



**Finance Committee**  
Date: Wednesday February 25th, 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

Teleconference address: 27269 E Nova Circle, Aurora, CO 80016

**Committee Members:**

**Chair/Treasurer: DJ Ewan**, Granlibakken | **Jim Phelan**, Tahoe City Marina  
| **David Brown**, CPA (inactive) | **Andy Buckley**, Homewood Resort | **Mike DeGross**, 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

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as authorized by AB 361

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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. |
| <b>10:10 a.m.</b> | <b>3.</b> | <b>Agenda Amendments and Approval</b>  |
| <b>10:15 a.m.</b> | <b>4.</b> | <b>Approval of Finance Committee Meeting Minutes from January 28th, 2026</b>   |
| 10:20 a.m.        | 5.        | Review and Approval of Preliminary Financials:   |

- a) Review Staff Report on Financial Performance
- b) NTCA 1/31/26 Financials Review (Motion)**
- c) NLTMC 1/31/26 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



2/25/2026

To: North Tahoe Community Alliance (NTCA) Finance Committee

From: Derek Vaughan, Controller

RE: Report on Financial Results for January 31, 2026

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### **Summary of preliminary NTCA financial results for January 31, 2026**

- 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.
- Salaries & Wages – Two pay periods in January
- 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
- Events & Activities – Cal Travel expenses were reimbursed 50% by our partner in January 2026
- NLTMC Contributions – January 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
- Chamber Activities & Marketing – Includes an adjustment for Cal Travel reclassified to Events & Activities

### **Summary of preliminary NLTMC financial results for January 31, 2026**

#### Key points:

- \$45K January payment received in Feb and will be accounted on the next month's financials
- 5137-00 consist of the 3 payments for the Ritz Carlton for Luxury Forum
- 6143-00 Invoice from Tarsus Connect for the 2025 West Marketplace registration (No budget)
- 7007-00 all invoices are from Sterling Valley Systems billed quarterly (over budget) one more quarter will be coming in March

**North Tahoe Community Alliance**

Preliminary

Financial Statements for the Period Ending

January 31, 2026

# Balance Sheet - PY Comparison

North Lake Tahoe Resort  
Association

For the Seven Months Ending Saturday, January 31, 2026

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	YTD		
	Jan 2026	Jan 2025	Variance
	Fiscal 25/2026	Fiscal 24/2025	
<b>Current Assets</b>			
Cash - TBID Disbursements	(481)	276,989	277,470
Cash - TBID Funding	2,962,944	126,274	(2,836,671)
Cash - Payroll	0	164,151	164,151
Cash - Money Market	101,071	5,187,519	5,086,449
Cash - Plumas 1939	101,914	101,659	(254)
Cash - Plumas 1929	50,654	50,573	(81)
Cash - Chamber	0	468	468
Cash in Drawer	1,020	111	(909)
Petty Cash	436	436	0
Accounts Receivable - TBID	896,074	813,029	(83,045)
Accounts Receivable - Chamber	0	4,400	4,400
Allowance for Doubtful Accounts	0	(1,336)	(1,336)
Inventory Asset	52,844	90,899	38,054
Prepaid Expenses	60,555	37,114	(23,442)
Prepaid Postage	100	100	0
<b>Total Current Assets</b>	<b>4,227,131</b>	<b>6,852,385</b>	<b>2,625,255</b>
<b>Fixed Assets</b>			
Furniture & Fixtures	57,759	57,759	0
Accumulated Depreciation - Furnitures & Fixtures	(45,369)	(39,684)	5,685
Computer Equipment	48,616	48,616	0
Accumulated Depreciation - Computer Equipment	(22,680)	(12,979)	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	(126,616)	(56,599)	70,017
Operating Lease Right-of-Use Asset	210,828	374,297	163,469
<b>Total Fixed Assets</b>	<b>273,311</b>	<b>514,182</b>	<b>240,870</b>
<b>Total Assets</b>	<b>\$4,500,441</b>	<b>\$7,366,568</b>	<b>\$2,866,127</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	1,145	163,363	(162,218)
Accounts Payable - CO-OP	0	45,833	(45,833)
Incentives Payable	115,962	83,639	32,323
401k Payable	(1,030)	58	(1,088)
Deferred Revenue - Membership Dues	21,984	3,678	18,307
Operating Lease Liability	179,462	167,674	11,788
<i>Suspense (may include rounding)</i>	<i>(712)</i>	<i>(238)</i>	<i>(474)</i>
<b>Total Current Liabilities</b>	<b>316,811</b>	<b>464,007</b>	<b>147,196</b>
Sales & Use Tax Payable	296	0	296
<b>Total Tax Payable</b>	<b>296</b>	<b>0</b>	<b>(296)</b>
<b>Long-Term Liabilities</b>			
Operating Lease Liability	46,243	226,109	(179,866)
<b>Total Long Term Liabilities</b>	<b>46,243</b>	<b>226,109</b>	<b>179,866</b>
<b>Total Liabilities</b>	<b>363,350</b>	<b>690,116</b>	<b>326,766</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	(1,878,716)	(1,516,281)	(362,434)
<b>Total Equity</b>	<b>4,137,091</b>	<b>6,676,452</b>	<b>2,539,361</b>
<b>Liabilities &amp; Shareholder Equity</b>	<b>\$4,500,441</b>	<b>\$7,366,568</b>	<b>\$2,866,127</b>

# HISTORICAL AGED TRIAL BALANCE

North Lake Tahoe Resort Association

Payables Management

**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 - 1/31/2026  
 Document Number: First - Last

Print Option: SUMMARY Exclude: Zero Balance, No Activity, Fully Paid Documents, Unposted Applied Credit Documents, Multicurrency Info  
 Aged By: Document Date Sorted By: Vendor ID  
 Aging Date: 1/31/2026 Due Date  
 Print Currency In: Functional (Z-US\$)

Vendor ID	Name	Class ID	User-Defined 1
101.5 TRUCKEE T	101.5 Truckee Tahoe Radio*	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	-1,025.00	-1,025.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
ALIBI ALE WORKS	Alibi Ale Works	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	-1,131.00	-1,131.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
ALPEN SIERRA CO	Alpen Sierra Coffee Roasting Company, In	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	-260.70	-260.70
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
ANNE-KARIN ATWO	Anne-Karin Atwood*	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	324.67	324.67
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$324.67
ASPEN CARRILLO	Aspen Carrillo		
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	-2,000.00	-2,000.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
CINTAS CORPORAT	Cintas Corporation #623	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 2	Aged Totals:	-668.57	-1,039.89
		31 - 60 Days	61 - 90 Days
		\$0.00	\$371.32
		91 and Over	\$0.00
CIVITAS	Civitas	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	-2,080.00	-2,080.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
COUNTY OF PLACE	County Of Placer	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	-2,200.00	-2,200.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
D'LISH CATERING	D'lish Catering*	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	865.44	865.44
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
FOLKMANIS PUPPE	Folkmanis Puppets	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	94.81	94.81
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
FOX CULTURAL HA	Fox Cultural Hall		
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	5,000.00	5,000.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$5,000.00
FRANCOIS CAZALO	Francois Cazalot		
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	50.00	50.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$50.00
GROWTHZONE & CF	GrowthZone & Chambermaster	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	866.70	866.70
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$0.00
IDEADTEAM	Ideateam		
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	1,500.00	1,500.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$1,500.00
IDSS GLOBAL LLC	iDSS Global LLC	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	2,500.00	2,500.00
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$2,500.00
INTERMEDIA.NET,	Intermedia.net, Inc.	PRIMARY	
	Due	Current Period	31 - 60 Days
Voucher(s): 1	Aged Totals:	975.45	975.45
		31 - 60 Days	61 - 90 Days
		\$0.00	\$0.00
		91 and Over	\$975.45
ISOLVED	iSolved Benefit Services	PRIMARY	

# HISTORICAL AGED TRIAL BALANCE

North Lake Tahoe Resort Association

		Due	Current Period	31 - 60 Days	61 - 90 Days	91 and Over
<b>Vendor ID:</b> JELLY BREAD	<b>Name:</b> Jelly Bread			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$70.00	\$0.00	\$0.00	\$0.00	\$70.00
<b>Vendor ID:</b> JESSE WHITE	<b>Name:</b> Jesse White			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$75.00	\$0.00	\$75.00	\$0.00	\$0.00
<b>Vendor ID:</b> JOAN SPELLETICH	<b>Name:</b> JOAN SPELLETICH			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$2,231.52	\$0.00	\$0.00	\$0.00	\$2,231.52
<b>Vendor ID:</b> JVP COMM	<b>Name:</b> JVP Communications, LLC			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	-\$6,300.00	-\$6,300.00	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> KAHN	<b>Name:</b> Kahn Investment Company			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$14,760.00	\$0.00	\$0.00	\$14,760.00	\$0.00
<b>Vendor ID:</b> LEX STUART CURT	<b>Name:</b> Lex Stuart Curtis			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	-\$9,287.80	-\$9,287.80	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> LT MARKETING	<b>Name:</b> LT Marketing			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	-\$14,961.47	-\$14,961.47	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> MTN ALOHA ART	<b>Name:</b> Mountain Aloha Art			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$150.00	\$0.00	\$0.00	\$0.00	\$150.00
<b>Vendor ID:</b> PAPER TRAIL	<b>Name:</b> The Paper Trail*			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	-\$442.00	-\$442.00	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> PC TAX	<b>Name:</b> Placer County Tax Collector			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	-\$529.42	-\$529.42	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> PORTER SIMON*	<b>Name:</b> Porter Simon*			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$875.00	\$875.00	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> RESTORATION 1	<b>Name:</b> Restoration 1 Reno Tahoe			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$1,803.57	\$0.00	\$0.00	\$0.00	\$1,803.57
<b>Vendor ID:</b> RIVER RANCH	<b>Name:</b> River Ranch Lodge			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	-\$1,328.08	-\$1,328.08	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> SDBX	<b>Name:</b> SDBX Studio, LLC.			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$7,497.75	\$7,497.75	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> SHANICE TURTLE	<b>Name:</b> Shanice Raven Turtle			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	-\$2,000.00	-\$2,000.00	\$0.00	\$0.00	\$0.00
<b>Vendor ID:</b> SIERRA NEVADAAL	<b>Name:</b> SIERRA NEVADA ALLIANCE			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$100.00	\$0.00	\$0.00	\$0.00	\$100.00
<b>Vendor ID:</b> SWIFT COMMUNICA	<b>Name:</b> SWIFT COMMUNICATIONS, CA			<b>Class ID:</b>	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 1	<b>Aged Totals:</b>	\$1,354.43	\$0.00	\$1,354.43	\$0.00	\$0.00
<b>Vendor ID:</b> SWIGARD'S	<b>Name:</b> Swigard's True Value Hardware, Inc.*			<b>Class ID:</b> PRIMARY	<b>User-Defined 1:</b>	
<b>Voucher(s):</b> 6	<b>Aged Totals:</b>	\$108.66	\$0.00	\$15.64	\$0.00	\$93.02

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

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	<b>Aged Totals:</b>	\$867.64	\$0.00	\$0.00	\$0.00	\$867.64	
<b>Vendor ID: TOURISM ECONOMI</b>		<b>Name: Tourism Economics LLC</b>		<b>Class ID:</b>		<b>User-Defined 1:</b>	
		Due	Current Period	31 - 60 Days	61 - 90 Days	91 and Over	
Voucher(s): 1	<b>Aged Totals:</b>	-\$7,350.00	-\$7,350.00	\$0.00	\$0.00	\$0.00	
<b>Vendor ID: TRUCKEE HOT SAU</b>		<b>Name: Truckee Hot Suace Company</b>		<b>Class ID:</b>		<b>User-Defined 1:</b>	
		Due	Current Period	31 - 60 Days	61 - 90 Days	91 and Over	
Voucher(s): 1	<b>Aged Totals:</b>	-\$132.96	-\$132.96	\$0.00	\$0.00	\$0.00	
<b>Vendor ID: TTSD</b>		<b>Name: Tahoe Truckee Sierra Disposal*</b>		<b>Class ID: PRIMARY</b>		<b>User-Defined 1:</b>	
		Due	Current Period	31 - 60 Days	61 - 90 Days	91 and Over	
Voucher(s): 3	<b>Aged Totals:</b>	\$1,282.32	\$0.00	\$641.16	\$0.00	\$641.16	
<b>Vendor ID: URBAN 3 LLC</b>		<b>Name: Urban 3, LLC</b>		<b>Class ID:</b>		<b>User-Defined 1:</b>	
		Due	Current Period	31 - 60 Days	61 - 90 Days	91 and Over	
Voucher(s): 1	<b>Aged Totals:</b>	\$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>
<b>Vendor Totals:</b>		40	\$1,144.76	-\$41,963.43	\$2,086.23	\$15,226.13	\$25,795.83

# PL - Budget vs Actual

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

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2/19/2026  
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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	189,856	189,856	250,507	3,435,443	3,435,442	1	3,270,995
Special Events Revenue	0	0	0	61,464	0	61,464	0
Chamber Revenue - Member...	0	2,083	467	20,880	14,583	6,296	3,890
Retail Revenue	4,104	13,333	7,224	92,099	93,333	(1,234)	115,257
Revenue - Other	0	12,500	0	0	87,500	(87,500)	0
Revenue - Interest & Investm...	9,600	4,167	11,426	60,301	29,167	31,134	93,036
<b>Total Revenues</b>	<b>203,559</b>	<b>221,939</b>	<b>269,624</b>	<b>3,670,187</b>	<b>3,660,025</b>	<b>10,162</b>	<b>3,483,178</b>
COGS - Retail	2,138	6,667	3,383	52,485	46,667	5,818	53,921
COGS - Events	0	0	0	61,220	0	61,220	0
<b>Total Cost of Goods S...</b>	<b>2,138</b>	<b>6,667</b>	<b>3,383</b>	<b>113,705</b>	<b>46,667</b>	<b>67,039</b>	<b>53,921</b>
<b>Gross Profit</b>	<b>201,421</b>	<b>215,273</b>	<b>266,241</b>	<b>3,556,481</b>	<b>3,613,358</b>	<b>(56,877)</b>	<b>3,429,256</b>
<b>Operating Expenses</b>							
Salaries & Wage Expense	210,205	222,651	245,275	1,540,294	1,558,560	(18,266)	1,273,301
Rent & Utilities	15,638	19,839	15,942	125,430	141,676	(16,246)	131,904
Repairs & Maintenance	0	4,328	5,692	21,839	31,153	(9,314)	19,286
Telephone & Internet	2,482	1,796	630	18,085	12,569	5,516	10,847
Supplies	498	3,112	5,877	30,748	21,785	8,963	49,741
Mail	27	0	39	9,906	0	9,906	213
Taxes, Licenses, Fees	2,778	11,559	(331)	71,776	80,916	(9,141)	60,842
Credit Card Fees	0	0	80	16	0	16	1,409
Dues & Subscriptions	11,199	1,898	10,551	85,487	13,288	72,199	74,111
Insurance/Bonding	718	1,368	0	18,301	9,576	8,725	7,556
Associate Relations	1,818	0	85	4,803	0	4,803	1,476
Staff Expenses	4,858	4,102	4,164	46,457	28,716	17,741	39,256
Board Functions	79	2,185	(825)	12,138	15,298	(3,160)	12,375
Professional Fees	875	12,500	8,320	79,837	87,500	(7,663)	75,765
Research & Planning	45	0	0	1,430	0	1,430	5,250
Equipment Support & Mainten...	7,810	4,000	10,334	72,749	28,000	44,749	44,996
Equipment Rental/Leasing	0	0	28	57	0	57	2,039
Depreciation	6,631	4,167	6,631	46,421	29,167	17,255	40,597
Event Sponsorships	0	30,500	128,250	276,000	549,250	(273,250)	576,289
Events & Activities	(66,920)	0	0	61,341	0	61,341	9,478
NLTMC Contributions	115,000	114,327	113,750	1,078,202	964,161	114,042	876,250
Non-NLTMC Marketing	1,900	18,883	14,488	116,831	126,783	(9,952)	101,901
In-Market/Tourism	0	13,383	6,300	89,414	93,683	(4,269)	104,450
Media/Collateral/Production	6,796	18,750	103,319	128,245	131,250	(3,005)	154,070
Signage	0	6,156	0	372	43,092	(42,720)	0
Business Assn Grant Funding	103	36,333	136,733	226,647	254,333	(27,687)	428,676
Housing Hub Funding	0	150,000	0	0	150,000	(150,000)	0
Grant Funding - Sponsorship	0	87,176	0	448,085	610,232	(162,147)	565,639
Grant Funding - Flex	0	36,667	0	106,145	256,671	(150,526)	0
Grant Funding - First Annual	0	74,523	0	258,930	521,661	(262,731)	145,388
Grant Funding - Second Annu...	0	49,217	0	273,736	344,521	(70,786)	0
Chamber Activities	0	32,917	36,685	178,608	230,417	(51,809)	106,100
Chamber Activities - Member...	898	0	0	1,198	0	1,198	8,000
Chamber Activities - Leaders...	0	4,167	0	0	29,167	(29,167)	0
Chamber PR / Marketing	0	7,083	0	5,668	49,583	(43,915)	14,171
Chamber Activities - Commun...	0	0	0	0	0	0	195
Donations	0	0	3,966	0	0	0	3,966
<b>Total Operating Expe...</b>	<b>323,438</b>	<b>973,590</b>	<b>855,985</b>	<b>5,435,197</b>	<b>6,413,009</b>	<b>(977,812)</b>	<b>4,945,538</b>
<b>Net Operating Income</b>	<b>(122,017)</b>	<b>(758,318)</b>	<b>(589,744)</b>	<b>(1,878,716)</b>	<b>(2,799,651)</b>	<b>920,935</b>	<b>(1,516,281)</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>(122,017)</b>	<b>(758,318)</b>	<b>(589,744)</b>	<b>(1,878,716)</b>	<b>(2,799,651)</b>	<b>920,935</b>	<b>(1,516,281)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:01 Marketing

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	99,674	99,674	131,516	1,803,608	1,803,609	(1)	1,717,274
<b>Total Revenues</b>	<b>99,674</b>	<b>99,674</b>	<b>131,516</b>	<b>1,803,608</b>	<b>1,803,609</b>	<b>(1)</b>	<b>1,717,274</b>
COGS - Events	0	0	0	292	0	292	0
<b>Total Cost of Goods S...</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>292</b>	<b>0</b>	<b>292</b>	<b>0</b>
<b>Gross Profit</b>	<b>99,674</b>	<b>99,674</b>	<b>131,516</b>	<b>1,803,316</b>	<b>1,803,609</b>	<b>(293)</b>	<b>1,717,274</b>
<b>Operating Expenses</b>							
Salaries & Wage Expense	51,070	50,381	45,744	370,301	352,669	17,632	245,447
Rent & Utilities	2,731	3,308	2,463	19,799	23,158	(3,360)	19,220
Repairs & Maintenance	0	195	0	0	1,363	(1,363)	1,129
Telephone & Internet	0	512	0	350	3,582	(3,232)	450
Supplies	248	665	878	3,512	4,653	(1,141)	10,087
Mail	27	0	27	174	0	174	133
Taxes, Licenses, Fees	0	68	0	127	479	(352)	0
Credit Card Fees	0	0	0	0	0	0	90
Dues & Subscriptions	5,119	137	385	18,295	956	17,339	2,915
Associate Relations	865	0	0	2,259	0	2,259	65
Staff Expenses	3,052	291	962	15,223	2,039	13,184	17,460
Board Functions	0	0	94	950	0	950	1,666
Professional Fees	0	0	0	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	2,039
Event Sponsorships	0	12,500	128,250	271,000	303,250	(32,250)	523,449
Events & Activities	(66,920)	0	0	61,266	0	61,266	2,542
NLTMC Contributions	115,000	114,327	113,750	1,078,202	964,161	114,042	876,250
Non-NLTMC Marketing	1,900	18,883	14,488	116,831	126,783	(9,952)	101,901
In-Market/Tourism	0	13,383	6,300	89,414	93,683	(4,269)	104,450
Media/Collateral/Production	6,796	18,750	103,319	128,245	131,250	(3,005)	154,070
Signage	0	6,156	0	372	43,092	(42,720)	0
Business Assn Grant Funding	103	3,333	0	8,148	23,333	(15,186)	0
Housing Hub Funding	0	150,000	0	0	150,000	(150,000)	0
Grant Funding - First Annual	0	6,250	0	0	43,750	(43,750)	0
Grant Funding - Second Annu...	0	6,250	0	0	43,750	(43,750)	0
Chamber Activities	0	25,417	36,685	177,370	177,917	(546)	105,511
Chamber Activities - Member...	898	0	0	898	0	898	0
Chamber Activities - Leaders...	0	4,167	0	0	29,167	(29,167)	0
Chamber PR / Marketing	0	0	0	5,138	0	5,138	14,171
Chamber Activities - Commun...	0	0	0	0	0	0	195
Allocated Administrative Over...	55,991	0	64,579	411,003	0	411,003	298,805
<b>Total Operating Expe...</b>	<b>176,881</b>	<b>434,974</b>	<b>517,953</b>	<b>2,795,961</b>	<b>2,519,036</b>	<b>276,925</b>	<b>2,501,141</b>
<b>Net Operating Income</b>	<b>(77,207)</b>	<b>(335,299)</b>	<b>(386,437)</b>	<b>(992,645)</b>	<b>(715,427)</b>	<b>(277,217)</b>	<b>(783,868)</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>(77,207)</b>	<b>(335,299)</b>	<b>(386,437)</b>	<b>(992,645)</b>	<b>(715,427)</b>	<b>(277,217)</b>	<b>(783,868)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:02 Zone 1

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	28,099	28,099	37,075	508,447	508,446	1	484,107
<b>Total Revenues</b>	<b>28,099</b>	<b>28,099</b>	<b>37,075</b>	<b>508,447</b>	<b>508,446</b>	<b>1</b>	<b>484,107</b>
<b>Gross Profit</b>	<b>28,099</b>	<b>28,099</b>	<b>37,075</b>	<b>508,447</b>	<b>508,446</b>	<b>1</b>	<b>484,107</b>
<b>Operating Expenses</b>							
Salaries & Wage Expense	7,544	12,318	7,986	49,686	86,228	(36,542)	43,822
Rent & Utilities	487	230	438	3,144	1,611	1,533	3,429
Repairs & Maintenance	0	0	0	0	171	(171)	0
Telephone & Internet	0	37	0	0	262	(262)	0
Supplies	0	155	0	0	1,084	(1,084)	0
Taxes, Licenses, Fees	0	27	0	0	191	(191)	0
Dues & Subscriptions	0	18	0	0	128	(128)	0
Staff Expenses	0	155	0	0	1,084	(1,084)	0
Event Sponsorships	0	15,000	0	0	212,500	(212,500)	52,840
Business Assn Grant Funding	0	6,017	109,386	174,800	42,117	132,683	332,453
Grant Funding - Sponsorship	0	21,311	0	201,068	149,177	51,891	80,072
Grant Funding - Flex	0	18,333	0	0	128,333	(128,333)	0
Grant Funding - First Annual	0	13,272	0	55,598	92,904	(37,306)	52,884
Grant Funding - Second Annu...	0	2,083	0	0	14,583	(14,583)	0
Chamber PR / Marketing	0	7,083	0	0	49,583	(49,583)	0
Allocated Administrative Over...	3,720	0	17,258	64,471	0	64,471	61,193
<b>Total Operating Expe...</b>	<b>11,750</b>	<b>96,041</b>	<b>135,069</b>	<b>548,766</b>	<b>779,956</b>	<b>(231,190)</b>	<b>626,693</b>
<b>Net Operating Income</b>	<b>16,349</b>	<b>(67,942)</b>	<b>(97,994)</b>	<b>(40,319)</b>	<b>(271,509)</b>	<b>231,190</b>	<b>(142,586)</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>16,349</b>	<b>(67,942)</b>	<b>(97,994)</b>	<b>(40,319)</b>	<b>(271,509)</b>	<b>231,190</b>	<b>(142,586)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:03 Visitors Center

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	13,860	13,860	18,287	250,790	250,789	1	238,785
Retail Revenue	4,104	13,333	7,224	92,099	93,333	(1,234)	115,257
<b>Total Revenues</b>	<b>17,964</b>	<b>27,193</b>	<b>25,511</b>	<b>342,890</b>	<b>344,123</b>	<b>(1,233)</b>	<b>354,042</b>
COGS - Retail	2,138	6,667	3,383	52,485	46,667	5,818	53,921
<b>Total Cost of Goods S...</b>	<b>2,138</b>	<b>6,667</b>	<b>3,383</b>	<b>52,485</b>	<b>46,667</b>	<b>5,818</b>	<b>53,921</b>
<b>Gross Profit</b>	<b>15,825</b>	<b>20,526</b>	<b>22,128</b>	<b>290,405</b>	<b>297,456</b>	<b>(7,051)</b>	<b>300,120</b>
<b>Operating Expenses</b>							
Salaries & Wage Expense	23,331	22,967	33,214	179,113	160,767	18,346	177,574
Rent & Utilities	7,476	10,638	7,355	59,513	74,463	(14,950)	66,099
Repairs & Maintenance	0	2,557	(1,568)	9,345	17,899	(8,554)	1,077
Telephone & Internet	0	150	0	50	1,048	(998)	50
Supplies	64	519	2,024	13,102	3,633	9,469	16,870
Taxes, Licenses, Fees	0	27	0	2,522	191	2,331	0
Credit Card Fees	0	0	0	0	0	0	187
Dues & Subscriptions	67	18	0	67	128	(61)	0
Associate Relations	0	0	0	272	0	272	115
Staff Expenses	0	144	0	874	1,008	(134)	676
Equipment Support & Mainten...	0	0	0	1,631	0	1,631	536
Depreciation	6,393	4,167	6,393	44,512	29,167	15,345	38,927
Events & Activities	0	0	0	0	0	0	6,936
Grant Funding - Sponsorship	0	2,083	0	0	14,581	(14,581)	0
Grant Funding - First Annual	0	5,918	0	0	41,426	(41,426)	0
Grant Funding - Second Annu...	0	4,167	0	0	29,169	(29,169)	0
Allocated Administrative Over...	17,291	0	5,748	60,675	0	60,675	41,321
<b>Total Operating Expe...</b>	<b>54,623</b>	<b>53,354</b>	<b>53,166</b>	<b>371,677</b>	<b>373,480</b>	<b>(1,803)</b>	<b>350,368</b>
<b>Net Operating Income</b>	<b>(38,797)</b>	<b>(32,828)</b>	<b>(31,038)</b>	<b>(81,272)</b>	<b>(76,024)</b>	<b>(5,248)</b>	<b>(50,248)</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>(38,797)</b>	<b>(32,828)</b>	<b>(31,038)</b>	<b>(81,272)</b>	<b>(76,024)</b>	<b>(5,248)</b>	<b>(50,248)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:04 Business Support

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	10,442	10,442	13,778	188,949	188,948	1	179,904
<b>Total Revenues</b>	<b>10,442</b>	<b>10,442</b>	<b>13,778</b>	<b>188,949</b>	<b>188,948</b>	<b>1</b>	<b>179,904</b>
<b>Gross Profit</b>	<b>10,442</b>	<b>10,442</b>	<b>13,778</b>	<b>188,949</b>	<b>188,948</b>	<b>1</b>	<b>179,904</b>
<b>Operating Expenses</b>							
Salaries & Wage Expense	11,577	5,640	22,272	110,524	39,481	71,044	108,569
Rent & Utilities	567	1,161	512	3,663	8,126	(4,464)	4,003
Repairs & Maintenance	0	62	0	0	432	(432)	0
Telephone & Internet	0	162	0	0	1,136	(1,136)	100
Supplies	14	246	0	48	1,721	(1,673)	0
Mail	0	0	0	50	0	50	35
Taxes, Licenses, Fees	0	27	0	42	191	(149)	0
Credit Card Fees	0	0	0	0	0	0	30
Dues & Subscriptions	20	18	803	6,157	128	6,029	5,618
Staff Expenses	672	182	32	1,913	1,275	638	3,318
Board Functions	0	0	24	0	0	0	537
Professional Fees	0	0	0	0	0	0	5,148
Research & Planning	45	0	0	45	0	45	0
Business Assn Grant Funding	0	24,067	27,347	43,699	168,467	(124,767)	96,223
Grant Funding - Sponsorship	0	2,083	0	0	14,581	(14,581)	0
Grant Funding - Second Annu...	0	2,083	0	0	14,581	(14,581)	0
Chamber Activities	0	2,500	0	0	17,500	(17,500)	0
Allocated Administrative Over...	5,972	0	7,028	28,335	0	28,335	21,972
<b>Total Operating Expe...</b>	<b>18,868</b>	<b>38,231</b>	<b>58,017</b>	<b>194,476</b>	<b>267,618</b>	<b>(73,142)</b>	<b>245,552</b>
<b>Net Operating Income</b>	<b>(8,426)</b>	<b>(27,789)</b>	<b>(44,239)</b>	<b>(5,527)</b>	<b>(78,670)</b>	<b>73,143</b>	<b>(65,648)</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>(8,426)</b>	<b>(27,789)</b>	<b>(44,239)</b>	<b>(5,527)</b>	<b>(78,670)</b>	<b>73,143</b>	<b>(65,648)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:05 Economic Development

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	14,429	14,429	19,039	261,096	261,096	(1)	248,599
<b>Total Revenues</b>	<b>14,429</b>	<b>14,429</b>	<b>19,039</b>	<b>261,096</b>	<b>261,096</b>	<b>(1)</b>	<b>248,599</b>
<b>Gross Profit</b>	<b>14,429</b>	<b>14,429</b>	<b>19,039</b>	<b>261,096</b>	<b>261,096</b>	<b>(1)</b>	<b>248,599</b>
<b>Operating Expenses</b>							
Salaries & Wage Expense	9,239	34,865	10,338	61,544	244,054	(182,510)	55,124
Rent & Utilities	700	537	629	4,525	6,558	(2,033)	4,942
Repairs & Maintenance	0	0	0	0	399	(399)	0
Telephone & Internet	0	87	0	0	612	(612)	0
Supplies	0	205	0	0	1,434	(1,434)	0
Taxes, Licenses, Fees	0	27	0	0	191	(191)	0
Dues & Subscriptions	0	18	0	0	128	(128)	0
Staff Expenses	0	109	0	0	765	(765)	0
Grant Funding - Sponsorship	0	25,000	0	247,017	175,000	72,017	485,567
Grant Funding - Flex	0	9,167	0	106,145	64,169	41,976	0
Grant Funding - First Annual	0	15,833	0	203,332	110,831	92,501	92,504
Grant Funding - Second Annu...	0	16,667	0	273,736	116,669	157,067	0
Allocated Administrative Over...	4,603	0	1,442	105,335	0	105,335	67,999
<b>Total Operating Expe...</b>	<b>14,542</b>	<b>102,516</b>	<b>12,408</b>	<b>1,001,634</b>	<b>720,809</b>	<b>280,825</b>	<b>706,137</b>
<b>Net Operating Income</b>	<b>(113)</b>	<b>(88,087)</b>	<b>6,631</b>	<b>(740,538)</b>	<b>(459,713)</b>	<b>(280,825)</b>	<b>(457,538)</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>(113)</b>	<b>(88,087)</b>	<b>6,631</b>	<b>(740,538)</b>	<b>(459,713)</b>	<b>(280,825)</b>	<b>(457,538)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:06 Sustainability/Mitigation

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	6,265	6,265	8,267	113,369	113,370	(1)	107,944
<b>Total Revenues</b>	<b>6,265</b>	<b>6,265</b>	<b>8,267</b>	<b>113,369</b>	<b>113,370</b>	<b>(1)</b>	<b>107,944</b>
<b>Gross Profit</b>	<b>6,265</b>	<b>6,265</b>	<b>8,267</b>	<b>113,369</b>	<b>113,370</b>	<b>(1)</b>	<b>107,944</b>
<b>Operating Expenses</b>							
Salaries & Wage Expense	6,950	8,118	10,338	53,751	56,824	(3,073)	55,124
Rent & Utilities	560	384	504	3,617	2,685	932	3,953
Repairs & Maintenance	0	0	0	0	285	(285)	0
Telephone & Internet	0	62	0	0	437	(437)	0
Supplies	0	141	0	0	988	(988)	0
Taxes, Licenses, Fees	0	27	0	0	191	(191)	0
Dues & Subscriptions	0	18	0	0	128	(128)	0
Staff Expenses	0	109	0	0	765	(765)	0
Event Sponsorships	0	3,000	0	0	33,500	(33,500)	0
Grant Funding - Sponsorship	0	7,500	0	0	52,500	(52,500)	0
Grant Funding - Flex	0	9,167	0	0	64,169	(64,169)	0
Allocated Administrative Over...	3,478	0	1,441	11,042	0	11,042	7,558
<b>Total Operating Expe...</b>	<b>10,988</b>	<b>28,527</b>	<b>12,284</b>	<b>68,410</b>	<b>212,471</b>	<b>(144,061)</b>	<b>66,636</b>
<b>Net Operating Income</b>	<b>(4,723)</b>	<b>(22,261)</b>	<b>(4,017)</b>	<b>44,959</b>	<b>(99,101)</b>	<b>144,060</b>	<b>41,308</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>(4,723)</b>	<b>(22,261)</b>	<b>(4,017)</b>	<b>44,959</b>	<b>(99,101)</b>	<b>144,060</b>	<b>41,308</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:07 Admin

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	9,493	9,493	12,525	171,770	171,770	1	163,547
Revenue - Interest & Investm...	9,600	4,167	11,426	60,301	29,167	31,134	93,036
<b>Total Revenues</b>	<b>19,093</b>	<b>13,659</b>	<b>23,951</b>	<b>232,071</b>	<b>200,936</b>	<b>31,135</b>	<b>256,584</b>
<b>Gross Profit</b>	<b>19,093</b>	<b>13,659</b>	<b>23,951</b>	<b>232,071</b>	<b>200,936</b>	<b>31,135</b>	<b>256,584</b>
<b>Operating Expenses</b>							
Taxes, Licenses, Fees	0	0	10	0	0	0	74
Grant Funding - Sponsorship	0	7,500	0	0	52,500	(52,500)	0
Grant Funding - First Annual	0	7,500	0	0	52,500	(52,500)	0
Grant Funding - Second Annu...	0	8,333	0	0	58,331	(58,331)	0
Allocated Administrative Over...	16,172	0	42,137	272,020	0	272,020	252,158
<b>Total Operating Expe...</b>	<b>16,172</b>	<b>23,333</b>	<b>42,147</b>	<b>272,020</b>	<b>163,331</b>	<b>108,689</b>	<b>252,232</b>
<b>Net Operating Income</b>	<b>2,921</b>	<b>(9,674)</b>	<b>(18,196)</b>	<b>(39,948)</b>	<b>37,605</b>	<b>(77,554)</b>	<b>4,351</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>2,921</b>	<b>(9,674)</b>	<b>(18,196)</b>	<b>(39,948)</b>	<b>37,605</b>	<b>(77,554)</b>	<b>4,351</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
 NLTRA:08 County Admin Fee

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	3,797	3,797	5,010	68,707	68,707	0	65,418
<b>Total Revenues</b>	<b>3,797</b>	<b>3,797</b>	<b>5,010</b>	<b>68,707</b>	<b>68,707</b>	<b>0</b>	<b>65,418</b>
<b>Gross Profit</b>	<b>3,797</b>	<b>3,797</b>	<b>5,010</b>	<b>68,707</b>	<b>68,707</b>	<b>0</b>	<b>65,418</b>
<b>Operating Expenses</b>							
Taxes, Licenses, Fees	0	10,927	4,083	42,642	76,486	(33,844)	49,285
Grant Funding - Sponsorship	0	6,250	0	0	43,750	(43,750)	0
Grant Funding - First Annual	0	6,250	0	0	43,750	(43,750)	0
<b>Total Operating Expe...</b>	<b>0</b>	<b>23,427</b>	<b>4,083</b>	<b>42,642</b>	<b>163,986</b>	<b>(121,344)</b>	<b>49,285</b>
<b>Net Operating Income</b>	<b>3,797</b>	<b>(19,630)</b>	<b>927</b>	<b>26,065</b>	<b>(95,279)</b>	<b>121,344</b>	<b>16,134</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>3,797</b>	<b>(19,630)</b>	<b>927</b>	<b>26,065</b>	<b>(95,279)</b>	<b>121,344</b>	<b>16,134</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
 NLTRA:09 Contingency/Reserve

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenues	3,797	3,797	5,010	68,707	68,707	0	65,418
<b>Total Revenues</b>	<b>3,797</b>	<b>3,797</b>	<b>5,010</b>	<b>68,707</b>	<b>68,707</b>	<b>0</b>	<b>65,418</b>
<b>Gross Profit</b>	<b>3,797</b>	<b>3,797</b>	<b>5,010</b>	<b>68,707</b>	<b>68,707</b>	<b>0</b>	<b>65,418</b>
<b>Operating Expenses</b>							
Grant Funding - Sponsorship	0	15,449	0	0	108,143	(108,143)	0
Grant Funding - First Annual	0	19,500	0	0	136,500	(136,500)	0
Grant Funding - Second Annu...	0	9,634	0	0	67,438	(67,438)	0
<b>Total Operating Expe...</b>	<b>0</b>	<b>44,583</b>	<b>0</b>	<b>0</b>	<b>312,081</b>	<b>(312,081)</b>	<b>0</b>
<b>Net Operating Income</b>	<b>3,797</b>	<b>(40,786)</b>	<b>5,010</b>	<b>68,707</b>	<b>(243,374)</b>	<b>312,081</b>	<b>65,418</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>3,797</b>	<b>(40,786)</b>	<b>5,010</b>	<b>68,707</b>	<b>(243,374)</b>	<b>312,081</b>	<b>65,418</b>

# PL - Budget vs Actual

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

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
Revenue - Other	0	12,500	0	0	87,500	(87,500)	0
<b>Total Revenues</b>	<b>0</b>	<b>12,500</b>	<b>0</b>	<b>0</b>	<b>87,500</b>	<b>(87,500)</b>	<b>0</b>
<b>Gross Profit</b>	<b>0</b>	<b>12,500</b>	<b>0</b>	<b>0</b>	<b>87,500</b>	<b>(87,500)</b>	<b>0</b>
<b>Operating Expenses</b>							
Salaries & Wage Expense	18,738	12,500	15,899	123,124	87,500	35,624	98,376
Supplies	0	0	0	345	0	345	0
Dues & Subscriptions	822	0	652	5,897	0	5,897	4,566
Staff Expenses	0	0	0	256	0	256	1,312
Board Functions	0	0	300	2,703	0	2,703	600
<b>Total Operating Expe...</b>	<b>19,560</b>	<b>12,500</b>	<b>16,851</b>	<b>132,325</b>	<b>87,500</b>	<b>44,825</b>	<b>104,855</b>
<b>Net Operating Income</b>	<b>(19,560)</b>	<b>0</b>	<b>(16,851)</b>	<b>(132,325)</b>	<b>0</b>	<b>(132,325)</b>	<b>(104,855)</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>(19,560)</b>	<b>0</b>	<b>(16,851)</b>	<b>(132,325)</b>	<b>0</b>	<b>(132,325)</b>	<b>(104,855)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:11 Chamber

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	Jan 2026		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...	0	2,083	467	20,880	14,583	6,296	3,890
<b>Total Revenues</b>	<b>0</b>	<b>2,083</b>	<b>467</b>	<b>82,344</b>	<b>14,583</b>	<b>67,760</b>	<b>3,890</b>
COGS - Events	0	0	0	60,928	0	60,928	0
<b>Total Cost of Goods S...</b>	<b>0</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>0</b>	<b>2,083</b>	<b>467</b>	<b>21,415</b>	<b>14,583</b>	<b>6,832</b>	<b>3,890</b>
<b>Operating Expenses</b>							
Rent & Utilities	0	0	0	449	0	449	0
Supplies	55	0	0	2,924	0	2,924	52
Taxes, Licenses, Fees	0	0	0	976	0	976	90
Dues & Subscriptions	0	0	0	225	0	225	0
Staff Expenses	0	0	0	871	0	871	0
Board Functions	0	0	0	0	0	0	720
Events & Activities	0	0	0	75	0	75	0
Chamber Activities	0	5,000	0	1,238	35,000	(33,763)	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>55</b>	<b>5,000</b>	<b>0</b>	<b>7,288</b>	<b>35,000</b>	<b>(27,712)</b>	<b>9,451</b>
<b>Net Operating Income</b>	<b>(55)</b>	<b>(2,917)</b>	<b>467</b>	<b>14,128</b>	<b>(20,417)</b>	<b>34,544</b>	<b>(5,561)</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>(55)</b>	<b>(2,917)</b>	<b>467</b>	<b>14,128</b>	<b>(20,417)</b>	<b>34,544</b>	<b>(5,561)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
 NLTRA:13 Housing Hub

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
<b>Operating Expenses</b>							
Salaries & Wage Expense	0	0	4,007	0	0	0	33,189
<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>33,189</b>
<b>Net Operating Income</b>	<b>0</b>	<b>0</b>	<b>(4,007)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(33,189)</b>
<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>(33,189)</b>

# PL - Budget vs Actual

North Lake Tahoe Resort Association  
NLTRA:12 Admin OH

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	Jan 2026		Prior Y...	Fiscal 2025/26 YTD		Variance	Prior Year
	Actual	Budget		Actual	Budget		
<b>Revenues</b>							
<b>Operating Expenses</b>							
Salaries & Wage Expense	81,756	75,863	95,477	592,252	531,038	61,214	456,075
Rent & Utilities	3,118	3,582	4,041	30,721	25,076	5,645	30,257
Repairs & Maintenance	0	1,515	7,260	12,494	10,604	1,891	17,079
Telephone & Internet	2,482	785	630	17,685	5,492	12,193	10,247
Supplies	116	1,182	2,975	10,818	8,273	2,545	22,731
Mail	0	0	13	9,682	0	9,682	46
Taxes, Licenses, Fees	2,778	428	(4,424)	25,467	2,995	22,472	11,393
Credit Card Fees	0	0	80	16	0	16	1,101
Dues & Subscriptions	5,171	1,671	8,711	54,846	11,694	43,153	61,012
Insurance/Bonding	718	1,368	0	18,301	9,576	8,725	7,556
Associate Relations	953	0	85	2,272	0	2,272	1,296
Staff Expenses	1,135	3,112	3,170	27,321	21,781	5,540	16,490
Board Functions	79	2,185	(1,244)	8,486	15,298	(6,812)	8,853
Professional Fees	875	12,500	8,320	62,809	87,500	(24,691)	56,773
Research & Planning	0	0	0	1,385	0	1,385	0
Equipment Support & Mainten...	7,810	4,000	10,334	71,118	28,000	43,118	44,460
Depreciation	239	0	239	1,909	0	1,909	1,671
Event Sponsorships	0	0	0	5,000	0	5,000	0
Business Assn Grant Funding	0	2,917	0	0	20,417	(20,417)	0
Chamber Activities - Member...	0	0	0	300	0	300	0
Donations	0	0	3,966	0	0	0	3,966
Allocated Administrative Over...	(107,228)	0	(139,633)	(952,881)	0	(952,881)	(751,007)
<b>Total Operating Expe...</b>	<b>0</b>	<b>111,106</b>	<b>0</b>	<b>0</b>	<b>777,742</b>	<b>(777,742)</b>	<b>(1)</b>
<b>Net Operating Income</b>	<b>0</b>	<b>(111,106)</b>	<b>0</b>	<b>0</b>	<b>(777,742)</b>	<b>777,742</b>	<b>1</b>
<b>Other Expense/&lt;Inco...</b>							
<b>Net Income</b>	<b>0</b>	<b>(111,106)</b>	<b>0</b>	<b>0</b>	<b>(777,742)</b>	<b>777,742</b>	<b>1</b>

**North Lake Tahoe Marketing Cooperative**

Preliminary

Financial Statements for the Period Ending

January 31, 2026

**Balance Sheet Comparison**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
As of January 31, 2026

DISTRIBUTION ACCOUNT	TOTAL	
	AS OF JANUARY 31, 2026	AS OF JANUARY 31, 2025 (PY)
<b>Assets</b>		
Current Assets		
Bank Accounts		
1000-00 Cash...9347	3,866.36	257,075.00
1072 Bill.com Money Out Clearing**	0.00	
<b>Total for Bank Accounts</b>	<b>\$3,866.36</b>	<b>\$257,075.00</b>
Accounts Receivable		
1200-00 Accounts Receivable	45,833.00	45,833.00
<b>Total for Accounts Receivable</b>	<b>\$45,833.00</b>	<b>\$45,833.00</b>
Other Current Assets		
12000 Undeposited Funds	0.00	0.00
1200-99 Accounts Receivable - Other	0.00	4,470.16
1300 Reimbursements Receivable	0.00	0.00
1350-00 Security Deposits	100.00	100.00
<b>Total for Other Current Assets</b>	<b>\$100.00</b>	<b>\$4,570.16</b>
<b>Total for Current Assets</b>	<b>\$49,799.36</b>	<b>\$307,478.16</b>
Fixed Assets		
Other Assets		
1400-00 Prepaid Expenses	18,866.68	28,513.46
<b>Total for Other Assets</b>	<b>\$18,866.68</b>	<b>\$28,513.46</b>
<b>Total for Assets</b>	<b>\$68,666.04</b>	<b>\$335,991.62</b>
<b>Liabilities and Equity</b>		
Liabilities		
Current Liabilities		
Accounts Payable		
2000-00 Accounts Payable	37,224.74	165,337.32
<b>Total for Accounts Payable</b>	<b>\$37,224.74</b>	<b>\$165,337.32</b>
Credit Cards		
2080 Bank of the West Credit Cards		
2080-11 MC_3978_Amber	0.00	0.00
2080-17 MC_5989 Anna Atwood	0.00	0.00
<b>Total for 2080 Bank of the West Credit Cards</b>	<b>\$0.00</b>	<b>\$0.00</b>
2080. BOTW_0443_KG	0.00	0.00

**Balance Sheet Comparison**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
As of January 31, 2026

DISTRIBUTION ACCOUNT	TOTAL	
	AS OF JANUARY 31, 2026	AS OF JANUARY 31, 2025 (PY)
<b>Total for Credit Cards</b>	<b>\$0.00</b>	<b>\$0.00</b>
Other Current Liabilities		
2250-00 Accrued Expenses	0.00	0.00
2400-00 Suspense	100.00	100.00
2401-00 Suspense - Jeremy	0.00	0.00
2402-00 Suspense - Jason	0.00	0.00
2650-00 Unearned Revenue	0.00	0.00
2700-00 Due to NLTRA	0.00	0.00
<b>Total for Other Current Liabilities</b>	<b>\$100.00</b>	<b>\$100.00</b>
<b>Total for Current Liabilities</b>	<b>\$37,324.74</b>	<b>\$165,437.32</b>
Long-term Liabilities		
<b>Total for Liabilities</b>	<b>\$37,324.74</b>	<b>\$165,437.32</b>
Equity		
32000 Unrestricted Net Assets	14,951.78	94,063.11
Net Income	16,389.52	76,491.19
3000-00 Retained Earnings	0.00	0.00
30000 Opening Balance Equity	0.00	0.00
<b>Total for Equity</b>	<b>\$31,341.30</b>	<b>\$170,554.30</b>
<b>Total for Liabilities and Equity</b>	<b>\$68,666.04</b>	<b>\$335,991.62</b>

**A/R Aging Summary Report**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
As of January 31, 2026

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 January 31, 2026

VENDOR	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	TOTAL
62ABOVE, LLC	562.74					562.74
Community Foundation of Northern Nevada	750.00					750.00
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
U.S. Travel Association	2,850.00					2,850.00
<b>TOTAL</b>	<b>37,224.74</b>		<b>-10,515.29</b>		<b>10,515.29</b>	<b>\$37,224.74</b>

**Profit and Loss Comparison**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
January 1-31, 2026

DISTRIBUTION ACCOUNT	TOTAL			
	JAN 1 - JAN 31 2026	JAN 1 - JAN 31 2025 (PY)	\$ CHANGE (PY)	% CHANGE (PY)
<b>Income</b>				
4000-00 LTIVCBVB Funding	45,833.00	45,833.00	0.00	0.0 %
4001-00 NLTRA Funding	115,000.00	113,750.83	1,249.17	1.1 %
4099-00 Revenue - Other		0.00	0.00	
<b>Total for Income</b>	<b>\$160,833.00</b>	<b>\$159,583.83</b>	<b>\$1,249.17</b>	<b>0.78 %</b>
<b>Cost of Goods Sold</b>				
<b>Gross Profit</b>	<b>\$160,833.00</b>	<b>\$159,583.83</b>	<b>\$1,249.17</b>	<b>0.78 %</b>
<b>Expenses</b>				
<b>5000-00 CONSUMER MARKETING</b>				
5001-00 Broadcast / Radio - High Notes	4,554.00		4,554.00	
5007-00 Creative Production				
5007-03 Photo/Video Creative	51,333.33	1,823.24	49,510.09	2715.5 %
5007-01 Creative Production		1,591.25	-1,591.25	-100.0 %
5007-02 Website Production		252.00	-252.00	-100.0 %
<b>Total for 5007-00 Creative Production</b>	<b>\$51,333.33</b>	<b>\$3,666.49</b>	<b>\$47,666.84</b>	<b>1300.07 %</b>
5010-00 Account Strategy & Management	7,000.00	7,000.00	0.00	0.0 %
5018-00 Media Commission	1,817.00	2,444.71	-627.71	-25.68 %
5021-01 Stewardship Campaign	5,738.00	1,586.00	4,152.00	261.79 %
5002-01 Native Display		5,600.00	-5,600.00	-100.0 %
5005-00 Paid Social		4,510.71	-4,510.71	-100.0 %
5005-01 Digital Display / Retargeting		3,738.60	-3,738.60	-100.0 %
5018-01 Digital Ad Serving		35.18	-35.18	-100.0 %
5020-00 Search Engine Marketing		3,542.98	-3,542.98	-100.0 %
5022-00 Email		551.43	-551.43	-100.0 %
<b>Total for 5000-00 CONSUMER MARKETING</b>	<b>\$70,442.33</b>	<b>\$32,676.10</b>	<b>\$37,766.23</b>	<b>115.58 %</b>
<b>5110-00 LEISURE SALES</b>				
5137-00 Co-op Opportunities	33,062.00	5,000.00	28,062.00	561.24 %
5145-00 TIA Annual Dues	2,850.00		2,850.00	
5147-00 AUS / Gate 7	9,913.25	10,378.33	-465.08	-4.48 %
5154-00 Canada	2,600.00		2,600.00	
5157-00 International Efforts	1,496.40	750.00	746.40	99.52 %
5131-00 FAMS -Intl - Travel Trade		609.77	-609.77	-100.0 %
<b>Total for 5110-00 LEISURE SALES</b>	<b>\$49,921.65</b>	<b>\$16,738.10</b>	<b>\$33,183.55</b>	<b>198.25 %</b>
<b>5200-00 PUBLIC RELATIONS</b>				
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	1,032.50	-32.50	-3.15 %
5206-00 Digital Buy/ Social Media Boost	700.00	700.00	0.00	0.0 %
5209-00 Domestic Travel Media FAMS	562.74	1,764.75	-1,202.01	-68.11 %
5211-00 Social Media Strategy & Mgmt	5,000.00	6,000.00	-1,000.00	-16.67 %

**Profit and Loss Comparison**  
**NORTH LAKE TAHOE MARKETING COOPERATIVE**  
January 1-31, 2026

DISTRIBUTION ACCOUNT	TOTAL			
	JAN 1 - JAN 31 2026	JAN 1 - JAN 31 2025 (PY)	\$ CHANGE (PY)	% CHANGE (PY)
5221-00 Photography & Video Asset Dev	6,250.00		6,250.00	
5222-00 Media Tracking / Membership	250.00	883.02	-633.02	-71.69 %
5204-00 Media Mission(s)		1,764.75	-1,764.75	-100.0 %
5210-00 Content Dev - Newsletters		1,700.00	-1,700.00	-100.0 %
<b>Total for 5200-00 PUBLIC RELATIONS</b>	<b>\$20,762.74</b>	<b>\$19,845.02</b>	<b>\$917.72</b>	<b>4.62 %</b>
6000-00 CONFERENCE SALES				
6005-00 Paid Media	8,713.00	2,327.43	6,385.57	274.36 %
6018-00 MCC Media Commission	1,538.00	330.48	1,207.52	365.38 %
6003-00 Geo-Fence Targeting		16.06	-16.06	-100.0 %
6153-00 Chicago Sales Rep Support		2,200.00	-2,200.00	-100.0 %
<b>Total for 6000-00 CONFERENCE SALES</b>	<b>\$10,251.00</b>	<b>\$4,873.97</b>	<b>\$5,377.03</b>	<b>110.32 %</b>
7000-00 COMMITTED & ADMIN EXPENSES				
7002-00 CRM Subscription	1,270.06	274.00	996.06	363.53 %
7007-00 Destimetrics / DMX	9,660.00	9,660.00	0.00	0.0 %
7004-00 Research		2,420.83	-2,420.83	-100.0 %
<b>Total for 7000-00 COMMITTED &amp; ADMIN EXPENSES</b>	<b>\$10,930.06</b>	<b>\$12,354.83</b>	<b>-\$1,424.77</b>	<b>-11.53 %</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		178.00	
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>\$14,200.00</b>	<b>-\$1,772.00</b>	<b>-12.48 %</b>
<b>Total for Expenses</b>	<b>\$174,735.78</b>	<b>\$100,688.02</b>	<b>\$74,047.76</b>	<b>73.54 %</b>
<b>Net Operating Income</b>	<b>-\$13,902.78</b>	<b>\$58,895.81</b>	<b>-\$72,798.59</b>	<b>-123.61 %</b>
Other Income				
Other Expenses				
<b>Net Other Income</b>				
<b>Net Income</b>	<b>-\$13,902.78</b>	<b>\$58,895.81</b>	<b>-\$72,798.59</b>	<b>-123.61 %</b>

	Jan 2026				YTD			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
<b>Income</b>								
4000-00 LTIVCBVB Funding	45,833.00	45,833.00	0.00	100.00%	320,831.00	320,831.00	0.00	100.00%
4001-00 NLTRA Funding	115,000.00	114,327.25	672.75	100.59%	1,078,202.25	964,160.75	114,041.50	111.83%
<b>Total Income</b>	<b>\$ 160,833.00</b>	<b>\$ 160,160.25</b>	<b>\$ 672.75</b>	<b>100.42%</b>	<b>\$ 1,399,033.25</b>	<b>\$ 1,284,991.75</b>	<b>\$ 114,041.50</b>	<b>108.87%</b>
<b>Gross Profit</b>	<b>\$ 160,833.00</b>	<b>\$ 160,160.25</b>	<b>\$ 672.75</b>	<b>100.42%</b>	<b>\$ 1,399,033.25</b>	<b>\$ 1,284,991.75</b>	<b>\$ 114,041.50</b>	<b>108.87%</b>
<b>Expenses</b>								
<b>5000-00 CONSUMER MARKETING</b>								
5001-00 Broadcast / Radio - High Notes	4,554.00	4,554.00	0.00	100.00%	326,723.95	319,888.00	6,835.95	102.14%
5007-00 Creative Production			0.00		0.00	0.00	0.00	
5007-01 Creative Production		0.00	0.00		64,842.63	35,000.00	29,842.63	185.26%
5007-03 Photo/Video Creative	51,333.33	50,000.00	1,333.33	102.67%	180,469.71	170,000.00	10,469.71	106.16%
<b>Total 5007-00 Creative Production</b>	<b>\$ 51,333.33</b>	<b>\$ 50,000.00</b>	<b>\$ 1,333.33</b>	<b>102.67%</b>	<b>\$ 245,312.34</b>	<b>\$ 205,000.00</b>	<b>\$ 40,312.34</b>	<b>119.66%</b>
5010-00 Account Strategy & Management	7,000.00	7,000.00	0.00	100.00%	52,556.25	49,000.00	3,556.25	107.26%
5018-00 Media Commission	1,817.00	1,817.00	0.00	100.00%	54,192.27	62,694.00	-8,501.73	86.44%
5018-03 Strategic Marketing Plan		0.00	0.00		10,000.00	10,000.00	0.00	100.00%
5021-01 Stewardship Campaign	5,738.00	5,738.00	0.00	100.00%	28,970.44	45,382.00	-16,411.56	63.84%
<b>Total 5000-00 CONSUMER MARKETING</b>	<b>\$ 70,442.33</b>	<b>\$ 69,109.00</b>	<b>\$ 1,333.33</b>	<b>101.93%</b>	<b>\$ 717,755.25</b>	<b>\$ 691,964.00</b>	<b>\$ 25,791.25</b>	<b>103.73%</b>
<b>5110-00 LEISURE SALES</b>								
5107-00 Creative Production			0.00		480.00	0.00	480.00	
5111-00 FAMS - Domestic		0.00	0.00		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		0.00	0.00		1,438.04	1,000.00	438.04	143.80%
5137-00 Co-op Opportunities	33,062.00	0.00	33,062.00		95,186.00	60,000.00	35,186.00	158.64%
5143-00 Mountain Travel Symposium		0.00	0.00		2,945.00	2,945.00	0.00	100.00%
5145-00 TIA Annual Dues	2,850.00	0.00	2,850.00		2,850.00	2,775.00	75.00	102.70%
5147-00 AUS / Gate 7	9,913.25	9,913.00	0.25	100.00%	26,702.25	29,739.00	-3,036.75	89.79%
5154-00 Canada	2,600.00	7,800.00	-5,200.00	33.33%	18,200.00	23,400.00	-5,200.00	77.78%
5155-00 California Star Program		0.00	0.00		0.00	3,600.00	-3,600.00	0.00%
5157-00 International Efforts	1,496.40	0.00	1,496.40		3,254.60	1,500.00	1,754.60	216.97%
<b>Total 5110-00 LEISURE SALES</b>	<b>\$ 49,921.65</b>	<b>\$ 17,713.00</b>	<b>\$ 32,208.65</b>	<b>281.84%</b>	<b>\$ 156,548.07</b>	<b>\$ 130,459.00</b>	<b>\$ 26,089.07</b>	<b>120.00%</b>
<b>5200-00 PUBLIC RELATIONS</b>								
5200-01 Strategy, Reporting, Mgmt, Etc.	7,000.00	7,000.00	0.00	100.00%	49,000.00	49,000.00	0.00	100.00%
5202-00 PR Program/ Content Dev - Blogs	1,000.00	1,000.00	0.00	100.00%	8,756.00	7,000.00	1,756.00	125.09%
5204-00 Media Mission(s)		5,000.00	-5,000.00	0.00%	5,000.00	5,000.00	0.00	100.00%
5206-00 Digital Buy/ Social Media Boost	700.00	700.00	0.00	100.00%	4,900.00	4,900.00	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	562.74	6,400.00	-5,837.26	8.79%	5,850.76	19,200.00	-13,349.24	30.47%
5210-00 Content Dev - Newsletters		0.00	0.00		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%	35,000.00	35,000.00	0.00	100.00%
5221-00 Photography & Video Asset Dev	6,250.00	6,250.00	0.00	100.00%	18,750.00	18,750.00	0.00	100.00%
5222-00 Media Tracking / Membership	250.00	250.00	0.00	100.00%	1,750.00	1,750.00	0.00	100.00%
<b>Total 5200-00 PUBLIC RELATIONS</b>	<b>\$ 20,762.74</b>	<b>\$ 31,600.00</b>	<b>-\$ 10,837.26</b>	<b>65.70%</b>	<b>\$ 133,306.76</b>	<b>\$ 144,000.00</b>	<b>-\$ 10,693.24</b>	<b>92.57%</b>
<b>6000-00 CONFERENCE SALES</b>								
6004-00 Email			0.00		480.00	0.00	480.00	
6005-00 Paid Media	8,713.00	8,712.00	1.00	100.01%	28,006.39	26,138.00	1,868.39	107.15%
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		2,000.00	-2,000.00	0.00%	2,000.00	4,000.00	-2,000.00	50.00%
6015-00 MCC National Memberships		0.00	0.00		125.00	1,000.00	-875.00	12.50%
6018-00 MCC Media Commission	1,538.00	1,537.00	1.00	100.07%	4,996.78	4,613.00	383.78	108.32%
6152-00 Client Events / Opportunities			0.00		-45.59	0.00	-45.59	
6153-00 Chicago Sales Rep Support		1,750.00	-1,750.00	0.00%	1,833.08	1,750.00	83.08	104.75%
<b>Total 6000-00 CONFERENCE SALES</b>	<b>\$ 10,251.00</b>	<b>\$ 13,999.00</b>	<b>-\$ 3,748.00</b>	<b>73.23%</b>	<b>\$ 71,285.14</b>	<b>\$ 70,481.00</b>	<b>\$ 804.14</b>	<b>101.14%</b>

<b>6100-00 TRADE SHOWS</b>										
6111-00 Site Inspections		500.00	-500.00	0.00%	0.00	1,500.00	-1,500.00	0.00%		
6116-00 CalSAE Seasonal Spectacular		0.00	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>\$</b>	<b>0.00</b>	<b>\$ 500.00</b>	<b>-\$ 500.00</b>	<b>0.00%</b>	<b>\$ 15,172.13</b>	<b>\$ 18,500.00</b>	<b>-\$ 3,327.87</b>	<b>82.01%</b>	
<b>7000-00 COMMITTED &amp; ADMIN EXPENSES</b>										
5009-00 Fulfillment / Mail		150.00	-150.00	0.00%	462.97	1,050.00	-587.03	44.09%		
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		0.00	0.00		2,333.83	7,500.00	-5,166.17	31.12%		
7002-00 CRM Subscription	1,270.06	2,500.00	-1,229.94	50.80%	6,181.08	7,500.00	-1,318.92	82.41%		
7004-00 Research		0.00	0.00		39,901.39	36,500.00	3,401.39	109.32%		
7007-00 Destimetrics / DMX	9,660.00	8,411.00	1,249.00	114.85%	34,230.00	25,293.00	8,937.00	135.33%		
7008-00 Opportunistic Funds		0.00	0.00		48,831.00	50,000.00	-1,169.00	97.66%		
8600-00 Staff Industry Travel		3,750.00	-3,750.00	0.00%	12,037.52	11,250.00	787.52	107.00%		
8700-00 Automobile Expense*			0.00		24.09	0.00	24.09			
<b>Total 7000-00 COMMITTED &amp; ADMIN EXPENSES</b>	<b>\$</b>	<b>10,930.06</b>	<b>\$ 14,811.00</b>	<b>-\$ 3,880.94</b>	<b>73.80%</b>	<b>\$ 146,502.38</b>	<b>\$ 142,593.00</b>	<b>\$ 3,909.38</b>	<b>102.74%</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	100.00%	32,000.00	28,000.00	4,000.00	114.29%		
8003-00 Website Hosting Maintenance	178.00	178.00	0.00	100.00%	2,324.00	1,246.00	1,078.00	186.52%		
8004-00 Website Strategy & Maintenance	7,250.00	7,250.00	0.00	100.00%	50,750.00	50,750.00	0.00	100.00%		
8005-00 Website SEO Strategy/Maint	1,000.00	1,000.00	0.00	100.00%	7,000.00	7,000.00	0.00	100.00%		
<b>Total 8000-00 WEBSITE CONTENT &amp; MAINTENANCE</b>	<b>\$</b>	<b>12,428.00</b>	<b>\$ 12,428.00</b>	<b>\$ 0.00</b>	<b>100.00%</b>	<b>\$ 142,074.00</b>	<b>\$ 136,996.00</b>	<b>\$ 5,078.00</b>	<b>103.71%</b>	
<b>Total Expenses</b>	<b>\$</b>	<b>174,735.78</b>	<b>\$ 160,160.00</b>	<b>\$ 14,575.78</b>	<b>109.10%</b>	<b>\$ 1,382,643.73</b>	<b>\$ 1,334,993.00</b>	<b>\$ 47,650.73</b>	<b>103.57%</b>	
<b>Net Operating Income</b>	<b>-\$</b>	<b>13,902.78</b>	<b>\$ 0.25</b>	<b>-\$ 13,903.03</b>	<b>-5561112.00%</b>	<b>\$ 16,389.52</b>	<b>-\$ 50,001.25</b>	<b>\$ 66,390.77</b>	<b>-32.78%</b>	
<b>Net Income</b>	<b>-\$</b>	<b>13,902.78</b>	<b>\$ 0.25</b>	<b>-\$ 13,903.03</b>	<b>-5561112.00%</b>	<b>\$ 16,389.52</b>	<b>-\$ 50,001.25</b>	<b>\$ 66,390.77</b>	<b>-32.78%</b>	