-	-	300	300	-	-	300
Public Outreach	-	-	-	-	-	-	-	1,000	-	1,000
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	10,718	12,501	23,219
Transportation Projects	-	-	-	-	-	-	-	-	199,582	199,582
Infrastructure Projects	-	-	-	-	-	-	-	419,163	-	419,163
Special Events	381,737	-	-	381,737	-	-	381,737	-	-	381,737
Membership Activities	-	-	-	-	1,314	-	1,314	-	-	1,314
Tuesday Morning Breakfast Club	-	-	-	-	1,329	-	1,329	-	-	1,329
Marketing Cooperative/Media	240,000	30,000	-	270,000	-	-	270,000	-	-	270,000
Employee Relations	-	-	30	30	-	177	207	-	-	207
Board Functions	-	-	-	-	-	801	801	-	-	801
Credit Card Fees	-	-	1,184	1,184	584	-	1,768	-	-	1,768
Automobile Expenses	726	281	370	1,377	17	-	1,394	287	287	1,968
Meals/Meetings	1,030	-	216	1,246	-	66	1,312	34	-	1,346
Dues & Subscriptions	935	-	-	935	555	45	1,535	22	22	1,579
Travel	-	-	-	-	-	1,158	1,158	-	-	1,158
Miscellaneous	3,301	-	65	3,366	545	435	4,346	-	-	4,346
Total Operating Expenses	702,288	88,538	90,850	881,676	24,124	79,373	985,173	453,170	234,599	1,672,942
Operating Income (Loss)	(179,026)	40,427	12,360	(126,239)	6,382	(79,373)	(199,230)	(400,664)	(53,069)	(652,963)
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	24	24	-	-	24
Other Expenses										
Allocated	47,334	11,238	10,470	69,042	8,967	(99,630)	(21,621)	12,654	8,967	-
Net Income (Loss)	(226,360)	29,189	1,890	(195,281)	(2,585)	20,281	(177,585)	(413,318)	(62,036)	(652,939)

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 139,442	\$ 139,442	Placer County TOT Funding	\$ 418,326	\$ 418,326	\$ -	\$ 446,091	\$ 1,673,310	25%
104,936	-	Special Events - Ironman	104,936	-	104,936	-	-	100%
244,378	139,442	Total Revenue	523,262	418,326	104,936	446,091	1,673,310	31%
Operating Expenses								
20,557	22,141	Salaries & Wages	63,708	66,423	2,715	67,549	307,095	21%
1,685	1,813	Rent	5,161	5,439	278	4,868	21,760	24%
804	884	Telephone	2,394	2,652	258	3,183	10,606	23%
-	96	Mail - USPS	35	288	253	128	1,150	3%
230	241	Insurance/Bonding	714	723	9	642	2,891	25%
105	276	Supplies	413	828	415	1,341	3,307	12%
103	301	Depreciation	468	903	435	895	3,617	13%
162	200	Equipment Support & Maintenance	613	600	(13)	1,454	2,401	26%
-	59	Taxes, Licenses & Fees	281	177	(104)	380	709	40%
228	220	Equipment Rental/Leasing	772	660	(112)	702	2,638	29%
-	100	Training Seminars	-	100	100	-	425	0%
-	-	Marketing Programs	-	-	0	-	100,000	0%
377,093	235,000	Special Events	381,737	245,000	(136,737)	6,402	305,000	125%
80,000	80,000	Marketing Cooperative/Media	240,000	240,000	0	208,788	675,000	36%
3,258	3,500	Miscellaneous Programs	3,301	3,500	199	3,901	36,500	9%
-	103	Employee Relations	-	103	103	-	103	0%
-	16	Credit Card Fees	-	48	48	-	201	0%
342	183	Automobile Expenses	726	549	(177)	493	2,192	33%
690	130	Meals/Meetings	1,030	390	(640)	523	1,564	66%
-	1,000	Dues & Subscriptions	935	1,000	65	37	1,387	67%
-	240	Travel	-	734	734	1,709	5,434	0%
485,257	346,503	Total Operating Expenses	702,288	570,117	(132,171)	302,995	1,483,980	47%
(240,879)	(207,061)	Operating Income (Loss)	(179,026)	(151,791)	(27,235)	143,096	189,330	
15,778	15,778	Allocated Expenses	47,334	47,334	0	33,535	189,330	
(256,657)	(222,839)	Net Income (Loss)	(226,360)	(199,125)	(27,235)	109,561	-	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 74,853	\$ 74,853	\$ -	\$ 88,050	\$ 299,406	25%
657	600	Membership	2,027	1,800	227	2,199	7,200	28%
23,683	17,000	Commissions	52,085	47,000	5,085	31,818	190,360	27%
49,291	42,551	Total Revenue	128,965	123,653	5,312	122,067	496,966	26%
Operating Expenses								
18,617	17,903	Salaries & Wages	51,528	53,709	2,181	48,489	233,044	22%
842	922	Rent	2,583	2,766	183	2,499	11,052	23%
210	281	Telephone	690	843	153	972	3,366	20%
60	66	Mail - USPS	405	198	(207)	172	781	52%
230	223	Insurance/Bonding	714	669	(45)	535	2,680	27%
89	77	Supplies	222	231	9	237	921	24%
54	157	Depreciation	244	471	227	465	1,883	13%
613	138	Equipment Support & Maintenance	843	414	(429)	570	1,653	51%
-	15	Taxes, Licenses & Fees	146	45	(101)	94	177	82%
364	188	Equipment Rental/Leasing	882	564	(318)	628	2,255	39%
10,000	10,000	Marketing Cooperative/Media	30,000	30,000	0	33,498	120,000	25%
-	4,000	Miscellaneous Programs	-	4,000	4,000	411	63,000	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	35	Employee Relations	-	105	105	-	425	0%
281	91	Automobile Expenses	281	273	(8)	-	1,097	26%
-	18	Meals/Meetings	-	54	54	73	215	0%
-	1,069	Dues & Subscriptions	-	1,069	1,069	815	1,470	0%
-	-	Bad Debt	-	-	0	-	-	0%
31,360	35,183	Total Operating Expenses	88,538	95,411	6,873	89,458	452,019	20%
17,931	7,368	Operating Income (Loss)	40,427	28,242	12,185	32,609	44,947	
3,746	3,746	Allocated Expenses	11,238	11,238	0	20,497	44,947	
14,185	3,622	Net Income (Loss)	29,189	17,004	12,185	12,112	-	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 181,530	\$ 181,530	\$ -	\$ 169,389	\$ 726,118	25%
60,510	60,510	Total Revenue	181,530	181,530	-	169,389	726,118	25%
Operating Expenses								
5,236	6,164	Salaries & Wages	15,686	18,492	2,806	16,850	87,044	18%
602	1,266	Rent	1,840	3,798	1,958	1,738	15,189	12%
200	222	Telephone	725	666	(59)	843	2,667	27%
-	8	Mail - USPS	2	8	6	4	8	25%
36	56	Insurance/Bonding	113	168	55	139	676	17%
30	53	Supplies	111	159	48	147	633	18%
33	95	Depreciation	150	285	135	286	1,136	13%
20	49	Equipment Support & Maintenance	150	147	(3)	289	584	26%
-	60	Taxes, Licenses & Fees	90	60	(30)	58	60	150%
101	145	Equipment Rental/Leasing	340	435	95	542	1,738	20%
-	-	Public Outreach	-	-	0	-	950	0%
-	1,000	Research & Plan Membership Dues	3,000	3,000	0	3,000	5,000	60%
2,381	2,500	Research & Planning	12,501	7,500	(5,001)	3,248	30,000	42%
111,052	46,250	Transportation Projects	199,582	87,250	(112,332)	106,037	322,000	62%
-	-	Employee Relations	-	-	0	-	102	0%
90	192	Automobile Expenses	287	576	289	163	2,300	12%
-	-	Meals/Meetings	22	-	(22)	10	125	18%
-	40	Dues & Subscriptions	-	40	40	-	40	0%
119,781	58,100	Total Operating Expenses	234,599	122,584	(112,015)	133,354	470,252	50%
(59,271)	2,410	Operating Income (Loss)	(53,069)	58,946	(112,015)	36,035	255,866	
2,989	2,989	Allocated Expenses	8,967	8,967	0	8,462	35,866	
(62,260)	(579)	Net Income (Loss)	(62,036)	49,979	(112,015)	27,573	220,000	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 79,374	\$ 79,374	\$ -	\$ 78,317	\$ 317,501	25%
583	500	Non-Retail VIC Sales	2,822	1,500	1,322	425	7,000	40%
11,553	12,000	Merchandise Sales	43,431	36,100	7,331	36,750	87,900	49%
<u>38,594</u>	<u>38,958</u>	Total Revenue	<u>125,627</u>	<u>116,974</u>	<u>8,653</u>	<u>115,492</u>	<u>412,401</u>	<u>30%</u>
Cost of Goods Sold								
5,824	6,625	Cost of Goods Sold	22,416	19,133	(3,283)	14,031	46,587	48%
<u>5,824</u>	<u>6,625</u>	Total Cost of Goods Sold	<u>22,416</u>	<u>19,133</u>	<u>(3,283)</u>	<u>14,031</u>	<u>46,587</u>	<u>48%</u>
Gross Margin								
<u>32,770</u>	<u>32,333</u>	Gross Margin	<u>103,211</u>	<u>97,841</u>	<u>5,370</u>	<u>101,461</u>	<u>365,814</u>	<u>28%</u>
Operating Expenses								
19,343	18,120	Salaries & Wages	56,419	54,360	(2,059)	59,396	192,532	29%
8,663	8,150	Rent	26,850	24,438	(2,412)	27,918	97,828	27%
302	460	Telephone	1,025	1,380	355	1,486	5,523	19%
103	37	Mail - USPS	335	111	(224)	131	449	75%
302	288	Insurance/Bonding	939	864	(75)	671	3,462	27%
399	925	Supplies	1,404	2,773	1,369	3,505	4,027	35%
-	102	Visitor Communications Other	65	102	37	97	408	16%
53	156	Depreciation	244	468	224	465	1,883	13%
133	175	Equipment Support & Maintenance	312	525	213	920	2,100	15%
58	90	Taxes, Licenses & Fees	204	270	66	588	1,110	18%
395	425	Equipment Rental/Leasing	1,254	1,518	264	1,722	6,068	21%
-	-	Professional Fees	-	-	0	2,762	900	0%
-	1,574	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
-	-	Miscellaneous Programs	-	-	0	-	969	0%
30	275	Employee Relations	30	275	245	25	275	11%
408	237	Credit Card Fees	1,184	711	(473)	839	2,579	46%
90	150	Automobile Expenses	370	450	80	670	1,800	21%
55	55	Meals/Meetings	216	165	(51)	192	442	49%
<u>30,334</u>	<u>31,219</u>	Total Operating Expenses	<u>90,851</u>	<u>89,984</u>	<u>(867)</u>	<u>101,387</u>	<u>323,929</u>	<u>28%</u>
Operating Income (Loss)								
<u>2,436</u>	<u>1,114</u>	Operating Income (Loss)	<u>12,360</u>	<u>7,857</u>	<u>4,503</u>	<u>74</u>	<u>41,885</u>	
Allocated Expenses								
3,490	3,495	Allocated Expenses	10,470	10,485	15	11,888	41,885	
<u>(1,054)</u>	<u>(2,381)</u>	Net Income (Loss)	<u>1,890</u>	<u>(2,628)</u>	<u>4,488</u>	<u>(11,814)</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 52,506	\$ 52,506	\$ -	\$ 143,825	\$ 210,025	25%
-	84,840	Cap Imp Funding - Placer Held	-	254,520	(254,520)	-	1,018,080	0%
<u>17,502</u>	<u>102,342</u>	Total Revenue	52,506	307,026	(254,520)	143,825	1,228,105	4%
Operating Expenses								
6,145	6,164	Salaries & Wages	18,405	18,492	87	19,427	87,044	21%
602	653	Rent	1,840	1,959	119	1,739	7,762	24%
200	195	Telephone	725	585	(140)	908	2,351	31%
-	2	Mail - USPS	2	2	0	5	16	13%
36	60	Insurance/Bonding	113	180	67	139	676	17%
30	82	Supplies	131	246	115	185	978	13%
33	91	Depreciation	150	273	123	286	1,136	13%
20	50	Equipment Support & Maintenance	150	150	0	289	604	25%
-	38	Taxes, Licenses & Fees	90	114	24	58	467	19%
101	149	Equipment Rental/Leasing	340	447	107	542	1,755	19%
-	333	Public Outreach	1,000	1,000	0	-	2,826	35%
2,761	4,370	Research & Planning	10,718	13,030	2,312	28,470	52,000	21%
-	140,000	Infrastructure Projects	419,163	420,000	837	96,998	1,018,080	41%
-	-	Employee Relations	-	-	0	-	100	0%
90	117	Automobile Expenses	287	351	64	163	1,400	21%
34	13	Meals/Meetings	34	39	5	11	200	17%
-	8	Dues & Subscriptions	22	24	2	-	100	22%
<u>10,052</u>	<u>152,325</u>	Total Operating Expenses	453,170	456,892	3,722	149,220	1,177,495	38%
7,450	(49,983)	Operating Income (Loss)	(400,664)	(149,866)	(250,798)	(5,395)	50,610	
4,218	4,218	Allocated Expenses	12,654	12,654	0	10,523	50,610	
<u>3,232</u>	<u>(54,201)</u>	Net Income (Loss)	(413,318)	(162,520)	(250,798)	(15,918)	-	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 8,611	\$ 9,686	Membership	\$ 25,916	\$ 29,058	\$ (3,142)	\$ 26,212	\$ 116,232	22%
100	400	New Member Fees	200	1,200	(1,000)	-	4,800	4%
900	900	Membership Activities	1,800	6,200	(4,400)	1,131	53,750	3%
675	769	Tuesday Morning Breakfast Club	2,590	2,307	283	3,237	9,228	28%
-	-	Sponsorships	-	-	-	-	2,500	0%
10,286	11,755	Total Revenue	30,506	38,765	(8,259)	30,580	186,510	16%
Operating Expenses								
1,652	6,295	Salaries & Wages	16,130	18,885	2,755	16,032	83,411	19%
602	684	Rent	1,840	2,052	212	1,738	8,207	22%
303	310	Telephone	817	930	113	1,039	3,720	22%
7	66	Mail - USPS	38	198	160	57	792	5%
109	116	Insurance/Bonding	338	348	10	274	1,392	24%
30	114	Supplies	112	342	230	1,039	1,362	8%
33	96	Depreciation	150	288	138	286	1,149	13%
20	47	Equipment Support & Maintenance	100	141	41	289	565	18%
-	60	Taxes, Licenses & Fees	90	180	90	58	720	13%
16	331	Equipment Rental/Leasing	165	993	828	1,144	3,976	4%
-	180	Training Seminars	-	180	180	180	180	0%
960	440	Membership Activities	1,858	3,905	2,047	1,147	30,482	6%
-	737	Tuesday Morning Breakfast Club	1,329	2,211	882	1,686	8,844	15%
-	-	Employee Relations	-	-	0	-	25	0%
167	214	Credit Card Fees	585	642	57	520	2,566	23%
17	-	Automobile Expenses	17	-	(17)	-	141	12%
-	31	Meals/Meetings	-	93	93	28	372	0%
-	-	Dues & Subscriptions	555	500	(55)	480	601	92%
-	-	Bad Debt	-	-	0	-	-	0%
3,916	9,721	Total Operating Expenses	24,124	31,888	7,764	25,997	148,505	16%
6,370	2,034	Operating Income (Loss)	6,382	6,877	(495)	4,583	38,005	
2,989	2,989	Allocated Expenses	8,967	8,967	0	8,737	35,866	
3,381	(955)	Net Income (Loss)	(2,585)	(2,090)	(495)	(4,154)	2,139	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013 (Revised to Final November 14, 2013)
Administration

<u>Current Month Actual</u>	<u>Current Month Budget</u>		<u>Year to Date Actual</u>	<u>Year to Date Budget</u>	<u>Variance</u>	<u>Prior Year To Date Actual</u>	<u>Total 2013 2014 Budget</u>	<u>Percent of YTD Budget Consumed</u>
Operating Expenses								
19,977	22,975	Salaries & Wages	63,317	68,925	5,608	74,846	317,196	20%
1,876	2,045	Rent	5,732	6,135	403	5,435	24,547	23%
662	753	Telephone	1,974	2,259	285	2,244	9,041	22%
16	55	Mail - USPS	76	165	89	144	658	12%
266	274	Insurance/Bonding	826	822	(4)	709	3,288	25%
593	275	Supplies	901	825	(76)	597	3,300	27%
103	290	Depreciation	468	870	402	895	3,617	13%
512	311	Equipment Support & Maintenance	863	933	70	1,104	3,728	23%
19	67	Taxes, Licenses & Fees	308	201	(107)	306	809	38%
434	29	Miscellaneous Expense	434	87	(347)	349	350	124%
805	255	Equipment Rental/Leasing	1,926	765	(1,161)	839	3,064	63%
-	106	Training Seminars	-	106	106	-	400	0%
-	100	Professional Fees	300	300	0	800	18,350	2%
39	65	Employee Relations	177	195	18	-	1,135	16%
231	384	Board Functions	801	1,152	351	1,387	4,605	17%
-	-	Automobile Expenses	-	-	0	-	371	0%
66	52	Meals/Meetings	66	156	90	191	627	11%
-	15	Dues & Subscriptions	45	45	0	1,447	1,920	2%
-	-	Travel	1,158	1,000	(158)	-	1,500	77%
25,599	28,051	Total Operating Expenses	79,372	84,941	5,569	91,293	398,506	20%
(25,599)	(28,051)	Operating Income (Loss)	(79,372)	(84,941)	5,569	(91,293)	(398,506)	
4	-	Investment Income/Interest	23	-	23	169	-	
(33,210)	(33,209)	Allocated Expenses	(99,630)	(99,627)	(3)	(93,644)	(398,506)	
7,615	5,158	Net Income (Loss)	20,281	14,686	5,595	2,520	-	

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

Current Month	Infrastructure Project Costs	Year to Date
2,761.16	Research/Planning/Infrastructure	10,718.06
	Northstar Community Multi-Purpose Trail	36,084.62
	Lakeside Bike Trail	136,805.04
	Maintenance-Tourism Facilities	29,671.58
	Wayfinding Signage Site Master Plan	5,030.00
	Water Shuttle	107,530.36
	Tahoe Vista Recreation Area	33,090.73
	Homewood Trail Construction	70,951.31
2,761.16	Total Infrastructure Project Costs	429,881.70
	Transportation Project Costs	
2,381.16	Research/Planning/Transportation	12,501.36
	Membership Transportation	3,000.00
	Summer Traffic Management	21,050.73
45,517.00	North Lake Tahoe Express	46,671.00
65,535.00	Summer Night Service	131,860.00
113,433.16	Total Transportation Project Costs	215,083.09
116,194.32	Total Project Costs	644,964.79

September Quickbooks Accounts Receivable

Total	Business Name	Chamber/Conf Member Dues		Group Commissions		Misc.		For	Status
		age	amount	age	amount	age	amount		
709.87	Cal Neva			new	709.87			9/29/13 Groups	New
475.65	Forest Suites					new	475.65	9/29/13 Groups	New
150.00	Granlibakken					30	150.00	8/1/13 Busines of Mo	Under 90 days
275.00	Granlibakken					new	275.00	9/29/13 Groups	New
139.50	Hampton Inn			new	139.50			9/30/13 Groups	New
1,933.10	Harrah's			30	1,933.10			8/30/13 Groups	Under 90 days
245.25	Harrah's			30	245.25			8/30/13 Groups	Under 90 days
337.50	Horizon Casino Resort					new	337.50	9/29/13 Groups	New
973.80	Hyatt			30	973.80			8/30/13 Groups	Under 90 days
794.95	Hyatt			new	794.95			9/30/13 Groups	New
350.00	IVGID					new	350.00	9/30/13 Kiosk rental	New
1,318.80	Lake Tahoe Resort Hotel			new	1,318.80			9/30/13 Groups	New
4,781.73	NLT Marketing Co-op					30	4,781.73	8/31/13 Aug credit card	Paid
953.14	NLT Marketing Co-op					new	953.14	9/30/13 Sept credit card	New
364.60	Northstar California Resort			60	364.60			7/31/13 Groups	Under 90 days
271.80	Northstar California Resort					new	271.80	9/29/13 Groups	New
507.47	Northstar California Resort					new	507.47	9/29/13 Groups	New
1,325.08	Northstar California Resort					new	1,325.08	9/8/2013 AFW reimb	New
20,000.00	Placer County					new	20,000.00	Infra grant for IronMan	New
1,438.50	PlumpJack			new	1,438.50			9/30/13 Groups	New
525.00	PlumpJack			new	525.00			9/30/13 Groups	New
550.00	RMC	90	550.00					6/1/13 Conf memb	Jason is contacting
6,422.60	Squaw Valley Resort			90	6,422.60			5/31/13 Lost STN vouchers	Paid
300.00	Tahoe Adventure Co					60	300.00	8/1/13 Aug & Sept Kiosk	Under 90 days
102.30	Tahoe Biltmore					new	102.30	9/29/13 Groups	New
550.00	Tahoe Donner Assoc	90	550.00					6/1/13 Conf memb	Jason is contacting
75.00	Tahoe Youth Ballet					60	75.00	8/1/13 Kiosk rental	Paid
50.00	Tahoma Meadows B & B					new	50.00	9/30/13 Brochure of Mo	New
320.81	The Landing Resort & Spa	90	320.81					6/1/13 Conf memb	Sending check
1,307.80	The Resort at Squaw					new	1,307.80	9/29/13 Groups	New
12,427.35	The Resort at Squaw			new	12,427.35			9/30/13 Groups	New
537.00	The Resort at Squaw			new	537.00			9/30/13 Groups	New
3,668.90	The Resort at Squaw			new	3,668.90			9/30/13 Groups	New
11,097.50	The Resort at Squaw			new	11,097.50			9/30/13 Groups	New
1,728.25	Truckee Donner C of C					new	1,728.25	9/22/13 Ironman banners	Paid
6,300.00	World Triathlon Corp					new	6,300.00	Korbel IronMan sponsor	New
83,308.25			1,420.81		39,569.00		38,052.57		
	Paid as of 10/11/13				-6,422.60		-6,584.98	Shaded grey is paid.	
			1,420.81		33,146.40		31,467.59		

September 2013 WebLink Accounts Receivable							
Total	Business Name	Chamber/Conf		Membership		For	Status
		Member Dues		Activites			
		age	amount	age	amount		
75.00	Creative Concepts			90	75.00	6/30/13 (1000) Email blast	Paid
75.00	Creative Concepts			60	75.00	7/31/13 (1027) Email blast	Under 90 days
75.00	Creative Concepts			60	75.00	7/31/13 (1028) Email blast	Under 90 days
75.00	Creative Concepts			30	75.00	8/31/13 Email blast	Under 90 days
75.00	Creative Concepts			30	75.00	8/31/13 Email blast	Under 90 days
75.00	Creative Concepts			30	75.00	8/31/13 Email blast	Under 90 days
75.00	Creative Concepts			30	75.00	8/31/13 Email blast	Under 90 days
75.00	Creative Concepts			new	75.00	9/30/13 (1089) Email blast	New
75.00	Granlibakken			new	75.00	9/30/13 (1090) Email blast	New
70.00	Mountain Lake Cleaning	90	70.00			12/1/12 Balance Chamber dues	Making payments
75.00	Tahoe Tree Company			new	75.00	9/30/13 (1091) Email blast	New
75.00	TRPA			90	75.00	4/30/13 (916) Email blast	Sending payment
75.00	Tahoe Sierra Century			new	75.00	9/30/13 (1092) Email blast	New
75.00	Tahoe Sierra Century			new	75.00	9/30/13 (1092) Email blast	New
650.00	January memb billing - total	90	650.00			1/31/13 Chamber dues	Write-off letters sent
645.00	May memb billing - total	90	645.00			5/1/13 Chamber dues	Past due emails sent
2,200.00	June memb billing - total	90	2,200.00			6/1/13 Chamber dues	Past due emails sent
475.00	July memb billing - total	60	475.00			7/1/13 Chamber dues	Past due emails sent
1,495.00	August memb billing - total	30	1,495.00			8/1/13 Chamber dues	Past due emails will be sent
3,075.00	Sept memb billing - total	new	3,075.00			9/1/13 Chamber dues	New
9,585.00			8,610.00		975.00		
	Paid as of 10/16/13				-75.00		
			8,610.00		900.00		
	Shaded grey is paid.						

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Four Months Ending October 31, 2013

North Lake Tahoe Resort Association

BALANCE SHEET

At October 31, 2013

	October 31 2013	October 31 2012	June 30 2013
Assets			
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	417,944	179,837	549,620
Cash - Payroll Account #7421	6,492	43,534	13,480
Marketing Cooperative Cash	41,876	98,869	41,876
Cash - Infrastructure #8163	31,302	55,926	303,769
UBS Cash	8,872	8,577	8,856
Infrastructure Money Market	852	244,806	44,879
Cash in Drawer	617	1,049	300
Accounts Receivable	118,018	78,537	59,476
A/R - Sales Estimates	54,185	1,847	9,429
A/R - TOT Funding	1,382,615	2,449,115	408,188
Undeposited Funds	333	28	352
WebLink Accounts Receivable	10,835	6,750	21,325
Inventories	13,238	15,035	17,542
AR TOT Transportation NLTRA	1,012,479	677,556	112,926
AR TOT Transp County Held	108,781	469,000	108,781
AR TOT Infrastructure County	2,782,406	5,689,244	1,764,405
AR TOT Infrastructure NLTRA Held	293,540	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
Total Current Assets	6,434,885	10,218,250	3,498,709
Property and Equipment			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(62,902)	(56,162)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(38,788)	(39,940)
Computer Software	31,249	30,050	30,050
Accum. Amort. - Software	(24,782)	(21,295)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,534)	(23,334)	(23,467)
Total Property and Equipment	14,487	21,090	13,951
Other Assets			
Prepaid Expenses	18,281	42,701	45,132
Prepaid Insurance	11,171	10,896	4,797
Total Other Assets	29,452	53,597	49,928
Total Assets	6,478,823	10,292,937	3,562,588
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	426,221	487,535	148,642
Salaries / Wages Payable	1,762	49,694	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	(11)	48	0
401(k) Plan	(3,167)	11,976	655
Estimated PTO	62,415	60,883	62,415
Sales and Use Tax Payable	2,826	3,181	1,302
Ski Tahoe North Lift Tickets	0	2,857	0
Marketing Cooperative Liabilities	41,876	98,869	41,876
Intra-Company Borrowings	(71)	(103)	(139)
AFW Suspense Account	0	(15,733)	0
Payroll Liabilities	(9,031)	1,904	3,732
Deferred Rev - Membership Dues	53,253	45,370	81,113
Deferred Revenue - Other	18,882	13,456	19,441
Deferred Support	1,526,813	1,632,504	0
Deferred Transportation Support	592,859	920,704	108,781
Deferred Infrastructure Support	3,203,336	5,879,536	2,045,319
Deferred Support- Infra Maint. Reserve	292,096	150,000	142,096
Total Liabilities	6,211,602	9,344,177	2,692,650
Net Assets			
Unrestricted Net Assets	478,284	442,564	442,564
Designated Marketing Reserve	293,110	293,110	293,110
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(602,717)	114,542	35,720
Total Net Assets	267,221	948,760	869,938
Total Liabilities and Net Assets	6,478,823	10,292,937	3,562,588

E2

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended October 31, 2013
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$ 1,075,452	\$ 1,075,452	\$ -	\$ 1,586,441	\$ 3,226,360	33%
-	84,840	Cap Imp Funding - Placer Held	-	339,360	(339,360)	-	1,018,080	0%
9,064	10,286	Membership	37,007	41,144	(4,137)	37,712	128,232	29%
-	400	New Member Fees	200	1,600	(1,400)	-	4,800	4%
3,527	5,400	Membership Activities	5,327	11,600	(6,273)	10,828	53,750	10%
1,035	769	Tuesday Morning Breakfast Club	3,625	3,076	549	3,660	9,228	39%
-	500	Sponsorships	-	500	(500)	-	2,500	0%
-	-	Special Events - Marketing - Ironman	104,936	-	104,936	-	-	100%
238	500	Non-Retail VIC Sales	3,060	2,000	1,060	475	7,000	44%
13,809	15,000	Commissions	65,894	62,000	3,894	41,178	190,360	35%
8,502	7,500	Merchandise Sales	51,932	43,600	8,332	44,275	87,900	59%
305,038	394,058	Total Revenue	1,347,433	1,580,332	(232,899)	1,724,569	4,728,210	28%
5,580	3,975	Cost of Goods Sold/Discounts	27,997	23,108	(4,889)	17,710	46,587	60%
5,580	3,975	Total Cost of Goods Sold	27,997	23,108	(4,889)	17,710	46,587	60%
299,457	390,083	Gross Margin	1,319,436	1,557,224	(237,788)	1,706,859	4,681,623	28%
Operating Expenses								
94,326	171,211	Salaries & Wages	379,518	475,489	95,971	407,844	1,307,366	29%
15,043	17,055	Rent	60,887	63,630	2,743	63,122	186,345	33%
2,590	3,105	Telephone	10,939	12,420	1,481	13,936	37,274	29%
266	320	Mail - USPS	1,158	1,280	122	1,115	3,854	30%
1,209	1,255	Insurance/Bonding	4,966	5,020	54	4,237	15,065	33%
928	877	Supplies	4,223	6,281	2,058	8,256	14,528	29%
65	-	Visitor Communications - Other	130	102	(28)	98	408	32%
455	1,201	Depreciation	2,329	4,804	2,475	4,796	14,421	16%
2,963	970	Equipment Support & Maintenance	5,993	3,880	(2,113)	5,464	11,635	52%
113	333	Taxes, Licenses & Fees	1,322	1,332	10	1,565	4,052	33%
-	29	Miscellaneous Expense	-	116	116	371	350	0%
1,373	1,792	Equipment Rental/Leasing	7,052	7,168	116	7,986	21,494	33%
180	-	Training Seminars	180	386	206	180	1,005	18%
-	-	Public Outreach	1,000	1,000	0	-	3,776	26%
9,800	-	Professional Fees	10,100	300	(9,800)	14,748	19,250	52%
-	-	Research & Planning Membership	3,000	3,000	0	3,000	5,000	60%
13,329	6,840	Research & Planning	36,548	27,360	(9,188)	38,704	82,000	45%
5,577	46,250	Transportation Projects	205,159	133,500	(71,659)	163,193	322,000	64%
5,030	-	Infrastructure Projects	424,194	420,000	(4,194)	480,647	1,018,080	42%
-	-	Marketing Programs	-	-	0	-	100,000	0%
309	-	Special Events	382,046	245,000	(137,046)	22,989	305,000	125%
2,843	2,440	Membership Activities	4,157	6,345	2,188	4,277	30,482	14%
584	737	Tuesday Morning Breakfast Club	1,913	2,948	1,035	2,769	8,844	22%
90,000	57,500	Marketing Cooperative/Media	360,000	312,500	(47,500)	323,048	795,000	45%
-	-	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
-	63,000	Miscellaneous Programs	4,279	70,500	66,221	7,692	100,469	4%
-	-	Conference - PUD	-	-	0	-	8,000	0%
41	35	Employee Relations	247	518	271	340	2,165	11%
399	384	Board Functions	1,200	1,536	336	1,526	4,605	26%
549	468	Credit Card Fees	2,318	1,872	(446)	1,976	5,346	43%
487	733	Automobile Expenses	2,456	3,025	569	2,288	9,301	26%
473	231	Meals/Meetings	1,818	1,113	(705)	1,726	3,545	51%
309	152	Dues & Subscriptions	1,889	2,830	941	2,923	5,518	34%
1	453	Travel	1,159	2,187	1,028	1,726	6,934	17%
249,242	377,371	Total Operating Expenses	1,922,180	1,819,016	(103,164)	1,592,542	4,454,686	43%
50,215	12,712	Operating Income (Loss)	(602,744)	(261,792)	(340,952)	114,317	226,937	
4	-	Investment Income/Interest	27	-	27	226	(2)	
50,219	12,712	Net Income (Loss)	(602,717)	(261,792)	(340,925)	114,543	226,939	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended October 31, 2013
All Departments Ex Infrastructure/Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 190,851	\$ 190,851	Placer County TOT Funding	\$ 763,404	\$ 763,404	\$ -	\$ 816,612	\$ 2,290,217	33%
9,064	10,286	Membership	37,007	41,144	(4,137)	37,712	123,432	30%
-	400	New Member Fees	200	1,600	(1,400)	-	4,800	4%
3,527	5,400	Membership Activities	5,327	11,600	(6,273)	10,828	53,750	10%
1,035	769	Tuesday Morning Breakfast Club	3,625	3,076	549	3,660	9,228	39%
-	500	Sponsorships	-	500	(500)	-	2,500	0%
-	-	Special Events - Marketing - Ironman	104,936	-	104,936	-	-	100%
238	500	Non-Retail VIC Sales	3,060	2,000	1,060	475	7,000	44%
13,809	15,000	Commissions	65,894	62,000	3,894	41,178	190,360	35%
8,502	7,500	Merchandise Sales	51,932	43,600	8,332	44,276	87,900	59%
227,025	231,206	Total Revenue	1,035,384	928,924	106,460	954,741	2,769,187	37%
5,580	3,975	Cost of Goods Sold/Discounts	27,997	23,108	(4,889)	17,710	46,587	60%
5,580	3,975	Total Cost of Goods Sold	27,997	23,108	(4,889)	17,710	46,587	60%
221,445	227,231	Gross Margin	1,007,387	905,816	101,571	937,031	2,722,600	37%
82,225	144,513	Salaries & Wages	333,326	411,807	78,481	358,769	1,133,278	29%
13,837	15,142	Rent	56,002	55,972	(30)	58,217	163,394	34%
2,190	2,688	Telephone	9,089	10,752	1,663	11,759	32,256	28%
263	320	Mail - USPS	1,152	1,280	128	1,104	3,830	30%
1,137	1,142	Insurance/Bonding	4,668	4,568	(100)	3,891	13,713	34%
831	742	Supplies	3,883	5,741	1,858	7,805	12,917	30%
65	-	Visitor Communications - Other	130	102	(28)	98	408	32%
382	1,012	Depreciation	1,956	4,048	2,092	4,029	12,149	16%
2,507	871	Equipment Support & Maintenance	5,237	3,484	(1,753)	4,886	10,447	50%
113	294	Taxes, Licenses & Fees	1,142	1,176	34	1,450	3,525	32%
-	29	Miscellaneous Expense	-	116	116	371	350	0%
1,126	1,500	Equipment Rental/Leasing	6,125	6,000	(125)	6,578	18,001	34%
180	-	Training Seminars	180	386	206	180	1,005	18%
9,800	-	Professional Fees	10,100	300	(9,800)	14,747	19,250	52%
-	-	Marketing Programs	-	-	0	-	100,000	0%
309	-	Special Events	382,046	245,000	(137,046)	22,989	305,000	125%
2,843	2,440	Membership Activities	4,156	6,345	2,189	4,277	30,482	14%
584	737	Tuesday Morning Breakfast Club	1,913	2,948	1,036	2,769	8,844	22%
90,000	57,500	Marketing Cooperative/Media	360,000	312,500	(47,500)	323,048	795,000	45%
-	-	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
-	63,000	Miscellaneous Programs	3,300	70,500	67,200	7,692	100,469	3%
-	-	Conference - PUD	-	-	0	-	8,000	0%
41	35	Employee Relations	247	468	221	340	1,963	13%
399	384	Board Functions	1,200	1,536	336	1,526	4,605	26%
549	468	Credit Card Fees	2,318	1,872	(446)	1,975	5,346	43%
487	424	Automobile Expenses	1,881	1,789	(92)	1,556	5,601	34%
449	231	Meals/Meetings	1,761	1,032	(729)	1,644	3,220	55%
264	152	Dues & Subscriptions	1,799	2,795	996	2,887	5,378	33%
-	-	Position Advertising	979	-	(979)	-	-	100%
1	453	Travel	1,159	2,187	1,028	1,726	6,934	17%
210,580	294,077	Total Operating Expenses	1,195,750	1,156,278	(39,472)	846,313	2,806,939	43%
10,866	(66,846)	Operating Income (Loss)	(188,363)	(250,462)	62,099	90,718	(84,339)	
4	-	Investment Income/Interest	27	-	27	226	-	
(7,207)	(7,206)	Allocated Expenses	(28,828)	(28,824)	(4)	(25,314)	(86,478)	
18,077	(59,840)	Net Income (Loss)	(159,507)	(221,638)	62,131	116,258	2,139	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placer County TOT Funding	\$ 557,768	\$ 99,804	\$ 105,832	\$ 763,404	\$ -	\$ -	\$ 763,404	\$ 70,008	\$ 242,040	\$ 1,075,452
Cap Imp Funding - Placer Held	-	-	-	-	-	-	-	-	-	-
Membership	-	2,667	-	2,667	34,340	-	37,007	-	-	37,007
New Member Fees	-	-	-	-	200	-	200	-	-	200
Membership Activities	-	-	-	-	5,327	-	5,327	-	-	5,327
Tuesday Morning Breakfast Club	-	-	-	-	3,625	-	3,625	-	-	3,625
Special Events - Marketing - Ironman	104,936	-	-	104,936	-	-	104,936	-	-	104,936
Non-Retail VIC Sales	-	-	3,060	3,060	-	-	3,060	-	-	3,060
Commissions	-	65,894	-	65,894	-	-	65,894	-	-	65,894
Merchandise Sales	-	-	51,932	51,932	-	-	51,932	-	-	51,932
Total Revenue	662,704	168,365	160,824	991,893	43,492	-	1,035,385	70,008	242,040	1,347,433
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	27,997	27,997	-	-	27,997	-	-	27,997
Gross Profit	662,704	168,365	132,827	963,896	43,492	-	1,007,388	70,008	242,040	1,319,436
Operating Expenses										
Salaries & Wages	86,678	70,565	70,426	227,669	18,892	86,765	333,326	25,002	21,190	379,518
Rent	6,849	3,427	35,535	45,811	2,443	7,749	56,003	2,443	2,443	60,889
Telephone	3,200	899	1,292	5,391	973	2,725	9,089	925	925	10,939
Mail - USPS	45	494	425	964	50	136	1,150	2	4	1,156
Insurance/Bonding	943	943	1,241	3,127	447	1,092	4,666	149	149	4,964
Supplies	593	302	1,586	2,481	262	1,140	3,883	180	160	4,223
Depreciation	582	303	303	1,188	186	582	1,956	186	186	2,328
Equipment Support & Maintenance	1,325	1,213	683	3,221	328	1,688	5,237	378	378	5,993
Taxes, Licenses & Fees	281	146	204	631	90	421	1,142	90	90	1,322
Equipment Rental/Leasing	909	1,020	1,666	3,595	440	2,091	6,126	463	463	7,052
Professional Fees	-	-	-	-	100	10,000	10,100	-	-	10,100
Public Outreach	-	-	-	-	-	-	-	1,000	-	1,000
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	18,145	18,403	36,548
Transportation Projects	-	-	-	-	-	-	-	-	205,159	205,159
Infrastructure Projects	-	-	-	-	-	-	-	424,194	-	424,194
Special Events	382,046	-	-	382,046	-	-	382,046	-	-	382,046
Membership Activities	-	-	-	-	4,157	-	4,157	-	-	4,157
Tuesday Morning Breakfast Club	-	-	-	-	1,913	-	1,913	-	-	1,913
Marketing Cooperative/Media	320,000	40,000	-	360,000	-	-	360,000	-	-	360,000
Employee Relations	-	-	30	30	-	217	247	-	-	247
Board Functions	-	-	-	-	-	1,200	1,200	-	-	1,200
Credit Card Fees	-	-	1,559	1,559	759	-	2,318	-	-	2,318
Automobile Expenses	971	357	452	1,780	101	-	1,881	287	288	2,456
Meals/Meetings	1,207	48	320	1,575	24	162	1,761	46	12	1,819
Dues & Subscriptions	935	-	-	935	774	90	1,799	45	45	1,889
Travel	-	-	-	-	-	1,158	1,158	-	-	1,158
Miscellaneous	3,301	-	130	3,431	725	436	4,592	-	-	4,592
Total Operating Expenses	809,865	119,717	115,852	1,045,434	32,664	117,652	1,195,750	473,535	252,895	1,922,180
Operating Income (Loss)	(147,161)	48,648	16,975	(81,538)	10,828	(117,652)	(188,362)	(403,527)	(10,855)	(602,744)
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	27	27	-	-	27
Other Expenses										
Allocated	63,112	14,984	13,960	92,056	11,956	(132,840)	(28,828)	16,872	11,956	-
Net Income (Loss)	(210,273)	33,664	3,015	(173,594)	(1,128)	15,215	(159,507)	(420,399)	(22,811)	(602,717)

ES

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended October 31, 2013
Marketing

<u>Current Month Actual</u>	<u>Current Month Budget</u>		<u>Year to Date Actual</u>	<u>Year to Date Budget</u>	<u>Variance</u>	<u>Prior Year To Date Actual</u>	<u>Total 2013 2014 Budget</u>	<u>Percent of YTD Budget Consumed</u>
Revenue								
\$ 139,442	\$ 139,442	Placer County TOT Funding	\$ 557,768	\$ 557,768	\$ -	\$ 594,788	\$ 1,673,310	33%
-	-	Special Events - Ironman	104,936	-	104,936	-	-	100%
<u>139,442</u>	<u>139,442</u>	Total Revenue	<u>662,704</u>	<u>557,768</u>	<u>104,936</u>	<u>594,788</u>	<u>1,673,310</u>	<u>40%</u>
Operating Expenses								
22,970	45,244	Salaries & Wages	86,678	111,665	24,987	91,597	307,095	28%
1,688	1,813	Rent	6,849	7,252	403	6,868	21,760	31%
806	884	Telephone	3,200	3,536	336	4,155	10,606	30%
10	96	Mail - USPS	45	384	339	268	1,150	4%
230	241	Insurance/Bonding	943	964	21	856	2,891	33%
180	276	Supplies	593	1,104	511	1,532	3,307	18%
114	301	Depreciation	582	1,204	622	1,199	3,617	16%
713	200	Equipment Support & Maintenance	1,325	800	(525)	1,454	2,401	55%
-	59	Taxes, Licenses & Fees	281	236	(45)	380	709	40%
137	220	Equipment Rental/Leasing	909	880	(29)	982	2,638	34%
-	-	Training Seminars	-	106	106	-	425	0%
-	-	Marketing Programs	-	-	0	-	100,000	0%
309	-	Special Events	382,046	245,000	(137,046)	22,989	305,000	125%
80,000	47,500	Marketing Cooperative/Media	320,000	272,500	(47,500)	278,384	675,000	47%
-	-	Miscellaneous Programs	3,300	7,500	4,200	7,159	36,500	9%
-	-	Employee Relations	-	103	103	-	103	0%
-	16	Credit Card Fees	-	64	64	-	201	0%
245	183	Automobile Expenses	971	732	(239)	584	2,192	44%
177	130	Meals/Meetings	1,207	520	(687)	800	1,564	77%
-	116	Dues & Subscriptions	935	1,000	65	73	1,387	67%
-	-	Miscellaneous Expenses	-	-	0	55	-	0%
-	453	Travel	-	1,812	1,812	1,726	5,434	0%
<u>107,578</u>	<u>97,732</u>	Total Operating Expenses	<u>809,865</u>	<u>657,362</u>	<u>(152,503)</u>	<u>421,061</u>	<u>1,483,980</u>	<u>55%</u>
31,864	41,710	Operating Income (Loss)	(147,161)	(99,594)	(47,567)	173,727	189,330	
15,778	15,778	Allocated Expenses	63,112	63,112	0	44,714	189,330	
<u>16,086</u>	<u>25,932</u>	Net Income (Loss)	<u>(210,273)</u>	<u>(162,706)</u>	<u>(47,567)</u>	<u>129,013</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended October 31, 2013
Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 99,804	\$ 99,804	\$ -	\$ 117,401	\$ 299,406	33%
640	600	Membership	2,667	2,400	267	2,891	7,200	37%
13,809	15,000	Commissions	65,894	62,000	3,894	41,178	190,360	35%
39,400	40,551	Total Revenue	168,365	164,204	4,161	161,470	496,966	34%
Operating Expenses								
19,037	21,068	Salaries & Wages	70,565	79,777	9,212	71,135	233,044	30%
844	922	Rent	3,427	3,688	261	3,500	11,052	31%
209	281	Telephone	899	1,124	225	1,187	3,366	27%
90	66	Mail - USPS	495	264	(231)	313	781	63%
230	223	Insurance/Bonding	943	892	(51)	750	2,680	35%
79	77	Supplies	302	308	7	332	921	33%
59	157	Depreciation	303	628	325	624	1,883	16%
370	138	Equipment Support & Maintenance	1,213	552	(661)	570	1,653	73%
-	15	Taxes, Licenses & Fees	146	60	(86)	94	177	83%
137	188	Equipment Rental/Leasing	1,020	752	(268)	833	2,255	45%
10,000	10,000	Marketing Cooperative/Media	40,000	40,000	0	44,664	120,000	33%
-	63,000	Miscellaneous Programs	-	63,000	63,000	499	63,000	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	35	Employee Relations	-	140	140	-	425	0%
76	91	Automobile Expenses	357	364	7	258	1,097	33%
48	18	Meals/Meetings	48	72	24	117	215	22%
-	-	Dues & Subscriptions	-	365	365	815	1,470	0%
-	-	Bad Debt	-	-	0	-	-	0%
31,179	96,279	Total Operating Expenses	119,717	191,986	72,269	125,691	452,019	26%
8,221	(55,728)	Operating Income (Loss)	48,648	(27,782)	76,430	35,779	44,947	
3,746	3,746	Allocated Expenses	14,984	14,984	0	27,329	44,947	
4,475	(59,474)	Net Income (Loss)	33,664	(42,766)	76,430	8,450	-	

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended October 31, 2013
 Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 242,040	\$ 242,040	\$ -	\$ 225,852	\$ 726,118	33%
60,510	60,510	Total Revenue	242,040	242,040	-	225,852	726,118	33%
Operating Expenses								
5,504	13,349	Salaries & Wages	21,190	31,841	10,651	22,797	87,044	24%
603	1,266	Rent	2,443	5,064	2,621	2,453	15,189	16%
200	222	Telephone	925	888	(37)	1,056	2,667	35%
2	-	Mail - USPS	4	8	4	5	8	52%
36	56	Insurance/Bonding	149	224	75	173	676	22%
49	53	Supplies	160	212	52	207	633	25%
36	95	Depreciation	186	380	194	384	1,136	16%
228	49	Equipment Support & Maintenance	378	196	(182)	289	584	65%
-	-	Taxes, Licenses & Fees	90	60	(30)	58	60	150%
124	145	Equipment Rental/Leasing	463	580	117	704	1,738	27%
-	-	Public Outreach	-	-	0	-	950	0%
-	-	Research & Plan Membership Dues	3,000	3,000	0	3,000	5,000	60%
5,902	2,500	Research & Planning	18,403	10,000	(8,403)	9,163	30,000	61%
5,577	46,250	Transportation Projects	205,159	133,500	(71,659)	163,193	322,000	64%
-	25	Employee Relations	-	25	25	-	102	0%
-	192	Automobile Expenses	288	768	480	366	2,300	13%
12	31	Meals/Meetings	12	31	19	13	125	10%
23	-	Dues & Subscriptions	45	40	(5)	18	40	0%
18,295	64,233	Total Operating Expenses	252,895	186,817	(66,078)	203,879	470,252	54%
42,215	(3,723)	Operating Income (Loss)	(10,855)	55,223	(66,078)	21,973	255,866	
2,989	2,989	Allocated Expenses	11,956	11,956	0	11,283	35,866	
39,226	(6,712)	Net Income (Loss)	(22,811)	43,267	(66,078)	10,690	220,000	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended October 31, 2013
Visitor Information

<u>Current Month Actual</u>	<u>Current Month Budget</u>		<u>Year to Date Actual</u>	<u>Year to Date Budget</u>	<u>Variance</u>	<u>Prior Year To Date Actual</u>	<u>Total 2013 2014 Budget</u>	<u>Percent of YTD Budget Consumed</u>
Revenue								
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 105,832	\$ 105,832	\$ -	\$ 104,424	\$ 317,501	33%
238	500	Non-Retail VIC Sales	3,060	2,000	1,060	475	7,000	44%
8,502	7,500	Merchandise Sales	51,932	43,600	8,332	44,276	87,900	59%
<u>35,197</u>	<u>34,458</u>	Total Revenue	<u>160,824</u>	<u>151,432</u>	<u>9,392</u>	<u>149,175</u>	<u>412,401</u>	<u>39%</u>
5,580	3,975	Cost of Goods Sold	27,996	23,108	(4,888)	17,710	46,587	60%
<u>5,580</u>	<u>3,975</u>	Total Cost of Goods Sold	<u>27,996</u>	<u>23,108</u>	<u>(4,888)</u>	<u>17,710</u>	<u>46,587</u>	<u>60%</u>
<u>29,617</u>	<u>30,483</u>	Gross Margin	<u>132,827</u>	<u>128,324</u>	<u>4,503</u>	<u>131,465</u>	<u>365,814</u>	<u>36%</u>
Operating Expenses								
14,008	24,915	Salaries & Wages	70,426	79,275	8,849	72,769	192,532	37%
8,685	9,678	Rent	35,535	34,116	(1,419)	37,945	97,828	36%
268	460	Telephone	1,292	1,840	548	2,064	5,523	23%
91	37	Mail - USPS	425	148	(277)	191	449	95%
302	288	Insurance/Bonding	1,241	1,152	(89)	953	3,462	36%
182	-	Supplies	1,586	2,773	1,187	3,971	4,027	39%
65	-	Visitor Communications Other	130	102	(28)	97	408	32%
59	157	Depreciation	303	628	325	624	1,883	16%
371	175	Equipment Support & Maintenance	683	700	17	1,120	2,100	33%
-	93	Taxes, Licenses & Fees	204	372	168	588	1,110	18%
412	506	Equipment Rental/Leasing	1,666	2,024	358	2,177	6,068	27%
-	-	Professional Fees	-	-	0	3,188	900	0%
-	-	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
-	-	Miscellaneous Programs	-	-	0	-	969	0%
-	-	Employee Relations	30	275	245	75	275	11%
374	238	Credit Card Fees	1,559	952	(607)	1,244	2,579	60%
83	150	Automobile Expenses	452	600	148	711	1,800	25%
104	-	Meals/Meetings	320	165	(155)	338	442	72%
<u>25,004</u>	<u>36,697</u>	Total Operating Expenses	<u>115,853</u>	<u>126,696</u>	<u>10,843</u>	<u>128,055</u>	<u>323,929</u>	<u>36%</u>
4,613	(6,214)	Operating Income (Loss)	<u>16,975</u>	<u>1,628</u>	<u>15,347</u>	<u>3,410</u>	<u>41,885</u>	
3,490	3,490	Allocated Expenses	13,960	13,960	0	15,851	41,885	
<u>1,123</u>	<u>(9,704)</u>	Net Income (Loss)	<u>3,015</u>	<u>(12,332)</u>	<u>15,347</u>	<u>(12,441)</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended October 31, 2013
Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 70,008	\$ 70,008	\$ -	\$ 543,976	\$ 210,025	33%
-	84,840	Cap Imp Funding - Placer Held	-	339,360	(339,360)	-	1,018,080	0%
<u>17,502</u>	<u>102,342</u>	Total Revenue	<u>70,008</u>	<u>409,368</u>	<u>(339,360)</u>	<u>543,976</u>	<u>1,228,105</u>	<u>6%</u>
Operating Expenses								
6,597	13,349	Salaries & Wages	25,002	31,841	6,839	26,279	87,044	29%
603	648	Rent	2,443	2,592	149	2,453	7,762	31%
200	196	Telephone	925	784	(141)	1,121	2,351	39%
-	-	Mail - USPS	2	2	0	5	16	12%
36	57	Insurance/Bonding	149	228	79	173	676	22%
49	82	Supplies	180	328	148	244	978	18%
36	94	Depreciation	186	376	190	384	1,136	16%
228	50	Equipment Support & Maintenance	378	200	(178)	289	604	63%
-	39	Taxes, Licenses & Fees	90	156	66	58	467	19%
124	147	Equipment Rental/Leasing	463	588	125	704	1,755	26%
-	-	Public Outreach	1,000	1,000	0	-	2,826	35%
7,427	4,370	Research & Planning	18,145	17,360	(785)	29,541	52,000	35%
5,030	-	Infrastructure Projects	424,194	-	(424,194)	480,647	1,018,080	42%
-	-	Employee Relations	-	25	25	-	100	0%
-	117	Automobile Expenses	288	468	180	366	1,400	21%
12	11	Meals/Meetings	46	50	4	69	200	23%
23	1	Dues & Subscriptions	45	25	(20)	18	100	45%
<u>20,364</u>	<u>19,161</u>	Total Operating Expenses	<u>473,535</u>	<u>56,023</u>	<u>(417,512)</u>	<u>542,351</u>	<u>1,177,495</u>	<u>40%</u>
<u>(2,862)</u>	<u>83,181</u>	Operating Income (Loss)	<u>(403,527)</u>	<u>353,345</u>	<u>(756,872)</u>	<u>1,625</u>	<u>50,610</u>	
4,218	4,218	Allocated Expenses	16,872	12,654	4,218	14,031	50,610	
<u>(7,080)</u>	<u>78,963</u>	Net Income (Loss)	<u>(420,399)</u>	<u>340,691</u>	<u>(761,090)</u>	<u>(12,406)</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended October 31, 2013
Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Revenue								
\$ 8,424	\$ 9,686	Membership	\$ 34,340	\$ 38,744	\$ (4,404)	\$ 34,820	\$ 116,232	30%
-	400	New Member Fees	200	1,600	(1,400)	-	4,800	4%
3,527	5,400	Membership Activities	5,327	11,600	(6,273)	10,828	53,750	10%
1,035	769	Tuesday Morning Breakfast Club	3,625	3,076	549	3,660	9,228	39%
-	500	Sponsorships	-	500	(500)	-	2,500	0%
12,986	16,755	Total Revenue	43,492	55,520	(12,028)	49,308	186,510	23%
Operating Expenses								
2,762	8,388	Salaries & Wages	18,892	27,273	8,381	22,645	83,411	23%
603	684	Rent	2,443	2,736	293	2,453	8,207	30%
156	310	Telephone	973	1,240	267	1,467	3,720	26%
12	66	Mail - USPS	50	264	214	91	792	6%
109	116	Insurance/Bonding	447	464	17	375	1,392	32%
151	114	Supplies	262	456	194	1,098	1,362	19%
36	96	Depreciation	186	384	198	384	1,149	16%
228	47	Equipment Support & Maintenance	328	188	(140)	289	565	58%
100	-	Professional Fees	100	-	(100)	-	-	100%
-	60	Taxes, Licenses & Fees	90	240	150	58	720	13%
275	331	Equipment Rental/Leasing	440	1,324	884	1,443	3,976	11%
180	-	Training Seminars	180	180	0	180	180	100%
2,843	2,440	Membership Activities	4,157	6,345	2,188	4,277	30,482	14%
584	737	Tuesday Morning Breakfast Club	1,913	2,948	1,035	2,769	8,844	22%
-	-	Employee Relations	-	-	0	25	25	0%
175	214	Credit Card Fees	759	856	97	732	2,566	30%
84	-	Automobile Expenses	101	-	(101)	-	141	72%
24	31	Meals/Meetings	24	124	100	62	372	6%
219	16	Dues & Subscriptions	774	516	(258)	516	601	129%
-	-	Position Advertising	545	-	(545)	-	-	100%
-	-	Bad Debt	-	-	0	-	-	0%
8,540	13,650	Total Operating Expenses	32,664	45,538	12,874	38,864	148,505	22%
4,446	3,105	Operating Income (Loss)	10,828	9,982	846	10,444	38,005	
2,989	2,989	Allocated Expenses	11,956	11,956	0	11,649	35,866	
1,457	116	Net Income (Loss)	(1,128)	(1,974)	846	(1,205)	2,139	

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended October 31, 2013
 Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
Operating Expenses								
23,449	22,975	Salaries & Wages	86,765	68,925	(17,840)	100,623	317,196	27%
2,017	2,045	Rent	7,749	6,135	(1,614)	7,452	24,547	32%
751	753	Telephone	2,725	2,259	(466)	2,886	9,041	30%
60	55	Mail - USPS	136	165	29	241	658	21%
266	274	Insurance/Bonding	1,092	822	(270)	958	3,288	33%
239	275	Supplies	1,140	825	(315)	871	3,300	35%
114	290	Depreciation	582	870	288	1,199	3,617	16%
826	311	Equipment Support & Maintenance	1,688	933	(755)	1,454	3,728	45%
113	67	Taxes, Licenses & Fees	421	201	(220)	330	809	52%
-	29	Miscellaneous Expense	-	87	87	350	350	0%
165	255	Equipment Rental/Leasing	2,091	765	(1,326)	1,144	3,064	68%
-	106	Training Seminars	-	106	106	-	400	0%
9,700	100	Professional Fees	10,000	300	(9,700)	11,560	18,350	54%
41	65	Employee Relations	217	195	(22)	240	1,135	19%
399	384	Board Functions	1,200	1,152	(48)	1,526	4,605	26%
-	-	Automobile Expenses	-	-	0	2	371	0%
96	52	Meals/Meetings	162	156	(6)	325	627	26%
45	15	Dues & Subscriptions	90	45	(45)	1,483	1,920	5%
-	-	Position Advertising	434	-	(434)	-	-	100%
-	-	Travel	1,158	1,000	(158)	-	1,500	77%
38,278	28,051	Total Operating Expenses	117,650	84,941	(32,709)	132,644	398,506	30%
(38,278)	(28,051)	Operating Income (Loss)	(117,650)	(84,941)	(32,709)	(132,644)	(398,506)	
4	-	Investment Income/Interest	27	-	27	226	-	
(33,210)	(33,209)	Allocated Expenses	(132,840)	(99,627)	(33,213)	(124,858)	(398,506)	
(5,064)	5,158	Net Income (Loss)	15,217	14,686	531	(7,560)	-	

**NLT Chamber/CVB/Resort Association
Statement of Infrastructure and Transportation Activities
For the Four Months Ending October 31, 2013**

Current Month	Infrastructure Project Costs	Year to Date
7,426.77	Research/Planning/Infrastructure	18,144.83
	Northstar Community Multi-Purpose Trail	36,084.62
	Lakeside Bike Trail	136,805.04
	Maintenance-Tourism Facilities	29,671.58
5,030.00	Wayfinding Signage Site Master Plan	10,060.00
	Water Shuttle	107,530.36
	Tahoe Vista Recreation Area	33,090.73
	Homewood Trail Construction	70,951.31
<hr/> 12,456.77	Total Infrastructure Project Costs	<hr/> 442,338.47
 Transportation Project Costs		
5,901.90	Research/Planning/Transportation	18,403.26
	Membership Transportation	3,000.00
	Winter Traffic Management	
	Summer Traffic Management	21,050.73
	Winter Night Service Transit	
	Year-round TART Hwy 89 Transit (Spr & Fall)	
	Winter Transit TART Hwy 267	
577.00	North Lake Tahoe Express	47,248.00
	Winter TART Hwy 89 & Northstar	
	Enhanced Summer Transit	
	TART Year Round Baseline	
	Sugar Bowl Skier Shuttle	
	Hwy 267 Summer Bus Service	
5,000.00	Summer Night Service	136,860.00
	Enhanced Snowplowing	
	Parnter contribution	
<hr/> 11,478.90	Total Transportation Project Costs	<hr/> 226,561.99
<hr/> 23,935.67	Total Project Costs	<hr/> 668,900.46

October Quickbooks Accounts Receivable

Total	Business Name	Chamber/Conf Member Dues		Group Commissions		Misc.		For	Status
		age	amount	age	amount	age	amount		
709.87	Cal Neva			60	709.87			9/29/13 Groups	New
150.00	Granlibakken					90	150.00	8/1/13 Busines of Mo	Sending check
1,068.30	Granlibakken			new	1,068.30			10/31/13 Groups	New
104.22	Granlibakken			new	104.22			10/31/13 Groups	New
636.40	Granlibakken			new	636.40			10/31/13 Groups	New
1,933.10	Harrah's			60	1,933.10			8/30/13 Groups	Under 90 days
245.25	Harrah's			60	245.25			8/30/13 Groups	Under 90 days
337.50	Horizon Casino Resort					30	337.50	9/29/13 Groups	New
973.80	Hyatt			60	973.80			8/30/13 Groups	Under 90 days
794.95	Hyatt			30	794.95			9/30/13 Groups	Under 90 days
467.50	Hyatt			new	467.50			10/31/13 Groups	New
350.00	IVGID					30	350.00	9/30/13 Kiosk rental	Paid
953.14	NLT Marketing Co-op					30	953.14	9/30/13 Sept credit card	Under 90 days
2,556.71	NLT Marketing Co-op					new	2,556.71	10/31/13 Oct credit card	New
271.80	Northstar California Resort					30	271.80	9/29/13 Groups	Under 90 days
507.47	Northstar California Resort					30	507.47	9/29/13 Groups	Under 90 days
1,325.08	Northstar California Resort					30	1,325.08	9/8/2013 AFW reimb	Under 90 days
20,000.00	Placer County					30	20,000.00	9/22/13 IronMan infra grant	Under 90 days
1,438.50	PlumpJack			30	1,438.50			9/30/13 Groups	Under 90 days
525.00	PlumpJack			30	525.00			9/30/13 Groups	Paid
1,647.50	PlumpJack			new	1,647.50			10/31/13 Groups	New
296.97	Squaw Valley Lodge			new	296.97			10/31/13 Groups	New
15.00	Squaw Valley Resort					new	15.00	10/1/13 (849) Oct TMBC	Paid
300.00	Tahoe Adventure Co					90	300.00	8/1/13 Aug & Sept Kiosk	Sent past due letter
550.00	Tahoe Donner Assoc	90	550.00					6/1/13 Conf memb	Jason is contacting
50.00	Tahoma Meadows B & B					60	50.00	9/30/13 Brochure of Mo	Paid
320.81	The Landing Resort & Spa	90	320.81					6/1/13 Conf memb	Sending check
1,307.80	The Resort at Squaw					30	1,307.80	9/29/13 Groups	Under 90 days
12,427.35	The Resort at Squaw			30	12,427.35			9/30/13 Groups	Under 90 days
537.00	The Resort at Squaw			30	537.00			9/30/13 Groups	Under 90 days
3,668.90	The Resort at Squaw			30	3,668.90			9/30/13 Groups	Under 90 days
11,097.50	The Resort at Squaw			30	11,097.50			9/30/13 Groups	Under 90 days
3,071.50	The Resort at Squaw			new	3,071.50			10/31/13 Groups	New
32,476.00	The Resort at Squaw			new	32,476.00			10/31/13 Groups	New
1,982.50	The Resort at Squaw			new	1,982.50			10/31/13 Groups	New
6,620.80	The Ritz-Carlton			new	6,620.80			10/31/13 Groups	New
6,300.00	World Triathlon Corp					30	6,300.00	9/22/13 Sponsorship split	Under 90 days
118,018.22			870.81		78,025.77		33,937.00		
	Paid as of 11/8/13				-525.00		-415.00		
			870.81		77,500.77		33,522.00		

H13

October 2013 WebLink Accounts Receivable							
Total	Business Name	Chamber/Conf		Membership		For	Status
		Member Dues		Activites			
		age	amount	age	amount		
75.00	Creative Concepts			90	75.00	7/31/13 (1027) Email blast	Sending payment
75.00	Creative Concepts			60	75.00	8/31/13 Email blast	Under 90 days
75.00	Creative Concepts			60	75.00	8/31/13 Email blast	Under 90 days
75.00	Creative Concepts			60	75.00	8/31/13 Email blast	Under 90 days
75.00	Creative Concepts			60	75.00	8/31/13 Email blast	Under 90 days
75.00	Creative Concepts			30	75.00	9/30/13 (1089) Email blast	Under 90 days
75.00	Creative Concepts			new	75.00	10/31/13 (1144) Email blast	New
150.00	EXL Media			new	150.00	10/31/13 (1145) Email blast	New
75.00	Granlibakken			30	75.00	9/30/13 (1090) Email blast	Under 90 days
75.00	Jake's on the Lake			new	75.00	10/31/13 (1151) Email blast	New
70.00	Mountain Lake Cleaning	90	70.00			12/1/12 Balance Chamber dues	Sent reminder statement
70.00	Northstar California			new	70.00	10/31/13 (1140) Annual lunch	New
70.00	Squaw Valley Lodge			new	70.00	10/31/13 (1141) Annual lunch	New
75.00	Tahoe Donner			new	75.00	10/31/13 (1146) Email blast	New
300.00	Tahoe Quarterly			new	300.00	10/31/13 (1142) Annual lunch	New
75.00	Tahoe SAFE Alliance			new	75.00	10/31/13 (1147) Email blast	New
75.00	Tahoe Tree Company			30	75.00	9/30/13 (1091) Email blast	Under 90 days
75.00	Tahoe Tree Company			new	75.00	10/31/13 (1152) Email blast	New
75.00	Tahoe Sierra Century			30	75.00	9/30/13 (1092) Email blast	Under 90 days
75.00	Tahoe Sierra Century			30	75.00	9/30/13 (1092) Email blast	Under 90 days
650.00	January memb billing - total	90	650.00			1/31/13 Chamber dues	Membership Mgr will call
435.00	May memb billing - total	90	435.00			5/1/13 Chamber dues	Membership Mgr will call
2,190.00	June memb billing - total	90	2,190.00			6/1/13 Chamber dues	Write-off letters will be sent
475.00	July memb billing - total	90	475.00			7/1/13 Chamber dues	Write-off letters will be sent
1,495.00	August memb billing - total	60	1,495.00			8/1/13 Chamber dues	Write-off letters will be sent
2,380.00	Sept memb billing - total	30	2,380.00			9/1/13 Chamber dues	Past due emails will be sent
1,425.00	Oct memb billing - total	new	1,425.00			10/1/13 Chamber dues	New
10,835.00			9,120.00		1,715.00		

DRAFT

Ironman Lake Tahoe Expense
Revised 11/18/13

Revenue

NLTRA Special Event Budget	\$215,000
Korbel Sponsorship Split	\$6,300
Rooms commissions	\$77,000
NLTRA Infrastructure Funding	\$20,000
TOTAL	\$318,300

Expense Item Description	Expense
Clear Span Tent	\$14,715
CalTrans Encroachment Permit	\$2,246
TRPA Permit	\$2,135
Road Safety Services/Traffic Management Plan Cost	\$70,706
WTC Road Safety Services deposit	\$15,000
Traffic Cones - LAS supplied (paid to WTC)	\$4,825
Northstar Transportation costs	\$11,814
TTUSD Bus Cost	\$10,370
Washoe County Bus Cost	\$4,281
CHP Costs	\$62,000
North Tahoe Fire	\$17,717
Squaw Valley Fire	\$2,945
Truckee Fire Protection District	\$8,361
Placer Sheriff	\$10,102
Security	\$11,231
Street Banners	\$3,832
Biltmore Room Cost (paid via room commissions)	\$4,578
Room Rebate (based on 3648 x 10% attrition @\$15/ea)	\$50,000
Grand stands	\$4,900
Trash Removal	\$5,491
Porta Potty	\$18,301
Fencing - Florence Fencing	\$3,200
Fencing - LAS (paid to WTC)	\$19,240
Generators, electricity etc (paid to WTC)	\$6,765
Misc. Labor (paid to WTC)	\$3,842
Stage, Tables Chairs for banquet (Paid to WTC)	\$10,368
Volunteer Coordinator	\$6,977
Tahoe TV - Ironman Promo	\$3,600
Video and Photo assets	\$2,600
NTEC Carpet Cleaning Fee	\$1,800
Sierra Sun Thank You ad	\$475
TOTALS	\$394,417
Variance to Budget	-\$76,117

Recommended budget correction

Special Event/HPSI New Event	\$11,117
Misc. Marketing Budget/Cross Country	\$5,000
Marketing Reserves *	\$60,000
Total	\$76,117

* Reserves to be paid back during next budget year per board approved reserve policy.

** Designated Marketing Reserve currently at \$293,110

Memorandum

SITUATION

1. Both the County and NLTRA have agreed that a "marketing reserve" should be created. The objective is to eventually accumulate a fund representing 15% of the average annual marketing budget, over several years. Based on a \$1,848,000 budget, the 15% target is \$277,200
2. The County has been clear that it does not intend to control the use of these funds, but will leave it to the discretion of NLTRA.

RECOMMENDATION

1. The Marketing Reserve will be treated as an "internal reserve" (as per the definition proposed in #7 below).
2. The NLTRA Tourism/Executive Directors, may not expend these funds, except with the formal approval of the NLTRA Board, preferably with preview and approval of both Finance and Marketing Committees.
3. The criteria for the appropriate use of these funds is when NLTRA and its member businesses are experiencing a distinct shortfall in tourism business, due to unusual, economic, market or weather conditions, that would benefit from extra marketing efforts.
4. Any request for such funds from staff, should include the rationale, a targeted result, and be followed with an assessment of the actual results achieved.
5. NLTRA Accounting will need to track and report these funds, in such as way as to segregate them from normal operating funds.
6. Any Reserved funds that are accumulated, will automatically be rolled over into subsequent year's budgets and will accumulate without limit, until an amount is achieved equal to 15% of normal annual marketing budget.
7. Any funds depleted as a result of the above actions will be replenished, as soon as practical. The manner of replenishment will be:
 - a. First from any external or internal marketing carry forward, from previous years, then:
 - b. as part of the normal budgeting process each year.
 - c. Any replenishment of the marketing reserve, (once established) would come from the same mechanism that the county and NLTRA are using to guarantee a consistent marketing operating budget going forward.
8. Recommended definitions for funds:
 - County Services: NLTRA funds earmarked by the county, for a specific designated purpose, and not available to either NLTRA Board or staff.
 - Internal Reserve: NLTRA funds earmarked, either by the County or NLTRA, available for expenditure by the NLTRA board, but not staff.
 - Contingency: NLTRA funds, within a specific departmental budget, not earmarked for any specific purpose, and available to be spent at the discretion of the supervising Director.

Cardholder Name: SANDRA EVANS HALL Statement Period: 09/29/13 to 10/28/13
 Account Number: [REDACTED] Statement Closing Date: 10/28/13

Transactions						CR=Credit
Tran Date	Post Date	Transaction Description	Reference Number		Amount	
Transaction Activity						
09-27	09-30	CTC*CONSTANTCONTACT.CO	855-2295506	MA 933	\$65.00 ✓	
10-09	10-09	VZWRLSS*PRPAY AUTOPAY	888-294-6804	CA 616	\$20.00 ✓	
10-09	10-10	WSTRN ASSOC OF CHMBR E	09164446670	CA 036	\$180.00 ✓	
10-21	10-23	NORTH LAKE TAHOE CHAMB	TAHOE CITY	CA 090	\$21.45 ✓	
10-25	10-25	PAYMENT - THANK YOU		000	\$20.00 ✓	
10-27	10-28	CTC*CONSTANTCONTACT.CO	855-2295506	MA 270	\$65.00 ✓	

2013 Year-to-Date Totals	
Total fees charged in 2013	\$0.00
Total interest charged in 2013	\$1.57

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

Interest Charge Calculation

Your Annual Percentage Rate (APR) is the annual interest rate on your account.

Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Interest Rate	Interest Charge
PURCHASES	14.99% (v)	\$0.00	\$0.00
CASH	22.99% (v)	\$0.00	\$0.00

(v) = Variable Rate

5350-00/70 \$ 20.00
 5330-00/42 65.00
 6432-00/60 65.00
 6441-00/60 21.45
 5800-00/60 180.00
 \$ 351.45

Jessica Walker

From: Constant Contact Billing [billing@constantcontact.com]
Sent: Friday, September 27, 2013 1:14 AM
To: Jessica Walker
Subject: Constant Contact Payment Receipt for Sandra Evans Hall

Thank you for your recent payment. Your payment receipt is found below.

Constant Contact 

Payment Receipt
for September 27, 2013

N Lake Tahoe Resort
 Attn.: Sandra Evans Hall
 PO Box 5459
 Tahoe City, CA 96145
 US
 5305818727

Today's Date: September 27, 2013
Payment Date: September 27, 2013
Payment Method: MasterCard (last 4 digits: 4925)
User Name: nltra1

Thank you for your payment!

Description	Amount Paid
Payment - Credit Card - 4925	\$65.00

Amounts shown may reflect sales tax which is applicable in certain areas.

Note you can continue to view payment receipts online. Log into your Constant Contact account, click the [My Account](#) link in the upper right hand corner of the Home page, and choose the View Payment Receipts option.

You may also use the Opt In/Out of Payment Receipt E-Mails link on the [My Account](#) page to opt out of receiving payment receipt emails in the future.

We appreciate your business.

Best Regards,
 Constant Contact Billing
 1601 Trapelo Road, Suite 329 - Waltham, MA 02451

*Same amount for
10/27*

Questions? Please give us a call!
US / Canada Toll Free: (866) 289-2101
UK Toll Free: 0808-234-0942
Outside US / Canada: 1-781-472-8120

9/27/2013

62

Kim Lambert

From: Sandy Evans Hall
Sent: Tuesday, October 08, 2013 6:27 AM
To: Kim Lambert
Subject: Fwd: Your service has started.

Sent from my iPhone

Begin forwarded message:

From: Verizon Wireless <VZWMail@ecrmemail.verizonwireless.com>
Date: October 8, 2013, 6:10:47 AM PDT
To: sandy@puretahoenorth.com
Subject: Your service has started.

Get ready for the fastest 4G network in America. [View Online](#)



Payment complete! Your service is ready.
For Verizon Wireless number ending in 3327



Summary of Charges

Payment Date:	10/08/2013	Applied	N Lake Tahoe Resort
Wireless Number:	5304143327	To:	Sandra Eva
Subtotal:	\$ 20.00		
Taxes:	\$ 0.00		
Payment Method:	MC XXXX-XXXX-XXXX-4925		Tahoe City, CA 96145

Total Charges Applied to MC: \$ 20.00

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

Please Note: If you can't connect to the Verizon Wireless network after 15 minutes, call us at 1-800-786-8419.

Thanks for choosing Verizon Wireless.

Log in & CC info



WESTERN ASSOCIATION OF CHAMBER EXECUTIVES

2013 EXPANDED WEBINAR SERIES FOCUSES ON ECONOMIC DEVELOPMENT, MEMBERSHIP, AND SOCIAL MEDIA

Friday, October 11th —“Cool Stuff Chambers Are Doing in the Area of Workforce & Entrepreneur Development”

As Baby Boomers begin to retire will we have enough skilled workers to take their place? Find out what local chambers are doing to make a difference in their communities as it relates to workforce development. This fast paced informative webinar will feature programs and projects that you may be able to replicate in your communities. This webinar will feature multiple presenters.

Friday, November 15th —“Social Media Ninja Tricks for Chambers”

You know the social media basics. Now it is time to step it up. Learn the latest proven ninja tricks and tactics to grow your followers increase your engagement, and convert those fans, followers, and friends into members and a source on non-dues revenue. Will cover Facebook, Twitter, Pinterest, LinkedIn, Google+, and YouTube. Frank J. Kenny will be the presenter.

Friday, December 13th —“Virtual Benefits for the Digital Society and Other Busy Members”

Do you have members who have dropped or are thinking about dropping their membership because they never come to anything? Let's face it: chambers are fighting for their members' time and resources. Explore ways to provide virtual benefits to members that they can access 365 days a year. Recognize how chambers can be the leaders of providing essential information, connections, and access to resources that entrepreneurs, corporations and non-profits will value. Our presenter for this webinar will be Cathi Hight, President, Hight Performance Group.

Choose a Webinar Session

Registration for entire 4 part series: **\$180 members/\$330 non-members**



Registration for individual webinars: **\$110 members/\$150 non-members**

October 11th session November 15th session December 13th session

NOTE: Registration fees will provide access to the webinar via one phone line and computer work station. If additional staff members or other users dial in from separate work stations, they will be billed according to the above-mentioned fees.

All webinars are from 9 a.m.–10 a.m. Pacific Time. Dial-in and login information will be e-mailed to all registered participants prior to each webinar.

**A \$10 late fee will be charged for registrations made within 10 working days of the webinar.

NAME _____

CHAMBER _____

BUSINESS PHONE NUMBER _____ E-MAIL ADDRESS _____

Ways to Register ALL REGISTRATIONS/ORDERS MUST BE PREPAID. PAYMENT MUST BE MADE IN U.S. DOLLARS.

1. Mail to: W.A.C.E. Webinars, P.O. Box 1736, Sacramento, CA 95812-1736

2. Register online at www.waceonline.com

3. Email: wace@calchamber.com

4. Fax: (916) 444-6685

Questions: Call (916) 442-2223

Check enclosed. Make check payable to: W.A.C.E.

Credit Card Registration (Check type of credit card): MasterCard Visa

CREDIT CARD # _____ EXPIRATION DATE _____

TOTAL PAYMENT _____ SIGNATURE _____

Special thanks to W.A.C.E.'s Chairman's Circle Members:
**Gold Members — CalChamber, Chamber Discoveries,
Chamber Office Depot Program/Benefits Corporation, Sempra Energy, WebLink International**

Receipt for 2 Chamber "chip"s
charged to Sandy's credit card ending
IN 4925

BINBOP 10/21/13

10/21/2013 11:01 AM Sales Receipt #9848
Store: 1

Merchant Copy
Tahoe City Visitor Center
P.O. Box 1757
Tahoe City, CA 96145

Cashier

Item #	Qty	Price	Ext Price
793	2	\$10.00	\$20.00 T
Chamber Chip			

	Subtotal:	\$20.00
Local Sales Tax	7.25 % Tax:	+ \$1.45
RECEIPT TOTAL:		\$21.45

Credit Card: \$21.45 XXXX4925
MasterCard
Reference # 9000000420 Auth=00788J
Entry: Manual Merchant # **05964

Signature _____

I agree to pay above amount according to card
issuer agreement (merchant agreement
if credit voucher).

We Hope you Enjoy your Stay in North Lake Tahoe!



9848

Mileage Reimbursement

From: Oct 1 To: Oct 31 2013

EMPLOYEE NAME: Sandy Evans Hall
 DATE SUBMITTED: 11/12/13

DATE	# MILES	DRIVEN FROM	DRIVEN TO	ROUND TRIP? Y or N	REASON FOR TRAVEL
10-1	4	T.C	Granlibakken	Y	Breakfast Club
10-1	38	T.C	Truckee Town, Hardy's, TTCF	Y	Community Collaborative, Melody Rehbeck, Stacy Caldwell Leadership program
10-2	32	TC	Incline - Parasol	Y	Sustainability Collaborative Work Force, Round table
10/3	4	TC	Granlibakken	Y	TMA, RTVC
10/8	30	TC	Truckee	Y	101.5 Radio Interview
10/8	30	TC	Truckee - TFF	Y	OAC Branding Committee
10/10	32	TC	Incline Visitor Ctr	Y	Coop Board Mtg
10-11	20	TC	NTEC	Y	Memberships hurchcon
10/14	38	TC	Tahoe Donner Lodge	Y	OAC Board
10/15	30	TC	Truckee - BofA	Y	Mark Brown - Truckee Town Council
10/15	30	TC	Truckee School Dist	Y	TTUSD Facilities Master Plan Committee
10/16	72	TC	S. Shore	Y	Tahoe TV Interview
10/17	20	TC	NTEC	Y	NTBA Meeting
10/21	20	TC	Kings Beach	Y	Community House Ribbon Cutting
10/22	20	TC	NTEC	Y	Board of Supervisors Meeting / Presentations
10-23	6	TC	Gar Woods	N	Northstar Master Plan
10/24	32	TC	Northstar	Y	Finance Committee
10/24	30	TC	Sierra Sun Truckee	Y	Mixer
10/31	4	TC	Granlibakken	Y	TCDA Board

TOTAL MILES: 492 X \$.565 (per mile) = \$ 277.98 due employee

reimbo \$277.98
 22.02
\$300.00

AUTHORIZED BY: _____

KEY METRICS FOR OCTOBER 31, 2013

Total TOT Collections by Quarter 2008 - 2014 (through October 31, 2013)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222
2011-12	\$ 3,681,475	\$ 1,793,696	\$ 3,158,760	\$ 1,553,956	\$ 10,187,887
2012-13	\$ 3,879,585	\$ 2,103,076	\$ 4,260,099	\$ 1,438,935	\$ 11,681,695
2013-14	\$ 3,788,393	\$ -	\$ -	\$ -	\$ 3,788,393
Total	\$ 20,674,611	\$ 9,116,181	\$ 17,543,316	\$ 6,706,667	\$ 45,388,909

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July - October)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	7,298	21,956	24,750	12.73%
Phone	1,257	1,391	1,392	0.07%
Kings Beach (Walk In Only)	2,848	2,884	4,870	68.86%
Reno (Walk in - No Aug #s)	715	1,013	2,032	100.59%

Infrastructure Fund Balances Held by Placer County as of 6/30/13	
Contracts In:	
FY 2010-11	\$ -
FY 2011-12	\$ 135,445
FY 2012-13	\$ 1,503,690
FY 2013-14	\$ 1,168,080
Total Fund Balances	\$ 2,807,215

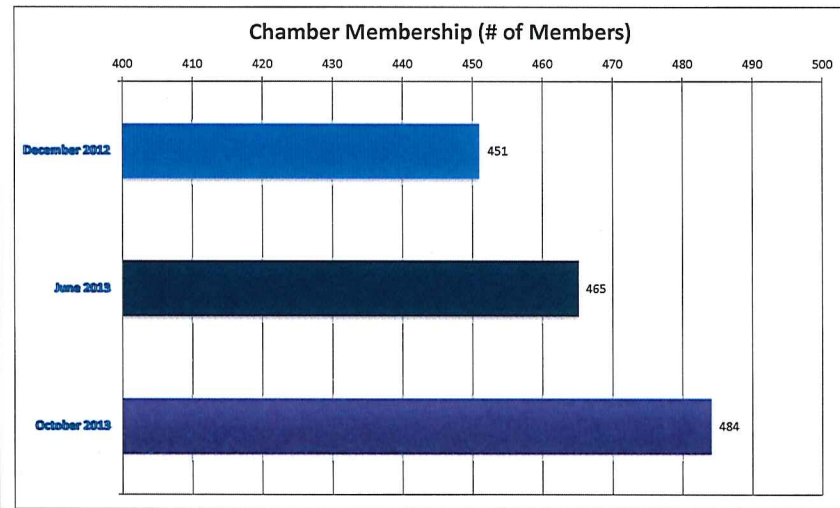
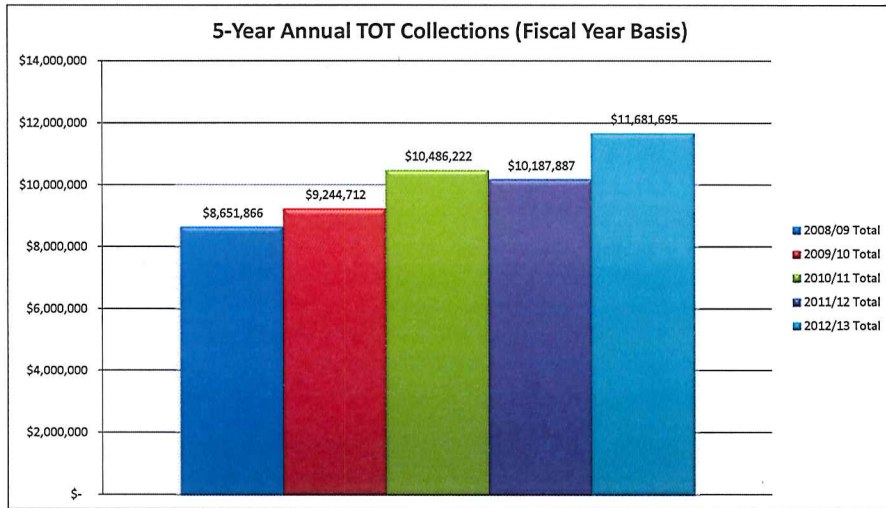
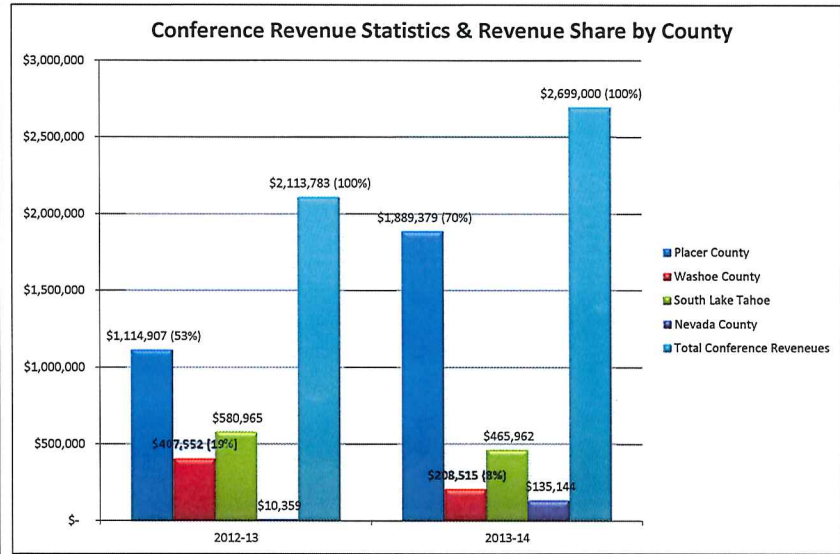
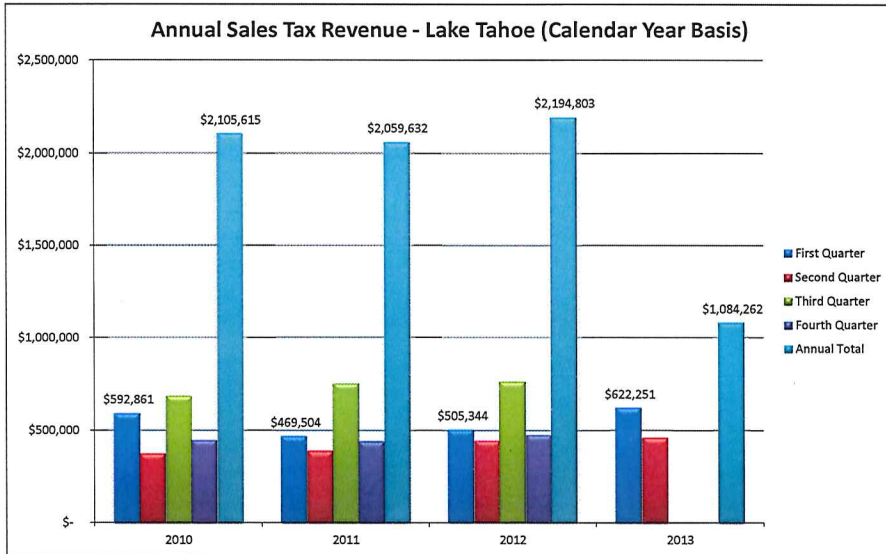
Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
October 2013	484

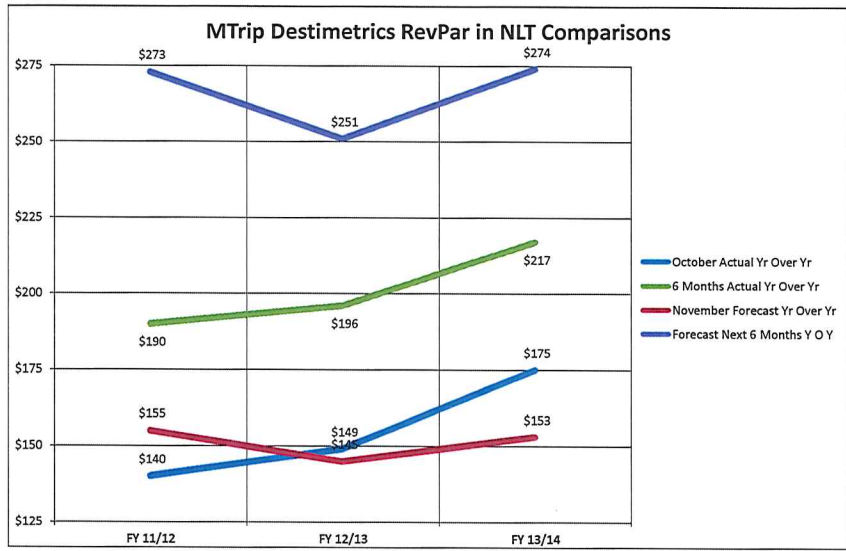
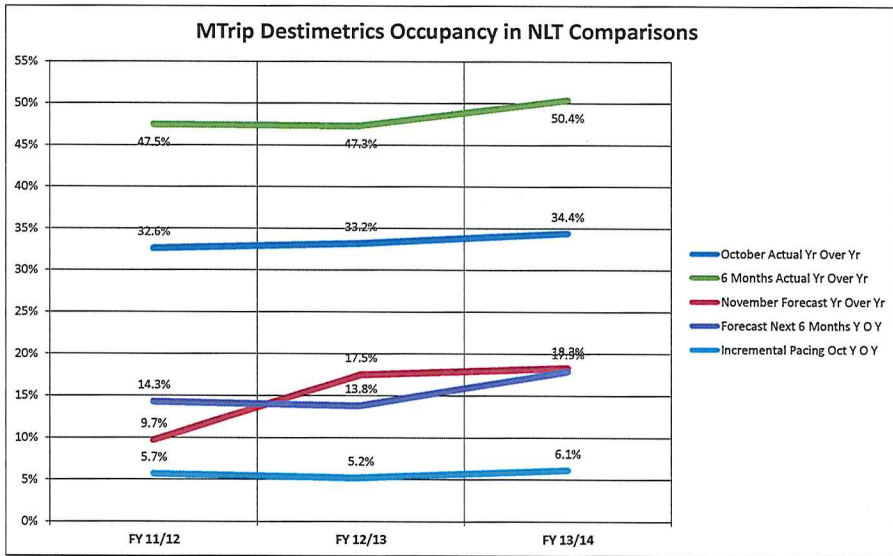
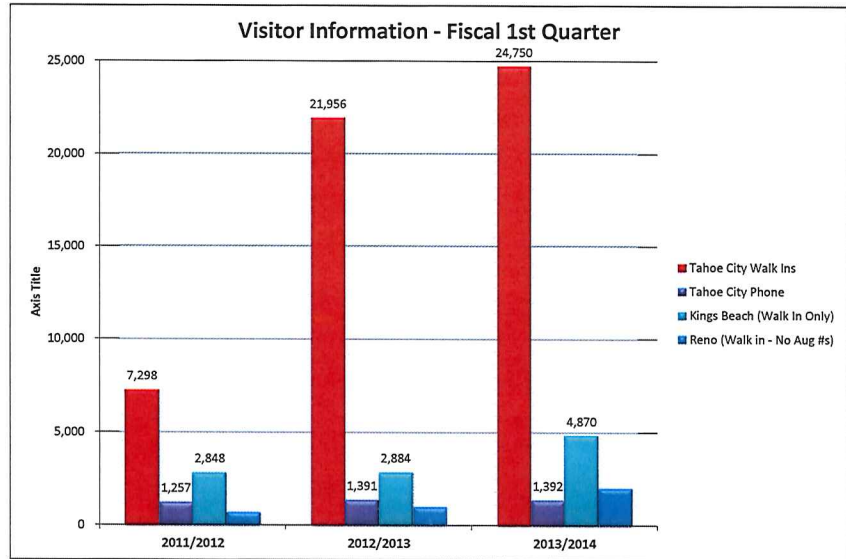
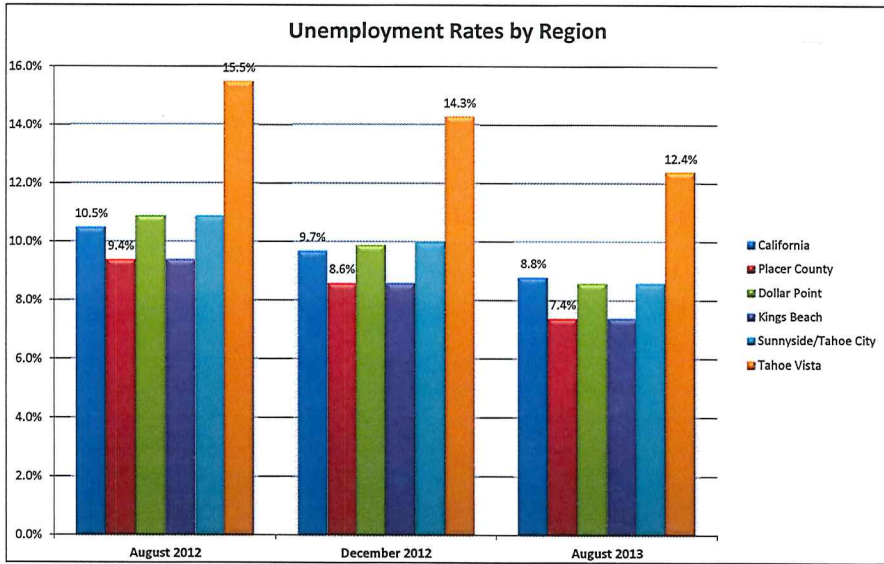
Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 622,251	23.1%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 445,469	\$ 462,011	3.3%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 767,333		0.0%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 476,657		0.0%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,194,803	\$ 1,084,262	0.0%

MTRiP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during October	33.2%	34.4%	3.6%
ADR October (Average Daily Rate)	\$ 149	\$ 175	17.4%
Occupancy Forecast November	17.5%	18.3%	4.6%
ADR November (Average Daily Rate)	\$ 145	\$ 153	5.5%
Occupancy (prev 6 mo)	47.3%	50.4%	6.6%
ADR (prev 6 mo)	\$ 196	\$ 217	10.7%
Occupancy (next 6 mo)	13.8%	17.9%	29.7%
ADR (next 6 mo)	\$ 251	\$ 274	9.2%
Incremental Pacing for September	5.2%	6.1%	17.3%

Unemployment	August 2012	December 2012	August 2013
California	10.5%	9.7%	8.8%
Placer County	9.4%	8.6%	7.4%
Dollar Point	10.9%	9.9%	8.6%
Kings Beach	9.4%	8.6%	7.4%
Sunnyside/Tahoe City	10.9%	10.0%	8.6%
Tahoe Vista	15.5%	14.3%	12.4%

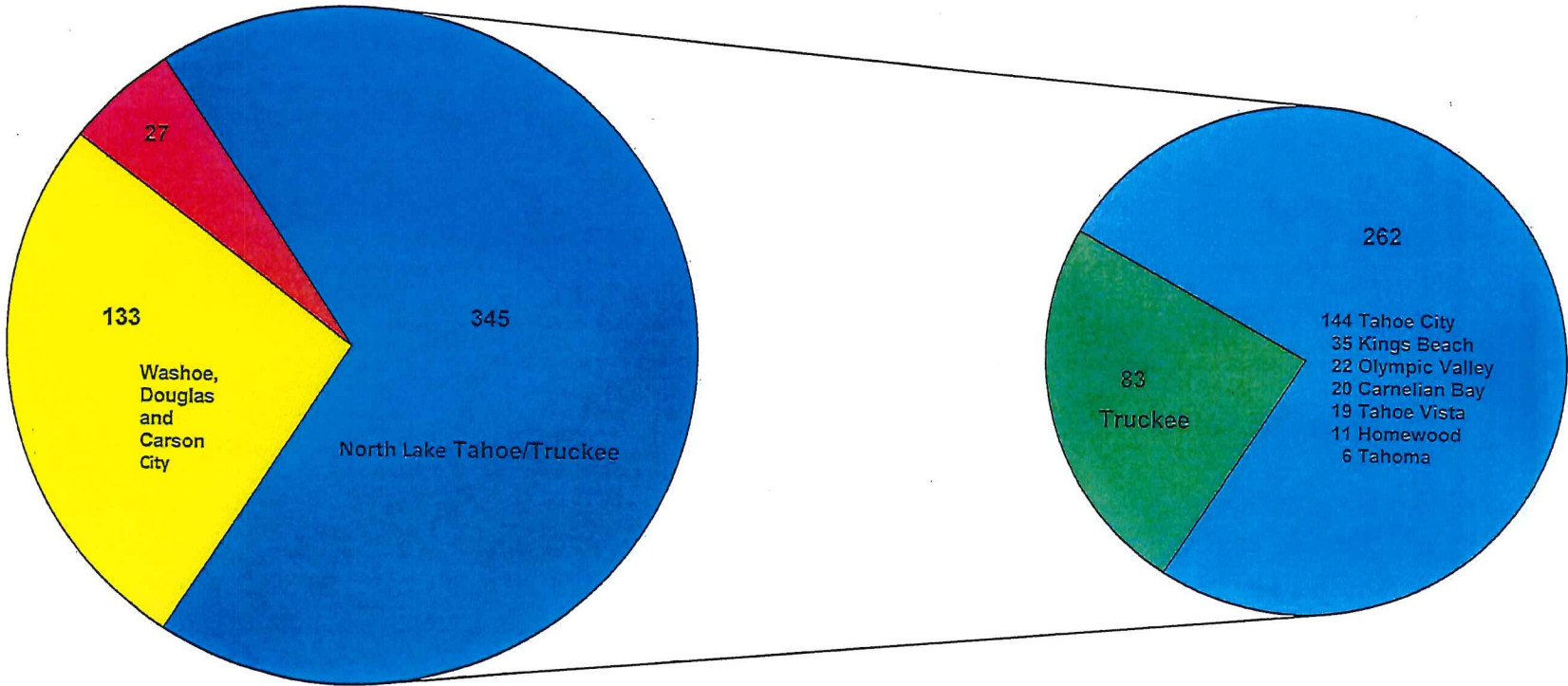
Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014			
	2012-13	2013-14	YOY % Change
FORWARD LOOKING (2013/14)			
Total Revenue Booked through October	\$ 2,113,783	\$ 2,699,000	28%
Forecasted Commission for this Revenue	67,339	165,750	146%
Number of Room Nights	9,374	16,910	80%
Number of Tentative Bookings	61	96	57%
CURRENT			
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	57%
Annual Commission Goal	\$ 75,000	\$ 150,000	100%
Conference Revenue And Percentage by County:			
Placer (53% of revs in '13, 70% in '14)	\$ 1,114,907	\$ 1,889,379	69%
Washoe ('13; 19%, '14; 8%)	\$ 407,552	\$ 208,515	-49%
South Lake ('13; 27%, '14; 17%)	\$ 580,965	\$ 465,962	-20%
Nevada ('13; 1%, '14; 5%)	\$ 10,359	\$ 135,144	1205%
Total Conference Revenue	\$ 2,113,783	\$ 2,699,000	28%





North Lake Tahoe Resort Association Membership based on Zip Code

505 Chamber Members by Location



■ Nevada
 ■ Outside Basin
 ■ Truckee
 ■ NLT excl Nevada

144