



**Finance Committee**  
Date: Wednesday January 28th, 2026  
Time: 10:00am  
Location: 100 N Lake Blvd. Tahoe City 96145

Each teleconference location is open to the public and any member of the public has an opportunity to address the Finance Committee from a teleconference location in the same manner as if that person attended the meeting location at 100 N Lake Blvd., Tahoe City, CA 96145

**Committee Members:**

**Chair/Treasurer: DJ Ewan, Granlibakken | Jim Phelan, Tahoe City Marina  
I David Brown, CPA (inactive) | Andy Buckley, Homewood Resort | Mike DeGroff, Palisades Tahoe  
Placer County Representative: Stephanie Holloway**

---

**Instruction for Public Participation:**

Members of the public may attend the Zoom teleconference by telephone, computer or mobile device. To participate via Join Zoom

<https://us02web.zoom.us/j/86529477924?pwd=WUlxa1M4ekZOQzI3WXIUM24xK29YQT09>

as authorized by AB 361

Meeting ID: 865 2947 7924

Passcode: 059912

Dial by your location

+1 669 900 9128 US (San Jose)

*If you wish to make a public comment, use the "Raise Hand" feature in Zoom or \*9 on your telephone. You will be called upon and unmuted when it is your turn to provide comment. Comments must be 3 minutes or less and limited to one comment per item. Teleconference participation via Zoom is not guaranteed and can be disrupted by technical difficulties. If members of the public wish to be guaranteed the ability to observe/make public comments, they should attend in-person.*

**AGENDA**

10:00 a.m. 1. Call to Order – Establish Quorum

10:05 a.m. 2. 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 to three minutes since no action may be taken by the Committee on items addressed under Public Forum.

**10:10 a.m. 3. Agenda Amendments and Approval**

**10:15 a.m. 4. Approval of Finance Committee Meeting Minutes from December 29th, 2025**

10:20 a.m. 5. Review and Approval of Preliminary Financials:  
a) Review Staff Report on Financial Performance  
b) **NTCA 12/31/25 Financials Review (Motion)**

c) NLTMC 12/31/25 Financial Review

**10:45 a.m. 6. Approval of CEO Expense Report (Motion)**

10:50 a.m. 7. Items for Committee Review, Discussion/or Recommendations

10:50 a.m. 8. Agenda Input for Next Finance Committee Meeting & Next Meeting Date

10:55 a.m. 9. Committee Member Comments

11:00 a.m. 10. Adjournment



1/28/2026

To: North Tahoe Community Alliance (NTCA) Finance Committee

From: Derek Vaughan, Controller

RE: Report on Financial Results for December 31, 2025

---

### **Summary of preliminary NTCA financial results for December 31, 2025**

- Accounts Receivable TBID –Continuing to follow budget for FY 25/26 TBID
- Accounts Receivable Membership Dues – prior fiscal year amounts due.
- Prepaid Expenses – prepayments for video and photo productions, annual subscriptions.
- Fixed Assets – The Kings Beach Visitor Center leasehold improvements are being depreciated over the term of the lease
- Operating Lease Right-of-Use Asset – This asset account along with Operating Lease Liability accounts are results from the new lease reporting requirements issued under Accounting Standard Update 842. Under this standard, operating leases longer than 12 months must be reflected on a company's balance sheet.
- Retail Revenue – December includes a reconciling adjustment to YTD
- Salaries & Wages – Two pay periods in December
- Rent & utilities – December includes a reimbursement from landlord for reduction of retail business due to bridge construction
- Supplies & Mail – includes Email Campaign fees
- Taxes, Licenses, Fees – Consists mainly of county collection fees
- Due and Subscriptions – YTD includes subscriptions to Key Data and Symphony data suppliers.
- Staff Expenses – include training, staff outings, meals and travel expenses
- Professional Fees – includes fees for Submittable per contract
- Equipment Support – Includes our monthly IT support

- Event Sponsorships – December payments include funding for Tahoe Film Fest, Tahoe Guide, Big Blue Adventure, and final 4<sup>th</sup> of July payment
- Events & Activities – Cal Travel expenses are reimbursed 50% by our partner in January 2026
- NLTMC Contributions – December contributions were increased over budget to cover expenses
- Marketing/In Market/Media – includes monthly communications retainer, marketing swag, ongoing website graphic design
- Business Assn Grant Funding – Funding of TCDA per contract. The FY 25-26 TCDA contract totals \$360,784
- Grant Funding First Annual - Includes reclassification of invoice for North Lake Tahoe Historical Society to second annual and reversal of double-booked Housing Hub invoice
- Chamber Activities & Marketing – Includes an adjustment for Cal Travel reclassified to Events & Activities

#### **Summary of preliminary NLTMC financial results for December 31, 2025**

##### **Key points:**

- 5007-01 - Augustine invoices, these invoices came in late from the transition from 62Above
- 5147-00 - credit due to Augustine revised invoice
- 7004-00 - Visa analytics fees, invoice came in late

**North Tahoe Community Alliance**

Preliminary

Financial Statements for the Period Ending

December 31, 2025

# Balance Sheet - PY Comparison

North Lake Tahoe Resort  
Association

For the Six Months Ending Wednesday, December 31, 2025

1 of 1  
1/22/2026  
9:53 PM

|   | YTD                |                    |                    |
|---|--------------------|--------------------|--------------------|
|   | Dec 2025           | Dec 2024           | Variance           |
|   | Fiscal 25/2026     | Fiscal 24/2025     |                    |
| <b>Current Assets</b>                             |                    |                    |                    |
| Cash - TBID Disbursements                         | (7,464)            | 66,065             | 73,530             |
| Cash - TBID Funding                               | 3,293,538          | 887,630            | (2,405,908)        |
| Cash - Payroll                                    | 0                  | 133,369            | 133,369            |
| Cash - Money Market                               | 100,906            | 5,176,132          | 5,075,226          |
| Cash - Plumas 1939                                | 101,892            | 101,638            | (254)              |
| Cash - Plumas 1929                                | 50,647             | 50,566             | (81)               |
| Cash - Chamber                                    | 0                  | 454                | 454                |
| Cash in Drawer                                    | 2,399              | 1,967              | (433)              |
| Petty Cash  | 436                | 436                | 0                  |
| Accounts Receivable - TBID                        | 734,354            | 621,926            | (112,428)          |
| Accounts Receivable - Chamber                     | 0                  | 4,400              | 4,400              |
| Allowance for Doubtful Accounts                   | 0                  | (1,336)            | (1,336)            |
| Inventory Asset                                   | 54,789             | 81,122             | 26,332             |
| Prepaid Expenses                                  | 58,809             | 41,480             | (17,329)           |
| Prepaid Postage                                   | 100                | 100                | 0                  |
| <b>Total Current Assets</b>                       | <b>4,390,407</b>   | <b>7,165,949</b>   | <b>2,775,542</b>   |
| <b>Fixed Assets</b>                               |                    |                    |                    |
| Furniture & Fixtures                              | 57,759             | 57,759             | 0                  |
| Accumulated Depreciation - Furnitures & Fixtures  | (44,931)           | (39,247)           | 5,685              |
| Computer Equipment                                | 48,616             | 48,616             | 0                  |
| Accumulated Depreciation - Computer Equipment     | (21,871)           | (12,171)           | 9,700              |
| Computer Software                                 | 6,206              | 6,206              | 0                  |
| Accumulated Depreciation - Computer Software      | (6,206)            | (6,206)            | 0                  |
| Leasehold Improvements                            | 150,772            | 142,772            | (8,000)            |
| Accumulated Depreciation - Leasehold Improvements | (121,230)          | (51,213)           | 70,017             |
| Operating Lease Right-of-Use Asset                | 224,586            | 387,661            | 163,075            |
| <b>Total Fixed Assets</b>                         | <b>293,701</b>     | <b>534,178</b>     | <b>240,477</b>     |
| <b>Total Assets</b>                               | <b>\$4,684,107</b> | <b>\$7,700,126</b> | <b>\$3,016,019</b> |
| <b>Liabilities</b>                                |                    |                    |                    |
| <b>Current Liabilities</b>                        |                    |                    |                    |
| Accounts Payable                                  | 58,103             | 23,887             | 34,216             |
| Incentives Payable                                | 99,396             | 0                  | 99,396             |
| 401k Payable                                      | (388)              | 58                 | (445)              |
| Deferred Revenue - Membership Dues                | 19,042             | 3,176              | 15,865             |
| Operating Lease Liability                         | 178,320            | 166,610            | 11,710             |
| <i>Suspense (may include rounding)</i>            | (712)              | (239)              | (473)              |
| <b>Total Current Liabilities</b>                  | <b>353,761</b>     | <b>193,492</b>     | <b>(160,269)</b>   |
| Sales & Use Tax Payable                           | 6,380              | 0                  | 6,380              |
| <b>Total Tax Payable</b>                          | <b>6,380</b>       | <b>0</b>           | <b>(6,380)</b>     |
| <b>Long-Term Liabilities</b>                      |                    |                    |                    |
| Operating Lease Liability                         | 61,580             | 240,438            | (178,858)          |
| <b>Total Long Term Liabilities</b>                | <b>61,580</b>      | <b>240,438</b>     | <b>178,858</b>     |
| <b>Total Liabilities</b>                          | <b>421,721</b>     | <b>433,930</b>     | <b>12,209</b>      |
| Unrestricted                                      | 6,420              | (5,453)            | 11,873             |
| Unrestricted Net Assets                           | 0                  | 14,865             | (14,865)           |
| TBID Reserve                                      | 6,009,387          | 8,183,321          | (2,173,933)        |
| Net Income  | (1,753,421)        | (926,537)          | (826,884)          |
| <b>Total Equity</b>                               | <b>4,262,386</b>   | <b>7,266,196</b>   | <b>3,003,810</b>   |
| <b>Liabilities &amp; Shareholder Equity</b>       | <b>\$4,684,107</b> | <b>\$7,700,126</b> | <b>\$3,016,019</b> |

North Lake Tahoe Resort Association  
Payables Management

## Ranges:

Vendor ID: First - Last  
Class ID: First - Last  
Payment Priority: First - Last  
Vendor Name: First - LastUser-Defined 1: First - Last  
Posting Date: First - 12/30/2025  
Document Number: First - LastPrint Option: SUMMARY  
Aged By: Document Date  
Aging Date: 12/30/2025  
Exclude: Zero Balance, No Activity, Fully Paid Documents, Unposted Applied Credit Documents, Multicurrency Info  
Sorted By: Vendor ID  
Due Date  
Print Currency In: Functional (Z-US\$)

|                            |   |                     |                           |
|----------------------------|---|---------------------|---------------------------|
| Vendor ID: ANNE-KARIN ATWO | Name: Anne-Karin Atwood*                    | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$324.67                       | Due \$0.00          | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$324.67      |
| Vendor ID: ANNIE'S CLEANIN | Name: Annie's Cleaning Service              | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 2              | Aged Totals: \$1,380.00                     | Due \$1,380.00      | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: CEDAR HOUSE PUB | Name: Cedar House Pub                       | Class ID:           | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$250.00                       | Due \$0.00          | Current Period \$250.00   |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: CINTAS CORPORAT | Name: Cintas Corporation #623               | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 2              | Aged Totals: \$1,039.89                     | Due \$0.00          | Current Period \$1,039.89 |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: COUNTY OF PLACE | Name: County Of Placer                      | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$2,000.00                     | Due \$2,000.00      | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: CYBERLINK       | Name: CyberlinkASP Technology               | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$562.80                       | Due \$562.80        | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: FOLKMANIS PUPPE | Name: Folkmanis Puppets                     | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$94.81                        | Due \$0.00          | Current Period \$94.81    |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: FOX CULTURAL HA | Name: Fox Cultural Hall                     | Class ID:           | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$5,000.00                     | Due \$0.00          | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$5,000.00    |
| Vendor ID: FRANCOIS CAZALO | Name: Francois Cazalot                      | Class ID:           | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$50.00                        | Due \$0.00          | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$50.00       |
| Vendor ID: GEO-TOURISM SPE | Name: Geo-Tourism Specialties               | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$103.69                       | Due \$103.69        | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: GRANLIBAKKEN MA | Name: Granlibakken Management Company, Ltd. | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$400.00                       | Due \$400.00        | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: GROWTHZONE & C  | Name: GrowthZone & Chambermaster            | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 2              | Aged Totals: \$1,733.40                     | Due \$1,733.40      | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: IDEADTEAM       | Name: Ideateam                              | Class ID:           | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$1,500.00                     | Due \$0.00          | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$1,500.00    |
| Vendor ID: IDSS GLOBAL LLC | Name: iDSS Global LLC                       | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$2,500.00                     | Due \$0.00          | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$2,500.00    |
| Vendor ID: INTERMEDIA.NET, | Name: Intermedia.net, Inc.                  | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 1              | Aged Totals: \$975.45                       | Due \$0.00          | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$0.00       |
|                            |   |                     | 91 and Over \$975.45      |
| Vendor ID: ISOLVED         | Name: iSolved Benefit Services              | Class ID: PRIMARY   | User-Defined 1:           |
| Voucher(s): 2              | Aged Totals: \$140.00                       | Due \$70.00         | Current Period \$0.00     |
|                            |   | 31 - 60 Days \$0.00 | 61 - 90 Days \$70.00      |
|                            |   |                     | 91 and Over \$0.00        |
| Vendor ID: JELLY BREAD     | Name: Jelly Bread                           | Class ID:           | User-Defined 1:           |

North Lake Tahoe Resort Association

|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
|----------------------------|--|-------------|-------------------|--------------|-----------------|-------------|
| Voucher(s): 1              | Aged Totals:                               | \$1,800.00  | \$0.00            | \$0.00       | \$0.00          | \$1,800.00  |
| Vendor ID: JESSE WHITE     | Name: Jesse White                          |             | Class ID:         |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$75.00     | \$75.00           | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: JOAN SPELLETICH | Name: JOAN SPELLETICH                      |             | Class ID:         |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$2,231.52  | \$0.00            | \$0.00       | \$2,231.52      | \$0.00      |
| Vendor ID: KAHN            | Name: Kahn Investment Company              |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$14,760.00 | \$14,760.00       | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: MOUNTAIN FREAK  | Name: Moutain Freak Boutique               |             | Class ID:         |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$161.00    | \$0.00            | \$0.00       | \$0.00          | \$161.00    |
| Vendor ID: MTN ALOHA ART   | Name: Mountain Aloha Art                   |             | Class ID:         |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$150.00    | \$0.00            | \$0.00       | \$0.00          | \$150.00    |
| Vendor ID: OFFICE BOSS     | Name: The Office Boss*                     |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 6              | Aged Totals:                               | \$848.53    | \$848.53          | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: PAPER TRAIL     | Name: The Paper Trail*                     |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$178.75    | \$178.75          | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: PC TAX          | Name: Placer County Tax Collector          |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 4              | Aged Totals:                               | \$1,497.46  | \$1,497.46        | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: SEC LOCK&ALARM  | Name: Security Lock and Alarm, Inc.        |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 2              | Aged Totals:                               | \$312.75    | \$312.75          | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: SIERRA NEVADAAL | Name: SIERRA NEVADA ALLIANCE               |             | Class ID:         |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$100.00    | \$0.00            | \$0.00       | \$0.00          | \$100.00    |
| Vendor ID: SNAP            | Name: Sierra Nevada Ad Partners            |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$480.75    | \$480.75          | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: STORQUEST       | Name: StorQuest                            |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$454.00    | \$454.00          | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: SWIFT COMMUNICA | Name: SWIFT COMMUNICATIONS, CA             |             | Class ID:         |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 4              | Aged Totals:                               | \$5,563.39  | \$5,563.39        | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: SWIGARD'S       | Name: Swigard's True Value Hardware, Inc.* |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 6              | Aged Totals:                               | \$108.66    | \$15.64           | \$14.14      | \$37.07         | \$41.81     |
| Vendor ID: TAHOE ART HAUS  | Name: Tahoe Art Haus & Cinema              |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$500.00    | \$500.00          | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: TCFM            | Name: Tahoe City Farmers Market            |             | Class ID:         |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$867.64    | \$0.00            | \$0.00       | \$0.00          | \$867.64    |
| Vendor ID: TTCF            | Name: Tahoe Truckee Community Foundation*  |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 1              | Aged Totals:                               | \$600.00    | \$600.00          | \$0.00       | \$0.00          | \$0.00      |
| Vendor ID: TTSD            | Name: Tahoe Truckee Sierra Disposal*       |             | Class ID: PRIMARY |              | User-Defined 1: |             |
|                            |  | Due         | Current Period    | 31 - 60 Days | 61 - 90 Days    | 91 and Over |
| Voucher(s): 4              | Aged Totals:                               | \$1,602.90  | \$961.74          | \$641.16     | \$0.00          | \$0.00      |

**HISTORICAL AGED TRIAL BALANCE**  
North Lake Tahoe Resort Association

| Vendor ID: UBEO        |              | Name: UBEO formerly RAY MORGAN |                | Class ID:             |                     | User-Defined 1:     |                    |
|------------------------|--------------|--------------------------------|----------------|-----------------------|---------------------|---------------------|--------------------|
| Voucher(s): 1          | Aged Totals: | Due                            | Current Period | 31 - 60 Days          | 61 - 90 Days        | 91 and Over         |                    |
| Vendor ID: URBAN 3 LLC |              | Name: Urban 3, LLC             |                | Class ID:             |                     | User-Defined 1:     |                    |
| Voucher(s): 1          | Aged Totals: | Due                            | Current Period | 31 - 60 Days          | 61 - 90 Days        | 91 and Over         |                    |
| Vendor Totals:         |              | <u>Vendors</u>                 | <u>Due</u>     | <u>Current Period</u> | <u>31 - 60 Days</u> | <u>61 - 90 Days</u> | <u>91 and Over</u> |
| Vendor Totals:         |              | 37                             | \$58,102.89    | \$32,564.93           | \$2,040.00          | \$2,338.59          | \$21,159.37        |

## PL - Budget vs

### Actual

North Lake Tahoe Resort  
Association  
NLTRA:SUMMARY Summary  
of All Units

&P of &N

1/22/2026

7:41 PM

|                                 | Dec 2025       |                 | Fiscal 2025/26 YTD |                    |                    | Variance         | Prior Year       |
|---------------------------------|----------------|-----------------|--------------------|--------------------|--------------------|------------------|------------------|
|                                 | Actual         | Budget          | Prior Year         | Actual             | Budget             |                  |                  |
| <b>Revenues</b>                 |                |                 |                    |                    |                    |                  |                  |
| Revenues                        | 692,525        | 692,525         | 1,002,991          | 3,245,587          | 3,245,586          | 1                | 3,020,488        |
| Special Events Revenue          | 0              | 0               | 0                  | 61,464             | 0                  | 61,464           | 0                |
| Chamber Revenue - Member D      | 4,103          | 2,083           | 452                | 20,880             | 12,500             | 8,380            | 3,423            |
| Retail Revenue                  | (5,136)        | 13,333          | 11,176             | 87,996             | 80,000             | 7,996            | 108,033          |
| Revenue - Other                 | 0              | 12,500          | 0                  | 0                  | 75,000             | (75,000)         | 0                |
| Revenue - Interest & Investmen  | 10,410         | 4,167           | 11,940             | 50,702             | 16,575             | 34,127           | 81,611           |
| <b>Total Revenues</b>           | <b>701,902</b> | <b>724,608</b>  | <b>1,026,559</b>   | <b>3,466,629</b>   | <b>3,429,661</b>   | <b>36,967</b>    | <b>3,213,555</b> |
| COGS - Retail                   | 672            | 6,667           | 4,531              | 50,347             | 40,000             | 10,347           | 50,538           |
| COGS - Events                   | 3,511          | 0               | 0                  | 61,220             | 0                  | 61,220           | 0                |
| <b>Total Cost of Goods Sold</b> | <b>4,183</b>   | <b>6,667</b>    | <b>4,531</b>       | <b>111,567</b>     | <b>40,000</b>      | <b>71,567</b>    | <b>50,538</b>    |
| <b>Gross Profit</b>             | <b>697,719</b> | <b>717,941</b>  | <b>1,022,028</b>   | <b>3,355,062</b>   | <b>3,389,661</b>   | <b>(34,600)</b>  | <b>3,163,017</b> |
| <b>Operating Expenses</b>       |                |                 |                    |                    |                    |                  |                  |
| Salaries & Wage Expense         | 199,143        | 252,516         | 132,019            | 1,330,089          | 1,515,096          | (185,007)        | 1,028,026        |
| Rent & Utilities                | 12,342         | 19,839          | 20,395             | 109,792            | 121,836            | (12,044)         | 115,962          |
| Repairs & Maintenance           | 2,968          | 4,556           | 1,420              | 21,839             | 26,825             | (4,986)          | 13,593           |
| Telephone & Internet            | 3,004          | 1,796           | 1,501              | 15,603             | 10,773             | 4,830            | 10,217           |
| Supplies                        | 4,081          | 3,112           | 4,003              | 30,251             | 18,673             | 11,578           | 43,864           |
| Mail                            | 357            | 0               | 52                 | 9,879              | 0                  | 9,879            | 174              |
| Taxes, Licenses, Fees           | 5,499          | 11,559          | 18,572             | 68,998             | 69,357             | (359)            | 61,173           |
| Credit Card Fees                | 14             | 0               | 120                | 16                 | 0                  | 16               | 1,329            |
| Dues & Subscriptions            | 7,803          | 1,898           | 8,555              | 72,636             | 11,390             | 61,246           | 63,560           |
| Insurance/Bonding               | 718            | 1,368           | (7)                | 17,583             | 8,208              | 9,375            | 7,556            |
| Associate Relations             | 103            | 0               | 0                  | 2,985              | 0                  | 2,985            | 1,391            |
| Staff Expenses                  | 8,596          | 4,102           | 1,780              | 41,599             | 24,613             | 16,985           | 35,092           |
| Board Functions                 | 1,518          | 2,185           | 1,694              | 12,059             | 13,113             | (1,053)          | 13,200           |
| Professional Fees               | 1,354          | 12,500          | 28,593             | 78,962             | 75,000             | 3,962            | 67,445           |
| Research & Planning             | 1,385          | 0               | 0                  | 1,385              | 0                  | 1,385            | 5,250            |
| Equipment Support & Maintenai   | 10,451         | 4,000           | 5,269              | 64,938             | 24,000             | 40,938           | 34,661           |
| Equipment Rental/Leasing        | 0              | 0               | 28                 | 57                 | 0                  | 57               | 2,010            |
| Depreciation                    | 1,246          | 4,167           | 6,631              | 39,790             | 25,000             | 14,790           | 33,966           |
| Event Sponsorships              | 56,250         | 24,500          | 0                  | 276,000            | 518,750            | (242,750)        | 448,039          |
| Events & Activities             | 15,388         | 0               | 6,349              | 128,261            | 0                  | 128,261          | 9,478            |
| NLTMC Contributions             | 124,000        | 10,628          | 193,750            | 963,202            | 849,834            | 113,369          | 762,500          |
| Non-NLTMC Marketing             | 23,615         | 18,883          | 7,378              | 139,736            | 107,900            | 31,836           | 87,413           |
| In-Market/Tourism               | 100            | 13,383          | 17,861             | 89,414             | 80,300             | 9,114            | 98,150           |
| Media/Collateral/Production     | 14,236         | 18,750          | 4,680              | 95,019             | 112,500            | (17,481)         | 50,751           |
| Signage                         | 0              | 6,156           | 0                  | 372                | 36,936             | (36,564)         | 0                |
| Business Asn Grant Funding      | 1,528          | 36,333          | 73,233             | 226,544            | 218,000            | 8,544            | 291,943          |
| Grant Funding - Sponsorship     | 0              | 87,176          | 142,000            | 448,085            | 523,056            | (74,971)         | 565,639          |
| Grant Funding - Flex            | 0              | 18,334          | 0                  | 106,145            | 110,004            | (3,859)          | 0                |
| Grant Funding - First Annual    | (43,961)       | 74,523          | 0                  | 258,930            | 447,138            | (188,208)        | 145,388          |
| Grant Funding - Second Annual   | 4,055          | 65,467          | 0                  | 273,736            | 392,804            | (119,069)        | 0                |
| Chamber Activities              | 6,353          | 32,917          | 12,124             | 178,608            | 197,500            | (18,892)         | 69,416           |
| Chamber Activities - Membersh   | 300            | 0               | 0                  | 300                | 0                  | 300              | 8,000            |
| Chamber Activities - Leadership | 0              | 4,167           | 0                  | 0                  | 25,000             | (25,000)         | 0                |
| Chamber PR / Marketing          | 0              | 7,083           | 6,750              | 5,668              | 42,500             | (36,832)         | 14,171           |
| Chamber Activities - Communit   | 0              | 0               | 0                  | 0                  | 0                  | 0                | 195              |
| <b>Total Operating Expense</b>  | <b>462,446</b> | <b>741,898</b>  | <b>694,750</b>     | <b>5,108,481</b>   | <b>5,606,106</b>   | <b>(497,625)</b> | <b>4,089,552</b> |
| <b>Net Operating Income</b>     | <b>235,273</b> | <b>(23,957)</b> | <b>327,278</b>     | <b>(1,753,419)</b> | <b>(2,216,445)</b> | <b>463,025</b>   | <b>(926,535)</b> |

## PL - Budget vs Actual

North Lake Tahoe Resort Association

&P of &N

1/27/2026

NLTRA:SUMMARY Summary of All Units

9:37 AM

| Fiscal 2025/26 YTD                     |                    |                    |                    | Jan thru June 26   | Total FY 25/26 Forecasted | Variance           | Variance %  |
|--|--------------------|--------------------|--------------------|--------------------|---------------------------|--------------------|---|
| Actual                                 | Budget             | Variance           | Prior Year         |                    |                           |                    |   |
| <b>Revenues</b>                        |                    |                    |                    |                    |                           |                    |   |
| Revenues                               | 3,245,587          | 6,656,754          | (3,411,167)        | 7,034,599          |                           |                    |   |
| Special event Revenue                  | 61,464             | 0                  | 61,464             | 19,906             |                           |                    |   |
| Chamber Revenue - Member Dues          | 20,880             | 25,000             | (4,120)            | 10,578             |                           |                    |   |
| Retail Revenue                         | 87,996             | 160,000            | (72,004)           | 189,718            |                           |                    |   |
| Revenue - Other                        | 0                  | 150,000            | (150,000)          | 252,625            |                           |                    |   |
| Revenue - Interest & Investments       | 50,702             | 50,000             | 702                | 141,006            |                           |                    |   |
| <b>Total Revenues</b>                  | <b>3,466,629</b>   | <b>7,041,754</b>   | <b>(3,575,126)</b> | <b>7,648,432</b>   |                           |                    |   |
| COGS - Retail                          | 50,347             | 80,000             | (29,653)           | 104,275            |                           |                    |   |
| COGS - Special Events                  | 61,220             | 0                  | 61,220             | 0                  |                           |                    |   |
| <b>Total Cost of Goods Sold</b>        | <b>111,567</b>     | <b>80,000</b>      | <b>31,567</b>      | <b>104,275</b>     |                           |                    |   |
| <b>Gross Profit</b>                    | <b>3,355,062</b>   | <b>6,961,754</b>   | <b>(3,606,693)</b> | <b>7,544,157</b>   | <b>3,606,693</b>          | <b>7,011,754</b>   | <b>50,000</b>   |
| <b>Operating Expenses</b>              |                    |                    |                    |                    |                           |                    |   |
| Salaries & Wage Expense                | 1,429,485          | 2,671,817          | (1,242,332)        | 2,304,912          | 808,978                   | 2,238,463          | (433,354) <span style="background-color: #90EE90;">-16%</span>            |
| Rent & Utilities                       | 109,792            | 240,873            | (131,081)          | 236,403            | 131,081                   | 240,873            | - <span style="background-color: #90EE90;">0%</span>                      |
| Repairs & Maintenance                  | 21,839             | 52,795             | (30,956)           | 67,808             | 30,956                    | 52,795             | - <span style="background-color: #90EE90;">0%</span>                      |
| Telephone & Internet                   | 15,603             | 21,546             | (5,943)            | 22,758             | 15,603                    | 31,206             | 9,660 <span style="background-color: #FFB6C1;">45%</span> additional s    |
| Supplies                               | 30,210             | 37,346             | (7,136)            | 80,777             | 30,210                    | 60,420             | 23,074 <span style="background-color: #90EE90;">62%</span>                |
| Mail                                   | 9,879              | 0                  | 9,879              | 7,960              |                           | 9,879              | 9,879 <span style="background-color: #FFB6C1;">100%</span>                |
| Taxes, Licenses, Fees                  | 68,998             | 138,715            | (69,717)           | 135,019            | 69,717                    | 138,715            | - <span style="background-color: #90EE90;">0%</span>                      |
| Credit Card Fees                       | 16                 | 0                  | 16                 | 1,679              |                           | 16                 | 16 <span style="background-color: #FFB6C1;">100%</span>                   |
| Dues & Subscriptions                   | 72,636             | 22,777             | 49,859             | 147,501            | 72,636                    | 145,272            | 122,495 <span style="background-color: #FFB6C1;">538%</span> total budget |
| Insurance/Bonding                      | 17,583             | 16,416             | 1,167              | 16,179             |                           | 17,583             | 1,167 <span style="background-color: #FFB6C1;">7%</span>                  |
| Associate Relations                    | 2,985              | 0                  | 2,985              | 1,955              |                           | 5,970              | 5,970 <span style="background-color: #90EE90;">100%</span>                |
| Staff Expenses                         | 41,599             | 43,071             | (1,472)            | 79,540             | 41,599                    | 83,198             | 40,127 <span style="background-color: #90EE90;">93%</span>                |
| Board Functions                        | 12,059             | 26,225             | (14,166)           | 24,611             | 12,059                    | 24,118             | (2,107) <span style="background-color: #90EE90;">-8%</span>               |
| Professional Fees                      | 71,496             | 75,000             | (3,504)            | 212,833            | 35,000                    | 106,496            | 31,496 <span style="background-color: #FFB6C1;">42%</span>                |
| Prof Fees-Attorney                     | 7,366              | 50,000             | (42,634)           | 57,570             | 10,000                    | 17,366             | (32,634) <span style="background-color: #90EE90;">-65%</span>             |
| Prof Fees-Accountant                   | 100                | 25,000             | (24,900)           | 26,142             | 25,000                    | 25,100             | 100 <span style="background-color: #90EE90;">0%</span>                    |
| Research & Planning                    | 1,385              | 0                  | 1,385              | 18,000             |                           | 1,385              | 1,385 <span style="background-color: #90EE90;">0%</span>                  |
| Equipment Support & Maintenance        | 64,938             | 48,000             | 16,938             | 87,360             | 64,938                    | 129,876            | 81,876 <span style="background-color: #FFB6C1;">171%</span> Tahoe Tech    |
| Equipment Rental/Leasing               | 57                 | 0                  | 57                 | 2,181              |                           | 57                 | 57 <span style="background-color: #90EE90;">0%</span>                     |
| Depreciation                           | 39,790             | 50,000             | (10,210)           | 79,578             | 50,000                    | 89,790             | 39,790 <span style="background-color: #FFB6C1;">80%</span>                |
| Event Sponsorships                     | 276,000            | 650,000            | (374,000)          | 845,539            | 374,000                   | 650,000            | - <span style="background-color: #90EE90;">0%</span>                      |
| Cal Travel                             | 61,266             | 0                  | 61,266             | 0                  |                           | 61,266             | 61,266 <span style="background-color: #90EE90;">0%</span>                 |
| Events & Activities                    | 75                 | 0                  | 75                 | 12,434             |                           | 75                 | 75 <span style="background-color: #90EE90;">0%</span>                     |
| NLTMC Contributions                    | 963,202            | 1,440,000          | (476,798)          | 1,445,000          | 476,798                   | 1,440,000          | - <span style="background-color: #90EE90;">0%</span>                      |
| <b>Non-NLTMC Marketing</b>             | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>57,308</b>      | <b>-</b>                  | <b>-</b>           | <b>0% <span style="background-color: #90EE90;">0%</span></b>              |
| Non-NLTMC Marketing                    | 20,000             | 0                  | 20,000             | 34,388             |                           | 20,000             | 20,000 <span style="background-color: #90EE90;">0%</span>                 |
| In-Market/Tourism                      | 25,200             | 75,600             | (50,400)           | 75,933             | 50,400                    | 75,600             | - <span style="background-color: #90EE90;">0%</span>                      |
| Chris Barkowski Retainer               | 15,000             | 45,000             | (30,000)           | 45,300             | 30,000                    | 45,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| Photography                            | 9,047              | 10,000             | (953)              | 17,461             | 953                       | 10,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| Web Maint                              | 20,168             | 30,000             | (9,832)            | 37,199             | 9,832                     | 30,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| Media Spend In House                   | 78,642             | 180,000            | (101,358)          | 194,446            | 101,358                   | 180,000            | - <span style="background-color: #90EE90;">0%</span>                      |
| Printing Production                    | 11,843             | 5,000              | 6,843              | 3,266              | 5,000                     | 16,843             | 11,843 <span style="background-color: #FFB6C1;">237%</span>               |
| Swag & Logo                            | 17,626             | 10,000             | 7,626              | 9,348              | 5,000                     | 22,626             | 12,626 <span style="background-color: #FFB6C1;">126%</span>               |
| Graphic Design (sdbx)                  | 11,713             | 30,000             | (18,287)           | 29,277             | 18,287                    | 30,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| Conferences                            | 887                | 7,200              | (6,313)            | 3,348              | 6,313                     | 7,200              | - <span style="background-color: #90EE90;">0%</span>                      |
| Programmatic Sponsorships              | 114,044            | 205,000            | (90,956)           | 159,356            | 90,956                    | 205,000            | - <span style="background-color: #90EE90;">0%</span>                      |
| Signage                                | 372                | 73,872             | (73,500)           | 0                  |                           | 372                | (73,500) <span style="background-color: #90EE90;">-99%</span>             |
| Business Assn Grant Funding            | 226,544            | 436,000            | (209,456)          | 500,776            | 209,456                   | 436,000            | - <span style="background-color: #90EE90;">0%</span>                      |
| Housing Hub Funding                    | 0                  | 150,000            | (150,000)          | 150,000            |                           | -                  | (150,000) <span style="background-color: #90EE90;">-100%</span>           |
| Grant Funding - Sponsorship            | 448,085            | 1,046,112          | (598,027)          | 1,221,424          | 598,027                   | 1,046,112          | - <span style="background-color: #90EE90;">0%</span>                      |
| Grant Funding - Flex                   | 106,145            | 440,008            | (333,863)          | 0                  | 333,863                   | 440,008            | - <span style="background-color: #90EE90;">0%</span>                      |
| Grant Funding - 1st Annual             | 258,930            | 894,276            | (635,346)          | 818,465            | 635,346                   | 894,276            | - <span style="background-color: #90EE90;">0%</span>                      |
| Grant Funding - 2nd Annual             | 273,736            | 590,608            | (316,872)          | 179,159            | 316,872                   | 590,608            | - <span style="background-color: #90EE90;">0%</span>                      |
| <b>Chamber Events &amp; Activities</b> | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>                  | <b>-</b>           | <b>0% <span style="background-color: #90EE90;">0%</span></b>              |
| Membership Orientation                 | 3,653              | 10,000             | (6,347)            | 5,680              | 6,347                     | 10,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| Community Awards Dinner                | 0                  | 50,000             | (50,000)           | 0                  |                           | (50,000)           | <span style="background-color: #90EE90;">-100%</span>                     |
| Membership Activities                  | 2,602              | 0                  | 2,602              | 0                  |                           | 2,602              | <span style="background-color: #90EE90;">0%</span>                        |
| Mixers                                 | 18,961             | 55,000             | (36,039)           | 41,972             | 36,039                    | 55,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| New Community Program                  | 0                  | 0                  | 0                  | 350                |                           | -                  | <span style="background-color: #90EE90;">0%</span>                        |
| Power Lunches                          | 0                  | 20,000             | (20,000)           | 0                  | 20,000                    | 20,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| Community Engagement                   | 2,774              | 40,000             | (37,226)           | 0                  | 37,226                    | 40,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| <b>Activities</b>                      | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>                  | <b>-</b>           | <b>0% <span style="background-color: #90EE90;">0%</span></b>              |
| Business Legislative Advocacy          | 11,488             | 60,000             | (48,512)           | 8,589              | 25,000                    | 36,488             | (23,512) <span style="background-color: #90EE90;">-39%</span>             |
| Economic Development                   | 15,000             | 60,000             | (45,000)           | 35,000             | 5,000                     | 20,000             | (40,000) <span style="background-color: #FFB6C1;">-67%</span>             |
| New Business Recruitment- Community Dr | 0                  | 50,000             | (50,000)           | 0                  | 5,000                     | 5,000              | (45,000) <span style="background-color: #FFB6C1;">-90%</span>             |
| Workforce Development                  | 5,108              | 50,000             | (44,892)           | 5,000              | 5,000                     | 10,108             | (39,892) <span style="background-color: #90EE90;">-80%</span>             |
| Leadership Program Revamp              | 0                  | 50,000             | (50,000)           | 0                  | 50,000                    | -                  | <span style="background-color: #90EE90;">0%</span>                        |
| Chamber-Member Meetings                | 300                | 0                  | 300                | 600                |                           | 300                | 300 <span style="background-color: #90EE90;">0%</span>                    |
| Chamber Activities- PR/W               | 3,917              | 0                  | 3,917              | 21,227             |                           | 3,917              | 3,917 <span style="background-color: #90EE90;">0%</span>                  |
| <b>Members Services and Support</b>    | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>-</b>           | <b>-</b>                  | <b>-</b>           | <b>0% <span style="background-color: #90EE90;">0%</span></b>              |
| Business Promotion                     | 1,751              | 55,000             | (53,249)           | 374                | 53,249                    | 55,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| Membership Resources                   | 0                  | 25,000             | (25,000)           | 0                  | 25,000                    | 25,000             | - <span style="background-color: #90EE90;">0%</span>                      |
| LT Marketing                           | 119,022            | 0                  | 119,022            | 144,952            | 30,000                    | 149,022            | 149,022 <span style="background-color: #FFB6C1;">100%</span>              |
| Business Engagement                    | 0                  | 5,000              | (5,000)            | 0                  | 5,000                     | 5,000              | - <span style="background-color: #90EE90;">0%</span>                      |
| Business Welcome Visit                 | 0                  | 0                  | 0                  | 229                |                           | -                  | <span style="background-color: #90EE90;">0%</span>                        |
| Chamber-Awards Dinner                  | 0                  | 0                  | 0                  | 195                |                           | -                  | <span style="background-color: #90EE90;">0%</span>                        |
| Bad Debt                               | 0                  | 0                  | 0                  | 2,364              |                           | -                  | <span style="background-color: #90EE90;">0%</span>                        |
| <b>Total Operating Expenses</b>        | <b>5,140,917</b>   | <b>10,368,257</b>  | <b>(5,202,340)</b> | <b>9,716,725</b>   | <b>4,966,084</b>          | <b>10,107,001</b>  | <b>261,256</b>  |
| <b>Net Operating Income</b>            | <b>(1,785,855)</b> | <b>(3,406,503)</b> | <b>1,595,647</b>   | <b>(2,172,568)</b> | <b>(1,359,391)</b>        | <b>(3,095,247)</b> | <b>(311,256)</b>  |

6,009,387 TBID reserve FY 24/25  
 2,914,140 TBID reserve FY 25/26

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:SUMMARY Summary of All Units

1 of 14  
1/22/2026  
9:57 PM

|                                 | Dec 2025       |                 | Prior Y...      | Fiscal 2025/26 YTD |                    | Variance         | Prior Year       |
|---------------------------------|----------------|-----------------|-----------------|--------------------|--------------------|------------------|------------------|
|                                 | Actual         | Budget          |                 | Actual             | Budget             |                  |                  |
| <b>Revenues</b>                 |                |                 |                 |                    |                    |                  |                  |
| Revenues                        | 692,525        | 692,525         | 1,002,991       | 3,245,587          | 3,245,586          | 1                | 3,020,488        |
| Special Events Revenue          | 0              | 0               | 0               | 61,464             | 0                  | 61,464           | 0                |
| Chamber Revenue - Member...     | 4,103          | 2,083           | 452             | 20,880             | 12,500             | 8,380            | 3,423            |
| Retail Revenue                  | (5,136)        | 13,333          | 11,176          | 87,996             | 80,000             | 7,996            | 108,033          |
| Revenue - Other                 | 0              | 12,500          | 0               | 0                  | 75,000             | (75,000)         | 0                |
| Revenue - Interest & Investm... | 10,410         | 4,167           | 11,940          | 50,702             | 16,575             | 34,127           | 81,611           |
| <b>Total Revenues</b>           | <b>701,903</b> | <b>724,608</b>  | <b>1,026,55</b> | <b>3,466,628</b>   | <b>3,429,661</b>   | <b>36,967</b>    | <b>3,213,554</b> |
| COGS - Retail                   | 672            | 6,667           | 4,531           | 50,347             | 40,000             | 10,347           | 50,538           |
| COGS - Events                   | 3,511          | 0               | 0               | 61,220             | 0                  | 61,220           | 0                |
| <b>Total Cost of Goods S...</b> | <b>4,183</b>   | <b>6,667</b>    | <b>4,531</b>    | <b>111,567</b>     | <b>40,000</b>      | <b>71,567</b>    | <b>50,538</b>    |
| <b>Gross Profit</b>             | <b>697,720</b> | <b>717,941</b>  | <b>1,022,02</b> | <b>3,355,061</b>   | <b>3,389,661</b>   | <b>(34,600)</b>  | <b>3,163,016</b> |
| <b>Operating Expenses</b>       |                |                 |                 |                    |                    |                  |                  |
| Salaries & Wage Expense         | 199,143        | 252,516         | 132,019         | 1,330,089          | 1,515,096          | (185,007)        | 1,028,026        |
| Rent & Utilities                | 12,342         | 19,839          | 20,395          | 109,792            | 121,836            | (12,044)         | 115,962          |
| Repairs & Maintenance           | 2,968          | 4,556           | 1,420           | 21,839             | 26,825             | (4,986)          | 13,593           |
| Telephone & Internet            | 3,004          | 1,796           | 1,501           | 15,603             | 10,773             | 4,830            | 10,217           |
| Supplies                        | 4,081          | 3,112           | 4,003           | 30,251             | 18,673             | 11,578           | 43,864           |
| Mail                            | 357            | 0               | 52              | 9,879              | 0                  | 9,879            | 174              |
| Taxes, Licenses, Fees           | 5,499          | 11,559          | 18,572          | 68,998             | 69,357             | (359)            | 61,173           |
| Credit Card Fees                | 14             | 0               | 120             | 16                 | 0                  | 16               | 1,329            |
| Dues & Subscriptions            | 7,803          | 1,898           | 8,555           | 72,636             | 11,390             | 61,246           | 63,560           |
| Insurance/Bonding               | 718            | 1,368           | (7)             | 17,583             | 8,208              | 9,375            | 7,556            |
| Associate Relations             | 103            | 0               | 0               | 2,985              | 0                  | 2,985            | 1,391            |
| Staff Expenses                  | 8,596          | 4,102           | 1,780           | 41,599             | 24,613             | 16,985           | 35,092           |
| Board Functions                 | 1,518          | 2,185           | 1,694           | 12,059             | 13,113             | (1,053)          | 13,200           |
| Professional Fees               | 1,354          | 12,500          | 28,593          | 78,962             | 75,000             | 3,962            | 67,445           |
| Research & Planning             | 1,385          | 0               | 0               | 1,385              | 0                  | 1,385            | 5,250            |
| Equipment Support & Mainten...  | 10,451         | 4,000           | 5,269           | 64,938             | 24,000             | 40,938           | 34,661           |
| Equipment Rental/Leasing        | 0              | 0               | 28              | 57                 | 0                  | 57               | 2,010            |
| Depreciation                    | 1,246          | 4,167           | 6,631           | 39,790             | 25,000             | 14,790           | 33,966           |
| Event Sponsorships              | 56,250         | 24,500          | 0               | 276,000            | 518,750            | (242,750)        | 448,039          |
| Events & Activities             | 15,388         | 0               | 6,349           | 128,261            | 0                  | 128,261          | 9,478            |
| NLTMC Contributions             | 124,000        | 10,628          | 193,750         | 963,202            | 849,834            | 113,369          | 762,500          |
| Non-NLTMC Marketing             | 23,615         | 18,883          | 7,378           | 139,736            | 107,900            | 31,836           | 87,413           |
| In-Market/Tourism               | 100            | 13,383          | 17,861          | 89,414             | 80,300             | 9,114            | 98,150           |
| Media/Collateral/Production     | 14,236         | 18,750          | 4,680           | 95,019             | 112,500            | (17,481)         | 50,751           |
| Signage                         | 0              | 6,156           | 0               | 372                | 36,936             | (36,564)         | 0                |
| Business Assn Grant Funding     | 1,528          | 36,333          | 73,233          | 226,544            | 218,000            | 8,544            | 291,943          |
| Grant Funding - Sponsorship     | 0              | 87,176          | 142,000         | 448,085            | 523,056            | (74,971)         | 565,639          |
| Grant Funding - Flex            | 0              | 18,334          | 0               | 106,145            | 110,004            | (3,859)          | 0                |
| Grant Funding - First Annual    | (43,961)       | 74,523          | 0               | 258,930            | 447,138            | (188,208)        | 145,388          |
| Grant Funding - Second Annu...  | 4,055          | 65,467          | 0               | 273,736            | 392,804            | (119,069)        | 0                |
| Chamber Activities              | 6,353          | 32,917          | 12,124          | 178,608            | 197,500            | (18,892)         | 69,416           |
| Chamber Activities - Member...  | 300            | 0               | 0               | 300                | 0                  | 300              | 8,000            |
| Chamber Activities - Leaders... | 0              | 4,167           | 0               | 0                  | 25,000             | (25,000)         | 0                |
| Chamber PR / Marketing          | 0              | 7,083           | 6,750           | 5,668              | 42,500             | (36,832)         | 14,171           |
| Chamber Activities - Commun...  | 0              | 0               | 0               | 0                  | 0                  | 0                | 195              |
| <b>Total Operating Expe...</b>  | <b>462,443</b> | <b>741,901</b>  | <b>694,749</b>  | <b>5,108,481</b>   | <b>5,606,107</b>   | <b>(497,625)</b> | <b>4,089,553</b> |
| <b>Net Operating Income</b>     | <b>235,277</b> | <b>(23,959)</b> | <b>327,278</b>  | <b>(1,753,421)</b> | <b>(2,216,446)</b> | <b>463,025</b>   | <b>(926,537)</b> |
| <b>Other Expense/Inco...</b>    |                |                 |                 |                    |                    |                  |                  |
| <b>Net Income</b>               | <b>235,277</b> | <b>(23,959)</b> | <b>327,278</b>  | <b>(1,753,421)</b> | <b>(2,216,446)</b> | <b>463,025</b>   | <b>(926,537)</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:01 Marketing

2 of 14

1/22/2026

9:57 PM

|                                  | Dec 2025        |                | Prior Y...     | Fiscal 2025/26 YTD |                  | Variance         | Prior Year       |
|----------------------------------|-----------------|----------------|----------------|--------------------|------------------|------------------|------------------|
|                                  | Actual          | Budget         |                | Actual             | Budget           |                  |                  |
| <b>Revenues</b>                  |                 |                |                |                    |                  |                  |                  |
| Revenues                         | 363,576         | 363,576        | 526,571        | 1,703,934          | 1,703,934        | 0                | 1,585,758        |
| <b>Total Revenues</b>            | <b>363,576</b>  | <b>363,576</b> | <b>526,571</b> | <b>1,703,934</b>   | <b>1,703,934</b> | <b>0</b>         | <b>1,585,758</b> |
| COGS - Events                    | 292             | 0              | 0              | 292                | 0                | 292              | 0                |
| <b>Total Cost of Goods S...</b>  | <b>292</b>      | <b>0</b>       | <b>0</b>       | <b>292</b>         | <b>0</b>         | <b>292</b>       | <b>0</b>         |
| <b>Gross Profit</b>              | <b>363,284</b>  | <b>363,576</b> | <b>526,571</b> | <b>1,703,642</b>   | <b>1,703,934</b> | <b>(292)</b>     | <b>1,585,758</b> |
| <b>Operating Expenses</b>        |                 |                |                |                    |                  |                  |                  |
| Salaries & Wage Expense          | 43,889          | 52,709         | 22,422         | 319,230            | 316,256          | 2,975            | 199,703          |
| Rent & Utilities                 | 1,507           | 3,308          | 3,028          | 17,068             | 19,850           | (2,782)          | 16,757           |
| Repairs & Maintenance            | 0               | 195            | 40             | 0                  | 1,169            | (1,169)          | 1,129            |
| Telephone & Internet             | 0               | 512            | 100            | 350                | 3,071            | (2,721)          | 450              |
| Supplies                         | 638             | 665            | 601            | 3,264              | 3,988            | (725)            | 9,209            |
| Mail                             | 27              | 0              | 27             | 147                | 0                | 147              | 106              |
| Taxes, Licenses, Fees            | 0               | 68             | 0              | 127                | 411              | (283)            | 0                |
| Credit Card Fees                 | 0               | 0              | 0              | 0                  | 0                | 0                | 90               |
| Dues & Subscriptions             | 38              | 137            | 212            | 11,523             | 819              | 10,704           | 2,530            |
| Associate Relations              | 0               | 0              | 0              | 1,393              | 0                | 1,393            | 65               |
| Staff Expenses                   | 1,528           | 291            | 1,214          | 12,171             | 1,748            | 10,423           | 16,498           |
| Board Functions                  | 548             | 0              | 591            | 950                | 0                | 950              | 1,571            |
| Professional Fees                | 0               | 0              | 13,229         | 17,028             | 0                | 17,028           | 13,845           |
| Research & Planning              | 0               | 0              | 0              | 0                  | 0                | 0                | 5,250            |
| Equipment Rental/Leasing         | 0               | 0              | 28             | 57                 | 0                | 57               | 2,010            |
| Event Sponsorships               | 56,250          | 12,500         | 1,500          | 271,000            | 290,750          | (19,750)         | 395,199          |
| Events & Activities              | 15,313          | 0              | 849            | 128,186            | 0                | 128,186          | 2,542            |
| NLTMC Contributions              | 124,000         | 10,628         | 193,750        | 963,202            | 849,834          | 113,369          | 762,500          |
| Non-NLTMC Marketing              | 23,615          | 18,883         | 7,378          | 139,736            | 107,900          | 31,836           | 87,413           |
| In-Market/Tourism                | 100             | 13,383         | 17,861         | 89,414             | 80,300           | 9,114            | 98,150           |
| Media/Collateral/Production      | 14,236          | 18,750         | 4,680          | 95,019             | 112,500          | (17,481)         | 50,751           |
| Signage                          | 0               | 6,156          | 0              | 372                | 36,936           | (36,564)         | 0                |
| Business Assn Grant Funding      | 1,528           | 3,333          | 0              | 8,045              | 20,000           | (11,955)         | 0                |
| Grant Funding - First Annual     | 0               | 6,250          | 0              | 0                  | 37,500           | (37,500)         | 0                |
| Grant Funding - Second Annu...   | 0               | 6,250          | 0              | 0                  | 37,500           | (37,500)         | 0                |
| Chamber Activities               | 6,353           | 25,417         | 12,124         | 177,370            | 152,500          | 24,870           | 68,827           |
| Chamber Activities - Leaders...  | 0               | 4,167          | 0              | 0                  | 25,000           | (25,000)         | 0                |
| Chamber PR / Marketing           | 0               | 0              | 6,750          | 5,138              | 0                | 5,138            | 14,171           |
| Chamber Activities - Commun...   | 0               | 0              | 0              | 0                  | 0                | 0                | 195              |
| Allocated Administrative Over... | 83,808          | 0              | 29,751         | 355,012            | 0                | 355,012          | 234,226          |
| <b>Total Operating Expe...</b>   | <b>373,376</b>  | <b>183,602</b> | <b>316,134</b> | <b>2,615,802</b>   | <b>2,098,030</b> | <b>517,772</b>   | <b>1,983,188</b> |
| <b>Net Operating Income</b>      | <b>(10,092)</b> | <b>179,974</b> | <b>210,437</b> | <b>(912,160)</b>   | <b>(394,096)</b> | <b>(518,064)</b> | <b>(397,430)</b> |
| <b>Other Expense/Inco...</b>     |                 |                |                |                    |                  |                  |                  |
| <b>Net Income</b>                | <b>(10,092)</b> | <b>179,974</b> | <b>210,437</b> | <b>(912,160)</b>   | <b>(394,096)</b> | <b>(518,064)</b> | <b>(397,430)</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:02 Zone 1

3 of 14  
1/22/2026  
9:57 PM

|                                  | Dec 2025       |                | Prior Y...     | Fiscal 2025/26 YTD |                  | Variance         | Prior Year      |
|----------------------------------|----------------|----------------|----------------|--------------------|------------------|------------------|-----------------|
|                                  | Actual         | Budget         |                | Actual             | Budget           |                  |                 |
| <b>Revenues</b>                  |                |                |                |                    |                  |                  |                 |
| Revenues                         | 102,494        | 102,494        | 148,443        | 480,348            | 480,348          | 0                | 447,032         |
| <b>Total Revenues</b>            | <b>102,494</b> | <b>102,494</b> | <b>148,443</b> | <b>480,348</b>     | <b>480,348</b>   | <b>0</b>         | <b>447,032</b>  |
| <b>Gross Profit</b>              | <b>102,494</b> | <b>102,494</b> | <b>148,443</b> | <b>480,348</b>     | <b>480,348</b>   | <b>0</b>         | <b>447,032</b>  |
| <b>Operating Expenses</b>        |                |                |                |                    |                  |                  |                 |
| Salaries & Wage Expense          | 6,582          | 14,646         | 3,949          | 42,142             | 87,878           | (45,736)         | 35,837          |
| Rent & Utilities                 | 270            | 230            | 541            | 2,657              | 1,380            | 1,276            | 2,990           |
| Repairs & Maintenance            | 0              | 57             | 0              | 0                  | 171              | (171)            | 0               |
| Telephone & Internet             | 0              | 37             | 0              | 0                  | 225              | (225)            | 0               |
| Supplies                         | 0              | 155            | 0              | 0                  | 929              | (929)            | 0               |
| Taxes, Licenses, Fees            | 0              | 27             | 0              | 0                  | 164              | (164)            | 0               |
| Dues & Subscriptions             | 0              | 18             | 0              | 0                  | 110              | (110)            | 0               |
| Staff Expenses                   | 0              | 155            | 0              | 0                  | 929              | (929)            | 0               |
| Event Sponsorships               | 0              | 10,000         | 0              | 0                  | 197,500          | (197,500)        | 52,840          |
| Business Assn Grant Funding      | 0              | 0              | 58,586         | 174,800            | 0                | 174,800          | 223,066         |
| Grant Funding - Sponsorship      | 0              | 21,311         | 0              | 201,068            | 127,866          | 73,202           | 80,072          |
| Grant Funding - First Annual     | 4,727          | 13,272         | 0              | 55,598             | 79,632           | (24,034)         | 52,884          |
| Grant Funding - Second Annu...   | 0              | 18,333         | 0              | 0                  | 110,000          | (110,000)        | 0               |
| Chamber PR / Marketing           | 0              | 7,083          | 0              | 0                  | 42,500           | (42,500)         | 0               |
| Allocated Administrative Over... | 3,351          | 0              | 5,371          | 60,751             | 0                | 60,751           | 43,935          |
| <b>Total Operating Expe...</b>   | <b>14,930</b>  | <b>85,326</b>  | <b>68,447</b>  | <b>537,016</b>     | <b>649,283</b>   | <b>(112,267)</b> | <b>491,624</b>  |
| <b>Net Operating Income</b>      | <b>87,564</b>  | <b>17,168</b>  | <b>79,996</b>  | <b>(56,668)</b>    | <b>(168,935)</b> | <b>112,268</b>   | <b>(44,592)</b> |
| <b>Other Expense/Inco...</b>     |                |                |                |                    |                  |                  |                 |
| <b>Net Income</b>                | <b>87,564</b>  | <b>17,168</b>  | <b>79,996</b>  | <b>(56,668)</b>    | <b>(168,935)</b> | <b>112,268</b>   | <b>(44,592)</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:03 Visitors Center

4 of 14

1/22/2026

9:57 PM

|                                  | Dec 2025      |                | Prior Y...    | Fiscal 2025/26 YTD |                 | Variance        | Prior Year      |
|----------------------------------|---------------|----------------|---------------|--------------------|-----------------|-----------------|-----------------|
|                                  | Actual        | Budget         |               | Actual             | Budget          |                 |                 |
| <b>Revenues</b>                  |               |                |               |                    |                 |                 |                 |
| Revenues                         | 50,555        | 50,555         | 73,219        | 236,930            | 236,930         | 1               | 220,498         |
| Retail Revenue                   | (5,136)       | 13,333         | 11,176        | 87,996             | 80,000          | 7,996           | 108,033         |
| <b>Total Revenues</b>            | <b>45,419</b> | <b>63,888</b>  | <b>84,395</b> | <b>324,926</b>     | <b>316,930</b>  | <b>7,996</b>    | <b>328,531</b>  |
| COGS - Retail                    | 672           | 6,667          | 4,531         | 50,347             | 40,000          | 10,347          | 50,538          |
| <b>Total Cost of Goods S...</b>  | <b>672</b>    | <b>6,667</b>   | <b>4,531</b>  | <b>50,347</b>      | <b>40,000</b>   | <b>10,347</b>   | <b>50,538</b>   |
| <b>Gross Profit</b>              | <b>44,748</b> | <b>57,221</b>  | <b>79,864</b> | <b>274,579</b>     | <b>276,930</b>  | <b>(2,350)</b>  | <b>277,992</b>  |
| <b>Operating Expenses</b>        |               |                |               |                    |                 |                 |                 |
| Salaries & Wage Expense          | 17,802        | 31,019         | 19,168        | 155,782            | 186,117         | (30,334)        | 144,359         |
| Rent & Utilities                 | 5,176         | 10,638         | 9,548         | 52,037             | 63,825          | (11,788)        | 58,744          |
| Repairs & Maintenance            | 2,754         | 2,557          | 540           | 9,345              | 15,342          | (5,997)         | 2,645           |
| Telephone & Internet             | 0             | 150            | 0             | 50                 | 899             | (849)           | 50              |
| Supplies                         | 2,360         | 519            | 2,106         | 13,038             | 3,114           | 9,924           | 14,847          |
| Taxes, Licenses, Fees            | 1,497         | 27             | 0             | 2,522              | 164             | 2,358           | 0               |
| Credit Card Fees                 | 0             | 0              | 0             | 0                  | 0               | 0               | 187             |
| Dues & Subscriptions             | 0             | 18             | 0             | 0                  | 110             | (110)           | 0               |
| Associate Relations              | 0             | 0              | 0             | 272                | 0               | 272             | 115             |
| Staff Expenses                   | 0             | 144            | 12            | 874                | 864             | 10              | 676             |
| Equipment Support & Mainten...   | 1,631         | 0              | 0             | 1,631              | 0               | 1,631           | 536             |
| Depreciation                     | 1,007         | 4,167          | 6,393         | 38,119             | 25,000          | 13,119          | 32,534          |
| Events & Activities              | 0             | 0              | 5,500         | 0                  | 0               | 0               | 6,936           |
| Grant Funding - Sponsorship      | 0             | 2,083          | 0             | 0                  | 12,498          | (12,498)        | 0               |
| Grant Funding - First Annual     | 0             | 5,918          | 0             | 0                  | 35,508          | (35,508)        | 0               |
| Grant Funding - Second Annu...   | 0             | 4,167          | 0             | 0                  | 25,002          | (25,002)        | 0               |
| Allocated Administrative Over... | 9,327         | 0              | 3,684         | 43,384             | 0               | 43,384          | 35,573          |
| <b>Total Operating Expe...</b>   | <b>41,553</b> | <b>61,407</b>  | <b>46,952</b> | <b>317,054</b>     | <b>368,442</b>  | <b>(51,387)</b> | <b>297,202</b>  |
| <b>Net Operating Income</b>      | <b>3,194</b>  | <b>(4,186)</b> | <b>32,912</b> | <b>(42,475)</b>    | <b>(91,512)</b> | <b>49,037</b>   | <b>(19,210)</b> |
| <b>Other Expense/&lt;Inco...</b> |               |                |               |                    |                 |                 |                 |
| <b>Net Income</b>                | <b>3,194</b>  | <b>(4,186)</b> | <b>32,912</b> | <b>(42,475)</b>    | <b>(91,512)</b> | <b>49,037</b>   | <b>(19,210)</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:04 Business Support

5 of 14  
1/22/2026  
9:57 PM

|                                  | Dec 2025      |                 | Prior Y...    | Fiscal 2025/26 YTD |                  | Variance         | Prior Year      |
|----------------------------------|---------------|-----------------|---------------|--------------------|------------------|------------------|-----------------|
|                                  | Actual        | Budget          |               | Actual             | Budget           |                  |                 |
| <b>Revenues</b>                  |               |                 |               |                    |                  |                  |                 |
| Revenues                         | 38,089        | 38,089          | 55,164        | 178,507            | 178,506          | 1                | 166,126         |
| <b>Total Revenues</b>            | <b>38,089</b> | <b>38,089</b>   | <b>55,164</b> | <b>178,507</b>     | <b>178,506</b>   | <b>1</b>         | <b>166,126</b>  |
| <b>Gross Profit</b>              | <b>38,089</b> | <b>38,089</b>   | <b>55,164</b> | <b>178,507</b>     | <b>178,506</b>   | <b>1</b>         | <b>166,126</b>  |
| <b>Operating Expenses</b>        |               |                 |               |                    |                  |                  |                 |
| Salaries & Wage Expense          | 10,321        | 20,468          | 12,817        | 98,947             | 122,808          | (23,862)         | 86,297          |
| Rent & Utilities                 | 312           | 1,161           | 629           | 3,096              | 6,966            | (3,870)          | 3,492           |
| Repairs & Maintenance            | 0             | 62              | 0             | 0                  | 371              | (371)            | 0               |
| Telephone & Internet             | 0             | 162             | 50            | 0                  | 974              | (974)            | 100             |
| Supplies                         | 0             | 246             | 0             | 34                 | 1,475            | (1,441)          | 0               |
| Mail                             | 0             | 0               | 0             | 50                 | 0                | 50               | 35              |
| Taxes, Licenses, Fees            | 0             | 27              | 0             | 42                 | 164              | (122)            | 0               |
| Credit Card Fees                 | 0             | 0               | 0             | 0                  | 0                | 0                | 30              |
| Dues & Subscriptions             | 887           | 18              | 803           | 6,137              | 110              | 6,027            | 4,815           |
| Staff Expenses                   | 130           | 182             | 226           | 1,241              | 1,092            | 148              | 3,286           |
| Board Functions                  | 0             | 0               | 115           | 0                  | 0                | 0                | 512             |
| Professional Fees                | 0             | 0               | 0             | 0                  | 0                | 0                | 5,148           |
| Event Sponsorships               | 0             | 0               | (1,500)       | 0                  | 0                | 0                | 0               |
| Business Assn Grant Funding      | 0             | 30,083          | 14,647        | 43,699             | 180,500          | (136,801)        | 68,877          |
| Grant Funding - Sponsorship      | 0             | 2,083           | 0             | 0                  | 12,498           | (12,498)         | 0               |
| Grant Funding - Second Annu...   | 0             | 2,083           | 0             | 0                  | 12,498           | (12,498)         | 0               |
| Chamber Activities               | 0             | 2,500           | 0             | 0                  | 15,000           | (15,000)         | 0               |
| Allocated Administrative Over... | 3,372         | 0               | 2,366         | 22,362             | 0                | 22,362           | 14,944          |
| <b>Total Operating Expe...</b>   | <b>15,023</b> | <b>59,076</b>   | <b>30,151</b> | <b>175,608</b>     | <b>354,455</b>   | <b>(178,847)</b> | <b>187,535</b>  |
| <b>Net Operating Income</b>      | <b>23,066</b> | <b>(20,987)</b> | <b>25,013</b> | <b>2,899</b>       | <b>(175,949)</b> | <b>178,848</b>   | <b>(21,409)</b> |
| <b>Other Expense/&lt;Inco...</b> |               |                 |               |                    |                  |                  |                 |
| <b>Net Income</b>                | <b>23,066</b> | <b>(20,987)</b> | <b>25,013</b> | <b>2,899</b>       | <b>(175,949)</b> | <b>178,848</b>   | <b>(21,409)</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:05 Economic Development

6 of 14  
1/22/2026  
9:57 PM

|                                  | Dec 2025        |                 | Prior Y...      | Fiscal 2025/26 YTD |                  | Variance         | Prior Year       |
|----------------------------------|-----------------|-----------------|-----------------|--------------------|------------------|------------------|------------------|
|                                  | Actual          | Budget          |                 | Actual             | Budget           |                  |                  |
| <b>Revenues</b>                  |                 |                 |                 |                    |                  |                  |                  |
| Revenues                         | 52,632          | 52,632          | 76,228          | 246,667            | 246,667          | 0                | 229,560          |
| <b>Total Revenues</b>            | <b>52,632</b>   | <b>52,632</b>   | <b>76,228</b>   | <b>246,667</b>     | <b>246,667</b>   | <b>0</b>         | <b>229,560</b>   |
| <b>Gross Profit</b>              | <b>52,632</b>   | <b>52,632</b>   | <b>76,228</b>   | <b>246,667</b>     | <b>246,667</b>   | <b>0</b>         | <b>229,560</b>   |
| <b>Operating Expenses</b>        |                 |                 |                 |                    |                  |                  |                  |
| Salaries & Wage Expense          | 7,952           | 37,193          | 5,142           | 52,305             | 223,157          | (170,852)        | 44,786           |
| Rent & Utilities                 | 392             | 537             | 780             | 3,825              | 6,021            | (2,196)          | 4,314            |
| Repairs & Maintenance            | 0               | 100             | 0               | 0                  | 399              | (399)            | 0                |
| Telephone & Internet             | 0               | 87              | 0               | 0                  | 525              | (525)            | 0                |
| Supplies                         | 0               | 205             | 0               | 0                  | 1,229            | (1,229)          | 0                |
| Taxes, Licenses, Fees            | 0               | 27              | 0               | 0                  | 164              | (164)            | 0                |
| Dues & Subscriptions             | 0               | 18              | 0               | 0                  | 110              | (110)            | 0                |
| Staff Expenses                   | 0               | 109             | 0               | 0                  | 656              | (656)            | 0                |
| Grant Funding - Sponsorship      | 0               | 25,000          | 142,000         | 247,017            | 150,000          | 97,017           | 485,567          |
| Grant Funding - Flex             | 0               | 9,167           | 0               | 106,145            | 55,002           | 51,143           | 0                |
| Grant Funding - First Annual     | (48,688)        | 15,833          | 0               | 203,332            | 94,998           | 108,334          | 92,504           |
| Grant Funding - Second Annu...   | 4,055           | 16,667          | 0               | 273,736            | 100,002          | 173,734          | 0                |
| Allocated Administrative Over... | (10,503)        | 0               | 12,596          | 100,732            | 0                | 100,732          | 66,558           |
| <b>Total Operating Expe...</b>   | <b>(46,792)</b> | <b>104,943</b>  | <b>160,518</b>  | <b>987,092</b>     | <b>632,261</b>   | <b>354,830</b>   | <b>693,728</b>   |
| <b>Net Operating Income</b>      | <b>99,424</b>   | <b>(52,311)</b> | <b>(84,290)</b> | <b>(740,425)</b>   | <b>(385,594)</b> | <b>(354,831)</b> | <b>(464,168)</b> |
| <b>Other Expense/&lt;Inco...</b> |                 |                 |                 |                    |                  |                  |                  |
| <b>Net Income</b>                | <b>99,424</b>   | <b>(52,311)</b> | <b>(84,290)</b> | <b>(740,425)</b>   | <b>(385,594)</b> | <b>(354,831)</b> | <b>(464,168)</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:06 Sustainability/Mitigation

7 of 14

1/22/2026

9:57 PM

|                                  | Dec 2025      |                | Prior Y...    | Fiscal 2025/26 YTD |                 | Variance         | Prior Year    |
|----------------------------------|---------------|----------------|---------------|--------------------|-----------------|------------------|---------------|
|                                  | Actual        | Budget         |               | Actual             | Budget          |                  |               |
| <b>Revenues</b>                  |               |                |               |                    |                 |                  |               |
| Revenues                         | 22,853        | 22,853         | 33,099        | 107,104            | 107,105         | (1)              | 99,677        |
| <b>Total Revenues</b>            | <b>22,853</b> | <b>22,853</b>  | <b>33,099</b> | <b>107,104</b>     | <b>107,105</b>  | <b>(1)</b>       | <b>99,677</b> |
| <b>Gross Profit</b>              |               |                |               |                    |                 |                  |               |
|                                  | <b>22,853</b> | <b>22,853</b>  | <b>33,099</b> | <b>107,104</b>     | <b>107,105</b>  | <b>(1)</b>       | <b>99,677</b> |
| <b>Operating Expenses</b>        |               |                |               |                    |                 |                  |               |
| Salaries & Wage Expense          | 5,811         | 8,118          | 5,142         | 46,801             | 48,706          | (1,905)          | 44,786        |
| Rent & Utilities                 | 310           | 384            | 622           | 3,057              | 2,301           | 756              | 3,449         |
| Repairs & Maintenance            | 0             | 71             | 0             | 0                  | 285             | (285)            | 0             |
| Telephone & Internet             | 0             | 62             | 0             | 0                  | 375             | (375)            | 0             |
| Supplies                         | 0             | 141            | 0             | 0                  | 847             | (847)            | 0             |
| Taxes, Licenses, Fees            | 0             | 27             | 0             | 0                  | 164             | (164)            | 0             |
| Dues & Subscriptions             | 0             | 18             | 0             | 0                  | 110             | (110)            | 0             |
| Staff Expenses                   | 0             | 109            | 0             | 0                  | 656             | (656)            | 0             |
| Event Sponsorships               | 0             | 2,000          | 0             | 0                  | 30,500          | (30,500)         | 0             |
| Grant Funding - Sponsorship      | 0             | 7,500          | 0             | 0                  | 45,000          | (45,000)         | 0             |
| Grant Funding - Flex             | 0             | 9,167          | 0             | 0                  | 55,002          | (55,002)         | 0             |
| Allocated Administrative Over... | 1,772         | 0              | 491           | 7,564              | 0               | 7,564            | 6,117         |
| <b>Total Operating Expe...</b>   | <b>7,893</b>  | <b>27,598</b>  | <b>6,254</b>  | <b>57,422</b>      | <b>183,945</b>  | <b>(126,522)</b> | <b>54,352</b> |
| <b>Net Operating Income</b>      | <b>14,960</b> | <b>(4,744)</b> | <b>26,844</b> | <b>49,682</b>      | <b>(76,840)</b> | <b>126,522</b>   | <b>45,325</b> |
| <b>Other Expense/&lt;Inco...</b> |               |                |               |                    |                 |                  |               |
| <b>Net Income</b>                | <b>14,960</b> | <b>(4,744)</b> | <b>26,844</b> | <b>49,682</b>      | <b>(76,840)</b> | <b>126,522</b>   | <b>45,325</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association

NLTRA:07 Admin

8 of 14

1/22/2026

9:57 PM

|                                  | Dec 2025      |               | Prior Y...    | Fiscal 2025/26 YTD |                | Variance        | Prior Year     |
|----------------------------------|---------------|---------------|---------------|--------------------|----------------|-----------------|----------------|
|                                  | Actual        | Budget        |               | Actual             | Budget         |                 |                |
| <b>Revenues</b>                  |               |               |               |                    |                |                 |                |
| Revenues                         | 34,626        | 34,626        | 50,149        | 162,277            | 162,277        | 0               | 151,022        |
| Revenue - Interest & Investm...  | 10,410        | 4,167         | 11,940        | 50,702             | 16,575         | 34,127          | 81,611         |
| <b>Total Revenues</b>            | <b>45,036</b> | <b>38,792</b> | <b>62,088</b> | <b>212,979</b>     | <b>178,852</b> | <b>34,127</b>   | <b>232,633</b> |
| <b>Gross Profit</b>              | <b>45,036</b> | <b>38,792</b> | <b>62,088</b> | <b>212,979</b>     | <b>178,852</b> | <b>34,127</b>   | <b>232,633</b> |
| <b>Operating Expenses</b>        |               |               |               |                    |                |                 |                |
| Taxes, Licenses, Fees            | 0             | 0             | 10            | 0                  | 0              | 0               | 64             |
| Grant Funding - Sponsorship      | 0             | 7,500         | 0             | 0                  | 45,000         | (45,000)        | 0              |
| Grant Funding - First Annual     | 0             | 7,500         | 0             | 0                  | 45,000         | (45,000)        | 0              |
| Grant Funding - Second Annu...   | 0             | 8,333         | 0             | 0                  | 49,998         | (49,998)        | 0              |
| Allocated Administrative Over... | 23,122        | 0             | 37,920        | 255,848            | 0              | 255,848         | 210,021        |
| <b>Total Operating Expe...</b>   | <b>23,122</b> | <b>23,333</b> | <b>37,930</b> | <b>255,848</b>     | <b>139,998</b> | <b>115,850</b>  | <b>210,086</b> |
| <b>Net Operating Income</b>      | <b>21,914</b> | <b>15,459</b> | <b>24,159</b> | <b>(42,869)</b>    | <b>38,854</b>  | <b>(81,722)</b> | <b>22,547</b>  |
| <b>Other Expense/Inco...</b>     |               |               |               |                    |                |                 |                |
| <b>Net Income</b>                | <b>21,914</b> | <b>15,459</b> | <b>24,159</b> | <b>(42,869)</b>    | <b>38,854</b>  | <b>(81,722)</b> | <b>22,547</b>  |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:08 County Admin Fee

9 of 14  
1/22/2026  
9:57 PM

|                                | Dec 2025      |                | Prior Y...    | Fiscal 2025/26 YTD |                 | Variance        | Prior Year    |
|--------------------------------|---------------|----------------|---------------|--------------------|-----------------|-----------------|---------------|
|                                | Actual        | Budget         |               | Actual             | Budget          |                 |               |
| <b>Revenues</b>                |               |                |               |                    |                 |                 |               |
| Revenues                       | 13,850        | 13,850         | 20,059        | 64,910             | 64,910          | 0               | 60,408        |
| <b>Total Revenues</b>          | <b>13,850</b> | <b>13,850</b>  | <b>20,059</b> | <b>64,910</b>      | <b>64,910</b>   | <b>0</b>        | <b>60,408</b> |
| <b>Gross Profit</b>            |               |                |               |                    |                 |                 |               |
|                                | <b>13,850</b> | <b>13,850</b>  | <b>20,059</b> | <b>64,910</b>      | <b>64,910</b>   | <b>0</b>        | <b>60,408</b> |
| <b>Operating Expenses</b>      |               |                |               |                    |                 |                 |               |
| Taxes, Licenses, Fees          | 0             | 10,927         | 11,077        | 42,642             | 65,559          | (22,917)        | 45,201        |
| Grant Funding - Sponsorship    | 0             | 6,250          | 0             | 0                  | 37,500          | (37,500)        | 0             |
| Grant Funding - First Annual   | 0             | 6,250          | 0             | 0                  | 37,500          | (37,500)        | 0             |
| <b>Total Operating Expe...</b> | <b>0</b>      | <b>23,427</b>  | <b>11,077</b> | <b>42,642</b>      | <b>140,559</b>  | <b>(97,917)</b> | <b>45,201</b> |
| <b>Net Operating Income</b>    | <b>13,850</b> | <b>(9,576)</b> | <b>8,982</b>  | <b>22,268</b>      | <b>(75,649)</b> | <b>97,917</b>   | <b>15,207</b> |
| <b>Other Expense/Inco...</b>   |               |                |               |                    |                 |                 |               |
| <b>Net Income</b>              | <b>13,850</b> | <b>(9,576)</b> | <b>8,982</b>  | <b>22,268</b>      | <b>(75,649)</b> | <b>97,917</b>   | <b>15,207</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:09 Contingency/Reserve

10 of 14  
1/22/2026  
9:57 PM

|                                  | Dec 2025      |                 | Prior Y...    | Fiscal 2025/26 YTD |                  | Variance         | Prior Year    |
|----------------------------------|---------------|-----------------|---------------|--------------------|------------------|------------------|---------------|
|                                  | Actual        | Budget          |               | Actual             | Budget           |                  |               |
| <b>Revenues</b>                  |               |                 |               |                    |                  |                  |               |
| Revenues                         | 13,850        | 13,850          | 20,059        | 64,910             | 64,910           | 0                | 60,408        |
| <b>Total Revenues</b>            | <b>13,850</b> | <b>13,850</b>   | <b>20,059</b> | <b>64,910</b>      | <b>64,910</b>    | <b>0</b>         | <b>60,408</b> |
| <b>Gross Profit</b>              |               |                 |               |                    |                  |                  |               |
|                                  | <b>13,850</b> | <b>13,850</b>   | <b>20,059</b> | <b>64,910</b>      | <b>64,910</b>    | <b>0</b>         | <b>60,408</b> |
| <b>Operating Expenses</b>        |               |                 |               |                    |                  |                  |               |
| Grant Funding - Sponsorship      | 0             | 15,449          | 0             | 0                  | 92,694           | (92,694)         | 0             |
| Grant Funding - First Annual     | 0             | 19,500          | 0             | 0                  | 117,000          | (117,000)        | 0             |
| Grant Funding - Second Annu...   | 0             | 9,634           | 0             | 0                  | 57,804           | (57,804)         | 0             |
| <b>Total Operating Expe...</b>   | <b>0</b>      | <b>44,583</b>   | <b>0</b>      | <b>0</b>           | <b>267,498</b>   | <b>(267,498)</b> | <b>0</b>      |
| <b>Net Operating Income</b>      | <b>13,850</b> | <b>(30,733)</b> | <b>20,059</b> | <b>64,910</b>      | <b>(202,588)</b> | <b>267,498</b>   | <b>60,408</b> |
| <b>Other Expense/&lt;Inco...</b> |               |                 |               |                    |                  |                  |               |
| <b>Net Income</b>                | <b>13,850</b> | <b>(30,733)</b> | <b>20,059</b> | <b>64,910</b>      | <b>(202,588)</b> | <b>267,498</b>   | <b>60,408</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:10 CAP/TOT/ Housing&Trans

11 of 14

1/22/2026

9:57 PM

|                                | Dec 2025        |               | Prior Y...      | Fiscal 2025/26 YTD |               | Variance         | Prior Year      |
|--------------------------------|-----------------|---------------|-----------------|--------------------|---------------|------------------|-----------------|
|                                | Actual          | Budget        |                 | Actual             | Budget        |                  |                 |
| <b>Revenues</b>                |                 |               |                 |                    |               |                  |                 |
| Revenue - Other                | 0               | 12,500        | 0               | 0                  | 75,000        | (75,000)         | 0               |
| <b>Total Revenues</b>          | <b>0</b>        | <b>12,500</b> | <b>0</b>        | <b>0</b>           | <b>75,000</b> | <b>(75,000)</b>  | <b>0</b>        |
| <b>Gross Profit</b>            |                 |               |                 |                    |               |                  |                 |
|                                | <b>0</b>        | <b>12,500</b> |                 | <b>0</b>           | <b>75,000</b> | <b>(75,000)</b>  | <b>0</b>        |
| <b>Operating Expenses</b>      |                 |               |                 |                    |               |                  |                 |
| Salaries & Wage Expense        | 16,845          | 12,500        | 12,328          | 104,386            | 75,000        | 29,386           | 82,477          |
| Supplies                       | 0               | 0             | 0               | 345                | 0             | 345              | 0               |
| Dues & Subscriptions           | 822             | 0             | 652             | 5,075              | 0             | 5,075            | 3,914           |
| Staff Expenses                 | 0               | 0             | 0               | 256                | 0             | 256              | 1,312           |
| Board Functions                | 0               | 0             | 300             | 2,703              | 0             | 2,703            | 300             |
| <b>Total Operating Expe...</b> | <b>17,667</b>   | <b>12,500</b> | <b>13,280</b>   | <b>112,765</b>     | <b>75,000</b> | <b>37,765</b>    | <b>88,004</b>   |
| <b>Net Operating Income</b>    | <b>(17,667)</b> | <b>0</b>      | <b>(13,280)</b> | <b>(112,765)</b>   | <b>0</b>      | <b>(112,765)</b> | <b>(88,004)</b> |
| <b>Other Expense/Inco...</b>   |                 |               |                 |                    |               |                  |                 |
| <b>Net Income</b>              | <b>(17,667)</b> | <b>0</b>      | <b>(13,280)</b> | <b>(112,765)</b>   | <b>0</b>      | <b>(112,765)</b> | <b>(88,004)</b> |

# PL - Budget vs Actual

North Lake Tahoe Resort Association

NLTRA:11 Chamber

12 of 14

1/22/2026

9:57 PM

|                                  | Dec 2025     |                | Prior Y... | Fiscal 2025/26 YTD |                 | Variance        | Prior Year     |
|----------------------------------|--------------|----------------|------------|--------------------|-----------------|-----------------|----------------|
|                                  | Actual       | Budget         |            | Actual             | Budget          |                 |                |
| <b>Revenues</b>                  |              |                |            |                    |                 |                 |                |
| Special Events Revenue           | 0            | 0              | 0          | 61,464             | 0               | 61,464          | 0              |
| Chamber Revenue - Member...      | 4,103        | 2,083          | 452        | 20,880             | 12,500          | 8,380           | 3,423          |
| <b>Total Revenues</b>            | <b>4,103</b> | <b>2,083</b>   | <b>452</b> | <b>82,344</b>      | <b>12,500</b>   | <b>69,843</b>   | <b>3,423</b>   |
| COGS - Events                    | 3,219        | 0              | 0          | 60,928             | 0               | 60,928          | 0              |
| <b>Total Cost of Goods S...</b>  | <b>3,219</b> | <b>0</b>       | <b>0</b>   | <b>60,928</b>      | <b>0</b>        | <b>60,928</b>   | <b>0</b>       |
| <b>Gross Profit</b>              | <b>884</b>   | <b>2,083</b>   | <b>452</b> | <b>21,415</b>      | <b>12,500</b>   | <b>8,915</b>    | <b>3,423</b>   |
| <b>Operating Expenses</b>        |              |                |            |                    |                 |                 |                |
| Rent & Utilities                 | 0            | 0              | 0          | 449                | 0               | 449             | 0              |
| Supplies                         | 238          | 0              | 0          | 2,869              | 0               | 2,869           | 52             |
| Taxes, Licenses, Fees            | 0            | 0              | 0          | 976                | 0               | 976             | 90             |
| Dues & Subscriptions             | 0            | 0              | 0          | 225                | 0               | 225             | 0              |
| Staff Expenses                   | 34           | 0              | 0          | 871                | 0               | 871             | 0              |
| Board Functions                  | 0            | 0              | 0          | 0                  | 0               | 0               | 720            |
| Events & Activities              | 75           | 0              | 0          | 75                 | 0               | 75              | 0              |
| Chamber Activities               | 0            | 5,000          | 0          | 1,238              | 30,000          | (28,763)        | 589            |
| Chamber Activities - Member...   | 0            | 0              | 0          | 0                  | 0               | 0               | 8,000          |
| Chamber PR / Marketing           | 0            | 0              | 0          | 530                | 0               | 530             | 0              |
| <b>Total Operating Expe...</b>   | <b>347</b>   | <b>5,000</b>   | <b>0</b>   | <b>7,233</b>       | <b>30,000</b>   | <b>(22,767)</b> | <b>9,451</b>   |
| <b>Net Operating Income</b>      | <b>537</b>   | <b>(2,917)</b> | <b>452</b> | <b>14,183</b>      | <b>(17,500)</b> | <b>31,683</b>   | <b>(6,029)</b> |
| <b>Other Expense/&lt;Inco...</b> |              |                |            |                    |                 |                 |                |
| <b>Net Income</b>                | <b>537</b>   | <b>(2,917)</b> | <b>452</b> | <b>14,183</b>      | <b>(17,500)</b> | <b>31,683</b>   | <b>(6,029)</b> |

## PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:13 Housing Hub

13 of 14  
1/22/2026  
9:57 PM

|                                  | Dec 2025 |          |                | Fiscal 2025/26 YTD |          |          | Variance        | Prior Year |
|----------------------------------|----------|----------|----------------|--------------------|----------|----------|-----------------|------------|
|                                  | Actual   | Budget   | Prior Y...     | Actual             | Budget   |          |                 |            |
| <b>Revenues</b>                  |          |          |                |                    |          |          |                 |            |
| <b>Operating Expenses</b>        |          |          |                |                    |          |          |                 |            |
| Salaries & Wage Expense          | 0        | 0        | 4,007          | 0                  | 0        | 0        | 29,183          |            |
| <b>Total Operating Expe...</b>   | <b>0</b> | <b>0</b> | <b>4,007</b>   | <b>0</b>           | <b>0</b> | <b>0</b> | <b>29,183</b>   |            |
| Net Operating Income             | 0        | 0        | (4,007)        | 0                  | 0        | 0        | (29,183)        |            |
| <b>Other Expense/&lt;Inco...</b> |          |          |                |                    |          |          |                 |            |
| <b>Net Income</b>                | <b>0</b> | <b>0</b> | <b>(4,007)</b> | <b>0</b>           | <b>0</b> | <b>0</b> | <b>(29,183)</b> |            |

# PL - Budget vs Actual

North Lake Tahoe Resort Association

NLTRA:12 Admin OH

14 of 14

1/22/2026

9:57 PM

|                                  | Dec 2025        |                  |            | Fiscal 2025/26 YTD |                  |                  | Variance  | Prior Year |  |  |
|----------------------------------|-----------------|------------------|------------|--------------------|------------------|------------------|-----------|------------|--|--|
|                                  | Actual          | Budget           | Prior Y... | Actual             | Budget           |                  |           |            |  |  |
| <b>Revenues</b>                  |                 |                  |            |                    |                  |                  |           |            |  |  |
| <b>Operating Expenses</b>        |                 |                  |            |                    |                  |                  |           |            |  |  |
| Salaries & Wage Expense          | 89,940          | 75,863           | 47,046     | 510,496            | 455,175          | 55,321           | 360,598   |            |  |  |
| Rent & Utilities                 | 4,376           | 3,582            | 5,247      | 27,603             | 21,494           | 6,110            | 26,216    |            |  |  |
| Repairs & Maintenance            | 214             | 1,515            | 840        | 12,494             | 9,089            | 3,405            | 9,819     |            |  |  |
| Telephone & Internet             | 3,004           | 785              | 1,351      | 15,203             | 4,707            | 10,496           | 9,617     |            |  |  |
| Supplies                         | 845             | 1,182            | 1,296      | 10,702             | 7,091            | 3,611            | 19,757    |            |  |  |
| Mail                             | 330             | 0                | 25         | 9,682              | 0                | 9,682            | 33        |            |  |  |
| Taxes, Licenses, Fees            | 4,001           | 428              | 7,484      | 22,690             | 2,568            | 20,122           | 15,817    |            |  |  |
| Credit Card Fees                 | 14              | 0                | 120        | 16                 | 0                | 16               | 1,021     |            |  |  |
| Dues & Subscriptions             | 6,057           | 1,671            | 6,888      | 49,675             | 10,023           | 39,652           | 52,301    |            |  |  |
| Insurance/Bonding                | 718             | 1,368            | (7)        | 17,583             | 8,208            | 9,375            | 7,556     |            |  |  |
| Associate Relations              | 103             | 0                | 0          | 1,319              | 0                | 1,319            | 1,211     |            |  |  |
| Staff Expenses                   | 6,904           | 3,112            | 327        | 26,186             | 18,669           | 7,517            | 13,320    |            |  |  |
| Board Functions                  | 971             | 2,185            | 689        | 8,407              | 13,113           | (4,706)          | 10,097    |            |  |  |
| Professional Fees                | 1,354           | 12,500           | 15,364     | 61,934             | 75,000           | (13,066)         | 48,453    |            |  |  |
| Research & Planning              | 1,385           | 0                | 0          | 1,385              | 0                | 1,385            | 0         |            |  |  |
| Equipment Support & Mainten...   | 8,820           | 4,000            | 5,269      | 63,307             | 24,000           | 39,307           | 34,125    |            |  |  |
| Depreciation                     | 239             | 0                | 239        | 1,671              | 0                | 1,671            | 1,432     |            |  |  |
| Event Sponsorships               | 0               | 0                | 0          | 5,000              | 0                | 5,000            | 0         |            |  |  |
| Business Assn Grant Funding      | 0               | 2,917            | 0          | 0                  | 17,500           | (17,500)         | 0         |            |  |  |
| Chamber Activities - Member...   | 300             | 0                | 0          | 300                | 0                | 300              | 0         |            |  |  |
| Allocated Administrative Over... | (114,249)       | 0                | (92,178)   | (845,653)          | 0                | (845,653)        | (611,374) |            |  |  |
| <b>Total Operating Expe...</b>   | <b>15,324</b>   | <b>111,106</b>   | <b>0</b>   | <b>0</b>           | <b>666,636</b>   | <b>(666,636)</b> | <b>0</b>  |            |  |  |
| <b>Net Operating Income</b>      | <b>(15,324)</b> | <b>(111,106)</b> | <b>0</b>   | <b>0</b>           | <b>(666,636)</b> | <b>666,636</b>   | <b>0</b>  |            |  |  |
| <b>Other Expense/Inco...</b>     |                 |                  |            |                    |                  |                  |           |            |  |  |
| <b>Net Income</b>                | <b>(15,324)</b> | <b>(111,106)</b> | <b>0</b>   | <b>0</b>           | <b>(666,636)</b> | <b>666,636</b>   | <b>0</b>  |            |  |  |

**North Lake Tahoe Marketing Cooperative**

Preliminary

Financial Statements for the Period Ending

December 31, 2025

**Balance Sheet Comparison**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
As of December 31, 2025

| DISTRIBUTION ACCOUNT                       | TOTAL                   |                              |                      |                 |
|--|-------------------------|------------------------------|----------------------|-----------------|
|  | AS OF DECEMBER 31, 2025 | AS OF DECEMBER 31, 2024 (PY) | \$ CHANGE (PY)       | % CHANGE (PY)   |
| <b>Assets</b>                              |                         |                              |                      |                 |
| <b>Current Assets</b>                      |                         |                              |                      |                 |
| <b>Bank Accounts</b>                       |                         |                              |                      |                 |
| 1000-00 Cash...9347                        | 19,135.04               | 143,598.17                   | -124,463.13          | -86.67 %        |
| <b>Total for Bank Accounts</b>             | <b>\$19,135.04</b>      | <b>\$143,598.17</b>          | <b>-\$124,463.13</b> | <b>-86.67 %</b> |
| <b>Accounts Receivable</b>                 |                         |                              |                      |                 |
| 1200-00 Accounts Receivable                | 45,833.00               | 0.00                         | 45,833.00            |                 |
| <b>Total for Accounts Receivable</b>       | <b>\$45,833.00</b>      | <b>\$0.00</b>                | <b>\$45,833.00</b>   |                 |
| <b>Other Current Assets</b>                |                         |                              |                      |                 |
| 1200-99 Accounts Receivable - Other        | 0.00                    | 4,470.16                     | -4,470.16            | -100.0 %        |
| 1350-00 Security Deposits                  | 100.00                  | 100.00                       | 0.00                 | 0.0 %           |
| <b>Total for Other Current Assets</b>      | <b>\$100.00</b>         | <b>\$4,570.16</b>            | <b>-\$4,470.16</b>   | <b>-97.81 %</b> |
| <b>Total for Current Assets</b>            | <b>\$65,068.04</b>      | <b>\$148,168.33</b>          | <b>-\$83,100.29</b>  | <b>-56.09 %</b> |
| <b>Fixed Assets</b>                        |                         |                              |                      |                 |
| <b>Other Assets</b>                        |                         |                              |                      |                 |
| 1400-00 Prepaid Expenses                   | 23,633.34               | 32,757.53                    | -9,124.19            | -27.85 %        |
| <b>Total for Other Assets</b>              | <b>\$23,633.34</b>      | <b>\$32,757.53</b>           | <b>-\$9,124.19</b>   | <b>-27.85 %</b> |
| <b>Total for Assets</b>                    | <b>\$88,701.38</b>      | <b>\$180,925.86</b>          | <b>-\$92,224.48</b>  | <b>-50.97 %</b> |
| <b>Liabilities and Equity</b>              |                         |                              |                      |                 |
| <b>Liabilities</b>                         |                         |                              |                      |                 |
| <b>Current Liabilities</b>                 |                         |                              |                      |                 |
| <b>Accounts Payable</b>                    |                         |                              |                      |                 |
| 2000-00 Accounts Payable                   | 43,357.30               | 69,167.37                    | -25,810.07           | -37.32 %        |
| <b>Total for Accounts Payable</b>          | <b>\$43,357.30</b>      | <b>\$69,167.37</b>           | <b>-\$25,810.07</b>  | <b>-37.32 %</b> |
| <b>Credit Cards</b>                        |                         |                              |                      |                 |
| <b>Other Current Liabilities</b>           |                         |                              |                      |                 |
| 2400-00 Suspense                           | 100.00                  | 100.00                       | 0.00                 | 0.0 %           |
| <b>Total for Other Current Liabilities</b> | <b>\$100.00</b>         | <b>\$100.00</b>              | <b>\$0.00</b>        | <b>0.0 %</b>    |
| <b>Total for Current Liabilities</b>       | <b>\$43,457.30</b>      | <b>\$69,267.37</b>           | <b>-\$25,810.07</b>  | <b>-37.26 %</b> |
| <b>Long-term Liabilities</b>               |                         |                              |                      |                 |
| <b>Total for Liabilities</b>               | <b>\$43,457.30</b>      | <b>\$69,267.37</b>           | <b>-\$25,810.07</b>  | <b>-37.26 %</b> |
| <b>Equity</b>                              |                         |                              |                      |                 |
| 32000 Unrestricted Net Assets              | 14,951.78               | 94,063.11                    | -79,111.33           | -84.1 %         |
| Net Income                                 | 30,292.30               | 17,595.38                    | 12,696.92            | 72.16 %         |
| <b>Total for Equity</b>                    | <b>\$45,244.08</b>      | <b>\$111,658.49</b>          | <b>-\$66,414.41</b>  | <b>-59.48 %</b> |
| <b>Total for Liabilities and Equity</b>    | <b>\$88,701.38</b>      | <b>\$180,925.86</b>          | <b>-\$92,224.48</b>  | <b>-50.97 %</b> |

# A/R Aging Summary Report

## NORTH LAKE TAHOE MARKETING COOPERATIVE

As of December 31, 2025

| CUSTOMER                                 | CURRENT          | 1 - 30 | 31 - 60 | 61 - 90 | 91 AND OVER | TOTAL              |
|--|------------------|--------|---------|---------|-------------|--------------------|
| Travel North Tahoe Nevada formerly IVCBV | 45,833.00        |        |         |         |             | 45,833.00          |
| <b>TOTAL</b>                             | <b>45,833.00</b> |        |         |         |             | <b>\$45,833.00</b> |

**A/P Aging Summary Report**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
As of December 31, 2025

| VENDOR                                    | CURRENT         | 1 - 30           | 31 - 60 | 61 - 90 | 91 AND OVER      | TOTAL              |
|---|-----------------|------------------|---------|---------|------------------|--------------------|
| Canuckiwi LTD                             |                 | 8,095.30         |         |         |                  | 8,095.30           |
| Destination Reps                          | 2,200.00        |                  |         |         |                  | 2,200.00           |
| Gate 7 Pty Ltd*                           |                 | -3,037.50        |         |         | 3,037.50         | 0.00               |
| Jeff Hentz                                |                 | -46.48           |         |         | 46.48            | 0.00               |
| Katie Biggers                             |                 | -6.72            |         |         | 6.72             | 0.00               |
| Meetings & Incentives Worldwide, Inc.     |                 | -600.00          |         |         | 600.00           | 0.00               |
| Ski Max                                   |                 | -5,000.00        |         |         | 5,000.00         | 0.00               |
| The Office Boss                           |                 | -45.59           |         |         | 45.59            | 0.00               |
| The Ritz-Carlton, Lake Tahoe              | 33,062.00       |                  |         |         |                  | 33,062.00          |
| The Village at Squaw Creek                |                 | -750.00          |         |         | 750.00           | 0.00               |
| Truckee-North Tahoe TMA                   |                 | -749.00          |         |         | 749.00           | 0.00               |
| UC Davis Tahoe Environmental Research Cen |                 | -280.00          |         |         | 280.00           | 0.00               |
| <b>TOTAL</b>                              | <b>2,200.00</b> | <b>30,642.01</b> |         |         | <b>10,515.29</b> | <b>\$43,357.30</b> |

**Profit and Loss Comparison**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
December 1-31, 2025

| DISTRIBUTION ACCOUNT                         | TOTAL               |                          |                     |                  |
|--|---------------------|--------------------------|---------------------|------------------|
|  | DEC 1 - DEC 31 2025 | DEC 1 - DEC 31 2024 (PY) | \$ CHANGE (PY)      | % CHANGE (PY)    |
| Income                                       |                     |                          |                     |                  |
| 4000-00 LTIVCBVB Funding                     | 45,833.00           | 45,833.00                | 0.00                | 0.0 %            |
| 4001-00 NLTRA Funding                        | \$124,000.00        | \$113,750.00             | \$10,250.00         | 9.01 %           |
| 4001-01 NLTRA Funding Add-On                 |                     | 80,000.00                | -80,000.00          | -100.0 %         |
| <b>Total for 4001-00 NLTRA Funding</b>       | <b>\$124,000.00</b> | <b>\$193,750.00</b>      | <b>-\$69,750.00</b> | <b>-36.0 %</b>   |
| <b>Total for Income</b>                      | <b>\$169,833.00</b> | <b>\$239,583.00</b>      | <b>-\$69,750.00</b> | <b>-29.11 %</b>  |
| Cost of Goods Sold                           |                     |                          |                     |                  |
| <b>Gross Profit</b>                          | <b>\$169,833.00</b> | <b>\$239,583.00</b>      | <b>-\$69,750.00</b> | <b>-29.11 %</b>  |
| Expenses                                     |                     |                          |                     |                  |
| 5000-00 CONSUMER MARKETING                   |                     |                          |                     |                  |
| 5001-00 Broadcast / Radio - High Notes       | 2,911.16            |                          | 2,911.16            |                  |
| 5007-00 Creative Production                  |                     |                          |                     |                  |
| 5007-01 Creative Production                  | 7,888.75            | 1,298.75                 | 6,590.00            | 507.41 %         |
| 5007-03 Photo/Video Creative                 | 1,333.33            | 1,823.24                 | -489.91             | -26.87 %         |
| <b>Total for 5007-00 Creative Production</b> | <b>\$9,222.08</b>   | <b>\$3,121.99</b>        | <b>\$6,100.09</b>   | <b>195.39 %</b>  |
| 5010-00 Account Strategy & Management        | 7,000.00            | 7,000.00                 | 0.00                | 0.0 %            |
| 5018-00 Media Commission                     | 513.81              | 6,066.23                 | -5,552.42           | -91.53 %         |
| 5002-00 Consumer Print                       |                     | 14,700.00                | -14,700.00          | -100.0 %         |
| 5002-01 Native Display                       |                     | 5,600.00                 | -5,600.00           | -100.0 %         |
| 5005-00 Paid Social                          |                     | 4,827.96                 | -4,827.96           | -100.0 %         |
| 5005-01 Digital Display / Retargeting        |                     | 3,414.75                 | -3,414.75           | -100.0 %         |
| 5018-01 Digital Ad Serving                   |                     | 50.96                    | -50.96              | -100.0 %         |
| 5020-00 Search Engine Marketing              |                     | 12,817.48                | -12,817.48          | -100.0 %         |
| 5021-01 Stewardship Campaign                 |                     | 16,232.25                | -16,232.25          | -100.0 %         |
| <b>Total for 5000-00 CONSUMER MARKETING</b>  | <b>\$19,647.05</b>  | <b>\$73,831.62</b>       | <b>-\$54,184.57</b> | <b>-73.39 %</b>  |
| 5110-00 LEISURE SALES                        |                     |                          |                     |                  |
| 5111-00 FAMs - Domestic                      | -1,029.00           |                          | -1,029.00           |                  |
| 5131-00 FAMS -Intl - Travel Trade            | 610.67              |                          | 610.67              |                  |
| 5137-00 Co-op Opportunities                  | 28,062.00           |                          | 28,062.00           |                  |
| 5147-00 AUS / Gate 7                         | -3,037.50           |                          | -3,037.50           |                  |
| 5157-00 International Efforts                | 295.30              |                          | 295.30              |                  |
| 5112-00 Training / Sales Calls               |                     | 314.15                   | -314.15             | -100.0 %         |
| <b>Total for 5110-00 LEISURE SALES</b>       | <b>\$24,901.47</b>  | <b>\$314.15</b>          | <b>\$24,587.32</b>  | <b>7826.62 %</b> |
| 5200-00 PUBLIC RELATIONS                     |                     |                          |                     |                  |
| 5200-01 Strategy, Reporting, Mgmt, Etc.      | 7,000.00            | 6,000.00                 | 1,000.00            | 16.67 %          |
| 5202-00 PR Program/ Content Dev - Blogs      | 1,000.00            | 1,100.00                 | -100.00             | -9.09 %          |
| 5206-00 Digital Buy/ Social Media Boost      | 700.00              | 700.00                   | 0.00                | 0.0 %            |
| 5209-00 Domestic Travel Media FAMS           | 1,915.82            |                          | 1,915.82            |                  |

**Profit and Loss Comparison**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
December 1-31, 2025

| DISTRIBUTION ACCOUNT                                       | TOTAL                  |                             |                     |                  |
|--|------------------------|-----------------------------|---------------------|------------------|
|  | DEC 1 - DEC 31<br>2025 | DEC 1 - DEC 31 2024<br>(PY) | \$ CHANGE<br>(PY)   | % CHANGE<br>(PY) |
| 5210-00 Content Dev - Newsletters                          | 1,700.00               | 1,700.00                    | 0.00                | 0.0 %            |
| 5211-00 Social Media Strategy & Mgmt                       | 5,000.00               | 6,000.00                    | -1,000.00           | -16.67 %         |
| 5222-00 Media Tracking / Membership                        | 250.00                 |                             | 250.00              |                  |
| 5207-00 Content Campaigns/Tools-My Emma                    |                        | 300.00                      | -300.00             | -100.0 %         |
| <b>Total for 5200-00 PUBLIC RELATIONS</b>                  | <b>\$17,565.82</b>     | <b>\$15,800.00</b>          | <b>\$1,765.82</b>   | <b>11.18 %</b>   |
| 6000-00 CONFERENCE SALES                                   |                        |                             |                     |                  |
| 6005-00 Paid Media   | 8,750.63               | 2,199.21                    | 6,551.42            | 297.9 %          |
| 6018-00 MCC Media Commission                               | 1,544.23               | 1,344.48                    | 199.75              | 14.86 %          |
| 6152-00 Client Events / Opportunities                      | -45.59                 | 400.00                      | -445.59             | -111.4 %         |
| 6153-00 Chicago Sales Rep Support                          | 850.00                 | 2,275.00                    | -1,425.00           | -62.64 %         |
| 6018-01 MCC Digital Ad Serving                             |                        | 5.97                        | -5.97               | -100.0 %         |
| <b>Total for 6000-00 CONFERENCE SALES</b>                  | <b>\$11,099.27</b>     | <b>\$6,224.66</b>           | <b>\$4,874.61</b>   | <b>78.31 %</b>   |
| 7000-00 COMMITTED & ADMIN EXPENSES                         |                        |                             |                     |                  |
| 7002-00 CRM Subscription                                   | 158.00                 | 2,500.00                    | -2,342.00           | -93.68 %         |
| 7004-00 Research   | 8,078.00               | 2,420.83                    | 5,657.17            | 233.69 %         |
| 8600-00 Staff Industry Travel                              | 1,431.63               |                             | 1,431.63            |                  |
| 8700-00 Automobile Expense*                                | -53.20                 | 35.37                       | -88.57              | -250.41 %        |
| 5009-00 Fulfillment / Mail                                 |                        | 119.99                      | -119.99             | -100.0 %         |
| 5021-00 RASC-Reno Air Service Corp                         |                        | 8,333.34                    | -8,333.34           | -100.0 %         |
| <b>Total for 7000-00 COMMITTED &amp; ADMIN EXPENSES</b>    | <b>\$9,614.43</b>      | <b>\$13,409.53</b>          | <b>-\$3,795.10</b>  | <b>-28.3 %</b>   |
| 8000-00 WEBSITE CONTENT & MAINTENANCE                      |                        |                             |                     |                  |
| 8002-00 Content Manager Contractor                         | 4,000.00               | 4,000.00                    | 0.00                | 0.0 %            |
| 8003-00 Website Hosting Maintenance                        | 178.00                 | 5.00                        | 173.00              | 3460.0 %         |
| 8004-00 Website Strategy & Maintenance                     | 7,250.00               | 7,500.00                    | -250.00             | -3.33 %          |
| 8005-00 Website SEO Strategy/Maint                         | 1,000.00               | 2,700.00                    | -1,700.00           | -62.96 %         |
| <b>Total for 8000-00 WEBSITE CONTENT &amp; MAINTENANCE</b> | <b>\$12,428.00</b>     | <b>\$14,205.00</b>          | <b>-\$1,777.00</b>  | <b>-12.51 %</b>  |
| 6100-00 TRADE SHOWS  |                        |                             |                     |                  |
| 6151-00 Destination CA                                     |                        | 266.97                      | -266.97             | -100.0 %         |
| <b>Total for 6100-00 TRADE SHOWS</b>                       |                        | <b>\$266.97</b>             | <b>-\$266.97</b>    | <b>-100.0 %</b>  |
| <b>Total for Expenses</b>                                  | <b>\$95,256.04</b>     | <b>\$124,051.93</b>         | <b>-\$28,795.89</b> | <b>-23.21 %</b>  |
| <b>Net Operating Income</b>                                | <b>\$74,576.96</b>     | <b>\$115,531.07</b>         | <b>-\$40,954.11</b> | <b>-35.45 %</b>  |
| Other Income   |                        |                             |                     |                  |
| Other Expenses   |                        |                             |                     |                  |
| <b>Net Other Income</b>                                    |                        |                             |                     |                  |
| <b>Net Income</b>  | <b>\$74,576.96</b>     | <b>\$115,531.07</b>         | <b>-\$40,954.11</b> | <b>-35.45 %</b>  |

|   | Dec 2025             |                     |                      |                | YTD                    |                        |                      |                |
|---|----------------------|---------------------|----------------------|----------------|------------------------|------------------------|----------------------|----------------|
|   | Actual               | Budget              | over Budget          | % of Budget    | Actual                 | Budget                 | over Budget          | % of Budget    |
|   |                      |                     |                      |                |                        |                        |                      |                |
| Income                                  |                      |                     |                      |                | Income                 |                        |                      |                |
| 4000-00 LTIVCBVB Funding                | 45,833.00            | 45,833.00           | 0.00                 | 100.00%        | 274,998.00             | 274,998.00             | 0.00                 | 100.00%        |
| 4001-00 NLTRA Funding                   | 124,000.00           | 10,628.00           | 113,372.00           | 1166.73%       | 963,202.25             | 849,833.50             | 113,368.75           | 113.34%        |
| Total Income                            | <b>\$ 169,833.00</b> | <b>\$ 56,461.00</b> | <b>\$ 113,372.00</b> | <b>300.80%</b> | <b>\$ 1,238,200.25</b> | <b>\$ 1,124,831.50</b> | <b>\$ 113,368.75</b> | <b>110.08%</b> |
| Gross Profit                            | <b>\$ 169,833.00</b> | <b>\$ 56,461.00</b> | <b>\$ 113,372.00</b> | <b>300.80%</b> | <b>\$ 1,238,200.25</b> | <b>\$ 1,124,831.50</b> | <b>\$ 113,368.75</b> | <b>110.08%</b> |
| Expenses                                |                      |                     |                      |                | Expenses               |                        |                      |                |
| 5000-00 CONSUMER MARKETING              |                      |                     |                      |                |                        |                        |                      |                |
| 5001-00 Broadcast / Radio - High Notes  | 2,911.16             | 4,554.00            | -1,642.84            | 63.93%         | 322,169.95             | 315,334.00             | 6,835.95             | 102.17%        |
| 5007-00 Creative Production             |                      |                     |                      |                |                        |                        |                      |                |
| 5007-01 Creative Production             | 7,888.75             | 0.00                | 7,888.75             |                | 64,842.63              | 35,000.00              | 29,842.63            | 185.26%        |
| 5007-03 Photo/Video Creative            | 1,333.33             | 0.00                | 1,333.33             |                | 129,136.38             | 120,000.00             | 9,136.38             | 107.61%        |
| Total 5007-00 Creative Production       | <b>\$ 9,222.08</b>   | <b>\$ 0.00</b>      | <b>\$ 9,222.08</b>   |                | <b>\$ 193,979.01</b>   | <b>\$ 155,000.00</b>   | <b>\$ 38,979.01</b>  | <b>125.15%</b> |
| 5010-00 Account Strategy & Management   | 7,000.00             | 7,000.00            | 0.00                 | 100.00%        | 45,556.25              | 42,000.00              | 3,556.25             | 108.47%        |
| 5018-00 Media Commission                | 513.81               | 1,310.00            | -796.19              | 39.22%         | 52,375.27              | 60,877.00              | -8,501.73            | 86.03%         |
| 5018-03 Strategic Marketing Plan        |                      | 0.00                | 0.00                 |                | 10,000.00              | 10,000.00              | 0.00                 | 100.00%        |
| 5021-01 Stewardship Campaign            |                      | 2,869.00            | -2,869.00            | 0.00%          | 23,232.44              | 39,644.00              | -16,411.56           | 58.60%         |
| Total 5000-00 CONSUMER MARKETING        | <b>\$ 19,647.05</b>  | <b>\$ 15,733.00</b> | <b>\$ 3,914.05</b>   | <b>124.88%</b> | <b>\$ 647,312.92</b>   | <b>\$ 622,855.00</b>   | <b>\$ 24,457.92</b>  | <b>103.93%</b> |
| 5110-00 LEISURE SALES                   |                      |                     |                      |                |                        |                        |                      |                |
| 5107-00 Creative Production             |                      |                     | 0.00                 |                | 480.00                 | 0.00                   | 480.00               |                |
| 5111-00 FAMs - Domestic                 | -1,029.00            | 0.00                | -1,029.00            |                | 5,492.18               | 4,000.00               | 1,492.18             | 137.30%        |
| 5112-00 Training / Sales Calls          |                      | 0.00                | 0.00                 |                | 0.00                   | 1,500.00               | -1,500.00            | 0.00%          |
| 5131-00 FAMS -Intl - Travel Trade       | 610.67               | 0.00                | 610.67               |                | 1,438.04               | 1,000.00               | 438.04               | 143.80%        |
| 5137-00 Co-op Opportunities             | 28,062.00            | 0.00                | 28,062.00            |                | 62,124.00              | 60,000.00              | 2,124.00             | 103.54%        |
| 5143-00 Mountain Travel Symposium       |                      | 0.00                | 0.00                 |                | 2,945.00               | 2,945.00               | 0.00                 | 100.00%        |
| 5145-00 TIA Annual Dues                 |                      | 0.00                | 0.00                 |                | 0.00                   | 2,775.00               | -2,775.00            | 0.00%          |
| 5147-00 AUS / Gate 7                    | -3,037.50            | 0.00                | -3,037.50            |                | 16,789.00              | 19,826.00              | -3,037.00            | 84.68%         |
| 5154-00 Canada                          | 0.00                 | 0.00                | 0.00                 |                | 15,600.00              | 15,600.00              | 0.00                 | 100.00%        |
| 5155-00 California Star Program         |                      | 0.00                | 0.00                 |                | 0.00                   | 3,600.00               | -3,600.00            | 0.00%          |
| 5157-00 International Efforts           | 295.30               | 0.00                | 295.30               |                | 1,758.20               | 1,500.00               | 258.20               | 117.21%        |
| Total 5110-00 LEISURE SALES             | <b>\$ 24,901.47</b>  | <b>\$ 0.00</b>      | <b>\$ 24,901.47</b>  |                | <b>\$ 106,626.42</b>   | <b>\$ 112,746.00</b>   | <b>-\$ 6,119.58</b>  | <b>94.57%</b>  |
| 5200-00 PUBLIC RELATIONS                |                      |                     |                      |                |                        |                        |                      |                |
| 5200-01 Strategy, Reporting, Mgmt, Etc. | 7,000.00             | 7,000.00            | 0.00                 | 100.00%        | 42,000.00              | 42,000.00              | 0.00                 | 100.00%        |
| 5202-00 PR Program/ Content Dev - Blogs | 1,000.00             | 1,000.00            | 0.00                 | 100.00%        | 7,756.00               | 6,000.00               | 1,756.00             | 129.27%        |
| 5204-00 Media Mission(s)                |                      | 0.00                | 0.00                 |                | 5,000.00               | 0.00                   | 5,000.00             |                |
| 5206-00 Digital Buy/ Social Media Boost | 700.00               | 700.00              | 0.00                 | 100.00%        | 4,200.00               | 4,200.00               | 0.00                 | 100.00%        |
| 5207-00 Content Campaigns/Tools-My Emma |                      |                     | 0.00                 |                | 900.00                 | 0.00                   | 900.00               |                |
| 5209-00 Domestic Travel Media FAMS      | 1,915.82             | 0.00                | 1,915.82             |                | 5,288.02               | 12,800.00              | -7,511.98            | 41.31%         |
| 5210-00 Content Dev - Newsletters       | 1,700.00             | 1,700.00            | 0.00                 | 100.00%        | 3,400.00               | 3,400.00               | 0.00                 | 100.00%        |
| 5211-00 Social Media Strategy & Mgmt    | 5,000.00             | 5,000.00            | 0.00                 | 100.00%        | 30,000.00              | 30,000.00              | 0.00                 | 100.00%        |
| 5221-00 Photography & Video Asset Dev   |                      | 0.00                | 0.00                 |                | 12,500.00              | 12,500.00              | 0.00                 | 100.00%        |
| 5222-00 Media Tracking / Membership     | 250.00               | 250.00              | 0.00                 | 100.00%        | 1,500.00               | 1,500.00               | 0.00                 | 100.00%        |
| Total 5200-00 PUBLIC RELATIONS          | <b>\$ 17,565.82</b>  | <b>\$ 15,650.00</b> | <b>\$ 1,915.82</b>   | <b>112.24%</b> | <b>\$ 112,544.02</b>   | <b>\$ 112,400.00</b>   | <b>\$ 144.02</b>     | <b>100.13%</b> |
| 6000-00 CONFERENCE SALES                |                      |                     |                      |                |                        |                        |                      |                |
| 6004-00 Email                           |                      |                     | 0.00                 |                | 480.00                 | 0.00                   | 480.00               |                |
| 6005-00 Paid Media                      | 8,750.63             | 0.00                | 8,750.63             |                | 19,293.39              | 17,426.00              | 1,867.39             | 110.72%        |
| 6006-00 CVENT                           |                      | 0.00                | 0.00                 |                | 13,889.48              | 12,980.00              | 909.48               | 107.01%        |
| 6007-00 Creative Production             |                      | 0.00                | 0.00                 |                | 20,000.00              | 20,000.00              | 0.00                 | 100.00%        |
| 6014-00 MCC Group Incentive Program     |                      | 0.00                | 0.00                 |                | 2,000.00               | 2,000.00               | 0.00                 | 100.00%        |
| 6015-00 MCC National Memberships        |                      | 0.00                | 0.00                 |                | 125.00                 | 1,000.00               | -875.00              | 12.50%         |
| 6018-00 MCC Media Commission            | 1,544.23             | 0.00                | 1,544.23             |                | 3,458.78               | 3,076.00               | 382.78               | 112.44%        |
| 6152-00 Client Events / Opportunities   | -45.59               |                     | -45.59               |                | -45.59                 | 0.00                   | -45.59               |                |
| 6153-00 Chicago Sales Rep Support       | 850.00               | 0.00                | 850.00               |                | 1,833.08               | 0.00                   | 1,833.08             |                |
| Total 6000-00 CONFERENCE SALES          | <b>\$ 11,099.27</b>  | <b>\$ 0.00</b>      | <b>\$ 11,099.27</b>  |                | <b>\$ 61,034.14</b>    | <b>\$ 56,482.00</b>    | <b>\$ 4,552.14</b>   | <b>108.06%</b> |

|  |                     |                     |                     |                |                        |                        |                     |                |
|--|---------------------|---------------------|---------------------|----------------|------------------------|------------------------|---------------------|----------------|
| 6111-00 Site Inspections                               | 0.00                | 0.00                | 0.00                | 1,000.00       | -1,000.00              | 0.00%                  |                     |                |
| 6116-00 CalSAE Seasonal Spectacular                    | 5,000.00            | -5,000.00           | 0.00%               | 0.00           | 5,000.00               | -5,000.00              | 0.00%               |                |
| 6143-00 Connect Marketplace                            |                     | 0.00                |                     | 4,450.00       | 0.00                   | 4,450.00               |                     |                |
| 6151-00 Destination CA                                 | 0.00                | 0.00                |                     | 6,272.13       | 5,000.00               | 1,272.13               | 125.44%             |                |
| 6155-00 Connect Trade Shows                            | 0.00                | 0.00                |                     | 4,450.00       | 5,000.00               | -550.00                | 89.00%              |                |
| 6182-00 Destination Celebration                        | 0.00                | 0.00                |                     | 0.00           | 2,000.00               | -2,000.00              | 0.00%               |                |
| <b>Total 6100-00 TRADE SHOWS</b>                       | <b>\$ 0.00</b>      | <b>\$ 5,000.00</b>  | <b>-\$ 5,000.00</b> | <b>0.00%</b>   | <b>\$ 15,172.13</b>    | <b>\$ 18,000.00</b>    | <b>-\$ 2,827.87</b> | <b>84.29%</b>  |
| <b>7000-00 COMMITTED &amp; ADMIN EXPENSES</b>          |                     |                     |                     |                |                        |                        |                     |                |
| 5009-00 Fulfillment / Mail                             | 150.00              | -150.00             | 0.00%               | 462.97         | 900.00                 | -437.03                | 51.44%              |                |
| 5021-00 RASC-Reno Air Service Corp                     |                     | 0.00                |                     | 0.50           | 0.00                   | 0.50                   |                     |                |
| 5123-00 HSVC - High Sierra Visitors                    | 0.00                | 0.00                |                     | 2,500.00       | 2,500.00               | 0.00                   | 100.00%             |                |
| 5124-00 Reno Tahoe Territory Membership                | 0.00                | 0.00                |                     | 0.00           | 1,000.00               | -1,000.00              | 0.00%               |                |
| 7001-00 Miscellaneous                                  | 7,500.00            | -7,500.00           | 0.00%               | 2,333.83       | 7,500.00               | -5,166.17              | 31.12%              |                |
| 7002-00 CRM Subscription                               | 158.00              | 0.00                | 158.00              | 4,911.02       | 5,000.00               | -88.98                 | 98.22%              |                |
| 7004-00 Research                                       | 8,078.00            | 0.00                | 8,078.00            | 39,901.39      | 36,500.00              | 3,401.39               | 109.32%             |                |
| 7007-00 Destimetrics / DMX                             |                     | 0.00                | 0.00                | 24,570.00      | 16,882.00              | 7,688.00               | 145.54%             |                |
| 7008-00 Opportunistic Funds                            |                     | 0.00                | 0.00                | 48,831.00      | 50,000.00              | -1,169.00              | 97.66%              |                |
| 8600-00 Staff Industry Travel                          | 1,431.63            | 0.00                | 1,431.63            | 12,037.52      | 7,500.00               | 4,537.52               | 160.50%             |                |
| 8700-00 Automobile Expense*                            | -53.20              |                     | -53.20              | 24.09          | 0.00                   | 24.09                  |                     |                |
| <b>Total 7000-00 COMMITTED &amp; ADMIN EXPENSES</b>    | <b>\$ 9,614.43</b>  | <b>\$ 7,650.00</b>  | <b>\$ 1,964.43</b>  | <b>125.68%</b> | <b>\$ 135,572.32</b>   | <b>\$ 127,782.00</b>   | <b>\$ 7,790.32</b>  | <b>106.10%</b> |
| <b>8000-00 WEBSITE CONTENT &amp; MAINTENANCE</b>       |                     |                     |                     |                |                        |                        |                     |                |
| 8001-00 Social Media Contractor                        | 0.00                | 0.00                |                     | 50,000.00      | 50,000.00              | 0.00                   | 100.00%             |                |
| 8002-00 Content Manager Contractor                     | 4,000.00            | 4,000.00            | 0.00                | 28,000.00      | 24,000.00              | 4,000.00               | 116.67%             |                |
| 8003-00 Website Hosting Maintenance                    | 178.00              | 178.00              | 0.00                | 2,146.00       | 1,068.00               | 1,078.00               | 200.94%             |                |
| 8004-00 Website Strategy & Maintenance                 | 7,250.00            | 7,250.00            | 0.00                | 43,500.00      | 43,500.00              | 0.00                   | 100.00%             |                |
| 8005-00 Website SEO Strategy/Maint                     | 1,000.00            | 1,000.00            | 0.00                | 6,000.00       | 6,000.00               | 0.00                   | 100.00%             |                |
| <b>Total 8000-00 WEBSITE CONTENT &amp; MAINTENANCE</b> | <b>\$ 12,428.00</b> | <b>\$ 12,428.00</b> | <b>\$ 0.00</b>      | <b>100.00%</b> | <b>\$ 129,646.00</b>   | <b>\$ 124,568.00</b>   | <b>\$ 5,078.00</b>  | <b>104.08%</b> |
| <b>Total Expenses</b>                                  | <b>\$ 95,256.04</b> | <b>\$ 56,461.00</b> | <b>\$ 38,795.04</b> | <b>168.71%</b> | <b>\$ 1,207,907.95</b> | <b>\$ 1,174,833.00</b> | <b>\$ 33,074.95</b> | <b>102.82%</b> |
| <b>Net Operating Income</b>                            | <b>\$ 74,576.96</b> | <b>\$ 0.00</b>      | <b>\$ 74,576.96</b> |                | <b>\$ 30,292.30</b>    | <b>-\$ 50,001.50</b>   | <b>\$ 80,293.80</b> | <b>-60.58%</b> |
| <b>Net Income</b>                                      | <b>\$ 74,576.96</b> | <b>\$ 0.00</b>      | <b>\$ 74,576.96</b> |                | <b>\$ 30,292.30</b>    | <b>-\$ 50,001.50</b>   | <b>\$ 80,293.80</b> | <b>-60.58%</b> |