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Agenda and Meeting Notice
FINANCE COMMITTEE MEETING
Thursday, October 24, 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 – September 26, 2013

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

E. Fund Balance Proposal Discussion

F. Approval of CEO Expenses

G. Supplemental Information

- Final Water Shuttle graph
- Dashboard

H. Committee Member Comments

I. Adjournment

Posted and emailed October 23, 2013

Finance Committee Meeting

October 24, 2013

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| CEO Expenses | Pages F1 to F3 |
| Supplemental Information | |
| • Final Water Shuttle graph | Page G1 |
| • Dashboard | Will be distributed at the meeting |



FINANCE COMMITTEE MINUTES
Thursday, September 26, 2013 – 2:00 pm

Northstar California
Board Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Bill Rock, Phil GilanFarr, Jennifer Merchant Ron Parson and Kimberly Frushon

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

OTHERS IN ATTENDANCE: Allison McCrosen, Placer County

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 2:03pm by Chair Bill Rock.

2.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 **M/S/C (Merchant/GilanFarr) (3-0-0) to approve the agenda as presented, with the Fund Balance discussion to be discussed after approval of the minutes.**

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (GilanFarr/Merchant) (3-0-0) to approve the Finance Committee minutes of June 20, 2013.**

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

5.1 Marc Sabella reviewed the August Financial Statements. He noted that he made some changes to the financial statements and will continue to do so over time. The NLTRA is currently spending down infrastructure funds it has been holding. Marc, Ron Treabess, Jennifer Merchant, and Allison McCrosen will meet to determine the infrastructure fund balance.

M/S/C (Parson/GilanFarr) (3-0-0) to recommend the Board of Directors approve the August 2013 Financial Statements.

6.0 DISCUSSION OF THE FUND BALANCE CARRYOVER

6.1 Sandy Evans Hall reported that there have been some revisions to the draft proposal for the Lake Tahoe Tourism Fund Balance Carryover. The Executive Committee recommended that \$30,000 be allocated for a winter lakeshore Marketing and Promotion Grant Program. That committee also suggests that the Special Event Position be funded for \$50,000. Use of this money would be determined jointly with the Business Associations.

Bill Rock noted his understanding was that all of the committees were suppose to have met, give their input, and a final proposal would be ready today for the Finance Committee to review.

Sandy Evans Hall reported that the Marketing Committee has met and its recommendations are represented in the draft. However, the Infrastructure/Transportation Committee has not yet discussed the use of the carryover.

There is concern that there will not be enough Infrastructure funding for future projects. Ron Treabess noted that there is a five-year plan for Infrastructure cash flow. This plan does not go upside down because some projects have been pushed back. He also noted that Infrastructure funds do not have to be spent in one year. They can be held for future projects

Staff feels that the draft proposal shows commitment to Infrastructure, but also the need to continue the momentum of our Marketing efforts in order to remain competitive.

Ron Parson brought up the TOT ballot initiative. He reminded the committee that 2% of the TOT collected is specifically for infrastructure. He wants to ensure that Infrastructure is funded in accordance with the language in the ballot initiative. Jennifer Merchant commented that it could definitely be a starting point for discussions.

Staff and Placer County will work to finalize the priorities after receiving input from the Infrastructure/Transportation Committee.

Direction: The Infrastructure/Transportation Committee will meet and determine its priorities for use of the Fund Balance Carryover.

7.0 APPROVAL OF CEO EXPENSES

7.1 Chair Bill Rock approved the CEO's expenses.

8.0 SUPPLEMENTAL INFORMATION

8.1 Ron Treabess reported that there will be an end-of-year review for the Water Shuttle. Next year's operations will also be discussed.

9.0 COMMITTEE MEMBERS' COMMENTS

9.1 Bill Rock feels that after a record TOT year, it may be a good idea to put out a press release. It was decided that a press release will go out after use of the fund balance carryover is determined.

9.2 Key Metrics in the packet is the new format of the "dashboard."

10.0 ADJOURNMENT

10.1 The meeting adjourned at 3:00pm.

Submitted by
Jessica Walker
Executive Assistant
&
Kim Lambert
Staff Accountant

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Three Months Ending September 30, 2013



October 24, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the September 2013 Financial Statements

As of September 30th, 25% 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 expenses. A new Membership Manager started on October 7th.
- Conference Commissions revenue is over budget; September was a very strong month due to IronMan.
- Merchandise Sales revenue and Cost of Goods Sold are over budget due to strong sales in the North Lake Tahoe Visitors Information Center.
- VIC Salary expense is over budget due to payout of PTO to a terminated employee.
- Membership Salary expense is under budget; the Membership Manager position was vacant in September.
- Admin Salary expense is under budget due to having one less employee (Lisa de Roulet) for part of August.
- Supplies expense is under budget; however, 21% of the Year-to-Date budget has been spent.
- Special Events expense is under budget; not all IronMan invoices have been received and paid.
- Variances in Infrastructure and Transportation Project Costs and Research and Planning are due to timing of projects.

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 2013
Consolidated Departments

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year To Date Actual | Total 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 | Revenues-Membership Activities | 1,800 | 6,200 | (4,400) | 1,131 | 53,750 | 3% |
| 675 | 769 | Revenue-Tue AM Breakfast Club | 2,590 | 2,307 | 283 | 3,237 | 9,228 | 28% |
| - | - | Revenue - Sponsorships | - | - | - | - | 2,500 | 0% |
| 433 | 500 | Non-retail VIC income | 2,672 | 1,500 | 1,172 | 425 | 7,000 | 38% |
| 105,613 | 17,000 | Commissions | 134,015 | 47,000 | 87,015 | 31,818 | 190,360 | 70% |
| 11,553 | 12,000 | Merchandise Sales | 43,430 | 36,100 | 7,330 | 36,750 | 87,900 | 49% |
| 397,405 | 394,958 | Total Revenue | 1,019,239 | 1,186,274 | (167,035) | 1,027,445 | 4,728,210 | 22% |
| 5,824 | 6,625 | Cost of Goods Sold | 22,461 | 19,133 | (3,328) | 14,031 | 46,587 | 48% |
| - | - | Purchase Discounts | (89) | - | 89 | - | - | 100% |
| 5,824 | 6,625 | Total Cost of Goods Sold | 22,372 | 19,133 | (3,239) | 14,031 | 46,587 | 48% |
| 391,581 | 388,333 | Gross Margin | 996,867 | 1,167,141 | (170,274) | 1,013,414 | 4,681,623 | 21% |
| 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% |
| 1,077 | 3,650 | Supplies | 3,096 | 5,404 | 2,308 | 7,053 | 14,528 | 21% |
| - | 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% |
| 1,480 | 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% |
| 750 | 6,870 | Research & Planning | 18,827 | 20,530 | 1,703 | 31,718 | 82,000 | 23% |
| 93,757 | 46,250 | Transportation Projects | 182,287 | 87,250 | (95,037) | 106,037 | 322,000 | 57% |
| - | 140,000 | Infrastructure Projects | 419,164 | 420,000 | 836 | 96,998 | 1,018,080 | 41% |
| - | - | Marketing Programs | - | - | 0 | - | 100,000 | 0% |
| 136,164 | 235,000 | Special Events | 140,808 | 245,000 | 104,192 | 6,402 | 305,000 | 46% |
| 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% |
| 443,485 | 662,514 | Total Operating Expenses | 1,410,125 | 1,456,656 | 46,531 | 893,704 | 4,454,686 | 32% |
| (51,904) | (274,181) | Operating Income (Loss) | (413,258) | (289,515) | (123,743) | 119,710 | 226,937 | |
| 4 | - | Investment Income/Interest | 23 | - | 23 | 169 | (2) | |
| (51,900) | (274,181) | Net Income (Loss) | (413,235) | (289,515) | (123,720) | 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
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 | Revenues-Membership Activities | 1,800 | 6,200 | (4,400) | 1,131 | 53,750 | 3% |
| 480 | 769 | Revenue-Tue AM Breakfast Club | 2,395 | 2,307 | 88 | 3,237 | 9,228 | 26% |
| - | - | Revenue - Sponsorships | - | - | - | - | 2,500 | 0% |
| 434 | 500 | Non-retail VIC income | 2,672 | 1,500 | 1,172 | 425 | 7,000 | 38% |
| 105,612 | 17,000 | Commissions | 134,015 | 47,000 | 87,015 | 31,818 | 190,360 | 70% |
| 11,553 | 12,000 | Merchandise Sales | 43,430 | 36,100 | 7,330 | 36,750 | 87,900 | 49% |
| 319,198 | 232,106 | Total Revenue | 785,008 | 697,718 | 87,290 | 714,231 | 2,769,187 | 28% |
| 5,824 | 6,625 | Cost of Goods Sold | 22,461 | 19,133 | (3,328) | 14,031 | 46,587 | 48% |
| - | - | Purchase Discounts | (89) | - | 89 | - | - | 100% |
| 5,824 | 6,625 | Total Cost of Goods Sold | 22,372 | 19,133 | (3,239) | 14,031 | 46,587 | 48% |
| 313,374 | 225,481 | Gross Margin | 762,636 | 678,585 | 84,051 | 700,200 | 2,722,600 | 28% |
| 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% |
| 1,037 | 3,515 | Supplies | 2,873 | 4,999 | 2,126 | 6,720 | 12,917 | 22% |
| - | 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% |
| 136,164 | 235,000 | Special Events | 140,808 | 245,000 | 104,192 | 6,402 | 305,000 | 46% |
| 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 | 4,279 | 7,500 | 3,221 | 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% |
| 335,358 | 452,091 | Total Operating Expenses | 744,063 | 877,201 | 133,138 | 611,130 | 2,806,939 | 27% |
| (21,984) | (226,610) | Operating Income (Loss) | 18,573 | (198,616) | 217,189 | 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) | |
| (14,773) | (219,404) | Net Income (Loss) | 40,217 | (176,998) | 217,215 | 108,225 | 2,139 | |

| | Marketing | Conference | Visitor Information | Marketing Subtotal | Membership | Administration | Subtotal | 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 |
| Revenues-Membership Activities | - | - | - | - | 1,800 | - | 1,800 | - | - | 1,800 |
| Revenue-Tue AM Breakfast Club | - | - | - | - | 2,568 | - | 2,568 | - | - | 2,568 |
| Non-retail VIC income | - | - | 2,672 | 2,672 | - | - | 2,672 | - | - | 2,672 |
| Commissions | - | 134,015 | - | 134,015 | - | - | 134,015 | - | - | 134,015 |
| Merchandise Sales | - | - | 43,431 | 43,431 | - | - | 43,431 | - | - | 43,431 |
| Total Revenue | 418,326 | 210,895 | 125,477 | 754,698 | 30,484 | - | 785,182 | 52,506 | 181,530 | 1,019,218 |
| Cost of Goods Sold | | | | | | | | | | |
| Total Cost of Goods Sold | - | - | 22,461 | 22,461 | - | - | 22,461 | - | - | 22,461 |
| Purchase Discounts | - | - | 89 | 89 | - | - | 89 | - | - | 89 |
| Gross Profit | 418,326 | 210,895 | 103,105 | 732,326 | 30,484 | - | 762,810 | 52,506 | 181,530 | 996,846 |
| 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 | 404 | 335 | 774 | 38 | 76 | 888 | 2 | 2 | 892 |
| Insurance/Bonding | 714 | 714 | 939 | 2,367 | 338 | 826 | 3,531 | 113 | 113 | 3,757 |
| Supplies | 383 | 165 | 1,388 | 1,936 | 102 | 836 | 2,874 | 121 | 101 | 3,096 |
| 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 | - | - | - | - | - | - | - | 8,332 | 10,495 | 18,827 |
| Transportation Projects | - | - | - | - | - | - | - | - | 182,287 | 182,287 |
| Infrastructure Projects | - | - | - | - | - | - | - | 419,163 | - | 419,163 |
| Special Events | 140,808 | - | - | 140,808 | - | - | 140,808 | - | - | 140,808 |
| 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 | 3,300 | - | 65 | 3,365 | 545 | 435 | 4,345 | - | - | 4,345 |
| Total Operating Expenses | 461,328 | 88,480 | 90,834 | 640,642 | 24,114 | 79,308 | 744,064 | 450,774 | 215,288 | 1,410,126 |
| Operating Income (Loss) | (43,002) | 122,415 | 12,271 | 91,684 | 6,370 | (79,308) | 18,746 | (398,268) | (33,758) | (413,280) |
| 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) | (90,336) | 111,177 | 1,801 | 22,642 | (2,597) | 20,346 | 40,391 | (410,922) | (42,725) | (413,280) |

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 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% |
| 139,442 | 139,442 | Total Revenue | 418,326 | 418,326 | - | 446,091 | 1,673,310 | 25% |
| 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% |
| 74 | 276 | Supplies | 383 | 828 | 445 | 1,341 | 3,307 | 12% |
| 103 | 301 | Depreciation | 468 | 903 | 435 | 895 | 3,617 | 13% |
| 163 | 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% |
| 136,164 | 235,000 | Special Events | 140,808 | 245,000 | 104,192 | 6,402 | 305,000 | 46% |
| 80,000 | 80,000 | Marketing Cooperative/Media | 240,000 | 240,000 | 0 | 208,788 | 675,000 | 36% |
| 3,258 | 3,500 | Miscellaneous Programs | 3,300 | 3,500 | 200 | 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% |
| 244,298 | 346,503 | Total Operating Expenses | 461,328 | 570,117 | 108,789 | 302,995 | 1,483,980 | 31% |
| (104,856) | (207,061) | Operating Income (Loss) | (43,002) | (151,791) | 108,789 | 143,096 | 189,330 | |
| 15,778 | 15,778 | Allocated Expenses | 47,334 | 47,334 | 0 | 33,535 | 189,330 | |
| (120,634) | (222,839) | Net Income (Loss) | (90,336) | (199,125) | 108,789 | 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
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% |
| 105,613 | 17,000 | Commissions | 134,015 | 47,000 | 87,015 | 31,818 | 190,360 | 70% |
| <u>131,221</u> | <u>42,551</u> | Total Revenue | <u>210,895</u> | <u>123,653</u> | <u>87,242</u> | <u>122,067</u> | <u>496,966</u> | <u>42%</u> |
| 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% |
| 32 | 77 | Supplies | 165 | 231 | 66 | 237 | 921 | 18% |
| 54 | 157 | Depreciation | 243 | 471 | 228 | 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% |
| <u>31,303</u> | <u>35,183</u> | Total Operating Expenses | <u>88,480</u> | <u>95,411</u> | <u>6,931</u> | <u>89,458</u> | <u>452,019</u> | <u>20%</u> |
| <u>99,918</u> | <u>7,368</u> | Operating Income (Loss) | <u>122,415</u> | <u>28,242</u> | <u>94,173</u> | <u>32,609</u> | <u>44,947</u> | |
| 3,746 | 3,746 | Allocated Expenses | 11,238 | 11,238 | 0 | 20,497 | 44,947 | |
| <u>96,172</u> | <u>3,622</u> | Net Income (Loss) | <u>111,177</u> | <u>17,004</u> | <u>94,173</u> | <u>12,112</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
 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% |
| 20 | 53 | Supplies | 101 | 159 | 58 | 147 | 633 | 16% |
| 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% |
| 375 | 2,500 | Research & Planning | 10,495 | 7,500 | (2,995) | 3,248 | 30,000 | 35% |
| 93,757 | 46,250 | Transportation Projects | 182,287 | 87,250 | (95,037) | 106,037 | 322,000 | 57% |
| - | - | 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% |
| 100,470 | 58,100 | Total Operating Expenses | 215,288 | 122,584 | (92,704) | 133,354 | 470,252 | 46% |
| (39,960) | 2,410 | Operating Income (Loss) | (33,758) | 58,946 | (92,704) | 36,035 | 255,866 | |
| 2,989 | 2,989 | Allocated Expenses | 8,967 | 8,967 | 0 | 8,462 | 35,866 | |
| (42,949) | (579) | Net Income (Loss) | (42,725) | 49,979 | (92,704) | 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
 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% |
| 434 | 500 | Non-retail VIC Income | 2,672 | 1,500 | 1,172 | 425 | 7,000 | 38% |
| 11,553 | 12,000 | Merchandise Sales | 43,431 | 36,100 | 7,331 | 36,750 | 87,900 | 49% |
| 38,445 | 38,958 | Total Revenue | 125,477 | 116,974 | 8,503 | 115,492 | 412,401 | 30% |
| 5,824 | 6,625 | Cost of Goods Sold | 22,461 | 19,133 | (3,328) | 14,031 | 46,587 | 48% |
| - | - | Purchase Discounts | (89) | - | 89 | - | - | 100% |
| 5,824 | 6,625 | Total Cost of Goods Sold | 22,372 | 19,133 | (3,239) | 14,031 | 46,587 | 48% |
| 32,621 | 32,333 | Gross Margin | 103,105 | 97,841 | 5,264 | 101,461 | 365,814 | 28% |
| 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 | 334 | 111 | (223) | 131 | 449 | 74% |
| 302 | 288 | Insurance/Bonding | 939 | 864 | (75) | 671 | 3,462 | 27% |
| 383 | 925 | Supplies | 1,388 | 2,773 | 1,385 | 3,505 | 4,027 | 34% |
| - | 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% |
| 30,318 | 31,219 | Total Operating Expenses | 90,834 | 89,984 | (850) | 101,387 | 323,929 | 28% |
| 2,303 | 1,114 | Operating Income (Loss) | 12,271 | 7,857 | 4,414 | 74 | 41,885 | |
| 3,490 | 3,495 | Allocated Expenses | 10,470 | 10,485 | 15 | 11,888 | 41,885 | |
| (1,187) | (2,381) | Net Income (Loss) | 1,801 | (2,628) | 4,399 | (11,814) | - | |

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 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 | <u>52,506</u> | <u>307,026</u> | <u>(254,520)</u> | <u>143,825</u> | <u>1,228,105</u> | <u>4%</u> |
| 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% |
| 20 | 82 | Supplies | 121 | 246 | 125 | 185 | 978 | 12% |
| 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% |
| 375 | 4,370 | Research & Planning | 8,332 | 13,030 | 4,698 | 28,470 | 52,000 | 16% |
| - | 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>7,656</u> | <u>152,325</u> | Total Operating Expenses | <u>450,774</u> | <u>456,892</u> | <u>6,118</u> | <u>149,220</u> | <u>1,177,495</u> | <u>38%</u> |
| <u>9,846</u> | <u>(49,983)</u> | Operating Income (Loss) | <u>(398,268)</u> | <u>(149,866)</u> | <u>(248,402)</u> | <u>(5,395)</u> | <u>50,610</u> | |
| 4,218 | 4,218 | Allocated Expenses | 12,654 | 12,654 | 0 | 10,523 | 50,610 | |
| <u>5,628</u> | <u>(54,201)</u> | Net Income (Loss) | <u>(410,922)</u> | <u>(162,520)</u> | <u>(248,402)</u> | <u>(15,918)</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
 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 | Revenues-Membership Activities | 1,800 | 6,200 | (4,400) | 1,131 | 53,750 | 3% |
| 480 | 769 | Revenue-Tue AM Breakfast Club | 2,395 | 2,307 | 88 | 3,237 | 9,228 | 26% |
| - | - | Revenue - Sponsorships | - | - | - | - | 2,500 | 0% |
| 10,091 | 11,755 | Total Revenue | 30,311 | 38,765 | (8,454) | 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% |
| 20 | 114 | Supplies | 102 | 342 | 240 | 1,039 | 1,362 | 7% |
| 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% |
| 3,906 | 9,721 | Total Operating Expenses | 24,114 | 31,888 | 7,774 | 25,997 | 148,505 | 16% |
| 6,185 | 2,034 | Operating Income (Loss) | 6,197 | 6,877 | (680) | 4,583 | 38,005 | |
| 2,989 | 2,989 | Allocated Expenses | 8,967 | 8,967 | 0 | 8,737 | 35,866 | |
| 3,196 | (955) | Net Income (Loss) | (2,770) | (2,090) | (680) | (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
 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 | | | | | | | | |
| 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% |
| 528 | 275 | Supplies | 836 | 825 | (11) | 597 | 3,300 | 25% |
| 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% |
| 25,534 | 28,051 | Total Operating Expenses | 79,307 | 84,941 | 5,634 | 91,293 | 398,506 | 20% |
| (25,534) | (28,051) | Operating Income (Loss) | (79,307) | (84,941) | 5,634 | (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) | |
| 7,680 | 5,158 | Net Income (Loss) | 20,346 | 14,686 | 5,660 | 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 |
|-------------------------------------|---|-------------------------|
| 375.00 | Research/Planning/Infrastructure | 8,331.90 |
| | 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 |
| 375.00 | Total Infrastructure Project Costs | 427,495.54 |
| Transportation Project Costs | | |
| 375.00 | Research/Planning/Transportation | 10,495.20 |
| | Membership Transportation | 3,000.00 |
| | Summer Traffic Management | 21,050.73 |
| 28,222.00 | North Lake Tahoe Express | 29,376.00 |
| 65,535.00 | Summer Night Service | 131,860.00 |
| 94,132.00 | Total Transportation Project Costs | 195,781.93 |
| 94,507.00 | Total Project Costs | 623,277.47 |

September Quickbooks Accounts Receivable

| Total | Business Name | Chamber/Conf | | Group | | Misc. | | For | Status |
|------------------|-----------------------------|--------------|-----------------|-------|------------------|-------|------------------|---------------------------|---------------------|
| | | Member Dues | Commissions | 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 |
| 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 |
| 57,008.25 | | | 1,420.81 | | 39,569.00 | | 11,752.57 | | |
| | Paid as of 10/11/13 | | | | -6,422.60 | | -6,584.98 | | |
| | | | 1,420.81 | | 33,146.40 | | 5,167.59 | | |
| | Shaded grey is paid. | | | | | | | | |

114

114

114

| September 2013 WebLink Accounts Receivable | | | | | | | |
|--|------------------------------|--------------|-----------------|------------|---------------|------------------------------|------------------------------|
| Total | Business Name | Chamber/Conf | | Membership | | For | Status |
| | | Member Dues | age | amount | Activites | | |
| 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. | | | | | | |

DRAFT

Lake Tahoe Tourism Fund Balance Carryover - NLTRA Recommendation

TOT Revenue: 60% to NLTRA \$ 1,450,372

Recommended expenses:

| | | |
|---|--------------------|------------------------------|
| Infrastructure Account | \$1,005,372 | |
| Amicus Brief supporting Regional Plan Update | \$5,000 | |
| Tahoe City Golf course LCV Challenge (R&P refund) | \$25,000 | recommended by Placer County |
| Olympic Museum Concept Plan (R&P refund) | \$12,500 | recommended by Placer County |
| KBCCIP Business Disruption Mitigation | \$33,000 | recommended by Placer County |
| Discretionary Infrastructure Account | <u>\$929,872</u> | |
| | \$1,005,372 | |

Transportation Account (included in Infrastructure)

Transit Image Consolidation - Logo/Implementation This would be budgeted in 2014/15

| | | |
|---|---------------------|--|
| NLTRA Marketing Dept. (need SofW) | \$445,000 | |
| Destination Visitor Marketing Plan (So Cal, San Diego) | \$250,000 | \$200,000 recommended by Placer County |
| Photo and Video Assets | \$30,000 | |
| GoTahoeNorth.com Website Redesign | \$50,000 | |
| Special Event Position(s) working in conjunction with Business Associations | \$50,000 | Actual position(s) will be determined jointly with Business Associations |
| Lake Shore Oct. - Apr. Marketing and Promotion Grant Program | \$30,000 | To be allocated by BACC |
| Intercept and HPSI Research | <u>\$35,000</u> | |
| | \$445,000 | |
| Total Expenses: | \$ 1,450,372 | |

Recommendation: Any unused funding would accrue back to the Infrastructure Account held in the County Treasury at the end of FY 2013-14.

Cardholder Name: SANDRA EVANS HALL Statement Period: 08/29/13 to 09/28/13
 Account Number: ██████████ Statement Closing Date: 09/28/13

News and Updates

Effective January 1, 2014, the benefits on your Bank of the West MasterCard credit card will change. Your new benefits will include Extended Warranty, Price Protection and Identity Theft Resolution. The Travel Assistance, Travel Accident Insurance, and Collision Damage Waiver benefits will be discontinued and coverages will end at midnight, December 31, 2013. For full terms and conditions go to www.mastercard.com/credit-gtb. To request a printed guide-to-benefits, call 1-800 MC ASSIST.

| Transactions | | | | | CR=Credit |
|-----------------------------|-----------|-------------------------|------------------|--------|----------------------------|
| Tran Date | Post Date | Transaction Description | Reference Number | Amount | |
| Transaction Activity | | | | | |
| 09-09 | 09-10 | VZWRLSS*PRPAY AUTOPAY | 888-294-6804 | CA 893 | \$20.00 |
| 09-24 | 09-24 | PAYMENT - THANK YOU | | 000 | \$150.00 <small>CR</small> |

| 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

Kim Lambert

From: Sandy Evans Hall
Sent: Sunday, September 08, 2013 7:43 AM
To: Kim Lambert
Subject: Fwd: Important Information Regarding Your Verizon Wireless Account

Sent from my iPhone

Begin forwarded message:

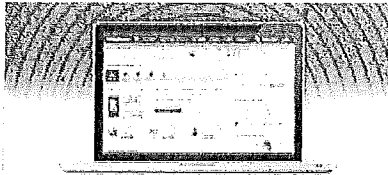
From: "AccountNotify@verizonwireless.com" <wAccountNotify@verizonwireless.com>
Date: September 8, 2013, 6:10:35 AM PDT
To: sandy@puretahoenorth.com
Subject: Important Information Regarding Your Verizon Wireless Account



IMPORTANT ACCOUNT INFORMATION FROM VERIZON WIRELESS.

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

PAYMENT DATE: 09/08/2013
PAYMENT METHOD: MC XXXX-XXXX-XXXX-4925
WIRELESS NUMBER: X3327
BILL TO: N Lake Tahoe Resort Sandra Eva
Po Box 5459
Tahoe City, CA 96145



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

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

Due Now

1 GB Mobile Broadband for a month \$20.00

SUMMARY OF CHARGES:

Due now: detail of total charges billed to credit card

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

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

North Lake Tahoe Water Shuttle Ridership

FINAL - Summer Season June 27 – September 22

One Way Fares – Adult \$10, Kids \$7

Ridership is below target level to achieve 20% load factor in Year 2 and 30% in Year 3 to operate within the original funding request

As of September 22nd the Water Shuttle Average Daily Ridership has increased by 57% over last year

Average Passengers/Day
 2013 - 33 Passengers
 2012 - 21 Passengers

Average Fare/Passenger
 2013 - \$8.37 Average Fare
 2012 - \$8.90 Average Fare

