



north lake tahoe
Chamber | CVB | Resort Association

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

Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Friday, November 2, 2012 – 3:00 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.”

Meeting Ground Rules

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

**Finance
Committee
Members**

NLTRA Board
Allen Highfield
Bill Rock

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 – September 26, 2012

D. Discussion and Possible Action to Recommend Approval of the 1st Quarter (July – September 2012) Financial Statements

E. Approval of CEO Expenses

F. Follow-up Items from Previous Meetings

- Delinquent Groups Commissions
- Title of the Estimated PTO Liability account was changed
- Fund Balance Equity Accounts
- FY 2011/12 Audit field-work is complete

G. Committee Member Comments

H. Adjournment

Posted and emailed: October 31, 2012

Finance Committee Meeting

November 2, 2012

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FINANCE COMMITTEE MINUTES
Wednesday, September 26, 2012 – 9:30 am

Northstar California
Board Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Bill Rock, Jennifer Merchant, and Kimberly Frushon. Mike Salmon called in.

STAFF IN ATTENDANCE: Lisa de Roulet, Andy Chapman, and Kim Lambert

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 9:35 am by Acting Chair Bill Rock.

2.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (Frushon/Merchant) (4/0) to approve the agenda as presented.**

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (Salmon/Frushon) (4/0) to approve the Finance Committee minutes of August 22, 2012.**

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE JULY 2012 FINANCIAL STATEMENTS

5.1 Lisa de Roulet reviewed the July 2012 Financial Statements. Conference commissions receivable were discussed. The committee believes that conference leads should not be given to properties that are more than 90 days in arrears. The committee directed staff to recommend a policy to deal with properties with significantly delinquent commissions receivable. Staff will bring the policy back to the Finance Committee in October and then it will go before the Board in November. Andy Chapman noted that there will be a Conference Sales Committee meeting on Thursday, September 27th, and this topic will be brought-up.

Mike Salmon asked that June 2012 numbers be included on future balance sheets. He would also like to see a rolling three-month quarter. Then, the Estimated Vacation Liability balance was discussed. It was noted that the amount includes both vacation and sick time. The title of the account will be changed to Estimated PTO Liability to more accurately reflect what it is. Also, there are many long-time employees that are at their maximum allowable balance.

The Fund Balance equity accounts were discussed. The committee would like to know where these numbers came from and what they mean. Lisa reported that she researched back to 2001, and the numbers have not changed since then. It was posited that pre-2001, year-end

profit & loss went into these accounts, but post-2001, year-end profit & loss went into a different account. She also noted that these numbers are by department; they are not earmarked for specific projects. Kimberly Frushon explained that the numbers do not mean there is \$4,000,000 in liquid fund, but rather that if there was a total liquidation, the remaining book value would be \$4,000,000.

M/S/C (Salmon/Merchant) (4/0) to recommend the Board of Directors approve the July 2012 Financial Statements

ACTION: Staff will determine a policy for cutting off conference leads to properties that are more than 90 days delinquent in paying their group commissions.

ACTION: Lisa de Roulet will change the Estimated Vacation Liability account title to Estimated PTO Liability.

ACTION: Lisa de Roulet will redesign the Balance Sheet to include June 2012 and a rolling 3-month quarter.

ACTION: Lisa de Roulet will further investigate the Fund Balance equity accounts.

6.0 FY 2011/12 AUDIT UPDATE

- 6.1 Field work for the FY 2011/12 Audit will begin on October 22nd and will end on October 25th. The auditors are scheduled to be in the office for 4 days. Jennifer Merchant noted that Placer County also does an audit every two years. Their focus is more management-oriented than the financial audit done by Gilbert Associates.

7.0 APPROVAL OF CEO EXPENSES

- 7.1 The Acting Chair reviewed the CEO's credit card charges and mileage reimbursement.

8.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

- 8.1 Lisa de Roulet reported that the potential IRS tax penalty was abated. No money is owed.
- 8.2 The 2011/12 Tax Return will be prepared by Gilbert Associates.

9.0 COMMITTEE MEMBERS' COMMENTS

- 9.1 The committee would like the meeting packets two days before the meeting. They would also like to see the Departmental Report that used to be included before the change of accounting software.

10.0 ADJOURNMENT

- 10.1 The meeting adjourned at 10:07 am.

Submitted by:
Kim Lambert
Staff Accountant

NLT Chamber/CVB/ Resort Association
Financial Statements
For the Three Months Ending September 30, 2012



November 2, 2012

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the First Quarter 2012/13

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

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

North Lake Tahoe Resort Association

BALANCE SHEET

Sep 30, 2012 and 2011

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

Liabilities and Stockholders' Equity

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

North Lake Tahoe Resort Association

BALANCE SHEET

Sep 30, 2012 and 2011

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

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

	CURRENT QUARTER				YEAR TO DATE				
	Actual	Budget	Variance	% of Budget	Prior Year	Actual	Budget	Variance	% of Budget
Revenue									
Placer County TOT Funding	\$ 1,042,922	\$ 948,606	\$ 94,316	110%	\$ 820,137	\$ 948,606	\$ 94,316	\$ 820,137	110%
Membership	\$ 28,411	\$ 31,066	\$ (2,655)	91%	\$ 26,880	\$ 31,066	\$ (2,655)	\$ 26,880	91%
Revenues-Membership Activities	\$ 1,131	\$ 12,914	\$ (11,783)	9%	\$ 3,675	\$ 12,914	\$ (11,783)	\$ 3,675	9%
Special Events Autumn Food&Wine	\$ -	\$ -	\$ -	-	\$ 76,247	\$ -	\$ -	\$ 76,247	-
Non-retail VIC income	\$ 200	\$ -	\$ 200	-	\$ -	\$ -	\$ 200	\$ -	-
Commissions	\$ 31,818	\$ 39,475	\$ (7,657)	81%	\$ 50,044	\$ 39,475	\$ (7,657)	\$ 50,044	81%
Merchandise Sales	\$ 36,389	\$ 36,500	\$ (111)	100%	\$ 11,345	\$ 36,500	\$ (111)	\$ 11,345	100%
Miscellaneous	\$ 225	\$ 7,608	\$ (7,383)	3%	\$ (73)	\$ 7,608	\$ (7,383)	\$ (73)	3%
Total Revenue	\$ 1,144,333	\$ 1,078,401	\$ 65,932	106%	\$ 993,090	\$ 1,078,401	\$ 65,932	\$ 993,090	106%
Operating Expenses									
Salaries & Wages	\$ 303,290	\$ 325,479	\$ (22,189)	93%	\$ 307,243	\$ 325,479	\$ (22,189)	\$ 307,243	93%
Freight and Shipping Costs	\$ 152	\$ -	\$ 152	-	\$ -	\$ -	\$ 152	\$ -	-
Telephone	\$ 10,674	\$ 8,481	\$ 2,193	126%	\$ 6,400	\$ 8,481	\$ (2,193)	\$ 6,400	126%
Mail - USPS	\$ 641	\$ 842	\$ (202)	76%	\$ 616	\$ 842	\$ (202)	\$ 616	76%
Insurance/Bonding	\$ 3,109	\$ 2,371	\$ 738	131%	\$ 2,109	\$ 2,371	\$ (262)	\$ 2,109	131%
Visitor Communications - Other	\$ 98	\$ -	\$ 98	-	\$ -	\$ -	\$ 98	\$ -	-
Depreciation	\$ 3,579	\$ 3,441	\$ 138	104%	\$ 3,690	\$ 3,441	\$ 138	\$ 3,690	104%
Equipment Support & Maintenance	\$ 3,864	\$ 2,785	\$ 1,079	139%	\$ 3,511	\$ 2,785	\$ 1,079	\$ 3,511	139%
Taxes, Licenses & Fees	\$ 1,541	\$ 1,409	\$ 132	109%	\$ 1,457	\$ 1,409	\$ 132	\$ 1,457	109%
Miscellaneous Expense	\$ 349	\$ 171	\$ 178	204%	\$ 0	\$ 171	\$ 178	\$ 0	204%
Equipment Rental/Leasing	\$ 6,118	\$ 4,208	\$ 1,910	145%	\$ 3,689	\$ 4,208	\$ (519)	\$ 3,689	145%
Training Seminars	\$ 180	\$ 125	\$ 55	144%	\$ 778	\$ 125	\$ 55	\$ 778	144%
Public Outreach	\$ -	\$ 859	\$ (859)	0%	\$ -	\$ 859	\$ (859)	\$ -	0%
Research & Planning Membership	\$ 3,000	\$ -	\$ 3,000	-	\$ -	\$ -	\$ 3,000	\$ -	-
Research & Planning	\$ 31,718	\$ 20,499	\$ 11,219	155%	\$ 6,444	\$ 20,499	\$ (11,219)	\$ 6,444	155%
Transportation Projects	\$ 106,037	\$ 292,000	\$ (185,963)	36%	\$ 88,122	\$ 292,000	\$ (185,963)	\$ 88,122	36%
Infrastructure Projects	\$ 96,998	\$ -	\$ 96,998	-	\$ 4,056	\$ -	\$ 96,998	\$ 4,056	-
Programs	\$ -	\$ 50,000	\$ (50,000)	0%	\$ (5,000)	\$ 50,000	\$ (50,000)	\$ (5,000)	0%
Autumn Food & Wine	\$ -	\$ -	\$ -	-	\$ 76,514	\$ -	\$ -	\$ 76,514	-
Special Events	\$ 6,402	\$ 28,500	\$ (22,098)	22%	\$ 16,546	\$ 28,500	\$ (22,098)	\$ 16,546	22%
Membership Activities	\$ 1,148	\$ 7,939	\$ (6,791)	14%	\$ 1,817	\$ 7,939	\$ (6,791)	\$ 1,817	14%
Tuesday Morning Breakfast Club	\$ 1,686	\$ 1,500	\$ 186	112%	\$ 1,872	\$ 1,500	\$ 186	\$ 1,872	112%
Promotions/Giveaways	\$ 411	\$ -	\$ 411	-	\$ -	\$ -	\$ 411	\$ -	-
Marketing Cooperative/Media	\$ 242,286	\$ 241,643	\$ 643	100%	\$ 246,000	\$ 241,643	\$ 643	\$ 246,000	100%
Cost of Goods Sold	\$ 13,865	\$ 12,000	\$ 1,865	116%	\$ 6,304	\$ 12,000	\$ 1,865	\$ 6,304	116%
Associate Relations	\$ 25	\$ 719	\$ (694)	3%	\$ 145	\$ 719	\$ (694)	\$ 145	3%
Board Functions	\$ 1,387	\$ 1,250	\$ 137	111%	\$ 1,539	\$ 1,250	\$ 137	\$ 1,539	111%
Credit Card Fees	\$ 1,359	\$ 850	\$ 509	160%	\$ 507	\$ 850	\$ 509	\$ 507	160%
Automobile Expenses	\$ 1,489	\$ 2,765	\$ (1,276)	54%	\$ 1,760	\$ 2,765	\$ (1,276)	\$ 1,760	54%
Meals/Meetings	\$ 1,057	\$ 500	\$ 557	211%	\$ 461	\$ 500	\$ 557	\$ 461	211%
Dues & Subscriptions	\$ 2,779	\$ 2,097	\$ 682	133%	\$ 3,358	\$ 2,097	\$ 682	\$ 3,358	133%
Travel	\$ 1,703	\$ 1,893	\$ (184)	90%	\$ 1,784	\$ 1,893	\$ (184)	\$ 1,784	90%
Total Operating Expenses	\$ 907,401	\$ 1,084,926	\$ (177,525)	84%	\$ 868,563	\$ 1,084,926	\$ (177,525)	\$ 868,563	84%
Operating Income (Loss)	\$ 236,932	\$ (6,525)	\$ 243,457	-3631%	\$ 124,527	\$ (6,525)	\$ 243,457	\$ 124,527	-3631%
Total Other Income	\$ 169	\$ 550	\$ (381)	31%	\$ 756	\$ 550	\$ (381)	\$ 756	31%
Allocated	\$ -	\$ (0)	\$ 0	0%	\$ -	\$ (0)	\$ 0	\$ -	0%
Net Income (Loss)	\$ 237,102	\$ (5,975)	\$ 243,076	-3968%	\$ 125,282	\$ (5,975)	\$ 243,076	\$ 125,282	-3968%

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

CURRENT QUARTER

YEAR TO DATE

	Actual	Budget	Variance	% of Budget	Prior Year	Actual	Budget	Variance	% of Budget	Prior Year
Revenue										
Placer County TOT Funding	899,097	899,097	0	100%	794,474	899,097	899,097	0	100%	794,474
Membership	28,411	31,066	(2,655)	91%	26,880	28,411	31,066	(2,655)	91%	26,880
Revenues-Membership Activities	1,131	12,914	(11,783)	9%	3,675	1,131	12,914	(11,783)	9%	3,675
Special Events Autumn Food&Wine	0	0	0		76,247	0	0	0		76,247
Non-retail VIC Income	200	0	200		0	200	0			0
Commissions	31,818	39,475	(7,657)	81%	50,044	31,818	39,475	(7,657)	81%	50,044
Merchandise Sales	36,389	36,500	(111)	100%	11,345	36,389	36,500	(111)	100%	11,345
Miscellaneous	225	7,608	(7,383)	3%	(73)	225	7,608	(7,383)	3%	(73)
Total Revenue	1,000,508	1,028,892	(28,384)	97%	967,426	1,000,508	1,028,892	(28,384)	97%	967,426
Operating Expenses										
Salaries & Wages	283,796	304,577	(20,781)	93%	285,134	283,796	304,577	(20,781)	93%	285,134
Freight and Shipping Costs	152	0	152		0	152	0			0
Telephone	9,766	7,908	1,858	124%	5,791	9,766	7,908	1,858	124%	5,791
Mail - USPS	636	839	(203)	76%	616	636	839	(203)	76%	616
Insurance/Bonding	2,970	2,171	799	137%	1,940	2,970	2,171	799	137%	1,940
Visitor Communications - Other	98	0	98		0	98	0			0
Depreciation	3,293	3,165	128	104%	3,445	3,293	3,165	128	104%	3,445
Equipment Support & Maintenance	3,575	2,605	970	137%	3,321	3,575	2,605	970	137%	3,321
Taxes, Licenses & Fees	1,483	1,109	374	134%	1,010	1,483	1,109	374	134%	1,010
Miscellaneous Expense	349	0	349		0	349	0			0
Equipment Rental/Leasing	5,576	3,848	1,728	145%	3,363	5,576	3,848	1,728	145%	3,363
Training Seminars	180	0	180		400	180	0			400
Public Outreach	0	859	(859)	0%	0	0	859	(859)	0%	0
Research & Planning Membership	3,000	0	3,000		0	3,000	0			0
Research & Planning	3,248	7,500	(4,252)	43%	3,107	3,248	7,500	(4,252)	43%	3,107
Transportation Projects	106,037	292,000	(185,963)	36%	88,122	106,037	292,000	(185,963)	36%	88,122
Programs	0	50,000	(50,000)	0%	0	0	50,000	(50,000)	0%	0
Autumn Food & Wine	6,402	28,500	(22,098)	22%	16,546	6,402	28,500	(22,098)	22%	16,546
Special Events	1,148	7,939	(6,791)	14%	1,817	1,148	7,939	(6,791)	14%	1,817
Membership Activities	1,686	1,500	186	112%	1,872	1,686	1,500	186	112%	1,872
Tuesday Morning Breakfast Club	411	0	411		0	411	0			0
Promotions/Giveaways	242,286	241,643	643	100%	246,000	242,286	241,643	643	100%	246,000
Marketing Cooperative/Media	13,865	12,000	1,865	116%	6,304	13,865	12,000	1,865	116%	6,304
Cost of Goods Sold	25	694	(669)	4%	133	25	694	(669)	4%	133
Associate Relations	1,359	1,250	109	111%	1,539	1,359	1,250	109	111%	1,539
Board Functions	1,326	850	476	156%	507	1,326	850	476	156%	507
Credit Card Fees	1,046	2,264	(1,218)	46%	1,352	1,046	2,264	(1,218)	46%	1,352
Automobile Expenses	2,779	475	2,304	584%	461	2,779	475	2,304	584%	461
Meals/Meetings	1,709	2,072	(363)	82%	3,340	1,709	2,072	(363)	82%	3,340
Dues & Subscriptions	1,709	1,893	(184)	90%	1,784	1,709	1,893	(184)	90%	1,784
Travel										
Total Operating Expenses	758,115	1,046,004	(287,889)	72%	833,923	758,115	1,046,004	(287,889)	72%	833,923
Operating Income (Loss)	242,393	(17,112)	259,505	-1417%	133,503	242,393	(17,112)	259,505	-1417%	133,503
Total Other Income	169	450	(281)	38%	416	169	450	(281)	38%	416
Allocated	(10,523)	(10,747)	224	98%	(10,695)	(10,523)	(10,747)	224	98%	(10,695)
Net Income (Loss)	253,086.26	(5,914.43)	259,001	-4279%	144,615	253,086.26	(5,914.43)	259,001	-4279%	144,615

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

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Management & Administrative	Subtotal	Infrastructure	TOTAL
Income										
4050-00 - Placer County TOT Funding	446,091.00	88,050.51	78,317.76	612,459.27	286,638.00	0.00	0.00	286,638.00	143,824.60	1,042,921.87
4200-00 - Memberships	0.00	2,199.08	0.00	2,199.08	0.00	0.00	0.00	26,212.26	0.00	28,411.34
4250-00 - Revenues-Membership Activities	0.00	0.00	0.00	0.00	0.00	1,131.00	0.00	1,131.00	0.00	1,131.00
4251-00 - Revenue-Tue AM Breakfast Club	0.00	0.00	0.00	0.00	0.00	3,237.00	0.00	3,237.00	0.00	3,237.00
4502-00 - Non-retail VIC income	0.00	0.00	200.00	200.00	0.00	0.00	0.00	0.00	0.00	200.00
4600-00 - Commissions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4601-00 - Commissions - South Shore	0.00	6,694.20	0.00	6,694.20	0.00	0.00	0.00	6,694.20	0.00	6,694.20
4600-00 - Commissions - Other	0.00	25,123.45	0.00	25,123.45	0.00	0.00	0.00	0.00	0.00	25,123.45
Total 4600-00 - Commissions	0.00	31,817.65	0.00	31,817.65	0.00	0.00	0.00	0.00	0.00	31,817.65
4600 - Merchandise Sales	0.00	0.00	36,389.09	36,389.09	0.00	0.00	0.00	0.00	0.00	36,389.09
4720-00 - Miscellaneous	0.00	0.00	150.00	150.00	0.00	0.00	75.00	75.00	0.00	225.00
Total Income	446,091.00	122,067.24	115,056.85	683,215.09	286,638.00	30,580.26	75.00	317,293.26	143,824.60	1,144,332.95
	446,091.00	122,067.24	115,056.85	683,215.09	286,638.00	30,580.26	75.00	317,293.26	143,824.60	1,144,332.95
Expense										
Total 5000-00 - Salaries & Wages	57,673.47	48,678.60	59,514.42	175,866.49	16,849.70	16,031.53	75,048.23	107,929.46	19,493.67	303,289.62
Total 5100-00 - Rent	4,867.87	2,498.98	27,917.76	35,284.61	1,738.54	1,738.54	5,435.05	8,912.13	1,738.54	45,935.28
5110-00 - Freight and Shipping Costs	0.00	0.00	152.39	152.39	0.00	0.00	0.00	0.00	0.00	152.39
Total 5310-00 - Telephone	3,182.52	971.99	1,486.41	5,640.92	842.92	1,038.70	2,243.62	4,126.24	907.93	10,674.09
Total 5420-00 - Mail - USPS	128.54	171.55	130.54	430.63	3.60	57.30	144.13	205.03	4.95	640.61
5510-00 - Insurance/Bonding	641.87	535.24	670.61	1,847.72	139.33	273.83	709.55	1,122.71	138.49	3,108.92
Total 5520-00 - Supplies	1,341.47	237.44	3,505.22	5,084.13	147.33	1,038.74	597.03	1,783.10	185.31	7,052.54
5530-00 - Visitor Communications - Other	-	-	98	98	-	-	-	-	-	98
5610-00 - Depreciation	895	465	465	1,825	286	286	895	1,467	286	3,579
5700-00 - Equipment Support & Maintenance	904	470	720	2,093	289	289	904	1,482	289	3,864
5710-00 - Taxes, Licenses & Fees	380	94	588	1,062	58	58	306	421	58	1,541
5730-00 - Miscellaneous Expense	-	-	-	-	-	-	-	-	-	-
5740-00 - Equipment Rental/Leasing	702	628	1,722	3,051	542	1,144	839	2,525	542	6,118
5800-00 - Training Seminars	-	-	-	-	-	180	-	180	-	180
Total 5900-00 - Professional Fees	-	-	2,763	2,763	-	-	800	800	-	3,563
5940-00 - Research & Planning Membership	-	-	-	-	3,000	-	-	3,000	-	3,000
5941-00 - Research & Planning	-	-	-	-	3,248	-	-	3,248	-	31,718
Total 5948-00 - Transportation Projects	-	-	-	-	106,037	-	-	106,037	-	106,037
Total 5998-00 - Infrastructure Projects	-	-	-	-	-	-	-	-	-	96,998
Total 6420-00 - Special Events	6,402	-	-	6,402	-	-	-	-	-	6,402
Total 6423-00 - Membership Activities	-	-	-	-	-	-	-	-	-	-
6437-00 - Tuesday Morning Breakfast Club	-	-	-	-	-	1,148	-	1,148	-	1,148
6600-00 - Promotions/Giveaways	-	411	-	411	-	1,886	-	1,686	-	1,886
6730-00 - Marketing Cooperative/Media	208,788	33,498	-	242,286	-	-	-	-	-	411
6740-00 - Media/Collateral/Production	175	-	-	175	-	-	-	-	-	175
Total 8100-00 - Cost of Goods Sold	3,726	-	13,865	13,865	-	-	-	-	-	13,865
8200-00 - Associate Relations	-	-	25	25	-	-	-	-	-	25
8300-00 - Board Functions	-	-	-	-	-	-	1,387	1,387	-	1,387
8500-00 - Credit Card Fees	-	-	839	839	-	520	-	520	-	1,359
8700-00 - Automobile Expenses	493	-	670	1,163	163	-	-	163	163	1,489
8750-00 - Meals/Meetings	523	74	192	788	11	28	219	258	11	1,057
8810-00 - Dues & Subscriptions	37	815	-	852	-	480	1,447	1,927	-	2,779
8910-00 - Travel	1,709	-	-	1,709	-	-	-	-	-	1,709
Total Expense	302,570	89,548	115,323	507,441	133,354	25,997	91,323	250,674	149,286	907,401
	143,521	32,519	(266)	175,775	153,284	4,583	(91,248)	66,619	(5,461)	236,932
4700-00 - Revenues - Interest & Investment	-	-	-	-	-	-	169	169	-	169
8890-00 - Allocated	33,536	20,497	11,888	65,921	8,462	8,737	(93,644)	(76,444)	10,523	-
	33,536	20,497	11,888	65,921	8,462	8,737	(93,644)	(76,444)	10,523	-
	(33,536)	(20,497)	(11,888)	(65,921)	(8,462)	(8,737)	93,613	(76,614)	(10,523)	-
	109,986	12,022	(12,154)	109,854	144,821	(4,154)	2,565	143,233	(15,985)	237,102

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

	CURRENT QUARTER				YEAR TO DATE					
	Actual	Budget	Variance	% of Budget	Prior Year	Actual	Budget	Variance	% of Budget	Prior Year
Revenue										
Placer County TOT Funding	446,091	446,091	0	100%	467,978	446,091	0	100%	100%	168,266
Special Events Autumn Food&Wine	0	0	0		76,247	0	0			0
Total Revenue	446,091	446,091	0	100%	544,225	446,091	0	100%	100%	168,266
Operating Expenses										
Salaries & Wages	67,673	71,033	(3,360)	95%	78,354	71,033	(3,360)	95%	95%	29,316
Telephone	3,183	1,788	1,394	178%	1,885	1,788	1,394	178%	178%	640
Mail - USPS	129	255	(126)	50%	305	255	(126)	50%	50%	305
Insurance/Bonding	642	600	42	107%	512	600	42	107%	107%	94
Depreciation	895	858	37	104%	976	858	37	104%	104%	353
Equipment Support & Maintenance	904	450	454	201%	1,388	450	454	201%	201%	200
Taxes, Licenses & Fees	380	233	147	163%	204	233	147	163%	163%	204
Equipment Rental/Leasing	702	501	201	140%	462	501	201	140%	140%	123
Training Seminars	0	0	0		400	0	0			0
Programs	0	50,000	(50,000)	0%	(5,000)	0	(50,000)	0%	0%	0
Autumn Food & Wine	0	0	0		76,514	0	0			0
Special Events	6,402	28,500	(22,098)	22%	16,546	28,500	(22,098)	22%	22%	0
Marketing Cooperative/Media	208,788	207,312	1,476	101%	198,000	207,312	1,476	101%	101%	66,000
Miscellaneous Programs	3,726	20,000	(16,274)	19%	0	20,000	(16,274)	19%	19%	0
Associate Relations	0	50	(50)	0%	36	50	(50)	0%	0%	16
Credit Card Fees	0	125	(125)	0%	0	125	(125)	0%	0%	0
Automobile Expenses	493	450	43	110%	176	450	43	110%	110%	0
Meals/Meetings	523	300	223	174%	456	300	223	174%	174%	40
Dues & Subscriptions	37	750	(713)	5%	1,776	750	(713)	5%	5%	880
Travel	1,709	1,893	(184)	90%	1,480	1,893	(184)	90%	90%	0
Total Operating Expenses	302,570	391,142	(88,573)	77%	428,151	391,142	(88,573)	77%	77%	135,000
Operating Income (Loss)	143,521	54,949	88,573	261%	116,074	54,949	88,573	261%	261%	33,266
Total Other Income	0	0	0		0	0	0			0
Allocated	33,536	33,785	(250)	99%	38,127	33,785	(250)	99%	99%	19,200
Net Income (Loss)	109,986	21,163	88,823	520%	77,947	21,163	88,823	520%	520%	14,066

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

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

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

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

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

	CURRENT QUARTER				YEAR TO DATE				
	Actual	Budget	Variance	% of Budget	Prior Year	Actual	Budget	Variance	% of Budget
Revenue									
Placer County TOT Funding	\$ 78,318	\$ 78,318	\$ 0	100%	\$ 80,363	\$ 78,318	\$ 0	100%	80,363
Revenues - Retail - Nontaxable	\$ 0	\$ 0	\$ 0		\$ 268	\$ 0	\$ 0		268
Non-retail VIC income	\$ 200	\$ 0	\$ 200		\$ 0	\$ 0	\$ 200		0
Merchandise Sales	\$ 36,389	\$ 36,500	\$ (111)	100%	\$ 11,345	\$ 36,500	\$ (111)	100%	11,345
Miscellaneous	\$ 150	\$ 7,608	\$ (7,458)	2%	\$ 0	\$ 7,608	\$ (7,458)	2%	0
Total Revenue	\$ 115,057	\$ 122,426	\$ (7,369)	94%	\$ 91,976	\$ 122,426	\$ (7,369)	94%	91,976
Operating Expenses									
Salaries & Wages	\$ 59,514	\$ 69,640	\$ (10,125)	85%	\$ 30,438	\$ 69,640	\$ (10,125)	85%	30,438
Freight and Shipping Costs	\$ 152	\$ 0	\$ 152		\$ 0	\$ 0	\$ 152		0
Telephone	\$ 1,486	\$ 929	\$ 558	160%	\$ 417	\$ 929	\$ 558	160%	417
Mail - USPS	\$ 131	\$ 45	\$ 86	290%	\$ 10	\$ 45	\$ 86	290%	10
Insurance/Bonding	\$ 671	\$ 250	\$ 421	268%	\$ 258	\$ 250	\$ 421	268%	258
Visitor Communications - Other	\$ 98	\$ 0	\$ 98		\$ 0	\$ 0	\$ 98		0
Depreciation	\$ 465	\$ 447	\$ 18	104%	\$ 501	\$ 447	\$ 18	104%	501
Equipment Support & Maintenance	\$ 720	\$ 450	\$ 270	160%	\$ 328	\$ 450	\$ 270	160%	328
Taxes, Licenses & Fees	\$ 588	\$ 206	\$ 382	286%	\$ 193	\$ 206	\$ 382	286%	193
Equipment Rental/Leasing	\$ 1,722	\$ 1,000	\$ 722	172%	\$ 1,001	\$ 1,000	\$ 722	172%	1,001
Professional Fees	\$ 2,763	\$ 2,475	\$ 288	112%	\$ 0	\$ 2,475	\$ 288	112%	0
Classified Ads	\$ 0	\$ 0	\$ 0		\$ 720	\$ 0	\$ 0		720
Miscellaneous Programs	\$ 0	\$ 125	\$ (125)	0%	\$ 0	\$ 125	\$ (125)	0%	0
Cost of Goods Sold	\$ 13,865	\$ 12,000	\$ 1,865	116%	\$ 6,304	\$ 12,000	\$ 1,865	116%	6,304
Associate Relations	\$ 25	\$ 87	\$ (62)	29%	\$ 19	\$ 87	\$ (62)	29%	19
Credit Card Fees	\$ 839	\$ 175	\$ 664	479%	\$ 227	\$ 175	\$ 664	479%	227
Automobile Expenses	\$ 670	\$ 75	\$ 595	893%	\$ 333	\$ 75	\$ 595	893%	333
Meals/Meetings	\$ 192	\$ 0	\$ 192		\$ 5	\$ 0	\$ 192		5
Dues & Subscriptions	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		0
Travel	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		0
Total Operating Expenses	\$ 115,323	\$ 114,977	\$ 346	100%	\$ 46,622	\$ 114,977	\$ 346	100%	46,622
Operating Income (Loss)	\$ (266)	\$ 7,449	\$ (7,715)	-4%	\$ 45,354	\$ 7,449	\$ (7,715)	-4%	45,354
Total Other Income	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		0
Allocated	\$ 11,888	\$ 11,441	\$ 447	104%	\$ 16,527	\$ 11,441	\$ 447	104%	16,527
Net Income (Loss)	(12,154)	(3,992)	(8,162)	3	28,827	(3,992)	(8,162)	3	28,827

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

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

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

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

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

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

September Accounts Receivable

Customer Account	Customer/Business Name	Chamber/Conf		Membership Functions		TMBC		Commissions		AFW		Misc.	
		age	amount	age	amount	age	amount	age	amount	age	amount	age	amount
210.00	A Ceremony of Love	60	210.00										7/1/12 Chamber dues
210.00	A Water Damage Specialist	90	210.00										6/1/12 Chamber dues
110.00	American Red Cross	30	110.00										7/1/12 Chamber dues
36.00	Bank of America					new	36.00						9/1/12 Sep - Nov TMBC
225.00	Bella Affair Catering	new	225.00										9/1/12 Chamber dues
110.00	Big Brothers Big Sisters of Nevada	new	110.00										9/1/12 Chamber dues
325.00	Cal Neva	90	325.00										5/1/12 Chamber dues
36.00	California Tahoe Conservancy					new	36.00						9/1/12 Sep - Nov TMBC
225.00	Christy Hill Lakeside Bistro	60	225.00										7/1/12 Chamber dues
210.00	Dockside 700 (Icebox)	30	210.00										8/1/12 Chamber dues
300.00	Dorinda's Chocolates									90	300.00		9/30/11 (09306) AFW
4,698.75	Embassy Suites							30	4,698.75				8/31/12 Groups
210.00	Eppic Studios	30	210.00										8/1/12 Chamber dues
210.00	Filmed at Tahoe	30	210.00										8/31/12 Chamber dues
1,515.45	Forest Suites							30	1,515.45				8/31/2012 Groups
72.00	Gary Davis Group					new	72.00						9/1/12 Sep - Nov TMBC
72.00	Granibakken Resort					new	72.00						9/1/12 Sep - Nov TMBC
550.00	Homewood Mountain	30	550.00										8/1/12 Chamber dues
72.00	Homewood Mountain												8/1/12 Chamber dues
4,432.30	Hyatt Regency Lake Tahoe					new	72.00						9/1/12 Sep - Nov TMBC
210.00	Incline Pet Care	90	210.00					new	4,432.30				9/30/12 Groups
210.00	Incline Spirits and Cigars	new	210.00										6/1/12 Chamber dues
36.00	IERS					new	36.00						9/1/12 Chamber dues
36.00	John Wilcox					new	36.00						9/1/12 Sep - Nov TMBC
210.00	Just Imagine Marketing & Design	90	210.00										9/1/12 Sep - Nov TMBC
36.00	KB Foster					new	36.00						6/1/12 Chamber dues
110.00	Kidzone	60	110.00										9/1/12 Sep - Nov TMBC
210.00	Lake Tahoe Lockshop	30	210.00										7/1/12 Chamber dues
36.00	Loverde Builders					new	36.00						8/1/12 Chamber dues
36.00	Margaret Skillicom					new	36.00						9/1/12 Sep - Nov TMBC
36.00	Mark Moore					new	36.00						9/1/12 Sep - Nov TMBC
225.00	Martis Camp Club	30	225.00										9/1/12 Sep - Nov TMBC
36.00	Meeks Bay Fire Dept					new	36.00						8/1/12 Chamber dues
36.00						new	36.00						9/1/12 Sep - Nov TMBC

NLTRA Accounts Receivable Aging as of 10/19/12

	1 - 30	31 - 60	61 - 90	> 90	TOTAL	
A Ceremony of Love	0.00	0.00	0.00	210.00	210.00	Chamber dues
A Water Damage Specialist	0.00	0.00	0.00	210.00	210.00	Chamber dues
American Red Cross - Capital	0.00	0.00	0.00	110.00	110.00	Chamber dues
Bella Affair Catering	0.00	225.00	0.00	0.00	225.00	Chamber dues
Big Brothers Big Sisters	0.00	110.00	0.00	0.00	110.00	Chamber dues
California Tahoe Conservancy	0.00	36.00	0.00	0.00	36.00	TMBC dues
Christy Hill Lakeside Bistro	0.00	0.00	0.00	225.00	225.00	Chamber dues
Dockside 700	0.00	0.00	210.00	0.00	210.00	Chamber dues
Dorinda's Chocolates	0.00	0.00	0.00	300.00	300.00	AFW booth
Will be off-set against chocolate purchased for VIC						
Dress The Part(y) for Charity	225.00	0.00	0.00	0.00	225.00	Chamber dues
Embassy Suites Resort	0.00	4,698.75	0.00	0.00	4,698.75	Groups commission
Eppic Studios	0.00	0.00	0.00	210.00	210.00	Chamber dues
Filmed at Tahoe	0.00	0.00	210.00	0.00	210.00	Chamber dues
Forest Suites Resort	0.00	1,515.45	0.00	0.00	1,515.45	Groups commission
Granlibakken Resort	0.00	72.00	0.00	0.00	72.00	TMBC dues
Homewood Mountain Resort	0.00	72.00	550.00	0.00	622.00	Conference dues, TMBC dues
Hyatt Regency Lake Tahoe	4,432.30	0.00	0.00	0.00	4,432.30	Groups commission
Incline Pet Care	0.00	0.00	0.00	210.00	210.00	Chamber dues
Incline Spirits & Cigars	0.00	210.00	0.00	0.00	210.00	Chamber dues
Just Imagine Marketing	0.00	0.00	0.00	210.00	210.00	Chamber dues
K.B. Foster Civil Engineering	0.00	36.00	0.00	0.00	36.00	TMBC dues
KidZone Museum	0.00	0.00	0.00	110.00	110.00	Chamber dues
KTHO Radio (K-Tahoe)	210.00	0.00	0.00	0.00	210.00	Chamber dues
Lakeside Pizza	225.00	0.00	0.00	0.00	225.00	Chamber dues
Loverde Builders, Inc.	0.00	36.00	0.00	0.00	36.00	TMBC dues
Mark Moore	0.00	36.00	0.00	0.00	36.00	TMBC dues
Meeks Bay Fire Department	0.00	36.00	0.00	0.00	36.00	TMBC dues
North Lake Dog Camp	0.00	210.00	0.00	0.00	210.00	Chamber dues
NLT Marketing Cooperative	6,705.07	8,604.88	2,504.10	0.00	17,814.05	Credit card exp reimbursement
NT Fire Protection District	0.00	0.00	0.00	36.00	36.00	TMBC dues
NT/Truckee Leadership	0.00	0.00	0.00	30.00	30.00	Rec luncheon
Will be off-set against Leadership Breakfast attendance						
Northstar California	396.21	0.00	0.00	0.00	396.21	
Patty Boxeth	0.00	36.00	0.00	36.00	72.00	TMBC dues
Placer County Executive Office	0.00	36.00	0.00	0.00	36.00	TMBC dues
Plumas Bank	0.00	72.00	0.00	0.00	72.00	TMBC dues
Pomin's Tahoe Hot Tubs	0.00	72.00	0.00	0.00	72.00	TMBC dues
Rempfer & Associates	0.00	36.00	0.00	24.00	60.00	TMBC dues

	1 - 30	31 - 60	61 - 90	> 90	TOTAL	
Roof Crafters, Inc	210.00	0.00	0.00	0.00	210.00	Chamber dues
Sierra College	0.00	0.00	0.00	110.00	110.00	Chamber dues
Ski Butlers	0.00	0.00	210.00	0.00	210.00	Chamber dues
Squaw Valley Resort	0.00	72.00	4,898.40	16,411.00	21,381.40	MTS partnership, Groups commission, TMBC dues
St. Nicholas Episcopal Church	0.00	36.00	0.00	0.00	36.00	TMBC dues
Starbard Enterprises	0.00	0.00	0.00	210.00	210.00	Chamber dues
Suisan Valley Vintners	0.00	500.00	0.00	0.00	500.00	AFW sponsorship
Tahoe City Inn	0.00	0.00	0.00	210.00	210.00	Chamber dues
Tahoe Dance School	0.00	0.00	0.00	210.00	210.00	Chamber dues
Tahoe Paddle and Oar	0.00	0.00	0.00	100.00	100.00	Chamber dues
Tahoe TV	0.00	0.00	0.00	225.00	225.00	Chamber dues
Lighthouse Shopping Center	0.00	36.00	0.00	36.00	72.00	TMBC dues
The Paper Trail	0.00	0.00	0.00	210.00	210.00	Chamber dues
The Resort at Squaw Creek	13,402.62	0.00	202.80	0.00	13,605.42	Groups commissions
Truckee River Taxi	0.00	0.00	0.00	210.00	210.00	Chamber dues
	25,806.20	16,794.08	8,785.30	19,853.00	71,238.58	

Shaded grey is paid.

**NLT Chamber/CVB/Resort Association
Statement of Infrastructure and Transportation Activities
For the Three Months Ending September 30, 2012**

	Year to Date
Infrastructure Project Costs	Actual
Research/Planning/Infrastructure	28,470.00
Squaw Valley Trail Snow Removal	2,682.75
Visitors Centers Exhibits	18,413.54
Water Shuttle	75,902.06
	<hr/>
Total Infrastructure Project Costs	125,468.35
Transportation Project Costs	
Research/Planning/Transportation	6,247.87
Summer Traffic Management	3,152.60
Summer Night Service	102,884.00
	<hr/>
Total Transportation Project Costs	112,284.47
Total Project Costs	<hr/> <hr/> 237,752.82

Cardholder Name: SANDRA EVANS HALL **Statement Period:** 08/29/12 to 09/28/12
Account Number: 5472-1601-9517-4925 **Statement Closing Date:** 09/28/12

Transactions					CR=Credit
Tran Date	Post Date	Transaction Description	Reference Number		Amount
Transaction Activity					
09-06	09-06	VZWRLSS*PRPAY AUTOPAY	888-294-6804	CA 961	\$35.00 ✓
09-25	09-25	PAYMENT - THANK YOU		000	\$1,898.53 -CR
09-25	09-26	HEYDAY BOOKS-NATIVE CA	510-5493564	CA 345	\$42.40 ✓
09-27	09-28	CTC*CONSTANTCONTACT.CO	855-2295506	MA 179	\$65.00

2012 Year-to-Date Totals	
Total fees charged in 2012	\$0.00
Total interest charged in 2012	\$0.00

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

5320-00/70 35.00
 5530-00/42 32.50
 6432-00/60 32.50
 42.40

 \$ 142.40

Kim Lambert

From: Sandy Evans Hall
Sent: Tuesday, September 11, 2012 11:39 AM
To: Kim Lambert
Subject: FW: Important Information Regarding Your Verizon Wireless Account

Sandy Evans Hall P.O.M.

CEO/Executive Director



north lake tahoe

Chamber | CVB | Resort Association

Phone: 530-581-8739

Cell: 970-846-6284

sandy@puretahoenorth.com

www.gotahoenorth.com

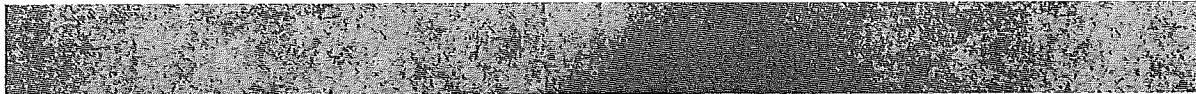
Lake Tahoe, awarded the #1 U.S. destination with TripAdvisor and #1 winter destination with Orbitz.com!

From: AccountNotify@verizonwireless.com [mailto:eAccountNotify@verizonwireless.com]

Sent: Wednesday, September 05, 2012 5:19 AM

To: Sandy Evans Hall

Subject: Important Information Regarding Your Verizon Wireless Account



IMPORTANT ACCOUNT INFORMATION FROM VERIZON WIRELESS

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

PAYMENT DATE: 09/05/2012

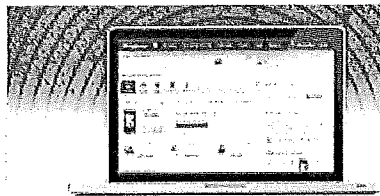
PAYMENT METHOD: MC XXXX-XXXX-XXXX-4925

WIRELESS NUMBER: X3327

BILL TO: N LAKE TAHOE RESORT SANDRA EVA
 PO BOX 5459
 TAHOE CITY, CA 96145

Due Now

3 GB Mobile Broadband for a month \$35.00



My Verizon is also available 24/7 assist you with:

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



HEYDAY P.O. Box 9145 Berkeley, CA 94709 (510) 549-3564

Page	Customer ID	Invoice ID
1	12093	79859
Ref Date	Invoice Date	Ship Date
	9/25/12	

Ship To ID: 12093

INVOICE

Sold To: North Lake Tahoe Resort Assn Visitor Ctr
P.O. Box 1757
Tahoe City, CA 96145

Ship To: NLTRA Visitor Center
100 North Lake Blvd
Front Entrance
Tahoe City, CA 96145

Customer PO #	Payment By	Rep	Shipped Via	Terms	Ordered By
	MasterCard		UPS-Free Freight		Kahn, Vicki

ProdCode	Title	List Price	Ordered	Shipped	BO	Disc	Net Price	Extension
1-59714-139-9	Tahoe beneath the Surface	16.95	5	5		50.00%	8.48	42.40
	978-1-59714-139-0							

Thank you for your prepayment of \$42.40 with your MasterCard ending in 4925. Shipping was waived!

Books sold as non-returnable. Thank you for your order!

OK
Kym

Total Units Shipped: 5

Product Total	Sales Tax	Shipping	Invoice Total	Pre-Paid	Paid With Order	Balance Due
\$42.40	\$0.00	\$0.00	\$42.40	\$0.00	\$42.40	\$0.00

NLTRA Mileage Reimbursement

EMPLOYEE NAME: Sandy E. Hall
 DATE SUBMITTED: 10/2/12

DATES: Spot 1 To: 30
 From: Spot 1

DATE	# MILES	DRIVEN FROM	DRIVEN TO	ROUND TRIP? Y or N	REASON FOR TRAVEL
9/5	30	TC	Truckee	Y	IT Leadership Meeting
9/6	3	TC	Gronlibakken	Y	TMA, Skier Shuttle
9/7	12	TC	Gar Woods	Y	Sav Doule Meeting
9/10	30	TC	Truckee	Y	Pam Abbdav - Transit Summit
9/11	38	TC	Truckee Airport	Y	Truckee Tomorrow / All America City Award
9/11	20	TC	KB	Y	Amy Berry TICE
9/12	3	TC	Gronlibakken	Y	CEO Board Meeting
9/12	20	TC	NTEC	Y	Community Area Plan
9/18	20	TC	NTEC	Y	Jannah Community Mtg.
9/18	16	TC	Resort@SC	Y	Mixer
9/20	20	TC	NTEC	Y	PE Economic Dev. Board
9/21	79	TC	Parasol	Y	TPC
9/24	72	Parasol	South Shore - TC	Y	TRPA Awards SGC grant
9/26	32	TC	TVCBVB	Y	Good Marketing
9/27	3	TC	Gronlibakken	Y	TCDA
9/27	38	TC	Truckee Airport	Y	Airport District Board
9/27	3	TC	Gronlibakken	Y	TA Vision

Total: 360 X \$.555 / mile = \$ 199.80 Due employee
 Allow \$100.20
 Reimb 199.80
\$ 300.00

AUTHORIZED BY: