



## 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  
| David Brown, CPA (inactive) | Andy Buckley, Homewood Resort | Mike DeGroff, Palisades Tahoe  
Placer County Representative: **Stephanie Holloway**

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### 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=WUlx1M4ekZOQzI3WXIUM24xK29YQT09>

as authorized by AB 361

Meeting ID: 865 2947 7924

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*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. | <b>Agenda Amendments and Approval</b>  |
| 10:15 a.m. | 4. | <b>Approval of Finance Committee Meeting Minutes from December 29th, 2025</b>  |
| 10:20 a.m. | 5. | Review and Approval of Preliminary Financials:<br><br>a) Review Staff Report on Financial Performance<br>b) <b>NTCA 12/31/25 Financials Review (Motion)</b>  |

c) NLTMC 12/31/25 Financial Review

- |                   |           |   |
|-------------------|-----------|---|
| <b>10:45 a.m.</b> | <b>6.</b> | <b>Approval of CEO Expense Report (Motion)</b>                      |
| 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   |

*This meeting is wheelchair accessible*

*Posted online at [www.northtahoecommunityalliance.com](http://www.northtahoecommunityalliance.com)*



1/28/2026

To: North Tahoe Community Alliance (NTCA) Finance Committee

From: Derek Vaughan, Controller

RE: Report on Financial Results for December 31, 2025

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### **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  
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	YTD		
	Dec 2025	Dec 2024	
	Fiscal 25/2026	Fiscal 24/2025	Variance
<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>	<i>(712)</i>	<i>(239)</i>	<i>(473)</i>
<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>

Ranges:

Vendor ID: First - Last  
Class ID: First - Last  
Payment Priority: First - Last  
Vendor Name: First - Last

User-Defined 1: First - Last  
Posting Date: First - 12/30/2025  
Document Number: First - Last

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

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User Date: 1/15/2026

HISTORICAL AGED TRIAL BALANCE

North Lake Tahoe Resort Association

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User ID: derek

		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:	
		<u>Due</u>	<u>Current Period</u>	<u>31 - 60 Days</u>	<u>61 - 90 Days</u>	<u>91 and Over</u>	
Voucher(s): 1	Aged Totals:	\$67.03	\$67.03	\$0.00	\$0.00	\$0.00	
Vendor ID: URBAN 3 LLC		Name: Urban 3, LLC		Class ID:		User-Defined 1:	
		<u>Due</u>	<u>Current Period</u>	<u>31 - 60 Days</u>	<u>61 - 90 Days</u>	<u>91 and Over</u>	
Voucher(s): 1	Aged Totals:	\$7,688.80	\$0.00	\$0.00	\$0.00	\$7,688.80	
		<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

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1/22/2026  
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	Dec 2025		Prior Year	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 Du	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 & Maintena	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 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 - Leadershp	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

NLTRA:SUMMARY Summary of All Units

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1/27/2026

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

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

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	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>
<b>COGS - Retail</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>COGS - Events</b>	<b>3,511</b>	<b>0</b>	<b>0</b>	<b>61,220</b>	<b>0</b>	<b>61,220</b>	<b>0</b>
<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/&lt;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

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	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/&lt;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

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	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/&lt;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

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	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

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	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

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	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

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	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

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	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/&lt;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

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	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/&lt;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

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	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

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	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>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/&lt;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

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	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

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

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:12 Admin OH

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1/22/2026  
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	Dec 2025		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		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/&lt;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)
Assets				
Current Assets				
Bank Accounts				
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>
Accounts Receivable				
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>	
Other Current Assets				
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>
Fixed Assets				
Other Assets				
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>
Liabilities and Equity				
Liabilities				
Current Liabilities				
Accounts Payable				
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>
Credit Cards				
Other Current Liabilities				
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>
Long-term Liabilities				
<b>Total for Liabilities</b>	<b>\$43,457.30</b>	<b>\$69,267.37</b>	<b>-\$25,810.07</b>	<b>-37.26 %</b>
Equity				
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 IVCBVB	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 2025	DEC 1 - DEC 31 2024 (PY)	\$ CHANGE (PY)	% CHANGE (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								
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	\$ 169,833.00	\$ 56,461.00	\$ 113,372.00	300.80%	\$ 1,238,200.25	\$ 1,124,831.50	\$ 113,368.75	110.08%
Gross Profit	\$ 169,833.00	\$ 56,461.00	\$ 113,372.00	300.80%	\$ 1,238,200.25	\$ 1,124,831.50	\$ 113,368.75	110.08%
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	\$ 9,222.08	\$ 0.00	\$ 9,222.08		\$ 193,979.01	\$ 155,000.00	\$ 38,979.01	125.15%
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	\$ 19,647.05	\$ 15,733.00	\$ 3,914.05	124.88%	\$ 647,312.92	\$ 622,855.00	\$ 24,457.92	103.93%
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	\$ 24,901.47	\$ 0.00	\$ 24,901.47		\$ 106,626.42	\$ 112,746.00	\$ -6,119.58	94.57%
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	\$ 17,565.82	\$ 15,650.00	\$ 1,915.82	112.24%	\$ 112,544.02	\$ 112,400.00	\$ 144.02	100.13%
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	\$ 11,099.27	\$ 0.00	\$ 11,099.27		\$ 61,034.14	\$ 56,482.00	\$ 4,552.14	108.06%
6100-00 TRADE SHOWS								

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%	
Total 6100-00 TRADE SHOWS	\$	0.00	\$ 5,000.00	-\$ 5,000.00	0.00%	\$ 15,172.13	\$ 18,000.00	-\$ 2,827.87	84.29%
7000-00 COMMITTED & ADMIN EXPENSES									
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		
Total 7000-00 COMMITTED & ADMIN EXPENSES	\$	9,614.43	\$ 7,650.00	\$ 1,964.43	125.68%	\$ 135,572.32	\$ 127,782.00	\$ 7,790.32	106.10%
8000-00 WEBSITE CONTENT & MAINTENANCE									
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	100.00%	28,000.00	24,000.00	4,000.00	116.67%	
8003-00 Website Hosting Maintenance	178.00	178.00	0.00	100.00%	2,146.00	1,068.00	1,078.00	200.94%	
8004-00 Website Strategy & Maintenance	7,250.00	7,250.00	0.00	100.00%	43,500.00	43,500.00	0.00	100.00%	
8005-00 Website SEO Strategy/Maint	1,000.00	1,000.00	0.00	100.00%	6,000.00	6,000.00	0.00	100.00%	
Total 8000-00 WEBSITE CONTENT & MAINTENANCE	\$	12,428.00	\$ 12,428.00	\$ 0.00	100.00%	\$ 129,646.00	\$ 124,568.00	\$ 5,078.00	104.08%
Total Expenses	\$	95,256.04	\$ 56,461.00	\$ 38,795.04	168.71%	\$ 1,207,907.95	\$ 1,174,833.00	\$ 33,074.95	102.82%
Net Operating Income	\$	74,576.96	\$ 0.00	\$ 74,576.96		\$ 30,292.30	-\$ 50,001.50	\$ 80,293.80	-60.58%
Net Income	\$	74,576.96	\$ 0.00	\$ 74,576.96		\$ 30,292.30	-\$ 50,001.50	\$ 80,293.80	-60.58%