



**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Operating Fund Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
											Jan-Jul Act			
											Aug-Dec Bdg			
Revenue														
ALLOCATED RECREATION FEES	828,935	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,039,288	1,065,610	1,040,000	1,042,661	1,000,218	
Golf Passes	166,880	177,600	149,689	179,630	154,696	165,377	182,986	170,239	127,924	150,431	162,900	149,531	159,391	
Golf Passes - Packs	19,800	26,264	30,810	35,566	39,395	70,090	78,813	83,649	71,489	92,035	83,000	82,391	79,215	
Golf Green Fees - Member	317,830	269,117	254,212	260,127	292,784	228,112	216,414	210,106	210,385	225,180	236,000	215,224	218,039	
Golf Green Fees - Guest	242,128	212,584	189,570	184,948	221,034	240,694	218,425	222,349	193,280	222,990	233,000	212,873	219,548	
Golf Green Fees - Public	40,094	47,708	42,809	55,972	44,919	90,143	87,126	107,134	93,412	135,368	135,100	111,971	102,636	
Ski Lift Revenue - Public	697,586	877,238	615,931	520,587	664,718	139,049	342,383	1,123,968	1,147,691	845,129	1,040,800	1,038,929	719,644	
Ski Lift Revenue - P.O.	136,932	160,777	89,293	94,148	76,532	21,677	66,085	129,925	121,222	106,726	117,000	119,291	89,127	
Ski Passes - Public	83,274	106,330	113,612	105,840	96,166	86,357	43,230	88,380	181,804	191,526	119,900	153,903	118,259	
Ski Passes - P.O.	158,401	169,282	175,589	190,360	184,627	146,438	107,770	194,369	227,936	250,016	194,000	224,107	185,306	
Ski Team - Public	780	1,545	1,170	1,200	841	0	0	2,870	3,482	4,467	3,500	3,606	2,164	
Ski Team - P.O.	2,456	15,204	13,702	10,264	6,025	0	302	7,472	10,897	10,503	10,000	9,624	5,835	
Race Events	7,728	0	7,523	1,059	1,704	0	0	208	135	135	0	159	96	
Cross Country Season Pass	0	0	0	0	0	0	0	0	0	332	0	111	66	
Snowplay Member	0	0	0	1,876	2,118	1,791	2,607	2,544	1,804	2,250	4,900	2,199	2,199	
Snowplay Guest	0	41,330	38,935	29,619	48,372	20,477	30,448	71,363	72,820	53,372	64,300	65,851	49,696	
Snowplay Public	45,773	56,150	58,668	50,868	86,763	38,825	72,819	164,512	149,178	130,456	160,600	148,048	111,158	
P.O. Daily Trail Fee	31,036	33,982	19,575	24,860	33,431	17,876	27,282	52,018	37,044	33,132	46,000	40,731	33,470	
Public Daily Trail Fee	182,145	205,392	141,056	112,612	143,082	66,358	92,830	239,706	240,568	181,983	252,200	220,752	164,289	
Guest Daily Trail Fee	34,328	43,800	28,631	26,656	36,686	17,547	20,736	43,757	36,248	25,124	39,500	35,043	28,682	
P.O. Trail Rides	33,000	33,819	25,714	31,844	36,731	0	34,125	51,788	40,922	44,282	50,000	45,664	34,223	
Guest Trail Rides	24,266	25,091	21,153	21,098	17,808	0	25,824	31,513	45,996	47,908	41,000	41,806	30,248	
Public Trail Rides	10,695	14,720	6,539	9,448	8,506	0	10,828	14,356	15,114	14,875	16,000	14,782	11,035	
Pony Rides - P.O.	0	0	0	230	0	0	0	0	0	0	0	0	0	
Special Events Revenue	37,298	38,127	107,744	51,139	69,128	42,624	57,523	52,604	61,064	52,576	61,694	55,415	53,278	
Concert Revenue	0	0	0	50,695	32,935	66,387	73,584	154,520	143,307	127,370	140,000	141,732	113,034	
Daily Usage Fee - Member	40,268	38,806	38,388	37,691	36,480	38,388	39,775	43,148	41,438	41,595	41,501	42,060	40,869	
Daily Usage Fee - Guest	273,940	283,248	304,878	300,565	328,402	330,520	319,928	347,580	381,468	418,157	414,203	382,402	359,531	
Campground Revenue	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	64,025	72,233	60,600	65,043	59,904	
Total Direct Access & Use Fees	2,617,725	2,912,991	2,517,798	2,428,626	2,709,509	1,880,576	2,204,388	3,668,946	3,720,652	3,480,149	3,727,698	3,623,249	2,990,942	
Food	1,504,062	1,718,124	1,620,117	1,716,222	1,997,222	1,931,229	2,165,004	2,884,662	3,040,002	2,919,418	2,944,900	2,948,027	2,588,063	
<i>Food Discounts</i>	<i>-97,695</i>	<i>-141,069</i>	<i>-148,296</i>	<i>-156,619</i>	<i>-194,474</i>	<i>-168,140</i>	<i>-180,963</i>	<i>-244,943</i>	<i>-275,734</i>	<i>-291,081</i>	<i>-354,401</i>	<i>-270,586</i>	<i>-232,176</i>	
Discounts Food	0	0	0	0	0	0	-13	0	0	0	0	0	-3	
EE Discounts	-21,149	-33,750	-53,543	-45,194	-75,804	-46,548	-59,290	-106,006	-104,237	-94,988	-107,901	-101,744	-82,214	
Guest Relations aka Manager	-13,478	-23,620	-17,145	-19,131	-39,443	-53,713	-24,695	-31,775	-30,388	-35,324	-45,000	-32,496	-35,179	
InterDept Discounts	-56	-7,180	-3,470	-2,991	-4,841	-3,102	-12,809	-2,745	-7,468	-9,011	-10,200	-6,408	-7,027	
Marketing Discounts	-63,011	-76,519	-74,139	-89,303	-74,387	-64,777	-84,176	-104,417	-133,641	-151,758	-191,300	-129,939	-107,754	
Food NA Beverage	0	14,540	116,211	112,724	127,134	89,568	116,425	205,377	192,925	173,536	178,800	190,613	155,566	
Food subtotal	1,406,367	1,591,595	1,588,032	1,672,327	1,929,882	1,852,657	2,100,447	2,845,096	2,957,192	2,801,873	2,769,299	2,868,054	2,511,453	
Beer	497,190	576,999	172,401	190,065	218,788	215,450	244,321	350,909	372,373	332,242	326,200	351,842	303,059	
Beer Discounts	0	-11,541	-11,297	-9,076	-9,246	-6,821	-7,029	-7,227	-7,943	-4,367	0	-6,512	-6,678	
Liquor	0	22,028	186,942	204,074	230,943	253,230	247,808	310,001	331,492	296,479	254,400	312,657	287,802	
Liquor Discounts	0	-3,398	-9,492	-11,306	-9,226	-9,226	-7,294	-11,075	-11,855	-6,149	0	-9,693	-9,120	
Wine	0	32,613	274,032	290,017	324,951	323,142	347,733	405,018	413,851	420,110	444,100	412,993	381,971	
Wine Discounts	0	-7,411	-9,417	-9,627	-11,459	-10,904	-13,588	-15,765	-15,243	-8,076	0	-13,028	-12,715	
Corkage Fees	0	0	15,504	13,148	15,827	21,576	18,989	20,551	19,688	8,619	0	16,286	17,884	
Corkage Fee Discounts	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	-12,629	-4,323	0	-9,949	-11,272	
Beverage subtotal	497,190	609,290	610,564	663,330	750,367	772,389	818,486	1,039,517	1,089,733	1,034,536	1,024,700	1,054,595	950,932	
Misc other F&B	38,651	42,424	32,625	49,765	70,764	116,515	107,421	149,972	169,634	164,200	130,300	161,268	141,548	
InterDept Food Sales	0	-7,316	-3,500	-2,699	-3,167	0	-2,100	0	-3,267	-4,292	1,800	-2,520	-1,932	
Other F&B subtotal	38,651	35,108	29,125	49,496	67,597	116,515	105,321	149,972	166,367	159,907	132,100	158,749	139,617	
Total Food and Beverage Revenue	1,942,209	2,235,993	2,227,721	2,385,153	2,747,846	2,741,561	3,024,254	4,034,585	4,213,292	3,996,316	3,926,099	4,081,398	3,602,002	
F&B Revenue by Segment:	0	1,521,179	1,601,806	1,773,718	1,992,032	2,531,686	2,744,145	3,426,362	3,593,593	3,167,887	2,542,000	3,395,947	3,092,735	
Lodge-Dining Room	0	655,369	694,585	744,492	906,442	1,267,902	1,387,683	1,591,350	1,729,813	1,438,269	1,130,000	1,586,477	1,483,004	
Lodge-Pub	0	523,994	615,632	656,722	645,139	635,354	633,377	804,140	788,473	726,574	710,000	773,062	717,584	
F&B-Banquets	0	187,597	154,032	220,781	273,379	445,182	462,637	505,629	602,145	543,894	460,000	550,556	511,897	
SmtF&B-Lunch	0	77,071	58,105	64,195	67,419	59,302	86,764	120,220	112,867	112,653	74,000	115,247	98,361	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Operating Fund Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Other Revenue	64,753	72,878	54,094	63,874	70,207	65,421	74,180	103,858	99,909	76,109	86,780	93,292	83,895	
Employee Housing Revenue	0	0	0	0	0	0	0	13,082	84,273	112,249	69,000	69,868	41,921	
Forestry Grant Revenue	69,756	0	76,280	25,600	74,114	0	0	44,000	1,645	0	0	15,215	9,129	
Total Other Revenue	620,651	531,334	572,703	529,433	614,006	587,885	612,039	762,900	805,317	814,057	759,900	794,091	716,440	
GROSS REVENUE (GREV)	8,098,589	8,861,592	8,277,243	8,204,902	9,505,010	7,679,146	8,681,085	12,771,032	13,116,560	12,447,924	12,460,000	12,778,505	10,939,149	
COST OF GOODS SOLD (COGS)														
Food	-483,219	-526,804	-76	0	0	0	0	0	0	0	0	0	0	
Meat	0	-17,305	-166,345	-185,720	-231,677	-217,858	-225,583	-276,480	-295,015	-279,794	-301,880	-283,763	-258,946	
Seafood	0	-8,448	-90,669	-98,080	-112,567	-113,976	-118,671	-160,335	-171,634	-172,388	-188,810	-168,119	-147,401	
Produce	0	-8,855	-106,919	-109,967	-135,587	-142,834	-161,591	-207,369	-215,720	-173,075	-153,180	-198,721	-180,118	
Dairy	0	-7,348	-86,694	-78,900	-89,205	-94,464	-98,785	-112,163	-113,733	-111,738	-125,210	-112,545	-106,177	
NA Beverage	0	-5,489	-38,673	-40,228	-38,955	-29,717	-36,084	-53,705	-57,075	-55,373	-58,380	-55,384	-46,391	
Food Other	0	-23,407	-158,828	-171,627	-194,693	-152,292	-198,682	-286,192	-304,530	-267,784	-250,561	-286,169	-241,896	
Mktg Discounts credit	0	2,661	45,190	51,734	60,099	58,958	64,685	76,006	81,894	81,439	86,410	79,780	72,596	
EE Meals credit	0	2,030	23,893	29,123	28,728	29,366	29,402	34,169	38,618	38,520	40,861	37,102	34,015	
Food Cogs	-483,219	-592,966	-579,120	-603,665	-713,858	-662,817	-745,309	-986,069	-1,037,195	-940,193	-950,750	-987,819	-874,317	
Beverage	-146,793	-147,248	0	0	0	0	0	0	0	0	0	0	0	
Beer	0	-5,785	-49,142	-55,382	-64,034	-54,996	-65,380	-87,469	-89,482	-81,388	-82,010	-86,113	-75,743	
Liquor	0	-4,037	-41,543	-44,409	-43,828	-49,474	-49,605	-61,658	-62,250	-61,439	-52,340	-61,782	-56,885	
Wine	0	-8,490	-83,381	-85,732	-93,524	-94,033	-104,628	-120,065	-130,924	-127,205	-129,770	-126,065	-115,371	
Beverage Cogs	-146,793	-165,561	-174,066	-185,523	-201,386	-198,503	-219,613	-269,192	-282,655	-270,032	-264,120	-273,960	-247,999	
Retail Product Cogs	-280,402	-242,204	-236,366	-235,530	-258,279	-191,684	-234,000	-297,711	-314,762	-299,255	-305,130	-303,909	-267,482	
Total COGS	-910,415	-1,000,731	-989,552	-1,024,719	-1,173,523	-1,053,005	-1,198,922	-1,552,972	-1,634,612	-1,509,480	-1,520,000	-1,565,698	-1,389,798	
Total Cogs / GREV %	-11.2%	-11.3%	-12.0%	-12.5%	-12.3%	-13.7%	-13.8%	-12.2%	-12.5%	-12.1%	-12.2%	-12.2%	-12.8%	
Retail Product Cogs / Retail Revenue %	-72.6%	-64.3%	-61.1%	-62.3%	-58.7%	-58.1%	-57.3%	-56.4%	-56.2%	-59.2%	-63.3%	-57.3%	-57.4%	
Retail Product Cogs / Retail Revenue,preD	-49.2%	-46.9%	-49.9%	-50.2%	-47.8%	-49.6%	-48.3%	-49.3%	-48.5%	-47.0%	-55.0%	-48.3%	-48.5%	
F&B Cogs / F&B Rev %	-32.4%	-33.9%	-33.8%	-33.1%	-33.3%	-31.4%	-31.9%	-31.1%	-31.3%	-29.8%	-30.9%	-30.8%	-31.1%	
Food %, preDiscounts	-32.1%	-34.2%	-33.4%	-33.0%	-33.6%	-32.8%	-32.7%	-31.9%	-32.1%	-30.4%	-30.4%	-31.5%	-32.0%	
Food %, postDiscounts	-34.4%	-37.3%	-36.5%	-36.1%	-37.0%	-35.8%	-35.5%	-34.7%	-35.1%	-33.0%	-34.3%	-34.3%	-34.8%	
Food NA Beverage %	00.0%	-37.8%	-33.3%	-35.7%	-30.6%	-33.2%	-31.0%	-26.1%	-29.6%	-31.5%	-32.7%	-29.1%	-30.3%	
COGS % Beverage, incld CF,net	-29.5%	-27.2%	-28.5%	-28.0%	-26.8%	-25.7%	-26.8%	-25.9%	-25.9%	-26.1%	-25.8%	-26.1%	-26.1%	
COGS % Beer,net	00.0%	-01.0%	-30.5%	-30.6%	-30.6%	-26.4%	-27.6%	-25.5%	-24.6%	-24.6%	-25.1%	-24.9%	-25.7%	
COGS % Liquor,net	00.0%	-21.7%	-23.4%	-22.8%	-20.0%	-20.3%	-20.6%	-19.5%	-19.5%	-21.5%	-20.6%	-20.5%	-20.5%	
COGS % Wine,net	00.0%	-33.7%	-31.5%	-30.6%	-29.8%	-30.1%	-31.3%	-30.8%	-32.8%	-32.4%	-29.2%	-32.0%	-31.5%	
Gross Margin (GREV-COGS)	7,188,174	7,860,861	7,287,691	7,180,183	8,331,487	6,626,142	7,482,163	11,218,060	11,481,948	10,938,444	10,940,000	11,212,817	9,549,351	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-2,394,425	-2,436,239	-2,435,895	-2,582,687	-2,781,942	-2,886,078	-3,054,426	-3,166,183	-3,336,726	-3,712,540	-3,713,000	-3,405,150	-3,231,191	
Salaries - Exempt - Commissions	-37,287	-33,182	-17,738	-25,713	-31,113	-22,717	-24,214	-23,297	-30,564	-26,947	-23,000	-26,936	-25,548	
Wages - FTRRegular	-1,238,377	-1,238,909	-1,198,802	-1,104,372	-1,191,374	-1,102,397	-1,180,835	-1,428,058	-1,814,963	-1,927,604	-2,015,978	-1,723,542	-1,490,771	
Wages - Seasonal	-2,412,573	-2,543,847	-2,628,356	-2,543,329	-3,022,324	-2,287,700	-2,646,975	-3,757,125	-3,909,528	-3,718,527	-3,622,122	-3,795,060	-3,263,971	
Wages-FTR-Commissions	-1,141	0	0	-100	0	-137	0	-23,280	-26,933	-26,317	-30,000	-25,510	-15,333	
Wages-Seasonal-Commissions	-53,130	-61,395	-81,002	-79,919	-84,122	-97,756	-106,868	-89,584	-90,911	-99,598	-93,900	-93,364	-96,943	
Incentive Program, Exempt	-164,637	-163,094	-159,087	-256,352	-189,614	-269,221	-225,604	-308,618	-226,502	-236,424	-132,000	-257,181	-253,274	
Incentive Program, FTR, NonExempt	-51,647	-34,491	-33,099	-51,349	-41,742	-66,704	-47,433	-68,650	-65,463	-70,740	-36,000	-68,285	-63,798	
Incentive Program, Seasonal, NonExempt	-12,981	-18,704	-23,207	-21,184	-34,776	-19,547	-23,044	-65,343	-70,297	-29,525	-10,000	-55,055	-41,551	
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	253,780	383,114	283,140	273,000	306,678	184,007	
Total Salaries & Wages, DIRECT	-6,366,197	-6,529,861	-6,577,184	-6,665,006	-7,377,007	-6,752,256	-7,309,399	-8,676,357	-9,188,772	-9,565,084	-9,403,000	-9,143,404	-8,298,374	
Salaries sub-total	-2,596,348	-2,632,515	-2,612,720	-2,864,752	-3,002,670	-3,178,015	-3,304,244	-3,244,318	-3,210,677	-3,692,772	-3,595,000	-3,382,589	-3,326,005	
Wage sub-total	-3,769,848	-3,897,346	-3,964,465	-3,800,255	-4,374,337	-3,574,240	-4,005,155	-5,432,040	-5,978,095	-5,872,311	-5,808,000	-5,760,815	-4,972,368	
Wage-FTR subsubtotal	-1,291,165	-1,273,401	-1,231,900	-1,155,822	-1,233,116	-1,169,238	-1,228,268	-1,519,987	-1,907,359	-2,024,661	-2,081,978	-1,817,336	-1,569,903	
Wage-Seasonal subsubtotal	-2,478,683	-2,623,946	-2,732,564	-2,644,433	-3,141,221	-2,405,003	-2,776,887	-3,912,052	-4,070,736	-3,847,650	-3,726,022	-3,943,479	-3,402,465	
Payroll Direct as a % of Revenue	-78.6%	-73.7%	-79.5%	-81.2%	-77.6%	-87.9%	-84.2%	-67.9%	-70.1%	-77.6%	-75.5%	-71.9%	-77.5%	
PTO net\$ accrual, in Salaries	-33,943	-34,938	-42,998	4,851	12,204	3,286	-15,855	-61,048	-31,700	-29,230	-17,349	-40,659	-26,910	
PTO net\$ accrual, in Wages FTR	-3,040	605	-3,449	-5,032	6,156	3,296	-264	-12,439	-12,009	-12,485	-12,000	-12,311	-6,780	
PTO net accrual, in PD Total	-36,983	-34,333	-46,448	-181	18,360	6,582	-16,120	-73,487	-43,709	-41,715	-29,349	-52,971	-33,690	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Operating Fund Consolidated**

	5 Year Average Years											Actuals Average	
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
PAYROLL BURDEN													
Payroll Taxes	-613,623	-635,668	-643,605	-679,682	-750,384	-699,110	-754,495	-936,449	-989,858	-1,041,696	-1,060,000	-989,335	-884,322
Workers Compensation	-258,955	-278,368	-271,865	-312,627	-351,724	-516,562	-601,048	-811,101	-774,092	-555,402	-595,000	-713,532	-651,641
Group Insurance	-716,444	-681,785	-629,837	-613,283	-646,045	-625,402	-533,972	-589,506	-697,265	-852,153	-940,000	-712,975	-659,660
Retirement Plan	-63,269	-66,100	-65,917	-73,466	-116,622	-88,599	-149,544	-144,395	-140,232	-176,253	-205,000	-153,627	-139,805
Capitalized Payroll Burden	0	0	0	0	0	0	0	41,220	67,965	43,825	42,000	51,003	30,602
PAYROLL BURDEN Total	-1,652,291	-1,661,921	-1,611,223	-1,679,057	-1,864,774	-1,929,673	-2,039,058	-2,440,231	-2,533,483	-2,581,680	-2,758,000	-2,518,465	-2,304,825
subtotal, Burden-Salary	-699,071	-690,345	-664,629	-708,997	-797,963	-885,654	-908,317	-949,189	-940,423	-1,055,379	-1,106,400	-981,663	-947,792
subtotal, Burden-Wage-FTR	-526,188	-497,698	-468,597	-458,075	-466,067	-459,037	-421,781	-509,496	-676,361	-747,536	-861,400	-644,464	-562,842
subtotal, Burden-Wage-Seasonal	-427,032	-473,878	-477,997	-511,986	-600,744	-584,983	-708,935	-1,022,766	-984,664	-822,590	-832,200	-943,340	-824,787
Burden % - on all Payroll Direct	26.0%	25.5%	24.5%	25.2%	25.3%	28.6%	27.9%	28.1%	27.6%	25.4%	29.3%	27.0%	27.5%
Burden % - Salary	26.9%	26.2%	25.4%	24.7%	26.6%	27.9%	27.5%	29.3%	29.3%	27.1%	30.8%	28.5%	28.2%
Burden % - Wage-FTR	40.8%	39.1%	38.0%	39.6%	37.8%	39.3%	34.3%	33.5%	33.7%	35.5%	41.4%	34.2%	35.2%
Burden % - Wage-Seasonal	17.2%	18.1%	17.5%	19.4%	19.1%	24.3%	25.5%	26.1%	24.2%	20.8%	22.3%	23.7%	24.2%
Burden % - Wage-FTR&Seasonal	25.3%	24.9%	23.9%	25.5%	24.4%	29.2%	28.2%	28.2%	27.8%	25.2%	29.2%	27.1%	27.7%
PAYROLL TOTAL (Direct&Burden)	-8,018,488	-8,191,782	-8,188,408	-8,344,064	-9,241,781	-8,681,928	-9,348,458	-11,116,588	-11,722,255	-12,146,764	-12,161,000	-11,661,869	-10,603,199
Burden % TL	26.0%	25.5%	24.5%	25.2%	25.3%	28.6%	27.9%	28.1%	27.6%	25.4%	29.3%	27.0%	27.5%
Payroll Taxes %	9.6%	9.7%	9.8%	10.2%	10.2%	10.4%	10.3%	10.8%	10.8%	10.6%	11.3%	10.7%	10.6%
Workers Comp %	4.1%	4.3%	4.1%	4.7%	4.8%	7.7%	8.2%	9.3%	8.4%	5.5%	6.3%	7.7%	7.8%
Group Insurance %	11.3%	10.4%	9.6%	9.2%	8.8%	9.3%	7.3%	6.8%	7.6%	8.2%	10.0%	7.5%	7.8%
Retirement %	1.0%	1.0%	1.0%	1.1%	1.6%	1.3%	2.0%	1.7%	1.5%	1.6%	2.2%	1.6%	1.6%
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.5%	-0.7%	-0.5%	-0.4%	-0.6%	-0.3%
OPERATING EXPENSES (OE)													
Employee Meals	-19,226	-24,693	-24,437	-29,387	-30,751	-29,947	-30,343	-37,041	-43,748	-42,828	-43,211	-41,206	-36,781
Employee Housing expenses	0	0	0	0	0	0	0	-28,896	-141,200	-150,474	-141,000	-106,857	-64,114
Educational Reimbursement	0	0	-334	-36	-11	0	0	-6,000	0	0	0	-2,000	-1,200
Employee Recruiting	-69,968	-16,766	-4,632	-5,052	-2,572	-2,314	-4,117	-7,870	-39,477	-15,008	-11,000	-20,785	-13,757
Employee Dev/Training	-30,537	-20,345	-26,859	-25,536	-24,488	-10,610	-13,694	-23,862	-23,712	-29,293	-36,794	-25,623	-20,234
Employee Relations	-45,309	-38,471	-39,168	-40,424	-41,973	-31,723	-57,952	-58,627	-67,019	-56,006	-58,868	-60,550	-54,265
PreEmployment Testing	-24,292	-30,475	-15,918	-13,561	-20,279	-9,468	-17,663	-13,896	-12,084	-22,874	-19,000	-16,285	-15,197
EAP Services	-14,752	-10,619	-9,069	-9,284	-10,205	-9,928	-10,271	-11,944	-12,101	-7,468	-6,600	-10,504	-10,342
Benefit Administration Services	-21,510	-22,174	-25,059	-15,837	-9,982	-9,559	-11,419	-21,631	-30,557	-26,974	-16,000	-26,387	-20,028
Uniforms	-44,161	-49,866	-43,057	-30,519	-44,110	-25,599	-19,897	-48,231	-38,253	-44,556	-50,248	-43,680	-35,307
Seminars & Conferences	-12,128	-11,366	-9,340	-7,978	-12,022	-10,834	-9,305	-6,323	-8,827	-13,997	-32,820	-9,716	-9,857
Travel/Meeting Expense	-19,763	-15,604	-20,256	-8,612	-27,952	-10,219	-19,704	-32,827	-30,048	-16,663	-33,040	-26,513	-21,892
Total Staff Expense	-301,646	-240,380	-218,126	-186,226	-224,345	-150,200	-194,365	-297,148	-447,027	-426,140	-448,581	-390,105	-302,976
Telephone	-88,345	-107,651	-115,222	-129,238	-147,155	-168,281	-175,340	-160,545	-172,628	-151,661	-153,500	-161,612	-165,691
Cable/Sat TV Service	-8,744	-10,182	-12,740	-14,576	-15,018	-20,863	-23,126	-19,212	-21,314	-23,163	-25,840	-21,230	-21,535
Disposal Fees	-78,477	-82,088	-81,451	-72,866	-86,612	-70,156	-77,481	-87,820	-92,312	-95,638	-92,590	-91,923	-84,681
Electricity	-237,432	-241,404	-240,506	-238,042	-242,527	-219,006	-222,717	-268,047	-276,311	-292,971	-278,750	-279,110	-255,810
Natural Gas - Pools	-51,542	-60,431	-64,406	-48,229	-50,540	-47,943	-57,005	-68,142	-71,367	-70,133	-78,000	-69,881	-62,918
Natural Gas - Buildings	-80,727	-86,781	-70,576	-50,299	-61,524	-55,334	-66,111	-88,655	-82,177	-76,026	-87,900	-82,286	-73,661
Fuel & Oil	-117,682	-143,295	-178,017	-168,709	-173,298	-94,475	-81,807	-120,451	-155,171	-137,481	-145,290	-137,701	-117,877
Propane (LPG)	0	-156	-28,493	-15,831	-13,122	-4,979	-2,310	-5,042	-6,136	-6,667	-4,650	-5,948	-5,027
Sewer Fees	-73,213	-75,102	-77,491	-76,258	-78,022	-79,108	-81,409	-84,371	-85,175	-90,752	-95,030	-86,766	-84,163
Water - Building/Facility	-48,294	-46,344	-32,963	-29,017	-34,703	-31,226	-32,095	-36,119	-39,740	-40,691	-40,380	-38,850	-35,974
Water - Grounds	-97,739	-59,308	-53,673	-99,663	-76,957	-81,269	-52,148	-96,641	-65,271	-96,029	-75,000	-85,980	-78,272
TOTAL UTILITIES	-882,194	-912,741	-955,537	-942,728	-979,478	-872,641	-871,549	-1,035,044	-1,067,602	-1,081,212	-1,076,930	-1,061,286	-985,609
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	-9,220	-8,182	-8,834	-9,358	-12,554	-10,686	-11,444	-15,709	-18,097	-12,833	-12,250	-15,546	-13,754
Hazardous Waste Clean Up	-15	0	-2,736	-656	-11,957	0	0	0	0	-500	-1,500	-167	-100
Linen Service	-67,441	-54,142	-54,410	-61,844	-85,384	-87,467	-94,388	-111,005	-119,674	-127,700	-119,159	-119,460	-108,047
Janitorial Services & Supplies	-84,975	-70,072	-69,856	-80,437	-89,226	-82,026	-131,367	-174,792	-99,091	-94,972	-88,450	-122,952	-116,450
Pest Control	-1,655	-4,743	-4,696	-5,282	-6,088	-6,176	-8,204	-10,251	-9,603	-9,882	-10,455	-9,912	-8,823
Contract Fees	-55,276	-58,645	-37,929	-25,828	-34,230	-21,061	-19,539	-10,901	-25,500	-68,850	-53,592	-35,083	-29,170
Contract Labor	0	0	0	0	0	0	0	0	-40,110	-1,654	0	-13,921	-8,353

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Operating Fund Consolidated**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
Veterinary Services	-5,623	-6,976	-5,997	-2,734	-4,149	-2,250	-4,226	-1,567	-4,250	-8,277	-5,720	-4,698	-4,114
Equine Care Services	-9,225	-8,797	-5,433	-5,878	-5,415	-4,056	-6,975	-8,837	-8,080	-8,501	-7,250	-8,473	-7,290
Offsite Pasturing	-12,880	-11,093	-10,422	-7,275	-6,400	-11,313	-13,323	-11,926	-16,936	-16,437	-20,000	-15,100	-13,987
Equipment Rental	-23,778	-18,276	-20,034	-23,732	-18,980	-15,014	-15,861	-21,335	-23,665	-22,128	-20,650	-22,376	-19,601
Rental Property Expense	-2,541	-2,903	-1,473	-1,685	-2,279	-1,862	-1,158	-1,142	0	-1,150	-2,100	-764	-1,062
Feed Hay Grain	-14,894	-10,871	-14,495	-13,260	-20,188	-12,483	-13,413	-16,847	-13,397	-11,335	-13,500	-13,860	-13,495
Mbr Srv - Retail COGS	0	-1,526	-3,300	-2,824	-5,263	-6,149	-5,049	-10,263	-7,637	-7,522	-7,400	-8,474	-7,324
Printed Forms/Ticket Stock	-10,233	-14,177	-14,895	-17,047	-11,717	-12,805	-2,576	-19,417	-15,214	-19,711	-21,460	-18,114	-13,944
Computer Software	0	-1,442	-114	-255	-944	-109	-3,819	-4,711	-5,735	-4,764	-5,300	-5,070	-3,828
Computer Hardware	0	-829	-1,565	0	-1,998	-352	-779	-368	-210	-994	-2,200	-524	-541
Furniture and Office Equip	-25,745	-27,952	-22,420	-6,674	-14,867	-3,819	-10,949	-18,207	-14,452	-12,744	-13,415	-15,134	-12,034
Office Supplies	-34,892	-32,323	-34,975	-44,515	-45,395	-32,304	-27,507	-27,494	-27,591	-23,184	-30,040	-26,090	-27,616
Toner Cartridges	0	0	0	0	0	-12,965	-25,231	-27,999	-25,400	-22,091	-22,960	-25,163	-22,737
Signs	-8,407	-9,703	-5,782	-3,278	-9,116	-4,625	-7,061	-14,359	-10,775	-12,106	-14,190	-12,413	-9,785
Operating Supplies	-114,702	-119,753	-61,043	-46,114	-61,245	-41,242	-48,057	-56,029	-68,528	-76,981	-66,860	-67,179	-58,167
Paper Products - Restaurant	-21,302	-29,279	-42,295	-51,410	-55,374	-48,169	-61,517	-82,669	-79,743	-82,297	-77,360	-81,570	-70,879
Candle & TableTop Supplies	-2,719	-718	-1,532	-1,864	-607	-2,250	-2,066	-1,895	-2,289	-1,622	-600	-1,935	-2,024
Cleaning Supplies - Restaurant	-16,633	-21,592	-20,595	-20,376	-21,248	-22,522	-23,421	-32,240	-33,306	-34,821	-32,750	-33,456	-29,262
Small Tools & Equipment	-19,848	-19,131	-21,569	-20,970	-28,447	-21,687	-26,123	-50,544	-38,211	-25,240	-27,380	-37,998	-32,361
Safety Equipment	-16,217	-22,188	-19,920	-14,448	-23,155	-16,944	-16,443	-29,286	-23,781	-15,716	-22,680	-22,928	-20,434
Golf Course Rental Inventory	-138	0	0	0	0	0	0	0	0	0	0	0	0
Spoilage	-6,996	-6,921	-4,624	-4,755	-7,106	-5,648	-7,317	-5,458	-12,041	-3,966	0	-7,155	-6,886
Entertainment	-11,213	-18,574	-11,225	-10,601	-8,685	-6,563	-11,247	-15,219	-4,472	-6,100	-12,150	-8,597	-8,720
Recreation Programs	-5,315	-6,963	-8,252	-12,684	-23,843	-27,230	-25,690	-24,805	-14,338	-23,475	-23,370	-20,873	-23,108
Special Programs	-30,708	-43,076	-112,850	-60,114	-81,868	-40,313	-45,884	-43,453	-58,468	-46,628	-40,710	-49,516	-46,949
Opening event expense- Lodge	0	0	0	0	0	0	-12,253	0	0	0	0	0	-2,451
Catering Rentals	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-2,858	-10,618	-11,383	-5,382	-1,600	-9,128	-6,743
Concert Expenses	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-68,572	-82,809	-73,600	-76,183	-60,943
Ski Team Expense	-4,066	-2,262	-3,495	-2,526	-1,408	-1,834	-455	-974	-1,397	-1,730	-1,500	-1,367	-1,278
Repairs & Maintenance													
General/PM	-1,484	0	-20,551	-20,760	-54,511	-33,205	-47,829	-49,365	-56,018	-47,974	-33,400	-51,119	-46,878
Plumbing	0	-2,105	-5,216	-8,417	-9,363	-6,746	-3,145	-3,249	-3,562	-6,517	-3,090	-4,366	-5,194
Lighting and Electrical	-3,561	-595	-6,264	-7,349	-8,820	-6,392	-6,224	-4,993	-5,638	-2,722	-4,080	-4,451	-5,194
HVAC	0	0	-3,494	-10,388	-1,873	-3,375	-740	-923	-67	-944	-800	-645	-1,210
Carpentry	-2,310	-1,682	-1,539	-973	-113	-365	-1,394	-1,333	-121	-1,550	-3,300	-1,001	-953
Elevators	0	0	-4,173	-5,829	-6,695	-6,954	-7,400	-6,266	-7,701	-6,157	-4,200	-6,708	-6,895
Fire Suppression	0	0	-3,718	-6,310	-7,312	-10,049	-7,282	-14,199	-15,135	-12,763	-11,450	-14,032	-11,886
Painting	0	0	-2,020	-1,623	-460	-482	-984	-356	-132	-535	-900	-341	-498
MaintDept Labor Charges (inactive)	-45,878	0	0	-226	49	0	0	0	0	0	0	0	0
Other Building	-83,763	-70,612	-22,837	-19,216	-12,695	-2,564	-10,460	-9,225	-13,245	-15,535	-21,450	-12,669	-10,206
R&M Building	-136,996	-74,994	-69,812	-81,091	-101,792	-70,132	-85,457	-89,909	-101,209	-94,698	-82,670	-95,272	-88,281
Asphalt	0	0	-216	-3,016	-141	-26	-271	-410	-4,077	-876	0	-1,788	-1,132
Irrigation and Drainage	0	0	-789	-424	-633	-350	-180	-315	-280	-270	0	-288	-279
GrassFlowersSeedFertilizers	0	0	-2,262	-431	-441	-555	-531	-397	-147	-1,083	-3,080	-542	-542
Ski Trails	0	0	-13,053	-18,018	-13,608	-2,151	-2,774	-2,252	-222	-206	0	-893	-1,521
Snow Removal	-32,051	-38,684	-42,396	-39,445	-43,649	-35,799	-59,176	-76,397	-137,298	-128,724	-119,800	-114,139	-87,478
Other Grounds Maint	-37,649	-51,500	-41,083	-37,554	-34,864	-34,941	-38,412	-40,019	-41,355	-43,519	-37,900	-41,631	-39,649
R&M Grounds (nonGolf)	-69,700	-90,184	-99,798	-98,887	-93,336	-73,822	-101,343	-119,790	-183,379	-174,677	-160,780	-159,282	-130,602
R&M Equipment (non-posting)	0	0	-168	0	0	0	0	0	0	0	0	0	0
Ski Lifts, Fixed Grip	-5,546	-4,900	-3,663	-7,011	-3,377	-4,099	-5,333	-24,557	-21,014	-8,484	-9,300	-18,018	-12,697
Ski Lifts, Surface	0	0	-38	-1,406	-730	-2,258	-127	-1,462	-5,092	-2,514	-3,600	-3,023	-2,291
Terrain Parks	0	0	-730	-22	-1,002	-318	-195	-165	-1,257	-641	-500	-688	-515
Snowmaking	0	0	0	0	0	0	0	-1,346	-805	-2,565	-4,400	-1,572	-943
Snowcats	0	0	-60,058	-34,023	-38,802	-9,717	-6,504	-69,924	-95,315	-66,748	-80,100	-77,329	-49,642
Snowmobiles	0	0	-1,159	-2,274	-3,038	-5,160	-5,495	-7,999	-10,188	-7,866	-5,700	-8,684	-7,342
Golf Maint Eq	0	459	-11,572	-11,899	-15,409	-16,252	-23,562	-16,782	-14,685	-8,693	-15,750	-13,387	-15,995
Golf Carts Fleet	-4,420	-5,995	-1,438	-1,929	-3,123	-690	-2,705	-2,503	-991	-1,780	-900	-1,758	-1,734
Rolling, Heavy	-73,253	-83,422	-59,251	-41,151	-47,777	-26,643	-25,187	-30,463	-51,722	-42,505	-44,830	-41,563	-35,304
Rolling, Car/Truck/Bus/Van	-34,877	-37,037	-42,417	-52,777	-44,982	-49,100	-58,367	-62,980	-71,517	-70,725	-49,450	-68,407	-62,538
F&B Kitchen Equip	0	-10,580	-12,187	-14,839	-13,171	-14,731	-18,067	-19,967	-16,001	-15,023	-15,170	-16,997	-16,758
F&B GlassSilverChina	-3,506	-1,244	-2,947	-3,821	-831	-1,995	-2,982	-1,119	-550	-1,870	-3,900	-1,180	-1,703

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Operating Fund Consolidated**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
Bicycles	0	0	-641	0	-845	-708	-1,282	-3,126	-1,128	-1,886	-1,500	-2,047	-1,626
Fitness Equipment	0	0	-6,808	-8,104	-11,841	-5,865	-3,598	-1,989	-2,831	-2,882	-4,300	-2,567	-3,433
Office Equip R&M	0	0	-215	-585	-60	-511	-260	-187	0	-800	-1,580	-329	-351
Computer Software Maint	-2,400	-43,095	-46,096	-55,082	-52,375	-49,632	-52,565	-51,728	-53,097	-54,768	-63,330	-53,198	-52,358
Computer Hardware Maint	0	-13,944	-14,093	-6,469	-10,311	-5,594	-5,897	-5,338	-5,883	-6,040	-7,250	-5,753	-5,750
Other Operating Equip R&M	-86,167	-48,300	-14,521	-12,516	-15,514	-2,959	-7,365	-4,073	-5,931	-6,948	-10,400	-5,651	-5,455
R&M Equipment	-210,168	-248,058	-278,003	-253,906	-263,188	-196,232	-219,490	-305,707	-358,009	-302,737	-321,960	-322,151	-276,435
Seed & Sod	-14,494	-13,146	-19,306	-38,679	-15,608	-12,015	-5,745	-6,849	-10,380	-6,163	-7,500	-7,798	-8,231
Fertilizer	-24,976	-19,281	-24,828	-25,800	-22,842	-21,166	-22,275	-16,060	-18,630	-16,457	-19,000	-17,049	-18,918
Top Dressing	-22,880	-14,521	-11,403	-15,803	-12,305	-12,078	-11,808	-14,685	-11,583	-11,153	-12,000	-12,474	-12,261
Sand, Gravel, Rock	-7,880	-7,019	-15,911	-6,675	-8,148	-4,455	-5,476	-3,830	-1,021	-5,362	-4,000	-3,404	-4,029
Pesticides	-9,161	-9,136	-8,875	-8,280	-13,182	-11,151	-12,969	-8,951	-7,358	-9,383	-10,000	-8,564	-9,962
Irrigation and Drainage	0	0	-2,592	-6,156	-3,539	-3,408	-3,413	-2,086	-4,021	-2,444	-3,000	-2,850	-3,075
All Other Golf Course	0	0	-1,023	0	-1,308	-1,357	-1,307	0	-2,125	-250	-500	-792	-1,008
R&M Golf Course	-79,391	-63,103	-83,938	-101,391	-76,931	-65,631	-62,993	-52,462	-55,118	-51,213	-56,000	-52,931	-57,483
chemicals	0	0	-21,832	-22,559	-20,267	-22,012	-24,975	-30,280	-26,062	-27,906	-29,700	-28,083	-26,247
equipment	0	-2,188	-1,831	-1,833	-5,654	-182	-215	-196	0	-750	-1,800	-315	-269
service, regular	0	0	-23,760	-23,760	-12,870	-574	0	-157	-46	0	0	-68	-155
service, special	0	0	0	-130	-528	-438	-325	-125	-897	0	0	-341	-357
other	0	0	-47	-47	-1,413	-1,067	0	-38	-230	-86	0	-118	-284
R&M Pool Spa	0	-2,188	-47,980	-48,330	-40,732	-24,273	-25,516	-30,797	-27,234	-28,742	-31,500	-28,924	-27,312
Forestry Grants	-71,252	0	-76,280	0	0	0	0	0	0	0	0	0	0
Forestry Management	-273,817	-317,875	-286,920	-102,862	-380,447	-93,795	-325,327	-285,932	-187,318	-201,593	-191,100	-224,948	-218,793
R&M Forestry	-345,068	-317,875	-363,200	-102,862	-380,447	-93,795	-325,327	-285,932	-187,318	-201,593	-191,100	-224,948	-218,793
Contra - Inter-Dept. Charges	142,016	126,796	180,775	416,791	367,844	360,452	413,406	214,438	241,538	204,291	192,280	220,089	286,825
R&M subtotal	-699,309	-669,607	-761,956	-269,677	-588,583	-163,433	-406,721	-670,158	-670,728	-649,369	-651,730	-663,418	-512,082
TOTAL SUPPLIES & MAINTENANCE	-1,320,786	-1,309,348	-1,390,841	-874,611	-1,328,172	-763,977	-1,133,938	-1,607,646	-1,572,674	-1,543,472	-1,503,881	-1,574,597	-1,324,341
ADMINISTRATIVE & OTHER EXPENSE													
Audit & Tax Services	-34,300	-35,809	-29,909	-26,500	-26,500	-26,750	-24,750	-28,750	-27,027	-27,000	-27,000	-27,592	-26,855
Consulting Expense	-9,453	-3,630	-1,618	-1,615	-4,998	-8,220	-6,850	-5,752	-12,276	-14,624	-26,220	-10,884	-9,544
Environmental Services / Fees	-1,564	-1,783	-1,368	-924	-1,232	-1,386	0	-1,008	-1,176	-300	-1,200	-828	-774
Po Survey	-3,044	0	0	0	-1,675	0	0	0	-408	-7,025	-10,000	-2,478	-1,487
Legal Services	-104,401	-30,398	-31,771	-36,976	-89,125	22,809	-46,816	-48,352	-67,310	-144,196	-110,000	-86,619	-56,773
Public Relations	-4,186	-6,666	-7,375	-9,333	-19,473	-9,462	-9,520	-18,015	-7,397	-20,094	-7,150	-15,168	-12,898
Promotion Advertising	-6,314	-8,636	-8,747	-6,971	-8,750	-4,497	-3,529	-10,004	-2,955	-7,962	-7,500	-6,974	-5,789
Resort Advertising	-52,136	-64,716	-82,878	-73,327	-125,697	-100,556	-152,466	-119,863	-96,308	-95,068	-121,950	-103,746	-112,852
Brochure Distribution	-5,153	-8,146	-6,218	-4,732	-7,325	-3,207	-3,904	-5,921	-7,896	-6,100	-9,100	-6,639	-5,406
Sales specific	0	0	0	-1,656	-2,790	-3,273	-3,047	-5,772	-5,071	-1,579	0	-4,141	-3,748
Charitable Contributions	-3,977	-4,253	-6,294	-5,259	-5,516	-1,044	-7,548	-9,139	-8,639	-11,165	-4,700	-9,648	-7,507
Community Relations	-725	-123	-190	-43	-6,144	-1,027	-4,501	-11,943	-11,575	-11,123	-11,660	-11,547	-8,034
Reservation Services	-4,523	-6,404	-6,604	-8,087	-9,598	-9,793	-10,241	-10,361	-12,127	-11,154	-11,500	-11,214	-10,735
Marketing Discounts CoGS	-34,828	-37,943	-45,190	-51,734	-60,099	-58,958	-64,689	-76,006	-82,254	-81,379	-86,410	-79,880	-72,657
Dues & Subscriptions	-15,914	-16,476	-16,353	-14,846	-18,522	-18,250	-23,977	-23,990	-24,434	-23,049	-23,280	-23,824	-22,740
Licenses, Permits, Fees	-88,477	-89,596	-108,572	-90,097	-106,348	-99,011	-108,236	-117,076	-108,270	-130,692	-106,810	-118,679	-112,657
Mileage Reimbursement	-8,912	-11,104	-11,306	-11,677	-14,328	-7,796	-9,009	-7,123	-7,082	-7,003	-7,760	-7,069	-7,603
Board Expense	-10,447	-9,418	-23,356	-15,870	-13,546	-12,052	-12,862	-10,152	-63,030	-85,825	-16,400	-53,002	-36,784
Annual Meeting Expense	-21,648	-23,020	-3,272	-30,652	-26,487	-25,349	-10,816	-36,725	-39,068	-39,011	-30,000	-38,268	-30,194
Postage - TDNews	-24,875	-27,897	-25,910	-30,344	-29,367	-28,068	-31,817	-30,392	-29,881	-37,574	-30,450	-32,616	-31,546
Postage - Value Line	0	0	-1,570	0	0	0	0	0	0	0	0	0	0
Postage - General	-18,033	-16,398	-11,466	-10,659	-9,403	-9,061	-12,666	-12,039	-9,783	-11,788	-14,570	-11,204	-11,068
Assessment Billing	-4,027	-4,087	-4,215	-6,127	-8,432	-9,210	-6,995	-7,359	-7,928	-13,682	-9,000	-9,657	-9,035
Digital Content	0	0	0	0	0	0	0	-6,550	-13,643	-15,035	-6,288	-11,743	-7,046
Printing - TD News	-100,450	-97,931	-113,469	-107,832	-116,980	-113,591	-107,622	-110,621	-109,093	-79,584	-84,400	-99,766	-104,102
Printing - Brochures	-30,904	-32,507	-31,850	-36,485	-42,272	-35,337	-38,722	-30,006	-49,468	-25,900	-24,900	-35,125	-35,887
Printing - Other	-4,942	-4,370	-6,249	-1,858	-2,736	-2,688	-1,045	-1,608	-3,433	-2,142	-100	-2,394	-2,183
Claims Expense	-17,097	-7,316	-35,212	-8,054	-8,792	-18,476	-31,164	-16,075	-65,610	-11,559	-5,000	-31,081	-28,577
Fines and Penalties	0	-4,286	0	0	0	-5,310	0	0	0	0	0	0	-1,062
Bad Debt Expense	-65,553	-35,603	-43,726	-28,419	-26,545	-3,152	-24,510	-16,744	-822	-15,000	-15,000	-10,855	-12,045

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Operating Fund Consolidated

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Operating Fund Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2018 Budget	3-Yr	5-Yr
								2016	2017	2018				
								Actual	Actual	FORECAST				
									Jan-Jul Act					
									Aug-Dec Bdg					
Collection Expense	0	0	0	0	0	0	0	0	0	-701	0	-234	-140	
Credit Card Expense	-148,033	-168,146	-163,589	-145,368	-178,898	-136,163	-162,625	-259,149	-266,238	-267,539	-249,060	-264,308	-218,343	
Over/Short	-1,651	-408	-2,121	-288	-489	1,505	-1,312	-1,427	-6,743	295	0	-2,625	-1,536	
Inter-Department Food Costs	0	7,316	7,919	945	3,167	0	0	0	3,267	4,332	1,200	2,533	1,520	
Lease Expense	-1,649	-305	-305	0	0	0	0	0	0	0	0	0	0	
Contingency	0	0	0	0	0	0	0	0	0	-10,000	-24,000	-3,333	-2,000	
Insurance Expense	-411,971	-312,889	-306,333	-305,843	-406,943	-359,443	-401,718	-412,454	-432,535	-478,500	-476,400	-441,163	-416,930	
Taxes - Property	-124,783	-105,212	-111,950	-180,114	-142,718	-156,046	-174,938	-184,761	-218,368	-232,416	-233,000	-211,849	-193,306	
Taxes - Income	-28,956	-59,675	23,296	33,176	-16,278	-14,311	-36,700	-30,108	-665	-45,000	-45,000	-25,257	-25,357	
TOTAL ADMINISTRATIVE & OTHER EXPE	-1,393,800	-1,227,835	-1,217,771	-1,217,565	-1,534,837	-1,257,172	-1,534,597	-1,665,245	-1,795,245	-1,966,144	-1,834,608	-1,808,878	-1,643,680	
TOTAL OPERATING EXPENSES (OE)	-3,898,427	-3,690,304	-3,782,275	-3,221,130	-4,066,833	-3,043,990	-3,734,448	-4,605,082	-4,882,547	-5,016,968	-4,864,000	-4,834,866	-4,256,607	
TOTAL PAYROLL AND OPERATING EXPE	-11,916,915	-11,882,086	-11,970,682	-11,565,194	-13,308,614	-11,725,918	-13,082,905	-15,721,670	-16,604,802	-17,163,732	-17,025,000	-16,496,735	-14,859,805	
N O R 1, before OH	-4,728,741	-4,021,225	-4,682,991	-4,385,010	-4,977,127	-5,099,776	-5,600,743	-4,503,610	-5,122,855	-6,225,288	-6,085,000	-5,283,917	-5,310,454	
N O R 2, after OH	-4,728,741	-4,021,225	-4,682,991	-4,385,010	-4,977,127	-5,099,776	-5,600,743	-4,503,610	-5,122,855	-6,225,288	-6,085,000	-5,283,917	-5,310,454	
T O C	-12,827,330	-12,882,817	-12,960,234	-12,589,912	-14,482,137	-12,778,923	-14,281,827	-17,274,642	-18,239,414	-18,673,212	-18,545,000	-18,062,423	-16,249,604	
REV to TOC (CRR%)	-63.1%	-68.8%	-63.9%	-65.2%	-65.6%	-60.1%	-60.8%	-73.9%	-71.9%	-66.2%	-67.2%	-70.7%	-66.6%	
Assessment Revenue, Operating Fund	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,085,000	6,085,000	6,449,582	6,245,429	
NOR AFTER Assessment Revenue, Opera	-234,941	476,966	-184,991	112,990	140,728	347,824	830,057	2,449,435	1,187,845	-140,288	0	1,165,664	934,975	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Amenities Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
											Jan-Jul Act			
											Aug-Dec Bdg			
Revenue														
ALLOCATED RECREATION FEES	828,935	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,039,288	1,065,610	1,040,000	1,042,661	1,000,218	
Golf Passes	166,880	177,600	149,689	179,630	154,696	165,377	182,986	170,239	127,924	150,431	162,900	149,531	159,391	
Golf Passes - Packs	19,800	26,264	30,810	35,566	39,395	70,090	78,813	83,649	71,489	92,035	83,000	82,391	79,215	
Golf Green Fees - Member	317,830	269,117	254,212	260,127	292,784	228,112	216,414	210,106	210,385	225,180	236,000	215,224	218,039	
Golf Green Fees - Guest	242,128	212,584	189,570	184,948	189,570	221,034	240,694	218,425	193,280	222,990	233,000	212,873	219,548	
Golf Green Fees - Public	40,094	47,708	42,809	55,972	44,919	90,143	87,126	107,134	93,412	135,368	135,100	111,971	102,636	
Ski Lift Revenue - Public	697,586	877,238	615,931	520,587	664,718	139,049	342,383	1,123,968	1,147,691	845,129	1,040,800	1,038,929	719,644	
Ski Lift Revenue - P.O.	136,932	160,777	89,293	94,148	76,532	21,677	66,085	129,925	121,222	106,726	117,000	119,291	89,127	
Ski Passes - Public	83,274	106,330	113,612	105,840	96,166	86,357	43,230	88,380	181,804	191,526	119,900	153,903	118,259	
Ski Passes - P.O.	158,401	169,282	175,589	190,360	184,627	146,438	107,770	194,369	227,936	250,016	194,000	224,107	185,306	
Ski Team - Public	780	1,545	1,170	1,200	841	0	0	2,870	3,482	4,467	3,500	3,606	2,164	
Ski Team - P.O.	2,456	15,204	13,702	10,264	6,025	0	302	7,472	10,897	10,503	10,000	9,624	5,835	
Race Events	7,728	0	7,523	1,059	1,704	0	0	208	135	135	0	159	96	
Cross Country Season Pass	0	0	0	0	0	0	0	0	0	332	0	111	66	
Snowplay Member	0	0	0	1,876	2,118	1,791	2,607	2,544	1,804	2,250	4,900	2,199	2,199	
Snowplay Guest	0	41,330	38,935	29,619	48,372	20,477	30,448	71,363	72,820	53,372	64,300	65,851	49,696	
Snowplay Public	45,773	56,150	58,668	50,868	86,763	38,825	72,819	164,512	149,178	130,456	160,600	148,048	111,158	
P.O. Daily Trail Fee	31,036	33,982	19,575	24,860	33,431	17,876	27,282	52,018	37,044	33,132	46,000	40,731	33,470	
Public Daily Trail Fee	182,145	205,392	141,056	112,612	143,082	66,358	92,830	239,706	240,568	181,983	252,200	220,752	164,289	
Guest Daily Trail Fee	34,328	43,800	28,631	26,656	36,686	17,547	20,736	43,757	36,248	25,124	39,500	35,043	28,682	
P.O. Trail Rides	33,000	33,819	25,714	31,844	36,731	0	34,125	51,788	40,922	44,282	50,000	45,664	34,223	
Guest Trail Rides	24,266	25,091	21,153	21,098	17,808	0	25,824	31,513	45,996	47,908	41,000	41,806	30,248	
Public Trail Rides	10,695	14,720	6,539	9,448	8,506	0	10,828	14,356	15,114	14,875	16,000	14,782	11,035	
Pony Rides - P.O.	0	0	0	230	0	0	0	0	0	0	0	0	0	
Special Events Revenue	37,298	38,127	107,744	51,139	69,128	42,624	57,523	52,604	61,064	52,576	61,694	55,415	53,278	
Concert Revenue	0	0	0	50,695	32,935	66,387	73,584	154,520	143,307	127,370	140,000	141,732	113,034	
Daily Usage Fee - Member	40,268	38,806	38,388	37,691	36,480	38,388	39,775	43,148	41,438	41,595	41,501	42,060	40,869	
Daily Usage Fee - Guest	273,940	283,248	304,878	300,565	328,402	330,520	319,928	347,580	381,468	418,157	414,203	382,402	359,531	
Campground Revenue	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	64,025	72,233	60,600	65,043	59,904	
Total Direct Access & Use Fees	2,617,725	2,912,991	2,517,798	2,428,626	2,709,509	1,880,576	2,204,388	3,668,946	3,720,652	3,480,149	3,727,698	3,623,249	2,990,942	
Food	1,504,062	1,718,124	1,620,117	1,716,222	1,997,222	1,931,229	2,165,004	2,884,662	3,040,002	2,919,418	2,944,900	2,948,027	2,588,063	
<i>Food Discounts</i>	<i>-97,695</i>	<i>-141,069</i>	<i>-148,296</i>	<i>-156,619</i>	<i>-194,474</i>	<i>-168,140</i>	<i>-180,963</i>	<i>-244,943</i>	<i>-272,467</i>	<i>-287,089</i>	<i>-354,401</i>	<i>-268,166</i>	<i>-230,724</i>	
Discounts Food	0	0	0	0	0	0	-13	0	0	0	0	0	-3	
EE Discounts	-21,149	-33,750	-53,543	-45,194	-75,804	-46,548	-59,290	-106,006	-104,237	-94,988	-107,901	-101,744	-82,214	
Guest Relations aka Manager	-13,478	-23,620	-17,145	-19,131	-39,443	-53,713	-24,695	-31,775	-30,388	-35,324	-45,000	-32,496	-35,179	
InterDept Discounts	-56	-7,180	-3,470	-2,991	-4,841	-3,102	-12,809	-2,745	-4,201	-5,018	-10,200	-3,988	-5,575	
Marketing Discounts	-63,011	-76,519	-74,139	-89,303	-74,387	-64,777	-84,176	-104,417	-133,641	-151,758	-191,300	-129,939	-107,754	
Food NA Beverage	0	14,540	116,211	112,724	127,134	89,568	116,425	205,377	192,925	173,536	178,800	190,613	155,566	
Food subtotal	1,406,367	1,591,595	1,588,032	1,672,327	1,929,882	1,852,657	2,100,447	2,845,096	2,960,459	2,805,865	2,769,299	2,870,474	2,512,905	
Beer	497,190	576,999	172,401	190,065	218,788	215,450	244,321	350,909	372,373	332,242	326,200	351,842	303,059	
Beer Discounts	0	-11,541	-11,297	-9,076	-9,246	-6,821	-7,029	-7,227	-7,943	-4,367	0	-6,512	-6,678	
Liquor	0	22,028	186,942	204,074	230,943	253,230	247,808	310,001	331,492	296,479	254,400	312,657	287,802	
Liquor Discounts	0	-3,398	-9,492	-11,306	-9,226	-9,226	-7,294	-11,075	-11,855	-6,149	0	-9,693	-9,120	
Wine	0	32,613	274,032	290,017	324,951	323,142	347,733	405,018	413,851	420,110	444,100	412,993	381,971	
Wine Discounts	0	-7,411	-9,417	-9,627	-11,459	-10,904	-13,588	-15,765	-15,243	-8,076	0	-13,028	-12,715	
Corkage Fees	0	0	15,504	13,148	15,827	21,576	18,989	20,551	19,688	8,619	0	16,286	17,884	
Corkage Fee Discounts	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	-12,629	-4,323	0	-9,949	-11,272	
Beverage subtotal	497,190	609,290	610,564	663,330	750,367	772,389	818,486	1,039,517	1,089,733	1,034,536	1,024,700	1,054,595	950,932	
Misc other F&B	38,651	42,424	32,625	49,765	70,764	116,515	107,421	149,972	169,634	164,200	130,300	161,268	141,548	
InterDept Food Sales	0	0	4,270	1,244	0	0	0	0	0	500	3,800	167	100	
Other F&B subtotal	38,651	42,424	36,895	51,009	70,764	116,515	107,421	149,972	169,634	164,700	134,100	161,435	141,648	
Total Food and Beverage Revenue	1,942,209	2,243,309	2,235,491	2,386,667	2,751,013	2,741,561	3,026,354	4,034,585	4,219,826	4,005,101	3,928,099	4,086,504	3,605,485	
F&B Revenue by Segment:	0	1,521,179	1,601,806	1,773,718	1,992,032	2,531,686	2,744,145	3,426,362	3,593,593	3,167,887	2,542,000	3,395,947	3,092,735	
Lodge-Dining Room	0	655,369	694,585	744,492	906,442	1,267,902	1,387,683	1,591,350	1,729,813	1,438,269	1,130,000	1,586,477	1,483,004	
Lodge-Pub	0	523,994	615,632	656,722	645,139	635,354	633,377	804,140	788,473	726,574	710,000	773,062	717,584	
F&B-Banquets	0	187,597	154,032	220,781	273,379	445,182	462,637	505,629	602,145	543,894	460,000	550,556	511,897	
SmtF&B-Lunch	0	77,071	58,105	64,195	67,419	59,302	86,764	120,220	112,867	112,653	74,000	115,247	98,361	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Amenities Consolidated**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
									Jan-Jul Act Aug-Dec Bdg				
<i>SmrF&B-Snack Bar</i>	0	60,373	55,978	62,020	75,975	89,331	88,720	91,705	85,284	101,575	92,000	92,855	91,323
<i>SmrF&B-Pool BBQ</i>	0	16,776	23,474	25,508	23,677	34,615	44,176	50,186	54,531	55,511	53,000	53,409	47,804
<i>Snowplay Food Truck</i>	0	0	0	0	0	0	7,574	22,737	14,560	7,892	4,000	15,063	10,553
<i>Cafeteria</i>	0	0	0	0	0	0	33,214	240,396	205,921	171,518	0	205,945	130,210
<i>Employee Housing</i>	0	0	0	0	0	0	0	0	0	10,000	19,000	3,333	2,000
<i>Mkt Discounts, Happy Hour Food</i>	0	-18,974	-21,753	-21,140	-17,825	-26,772	-26,001	-33,759	-32,683	-18,784	0	-28,408	-27,600
<i>Mkt Discounts, Happy Hour Bev Beer</i>	0	-11,541	-7,675	-5,260	-5,735	-4,070	-3,809	-1,203	-1,309	-1,823	0	-1,445	-2,443
<i>Mkt Discounts, Happy Hour Bev Liquor</i>	0	-3,398	-3,223	-2,033	-1,813	-1,826	-3,698	-3,740	-3,630	-2,136	0	-3,169	-3,006
<i>Mkt Discounts, Happy Hour Bev Wine</i>	0	-7,411	-6,145	-5,264	-6,730	-7,532	-9,801	-10,366	-8,405	-4,501	0	-7,758	-8,121
<i>Mkt Discounts, Happy Hour Bev, subtotal</i>	0	-22,350	-17,043	-12,556	-14,277	-13,428	-17,308	-15,310	-13,344	-8,460	0	-12,371	-13,570
<i>Mkt Discounts, Happy Hour Food&Bev C</i>	0	-41,324	-38,796	-33,697	-32,102	-40,200	-43,308	-49,069	-46,027	-27,244	0	-40,780	-41,170
Sales - Retail	535,490	466,595	433,401	453,711	499,672	362,393	441,392	570,968	610,344	566,272	537,300	582,528	510,274
Employee Discounts	-44,205	-33,252	-9,985	-9,002	-11,349	-10,041	-15,583	-16,809	-22,964	-16,396	-20,300	-18,723	-16,359
Homeowner Discounts	-2,964	-7,172	-2,082	-2,272	-1,822	-3,076	-3,792	-4,614	-6,591	-4,169	-3,000	-5,125	-4,448
Chartered Club Discounts	0	0	0	-45	0	0	0	0	0	0	0	0	0
Discounts - Retail	-110,210	-78,087	-68,335	-74,392	-73,641	-40,886	-48,106	-50,315	-55,772	-65,721	-47,300	-57,269	-52,160
Promotion Discounts	-25,860	-20,440	-5,759	-5,330	-13,416	-1,691	-7,927	-2,582	-2,475	-21,342	-2,000	-8,800	-7,203
Total Retail Product Revenue	352,252	327,644	347,239	362,669	399,445	306,698	365,984	496,648	522,543	458,645	464,700	492,612	430,104
Golf Cart Rentals	174,593	153,969	132,587	138,944	156,578	187,231	177,858	175,732	162,227	168,478	152,000	168,812	174,305
Golf Club Set Rentals	0	0	0	0	0	0	0	0	0	6,660	0	2,220	1,332
Golf - Driving Range	61,910	52,628	40,319	43,836	45,346	46,953	46,280	48,206	32,545	49,234	46,000	43,328	44,644
Lessons - Group	138,356	173,484	145,780	131,870	204,173	83,213	96,743	318,837	295,948	219,105	238,600	277,964	202,770
Lessons - Private	170,275	226,025	216,221	185,946	260,482	64,629	88,799	275,861	382,789	376,764	297,300	345,138	237,768
Lessons - Masters Program	0	2,378	750	750	1,270	0	694	0	2,897	2,899	2,500	2,163	1,298
Snowflakes	216,560	258,759	210,275	173,577	215,769	64,215	75,465	255,556	243,638	236,973	197,000	245,389	175,169
TD Tykes	0	26,523	46,325	34,682	20,227	-119	-280	17,779	25,993	31,764	21,000	25,046	14,948
Rentals	623,416	765,010	587,393	588,100	750,739	337,618	476,359	1,127,035	1,084,928	873,858	998,300	1,028,607	779,959
Rentals, Storage	0	0	0	0	0	0	0	0	0	10,252	0	3,417	2,050
Rentals, Bikes	0	0	7,235	10,432	15,979	12,141	22,673	34,245	32,725	40,313	33,000	35,761	28,420
Child Care	0	0	12,068	15,244	17,484	20,808	19,108	16,740	17,226	15,051	15,000	16,339	17,787
Aerobics	37,767	41,460	61,176	59,787	61,085	74,853	87,425	88,129	81,855	86,827	85,700	85,603	83,818
Fitness/Training	3,798	1,904	893	1,700	2,000	2,819	2,350	3,144	2,760	6,200	2,900	4,035	3,455
Rec Programs	2,500	4,133	6,229	12,668	29,951	16,396	5,695	11,835	11,306	18,140	6,000	13,760	12,674
Day Camps	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	239,579	234,000	222,597	209,622
Massage	14,282	15,194	16,068	14,826	19,065	16,719	15,955	17,271	19,907	18,887	17,900	18,688	17,748
Towels/Lockers	1,792	1,892	1,674	3,393	2,115	1,591	897	1,368	1,579	1,160	1,200	1,369	1,319
Lessons - Public	4,791	4,883	2,482	3,975	2,217	2,446	1,028	470	1,244	1,630	2,000	1,114	1,363
Lessons - P.O.	69,591	97,817	74,710	71,577	90,565	66,465	63,103	61,084	48,427	50,805	57,503	53,439	57,977
Lessons - Guest	21,679	16,044	29,800	20,927	20,804	35,322	38,863	34,641	38,128	44,371	34,700	39,047	38,265
Equestrian - Boarding	14,962	17,429	13,087	16,920	24,130	12,918	16,450	26,068	23,808	25,919	33,000	25,265	21,033
Equestrian - Camps	55,050	45,850	45,420	0	29,660	0	36,630	34,833	44,549	60,794	49,000	46,725	35,361
Reduction To Sales - Lessons	0	0	0	0	0	0	0	-167	0	0	0	-56	-33
Total Lessons & Rental Revenue	1,702,855	2,004,457	1,757,102	1,643,396	2,134,341	1,228,980	1,468,959	2,754,087	2,777,563	2,585,663	2,524,603	2,705,771	2,163,050
Shopping Bags	0	0	0	0	0	135	35	10	4	0	0	5	37
Lease Revenue	0	0	0	0	0	0	0	0	0	4,000	0	1,333	800
Other Revenue	40,417	43,900	29,168	39,284	47,890	34,526	45,133	67,911	64,903	56,714	55,900	63,176	53,838
Employee Housing Revenue	0	0	0	0	0	0	0	13,082	84,273	112,249	69,000	69,868	41,921
Total Other Revenue	40,417	43,900	29,168	39,284	47,890	34,661	45,168	81,004	149,180	172,963	124,900	134,382	96,595
GROSS REVENUE (GREV)	7,484,393	8,332,301	7,701,884	7,700,996	8,901,798	7,102,647	8,073,792	12,058,354	12,429,052	11,768,131	11,810,000	12,085,179	10,286,395
COST OF GOODS SOLD (COGS)													
Food	-483,219	-526,804	-76	0	0	0	0	0	0	0	0	0	0
Meat	0	-17,305	-166,345	-185,720	-231,677	-217,858	-225,583	-276,480	-295,015	-279,794	-301,880	-283,763	-258,946
Seafood	0	-8,448	-90,669	-98,080	-112,567	-113,976	-118,671	-160,335	-171,634	-172,388	-188,810	-168,119	-147,401
Produce	0	-8,855	-106,919	-109,967	-135,587	-142,834	-161,591	-207,369	-215,720	-173,075	-153,180	-198,721	-180,118
Dairy	0	-7,348	-86,694	-78,900	-89,205	-94,464	-98,785	-112,163	-113,733	-111,738	-125,210	-112,545	-106,177
NA Beverage	0	-5,489	-38,673	-40,228	-38,955	-29,717	-36,084	-53,705	-57,075	-55,373	-58,380	-55,384	-46,391

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Amenities Consolidated**

	5 Year Average Years											2018 Budget	Actuals Average	
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST	2018 Budget		3-Yr	5-Yr
								2016 Actual	2017 Actual					
								Jan-Jul Act						
Aug-Dec Bdg														
Food Other	0	-23,407	-158,828	-171,627	-194,693	-152,292	-198,682	-286,192	-304,530	-267,784	-250,561	-286,169	-241,896	
Mktg Discounts credit	0	2,661	45,190	51,734	60,099	58,958	64,685	76,006	81,894	81,439	86,410	79,780	72,596	
EE Meals credit	0	2,030	23,893	29,123	28,728	29,366	29,402	34,169	38,618	38,520	40,861	37,102	34,015	
Food Cogs	-483,219	-592,966	-579,120	-603,665	-713,858	-662,817	-745,309	-986,069	-1,037,195	-940,193	-950,750	-987,819	-874,317	
Beverage	-146,793	-147,248	0	0	0	0	0	0	0	0	0	0	0	
Beer	0	-5,785	-49,142	-55,382	-64,034	-54,996	-65,380	-87,469	-89,482	-81,388	-82,010	-86,113	-75,743	
Liquor	0	-4,037	-41,543	-44,409	-43,828	-49,474	-49,605	-61,658	-62,250	-61,439	-52,340	-61,782	-56,885	
Wine	0	-8,490	-83,381	-85,732	-93,524	-94,033	-104,628	-120,065	-130,924	-127,205	-129,770	-126,065	-115,371	
Beverage Cogs	-146,793	-165,561	-174,066	-185,523	-201,386	-198,503	-219,613	-269,192	-282,655	-270,032	-264,120	-273,960	-247,999	
Retail Product Cogs	-277,810	-242,204	-236,206	-235,530	-258,279	-191,684	-234,000	-297,711	-314,762	-299,255	-305,130	-303,909	-267,482	
Total COGS	-907,823	-1,000,731	-989,392	-1,024,719	-1,173,523	-1,053,005	-1,198,922	-1,552,972	-1,634,612	-1,509,480	-1,520,000	-1,565,688	-1,389,798	
Total Cogs / GREV %	-12.1%	-12.0%	-12.8%	-13.3%	-13.2%	-14.8%	-14.8%	-12.9%	-13.2%	-12.8%	-12.9%	-12.9%	-13.7%	
Retail Product Cogs / Retail Revenue %	-78.9%	-73.9%	-68.0%	-64.9%	-64.7%	-62.5%	-63.9%	-59.9%	-60.2%	-65.0%	-65.7%	-61.7%	-62.3%	
Retail Product Cogs / Retail Revenue,preD	-51.9%	-51.9%	-54.5%	-51.9%	-51.7%	-52.9%	-53.0%	-52.1%	-51.6%	-50.9%	-56.8%	-51.5%	-52.1%	
F&B Cogs / F&B Rev %	-32.4%	-33.8%	-33.7%	-33.1%	-33.3%	-31.4%	-31.9%	-31.1%	-31.3%	-29.7%	-30.9%	-30.7%	-31.1%	
Food %, preDiscounts	-32.1%	-34.2%	-33.4%	-33.0%	-33.6%	-32.8%	-32.7%	-31.9%	-32.1%	-30.4%	-30.4%	-31.5%	-32.0%	
Food %, postDiscounts	-34.4%	-37.3%	-36.5%	-36.1%	-37.0%	-35.8%	-35.5%	-34.7%	-35.0%	-34.3%	-34.3%	-34.2%	-34.8%	
Food NA Beverage %	00.0%	-37.8%	-33.3%	-35.7%	-30.6%	-33.2%	-31.0%	-26.1%	-29.6%	-31.5%	-32.7%	-29.1%	-30.3%	
COGS % Beverage, incld CF,net	-29.5%	-27.2%	-28.5%	-28.0%	-26.8%	-25.7%	-26.8%	-25.9%	-25.9%	-26.3%	-25.8%	-26.1%	-26.1%	
COGS % Beer,net	00.0%	-01.0%	-30.5%	-30.6%	-30.6%	-26.4%	-27.6%	-25.5%	-24.6%	-24.6%	-25.1%	-24.9%	-25.7%	
COGS % Liquor,net	00.0%	-21.7%	-23.4%	-22.8%	-20.0%	-20.3%	-20.6%	-20.6%	-19.5%	-21.5%	-20.6%	-20.5%	-20.5%	
COGS % Wine,net	00.0%	-33.7%	-31.5%	-30.6%	-29.8%	-30.1%	-31.3%	-30.8%	-32.8%	-32.4%	-29.2%	-32.0%	-31.5%	
Gross Margin (GREV-COGS)	6,576,570	7,331,570	6,712,492	6,676,277	7,728,275	6,049,642	6,874,870	10,505,382	10,794,440	10,258,650	10,290,000	10,519,491	8,896,597	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-1,186,152	-1,212,562	-1,199,685	-1,231,893	-1,327,978	-1,396,920	-1,464,091	-1,510,512	-1,617,958	-1,741,706	-1,772,400	-1,623,392	-1,546,237	
Salaries - Exempt - Commissions	-37,287	-33,182	-17,738	-25,713	-31,113	-22,717	-24,214	-23,297	-30,564	-26,947	-23,000	-26,936	-25,548	
Wages - FTRRegular	-274,385	-266,765	-277,880	-258,387	-222,780	-162,006	-172,844	-327,771	-576,640	-594,503	-657,939	-499,638	-366,753	
Wages - Seasonal	-2,071,272	-2,167,091	-2,162,725	-2,111,035	-2,534,794	-1,914,388	-2,228,447	-3,241,124	-3,316,983	-3,141,467	-3,047,361	-3,233,191	-2,768,482	
Wages-FTR-Commissions	-936	0	0	0	0	0	0	0	-26,133	-25,517	-30,000	-17,217	-10,330	
Wages-Seasonal-Commissions	-51,130	-58,695	-79,602	-67,755	-64,458	-65,750	-74,804	-87,980	-88,811	-99,498	-93,900	-92,096	-83,368	
Incentive Program, Exempt	-6,213	-548	-54	0	400	0	-4,213	-383	-2,547	-1,095	0	-1,342	-1,648	
Incentive Program, FTR, NonExempt	-137	-137	-376	-889	-438	-301	-547	-1,914	-5,687	-5,331	0	-4,310	-2,756	
Incentive Program, Seasonal, NonExempt	-4,445	-7,298	-10,632	-11,898	-15,512	-11,445	-13,828	-39,725	-62,439	-22,062	0	-41,409	-29,900	
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	0	70,697	10,140	0	26,946	16,167	
Total Salaries & Wages, DIRECT	-3,631,956	-3,746,278	-3,748,692	-3,707,569	-4,196,673	-3,573,526	-3,982,987	-5,232,705	-5,657,064	-5,647,985	-5,624,600	-5,512,585	-4,818,853	
Salaries sub-total	-1,229,652	-1,246,292	-1,217,477	-1,257,606	-1,358,691	-1,419,637	-1,492,518	-1,534,191	-1,580,372	-1,759,608	-1,795,400	-1,624,724	-1,557,265	
Wage sub-total	-2,402,304	-2,499,986	-2,531,215	-2,449,963	-2,837,982	-2,153,889	-2,490,470	-3,698,514	-4,076,692	-3,888,377	-3,829,200	-3,887,861	-3,261,588	
Wage-FTR subsubtotal	-275,458	-266,902	-278,256	-259,276	-223,218	-162,307	-173,391	-329,685	-608,460	-625,350	-687,939	-521,165	-379,838	
Wage-Seasonal subsubtotal	-2,126,846	-2,233,084	-2,252,959	-2,190,687	-2,614,764	-1,991,582	-2,317,079	-3,368,829	-3,468,233	-3,263,026	-3,141,261	-3,366,696	-2,881,750	
Payroll Direct as a % of Revenue	-48.5%	-45.0%	-48.7%	-48.1%	-47.1%	-50.3%	-49.3%	-43.4%	-45.5%	-48.2%	-47.6%	-45.7%	-47.3%	
PTO net\$ accrual, in Salaries	-13,254	-16,082	-20,229	-4,307	4,668	15,795	-15,744	-25,295	-11,753	-10,726	-172	-15,925	-9,545	
PTO net\$ accrual, in Wages FTR	555	-911	-3,236	-5,323	8,144	1,941	-1,536	-4,864	-5,329	-1,908	0	-4,033	-2,339	
PTO net accrual, in PD Total	-12,699	-16,993	-23,464	-9,629	12,812	17,736	-17,280	-30,159	-17,082	-12,634	-172	-19,958	-11,884	
PAYROLL BURDEN														
Payroll Taxes	-382,745	-408,723	-407,285	-430,400	-479,298	-429,854	-475,071	-620,842	-652,765	-662,928	-679,300	-645,512	-568,292	
Workers Compensation	-196,722	-215,168	-209,037	-243,490	-280,937	-395,882	-478,015	-681,148	-644,335	-441,764	-478,100	-589,082	-528,229	
Group Insurance	-274,755	-260,298	-231,271	-228,768	-233,057	-241,297	-198,832	-225,102	-334,294	-395,514	-437,600	-318,303	-279,008	
Retirement Plan	-18,841	-20,427	-19,360	-17,975	-24,994	-13,906	-29,822	-32,086	-29,463	-41,965	-46,000	-34,505	-29,448	
Capitalized Payroll Burden	0	0	0	0	0	0	0	0	12,683	1,825	0	4,836	2,902	
PAYROLL BURDEN Total	-873,062	-904,616	-866,954	-920,632	-1,018,286	-1,080,939	-1,181,740	-1,559,177	-1,648,174	-1,540,347	-1,641,000	-1,582,566	-1,402,075	
subtotal, Burden-Salary	-358,176	-360,990	-333,779	-353,389	-383,928	-460,587	-464,440	-494,912	-505,017	-546,680	-576,000	-515,536	-494,327	
subtotal, Burden-Wage-FTR	-137,403	-124,718	-120,914	-118,919	-110,403	-106,817	-85,356	-135,110	-275,578	-272,538	-326,980	-272,742	-175,080	
subtotal, Burden-Wage-Seasonal	-377,483	-418,908	-412,261	-448,270	-523,955	-513,535	-631,944	-929,155	-880,262	-722,953	-738,020	-844,123	-735,570	
Burden % - on all Payroll Direct	24.0%	24.1%	23.1%	24.8%	24.3%	30.2%	29.7%	29.8%	29.1%	26.1%	29.2%	28.3%	29.0%	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Amenities Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Jan-Jul Act	Aug-Dec Bdg					
Burden % - Salary	29.1%	29.0%	27.4%	28.1%	28.3%	32.4%	31.1%	32.3%	32.0%	30.3%	32.1%	31.5%	31.6%	
Burden % - Wage-FTR	49.9%	46.7%	43.5%	45.9%	45.9%	65.8%	49.2%	41.0%	45.3%	40.5%	47.5%	42.3%	48.4%	
Burden % - Wage-Seasonal	17.7%	18.8%	18.3%	20.5%	20.0%	25.8%	27.3%	27.6%	25.4%	21.4%	23.5%	24.8%	25.5%	
Burden % - Wage-FTR&Seasonal	21.4%	21.7%	21.1%	23.2%	22.4%	28.8%	28.8%	28.8%	28.4%	24.3%	27.8%	27.1%	27.8%	
PAYROLL TOTAL (Direct&Burden)	-4,505,018	-4,650,894	-4,615,645	-4,628,202	-5,214,959	-4,654,465	-5,164,727	-6,791,882	-7,305,238	-7,188,331	-7,265,600	-7,095,151	-6,220,929	
Burden % TL	24.0%	24.1%	23.1%	24.8%	24.3%	30.2%	29.7%	29.8%	29.1%	26.1%	29.2%	28.3%	29.0%	
Payroll Taxes %	10.5%	10.9%	10.9%	11.6%	11.4%	12.0%	11.9%	11.9%	11.5%	11.5%	12.1%	11.6%	11.8%	
Workers Comp %	5.4%	5.7%	5.6%	6.6%	6.7%	11.1%	12.0%	13.0%	11.4%	7.4%	8.5%	10.6%	11.0%	
Group Insurance %	7.6%	6.9%	6.2%	6.2%	5.6%	6.8%	5.0%	4.3%	5.9%	6.5%	7.8%	5.6%	5.7%	
Retirement %	0.5%	0.5%	0.5%	0.5%	0.6%	0.4%	0.7%	0.6%	0.5%	0.7%	0.8%	0.6%	0.6%	
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.2%	-0.1%	0.0%	-0.1%	-0.1%	
OPERATING EXPENSES (OE)														
Employee Meals	-19,226	-24,693	-24,437	-29,354	-30,751	-29,947	-30,343	-37,017	-43,748	-42,828	-43,211	-41,198	-36,777	
Employee Housing expenses	0	0	0	0	0	0	0	-28,896	-141,111	-150,474	-141,000	-106,827	-64,096	
Educational Reimbursement	0	0	0	-36	-11	0	0	0	0	0	0	0	0	
Employee Recruiting	0	-300	-300	-537	-668	-1,008	-1,053	-1,135	-804	-1,000	-1,000	-980	-1,000	
Employee Dev/Training	-9,343	-4,074	-6,492	-4,099	-9,657	-5,008	-4,629	-8,015	-15,525	-7,944	-15,020	-10,495	-8,224	
Employee Relations	-15,216	-17,399	-16,343	-17,069	-18,684	-6,288	-21,606	-28,035	-30,285	-25,424	-26,720	-27,915	-22,328	
Uniforms	-38,614	-35,807	-36,360	-23,849	-33,752	-21,374	-15,772	-38,283	-32,662	-36,781	-39,320	-35,909	-28,974	
Seminars & Conferences	-3,653	-3,456	-801	-1,820	-4,089	-220	-1,608	-4,075	-3,295	-2,305	-9,350	-3,225	-2,301	
Travel/Meeting Expense	-10,851	-10,644	-11,672	-968	-9,532	-816	-6,271	-10,629	-9,448	-4,010	-10,210	-8,029	-6,235	
Total Staff Expense	-96,905	-96,373	-96,405	-77,733	-107,145	-64,662	-81,281	-156,085	-276,878	-270,766	-285,831	-234,576	-169,934	
Telephone	-14,107	-15,107	-18,598	-20,415	-25,781	-21,791	-21,679	-21,679	-18,146	-18,568	-24,400	-18,485	-19,785	
Cable/Sat TV Service	-5,604	-6,651	-8,250	-9,605	-10,917	-11,279	-12,037	-10,032	-12,907	-15,974	-15,690	-12,971	-12,446	
Disposal Fees	-56,027	-57,618	-53,354	-49,745	-58,538	-47,026	-57,367	-72,369	-77,059	-77,211	-73,490	-75,546	-66,206	
Electricity	-192,235	-196,805	-195,180	-192,270	-197,851	-174,888	-176,702	-219,600	-225,977	-244,674	-230,330	-230,084	-208,368	
Natural Gas - Pools	-51,542	-60,431	-64,406	-48,229	-50,540	-47,943	-57,005	-68,142	-71,367	-70,133	-78,000	-69,881	-62,918	
Natural Gas - Buildings	-57,389	-64,255	-57,356	-42,218	-52,275	-43,825	-53,437	-73,497	-67,803	-64,156	-73,900	-68,485	-60,544	
Fuel & Oil	-74,580	-90,386	-113,431	-105,158	-111,242	-45,052	-41,106	-83,077	-99,542	-82,898	-86,500	-88,505	-70,335	
Propane (LPG)	0	0	-15,278	-8,054	-9,985	-3,749	-1,678	-3,351	-4,883	-4,687	-2,750	-4,307	-3,670	
Sewer Fees	-66,788	-68,550	-70,851	-69,619	-71,383	-72,469	-74,770	-77,732	-78,441	-83,451	-87,410	-79,875	-77,373	
Water - Building/Facility	-41,616	-40,809	-27,362	-23,630	-27,811	-24,424	-25,477	-28,339	-32,576	-33,855	-32,480	-31,590	-28,934	
Water - Grounds	-97,739	-59,308	-53,673	-99,663	-76,957	-81,269	-51,927	-96,641	-65,052	-96,029	-75,000	-85,907	-78,184	
TOTAL UTILITIES	-657,627	-659,919	-677,740	-668,606	-693,280	-573,715	-573,184	-751,520	-753,752	-791,637	-779,950	-765,636	-688,761	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-1,734	-48	-445	-248	-873	0	-293	-460	-1,465	-100	-250	-675	-464	
Hazardous Waste Clean Up	0	0	-638	-591	-4,450	0	0	0	0	-500	-1,500	-167	-100	
Linen Service	-67,441	-54,142	-54,410	-61,844	-85,321	-87,427	-94,388	-110,918	-119,674	-127,700	-119,159	-119,430	-108,021	
Janitorial Services & Supplies	-63,457	-47,648	-45,819	-53,665	-58,854	-52,195	-95,679	-145,691	-69,310	-64,418	-59,050	-93,140	-85,458	
Pest Control	-1,155	-4,248	-4,102	-4,883	-5,750	-5,795	-6,160	-7,968	-7,480	-7,665	-8,055	-7,704	-7,013	
Contract Fees	-45,070	-49,662	-12,716	-11,026	-18,019	-10,759	-10,954	-5,318	0	0	-280	-1,773	-5,406	
Veterinary Services	-5,623	-6,976	-5,997	-2,734	-4,149	-2,250	-4,226	-1,567	-4,250	-8,277	-5,720	-4,698	-4,114	
Equine Care Services	-9,225	-8,797	-5,433	-5,878	-5,415	-4,056	-6,975	-8,837	-8,080	-8,501	-7,250	-8,473	-7,290	
Offsite Pasturing	-12,880	-11,093	-10,422	-7,275	-6,400	-11,313	-13,323	-11,926	-16,936	-16,437	-20,000	-15,100	-13,987	
Equipment Rental	-23,600	-13,877	-19,624	-23,454	-18,950	-13,919	-15,861	-16,611	-22,114	-19,856	-17,050	-19,527	-17,673	
Feed Hay Grain	-14,894	-10,871	-14,495	-13,260	-20,188	-12,483	-13,413	-16,847	-13,397	-11,335	-13,500	-13,860	-13,495	
Printed Forms/Ticket Stock	-9,430	-13,270	-13,213	-14,653	-5,695	-11,774	-2,130	-17,956	-12,395	-17,539	-18,010	-15,963	-12,359	
Computer Software	0	0	0	0	0	0	0	-30	0	0	0	-10	-6	
Computer Hardware	0	0	-686	0	-1,001	-101	-10	0	0	0	0	0	-22	
Furniture and Office Equip	-23,367	-23,248	-20,242	-6,058	-12,186	-3,603	-8,326	-12,870	-11,869	-9,157	-10,075	-11,299	-9,165	
Office Supplies	-12,638	-9,408	-11,807	-12,523	-14,350	-13,688	-8,668	-10,156	-11,183	-6,672	-8,360	-9,337	-10,073	
Toner Cartridges	0	0	0	0	0	0	-6,292	-1,922	-9,411	-7,295	-3,600	-7,750	-6,293	
Signs	-8,278	-8,801	-5,160	-2,721	-5,812	-4,350	-6,453	-13,892	-10,083	-11,606	-13,790	-11,860	-9,277	
Operating Supplies	-94,918	-101,316	-85,749	-33,685	-45,445	-31,782	-35,041	-43,703	-51,548	-55,803	-50,020	-50,351	-43,575	
Paper Products - Restaurant	-21,302	-29,279	-42,295	-51,410	-55,374	-48,169	-61,517	-82,669	-79,743	-82,297	-77,360	-81,570	-70,879	
Candle & TableTop Supplies	-2,719	-718	-1,441	-1,864	-607	-2,250	-2,066	-1,895	-2,289	-1,622	-600	-1,935	-2,024	
Cleaning Supplies - Restaurant	-16,633	-21,592	-20,595	-20,376	-21,248	-22,522	-23,421	-32,240	-33,306	-34,821	-32,750	-33,456	-29,262	
Small Tools & Equipment	-17,520	-13,788	-19,569	-19,048	-25,717	-18,147	-24,546	-45,352	-35,942	-21,522	-22,980	-34,272	-29,102	
Safety Equipment	-6,319	-12,512	-11,522	-8,122	-13,806	-9,427	-10,500	-20,811	-15,811	-8,454	-12,980	-15,026	-13,001	
Golf Course Rental Inventory	-138	0	0	0	0	0	0	0	0	0	0	0	0	

Amenities Consolidated

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Amenities Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
											Jan-Jul Act				
											Aug-Dec Bdg				
Spoilage	-4,145	-6,921	-4,624	-4,755	-7,106	-5,648	-7,317	-5,458	-12,041	-3,966	0	-7,155	-6,886		
Entertainment	-11,142	-18,374	-11,101	-10,601	-8,685	-6,563	-11,114	-15,219	-4,453	-6,100	-12,150	-8,590	-8,689		
Recreation Programs	-5,315	-6,963	-8,252	-12,541	-23,843	-27,230	-25,690	-24,805	-14,338	-23,475	-23,370	-20,873	-23,108		
Special Programs	-30,708	-43,011	-112,658	-59,790	-81,146	-40,313	-45,202	-43,453	-58,468	-46,528	-40,710	-49,483	-46,793		
Opening event expense- Lodge	0	0	0	0	0	0	-12,253	0	0	0	0	0	-2,451		
Catering Rentals	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-2,858	-10,618	-11,383	-5,382	-1,600	-9,128	-6,743		
Concert Expenses	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-68,572	-82,809	-73,600	-76,183	-60,943		
Ski Team Expense	-4,066	-2,262	-3,495	-2,526	-1,408	-1,834	-455	-974	-1,397	-1,730	-1,500	-1,367	-1,278		
Repairs & Maintenance															
General/PM	-1,484	0	-16,253	-16,551	-40,828	-24,685	-39,192	-39,172	-40,145	-40,947	-29,800	-40,088	-36,828		
Plumbing	0	-2,105	-5,084	-7,310	-7,803	-6,553	-3,051	-2,801	-3,121	-6,394	-3,090	-4,105	-4,384		
Lighting and Electrical	-3,537	-530	-5,270	-5,821	-6,980	-5,312	-4,120	-3,117	-4,195	-6,139	-2,600	-2,984	-3,676		
HVAC	0	0	-2,455	-9,485	-1,064	-1,251	-369	-842	-62	-918	-800	-607	-688		
Carpentry	-2,310	-1,682	-1,539	-560	-113	-347	-1,351	-1,196	-121	-1,550	-3,300	-956	-913		
Elevators	0	0	-3,431	-3,796	-3,752	-4,427	-4,925	-3,957	-4,329	-4,507	-4,200	-4,265	-4,429		
Fire Suppression	0	0	-3,673	-4,901	-6,227	-8,588	-5,810	-12,837	-11,593	-11,302	-11,450	-11,911	-10,026		
Painting	0	0	-1,936	-1,574	-249	-407	-789	-348	-132	-535	-900	-338	-442		
MaintDept Labor Charges (inactive)	-37,548	0	0	-209	49	0	0	0	0	0	0	0	0		
Other Building	-67,589	-37,471	-15,425	-10,024	-3,559	-453	-6,678	-5,237	-9,127	-7,797	-6,400	-7,387	-5,858		
R&M Building	-112,467	-41,788	-55,065	-60,231	-70,526	-52,021	-66,284	-69,507	-72,825	-75,589	-62,540	-72,640	-67,245		
Asphalt	0	0	-162	-162	-2,996	-141	-26	-205	-410	-3,299	-876	-1,528	-963		
Irrigation and Drainage	0	0	-789	-424	-633	-350	-180	-315	-280	-270	0	-288	-279		
GrassFlowersSeedFertilizers	0	0	-1,662	-431	-441	-555	-531	-397	-147	-1,083	-1,580	-542	-542		
Ski Trails	0	0	-13,053	-18,018	-13,608	-2,151	-2,774	-2,252	-222	-206	0	-893	-1,521		
Snow Removal	-21,754	-24,712	-26,474	-24,443	-25,431	-19,047	-39,494	-52,280	-84,877	-99,688	-100,100	-78,948	-59,077		
Other Grounds Maint	-31,177	-47,143	-33,062	-29,432	-26,127	-26,345	-30,150	-30,140	-32,243	-34,619	-29,500	-32,334	-30,699		
R&M Grounds (nonGolf)	-52,931	-71,855	-75,202	-75,743	-66,382	-48,475	-73,333	-85,793	-121,067	-136,741	-131,180	-114,534	-93,082		
R&M Equipment (non-posting)	0	0	-168	0	0	0	0	0	0	0	0	0	0		
Ski Lifts, Fixed Grip	-5,546	-4,900	-3,663	-7,011	-3,377	-4,099	-5,333	-24,557	-21,014	-8,484	-9,300	-18,018	-12,697		
Ski Lifts, Surface	0	0	-38	-1,406	-730	-2,258	-127	-1,462	-5,092	-2,514	-3,600	-3,023	-2,291		
Terrain Parks	0	0	-730	-22	-1,002	-318	-195	-165	-1,257	-641	-500	-688	-515		
Snowmaking	0	0	0	0	0	0	0	-1,346	-805	-2,565	-4,400	-1,572	-943		
Snowcats	0	0	-60,058	-34,023	-38,802	-9,717	-6,504	-69,924	-95,315	-66,748	-80,100	-77,329	-49,642		
Snowmobiles	0	0	-1,159	-2,274	-3,038	-5,160	-5,495	-7,999	-10,188	-7,866	-5,700	-8,684	-7,342		
Golf Maint Eq	0	459	-11,572	-11,899	-15,409	-16,252	-23,562	-16,782	-14,685	-8,693	-15,750	-13,387	-15,995		
Golf Carts Fleet	-4,420	-5,934	-1,438	-1,929	-3,023	-690	-2,615	-2,210	-991	-1,780	-900	-1,660	-1,657		
Rolling, Heavy	-48,681	-63,769	-7,763	-8,182	-4,833	-2,100	-2,070	-1,561	-7,455	-4,835	-4,480	-4,617	-3,604		
Rolling, Car/Truck/Bus/Van	-9,225	-13,472	-10,427	-15,070	-10,974	-13,305	-17,114	-24,011	-25,155	-24,166	-17,850	-24,444	-20,750		
F&B Kitchen Equip	0	-10,355	-12,187	-14,694	-13,171	-14,731	-18,067	-19,967	-16,001	-15,023	-15,170	-16,997	-16,758		
F&B GlassSilverChina	-3,506	-1,244	-2,947	-3,821	-831	-1,995	-2,982	-1,119	-550	-1,870	-3,900	-1,180	-1,703		
Bicycles	0	0	-641	0	-845	-708	-1,282	-3,126	-1,128	-1,886	-1,500	-2,047	-1,626		
Fitness Equipment	0	0	-6,808	-8,104	-11,841	-5,624	-3,598	-1,989	-2,831	-2,882	-4,300	-2,567	-3,385		
Office Equip R&M	0	0	-116	-48	0	0	0	-187	0	0	0	-62	-37		
Computer Software Maint	0	-2,106	-1,213	-2,728	-2,976	-2,886	-2,838	-3,096	-3,985	-3,168	-3,000	-3,416	-3,195		
Computer Hardware Maint	0	0	-131	-675	-29	0	0	-107	0	-502	-660	-203	-122		
Other Operating Equip R&M	-36,113	-39,787	-8,103	-9,019	-11,961	-1,347	-5,147	-1,791	-4,863	-3,520	-5,000	-3,391	-3,334		
R&M Equipment	-107,491	-141,106	-129,165	-120,903	-122,842	-81,190	-96,928	-181,398	-211,316	-157,142	-176,110	-183,286	-145,595		
Seed & Sod	-14,494	-13,146	-19,306	-38,679	-15,608	-12,015	-5,745	-6,849	-10,380	-6,163	-7,500	-7,798	-8,231		
Fertilizer	-24,976	-19,266	-24,774	-25,800	-22,842	-21,166	-22,275	-16,060	-18,630	-16,457	-19,000	-17,049	-18,918		
Top Dressing	-22,880	-14,521	-11,403	-15,803	-12,305	-12,078	-11,808	-14,685	-11,583	-11,153	-12,000	-12,474	-12,261		
Sand, Gravel, Rock	-7,880	-7,019	-15,611	-6,675	-8,148	-4,117	-5,476	-2,903	-1,021	-5,362	-4,000	-3,095	-3,776		
Pesticides	-9,161	-9,136	-8,875	-8,280	-13,182	-11,151	-12,969	-8,951	-7,358	-9,383	-10,000	-8,564	-9,962		
Irrigation and Drainage	0	0	-2,592	-6,156	-3,539	-3,408	-3,413	-2,086	-4,021	-2,444	-3,000	-2,850	-3,075		
All Other Golf Course	0	0	-1,023	0	-1,308	-1,357	-1,307	0	-2,125	-250	-500	-792	-1,008		
R&M Golf Course	-79,391	-63,088	-83,584	-101,391	-76,931	-65,293	-62,993	-51,534	-55,118	-51,213	-56,000	-52,622	-57,230		
chemicals	0	0	-21,832	-20,267	-22,012	-22,012	-24,975	-30,280	-26,062	-27,906	-29,700	-28,083	-26,247		
equipment	0	-2,188	-2,341	-1,833	-5,654	-182	-215	-196	0	-750	-1,800	-315	-269		
service, regular	0	0	-23,760	-23,760	-12,870	-574	0	-157	-46	0	0	-68	-155		
service, special	0	0	0	-130	-528	-438	-325	-125	-897	0	0	-341	-357		
other	0	0	-47	-47	-1,413	-1,067	0	-38	-230	-86	0	-118	-284		
R&M Pool Spa	0	-2,188	-47,980	-48,330	-40,732	-24,273	-25,516	-30,797	-27,234	-28,742	-31,500	-28,924	-27,312		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Amenities Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Forestry Management	0	0	0	0	0	0	-424	-547	0	-2,312	-1,600	-953	-656	
R&M Forestry	0	0	0	0	0	0	-424	-547	0	-2,312	-1,600	-953	-656	
Contra - Inter-Dept. Charges	21,591	25,591	48,992	150,074	61,669	59,059	70,781	88,070	79,416	74,333	83,980	80,606	74,332	
R&M subtotal	-330,689	-294,435	-342,003	-256,524	-315,743	-212,194	-254,698	-331,505	-408,145	-377,405	-374,950	-372,352	-316,789	
TOTAL SUPPLIES & MAINTENANCE	-849,227	-819,889	-850,633	-748,567	-907,995	-700,334	-850,844	-1,126,327	-1,112,966	-1,068,224	-1,030,219	-1,102,506	-971,739	
ADMINISTRATIVE & OTHER EXPENSE														
Consulting Expense	0	-279	-125	0	0	0	0	0	0	-500	0	-167	-100	
Environmental Services / Fees	-1,564	-1,783	-1,368	-924	-1,232	-1,386	0	-1,008	-1,176	-300	-1,200	-828	-774	
Po Survey	0	0	0	0	-1,246	0	0	0	0	0	0	0	0	
Public Relations	-748	-673	-2,015	-2,404	-6,307	-4,838	-4,512	-5,441	-1,235	-17,700	-5,150	-8,125	-6,745	
Promotion Expense	-6,125	-8,323	-8,747	-6,079	-8,350	-4,172	-3,524	-2,698	-2,698	-6,806	-7,500	-6,503	-5,441	
Resort Advertising	-40,429	-57,738	-75,311	-54,914	-110,709	-93,840	-139,344	-100,936	-90,208	-79,130	-96,950	-90,091	-100,692	
Brochure Distribution	-5,153	-8,146	-6,218	-4,732	-7,325	-3,207	-3,904	-5,921	-7,046	-6,100	-9,100	-6,356	-5,236	
Sales specific	0	0	0	0	0	0	0	-195	-4,307	-1,579	0	-2,027	-1,216	
Charitable Contributions	-1,885	-1,813	-1,881	-1,059	-1,701	-25	-651	-327	-59	-478	-500	-288	-308	
Community Relations	-375	-123	-190	-43	-1,470	-612	-990	-3,447	-659	-209	0	-1,438	-1,183	
Reservation Services	-4,523	-6,404	-6,604	-8,087	-9,598	-9,793	-10,241	-10,361	-12,127	-11,154	-11,500	-11,214	-10,735	
Marketing Discounts CoGS	-34,828	-37,943	-45,190	-51,734	-60,099	-58,958	-64,689	-76,006	-82,254	-81,379	-86,410	-79,880	-72,657	
Dues & Subscriptions	-7,459	-6,699	-8,601	-6,454	-8,126	-6,767	-9,674	-9,880	-8,228	-10,075	-12,040	-9,394	-8,925	
Licenses, Permits, Fees	-27,331	-28,655	-30,634	-34,018	-36,357	-35,215	-44,912	-50,371	-43,555	-47,229	-44,350	-47,051	-44,256	
Mileage Reimbursement	-3,664	-5,810	-7,930	-6,198	-7,813	-4,302	-5,159	-4,226	-3,753	-4,567	-5,030	-4,182	-4,401	
Board Expense	0	0	0	0	0	0	-156	-37	0	0	0	-12	-39	
Postage - General	-1,257	-4,653	-1,205	-639	-1,032	-941	-760	-955	-905	-525	-710	-795	-817	
Digital Content	0	0	0	0	0	0	0	-2,000	-626	0	0	-875	-525	
Printing - Brochures	0	0	0	0	-3,431	-1,040	-1,246	0	-8,451	-6,731	-6,000	-5,061	-3,493	
Printing - Other	-1,569	-2,509	-3,661	-436	-642	-448	0	-946	-2,821	-1,293	0	-1,687	-1,102	
Claims Expense	0	0	0	0	0	0	0	-320	-778	-3,855	0	-1,651	-991	
Collection Expense	0	0	0	0	0	0	0	0	0	-701	0	-234	-140	
Credit Card Expense	-137,453	-158,587	-153,234	-135,028	-165,832	-123,659	-150,471	-247,653	-251,175	-250,466	-234,560	-249,765	-204,685	
Over/Short	-1,658	-541	-2,132	-265	-450	1,088	-1,358	-1,077	-6,229	319	0	-2,329	-1,451	
Inter-Department Food Costs	0	0	150	0	0	0	0	0	0	0	0	0	0	
Insurance Expense	-252,600	-195,919	-194,200	-186,014	-260,300	-222,579	-246,336	-279,950	-287,200	-304,500	-302,400	-290,550	-268,113	
TOTAL ADMINISTRATIVE & OTHER EXPE	-528,619	-526,597	-549,096	-499,026	-692,020	-570,691	-687,926	-811,060	-815,490	-834,957	-823,400	-820,502	-744,025	
TOTAL OPERATING EXPENSES (OE)	-2,132,378	-2,102,777	-2,173,875	-1,993,931	-2,400,439	-1,909,401	-2,193,236	-2,844,992	-2,959,086	-2,965,584	-2,919,400	-2,923,220	-2,574,460	
TOTAL PAYROLL AND OPERATING EXPE	-6,637,396	-6,753,671	-6,789,520	-6,622,133	-7,615,398	-6,563,865	-7,357,963	-9,636,874	-10,264,324	-10,153,915	-10,185,000	-10,018,371	-8,795,388	
N O R 1, before OH	-60,827	577,899	-77,028	54,144	112,877	-514,223	-483,094	868,508	530,116	104,735	105,000	501,120	101,209	
N O R 2, after OH	-60,827	577,899	-77,028	54,144	112,877	-514,223	-483,094	868,508	530,116	104,735	105,000	501,120	101,209	
T O C	-7,545,219	-7,754,402	-7,778,912	-7,646,852	-8,788,921	-7,616,870	-8,556,885	-11,189,846	-11,898,936	-11,663,395	-11,705,000	-11,584,059	-10,185,186	
REV to TOC (CRR%)	-99.2%	-107.5%	-99.0%	-100.7%	-101.3%	-93.2%	-94.4%	-107.8%	-104.5%	-100.9%	-100.9%	-104.4%	-100.2%	
NOR AFTER Assessment Revenue, Opera	-60,827	577,899	-77,028	54,144	112,877	-514,223	-483,094	868,508	530,116	104,735	105,000	501,120	101,209	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Private Amenities Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
										Jan-Jul Act					
										Aug-Dec Bdg					
Revenue															
ALLOCATED RECREATION FEES	828,935	800,000	815,086	830,349	840,121	903,083	952,926	995,062	1,014,830	1,055,155	1,018,000	1,021,683	984,211		
Special Events Revenue	22,668	23,219	94,578	39,111	54,191	39,350	44,910	33,529	44,116	37,423	42,694	38,356	39,865		
Concert Revenue	0	0	0	50,695	32,935	66,387	73,584	154,520	143,307	127,370	140,000	141,732	113,034		
Daily Usage Fee - Member	40,268	38,806	38,388	37,691	36,480	38,388	39,775	43,148	41,438	41,595	41,501	42,060	40,869		
Daily Usage Fee - Guest	273,940	283,248	304,878	300,565	328,402	330,520	319,928	347,580	381,468	418,157	414,203	382,402	359,531		
Total Direct Access & Use Fees	336,875	345,273	437,844	428,062	452,008	474,644	478,197	578,777	610,329	624,545	638,398	604,550	553,298		
Food	84,698	92,534	60,888	63,358	65,464	72,813	78,866	89,178	108,571	102,075	102,000	99,941	90,301		
Food Discounts	-49	0	-2,836	-2,178	-2,332	-1,899	-2,043	-3,302	-3,338	-3,290	-2,901	-3,310	-2,774		
EE Discounts	0	0	-2,800	-2,178	-2,332	-1,899	-2,043	-3,301	-3,294	-3,287	-2,901	-3,294	-2,765		
InterDept Discounts	-49	0	-37	0	0	0	0	-6	-33	0	0	-13	-8		
Marketing Discounts	0	0	0	0	0	0	0	6	-11	-3	0	-3	-2		
Food NA Beverage	0	0	18,968	17,061	18,460	18,494	17,565	19,764	21,569	20,544	22,500	20,626	19,587		
Food subtotal	84,649	92,534	77,020	78,241	81,592	89,409	94,387	105,639	126,802	119,329	121,599	117,257	107,113		
Beer	523	0	45	12,771	13,144	15,923	14,367	17,225	21,043	19,878	20,200	19,382	17,687		
Liquor	0	0	0	2,616	3,252	8,775	12,784	16,799	19,260	21,196	18,700	19,085	15,763		
Wine	0	0	0	1,827	2,870	2,865	2,910	3,674	4,030	3,710	4,000	3,805	3,438		
Wine Discounts	0	0	0	0	0	0	0	0	-7	-2	0	-3	-2		
Beverage subtotal	523	0	45	17,214	19,266	27,562	30,060	37,698	44,327	44,782	42,900	42,269	36,886		
Total Food and Beverage Revenue	85,172	92,534	77,065	95,455	100,858	116,971	124,448	143,337	171,129	164,112	164,499	159,526	143,999		
F&B Revenue by Segment:	0	0	0	0	0	0	0	0	0	276	0	92	55		
SmrF&B-Snack Bar	0	0	0	0	0	0	0	0	0	276	0	92	55		
Mkt Discounts, Happy Hour Food	0	0	0	0	0	0	0	-2	-11	-3	0	-5	-3		
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	0	0	0	0	-2	-11	-3	0	-5	-3		
Sales - Retail	114,548	108,027	146,063	148,613	186,861	174,654	160,894	132,919	129,913	122,330	123,300	128,387	144,142		
Employee Discounts	-7,507	-8,598	-7,268	-6,992	-7,979	-7,163	-6,645	-4,730	-3,767	-4,440	-6,000	-4,312	-5,349		
Homeowner Discounts	0	0	-466	-641	-1,019	-831	0	0	0	0	0	0	-166		
Discounts - Retail	-10,364	-7,365	-12,788	-9,967	-13,466	-11,442	-17,176	-10,210	-9,102	-11,226	-12,100	-10,179	-11,831		
Promotion Discounts	-206	-8	0	0	0	0	0	0	0	0	0	0	0		
Total Retail Product Revenue	96,472	92,055	125,542	131,013	164,396	155,217	137,073	117,979	117,045	106,664	105,200	113,896	126,796		
Rentals	62,914	81,503	102,683	121,308	140,211	153,473	152,362	153,765	172,304	148,379	164,800	158,149	156,056		
Rentals, Storage	0	0	0	0	0	0	0	0	0	10,252	0	3,417	2,050		
Rentals, Bikes	0	0	7,235	10,432	15,979	12,141	0	0	0	0	0	0	2,428		
Child Care	0	0	12,068	15,244	17,484	20,808	19,108	16,740	17,226	15,051	15,000	16,339	17,787		
Aerobics	37,767	41,460	61,176	59,787	61,085	74,853	87,425	88,129	81,855	86,827	85,700	85,603	83,818		
Fitness/Training	3,798	1,904	893	1,700	2,000	2,819	2,350	3,144	2,760	6,200	2,900	4,035	3,455		
Rec Programs	2,500	4,133	6,229	12,668	29,951	16,396	5,695	11,835	11,306	18,140	6,000	13,760	12,674		
Day Camps	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	239,579	234,000	222,597	209,622		
Massage	14,282	15,194	16,068	14,826	19,065	16,719	15,955	17,271	19,907	18,887	17,900	18,688	17,748		
Towels/Lockers	1,792	1,892	1,674	3,393	2,115	1,591	897	1,368	1,400	1,160	1,200	1,309	1,283		
Lessons - Public	400	700	3,448	0	1,832	0	0	0	0	0	0	0	366		
Lessons - P.O.	61,294	91,999	65,167	67,940	82,719	63,537	54,684	53,876	42,211	42,958	50,503	46,348	51,453		
Lessons - Guest	18,714	15,144	28,225	20,927	20,804	35,322	38,863	34,641	38,128	44,371	34,700	39,047	38,265		
Total Lessons & Rental Revenue	294,993	352,530	408,728	445,914	556,116	582,253	574,896	585,494	610,581	631,804	612,703	609,293	597,006		
Shopping Bags	0	0	0	0	0	100	20	4	0	0	0	1	25		
Other Revenue	8,502	9,943	6,552	5,976	7,777	10,521	2,950	3,158	1,992	3,661	3,200	2,937	4,456		
Total Other Revenue	8,502	9,943	6,552	5,976	7,777	10,621	2,970	3,162	1,992	3,661	3,200	2,938	4,481		
GROSS REVENUE (GREV)	1,650,949	1,692,335	1,870,817	1,936,769	2,121,277	2,242,790	2,270,509	2,423,811	2,525,906	2,585,941	2,542,000	2,511,886	2,409,791		
COST OF GOODS SOLD (COGS)															
Food	-27,735	-23,398	-8	0	0	0	0	0	0	0	0	0	0		
Meat	0	0	-7,003	-6,952	-7,266	-8,378	-9,963	-8,438	-10,914	-10,063	-11,190	-9,805	-9,551		
Seafood	0	0	-60	-329	-204	0	0	-321	863	-4,435	-10,200	-1,298	-779		

Private Amenities Consolidated

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Private Amenities Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
										Jan-Jul Act					
										Aug-Dec Bdg					
Produce	0	0	-1,118	-1,595	-1,902	-3,583	-4,538	-5,473	-5,757	-2,953	-2,520	-4,728	-4,461		
Dairy	0	0	-2,576	-1,125	-1,215	-2,151	-2,027	-2,369	-1,969	-1,925	-2,520	-2,087	-2,288		
NA Beverage	0	0	-3,492	-4,793	-4,837	-5,609	-5,056	-4,094	-5,720	-4,155	-4,270	-4,656	-4,927		
Food Other	0	0	-10,998	-7,871	-9,362	-9,874	-13,042	-12,496	-15,222	-9,559	-7,890	-12,425	-12,038		
Food Cogs	-27,735	-23,398	-25,255	-22,666	-24,785	-29,594	-35,627	-33,190	-38,719	-33,091	-38,590	-35,000	-34,044		
Beer	0	0	-11	-2,829	-3,668	-4,408	-4,116	-4,096	-5,096	-4,474	-4,830	-4,555	-4,438		
Liquor	0	0	0	-670	-662	-2,590	-3,500	-3,374	-3,613	-5,340	-4,350	-4,109	-3,683		
Wine	0	0	0	-625	-1,059	-986	-1,105	-1,352	-2,376	-1,426	-1,400	-1,718	-1,449		
Beverage Cogs	0	0	-11	-4,124	-5,388	-7,984	-8,721	-8,822	-11,086	-11,239	-10,580	-10,382	-9,570		
Retail Product Cogs	-62,714	-56,274	-78,388	-78,238	-98,740	-91,172	-85,570	-73,041	-74,478	-74,057	-82,130	-73,859	-79,663		
Total COGS	-90,449	-79,672	-103,654	-105,028	-128,914	-128,750	-129,918	-115,053	-124,283	-118,387	-131,300	-119,241	-123,278		
Total Cogs / GREV %	-05.5%	-04.7%	-05.5%	-05.4%	-06.1%	-05.7%	-05.7%	-04.7%	-04.9%	-04.3%	-05.2%	-04.6%	-05.1%		
Retail Product Cogs / Retail Revenue %	-65.0%	-61.1%	-62.4%	-59.7%	-60.1%	-58.7%	-62.4%	-61.9%	-63.6%	-64.5%	-78.1%	-63.3%	-62.2%		
Retail Product Cogs / Retail Revenue,preD	-54.7%	-52.1%	-52.7%	-52.6%	-52.8%	-52.2%	-53.2%	-55.0%	-57.3%	-56.7%	-66.6%	-56.3%	-54.9%		
F&B Cogs / F&B Rev %	-32.6%	-25.3%	-32.8%	-28.1%	-29.9%	-32.1%	-35.6%	-29.3%	-29.1%	-25.2%	-29.9%	-27.9%	-30.3%		
Food %, preDiscounts	-32.7%	-25.3%	-31.6%	-28.2%	-29.5%	-32.4%	-36.9%	-30.5%	-29.8%	-24.4%	-31.0%	-28.2%	-30.8%		
Food %, postDiscounts	-32.8%	-25.3%	-32.8%	-29.0%	-30.4%	-33.1%	-37.7%	-31.4%	-30.5%	-25.2%	-31.7%	-29.0%	-31.6%		
Food NA Beverage %	00.0%	00.0%	-18.4%	-28.1%	-26.2%	-30.3%	-28.8%	-20.7%	-26.5%	-21.1%	-19.0%	-22.8%	-25.5%		
COGS % Beverage, incld CF,net	00.0%	00.0%	-24.4%	-24.0%	-28.0%	-29.0%	-29.0%	-23.4%	-25.0%	-25.3%	-24.7%	-24.6%	-26.3%		
COGS % Beer,net	00.0%	00.0%	-24.4%	-22.1%	-27.9%	-27.7%	-28.6%	-23.8%	-24.2%	-21.7%	-23.9%	-23.2%	-25.2%		
COGS % Liquor,net	00.0%	00.0%	00.0%	-25.6%	-20.3%	-29.5%	-27.4%	-20.1%	-18.8%	-26.2%	-23.3%	-21.7%	-24.4%		
COGS % Wine,net	00.0%	00.0%	00.0%	-34.2%	-36.9%	-34.4%	-38.0%	-36.8%	-59.1%	-40.7%	-35.0%	-45.5%	-41.8%		
Gross Margin (GREV-COGS)	1,560,500	1,612,663	1,767,163	1,831,741	1,992,363	2,114,040	2,140,591	2,308,758	2,401,623	2,467,555	2,410,700	2,392,645	2,286,513		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-251,846	-254,518	-243,994	-245,838	-289,106	-311,109	-288,075	-274,362	-282,442	-332,236	-334,200	-296,347	-297,645		
Salaries - Exempt - Commissions	-32,581	-33,182	-17,738	-25,713	-31,113	-22,667	-24,095	-23,126	-26,465	-26,947	-23,000	-25,513	-24,660		
Wages - FTRRegular	-102,673	-82,701	-81,738	-69,936	-69,936	-24,154	-36,659	-80,936	-96,732	-87,133	-154,612	-88,267	-65,123		
Wages - Seasonal	-361,019	-377,787	-469,602	-466,429	-556,762	-503,918	-506,706	-536,319	-547,041	-591,852	-573,288	-558,404	-537,167		
Wages-Seasonal-Commissions	-38,044	-44,082	-57,558	-56,367	-42,247	-62,623	-69,299	-73,883	-67,395	-73,962	-76,000	-71,747	-69,432		
Incentive Program, Exempt	0	0	0	0	0	0	-1,724	0	-900	-493	0	-464	-623		
Incentive Program, FTR, NonExempt	-137	-137	-322	-455	-301	0	0	0	-684	0	0	-228	-137		
Incentive Program, Seasonal, NonExempt	-1,510	-1,589	-2,722	-4,908	-6,705	-4,494	-4,237	-7,873	-13,571	-4,297	0	-8,580	-6,894		
Total Salaries & Wages, DIRECT	-787,809	-793,995	-873,675	-893,222	-996,170	-928,965	-930,794	-996,498	-1,035,230	-1,116,919	-1,161,100	-1,049,549	-1,001,681		
Salaries sub-total	-284,427	-287,700	-261,732	-271,552	-320,220	-333,776	-313,893	-297,488	-309,807	-359,676	-357,200	-322,324	-322,928		
Wage sub-total	-503,383	-506,295	-611,943	-621,671	-675,950	-595,189	-616,901	-699,010	-725,423	-757,243	-803,900	-727,225	-678,753		
Wage-FTR subsubtotal	-102,810	-82,838	-82,060	-93,966	-70,237	-24,154	-36,659	-80,936	-97,416	-87,133	-154,612	-88,495	-65,260		
Wage-Seasonal subsubtotal	-400,573	-423,457	-529,883	-527,704	-605,714	-571,035	-580,242	-618,074	-628,007	-670,110	-649,288	-638,730	-613,494		
Payroll Direct as a % of Revenue	-47.7%	-46.9%	-46.7%	-46.1%	-47.0%	-41.4%	-41.0%	-41.1%	-41.0%	-41.8%	-45.7%	-41.3%	-41.3%		
PTO net\$ accrual, in Salaries	-4,943	-4,034	-412	-5,495	-602	-299	-855	-5,233	-5,784	-831	19	-3,949	-2,600		
PTO net\$ accrual, in Wages FTR	-388	-636	-582	-2,479	3,652	1,288	-854	-2,466	818	2,859	0	404	329		
PTO net accrual, in PD Total	-5,332	-4,670	-994	-7,975	3,049	988	-1,708	-7,698	-4,966	2,028	19	-3,546	-2,271		
PAYROLL BURDEN															
Payroll Taxes	-84,631	-82,562	-97,527	-101,217	-111,532	-108,168	-109,001	-113,217	-116,491	-131,105	-139,000	-120,271	-115,596		
Workers Compensation	-30,071	-29,936	-26,169	-27,981	-42,687	-77,423	-77,836	-82,911	-82,076	-67,907	-69,100	-77,631	-77,630		
Group Insurance	-85,633	-80,040	-63,312	-57,865	-61,702	-56,978	-60,199	-41,276	-65,040	-80,210	-89,300	-62,176	-56,741		
Retirement Plan	-2,933	-5,008	-4,646	-4,518	-4,919	-1,952	-3,330	-3,182	-1,809	-3,157	-4,100	-2,716	-2,686		
PAYROLL BURDEN Total	-203,268	-197,547	-191,655	-191,581	-220,839	-244,522	-230,366	-240,586	-265,416	-282,379	-301,500	-262,794	-252,654		
subtotal, Burden-Salary	-77,909	-78,367	-65,715	-62,994	-74,229	-83,158	-83,884	-79,745	-77,564	-94,460	-97,300	-83,923	-83,762		
subtotal, Burden-Wage-FTR	-54,719	-47,843	-39,187	-40,548	-40,829	-31,633	-14,418	-23,102	-53,426	-56,598	-74,870	-44,375	-35,835		
subtotal, Burden-Wage-Seasonal	-70,640	-71,336	-86,752	-88,039	-105,781	-129,731	-132,064	-137,739	-134,426	-131,321	-129,330	-134,495	-133,056		
Burden % - on all Payroll Direct	25.8%	24.9%	21.9%	21.4%	22.2%	26.3%	24.7%	24.1%	25.6%	24.8%	26.0%	24.9%	25.1%		
Burden % - Salary	27.4%	27.2%	25.1%	23.2%	23.2%	24.9%	26.7%	26.8%	25.0%	25.5%	27.2%	25.8%	25.8%		
Burden % - Wage-FTR	53.2%	57.8%	47.8%	43.2%	58.1%	131.0%	39.3%	28.5%	54.8%	111.1%	48.4%	64.8%	73.0%		
Burden % - Wage-Seasonal	17.6%	16.8%	16.4%	16.7%	17.5%	22.7%	22.8%	22.3%	21.4%	19.4%	19.9%	21.0%	21.7%		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Private Amenities Consolidated**

	5 Year Average Years									2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
									Jan-Jul Act Aug-Dec Bdg					
<i>Burden % - Wage-FTR&Seasonal</i>	24.9%	23.5%	20.6%	20.7%	21.7%	27.1%	23.7%	23.0%	25.9%	24.4%	25.4%	24.4%	24.8%	
PAYROLL TOTAL (Direct&Burden)	-991,078	-991,542	-1,065,330	-1,084,803	-1,217,009	-1,173,487	-1,161,160	-1,237,084	-1,300,645	-1,399,298	-1,462,600	-1,312,343	-1,254,335	
Burden % TL	25.8%	24.9%	21.9%	21.4%	22.2%	26.3%	24.7%	24.1%	25.6%	24.8%	26.0%	24.9%	25.1%	
Payroll Taxes %	10.7%	10.4%	11.2%	11.3%	11.2%	11.6%	11.7%	11.4%	11.3%	11.6%	12.0%	11.4%	11.5%	
Workers Comp %	3.8%	3.8%	3.0%	3.1%	4.3%	8.3%	8.4%	8.3%	7.9%	6.2%	6.0%	7.5%	7.8%	
Group Insurance %	10.9%	10.1%	7.2%	6.5%	6.2%	6.1%	4.3%	4.1%	6.3%	6.8%	7.7%	5.7%	5.5%	
Retirement %	0.4%	0.6%	0.5%	0.5%	0.5%	0.2%	0.4%	0.3%	0.2%	0.2%	0.4%	0.2%	0.3%	
OPERATING EXPENSES (OE)														
Employee Meals	-20	0	-52	0	0	0	0	-989	-1,401	-1,088	-1,100	-1,159	-696	
Educational Reimbursement	0	0	0	0	-11	0	0	0	0	0	0	0	0	
Employee Dev/Training	-3,929	-2,987	-3,646	-2,892	-6,773	-1,966	-3,123	-2,445	-4,808	-3,066	-5,700	-3,440	-3,082	
Employee Relations	-1,990	-2,460	-1,897	-2,818	-2,481	-1,323	-2,066	-1,624	-3,239	-3,476	-3,140	-2,780	-2,346	
Uniforms	-6,395	-9,546	-11,176	-6,642	-7,798	-5,925	-4,448	-8,023	-7,539	-9,942	-9,420	-8,501	-7,175	
Seminars & Conferences	-714	-980	0	-359	0	0	-488	0	0	0	-800	0	-98	
Travel/Meeting Expense	-1,620	-1,760	-352	-60	-692	0	0	-1,383	0	-2,399	-1,600	-1,260	-756	
Total Staff Expense	-13,049	-17,733	-17,124	-12,771	-17,756	-9,215	-10,125	-14,464	-16,986	-19,970	-21,760	-17,140	-14,152	
Telephone	-2,680	-3,016	-3,455	-4,686	-5,078	-4,715	-6,220	-5,577	-5,562	-4,101	-6,810	-5,080	-5,235	
Cable/Sat TV Service	-2,254	-2,191	-2,467	-3,050	-3,663	-3,835	-3,356	-4,038	-4,443	-4,414	-3,900	-4,298	-4,017	
Disposal Fees	-10,311	-11,397	-12,316	-12,651	-12,691	-13,373	-14,472	-15,287	-16,192	-15,575	-15,400	-15,685	-14,980	
Electricity	-72,735	-74,833	-72,821	-72,274	-74,285	-74,796	-77,880	-77,327	-78,207	-82,752	-83,250	-79,429	-78,193	
Natural Gas - Pools	-51,542	-60,431	-64,406	-48,229	-50,540	-47,943	-57,005	-68,142	-71,367	-70,133	-78,000	-69,881	-62,918	
Natural Gas - Buildings	-15,051	-16,248	-14,901	-10,646	-13,231	-12,359	-14,575	-13,934	-14,214	-12,644	-14,900	-13,597	-13,545	
Fuel & Oil	-1,118	-1,953	-2,040	-3,250	-4,190	-3,782	-3,529	-2,864	-3,112	-3,679	-2,950	-3,218	-3,393	
Propane (LPG)	0	0	-3,231	-813	-3,171	-1,722	-661	-1,193	-2,944	-2,769	-1,200	-2,302	-1,858	
Sewer Fees	-21,177	-21,664	-21,997	-21,997	-21,997	-21,997	-21,997	-22,431	-22,133	-23,205	-23,820	-22,590	-22,353	
Water - Building/Facility	-16,485	-16,277	-15,891	-13,970	-17,084	-15,094	-15,697	-15,589	-19,910	-19,378	-18,360	-18,293	-17,134	
Water - Grounds	0	0	-1,669	-1,403	0	0	0	-69	-91	-47	0	-69	-41	
TOTAL UTILITIES	-193,352	-208,009	-215,194	-192,969	-205,930	-199,616	-215,392	-226,451	-238,176	-238,697	-248,590	-234,441	-223,666	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	-36	-231	-248	0	0	-252	0	-691	0	0	-230	-189	
Hazardous Waste Clean Up	0	0	0	0	-636	0	0	0	0	0	0	0	0	
Linen Service	-38,296	-28,250	-30,602	-33,423	-45,502	-48,831	-56,287	-59,378	-65,039	-73,216	-68,200	-65,878	-60,550	
Janitorial Services & Supplies	-40,764	-16,379	-16,766	-22,481	-20,894	-27,182	-59,025	-88,146	-34,488	-33,211	-32,750	-51,948	-48,410	
Pest Control	-750	-1,330	-906	-1,624	-1,949	-2,032	-2,051	-2,419	-2,284	-2,169	-1,910	-2,291	-2,191	
Contract Fees	-26,136	-34,168	-10,732	-10,283	-17,992	-10,483	-10,722	-5,032	0	0	-280	-1,677	-5,247	
Equipment Rental	-1,219	-496	-4,127	-10,463	-5,986	0	-434	-470	-67	-551	0	-362	-304	
Printed Forms/Ticket Stock	-39	0	-38	0	0	0	0	0	0	0	0	0	0	
Computer Hardware	0	0	0	0	0	0	-10	0	0	0	0	0	-2	
Furniture and Office Equip	-15,909	-11,193	-7,566	-2,581	-6,249	-2,344	-4,472	-6,597	-4,684	-3,763	-3,000	-5,015	-4,372	
Office Supplies	-3,719	-2,615	-3,534	-3,821	-5,627	-4,356	-1,953	-1,899	-1,649	-1,954	-2,700	-1,834	-2,362	
Toner Cartridges	0	0	0	0	0	-98	-2,659	-2,801	-2,618	-2,316	0	-2,579	-2,099	
Signs	-3,958	-1,634	-1,345	-1,364	-2,835	-1,050	-1,118	-1,666	-1,119	-1,963	-4,450	-1,583	-1,383	
Operating Supplies	-44,637	-46,374	-20,895	-14,432	-16,964	-14,901	-11,258	-15,763	-22,494	-27,252	-22,730	-21,836	-18,333	
Paper Products - Restaurant	0	0	-3,382	-4,741	-5,247	-4,310	-7,060	-6,037	-4,326	-6,714	-5,800	-5,692	-5,689	
Candle & TableTop Supplies	0	0	0	-194	0	0	0	0	0	0	0	0	0	
Cleaning Supplies - Restaurant	0	0	-83	-352	-307	-413	-98	-357	-16	-23	0	-132	-181	
Small Tools & Equipment	-1,515	-1,322	-3,332	-4,052	-4,680	-3,662	-3,911	-5,982	-3,719	-3,280	-4,430	-4,327	-4,111	
Safety Equipment	-3,029	-3,970	-4,313	-2,449	-2,487	-1,532	-1,918	-2,458	-2,726	-1,757	-3,730	-2,314	-2,078	
Spoilage	-1,173	-2,673	-1,274	-1,821	-2,041	-830	-1,605	-961	-1,684	-364	0	-1,003	-1,089	
Entertainment	-3,600	-9,436	-5,150	-6,010	-2,800	-1,836	-846							

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Private Amenities Consolidated**

	5 Year Average Years									2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Carpentry	-833	-435	0	-331	-84	-72	-845	-60	-121	0	-900	-60	-220	
Fire Suppression	0	0	-45	-866	-1,120	-1,701	-858	-2,390	-2,298	-1,348	-2,500	-2,012	-1,719	
Painting	0	0	-164	-212	0	-307	-96	-37	-63	-135	-200	-78	-128	
MaintDept Labor Charges (inactive)	-22,716	0	0	-165	0	0	0	0	0	0	0	0	0	
Other Building	-24,127	-12,778	-4,655	-5,290	-763	0	-285	-608	-620	-772	-900	-666	-457	
R&M Building	-50,579	-13,419	-16,959	-26,568	-24,036	-20,027	-29,318	-22,278	-21,729	-27,491	-24,740	-23,832	-24,168	
Asphalt	0	0	-40	-121	-141	-140	-139	-25	-504	0	0	-176	-134	
Irrigation and Drainage	0	0	-474	-199	-208	-140	-90	-70	-280	0	0	-117	-116	
GrassFlowersSeedFertilizers	0	0	-1,543	-276	-307	-446	-372	-265	-147	-803	-1,200	-405	-406	
Ski Trails	0	0	0	0	0	0	0	0	0	-59	0	-20	-12	
Snow Removal	-3,110	-3,800	-3,998	-4,988	-3,904	-2,706	-4,180	-5,874	-14,728	-22,490	-20,000	-14,364	-9,995	
Other Grounds Maint	-10,284	-8,984	-17,169	-16,838	-16,827	-15,976	-17,129	-16,941	-18,935	-20,957	-16,800	-18,944	-17,988	
R&M Grounds (nonGolf)	-13,393	-12,783	-23,222	-22,421	-21,388	-19,269	-21,910	-23,174	-34,594	-44,309	-38,000	-34,026	-28,651	
Rolling, Heavy	-280	-514	-1,205	-334	-403	-56	-777	-198	-985	-476	0	-553	-498	
Rolling, Car/Truck/Bus/Van	-1,329	-2,294	-2,802	-3,536	-4,347	-3,995	-2,615	-5,181	-2,907	-3,245	-3,650	-3,778	-3,589	
F&B Kitchen Equip	0	0	-410	-375	-287	-413	-277	-329	-179	0	0	-169	-240	
Bicycles	0	0	-641	0	-845	-708	0	0	0	0	0	0	-142	
Fitness Equipment	0	0	-6,808	-8,104	-11,841	-5,624	-3,598	-1,989	-2,831	-2,882	-4,300	-2,567	-3,385	
Office Equip R&M	0	0	-116	0	0	0	0	-187	0	0	0	-62	-37	
Computer Software Maint	0	-2,106	-221	0	0	0	0	0	-198	0	0	-66	-40	
Other Operating Equip R&M	-10,357	-8,081	-3,660	-4,610	-5,536	-528	-3,070	-1,137	-3,250	-1,826	-1,750	-2,071	-1,962	
R&M Equipment	-11,966	-12,994	-15,865	-16,959	-23,258	-11,325	-10,337	-9,021	-10,350	-8,429	-9,700	-9,267	-9,893	
Irrigation and Drainage	0	0	-9	0	0	0	0	0	0	0	0	0	0	
R&M Golf Course	0	0	-9	0	0	0	0	0	0	0	0	0	0	
chemicals	0	0	-21,832	-22,559	-20,267	-22,012	-24,975	-30,280	-26,062	-27,906	-29,700	-28,083	-26,247	
equipment	0	-2,188	-2,341	-1,833	-5,654	-182	-215	-196	0	-750	-1,800	-315	-269	
service, regular	0	0	-23,760	-23,760	-12,870	-574	0	-157	-46	0	0	-68	-155	
service, special	0	0	0	-130	-528	-438	-325	-125	-897	0	0	-341	-357	
other	0	0	-47	-47	-1,413	-1,067	0	-38	-230	-86	0	-118	-284	
R&M Pool Spa	0	-2,188	-47,980	-48,330	-40,732	-24,273	-25,516	-30,797	-27,234	-28,742	-31,500	-28,924	-27,312	
Contra - Inter-Dept. Charges	0	0	0	-71	0	0	1,531	0	0	0	0	0	306	
R&M subtotal	-75,939	-41,385	-104,035	-114,348	-109,414	-74,894	-85,550	-85,269	-93,907	-108,971	-103,940	-96,049	-89,718	
TOTAL SUPPLIES & MAINTENANCE	-286,431	-234,535	-325,018	-341,381	-372,577	-298,713	-354,513	-416,670	-361,465	-410,076	-385,600	-396,071	-368,287	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	-287	0	-16	-90	-50	0	0	0	-65	-24	0	-30	-18	
Promotion Expense	0	0	-65	-150	-25	0	0	0	-75	2,144	0	690	414	
Resort Advertising	0	0	-3,489	-1,340	-7,120	-12	0	-236	-1,038	-5,115	-6,500	-2,130	-1,280	
Charitable Contributions	0	0	0	0	0	0	-352	0	0	0	0	0	-70	
Community Relations	-375	-123	-190	-43	-85	-422	-621	-1,213	-364	-209	0	-595	-566	
Reservation Services	0	0	0	-365	0	0	0	0	0	0	0	0	0	
Dues & Subscriptions	-250	-110	-400	-245	-498	-320	-1,291	-1,457	-873	-3,134	-1,240	-1,821	-1,415	
Licenses, Permits, Fees	-6,537	-4,460	-4,568	-4,635	-5,140	-4,981	-9,977	-5,839	-6,157	-7,529	-6,850	-6,508	-6,897	
Mileage Reimbursement	-1,138	-1,080	-1,287	-2,264	-3,650	-1,019	-1,094	-718	-879	-1,036	-1,960	-877	-949	
Postage - General	-196	-142	-160	-112	-164	-160	-120	-138	-101	-137	-140	-125	-131	
Printing - Brochures	0	0	0	0	0	0	0	0	-808	0	0	-269	-162	
Printing - Other	-86	-70	0	0	0	0	0	0	0	-286	0	-95	-57	
Collection Expense	0	0	0	0	0	0	0	0	0	-85	0	-28	-17	
Credit Card Expense	-17,034	-17,660	-20,650	-20,119	-23,567	-24,498	-24,405	-31,623	-29,177	-38,671	-30,660	-33,157	-29,675	
Over/Short	-661	700	-291	1,100	437	1,083	-40	-384	-1,059	326	-372	-372	-15	
Insurance Expense	-28,200	-21,286	-22,800	-22,200	-26,200	-23,043	-26,400	-26,924	-27,000	-30,900	-28,800	-28,275	-26,854	
TOTAL ADMINISTRATIVE & OTHER EXPE	-54,765	-44,231	-53,914	-50,463	-66,063	-53,373	-64,300	-68,532	-67,595	-84,655	-76,150	-73,594	-67,691	
TOTAL OPERATING EXPENSES (OE)	-547,597	-504,508	-611,251	-597,585	-662,326	-560,916	-644,330	-726,116	-684,223	-753,399	-732,100	-721,246	-673,797	
TOTAL PAYROLL AND OPERATING EXPE	-1,538,674	-1,496,050	-1,676,580	-1,682,388	-1,879,335	-1,734,403	-1,805,489	-1,963,200	-1,984,868	-2,152,697	-2,194,700	-2,033,588	-1,928,132	
N O R 1, before OH	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	314,858	216,000	359,057	358,382	
N O R 2, after OH	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	314,858	216,000	359,057	358,382	

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Private Amenities Consolidated

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Private Amenities Consolidated**

	<u>2009</u> <i>Actual</i>	<u>2010</u> <i>Actual</i>	<u>2011</u> <i>Actual</i>	<u>2012</u> <i>Actual</i>	<u>2013</u> <i>Actual</i>	5 Year Average Years					<u>2018</u> <i>Budget</i>	Actuals		
						<u>2014</u> <i>Actual</i>	<u>2015</u> <i>Actual</i>	3 Year Average Years		<u>2018</u> <i>FORECAST</i>		<u>2018</u> <i>Budget</i>	Average	
								<u>2016</u>	<u>2017</u>				<u>3-Yr</u>	<u>5-Yr</u>
								<i>Actual</i>	<i>Actual</i>					
T O C	-1,629,124	-1,575,722	-1,780,234	-1,787,416	-2,008,249	-1,863,152	-1,935,407	-2,078,254	-2,109,151	-2,271,083	-2,326,000	-2,152,829	-2,051,410	
REV to TOC (CRR%)	-101.3%	-107.4%	-105.1%	-108.4%	-105.6%	-120.4%	-117.3%	-116.6%	-119.8%	-116.9%	-109.3%	-117.8%	-118.2%	
NOR AFTER Assessment Revenue, Opera	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	314,858	216,000	359,057	358,382	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Tennis (090)**

	5 Year Average Years											Actuals Average	
	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years			2018 <i>Budget</i>	3-Yr	5-Yr
								2016	2017	2018			
								<i>Actual</i>	<i>Actual</i>	<i>FORECAST</i>			
									Jan-Jul Act				
										Aug-Dec Bdg			
Revenue													
ALLOCATED RECREATION FEES	65,835	62,000	79,878	79,241	59,314	104,893	135,055	120,875	78,203	68,292	108,000	89,123	101,464
Special Events Revenue	18,985	13,597	20,679	18,936	25,044	23,496	22,766	21,548	23,072	19,160	19,000	21,260	22,008
Daily Usage Fee - Member	2,200	1,848	1,750	1,919	2,150	3,022	3,639	3,048	2,176	2,294	3,000	2,506	2,836
Daily Usage Fee - Guest	8,702	9,016	8,494	10,887	13,016	12,990	14,010	15,544	14,258	16,358	15,000	15,387	14,552
Total Direct Access & Use Fees	29,887	24,461	30,923	31,742	40,210	39,108	40,415	40,140	39,506	37,812	37,000	39,153	39,396
Food	9,013	6,552	0	0	0	0	0	0	0	0	0	0	0
Food subtotal	9,013	6,552	0	0	0	0	0	0	0	0	0	0	0
Total Food and Beverage Revenue	9,013	6,552	0	0	0	0	0	0	0	0	0	0	0
Sales - Retail	42,104	38,144	67,236	65,893	73,665	64,326	72,218	50,275	55,935	48,788	50,000	51,666	58,308
Employee Discounts	-1,720	-1,656	-1,142	-1,326	-600	-579	-1,595	-454	-102	-463	-1,000	-340	-639
Discounts - Retail	-5,352	-5,627	-10,385	-8,128	-12,676	-10,793	-12,989	-8,113	-8,639	-9,054	-10,000	-8,602	-9,918
Total Retail Product Revenue	35,032	30,861	55,708	56,439	60,388	52,954	57,634	41,708	47,194	39,272	39,000	42,725	47,752
Rentals	0	0	1,870	7,034	5,737	5,262	6,148	8,136	7,316	8,046	6,000	7,833	6,982
Aerobics	0	0	0	0	376	0	0	0	0	0	0	0	0
Lessons - P.O.	28,701	57,818	34,597	28,324	41,246	24,517	22,989	20,238	19,653	15,063	20,000	18,318	20,492
Lessons - Guest	11,609	8,331	17,673	11,662	8,107	23,872	27,904	22,377	33,853	38,519	25,000	31,583	29,305
Total Lessons & Rental Revenue	40,310	66,149	54,139	47,020	55,466	53,651	57,041	50,750	60,822	61,629	51,000	57,734	56,779
Shopping Bags	0	0	0	0	0	7	8	0	0	0	0	0	3
Other Revenue	4,453	4,610	2,590	0	14	7	13	0	52	0	0	17	11
Total Other Revenue	4,453	4,610	2,590	0	14	7	13	0	52	0	0	17	14
GROSS REVENUE (GREV)	184,530	194,634	223,238	214,442	215,392	250,613	290,157	253,474	225,777	207,005	235,000	228,752	245,405
COST OF GOODS SOLD (COGS)													
Food	-4,400	-2,648	0	0	0	0	0	0	0	0	0	0	0
NA Beverage	0	0	0	0	-19	0	0	0	0	0	0	0	0
Food Cogs	-4,400	-2,648	0	0	-19	0	0	0	0	0	0	0	0
Retail Product Cogs	-23,877	-20,900	-39,114	-38,333	-42,528	-35,867	-42,061	-30,657	-35,789	-32,906	-38,200	-33,118	-35,456
Total COGS	-28,277	-23,548	-39,114	-38,333	-42,548	-35,867	-42,061	-30,657	-35,789	-32,906	-38,200	-33,118	-35,456
Total Cogs / GREV %	-15.3%	-12.1%	-17.5%	-17.9%	-19.8%	-14.3%	-14.5%	-12.1%	-15.9%	-15.7%	-16.3%	-14.5%	-14.5%
Retail Product Cogs / Retail Revenue %	-68.2%	-67.7%	-70.2%	-67.9%	-70.4%	-67.7%	-73.0%	-73.5%	-75.8%	-74.4%	-97.9%	-74.6%	-72.9%
Retail Product Cogs / Retail Revenue,preD	-56.7%	-54.8%	-58.2%	-58.2%	-57.7%	-55.8%	-58.2%	-61.0%	-64.0%	-60.7%	-76.4%	-61.9%	-59.9%
F&B Cogs / F&B Rev %	-48.8%	-40.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Food %, preDiscounts	-48.8%	-40.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Food %, postDiscounts	-48.8%	-40.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Gross Margin (GREV-COGS)	156,253	171,086	184,125	176,109	172,844	214,746	248,096	222,816	189,987	174,098	196,800	195,634	209,949
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-39,213	-39,510	-39,849	-40,358	-40,879	-40,578	-43,377	-44,926	-42,434	-42,516	-42,900	-43,292	-42,766
Salaries - Exempt - Commissions	-24,128	-33,017	-17,738	-25,713	-31,113	-22,667	-24,095	-23,126	-26,389	-26,947	-23,000	-25,488	-24,645
Wages - Seasonal	-32,984	-33,914	-44,150	-39,784	-48,476	-36,348	-47,909	-41,270	-49,538	-49,374	-44,800	-46,727	-44,888
Wages-Seasonal-Commissions	0	0	-240	0	-639	-225	-10	0	0	0	0	0	-47
Incentive Program, Exempt	0	0	0	0	0	0	-383	0	-100	-55	0	-52	-108
Incentive Program, Seasonal, NonExempt	-274	0	-268	-268	-274	-547	-410	-410	-2,890	-274	0	-1,191	-906
Total Salaries & Wages, DIRECT	-96,599	-106,440	-102,246	-106,123	-121,380	-100,365	-116,183	-109,732	-121,351	-119,166	-110,700	-116,750	-113,359
Salaries sub-total	-63,341	-72,526	-57,587	-66,071	-71,992	-63,245	-67,854	-68,052	-68,923	-69,518	-65,900	-68,831	-67,519
Wage sub-total	-33,258	-33,914	-44,659	-40,052	-49,388	-37,120	-48,329	-41,680	-52,428	-49,648	-44,800	-47,919	-45,841
Wage-Seasonal subsubtotal	-33,258	-33,914	-44,659	-40,052	-49,388	-37,120	-48,329	-41,680	-52,428	-49,648	-44,800	-47,919	-45,841
Payroll Direct as a % of Revenue	-52.3%	-54.7%	-45.8%	-49.5%	-56.4%	-40.0%	-40.0%	-43.3%	-53.7%	-68.2%	-47.1%	-55.1%	-49.1%

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Tennis (090)**

	5 Year Average Years											Actuals		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 Budget	Average		
								2016 Actual	2017 Actual	FORECAST		3-Yr	5-Yr	
										Jan-Jul Act				Aug-Dec Bdg
PTO net\$ accrual, in Salaries	-162	-232	-124	-355	113	459	-349	-486	-212	45	33	-218	-108	
PTO net accrual, in PD Total	-162	-232	-124	-355	113	459	-349	-486	-212	45	33	-218	-108	
PAYROLL BURDEN														
Payroll Taxes	-9,356	-10,790	-11,029	-11,072	-13,072	-11,074	-12,916	-11,540	-13,514	-14,217	-13,100	-13,090	-12,652	
Workers Compensation	-4,077	-4,770	-3,316	-2,652	-4,989	-8,011	-9,028	-8,092	-8,547	-7,152	-6,800	-7,930	-8,166	
Group Insurance	-1,276	-1,076	-971	-967	-1,058	-872	-857	-827	-845	-987	-1,100	-886	-877	
Retirement Plan	-288	-290	-325	-308	-317	-41	-95	0	19	0	0	6	-23	
PAYROLL BURDEN Total	-14,997	-16,927	-15,641	-14,999	-19,436	-19,998	-22,897	-20,458	-22,886	-22,356	-21,000	-21,900	-21,719	
subtotal, Burden-Salary	-9,684	-10,449	-8,099	-8,425	-10,375	-11,178	-11,698	-11,342	-11,271	-11,729	-11,100	-11,447	-11,444	
subtotal, Burden-Wage-FTR	0	-12	0	0	0	0	0	0	0	-265	-390	-88	-53	
subtotal, Burden-Wage-Seasonal	-5,313	-6,466	-7,542	-6,574	-9,061	-8,820	-11,199	-9,116	-11,615	-10,362	-9,510	-10,364	-10,222	
Burden % - on all Payroll Direct	15.5%	15.9%	15.3%	14.1%	16.0%	19.9%	19.7%	18.6%	18.9%	18.6%	19.0%	18.7%	19.2%	
Burden % - Salary	15.3%	14.4%	14.1%	12.8%	14.4%	17.7%	17.2%	16.7%	16.9%	16.9%	16.8%	16.6%	17.0%	
Burden % - Wage-Seasonal	16.0%	19.1%	16.9%	16.4%	18.3%	23.8%	23.2%	21.9%	22.2%	20.7%	21.2%	21.6%	22.3%	
Burden % - Wage-FTR&Seasonal	16.0%	19.1%	16.9%	16.4%	18.3%	23.8%	23.2%	21.9%	22.2%	21.1%	22.2%	21.7%	22.4%	
PAYROLL TOTAL (Direct&Burden)	-111,595	-123,367	-117,887	-121,122	-140,816	-120,363	-139,080	-130,191	-144,237	-141,522	-131,700	-138,650	-135,079	
Burden % TL	15.5%	15.9%	15.3%	14.1%	16.0%	19.9%	19.7%	18.6%	18.9%	18.6%	19.0%	18.7%	19.2%	
Payroll Taxes %	9.7%	10.1%	10.8%	10.4%	10.8%	11.0%	11.1%	10.5%	11.1%	12.0%	11.8%	11.2%	11.2%	
Workers Comp %	4.2%	4.5%	3.2%	2.5%	4.1%	8.0%	7.8%	7.4%	7.0%	5.9%	6.1%	6.8%	7.2%	
Group Insurance %	1.3%	1.0%	0.9%	0.9%	0.9%	0.9%	0.7%	0.8%	0.7%	0.7%	1.0%	0.7%	0.8%	
Retirement %	0.3%	0.3%	0.3%	0.3%	0.3%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
OPERATING EXPENSES (OE)														
Employee Dev/Training	-38	0	0	0	-135	0	0	0	0	0	0	0	0	
Employee Relations	-135	0	0	0	-27	-41	0	0	-220	-260	-300	-160	-104	
Uniforms	-588	-848	0	0	-622	-187	0	-668	0	-520	-220	-396	-275	
Seminars & Conferences	-275	0	0	0	0	0	0	0	0	0	0	0	0	
Travel/Meeting Expense	0	0	-331	0	0	0	0	0	0	0	0	0	0	
Total Staff Expense	-1,036	-848	-331	0	-784	-228	0	-668	-220	-780	-520	-556	-379	
Telephone	-2	-2	-8	-4	-1	-12	-12	0	-2	0	0	-1	-3	
Cable/Sat TV Service	-599	-300	-461	-925	-576	-606	-518	-563	-871	-663	-600	-699	-644	
Disposal Fees	-1,715	-2,362	-2,360	-1,846	-2,227	-2,370	-3,352	-3,417	-3,263	-3,230	-3,200	-3,303	-3,126	
Electricity	-1,616	-1,435	-1,979	-1,962	-2,169	-2,181	-2,113	-2,063	-2,138	-2,395	-2,250	-2,199	-2,178	
Natural Gas - Buildings	-1,807	-1,823	0	0	0	0	0	0	0	0	0	0	0	
Fuel & Oil	0	-24	-23	-12	1	0	-15	-15	0	0	0	-5	-6	
Propane (LPG)	0	0	-3,129	-659	-3,037	-1,531	-561	-1,209	-2,890	-2,716	-1,200	-2,272	-1,781	
Sewer Fees	-2,388	-2,445	-2,484	-2,484	-2,484	-2,484	-2,484	-2,484	-2,505	-2,643	-2,700	-2,544	-2,520	
Water - Building/Facility	-1,813	-1,936	-1,994	-2,057	-2,570	-2,041	-1,883	-1,978	-2,458	-2,127	-2,250	-2,188	-2,098	
Water - Grounds	0	0	-75	0	0	0	0	0	0	0	0	0	0	
TOTAL UTILITIES	-9,940	-10,328	-12,512	-9,948	-13,063	-11,212	-10,939	-11,729	-14,127	-13,774	-12,200	-13,210	-12,356	
SUPPLIES & MAINTENANCE EXPENSE														
Hazardous Waste Clean Up	0	0	0	0	-500	0	0	0	0	0	0	0	0	
Linen Service	0	0	-156	-63	0	0	0	0	0	0	0	0	0	
Janitorial Services & Supplies	-694	-621	-1,789	-1,669	-2,145	-2,103	-2,388	-2,363	-2,497	-2,761	-2,300	-2,540	-2,422	
Pest Control	0	-455	-455	-487	-611	-589	-644	-667	-767	-660	-460	-698	-666	
Equipment Rental	-327	-496	-324	-54	0	0	0	0	0	0	0	0	0	
Printed Forms/Ticket Stock	-39	0	0	0	0	0	0	0	0	0	0	0	0	
Furniture and Office Equip	-2,459	-1,786	-566	-88	-990	-919	-179	-669	-383	-187	-400	-413	-468	
Office Supplies	-285	-243	-421	-255	-628	-552	-30	-324	-250	-626	-250	-400	-357	
Toner Cartridges	0	0	0	0	0	-28	-150	-125	-101	-529	0	-252	-187	
Signs	0	0	-31	-169	-21	0	-156	-149	0	-265	-600	-138	-114	
Operating Supplies	-5,845	-3,898	-5,601	-4,972	-5,772	-5,989	-4,003	-4,406	-4,496	-5,679	-4,100	-4,860	-4,914	
Paper Products - Restaurant	0	0	0	-115	0	0	0	0	0	0	0	0	0	
Candle & TableTop Supplies	0	0	0	-194	0	0	0	0	0	0	0	0	0	
Small Tools & Equipment	-139	0	-133	0	-330	-321	-158	-917	-347	-287	-300	-517	-406	
Safety Equipment	0	-243	-159	-136	-266	-109	-130	-229	-252	-82	-230	-188	-160	
Spoilage	0	0	0	0	-23	0	0	0	-46	0	0	-15	-9	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Tennis (090)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average			
								3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual					
								Jan-Jul Act						
Aug-Dec Bdg														
Recreation Programs	0	0	0	0	0	0	0	0	-74	0	0	-25	-15	
Special Programs	-12,804	-7,843	-12,842	-14,606	-17,675	-13,473	-14,583	-8,129	-11,523	-11,570	-10,300	-10,407	-11,856	
Repairs & Maintenance														
General/PM	0	0	-1,519	-1,895	-1,124	-751	-732	-1,794	-1,472	-1,851	-1,200	-1,706	-1,320	
Plumbing	0	0	-83	-227	-77	-129	0	-63	0	-189	0	-84	-76	
Lighting and Electrical	-228	-9	-102	-26	-17	-65	0	0	-28	0	0	-9	-19	
HVAC	0	0	-159	-13	-28	0	0	0	0	0	0	0	0	
Fire Suppression	0	0	0	0	-151	0	0	0	0	0	-250	0	0	
Painting	0	0	-40	0	0	0	0	0	0	0	0	0	0	
MaintDept Labor Charges (inactive)	-4,398	0	0	0	0	0	0	0	0	0	0	0	0	
Other Building	-5,692	-868	-2,317	-1,118	-219	0	0	0	-64	-16	0	-27	-16	
R&M Building	-10,319	-876	-4,219	-3,279	-1,616	-945	-732	-1,857	-1,565	-2,057	-1,450	-1,826	-1,431	
Asphalt	0	0	0	-98	-121	0	0	0	0	0	0	0	0	
Irrigation and Drainage	0	0	-45	0	-45	-30	-30	0	0	0	0	0	0	
GrassFlowersSeedFertilizers	0	0	-613	0	-5	-54	0	0	0	-100	-500	-33	-31	
Snow Removal	-129	-160	-441	-493	-1,253	-200	-120	0	-413	-636	0	-350	-274	
Other Grounds Maint	-1,915	-1,673	-3,006	-2,600	-3,099	-2,923	-2,926	-2,633	-2,860	-3,226	-2,700	-2,906	-2,914	
R&M Grounds (nonGolf)	-2,044	-1,832	-4,104	-3,191	-4,524	-3,207	-3,076	-2,633	-3,273	-3,961	-3,200	-3,289	-3,230	
Rolling, Heavy	0	0	0	0	-36	0	0	0	0	0	0	0	0	
F&B Kitchen Equip	0	0	0	0	0	0	0	-64	0	0	0	-21	-13	
Computer Software Maint	0	-2,106	-221	0	0	0	0	0	-198	0	0	-66	-40	
Other Operating Equip R&M	-32	-371	-594	-970	-514	-24	0	0	-640	-257	-300	-299	-184	
R&M Equipment	-32	-2,477	-815	-970	-551	-24	0	-64	-838	-257	-300	-386	-236	
R&M subtotal	-12,395	-5,186	-9,139	-7,441	-6,691	-4,176	-3,809	-4,554	-5,675	-6,275	-4,950	-5,502	-4,898	
TOTAL SUPPLIES & MAINTENANCE	-34,986	-20,770	-31,616	-30,250	-35,651	-28,260	-26,230	-22,533	-26,412	-28,922	-23,890	-25,956	-26,471	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	-287	0	-16	0	0	0	0	0	0	0	0	0	0	
Promotion Expense	0	0	0	-150	0	0	0	0	0	0	0	0	0	
Charitable Contributions	0	0	0	0	0	0	-352	0	0	0	0	0	-70	
Dues & Subscriptions	-110	-110	-210	0	-110	-110	-110	-110	-110	-554	-150	-258	-199	
Mileage Reimbursement	0	0	0	-111	-49	0	0	0	0	0	0	0	0	
Postage - General	-69	-61	-62	-3	-22	-41	-2	-9	-14	-51	-100	-25	-24	
Printing - Brochures	0	0	0	0	0	0	0	0	-202	0	0	-67	-40	
Printing - Other	-86	0	0	0	0	0	0	0	0	0	0	0	0	
Credit Card Expense	-3,305	-2,878	-3,738	-2,478	-2,974	-3,242	-3,656	-3,579	-3,224	-4,097	-3,040	-3,634	-3,560	
Over/Short	-118	-7	139	335	102	61	-94	-41	336	74	0	123	67	
Insurance Expense	-2,400	-1,800	-2,400	-1,800	-2,400	-2,095	-2,400	-2,127	-2,400	-3,000	-3,000	-2,509	-2,404	
TOTAL ADMINISTRATIVE & OTHER EXPE	-6,375	-4,856	-6,288	-4,207	-5,453	-5,427	-6,614	-5,867	-5,614	-7,628	-6,290	-6,370	-6,230	
TOTAL OPERATING EXPENSES (OE)	-52,337	-36,802	-50,747	-44,405	-54,951	-45,127	-43,782	-40,796	-46,373	-51,104	-42,900	-46,091	-45,437	
TOTAL PAYROLL AND OPERATING EXPE	-163,932	-160,169	-168,634	-165,527	-195,767	-165,491	-182,862	-170,987	-190,610	-192,626	-174,600	-184,741	-180,515	
N O R 1, before OH	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-18,527	22,200	10,893	29,434	
N O R 2, after OH	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-18,527	22,200	10,893	29,434	
T O C	-192,209	-183,717	-207,747	-203,860	-238,315	-201,358	-224,923	-201,644	-226,400	-225,532	-212,800	-217,859	-215,971	
REV to TOC (CRR%)	-96.0%	-105.9%	-107.5%	-105.2%	-90.4%	-124.5%	-129.0%	-125.7%	-99.7%	-79.5%	-110.4%	-101.6%	-111.7%	
NOR AFTER Assessment Revenue, Opera	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-18,527	22,200	10,893	29,434	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Marina (060)**

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	5 Year Average Years		2018 <i>FORECAST</i>	2018 <i>Budget</i>	Actuals Average			
								3 Year Average Years				2018 <i>FORECAST</i>	2018 <i>Budget</i>	3-Yr	5-Yr
								2016 <i>Actual</i>	2017 <i>Actual</i>						
												Jan-Jul Act		Aug-Dec Bdg	
Revenue															
ALLOCATED RECREATION FEES	123,454	122,000	132,859	140,003	141,836	152,269	181,685	194,269	175,899	180,601	184,000	183,590	176,945		
Special Events Revenue	300	4,978	7,169	500	1,000	400	1,400	1,680	2,000	2,314	1,694	1,998	1,559		
Daily Usage Fee - Member	9,832	10,662	11,054	11,200	10,698	12,284	11,158	12,674	12,094	12,289	12,001	12,352	12,100		
Daily Usage Fee - Guest	76,816	78,092	93,378	98,312	109,538	118,914	111,110	115,124	140,486	152,149	143,603	135,920	127,557		
Total Direct Access & Use Fees	86,948	93,732	111,601	110,012	121,236	131,598	123,668	129,478	154,580	166,752	157,298	150,270	141,215		
Food	71,213	81,844	60,888	63,358	65,464	72,813	78,866	89,178	108,553	102,075	102,000	99,935	90,297		
Food Discounts	0	0	-2,800	-2,155	-2,332	-1,899	-2,043	-3,198	-3,282	-3,289	-2,901	-3,257	-2,742		
EE Discounts	0	0	-2,800	-2,155	-2,332	-1,899	-2,043	-3,204	-3,272	-3,286	-2,901	-3,254	-2,741		
Marketing Discounts	0	0	0	0	0	0	0	6	-11	-3	0	-3	-2		
Food NA Beverage	0	0	18,968	17,061	18,460	18,494	17,565	19,764	21,569	20,544	22,500	20,626	19,587		
Food subtotal	71,213	81,844	77,057	78,265	81,592	89,409	94,387	105,743	126,839	119,330	121,599	117,304	107,142		
Beer	523	0	45	12,771	13,144	15,923	14,367	17,225	21,043	19,878	20,200	19,382	17,687		
Liquor	0	0	0	2,616	3,252	8,775	12,784	16,799	19,260	21,196	18,700	19,085	15,763		
Wine	0	0	0	1,827	2,870	2,865	2,910	3,674	4,030	3,710	4,000	3,805	3,438		
Wine Discounts	0	0	0	0	0	0	0	0	-7	-2	0	-3	-2		
Beverage subtotal	523	0	45	17,214	19,266	27,562	30,060	37,698	44,327	44,782	42,900	42,269	36,886		
Total Food and Beverage Revenue	71,737	81,844	77,102	95,479	100,858	116,971	124,448	143,441	171,166	164,113	164,499	159,573	144,028		
F&B Revenue by Segment:	0	0	0	0	0	0	0	0	0	276	0	92	55		
SmrF&B-Snack Bar	0	0	0	0	0	0	0	0	0	276	0	92	55		
Mkt Discounts, Happy Hour Food	0	0	0	0	0	0	0	-2	-11	-3	0	-5	-3		
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	0	0	0	0	-2	-11	-3	0	-5	-3		
Sales - Retail	3,235	3,116	12,648	15,220	14,865	15,460	13,920	14,241	16,919	17,268	16,000	16,143	15,562		
Employee Discounts	-1,461	-2,323	-8	-8	-15	-152	-39	-41	-146	-40	0	-76	-83		
Discounts - Retail	-77	-52	-1	-8	-17	-54	-27	-419	-10	-43	-100	-157	-110		
Total Retail Product Revenue	1,698	741	12,640	15,204	14,833	15,255	13,854	13,781	16,763	17,186	15,900	15,910	15,368		
Rentals	62,914	81,233	100,403	111,821	132,164	144,006	141,336	141,260	161,229	137,012	158,300	146,500	144,969		
Rentals, Storage	0	0	0	0	0	0	0	0	0	10,252	0	3,417	2,050		
Lessons - P.O.	5,660	5,880	6,730	8,925	6,160	6,785	6,095	5,423	6,659	6,067	6,003	6,050	6,206		
Total Lessons & Rental Revenue	68,574	87,113	107,133	120,746	138,324	150,791	147,431	146,683	167,888	153,331	164,303	155,967	153,225		
Other Revenue	602	2,000	360	480	727	1,840	0	0	0	0	0	0	368		
Total Other Revenue	602	2,000	360	480	727	1,840	0	0	0	0	0	0	368		
GROSS REVENUE (GREV)	353,012	387,430	441,694	481,924	517,815	568,723	591,086	627,652	686,296	681,982	686,000	665,310	631,148		
COST OF GOODS SOLD (COGS)															
Food	-21,712	-19,287	-8	0	0	0	0	0	0	0	0	0	0		
Meat	0	0	-7,003	-6,952	-7,266	-8,378	-9,963	-8,438	-10,914	-10,063	-11,190	-9,805	-9,551		
Seafood	0	0	-60	-329	-204	0	0	-321	863	-4,435	-10,200	-1,298	-779		
Produce	0	0	-1,118	-1,595	-1,902	-3,583	-4,538	-5,473	-5,757	-2,953	-2,520	-4,728	-4,461		
Dairy	0	0	-2,576	-1,125	-2,115	-2,151	-3,027	-2,369	-1,969	-1,925	-2,520	-2,087	-2,288		
NA Beverage	0	0	-3,492	-4,793	-4,817	-5,609	-5,056	-4,094	-5,720	-4,104	-4,720	-4,639	-4,917		
Food Other	0	0	-10,998	-7,871	-9,362	-9,874	-13,042	-12,496	-15,222	-9,559	-7,890	-12,425	-12,038		
Food CoGS	-21,712	-19,287	-25,255	-22,666	-24,766	-29,594	-35,627	-33,190	-38,719	-33,040	-38,590	-34,983	-34,034		
Beer	0	0	-11	-2,829	-3,668	-4,408	-4,116	-4,096	-5,096	-4,474	-4,830	-4,555	-4,438		
Liquor	0	0	0	-670	-662	-2,590	-3,500	-3,374	-3,613	-5,340	-4,350	-4,109	-3,683		
Wine	0	0	0	-625	-1,059	-986	-1,105	-1,352	-2,376	-1,426	-1,400	-1,718	-1,449		
Beverage CoGS	0	0	-11	-4,124	-5,388	-7,984	-8,721	-8,822	-11,086	-11,239	-10,580	-10,382	-9,570		
Retail Product CoGS	-1,865	-1,783	-5,722	-6,611	-7,075	-7,745	-6,647	-6,721	-8,809	-8,749	-7,930	-8,093	-7,734		
Total COGS	-23,577	-21,071	-30,989	-33,400	-37,229	-45,323	-50,995	-48,733	-58,614	-53,027	-57,100	-53,458	-51,339		
Total CoGS / GREV %	-6.7%	-5.4%	-7.0%	-6.9%	-7.2%	-8.0%	-8.6%	-7.8%	-8.5%	-7.4%	-8.3%	-7.9%	-8.1%		
Retail Product CoGS / Retail Revenue %	-109.8%	-240.7%	-45.3%	-43.5%	-47.7%	-50.8%	-48.0%	-48.8%	-52.6%	-51.4%	-49.9%	-50.9%	-50.3%		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Marina (060)**

	5 Year Average Years											Actuals		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 Budget	Average		
								2016 Actual	2017 Actual	FORECAST		3-Yr	5-Yr	
										Jan-Jul Act				
Aug-Dec Bdg														
Retail Product Cogs / Retail Revenue,preD	-57.6%	-57.2%	-45.2%	-43.4%	-47.6%	-50.1%	-47.8%	-47.2%	-52.1%	-51.2%	-49.6%	-50.2%	-49.7%	
F&B Cogs / F&B Rev %	-30.3%	-23.6%	-32.8%	-28.1%	-29.9%	-32.1%	-35.6%	-29.3%	-29.1%	-25.2%	-29.9%	-27.9%	-30.3%	
Food %, preDiscounts	-30.5%	-23.6%	-31.6%	-28.2%	-29.5%	-32.4%	-36.9%	-30.5%	-29.8%	-24.4%	-31.0%	-28.2%	-30.8%	
Food %, postDiscounts	-30.5%	-23.6%	-32.8%	-29.0%	-29.0%	-30.4%	-33.1%	-37.7%	-31.4%	-30.5%	-31.7%	-29.0%	-31.6%	
Food NA Beverage %	00.0%	00.0%	-18.4%	-28.1%	-26.1%	-30.3%	-28.8%	-20.7%	-26.5%	-20.7%	-19.0%	-22.6%	-25.4%	
COGS % Beverage, incld CF,net	00.0%	00.0%	-24.4%	-24.0%	-28.0%	-29.0%	-29.0%	-23.4%	-25.0%	-25.3%	-24.7%	-24.6%	-26.3%	
COGS % Beer,net	00.0%	00.0%	-24.4%	-22.1%	-27.9%	-27.7%	-28.6%	-23.8%	-24.2%	-21.7%	-23.9%	-23.2%	-25.2%	
COGS % Liquor,net	00.0%	00.0%	00.0%	-25.6%	-20.3%	-29.5%	-27.4%	-20.1%	-18.8%	-26.2%	-23.3%	-21.7%	-24.4%	
COGS % Wine,net	00.0%	00.0%	00.0%	-34.2%	-36.9%	-34.4%	-38.0%	-36.8%	-59.1%	-40.7%	-35.0%	-45.5%	-41.8%	
Gross Margin (GREV-COGS)	329,435	366,359	410,706	448,524	480,586	523,400	540,090	578,919	627,682	628,954	628,900	611,852	579,809	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-64,524	-62,548	-62,527	-68,046	-63,421	-62,052	-61,398	-68,058	-73,867	-97,717	-98,500	-79,880	-72,618	
Wages - FTRRegular	0	0	0	0	-208	-292	0	0	-319	-11,492	-9,648	-3,937	-2,421	
Wages - Seasonal	-59,473	-64,467	-71,470	-74,880	-80,239	-90,344	-98,196	-117,501	-137,986	-138,492	-143,252	-131,327	-116,504	
Wages-Seasonal-Commissions	-855	-608	-2,194	-1,230	-702	-1,022	-887	-715	-1,012	-1,105	-1,000	-944	-948	
Incentive Program, Exempt	0	0	0	0	0	0	-575	0	-300	-164	0	-155	-208	
Incentive Program, Seasonal, NonExempt	-192	-657	-193	-455	-547	-410	-683	-875	-1,001	-657	0	-844	-725	
Total Salaries & Wages, DIRECT	-125,043	-128,280	-136,385	-144,612	-145,118	-154,120	-161,739	-187,149	-214,485	-249,627	-252,400	-217,087	-193,424	
Salaries sub-total	-64,524	-62,548	-62,527	-68,046	-63,421	-62,052	-61,972	-68,058	-74,167	-97,881	-98,500	-80,035	-72,826	
Wage sub-total	-60,520	-65,733	-73,858	-76,566	-81,697	-92,068	-99,766	-119,091	-140,318	-151,746	-153,900	-137,052	-120,598	
Wage-FTR subsubtotal	0	0	0	0	-208	-292	0	0	-319	-11,492	-9,648	-3,937	-2,421	
Wage-Seasonal subsubtotal	-60,520	-65,733	-73,858	-76,566	-81,488	-91,777	-99,766	-119,091	-139,999	-140,254	-144,252	-133,115	-118,177	
Payroll Direct as a % of Revenue	-35.4%	-33.1%	-30.9%	-30.0%	-28.0%	-27.1%	-27.4%	-29.8%	-31.3%	-36.5%	-36.8%	-32.5%	-30.4%	
PTO net\$ accrual, in Salaries	-2,268	-1,078	274	-2,607	1,400	1,169	354	-1,211	-2,158	-2,137	-44	-1,836	-797	
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	0	0	-646	0	-215	-129	
PTO net accrual, in PD Total	-2,268	-1,078	274	-2,607	1,400	1,169	354	-1,211	-2,158	-2,783	-44	-2,051	-926	
PAYROLL BURDEN														
Payroll Taxes	-13,387	-13,025	-14,905	-15,784	-15,497	-18,287	-18,329	-20,494	-23,095	-27,778	-28,700	-23,789	-21,597	
Workers Compensation	-4,998	-5,518	-4,820	-7,200	-6,278	-11,318	-15,601	-20,593	-22,281	-20,574	-25,400	-21,149	-18,073	
Group Insurance	-12,938	-12,372	-6,310	-6,278	-6,878	-5,665	-5,570	-5,320	-6,819	-13,743	-15,300	-8,627	-7,423	
Retirement Plan	-432	-436	-487	-462	-476	-73	0	-551	-560	-549	-600	-554	-347	
PAYROLL BURDEN Total	-31,755	-31,350	-26,522	-29,723	-29,129	-35,343	-39,501	-46,958	-52,754	-62,644	-70,000	-54,119	-47,440	
subtotal, Burden-Salary	-19,641	-19,187	-13,095	-14,941	-14,777	-14,594	-15,343	-17,527	-20,247	-25,131	-27,200	-20,968	-18,568	
subtotal, Burden-Wage-FTR	0	-18	0	0	-16	-36	0	0	-39	-7,054	-7,920	-2,365	-1,426	
subtotal, Burden-Wage-Seasonal	-12,114	-12,145	-13,426	-14,782	-14,336	-20,714	-24,158	-29,431	-32,468	-30,459	-34,880	-30,786	-27,446	
Burden % - on all Payroll Direct	25.4%	24.4%	19.4%	20.6%	20.1%	22.9%	24.4%	25.1%	24.6%	23.1%	27.7%	24.3%	24.0%	
Burden % - Salary	30.4%	30.7%	20.9%	22.0%	23.3%	23.5%	24.8%	25.8%	27.3%	24.0%	27.6%	25.7%	25.1%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	07.9%	12.2%	00.0%	00.0%	12.3%	50.4%	82.1%	20.9%	15.0%	
Burden % - Wage-Seasonal	20.0%	18.5%	18.2%	19.3%	17.6%	22.6%	24.2%	24.7%	23.2%	20.0%	24.2%	22.6%	22.9%	
Burden % - Wage-FTR&Seasonal	20.0%	18.5%	18.2%	19.3%	17.6%	22.5%	24.2%	24.7%	23.2%	22.6%	27.8%	23.5%	23.4%	
PAYROLL TOTAL (Direct&Burden)	-156,798	-159,631	-162,907	-174,335	-174,247	-189,464	-201,240	-234,107	-267,240	-312,271	-322,400	-271,206	-240,864	
Burden % TL	25.4%	24.4%	19.4%	20.6%	20.1%	22.9%	24.4%	25.1%	24.6%	23.1%	27.7%	24.3%	24.0%	
Payroll Taxes %	10.7%	10.2%	10.9%	10.9%	10.7%	11.9%	11.3%	11.0%	10.8%	10.9%	11.4%	10.9%	11.2%	
Workers Comp %	4.0%	4.3%	3.5%	5.0%	4.3%	7.3%	9.6%	11.0%	10.4%	6.9%	10.1%	9.4%	9.0%	
Group Insurance %	10.3%	9.6%	4.6%	4.3%	4.7%	3.7%	3.4%	2.8%	3.2%	5.1%	6.1%	3.7%	3.6%	
Retirement %	0.3%	0.3%	0.4%	0.3%	0.3%	0.0%	0.0%	0.3%	0.3%	0.2%	0.2%	0.3%	0.2%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	-52	0	0	0	0	-989	-1,240	-1,088	-1,100	-1,106	-663	
Employee Dev/Training	-125	0	0	0	0	0	-57	0	0	0	0	0	-11	
Employee Relations	-246	-987	-506	-599	-900	-713	-960	-732	-1,253	-743	-1,000	-909	-880	
Uniforms	-1,143	-1,429	-1,495	-1,415	-1,017	-728	-440	-1,033	-1,056	-1,472	-1,200	-1,187	-946	
Total Staff Expense	-1,514	-2,416	-2,054	-2,014	-1,917	-1,441	-1,457	-2,754	-3,549	-3,302	-3,300	-3,202	-2,501	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Marina (060)**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
Telephone	-993	-1,060	-1,154	-1,407	-1,473	-1,537	-2,154	-1,868	-2,184	-1,801	-2,300	-1,951	-1,909
Cable/Sat TV Service	-532	-719	-774	-839	-889	-918	-899	-949	-909	-1,058	-900	-972	-947
Disposal Fees	-3,404	-3,662	-4,256	-4,560	-4,077	-4,858	-4,660	-5,216	-5,680	-5,425	-5,600	-5,440	-5,168
Electricity	-4,971	-6,038	-5,914	-5,755	-6,601	-5,818	-5,937	-5,796	-4,979	-5,003	-5,800	-5,259	-5,507
Natural Gas - Buildings	-749	-1,013	-1,147	-773	-885	-938	-1,133	-1,233	-1,013	-1,049	-1,200	-1,098	-1,073
Fuel & Oil	-241	-207	-252	-151	-318	-706	-395	-284	-234	-294	-200	-271	-383
Propane (LPG)	0	0	-28	-78	-77	-59	-49	16	-54	-52	0	-30	-40
Sewer Fees	-3,821	-3,912	-3,974	-3,974	-3,974	-3,974	-3,974	-3,974	-4,008	-4,214	-4,440	-4,065	-4,029
Water - Building/Facility	-2,863	-3,401	-2,092	-1,459	-4,512	-2,971	-2,964	-2,717	-3,675	-3,111	-3,300	-3,168	-3,088
Water - Grounds	0	0	-1,594	-1,403	0	0	0	0	0	0	0	0	0
TOTAL UTILITIES	-17,575	-20,012	-21,187	-20,399	-22,807	-21,778	-22,166	-22,022	-22,737	-22,006	-23,740	-22,255	-22,142
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	0	0	0	0	0	0	-359	0	0	-120	-72
Hazardous Waste Clean Up	0	0	0	0	-136	0	0	0	0	0	0	0	0
Linen Service	0	0	-361	-533	-392	-465	-724	-875	-652	-608	-800	-712	-665
Janitorial Services & Supplies	-1,347	-2,389	-2,564	-2,603	-2,825	-2,606	-2,549	-3,080	-3,911	-4,166	-3,200	-3,719	-3,263
Pest Control	-750	-425	-397	-519	-671	-657	-683	-618	-656	-522	-550	-599	-627
Contract Fees	-1,700	0	0	-342	0	-205	-205	-205	0	0	0	-68	-123
Equipment Rental	0	0	-43	-485	-162	0	-434	-470	-67	0	0	-179	-194
Furniture and Office Equip	-3,585	-477	-108	-59	-342	-344	0	0	0	-25	-200	-8	-74
Office Supplies	-422	-169	-330	-293	-775	-437	-302	-436	-392	-357	-250	-395	-385
Toner Cartridges	0	0	0	0	0	0	-57	-360	-475	-428	0	-421	-264
Signs	-563	-667	-236	-428	-1,182	-863	-468	-489	-283	-857	-2,000	-543	-592
Operating Supplies	-2,995	-5,507	-2,825	-2,226	-1,697	-1,774	-1,257	-3,515	-2,546	-2,632	-2,200	-2,898	-2,345
Paper Products - Restaurant	0	0	-3,382	-4,626	-5,155	-4,188	-7,060	-6,037	-4,326	-6,714	-5,800	-5,692	-5,665
Cleaning Supplies - Restaurant	0	0	-83	-352	-307	-413	-98	-357	-16	-23	0	-132	-181
Small Tools & Equipment	-598	-560	-1,467	-1,725	-1,755	-863	-1,543	-3,507	-1,479	-1,995	-2,180	-2,327	-1,877
Safety Equipment	0	-499	-1,113	-543	-291	-396	-334	-597	-287	0	-550	-295	-323
Spoilage	-893	-2,071	-967	-1,010	-1,441	-612	-1,276	-944	-1,638	-364	0	-982	-967
Recreation Programs	0	0	0	0	0	0	-7	0	0	0	0	0	-1
Special Programs	-4,725	-7,597	-7,975	-5,879	-1,231	-635	-396	-713	-917	-702	-1,130	-777	-673
Repairs & Maintenance													
General/PM	-595	0	-136	-1,187	-1,344	-608	-1,817	-1,825	-1,749	-1,861	-1,800	-1,812	-1,572
Plumbing	0	0	-179	-145	-90	-633	-1,629	-160	0	-123	0	-94	-509
Lighting and Electrical	-35	-39	0	-50	-257	-146	-92	-68	0	-21	0	-29	-65
Carpentry	-33	-9	0	-4	0	-72	-449	0	0	0	0	0	-104
Fire Suppression	0	0	0	-535	-641	-504	-430	-306	-474	-831	-250	-537	-509
Painting	0	0	-124	-121	0	0	0	0	-63	-35	0	-33	-20
MaintDept Labor Charges (inactive)	-2,100	0	0	0	0	0	0	0	0	0	0	0	0
Other Building	-3,230	-2,654	-17	-1,355	-66	0	-118	-591	-273	-300	-900	-388	-257
R&M Building	-5,993	-2,702	-456	-3,397	-2,398	-1,963	-4,535	-2,950	-2,559	-3,171	-2,950	-2,893	-3,035
Asphalt	0	0	0	0	0	0	-139	0	0	0	0	0	-28
Irrigation and Drainage	0	0	-45	-141	-118	-80	-30	-35	-280	0	0	-105	-85
GrassFlowersSeedFertilizers	0	0	-320	-212	-302	-393	-372	-265	-147	-429	-700	-280	-321
Ski Trails	0	0	0	0	0	0	0	0	0	-59	0	-20	-12
Snow Removal	0	-58	-300	0	-57	-29	0	-202	-639	-394	0	-412	-253
Other Grounds Maint	-1,620	-1,611	-4,495	-5,238	-3,956	-3,704	-4,527	-5,269	-5,885	-8,693	-5,100	-6,616	-5,616
R&M Grounds (nonGolf)	-1,620	-1,669	-5,159	-5,591	-4,432	-4,207	-5,068	-5,771	-6,950	-9,575	-5,800	-7,432	-6,314
Rolling, Heavy	-193	-214	0	0	0	0	0	0	-187	0	0	-62	-37
Rolling, Car/Truck/Bus/Van	-653	0	-36	0	0	-659	-441	-382	-9	0	0	-130	-298
F&B Kitchen Equip	0	0	-410	-375	-287	-413	-277	-265	-179	0	0	-148	-227
Office Equip R&M	0	0	0	0	0	0	0	-187	0	0	0	-62	-37
Other Operating Equip R&M	-1,044	-2,254	-2,234	-1,169	-4,182	-355	-2,918	-1,092	-1,564	-1,382	-1,450	-1,346	-1,462
R&M Equipment	-1,890	-2,468	-2,680	-1,544	-4,469	-1,427	-3,636	-1,926	-1,940	-1,382	-1,450	-1,749	-2,062
Irrigation and Drainage	0	0	-9	0	0	0	0	0	0	0	0	0	0
R&M Golf Course	0	0	-9	0	0	0	0	0	0	0	0	0	0
Contra - Inter-Dept. Charges	0	0	0	0	0	0	1,531	0	0	0	0	0	306
R&M subtotal	-9,502	-6,839	-8,303	-10,532	-11,299	-7,597	-11,707	-10,647	-11,449	-14,127	-10,200	-12,075	-11,105
TOTAL SUPPLIES & MAINTENANCE	-27,081	-27,200	-30,153	-32,154	-29,661	-22,056	-29,102	-32,851	-29,451	-33,520	-29,060	-31,941	-29,396

Tahoe Donner Association
 Operating Fund 9-Year Actuals and CY Budget and Forecast
 Marina (060)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals		
						2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	Average	
								2016 Actual	2017 Actual				Jan-Jul Act	5-Yr
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	0	0	0	0	0	0	-24	0	-8	-5	
Dues & Subscriptions	0	0	0	0	-154	0	0	0	0	-410	0	-137	-82	
Licenses, Permits, Fees	-3,985	-1,769	-1,289	-1,114	-1,443	-904	-3,787	-1,331	-1,530	-1,314	-1,350	-1,391	-1,773	
Mileage Reimbursement	-429	-449	-325	-292	-273	-196	-131	-177	-143	-186	-350	-169	-167	
Postage - General	-12	0	0	-1	0	-3	-14	-30	-21	-2	0	-17	-14	
Printing - Brochures	0	0	0	0	0	0	0	0	-202	0	0	-67	-40	
Printing - Other	0	0	0	0	0	0	0	0	0	-260	0	-87	-52	
Credit Card Expense	-3,032	-3,603	-4,171	-4,413	-5,258	-6,235	-6,579	-7,055	-8,385	-9,847	-8,600	-8,429	-7,620	
Over/Short	-1,095	121	-436	136	-80	-88	-118	-327	-799	377	0	-250	-191	
Insurance Expense	-4,800	-3,600	-4,300	-3,600	-4,200	-4,190	-4,800	-4,624	-4,800	-5,400	-5,400	-4,941	-4,763	
TOTAL ADMINISTRATIVE & OTHER EXPE	-13,354	-9,301	-10,522	-9,285	-11,409	-11,615	-15,429	-13,544	-15,880	-17,066	-15,700	-15,497	-14,707	
TOTAL OPERATING EXPENSES (OE)	-59,523	-58,929	-63,916	-63,853	-65,793	-56,890	-68,155	-71,171	-71,618	-75,895	-71,800	-72,894	-68,746	
TOTAL PAYROLL AND OPERATING EXPE	-216,322	-218,560	-226,823	-238,188	-240,040	-246,354	-269,395	-305,278	-338,857	-388,165	-394,200	-344,100	-309,610	
N O R 1, before OH	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	240,789	234,700	267,752	270,199	
N O R 2, after OH	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	240,789	234,700	267,752	270,199	
T O C	-239,898	-239,631	-257,811	-271,588	-277,269	-291,678	-320,390	-354,011	-397,471	-441,193	-451,300	-397,558	-360,949	
REV to TOC (CRR%)	-147.2%	-161.7%	-171.3%	-177.4%	-186.8%	-195.0%	-184.5%	-177.3%	-172.7%	-156.6%	-152.0%	-168.8%	-177.2%	
NOR AFTER Assessment Revenue, Opera	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	240,789	234,700	267,752	270,199	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
TC/Aquatics/Camps/Recreation**

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr	
								2016	2017						2018 FORECAST
								Actual	Actual						
										Jan-Jul Act					
										Aug-Dec Bdg					
Revenue															
ALLOCATED RECREATION FEES	639,646	616,000	602,349	611,105	638,971	645,922	636,186	679,918	760,728	806,263	726,000	748,970	705,803		
Special Events Revenue	3,383	4,644	66,730	19,675	28,147	15,454	20,744	10,300	19,044	15,949	22,000	15,098	16,298		
Concert Revenue	0	0	0	50,695	32,935	66,387	73,584	154,520	143,307	127,370	140,000	141,732	113,034		
Daily Usage Fee - Member	28,236	26,296	25,584	24,572	23,632	24,978	24,978	27,426	27,168	27,012	26,500	27,202	25,933		
Daily Usage Fee - Guest	188,422	196,140	203,006	191,366	205,848	199,016	194,808	216,912	226,724	249,650	255,600	231,095	217,422		
Total Direct Access & Use Fees	220,041	227,080	295,320	286,308	290,562	303,938	314,114	409,159	416,243	419,981	444,100	415,127	372,687		
Food	4,471	4,138	0	0	0	0	0	0	18	0	0	6	4		
Food Discounts	-49	0	-37	-23	0	0	0	-104	-55	-1	0	-53	-32		
EE Discounts	0	0	0	-23	0	0	0	-98	-23	-1	0	-40	-24		
InterDept Discounts	-49	0	-37	0	0	0	0	-6	-33	0	0	-13	-8		
Food subtotal	4,422	4,138	-37	-23	0	0	0	-104	-37	-1	0	-47	-28		
Total Food and Beverage Revenue	4,422	4,138	-37	-23	0	0	0	-104	-37	-1	0	-47	-28		
Sales - Retail	69,208	66,766	66,180	67,500	98,331	94,868	74,757	68,403	57,060	56,273	57,300	60,579	70,272		
Employee Discounts	-4,326	-4,619	-6,118	-5,658	-7,364	-6,433	-5,011	-4,235	-3,519	-3,937	-5,000	-3,897	-4,627		
Homeowner Discounts	0	0	-466	-641	-1,019	-831	0	0	0	0	0	0	-166		
Discounts - Retail	-4,935	-1,687	-2,402	-1,832	-773	-596	-4,160	-1,678	-453	-2,130	-2,000	-1,420	-1,803		
Promotion Discounts	-206	-8	0	0	0	0	0	0	0	0	0	0	0		
Total Retail Product Revenue	59,741	60,452	57,194	59,370	89,175	87,008	65,585	62,490	53,089	50,206	50,300	55,262	63,676		
Rentals	0	270	410	2,453	2,310	4,205	4,878	4,369	3,759	3,321	500	3,816	4,106		
Rentals, Bikes	0	0	7,235	10,432	15,979	12,141	0	0	0	0	0	0	2,428		
Child Care	0	0	12,068	15,244	17,484	20,808	19,108	16,740	17,226	15,051	15,000	16,339	17,787		
Aerobics	37,767	41,460	61,176	59,787	60,709	74,853	87,425	88,129	81,855	86,827	85,700	85,603	83,818		
Fitness/Training	3,798	1,904	893	1,700	2,000	2,819	2,350	3,144	2,760	6,200	2,900	4,035	3,455		
Rec Programs	2,500	4,133	6,229	12,668	29,951	16,396	5,695	11,835	11,306	18,140	6,000	13,760	12,674		
Day Camps	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	239,579	234,000	222,597	209,622		
Massage	14,282	15,194	16,068	14,826	19,065	16,719	15,955	17,271	19,907	18,887	17,900	18,688	17,748		
Towels/Lockers	1,792	1,892	1,674	3,393	2,115	1,591	897	1,368	1,400	1,160	1,200	1,309	1,283		
Lessons - Public	400	225	700	3,448	0	1,832	0	0	0	0	0	0	366		
Lessons - P.O.	26,933	28,301	23,840	30,691	35,313	32,235	25,599	28,216	15,899	21,828	24,500	21,981	24,755		
Lessons - Guest	7,105	6,813	10,552	9,265	12,697	11,450	10,960	12,264	4,275	5,852	9,700	7,464	8,960		
Total Lessons & Rental Revenue	186,109	199,268	247,455	278,148	362,325	377,811	370,424	388,061	381,871	416,844	397,400	395,592	387,002		
Shopping Bags	0	0	0	0	0	93	12	4	0	0	0	1	22		
Other Revenue	3,447	3,333	3,602	5,496	7,037	8,681	2,945	3,158	1,940	3,661	3,200	2,920	4,077		
Total Other Revenue	3,447	3,333	3,602	5,496	7,037	8,774	2,957	3,162	1,940	3,661	3,200	2,921	4,099		
GROSS REVENUE (GREV)	1,113,407	1,110,271	1,205,884	1,240,402	1,388,070	1,423,453	1,389,266	1,542,685	1,613,833	1,696,955	1,621,000	1,617,824	1,533,238		
COST OF GOODS SOLD (COGS)															
Food	-1,624	-1,463	0	0	0	0	0	0	0	0	0	0	0		
NA Beverage	0	0	0	0	0	0	0	0	0	-51	0	-17	-10		
Food Cogs	-1,624	-1,463	0	0	0	0	0	0	0	-51	0	-17	-10		
Retail Product Cogs	-36,972	-33,591	-33,552	-33,294	-49,137	-47,559	-36,862	-35,663	-29,879	-32,402	-36,000	-32,648	-36,473		
Total COGS	-38,596	-35,054	-33,552	-33,294	-49,137	-47,559	-36,862	-35,663	-29,879	-32,453	-36,000	-32,665	-36,483		
Total Cogs / GREV %	-03.5%	-03.2%	-02.8%	-02.7%	-03.5%	-03.3%	-02.7%	-02.3%	-01.9%	-01.8%	-02.2%	-02.0%	-02.4%		
Retail Product Cogs / Retail Revenue %	-61.9%	-55.6%	-58.7%	-56.1%	-55.1%	-54.7%	-56.2%	-57.1%	-56.3%	-60.6%	-71.6%	-58.0%	-57.0%		
Retail Product Cogs / Retail Revenue,preD	-53.4%	-50.3%	-50.7%	-49.3%	-50.0%	-50.1%	-49.3%	-52.1%	-52.4%	-54.5%	-62.8%	-53.0%	-51.7%		
F&B Cogs / F&B Rev %	-36.7%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	5088.0%	00.0%	1696.0%	1017.6%		
Food %, preDiscounts	-36.3%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Food %, postDiscounts	-36.7%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	5088.0%	00.0%	1696.0%	1017.6%		
Gross Margin (GREV-COGS)	1,074,811	1,075,218	1,172,332	1,207,108	1,338,933	1,375,894	1,352,405	1,507,022	1,583,954	1,664,502	1,585,000	1,585,159	1,496,755		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
TC/Aquatics/Camps/Recreation**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Propane (LPG)	0	0	-74	-77	-56	-133	-51	0	0	0	0	0	0	-37
Sewer Fees	-14,968	-15,307	-15,538	-15,538	-15,538	-15,538	-15,538	-15,973	-15,620	-16,348	-16,680	-15,980	-15,804	
Water - Building/Facility	-11,809	-10,939	-11,805	-10,454	-10,002	-10,082	-10,850	-10,894	-13,777	-14,139	-12,810	-12,937	-11,949	
Water - Grounds	0	0	0	0	0	0	0	-69	-91	-47	0	-69	-41	
TOTAL UTILITIES	-165,837	-177,669	-181,495	-162,621	-170,060	-166,625	-182,287	-192,700	-201,312	-202,916	-212,650	-198,976	-189,168	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	-36	-231	-248	0	0	-252	0	-332	0	0	-111	-117	
Linen Service	-38,296	-28,250	-30,085	-32,826	-45,110	-48,366	-55,563	-58,503	-64,387	-72,608	-67,400	-65,166	-59,885	
Janitorial Services & Supplies	-38,723	-13,368	-12,413	-18,209	-15,925	-22,472	-54,088	-82,702	-28,080	-26,283	-27,250	-45,688	-42,725	
Pest Control	0	-450	-54	-618	-668	-786	-723	-1,134	-861	-987	-900	-994	-898	
Contract Fees	-24,436	-34,168	-10,732	-9,941	-17,992	-10,277	-10,517	-4,827	0	0	-280	-1,609	-5,124	
Equipment Rental	-893	0	-3,760	-9,923	-5,824	0	0	0	0	0	-551	-184	-110	
Printed Forms/Ticket Stock	0	0	-38	0	0	0	0	0	0	0	0	0	0	
Computer Hardware	0	0	0	0	0	0	-10	0	0	0	0	0	-2	
Furniture and Office Equip	-9,864	-8,930	-6,892	-2,434	-4,917	-1,081	-4,293	-5,928	-4,301	-3,551	-2,400	-4,593	-3,831	
Office Supplies	-3,011	-2,203	-2,782	-3,273	-4,224	-3,367	-1,621	-1,139	-1,007	-971	-2,200	-1,039	-1,621	
Toner Cartridges	0	0	0	0	0	-70	-2,451	-2,316	-2,042	-1,359	0	-1,906	-1,648	
Signs	-3,396	-966	-1,078	-768	-1,632	-186	-493	-1,028	-836	-841	-1,850	-902	-677	
Operating Supplies	-35,798	-36,969	-12,468	-7,234	-9,495	-7,137	-5,998	-7,842	-15,452	-18,942	-16,430	-14,078	-11,074	
Paper Products - Restaurant	0	0	0	0	-92	0	0	0	0	0	0	0	-24	
Small Tools & Equipment	-779	-762	-1,733	-2,328	-2,595	-2,478	-2,211	-1,558	-1,892	-997	-1,950	-1,482	-1,827	
Safety Equipment	-3,029	-3,228	-3,042	-1,770	-1,930	-1,028	-1,454	-1,632	-2,187	-1,675	-2,950	-1,831	-1,595	
Spoilage	-280	-602	-308	-811	-577	-218	-329	-18	0	0	0	-6	-113	
Entertainment	-3,600	-9,436	-5,150	-6,010	-2,800	-1,836	-846	0	0	0	0	0	-536	
Recreation Programs	-5,315	-6,963	-8,252	-12,541	-23,843	-27,230	-25,682	-24,333	-14,265	-23,475	-23,370	-20,691	-22,997	
Special Programs	-2,904	-10,873	-77,639	-28,384	-39,257	-23,474	-21,598	-21,093	-24,605	-24,017	-23,280	-23,238	-22,957	
Concert Expenses	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-68,572	-82,809	-73,600	-76,183	-60,943	
Repairs & Maintenance														
General/PM	-413	0	-6,969	-8,153	-15,121	-11,699	-21,529	-13,419	-14,655	-17,520	-15,400	-15,198	-15,764	
Plumbing	0	0	-1,521	-2,005	-2,161	-2,116	-482	-754	-463	-3,179	-1,140	-1,466	-1,399	
Lighting and Electrical	-1,633	-159	-1,427	-1,910	-1,841	-1,431	-609	-991	-224	-346	-600	-520	-720	
HVAC	0	0	0	-4,091	-10	-368	-344	-110	-35	-147	-100	-97	-201	
Carpentry	-800	-425	0	-327	-84	0	-397	-60	-121	0	-900	-60	-115	
Fire Suppression	0	0	-45	-331	-328	-1,197	-429	-2,084	-1,824	-516	-2,000	-1,475	-1,210	
Painting	0	0	0	-91	0	-307	-96	-37	0	-100	-200	-46	-108	
MaintDept Labor Charges (inactive)	-16,218	0	0	-165	0	0	0	0	0	0	0	0	0	
Other Building	-15,205	-9,257	-2,322	-2,817	-478	0	-167	-16	-283	-455	0	-251	-184	
R&M Building	-34,268	-9,841	-12,284	-19,891	-20,023	-17,119	-24,051	-17,470	-17,605	-22,263	-20,340	-19,113	-19,702	
Asphalt	0	0	-40	-23	-21	0	0	-25	-504	0	0	-176	-106	
Irrigation and Drainage	0	0	-384	-58	-45	-30	-30	-35	0	0	0	-12	-19	
GrassFlowersSeedFertilizers	0	0	-610	-64	0	0	0	0	0	-275	0	-92	-55	
Snow Removal	-2,981	-3,582	-3,258	-4,495	-2,594	-2,477	-4,060	-5,671	-13,677	-21,460	-20,000	-13,603	-9,469	
Other Grounds Maint	-6,748	-5,700	-9,668	-9,000	-9,772	-9,348	-9,676	-9,039	-10,190	-9,038	-9,000	-9,423	-9,458	
R&M Grounds (nonGolf)	-9,730	-9,283	-13,959	-13,639	-12,432	-11,856	-13,765	-14,770	-24,371	-30,773	-29,000	-23,305	-19,107	
Rolling, Heavy	-87	-299	-1,205	-334	-366	-56	-777	-198	-798	-476	0	-461	-461	
Rolling, Car/Truck/Bus/Van	-676	-2,294	-2,766	-3,536	-4,347	-3,336	-2,174	-4,799	-2,898	-3,245	-3,650	-3,647	-3,290	
Bicycles	0	0	-641	0	-845	-708	0	0	0	0	0	0	-142	
Fitness Equipment	0	0	-6,808	-8,104	-11,841	-5,624	-3,598	-1,989	-2,831	-2,882	-4,300	-2,567	-3,385	
Office Equip R&M	0	0	-116	0	0	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	-9,280	-5,456	-833	-2,471	-839	-150	-152	-46	-1,046	-187	0	-426	-316	
R&M Equipment	-10,044	-8,049	-12,370	-14,445	-18,239	-9,874	-6,701	-7,031	-7,573	-6,790	-7,950	-7,131	-7,594	
chemicals	0	0	-21,832	-22,559	-20,267	-22,012	-24,975	-30,280	-26,062	-27,906	-29,700	-28,083	-26,247	
equipment	0	-2,188	-2,341	-1,833	-5,654	-182	-215	-196	0	-750	-1,800	-315	-269	
service, regular	0	0	-23,760	-23,760	-12,870	-574	0	-157	-46	0	0	-68	-155	
service, special	0	0	0	-130	-528	-438	-325	-125	-897	0	0	-341	-357	
other	0	0	-47	-47	-1,413	-1,067	0	-38	-230	-86	0	-118	-284	
R&M Pool Spa	0	-2,188	-47,980	-48,330	-40,732	-24,273	-25,516	-30,797	-27,234	-28,742	-31,500	-28,924	-27,312	
Contra - Inter-Dept. Charges	0	0	0	-71	0	0	0	0	0	0	0	0	0	
R&M subtotal	-54,041	-29,361	-86,593	-96,376	-91,425	-63,122	-70,034	-70,068	-76,783	-88,568	-88,790	-78,473	-73,715	
TOTAL SUPPLIES & MAINTENANCE	-224,364	-186,565	-263,250	-278,978	-307,266	-248,397	-299,181	-361,286	-305,602	-347,634	-332,650	-338,174	-312,420	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
TC/Aquatics/Camps/Recreation**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals		
						3 Year Average Years			2016 Actual	2017 Actual		2018 FORECAST	3-Yr	5-Yr
						2014 Actual								
						2015 Actual								
											Average			
											Jan-Jul Act			
											Aug-Dec Bdg			
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	-90	-50	0	0	0	-65	0	0	-22	-13	
Promotion Expense	0	0	-65	0	-25	0	0	0	-75	2,144	0	690	414	
Resort Advertising	0	0	-3,489	-1,340	-7,120	-12	0	-236	-1,038	-5,115	-6,500	-2,130	-1,280	
Community Relations	-375	-123	-190	-43	-85	-422	-621	-1,213	-364	-209	0	-595	-566	
Reservation Services	0	0	0	-365	0	0	0	0	0	0	0	0	0	
Dues & Subscriptions	-140	0	-190	-245	-234	-210	-1,181	-1,347	-763	-2,170	-1,090	-1,426	-1,134	
Licenses, Permits, Fees	-2,552	-2,691	-3,279	-3,521	-3,697	-4,078	-6,191	-4,509	-4,627	-6,215	-5,500	-5,117	-5,124	
Mileage Reimbursement	-709	-631	-962	-1,861	-3,328	-824	-963	-540	-736	-850	-1,610	-709	-783	
Postage - General	-115	-81	-97	-108	-142	-116	-103	-99	-66	-84	-40	-83	-94	
Printing - Brochures	0	0	0	0	0	0	0	0	-404	0	0	-135	-81	
Printing - Other	0	-70	0	0	0	0	0	0	0	-26	0	-9	-5	
Collection Expense	0	0	0	0	0	0	0	0	0	-85	0	-28	-17	
Credit Card Expense	-10,698	-11,178	-12,740	-13,227	-15,335	-15,021	-14,170	-20,988	-17,568	-24,726	-19,020	-21,094	-18,495	
Over/Short	552	586	6	629	415	1,110	172	-15	-596	-125	0	-245	109	
Insurance Expense	-21,000	-15,886	-16,100	-16,800	-19,600	-16,759	-19,200	-20,174	-19,800	-22,500	-20,400	-20,825	-19,687	
TOTAL ADMINISTRATIVE & OTHER EXPE	-35,037	-30,074	-37,105	-36,972	-49,201	-36,331	-42,257	-49,121	-46,101	-59,961	-54,160	-51,728	-46,754	
TOTAL OPERATING EXPENSES (OE)	-435,736	-408,777	-496,588	-489,328	-541,581	-458,899	-532,393	-614,148	-566,233	-626,400	-617,400	-602,260	-559,614	
TOTAL PAYROLL AND OPERATING EXPE	-1,158,420	-1,117,321	-1,281,124	-1,278,674	-1,443,528	-1,322,558	-1,353,233	-1,486,935	-1,455,401	-1,571,906	-1,625,900	-1,504,747	-1,438,007	
N O R 1, before OH	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	92,596	-40,900	80,412	58,749	
N O R 2, after OH	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	92,596	-40,900	80,412	58,749	
T O C	-1,197,016	-1,152,374	-1,314,676	-1,311,968	-1,492,665	-1,370,117	-1,390,094	-1,522,598	-1,485,280	-1,604,359	-1,661,900	-1,537,412	-1,474,490	
REV to TOC (CRR%)	-93.0%	-96.3%	-91.7%	-94.5%	-93.0%	-103.9%	-99.9%	-101.3%	-108.7%	-111.0%	-97.5%	-107.0%	-105.0%	
NOR AFTER Assessment Revenue, Opera	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	92,596	-40,900	80,412	58,749	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Trout Creek Recreation Center (132)**

	5 Year Average Years											Actuals		
	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years			2018 <i>Budget</i>	Average		
								2016 <i>Actual</i>	2017 <i>Actual</i>	FORECAST		3-Yr	5-Yr	
										Jan-Jul Act				
Aug-Dec Bdg														
Revenue														
ALLOCATED RECREATION FEES	621,477	600,000	470,630	479,122	500,597	504,469	497,566	531,524	602,560	629,245	570,000	587,776	553,073	
Special Events Revenue	0	0	0	0	450	0	0	0	0	0	0	0	0	
Daily Usage Fee - Member	26,814	24,560	23,980	23,004	22,388	20,898	23,064	24,414	25,020	25,406	24,000	24,947	23,760	
Daily Usage Fee - Guest	176,132	180,674	186,948	175,888	189,406	180,388	176,552	197,450	202,570	227,424	231,000	209,148	196,877	
Total Direct Access & Use Fees	202,946	205,234	210,928	198,892	212,244	201,286	199,616	221,864	227,590	252,830	255,000	234,095	220,637	
Food	1,241	0	0	0	0	0	0	0	0	0	0	0	0	
Food Discounts	-49	0	0	-23	0	0	0	0	0	0	0	0	0	
EE Discounts	0	0	0	-23	0	0	0	0	0	0	0	0	0	
InterDept Discounts	-49	0	0	0	0	0	0	0	0	0	0	0	0	
Food subtotal	1,192	0	0	-23	0	0	0	0	0	0	0	0	0	
Total Food and Beverage Revenue	1,192	0	0	-23	0	0	0	0	0	0	0	0	0	
Sales - Retail	69,208	66,766	60,869	59,444	76,782	69,644	69,938	63,399	51,215	50,965	52,300	55,193	61,032	
Employee Discounts	-4,072	-4,346	-4,889	-4,774	-6,487	-4,243	-4,778	-4,035	-3,446	-3,360	-4,000	-3,614	-3,972	
Discounts - Retail	-4,935	-1,687	-2,402	-1,832	-773	-596	-4,160	-1,633	-453	-2,130	-2,000	-1,405	-1,794	
Promotion Discounts	-206	-8	0	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	59,995	60,725	53,578	52,838	69,522	64,805	61,000	57,730	47,317	45,475	46,300	50,174	55,265	
Rentals	0	0	0	0	0	0	600	0	0	0	0	0	120	
Child Care	0	0	12,068	15,244	17,484	20,808	19,108	16,740	17,226	15,051	15,000	16,339	17,787	
Aerobics	37,767	41,460	61,176	59,787	60,709	74,853	87,425	88,129	81,855	86,827	85,700	85,603	83,818	
Fitness/Training	3,798	1,904	893	1,700	2,000	2,819	2,350	3,144	2,760	6,200	2,900	4,035	3,455	
Rec Programs	0	158	0	0	0	0	0	0	0	0	0	0	0	
Massage	14,282	15,194	16,068	14,826	19,065	16,719	15,955	17,271	19,907	18,887	17,900	18,688	17,748	
Towels/Lockers	1,792	1,892	1,674	3,393	2,115	1,591	897	1,368	1,400	1,160	1,200	1,309	1,283	
Lessons - Public	400	225	0	0	0	0	0	0	0	0	0	0	0	
Lessons - P.O.	26,933	28,301	0	0	0	0	0	0	0	0	0	0	0	
Lessons - Guest	7,105	6,813	0	0	0	0	0	0	0	0	0	0	0	
Total Lessons & Rental Revenue	92,076	95,946	91,879	94,950	101,373	116,790	126,335	126,652	123,147	128,125	122,700	125,974	124,210	
Shopping Bags	0	0	0	0	0	93	12	4	0	0	0	1	22	
Other Revenue	1,925	42	155	85	0	281	1,245	0	0	0	0	0	305	
Total Other Revenue	1,925	42	155	85	0	374	1,257	4	0	0	0	1	327	
GROSS REVENUE (GREV)	979,611	961,947	827,170	825,863	883,736	887,724	885,774	937,774	1,000,613	1,055,674	994,000	998,021	953,512	
COST OF GOODS SOLD (COGS)														
Food	83	0	0	0	0	0	0	0	0	0	0	0	0	
NA Beverage	0	0	0	0	0	0	0	0	0	-51	0	-17	-10	
Food Cogs	83	0	0	0	0	0	0	0	0	-51	0	-17	-10	
Retail Product Cogs	-36,972	-33,591	-30,301	-29,834	-40,017	-36,884	-35,331	-33,335	-27,127	-29,001	-32,000	-29,821	-32,336	
Total COGS	-36,890	-33,591	-30,301	-29,834	-40,017	-36,884	-35,331	-33,335	-27,127	-29,052	-32,000	-29,838	-32,346	
Total Cogs / GREV %	-03.8%	-03.5%	-03.7%	-03.6%	-04.5%	-04.2%	-04.0%	-03.6%	-02.7%	-02.4%	-03.2%	-02.9%	-03.4%	
Retail Product Cogs / Retail Revenue %	-61.6%	-55.3%	-56.6%	-56.5%	-57.6%	-56.9%	-57.9%	-57.7%	-57.3%	-61.0%	-69.1%	-58.7%	-58.2%	
Retail Product Cogs / Retail Revenue,preD	-53.4%	-50.3%	-49.8%	-50.2%	-52.1%	-53.0%	-50.5%	-52.6%	-53.0%	-54.6%	-61.2%	-53.4%	-52.7%	
F&B Cogs / F&B Rev %	06.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Food %, preDiscounts	06.6%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Food %, postDiscounts	06.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Gross Margin (GREV-COGS)	942,722	928,356	796,869	796,029	843,719	850,840	850,443	904,440	973,486	1,026,622	962,000	968,183	921,166	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-127,312	-130,164	-131,543	-136,183	-136,810	-148,390	-144,129	-159,741	-156,129	-157,803	-159,100	-157,891	-153,238	
Salaries - Exempt - Commissions	-8,453	-165	0	0	0	0	0	0	-76	0	0	-25	-15	

Trout Creek Recreation Center (132)

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Trout Creek Recreation Center (132)**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
Wages - FTRRegular	-85,665	-63,073	-61,229	-66,401	-64,048	-20,693	-36,373	-41,346	-56,791	-50,380	-103,726	-49,505	-41,116
Wages - Seasonal	-195,407	-125,699	-145,042	-148,057	-159,080	-167,634	-160,358	-149,764	-168,107	-187,422	-162,474	-168,431	-166,657
Wages-Seasonal-Commissions	-37,189	-33,573	-45,324	-44,328	-34,251	-53,531	-63,143	-67,646	-64,390	-69,024	-68,000	-67,020	-63,547
Incentive Program, Exempt	0	0	0	0	0	0	-766	0	-400	-219	0	-206	-277
Incentive Program, FTR, NonExempt	-137	-137	-268	-268	-301	0	0	0	-684	0	0	-228	-137
Incentive Program, Seasonal, NonExempt	-1,044	-794	-1,127	-1,757	-3,092	-1,812	-1,230	-1,367	-2,272	-1,998	0	-1,879	-1,736
Total Salaries & Wages, DIRECT	-455,208	-353,605	-384,533	-396,994	-397,583	-392,060	-405,999	-419,863	-448,848	-466,846	-493,300	-445,186	-426,723
Salaries sub-total	-135,765	-130,329	-131,543	-136,183	-136,810	-148,390	-144,895	-159,741	-156,605	-158,022	-159,100	-158,123	-153,531
Wage sub-total	-319,443	-223,276	-252,990	-260,811	-260,773	-243,670	-261,104	-260,122	-292,243	-308,824	-334,200	-287,063	-273,192
Wage-FTR subsubtotal	-85,802	-63,210	-61,497	-66,669	-64,349	-20,693	-36,373	-41,346	-57,474	-50,380	-103,726	-49,733	-41,253
Wage-Seasonal subsubtotal	-233,641	-160,066	-191,493	-194,142	-196,424	-222,977	-224,731	-218,776	-234,768	-258,444	-230,474	-237,330	-231,939
Payroll Direct as a % of Revenue	-46.5%	-36.8%	-46.5%	-48.1%	-45.0%	-44.2%	-45.8%	-44.8%	-44.9%	-40.6%	-49.6%	-43.4%	-44.0%
PTO net\$ accrual, in Salaries	-2,951	-2,298	-562	-2,533	708	-2,518	-219	-3,553	-3,203	1,630	8	-1,703	-1,569
PTO net\$ accrual, in Wages FTR	-228	-549	-614	-1,464	3,160	1,288	-854	-2,563	-968	1,821	0	-570	-255
PTO net accrual, in PD Total	-3,179	-2,847	-1,176	-3,997	3,868	-1,231	-1,072	-6,098	-4,171	3,451	-8	-2,273	-1,824
PAYROLL BURDEN													
Payroll Taxes	-48,930	-36,033	-39,601	-41,747	-41,987	-43,229	-45,025	-45,197	-48,462	-53,346	-57,900	-49,002	-47,052
Workers Compensation	-16,100	-10,060	-9,583	-11,001	-16,990	-34,382	-31,993	-31,692	-34,382	-32,439	-17,900	-29,165	-30,774
Group Insurance	-61,418	-50,374	-41,335	-40,886	-43,426	-37,951	-25,729	-26,750	-48,058	-52,954	-59,000	-42,587	-38,288
Retirement Plan	-1,576	-3,626	-3,834	-3,748	-3,822	-1,839	-3,235	-2,390	-998	-2,156	-3,500	-1,848	-2,123
PAYROLL BURDEN Total	-128,024	-100,093	-94,354	-97,382	-106,224	-117,401	-105,982	-106,029	-129,957	-131,820	-138,300	-122,602	-118,238
subtotal, Burden-Salary	-40,813	-40,159	-38,571	-39,447	-42,906	-44,450	-42,789	-44,303	-44,355	-46,546	-47,300	-45,068	-44,489
subtotal, Burden-Wage-FTR	-47,596	-34,850	-27,029	-27,506	-29,973	-22,293	-14,395	-14,867	-38,646	-37,695	-50,650	-30,403	-25,579
subtotal, Burden-Wage-Seasonal	-39,615	-25,084	-28,753	-30,430	-33,345	-50,658	-48,798	-46,859	-46,956	-47,579	-40,350	-47,131	-48,170
Burden % - on all Payroll Direct	28.1%	28.3%	24.5%	24.5%	26.7%	29.9%	26.1%	25.3%	29.0%	28.4%	28.0%	27.5%	27.7%
Burden % - Salary	30.1%	30.8%	29.3%	29.0%	31.4%	30.0%	29.5%	27.7%	28.3%	29.3%	29.7%	28.4%	29.0%
Burden % - Wage-FTR	55.5%	55.1%	44.0%	41.3%	46.6%	107.7%	39.6%	36.0%	67.2%	232.8%	48.8%	112.0%	96.7%
Burden % - Wage-Seasonal	17.0%	15.7%	15.0%	15.7%	17.0%	22.7%	21.7%	21.4%	20.0%	18.9%	17.5%	20.1%	21.0%
Burden % - Wage-FTR&Seasonal	27.3%	26.8%	22.0%	22.2%	24.3%	29.9%	24.2%	23.7%	29.3%	28.0%	27.2%	27.0%	27.0%
PAYROLL TOTAL (Direct&Burden)	-583,232	-453,698	-478,887	-494,376	-503,807	-509,461	-511,981	-525,892	-578,805	-598,666	-631,600	-567,788	-544,961
Burden % TL	28.1%	28.3%	24.5%	24.5%	26.7%	29.9%	26.1%	25.3%	29.0%	28.4%	28.0%	27.5%	27.7%
Payroll Taxes %	10.7%	10.2%	10.3%	10.5%	10.6%	11.0%	11.1%	10.8%	10.8%	11.2%	11.7%	10.9%	11.0%
Workers Comp %	3.5%	2.8%	2.5%	2.8%	4.3%	8.8%	7.9%	7.5%	7.2%	6.1%	3.6%	7.0%	7.5%
Group Insurance %	13.5%	14.2%	10.7%	10.3%	10.9%	9.7%	6.3%	6.4%	10.7%	10.9%	12.0%	9.3%	8.8%
Retirement %	0.3%	1.0%	1.0%	0.9%	1.0%	0.5%	0.8%	0.6%	0.2%	0.3%	0.7%	0.4%	0.5%
OPERATING EXPENSES (OE)													
Employee Meals	-20	0	0	0	0	0	0	0	0	0	0	0	0
Employee Dev/Training	-3,767	-126	-180	-404	-73	-81	-206	-317	-488	-56	-200	-287	-230
Employee Relations	-1,463	-652	-663	-549	-541	-41	-568	-638	-1,203	-1,292	-800	-1,044	-748
Uniforms	-3,890	-3,271	-2,620	-1,009	-363	-763	-1,413	-2,431	-1,703	-2,760	-2,400	-2,298	-1,814
Seminars & Conferences	-439	-975	0	-359	0	0	-488	0	0	0	-800	0	-98
Travel/Meeting Expense	0	-1,760	0	-16	-131	0	0	0	0	-186	-900	-62	-37
Total Staff Expense	-9,579	-6,784	-3,463	-2,336	-1,109	-884	-2,675	-3,386	-3,393	-4,294	-5,100	-3,691	-2,926
Telephone	-1,504	-1,774	-1,903	-2,585	-2,614	-2,578	-3,694	-3,259	-3,017	-1,720	-3,400	-2,665	-2,853
Cable/Sat TV Service	-1,122	-1,172	-1,232	-1,286	-2,198	-2,310	-1,938	-2,447	-2,596	-2,655	-2,400	-2,566	-2,389
Disposal Fees	-5,192	-5,373	-5,700	-6,246	-6,087	-6,146	-6,460	-6,410	-6,782	-6,713	-6,600	-6,635	-6,502
Electricity	-61,468	-61,806	-60,658	-60,440	-60,800	-62,485	-64,482	-62,494	-61,533	-68,505	-66,200	-64,178	-63,900
Natural Gas - Pools	-49,126	-58,789	0	0	0	0	0	0	0	0	0	0	0
Natural Gas - Buildings	-12,495	-13,412	-13,743	-9,873	-12,346	-11,421	-13,443	-12,389	-12,997	-11,525	-13,700	-12,304	-12,355
Fuel & Oil	-106	-367	-105	-18	-10	-11	21	-184	-235	-264	-250	-228	-135
Sewer Fees	-12,366	-12,655	-12,852	-12,852	-12,852	-12,852	-12,852	-12,852	-12,976	-13,614	-13,920	-13,148	-13,030
Water - Building/Facility	-9,856	-8,613	-2,021	-2,088	-1,922	-2,214	-2,163	-2,390	-2,595	-2,533	-2,340	-2,506	-2,379
TOTAL UTILITIES	-153,235	-163,961	-98,216	-95,388	-98,830	-100,019	-105,012	-102,426	-102,731	-107,530	-108,810	-104,229	-103,544
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	-36	0	-248	0	0	-252	0	-332	0	0	-111	-117

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Trout Creek Recreation Center (132)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
									Jan-Jul Act					
									Aug-Dec Bdg					
Linen Service	-38,296	-28,250	-30,085	-32,692	-45,110	-48,366	-55,563	-58,489	-64,387	-72,608	-67,400	-65,161	-59,883	
Janitorial Services & Supplies	-38,562	-13,126	-12,210	-18,070	-15,684	-22,423	-53,984	-81,482	-27,296	-25,951	-27,000	-44,910	-42,227	
Pest Control	0	-450	0	-618	-668	-786	-723	-856	-742	-834	-900	-811	-788	
Contract Fees	-24,436	-34,168	-10,732	-9,833	-17,965	-10,169	-10,436	-4,800	0	0	-280	-1,600	-5,081	
Equipment Rental	-408	0	-3,095	-3,290	-3,180	0	0	0	0	-551	0	-184	-110	
Printed Forms/Ticket Stock	0	0	-38	0	0	0	0	0	0	0	0	0	0	
Computer Hardware	0	0	0	0	0	0	-10	0	0	0	0	0	-2	
Furniture and Office Equip	-8,119	-5,947	-3,493	-1,428	-3,949	-804	-3,932	-4,492	-1,449	-2,821	-700	-2,921	-2,700	
Office Supplies	-2,715	-1,985	-1,842	-2,427	-3,067	-2,803	-1,033	-862	-745	-763	-1,200	-790	-1,241	
Toner Cartridges	0	0	0	0	0	-29	-2,156	-2,231	-1,995	-1,234	0	-1,820	-1,529	
Signs	-2,954	-646	0	-67	-110	-32	-477	-181	-51	-36	-250	-89	-155	
Operating Supplies	-29,862	-28,775	-4,594	-4,789	-6,023	-4,755	-4,058	-5,050	-5,129	-6,679	-4,560	-5,619	-5,134	
Paper Products - Restaurant	0	0	0	0	0	-122	0	0	0	0	0	0	-24	
Small Tools & Equipment	-545	-322	-985	-1,030	-576	-1,128	-1,468	-924	-927	-696	-1,300	-849	-1,029	
Safety Equipment	-2,870	-484	-933	-1,178	-279	-226	-80	-359	-75	-482	-500	-305	-244	
Spoilage	-165	-602	-308	-633	-373	-207	-329	-18	0	0	0	-6	-111	
Recreation Programs	0	0	0	0	-86	-98	-39	0	0	0	0	0	-27	
Special Programs	-172	-29	-264	-172	-4,189	-1,255	-1,588	-1,360	-399	-375	-380	-711	-995	
Repairs & Maintenance														
General/PM	-413	0	-5,767	-7,318	-11,314	-3,294	-6,980	-7,252	-4,225	-7,148	-6,400	-6,208	-5,780	
Plumbing	0	0	-1,476	-1,960	-1,392	-1,717	-425	-719	-463	-3,086	-1,140	-1,423	-1,282	
Lighting and Electrical	-1,633	-159	-1,365	-1,675	-1,761	-1,282	-609	-308	-224	-346	-600	-293	-554	
HVAC	0	0	0	-4,051	-10	-368	-344	-110	-35	-147	-100	-97	-201	
Carpentry	-312	0	0	-89	-84	0	-395	0	-121	0	0	-40	-103	
Fire Suppression	0	0	-45	-331	-252	-1,197	-429	-2,084	-1,824	-516	-2,000	-1,475	-1,210	
Painting	0	0	0	-70	0	-307	-76	-37	0	-100	-200	-46	-104	
MaintDept Labor Charges (inactive)	-15,906	0	0	-165	0	0	0	0	0	0	0	0	0	
Other Building	-14,715	-6,910	-2,145	-1,085	-478	0	-125	0	-283	-455	0	-246	-173	
R&M Building	-32,978	-7,069	-10,798	-16,744	-15,291	-8,165	-9,382	-10,509	-7,175	-11,798	-10,440	-9,827	-9,406	
Asphalt	0	0	-40	-23	-21	0	-25	0	-504	0	0	-176	-106	
Irrigation and Drainage	0	0	-45	-45	-45	-30	-35	0	0	0	0	-12	-19	
GrassFlowersSeedFertilizers	0	0	-610	0	0	0	0	0	0	-275	0	-92	-55	
Snow Removal	-2,981	-3,582	-3,249	-4,495	-2,594	-2,477	-3,965	-5,671	-13,652	-21,460	-20,000	-13,594	-9,445	
Other Grounds Maint	-5,923	-5,700	-9,000	-9,000	-9,599	-9,348	-9,337	-9,000	-9,294	-9,000	-9,000	-9,098	-9,196	
R&M Grounds (nonGolf)	-8,904	-9,283	-12,944	-13,563	-12,259	-11,856	-13,333	-14,731	-23,450	-30,735	-29,000	-22,972	-18,821	
Rolling, Heavy	0	-85	-902	-334	-330	-15	-63	-55	-558	-476	0	-363	-234	
Fitness Equipment	0	0	-6,808	-7,578	-11,841	-5,624	-3,598	-1,989	-2,831	-2,682	-3,900	-2,501	-3,345	
Office Equip R&M	0	0	-116	0	0	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	-8,114	-5,386	-833	-1,411	-839	-150	-152	-46	-1,046	-187	0	-426	-316	
R&M Equipment	-8,114	-5,471	-8,659	-9,323	-13,010	-5,789	-3,813	-2,090	-4,435	-3,345	-3,900	-3,290	-3,894	
R&M subtotal	-49,996	-21,823	-32,401	-39,629	-40,561	-25,810	-26,528	-27,330	-35,059	-45,878	-43,340	-36,089	-32,121	
TOTAL SUPPLIES & MAINTENANCE	-199,101	-136,643	-100,980	-116,105	-141,820	-119,013	-162,656	-188,434	-138,586	-158,907	-147,810	-161,975	-153,519	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	-90	0	0	0	0	-65	0	0	-22	-13	
Community Relations	-375	-95	-121	-21	-85	-422	-583	-609	-364	-209	0	-394	-437	
Reservation Services	0	0	0	-365	0	0	0	0	0	0	0	0	0	
Dues & Subscriptions	-140	0	-30	-240	-64	-30	-1,054	-1,012	-655	-1,695	-840	-1,121	-889	
Licenses, Permits, Fees	-2,260	-1,987	-1,990	-1,934	-2,105	-2,470	-35	-15	0	-1,028	0	-348	-710	
Mileage Reimbursement	-23	0	-7	-187	-432	-80	-148	-7	0	0	-120	-2	-47	
Postage - General	-88	-69	-50	-19	-4	-62	-51	-44	-20	-69	-20	-44	-49	
Printing - Brochures	0	0	0	0	0	0	0	0	-404	0	0	-135	-81	
Printing - Other	0	-70	0	0	0	0	0	0	0	0	0	0	0	
Credit Card Expense	-7,739	-8,654	-8,095	-6,857	-8,639	-8,293	-8,418	-10,049	-9,484	-10,907	-10,000	-10,147	-9,430	
Over/Short	576	445	-100	317	238	827	246	-46	-395	-39	0	-160	118	
Insurance Expense	-18,000	-13,606	-10,100	-10,800	-13,000	-10,474	-12,000	-11,454	-12,000	-14,100	-12,000	-12,518	-12,006	
TOTAL ADMINISTRATIVE & OTHER EXPE	-28,050	-24,035	-20,492	-20,196	-24,090	-21,004	-22,043	-23,236	-23,386	-28,048	-22,980	-24,890	-23,543	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Trout Creek Recreation Center (132)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals			
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years				2018 <i>FORECAST</i>	3-Yr	5-Yr	
								2016 <i>Actual</i>	2017 <i>Actual</i>	2018					
										Jan-Jul Act					Aug-Dec Bdg
TOTAL OPERATING EXPENSES (OE)	-389,964	-331,423	-223,150	-234,025	-265,849	-240,921	-292,385	-317,482	-268,096	-298,779	-284,700	-294,786	-283,533		
TOTAL PAYROLL AND OPERATING EXPE	-973,197	-785,121	-702,038	-728,401	-769,655	-750,382	-804,365	-843,374	-846,901	-897,445	-916,300	-862,573	-828,493		
N O R 1, before OH	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	129,178	45,700	105,609	92,673		
N O R 2, after OH	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	129,178	45,700	105,609	92,673		
T O C	-1,010,086	-818,712	-732,338	-758,234	-809,672	-787,266	-839,696	-876,709	-874,028	-926,497	-948,300	-892,411	-860,839		
REV to TOC (CRR%)	-97.0%	-117.5%	-112.9%	-108.9%	-109.1%	-112.8%	-105.5%	-107.0%	-114.5%	-120.4%	-104.8%	-113.9%	-112.0%		
NOR AFTER Assessment Revenue, Opera	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	129,178	45,700	105,609	92,673		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Aquatics (130)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average			
								3 Year Average Years				2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual						
								Jan-Jul Act							
Aug-Dec Bdg															
Revenue															
ALLOCATED RECREATION FEES	18,169	16,000	131,719	131,983	138,374	141,453	138,620	148,393	158,169	177,018	156,000	161,193	152,730		
Daily Usage Fee - Member	1,422	1,736	1,604	1,568	1,244	2,184	1,914	3,012	2,148	1,606	2,500	2,255	2,173		
Daily Usage Fee - Guest	12,290	15,466	16,058	15,478	16,442	18,628	18,256	19,462	24,154	22,226	24,600	21,947	20,545		
Total Direct Access & Use Fees	13,712	17,202	17,662	17,046	17,686	20,812	20,170	22,474	26,302	23,832	27,100	24,203	22,718		
<i>Food Discounts</i>	0	0	-37	0	0	0	0	0	0	0	0	0	0		
InterDept Discounts	0	0	-37	0	0	0	0	0	0	0	0	0	0		
Food subtotal	0	0	-37	0	0	0	0	0	0	0	0	0	0		
Total Food and Beverage Revenue	0	0	-37	0	0	0	0	0	0	0	0	0	0		
Lessons - Public	0	0	700	3,448	0	1,832	0	0	0	0	0	0	366		
Lessons - P.O.	0	0	23,840	30,691	35,313	32,235	25,599	28,216	15,899	21,828	24,500	21,981	24,755		
Lessons - Guest	0	0	10,552	9,265	12,697	11,450	10,960	12,264	4,275	5,852	9,700	7,464	8,960		
Total Lessons & Rental Revenue	0	0	35,092	43,404	48,010	45,517	36,559	40,480	20,174	27,680	34,200	29,445	34,082		
Other Revenue	675	1,200	1,640	1,520	1,040	1,965	30	2,016	676	1,316	700	1,336	1,201		
Total Other Revenue	675	1,200	1,640	1,520	1,040	1,965	30	2,016	676	1,316	700	1,336	1,201		
GROSS REVENUE (GREV)	32,556	34,402	186,076	193,953	205,110	209,747	195,379	213,363	205,321	229,846	218,000	216,176	210,731		
COST OF GOODS SOLD (COGS)															
Gross Margin (GREV-COGS)	32,556	34,402	186,076	193,953	205,110	209,747	195,379	213,363	205,321	229,846	218,000	216,176	210,731		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	0	0	-7,450	0	0	0	0	0	0	0	0	0	0		
Wages - Seasonal	-16,600	-74,480	-86,703	-91,164	-124,364	-93,650	-83,856	-87,266	-55,979	-70,290	-91,700	-71,178	-78,208		
Wages-Seasonal-Commissions	0	-9,901	-9,800	-10,809	-6,655	-7,780	-5,221	-5,472	-1,983	-3,833	-7,000	-3,763	-4,858		
Incentive Program, Seasonal, NonExempt	0	0	-537	-1,909	-1,669	-848	-1,093	-2,351	-2,004	-821	0	-1,725	-1,424		
Total Salaries & Wages, DIRECT	-16,600	-84,381	-104,490	-103,882	-132,688	-102,279	-90,171	-95,089	-59,965	-74,944	-98,700	-76,666	-84,490		
Salaries sub-total	0	0	-7,450	0	0	0	0	0	0	0	0	0	0		
Wage sub-total	-16,600	-84,381	-97,040	-103,882	-132,688	-102,279	-90,171	-95,089	-59,965	-74,944	-98,700	-76,666	-84,490		
Wage-Seasonal subtotal	-16,600	-84,381	-97,040	-103,882	-132,688	-102,279	-90,171	-95,089	-59,965	-74,944	-98,700	-76,666	-84,490		
Payroll Direct as a % of Revenue	-51.0%	-245.3%	-56.2%	-53.6%	-64.7%	-48.8%	-46.2%	-44.6%	-29.2%	-25.6%	-45.3%	-33.1%	-38.8%		
PAYROLL BURDEN															
Payroll Taxes	-2,390	-9,836	-14,386	-14,524	-17,033	-14,046	-13,114	-13,433	-7,719	-10,626	-13,400	-10,593	-11,787		
Workers Compensation	-320	-4,076	-3,641	-2,767	-6,099	-8,814	-7,842	-7,814	-4,352	-4,136	-5,200	-5,434	-6,592		
Group Insurance	0	0	0	0	0	-8,225	0	0	0	0	0	0	-1,645		
PAYROLL BURDEN Total	-2,710	-13,912	-18,027	-17,291	-23,132	-31,085	-20,956	-21,247	-12,071	-14,761	-18,600	-16,027	-20,024		
subtotal, Burden-Salary	0	0	-852	0	0	0	0	0	0	0	0	0	0		
subtotal, Burden-Wage-FTR	0	0	0	0	0	-8,225	0	-6	0	-40	-40	-15	-1,654		
subtotal, Burden-Wage-Seasonal	-2,710	-13,912	-17,175	-17,291	-23,132	-22,860	-20,956	-21,240	-12,071	-14,721	-18,560	-16,011	-18,370		
Burden % - on all Payroll Direct	16.3%	16.5%	17.3%	16.6%	17.4%	30.4%	23.2%	22.3%	20.1%	20.5%	18.8%	21.0%	23.3%		
Burden % - Salary	00.0%	00.0%	11.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Burden % - Wage-Seasonal	16.3%	16.5%	17.7%	16.6%	17.4%	22.4%	23.2%	22.3%	20.1%	20.5%	18.8%	21.0%	21.7%		
Burden % - Wage-FTR&Seasonal	16.3%	16.5%	17.7%	16.6%	17.4%	30.4%	23.2%	22.3%	20.1%	20.5%	18.8%	21.0%	23.3%		
PAYROLL TOTAL (Direct&Burden)	-19,310	-98,292	-122,517	-121,172	-155,821	-133,363	-111,127	-116,336	-72,037	-89,705	-117,300	-92,693	-104,514		
Burden % TL	16.3%	16.5%	17.3%	16.6%	17.4%	30.4%	23.2%	22.3%	20.1%	20.5%	18.8%	21.0%	23.3%		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Aquatics (130)**

	5 Year Average Years											2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST	2018 Budget		3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
											Jan-Jul Act				
											Aug-Dec Bdg				
Payroll Taxes %	14.4%	11.7%	13.8%	14.0%	12.8%	13.7%	14.5%	14.1%	12.9%	14.8%	13.6%	13.9%	14.0%		
Workers Comp %	1.9%	4.8%	3.5%	2.7%	4.6%	8.6%	8.7%	8.2%	7.3%	5.8%	5.3%	7.1%	7.7%		
Group Insurance %	0.0%	0.0%	0.0%	0.0%	0.0%	8.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%		
OPERATING EXPENSES (OE)															
Educational Reimbursement	0	0	0	0	-11	0	0	0	0	0	0	0	0		
Employee Dev/Training	0	-1,604	-3,107	-1,903	-4,527	-1,642	-2,120	-2,128	-2,480	-2,130	-3,500	-2,246	-2,100		
Employee Relations	0	-374	-433	-637	-375	-133	-91	-109	-147	-586	-250	-281	-213		
Uniforms	0	-2,824	-4,451	-2,568	-2,782	-2,148	-1,390	-2,750	-2,061	-2,222	-3,000	-2,344	-2,114		
Seminars & Conferences	0	-5	0	0	0	0	0	0	0	0	0	0	0		
Travel/Meeting Expense	0	0	0	0	-526	0	0	0	0	-2,013	-500	-671	-403		
Total Staff Expense	0	-4,807	-7,990	-5,109	-8,222	-3,924	-3,601	-4,987	-4,688	-6,950	-7,250	-5,542	-4,830		
Telephone	0	0	0	-150	-150	0	0	0	0	-150	-300	-50	-30		
Electricity	-4,680	-5,554	-4,269	-4,117	-4,715	-4,312	-5,347	-6,231	-8,926	-6,555	-9,000	-7,238	-6,274		
Natural Gas - Pools	-2,416	-1,641	-64,406	-48,229	-50,540	-47,943	-57,005	-68,142	-71,367	-70,133	-78,000	-69,881	-62,918		
Natural Gas - Buildings	0	0	-11	0	0	0	0	0	0	0	0	0	0		
Fuel & Oil	0	-13	0	0	0	0	0	0	0	0	0	0	0		
Sewer Fees	-2,101	-2,152	-2,186	-2,186	-2,186	-2,186	-2,186	-2,186	-2,204	-2,314	-2,340	-2,235	-2,215		
Water - Building/Facility	-1,047	-912	-8,546	-6,837	-6,832	-6,685	-7,708	-7,013	-9,443	-10,015	-9,000	-8,824	-8,173		
TOTAL UTILITIES	-10,244	-10,272	-79,418	-61,518	-64,422	-61,127	-72,246	-83,572	-91,941	-89,166	-98,640	-88,226	-79,610		
SUPPLIES & MAINTENANCE EXPENSE															
Security Exp	0	0	-183	0	0	0	0	0	0	0	0	0	0		
Janitorial Services & Supplies	-52	-46	0	0	-74	0	-47	-458	-131	-22	0	-203	-131		
Contract Fees	0	0	0	-108	-27	-108	-81	-27	0	0	0	-9	-43		
Equipment Rental	0	0	0	-218	0	0	0	0	0	0	0	0	0		
Furniture and Office Equip	0	-607	-2,427	-252	-210	-277	-309	-207	-2,327	0	-200	-845	-624		
Office Supplies	0	0	-320	-153	-361	-130	-276	-52	-6	0	-200	-19	-93		
Signs	-30	0	0	-21	-922	-46	-16	-91	0	-29	-200	-40	-36		
Operating Supplies	-46	-2,382	-267	0	-609	-308	-699	-463	-888	-1,697	-1,000	-1,016	-811		
Small Tools & Equipment	-20	-261	-88	-148	-288	-464	-404	-223	-331	0	-300	-185	-284		
Safety Equipment	0	-1,643	-1,652	-392	-548	-748	-1,010	-990	-1,513	-760	-1,500	-1,087	-1,004		
Recreation Programs	0	0	-352	0	-159	0	0	0	0	0	0	0	0		
Special Programs	0	-359	-266	-422	-868	-146	-463	0	0	-200	-400	-67	-162		
Repairs & Maintenance															
General/PM	0	0	-310	-365	-1,256	-6,202	-12,910	-4,969	-7,093	-9,850	-9,000	-7,304	-8,205		
Plumbing	0	0	-45	-45	-45	-399	-57	-35	0	-93	0	-43	-117		
Lighting and Electrical	0	0	0	-128	-80	0	0	-683	0	0	0	-228	-137		
HVAC	0	0	0	-41	0	0	0	0	0	0	0	0	0		
Painting	0	0	0	-21	0	0	-20	0	0	0	0	0	-4		
MaintDept Labor Charges (inactive)	-50	0	0	0	0	0	0	0	0	0	0	0	0		
Other Building	0	-274	0	-45	0	0	0	0	0	0	0	0	0		
R&M Building	-50	-274	-355	-645	-1,381	-6,601	-12,987	-5,687	-7,093	-9,943	-9,000	-7,574	-8,462		
Other Grounds Maint	0	0	0	0	-38	0	0	0	0	0	0	0	0		
R&M Grounds (nonGolf)	0	0	0	0	-38	0	0	0	0	0	0	0	0		
chemicals	0	0	-21,832	-22,559	-20,267	-22,012	-24,975	-30,280	-26,062	-27,906	-29,700	-28,083	-26,247		
equipment	0	-2,188	-2,341	-1,833	-5,654	-182	-215	-196	0	-750	-1,800	-315	-269		
service, regular	0	0	-23,760	-23,760	-12,870	-574	0	-157	-46	0	0	-68	-155		
service, special	0	0	0	-130	-528	-438	-325	-125	-897	0	0	-341	-357		
other	0	0	-47	-47	-1,413	-1,067	0	-38	-230	-86	0	-118	-284		
R&M Pool Spa	0	-2,188	-47,980	-48,330	-40,732	-24,273	-25,516	-30,797	-27,234	-28,742	-31,500	-28,924	-27,312		
R&M subtotal	-50	-2,462	-48,335	-48,975	-42,151	-30,874	-38,503	-36,484	-34,328	-38,685	-40,500	-36,499	-35,775		
TOTAL SUPPLIES & MAINTENANCE	-198	-7,760	-53,890	-50,688	-46,218	-33,101	-41,809	-38,994	-39,523	-41,392	-44,300	-39,970	-38,964		
ADMINISTRATIVE & OTHER EXPENSE															
Promotion Expense	0	0	-65	0	0	0	0	0	0	0	0	0	0		
Community Relations	0	-28	-69	-22	0	0	-38	-263	0	0	0	-88	-60		
Dues & Subscriptions	0	0	-160	-5	-5	-180	-127	-335	-53	-255	-100	-214	-190		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Aquatics (130)**

	<u>2009</u> <i>Actual</i>	<u>2010</u> <i>Actual</i>	<u>2011</u> <i>Actual</i>	<u>2012</u> <i>Actual</i>	<u>2013</u> <i>Actual</i>	5 Year Average Years					<u>2018</u> <i>Budget</i>	Actuals						
						<u>2014</u> <i>Actual</i>	<u>2015</u> <i>Actual</i>	3 Year Average Years				<u>2018</u> <i>FORECAST</i>	<u>2018</u> <i>Budget</i>	Average				
								<u>2016</u> <i>Actual</i>	<u>2017</u> <i>Actual</i>	3 Year Average Years				<u>2018</u> <i>FORECAST</i>	<u>2018</u> <i>Budget</i>	<u>3-Yr</u>	<u>5-Yr</u>	
										3 Year Average Years								
Jan-Jul Act		Aug-Dec Bdg																
Licenses, Permits, Fees	-292	-298	-332	-327	-613	0	-3,314	-2,580	-2,515	-3,000	-4,600	-2,698	-2,282					
Mileage Reimbursement	0	-54	-254	-804	-947	0	-72	0	0	-60	-240	-20	-26					
Postage - General	0	-5	-42	-28	-93	0	0	-2	-4	0	-20	-2	-1					
Credit Card Expense	0	0	-375	-312	-479	-351	-455	-750	-452	-1,297	-950	-833	-661					
Insurance Expense	-600	-480	-4,200	-4,200	-4,800	-4,190	-4,800	-4,246	-5,400	-6,000	-6,000	-5,215	-4,927					
TOTAL ADMINISTRATIVE & OTHER EXPE	-892	-865	-5,497	-5,698	-6,937	-4,721	-8,807	-8,176	-8,425	-10,612	-11,910	-9,071	-8,148					
TOTAL OPERATING EXPENSES (OE)	-11,334	-23,704	-146,795	-123,012	-125,799	-102,873	-126,463	-135,729	-144,577	-148,121	-162,100	-142,809	-131,552					
TOTAL PAYROLL AND OPERATING EXPE	-30,644	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-216,614	-237,826	-279,400	-235,502	-236,066					
N O R 1, before OH	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	-7,980	-61,400	-19,325	-25,335					
N O R 2, after OH	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	-7,980	-61,400	-19,325	-25,335					
T O C	-30,644	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-216,614	-237,826	-279,400	-235,502	-236,066					
REV to TOC (CRR%)	-106.2%	-28.2%	-69.1%	-79.4%	-72.8%	-88.8%	-82.2%	-84.6%	-94.8%	-110.6%	-78.0%	-96.7%	-92.2%					
NOR AFTER Assessment Revenue, Opera	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	-7,980	-61,400	-19,325	-25,335					

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Day Camp (145)**

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals	
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years		2018 <u>FORECAST</u>		Average	
								2016 <u>Actual</u>	2017 <u>Actual</u>			Jan-Jul Act	5-Yr
Revenue													
Day Camps	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	239,579	234,000	222,597	209,622
Total Lessons & Rental Revenue	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	239,579	234,000	222,597	209,622
Other Revenue	340	250	350	490	930	660	680	1,125	1,230	1,080	0	1,145	955
Total Other Revenue	340	250	350	490	930	660	680	1,125	1,230	1,080	0	1,145	955
GROSS REVENUE (GREV)	91,873	99,327	106,961	114,733	165,633	183,423	198,237	205,851	224,715	240,659	234,000	223,742	210,577
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	91,873	99,327	106,961	114,733	165,633	183,423	198,237	205,851	224,715	240,659	234,000	223,742	210,577
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-20,797	-22,297	-2,625	0	0	0	0	0	0	-23,421	-23,000	-7,807	-4,684
Wages - FTRRegular	0	0	0	0	0	-123	0	-623	-17,916	0	0	-6,180	-3,732
Wages - Seasonal	-36,250	-42,605	-50,061	-55,440	-77,010	-73,654	-87,577	-100,598	-98,628	-108,712	-102,100	-102,646	-93,834
Wages-Seasonal-Commissions	0	0	0	0	0	0	0	-50	0	0	0	-17	-10
Incentive Program, Seasonal, NonExempt	0	0	-140	-278	-438	-301	-273	-1,777	-3,762	0	0	-1,846	-1,223
Total Salaries & Wages, DIRECT	-57,047	-64,902	-52,825	-55,719	-77,448	-74,078	-87,851	-103,049	-120,305	-132,133	-125,100	-118,495	-103,483
Salaries sub-total	-20,797	-22,297	-2,625	0	0	0	0	0	0	-23,421	-23,000	-7,807	-4,684
Wage sub-total	-36,250	-42,605	-50,201	-55,719	-77,448	-74,078	-87,851	-103,049	-120,305	-108,712	-102,100	-110,689	-98,799
Wage-FTR subsubtotal	0	0	0	0	0	-123	0	-623	-17,916	0	0	-6,180	-3,732
Wage-Seasonal subsubtotal	-36,250	-42,605	-50,201	-55,719	-77,448	-73,955	-87,851	-102,425	-102,390	-108,712	-102,100	-104,509	-95,067
Payroll Direct as a % of Revenue	-62.1%	-65.3%	-49.4%	-48.6%	-46.8%	-40.4%	-44.3%	-50.1%	-53.5%	-55.4%	-53.5%	-53.0%	-48.7%
PTO net\$ accrual, in Salaries	438	-426	0	0	0	0	0	0	0	-422	-2	-141	-84
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	0	196	0	0	65	39
PTO net accrual, in PD Total	438	-426	0	0	0	0	0	0	196	-422	-2	-75	-45
PAYROLL BURDEN													
Payroll Taxes	-6,721	-7,051	-7,638	-8,120	-11,300	-10,542	-12,301	-13,177	-15,840	-16,889	-16,100	-15,302	-13,750
Workers Compensation	-2,948	-3,344	-1,843	-1,452	-3,142	-6,354	-7,981	-8,852	-9,384	-8,022	-8,600	-8,752	-8,118
Group Insurance	-4,729	-5,380	-4,854	0	0	0	0	0	-3,617	-4,950	-5,500	-2,856	-1,713
Retirement Plan	-637	-656	0	0	0	0	0	-241	-290	-173	0	-234	-141
PAYROLL BURDEN Total	-15,035	-16,431	-14,335	-9,572	-14,443	-16,896	-20,282	-22,269	-29,131	-30,034	-30,200	-27,145	-23,722
subtotal, Burden-Salary	-7,771	-8,572	-5,098	0	0	0	0	-15	0	-8,303	-8,700	-2,773	-1,664
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	-208	-6,563	-100	-690	-2,290	-1,374
subtotal, Burden-Wage-Seasonal	-7,264	-7,859	-9,237	-9,572	-14,443	-16,896	-20,282	-22,046	-22,568	-21,631	-20,810	-22,081	-20,684
Burden % - on all Payroll Direct	26.4%	25.3%	27.1%	17.2%	18.6%	22.8%	23.1%	21.6%	24.2%	22.3%	24.1%	22.7%	22.8%
Burden % - Salary	37.4%	38.4%	194.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.2%	37.8%	11.1%	06.6%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	33.3%	36.6%	00.0%	00.0%	23.3%	14.0%
Burden % - Wage-Seasonal	20.0%	18.4%	18.4%	17.2%	18.6%	22.8%	23.1%	21.5%	22.0%	19.8%	20.4%	21.1%	21.9%
Burden % - Wage-FTR&Seasonal	20.0%	18.4%	18.4%	17.2%	18.6%	22.8%	23.1%	21.6%	24.2%	19.7%	21.1%	21.8%	22.3%
PAYROLL TOTAL (Direct&Burden)	-72,082	-81,334	-67,160	-65,290	-91,890	-90,974	-108,133	-125,318	-149,436	-162,166	-155,300	-145,640	-127,205
Burden % TL	26.4%	25.3%	27.1%	17.2%	18.6%	22.8%	23.1%	21.6%	24.2%	22.3%	24.1%	22.7%	22.8%
Payroll Taxes %	11.8%	10.9%	14.5%	14.6%	14.6%	14.2%	14.0%	12.8%	13.2%	12.7%	12.9%	12.9%	13.4%
Workers Comp %	5.2%	5.2%	3.5%	2.6%	4.1%	8.6%	9.1%	8.6%	7.8%	5.8%	6.9%	7.4%	8.0%
Group Insurance %	8.3%	8.3%	9.2%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	3.6%	4.4%	2.2%	1.3%
Retirement %	1.1%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.2%	0.0%	0.2%	0.1%

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Day Camp (145)**

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
										Jan-Jul Act					
										Aug-Dec Bdg					
OPERATING EXPENSES (OE)															
Employee Meals	0	0	0	0	0	0	0	0	-161	0	0	-54	-32		
Employee Dev/Training	0	-917	-252	-534	-1,174	-243	-605	0	-1,840	-730	-1,500	-857	-684		
Employee Relations	-52	0	0	-499	-106	-105	-234	-38	-160	-196	-290	-131	-147		
Uniforms	-643	-671	-369	-427	-1,598	-1,149	-961	-1,005	-1,409	-2,128	-1,200	-1,514	-1,330		
Travel/Meeting Expense	0	0	0	0	0	0	0	-1,383	0	0	0	-461	-277		
Total Staff Expense	-695	-1,589	-621	-1,460	-2,878	-1,497	-1,800	-2,426	-3,571	-3,053	-2,990	-3,017	-2,469		
Telephone	0	0	-150	-210	-270	-90	0	0	0	-90	-210	-30	-36		
Cable/Sat TV Service	0	0	0	0	0	0	0	-79	-66	-38	0	-61	-37		
Disposal Fees	0	0	0	0	0	0	0	-243	-467	-208	0	-306	-184		
Electricity	0	0	0	0	0	0	0	-742	-631	-294	0	-556	-333		
Natural Gas - Buildings	0	0	0	0	0	0	0	-312	-205	-70	0	-195	-117		
Fuel & Oil	-771	-1,000	-1,173	-2,399	-1,985	-2,433	-1,775	-962	-1,105	-1,791	-2,400	-1,286	-1,613		
Propane (LPG)	0	0	0	0	0	-19	0	0	0	0	0	0	-4		
Sewer Fees	-500	-500	-500	-500	-500	-500	-500	-934	-440	-420	-420	-598	-559		
Water - Building/Facility	-907	-1,414	-1,238	-1,529	-1,248	-1,182	-979	-1,491	-1,739	-1,591	-1,470	-1,607	-1,397		
Water - Grounds	0	0	0	0	0	0	0	-69	-91	-47	0	-69	-41		
TOTAL UTILITIES	-2,178	-2,914	-3,061	-4,638	-4,002	-4,225	-3,254	-4,833	-4,744	-4,549	-4,500	-4,709	-4,321		
SUPPLIES & MAINTENANCE EXPENSE															
Security Exp	0	0	-48	0	0	0	0	0	0	0	0	0	0		
Linen Service	0	0	0	0	0	0	0	-14	0	0	0	-5	-3		
Janitorial Services & Supplies	0	-89	-136	0	-43	0	-9	-724	-654	-310	-150	-563	-339		
Pest Control	0	0	-54	0	0	0	0	-277	-119	-153	0	-183	-110		
Furniture and Office Equip	0	-209	-213	-287	-706	0	-51	-114	0	-130	-300	-81	-59		
Office Supplies	-135	-81	-208	-388	-615	-306	-68	-119	-226	-104	-450	-150	-165		
Toner Cartridges	0	0	0	0	0	0	-229	-84	-48	0	0	-44	-72		
Signs	-84	-114	-147	-25	-489	-109	0	-756	-260	-475	-500	-497	-320		
Operating Supplies	-4,883	-5,451	-6,916	-1,139	-1,563	-953	-36	-1,059	-8,451	-9,200	-9,670	-6,236	-3,940		
Small Tools & Equipment	0	0	-49	-51	-11	-59	0	-45	0	0	-50	-15	-21		
Safety Equipment	-159	-1,101	-308	-200	-475	-54	-364	-284	-382	-433	-800	-366	-303		
Recreation Programs	-3,850	-4,512	-4,929	-10,237	-20,838	-25,807	-22,885	-23,175	-13,253	-21,224	-21,170	-19,218	-21,269		
Special Programs	0	0	0	-500	-213	0	0	0	-586	0	0	-195	-117		
Repairs & Maintenance															
General/PM	0	0	0	-63	-496	-59	-42	0	-311	-5	0	-105	-83		
Carpentry	0	0	0	0	0	0	0	0	0	0	-300	0	0		
Fire Suppression	0	0	0	0	-75	0	0	0	0	0	0	0	0		
MaintDept Labor Charges (inactive)	-213	0	0	0	0	0	0	0	0	0	0	0	0		
Other Building	-69	-19	-177	-52	0	0	-42	-16	0	0	0	-5	-12		
R&M Building	-282	-19	-177	-115	-572	-59	-84	-16	-311	-5	-300	-111	-95		
Other Grounds Maint	0	0	0	0	-49	0	0	0	0	0	0	0	0		
R&M Grounds (nonGolf)	0	0	0	0	-49	0	0	0	0	0	0	0	0		
Rolling, Car/Truck/Bus/Van	-83	-650	0	-726	-535	-200	-139	-1,459	-281	-798	-200	-846	-576		
Other Operating Equip R&M	-101	0	0	0	0	0	0	0	0	0	0	0	0		
R&M Equipment	-183	-650	0	-726	-535	-200	-139	-1,459	-281	-798	-200	-846	-576		
R&M subtotal	-465	-669	-177	-842	-1,155	-259	-223	-1,475	-592	-803	-500	-957	-670		
TOTAL SUPPLIES & MAINTENANCE	-9,576	-12,226	-13,184	-13,669	-26,108	-27,547	-23,865	-28,127	-24,570	-32,833	-33,590	-28,510	-27,388		
ADMINISTRATIVE & OTHER EXPENSE															
Licenses, Permits, Fees	0	0	-310	-702	-394	-731	-1,527	-731	-1,251	-722	0	-901	-992		
Mileage Reimbursement	-490	-578	-553	-579	-1,161	-498	-419	-446	-698	-680	-1,000	-608	-548		
Postage - General	-27	-1	-2	-1	-1	0	0	-15	-5	0	0	-7	-4		
Credit Card Expense	-2,743	-1,766	-2,168	-3,191	-3,704	-3,564	-3,969	-8,204	-4,953	-6,484	-5,020	-6,547	-5,435		
Insurance Expense	-1,800	-1,200	-1,200	-1,200	-1,200	-1,571	-1,800	-1,688	-1,800	-1,800	-1,800	-1,763	-1,732		
TOTAL ADMINISTRATIVE & OTHER EXPE	-5,060	-3,545	-4,232	-5,673	-6,460	-6,365	-7,715	-11,084	-8,707	-9,686	-7,820	-9,826	-8,711		
TOTAL OPERATING EXPENSES (OE)	-17,510	-20,274	-21,099	-25,439	-39,449	-39,634	-36,633	-46,470	-41,591	-50,122	-48,900	-46,061	-42,890		

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Day Camp (145)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals		
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years				2018 <i>FORECAST</i>	3-Yr	5-Yr
								2016 <i>Actual</i>	2017 <i>Actual</i>	2018				
										Jan-Jul Act				
TOTAL PAYROLL AND OPERATING EXPE	-89,593	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-191,027	-212,288	-204,200	-191,701	-170,095	
N O R 1, before OH	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	28,371	29,800	32,041	40,482	
N O R 2, after OH	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	28,371	29,800	32,041	40,482	
T O C	-89,593	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-191,027	-212,288	-204,200	-191,701	-170,095	
REV to TOC (CRR%)	-102.5%	-97.8%	-121.2%	-126.5%	-126.1%	-140.4%	-136.9%	-119.8%	-117.6%	-112.2%	-114.6%	-116.5%	-125.4%	
NOR AFTER Assessment Revenue, Opera	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	28,371	29,800	32,041	40,482	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Recreation (140)**

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	5 Year Average Years		2018 <i>Budget</i>	Actuals Average				
								2016 <i>Actual</i>	2017 <i>Actual</i>		2018 <i>FORECAST</i>	3-Yr	5-Yr		
														3 Year Average Years	
														Jan-Jul Act	Aug-Dec Bdg
Revenue															
Special Events Revenue	3,383	4,644	66,730	19,675	27,697	15,454	20,744	10,300	19,044	15,949	22,000	15,098	16,298		
Concert Revenue	0	0	0	50,695	32,935	66,387	73,584	154,520	143,307	127,370	140,000	141,732	113,034		
Total Direct Access & Use Fees	3,383	4,644	66,730	70,370	60,632	81,840	94,328	164,821	162,351	143,319	162,000	156,830	129,332		
Food	3,230	4,138	0	0	0	0	0	0	18	0	0	6	4		
Food Discounts	0	0	0	0	0	0	0	-104	-55	-1	0	-53	-32		
EE Discounts	0	0	0	0	0	0	0	-98	-23	-1	0	-40	-24		
InterDept Discounts	0	0	0	0	0	0	0	-6	-33	0	0	-13	-8		
Food subtotal	3,230	4,138	0	0	0	0	0	-104	-37	-1	0	-47	-28		
Total Food and Beverage Revenue	3,230	4,138	0	0	0	0	0	-104	-37	-1	0	-47	-28		
Sales - Retail	0	0	5,311	8,056	21,549	25,224	4,819	5,004	5,845	5,308	5,000	5,386	9,240		
Employee Discounts	-254	-273	-1,229	-883	-876	-234	-199	-199	-73	-577	-1,000	-283	-654		
Homeowner Discounts	0	0	-466	-641	-1,019	-831	0	0	0	0	0	0	-166		
Discounts - Retail	0	0	0	0	0	0	0	-45	0	0	0	-15	-9		
Total Retail Product Revenue	-254	-273	3,616	6,532	19,653	22,203	4,586	4,760	5,772	4,731	4,000	5,088	8,410		
Rentals	0	270	410	2,453	2,310	4,205	4,278	4,369	3,759	3,321	500	3,816	3,986		
Rentals, Bikes	0	0	7,235	10,432	15,979	12,141	0	0	0	0	0	0	2,428		
Rec Programs	2,500	3,975	6,229	12,668	29,951	16,396	5,695	11,835	11,306	18,140	6,000	13,760	12,674		
Total Lessons & Rental Revenue	2,500	4,245	13,874	25,552	48,239	32,742	9,973	16,204	15,065	21,461	6,500	17,577	19,089		
Other Revenue	507	1,841	1,457	3,401	5,067	5,775	990	17	34	1,265	2,500	439	1,616		
Total Other Revenue	507	1,841	1,457	3,401	5,067	5,775	990	17	34	1,265	2,500	439	1,616		
GROSS REVENUE (GREV)	9,367	14,596	85,677	105,854	133,592	142,560	109,876	185,697	183,184	170,775	175,000	179,886	158,419		
COST OF GOODS SOLD (COGS)															
Food	-1,706	-1,463	0	0	0	0	0	0	0	0	0	0	0		
Food Cogs	-1,706	-1,463	0	0	0	0	0	0	0	0	0	0	0		
Retail Product Cogs	0	0	-3,251	-3,461	-9,120	-10,675	-1,531	-2,328	-2,752	-3,401	-4,000	-2,827	-4,137		
Total COGS	-1,706	-1,463	-3,251	-3,461	-9,120	-10,675	-1,531	-2,328	-2,752	-3,401	-4,000	-2,827	-4,137		
Total Cogs / GREV %	-18.2%	-10.0%	-03.8%	-03.3%	-06.8%	-07.5%	-01.4%	-01.3%	-01.5%	-01.9%	-02.3%	-01.6%	-02.7%		
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	-89.9%	-53.0%	-46.4%	-48.1%	-33.4%	-48.9%	-47.7%	-42.9%	-100.0%	-46.5%	-44.2%		
Retail Product Cogs / Retail Revenue,preD	00.0%	00.0%	-61.2%	-43.0%	-42.3%	-42.3%	-31.8%	-46.5%	-47.1%	-45.4%	-80.0%	-46.3%	-42.6%		
F&B Cogs / F&B Rev %	-52.8%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Food %, preDiscounts	-52.8%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Food %, postDiscounts	-52.8%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Gross Margin (GREV-COGS)	7,661	13,133	82,426	102,393	124,471	131,885	108,345	183,369	180,433	167,374	171,000	177,059	154,281		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	0	0	0	-1,252	-47,997	-60,089	-39,172	-1,638	-10,011	-10,780	-10,700	-7,476	-24,338		
Wages - FTRRegular	-17,008	-19,628	-20,509	-27,110	-5,680	-3,047	-286	-38,967	-21,707	-25,261	-41,238	-28,645	-17,853		
Wages - Seasonal	-20,304	-36,622	-72,176	-57,103	-67,593	-42,288	-28,810	-39,919	-36,804	-37,562	-28,962	-38,095	-37,076		
Wages-Seasonal-Commissions	0	0	0	0	0	-65	-38	0	-11	0	0	-4	-23		
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-100	-55	0	-52	-31		
Incentive Program, FTR, NonExempt	0	0	-54	-187	0	0	0	0	0	0	0	0	0		
Incentive Program, Seasonal, NonExempt	0	-137	-456	-241	-684	-575	-547	-1,093	-1,641	-547	0	-1,094	-881		
Total Salaries & Wages, DIRECT	-37,312	-56,386	-93,196	-85,894	-121,953	-106,063	-68,852	-81,617	-70,274	-74,205	-80,900	-75,365	-80,202		
Salaries sub-total	0	0	0	-1,252	-47,997	-60,089	-39,172	-1,638	-10,111	-10,835	-10,700	-7,528	-24,369		
Wage sub-total	-37,312	-56,386	-93,196	-84,642	-73,957	-45,974	-29,680	-79,979	-60,163	-63,370	-70,200	-67,837	-55,833		
Wage-FTR subsubtotal	-17,008	-19,628	-20,563	-27,298	-5,680	-3,047	-286	-38,967	-21,707	-25,261	-41,238	-28,645	-17,853		
Wage-Seasonal subsubtotal	-20,304	-36,759	-72,633	-57,344	-68,277	-42,927	-29,394	-41,012	-38,456	-38,109	-28,962	-39,192	-37,980		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Recreation (140)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average				
								3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016 Actual	2017 Actual						Jan-Jul Act
															Aug-Dec Bdg
Payroll Direct as a % of Revenue	-398.3%	-386.3%	-108.8%	-81.1%	-91.3%	-74.4%	-62.7%	-44.0%	-38.4%	-42.7%	-46.2%	-41.7%	-52.4%		
PTO net\$ accrual, in Salaries	0	0	0	0	-2,823	590	-641	0	-212	52	40	-53	-42		
PTO net\$ accrual, in Wages FTR	-160	-87	32	-1,015	492	0	0	98	1,590	1,684	0	1,124	674		
PTO net accrual, in PD Total	-160	-87	32	-1,015	-2,332	590	-641	98	1,379	1,736	40	1,071	632		
PAYROLL BURDEN															
Payroll Taxes	-3,848	-5,827	-9,967	-9,971	-12,642	-10,989	-7,315	-9,376	-7,861	-8,248	-9,800	-8,495	-8,758		
Workers Compensation	-1,628	-2,168	-2,967	-2,909	-5,189	-8,544	-5,390	-5,869	-5,072	-4,661	-5,200	-5,201	-5,907		
Group Insurance	-5,271	-10,839	-9,843	-9,734	-10,339	-4,265	-8,043	-8,379	-5,703	-7,576	-8,400	-7,219	-6,793		
Retirement Plan	0	0	0	0	-305	0	0	0	19	-279	0	-87	-52		
PAYROLL BURDEN Total	-10,747	-18,834	-22,777	-22,614	-28,475	-23,798	-20,748	-23,624	-18,616	-20,764	-23,400	-21,002	-21,510		
subtotal, Burden-Salary	0	0	0	-181	-6,171	-12,935	-14,053	-6,558	-1,691	-2,752	-3,000	-3,667	-7,598		
subtotal, Burden-Wage-FTR	-7,123	-12,963	-12,158	-13,042	-10,840	-1,079	-23	-8,021	-8,177	-11,444	-15,180	-9,214	-5,749		
subtotal, Burden-Wage-Seasonal	-3,624	-5,871	-10,619	-9,391	-11,464	-9,784	-6,672	-9,046	-8,748	-6,568	-5,220	-8,121	-8,164		
Burden % - on all Payroll Direct	28.8%	33.4%	24.4%	26.3%	23.3%	22.4%	30.1%	28.9%	26.5%	27.0%	28.9%	27.5%	27.0%		
Burden % - Salary	00.0%	00.0%	00.0%	14.5%	12.9%	21.5%	35.9%	400.5%	16.7%	23.6%	28.9%	146.9%	99.6%		
Burden % - Wage-FTR	41.9%	66.0%	59.1%	47.8%	190.8%	35.4%	08.1%	20.6%	37.7%	58.4%	36.8%	38.9%	32.0%		
Burden % - Wage-Seasonal	17.8%	16.0%	14.6%	16.4%	16.8%	22.8%	22.7%	22.7%	17.0%	18.0%	20.6%	20.6%	21.5%		
Burden % - Wage-FTR&Seasonal	28.8%	33.4%	24.4%	26.5%	30.2%	23.6%	22.6%	21.3%	28.1%	27.6%	29.1%	25.7%	24.6%		
PAYROLL TOTAL (Direct&Burden)	-48,059	-75,220	-115,972	-108,507	-150,428	-129,861	-89,600	-105,241	-88,890	-94,969	-104,300	-96,366	-101,712		
Burden % TL	28.8%	33.4%	24.4%	26.3%	23.3%	22.4%	30.1%	28.9%	26.5%	27.0%	28.9%	27.5%	27.0%		
Payroll Taxes %	10.3%	10.3%	10.7%	11.6%	10.4%	10.4%	10.6%	11.5%	11.2%	10.4%	12.1%	11.0%	10.8%		
Workers Comp %	4.4%	3.8%	3.2%	3.4%	4.3%	8.1%	7.8%	7.2%	7.2%	6.2%	6.4%	6.9%	7.3%		
Group Insurance %	14.1%	19.2%	10.6%	11.3%	8.5%	4.0%	11.7%	10.3%	8.1%	9.8%	10.4%	9.4%	8.8%		
Retirement %	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.2%	0.1%		
OPERATING EXPENSES (OE)															
Employee Dev/Training	0	-340	-108	-51	-864	0	-135	0	0	-150	-500	-50	-57		
Employee Relations	-94	-447	-295	-534	-531	-290	-213	-106	-257	-400	-500	-254	-253		
Uniforms	-130	-502	-2,240	-1,223	-1,415	-950	-244	-137	-1,309	-841	-1,400	-762	-696		
Travel/Meeting Expense	0	0	-21	-44	-35	0	0	0	0	-200	-200	-67	-40		
Total Staff Expense	-224	-1,289	-2,664	-1,853	-2,845	-1,240	-592	-243	-1,565	-1,591	-2,600	-1,133	-1,046		
Telephone	-180	-180	-240	-330	-570	-510	-360	-450	-360	-340	-600	-383	-404		
Disposal Fees	0	0	0	0	-300	0	0	0	0	0	0	0	0		
Fuel & Oil	0	-342	-486	-671	-1,878	-632	-1,364	-1,418	-1,537	-1,330	-100	-1,428	-1,256		
Propane (LPG)	0	0	-74	-77	-56	-113	-51	0	0	0	0	0	-33		
TOTAL UTILITIES	-180	-522	-800	-1,077	-2,805	-1,255	-1,775	-1,868	-1,897	-1,670	-700	-1,812	-1,693		
SUPPLIES & MAINTENANCE EXPENSE															
Linen Service	0	0	0	-134	0	0	0	0	0	0	0	0	0		
Janitorial Services & Supplies	-109	-107	-66	-139	-124	-48	-48	-39	0	0	-100	-13	-27		
Equipment Rental	-485	0	-665	-6,416	-2,644	0	0	0	0	0	0	0	0		
Furniture and Office Equip	-1,745	-2,166	-759	-468	-52	0	0	-1,115	-525	-600	-1,200	-747	-448		
Office Supplies	-161	-137	-412	-306	-181	-128	-245	-105	-29	-104	-350	-80	-122		
Toner Cartridges	0	0	0	0	0	-41	-66	0	0	-126	0	-42	-46		
Signs	-327	-206	-931	-654	-111	0	0	0	-526	-300	-900	-275	-165		
Operating Supplies	-1,006	-361	-691	-1,306	-1,299	-1,121	-1,205	-1,270	-984	-1,366	-1,200	-1,207	-1,189		
Paper Products - Restaurant	0	0	0	0	-92	0	0	0	0	0	0	0	0		
Small Tools & Equipment	-214	-179	-611	-1,099	-1,720	-826	-339	-365	-634	-301	-300	-433	-493		
Safety Equipment	0	0	-149	0	-629	0	0	0	-218	0	-150	-73	-44		
Spoilage	-116	0	0	-178	-204	-11	0	0	0	0	0	0	-2		
Entertainment	-3,600	-9,436	-5,150	-6,010	-2,800	-1,836	-846	0	0	0	0	0	-536		
Recreation Programs	-1,465	-2,451	-2,971	-2,304	-2,759	-1,325	-2,759	-1,158	-1,011	-2,251	-2,200	-1,473	-1,701		
Special Programs	-2,732	-10,484	-77,110	-27,290	-33,987	-22,073	-19,547	-19,733	-23,620	-23,442	-22,500	-22,265	-21,683		
Concert Expenses	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-68,572	-82,809	-73,600	-76,183	-60,943		
Repairs & Maintenance															
General/PM	0	0	-892	-407	-2,054	-2,145	-1,597	-1,198	-3,026	-518	0	-1,581	-1,697		
Plumbing	0	0	0	0	-724	0	0	0	0	0	0	0	0		
08/17/18	Recreation (140)												41		
D0709 PNL09yrANN															

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Recreation (140)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals				
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016 Actual	2017 Actual	2018						
										Jan-Jul Act						Aug-Dec Bdg
Lighting and Electrical	0	0	-63	-108	0	-149	0	0	0	0	0	0	0	-30		
Carpentry	-488	-425	0	-238	0	0	-1	-60	0	0	-600	-20	-12			
MaintDept Labor Charges (inactive)	-50	0	0	0	0	0	0	0	0	0	0	0	0			
Other Building	-421	-2,053	0	-1,635	0	0	0	0	0	0	0	0	0			
R&M Building	-959	-2,479	-955	-2,387	-2,779	-2,294	-1,598	-1,258	-3,026	-518	-600	-1,601	-1,739			
Irrigation and Drainage	0	0	-339	-13	0	0	0	0	0	0	0	0	0			
GrassFlowersSeedFertilizers	0	0	0	-64	0	0	0	0	0	0	0	0	0			
Snow Removal	0	0	-9	0	0	0	-94	0	-25	0	0	-8	-24			
Other Grounds Maint	-826	0	-668	0	-86	0	-338	-39	-896	-38	0	-324	-262			
R&M Grounds (nonGolf)	-826	0	-1,016	-77	-86	0	-433	-39	-921	-38	0	-333	-286			
Rolling, Heavy	-87	-214	-303	0	-36	-41	-714	-143	-240	0	0	-128	-228			
Rolling, Car/Truck/Bus/Van	-593	-1,644	-2,766	-2,810	-3,812	-3,136	-2,035	-3,339	-2,617	-2,447	-3,450	-2,801	-2,715			
Bicycles	0	0	-641	0	-845	-708	0	0	0	0	0	0	-142			
Fitness Equipment	0	0	0	-526	0	0	0	0	0	-200	-400	-67	-40			
Other Operating Equip R&M	-1,065	-70	0	-1,059	0	0	0	0	0	0	0	0	0			
R&M Equipment	-1,746	-1,928	-3,710	-4,395	-4,694	-3,885	-2,749	-3,482	-2,857	-2,647	-3,850	-2,995	-3,124			
Contra - Inter-Dept. Charges	0	0	0	-71	0	0	0	0	0	0	0	0	0			
R&M subtotal	-3,530	-4,407	-5,681	-6,930	-7,558	-6,179	-4,780	-4,779	-6,804	-3,203	-4,450	-4,929	-5,149			
TOTAL SUPPLIES & MAINTENANCE	-15,489	-29,935	-95,196	-98,517	-93,121	-68,736	-70,852	-105,731	-102,924	-114,502	-106,950	-107,719	-92,549			
ADMINISTRATIVE & OTHER EXPENSE																
Public Relations	0	0	0	0	-50	0	0	0	0	0	0	0	0			
Promotion Expense	0	0	0	0	-25	0	0	0	-75	2,144	0	690	414			
Resort Advertising	0	0	-3,489	-1,340	-7,120	-12	0	-236	-1,038	-5,115	-6,500	-2,130	-1,280			
Community Relations	0	0	0	0	0	0	0	-341	0	0	0	-114	-68			
Dues & Subscriptions	0	0	0	0	-165	0	0	0	-54	-220	-150	-91	-55			
Licenses, Permits, Fees	0	-405	-646	-558	-585	-877	-1,314	-1,183	-861	-1,465	-900	-1,169	-1,140			
Mileage Reimbursement	-196	0	-148	-291	-788	-245	-325	-87	-38	-110	-250	-78	-161			
Postage - General	0	-7	-3	-61	-44	-53	-52	-39	-38	-14	0	-30	-39			
Printing - Other	0	0	0	0	0	0	0	0	0	-26	0	-9	-5			
Collection Expense	0	0	0	0	0	0	0	0	0	-85	0	-28	-17			
Credit Card Expense	-215	-759	-2,102	-2,868	-2,514	-2,813	-1,329	-1,984	-2,679	-6,039	-3,050	-3,567	-2,969			
Over/Short	-23	141	106	312	177	283	-73	31	-201	-86	0	-86	-9			
Insurance Expense	-600	-600	-600	-600	-600	-524	-600	-2,785	-600	-600	-600	-1,328	-1,022			
TOTAL ADMINISTRATIVE & OTHER EXPE	-1,035	-1,630	-6,883	-5,405	-11,714	-4,241	-3,692	-6,624	-5,583	-11,615	-11,450	-7,941	-6,351			
TOTAL OPERATING EXPENSES (OE)	-16,928	-33,376	-105,543	-106,852	-110,485	-75,472	-76,912	-114,467	-111,969	-129,378	-121,700	-118,605	-101,640			
TOTAL PAYROLL AND OPERATING EXPE	-64,987	-108,596	-221,515	-215,359	-260,914	-205,333	-166,512	-219,708	-200,859	-224,347	-226,000	-214,971	-203,352			
N O R 1, before OH	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-56,972	-55,000	-37,913	-49,070			
N O R 2, after OH	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-56,972	-55,000	-37,913	-49,070			
T O C	-66,693	-110,059	-224,767	-218,820	-270,034	-216,008	-168,042	-222,036	-203,611	-227,748	-230,000	-217,798	-207,489			
REV to TOC (CRR%)	-14.0%	-13.3%	-38.1%	-48.4%	-49.5%	-66.0%	-65.4%	-83.6%	-90.0%	-74.8%	-76.1%	-82.8%	-76.0%			
NOR AFTER Assessment Revenue, Opera	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-56,972	-55,000	-37,913	-49,070			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Public Amenities Consolidated**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
											Jan-Jul Act		
											Aug-Dec Bdg		
Lighting and Electrical	-1,641	-324	-3,741	-3,835	-4,865	-3,669	-3,419	-2,058	-3,942	-1,273	-2,000	-2,424	-2,872
HVAC	0	0	-2,296	-5,380	-1,027	-883	-25	-732	-28	-771	-700	-510	-488
Carpentry	-1,477	-1,247	-1,539	-229	-29	-275	-506	-1,136	0	-1,550	-2,400	-895	-693
Elevators	0	0	-3,431	-3,796	-3,752	-4,427	-4,925	-3,957	-4,329	-4,507	-4,200	-4,265	-4,429
Fire Suppression	0	0	-3,628	-4,034	-5,107	-6,886	-4,952	-10,447	-9,295	-9,954	-8,950	-9,899	-8,307
Painting	0	0	-1,772	-1,362	-249	-100	-693	-312	-69	-400	-700	-260	-315
MaintDept Labor Charges (inactive)	-14,831	0	0	-44	49	0	0	0	0	0	0	0	0
Other Building	-43,462	-24,693	-10,769	-4,735	-2,796	-453	-6,393	-4,630	-8,507	-7,025	-5,500	-6,720	-5,401
R&M Building	-61,888	-28,369	-38,106	-33,663	-46,489	-31,995	-36,966	-47,229	-51,096	-48,098	-37,800	-48,808	-43,077
Asphalt	0	0	-122	-2,876	0	-26	-66	-385	-2,795	-876	0	-1,352	-829
Irrigation and Drainage	0	0	-315	-225	-425	-210	-90	-245	0	-270	0	-172	-163
GrassFlowersSeedFertilizers	0	0	-119	-155	-134	-109	-159	-132	0	-279	-380	-137	-136
Ski Trails	0	0	-13,053	-18,018	-13,608	-2,151	-2,774	-2,252	-222	-147	0	-874	-1,509
Snow Removal	-18,644	-20,912	-22,476	-19,454	-21,527	-16,341	-35,314	-46,406	-70,149	-77,198	-80,100	-64,584	-49,082
Other Grounds Maint	-20,893	-38,159	-15,894	-12,595	-9,301	-10,369	-13,021	-13,199	-13,308	-13,662	-12,700	-13,389	-12,712
R&M Grounds (nonGolf)	-39,538	-59,072	-51,980	-53,322	-44,994	-29,206	-51,424	-62,619	-86,474	-92,432	-93,180	-80,508	-64,431
R&M Equipment (non-posting)	0	0	-168	0	0	0	0	0	0	0	0	0	0
Ski Lifts, Fixed Grip	-5,546	-4,900	-3,663	-7,011	-3,377	-4,099	-5,333	-24,557	-21,014	-8,484	-9,300	-18,018	-12,697
Ski Lifts, Surface	0	0	-38	-1,406	-730	-2,258	-127	-1,462	-5,092	-2,514	-3,600	-3,023	-2,291
Terrain Parks	0	0	-730	-22	-1,002	-318	-195	-165	-1,257	-641	-500	-688	-515
Snowmaking	0	0	0	0	0	0	0	-1,346	-805	-2,565	-4,400	-1,572	-943
Snowcats	0	0	-60,058	-34,023	-38,802	-9,717	-6,504	-69,924	-95,315	-66,748	-80,100	-77,329	-49,642
Snowmobiles	0	0	-1,159	-2,274	-3,038	-5,160	-5,495	-7,999	-10,188	-7,866	-5,700	-8,684	-7,342
Golf Maint Eq	0	459	-11,572	-11,899	-15,409	-16,252	-23,562	-16,782	-14,685	-8,693	-15,750	-13,387	-15,995
Golf Carts Fleet	-4,420	-5,934	-1,438	-1,929	-3,023	-690	-2,615	-2,210	-991	-1,780	-900	-1,660	-1,657
Rolling, Heavy	-48,401	-63,255	-6,558	-7,848	-4,430	-2,044	-1,293	-1,363	-6,470	-4,359	-4,480	-4,064	-3,106
Rolling, Car/Truck/Bus/Van	-7,896	-11,177	-7,625	-11,533	-6,627	-9,310	-14,499	-18,831	-22,248	-20,921	-14,200	-20,666	-17,162
F&B Kitchen Equip	0	-10,355	-11,777	-14,319	-12,884	-14,317	-17,791	-19,638	-15,822	-15,023	-15,170	-16,827	-16,518
F&B GlassSilverChina	-3,506	-1,244	-2,947	-3,821	-831	-1,995	-2,982	-1,119	-550	-1,870	-3,900	-1,180	-1,703
Bicycles	0	0	0	0	0	0	-1,282	-3,126	-1,128	-1,886	-1,500	-2,047	-1,484
Office Equip R&M	0	0	0	-48	0	0	0	0	0	0	0	0	0
Computer Software Maint	0	0	-992	-2,728	-2,976	-2,886	-2,838	-3,096	-3,787	-3,168	-3,000	-3,350	-3,155
Computer Hardware Maint	0	0	-131	-675	-29	0	0	-107	0	-502	-660	-203	-122
Other Operating Equip R&M	-25,756	-31,706	-4,443	-4,409	-6,425	-818	-2,077	-654	-1,612	-1,694	-3,250	-1,320	-1,371
R&M Equipment	-95,525	-128,112	-113,300	-103,944	-99,583	-69,865	-86,592	-172,377	-200,966	-148,713	-166,410	-174,019	-135,703
Seed & Sod	-14,494	-13,146	-19,306	-38,679	-15,608	-12,015	-5,745	-6,849	-10,380	-6,163	-7,500	-7,798	-8,231
Fertilizer	-24,976	-19,266	-24,774	-25,800	-22,842	-21,166	-22,275	-16,060	-18,630	-16,457	-19,000	-17,049	-18,918
Top Dressing	-22,880	-14,521	-11,403	-15,803	-12,305	-12,078	-11,808	-14,685	-11,583	-11,153	-12,000	-12,474	-12,261
Sand, Gravel, Rock	-7,880	-7,019	-15,611	-6,675	-8,148	-4,117	-5,476	-2,903	-1,021	-5,362	-4,000	-3,095	-3,776
Pesticides	-9,161	-9,136	-8,875	-8,280	-13,182	-11,151	-12,969	-8,951	-7,358	-9,383	-10,000	-8,564	-9,962
Irrigation and Drainage	0	0	-2,583	-6,156	-3,539	-3,408	-3,413	-2,086	-4,021	-2,444	-3,000	-2,850	-3,075
All Other Golf Course	0	0	-1,023	0	-1,308	-1,357	-1,307	0	-2,125	-250	-500	-792	-1,008
R&M Golf Course	-79,391	-63,088	-83,575	-101,391	-76,931	-65,293	-62,993	-51,534	-55,118	-51,213	-56,000	-52,622	-57,230
Forestry Management	0	0	0	0	0	0	-424	-547	0	-2,312	-1,600	-953	-656
R&M Forestry	0	0	0	0	0	0	-424	-547	0	-2,312	-1,600	-953	-656
Contra - Inter-Dept. Charges	21,591	25,591	48,992	150,145	61,669	59,059	69,250	88,070	79,416	74,333	83,980	80,606	74,026
R&M subtotal	-254,751	-253,050	-237,968	-142,176	-206,329	-137,300	-169,148	-246,236	-314,238	-268,434	-271,010	-276,303	-227,071
TOTAL SUPPLIES & MAINTENANCE	-562,796	-585,355	-525,615	-407,186	-535,417	-401,621	-496,332	-709,657	-751,501	-658,148	-644,619	-706,435	-603,452

ADMINISTRATIVE & OTHER EXPENSE

Consulting Expense	0	-279	-125	0	0	0	0	0	0	-500	0	-167	-100
Environmental Services / Fees	-1,564	-1,783	-1,368	-924	-1,232	-1,386	0	-1,008	-1,176	-300	-1,200	-828	-774
Po Survey	0	0	0	0	-1,246	0	0	0	0	0	0	0	0
Public Relations	-462	-673	-1,999	-2,314	-6,257	-4,838	-4,512	-5,441	-1,170	-17,676	-5,150	-8,096	-6,727
Promotion Expense	-6,125	-8,323	-8,682	-5,929	-8,325	-4,172	-3,524	-10,004	-2,623	-8,950	-7,500	-7,192	-5,855
Resort Advertising	-40,429	-57,738	-71,822	-53,574	-103,589	-93,827	-139,344	-100,700	-89,170	-74,015	-90,450	-87,962	-99,411
Brochure Distribution	-5,153	-8,146	-6,218	-4,732	-7,325	-3,207	-3,904	-5,921	-7,046	-6,100	-9,100	-6,356	-5,236
Sales specific	0	0	0	0	0	0	0	-195	-4,307	-1,579	0	-2,027	-1,216
Charitable Contributions	-1,885	-1,813	-1,881	-1,059	-1,701	-25	-299	-327	-59	-478	-500	-288	-238

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Public Amenities Consolidated**

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	5 Year Average Years					<u>2018</u> <u>Budget</u>	Actuals			
						<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	3 Year Average Years		<u>2018</u> <u>FORECAST</u>		<u>2018</u> <u>Budget</u>	Average		
								<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>				3-Yr		<u>5-Yr</u>
													Average		
											Jan-Jul Act				
											Aug-Dec Bdg				
Community Relations	0	0	0	0	-1,385	-190	-369	-2,234	-295	0	0	-843	-617		
Reservation Services	-4,523	-6,404	-6,604	-7,721	-9,598	-9,793	-10,241	-10,361	-12,127	-11,154	-11,500	-11,214	-10,735		
Marketing Discounts CoGS	-34,828	-37,943	-45,190	-51,734	-60,099	-58,958	-64,689	-76,006	-82,254	-81,379	-86,410	-79,880	-72,657		
Dues & Subscriptions	-7,209	-6,589	-8,201	-6,209	-7,628	-6,447	-8,383	-8,423	-7,355	-6,940	-10,800	-7,573	-7,510		
Licenses, Permits, Fees	-20,794	-24,195	-26,066	-29,383	-31,217	-30,233	-34,935	-44,532	-37,398	-39,700	-37,500	-40,543	-37,360		
Mileage Reimbursement	-2,525	-4,730	-6,642	-3,934	-4,163	-3,282	-4,065	-3,509	-2,874	-3,531	-3,070	-3,305	-3,452		
Board Expense	0	0	0	0	0	0	-156	-37	0	0	0	-12	-39		
Postage - General	-1,061	-4,511	-1,046	-526	-868	-781	-641	-816	-804	-388	-570	-669	-686		
Digital Content	0	0	0	0	0	0	0	-2,000	-626	0	0	-875	-525		
Printing - Brochures	0	0	0	0	-3,431	-1,040	-1,246	0	-7,643	-6,731	-6,000	-4,791	-3,332		
Printing - Other	-1,482	-2,439	-3,661	-436	-642	-448	0	-946	-2,821	-1,007	0	-1,591	-1,044		
Claims Expense	0	0	0	0	0	0	0	-320	-778	-3,855	0	-1,651	-991		
Collection Expense	0	0	0	0	0	0	0	0	-617	-617	0	-206	-123		
Credit Card Expense	-120,419	-140,927	-132,585	-114,909	-142,264	-99,161	-126,065	-216,030	-221,998	-211,795	-203,900	-216,608	-175,010		
Over/Short	-997	-1,241	-1,841	-1,365	-887	5	-1,319	-693	-5,170	-6	0	-1,957	-1,437		
Inter-Department Food Costs	0	0	150	0	0	0	0	0	0	0	0	0	0		
Insurance Expense	-224,400	-174,633	-171,400	-163,814	-234,100	-199,536	-219,936	-253,025	-260,200	-273,600	-273,600	-262,275	-241,259		
TOTAL ADMINISTRATIVE & OTHER EXPE	-473,854	-482,366	-495,181	-448,563	-625,957	-517,318	-623,627	-742,529	-747,895	-750,301	-747,250	-746,908	-676,334		
TOTAL OPERATING EXPENSES (OE)	-1,584,781	-1,598,269	-1,562,624	-1,396,346	-1,738,113	-1,348,484	-1,548,907	-2,118,876	-2,274,863	-2,212,185	-2,187,300	-2,201,975	-1,900,663		
TOTAL PAYROLL AND OPERATING EXPE	-5,098,722	-5,257,621	-5,112,940	-4,939,745	-5,736,063	-4,829,462	-5,552,474	-7,673,673	-8,279,456	-8,001,218	-7,990,300	-7,984,782	-6,867,257		
N O R 1, before OH	-82,652	461,286	-167,611	-95,209	-151	-893,860	-818,195	522,951	113,361	-210,123	-111,000	142,063	-257,173		
N O R 2, after OH	-82,652	461,286	-167,611	-95,209	-151	-893,860	-818,195	522,951	113,361	-210,123	-111,000	142,063	-257,173		
T O C	-5,916,096	-6,178,680	-5,998,678	-5,859,436	-6,780,672	-5,753,718	-6,621,478	-9,111,592	-9,789,785	-9,392,312	-9,379,000	-9,431,230	-8,133,777		
REV to TOC (CRR%)	-98.6%	-107.5%	-97.2%	-98.4%	-100.0%	-84.5%	-87.6%	-105.7%	-101.2%	-97.1%	-98.8%	-101.3%	-95.2%		
NOR AFTER Assessment Revenue, Opera	-82,652	461,286	-167,611	-95,209	-151	-893,860	-818,195	522,951	113,361	-210,123	-111,000	142,063	-257,173		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Consolidated Golf**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Revenue														
Golf Passes	166,880	177,600	149,689	179,630	154,696	165,377	182,986	170,239	127,924	150,431	162,900	149,531	159,391	
Golf Passes - Packs	19,800	26,264	30,810	35,566	39,395	70,090	78,813	83,649	71,489	92,035	83,000	82,391	79,215	
Golf Green Fees - Member	317,830	269,117	254,212	260,127	292,784	228,112	216,414	210,106	210,385	225,180	236,000	215,224	218,039	
Golf Green Fees - Guest	242,128	212,584	189,570	184,948	221,034	240,694	218,425	222,349	193,280	222,990	233,000	212,873	219,548	
Golf Green Fees - Public	40,094	47,708	42,809	55,972	44,919	90,143	87,126	107,134	93,412	135,368	135,100	111,971	102,636	
Total Direct Access & Use Fees	786,731	733,273	667,089	716,243	752,828	794,416	783,764	793,476	696,489	826,004	850,000	771,990	778,830	
Misc other F&B	0	0	0	0	0	0	0	0	-3	0	0	-1	-1	
Other F&B subtotal	0	0	0	0	0	0	0	0	-3	0	0	-1	-1	
Total Food and Beverage Revenue	0	0	0	0	0	0	0	0	-3	0	0	-1	-1	
Sales - Retail	124,786	108,178	129,102	141,191	147,006	125,386	113,019	104,410	105,580	121,482	106,000	110,490	113,975	
Employee Discounts	-317	-1,324	-1,159	-700	-716	-937	-792	-1,082	-1,009	-1,034	-1,000	-1,041	-971	
Homeowner Discounts	-1,767	-1,860	-1,616	-1,631	-802	-2,245	-2,356	-2,374	-1,937	-2,395	-2,000	-2,235	-2,261	
Chartered Club Discounts	0	0	0	-45	0	0	0	0	0	0	0	0	0	
Discounts - Retail	-26,840	-20,484	-28,247	-36,667	-40,890	-22,791	-16,457	-12,147	-13,665	-20,980	-14,000	-15,598	-17,208	
Promotion Discounts	-72	0	-20	-629	0	-1,182	-4,239	-273	-255	-18,821	0	-6,449	-4,954	
Total Retail Product Revenue	95,790	84,510	98,060	101,519	104,598	98,231	89,174	88,534	88,714	78,252	89,000	85,167	88,581	
Golf Cart Rentals	174,593	153,969	132,587	138,944	156,578	187,231	177,858	175,732	162,227	168,478	152,000	168,812	174,305	
Golf Club Set Rentals	0	0	0	0	0	0	0	0	6,660	0	0	2,220	1,332	
Golf - Driving Range	61,910	52,628	40,319	43,836	45,346	46,953	46,280	48,206	32,545	49,234	46,000	43,328	44,644	
Lessons - Private	0	0	-90	0	0	0	0	0	0	0	0	0	0	
Lessons - Public	3,191	3,558	432	527	727	614	386	-272	444	632	1,000	268	361	
Lessons - P.O.	1,737	1,338	4,183	3,637	3,231	2,928	3,520	4,103	3,387	3,356	3,000	3,616	3,459	
Lessons - Guest	15	0	0	0	0	0	0	0	0	0	0	0	0	
Reduction To Sales - Lessons	0	0	0	0	0	0	0	-167	0	0	0	-56	-33	
Total Lessons & Rental Revenue	241,447	211,492	177,431	186,944	205,882	237,726	228,043	227,603	198,603	228,360	202,000	218,189	224,067	
Shopping Bags	0	0	0	0	0	27	9	6	1	0	0	2	9	
Other Revenue	4,604	7,275	5,774	8,609	9,662	8,685	8,012	9,490	10,395	3,891	9,000	7,925	8,095	
Total Other Revenue	4,604	7,275	5,774	8,609	9,662	8,712	8,021	9,496	10,396	3,891	9,000	7,928	8,103	
GROSS REVENUE (GREV)	1,128,572	1,036,549	948,354	1,013,315	1,072,970	1,139,086	1,109,002	1,119,109	994,199	1,136,508	1,150,000	1,083,272	1,099,581	
COST OF GOODS SOLD (COGS)														
Retail Product Cogs	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-64,613	-61,000	-60,965	-63,331	
Total COGS	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-64,613	-61,000	-60,965	-63,331	
Total Cogs / GREV %	-06.5%	-06.2%	-08.2%	-07.9%	-07.6%	-06.1%	-05.8%	-05.2%	-06.0%	-06.1%	-05.3%	-05.8%	-05.9%	
Retail Product Cogs / Retail Revenue %	-76.3%	-75.7%	-79.1%	-78.7%	-78.3%	-70.6%	-72.2%	-66.3%	-67.2%	-102.9%	-68.5%	-78.8%	-75.8%	
Retail Product Cogs / Retail Revenue,preD	-58.6%	-59.2%	-60.1%	-56.6%	-55.7%	-55.3%	-57.0%	-56.2%	-56.4%	-49.4%	-57.5%	-54.0%	-54.9%	
Gross Margin (GREV-COGS)	1,055,506	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	934,622	1,071,895	1,089,000	1,022,307	1,036,249	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-245,750	-240,551	-240,534	-234,580	-226,155	-183,176	-208,625	-177,090	-172,032	-152,523	-197,400	-167,215	-178,689	
Salaries - Exempt - Commissions	-2,636	0	0	0	0	-5	-7	0	0	0	0	0	-2	
Wages - FTRRegular	-47,773	-50,610	-51,045	-51,723	-50,781	-47,925	-47,657	-45,781	-52,387	-56,501	-53,258	-51,557	-50,050	
Wages - Seasonal	-493,444	-439,943	-405,604	-429,769	-442,815	-404,180	-400,108	-443,768	-452,330	-459,597	-454,342	-451,898	-431,996	
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	-290	0	-97	-58	
Wages-Seasonal-Commissions	0	0	12	0	0	0	-173	-378	0	0	0	-126	-110	
Incentive Program, Exempt	0	-548	0	0	0	0	0	0	-100	-55	0	-52	-31	
Incentive Program, FTR, NonExempt	0	0	0	-187	0	-137	-273	-410	-437	-2,868	0	-1,238	-825	
Incentive Program, Seasonal, NonExempt	-1,616	-1,972	-1,949	-2,528	-3,837	-3,585	-3,690	-4,647	-2,495	-2,600	0	-3,248	-3,404	
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	0	4,269	0	0	1,423	854	
08/17/18													49	
D0709 PNL09yrANN													49	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Consolidated Golf**

	5 Year Average Years											Actuals		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST	2018 Budget	Average		
								2016 Actual	2017 Actual			3-Yr		5-Yr
												Jan-Jul Act	Aug-Dec Bdg	
Total Salaries & Wages, DIRECT	-791,220	-733,624	-699,121	-718,788	-723,588	-639,007	-660,533	-672,075	-675,512	-674,434	-705,000	-674,007	-664,312	
Salaries sub-total	-248,386	-241,099	-240,534	-234,580	-226,155	-183,181	-208,632	-177,090	-167,863	-152,578	-197,400	-165,844	-177,869	
Wage sub-total	-542,834	-492,525	-458,587	-484,208	-497,432	-455,826	-451,901	-494,984	-507,650	-521,855	-507,600	-508,163	-486,443	
Wage-FTR subsubtotal	-47,773	-50,610	-51,045	-51,910	-50,781	-48,062	-47,930	-46,191	-52,825	-59,659	-53,258	-52,892	-50,933	
Wage-Seasonal subsubtotal	-495,061	-441,915	-407,542	-432,297	-446,652	-407,764	-403,971	-448,793	-454,825	-462,196	-454,342	-455,272	-435,510	
Payroll Direct as a % of Revenue	-70.1%	-70.8%	-73.7%	-70.9%	-67.4%	-56.1%	-59.6%	-60.1%	-67.9%	-57.4%	-61.3%	-61.8%	-60.2%	
PTO net\$ accrual, in Salaries	558	-3,380	-2,779	2,224	7,408	4,989	-2,034	-3,578	-216	2,791	-71	-334	391	
PTO net\$ accrual, in Wages FTR	1,067	33	334	314	264	-1,800	706	1,647	-901	188	0	312	-32	
PTO net accrual, in PD Total	1,625	-3,347	-2,445	2,538	7,672	3,190	-1,327	-1,931	-1,117	2,979	-71	-23	359	
PAYROLL BURDEN														
Payroll Taxes	-83,975	-75,296	-74,223	-77,614	-77,451	-72,038	-71,283	-74,958	-74,580	-80,728	-83,500	-76,756	-74,718	
Workers Compensation	-36,493	-36,051	-28,915	-34,526	-33,719	-53,535	-61,947	-66,227	-56,351	-38,398	-33,400	-53,659	-55,292	
Group Insurance	-51,392	-42,220	-39,367	-38,939	-41,438	-36,472	-24,448	-26,607	-43,291	-37,753	-41,000	-35,884	-33,714	
Retirement Plan	-2,729	-2,720	-2,854	-2,688	-2,275	-1,538	-4,826	-5,284	-4,950	-6,312	-8,400	-5,516	-4,582	
Capitalized Payroll Burden	0	0	0	0	0	0	0	0	768	0	0	256	154	
PAYROLL BURDEN Total	-174,589	-156,288	-145,358	-153,767	-157,883	-163,582	-162,504	-173,077	-178,404	-163,191	-166,300	-171,557	-168,152	
subtotal, Burden-Salary	-67,157	-65,416	-63,035	-65,110	-67,648	-62,164	-57,208	-54,261	-53,850	-53,062	-59,200	-53,724	-56,109	
subtotal, Burden-Wage-FTR	-24,553	-16,883	-15,850	-16,346	-16,490	-16,435	-17,261	-16,980	-31,154	-20,313	-22,960	-22,815	-20,428	
subtotal, Burden-Wage-Seasonal	-82,879	-73,990	-66,473	-72,311	-73,744	-84,983	-88,036	-101,836	-94,169	-89,816	-84,140	-95,274	-91,768	
Burden % - on all Payroll Direct	22.1%	21.3%	20.8%	21.4%	21.8%	25.6%	24.6%	25.8%	24.8%	24.8%	23.6%	25.6%	25.4%	
Burden % - Salary	27.0%	27.1%	26.2%	27.8%	29.9%	33.9%	27.4%	30.6%	32.1%	40.7%	30.0%	34.5%	33.0%	
Burden % - Wage-FTR	51.4%	33.4%	31.1%	31.5%	32.5%	34.2%	36.0%	36.8%	59.0%	28.3%	43.1%	41.4%	38.9%	
Burden % - Wage-Seasonal	16.7%	16.7%	16.3%	16.7%	16.5%	20.8%	21.8%	22.7%	20.7%	20.2%	18.5%	21.2%	21.2%	
Burden % - Wage-FTR&Seasonal	19.8%	18.5%	18.0%	18.3%	18.1%	22.2%	23.3%	24.0%	24.7%	21.1%	21.1%	23.3%	23.1%	
PAYROLL TOTAL (Direct&Burden)	-965,808	-889,912	-844,479	-872,555	-881,470	-802,589	-823,037	-845,151	-853,917	-837,625	-871,300	-845,564	-832,464	
Burden % TL	22.1%	21.3%	20.8%	21.4%	21.8%	25.6%	24.6%	25.8%	24.6%	24.8%	23.6%	25.6%	25.4%	
Payroll Taxes %	10.6%	10.3%	10.6%	10.8%	10.7%	11.3%	10.8%	11.2%	11.0%	12.1%	11.8%	11.4%	11.3%	
Workers Comp %	4.6%	4.9%	4.1%	4.8%	4.7%	8.4%	9.4%	9.9%	8.3%	6.5%	4.7%	8.2%	8.5%	
Group Insurance %	6.5%	5.8%	5.6%	5.4%	5.7%	5.7%	3.7%	4.0%	6.4%	5.4%	5.8%	5.3%	5.0%	
Retirement %	0.3%	0.4%	0.4%	0.4%	0.7%	0.2%	0.7%	0.8%	0.7%	0.7%	1.2%	0.7%	0.6%	
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.0%	
OPERATING EXPENSES (OE)														
Employee Dev/Training	-442	0	0	0	0	0	0	-90	-155	-32	0	-92	-55	
Employee Relations	-1,647	-1,703	-1,530	-1,003	-689	-181	-1,170	-583	-1,132	-1,492	-1,800	-1,069	-912	
Uniforms	-12,831	-10,753	-10,907	-7,206	-9,236	-8,276	-5,212	-7,886	-6,564	-6,332	-7,300	-6,927	-6,854	
Seminars & Conferences	-65	-65	1,868	0	-815	-60	-775	-360	-250	0	-100	-203	-289	
Travel/Meeting Expense	-3,738	-3,188	-3,789	-34	-3,104	-631	-2,570	-3,205	-5,604	-156	-3,780	-2,988	-2,433	
Total Staff Expense	-18,723	-15,709	-14,358	-8,244	-13,844	-9,147	-9,727	-12,124	-13,706	-8,012	-12,980	-11,281	-10,543	
Telephone	-4,305	-3,533	-4,683	-4,249	-3,624	-6,251	-5,624	-5,427	-5,719	-5,636	-6,200	-5,594	-5,613	
Cable/Sat TV Service	0	0	-392	-828	-842	-852	-782	-441	-1,560	-1,867	-600	-1,289	-1,100	
Disposal Fees	-6,350	-5,052	-6,180	-3,835	-6,376	-6,503	-6,363	-4,213	-10,036	-6,635	-5,600	-6,961	-6,750	
Electricity	-35,466	-36,763	-36,160	-45,051	-46,957	-39,441	-38,545	-42,009	-43,714	-52,944	-43,500	-46,222	-43,330	
Natural Gas - Buildings	-7,241	-8,422	-9,075	-5,750	-6,034	-5,048	-5,990	-8,755	-7,081	-7,022	-7,400	-7,619	-6,779	
Fuel & Oil	-21,839	-17,220	-30,399	-28,103	-27,092	-24,859	-16,093	-16,348	-19,539	-19,142	-16,300	-18,343	-19,196	
Propane (LPG)	0	0	0	0	-123	-37	0	-30	0	0	0	-10	-14	
Sewer Fees	-3,020	-3,090	-3,139	-3,139	-3,139	-3,139	-3,892	-3,139	-3,169	-3,372	-3,540	-3,226	-3,342	
Water - Building/Facility	0	0	0	0	0	0	0	0	-500	0	0	-167	-100	
Water - Grounds	-97,739	-59,308	-51,487	-96,859	-76,197	-80,478	-46,061	-69,551	-51,309	-56,698	-55,000	-59,186	-60,819	
TOTAL UTILITIES	-175,962	-133,389	-141,515	-187,814	-173,011	-165,984	-123,379	-149,913	-142,626	-153,317	-138,140	-148,619	-147,044	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-1,150	0	0	0	0	0	-41	0	-375	0	0	-125	-83	
Hazardous Waste Clean Up	0	0	8	0	-3,781	0	0	0	0	0	0	0	0	
Janitorial Services & Supplies	-1,263	-1,022	-1,253	-4,394	-5,858	-5,050	-4,013	-6,835	-7,129	-5,960	-5,400	-6,641	-5,797	
Pest Control	-195	0	0	0	0	-51	0	0	0	0	0	0	-10	
Contract Fees	-3,107	-3,579	-1,984	-248	0	0	0	0	0	0	0	0	0	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Consolidated Golf

	5 Year Average Years									2018 Budget	Actuals Average				
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016 Actual	2017 Actual						2018 FORECAST
								Jan-Jul Act							Aug-Dec Bdg
Equipment Rental	-15,233	-8,205	-9,790	-8,285	-8,808	-9,719	-9,074	-9,066	-11,162	-9,850	-9,250	-10,026	-9,774		
Furniture and Office Equip	-69	-146	-184	0	0	-247	-125	0	-361	-302	-350	-221	-207		
Office Supplies	-944	-566	-805	-648	-882	-1,233	-591	-661	-626	-384	-400	-557	-699		
Toner Cartridges	0	0	0	0	0	-261	-220	-1,051	-300	-218	0	-523	-410		
Signs	0	0	0	0	-18	-261	-99	0	0	-74	-450	-25	-87		
Operating Supplies	-15,249	-22,461	-10,078	-10,926	-9,977	-11,203	-13,154	-10,141	-8,989	-12,774	-6,710	-10,634	-11,252		
Paper Products - Restaurant	0	0	-465	0	17	-100	0	0	0	0	0	0	-20		
Cleaning Supplies - Restaurant	0	0	0	0	0	-336	0	0	0	0	0	0	-67		
Small Tools & Equipment	-2,789	-1,779	-4,508	-1,372	-2,788	-3,225	-4,198	-4,204	-2,700	-1,332	-3,100	-2,745	-3,132		
Safety Equipment	-653	-1,489	-1,604	-909	-1,012	-3,314	-1,523	-47	-1,219	-218	-1,000	-495	-1,264		
Golf Course Rental Inventory	-138	0	0	0	0	0	0	0	0	0	0	0	0		
Spoilage	0	-59	0	0	0	-18	0	0	0	0	0	0	-4		
Special Programs	-125	-231	-740	-349	0	0	-960	-1,453	-429	0	0	-627	-569		
Repairs & Maintenance															
General/PM	0	0	-189	-86	-2,624	-239	-420	-341	-872	-156	0	-456	-406		
Plumbing	0	0	-198	-688	0	-516	-30	0	-179	-216	0	-132	-188		
Lighting and Electrical	-176	0	0	-328	-51	-19	-27	-104	-791	0	0	-298	-188		
Fire Suppression	0	0	0	-620	-301	-523	-471	-784	-103	-366	-350	-418	-449		
Painting	0	0	-287	0	-118	0	-16	0	0	0	0	0	-3		
MaintDept Labor Charges (inactive)	-361	0	0	0	0	0	0	0	0	0	0	0	0		
Other Building	-3,235	-375	-420	-580	0	0	0	-125	-1,846	-343	-500	-772	-463		
R&M Building	-3,772	-375	-1,093	-2,301	-3,094	-1,297	-964	-1,354	-3,790	-1,081	-850	-2,075	-1,697		
Irrigation and Drainage	0	0	-270	-225	-315	-180	-60	-210	0	-270	0	-160	-144		
Snow Removal	-710	-983	-971	-73	-15	-260	-251	-239	-234	0	0	-158	-197		
Other Grounds Maint	-15,569	-17,158	-11,499	-9,512	-8,565	-8,680	-8,400	-8,729	-8,400	-8,400	-8,700	-8,510	-8,522		
R&M Grounds (nonGolf)	-16,280	-18,141	-12,740	-9,811	-8,895	-9,120	-8,711	-9,178	-8,634	-8,670	-8,700	-8,827	-8,863		
Snowcats	0	0	-862	-337	-1,595	-1,147	-1,306	-1,093	-9,819	-1,972	-1,500	-4,295	-3,067		
Golf Maint Eq	0	459	-11,572	-11,899	-15,409	-16,252	-23,562	-16,782	-14,685	-8,693	-15,750	-13,387	-15,995		
Golf Carts Fleet	-4,300	-5,068	-1,332	-1,929	-3,023	-690	-2,615	-2,210	-931	-1,780	-900	-1,640	-1,645		
Rolling, Heavy	-2,912	-5,626	-3,743	-3,031	-1,035	-280	-382	0	-92	-1,250	-3,000	-447	-401		
Rolling, Car/Truck/Bus/Van	-3,744	-2,938	-1,516	-1,113	0	0	-1,097	0	0	-1,000	-2,500	-333	-419		
Computer Software Maint	0	0	-992	-2,728	-2,976	-2,886	-2,838	-3,096	-3,787	-3,168	-3,000	-3,350	-3,155		
Computer Hardware Maint	0	0	0	-675	-8	0	0	0	0	-132	0	-44	-26		
Other Operating Equip R&M	-14,053	-15,836	-1,187	-17	-78	0	-15	-48	-30	-100	-150	-59	-38		
R&M Equipment	-25,008	-29,009	-21,204	-21,728	-24,124	-21,255	-31,815	-23,228	-29,345	-18,095	-26,800	-23,556	-24,747		
Seed & Sod	-14,494	-13,146	-19,306	-38,679	-15,608	-12,015	-5,745	-6,849	-10,380	-6,163	-7,500	-7,798	-8,231		
Fertilizer	-24,976	-19,266	-24,774	-25,800	-22,842	-21,166	-22,275	-16,060	-18,630	-16,457	-19,000	-17,049	-18,918		
Top Dressing	-22,880	-14,521	-11,403	-15,803	-12,305	-12,078	-11,808	-14,685	-11,583	-11,153	-12,000	-12,474	-12,261		
Sand, Gravel, Rock	-7,880	-7,019	-15,611	-6,675	-8,148	-4,003	-5,476	-2,903	-1,021	-5,362	-4,000	-3,095	-3,753		
Pesticides	-9,161	-9,136	-8,875	-8,280	-13,182	-11,151	-12,969	-8,951	-7,358	-9,383	-10,000	-8,564	-9,962		
Irrigation and Drainage	0	0	-2,583	-6,156	-3,539	-3,408	-3,413	-2,024	-4,021	-2,444	-3,000	-2,830	-3,062		
All Other Golf Course	0	0	-1,023	0	-1,308	-1,357	0	-2,125	-250	0	-500	-792	-1,008		
R&M Golf Course	-79,391	-63,088	-83,575	-101,391	-76,931	-65,179	-62,993	-51,473	-55,118	-51,213	-56,000	-52,601	-57,195		
Contra - Inter-Dept. Charges	21,591	25,591	47,998	116,299	32,124	32,000	38,178	36,712	35,815	38,048	38,600	36,858	36,151		
R&M subtotal	-102,860	-85,023	-70,614	-18,933	-80,920	-64,851	-66,305	-48,522	-61,072	-41,011	-53,750	-50,201	-56,352		
TOTAL SUPPLIES & MAINTENANCE	-143,775	-124,560	-102,018	-46,064	-114,027	-99,869	-100,302	-81,979	-94,362	-72,121	-80,410	-82,821	-89,727		
ADMINISTRATIVE & OTHER EXPENSE															
Consulting Expense	0	0	-125	0	0	0	0	0	0	0	0	0	0		
Public Relations	0	-237	0	-1,010	-989	-468	-1,659	-275	-85	-104	-400	-155	-518		
Promotion Expense	-467	0	-20	0	0	-62	0	0	0	0	0	0	-12		
Resort Advertising	-2,333	-8,034	-3,622	-6,401	-5,081	-3,502	-4,392	0	-9,747	-6,233	-5,000	-5,327	-4,775		
Brochure Distribution	0	-641	-641	0	-882	-1,789	0	-1,826	-1,918	-600	-1,200	-1,448	-1,227		
Community Relations	0	0	0	0	0	-50	-50	0	0	0	0	0	-20		
Dues & Subscriptions	-3,295	-2,022	-1,659	-2,003	-1,577	-1,580	-2,062	-1,739	-2,369	-1,184	-1,800	-1,764	-1,787		
Licenses, Permits, Fees	-929	-1,915	-2,674	-3,034	-2,815	-2,348	-5,206	-4,258	-2,916	-2,283	-2,300	-3,152	-3,402		
Mileage Reimbursement	-47	-537	-370	0	-298	-48	-318	-365	-47	-69	-100	-160	-169		
Postage - General	-128	-228	-225	-420	-627	-673	-314	-222	-149	-78	-170	-149	-287		

Tahoe Donner Association
 Operating Fund 9-Year Actuals and CY Budget and Forecast
 Consolidated Golf

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals			
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018					
										Jan-Jul Act					
Aug-Dec Bdg															
Printing - Other	0	0	0	0	0	0	0	0	-92	-906	0	-333	-200		
Claims Expense	0	0	0	0	0	0	0	0	-778	-3,784	0	-1,521	-912		
Credit Card Expense	-22,030	-18,418	-17,550	-17,376	-18,468	-18,880	-18,692	-20,706	-19,138	-22,195	-19,200	-20,680	-19,922		
Over/Short	113	-118	-190	277	-217	530	76	142	-595	4	0	-150	32		
Insurance Expense	-48,000	-35,880	-33,900	-35,600	-44,000	-39,802	-45,600	-40,531	-46,200	-54,000	-54,000	-46,910	-45,227		
TOTAL ADMINISTRATIVE & OTHER EXPE	-77,118	-68,030	-60,976	-65,568	-74,955	-68,672	-78,216	-69,780	-84,033	-91,432	-84,170	-81,748	-78,427		
TOTAL OPERATING EXPENSES (OE)	-415,577	-341,687	-318,867	-307,689	-375,838	-343,672	-311,625	-313,796	-334,726	-324,882	-315,700	-324,468	-325,740		
TOTAL PAYROLL AND OPERATING EXPE	-1,381,386	-1,231,599	-1,163,346	-1,180,244	-1,257,308	-1,146,261	-1,134,663	-1,158,947	-1,188,643	-1,162,507	-1,187,000	-1,170,033	-1,158,204		
N O R 1, before OH	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-90,612	-98,000	-147,726	-121,955		
N O R 2, after OH	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-90,612	-98,000	-147,726	-121,955		
T O C	-1,454,452	-1,295,610	-1,240,946	-1,260,128	-1,339,208	-1,215,638	-1,199,046	-1,217,653	-1,248,220	-1,227,120	-1,248,000	-1,230,998	-1,221,536		
REV to TOC (CRR%)	-77.6%	-80.0%	-76.4%	-80.4%	-80.1%	-93.7%	-92.5%	-91.9%	-79.6%	-92.6%	-92.1%	-88.0%	-90.1%		
NOR AFTER Assessment Revenue, Opera	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-90,612	-98,000	-147,726	-121,955		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Golf Course Operations (120)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Revenue														
Golf Passes	166,880	177,600	149,689	179,630	154,696	165,377	182,986	170,239	127,924	150,431	162,900	149,531	159,391	
Golf Passes - Packs	19,800	26,264	30,810	35,566	39,395	39,395	78,813	83,649	71,489	92,035	83,000	82,391	79,215	
Golf Green Fees - Member	317,830	269,117	254,212	260,127	292,784	228,112	216,414	210,106	210,385	225,180	236,000	215,224	218,039	
Golf Green Fees - Guest	242,128	212,584	189,570	184,948	221,034	240,694	218,425	222,349	193,280	222,990	233,000	212,873	219,548	
Golf Green Fees - Public	40,094	47,708	42,809	55,972	44,919	90,143	87,126	107,134	93,412	135,368	135,100	111,971	102,636	
Total Direct Access & Use Fees	786,731	733,273	667,089	716,243	752,828	794,416	783,764	793,476	696,489	826,004	850,000	771,990	778,830	
Misc other F&B	0	0	0	0	0	0	0	0	-3	0	0	-1	-1	
Other F&B subtotal	0	0	0	0	0	0	0	0	-3	0	0	-1	-1	
Total Food and Beverage Revenue	0	0	0	0	0	0	0	0	-3	0	0	-1	-1	
Sales - Retail	124,786	108,178	129,102	141,191	147,006	125,386	113,019	104,410	105,580	121,482	106,000	110,490	113,975	
Employee Discounts	-317	-1,324	-1,159	-700	-716	-937	-792	-1,082	-1,009	-1,034	-1,000	-1,041	-971	
Homeowner Discounts	-1,767	-1,860	-1,616	-1,631	-802	-2,245	-2,356	-2,374	-1,937	-2,395	-2,000	-2,235	-2,261	
Chartered Club Discounts	0	0	0	-45	0	0	0	0	0	0	0	0	0	
Discounts - Retail	-26,840	-20,484	-28,247	-36,667	-40,890	-22,791	-16,457	-12,147	-13,665	-20,980	-14,000	-15,598	-17,208	
Promotion Discounts	-72	0	-20	-629	0	-1,182	-4,239	-273	-255	-18,821	0	-6,449	-4,954	
Total Retail Product Revenue	95,790	84,510	98,060	101,519	104,598	98,231	89,174	88,534	88,714	78,252	89,000	85,167	88,581	
Golf Cart Rentals	174,593	153,969	132,587	138,944	156,578	187,231	177,858	175,732	162,227	168,478	152,000	168,812	174,305	
Golf Club Set Rentals	0	0	0	0	0	0	0	0	0	6,660	0	2,220	1,332	
Golf - Driving Range	61,910	52,628	40,319	43,836	45,346	46,953	46,280	48,206	32,545	49,234	46,000	43,328	44,644	
Lessons - Private	0	0	-90	0	0	0	0	0	0	0	0	0	0	
Lessons - Public	3,191	3,558	432	527	727	614	386	-272	444	632	1,000	268	361	
Lessons - P.O.	1,737	1,338	4,183	3,637	3,231	2,928	3,520	4,103	3,387	3,356	3,000	3,616	3,459	
Lessons - Guest	15	0	0	0	0	0	0	0	0	0	0	0	0	
Reduction To Sales - Lessons	0	0	0	0	0	0	0	-167	0	0	0	-56	-33	
Total Lessons & Rental Revenue	241,447	211,492	177,431	186,944	205,882	237,726	228,043	227,603	198,603	228,360	202,000	218,189	224,067	
Shopping Bags	0	0	0	0	0	27	9	6	1	0	0	2	9	
Other Revenue	4,604	7,275	5,774	8,609	9,662	8,685	8,012	9,490	10,395	3,891	9,000	7,925	8,095	
Total Other Revenue	4,604	7,275	5,774	8,609	9,662	8,712	8,021	9,496	10,396	3,891	9,000	7,928	8,103	
GROSS REVENUE (GREV)	1,128,572	1,036,549	948,354	1,013,315	1,072,970	1,139,086	1,109,002	1,119,109	994,199	1,136,508	1,150,000	1,083,272	1,099,581	
COST OF GOODS SOLD (COGS)														
Retail Product Cogs	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-64,613	-61,000	-60,965	-63,331	
Total COGS	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-64,613	-61,000	-60,965	-63,331	
Total Cogs / GREV %	-06.5%	-06.2%	-08.2%	-07.9%	-07.6%	-06.1%	-05.8%	-05.2%	-06.0%	-06.1%	-05.3%	-05.8%	-05.9%	
Retail Product Cogs / Retail Revenue %	-76.3%	-75.7%	-79.1%	-78.7%	-78.3%	-70.6%	-72.2%	-66.3%	-67.2%	-102.9%	-68.5%	-78.8%	-75.8%	
Retail Product Cogs / Retail Revenue,preD	-58.6%	-59.2%	-60.1%	-56.6%	-55.7%	-55.3%	-57.0%	-56.2%	-56.4%	-49.4%	-57.5%	-54.0%	-54.9%	
Gross Margin (GREV-COGS)	1,055,506	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	934,622	1,071,895	1,089,000	1,022,307	1,036,249	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-110,413	-97,549	-97,829	-97,624	-99,663	-66,664	-74,422	-33,094	-46,732	-49,629	-48,700	-43,152	-54,108	
Salaries - Exempt - Commissions	-2,636	0	0	0	0	0	-7	0	0	0	0	0	-1	
Wages - FTRRegular	0	0	0	-1,106	-1,656	0	0	-907	0	0	0	-302	-181	
Wages - Seasonal	-144,465	-130,648	-111,028	-115,049	-113,589	-104,781	-115,282	-128,829	-115,617	-126,360	-135,900	-123,602	-118,174	
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	-290	0	-97	-58	
Wages-Seasonal-Commissions	0	0	12	0	0	0	-173	-378	0	0	0	-126	-110	
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-100	-55	0	-52	-31	
Incentive Program, Seasonal, NonExempt	-329	0	-54	-54	-821	-438	-410	-410	-683	-547	0	-547	-498	
Total Salaries & Wages, DIRECT	-257,842	-228,197	-208,899	-213,832	-215,730	-171,883	-190,293	-163,619	-163,132	-176,881	-184,600	-167,877	-173,162	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Golf Course Operations (120)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
											Jan-Jul Act			
											Aug-Dec Bdg			
Salaries sub-total	-113,049	-97,549	-97,829	-97,624	-99,663	-66,664	-74,429	-33,094	-46,832	-49,684	-48,700	-43,203	-54,141	
Wage sub-total	-144,794	-130,648	-111,070	-116,208	-116,067	-105,219	-115,865	-130,525	-116,300	-127,197	-135,900	-124,674	-119,021	
Wage-FTR subsubtotal	0	0	0	-1,106	-1,656	0	0	-907	0	-290	0	-399	-239	
Wage-Seasonal subsubtotal	-144,794	-130,648	-111,070	-115,102	-114,411	-105,219	-115,865	-129,618	-116,300	-126,907	-135,900	-124,275	-118,782	
Payroll Direct as a % of Revenue	-22.8%	-22.0%	-22.0%	-21.1%	-20.1%	-15.1%	-17.2%	-14.6%	-16.4%	-15.1%	-16.1%	-15.4%	-15.7%	
PTO net\$ accrual, in Salaries	-825	-1,042	-1,140	1,398	6,625	0	0	-24	-119	-1,008	-75	-384	-230	
PTO net accrual, in PD Total	-825	-1,042	-1,140	1,398	6,625	0	0	-24	-119	-1,008	-75	-384	-230	
PAYROLL BURDEN														
Payroll Taxes	-29,314	-25,480	-24,652	-25,624	-25,269	-22,006	-23,562	-22,239	-21,253	-24,451	-25,900	-22,648	-22,702	
Workers Compensation	-13,415	-12,075	-9,154	-11,031	-11,169	-15,072	-18,326	-17,982	-14,383	-11,369	-10,400	-14,578	-15,427	
Group Insurance	-10,514	-9,648	-8,857	-8,761	-9,305	-8,133	0	-1,171	-5,639	-7,370	-8,200	-4,727	-4,463	
Retirement Plan	-2,729	-2,720	-2,854	-2,688	-2,611	0	-279	-1,080	-1,620	-2,256	-2,900	-1,652	-1,047	
PAYROLL BURDEN Total	-55,972	-49,924	-45,517	-48,104	-48,354	-45,211	-42,168	-42,472	-42,895	-45,446	-47,400	-43,605	-43,639	
subtotal, Burden-Salary	-27,654	-25,412	-24,287	-25,801	-26,794	-20,347	-13,570	-8,363	-14,616	-16,547	-17,100	-13,176	-14,689	
subtotal, Burden-Wage-FTR	0	-107	0	-88	-131	-4	0	-79	0	-300	-650	-126	-77	
subtotal, Burden-Wage-Seasonal	-28,318	-24,406	-21,229	-22,215	-21,429	-24,861	-28,598	-34,030	-28,279	-28,598	-29,650	-30,302	-28,873	
Burden % - on all Payroll Direct	21.7%	21.9%	21.8%	22.5%	22.4%	26.3%	22.2%	26.0%	26.3%	25.7%	25.7%	26.0%	25.3%	
Burden % - Salary	24.5%	26.1%	24.8%	26.4%	26.9%	30.5%	18.2%	25.3%	31.2%	31.9%	35.1%	29.4%	27.4%	
Burden % - Wage-FTR	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.2%	0.1%	
Burden % - Wage-Seasonal	19.6%	18.7%	19.1%	19.3%	18.7%	23.6%	24.7%	26.3%	24.3%	23.3%	21.8%	24.6%	24.4%	
Burden % - Wage-FTR&Seasonal	19.6%	18.8%	19.1%	19.2%	18.6%	23.6%	24.7%	26.1%	24.3%	23.2%	22.3%	24.5%	24.4%	
PAYROLL TOTAL (Direct&Burden)	-313,814	-278,121	-254,416	-261,936	-264,085	-217,095	-232,461	-206,091	-206,028	-222,327	-232,000	-211,482	-216,800	
Burden % TL	21.7%	21.9%	21.8%	22.5%	22.4%	26.3%	22.2%	26.0%	26.3%	25.7%	25.7%	26.0%	25.3%	
Payroll Taxes %	11.4%	11.2%	11.8%	12.0%	11.7%	12.8%	12.4%	13.6%	13.0%	13.6%	14.0%	13.4%	13.1%	
Workers Comp %	5.2%	5.3%	4.4%	5.2%	5.2%	8.8%	9.6%	11.0%	8.8%	7.2%	5.6%	9.0%	9.1%	
Group Insurance %	4.1%	4.2%	4.2%	4.1%	4.3%	4.7%	0.0%	0.7%	3.5%	3.9%	4.4%	2.7%	2.6%	
Retirement %	1.1%	1.2%	1.4%	1.3%	1.2%	0.0%	0.1%	0.7%	1.0%	1.0%	1.6%	0.9%	0.6%	
OPERATING EXPENSES (OE)														
Employee Dev/Training	0	0	0	0	0	0	0	0	-15	-32	0	-16	-9	
Employee Relations	-222	-293	-220	-240	-343	-143	-272	-257	-239	-293	-300	-263	-241	
Uniforms	-5,029	-3,869	-1,895	-2,091	-2,757	-1,225	-1,301	-2,044	-1,100	-1,044	-1,800	-1,396	-1,342	
Seminars & Conferences	-65	-65	2,198	0	-85	0	-15	0	-250	0	-100	-83	-53	
Travel/Meeting Expense	-239	-204	-280	0	-318	-134	-233	-152	-1,139	-96	0	-462	-351	
Total Staff Expense	-5,555	-4,431	-197	-2,331	-3,503	-1,501	-1,820	-2,453	-2,742	-1,465	-2,200	-2,220	-1,996	
Telephone	-1,804	-1,229	-1,341	-1,530	-2,063	-2,052	-2,680	-3,208	-3,527	-2,812	-2,600	-3,182	-2,856	
Cable/Sat TV Service	0	0	-392	-828	-842	-852	-782	-441	-538	-591	-600	-524	-641	
Electricity	-7,172	-6,716	-5,626	-6,785	-5,662	-5,994	-5,501	-6,324	-5,389	-12,822	-6,000	-8,179	-7,206	
Natural Gas - Buildings	-2,122	-2,365	-2,400	-1,859	-2,521	-1,981	-2,277	-2,403	-2,254	-2,107	-2,400	-2,255	-2,205	
Fuel & Oil	-1,585	0	0	0	0	0	0	-46	0	0	0	-15	-9	
Propane (LPG)	0	0	0	0	0	0	0	-21	0	0	0	-7	-4	
Sewer Fees	-1,098	-1,125	-1,143	-1,143	-1,143	-1,143	-1,143	-1,143	-1,152	-1,230	-1,320	-1,175	-1,162	
Water - Grounds	0	0	-235	0	0	0	0	0	0	0	0	0	0	
TOTAL UTILITIES	-13,781	-11,435	-11,136	-12,144	-12,231	-12,022	-12,383	-13,585	-12,861	-19,562	-12,920	-15,336	-14,083	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-1,150	0	0	0	0	0	0	0	0	0	0	0	0	
Janitorial Services & Supplies	0	-39	0	-119	-342	-487	-347	-4,052	-3,694	-2,953	-2,100	-3,566	-2,306	
Pest Control	-195	0	0	0	0	-51	0	0	0	0	0	0	-10	
Contract Fees	0	-325	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	0	0	0	0	0	0	0	0	-144	0	0	-48	-29	
Furniture and Office Equip	0	-146	-184	0	0	-247	-125	0	-361	-202	-150	-188	-187	
Office Supplies	-756	-312	-374	-528	-715	-952	-489	-536	-467	-353	-200	-452	-559	
Toner Cartridges	0	0	0	0	0	-211	-220	-867	-105	-218	0	-397	-324	
Signs	0	0	0	0	-18	0	-99	0	0	-74	-100	-25	-35	
Operating Supplies	-4,545	-9,201	-3,097	-4,757	-4,386	-5,614	-6,741	-4,428	-3,190	-3,300	-2,280	-3,639	-4,655	
Paper Products - Restaurant	0	0	-465	0	17	-100	0	0	0	0	0	0	-20	
Cleaning Supplies - Restaurant	0	0	0	0	0	-336	0	0	0	0	0	0	-67	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Golf Course Operations (120)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual					
								Jan-Jul Act						
Aug-Dec Bdg														
Small Tools & Equipment	0	0	0	-50	-216	-175	-1,094	-2,715	0	0	0	-905	-797	
Safety Equipment	-58	-254	-99	-129	-102	0	-323	-47	0	0	0	-16	-74	
Golf Course Rental Inventory	-138	0	0	0	0	0	0	0	0	0	0	0	0	
Spoilage	0	-59	0	0	0	-18	0	0	0	0	0	0	-4	
Special Programs	0	-231	-740	-349	0	0	-960	-1,453	-429	0	0	-627	-569	
Repairs & Maintenance														
General/PM	0	0	-41	-45	-1,295	-239	-420	-227	-320	-114	0	-221	-264	
Plumbing	0	0	-71	0	0	-223	0	0	0	0	0	0	-45	
Lighting and Electrical	-176	0	0	-328	-43	-19	-27	-104	-65	0	0	-56	-43	
Fire Suppression	0	0	0	0	-104	-113	-38	-88	0	0	-100	-29	-48	
Painting	0	0	-57	0	0	0	-16	0	0	0	0	0	-3	
MaintDept Labor Charges (inactive)	-200	0	0	0	0	0	0	0	0	0	0	0	0	
Other Building	-1,343	-4	0	-316	0	0	0	-125	0	-150	-300	-92	-55	
R&M Building	-1,720	-4	-169	-689	-1,442	-594	-500	-544	-385	-264	-400	-398	-458	
Irrigation and Drainage	0	0	-270	0	0	0	0	0	0	0	0	0	0	
Snow Removal	-135	-983	0	0	0	-260	0	0	0	0	0	0	-52	
Other Grounds Maint	-3,500	-3,500	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	
R&M Grounds (nonGolf)	-3,635	-4,483	-8,670	-8,400	-8,400	-8,660	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,452	
Golf Carts Fleet	-4,253	-5,068	-1,226	-1,929	-3,023	-690	-1,548	-1,960	-931	-1,780	-900	-1,557	-1,382	
Rolling, Heavy	-390	-141	0	0	0	0	0	0	0	0	0	0	0	
Rolling, Car/Truck/Bus/Van	-9	-42	0	0	0	0	0	0	0	0	0	0	0	
Computer Hardware Maint	0	0	0	-675	-8	0	0	0	0	-132	0	-44	-26	
Other Operating Equip R&M	0	0	0	0	-63	0	0	0	0	-100	-150	-33	-20	
R&M Equipment	-4,652	-5,250	-1,226	-2,604	-3,094	-690	-1,548	-1,960	-931	-2,012	-1,050	-1,634	-1,428	
R&M subtotal	-10,006	-9,738	-10,065	-11,693	-12,935	-9,944	-10,448	-10,903	-9,716	-10,677	-9,850	-10,432	-10,338	
TOTAL SUPPLIES & MAINTENANCE	-16,847	-20,304	-15,024	-17,624	-18,698	-18,136	-20,847	-25,000	-18,106	-17,775	-14,680	-20,294	-19,973	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	-237	0	-1,010	-989	-468	-1,659	-275	-85	-104	-400	-155	-518	
Promotion Expense	-467	0	-20	0	0	-62	0	0	0	0	0	0	-12	
Resort Advertising	-2,333	-8,034	-3,622	-6,401	-5,081	-3,502	-4,392	0	-9,747	-6,233	-5,000	-5,327	-4,775	
Brochure Distribution	0	-641	-641	0	-882	-1,789	0	-1,826	-1,918	-600	-1,200	-1,448	-1,227	
Community Relations	0	0	0	0	0	-50	0	0	0	0	0	0	-20	
Dues & Subscriptions	-2,295	-1,302	-809	-1,208	-667	-920	-872	-749	-759	-604	-1,000	-704	-781	
Licenses, Permits, Fees	0	0	0	-1	-143	0	-500	0	0	0	0	0	-100	
Mileage Reimbursement	-47	-537	-370	0	-298	-48	-318	-232	-47	-69	-100	-116	-143	
Postage - General	-103	-181	-223	-420	-627	-673	-295	-218	-143	-100	-100	-137	-276	
Printing - Other	0	0	0	0	0	0	0	0	-92	-906	-333	-200	-200	
Claims Expense	0	0	0	0	0	0	0	0	-778	-3,784	0	-1,521	-912	
Credit Card Expense	-22,030	-18,418	-17,550	-17,376	-18,468	-18,880	-18,692	-20,706	-19,138	-22,195	-19,200	-20,680	-19,922	
Over/Short	113	-118	-190	277	-217	530	76	142	-595	4	0	-150	32	
Insurance Expense	-26,400	-19,800	-17,900	-18,800	-24,800	-21,996	-25,200	-22,486	-25,800	-30,000	-30,000	-26,095	-25,096	
TOTAL ADMINISTRATIVE & OTHER EXPE	-53,563	-49,267	-41,326	-44,939	-52,174	-47,858	-51,902	-46,351	-59,101	-64,543	-57,000	-56,665	-53,951	
TOTAL OPERATING EXPENSES (OE)	-89,747	-85,437	-67,683	-77,039	-86,605	-79,517	-86,952	-87,390	-92,811	-103,346	-86,800	-94,515	-90,003	
TOTAL PAYROLL AND OPERATING EXPE	-403,561	-363,558	-322,099	-338,975	-350,690	-296,612	-319,414	-293,481	-298,838	-325,673	-318,800	-305,997	-306,804	
N O R 1, before OH	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	746,222	770,200	716,309	729,446	
N O R 2, after OH	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	746,222	770,200	716,309	729,446	
T O C	-476,628	-427,569	-399,698	-418,858	-432,589	-365,989	-383,797	-352,187	-358,416	-390,286	-379,800	-366,963	-370,135	
REV to TOC (CRR%)	-236.8%	-242.4%	-237.3%	-241.9%	-248.0%	-311.2%	-289.0%	-317.8%	-277.4%	-282.8%	-302.8%	-292.6%	-295.6%	
NOR AFTER Assessment Revenue, Opera	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	746,222	770,200	716,309	729,446	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Golf Course Maintenance (125)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average		
								3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016 Actual	2017 Actual				
								Jan-Jul Act					
Aug-Dec Bdg													
Revenue													
COST OF GOODS SOLD (COGS)													
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-135,337	-143,002	-142,705	-136,956	-126,492	-116,512	-134,203	-143,996	-125,300	-102,894	-148,700	-124,063	-124,581
Salaries - Exempt - Commissions	0	0	0	0	0	-5	0	0	0	0	0	0	-1
Wages - FTRRegular	-47,773	-50,610	-51,045	-50,617	-49,124	-47,925	-47,657	-44,874	-52,387	-56,501	-53,258	-51,254	-49,869
Wages - Seasonal	-348,979	-309,295	-294,576	-314,721	-329,225	-299,398	-284,826	-314,938	-336,713	-333,237	-318,442	-328,296	-313,822
Incentive Program, Exempt	0	-548	0	0	0	0	0	0	0	0	0	0	0
Incentive Program, FTR, NonExempt	0	0	0	-187	0	-137	-273	-410	-437	-2,868	0	-1,238	-825
Incentive Program, Seasonal, NonExempt	-1,288	-1,972	-1,896	-2,474	-3,016	-3,147	-3,280	-4,237	-1,812	-2,053	0	-2,701	-2,906
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	0	4,269	0	0	1,423	854
Total Salaries & Wages, DIRECT	-533,377	-505,427	-490,222	-504,956	-507,857	-467,123	-470,240	-508,456	-512,380	-497,552	-520,400	-506,129	-491,150
Salaries sub-total	-135,337	-143,550	-142,705	-136,956	-126,492	-116,516	-134,203	-143,996	-121,031	-102,894	-148,700	-122,640	-123,728
Wage sub-total	-398,040	-361,877	-347,517	-368,000	-381,365	-350,607	-336,037	-364,459	-391,349	-394,658	-371,700	-383,489	-367,422
Wage-FTR subsubtotal	-47,773	-50,610	-51,045	-50,804	-49,124	-48,062	-47,930	-45,284	-52,825	-59,369	-53,258	-52,492	-50,694
Wage-Seasonal subsubtotal	-350,267	-311,268	-296,472	-317,195	-332,241	-302,546	-288,106	-319,176	-338,525	-335,289	-318,442	-330,997	-316,728
PTO net\$ accrual, in Salaries	1,383	-2,339	-1,639	826	783	4,989	-2,034	-3,554	-97	3,799	4	49	621
PTO net\$ accrual, in Wages FTR	1,067	33	334	314	264	-1,800	706	1,647	-901	188	0	312	-32
PTO net accrual, in PD Total	2,450	-2,305	-1,305	1,140	1,047	3,190	-1,327	-1,907	-997	3,987	4	361	589
PAYROLL BURDEN													
Payroll Taxes	-54,661	-49,816	-49,571	-51,990	-52,182	-50,032	-47,720	-52,719	-53,327	-56,278	-57,600	-54,108	-52,015
Workers Compensation	-23,078	-23,975	-19,761	-23,495	-22,549	-38,463	-43,621	-48,246	-41,969	-27,028	-23,000	-39,081	-39,865
Group Insurance	-40,877	-32,572	-30,509	-30,178	-32,134	-28,339	-24,448	-25,436	-37,652	-30,383	-32,800	-31,157	-29,251
Retirement Plan	0	0	0	0	-2,664	-1,538	-4,547	-4,204	-3,330	-4,056	-5,500	-3,863	-3,535
Capitalized Payroll Burden	0	0	0	0	0	0	0	0	768	0	0	256	154
PAYROLL BURDEN Total	-118,617	-106,364	-99,842	-105,663	-109,528	-118,371	-120,336	-130,604	-135,509	-117,746	-118,900	-127,953	-124,513
subtotal, Burden-Salary	-39,503	-40,004	-38,748	-39,309	-40,854	-41,817	-43,638	-45,898	-39,234	-36,515	-42,100	-40,549	-41,420
subtotal, Burden-Wage-FTR	-24,553	-16,776	-15,850	-16,259	-16,359	-16,431	-17,261	-16,900	-31,154	-20,013	-22,310	-22,689	-20,352
subtotal, Burden-Wage-Seasonal	-54,561	-49,583	-45,244	-50,095	-52,315	-60,123	-59,437	-67,806	-65,890	-61,218	-54,490	-64,971	-62,895
Burden % - on all Payroll Direct	22.2%	21.0%	20.4%	20.9%	21.6%	25.3%	25.6%	25.7%	26.4%	24.4%	22.8%	25.5%	25.5%
Burden % - Salary	29.2%	27.9%	27.2%	28.7%	32.3%	35.9%	32.5%	31.9%	32.4%	46.6%	28.3%	37.0%	35.9%
Burden % - Wage-FTR	51.4%	33.1%	31.1%	32.0%	33.3%	34.2%	36.0%	37.3%	59.0%	28.5%	41.9%	41.6%	39.0%
Burden % - Wage-Seasonal	15.6%	15.9%	15.3%	15.8%	15.7%	19.9%	20.6%	21.2%	19.5%	19.1%	17.1%	19.9%	20.1%
Burden % - Wage-FTR&Seasonal	19.9%	18.3%	17.6%	18.0%	18.0%	21.8%	22.8%	23.2%	20.5%	20.7%	22.8%	22.8%	22.6%
PAYROLL TOTAL (Direct&Burden)	-651,994	-611,791	-590,063	-610,619	-617,386	-585,494	-590,576	-639,060	-647,889	-615,298	-639,300	-634,082	-615,664
Burden % TL	22.2%	21.0%	20.4%	20.9%	21.6%	25.3%	25.6%	25.7%	26.4%	24.4%	22.8%	25.5%	25.5%
Payroll Taxes %	10.2%	9.9%	10.1%	10.3%	10.3%	10.7%	10.1%	10.4%	10.4%	11.5%	11.1%	10.8%	10.6%
Workers Comp %	4.3%	4.7%	4.0%	4.7%	4.4%	8.2%	9.3%	9.5%	8.2%	6.3%	4.4%	8.0%	8.3%
Group Insurance %	7.7%	6.4%	6.2%	6.0%	6.3%	6.1%	5.2%	5.0%	7.3%	6.0%	6.3%	6.1%	5.9%
Retirement %	0.0%	0.0%	0.0%	0.0%	0.5%	0.3%	1.0%	0.8%	0.6%	0.6%	1.1%	0.7%	0.7%
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.0%
OPERATING EXPENSES (OE)													

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Golf Course Maintenance (125)

	5 Year Average Years										2018 Budget	Actuals Average	
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
Employee Dev/Training	-442	0	0	0	0	0	0	-90	-140	0	0	-77	-46
Employee Relations	-1,425	-1,411	-1,310	-764	-347	-898	-326	-893	-1,199	-1,500	-806	-671	
Uniforms	-7,802	-6,883	-9,012	-5,115	-6,479	-7,051	-3,912	-5,842	-5,465	-5,288	-5,500	-5,532	-5,511
Seminars & Conferences	0	0	-330	0	-730	-60	-760	-360	0	0	0	-120	-236
Travel/Meeting Expense	-3,499	-2,984	-3,509	-34	-2,786	-497	-2,337	-3,053	-4,465	-60	-3,780	-2,526	-2,082
Total Staff Expense	-13,168	-11,278	-14,161	-5,913	-10,342	-7,646	-7,907	-9,671	-10,963	-6,547	-10,780	-9,060	-8,547
Telephone	-2,501	-2,305	-3,342	-2,719	-4,188	-3,575	-2,974	-2,220	-2,192	-2,825	-3,600	-2,412	-2,757
Cable/Sat TV Service	0	0	0	0	0	0	0	0	-1,021	-1,276	0	-766	-459
Disposal Fees	-6,350	-5,052	-6,180	-3,835	-6,376	-6,503	-6,363	-4,213	-10,036	-6,635	-5,600	-6,961	-6,750
Electricity	-28,294	-30,047	-30,534	-38,266	-41,295	-33,447	-33,043	-35,684	-38,324	-40,122	-37,500	-38,044	-36,124
Natural Gas - Buildings	-5,119	-6,056	-6,675	-3,891	-3,513	-3,067	-3,713	-6,352	-4,827	-4,915	-5,000	-5,365	-4,575
Fuel & Oil	-20,254	-17,220	-30,399	-28,103	-27,092	-24,859	-16,093	-16,302	-19,539	-19,142	-16,300	-18,328	-19,187
Propane (LPG)	0	0	0	0	-123	-37	-10	0	0	0	0	-3	-9
Sewer Fees	-1,921	-1,966	-1,996	-1,996	-1,996	-1,996	-2,749	-1,996	-2,017	-2,142	-2,220	-2,052	-2,180
Water - Building/Facility	0	0	0	0	0	0	0	0	-500	0	0	-167	-100
Water - Grounds	-97,739	-59,308	-51,253	-96,859	-76,197	-80,478	-46,061	-69,551	-51,309	-56,698	-55,000	-59,186	-60,819
TOTAL UTILITIES	-162,181	-121,954	-130,379	-175,669	-160,780	-153,963	-110,996	-136,327	-129,765	-133,755	-125,220	-133,282	-132,961
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	0	0	0	0	-41	0	-375	0	0	-125	-83
Hazardous Waste Clean Up	0	0	8	0	-3,781	0	0	0	0	0	0	0	0
Janitorial Services & Supplies	-1,263	-983	-1,253	-4,276	-5,515	-4,563	-3,666	-2,783	-3,435	-3,007	-3,300	-3,075	-3,491
Contract Fees	-3,107	-3,254	-1,984	-248	0	0	0	0	0	0	0	0	0
Equipment Rental	-15,233	-8,205	-9,790	-8,285	-8,808	-9,719	-9,074	-9,066	-11,018	-9,850	-9,250	-9,978	-9,745
Furniture and Office Equip	-69	0	0	0	0	0	0	0	0	-100	-200	-33	-20
Office Supplies	-188	-254	-431	-120	-167	-281	-102	-124	-159	-31	-200	-105	-140
Toner Cartridges	0	0	0	0	0	-50	0	-185	-195	0	0	-126	-86
Signs	0	0	0	0	0	-261	0	0	0	0	-350	0	-52
Operating Supplies	-10,704	-13,260	-6,982	-6,169	-5,591	-5,589	-6,412	-5,713	-5,799	-9,473	-4,430	-6,995	-6,597
Small Tools & Equipment	-2,789	-1,779	-4,508	-1,322	-2,572	-3,049	-3,104	-1,489	-2,700	-1,332	-3,100	-1,840	-2,335
Safety Equipment	-595	-1,235	-1,505	-780	-910	-3,314	-1,200	0	-1,219	-218	-1,000	-479	-1,190
Special Programs	-125	0	0	0	0	0	0	0	0	0	0	0	0
Repairs & Maintenance													
General/PM	0	0	-148	-41	-1,329	0	0	-114	-552	-41	0	-236	-141
Plumbing	0	0	-127	-688	0	-293	-30	0	-179	-216	0	-132	-143
Lighting and Electrical	0	0	0	0	-8	0	0	0	-726	0	0	-242	-145
Fire Suppression	0	0	0	-620	-197	-410	-434	-696	-103	-366	-250	-388	-402
Painting	0	0	-230	0	-118	0	0	0	0	0	0	0	0
MaintDept Labor Charges (inactive)	-161	0	0	0	0	0	0	0	0	0	0	0	0
Other Building	-1,892	-371	-420	-264	0	0	0	0	-1,846	-193	-200	-680	-408
R&M Building	-2,053	-371	-924	-1,612	-1,652	-703	-464	-810	-3,405	-817	-450	-1,677	-1,240
Irrigation and Drainage	0	0	0	-225	-315	-180	-60	-210	0	-270	0	-160	-144
Snow Removal	-575	0	-971	-73	-15	0	-251	-239	-234	0	0	-158	-145
Other Grounds Maint	-12,069	-13,658	-3,099	-1,112	-165	-280	0	-329	0	0	-300	-110	-122
R&M Grounds (nonGolf)	-12,645	-13,658	-4,070	-1,411	-495	-460	-311	-778	-234	-270	-300	-427	-411
Snowcats	0	0	-862	-337	-1,595	-1,147	-1,306	-1,093	-9,819	-1,972	-1,500	-4,295	-3,067
Golf Maint Eq	0	459	-11,572	-11,899	-15,409	-16,252	-23,562	-16,782	-14,685	-8,693	-15,750	-13,387	-15,995
Golf Carts Fleet	-47	0	-106	0	0	0	-1,067	-250	0	0	0	-83	-263
Rolling, Heavy	-2,522	-5,486	-3,743	-3,031	-1,035	-280	-382	0	-92	-1,250	-3,000	-447	-401
Rolling, Car/Truck/Bus/Van	-3,735	-2,896	-1,516	-1,113	0	0	-1,097	0	0	-1,000	-2,500	-333	-419
Computer Software Maint	0	0	-992	-2,728	-2,976	-2,886	-2,838	-3,096	-3,787	-3,168	-3,000	-3,350	-3,155
Other Operating Equip R&M	-14,053	-15,836	-1,187	-17	-15	0	-15	-48	-30	0	0	-26	-18
R&M Equipment	-20,357	-23,758	-19,978	-19,125	-21,030	-20,565	-30,267	-21,269	-28,414	-16,082	-25,750	-21,922	-23,319
Seed & Sod	-14,494	-13,146	-19,306	-38,679	-15,608	-12,015	-5,745	-6,849	-10,380	-6,163	-7,500	-7,798	-8,231
Fertilizer	-24,976	-19,266	-24,774	-25,800	-22,842	-21,166	-22,275	-16,060	-18,630	-16,457	-19,000	-17,049	-18,918
Top Dressing	-22,880	-14,521	-11,403	-15,803	-12,305	-12,078	-11,808	-14,685	-11,583	-11,153	-12,000	-12,474	-12,261
Sand, Gravel, Rock	-7,880	-7,019	-15,611	-6,675	-8,148	-4,003	-5,476	-2,903	-1,021	-5,362	-4,000	-3,095	-3,753
Pesticides	-9,161	-9,136	-8,875	-8,280	-13,182	-11,151	-12,969	-8,951	-7,358	-9,383	-10,000	-8,564	-9,962
Irrigation and Drainage	0	0	-2,583	-6,156	-3,539	-3,408	-3,413	-2,024	-4,021	-2,444	-3,000	-2,830	-3,062
All Other Golf Course	0	0	-1,023	0	-1,308	-1,357	-1,307	0	-2,125	-250	-500	-792	-1,008
R&M Golf Course	-79,391	-63,088	-83,575	-101,391	-76,931	-65,179	-62,993	-51,473	-55,118	-51,213	-56,000	-52,601	-57,195
Contra - Inter-Dept. Charges	21,591	25,591	47,998	116,299	32,124	32,000	38,178	36,712	35,815	38,048	38,600	36,858	36,151

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Golf Course Maintenance (125)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals Average			
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		3-Yr	5-Yr		
								2016 <i>Actual</i>	2017 <i>Actual</i>						
R&M subtotal	-92,854	-75,285	-60,549	-7,240	-67,985	-54,907	-55,857	-37,618	-51,356	-30,334	-43,900	-39,769	-46,014		
TOTAL SUPPLIES & MAINTENANCE	-126,927	-104,256	-86,994	-28,440	-95,329	-81,733	-79,456	-56,979	-76,256	-54,346	-65,730	-62,527	-69,754		
ADMINISTRATIVE & OTHER EXPENSE															
Consulting Expense	0	0	-125	0	0	0	0	0	0	0	0	0	0		
Dues & Subscriptions	-1,000	-720	-850	-795	-910	-660	-1,190	-990	-1,610	-580	-800	-1,060	-1,006		
Licenses, Permits, Fees	-929	-1,915	-2,674	-3,033	-2,672	-2,348	-4,706	-4,258	-2,916	-2,283	-2,300	-3,152	-3,302		
Mileage Reimbursement	0	0	0	0	0	0	0	-133	0	0	0	-44	-27		
Postage - General	-26	-47	-2	0	0	0	-18	-4	-6	-26	-70	-12	-11		
Insurance Expense	-21,600	-16,080	-16,000	-16,800	-19,200	-17,806	-20,400	-18,045	-20,400	-24,000	-24,000	-20,815	-20,130		
TOTAL ADMINISTRATIVE & OTHER EXPE	-23,554	-18,762	-19,651	-20,628	-22,782	-20,814	-26,314	-23,429	-24,932	-26,889	-27,170	-25,083	-24,476		
TOTAL OPERATING EXPENSES (OF)	-325,830	-256,250	-251,184	-230,651	-289,233	-264,155	-224,673	-226,406	-241,916	-221,537	-228,900	-229,953	-235,737		
TOTAL PAYROLL AND OPERATING EXPE	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
N O R 1, before OH	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
N O R 2, after OH	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
T O C	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
NOR AFTER Assessment Revenue, Opera	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Cross Country Center (110)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Revenue														
Ski Lift Revenue - Public	0	0	0	0	0	34	643	0	0	0	0	0	0	135
Ski Passes - Public	74,450	91,589	91,214	87,460	77,511	80,155	33,175	73,010	145,896	148,306	99,900	122,404	96,108	
Ski Passes - P.O.	111,301	129,614	119,373	131,117	116,903	119,161	70,635	147,493	164,342	179,821	140,000	163,885	136,290	
Cross Country Season Pass	0	0	0	0	0	0	0	0	0	332	0	111	66	
P.O. Daily Trail Fee	31,036	33,982	19,575	24,860	33,431	17,876	27,282	52,018	37,044	33,132	46,000	40,731	33,470	
Public Daily Trail Fee	182,145	205,392	141,056	112,612	143,082	66,358	92,727	239,399	239,617	181,254	251,200	220,090	163,871	
Guest Daily Trail Fee	34,328	43,800	28,631	26,656	36,686	17,547	20,736	43,757	36,248	25,124	39,500	35,043	28,682	
Special Events Revenue	5,450	7,226	4,870	3,630	4,588	3,274	0	4,138	3,952	60	2,000	2,717	2,285	
Total Direct Access & Use Fees	438,710	511,602	404,718	386,334	412,201	304,405	245,198	559,814	627,099	568,028	578,600	584,980	460,909	
Food	40,758	51,680	33,962	32,538	55,571	11,563	1,702	0	0	0	0	0	2,653	
Food Discounts	-7	0	-2,180	-2,222	-4,308	-1,507	-67	0	0	0	0	0	-315	
EE Discounts	0	0	-2,180	-2,222	-4,308	-1,507	-67	0	0	0	0	0	-315	
InterDept Discounts	-7	0	0	0	0	0	0	0	0	0	0	0	0	
Food NA Beverage	0	0	0	0	0	14	0	0	0	0	0	0	3	
Food subtotal	40,751	51,680	31,782	30,316	51,263	10,071	1,635	0	0	0	0	0	2,341	
Beer	2,078	2,242	1,191	2,562	3,721	977	0	0	0	0	0	0	195	
Beer Discounts	0	0	0	-164	0	0	0	0	0	0	0	0	0	
Wine	0	59	294	622	776	463	0	0	0	0	0	0	93	
Beverage subtotal	2,078	2,300	1,485	3,019	4,497	1,440	0	0	0	0	0	0	288	
Total Food and Beverage Revenue	42,829	53,980	33,267	33,336	55,760	11,510	1,635	0	0	0	0	0	2,629	
Mkt Discounts, Happy Hour Bev Beer	0	0	0	-164	0	0	0	0	0	0	0	0	0	
Mkt Discounts, Happy Hour Bev, subtotal	0	0	0	-164	0	0	0	0	0	0	0	0	0	
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	-164	0	0	0	0	0	0	0	0	0	
Sales - Retail	53,479	54,888	37,038	44,965	57,412	29,089	75,114	135,473	117,646	114,181	92,600	122,433	94,301	
Employee Discounts	-1,058	-257	-4,546	-420	-793	-1,003	-1,753	-2,017	-2,013	-966	-1,100	-1,665	-1,550	
Discounts - Retail	-9,153	-5,685	-4,806	-7,439	-8,478	-4,709	-11,424	-22,655	-19,962	-24,695	-10,500	-22,437	-16,689	
Promotion Discounts	-1,578	-2,017	-1,027	-421	-370	-65	-35	-1,178	-1,514	-2,103	0	-1,598	-979	
Total Retail Product Revenue	41,689	42,640	30,948	36,686	47,771	23,312	61,902	109,623	94,158	86,417	81,000	96,733	75,083	
Lessons - Group	26,060	29,617	21,840	20,269	35,612	28,612	21,477	46,703	51,062	40,098	50,600	45,954	37,591	
Lessons - Private	5,440	6,500	5,180	5,740	10,900	7,315	12,188	33,224	28,846	17,278	17,300	26,449	19,770	
Rentals	118,664	149,468	93,957	87,282	126,933	62,175	90,348	221,241	197,965	119,397	194,500	179,534	138,225	
Total Lessons & Rental Revenue	150,164	185,585	120,976	113,291	173,444	98,102	124,014	301,168	277,873	176,773	262,400	251,938	195,586	
Other Revenue	3,035	3,131	2,245	1,780	3,159	1,576	3,014	7,483	6,268	7,024	3,000	6,925	5,073	
Total Other Revenue	3,035	3,131	2,245	1,780	3,159	1,576	3,014	7,483	6,268	7,024	3,000	6,925	5,073	
GROSS REVENUE (GREV)	676,427	796,939	592,154	571,427	692,335	438,906	435,764	978,088	1,005,397	838,243	925,000	940,576	739,280	
COST OF GOODS SOLD (COGS)														
Food	-16,990	-15,990	-61	0	0	0	0	0	0	0	0	0	0	
Meat	0	-718	-745	-1,584	-2,388	-436	0	0	0	0	0	0	-87	
Produce	0	-332	-1,753	-1,382	-2,343	-359	0	0	0	0	0	0	-72	
Dairy	0	-545	-1,468	-1,118	-2,360	-466	0	0	0	0	0	0	-93	
NA Beverage	0	-500	-2,299	-2,856	-4,004	-1,029	-258	48	0	0	0	16	-248	
Food Other	0	-2,263	-5,122	-6,031	-10,626	-2,308	-670	0	0	0	0	0	-595	
Food Cogs	-16,990	-20,347	-11,449	-12,970	-21,719	-4,598	-927	48	0	0	0	16	-1,095	
Beverage	-594	-770	0	0	0	0	0	0	0	0	0	0	0	
Beer	0	-125	-473	-1,046	-1,311	-305	0	0	0	0	0	0	-61	
Wine	0	-23	-166	-52	-431	-78	0	0	0	0	0	0	-16	
Beverage Cogs	-594	-918	-640	-1,098	-1,741	-383	0	0	0	0	0	0	-77	
Retail Product Cogs	-27,639	-27,337	-19,503	-22,379	-26,739	-14,310	-36,600	-65,829	-52,080	-56,377	-54,000	-58,095	-45,039	
Total COGS	-45,223	-48,602	-31,591	-36,448	-50,200	-19,290	-37,527	-65,781	-52,080	-56,377	-54,000	-58,079	-46,211	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Cross Country Center (110)**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
											Jan-Jul Act		
											Aug-Dec Bdg		
Total Cogs / GREV %	-06.7%	-06.1%	-05.3%	-06.4%	-07.3%	-04.4%	-08.6%	-06.7%	-05.2%	-07.0%	-05.8%	-06.3%	-06.4%
Retail Product Cogs / Retail Revenue %	-66.3%	-64.1%	-63.0%	-61.0%	-56.0%	-61.4%	-59.1%	-60.1%	-55.3%	-64.8%	-66.7%	-60.1%	-60.1%
Retail Product Cogs / Retail Revenue,preD	-51.7%	-49.8%	-52.7%	-49.8%	-46.6%	-49.2%	-48.7%	-48.6%	-44.3%	-47.1%	-58.3%	-46.7%	-47.6%
F&B Cogs / F&B Rev %	-41.1%	-39.4%	-36.3%	-42.2%	-42.1%	-43.3%	-56.7%	00.0%	00.0%	00.0%	00.0%	00.0%	-20.0%
Food %, preDiscounts	-41.7%	-39.4%	-33.7%	-39.9%	-39.1%	-39.7%	-54.5%	00.0%	00.0%	00.0%	00.0%	00.0%	-18.8%
Food %, postDiscounts	-41.7%	-39.4%	-36.0%	-42.8%	-42.4%	-45.7%	-56.7%	00.0%	00.0%	00.0%	00.0%	00.0%	-20.5%
Food NA Beverage %	00.0%	00.0%	00.0%	00.0%	00.0%	-7122.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-1424.6%
COGS % Beverage, incld CF,net	-28.6%	-39.9%	-43.1%	-36.4%	-38.7%	-26.6%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-05.3%
COGS % Beer,net	00.0%	-05.6%	-39.7%	-43.6%	-35.2%	-31.2%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-06.2%
COGS % Wine,net	00.0%	-39.2%	-56.6%	-08.4%	-55.5%	-16.8%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-03.4%
Gross Margin (GREV-COGS)	631,204	748,336	560,563	534,979	642,135	419,616	398,237	912,307	953,318	781,866	871,000	882,497	693,069
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-67,728	-81,423	-83,004	-75,598	-105,933	-115,514	-118,741	-102,789	-121,193	-134,433	-130,200	-119,471	-118,534
Salaries - Exempt - Commissions	-504	0	0	0	0	0	0	0	0	0	0	0	0
Wages - FTRRegular	0	0	0	0	-57	-2,714	-555	0	-855	0	0	-285	-825
Wages - Seasonal	-147,092	-164,645	-127,619	-134,463	-179,679	-71,953	-111,251	-270,254	-284,480	-196,962	-240,800	-250,565	-186,980
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	-2,257	0	-752	-451
Wages-Seasonal-Commissions	-2,946	-3,365	-2,680	-1,863	-467	-90	-825	-864	-1,104	-861	-1,400	-943	-749
Incentive Program, Exempt	0	0	0	0	0	0	-575	0	-300	-164	0	-155	-208
Incentive Program, Seasonal, NonExempt	-274	-572	-328	0	-465	-1,013	-547	-2,652	-7,579	-3,320	0	-4,517	-3,022
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	0	18,861	4,192	0	7,684	4,611
Total Salaries & Wages, DIRECT	-218,544	-250,005	-213,631	-211,923	-286,600	-191,283	-232,493	-376,558	-396,649	-333,805	-372,400	-369,004	-306,157
Salaries sub-total	-68,232	-81,423	-83,004	-75,598	-105,933	-115,514	-119,315	-102,789	-102,632	-130,405	-130,200	-111,942	-114,131
Wage sub-total	-150,312	-168,582	-130,627	-136,325	-180,667	-75,769	-113,177	-273,770	-294,017	-203,400	-242,200	-257,062	-192,027
Wage-FTR subsubtotal	0	0	0	0	-57	-2,714	-555	0	-855	-2,257	0	-1,037	-1,276
Wage-Seasonal subsubtotal	-150,312	-168,582	-130,627	-136,325	-180,610	-73,055	-112,622	-273,770	-293,163	-201,143	-242,200	-256,025	-190,751
Payroll Direct as a % of Revenue	-32.3%	-31.4%	-36.1%	-37.1%	-41.4%	-43.6%	-53.4%	-38.5%	-39.5%	-39.1%	-40.3%	-39.0%	-42.8%
PTO net\$ accrual, in Salaries	-244	-1,557	-3,534	4,024	314	-1,918	-1,648	-3,834	139	-4,007	61	-2,567	-2,253
PTO net accrual, in PD Total	-244	-1,557	-3,534	4,024	314	-1,918	-1,648	-3,834	139	-4,007	61	-2,567	-2,253
PAYROLL BURDEN													
Payroll Taxes	-25,744	-29,234	-24,093	-25,957	-33,376	-20,901	-26,262	-44,869	-48,591	-39,568	-45,700	-44,343	-36,038
Workers Compensation	-12,060	-13,156	-10,978	-12,990	-16,915	-15,502	-18,276	-32,290	-32,925	-17,729	-18,000	-27,648	-23,344
Group Insurance	-12,518	-12,233	-11,317	-11,195	-11,891	-14,504	-13,265	-13,811	-11,750	-19,681	-21,600	-15,081	-14,602
Retirement Plan	-2,036	-2,396	-2,519	-2,107	-837	-1,609	-2,829	-2,323	-2,498	-3,053	-3,200	-2,625	-2,463
Capitalized Payroll Burden	0	0	0	0	0	0	0	0	3,353	755	0	1,369	821
PAYROLL BURDEN Total	-52,358	-57,018	-48,907	-52,249	-63,019	-52,517	-60,632	-93,294	-92,412	-79,276	-88,500	-88,327	-75,626
subtotal, Burden-Salary	-22,760	-24,146	-23,117	-24,269	-27,689	-34,536	-33,977	-31,851	-35,367	-35,022	-34,900	-34,080	-34,151
subtotal, Burden-Wage-FTR	0	-106	0	0	-8	-216	-180	0	-174	-4,527	-5,090	-1,567	-1,019
subtotal, Burden-Wage-Seasonal	-29,599	-32,767	-25,789	-27,979	-35,321	-17,765	-26,475	-61,443	-60,223	-40,482	-48,510	-54,049	-41,277
Burden % - on all Payroll Direct	24.0%	22.8%	22.9%	24.7%	22.0%	27.5%	26.1%	24.8%	23.3%	23.7%	23.8%	23.9%	25.1%
Burden % - Salary	33.4%	29.7%	27.9%	32.1%	26.1%	29.9%	28.5%	31.0%	34.5%	26.9%	26.8%	30.8%	30.1%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	14.9%	08.0%	32.4%	00.0%	20.4%	117.1%	00.0%	45.8%	35.6%
Burden % - Wage-Seasonal	19.7%	19.4%	19.7%	20.5%	19.6%	24.3%	23.5%	22.4%	20.5%	20.1%	20.0%	21.0%	22.2%
Burden % - Wage-FTR&Seasonal	19.7%	19.5%	19.7%	20.5%	19.6%	23.7%	23.6%	22.4%	20.5%	22.0%	22.1%	21.7%	22.5%
PAYROLL TOTAL (Direct&Burden)	-270,902	-307,024	-262,538	-264,171	-349,619	-243,799	-293,125	-469,852	-489,061	-413,081	-460,900	-457,331	-381,783
Burden % TL	24.0%	22.8%	22.9%	24.7%	22.0%	27.5%	26.1%	24.8%	23.3%	23.7%	23.8%	23.9%	25.1%
Payroll Taxes %	11.8%	11.7%	11.3%	11.6%	11.6%	10.9%	11.9%	11.9%	12.3%	11.7%	12.3%	12.0%	11.6%
Workers Comp %	5.5%	5.3%	5.1%	6.1%	5.9%	8.1%	7.9%	8.6%	8.3%	5.6%	4.8%	7.5%	7.7%
Group Insurance %	5.7%	4.9%	5.3%	5.3%	4.1%	7.6%	5.7%	3.7%	3.0%	5.8%	5.8%	4.1%	5.1%
Retirement %	0.9%	1.0%	1.2%	1.0%	0.3%	0.8%	1.2%	0.6%	0.6%	0.9%	0.9%	0.7%	0.8%
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.8%	-0.3%	0.0%	-0.4%	-0.2%
OPERATING EXPENSES (OE)													
Employee Meals	0	0	-13	0	0	0	0	0	0	0	0	0	0

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Cross Country Center (110)**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
Employee Dev/Training	-131	-180	-156	-130	-621	-128	-70	-402	-513	-66	-220	-327	-236
Employee Relations	-690	-916	-862	-863	-1,244	-483	-2,283	-2,468	-2,079	-1,709	-1,100	-2,085	-1,804
Uniforms	-3,851	-1,284	0	-720	-2,570	-1,189	-1,912	-3,978	-2,511	-3,640	-3,400	-3,376	-2,646
Seminars & Conferences	-804	-1,051	-1,579	0	-648	-10	-10	-425	-425	0	-1,400	-283	-174
Travel/Meeting Expense	-1,820	-1,284	-1,898	0	-2,129	-15	-58	-711	153	-29	-1,350	-196	-132
Total Staff Expense	-7,296	-4,715	-4,507	-1,713	-7,212	-1,825	-4,334	-7,985	-5,376	-5,445	-7,470	-6,268	-4,993
Telephone	-924	-1,507	-1,712	-2,147	-3,598	-2,127	-1,483	-689	-671	-875	-1,500	-745	-1,169
Cable/Sat TV Service	-373	-399	-426	-456	-408	-330	-515	-906	-1,106	-968	-1,200	-993	-765
Disposal Fees	-2,272	-2,574	-3,949	-2,293	-2,647	-2,083	-2,798	-4,616	-4,164	-3,069	-4,000	-3,949	-3,346
Electricity	-5,446	-5,686	-5,561	-4,246	-5,561	-3,748	-2,342	-13,922	-13,165	-11,758	-14,000	-12,948	-8,987
Natural Gas - Buildings	-4,647	-4,567	891	0	0	0	-2,838	-12,293	-9,930	-8,672	-14,000	-10,298	-6,747
Fuel & Oil	-26,662	-33,261	-32,065	-30,670	-30,537	-3,482	-6,415	-24,799	-30,725	-20,032	-30,300	-25,185	-17,091
Propane (LPG)	0	0	-8,057	-5,033	-4,897	-1,201	-81	-9	0	0	0	-3	-258
Sewer Fees	-2,595	-2,653	-2,692	-2,692	-2,692	-2,692	-3,174	-2,459	-2,748	-2,805	-2,750	-2,671	-2,776
Water - Building/Facility	-6,176	-4,825	-784	-590	-707	-454	-168	-554	-935	-889	-1,200	-793	-600
Water - Grounds	0	0	0	0	0	0	-144	-897	-151	-233	0	-427	-285
TOTAL UTILITIES	-49,095	-55,471	-54,355	-48,127	-51,045	-16,117	-19,959	-61,143	-63,595	-49,300	-68,950	-58,013	-42,023
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	0	0	0	0	0	-125	0	0	0	-42	-25
Hazardous Waste Clean Up	0	0	0	0	-33	0	0	0	0	0	0	0	0
Janitorial Services & Supplies	-410	-489	-607	-2,341	-2,311	-646	-1,849	-5,539	-4,200	-2,480	-4,600	-4,073	-2,943
Pest Control	0	-137	-372	-357	-477	-339	-366	-840	-560	-480	-600	-627	-517
Contract Fees	-11,341	-11,915	0	0	0	0	0	0	0	0	0	0	0
Equipment Rental	0	-52	-1,050	0	0	0	0	0	-2,482	-207	0	-896	-538
Feed Hay Grain	0	0	0	0	-66	0	0	0	0	0	0	0	0
Printed Forms/Ticket Stock	0	0	0	0	-455	-2,617	-182	-5,863	-2,900	-7,499	-5,700	-5,421	-3,812
Computer Hardware	0	0	0	0	-1,001	-101	0	0	0	0	0	0	-20
Furniture and Office Equip	324	-314	0	-651	-833	-237	-105	-104	-3,090	-1,175	-100	-1,456	-942
Office Supplies	-586	-455	-508	-1,425	-1,302	-762	-1,525	-1,392	-1,090	-489	-650	-990	-1,052
Toner Cartridges	0	0	0	0	0	-772	-623	-430	-866	-463	-800	-586	-631
Signs	-1,140	-701	-717	-339	-1,574	-509	-639	-3,029	-3,754	-2,022	-1,500	-2,935	-1,991
Operating Supplies	-3,945	-4,339	-532	-1,052	-2,789	-1,062	-1,767	-3,976	-4,989	-2,285	-2,380	-3,750	-2,816
Paper Products - Restaurant	0	-585	-2,349	-2,395	-1,907	-808	-113	0	0	0	0	0	-184
Cleaning Supplies - Restaurant	0	0	-355	-291	-143	-11	0	0	0	0	0	0	-2
Small Tools & Equipment	-1,061	-519	-1,131	-989	-2,589	-317	-2,163	-2,039	-3,657	-918	-900	-2,205	-1,819
Safety Equipment	-376	-514	-736	-1,490	-795	-1,094	-1,879	-4,615	-3,890	-1,871	-1,500	-3,458	-2,670
Spoilage	-281	-358	-407	-222	0	-226	-747	-18	0	0	0	-6	-198
Entertainment	0	0	0	0	-250	0	-325	-650	0	-600	-1,800	-417	-315
Special Programs	-4,980	-5,297	-4,823	-814	-12,415	-1,542	-2,610	-615	-335	-1,637	-2,000	-862	-1,348
Opening event expense- Lodge	0	0	0	0	0	0	-12,253	0	0	0	0	0	-2,451
Repairs & Maintenance													
General/PM	0	0	-239	-638	-2,091	-461	-277	-3,239	-4,676	-5,326	-6,000	-4,414	-2,796
Plumbing	0	0	-28	-916	0	-32	0	-70	-817	-127	0	-338	-209
Lighting and Electrical	-3	-36	-931	-407	-502	0	-815	-201	-727	-8	0	-312	-350
HVAC	0	0	0	-844	-145	-11	-20	0	0	0	0	0	-6
Carpentry	-862	0	-148	-12	0	0	0	-8	0	0	0	-3	-2
Fire Suppression	0	0	-168	-544	-439	0	-285	-1,637	-178	-1,348	-2,000	-1,054	-690
Painting	0	0	-12	-967	0	0	0	0	0	0	0	0	0
MaintDept Labor Charges (inactive)	-1,100	0	0	-13	0	0	0	0	0	0	0	0	0
Other Building	-6,873	-3,234	-1,954	-621	-496	0	0	-271	-1,250	-808	-1,200	-776	-466
R&M Building	-8,838	-3,270	-3,481	-4,961	-3,673	-504	-1,397	-5,427	-7,648	-7,617	-9,200	-6,897	-4,518
Asphalt	0	0	0	0	0	0	-46	-329	-817	-35	0	-394	-245
Ski Trails	0	0	-5,043	-10,018	-5,995	-2,151	-2,774	-2,252	-65	-147	0	-822	-1,478
Snow Removal	-2,521	-3,285	-3,386	-3,582	-5,038	-2,719	-14,796	-19,553	-19,713	-23,145	-29,000	-20,803	-15,985
Other Grounds Maint	-2,500	-5,000	0	0	0	0	0	-132	-559	0	0	-230	-138
R&M Grounds (nonGolf)	-5,021	-8,285	-8,428	-13,600	-11,034	-4,870	-17,616	-22,265	-21,154	-23,327	-29,000	-22,249	-17,846
R&M Equipment (non-posting)	0	0	-168	0	0	0	0	0	0	0	0	0	0
Snowcats	0	0	-22,195	-17,797	-26,106	-6,415	-3,948	-53,475	-56,602	-38,763	-47,000	-49,613	-31,841
Snowmobiles	0	0	-322	-871	-2,615	-4,778	-4,530	-7,714	-8,826	-4,757	-3,600	-7,099	-6,121
Rolling, Heavy	-32,567	-25,538	-314	-103	-75	-108	-438	-440	-873	-491	0	-601	-470
Rolling, Car/Truck/Bus/Van	-182	-654	-293	-298	-787	-2,397	-1,767	-3,103	-3,479	-2,924	-3,200	-3,169	-2,734

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Cross Country Center (110)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
									Jan-Jul Act					
									Aug-Dec Bdg					
F&B Kitchen Equip	0	-845	0	-241	-741	0	0	0	0	0	0	0	0	
F&B Glass/Silver/China	0	0	0	0	-10	0	0	0	0	0	0	0	0	
Bicycles	0	0	0	0	0	0	0	-1,966	-561	-1,173	-1,000	-1,233	-740	
Other Operating Equip R&M	-1,342	-2,248	-637	-914	-880	-49	0	-226	-127	0	0	-118	-80	
R&M Equipment	-34,091	-29,284	-23,928	-20,224	-31,214	-13,746	-10,683	-66,925	-70,469	-48,107	-54,800	-61,834	-41,986	
Contra - Inter-Dept. Charges	0	0	0	0	0	0	7,375	24,666	0	0	0	8,222	6,408	
R&M subtotal	-47,950	-40,839	-35,837	-38,784	-45,921	-19,119	-22,321	-69,951	-99,270	-79,051	-93,000	-82,758	-57,943	
TOTAL SUPPLIES & MAINTENANCE	-71,745	-66,514	-49,422	-51,150	-74,861	-30,160	-49,467	-99,186	-131,082	-101,178	-115,530	-110,482	-82,215	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	-7	-6	-13	-1,072	-64	-19	-44	-80	-174	-14	0	-89	-66	
Promotion Expense	0	-395	0	-518	-2,073	-667	-508	-1,322	-421	-450	0	-731	-673	
Resort Advertising	-19,126	-14,878	-11,602	-9,868	-13,842	-6,873	-7,657	-3,307	-15,602	-14,886	-20,000	-11,265	-9,665	
Brochure Distribution	-3,652	-3,752	-2,795	-2,366	-2,780	-709	-1,952	-1,603	-2,628	-4,200	-3,000	-2,810	-2,218	
Charitable Contributions	-597	-444	-457	0	0	0	0	0	0	0	0	0	0	
Community Relations	0	0	0	0	0	0	0	-541	0	0	0	-180	-108	
Dues & Subscriptions	-968	-1,080	-1,060	-1,075	-1,096	-1,607	-2,368	-1,611	-2,107	-3,106	-2,000	-2,275	-2,160	
Licenses, Permits, Fees	-1,358	-3,639	-1,023	-663	-1,235	-972	-1,980	-2,637	-731	-2,076	-2,000	-1,814	-1,679	
Mileage Reimbursement	-312	-897	-1,530	-559	-258	-468	-373	-379	-801	-604	-500	-595	-525	
Postage - General	-595	-2,097	-651	-31	-29	-20	-45	-179	-50	-69	-50	-99	-73	
Digital Content	0	0	0	0	0	0	0	0	-626	0	0	-209	-125	
Printing - Brochures	0	0	0	0	0	-520	-623	0	-1,984	-2,000	-2,000	-1,328	-1,025	
Printing - Other	-616	-2,027	-1,615	-297	-276	0	0	0	-982	0	0	-327	-196	
Collection Expense	0	0	0	0	0	0	0	0	0	-152	0	-51	-30	
Credit Card Expense	-9,038	-13,852	-10,343	-8,856	-12,556	-6,353	-10,803	-24,348	-25,847	-21,974	-22,000	-24,056	-17,865	
Over/Short	102	252	-51	-417	101	-102	141	-63	-26	15	0	-25	-7	
Insurance Expense	-34,800	-27,389	-24,100	-24,068	-33,800	-28,804	-30,787	-33,826	-39,200	-39,600	-39,600	-37,542	-34,443	
TOTAL ADMINISTRATIVE & OTHER EXPE	-70,966	-70,205	-55,239	-49,789	-67,909	-47,114	-56,999	-69,894	-91,180	-89,115	-91,150	-83,396	-70,860	
TOTAL OPERATING EXPENSES (OE)	-199,102	-196,906	-163,523	-150,779	-201,026	-95,216	-130,758	-238,207	-291,232	-245,037	-283,100	-258,159	-200,090	
TOTAL PAYROLL AND OPERATING EXPE	-470,004	-503,929	-426,061	-414,951	-550,646	-339,015	-423,883	-708,059	-780,293	-658,118	-744,000	-715,490	-581,874	
N O R 1, before OH	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	123,748	127,000	167,007	111,195	
N O R 2, after OH	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	123,748	127,000	167,007	111,195	
T O C	-515,227	-552,532	-457,652	-451,399	-600,846	-358,306	-461,410	-773,840	-832,373	-714,496	-798,000	-773,570	-628,085	
REV to TOC (CRR%)	-131.3%	-144.2%	-129.4%	-126.6%	-115.2%	-122.5%	-126.4%	-126.4%	-120.8%	-121.7%	-115.9%	-123.0%	-117.2%	
NOR AFTER Assessment Revenue, Opera	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	123,748	127,000	167,007	111,195	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Consolidated Downhill Ski**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Jan-Jul Act	Aug-Dec Bdg					
Revenue														
Ski Lift Revenue - Public	697,586	877,238	615,931	520,587	664,718	139,015	341,740	1,123,968	1,147,691	845,129	1,040,800	1,038,929	719,509	
Ski Lift Revenue - P.O.	136,932	160,777	89,293	94,148	76,532	21,677	66,085	129,925	121,222	106,726	117,000	119,291	89,127	
Ski Passes - Public	8,825	14,741	22,399	18,380	18,655	6,202	10,055	15,370	35,908	43,220	20,000	31,499	22,151	
Ski Passes - P.O.	47,100	39,668	56,216	59,243	67,725	27,277	37,136	46,876	63,594	70,195	54,000	60,222	49,016	
Ski Team - Public	780	1,545	1,170	1,200	841	0	0	2,870	3,482	4,467	3,500	3,606	2,164	
Ski Team - P.O.	2,456	15,204	13,702	10,264	6,025	0	302	7,472	10,897	10,503	10,000	9,624	5,835	
Race Events	7,728	0	7,523	1,059	1,704	0	0	208	135	135	0	159	96	
Total Direct Access & Use Fees	901,406	1,109,174	806,233	704,882	836,199	194,171	455,317	1,326,690	1,382,930	1,080,374	1,245,300	1,263,331	887,896	
Food	252,526	279,020	179,888	141,205	205,186	50,939	101,308	308,705	309,082	249,914	263,400	289,233	203,989	
Food Discounts	0	0	-15,970	-9,560	-19,506	-4,822	-7,894	-20,582	-25,625	-22,678	-20,700	-22,962	-16,320	
EE Discounts	0	0	-15,970	-9,560	-19,038	-4,822	-7,710	-19,891	-24,426	-21,970	-21,800	-22,086	-15,764	
InterDept Discounts	0	0	0	0	-468	0	0	0	-143	0	0	-48	-29	
Marketing Discounts	0	0	0	0	0	0	-184	-691	-1,056	-707	1,100	-818	-528	
Food NA Beverage	0	12,948	47,976	41,542	52,336	14,508	26,728	77,865	73,346	56,274	63,200	69,161	49,744	
Food subtotal	252,526	291,968	211,893	173,187	238,015	60,625	120,142	365,987	356,802	283,510	305,900	335,433	237,413	
Beer	45,718	52,345	27,962	24,921	29,902	9,762	16,234	49,006	50,216	39,494	43,400	46,239	32,943	
Beer Discounts	0	0	0	0	0	0	0	-849	-800	0	0	-550	-330	
Liquor	0	7,849	20,239	14,880	19,061	8,245	15,080	40,410	42,189	32,134	37,600	38,244	27,611	
Wine	0	405	3,592	3,789	3,695	1,910	3,163	7,545	5,965	5,831	5,900	6,447	4,883	
Corkage Fees	0	0	150	0	0	0	0	0	0	0	0	0	0	
Beverage subtotal	45,718	60,600	51,942	43,590	52,658	19,917	34,477	96,113	97,570	77,459	86,900	90,381	65,107	
Misc other F&B	0	0	2,210	1,400	1,798	-36	-95	409	800	1,183	1,100	797	452	
Other F&B subtotal	0	0	2,210	1,400	1,798	-36	-95	409	800	1,183	1,100	797	452	
Total Food and Beverage Revenue	298,244	352,568	266,046	218,177	292,471	80,506	154,524	462,509	455,172	362,152	393,900	426,611	302,973	
Sales - Retail	232,988	189,670	114,399	106,355	95,345	31,665	47,479	137,687	163,064	124,136	125,700	141,629	100,806	
Employee Discounts	-17,375	-18,377	-889	-561	-1,331	-900	-719	-2,778	-2,416	-1,157	-1,000	-2,117	-1,594	
Discounts - Retail	-61,865	-44,130	-21,055	-19,247	-10,389	-1,944	-2,562	-4,748	-11,432	-7,855	-9,700	-8,012	-5,708	
Promotion Discounts	-8,110	-12,017	-4,560	-12,017	-13,045	-444	-3,653	-1,132	-707	-419	-2,000	-752	-1,271	
Total Retail Product Revenue	145,638	115,147	87,894	82,476	70,580	28,378	40,545	129,028	148,510	114,706	113,000	130,748	92,233	
Lessons - Group	112,296	143,867	123,940	111,601	168,561	54,601	75,266	272,134	244,886	179,007	188,000	232,009	165,179	
Lessons - Private	164,835	219,525	211,131	180,206	249,582	57,314	76,611	242,637	353,943	359,486	280,000	318,689	217,998	
Lessons - Masters Program	0	2,378	750	750	1,270	0	0	694	2,897	2,899	2,500	2,163	1,298	
Snowflakes	216,560	258,759	210,275	173,577	215,769	64,215	75,465	255,556	243,638	236,973	197,000	245,389	175,169	
TD Tykes	0	26,523	46,325	34,682	20,227	-119	-280	17,779	25,593	31,764	21,000	25,046	14,948	
Rentals	441,839	534,039	390,753	379,510	483,595	121,970	233,649	752,029	714,659	606,082	639,000	690,924	485,678	
Total Lessons & Rental Revenue	935,530	1,185,091	983,174	880,326	1,139,004	297,980	460,711	1,540,830	1,585,616	1,416,212	1,327,500	1,514,219	1,060,270	
Shopping Bags	0	0	0	0	0	8	6	0	3	0	0	1	3	
Other Revenue	23,638	21,331	14,512	22,713	26,991	13,398	16,805	30,029	27,512	19,459	22,300	25,666	21,440	
Employee Housing Revenue	0	0	0	0	0	0	0	13,082	67,863	87,347	50,000	56,097	33,658	
Total Other Revenue	23,638	21,331	14,512	22,713	26,991	13,406	16,811	43,112	95,377	106,806	72,300	81,765	55,102	
GROSS REVENUE (GREV)	2,304,456	2,783,311	2,157,859	1,908,574	2,365,245	614,440	1,127,909	3,502,168	3,667,605	3,080,249	3,152,000	3,416,674	2,398,474	
COST OF GOODS SOLD (COGS)														
Food	-72,161	-63,453	-7	0	0	0	0	0	0	0	0	0	0	
Meat	0	-4,524	-15,995	-15,396	-19,490	-5,931	-10,968	-28,296	-25,370	-21,757	-22,850	-25,141	-18,464	
Seafood	0	-47	-153	-195	-280	0	0	-242	-868	-86	0	-399	-239	
Produce	0	-841	-4,848	-3,442	-4,797	-1,105	-2,838	-9,289	-9,534	-7,503	-9,860	-8,775	-6,054	
Dairy	0	-1,221	-5,708	-4,519	-5,739	-1,731	-2,529	-7,773	-7,591	-6,405	-9,840	-7,257	-5,206	
NA Beverage	0	-4,271	-13,659	-12,125	-9,943	-2,992	-4,625	-14,557	-15,283	-12,399	-13,110	-14,080	-9,971	
Food Other	0	-11,180	-33,042	-29,399	-34,689	-7,632	-15,359	-58,568	-50,131	-44,797	-45,651	-51,166	-35,298	
EE Meals credit	0	0	0	0	0	0	0	0	0	546	2,751	182	109	
Food Cogs	-72,161	-85,537	-73,412	-65,075	-74,937	-19,391	-36,319	-118,725	-108,777	-92,402	-98,560	-106,635	-75,123	

Consolidated Downhill Ski

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Consolidated Downhill Ski**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Jan-Jul Act	Aug-Dec Bdg					
Burden % TL	25.1%	27.5%	28.2%	32.8%	31.0%	47.2%	44.4%	40.5%	35.6%	26.7%	32.7%	34.3%	38.9%	
Payroll Taxes %	8.8%	11.0%	10.5%	11.2%	11.1%	10.5%	10.4%	10.8%	10.5%	9.9%	10.9%	10.4%	10.4%	
Workers Comp %	8.2%	9.2%	10.8%	13.5%	13.3%	25.1%	25.2%	24.8%	21.1%	11.2%	15.0%	19.0%	21.5%	
Group Insurance %	7.4%	6.8%	6.4%	7.6%	5.9%	10.9%	7.8%	4.4%	3.6%	4.8%	6.2%	4.3%	6.3%	
Retirement %	0.7%	0.5%	0.5%	0.5%	0.7%	0.8%	1.1%	0.5%	0.4%	0.8%	0.6%	0.6%	0.7%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	-479	-128	-1,974	-582	-941	-1,860	-3,729	-3,766	-4,001	-3,118	-2,176	
Employee Housing expenses	0	0	0	0	0	0	0	-28,896	-111,660	-118,294	-105,000	-86,284	-51,770	
Educational Reimbursement	0	0	0	-36	0	0	0	0	0	0	0	0	0	
Employee Recruiting	0	-300	-300	-537	-668	-1,008	-1,053	-1,135	-804	-1,000	-1,000	-980	-1,000	
Employee Dev/Training	-4,312	-626	-2,652	-1,077	-1,557	-2,699	-1,050	-2,958	-6,899	-3,945	-8,500	-4,601	-3,510	
Employee Relations	-9,821	-10,515	-10,567	-10,713	-12,255	-2,986	-14,669	-21,744	-22,880	-16,162	-17,940	-20,262	-15,689	
Uniforms	-11,958	-10,978	-8,677	-6,591	-8,329	-4,984	-2,883	-13,929	-10,243	-12,702	-12,300	-12,292	-8,948	
Seminars & Conferences	-2,070	-1,360	-1,090	-1,461	-2,625	-150	0	-3,290	-2,200	-1,805	-6,050	-2,432	-1,489	
Travel/Meeting Expense	-4,212	-4,329	-5,475	-874	-3,581	-170	-2,881	-5,042	-3,335	-600	-3,050	-2,992	-2,406	
Total Staff Expense	-32,372	-28,108	-29,240	-21,416	-30,989	-12,580	-23,478	-78,855	-161,751	-158,275	-157,841	-132,960	-86,988	
Telephone	-1,905	-2,942	-3,906	-5,067	-7,310	-5,555	-4,478	-3,948	-3,938	-5,406	-7,550	-4,431	-4,665	
Cable/Sat TV Service	-600	-600	-607	-656	-755	-828	-913	-1,005	-985	-1,195	-900	-1,062	-985	
Disposal Fees	-13,626	-13,413	-7,883	-8,203	-11,000	-3,175	-7,885	-11,122	-12,573	-14,723	-11,850	-12,806	-9,996	
Electricity	-42,580	-43,805	-45,645	-34,758	-32,975	-22,011	-23,568	-41,364	-43,810	-48,493	-43,400	-44,556	-35,849	
Natural Gas - Buildings	-10,106	-10,325	-11,775	-8,194	-9,420	-7,686	-8,639	-12,702	-12,468	-10,813	-11,700	-11,994	-10,462	
Fuel & Oil	-23,197	-36,428	-47,287	-41,292	-47,115	-10,409	-12,370	-37,269	-43,406	-35,266	-32,000	-38,647	-27,744	
Propane (LPG)	0	0	-762	-267	-219	-5	-27	-332	-188	-705	-250	-408	-251	
Sewer Fees	-16,116	-16,665	-17,243	-16,919	-16,919	-16,919	-16,919	-16,919	-17,098	-17,921	-18,310	-17,313	-17,155	
Water - Building/Facility	-4,800	-6,481	-3,695	-2,270	-2,245	-1,825	-2,354	-3,049	-3,087	-3,280	-2,900	-3,139	-2,719	
Water - Grounds	0	0	-517	-387	-760	-791	-5,722	-25,249	-12,231	-38,438	-20,000	-25,306	-16,486	
TOTAL UTILITIES	-112,929	-130,659	-139,320	-118,012	-128,718	-69,203	-82,874	-152,959	-149,785	-176,241	-148,860	-159,661	-126,212	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-154	-2	-214	0	-723	0	0	-37	-359	-100	-250	-165	-99	
Hazardous Waste Clean Up	0	0	-646	-591	0	0	0	0	0	-500	-1,500	-167	-100	
Linen Service	-2,899	-1,680	-1,774	-1,159	-1,196	-388	-818	-1,861	-1,774	-1,658	-1,459	-1,764	-1,300	
Janitorial Services & Supplies	-4,970	-7,444	-9,809	-6,091	-10,675	-1,629	-5,923	-12,487	-12,402	-10,300	-5,950	-11,730	-8,548	
Pest Control	0	0	56	-6	0	0	-750	-775	-930	-465	-630	-960	-710	
Contract Fees	-4,379	0	0	0	0	-249	-205	-205	0	0	0	-68	-132	
Equipment Rental	-975	-882	-577	-840	-789	-709	-1,689	-1,596	-1,456	-733	-850	-1,262	-1,237	
Printed Forms/Ticket Stock	-9,392	-10,909	-10,131	-11,053	-1,495	-6,540	-1,766	-5,444	-7,045	-6,681	-7,750	-6,390	-5,495	
Computer Software	0	0	0	0	0	0	0	-30	0	0	0	-10	-6	
Computer Hardware	0	0	-686	0	0	0	0	0	0	0	0	0	0	
Furniture and Office Equip	-5,729	-7,636	-8,930	-1,082	-1,657	-86	-2,364	-3,854	-2,102	-3,000	-3,650	-2,985	-2,281	
Office Supplies	-4,133	-2,831	-3,862	-3,658	-3,357	-3,378	-1,417	-2,908	-3,742	-1,640	-3,000	-2,763	-2,617	
Toner Cartridges	0	0	0	0	0	-301	-383	-1,955	-1,352	-1,140	-800	-1,482	-1,026	
Signs	-2,380	-4,374	-1,441	-785	-1,153	-1,978	-1,960	-5,459	-3,884	-4,463	-4,700	-4,602	-3,549	
Operating Supplies	-24,844	-23,284	-7,616	-3,660	-6,964	-1,511	-1,901	-5,815	-5,124	-8,058	-10,760	-6,332	-4,482	
Paper Products - Restaurant	-56	-3,594	-11,794	-13,222	-10,626	-5,086	-6,972	-19,752	-17,746	-14,544	-15,400	-17,347	-12,820	
Cleaning Supplies - Restaurant	0	-454	-476	-897	-811	-670	-576	-1,496	-1,489	-1,026	-1,250	-1,337	-1,051	
Small Tools & Equipment	-2,125	-5,578	-3,396	-5,605	-7,698	-2,920	-4,860	-18,137	-11,928	-7,362	-9,000	-12,476	-9,041	
Safety Equipment	-2,081	-4,915	-2,913	-2,861	-6,954	-3,208	-4,751	-11,665	-7,285	-3,667	-5,800	-7,539	-6,115	
Spoilage	-2,005	-3,649	-2,915	-1,314	-1,784	-1,904	-2,797	-1,740	-3,177	-1,435	0	-2,118	-2,211	
Entertainment	-1,124	-2,423	0	-359	-339	0	-2,220	-6,650	0	-500	-2,550	-2,383	-1,874	
Special Programs	-216	-949	-701	-2,928	-4,806	-1,188	-675	-7,150	-14,033	-4,559	0	-8,581	-5,521	
Ski Team Expense	-4,066	-2,262	-3,495	-2,526	-1,408	-1,834	-455	-974	-1,397	-1,730	-1,500	-1,367	-1,278	
Repairs & Maintenance														
General/PM	-477	0	-3,694	-1,124	-1,984	-1,852	-3,240	-4,864	-3,277	-2,613	-2,400	-3,585	-3,169	
Plumbing	0	-2,105	-1,827	-284	-272	-543	-30	-223	-223	-456	-750	-301	-295	
Lighting and Electrical	-830	-10	-29	-334	-1,586	-156	-426	-54	-1,872	-260	-600	-729	-554	
HVAC	0	0	-1,441	-1,128	-13	0	0	-370	0	-613	-500	-328	-197	
Carpentry	-607	-1,247	-1,313	-171	33	-275	0	-913	0	-1,300	-1,900	-738	-498	
Fire Suppression	0	0	-2,300	-1,590	-1,786	-3,732	-1,205	-2,634	-2,455	-3,296	-1,850	-2,795	-2,664	
Painting	0	0	-1,429	-196	-107	-100	-70	-293	-69	-400	-700	-254	-186	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Consolidated Downhill Ski**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
MaintDept Labor Charges (inactive)	-4,579	0	0	-31	0	0	0	0	0	0	0	0	0	
Other Building	-7,168	-7,838	-2,964	-642	-1,177	-453	-6,369	-3,767	-3,632	-2,007	-1,100	-3,135	-3,246	
R&M Building	-13,661	-11,200	-14,997	-5,500	-6,891	-7,111	-11,341	-13,118	-11,529	-10,945	-9,800	-11,864	-10,809	
Asphalt	0	0	0	0	0	-26	-56	-504	-840	0	0	-467	-289	
Irrigation and Drainage	0	0	0	0	-65	0	0	0	0	0	0	0	0	
Ski Trails	0	0	-8,010	-8,000	-7,612	0	0	0	0	0	0	0	0	
Snow Removal	-12,012	-12,808	-13,809	-12,297	-9,587	-10,064	-14,334	-18,134	-34,740	-45,613	-44,400	-32,829	-24,577	
Other Grounds Maint	0	-8,753	-108	-50	0	-204	-75	-159	0	-796	0	-319	-247	
R&M Grounds (nonGolf)	-12,012	-21,562	-21,927	-20,347	-17,265	-10,294	-14,429	-18,349	-35,244	-47,249	-44,400	-33,614	-25,113	
Ski Lifts, Fixed Grip	-5,546	-4,900	-3,663	-7,011	-3,377	-4,099	-5,333	-24,557	-21,014	-8,484	-9,300	-18,018	-12,697	
Ski Lifts, Surface	0	0	-38	-1,406	-730	-2,258	-127	-1,462	-5,092	-2,514	-3,600	-3,023	-2,291	
Terrain Parks	0	0	-730	-22	-1,002	-318	-195	-165	-1,257	-641	-500	-688	-515	
Snowmaking	0	0	0	0	0	0	0	-1,346	-805	-2,565	-4,400	-1,572	-943	
Snowcats	0	0	-35,598	-15,807	-10,888	-1,800	-1,061	-14,044	-28,893	-24,013	-28,600	-22,317	-13,963	
Snowmobiles	0	0	-837	-1,402	-423	-964	-284	-1,362	-3,109	-2,100	-2,100	-1,585	-1,220	
Golf Carts Fleet	0	0	0	0	0	0	0	0	-60	0	0	-20	-12	
Rolling, Heavy	-12,603	-30,223	-2,061	-4,570	-2,776	-1,494	-473	-885	-3,821	-1,245	0	-1,984	-1,583	
Rolling, Car/Truck/Bus/Van	-3,349	-6,590	-4,764	-6,311	-3,828	-3,472	-5,242	-7,222	-7,030	-10,808	-5,100	-8,354	-6,755	
F&B Kitchen Equip	0	-247	-1,832	-969	-673	-747	-789	-1,842	-912	-695	-1,000	-1,149	-997	
F&B Glass/Silver/China	0	18	0	0	0	0	0	0	0	0	0	0	0	
Computer Hardware Maint	0	0	-131	0	-21	0	0	-107	0	-370	-660	-159	-95	
Other Operating Equip R&M	-3,037	-8,238	-2,070	-2,030	-3,536	-690	-1,259	0	-630	-1,144	-2,200	-591	-745	
R&M Equipment	-24,536	-50,181	-51,725	-39,528	-27,254	-15,260	-15,444	-51,914	-70,877	-55,589	-57,460	-59,460	-41,817	
Irrigation and Drainage	0	0	0	0	0	0	0	-61	0	0	0	-20	-12	
R&M Golf Course	0	0	0	0	0	0	0	-61	0	0	0	-20	-12	
Forestry Management	0	0	0	0	0	0	-155	0	0	0	0	0	-31	
R&M Forestry	0	0	0	0	0	0	-155	0	0	0	0	0	-31	
Contra - Inter-Dept. Charges	0	0	994	32,717	29,545	14,403	16,352	23,693	40,601	33,285	42,380	32,526	25,667	
R&M subtotal	-50,209	-82,943	-87,654	-32,659	-21,864	-18,262	-25,018	-59,750	-77,049	-80,498	-69,280	-72,432	-52,115	
TOTAL SUPPLIES & MAINTENANCE	-121,734	-165,810	-158,973	-91,295	-84,301	-52,590	-67,527	-169,897	-173,809	-154,224	-146,409	-165,977	-123,609	
ADMINISTRATIVE & OTHER EXPENSE														
Consulting Expense	0	-279	0	0	0	0	0	0	0	0	0	0	0	
Po Survey	0	0	0	0	-1,246	0	0	0	0	0	0	0	0	
Public Relations	-377	-122	-1,085	-232	-5,129	-4,351	-2,784	-4,780	-166	-17,226	-4,750	-7,391	-5,861	
Promotion Expense	-5,393	-6,268	-7,544	-3,563	-5,157	-3,444	-3,016	-7,440	-1,995	-7,042	-6,500	-5,492	-4,587	
Resort Advertising	-9,712	-27,922	-51,195	-32,953	-73,270	-77,622	-119,133	-92,065	-44,938	-36,318	-47,000	-57,773	-74,015	
Brochure Distribution	-1,501	-3,752	-2,795	-2,366	-2,780	-709	-1,952	-1,603	-1,628	-1,000	-4,000	-1,410	-1,378	
Charitable Contributions	0	0	0	0	-253	0	0	0	0	0	0	0	0	
Community Relations	0	0	0	0	-1,385	-90	-319	-519	-295	0	0	-271	-244	
Dues & Subscriptions	-2,946	-3,487	-5,453	-3,106	-4,395	-3,260	-3,954	-4,964	-2,173	-2,145	-6,550	-3,094	-3,299	
Licenses, Permits, Fees	-14,688	-15,258	-18,445	-21,330	-21,231	-22,279	-23,126	-30,181	-26,872	-28,074	-27,110	-28,376	-26,107	
Mileage Reimbursement	-409	-720	-2,055	-1,371	-2,659	-1,377	-1,231	-1,023	-876	-1,594	-1,650	-1,165	-1,220	
Postage - General	-215	-1,888	-137	-51	-142	-30	-249	-277	-368	-176	-270	-274	-220	
Digital Content	0	0	0	0	0	0	0	-2,000	0	0	0	-667	-400	
Printing - Brochures	0	0	0	0	-3,431	-520	-623	0	-4,760	-1,000	-4,000	-1,920	-1,381	
Printing - Other	-866	-321	-1,496	0	-366	0	0	0	-1,748	0	0	-583	-350	
Claims Expense	0	0	0	0	0	0	0	-320	0	-71	0	-130	-78	
Collection Expense	0	0	0	0	0	0	0	0	0	-465	0	-155	-93	
Credit Card Expense	-45,160	-59,842	-50,556	-35,427	-50,566	-11,542	-23,128	-72,271	-72,412	-60,365	-64,660	-68,349	-47,944	
Over/Short	413	-149	-676	-582	222	-279	-438	-305	-1,070	-26	0	-467	-423	
Insurance Expense	-114,600	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-132,048	-134,800	-138,600	-138,600	-135,149	-124,212	
TOTAL ADMINISTRATIVE & OTHER EXPE	-195,454	-209,819	-232,437	-186,782	-299,987	-229,721	-291,344	-349,794	-294,101	-294,102	-305,090	-312,666	-291,813	
TOTAL OPERATING EXPENSES (OF)	-462,489	-534,396	-559,970	-417,506	-543,996	-364,095	-465,223	-751,504	-779,446	-782,842	-758,200	-771,264	-628,622	
TOTAL PAYROLL AND OPERATING EXPE	-1,583,523	-1,766,776	-1,782,405	-1,561,778	-1,842,527	-1,199,209	-1,427,624	-2,629,016	-2,783,441	-2,610,105	-2,502,200	-2,674,187	-2,129,879	
N O R 1, before OH	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	302,001	471,000	549,337	131,318	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Consolidated Downhill Ski

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	<i>Actuals</i>		
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		2018 <i>Budget</i>	3-Yr	5-Yr
								2016 <i>Actual</i>	2017 <i>Actual</i>					
								Jan-Jul Act						
Aug-Dec Bdg														
N O R 2, after OH	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	302,001	471,000	549,337	131,318	
T O C	-1,780,596	-1,962,085	-1,927,481	-1,692,591	-1,974,262	-1,240,080	-1,493,687	-2,834,375	-2,989,388	-2,778,249	-2,681,000	-2,867,337	-2,267,156	
REV to TOC (CRR%)	-129.4%	-141.9%	-112.0%	-112.8%	-119.8%	-49.5%	-75.5%	-123.6%	-122.7%	-106.7%	-117.6%	-117.7%	-95.6%	
NOR AFTER Assessment Revenue, Opera	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	302,001	471,000	549,337	131,318	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Winter F & B (180)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Revenue														
Food	252,526	279,020	179,888	141,205	205,186	50,939	101,308	308,705	309,082	249,914	263,400	289,233	203,989	
Food Discounts	0	0	-15,970	-9,560	-19,506	-4,622	-7,894	-20,582	-25,482	-22,678	-20,700	-22,914	-16,292	
EE Discounts	0	0	-15,970	-9,560	-19,038	-4,822	-7,710	-19,891	-24,426	-21,970	-21,800	-22,096	-15,764	
InterDept Discounts	0	0	0	0	-468	0	0	0	0	0	0	0	0	
Marketing Discounts	0	0	0	0	0	-184	-691	-1,056	-707	1,100	-818	-528		
Food NA Beverage	0	12,948	47,976	41,542	52,336	14,508	26,728	77,865	73,346	56,274	63,200	69,161	49,744	
Food subtotal	252,526	291,968	211,893	173,187	238,015	60,625	120,142	365,987	356,945	283,510	305,900	335,481	237,442	
Beer	45,718	52,345	27,962	24,921	29,902	9,762	16,234	49,006	50,216	39,494	43,400	46,239	32,943	
Beer Discounts	0	0	0	0	0	0	0	-849	-800	0	0	-550	-330	
Liquor	0	7,849	20,239	14,880	19,061	8,245	15,080	40,410	42,189	32,134	37,600	38,244	27,611	
Wine	0	405	3,592	3,789	3,695	1,910	3,163	7,545	5,965	5,831	5,900	6,447	4,883	
Corkage Fees	0	0	150	0	0	0	0	0	0	0	0	0	0	
Beverage subtotal	45,718	60,600	51,942	43,590	52,658	19,917	34,477	96,113	97,570	77,459	86,900	90,381	65,107	
Misc other F&B	0	0	2,210	1,400	1,798	-36	-95	409	800	1,183	1,100	797	452	
Other F&B subtotal	0	0	2,210	1,400	1,798	-36	-95	409	800	1,183	1,100	797	452	
Total Food and Beverage Revenue	298,244	352,568	266,046	218,177	292,471	80,506	154,524	462,509	455,315	362,152	393,900	426,659	303,001	
Sales - Retail	0	0	0	-1	0	0	0	0	17	0	0	6	3	
Employee Discounts	-16,582	-17,533	0	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	-16,582	-17,533	0	-1	0	0	0	0	17	0	0	6	3	
Other Revenue	1,623	1,682	600	26	770	900	820	740	840	200	1,100	593	700	
Total Other Revenue	1,623	1,682	600	26	770	900	820	740	840	200	1,100	593	700	
GROSS REVENUE (GREV)	283,285	336,717	266,646	218,202	293,241	81,406	155,344	463,249	456,172	362,352	395,000	427,258	303,705	
COST OF GOODS SOLD (COGS)														
Food	-72,161	-63,453	-7	0	0	0	0	0	0	0	0	0	0	
Meat	0	-4,524	-15,995	-15,396	-19,490	-5,931	-10,968	-28,296	-25,370	-21,757	-22,850	-25,141	-18,464	
Seafood	0	-47	-153	-195	-280	0	0	-242	-868	-86	0	-399	-239	
Produce	0	-841	-4,848	-3,442	-4,797	-1,105	-2,838	-9,289	-9,534	-7,503	-9,860	-8,775	-6,054	
Dairy	0	-1,221	-5,708	-4,519	-5,739	-1,731	-2,529	-7,773	-7,591	-6,405	-9,840	-7,257	-5,206	
NA Beverage	0	-4,271	-13,659	-12,125	-9,943	-2,992	-4,625	-14,557	-15,283	-12,399	-13,110	-14,080	-9,971	
Food Other	0	-11,180	-33,042	-29,399	-34,689	-7,632	-15,359	-58,568	-50,131	-44,797	-45,651	-51,166	-35,298	
EE Meals credit	0	0	0	0	0	0	0	0	0	546	2,751	182	109	
Food Cogs	-72,161	-85,537	-73,412	-65,075	-74,937	-19,391	-36,319	-118,725	-108,777	-92,402	-98,560	-106,635	-75,123	
Beverage	-13,597	-13,131	0	0	0	0	0	0	0	0	0	0	0	
Beer	0	-2,891	-9,724	-10,181	-9,041	-2,632	-4,365	-12,510	-13,104	-10,736	-11,330	-12,117	-8,669	
Liquor	0	-1,283	-3,607	-4,670	-2,318	-2,473	-2,520	-8,159	-8,227	-7,090	-7,360	-7,825	-5,694	
Wine	0	-259	-1,134	-1,195	-616	-490	-1,006	-1,861	-1,618	-1,502	-1,550	-1,660	-1,295	
Beverage Cogs	-13,597	-17,564	-14,465	-16,047	-11,975	-5,594	-7,891	-22,530	-22,950	-19,328	-20,240	-21,603	-15,659	
Retail Product Cogs	0	-914	-679	0	-630	0	0	-196	0	0	0	-65	-39	
Total COGS	-85,758	-104,016	-88,555	-81,123	-87,542	-24,985	-44,209	-141,452	-131,727	-111,730	-118,800	-128,303	-90,821	
Total Cogs / GREV %	-30.3%	-30.9%	-33.2%	-37.2%	-29.9%	-30.7%	-28.5%	-30.5%	-28.9%	-31.1%	-30.1%	-30.2%	-29.9%	
Retail Product Cogs / Retail Revenue %	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
F&B Cogs / F&B Rev %	-28.8%	-29.2%	-33.0%	-37.2%	-29.7%	-31.0%	-28.6%	-30.5%	-28.9%	-31.1%	-30.2%	-30.2%	-30.0%	
Food %, preDiscounts	-28.6%	-29.3%	-32.2%	-35.6%	-29.1%	-29.6%	-28.4%	-30.7%	-28.4%	-30.2%	-30.2%	-29.8%	-29.5%	
Food %, postDiscounts	-28.6%	-29.3%	-34.6%	-37.6%	-31.5%	-32.0%	-30.2%	-32.4%	-30.5%	-32.7%	-32.2%	-31.9%	-31.6%	
Food NA Beverage %	0.0%	-33.0%	-28.5%	-29.2%	-19.0%	-20.6%	-17.3%	-18.7%	-20.8%	-22.5%	-20.7%	-20.7%	-20.0%	
COGS % Beverage, incld CF,net	-29.7%	-29.0%	-27.8%	-22.7%	-28.1%	-22.9%	-22.9%	-23.4%	-23.5%	-23.3%	-23.3%	-24.2%	-24.7%	
COGS % Beer,net	0.0%	-0.5%	-34.8%	-40.9%	-30.2%	-27.0%	-26.9%	-26.0%	-26.5%	-27.6%	-26.1%	-26.7%	-26.8%	
COGS % Liquor,net	0.0%	-16.3%	-17.8%	-31.4%	-12.2%	-30.0%	-16.7%	-20.2%	-19.5%	-23.0%	-19.6%	-20.9%	-21.9%	
COGS % Wine,net	0.0%	-64.1%	-31.6%	-31.6%	-16.7%	-25.6%	-31.8%	-24.7%	-27.1%	-25.6%	-26.3%	-25.8%	-27.0%	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Winter F & B (180)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Gross Margin (GREV-COGS)	197,527	232,702	178,090	137,079	205,699	56,421	111,135	321,797	324,445	250,622	276,200	298,955	212,884	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-35,773	-34,419	-35,678	-38,536	-35,722	-36,899	-38,720	-40,708	-50,427	-53,552	-54,200	-48,229	-44,061	
Wages - FTRRegular	0	0	0	0	0	0	0	0	0	-14,969	-12,818	-4,990	-2,994	
Wages - Seasonal	-62,224	-56,706	-50,335	-41,614	-50,872	-18,256	-30,358	-74,964	-85,481	-68,187	-62,282	-76,211	-55,449	
Incentive Program, Exempt	0	0	0	0	0	0	-109	0	-274	0	0	-91	-77	
Incentive Program, Seasonal, NonExempt	-125	-274	-682	-594	-410	0	-292	-1,548	-2,372	-389	0	-1,436	-920	
Total Salaries & Wages, DIRECT	-98,122	-91,399	-86,695	-80,745	-87,005	-55,156	-69,479	-117,220	-138,554	-137,098	-129,300	-130,957	-103,501	
Salaries sub-total	-35,773	-34,419	-35,678	-38,536	-35,722	-36,899	-38,830	-40,708	-50,700	-53,552	-54,200	-48,320	-44,138	
Wage sub-total	-62,349	-56,980	-51,017	-42,209	-51,283	-18,256	-30,650	-76,512	-87,853	-83,546	-75,100	-82,637	-59,363	
Wage-FTR subsubtotal	0	0	0	0	0	0	0	0	0	-14,969	-12,818	-4,990	-2,994	
Wage-Seasonal subsubtotal	-62,349	-56,980	-51,017	-42,209	-51,283	-18,256	-30,650	-76,512	-87,853	-68,576	-62,282	-77,647	-56,369	
Payroll Direct as a % of Revenue	-34.6%	-27.1%	-32.5%	-37.0%	-29.7%	-67.8%	-44.7%	-25.3%	-30.4%	-39.2%	-32.7%	-31.6%	-41.5%	
PTO net\$ accrual, in Salaries	-1,818	590	108	-1,292	1,404	-405	174	-941	759	510	19	109	20	
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	0	0	-753	0	-251	-151	
PTO net accrual, in PD Total	-1,818	590	108	-1,292	1,404	-405	174	-941	759	-243	19	-142	-131	
PAYROLL BURDEN														
Payroll Taxes	-7,642	-10,396	-9,252	-9,547	-9,583	-5,643	-7,398	-12,289	-13,686	-13,642	-13,700	-13,206	-10,532	
Workers Compensation	-4,298	-4,029	-3,585	-6,702	-10,701	-15,183	-20,233	-32,630	-28,793	-17,255	-22,300	-26,226	-22,819	
Group Insurance	-6,581	-6,309	-5,986	-5,887	-6,058	-5,614	-4,507	-5,131	-5,386	-11,839	-13,200	-7,452	-6,495	
Retirement Plan	-175	-60	-63	-60	-251	-34	-258	-679	-562	-317	0	-519	-370	
PAYROLL BURDEN Total	-18,696	-20,794	-18,886	-22,196	-26,593	-26,474	-32,397	-50,729	-48,426	-43,052	-49,200	-47,402	-40,216	
subtotal, Burden-Salary	-11,616	-11,302	-11,108	-12,666	-14,136	-18,122	-17,849	-19,285	-19,896	-18,647	-21,300	-19,276	-18,760	
subtotal, Burden-Wage-FTR	-14	-3	0	0	0	0	0	-7	0	-8,457	-9,190	-2,822	-1,693	
subtotal, Burden-Wage-Seasonal	-7,066	-9,490	-7,778	-9,531	-12,457	-8,352	-14,547	-31,436	-28,531	-15,948	-18,710	-25,305	-19,763	
Burden % - on all Payroll Direct	19.1%	22.8%	21.8%	27.5%	30.6%	48.0%	46.6%	43.3%	35.0%	29.0%	38.1%	35.7%	40.4%	
Burden % - Salary	32.5%	32.8%	31.1%	32.9%	39.6%	49.1%	46.0%	47.4%	39.2%	32.2%	39.3%	39.6%	42.8%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	53.0%	71.7%	17.7%	10.6%	
Burden % - Wage-Seasonal	11.3%	16.7%	15.2%	22.6%	24.3%	45.7%	47.5%	41.1%	32.5%	21.6%	30.0%	31.7%	37.7%	
Burden % - Wage-FTR&Seasonal	11.4%	16.7%	15.2%	22.6%	24.3%	45.7%	47.5%	41.1%	32.5%	27.4%	37.2%	33.7%	38.8%	
PAYROLL TOTAL (Direct&Burden)	-116,818	-112,193	-105,581	-102,942	-113,598	-81,629	-101,876	-167,949	-186,980	-180,150	-178,500	-178,360	-143,717	
Burden % TL	19.1%	22.8%	21.8%	27.5%	30.6%	48.0%	46.6%	43.3%	35.0%	29.0%	38.1%	35.7%	40.4%	
Payroll Taxes %	7.8%	11.4%	10.7%	11.8%	11.0%	10.2%	10.6%	10.5%	9.9%	9.7%	10.6%	10.0%	10.2%	
Workers Comp %	4.4%	4.4%	4.1%	8.3%	12.3%	27.5%	29.1%	27.8%	20.8%	10.8%	17.2%	19.8%	23.2%	
Group Insurance %	6.7%	6.9%	6.9%	7.3%	7.0%	10.2%	6.5%	4.4%	3.9%	8.2%	10.2%	5.5%	6.6%	
Retirement %	0.2%	0.1%	0.1%	0.1%	0.3%	0.1%	0.4%	0.6%	0.4%	0.3%	0.0%	0.4%	0.3%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	0	0	0	0	-436	-2,310	-2,667	-2,751	-1,804	-1,083	
Employee Dev/Training	0	-108	0	0	0	0	0	0	0	-315	-250	-105	-63	
Employee Relations	-160	-8	-372	0	-579	-90	-499	-1,733	-2,015	-458	-450	-1,402	-959	
Uniforms	-104	-138	-20	-197	-124	0	0	-30	-8	-450	-600	-163	-98	
Travel/Meeting Expense	-112	0	0	0	0	0	0	0	0	0	0	0	0	
Total Staff Expense	-377	-254	-391	-197	-703	-90	-499	-2,199	-4,333	-3,890	-4,051	-3,474	-2,202	
Telephone	0	0	-60	-60	-150	-180	-180	-180	-180	-120	0	-160	-168	
Disposal Fees	-206	0	0	0	0	0	0	0	0	0	0	0	0	
Natural Gas - Buildings	-123	-120	0	0	0	0	0	0	0	0	0	0	0	
Fuel & Oil	-17	0	0	0	0	0	0	0	-5	0	0	-2	-1	
Propane (LPG)	0	0	0	0	0	0	0	-26	0	0	0	-9	-5	
TOTAL UTILITIES	-346	-120	0	-60	-150	-180	-180	-206	-185	-120	0	-170	-174	
SUPPLIES & MAINTENANCE EXPENSE														
Linen Service	-2,899	-1,613	-1,630	-940	-1,000	-366	-739	-1,645	-1,774	-1,658	-1,459	-1,693	-1,237	
Janitorial Services & Supplies	-1,168	-812	-1,133	-884	-1,294	-293	-1,798	-887	-636	-746	-950	-756	-872	
Pest Control	0	0	56	0	0	0	0	0	0	0	0	0	0	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Winter F & B (180)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
									Jan-Jul Act					
									Aug-Dec Bdg					
Contract Fees	0	0	0	0	0	-205	-205	-205	0	0	0	-68	-123	
Furniture and Office Equip	-323	-1,036	-771	0	-254	0	0	0	-143	-500	-500	-214	-129	
Office Supplies	-483	-262	-352	-221	-220	-156	-109	-179	-386	-206	-250	-257	-207	
Signs	-35	0	0	-30	0	0	-50	0	-337	-518	-200	-285	-181	
Operating Supplies	-12,077	-10,823	-15	-12	0	0	-32	-43	0	-300	-800	-114	-75	
Paper Products - Restaurant	-56	-3,594	-11,681	-13,222	-10,626	-5,086	-6,972	-19,752	-17,589	-14,544	-15,400	-17,295	-12,789	
Cleaning Supplies - Restaurant	0	-454	-476	-897	-811	-670	-576	-1,496	-1,489	-896	-1,250	-1,294	-1,025	
Small Tools & Equipment	-394	-1,446	-457	-259	-1,801	-259	-943	-756	-761	-312	-1,000	-610	-606	
Safety Equipment	0	-5	-24	0	0	0	0	-445	0	0	0	-148	-89	
Spoilage	-2,005	-3,603	-2,915	-1,293	-1,784	-1,807	-2,673	-1,740	-3,161	-1,214	0	-2,038	-2,119	
Special Programs	-190	0	-634	-423	-411	-219	-383	-150	-17	-43	0	-70	-163	
Repairs & Maintenance														
General/PM	0	0	-81	-42	0	-399	-541	-1,380	-437	-24	0	-613	-556	
Plumbing	0	0	-90	-90	-99	-60	0	-70	0	0	0	-23	-26	
Lighting and Electrical	-1	0	0	-23	0	0	-46	-31	0	0	0	-10	-15	
HVAC	0	0	0	-32	0	0	0	0	0	0	0	0	0	
Carpentry	0	-342	0	-45	0	0	0	0	0	-500	-500	-167	-100	
Fire Suppression	0	0	0	-346	-909	0	0	-430	-596	-591	0	-539	-323	
Painting	0	0	-12	0	0	0	0	0	0	0	0	0	0	
MaintDept Labor Charges (inactive)	-1,000	0	0	-31	0	0	0	0	0	0	0	0	0	
Other Building	-616	-1,328	-124	-111	0	0	0	0	0	0	0	0	0	
R&M Building	-1,617	-1,670	-307	-720	-1,008	-459	-587	-1,910	-1,032	-1,114	-500	-1,352	-1,021	
Snow Removal	0	0	0	-106	-8	0	0	0	0	0	0	0	0	
R&M Grounds (nonGolf)	0	0	0	-106	-8	0	0	0	0	0	0	0	0	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	-252	0	0	0	0	0	0	-50	
F&B Kitchen Equip	0	-247	-1,832	-969	-673	-747	-789	-1,842	-912	-695	-1,000	-1,149	-997	
F&B Glass/Silver/China	0	18	0	0	0	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	-578	-2,552	-493	0	0	0	0	0	0	0	0	0	0	
R&M Equipment	-578	-2,781	-2,326	-969	-673	-999	-789	-1,842	-912	-695	-1,000	-1,149	-1,047	
R&M subtotal	-2,195	-4,451	-2,633	-1,795	-1,689	-1,459	-1,376	-3,752	-1,944	-1,809	-1,500	-2,502	-2,068	
TOTAL SUPPLIES & MAINTENANCE	-21,823	-28,100	-22,665	-19,976	-19,890	-10,519	-15,858	-31,051	-28,237	-22,748	-23,309	-27,345	-21,683	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	0	0	0	0	0	-111	-77	0	-63	-38	
Promotion Expense	0	0	0	0	0	0	0	0	-113	0	0	-38	-23	
Dues & Subscriptions	0	0	0	0	-154	0	0	0	0	0	0	0	0	
Licenses, Permits, Fees	-1,510	-582	-1,375	-1,378	-1,433	-1,545	-1,485	-1,023	-1,765	-2,017	-1,800	-1,602	-1,567	
Mileage Reimbursement	-103	-252	-250	-189	-160	-234	-235	-279	-217	-301	-350	-266	-253	
Postage - General	-3	-3	-2	-1	0	0	-1	0	-92	-1	0	-31	-19	
Credit Card Expense	-3,578	-4,286	-4,213	-3,421	-5,158	-1,401	-2,996	-9,568	-9,969	-8,694	-8,590	-9,410	-6,526	
Over/Short	278	48	-18	-7	291	-265	-206	-146	106	-310	0	-117	-164	
TOTAL ADMINISTRATIVE & OTHER EXPE	-4,916	-5,074	-5,859	-4,995	-6,614	-3,446	-4,923	-11,016	-12,162	-11,399	-10,740	-11,526	-8,589	
TOTAL OPERATING EXPENSES (OE)	-27,462	-33,548	-28,916	-25,229	-27,357	-14,235	-21,460	-44,473	-44,917	-38,158	-38,100	-42,516	-32,648	
TOTAL PAYROLL AND OPERATING EXPE	-144,280	-145,741	-134,496	-128,170	-140,954	-95,865	-123,336	-212,422	-231,897	-218,308	-216,600	-220,875	-176,365	
N O R 1, before OH	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	32,314	59,600	78,079	36,519	
N O R 2, after OH	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	32,314	59,600	78,079	36,519	
T O C	-230,038	-249,757	-223,051	-209,293	-228,496	-120,849	-167,545	-353,873	-363,624	-330,038	-335,400	-349,178	-267,186	
REV to TOC (CRR%)	-123.1%	-134.8%	-119.5%	-104.3%	-128.3%	-67.4%	-92.7%	-130.9%	-125.5%	-106.8%	-117.8%	-121.1%	-104.7%	
NOR AFTER Assessment Revenue, Opera	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	32,314	59,600	78,079	36,519	

Tahoe Donner Association
 Operating Fund 9-Year Actuals and CY Budget and Forecast
 Marketing (200)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals			
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	3-Yr	5-Yr	
								2016 Actual	2017 Actual	2018					
										Jan-Jul Act					Aug-Dec Bdg
Revenue															
Other Revenue	0	0	0	0	0	0	0	0	0	0	703	0	234	141	
Total Other Revenue	0	0	0	0	0	0	0	0	0	0	703	0	234	141	
GROSS REVENUE (GREV)	0	0	0	0	0	0	0	0	0	0	703	0	234	141	
COST OF GOODS SOLD (COGS)															
Gross Margin (GREV-COGS)	0	0	0	0	0	0	0	0	0	0	703	0	234	141	
PAYROLL															
SALARIES & WAGES															
PAYROLL BURDEN															
OPERATING EXPENSES (OE)															
Employee Relations	0	0	0	0	-26	0	-19	0	0	0	0	0	0	-4	
Travel/Meeting Expense	0	0	0	0	-574	-86	-954	0	0	0	0	0	0	-208	
Total Staff Expense	0	0	0	0	-600	-86	-974	0	0	0	0	0	0	-212	
Telephone	-621	-695	-683	-989	-753	-687	-215	0	0	-350	-950	-117	-250		
TOTAL UTILITIES	-621	-695	-683	-989	-753	-687	-215	0	0	-350	-950	-117	-250		
SUPPLIES & MAINTENANCE EXPENSE															
Contract Fees	-4,379	0	0	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	0	0	0	0	0	0	0	0	-661	0	0	-220	-132		
Printed Forms/Ticket Stock	0	0	0	0	0	0	-244	-244	-244	0	0	-163	-146		
Computer Software	0	0	0	0	0	0	0	-30	0	0	0	-10	-6		
Furniture and Office Equip	-172	-129	0	0	0	0	0	0	0	0	0	0	0		
Office Supplies	-19	-82	-194	-62	-73	0	0	0	-306	-21	0	-109	-65		
Signs	0	0	0	0	0	0	0	0	0	-709	0	-236	-142		
Operating Supplies	0	-631	0	0	0	0	0	0	0	0	0	0	0		
Small Tools & Equipment	0	0	0	-312	-290	0	0	0	0	-44	0	-15	-9		
Entertainment	-1,124	-1,223	0	-316	-339	0	-2,220	-1,850	0	-500	-2,550	-783	-914		
Special Programs	-26	-933	0	-2,318	-4,370	-871	-279	-6,173	-13,053	-4,507	0	-7,911	-4,977		
Repairs & Maintenance															
General/PM	0	0	0	0	0	-67	0	0	-213	0	0	-71	-56		
Lighting and Electrical	0	0	0	0	0	-22	0	0	0	-11	0	-4	-6		
HVAC	0	0	0	0	0	0	0	-88	0	0	0	-29	-18		
Painting	0	0	0	-147	0	0	0	0	0	0	0	0	0		
Other Building	0	0	0	-39	0	0	0	0	0	0	0	0	0		
R&M Building	0	0	0	-186	0	-89	0	-88	-213	-11	0	-104	-80		
R&M subtotal	0	0	0	-186	0	-89	0	-88	-213	-11	0	-104	-80		
TOTAL SUPPLIES & MAINTENANCE	-5,720	-2,999	-194	-3,195	-5,073	-960	-2,743	-8,384	-14,477	-5,791	-2,550	-9,551	-6,471		
ADMINISTRATIVE & OTHER EXPENSE															

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Marketing (200)**

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals				
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years		2018 <u>FORECAST</u>		2018 <u>Budget</u>	3-Yr	5-Yr		
								2016 <u>Actual</u>	2017 <u>Actual</u>						Jan-Jul Act	
															Aug-Dec Bdg	
Po Survey	0	0	0	0	-1,246	0	0	0	0	0	0	0	0	0		
Public Relations	-20	0	-724	-64	-4,865	-4,148	-2,715	-4,213	0	-16,934	-4,000	-7,049	-5,602			
Promotion Expense	-5,393	-6,065	-6,979	-3,353	-5,157	-3,324	-2,936	-6,501	-1,881	-7,009	-6,500	-5,130	-4,330			
Resort Advertising	-9,218	-27,922	-51,195	-32,953	-73,270	-77,622	-119,133	-92,065	-44,761	-36,318	-47,000	-57,714	-73,980			
Brochure Distribution	-1,501	-3,752	-2,251	-735	-2,780	-709	-1,952	-1,603	-1,628	-1,000	-4,000	-1,410	-1,378			
Charitable Contributions	0	0	0	0	-253	0	0	0	0	0	0	0	0			
Community Relations	0	0	0	0	-1,385	-90	-189	-519	-295	0	0	-271	-218			
Dues & Subscriptions	0	0	0	0	-77	-76	0	-760	0	-26	0	-262	-172			
Mileage Reimbursement	0	0	-590	0	-44	-109	0	0	0	0	0	0	-22			
Postage - General	-88	-1,779	-6	0	0	0	0	0	0	0	0	0	0			
Digital Content	0	0	0	0	0	0	0	-2,000	0	0	0	-667	-400			
Printing - Brochures	0	0	0	0	-3,431	-520	-623	0	-2,776	-1,000	-4,000	-1,259	-984			
Printing - Other	0	0	0	0	-366	0	0	0	-1,391	0	0	-464	-278			
TOTAL ADMINISTRATIVE & OTHER EXPE	-16,219	-39,518	-61,744	-37,105	-92,874	-86,598	-127,549	-107,660	-52,732	-62,287	-65,500	-74,226	-87,365			
TOTAL OPERATING EXPENSES (OE)	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-68,429	-69,000	-83,894	-94,298			
TOTAL PAYROLL AND OPERATING EXPE	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-68,429	-69,000	-83,894	-94,298			
N O R 1, before OH	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-67,726	-69,000	-83,659	-94,158			
N O R 2, after OH	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-67,726	-69,000	-83,659	-94,158			
T O C	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-68,429	-69,000	-83,894	-94,298			
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-01.9%	00.0%	-00.6%	-00.4%			
NOR AFTER Assessment Revenue, Opera	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-67,726	-69,000	-83,659	-94,158			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Mountain Operations (210)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average				
								2016 Actual	2017 Actual			2018 FORECAST	3-Yr	5-Yr		
															3 Year Average Years	
															Jan-Jul Act	Aug-Dec Bdg
Revenue																
Employee Housing Revenue	0	0	0	0	0	0	0	13,082	67,863	87,347	50,000	56,097	33,658			
Total Other Revenue	0	0	0	0	0	0	0	13,082	67,863	87,347	50,000	56,097	33,658			
GROSS REVENUE (GREV)	0	0	0	0	0	0	0	13,082	67,863	87,347	50,000	56,097	33,658			
COST OF GOODS SOLD (COGS)																
Gross Margin (GREV-COGS)	0	0	0	0	0	0	0	13,082	67,863	87,347	50,000	56,097	33,658			
PAYROLL																
SALARIES & WAGES																
Salaries - Exempt - Regular	-40,226	-41,294	-48,549	-103,218	-89,319	-106,338	-80,237	-125,986	-122,056	-129,658	-128,700	-125,900	-112,855			
Salaries - Exempt - Commissions	0	0	0	0	0	-45	-68	0	0	0	0	0	-23			
Wages - FTRRegular	-56,369	-39,927	-55,319	-15,755	-16,731	-12,412	-16,425	-24,847	-949	0	0	-8,599	-10,927			
Wages - Seasonal	-190,674	-192,689	-126,981	-185,604	-247,358	-76,264	-126,753	-341,850	-395,664	-349,083	-342,500	-362,199	-257,923			
Wages-Seasonal-Commissions	0	0	0	0	0	-113	0	-12	-230	0	0	-81	-71			
Incentive Program, Exempt	-563	0	0	0	0	0	-766	0	-300	-164	0	-155	-246			
Incentive Program, FTR, NonExempt	0	0	0	-139	-137	0	-273	-137	0	0	0	-46	-82			
Incentive Program, Seasonal, NonExempt	-180	-372	-414	-273	-684	0	-125	-6,891	-7,549	-1,101	0	-5,180	-3,133			
Total Salaries & Wages, DIRECT	-288,012	-274,281	-231,264	-304,991	-354,229	-195,172	-224,647	-499,723	-526,748	-480,005	-471,200	-502,159	-385,259			
Salaries sub-total	-40,789	-41,294	-48,549	-103,218	-89,319	-106,383	-81,071	-125,986	-122,356	-129,822	-128,700	-126,055	-113,124			
Wage sub-total	-247,223	-232,987	-182,715	-201,772	-264,910	-88,789	-143,576	-373,736	-404,392	-350,184	-342,500	-376,104	-272,135			
Wage-FTR subsubtotal	-56,369	-39,927	-55,319	-15,895	-16,868	-12,412	-16,699	-24,984	-949	0	0	-8,644	-11,009			
Wage-Seasonal subsubtotal	-190,854	-193,060	-127,395	-185,878	-248,042	-76,377	-126,878	-348,753	-403,443	-350,184	-342,500	-367,460	-261,127			
Payroll Direct as a % of Revenue	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-3819.8%	-776.2%	-476.8%	-942.4%	-1690.9%	-1014.6%			
PTO net\$ accrual, in Salaries	-166	167	-1,302	-275	6,361	479	-243	-3,478	-740	-992	-26	-1,737	-995			
PTO net\$ accrual, in Wages FTR	-160	-407	-709	-290	-688	896	-930	1,166	0	0	0	389	226			
PTO net accrual, in PD Total	-326	-241	-2,011	-564	5,673	1,375	-1,173	-2,312	-740	-992	-26	-1,348	-768			
PAYROLL BURDEN																
Payroll Taxes	-23,876	-27,321	-24,390	-34,085	-40,804	-19,986	-23,525	-52,352	-55,578	-49,068	-49,800	-52,333	-40,102			
Workers Compensation	-23,057	-26,141	-25,200	-41,604	-46,096	-44,565	-52,960	-121,886	-111,882	-57,565	-73,100	-97,111	-77,772			
Group Insurance	-17,457	-15,589	-19,684	-19,470	-20,893	-18,928	-16,941	-17,586	-13,064	-16,206	-17,500	-15,619	-16,545			
Retirement Plan	-1,349	-851	-931	-2,167	-3,215	-2,397	-2,871	-1,509	-2,715	-5,932	-3,600	-3,385	-3,085			
PAYROLL BURDEN Total	-65,739	-69,901	-70,204	-97,326	-111,008	-85,876	-96,298	-193,333	-183,238	-128,771	-144,000	-168,447	-137,503			
subtotal, Burden-Salary	-8,041	-10,845	-13,442	-37,793	-38,057	-46,345	-36,335	-51,680	-49,388	-44,033	-39,000	-48,367	-45,556			
subtotal, Burden-Wage-FTR	-25,638	-18,135	-25,454	-8,732	-8,691	-8,863	-10,112	-13,564	-174	890	890	-4,283	-6,365			
subtotal, Burden-Wage-Seasonal	-32,059	-40,921	-31,309	-50,801	-64,261	-30,668	-49,850	-128,089	-133,675	-85,628	-105,890	-115,797	-85,582			
Burden % - on all Payroll Direct	22.8%	25.5%	30.4%	31.9%	31.3%	44.0%	42.9%	38.7%	34.8%	25.4%	30.6%	33.0%	37.1%			
Burden % - Salary	19.7%	26.3%	27.7%	36.6%	42.6%	43.6%	44.8%	41.0%	40.4%	36.5%	30.3%	39.3%	41.2%			
Burden % - Wage-FTR	45.5%	45.4%	46.0%	54.9%	51.5%	71.4%	60.6%	54.3%	18.4%	00.0%	00.0%	24.2%	40.9%			
Burden % - Wage-Seasonal	16.8%	21.2%	24.6%	27.3%	25.9%	40.2%	39.3%	36.7%	33.1%	22.6%	30.9%	30.8%	34.4%			
Burden % - Wage-FTR&Seasonal	23.3%	25.3%	31.1%	29.5%	27.5%	44.5%	41.8%	37.9%	33.1%	22.3%	30.7%	31.1%	35.9%			
PAYROLL TOTAL (Direct&Burden)	-353,751	-344,183	-301,468	-402,317	-465,237	-281,048	-320,945	-693,056	-709,986	-608,777	-615,200	-670,606	-522,762			
Burden % TL	22.8%	25.5%	30.4%	31.9%	31.3%	44.0%	42.9%	38.7%	34.8%	25.4%	30.6%	33.0%	37.1%			
Payroll Taxes %	8.3%	10.0%	10.5%	11.2%	11.5%	10.2%	10.5%	10.5%	10.6%	10.1%	10.6%	10.4%	10.4%			
Workers Comp %	8.0%	9.5%	10.9%	13.6%	13.0%	22.8%	23.6%	24.4%	21.2%	10.6%	15.5%	18.7%	20.5%			
Group Insurance %	6.1%	5.7%	8.5%	6.4%	5.9%	9.7%	7.5%	3.5%	2.5%	3.3%	3.7%	3.1%	5.3%			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Mountain Operations (210)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
Retirement %	0.5%	0.3%	0.4%	0.7%	0.9%	1.2%	1.3%	0.3%	0.5%	1.4%	0.8%	0.7%	0.9%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	-13	-123	0	0	-618	-274	0	0	0	-91	-179	
Employee Housing expenses	0	0	0	0	0	0	0	-28,896	-111,660	-118,294	-105,000	-86,284	-51,770	
Educational Reimbursement	0	0	0	-36	0	0	0	0	0	0	0	0	0	
Employee Recruiting	0	-300	-300	-537	-508	-1,008	-954	-1,081	-777	-1,000	-1,000	-953	-964	
Employee Dev/Training	0	-254	-1,517	-367	-136	-120	-300	-426	-3,920	-1,240	-2,100	-1,862	-1,201	
Employee Relations	-8,665	-9,916	-9,172	-9,188	-10,716	-2,681	-13,555	-18,986	-19,170	-14,650	-15,140	-17,602	-13,808	
Uniforms	-6,469	-6,964	-8,300	-3,463	-5,005	-1,958	-1,993	-11,678	-7,842	-7,759	-6,300	-9,093	-6,246	
Seminars & Conferences	-1,900	-715	-1,090	-230	0	-150	0	-2,290	-1,480	0	-2,750	-1,590	-984	
Travel/Meeting Expense	-2,670	-4,100	-4,136	0	-2,795	-84	-1,902	-764	-2,606	0	-1,950	-1,123	-1,071	
Total Staff Expense	-19,704	-22,249	-24,528	-13,944	-21,396	-6,001	-19,323	-65,395	-147,455	-142,943	-134,240	-118,598	-76,223	
Telephone	-967	-1,887	-2,674	-3,587	-4,017	-3,461	-2,432	-2,734	-2,941	-3,836	-3,600	-3,170	-3,081	
Cable/Sat TV Service	-600	-600	-607	-656	-755	-828	-913	-1,005	-985	-1,195	-900	-1,062	-985	
Disposal Fees	-13,420	-13,372	-7,883	-8,203	-11,000	-3,175	-7,885	-10,924	-11,797	-14,178	-11,100	-12,300	-9,592	
Electricity	-41,738	-42,762	-44,083	-32,290	-30,056	-19,518	-19,398	-33,903	-34,314	-31,380	-32,600	-33,199	-27,702	
Natural Gas - Buildings	-8,646	-8,555	-10,046	-7,417	-8,477	-5,509	-5,774	-8,525	-8,958	-7,785	-8,200	-8,423	-7,310	
Fuel & Oil	-22,573	-36,189	-45,557	-41,292	-46,706	-10,409	-12,370	-36,012	-43,402	-34,966	-31,400	-38,126	-27,432	
Propane (LPG)	0	0	-762	0	-219	-5	-27	-306	-188	-705	-250	-400	-246	
Sewer Fees	-15,924	-16,469	-17,044	-16,720	-16,720	-16,720	-16,720	-16,720	-16,898	-17,693	-18,060	-17,104	-16,950	
Water - Building/Facility	-4,800	-6,481	-3,695	-2,270	-2,245	-1,825	-2,354	-3,049	-3,087	-3,280	-2,900	-3,139	-2,719	
Water - Grounds	0	0	-517	-387	-760	-791	-702	-1,316	-796	-480	0	-864	-817	
TOTAL UTILITIES	-108,669	-126,315	-132,868	-113,089	-120,955	-62,241	-68,574	-114,494	-123,365	-115,497	-109,010	-117,785	-96,834	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	0	-214	0	-723	0	0	-37	-359	-100	-250	-165	-99	
Hazardous Waste Clean Up	0	0	-646	-64	0	0	0	0	0	-500	-1,500	-167	-100	
Linen Service	0	-66	-144	-220	-197	-21	-79	-206	0	0	0	-69	-61	
Janitorial Services & Supplies	-3,634	-6,630	-8,657	-5,082	-9,350	-1,336	-3,649	-11,520	-11,321	-9,554	-5,000	-10,798	-7,476	
Pest Control	0	0	0	0	0	-750	-775	-930	-465	-630	-960	-675	-710	
Contract Fees	0	0	0	0	0	-44	0	0	0	0	0	0	-9	
Equipment Rental	-975	-882	-577	-735	-610	-480	-1,260	-594	-600	-610	-850	-601	-709	
Printed Forms/Ticket Stock	0	0	0	0	0	0	0	0	-1,559	0	0	-520	-312	
Computer Hardware	0	0	-686	0	0	0	0	0	0	0	0	0	0	
Furniture and Office Equip	-4,530	-6,165	-6,441	-927	-1,047	0	-2,333	-1,622	-641	-1,394	-2,250	-1,219	-1,198	
Office Supplies	-1,851	-997	-1,593	-1,827	-1,141	-642	-169	-668	-204	-777	-1,150	-550	-492	
Toner Cartridges	0	0	0	0	0	-251	0	-731	-261	-152	0	-381	-279	
Signs	-1,874	-3,252	-1,441	-727	-1,153	-1,978	-1,909	-5,078	-3,278	-2,036	-2,750	-3,464	-2,856	
Operating Supplies	-4,944	-5,589	-3,627	-962	-2,957	-634	-237	-2,424	-725	-2,256	-3,400	-1,802	-1,255	
Paper Products - Restaurant	0	0	-113	0	0	0	0	0	-156	0	0	-52	-31	
Cleaning Supplies - Restaurant	0	0	0	0	0	0	0	0	-129	0	0	-43	-26	
Small Tools & Equipment	-360	-3,127	-1,188	-4,328	-4,549	-2,129	-903	-11,748	-7,427	-3,257	-2,850	-7,477	-5,093	
Safety Equipment	-374	-4,896	-2,853	-2,425	-6,674	-2,666	-3,512	-6,502	-6,684	-2,117	-2,700	-5,101	-4,296	
Entertainment	0	-1,200	0	-43	0	0	0	-4,800	0	0	0	-1,600	-960	
Special Programs	0	-16	-67	-187	-25	-99	-12	-827	-962	-9	0	-600	-382	
Ski Team Expense	0	0	0	0	-58	0	0	0	0	0	0	0	0	
Repairs & Maintenance														
General/PM	-477	0	-3,613	-1,078	-1,984	-1,385	-2,699	-3,485	-2,628	-2,589	-2,400	-2,901	-2,557	
Plumbing	0	-2,105	-1,737	-194	-172	-456	-30	-145	-223	-456	-750	-275	-262	
Lighting and Electrical	-829	-10	-29	-181	-1,534	-15	-380	-23	-1,021	-234	-600	-426	-335	
HVAC	0	0	-1,441	-1,096	-13	0	0	-121	0	-613	-500	-245	-147	
Carpentry	-607	-905	-1,313	-126	33	-111	0	-913	0	-800	-1,400	-571	-365	
Fire Suppression	0	0	-2,300	-1,244	-876	-3,732	-1,205	-2,204	-1,859	-2,705	-1,850	-2,256	-2,341	
Painting	0	0	-1,417	-49	-87	-100	-70	-293	-69	-400	-700	-254	-186	
MaintDept Labor Charges (inactive)	-3,404	0	0	0	0	0	0	0	0	0	0	0	0	
Other Building	-6,342	-5,915	-2,288	-492	-1,177	-203	-6,137	-3,767	-3,203	-1,957	-900	-2,976	-3,053	
R&M Building	-11,658	-8,935	-14,138	-4,459	-5,811	-6,002	-10,522	-10,951	-9,003	-9,754	-9,100	-9,903	-9,246	
Asphalt	0	0	0	0	0	-26	-20	-56	-504	-840	0	-467	-289	
Irrigation and Drainage	0	0	0	0	-65	0	0	0	0	0	0	0	0	
Ski Trails	0	0	-8,010	-8,000	-7,612	0	0	0	0	0	0	0	0	
Snow Removal	-12,012	-12,712	-13,809	-11,997	-9,580	-10,064	-14,334	-18,134	-34,740	-45,613	-44,400	-32,829	-24,577	

Mountain Operations (210)

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Mountain Operations (210)**

	5 Year Average Years									2018 Budget	Actuals Average				
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
											Jan-Jul Act				
											Aug-Dec Bdg				
Other Grounds Maint	0	-8,200	-108	-50	0	-204	-75	-159	0	-796	0	-319	-247		
R&M Grounds (nonGolf)	-12,012	-20,913	-21,927	-20,047	-17,257	-10,294	-14,429	-18,349	-35,244	-47,249	-44,400	-33,614	-25,113		
Ski Lifts, Fixed Grip	0	0	0	-1,286	-474	-1,518	-1,611	-12,218	-3,978	-2,627	0	-6,274	-4,390		
Ski Lifts, Surface	0	0	0	-379	0	-436	0	-543	-775	-77	0	-465	-366		
Terrain Parks	0	0	-730	-22	-1,002	-318	-195	-165	-1,239	-641	-500	-682	-511		
Snowcats	0	0	-35,598	-15,450	-10,888	-1,800	-1,061	-13,857	-28,893	-24,013	-28,600	-22,254	-13,925		
Snowmobiles	0	0	-837	-1,388	-351	-382	-964	-284	-1,362	-3,109	-2,100	-1,585	-1,220		
Golf Carts Fleet	0	0	0	0	0	0	0	0	-60	0	0	-20	-12		
Rolling, Heavy	-12,603	-30,138	-1,229	-4,570	-2,776	-1,494	-473	-672	-3,721	-1,245	0	-1,879	-1,521		
Rolling, Car/Truck/Bus/Van	-3,349	-6,590	-4,764	-6,196	-3,197	-2,280	-5,242	-7,043	-6,731	-9,820	-5,100	-7,865	-6,223		
Computer Hardware Maint	0	0	-131	0	-21	0	0	-107	0	-370	-660	-159	-95		
Other Operating Equip R&M	-1,906	-4,718	-755	-538	-2,900	-254	-363	0	-265	-344	-300	-203	-245		
R&M Equipment	-17,859	-41,446	-44,045	-29,827	-21,609	-8,482	-9,910	-34,889	-47,023	-42,248	-37,260	-41,387	-28,511		
Irrigation and Drainage	0	0	0	0	0	0	-61	0	0	0	0	-20	-12		
R&M Golf Course	0	0	0	0	0	0	0	0	0	0	0	-20	-12		
Forestry Management	0	0	0	0	0	0	-155	0	0	0	0	0	-31		
R&M Forestry	0	0	0	0	0	0	-155	0	0	0	0	0	-31		
Contra - Inter-Dept. Charges	0	0	994	2,044	13,839	3,758	6,204	0	0	0	0	0	1,992		
R&M subtotal	-41,529	-71,294	-79,116	-52,290	-30,837	-21,021	-28,812	-64,251	-91,270	-99,252	-90,760	-84,924	-60,921		
TOTAL SUPPLIES & MAINTENANCE	-60,070	-104,114	-107,363	-69,818	-59,322	-32,052	-43,651	-111,939	-125,912	-122,774	-114,420	-120,208	-87,265		
ADMINISTRATIVE & OTHER EXPENSE															
Consulting Expense	0	-279	0	0	0	0	0	0	0	0	0	0	0		
Public Relations	-357	-122	-340	-168	-264	-134	-68	-567	-55	-175	-750	-265	-200		
Promotion Expense	0	-204	-565	0	0	0	0	0	0	0	0	0	0		
Resort Advertising	0	0	0	0	0	0	0	0	-177	0	0	-59	-35		
Brochure Distribution	0	0	-544	-1,631	0	0	0	0	0	0	0	0	0		
Community Relations	0	0	0	0	0	0	-130	0	0	0	0	0	-26		
Dues & Subscriptions	-2,373	-3,137	-5,013	-2,606	-3,393	-3,184	-3,458	-1,911	-1,198	-965	-5,450	-1,358	-2,143		
Licenses, Permits, Fees	-11,016	-12,292	-14,461	-16,637	-14,437	-17,217	-21,032	-24,841	-18,839	-20,937	-18,660	-21,539	-20,573		
Mileage Reimbursement	-226	-356	-998	-1,143	-2,359	-481	-374	-561	-275	-596	-700	-478	-458		
Postage - General	-68	-61	-27	-21	-87	-29	-228	-211	-102	-64	-70	-126	-127		
Printing - Brochures	0	0	0	0	0	0	0	0	-1,984	0	0	-661	-397		
Printing - Other	0	0	0	0	0	0	0	0	-357	0	0	-119	-71		
Claims Expense	0	0	0	0	0	0	0	0	0	0	0	-107	-64		
Over/Short	0	0	0	0	0	0	0	-320	0	0	0	-184	-111		
Insurance Expense	-114,600	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-122,635	-134,800	-138,600	-138,600	-132,012	-122,329		
TOTAL ADMINISTRATIVE & OTHER EXPE	-128,642	-106,260	-112,948	-108,006	-148,741	-125,264	-136,682	-151,045	-158,284	-161,394	-164,230	-156,908	-146,534		
TOTAL OPERATING EXPENSES (OE)	-317,085	-358,937	-377,708	-304,857	-350,414	-225,558	-268,229	-442,872	-555,017	-542,608	-521,900	-513,499	-406,857		
TOTAL PAYROLL AND OPERATING EXPE	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-1,265,002	-1,151,384	-1,137,100	-1,184,105	-929,619		
N O R 1, before OH	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,064,037	-1,087,100	-1,128,008	-895,961		
N O R 2, after OH	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,064,037	-1,087,100	-1,128,008	-895,961		
T O C	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-1,265,002	-1,151,384	-1,137,100	-1,184,105	-929,619		
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-01.2%	-05.4%	-09.0%	-04.4%	-05.2%	-03.1%		
NOR AFTER Assessment Revenue, Opera	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,064,037	-1,087,100	-1,128,008	-895,961		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Lift Maintenance (211)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals		
						2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Revenue														
COST OF GOODS SOLD (COGS)														
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-7,626	-7,157	-7,944	-8,083	-28,598	-25,718	-32,786	-52,493	-9,040	-10,740	-10,900	-24,091	-26,155	
Wages - FTRRegular	-67,570	-93,528	-89,777	-97,177	-84,781	-74,390	-71,357	-95,572	-104,096	-104,002	-112,596	-101,223	-89,883	
Wages - Seasonal	0	-25,287	-100,059	352	-88	-4,369	-4,331	-36,447	-48,306	-40,919	-26,404	-41,891	-26,874	
Wages-Seasonal-Commissions	0	0	0	0	0	0	0	0	-54	0	0	-18	-11	
Incentive Program, Exempt	0	0	0	0	0	0	-273	0	0	0	0	0	-55	
Incentive Program, FTR, NonExempt	0	0	-54	-107	0	-164	0	-137	0	0	0	-46	-60	
Incentive Program, Seasonal, NonExempt	0	0	-134	0	0	0	0	-300	-547	0	0	-282	-169	
Total Salaries & Wages, DIRECT	-75,196	-125,972	-197,968	-105,015	-113,467	-104,641	-108,748	-184,949	-162,042	-155,661	-149,900	-167,551	-143,208	
Salaries sub-total	-7,626	-7,157	-7,944	-8,083	-28,598	-25,718	-33,059	-52,493	-9,040	-10,740	-10,900	-24,091	-26,210	
Wage sub-total	-67,570	-118,815	-190,024	-96,932	-84,869	-78,923	-75,688	-132,456	-153,002	-144,921	-139,000	-143,460	-116,998	
Wage-FTR subsubtotal	-67,570	-93,528	-89,831	-97,284	-84,781	-74,554	-71,357	-95,708	-104,096	-104,002	-112,596	-101,269	-89,943	
Wage-Seasonal subsubtotal	0	-25,287	-100,193	352	-88	-4,369	-4,331	-36,747	-48,906	-40,919	-26,404	-42,191	-27,055	
PTO net\$ accrual, in Salaries	-508	210	-352	16	-175	186	1,113	-1,277	561	61	-40	-218	129	
PTO net\$ accrual, in Wages FTR	36	98	-2,279	-2,972	4,916	1,557	-458	-857	-734	852	0	-246	72	
PTO net accrual, in PD Total	-472	309	-2,630	-2,956	4,741	1,743	655	-2,134	-173	913	-40	-465	201	
PAYROLL BURDEN														
Payroll Taxes	-5,951	-12,101	-19,853	-8,842	-10,050	-9,514	-9,913	-17,140	-14,443	-14,128	-14,600	-15,237	-13,028	
Workers Compensation	-7,406	-13,583	-24,825	-15,822	-15,039	-22,870	-22,871	-40,207	-35,154	-17,145	-15,000	-30,836	-27,650	
Group Insurance	-14,884	-22,548	-20,668	-30,179	-21,713	-23,089	-20,901	-21,751	-15,683	-20,642	-23,000	-19,359	-20,413	
Retirement Plan	-2,543	-2,215	-1,755	-1,189	-1,241	-591	-2,409	-1,915	-1,296	-1,847	-1,700	-1,686	-1,612	
PAYROLL BURDEN Total	-30,784	-50,447	-67,100	-56,032	-48,043	-56,064	-56,094	-81,014	-66,577	-53,762	-54,300	-67,118	-62,702	
subtotal, Burden-Salary	-2,715	-2,559	-2,638	-2,945	-5,738	-9,470	-11,162	-16,160	-3,734	-2,941	-2,600	-7,612	-8,693	
subtotal, Burden-Wage-FTR	-28,070	-41,150	-40,392	-53,118	-42,281	-44,705	-43,068	-51,862	-47,669	-42,031	-46,120	-47,187	-45,867	
subtotal, Burden-Wage-Seasonal	0	-6,738	-24,070	31	-23	-1,889	-1,864	-12,992	-15,175	-8,791	-5,580	-12,319	-8,142	
Burden % - on all Payroll Direct	40.9%	40.0%	33.9%	53.4%	42.3%	53.6%	51.6%	43.8%	41.1%	33.5%	36.2%	39.5%	44.7%	
Burden % - Salary	35.6%	35.7%	33.2%	36.4%	20.1%	36.8%	33.8%	30.8%	41.3%	30.0%	23.9%	34.0%	34.5%	
Burden % - Wage-FTR	41.5%	44.0%	45.0%	54.6%	49.9%	60.0%	60.4%	54.2%	45.8%	39.9%	41.0%	46.6%	52.0%	
Burden % - Wage-Seasonal	0.0%	26.6%	24.0%	0.8%	26.3%	43.2%	43.0%	35.4%	31.0%	21.6%	21.1%	29.3%	34.9%	
Burden % - Wage-FTR&Seasonal	41.5%	40.3%	33.9%	54.8%	49.8%	59.0%	59.4%	49.0%	41.1%	33.8%	37.2%	41.3%	48.4%	
PAYROLL TOTAL (Direct&Burden)	-105,981	-176,418	-265,068	-161,047	-161,509	-160,705	-164,842	-265,963	-228,619	-209,423	-204,200	-234,668	-205,910	
Burden % TL	40.9%	40.0%	33.9%	53.4%	42.3%	53.6%	51.6%	43.8%	41.1%	33.5%	36.2%	39.5%	44.7%	
Payroll Taxes %	7.9%	9.6%	10.0%	8.4%	8.9%	9.1%	9.1%	9.3%	9.3%	8.6%	9.7%	8.9%	9.0%	
Workers Comp %	9.8%	10.8%	12.5%	15.1%	13.3%	21.9%	21.0%	21.7%	21.7%	11.7%	10.0%	18.4%	19.6%	
Group Insurance %	19.8%	17.9%	10.4%	28.7%	19.1%	22.1%	19.2%	11.8%	9.7%	12.0%	15.3%	11.1%	14.9%	
Retirement %	3.4%	1.8%	0.9%	1.1%	1.1%	0.6%	2.2%	1.0%	0.8%	1.2%	1.1%	1.0%	1.2%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	-98	0	0	0	0	0	0	0	0	0	0	
Employee Dev/Training	-1,974	0	0	-575	-954	-1,804	0	-2,040	0	-750	-3,000	-930	-919	
Employee Relations	-33	0	-316	-40	-43	0	-37	-25	-68	-50	-150	-48	-36	
Uniforms	-356	-46	-87	-991	-1,524	-2,138	-890	-1,159	-793	-1,370	-2,400	-1,107	-1,270	

OPERATING EXPENSES (OE)

Employee Meals	0	0	-98	0	0	0	0	0	0	0	0	0	0
Employee Dev/Training	-1,974	0	0	-575	-954	-1,804	0	-2,040	0	-750	-3,000	-930	-919
Employee Relations	-33	0	-316	-40	-43	0	-37	-25	-68	-50	-150	-48	-36
Uniforms	-356	-46	-87	-991	-1,524	-2,138	-890	-1,159	-793	-1,370	-2,400	-1,107	-1,270

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Lift Maintenance (211)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals			
						3 Year Average Years			2016 Actual	2017 Actual		2018 FORECAST	2018 Budget	Average 3-Yr	5-Yr
						2014 Actual	2015 Actual	2016 Actual							
						Jan-Jul Act		Aug-Dec Bdg							
Seminars & Conferences	0	0	0	-646	-390	0	0	0	-720	-1,005	-2,500	-575	-345		
Travel/Meeting Expense	-22	0	0	-595	-75	0	-25	-3,921	0	0	-500	-1,307	-789		
Total Staff Expense	-2,385	-46	-501	-2,847	-2,987	-3,942	-951	-7,145	-1,581	-3,176	-8,550	-3,967	-3,359		
Telephone	0	0	0	0	-1,851	-541	-662	-320	-40	-600	-1,800	-320	-433		
Disposal Fees	0	-41	0	0	0	0	0	0	0	0	0	0	0		
Electricity	-842	-1,043	-1,562	-2,468	-2,920	-2,493	-2,048	-2,823	-2,863	-2,514	-2,800	-2,733	-2,548		
Natural Gas - Buildings	-1,337	-1,650	-1,729	-776	-943	-2,176	-2,865	-4,176	-3,510	-3,029	-3,500	-3,572	-3,151		
Fuel & Oil	-607	-240	-1,730	0	-409	0	0	-1,258	0	-300	-600	-519	-312		
Sewer Fees	-191	-196	-199	-199	-199	-199	-199	-199	-200	-228	-250	-209	-205		
Water - Grounds	0	0	0	0	0	0	0	-335	0	0	0	-112	-67		
TOTAL UTILITIES	-2,976	-3,170	-5,220	-3,443	-6,322	-5,409	-5,774	-9,111	-6,614	-6,671	-8,950	-7,465	-6,716		
SUPPLIES & MAINTENANCE EXPENSE															
Hazardous Waste Clean Up	0	0	0	-527	0	0	0	0	0	0	0	0	0		
Linen Service	0	0	0	0	0	0	0	-9	0	0	0	-3	-2		
Janitorial Services & Supplies	0	0	0	-125	-31	0	-476	0	0	0	0	0	-95		
Pest Control	0	0	0	-6	0	0	0	0	0	0	0	0	0		
Equipment Rental	0	0	0	-104	-179	-229	-154	-271	-195	-123	0	-196	-194		
Furniture and Office Equip	-621	0	-1,069	-26	0	0	0	-1,507	-683	0	0	-730	-438		
Office Supplies	-56	0	0	-155	-38	0	-14	0	-140	0	0	-47	-31		
Signs	0	0	0	-27	0	0	0	0	0	0	0	0	0		
Operating Supplies	-2,610	-401	-1,262	-232	0	0	-72	-245	-721	-1,090	-980	-685	-425		
Small Tools & Equipment	-1,104	-271	-1,327	-506	-549	-412	-2,724	-3,726	-2,009	-1,684	-3,150	-2,473	-2,111		
Safety Equipment	-1,706	0	-36	-417	-280	-542	-409	-2,897	-601	-500	-1,200	-1,333	-990		
Repairs & Maintenance															
General/PM	0	0	0	-4	0	0	0	0	0	0	0	0	0		
Plumbing	0	0	0	0	0	-27	0	-8	0	0	0	-3	-7		
Lighting and Electrical	0	0	0	-130	-52	-119	0	0	-512	-15	0	-176	-129		
HVAC	0	0	0	0	0	0	0	-161	0	0	0	-54	-32		
Carpentry	0	0	0	0	0	-164	0	0	0	0	0	0	-33		
Painting	0	0	0	0	-20	0	0	0	0	0	0	0	0		
Other Building	-150	-437	-551	0	0	-250	-232	0	-280	0	0	-93	-152		
R&M Building	-150	-437	-551	-134	-72	-560	-232	-170	-792	-15	0	-325	-354		
Snow Removal	0	-96	0	-194	0	0	0	0	0	0	0	0	0		
Other Grounds Maint	0	-553	0	0	0	0	0	0	0	0	0	0	0		
R&M Grounds (nonGolf)	0	-649	0	-194	0	0	0	0	0	0	0	0	0		
Ski Lifts, Fixed Grip	-5,546	-4,900	-3,663	-5,725	-2,903	-2,581	-3,722	-12,339	-17,037	-5,857	-9,300	-11,744	-8,307		
Ski Lifts, Surface	0	0	-38	-1,028	-730	-1,823	-127	-919	-4,317	-2,437	-3,600	-2,558	-1,924		
Terrain Parks	0	0	0	0	0	0	0	0	-18	0	0	-6	-4		
Snowcats	0	0	0	-357	0	0	0	-188	0	0	0	-63	-38		
Snowmobiles	0	0	0	-15	-71	0	0	0	0	0	0	0	0		
Rolling, Heavy	0	-85	-832	0	0	0	0	-213	-100	0	0	-104	-63		
Rolling, Car/Truck/Bus/Van	0	0	0	-115	-632	-939	0	0	-241	-904	0	-382	-417		
Other Operating Equip R&M	0	-201	-469	-380	-17	-436	-40	0	-149	-500	-1,200	-216	-225		
R&M Equipment	-5,546	-5,186	-5,003	-7,619	-4,353	-5,778	-3,889	-13,658	-21,862	-9,698	-14,100	-15,073	-10,977		
Contra - Inter-Dept. Charges	0	0	0	30,673	14,979	10,646	10,148	23,144	40,601	33,285	42,380	32,343	23,565		
R&M subtotal	-5,695	-6,272	-5,554	22,725	10,553	4,307	6,027	9,317	17,947	23,572	28,280	16,945	12,234		
TOTAL SUPPLIES & MAINTENANCE	-11,793	-6,944	-9,247	20,600	9,476	3,124	2,177	662	13,599	20,176	22,950	11,479	7,948		
ADMINISTRATIVE & OTHER EXPENSE															
Dues & Subscriptions	0	0	0	0	0	0	0	-751	0	0	0	-250	-150		
Licenses, Permits, Fees	-2,133	-2,383	-2,608	-3,314	-5,361	-3,517	-609	-4,317	-6,269	-5,120	-6,650	-5,235	-3,966		
Mileage Reimbursement	-13	0	0	-40	-23	0	0	0	0	0	0	0	0		
Postage - General	0	0	0	-13	-50	0	-17	0	-1	0	0	0	-4		
TOTAL ADMINISTRATIVE & OTHER EXPE	-2,147	-2,383	-2,608	-3,367	-5,435	-3,517	-626	-5,068	-6,269	-5,120	-6,650	-5,486	-4,120		
TOTAL OPERATING EXPENSES (OE)	-19,301	-12,543	-17,575	10,942	-5,266	-9,745	-5,174	-20,662	-865	5,209	-1,200	-5,439	-6,247		
TOTAL PAYROLL AND OPERATING EXPE	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158		

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Lift Maintenance (211)

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Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Lift Maintenance (211)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals		
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years				2018 <i>FORECAST</i>	3-Yr	5-Yr
								2016 <i>Actual</i>	2017 <i>Actual</i>	2018 <i>FORECAST</i>				
								Jan-Jul Act		Aug-Dec Bdg				
N O R 1, before OH	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158	
N O R 2, after OH	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158	
T O C	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158	
NOR AFTER Assessment Revenue, Opera	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Snowmaking (212)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average					
								2016 Actual	2017 Actual			2018 FORECAST	2018 Budget	3-Yr	5-Yr		
																3 Year Average Years	
																Jan-Jul Act	Aug-Dec Bdg
Revenue																	
COST OF GOODS SOLD (COGS)																	
PAYROLL																	
SALARIES & WAGES																	
Wages - Seasonal	0	0	0	0	0	0	-937	-3,720	-13,597	-23,134	-20,600	-13,484	-8,278				
Total Salaries & Wages, DIRECT	0	0	0	0	0	0	-937	-3,720	-13,597	-23,134	-20,600	-13,484	-8,278				
Wage sub-total	0	0	0	0	0	0	-937	-3,720	-13,597	-23,134	-20,600	-13,484	-8,278				
Wage-Seasonal subsubtotal	0	0	0	0	0	0	-937	-3,720	-13,597	-23,134	-20,600	-13,484	-8,278				
PAYROLL BURDEN																	
Payroll Taxes	0	0	0	0	0	0	-135	-446	-1,445	-2,796	-2,400	-1,562	-964				
Workers Compensation	0	0	0	0	0	0	0	-887	-3,079	-4,443	-4,100	-2,803	-1,682				
PAYROLL BURDEN Total	0	0	0	0	0	0	-135	-1,333	-4,525	-7,239	-6,500	-4,365	-2,646				
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	0	0	690	690	230	138				
subtotal, Burden-Wage-Seasonal	0	0	0	0	0	0	-135	-1,333	-4,525	-7,929	-7,190	-4,595	-2,784				
Burden % - on all Payroll Direct	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.4%	35.8%	33.3%	60.7%	31.6%	43.3%	28.9%				
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.4%	35.8%	33.3%	64.0%	34.9%	44.4%	29.5%				
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.4%	35.8%	33.3%	60.7%	31.6%	43.3%	28.9%				
PAYROLL TOTAL (Direct&Burden)	0	0	0	0	0	0	-1,072	-5,053	-18,122	-30,372	-27,100	-17,849	-10,924				
Burden % TL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.4%	35.8%	33.3%	60.7%	31.6%	43.3%	28.9%				
Payroll Taxes %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.4%	12.0%	10.6%	27.3%	11.7%	16.6%	12.9%				
Workers Comp %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23.8%	22.6%	33.4%	19.9%	26.6%	16.0%				
OPERATING EXPENSES (OE)																	
Uniforms	0	0	0	0	0	0	0	0	0	-500	-500	-167	-100				
Total Staff Expense	0	0	0	0	0	0	0	0	0	-500	-500	-167	-100				
Electricity	0	0	0	0	0	0	-2,122	-4,638	-6,634	-14,599	-8,000	-8,624	-5,599				
Water - Grounds	0	0	0	0	0	0	-5,020	-23,598	-11,435	-37,958	-20,000	-24,330	-15,602				
TOTAL UTILITIES	0	0	0	0	0	0	-7,142	-28,236	-18,068	-52,557	-28,000	-32,954	-21,201				
SUPPLIES & MAINTENANCE EXPENSE																	
Operating Supplies	0	0	0	0	0	0	0	0	-201	0	0	-67	-40				
Safety Equipment	0	0	0	0	0	0	-830	0	0	-300	-300	-100	-226				
Repairs & Maintenance																	
Lighting and Electrical	0	0	0	0	0	0	0	0	-340	0	0	-113	-68				
R&M Building	0	0	0	0	0	0	0	0	-340	0	0	-113	-68				
Snowmaking	0	0	0	0	0	0	0	-1,346	-805	-2,565	-4,400	-1,572	-943				
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	-179	-10	-83	0	-90	-54				
R&M Equipment	0	0	0	0	0	0	0	-1,525	-815	-2,648	-4,400	-1,663	-998				
R&M subtotal	0	0	0	0	0	0	0	-1,525	-1,155	-2,648	-4,400	-1,776	-1,066				
TOTAL SUPPLIES & MAINTENANCE	0	0	0	0	0	0	-830	-1,525	-1,355	-2,948	-4,700	-1,943	-1,332				

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Snowmaking (212)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals			
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years				2018 <i>FORECAST</i>	2018 <i>Budget</i>	3-Yr	5-Yr
								2016 <i>Actual</i>	2017 <i>Actual</i>	2018 <i>FORECAST</i>					
								Jan-Jul Act		Aug-Dec Bdg					
ADMINISTRATIVE & OTHER EXPENSE															
Postage - General	0	0	0	0	0	0	0	-11	-15	-2	0	-9	-6		
TOTAL ADMINISTRATIVE & OTHER EXPE	0	0	0	0	0	0	0	-11	-15	-2	0	-9	-6		
TOTAL OPERATING EXPENSES (OE)	0	0	0	0	0	0	-7,972	-29,772	-19,439	-56,007	-33,200	-35,073	-22,638		
TOTAL PAYROLL AND OPERATING EXPE	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
N O R 1, before OH	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
N O R 2, after OH	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
T O C	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
NOR AFTER Assessment Revenue, Opera	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ski Retail (214)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average			
								3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Revenue														
Food Discounts	0	0	0	0	0	0	0	0	0	-58	0	0	-19	-12
InterDept Discounts	0	0	0	0	0	0	0	0	0	-58	0	0	-19	-12
Food subtotal	0	0	0	0	0	0	0	0	0	-58	0	0	-19	-12
Total Food and Beverage Revenue	0	0	0	0	0	0	0	0	0	-58	0	0	-19	-12
Sales - Retail	232,988	189,670	114,399	106,356	95,345	31,665	47,479	137,687	163,047	124,136	125,700	141,623	100,803	
Employee Discounts	-793	-387	-282	-238	-232	-395	-646	-1,366	-1,768	-301	-1,000	-1,145	-895	
Discounts - Retail	-61,700	-44,130	-21,027	-19,247	-10,389	-1,944	-2,562	-4,748	-11,070	-7,855	-9,700	-7,891	-5,636	
Promotion Discounts	0	0	0	0	0	0	0	0	-69	0	0	-23	-14	
Total Retail Product Revenue	170,495	145,153	93,089	86,870	84,724	29,326	44,271	131,573	150,141	115,980	115,000	132,565	94,258	
Shopping Bags	0	0	0	0	0	8	6	0	3	0	0	1	3	
Other Revenue	13,493	14,894	11,353	8,360	9,967	955	3,663	13,116	14,770	10,017	13,000	12,634	8,504	
Total Other Revenue	13,493	14,894	11,353	8,360	9,967	963	3,669	13,116	14,773	10,017	13,000	12,635	8,508	
GROSS REVENUE (GREV)	183,988	160,047	104,442	95,230	94,691	30,289	47,940	144,689	164,857	125,996	128,000	145,181	102,754	
COST OF GOODS SOLD (COGS)														
Retail Product Cogs	-111,315	-91,338	-56,521	-49,690	-44,193	-15,887	-21,853	-63,907	-74,265	-56,414	-60,000	-64,862	-46,465	
Total COGS	-111,315	-91,338	-56,521	-49,690	-44,193	-15,887	-21,853	-63,907	-74,265	-56,414	-60,000	-64,862	-46,465	
Total Cogs / GREV %	-60.5%	-57.1%	-54.1%	-52.2%	-46.7%	-52.4%	-45.6%	-44.2%	-45.0%	-44.1%	-46.9%	-44.4%	-46.3%	
Retail Product Cogs / Retail Revenue %	-65.3%	-62.9%	-60.7%	-57.2%	-52.2%	-54.2%	-49.4%	-48.6%	-49.5%	-47.4%	-52.2%	-48.5%	-49.8%	
Retail Product Cogs / Retail Revenue,preD	-47.8%	-48.2%	-49.4%	-46.7%	-46.4%	-50.2%	-46.0%	-46.4%	-45.5%	-44.7%	-47.7%	-45.5%	-46.6%	
Gross Margin (GREV-COGS)	72,673	68,710	47,920	45,540	50,499	14,403	26,087	80,782	90,591	69,583	68,000	80,319	56,289	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-34,112	-36,312	-38,470	-36,833	-38,978	-19,616	-9,319	-10,119	-9,540	-10,740	-10,900	-10,133	-11,867	
Salaries - Exempt - Commissions	-1,566	0	0	0	0	0	0	0	0	0	0	0	0	
Wages - FTRRegular	0	0	0	0	0	0	0	-8,669	-21,252	-17,296	-19,600	-15,739	-9,443	
Wages - Seasonal	-11,183	0	0	0	0	-5,582	-11,997	-13,098	0	0	0	-4,366	-6,135	
Total Salaries & Wages, DIRECT	-46,862	-36,312	-38,470	-36,833	-38,978	-25,197	-21,315	-31,886	-30,792	-28,036	-30,500	-30,238	-27,445	
Salaries sub-total	-35,678	-36,312	-38,470	-36,833	-38,978	-19,616	-9,319	-10,119	-9,540	-10,740	-10,900	-10,133	-11,867	
Wage sub-total	-11,183	0	0	0	0	-5,582	-11,997	-13,098	-21,252	-17,296	-19,600	-20,105	-15,579	
Wage-FTR subsubtotal	0	0	0	0	0	0	0	-8,669	-21,252	-17,296	-19,600	-15,739	-9,443	
Wage-Seasonal subsubtotal	-11,183	0	0	0	0	-5,582	-11,997	-13,098	0	0	0	-4,366	-6,135	
Payroll Direct as a % of Revenue	-25.5%	-22.7%	-36.8%	-38.7%	-41.2%	-83.2%	-44.5%	-22.0%	-18.7%	-21.6%	-23.8%	-20.8%	-38.0%	
PTO net\$ accrual, in Salaries	1,183	-64	-1,278	1,168	-521	8,229	114	-404	62	61	-40	-94	1,612	
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	-702	-776	746	0	-244	-146	
PTO net accrual, in PD Total	1,183	-64	-1,278	1,168	-521	8,229	114	-1,106	-714	808	-40	-337	1,466	
PAYROLL BURDEN														
Payroll Taxes	-4,365	-3,192	-3,270	-3,406	-3,454	-3,096	-2,235	-3,037	-2,950	-2,748	-3,100	-2,912	-2,813	
Workers Compensation	-4,088	-4,020	-4,968	-4,986	-5,259	-8,269	-5,881	-7,905	-6,520	-3,210	-3,000	-5,878	-6,357	
Group Insurance	-7,237	-6,444	-5,986	-5,887	-6,058	-5,614	-751	-1,552	-4,648	-5,913	-6,600	-4,037	-3,696	
Retirement Plan	-1,020	-638	-812	-658	-947	-158	-71	-292	24	0	0	-89	-99	
PAYROLL BURDEN Total	-16,710	-14,294	-15,036	-14,937	-15,717	-17,137	-8,937	-12,786	-14,094	-11,870	-12,700	-12,917	-12,965	
subtotal, Burden-Salary	-15,193	-14,243	-15,036	-14,937	-15,717	-15,296	-4,176	-4,560	-3,734	-2,901	-2,600	-3,732	-6,133	
subtotal, Burden-Wage-FTR	0	-51	0	0	0	0	0	-3,572	-10,360	-8,969	-10,100	-7,634	-4,580	
subtotal, Burden-Wage-Seasonal	-1,517	0	0	0	0	-1,842	-4,762	-4,654	0	0	0	-1,551	-2,251	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ski Retail (214)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average	
								2016 Actual	2017 Actual			3-Yr	5-Yr
								Jan-Jul Act	Aug-Dec Bdg				
Burden % - on all Payroll Direct	35.7%	39.4%	39.1%	40.6%	40.3%	68.0%	41.9%	40.1%	45.8%	43.1%	41.6%	43.0%	47.8%
Burden % - Salary	42.6%	39.2%	39.1%	40.6%	40.3%	78.0%	44.8%	45.1%	39.1%	29.4%	23.9%	37.9%	47.3%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	41.2%	48.7%	52.4%	51.5%	47.4%	28.5%
Burden % - Wage-Seasonal	13.6%	00.0%	00.0%	00.0%	00.0%	33.0%	39.7%	35.5%	00.0%	00.0%	00.0%	11.8%	21.6%
Burden % - Wage-FTR&Seasonal	13.6%	00.0%	00.0%	00.0%	00.0%	33.0%	39.7%	37.8%	48.7%	52.4%	51.5%	46.3%	42.3%
PAYROLL TOTAL (Direct&Burden)	-63,571	-50,607	-53,506	-51,770	-54,696	-42,335	-30,253	-44,672	-44,886	-39,907	-43,200	-43,155	-40,410
Burden % TL	35.7%	39.4%	39.1%	40.6%	40.3%	68.0%	41.9%	40.1%	45.8%	43.1%	41.6%	43.0%	47.8%
Payroll Taxes %	9.3%	8.8%	8.5%	9.2%	8.9%	12.3%	10.5%	9.5%	9.6%	9.7%	10.2%	9.6%	10.3%
Workers Comp %	8.7%	11.1%	12.9%	13.5%	13.5%	32.8%	27.6%	24.8%	21.2%	12.5%	9.8%	19.5%	23.8%
Group Insurance %	15.4%	17.7%	15.6%	16.0%	15.5%	22.3%	3.5%	4.9%	15.1%	20.8%	21.6%	13.6%	13.3%
Retirement %	2.2%	1.8%	2.1%	1.8%	2.4%	0.6%	0.3%	0.9%	-0.1%	0.0%	0.0%	0.3%	0.4%
OPERATING EXPENSES (OE)													
Employee Relations	-172	0	0	0	0	0	0	0	0	0	0	0	0
Total Staff Expense	-172	0	0	0	0	0	0	0	0	0	0	0	0
Telephone	-316	-359	-390	-432	-539	-686	-989	-715	-777	-500	-1,200	-664	-734
TOTAL UTILITIES	-316	-359	-390	-432	-539	-686	-989	-715	-777	-500	-1,200	-664	-734
SUPPLIES & MAINTENANCE EXPENSE													
Furniture and Office Equip	0	0	-102	-130	-161	-86	-31	-54	0	0	0	-18	-34
Office Supplies	-188	-92	-6	-51	-204	-73	0	-33	0	-123	-100	-52	-46
Toner Cartridges	0	0	0	0	0	0	-166	0	0	0	0	0	-33
Signs	0	0	0	0	0	0	0	0	0	-100	-100	-33	-20
Operating Supplies	-65	-248	0	-19	-73	0	0	-27	-54	-60	-80	-47	-28
Small Tools & Equipment	0	-112	0	0	-33	-72	0	0	0	0	0	0	-14
Spoilage	0	-46	0	-21	0	-98	-124	0	-16	-222	0	-79	-92
Repairs & Maintenance													
MaintDept Labor Charges (inactive)	-13	0	0	0	0	0	0	0	0	0	0	0	0
Other Building	0	0	0	0	0	0	0	0	-149	0	0	-50	-30
R&M Building	-13	0	0	0	0	0	0	0	-149	0	0	-50	-30
Other Operating Equip R&M	-147	-299	-28	0	0	0	-302	0	0	-100	-200	-33	-80
R&M Equipment	-147	-299	-28	0	0	0	-302	0	0	-100	-200	-33	-80
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	206	0	0	0	69	41
R&M subtotal	-159	-299	-28	0	0	0	-302	206	-149	-100	-200	-14	-69
TOTAL SUPPLIES & MAINTENANCE	-412	-797	-137	-221	-471	-329	-624	91	-220	-605	-480	-244	-337
ADMINISTRATIVE & OTHER EXPENSE													
Resort Advertising	-494	0	0	0	0	0	0	0	0	0	0	0	0
Mileage Reimbursement	0	0	-87	0	0	0	0	0	0	0	0	0	0
Postage - General	0	-11	0	0	0	0	0	0	-102	-20	-50	-41	-24
Credit Card Expense	-4,010	-5,994	-4,395	-3,381	-2,911	-537	-1,124	-8,355	-4,631	-2,967	-4,670	-5,317	-3,523
Over/Short	102	84	0	0	0	0	0	0	0	0	0	0	0
TOTAL ADMINISTRATIVE & OTHER EXPE	-4,403	-5,921	-4,483	-3,381	-2,911	-537	-1,124	-8,355	-4,732	-2,987	-4,720	-5,358	-3,547
TOTAL OPERATING EXPENSES (OE)	-5,303	-7,077	-5,009	-4,034	-3,921	-1,552	-2,737	-8,979	-5,729	-4,092	-6,400	-6,266	-4,618
TOTAL PAYROLL AND OPERATING EXPE	-68,875	-57,684	-58,515	-55,804	-58,616	-43,887	-32,990	-53,650	-50,615	-43,998	-49,600	-49,421	-45,028
N O R 1, before OH	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	25,585	18,400	30,897	11,261
N O R 2, after OH	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	25,585	18,400	30,897	11,261
T O C	-180,189	-149,022	-115,036	-105,494	-102,809	-59,773	-54,843	-117,558	-124,881	-100,412	-109,600	-114,283	-91,493
REV TO TOC (CRR%)	-102.1%	-107.4%	-90.8%	-90.3%	-92.1%	-50.7%	-87.4%	-123.1%	-132.0%	-130.7%	-116.8%	-128.6%	-104.8%
NOR AFTER Assessment Revenue, Opera	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	25,585	18,400	30,897	11,261

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ski Rental (215)**

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	5 Year Average Years		2018 <i>Budget</i>	Actuals Average				
								2016 <i>Actual</i>	2017 <i>Actual</i>		2018 <i>FORECAST</i>	3-Yr	5-Yr		
														3 Year Average Years	
														Jan-Jul Act	Aug-Dec Bdg
Revenue															
Employee Discounts	0	-377	-607	-323	-1,099	-505	-73	-1,194	-556	-856	0	-869	-637		
Discounts - Retail	0	0	-28	0	0	0	0	0	-362	0	0	-121	-72		
Promotion Discounts	-1,368	-1,199	0	-371	-3,795	-60	0	0	0	-8	0	-3	-14		
Total Retail Product Revenue	-1,368	-1,575	-635	-694	-4,894	-565	-73	-1,194	-918	-864	0	-992	-723		
Rentals	441,839	534,039	390,753	379,510	483,595	121,970	233,649	752,029	714,659	606,082	639,000	690,924	485,678		
Total Lessons & Rental Revenue	441,839	534,039	390,753	379,510	483,595	121,970	233,649	752,029	714,659	606,082	639,000	690,924	485,678		
Other Revenue	8,522	4,755	2,200	6,025	5,386	1,325	2,432	7,295	5,534	4,564	4,000	5,798	4,230		
Total Other Revenue	8,522	4,755	2,200	6,025	5,386	1,325	2,432	7,295	5,534	4,564	4,000	5,798	4,230		
GROSS REVENUE (GREV)	448,993	537,219	392,317	384,842	484,087	122,730	236,008	758,129	719,275	609,783	643,000	695,729	489,185		
COST OF GOODS SOLD (COGS)															
Retail Product Cogs	0	0	0	0	0	0	0	0	45	0	0	15	9		
Total COGS	0	0	0	0	0	0	0	0	45	0	0	15	9		
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-04.9%	00.0%	00.0%	-01.6%	-01.0%		
Gross Margin (GREV-COGS)	448,993	537,219	392,317	384,842	484,087	122,730	236,008	758,129	719,320	609,783	643,000	695,744	489,194		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-28,376	-23,020	-7,944	-8,083	-8,669	-8,778	-9,319	-10,119	-9,540	-10,740	-10,900	-10,133	-9,699		
Wages - FTRRegular	0	0	0	-206	0	0	0	0	0	0	0	0	0		
Wages - Seasonal	-52,718	-82,479	-73,804	-67,190	-74,189	-23,606	-41,746	-92,211	-85,423	-93,286	-85,300	-90,307	-67,255		
Incentive Program, Seasonal, NonExempt	0	0	-408	-332	-547	-438	0	-1,310	-2,203	-827	0	-1,447	-956		
Total Salaries & Wages, DIRECT	-81,095	-105,500	-82,156	-75,810	-83,405	-32,822	-51,065	-103,641	-97,166	-104,854	-96,200	-101,887	-77,909		
Salaries sub-total	-28,376	-23,020	-7,944	-8,083	-8,669	-8,778	-9,319	-10,119	-9,540	-10,740	-10,900	-10,133	-9,699		
Wage sub-total	-52,718	-82,479	-74,212	-67,728	-74,736	-24,044	-41,746	-93,521	-87,626	-94,114	-85,300	-91,754	-68,210		
Wage-FTR subsubtotal	0	0	0	-206	0	0	0	0	0	0	0	0	0		
Wage-Seasonal subsubtotal	-52,718	-82,479	-74,212	-67,522	-74,736	-24,044	-41,746	-93,521	-87,626	-94,114	-85,300	-91,754	-68,210		
Payroll Direct as a % of Revenue	-18.1%	-19.6%	-20.9%	-19.7%	-17.2%	-26.7%	-21.6%	-13.7%	-13.5%	-17.7%	-15.0%	-15.0%	-18.7%		
PTO net\$ accrual, in Salaries	125	-899	-352	16	-175	186	114	-404	62	61	-40	-94	4		
PTO net accrual, in PD Total	125	-899	-352	16	-175	186	114	-404	62	61	-40	-94	4		
PAYROLL BURDEN															
Payroll Taxes	-7,549	-12,973	-9,686	-9,741	-9,674	-4,073	-5,788	-11,900	-11,156	-12,225	-11,800	-11,760	-9,028		
Workers Compensation	-8,241	-11,334	-10,660	-11,835	-12,029	-9,256	-14,684	-28,656	-20,816	-12,847	-12,300	-20,773	-17,252		
Group Insurance	-11,116	-6,444	-997	-982	-1,010	-936	-751	-850	-779	-987	-1,100	-872	-860		
Retirement Plan	-175	-60	-63	-60	-60	-8	-140	-292	-6	0	0	-99	-89		
PAYROLL BURDEN Total	-27,081	-30,810	-21,407	-22,618	-22,773	-14,272	-21,362	-41,698	-32,757	-26,059	-25,200	-33,504	-27,230		
subtotal, Burden-Salary	-13,027	-10,759	-2,683	-2,983	-2,952	-3,916	-4,244	-4,558	-3,734	-2,871	-2,500	-3,721	-3,865		
subtotal, Burden-Wage-FTR	-3,934	-3	0	-30	0	0	0	0	0	140	140	47	28		
subtotal, Burden-Wage-Seasonal	-10,119	-20,049	-18,724	-19,605	-19,820	-10,357	-17,118	-37,139	-29,023	-23,328	-22,840	-29,830	-23,393		
Burden % - on all Payroll Direct	33.4%	29.2%	26.1%	29.8%	27.3%	43.5%	41.8%	40.2%	33.7%	24.3%	26.2%	32.7%	36.7%		
Burden % - Salary	45.9%	46.7%	33.8%	36.9%	34.1%	44.6%	45.5%	45.0%	39.1%	29.5%	22.9%	37.9%	40.8%		
Burden % - Wage-FTR	00.0%	00.0%	00.0%	14.8%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Burden % - Wage-Seasonal	19.2%	24.3%	25.2%	29.0%	26.5%	43.1%	41.0%	39.7%	33.1%	24.0%	26.8%	32.3%	36.2%		
Burden % - Wage-FTR&Seasonal	26.7%	24.3%	25.2%	29.0%	26.5%	43.1%	41.0%	39.7%	33.1%	23.8%	26.6%	32.2%	36.1%		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ski Rental (215)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Jan-Jul Act	Aug-Dec Bdg					
PAYROLL TOTAL (Direct&Burden)	-108,176	-136,310	-103,562	-98,428	-106,178	-47,095	-72,427	-145,338	-129,923	-130,913	-121,400	-135,391	-105,139	
Burden % TL	33.4%	29.2%	26.1%	29.8%	27.3%	43.5%	41.8%	40.2%	33.7%	24.3%	26.2%	32.7%	36.7%	
Payroll Taxes %	9.3%	12.3%	11.8%	12.8%	11.6%	12.4%	11.3%	11.5%	11.5%	11.4%	12.3%	11.5%	11.6%	
Workers Comp %	10.2%	10.7%	13.0%	15.6%	14.4%	28.2%	28.8%	27.6%	21.4%	12.0%	12.8%	20.4%	23.6%	
Group Insurance %	13.7%	6.1%	1.2%	1.3%	1.2%	2.9%	1.5%	0.8%	0.8%	0.9%	1.1%	0.8%	1.4%	
Retirement %	0.2%	0.1%	0.1%	0.1%	0.1%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.1%	0.1%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	-368	0	0	0	0	0	-92	0	-150	-31	-18	
Employee Recruiting	0	0	0	0	0	0	-36	-54	-27	0	0	-27	-23	
Employee Dev/Training	-1,288	-40	-900	-135	-175	-640	-750	-130	0	-570	-500	-233	-418	
Employee Relations	-522	-356	-316	-518	-393	-134	0	-119	-400	-191	-500	-237	-169	
Uniforms	0	-302	-64	-169	0	0	0	0	-29	-500	-500	-176	-106	
Seminars & Conferences	-85	-645	0	-585	0	0	0	0	0	-400	-400	-133	-80	
Travel/Meeting Expense	-1,115	0	-1,039	0	0	0	0	0	0	0	0	0	0	
Total Staff Expense	-3,010	-1,343	-2,688	-1,407	-568	-774	-786	-303	-549	-1,661	-2,050	-838	-814	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-154	0	0	0	0	0	0	0	0	0	0	0	0	
Janitorial Services & Supplies	-168	-2	-19	0	0	0	0	0	-445	0	0	-148	-89	
Printed Forms/Ticket Stock	0	-864	-1,192	-1,415	-1,151	0	0	0	0	-750	-750	-250	-150	
Furniture and Office Equip	0	-233	-547	0	0	0	0	-428	0	-250	-250	-226	-136	
Office Supplies	-1,352	-237	-25	-436	-468	-70	-3	-96	0	-100	-350	-65	-54	
Toner Cartridges	0	0	0	0	0	0	-217	0	-716	-400	-800	-372	-267	
Signs	0	0	0	0	0	0	0	-54	0	-100	-250	-51	-31	
Operating Supplies	-1,479	-2,783	-1,273	-1,193	-774	0	-28	-790	0	-863	-1,500	-551	-336	
Small Tools & Equipment	-267	-427	-424	-164	-390	-48	-290	-1,040	-1,096	-1,357	-600	-1,164	-766	
Safety Equipment	0	-13	0	-19	0	0	0	0	0	-50	-100	-17	-10	
Repairs & Maintenance														
Other Building	-26	-152	0	0	0	0	0	0	0	-50	-200	-17	-10	
R&M Building	-26	-152	0	0	0	0	0	0	0	-50	-200	-17	-10	
Other Operating Equip R&M	-407	-469	-323	-1,113	-619	0	-554	0	-216	-200	-500	-139	-194	
R&M Equipment	-407	-469	-323	-1,113	-619	0	-554	0	-216	-200	-500	-139	-194	
Contra - Inter-Dept. Charges	0	0	0	0	728	0	0	225	0	0	0	75	45	
R&M subtotal	-433	-621	-323	-1,113	109	0	-554	225	-216	-250	-700	-80	-159	
TOTAL SUPPLIES & MAINTENANCE	-3,854	-5,180	-3,804	-4,340	-2,675	-119	-1,092	-2,183	-2,474	-4,120	-5,300	-2,926	-1,997	
ADMINISTRATIVE & OTHER EXPENSE														
Dues & Subscriptions	0	0	0	0	0	0	0	0	-81	0	0	-27	-16	
Licenses, Permits, Fees	-29	0	0	0	0	0	0	0	0	0	0	0	0	
Mileage Reimbursement	-66	-113	0	0	0	0	-78	-78	0	-140	-200	-73	-59	
Postage - General	-9	-2	-93	-15	0	0	0	-11	-4	-24	-50	-13	-8	
Printing - Other	0	0	-769	0	0	0	0	0	0	0	0	0	0	
Credit Card Expense	-12,550	-14,750	-12,421	-9,244	-13,652	-1,900	-5,511	-18,142	-15,485	-9,892	-14,100	-14,506	-10,186	
Over/Short	315	57	-234	-429	-75	-20	-232	-78	-674	382	0	-123	-124	
TOTAL ADMINISTRATIVE & OTHER EXPE	-12,339	-14,808	-13,518	-9,688	-13,727	-1,920	-5,821	-18,309	-16,244	-9,675	-14,350	-14,743	-10,394	
TOTAL OPERATING EXPENSES (OE)	-19,203	-21,331	-20,010	-15,434	-16,969	-2,813	-7,698	-20,794	-19,267	-15,456	-21,700	-18,506	-13,205	
TOTAL PAYROLL AND OPERATING EXPE	-127,379	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-149,190	-146,368	-143,100	-153,897	-118,345	
N O R 1, before OH	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	463,414	499,900	541,847	370,849	
N O R 2, after OH	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	463,414	499,900	541,847	370,849	
T O C	-127,379	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-149,144	-146,368	-143,100	-153,882	-118,336	
REV to TOC (CRR%)	-352.5%	-340.8%	-317.5%	-338.0%	-393.1%	-245.9%	-294.5%	-456.3%	-482.3%	-397.5%	-449.3%	-445.4%	-375.3%	
NOR AFTER Assessment Revenue, Opera	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	463,414	499,900	541,847	370,849	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ski School (220)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average		
								3 Year Average Years			2018 Forecast	3-Yr	5-Yr
								2016 Actual	2017 Actual				
								Jan-Jul Act					
Aug-Dec Bdg													
Revenue													
Ski Team - Public	780	1,545	1,170	1,200	841	0	0	2,870	3,482	4,467	3,500	3,606	2,164
Ski Team - P.O.	2,456	15,204	13,702	10,264	6,025	0	302	7,472	10,897	10,503	10,000	9,624	5,835
Race Events	7,728	0	7,523	1,059	1,704	0	0	208	135	135	0	159	96
Total Direct Access & Use Fees	10,964	16,749	22,395	12,524	8,570	0	302	10,550	14,515	15,104	13,500	13,390	8,094
Employee Discounts													
Employee Discounts	0	-80	0	0	0	0	0	-144	0	0	0	-48	-29
Promotion Discounts	-2,383	-5,635	-1,605	-562	-4,383	-240	0	0	0	0	0	0	-48
Total Retail Product Revenue	-2,383	-5,715	-1,605	-562	-4,383	-240	0	-144	0	0	0	-48	-77
Lessons - Group													
Lessons - Group	112,296	143,867	123,940	111,601	168,561	54,601	75,266	272,134	244,886	179,007	188,000	232,009	165,179
Lessons - Private	164,835	219,525	211,131	180,206	249,582	57,314	76,611	242,637	353,943	359,486	280,000	318,689	217,998
Lessons - Masters Program	0	2,378	750	750	1,270	0	0	694	2,897	2,899	2,500	2,163	1,298
Snowflakes	0	0	0	0	0	0	75,465	255,556	243,638	236,973	197,000	245,389	162,326
TD Tykes	0	0	0	0	0	0	-280	17,779	25,593	31,764	21,000	25,046	14,971
Total Lessons & Rental Revenue	277,131	365,770	335,821	292,557	419,413	111,915	227,062	788,800	870,957	810,129	688,500	823,296	561,773
GROSS REVENUE (GREV)	285,712	376,804	356,611	304,519	423,599	111,675	227,364	799,206	885,472	825,233	702,000	836,637	569,790
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	285,712	376,804	356,611	304,519	423,599	111,675	227,364	799,206	885,472	825,233	702,000	836,637	569,790
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-41,566	-43,410	-45,569	-46,245	-47,127	-46,493	-54,819	-57,157	-91,137	-112,470	-112,400	-86,921	-72,415
Salaries - Exempt - Commissions	0	0	0	0	0	0	0	0	-230	0	0	-77	-46
Wages - FTRRegular	0	0	0	-54	-415	0	0	-6,817	-15,666	-1,426	0	-7,969	-4,782
Wages - Seasonal	-113,847	-103,417	-98,987	-91,793	-110,689	-34,081	-84,699	-230,263	-281,012	-257,765	-195,000	-256,346	-177,564
Wages-FTR-Commissions	-936	0	0	0	0	0	0	0	0	0	0	0	0
Wages-Seasonal-Subtotal	-9,603	-11,248	-17,023	-9,257	-21,306	-2,420	-3,550	-11,746	-20,004	-24,635	-16,500	-18,795	-12,471
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	-410	0	0	0	-137	-82
Incentive Program, Seasonal, NonExempt	0	-137	-268	-402	-154	0	-219	-3,598	-6,460	-2,500	0	-4,186	-2,555
Total Salaries & Wages, DIRECT	-165,952	-158,212	-161,847	-147,751	-179,691	-82,994	-143,287	-309,990	-414,508	-398,796	-323,900	-374,431	-269,915
Salaries sub-total	-41,566	-43,410	-45,569	-46,245	-47,127	-46,493	-54,819	-57,157	-91,367	-112,470	-112,400	-86,998	-72,461
Wage sub-total	-124,386	-114,802	-116,279	-101,506	-132,564	-36,501	-88,468	-252,833	-323,141	-286,325	-211,500	-287,433	-197,454
Wage-FTR sub-subtotal	-936	0	0	-54	-415	0	0	-7,227	-15,666	-1,426	0	-8,106	-4,864
Wage-Seasonal sub-subtotal	-123,450	-114,802	-116,279	-101,452	-132,149	-36,501	-88,468	-245,607	-307,475	-284,900	-211,500	-279,327	-192,590
Payroll Direct as a % of Revenue	-58.1%	-42.0%	-45.4%	-48.5%	-42.4%	-74.3%	-63.0%	-38.8%	-46.8%	-49.6%	-46.1%	-45.1%	-54.5%
PTO net\$ accrual, in Salaries	-171	210	-352	16	-636	349	-2,450	-1,693	524	-257	0	-475	-705
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	-665	-1,007	-1,426	0	-1,032	-619
PTO net accrual, in PD Total	-171	210	-352	16	-636	349	-2,450	-2,357	-483	-1,683	0	-1,508	-1,325
PAYROLL BURDEN													
Payroll Taxes	-16,831	-17,890	-16,183	-17,240	-20,624	-8,692	-15,240	-36,069	-44,180	-40,017	-36,300	-40,088	-28,839
Workers Compensation	-16,164	-17,478	-21,219	-26,393	-29,132	-21,845	-38,221	-78,602	-84,136	-50,129	-51,000	-70,955	-54,586
Group Insurance	-1,266	-1,084	-984	-974	-1,034	-5,673	-6,993	-10,450	-13,229	-16,852	-18,800	-13,510	-10,639
Retirement Plan	-175	-60	-63	-60	-365	-1,102	-1,392	-1,886	-1,674	-2,191	-3,000	-1,917	-1,649
PAYROLL BURDEN Total	-34,436	-36,512	-38,449	-44,668	-51,155	-37,311	-61,847	-127,007	-143,218	-109,188	-109,100	-126,471	-95,714
subtotal, Burden-Salary	-9,928	-10,105	-11,334	-10,542	-10,795	-21,709	-25,683	-25,674	-30,269	-40,408	-42,700	-32,117	-28,749
subtotal, Burden-Wage-FTR	-79	-3	0	-4	-10	0	0	-4,656	-8,878	160	-240	-4,458	-2,675
subtotal, Burden-Wage-Seasonal	-24,429	-26,405	-27,115	-34,122	-40,351	-15,602	-36,163	-96,677	-104,071	-68,940	-66,160	-89,896	-64,291

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ski School (220)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Jan-Jul Act						
Aug-Dec Bdg														
Burden % - on all Payroll Direct	20.8%	23.1%	23.8%	30.2%	28.5%	45.0%	43.2%	41.0%	34.6%	25.3%	33.7%	33.6%	37.8%	
Burden % - Salary	23.9%	23.3%	24.9%	22.8%	22.9%	46.7%	46.9%	44.9%	33.1%	34.7%	38.0%	37.6%	41.3%	
Burden % - Wage-FTR	08.5%	00.0%	00.0%	07.9%	02.4%	00.0%	00.0%	64.4%	56.7%	00.0%	00.0%	40.4%	24.2%	
Burden % - Wage-Seasonal	19.8%	23.0%	23.3%	33.6%	30.5%	42.7%	40.9%	39.4%	33.8%	22.5%	31.3%	31.9%	35.9%	
Burden % - Wage-FTR&Seasonal	19.7%	23.0%	23.3%	33.6%	30.4%	42.7%	40.9%	40.1%	35.0%	22.3%	31.4%	32.4%	36.2%	
PAYROLL TOTAL (Direct&Burden)	-200,388	-194,724	-200,296	-192,419	-230,847	-120,305	-205,133	-436,997	-557,726	-507,984	-433,000	-500,902	-365,629	
Burden % TL	20.8%	23.1%	23.8%	30.2%	28.5%	45.0%	43.2%	41.0%	34.6%	25.3%	33.7%	33.6%	37.8%	
Payroll Taxes %	10.1%	11.3%	10.0%	11.7%	11.5%	10.5%	10.6%	11.6%	10.7%	9.6%	11.2%	10.6%	10.6%	
Workers Comp %	9.7%	11.0%	13.1%	17.9%	16.2%	26.3%	26.7%	25.4%	20.3%	11.4%	15.7%	19.0%	22.0%	
Group Insurance %	0.8%	0.7%	0.6%	0.7%	0.6%	6.8%	4.9%	3.4%	3.2%	3.8%	5.8%	3.5%	4.4%	
Retirement %	0.1%	0.0%	0.0%	0.0%	0.2%	1.3%	1.0%	0.6%	0.4%	0.4%	0.9%	0.5%	0.8%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	-5	-1,974	-582	-323	-1,150	-1,327	-1,098	-1,100	-1,192	-896	
Employee Recruiting	0	0	0	0	-160	0	0	0	0	0	0	0	0	
Employee Dev/Training	-1,050	-225	-235	0	-292	-135	0	-335	-2,872	-1,070	-2,650	-1,426	-882	
Employee Relations	-227	-234	-391	-530	-377	-25	-560	-882	-1,226	-764	-1,400	-957	-691	
Uniforms	-3,837	-2,264	-162	-1,096	-1,623	-888	0	-1,062	-1,211	-1,523	-1,500	-1,265	-937	
Seminars & Confernces	0	0	0	0	0	0	0	0	0	-400	-400	-133	-80	
Travel/Meeting Expense	-249	-111	-299	-279	-137	0	0	-357	-729	-600	-600	-562	-337	
Total Staff Expense	-5,363	-2,834	-1,087	-1,910	-4,563	-1,630	-882	-3,786	-7,366	-5,456	-7,650	-5,536	-3,824	
Disposal Fees	0	0	0	0	0	0	0	-198	-776	-545	-750	-506	-304	
TOTAL UTILITIES	0	0	0	0	0	0	0	-198	-776	-545	-750	-506	-304	
SUPPLIES & MAINTENANCE EXPENSE														
Janitorial Services & Supplies	0	0	0	0	0	0	0	-80	0	0	0	-27	-16	
Equipment Rental	0	0	0	0	0	0	-276	-731	0	0	0	-244	-201	
Printed Forms/Ticket Stock	0	0	0	0	0	0	-1,522	0	0	-200	-500	-67	-344	
Furniture and Office Equip	0	0	0	0	0	0	0	0	-197	-706	-500	-301	-181	
Office Supplies	-41	-71	-162	-377	-35	0	-61	-177	-482	-200	-600	-286	-184	
Toner Cartridges	0	0	0	0	0	-50	0	-243	0	0	0	-99	-69	
Signs	-470	-683	0	0	0	0	0	-110	0	-500	-650	-203	-122	
Operating Supplies	-292	-54	-327	0	-110	-470	0	-605	-972	-3,138	-2,700	-1,572	-1,037	
Small Tools & Equipment	0	-162	0	0	0	0	0	-640	-636	-583	-1,200	-620	-372	
Safety Equipment	0	0	0	0	0	0	0	-1,820	0	-700	-1,500	-840	-504	
Ski Team Expense	-4,066	-2,262	-3,495	-2,458	-1,350	-1,834	-455	-974	-1,397	-1,730	-1,500	-1,367	-1,278	
Repairs & Maintenance														
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	117	0	0	0	39	23	
R&M subtotal	0	0	0	0	0	0	0	117	0	0	0	39	23	
TOTAL SUPPLIES & MAINTENANCE	-4,869	-3,232	-3,984	-2,835	-1,494	-2,354	-2,314	-5,264	-3,683	-7,812	-9,150	-5,587	-4,286	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	-21	0	0	-69	0	0	0	0	0	0	-14	
Promotion Expense	0	0	0	-210	0	-120	-80	-939	0	-32	0	-324	-234	
Dues & Subscriptions	-573	-350	-440	-500	-771	-496	-1,542	-678	-1,154	-1,100	-1,125	-774	-774	
Mileage Reimbursement	0	0	-130	0	-73	-553	-544	-105	-384	-457	-315	-409	-409	
Postage - General	0	-3	-1	0	0	0	-3	-23	-35	-39	-50	-32	-20	
Collection Expense	0	0	0	0	0	0	0	0	0	-279	0	-93	-56	
Over/Short	0	0	0	-41	0	0	0	0	0	-36	0	-12	-7	
Insurance Expense	0	0	0	0	0	0	0	-6,228	0	0	0	-2,076	-1,246	
TOTAL ADMINISTRATIVE & OTHER EXPE	-573	-353	-592	-751	-844	-741	-1,123	-8,837	-1,098	-1,998	-1,450	-3,977	-2,759	
TOTAL OPERATING EXPENSES (OE)	-10,805	-6,418	-5,663	-5,496	-6,902	-4,725	-4,319	-18,085	-12,922	-15,811	-19,000	-15,606	-11,172	
TOTAL PAYROLL AND OPERATING EXPE	-211,193	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-570,648	-523,795	-452,000	-516,508	-376,802	
N O R 1, before OH	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	301,438	250,000	320,129	192,989	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
 Ski School (220)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	<i>Actuals</i>		
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		2018 <i>Budget</i>	<i>Average</i>	
								2016 <i>Actual</i>	2017 <i>Actual</i>				3-Yr	5-Yr
N O R 2, after OH	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	301,438	250,000	320,129	192,989	
T O C	-211,193	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-570,648	-523,795	-452,000	-516,508	-376,802	
REV to TOC (CRR%)	-135.3%	-187.3%	-173.1%	-153.9%	-178.2%	-89.3%	-108.6%	-175.6%	-155.2%	-155.5%	-155.3%	-162.1%	-136.8%	
NOR AFTER Assessment Revenue, Opera	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	301,438	250,000	320,129	192,989	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Snowflakes (230)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals		
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018				
										Jan-Jul Act				
Aug-Dec Bdg														
Revenue														
Promotion Discounts	-407	-685	0	-33	-264	0	0	0	0	0	0	0	0	0
Total Retail Product Revenue	-407	-685	0	-33	-264	0	0	0	0	0	0	0	0	0
Snowflakes	216,560	258,759	210,275	173,577	215,769	64,215	0	0	0	0	0	0	0	12,843
TD Tykes	0	26,523	46,325	34,682	20,227	-251	0	0	0	-251	0	0	0	-50
Total Lessons & Rental Revenue	216,560	285,282	256,600	208,259	235,996	63,964	0	0	0	0	0	0	0	12,793
GROSS REVENUE (GREV)	216,153	284,597	256,600	208,226	235,732	63,964	0	0	0	0	0	0	0	12,793
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	216,153	284,597	256,600	208,226	235,732	63,964	0	0	0	0	0	0	0	12,793
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-28,760	-29,455	-24,030	-8,083	-8,669	-8,778	0	0	0	0	0	0	0	-1,756
Wages - FTRRegular	0	0	0	40	0	0	0	0	0	0	0	0	0	0
Wages - Seasonal	-63,999	-76,572	-69,522	-49,419	-55,410	-24,147	0	0	0	0	0	0	0	-4,829
Wages-Seasonal-Commissions	0	0	-2,353	-168	-438	-228	0	0	0	0	0	0	0	-46
Incentive Program, Seasonal, NonExempt	0	-603	-134	-134	0	0	0	0	0	0	0	0	0	0
Total Salaries & Wages, DIRECT	-92,758	-106,629	-96,040	-57,764	-64,517	-33,153	0	0	0	0	0	0	0	-6,631
Salaries sub-total	-28,760	-29,455	-24,030	-8,083	-8,669	-8,778	0	0	0	0	0	0	0	-1,756
Wage sub-total	-63,999	-77,174	-72,009	-49,682	-55,848	-24,375	0	0	0	0	0	0	0	-4,875
Wage-FTR subsubtotal	0	0	0	40	0	0	0	0	0	0	0	0	0	0
Wage-Seasonal subsubtotal	-63,999	-77,174	-72,009	-49,721	-55,848	-24,375	0	0	0	0	0	0	0	-4,875
Payroll Direct as a % of Revenue	-42.9%	-37.5%	-37.4%	-27.7%	-27.4%	-51.8%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-10.4%
PTO net\$ accrual, in Salaries	-407	-216	-1,439	16	-175	186	0	0	0	0	0	0	0	37
PTO net\$ accrual, in Wages FTR	0	0	0	105	0	0	0	0	0	0	0	0	0	0
PTO net accrual, in PD Total	-407	-216	-1,439	120	-175	186	0	0	0	0	0	0	0	37
PAYROLL BURDEN														
Payroll Taxes	-7,867	-13,153	-10,422	-7,130	-7,663	-3,974	0	0	0	0	0	0	0	-795
Workers Compensation	-9,019	-11,687	-11,438	-4,946	-6,508	-9,603	0	0	0	0	0	0	0	-1,921
Group Insurance	-6,150	-6,220	-5,986	-982	-1,010	-936	0	0	0	0	0	0	0	-187
Retirement Plan	-494	-716	-648	-152	-1,143	0	0	0	0	0	0	0	0	0
PAYROLL BURDEN Total	-23,530	-31,776	-28,494	-13,210	-16,324	-14,513	0	0	0	0	0	0	0	-2,903
subtotal, Burden-Salary	-11,908	-12,485	-11,323	-2,983	-2,910	-3,908	0	0	0	0	0	0	0	-782
subtotal, Burden-Wage-FTR	-90	-57	-23	-97	-1,126	0	0	0	0	0	0	0	0	0
subtotal, Burden-Wage-Seasonal	-11,532	-19,234	-17,148	-10,129	-12,288	-10,605	0	0	0	0	0	0	0	-2,121
Burden % - on all Payroll Direct	25.4%	29.8%	29.7%	22.9%	25.3%	43.8%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	08.8%
Burden % - Salary	41.4%	42.4%	47.1%	36.9%	33.6%	44.5%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	08.9%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	-246.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Wage-Seasonal	18.0%	24.9%	23.8%	20.4%	22.0%	43.5%	00.0%	00.0%	00.0%	43.5%	00.0%	00.0%	00.0%	08.7%
Burden % - Wage-FTR&Seasonal	18.2%	25.0%	23.8%	20.6%	24.0%	43.5%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	08.7%
PAYROLL TOTAL (Direct&Burden)	-116,288	-138,405	-124,534	-70,974	-80,841	-47,666	0	0	0	0	0	0	0	-9,533
Burden % TL	25.4%	29.8%	29.7%	22.9%	25.3%	43.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.8%
Payroll Taxes %	8.5%	12.3%	10.9%	11.9%	11.9%	12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%
Workers Comp %	9.7%	11.0%	11.9%	8.6%	10.1%	29.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.8%
Group Insurance %	6.6%	5.8%	6.2%	1.7%	1.6%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Snowflakes (230)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals				
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016 Actual	2017 Actual	2018						
										Jan-Jul Act						Aug-Dec Bdg
Retirement %	0.5%	0.7%	0.7%	0.3%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
OPERATING EXPENSES (OE)																
Employee Relations	-42	0	0	-225	0	0	0	0	0	0	0	0	0	0		
Uniforms	-1,171	-1,115	-85	-531	-53	0	0	0	0	0	0	0	0	0		
Seminars & Conferences	-85	0	0	0	0	0	0	0	0	0	0	0	0	0		
Travel/Meeting Expense	0	-118	0	0	0	0	0	0	0	0	0	0	0	0		
Total Staff Expense	-1,297	-1,232	-85	-756	-53	0	0	0	0	0	0	0	0	0		
Telephone	0	0	-160	0	0	0	0	0	0	0	0	0	0	0		
TOTAL UTILITIES	0	0	-160	0	0	0	0	0	0	0	0	0	0	0		
SUPPLIES & MAINTENANCE EXPENSE																
Printed Forms/Ticket Stock	0	0	-549	-500	0	0	0	0	0	0	0	0	0	0		
Furniture and Office Equip	-83	-73	0	0	0	0	0	0	0	0	0	0	0	0		
Office Supplies	-42	-55	-264	0	0	0	0	0	0	0	0	0	0	0		
Signs	0	-440	0	0	0	0	0	0	0	0	0	0	0	0		
Operating Supplies	-773	-291	-19	-585	-1,558	-55	0	0	0	0	0	0	0	-11		
Ski Team Expense	0	0	0	-69	0	0	0	0	0	0	0	0	0	0		
Repairs & Maintenance																
MaintDept Labor Charges (inactive)	-163	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other Building	-35	0	0	0	0	0	0	0	0	0	0	0	0	0		
R&M Building	-198	0	0	0	0	0	0	0	0	0	0	0	0	0		
R&M subtotal	-198	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL SUPPLIES & MAINTENANCE	-1,096	-859	-832	-1,154	-1,558	-55	0	0	0	0	0	0	0	-11		
ADMINISTRATIVE & OTHER EXPENSE																
Postage - General	-7	-6	-2	0	0	0	0	0	0	0	0	0	0	0		
Printing - Other	-866	-321	-726	0	0	0	0	0	0	0	0	0	0	0		
Credit Card Expense	-17	0	0	0	0	0	0	0	0	0	0	0	0	0		
Over/Short	0	0	0	-116	0	0	0	0	0	0	0	0	0	0		
TOTAL ADMINISTRATIVE & OTHER EXPE	-890	-327	-729	-116	0	0	0	0	0	0	0	0	0	0		
TOTAL OPERATING EXPENSES (OE)	-3,283	-2,418	-1,806	-2,026	-1,610	-55	0	0	0	0	0	0	0	-11		
TOTAL PAYROLL AND OPERATING EXPE	-119,572	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	0	0	0	0	-9,544		
N O R 1, before OH	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249		
N O R 2, after OH	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249		
T O C	-119,572	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	0	0	0	0	-9,544		
REV to TOC (CRR%)	-180.8%	-202.1%	-203.1%	-285.2%	-285.9%	-134.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-26.8%		
NOR AFTER Assessment Revenue, Opera	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ticket Office Administration (240)**

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
										Jan-Jul Act					
										Aug-Dec Bdg					
Revenue															
Ski Lift Revenue - Public	697,586	877,238	615,931	520,587	664,718	139,015	341,740	1,123,968	1,147,691	845,129	1,040,800	1,038,929	719,509		
Ski Lift Revenue - P.O.	136,932	160,777	89,293	94,148	76,532	21,677	66,085	129,925	121,222	106,726	117,000	119,291	89,127		
Ski Passes - Public	8,825	14,741	22,399	18,380	18,655	6,202	10,055	15,370	35,908	43,220	20,000	31,499	22,151		
Ski Passes - P.O.	47,100	39,668	56,216	59,243	67,725	27,277	37,136	46,876	63,594	70,195	54,000	60,222	49,016		
Total Direct Access & Use Fees	890,442	1,092,425	783,838	692,359	827,630	194,171	455,015	1,316,140	1,368,415	1,065,270	1,231,800	1,249,942	879,802		
<i>Food Discounts</i>															
InterDept Discounts	0	0	0	0	0	0	0	0	-86	0	0	-29	-17		
<i>Food subtotal</i>	0	0	0	0	0	0	0	0	-86	0	0	-29	-17		
Total Food and Beverage Revenue	0	0	0	0	0	0	0	0	-86	0	0	-29	-17		
<i>Employee Discounts</i>															
Discounts - Retail	0	0	0	0	0	0	0	-75	-92	0	0	-56	-33		
Promotion Discounts	-165	-4,498	-2,955	-3,105	-4,603	-144	-3,653	-1,132	0	0	0	0	0		
Total Retail Product Revenue	-4,117	-4,498	-2,955	-3,105	-4,603	-144	-3,653	-1,207	-730	-411	-2,000	-782	-1,229		
<i>TD Tykes</i>															
Total Lessons & Rental Revenue	0	0	0	0	0	132	0	0	0	0	0	0	26		
<i>Other Revenue</i>															
Total Other Revenue	0	0	360	8,302	10,868	10,218	9,890	8,879	6,368	3,975	4,200	6,407	7,866		
GROSS REVENUE (GREV)	886,325	1,087,927	781,243	697,555	833,895	204,376	461,252	1,323,812	1,373,967	1,068,835	1,234,000	1,255,538	886,448		
COST OF GOODS SOLD (COGS)															
<i>Retail Product Cogs</i>	0	45	0	0	0	0	0	0	0	0	0	0	0		
Total COGS	0	45	0	0	0	0	0	0	0	0	0	0	0		
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Retail Product Cogs / Retail Revenue %	00.0%	-01.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Gross Margin (GREV-COGS)	886,325	1,087,971	781,243	697,555	833,895	204,376	461,252	1,323,812	1,373,967	1,068,835	1,234,000	1,255,538	886,448		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-21,707	-25,930	-28,282	-27,735	-30,291	-26,136	-29,817	-32,725	-35,001	-37,405	-35,700	-35,044	-32,217		
Wages - FTRRegular	0	0	0	0	69	-411	0	-1,861	0	0	0	-620	-454		
Wages - Seasonal	-25,951	-42,229	-30,388	-25,200	-39,280	-11,737	-17,059	-49,833	-56,960	-54,894	-56,800	-53,896	-38,097		
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	-1,748	0	-583	-350		
Wages-Seasonal-Commissions	-537	0	0	0	0	0	0	0	-24	0	0	-8	-5		
Incentive Program, Seasonal, NonExempt	0	-135	-268	-54	-410	0	0	-437	-2,652	-926	0	-1,338	-803		
Total Salaries & Wages, DIRECT	-48,195	-68,295	-58,938	-52,988	-69,913	-38,284	-46,876	-84,856	-94,637	-94,974	-92,500	-91,489	-71,925		
Salaries sub-total	-21,707	-25,930	-28,282	-27,735	-30,291	-26,136	-29,817	-32,725	-35,001	-37,405	-35,700	-35,044	-32,217		
Wage sub-total	-26,488	-42,365	-30,656	-25,253	-39,622	-12,148	-17,059	-52,131	-59,636	-57,569	-56,800	-56,445	-39,709		
Wage-FTR subtotal	0	0	0	0	69	-411	0	-1,861	0	-1,748	0	-1,203	-804		
Wage-Seasonal subtotal	-26,488	-42,365	-30,656	-25,253	-39,690	-11,737	-17,059	-50,270	-59,636	-55,820	-56,800	-55,242	-38,905		
Payroll Direct as a % of Revenue	-05.4%	-06.3%	-07.5%	-07.6%	-08.4%	-18.7%	-10.2%	-06.4%	-06.9%	-09.2%	-07.5%	-07.5%	-10.3%		
PTO net\$ accrual, in Salaries	-508	210	-352	16	-175	186	29	-419	62	106	5	-84	-7		
PTO net accrual, in PD Total	-508	210	-352	16	-175	186	29	-419	62	106	5	-84	-7		
PAYROLL BURDEN															
Payroll Taxes	-5,216	-8,834	-7,156	-6,417	-8,048	-4,452	-5,332	-11,194	-11,555	-11,088	-12,000	-11,279	-8,724		
Workers Compensation	-1,300	-1,136	-1,334	-3,996	-6,631	-10,698	-12,740	-21,181	-20,776	-12,688	-15,800	-18,215	-15,617		
Group Insurance	-1,284	-1,084	-984	-974	-1,034	-855	-807	-836	-779	-987	-1,100	-867	-853		
Retirement Plan	-67	-193	-8	0	0	-42	-98	-418	-6	0	0	-141	-113		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ticket Office Administration (240)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual						
								Jan-Jul Act Aug-Dec Bdg						
PAYROLL BURDEN Total	-7,867	-11,246	-9,482	-11,387	-15,713	-16,047	-18,977	-33,629	-33,117	-24,763	-28,900	-30,503	-25,307	
subtotal, Burden-Salary	-4,182	-4,891	-5,092	-6,213	-7,509	-10,604	-11,965	-13,681	-11,884	-9,103	-9,000	-11,556	-11,448	
subtotal, Burden-Wage-FTR	-67	-193	-8	0	10	-103	-27	-171	0	90	90	-27	-42	
subtotal, Burden-Wage-Seasonal	-3,618	-6,163	-4,382	-5,174	-8,214	-5,340	-6,984	-19,777	-21,233	-15,750	-19,990	-18,920	-13,817	
Burden % - on all Payroll Direct	16.3%	16.5%	16.1%	21.5%	22.5%	41.9%	40.5%	39.6%	35.0%	23.8%	31.2%	32.8%	36.2%	
Burden % - Salary	19.3%	18.9%	18.0%	22.4%	24.8%	40.6%	40.1%	41.8%	34.0%	23.8%	25.2%	33.2%	36.1%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	14.5%	25.1%	00.0%	09.2%	00.0%	00.0%	00.0%	03.1%	06.9%	
Burden % - Wage-Seasonal	13.7%	14.5%	14.3%	20.5%	20.7%	45.5%	40.9%	39.3%	35.6%	25.4%	35.2%	33.4%	37.4%	
Burden % - Wage-FTR&Seasonal	13.9%	15.0%	14.3%	20.5%	20.7%	44.8%	41.1%	38.3%	35.6%	24.2%	35.0%	32.7%	36.8%	
PAYROLL TOTAL (Direct&Burden)	-56,062	-79,541	-68,420	-64,375	-85,626	-54,331	-65,853	-118,485	-127,754	-119,737	-121,400	-121,992	-97,232	
Burden % TL	16.3%	16.5%	16.1%	21.5%	22.5%	41.9%	40.5%	39.6%	35.0%	23.8%	31.2%	32.8%	36.2%	
Payroll Taxes %	10.8%	12.9%	12.1%	12.1%	11.5%	11.6%	11.4%	13.2%	12.2%	11.1%	13.0%	12.2%	11.9%	
Workers Comp %	2.7%	1.7%	2.3%	7.5%	9.5%	27.9%	27.2%	25.0%	22.0%	11.7%	17.1%	19.5%	22.8%	
Group Insurance %	2.7%	1.6%	1.7%	1.8%	1.5%	2.2%	1.7%	1.0%	0.8%	1.0%	1.2%	0.9%	1.3%	
Retirement %	0.1%	0.3%	0.0%	0.0%	0.0%	0.1%	0.2%	0.5%	0.0%	0.0%	0.0%	0.2%	0.2%	
OPERATING EXPENSES (OE)														
Employee Recruiting	0	0	0	0	0	0	-63	0	0	0	0	0	-13	
Employee Dev/Training	0	0	0	0	0	0	0	-27	-107	0	0	-45	-27	
Employee Relations	0	0	0	-211	-120	-56	0	0	0	-50	-300	-17	-21	
Uniforms	-21	-150	41	-144	0	0	0	0	-360	-600	-500	-320	-192	
Travel/Meeting Expense	-43	0	0	0	0	0	0	0	0	0	0	0	0	
Total Staff Expense	-63	-150	41	-355	-120	-56	-63	-27	-467	-650	-800	-381	-253	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	-2	0	0	0	0	0	0	0	0	0	0	0	
Printed Forms/Ticket Stock	-9,392	-10,045	-8,389	-9,138	-344	-6,540	0	-5,200	-5,242	-5,731	-6,500	-5,391	-4,543	
Furniture and Office Equip	0	0	0	0	-195	0	0	-244	-439	-150	-150	-278	-167	
Office Supplies	-101	-1,035	-1,266	-529	-1,178	-2,436	-1,061	-1,754	-2,224	-213	-550	-1,397	-1,538	
Toner Cartridges	0	0	0	0	0	0	0	-981	-375	-534	0	-630	-378	
Signs	0	0	0	0	0	0	0	-217	-269	-500	-750	-329	-197	
Operating Supplies	-2,603	-2,466	-1,092	-656	-1,492	-352	-1,531	-1,680	-2,452	-350	-1,300	-1,494	-1,273	
Small Tools & Equipment	0	-32	0	-34	-86	0	0	-226	0	-124	-200	-117	-70	
Repairs & Maintenance														
Other Building	0	-7	0	0	0	0	0	0	0	0	0	0	0	
R&M Building	0	-7	0	0	0	0	0	0	0	0	0	0	0	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	0	-49	0	0	-16	-10	
R&M Equipment	0	0	0	0	0	0	0	0	-49	0	0	-16	-10	
R&M subtotal	0	-7	0	0	0	0	0	0	-49	0	0	-16	-10	
TOTAL SUPPLIES & MAINTENANCE	-12,096	-13,586	-10,747	-10,357	-3,294	-9,327	-2,593	-10,303	-11,050	-7,602	-9,450	-9,652	-8,175	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	0	0	0	0	0	0	-40	0	-13	-8	
Dues & Subscriptions	0	0	0	0	0	0	0	0	-216	0	0	-72	-43	
Mileage Reimbursement	0	0	0	0	0	0	0	0	0	-100	-100	-33	-20	
Postage - General	-41	-24	-6	-2	-3	0	0	-21	-17	-25	-50	-21	-13	
Claims Expense	0	0	0	0	0	0	0	0	0	-71	0	-24	-14	
Collection Expense	0	0	0	0	0	0	0	0	0	-186	0	-62	-37	
Credit Card Expense	-25,004	-34,812	-29,526	-19,381	-28,846	-7,704	-13,497	-36,206	-42,326	-38,813	-37,300	-39,115	-27,709	
Over/Short	-282	-338	-424	11	6	6	0	-81	-5	-5	0	-30	-17	
Insurance Expense	0	0	0	0	0	0	0	-3,184	0	0	0	-1,061	-637	
TOTAL ADMINISTRATIVE & OTHER EXPE	-25,327	-35,174	-29,956	-19,372	-28,843	-7,698	-13,498	-39,492	-42,564	-39,240	-37,450	-40,432	-28,499	
TOTAL OPERATING EXPENSES (OE)	-37,486	-48,909	-40,662	-30,085	-32,257	-17,082	-16,153	-49,822	-54,082	-47,492	-47,700	-50,465	-36,926	
TOTAL PAYROLL AND OPERATING EXPE	-93,548	-128,451	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-181,835	-167,229	-169,100	-172,457	-134,158	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Ticket Office Administration (240)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	<i>Actuals</i>		
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		2018 <i>Budget</i>	<i>Average</i>	
								2016 <i>Actual</i>	2017 <i>Actual</i>				3-Yr	5-Yr
								Jan-Jul Act						
Aug-Dec Bdg														
N O R 1, before OH	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	901,606	1,064,900	1,083,081	752,290	
N O R 2, after OH	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	901,606	1,064,900	1,083,081	752,290	
T O C	-93,548	-128,406	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-181,835	-167,229	-169,100	-172,457	-134,158	
REV to TOC (CRR%)	-947.5%	-847.3%	-716.2%	-738.5%	-707.4%	-286.2%	-562.5%	-786.5%	-755.6%	-602.1%	-729.7%	-714.8%	-598.6%	
NOR AFTER Assessment Revenue, Opera	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	901,606	1,064,900	1,083,081	752,290	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Snowplay (216)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average				
								2016 Actual	2017 Actual	2018 FORECAST		3-Yr	5-Yr			
														3 Year Average Years		
														Jan-Jul Act	Aug-Dec Bdg	
Revenue																
ALLOCATED RECREATION FEES	0	0	0	10,005	19,478	7,087	10,013	28,022	24,458	10,455	22,000	20,978	16,007			
Snowplay Member	0	0	0	1,876	2,118	1,791	2,607	2,544	1,804	2,250	4,900	2,199	2,199			
Snowplay Guest	0	41,330	38,935	29,619	48,372	20,477	30,448	71,363	72,820	53,372	64,300	65,851	49,696			
Snowplay Public	45,773	56,150	58,668	50,868	86,763	38,825	72,819	164,512	149,178	130,456	160,600	148,048	111,158			
Total Direct Access & Use Fees	45,773	97,480	97,603	82,363	137,253	61,093	105,874	238,419	223,801	186,077	229,800	216,099	163,053			
Food	0	0	0	0	0	0	5,300	15,016	9,451	7,941	9,700	10,803	7,542			
Food Discounts	0	0	0	0	0	0	-278	-533	-515	-193	0	-413	-304			
EE Discounts	0	0	0	0	0	0	-278	-533	-515	-182	0	-410	-301			
Marketing Discounts	0	0	0	0	0	0	0	0	0	-11	0	-4	-2			
Food NA Beverage	0	0	0	0	0	0	2,552	5,002	2,739	2,508	0	3,417	2,560			
Food subtotal	0	0	0	0	0	0	7,574	19,486	11,676	10,256	9,700	13,806	9,798			
Total Food and Beverage Revenue	0	0	0	0	0	0	7,574	19,486	11,676	10,256	9,700	13,806	9,798			
F&B Revenue by Segment:	0	0	0	0	0	0	7,574	18,704	11,741	7,392	0	12,612	9,082			
Snowplay Food Truck	0	0	0	0	0	0	7,574	18,704	11,741	7,392	0	12,612	9,082			
Sales - Retail	0	0	0	3,392	4,647	1,598	2,888	4,414	3,716	3,202	7,500	3,777	3,164			
Employee Discounts	0	-18	0	-49	-149	-39	-103	-175	-110	-46	0	-110	-95			
Discounts - Retail	0	0	0	-6	0	0	0	0	0	0	0	0	0			
Promotion Discounts	0	0	-132	0	0	0	0	0	0	0	0	0	0			
Total Retail Product Revenue	0	-18	-132	3,337	4,498	1,560	2,785	4,239	3,606	3,156	7,500	3,667	3,069			
Other Revenue	0	0	0	0	0	150	0	0	0	0	0	0	30			
Total Other Revenue	0	0	0	0	0	150	0	0	0	0	0	0	30			
GROSS REVENUE (GREV)	45,773	97,462	97,471	95,706	161,229	69,890	126,246	290,166	263,541	209,944	269,000	254,550	191,957			
COST OF GOODS SOLD (COGS)																
Meat	0	0	0	0	0	0	-1,000	-2,853	-2,145	-466	0	-1,822	-1,293			
Seafood	0	0	0	0	0	0	0	-100	0	0	0	-33	-20			
Produce	0	0	0	0	0	0	0	-32	-159	-13	0	-68	-41			
Dairy	0	0	0	0	0	0	0	-28	-110	-43	0	-60	-36			
NA Beverage	0	0	0	0	0	0	-363	-283	-1,242	-372	0	-632	-452			
Food Other	0	0	0	0	0	0	-1,000	-2,549	-1,405	-1,867	-3,400	-1,941	-1,364			
Food Cogs	0	0	0	0	0	0	-2,363	-5,845	-5,062	-2,762	-3,400	-4,556	-3,206			
Retail Product Cogs	0	0	0	-860	-1,786	-511	-1,103	-1,050	-303	-1,583	-4,000	-979	-910			
Total COGS	0	0	0	-860	-1,786	-511	-3,465	-6,895	-5,365	-4,345	-7,400	-5,535	-4,116			
Total Cogs / GREV %	00.0%	00.0%	00.0%	-00.9%	-01.1%	-00.7%	-02.7%	-02.4%	-02.0%	-01.6%	-02.8%	-02.0%	-01.9%			
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	-25.8%	-39.7%	-32.7%	-39.6%	-24.8%	-08.4%	-44.3%	-53.3%	-25.8%	-30.0%			
Retail Product Cogs / Retail Revenue,preD	00.0%	00.0%	00.0%	-25.3%	-38.4%	-31.9%	-38.2%	-23.8%	-08.2%	-42.0%	-53.3%	-24.6%	-28.8%			
F&B Cogs / F&B Rev %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-31.2%	-30.0%	-43.4%	-23.7%	-35.1%	-32.4%	-25.6%			
Food %, preDiscounts	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-30.1%	-29.2%	-41.5%	-23.1%	-35.1%	-31.3%	-24.8%			
Food %, postDiscounts	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-31.2%	-30.0%	-43.4%	-23.7%	-35.1%	-32.4%	-25.6%			
Food NA Beverage %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-14.2%	-05.7%	-45.3%	-14.8%	00.0%	-21.9%	-16.0%			
Gross Margin (GREV-COGS)	45,773	97,462	97,471	94,846	159,443	69,379	122,781	283,271	258,176	205,599	261,600	249,015	187,841			
PAYROLL																
SALARIES & WAGES																
Salaries - Exempt - Regular	0	0	0	0	0	0	0	0	-20,981	-22,604	-22,300	-14,529	-8,717			
Wages - FTRRegular	0	0	0	0	0	0	0	0	-16,478	-18,687	-20,856	-11,721	-7,033			
Wages - Seasonal	-8,572	-21,024	-24,482	-18,354	-32,648	-10,935	-17,211	-43,068	-31,730	-36,355	-46,044	-37,051	-27,860			
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	-62	0	-21	-12			
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-100	-55	0	-52	-31			
Incentive Program, Seasonal, NonExempt	0	0	0	-134	-602	0	-273	-1,257	-1,668	-516	0	-1,147	-743			
08/17/18													Snowplay (216)	93		
D0709 PNL09yrANN																

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Snowplay (216)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average				
								3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016 Actual	2017 Actual						Jan-Jul Act
															Aug-Dec Bdg
Total Salaries & Wages, DIRECT	-8,572	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-70,956	-78,278	-89,200	-64,520	-44,396		
Salaries sub-total	0	0	0	0	0	0	0	0	-21,081	-22,659	-22,300	-14,580	-8,748		
Wage sub-total	-8,572	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-49,875	-55,619	-66,900	-49,940	-35,648		
Wage-FTR subsubtotal	0	0	0	0	0	0	0	0	-16,478	-18,749	-20,856	-11,742	-7,045		
Wage-Seasonal subsubtotal	-8,572	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-33,398	-36,870	-46,044	-38,198	-28,602		
Payroll Direct as a % of Revenue	-18.7%	-21.6%	-25.1%	-19.3%	-20.6%	-15.6%	-13.8%	-15.3%	-26.9%	-38.8%	-33.2%	-27.0%	-22.1%		
PTO net\$ accrual, in Salaries	0	0	0	0	0	0	0	0	-430	-210	32	-213	-128		
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	0	-412	-891	0	-434	-261		
PTO net accrual, in PD Total	0	0	0	0	0	0	0	0	-841	-1,101	32	-648	-389		
PAYROLL BURDEN															
Payroll Taxes	-1,256	-3,061	-3,613	-2,673	-4,661	-1,644	-2,555	-6,632	-7,789	-8,548	-11,000	-7,656	-5,434		
Workers Compensation	-369	-934	-974	-2,373	-4,502	-3,442	-4,713	-10,737	-9,190	-7,257	-8,200	-9,062	-7,068		
Group Insurance	0	0	0	0	0	0	0	0	-4,135	-5,165	-5,800	-3,100	-1,860		
Retirement Plan	0	0	0	0	0	0	0	0	64	-224	0	-53	-32		
PAYROLL BURDEN Total	-1,625	-3,994	-4,588	-5,047	-9,163	-5,086	-7,268	-17,369	-21,051	-21,195	-25,000	-19,872	-14,394		
subtotal, Burden-Salary	0	0	0	0	0	0	0	0	-3,995	-5,040	-5,100	-3,012	-1,807		
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	0	-5,278	-7,074	-8,370	-4,117	-2,470		
subtotal, Burden-Wage-Seasonal	-1,625	-3,994	-4,588	-5,047	-9,163	-5,086	-7,268	-17,369	-11,778	-9,080	-11,530	-12,742	-10,116		
Burden % - on all Payroll Direct	19.0%	19.0%	18.7%	27.3%	27.6%	46.5%	41.6%	39.2%	29.7%	26.7%	28.0%	31.8%	36.7%		
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	19.0%	21.8%	22.9%	13.6%	08.1%		
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	32.0%	37.0%	40.1%	23.0%	13.8%		
Burden % - Wage-Seasonal	19.0%	19.0%	18.7%	27.3%	27.6%	46.5%	41.6%	39.2%	35.3%	24.2%	25.0%	32.9%	37.3%		
Burden % - Wage-FTR&Seasonal	19.0%	19.0%	18.7%	27.3%	27.6%	46.5%	41.6%	39.2%	34.2%	28.9%	29.7%	34.1%	38.1%		
PAYROLL TOTAL (Direct&Burden)	-10,197	-25,019	-29,070	-23,535	-42,413	-16,021	-24,752	-61,695	-92,007	-99,473	-114,200	-84,392	-58,790		
Burden % TL	19.0%	19.0%	18.7%	27.3%	27.6%	46.5%	41.6%	39.2%	29.7%	26.7%	28.0%	31.8%	36.7%		
Payroll Taxes %	14.6%	14.6%	14.8%	14.5%	14.0%	15.0%	14.6%	15.0%	11.0%	10.1%	12.3%	12.0%	13.1%		
Workers Comp %	4.3%	4.4%	4.0%	12.8%	13.5%	31.5%	27.0%	24.2%	13.0%	9.4%	9.2%	15.5%	21.0%		
Group Insurance %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.8%	6.8%	6.5%	4.2%	2.5%		
Retirement %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.1%	0.5%	0.0%	0.1%	0.1%		
OPERATING EXPENSES (OE)															
Employee Dev/Training	0	0	-37	0	-146	0	0	-189	0	0	0	-63	-38		
Employee Relations	-4	-11	0	-181	-151	0	-8	-110	-47	-95	-400	-84	-52		
Uniforms	-115	-1,095	-2,743	-85	-936	-142	43	-53	-879	-1,198	-1,100	-710	-446		
Total Staff Expense	-119	-1,106	-2,780	-266	-1,233	-142	35	-352	-926	-1,293	-1,500	-857	-536		
Telephone	0	0	0	0	-90	-30	0	0	-120	-90	0	-70	-48		
Disposal Fees	0	0	0	0	-800	-1,000	-1,500	-7,250	-6,468	-7,355	-7,000	-7,024	-4,715		
Fuel & Oil	0	0	0	-45	-266	0	-89	0	-339	-191	0	-177	-124		
Propane (LPG)	0	0	-156	-160	-330	-161	-434	-844	-541	-420	-600	-602	-480		
TOTAL UTILITIES	0	0	-156	-205	-1,486	-1,191	-2,022	-8,094	-7,468	-8,056	-7,600	-7,872	-5,366		
SUPPLIES & MAINTENANCE EXPENSE															
Security Exp	0	0	0	0	-20	0	0	0	0	0	0	0	0		
Linen Service	0	0	0	-70	-93	0	0	0	0	0	0	0	0		
Janitorial Services & Supplies	-70	0	-109	-118	-33	-15	0	-57	-193	-116	-100	-122	-76		
Pest Control	0	0	0	0	0	0	0	0	0	-104	0	-35	-21		
Contract Fees	0	0	0	0	-27	-27	0	-81	0	0	0	-27	-27		
Equipment Rental	-2,440	-1,011	-861	-665	-91	-130	-453	-130	-130	-2,140	-1,800	-800	-597		
Printed Forms/Ticket Stock	0	-2,361	-3,044	-3,600	-3,745	-2,617	-182	-6,586	-2,451	-3,359	-4,560	-4,132	-3,039		
Furniture and Office Equip	-71	-1,895	-2,294	-688	-43	0	-729	-494	0	-500	-2,000	-331	-345		
Office Supplies	-53	-4	-240	-83	-118	-59	-98	-109	-20	-113	-100	-81	-80		
Signs	0	-676	-703	0	-206	-107	-620	-1,760	-438	-853	-540	-1,017	-756		
Operating Supplies	-946	-1,878	-3,143	-706	-3,856	-624	-3,425	-2,498	-4,676	-1,672	-2,700	-2,949	-2,579		
Paper Products - Restaurant	0	0	-146	-251	0	0	-251	-1,058	-373	-561	-500	-561	-387		
Small Tools & Equipment	0	0	-231	-824	-827	-1,075	-512	-4,376	-1,214	-1,310	-1,000	-2,300	-1,697		
Safety Equipment	0	0	-851	-202	-149	0	-54	-267	0	-500	-500	-256	-164		
Spoilage	0	0	55	-639	-131	-6	0	0	0	0	0	0	-1		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Snowplay (216)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals				
						2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr		
								2016 Actual	2017 Actual						Jan-Jul Act	
															Aug-Dec Bdg	
Recreation Programs	0	0	0	0	0	0	0	-200	0	0	0	-67	-40			
Special Programs	0	0	-42	-661	-109	0	-33	0	-442	-249	0	-230	-145			
Repairs & Maintenance																
General/PM	0	0	-104	-1,004	-6,374	-1,371	-1,472	-730	-266	-260	0	-419	-820			
Plumbing	0	0	0	0	0	0	0	-8	0	0	0	-3	-2			
Lighting and Electrical	0	0	0	0	-162	-17	0	0	0	0	0	0	-3			
Carpentry	0	0	0	-24	-51	0	0	0	0	-250	-500	-83	-50			
Painting	0	0	0	0	-24	0	0	0	0	0	0	0	0			
MaintDept Labor Charges (inactive)	-125	0	0	0	0	0	0	0	0	0	0	0	0			
Other Building	0	-522	-1,066	-922	-121	0	0	0	-105	0	0	-35	-21			
R&M Building	-125	-522	-1,170	-1,950	-6,732	-1,388	-1,472	-738	-370	-510	-500	-539	-895			
Snow Removal	0	0	0	-32	-3,404	0	0	-104	-169	0	0	-91	-55			
Other Grounds Maint	0	-3,900	-4,000	-3,000	-499	-1,000	-4,000	-4,000	-4,106	-4,000	-4,000	-4,035	-3,421			
R&M Grounds (nonGolf)	0	-3,900	-4,000	-3,032	-3,904	-1,000	-4,000	-4,104	-4,275	-4,000	-4,000	-4,126	-3,476			
Snowcats	0	0	-1,404	-83	-213	-355	-189	-1,312	0	-2,000	-3,000	-1,104	-771			
Rolling, Heavy	0	-1,378	0	0	-543	-163	0	0	0	0	0	0	-33			
Rolling, Car/Truck/Bus/Van	0	-249	0	-637	-1,246	-1,295	-2,790	-2,934	-1,769	-1,716	-1,500	-2,140	-2,101			
F&B Kitchen Equip	0	0	0	0	0	0	-154	-571	-381	-500	-1,000	-484	-321			
R&M Equipment	0	-1,627	-1,404	-720	-2,002	-1,812	-3,133	-4,817	-2,151	-4,216	-5,500	-3,728	-3,226			
Sand, Gravel, Rock	0	0	0	0	0	-114	0	0	0	0	0	0	-23			
R&M Golf Course	0	0	0	0	0	-114	0	0	0	0	0	0	-23			
R&M subtotal	-125	-6,049	-6,574	-5,703	-12,638	-4,314	-8,605	-9,659	-6,796	-8,726	-10,000	-8,394	-7,620			
TOTAL SUPPLIES & MAINTENANCE	-3,705	-13,874	-18,182	-14,210	-22,086	-8,974	-14,990	-27,275	-16,733	-19,894	-23,800	-21,300	-17,573			
ADMINISTRATIVE & OTHER EXPENSE																
Public Relations	0	-5	-891	0	0	0	0	0	0	0	0	0	0			
Promotion Expense	0	0	0	0	0	0	0	0	0	-213	0	-71	-43			
Resort Advertising	0	0	0	0	0	0	0	-489	-1,133	-1,759	-2,000	-1,127	-676			
Dues & Subscriptions	0	0	0	0	0	0	0	0	-81	-205	0	-95	-57			
Licenses, Permits, Fees	0	0	-14	0	0	0	-1,036	-289	-346	0	0	-212	-334			
Mileage Reimbursement	0	0	0	-20	-2	-10	-22	-42	0	0	0	-14	-15			
Postage - General	0	-247	0	0	-24	0	0	0	-12	-4	0	-5	-3			
Printing - Brochures	0	0	0	0	0	0	0	0	-293	0	0	-98	-59			
Printing - Other	0	0	-425	0	0	0	0	-946	0	0	0	-315	-189			
Credit Card Expense	0	0	-1,307	-1,871	-2,245	-879	-1,812	-4,237	-3,947	-3,359	-4,100	-3,848	-2,847			
Over/Short	0	0	0	47	-674	29	121	-190	-921	100	0	-337	-172			
Insurance Expense	-2,400	-2,548	-3,000	-2,600	-5,000	-3,142	-3,359	-4,720	-4,600	-4,200	-4,200	-4,507	-4,004			
TOTAL ADMINISTRATIVE & OTHER EXPE	-2,400	-2,800	-5,637	-4,445	-7,945	-4,001	-6,108	-10,915	-11,334	-9,640	-10,300	-10,630	-8,400			
TOTAL OPERATING EXPENSES (OE)	-6,224	-17,781	-26,755	-19,127	-32,749	-14,308	-23,086	-46,635	-36,460	-38,883	-43,200	-40,660	-31,874			
TOTAL PAYROLL AND OPERATING EXPE	-16,421	-42,799	-55,825	-42,662	-75,162	-30,329	-47,838	-108,330	-128,468	-138,356	-157,400	-125,051	-90,664			
N O R 1, before OH	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	67,242	104,200	123,964	97,177			
N O R 2, after OH	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	67,242	104,200	123,964	97,177			
T O C	-16,421	-42,799	-55,825	-43,522	-76,948	-30,839	-51,304	-115,225	-133,832	-142,701	-164,800	-130,586	-94,780			
REV to TOC (CRR%)	-278.7%	-227.7%	-174.6%	-219.9%	-209.5%	-226.6%	-246.1%	-251.8%	-196.9%	-139.4%	-163.2%	-196.1%	-212.2%			
NOR AFTER Assessment Revenue, Opera	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	67,242	104,200	123,964	97,177			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Campground (100)**

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals	
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		Average	
								2016 <i>Actual</i>	2017 <i>Actual</i>			Jan-Jul Act	5-Yr
Revenue													
Campground Revenue	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	64,025	72,233	60,600	65,043	59,904
Total Direct Access & Use Fees	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	64,025	72,233	60,600	65,043	59,904
Other Revenue													
Other Revenue	180	202	85	207	301	197	184	172	208	275	400	218	207
Total Other Revenue	180	202	85	207	301	197	184	172	208	275	400	218	207
GROSS REVENUE (GREV)	31,268	35,079	42,693	39,931	45,927	52,044	52,729	59,042	64,233	72,508	61,000	65,261	60,111
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	31,268	35,079	42,693	39,931	45,927	52,044	52,729	59,042	64,233	72,508	61,000	65,261	60,111
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-22,838	-18,156	-15,565	-16,463	-17,176	-17,143	-17,947	-19,865	-24,127	-24,151	-23,200	-22,714	-20,647
Wages - Seasonal	-8,852	-10,233	-7,849	-8,100	-8,713	-8,693	-8,829	-9,273	-9,202	-9,327	-9,100	-9,267	-9,065
Incentive Program, Exempt	0	0	0	0	0	0	-192	0	-100	-55	0	-52	-69
Total Salaries & Wages, DIRECT	-31,689	-28,388	-23,414	-24,563	-25,889	-25,836	-26,967	-29,138	-33,429	-33,532	-32,300	-32,033	-29,780
Salaries sub-total	-22,838	-18,156	-15,565	-16,463	-17,176	-17,143	-18,139	-19,865	-24,227	-24,206	-23,200	-22,766	-20,716
Wage sub-total	-8,852	-10,233	-7,849	-8,100	-8,713	-8,693	-8,829	-9,273	-9,202	-9,327	-9,100	-9,267	-9,065
Wage-Seasonal subsubtotal	-8,852	-10,233	-7,849	-8,100	-8,713	-8,693	-8,829	-9,273	-9,202	-9,327	-9,100	-9,267	-9,065
Payroll Direct as a % of Revenue	-101.3%	-80.9%	-54.8%	-61.5%	-56.4%	-49.6%	-51.1%	-49.4%	-52.0%	-43.6%	-53.0%	-48.3%	-49.1%
PTO net\$ accrual, in Salaries	-81	-116	-62	-178	57	230	-175	-243	-212	-19	-31	-158	-84
PTO net accrual, in PD Total	-81	-116	-62	-178	57	230	-175	-243	-212	-19	-31	-158	-84
PAYROLL BURDEN													
Payroll Taxes	-3,699	-3,171	-2,773	-2,878	-3,088	-3,066	-3,103	-3,267	-3,622	-4,148	-3,800	-3,679	-3,441
Workers Compensation	-1,739	-1,523	-1,144	-1,374	-1,314	-1,897	-2,426	-1,879	-1,894	-2,142	-2,100	-1,972	-2,048
Group Insurance	-639	-538	-485	-482	-529	-436	-428	-413	-845	-987	-1,100	-748	-622
Retirement Plan	-144	-145	-162	-154	-159	-20	-206	0	56	0	0	19	-34
PAYROLL BURDEN Total	-6,221	-5,377	-4,565	-4,888	-5,090	-5,419	-6,163	-5,560	-6,305	-7,277	-7,000	-6,381	-6,145
subtotal, Burden-Salary	-4,399	-3,483	-3,022	-3,235	-3,397	-3,500	-3,970	-3,654	-4,429	-5,298	-5,100	-4,461	-4,170
subtotal, Burden-Wage-FTR	0	-6	0	0	0	0	-70	-1	0	-130	-130	-44	-40
subtotal, Burden-Wage-Seasonal	-1,821	-1,888	-1,544	-1,653	-1,694	-1,919	-2,123	-1,904	-1,876	-1,850	-1,770	-1,877	-1,934
Burden % - on all Payroll Direct	19.6%	18.9%	19.5%	19.9%	19.7%	21.0%	22.9%	19.1%	18.9%	21.7%	21.7%	19.9%	20.7%
Burden % - Salary	19.3%	19.2%	19.4%	19.6%	19.8%	20.4%	21.9%	18.4%	18.3%	21.8%	22.0%	19.5%	20.2%
Burden % - Wage-Seasonal	20.6%	18.5%	19.7%	20.4%	19.4%	22.1%	24.0%	20.5%	20.4%	20.1%	19.5%	20.3%	21.4%
Burden % - Wage-FTR&Seasonal	20.6%	18.5%	19.7%	20.4%	19.4%	22.1%	24.6%	20.5%	20.4%	21.5%	20.9%	20.8%	21.9%
PAYROLL TOTAL (Direct&Burden)	-37,910	-33,765	-27,980	-29,451	-30,980	-31,255	-33,130	-34,697	-39,734	-40,810	-39,300	-38,414	-35,925
Burden % TL	19.6%	18.9%	19.5%	19.9%	19.7%	21.0%	22.9%	19.1%	18.9%	21.7%	21.7%	19.9%	20.7%
Payroll Taxes %	11.7%	11.2%	11.8%	11.7%	11.9%	11.9%	11.5%	11.2%	10.8%	12.8%	11.8%	11.6%	11.6%
Workers Comp %	5.5%	5.4%	4.9%	5.6%	5.1%	7.3%	9.0%	6.4%	5.7%	6.3%	6.5%	6.1%	7.0%
Group Insurance %	2.0%	1.9%	2.1%	2.0%	2.0%	1.7%	1.6%	1.4%	2.5%	2.6%	3.4%	2.2%	2.0%
Retirement %	0.5%	0.5%	0.7%	0.6%	0.6%	0.1%	0.8%	0.0%	-0.2%	0.0%	0.0%	-0.1%	0.1%
OPERATING EXPENSES (OE)													
Employee Relations	-50	-226	0	-479	-604	-464	-389	0	-37	-20	-40	-19	-182
Uniforms	-25	0	0	0	0	0	0	0	0	0	-50	0	0
Total Staff Expense	-75	-226	0	-479	-604	-464	-389	0	-37	-20	-90	-19	-182

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Campground (100)

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**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Campground (100)**

	5 Year Average Years											Actuals	
	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years			2018 <u>Budget</u>	Average	
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>		Jan-Jul Act	
												Aug-Dec Bdg	
Telephone	-704	-804	-1,124	-700	-861	-1,118	-1,607	-1,184	-173	0	0	-452	-816
Cable/Sat TV Service	-177	-63	-907	-490	-884	-899	-899	-954	-1,531	-1,799	-2,040	-1,428	-1,217
Disposal Fees	-3,114	-4,533	-3,584	-4,349	-4,960	-4,599	-6,541	-6,754	-5,655	-5,909	-5,640	-6,106	-5,892
Electricity	-3,502	-3,692	-4,228	-3,743	-4,355	-3,563	-3,821	-4,039	-5,114	-4,503	-4,360	-4,552	-4,208
Natural Gas - Buildings	-316	-154	0	0	0	0	0	0	0	0	0	0	0
Fuel & Oil	-59	0	0	-32	-111	-3	-6	0	0	-9	0	-5	-4
Propane (LPG)	0	0	-194	-140	-112	-125	-87	-65	-71	-86	-100	-74	-87
Sewer Fees	-10,394	-10,655	-11,737	-10,828	-10,828	-10,828	-10,828	-10,828	-10,909	-11,225	-11,460	-10,987	-10,923
Water - Building/Facility	-1,335	-1,425	-596	-724	-1,545	-1,428	-1,522	-1,734	-1,834	-2,667	-1,900	-2,078	-1,837
Water - Grounds	0	0	0	-1,014	0	0	0	0	0	0	0	0	0
TOTAL UTILITIES	-19,600	-21,327	-22,369	-22,019	-23,656	-22,560	-25,308	-25,566	-25,286	-26,200	-25,500	-25,684	-24,984
SUPPLIES & MAINTENANCE EXPENSE													
Janitorial Services & Supplies	-684	-677	-642	-649	-1,167	-1,564	-1,125	-1,125	-1,555	-2,338	-1,250	-1,673	-1,541
Pest Control	0	0	-51	-51	-428	-218	-321	-402	-403	-462	-460	-422	-361
Furniture and Office Equip	-633	-54	0	0	0	0	0	0	0	0	-250	0	0
Office Supplies	-293	-222	-216	-168	-215	-235	-464	-31	-120	-90	-100	-80	-188
Toner Cartridges	0	0	0	0	0	0	-168	-133	0	-48	0	-60	-70
Signs	-196	0	-273	0	0	0	-115	0	0	-78	-100	-26	-39
Operating Supplies	-202	-286	-90	0	-25	0	-21	0	-13	-177	-190	-63	-42
Small Tools & Equipment	-13	0	0	0	-11	0	-36	0	0	-29	0	-40	-31
Safety Equipment	0	0	-128	0	0	-4	0	0	0	0	0	0	-1
Repairs & Maintenance													
General/PM	0	0	-99	-680	-1,053	-489	-558	-647	-1,198	-621	0	-822	-702
Plumbing	0	0	-98	-153	-1,092	-924	-59	-246	-25	-65	0	-112	-264
Lighting and Electrical	-169	0	-16	-668	-643	-654	0	0	0	-39	0	-13	-139
Carpentry	-9	0	0	0	0	0	0	0	0	0	0	0	0
Fire Suppression	0	0	0	-38	-375	-194	-153	-374	-198	-190	-150	-254	-222
MaintDept Labor Charges (inactive)	-888	0	0	0	0	0	0	0	0	0	0	0	0
Other Building	-1,860	-1,467	-14	0	0	0	0	0	0	-1,910	-600	-637	-382
R&M Building	-2,926	-1,467	-226	-1,539	-3,164	-2,260	-769	-1,267	-1,421	-2,826	-750	-1,838	-1,708
GrassFlowersSeedFertilizers	0	0	-94	-97	-134	-109	-159	-132	0	-125	-300	-86	-105
Ski Trails	0	0	0	0	0	0	0	0	-157	0	0	-52	-31
Snow Removal	-86	0	0	0	-72	-140	-603	-211	-862	0	0	-358	-363
Other Grounds Maint	-293	-48	-36	-16	-130	-16	0	0	-28	-268	0	-99	-62
R&M Grounds (nonGolf)	-379	-48	-129	-113	-336	-265	-762	-343	-1,046	-393	-300	-594	-562
Golf Carts Fleet	-93	-867	-106	0	0	0	0	0	0	0	0	0	0
Rolling, Heavy	0	0	-440	0	0	0	0	0	0	0	0	0	0
Other Operating Equip R&M	-571	-106	0	-65	0	0	0	0	0	0	0	0	0
R&M Equipment	-663	-972	-546	-65	0	0	0	0	0	0	0	0	0
R&M subtotal	-3,968	-2,488	-902	-1,717	-3,500	-2,525	-1,531	-1,610	-2,467	-3,219	-1,050	-2,432	-2,270
TOTAL SUPPLIES & MAINTENANCE	-5,988	-3,727	-2,302	-2,584	-5,345	-4,546	-3,780	-3,301	-4,587	-6,501	-3,400	-4,796	-4,543
ADMINISTRATIVE & OTHER EXPENSE													
Resort Advertising	-438	0	0	0	0	0	0	0	0	-200	-450	-67	-40
Licenses, Permits, Fees	-302	-302	-302	0	-906	-302	-302	-302	-302	-300	-300	-301	-302
Postage - General	-74	-1	-2	-2	-7	-6	-7	-52	-13	0	0	-22	-16
Printing - Brochures	0	0	0	0	0	0	0	0	-202	0	0	-67	-40
Printing - Other	0	-90	-126	-138	0	-448	0	0	0	0	0	0	-90
Credit Card Expense	-680	-1,085	-964	-572	-758	-908	-903	-1,256	-1,150	-560	-1,260	-988	-955
Over/Short	-6	73	58	31	-29	7	40	11	-13	0	0	-1	9
<i>Insurance Expense</i>	-600	-600	-600	-600	-600	-524	-600	-607	-600	-600	-600	-602	-586
TOTAL ADMINISTRATIVE & OTHER EXPE	-2,100	-2,006	-1,936	-1,282	-2,299	-2,181	-1,772	-2,206	-2,279	-1,660	-2,610	-2,048	-2,020
TOTAL OPERATING EXPENSES (OE)	-27,763	-27,285	-26,607	-26,364	-31,905	-29,751	-31,250	-31,073	-32,189	-34,380	-31,600	-32,547	-31,729
TOTAL PAYROLL AND OPERATING EXPE	-65,673	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-71,923	-75,190	-70,900	-70,961	-67,654
N O R 1, before OH	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	-2,682	-9,900	-5,700	-7,543

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Campground (100)

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Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Campground (100)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	<i>Actuals</i>			
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		2018 <i>Budget</i>	<i>Average</i>		
								2016 <i>Actual</i>	2017 <i>Actual</i>				3-Yr		5-Yr
													Jan-Jul Act	Aug-Dec Bdg	
N O R 2, after OH	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	-2,682	-9,900	-5,700	-7,543		
T O C	-65,673	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-71,923	-75,190	-70,900	-70,961	-67,654		
REV to TOC (CRR%)	-47.6%	-57.5%	-78.2%	-71.5%	-73.0%	-85.3%	-81.9%	-89.8%	-89.3%	-103.3%	-86.0%	-94.1%	-89.9%		
NOR AFTER Assessment Revenue, Opera	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	-2,682	-9,900	-5,700	-7,543		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Equestrian (080)**

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals			
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years				2018 <u>FORECAST</u>	3-Yr	5-Yr	
								2016 <u>Actual</u>	2017 <u>Actual</u>	Jan-Jul Act					
										Aug-Dec Bdg					
Revenue															
P.O. Trail Rides	33,000	33,819	25,714	31,844	36,731	0	34,125	51,788	40,922	44,282	50,000	45,664	34,223		
Guest Trail Rides	24,266	25,091	21,153	21,098	17,808	0	25,824	31,513	45,996	47,908	41,000	41,806	30,248		
Public Trail Rides	10,695	14,720	6,539	9,448	8,506	0	10,828	14,356	15,114	14,875	16,000	14,782	11,035		
Pony Rides - P.O.	0	0	0	230	0	0	0	0	0	0	0	0	0		
Special Events Revenue	9,180	7,682	8,296	8,398	10,349	0	12,613	14,937	12,996	15,093	17,000	14,342	11,128		
Total Direct Access & Use Fees	77,141	81,312	61,702	71,018	73,394	0	83,390	112,594	115,028	122,158	124,000	116,593	86,634		
Sales - Retail															
Sales - Retail	9,690	5,831	6,799	9,195	8,400	0	6,742	9,879	11,988	15,125	12,000	12,330	8,747		
Employee Discounts	-528	-389	-412	-281	-381	0	-334	0	0	0	0	0	-67		
Homeowner Discounts	0	0	0	0	0	0	0	0	-2,433	0	0	-811	-487		
Discounts - Retail	-1,988	-422	-1,438	-1,066	-418	0	-487	-790	-1,128	-879	-1,000	-932	-657		
Promotion Discounts	-899	-90	0	-210	0	0	0	0	0	0	0	0	0		
Total Retail Product Revenue	6,275	4,930	4,949	7,638	7,602	0	5,921	9,089	8,428	14,246	11,000	10,588	7,537		
Lessons - Public															
Lessons - Public	1,200	1,100	1,350	0	1,490	0	642	741	800	998	1,000	846	636		
Lessons - P.O.	6,560	4,480	5,360	0	4,615	0	4,899	3,105	2,829	4,490	4,000	3,475	3,065		
Lessons - Guest	2,950	900	1,575	0	0	0	0	0	0	0	0	0	0		
Equestrian - Boarding	14,962	17,429	13,087	16,920	24,130	12,918	16,450	26,068	23,808	25,919	33,000	25,265	21,033		
Equestrian - Camps	55,050	45,850	45,420	0	29,660	0	36,630	34,833	44,549	60,794	49,000	46,725	35,361		
Total Lessons & Rental Revenue	80,722	69,759	66,792	16,920	59,895	12,918	58,621	64,747	71,986	92,201	87,000	76,311	60,095		
Other Revenue															
Other Revenue	0	0	0	0	0	0	0	350	320	1,300	0	657	394		
Total Other Revenue	0	0	0	0	0	0	0	350	320	1,300	0	657	394		
GROSS REVENUE (GREV)	164,138	156,001	133,443	95,576	140,891	12,918	147,932	186,780	195,762	229,905	222,000	204,149	154,659		
COST OF GOODS SOLD (COGS)															
Food	-2,495	-1,430	0	0	0	0	0	0	0	0	0	0	0		
Dairy	0	0	-1,057	-1,009	0	0	0	0	0	0	0	0	0		
NA Beverage	0	0	-441	-700	-1,279	0	0	0	0	0	0	0	0		
Food Cogs	-2,495	-1,430	-1,498	-1,709	-1,279	0	0	0	0	0	0	0	0		
Retail Product Cogs	-3,076	-1,814	-2,123	-3,076	-3,451	0	-3,393	-4,694	-6,111	-6,852	-5,000	-5,886	-4,210		
Total COGS	-5,572	-3,244	-3,621	-4,785	-4,730	0	-3,393	-4,694	-6,111	-6,852	-5,000	-5,886	-4,210		
Total Cogs / GREV %	-03.4%	-02.1%	-02.7%	-05.0%	-03.4%	00.0%	-02.3%	-02.5%	-03.1%	-03.5%	-02.3%	-03.0%	-02.3%		
Retail Product Cogs / Retail Revenue %	-49.0%	-36.8%	-42.9%	-40.3%	-45.4%	00.0%	-57.3%	-51.6%	-72.5%	-50.2%	-45.5%	-58.1%	-46.3%		
Retail Product Cogs / Retail Revenue,preD	-31.7%	-31.1%	-31.2%	-33.5%	-41.1%	00.0%	-50.3%	-47.5%	-51.0%	-47.9%	-41.7%	-48.8%	-39.3%		
Gross Margin (GREV-COGS)	158,566	152,757	129,822	90,791	136,161	12,918	144,539	182,086	189,650	223,053	217,000	198,263	150,449		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-57,341	-59,102	-59,381	-59,724	-55,451	-39,124	-57,523	-65,803	-72,423	-76,525	-75,400	-71,584	-62,280		
Wages - FTRRegular	0	0	0	0	0	0	-191	-238	-777	-430	0	-482	-327		
Wages - Seasonal	-72,451	-63,295	-62,207	-46,514	-62,208	-29,197	-59,930	-67,200	-78,064	-84,270	-84,200	-76,511	-63,732		
Incentive Program, Exempt	0	0	0	0	0	0	-575	0	-200	-109	0	-103	-177		
Incentive Program, Seasonal, NonExempt	-329	-411	-322	-680	-410	-274	-410	-319	-1,909	-274	0	-834	-637		
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	0	0	202	0	67	40		
Total Salaries & Wages, DIRECT	-130,121	-122,808	-121,910	-106,918	-118,070	-68,595	-118,628	-133,560	-153,373	-161,407	-159,600	-149,447	-127,113		
Salaries sub-total	-57,341	-59,102	-59,381	-59,724	-55,451	-39,124	-58,098	-65,803	-72,623	-76,433	-75,400	-71,619	-62,416		
Wage sub-total	-72,779	-63,706	-62,529	-47,194	-62,619	-29,471	-60,530	-67,757	-80,751	-84,974	-84,200	-77,827	-64,697		
Wage-FTR subsubtotal	0	0	0	0	0	0	-191	-238	-777	-430	0	-482	-327		
Wage-Seasonal subsubtotal	-72,779	-63,706	-62,529	-47,194	-62,619	-29,471	-60,340	-67,519	-79,974	-84,544	-84,200	-77,345	-64,369		
Payroll Direct as a % of Revenue	-79.3%	-78.7%	-91.4%	-111.9%	-83.8%	-531.0%	-80.2%	-71.5%	-78.3%	-69.4%	-71.9%	-73.1%	-166.1%		
PTO net\$ accrual, in Salaries	1,110	-622	-1,112	-861	-1,859	689	-524	-729	-423	-986	-47	-713	-395		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Equestrian (080)**

	5 Year Average Years											Actuals Average	
						3 Year Average Years							
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2018 Budget	3-Yr	5-Yr
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	FORECAST			
										Jan-Jul Act			
										Aug-Dec Bdg			
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	0	363	0	0	121	73
PTO net accrual, in PD Total	1,110	-622	-1,112	-861	-1,859	689	-524	-729	-60	-986	-47	-592	-322
PAYROLL BURDEN													
Payroll Taxes	-15,341	-12,426	-13,726	-11,660	-12,798	-6,544	-13,291	-14,593	-16,038	-18,138	-18,000	-16,256	-13,721
Workers Compensation	-13,128	-12,770	-10,935	-9,144	-10,394	-8,482	-17,794	-24,255	-24,134	-19,106	-19,500	-22,498	-18,754
Group Insurance	-7,766	-6,993	-6,310	-6,278	-6,878	-5,071	-1,286	-1,222	-5,906	-11,936	-13,100	-6,355	-5,084
Retirement Plan	-1,278	-1,013	-981	-1,063	-603	-61	0	0	39	-332	-600	-98	-71
Capitalized Payroll Burden	0	0	0	0	0	0	0	0	0	36	0	12	7
PAYROLL BURDEN Total	-37,513	-33,202	-31,952	-28,146	-30,673	-20,159	-32,371	-40,070	-46,039	-49,475	-51,200	-45,195	-37,623
subtotal, Burden-Salary	-19,631	-18,293	-17,025	-17,114	-16,274	-12,208	-14,434	-16,931	-21,843	-27,102	-28,300	-21,958	-18,503
subtotal, Burden-Wage-FTR	0	-18	0	0	0	0	-16	-22	-218	-105	-30	-115	-72
subtotal, Burden-Wage-Seasonal	-17,882	-14,891	-14,927	-11,031	-14,399	-7,951	-17,921	-23,117	-23,979	-22,305	-22,870	-23,134	-19,055
Burden % - on all Payroll Direct	28.8%	27.0%	26.2%	26.3%	26.0%	29.4%	27.3%	30.0%	30.0%	29.5%	32.1%	29.8%	29.2%
Burden % - Salary	34.2%	31.0%	28.7%	28.7%	29.3%	31.2%	24.8%	25.7%	30.1%	33.6%	37.5%	29.8%	29.1%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	08.2%	09.2%	28.0%	17.4%	00.0%	18.2%	12.6%
Burden % - Wage-Seasonal	24.6%	23.4%	23.9%	23.4%	23.0%	27.0%	29.7%	34.2%	30.0%	25.8%	27.2%	30.0%	29.3%
Burden % - Wage-FTR&Seasonal	24.6%	23.4%	23.9%	23.4%	23.0%	27.0%	29.6%	34.2%	30.0%	25.7%	27.2%	29.9%	29.3%
PAYROLL TOTAL (Direct&Burden)	-167,633	-156,011	-153,861	-135,064	-148,743	-88,754	-150,999	-173,630	-199,412	-210,881	-210,800	-194,641	-164,735
Burden % TL	28.8%	27.0%	26.2%	26.3%	26.0%	29.4%	27.3%	30.0%	30.0%	29.5%	32.1%	29.8%	29.2%
Payroll Taxes %	11.8%	10.1%	11.3%	10.9%	10.8%	9.5%	11.2%	10.9%	10.5%	11.2%	11.3%	10.9%	10.7%
Workers Comp %	10.1%	10.4%	9.0%	8.6%	8.8%	12.4%	15.0%	18.2%	15.7%	11.5%	12.2%	15.1%	14.6%
Group Insurance %	6.0%	5.7%	5.2%	5.9%	5.8%	7.4%	1.1%	0.9%	3.9%	6.7%	8.2%	3.8%	4.0%
Retirement %	1.0%	0.8%	0.8%	1.0%	0.5%	0.1%	0.0%	0.0%	0.0%	0.1%	0.4%	0.0%	0.0%
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
OPERATING EXPENSES (OE)													
Employee Dev/Training	-125	0	0	0	-508	0	-216	0	-423	-60	0	-161	-140
Employee Relations	-765	-1,008	-997	-555	-880	-62	-445	-507	-294	-523	-650	-441	-366
Uniforms	-1,077	-1,016	-924	-706	-571	-177	-578	-253	-720	-668	-700	-547	-479
Travel/Meeting Expense	-889	-60	-60	0	0	0	0	-113	-292	-84	-100	-163	-98
Total Staff Expense	-2,856	-2,084	-1,982	-1,261	-1,959	-239	-1,239	-873	-1,729	-1,334	-1,450	-1,312	-1,083
Telephone	-331	0	-366	-68	0	-120	-198	-180	-120	-180	-180	-160	-160
Cable/Sat TV Service	-369	-393	-427	-451	-561	-76	0	-278	-323	-439	-500	-346	-223
Disposal Fees	-11,946	-11,969	-11,703	-9,179	-9,552	-7,245	-8,749	-10,015	-9,122	-9,959	-10,750	-9,699	-9,018
Electricity	-3,527	-3,639	-3,329	-3,173	-3,230	-274	0	-2,550	-2,794	-2,687	-3,000	-2,677	-1,661
Natural Gas - Buildings	-945	-1,644	0	0	0	0	0	-347	-852	-739	-900	-646	-388
Fuel & Oil	-945	-1,523	-1,641	-1,766	-1,931	-1,159	-1,648	-652	-854	-1,390	-950	-965	-1,141
Propane (LPG)	0	0	-1,743	-376	-695	0	-33	-29	0	-37	0	-22	-20
Sewer Fees	-2,595	-2,653	-2,692	-2,692	-2,692	-2,692	-3,534	-4,125	-1,896	-2,023	-2,050	-2,681	-2,854
Water - Building/Facility	-7,727	-6,604	-931	-765	-870	-156	0	-366	-276	-626	-1,000	-423	-285
Water - Grounds	0	0	0	0	0	0	0	-318	-409	-178	0	-302	-181
TOTAL UTILITIES	-28,384	-28,425	-22,832	-18,470	-19,531	-11,723	-14,163	-18,860	-16,646	-18,258	-19,330	-17,921	-15,930
SUPPLIES & MAINTENANCE EXPENSE													
Linen Service	0	0	0	0	0	0	0	-14	0	0	0	-5	-3
Janitorial Services & Supplies	-521	-262	-428	-374	-1,354	0	-174	-1,559	-752	-628	-600	-979	-622
Pest Control	0	-490	-403	-541	-705	-160	-270	-568	-351	-318	-765	-412	-333
Contract Fees	-108	0	0	-495	0	0	0	0	0	0	0	0	0
Veterinary Services	-5,623	-6,976	-5,997	-2,734	-4,149	-2,250	-4,226	-1,567	-4,250	-8,277	-5,720	-4,698	-4,114
Equine Care Services	-9,225	-8,797	-5,433	-5,878	-5,415	-4,056	-6,975	-8,837	-8,080	-8,501	-7,250	-8,473	-7,290
Offsite Pasturing	-12,880	-11,093	-10,422	-7,275	-6,400	-11,313	-13,323	-11,926	-16,936	-16,437	-20,000	-15,100	-13,987
Equipment Rental	-76	-52	0	0	0	0	0	0	-808	-520	0	-443	-266
Feed Hay Grain	-14,894	-10,871	-14,495	-13,260	-20,122	-12,483	-13,413	-16,847	-13,397	-11,335	-13,500	-13,860	-13,495
Furniture and Office Equip	-358	-1,402	-183	0	-97	0	0	0	0	-87	-175	-29	-17
Office Supplies	-361	-324	-243	-128	-166	-21	-283	-259	-151	-212	-250	-207	-185
Toner Cartridges	0	0	0	0	0	0	0	-107	-181	0	0	-96	-58
Signs	0	0	0	-44	0	0	0	-461	0	-17	-200	-159	-96
Operating Supplies	-1,557	-1,479	-1,320	-759	-1,252	-94	-872	-366	-2,301	-1,178	-1,000	-1,282	-962

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Equestrian (080)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average				
								2016 Actual	2017 Actual			2018 FORECAST	3-Yr	5-Yr		
															3 Year Average Years	
															Jan-Jul Act	Aug-Dec Bdg
Candle & TableTop Supplies	0	0	0	-853	0	0	0	0	0	0	0	0	0			
Small Tools & Equipment	-120	-274	-149	-714	0	0	-311	-1,505	-517	-1,555	-250	-1,192	-778			
Safety Equipment	0	-77	-261	-163	-148	0	-108	-13	0	-131	-150	-48	-51			
Spoilage	-115	0	-73	0	0	0	-10	-250	0	0	0	-83	-52			
Special Programs	-3,459	-6,052	-6,227	-6,036	-5,568	0	-4,347	-3,677	-3,790	-3,273	-4,000	-3,580	-3,017			
Repairs & Maintenance																
General/PM	0	0	-205	-156	-544	-383	-903	-846	-1,013	-754	0	-871	-780			
Plumbing	0	0	-100	-955	-144	-184	-60	-35	0	-135	0	-57	-83			
Lighting and Electrical	0	0	-110	-15	0	0	0	0	0	0	0	0	0			
Fire Suppression	0	0	0	0	0	0	0	-280	0	0	-250	-93	-56			
MaintDept Labor Charges (inactive)	-2,019	0	0	0	0	0	0	0	0	0	0	0	0			
Other Building	-3,911	-2,948	-1,086	-1,525	-790	0	0	-341	-1,506	-708	-700	-852	-511			
R&M Building	-5,930	-2,948	-1,501	-2,651	-1,478	-567	-963	-1,502	-2,519	-1,596	-950	-1,873	-1,430			
Asphalt	0	0	-122	0	0	0	0	0	-368	0	0	-123	-74			
GrassFlowersSeedFertilizers	0	0	-26	-58	0	0	0	0	0	0	-80	0	0			
Other Grounds Maint	-2,400	-3,300	-172	-16	0	0	0	0	0	0	0	0	-46			
R&M Grounds (nonGolf)	-2,400	-3,300	-320	-74	0	-230	0	0	-368	0	-80	-123	-119			
Golf Carts Fleet	-28	0	0	0	0	0	0	0	0	0	0	0	0			
Rolling, Heavy	-318	-490	0	-145	0	0	0	0	-1,659	-400	-880	-686	-412			
Rolling, Car/Truck/Bus/Van	-622	-746	-1,052	-3,174	-766	-1,086	-3,354	-3,847	-2,621	-1,169	-600	-2,546	-2,415			
Other Operating Equip R&M	-872	-582	-361	-673	0	0	-25	0	0	-300	-600	-100	-65			
R&M Equipment	-1,840	-1,818	-1,414	-3,992	-766	-1,086	-3,379	-3,847	-4,280	-1,869	-2,080	-3,332	-2,892			
R&M subtotal	-10,170	-8,065	-3,235	-6,716	-2,244	-1,882	-4,342	-5,349	-7,167	-3,466	-3,110	-5,327	-4,441			
TOTAL SUPPLIES & MAINTENANCE	-59,468	-56,214	-48,868	-45,972	-47,622	-32,259	-48,655	-53,304	-58,682	-55,934	-56,970	-55,973	-49,767			
ADMINISTRATIVE & OTHER EXPENSE																
Environmental Services / Fees	-1,564	-1,783	-1,368	-924	-1,232	-1,386	0	-1,008	-1,176	-300	-1,200	-828	-774			
Public Relations	0	0	0	0	0	0	0	0	0	-23	0	-8	-5			
Resort Advertising	-2,839	-1,161	-807	-689	-1,990	0	-1,142	-549	-4,530	-2,422	-2,500	-2,500	-1,729			
Brochure Distribution	0	0	14	0	-882	0	0	-890	-871	-300	-900	-687	-412			
Charitable Contributions	0	0	0	0	0	0	0	0	-59	0	0	-20	-12			
Community Relations	0	0	0	0	0	0	0	-491	0	0	0	-164	-98			
Licenses, Permits, Fees	-511	-521	-511	-776	-628	0	-115	-1,196	-564	-1,071	-550	-943	-589			
Mileage Reimbursement	-795	-1,265	-1,225	-837	-448	-281	-69	-44	-41	-164	-300	-83	-120			
Postage - General	-17	-10	-9	-13	-20	-5	0	-16	-22	-4	0	-14	-9			
Printing - Brochures	0	0	0	0	0	0	0	0	-202	0	0	-67	-40			
Credit Card Expense	-3,541	-3,625	-3,382	-1,758	-2,911	-46	-3,243	-8,771	-3,462	-5,279	-4,000	-5,838	-4,160			
Over/Short	-180	-90	18	15	90	0	8	3	-3	-25	0	-8	-3			
Insurance Expense	-5,400	-4,200	-4,400	-4,200	-4,800	-4,713	-5,400	-5,906	-5,400	-6,000	-6,000	-5,769	-5,484			
TOTAL ADMINISTRATIVE & OTHER EXPE	-14,847	-12,655	-11,671	-9,182	-12,822	-6,432	-9,961	-18,869	-16,331	-15,588	-15,450	-16,929	-13,436			
TOTAL OPERATING EXPENSES (OF)	-105,555	-99,378	-85,353	-74,885	-81,934	-50,652	-74,017	-91,905	-93,387	-91,115	-93,200	-92,136	-80,215			
TOTAL PAYROLL AND OPERATING EXPE	-273,188	-255,388	-239,214	-209,949	-230,676	-139,406	-225,016	-265,535	-292,800	-301,996	-304,000	-286,777	-244,951			
N O R 1, before OH	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-78,943	-87,000	-88,514	-94,501			
N O R 2, after OH	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-78,943	-87,000	-88,514	-94,501			
T O C	-278,760	-258,633	-242,835	-214,734	-235,406	-139,406	-228,409	-270,229	-298,911	-308,849	-309,000	-292,663	-249,161			
REV to TOC (CRR%)	-58.9%	-60.3%	-55.0%	-44.5%	-59.9%	-09.3%	-64.8%	-69.1%	-65.5%	-76.5%	-71.8%	-70.4%	-57.0%			
NOR AFTER Assessment Revenue, Opera	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-78,943	-87,000	-88,514	-94,501			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Trails (051)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals			
						2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Average	5-Yr		
								2016 Actual	2017 Actual					Jan-Jul Act	
														Aug-Dec Bdg	
Revenue															
Public Daily Trail Fee	0	0	0	0	0	0	103	307	951	729	1,000	662	418		
Total Direct Access & Use Fees	0	0	0	0	0	0	103	307	951	729	1,000	662	418		
GROSS REVENUE (GREV)															
	0	0	0	0	0	0	103	307	951	729	1,000	662	418		
COST OF GOODS SOLD (COGS)															
Gross Margin (GREV-COGS)	0	0	0	0	0	0	103	307	951	729	1,000	662	418		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	0	0	0	0	0	-35,802	-36,166	-45,129	-51,798	-54,441	-52,700	-50,456	-44,667		
Wages - FTRegular	0	0	0	0	0	0	0	179	0	0	0	60	36		
Wages - Seasonal	0	0	0	0	0	-11,540	-13,495	-30,794	-63,155	-61,029	-51,300	-51,659	-36,002		
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	-164	0	0	-898	-219	0	-372	-256		
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	0	47,567	5,746	0	17,771	10,663		
Total Salaries & Wages, DIRECT	0	0	0	0	0	-47,506	-49,660	-75,744	-68,284	-109,943	-104,000	-84,657	-70,227		
Salaries sub-total	0	0	0	0	0	-35,802	-36,166	-45,129	-4,231	-48,695	-52,700	-32,685	-34,005		
Wage sub-total	0	0	0	0	0	-11,704	-13,495	-30,615	-64,053	-61,248	-51,300	-51,972	-36,223		
Wage-FTR subsubtotal	0	0	0	0	0	0	0	179	0	0	0	60	36		
Wage-Seasonal subsubtotal	0	0	0	0	0	-11,704	-13,495	-30,794	-64,053	-61,248	-51,300	-52,032	-36,259		
Payroll Direct as a % of Revenue	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	45.8%	30.5%	24.8%	23.6%	26.5%	26.3%	32.5%		
PTO net\$ accrual, in Salaries	0	0	0	0	0	-916	363	-2,388	-468	-1,642	-14	-1,499	-1,010		
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	179	0	0	0	60	36		
PTO net accrual, in PD Total	0	0	0	0	0	-916	363	-2,209	-468	-1,642	-14	-1,439	-974		
PAYROLL BURDEN															
Payroll Taxes	0	0	0	0	0	-3,805	-4,535	-8,205	-10,963	-12,285	-11,200	-10,485	-7,959		
Workers Compensation	0	0	0	0	0	-4,985	-5,005	-6,473	-8,328	-6,809	-6,700	-7,203	-6,320		
Group Insurance	0	0	0	0	0	-12,337	-8,043	-8,379	-6,164	-8,184	-9,100	-7,576	-8,621		
Retirement Plan	0	0	0	0	0	-607	-1,184	-82	-47	-1,043	-600	-391	-593		
Capitalized Payroll Burden	0	0	0	0	0	0	0	0	8,562	1,034	0	3,199	1,919		
PAYROLL BURDEN Total	0	0	0	0	0	-21,734	-18,767	-23,140	-16,940	-27,288	-27,600	-22,456	-21,574		
subtotal, Burden-Salary	0	0	0	0	0	-15,531	-16,012	-16,705	-18,584	-18,901	-22,200	-18,063	-17,147		
subtotal, Burden-Wage-FTR	0	0	0	0	0	-4,148	0	0	0	-170	-170	-57	-864		
subtotal, Burden-Wage-Seasonal	0	0	0	0	0	-2,055	-2,755	-6,435	-6,919	-9,251	-5,230	-7,535	-5,483		
Burden % - on all Payroll Direct	00.0%	00.0%	00.0%	00.0%	00.0%	45.8%	37.8%	30.5%	24.8%	23.6%	26.5%	26.3%	32.5%		
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	43.4%	44.3%	37.0%	439.2%	35.7%	42.1%	170.7%	119.9%		
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	17.6%	20.4%	20.9%	10.8%	18.0%	10.2%	16.6%	17.5%		
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	53.0%	20.4%	21.0%	10.8%	18.4%	10.5%	16.7%	24.7%		
PAYROLL TOTAL (Direct&Burden)	0	0	0	0	0	-69,240	-68,428	-98,884	-85,224	-137,231	-131,600	-107,113	-91,801		
Burden % TL	0.0%	0.0%	0.0%	0.0%	0.0%	45.8%	37.8%	30.5%	24.8%	23.6%	26.5%	26.3%	32.5%		
Payroll Taxes %	0.0%	0.0%	0.0%	0.0%	0.0%	8.0%	9.1%	10.8%	16.1%	11.5%	10.8%	12.8%	11.1%		
Workers Comp %	0.0%	0.0%	0.0%	0.0%	0.0%	10.5%	10.1%	8.5%	12.2%	6.0%	6.4%	8.9%	9.5%		
Group Insurance %	0.0%	0.0%	0.0%	0.0%	0.0%	26.0%	16.2%	11.1%	9.0%	6.5%	8.8%	8.9%	13.7%		
Retirement %	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	2.4%	0.1%	0.1%	1.2%	0.6%	0.5%	1.0%		
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-12.5%	-1.6%	0.0%	-4.7%	-2.8%		

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Trails (051)

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years						2018 Budget	3-Yr	5-Yr	
						2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 FORECAST					
										Jan-Jul Act					Aug-Dec Bdg
OPERATING EXPENSES (OE)															
Employee Dev/Training	0	0	0	0	0	0	0	-325	-146	-525	0	-332	-199		
Employee Relations	0	0	0	0	0	0	-65	0	-197	-160	-300	-119	-84		
Uniforms	0	0	0	0	0	-17	-331	-1,099	-552	-432	-400	-694	-486		
Seminars & Conferences	0	0	0	0	0	0	-335	0	-420	0	-500	-140	-151		
Travel/Meeting Expense	0	0	0	0	0	0	-703	0	-370	-742	-280	-371	-363		
Total Staff Expense	0	0	0	0	0	-17	-1,434	-1,424	-1,685	-1,859	-1,480	-1,656	-1,284		
Telephone	0	0	0	0	0	-330	-315	-15	0	-150	-360	-55	-162		
Disposal Fees	0	0	0	0	0	-300	0	-794	-427	-655	-300	-625	-435		
Fuel & Oil	0	0	0	0	0	-1,361	-959	-1,140	-1,554	-3,188	-4,000	-1,961	-1,640		
TOTAL UTILITIES	0	0	0	0	0	-1,991	-1,274	-1,948	-1,982	-3,993	-4,660	-2,641	-2,238		
SUPPLIES & MAINTENANCE EXPENSE															
Janitorial Services & Supplies	0	0	0	0	0	0	0	-234	-94	-656	0	-328	-197		
Pest Control	0	0	0	0	0	0	-110	0	-84	0	0	-28	-39		
Office Supplies	0	0	0	0	0	-20	-27	-54	-80	-30	-60	-55	-42		
Toner Cartridges	0	0	0	0	0	0	0	0	-93	0	0	-31	-19		
Signs	0	0	0	0	0	-363	-1,540	-47	-822	-300	-290	-554	-554		
Operating Supplies	0	0	0	0	0	-313	-377	-1,140	-710	-400	-980	-750	-588		
Small Tools & Equipment	0	0	0	0	0	0	-43	-200	-670	-339	-300	-403	-251		
Safety Equipment	0	0	0	0	0	-215	-47	-524	-268	-303	-300	-365	-272		
Repairs & Maintenance															
General/PM	0	0	0	0	0	-52	0	0	0	0	0	0	-10		
R&M Building	0	0	0	0	0	-52	0	0	0	0	0	0	-10		
Rolling, Heavy	0	0	0	0	0	0	0	0	0	-973	-600	-324	-195		
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	-1,061	0	-260	-7,037	-2,393	-1,300	-3,230	-2,150		
Other Operating Equip R&M	0	0	0	0	0	-80	0	0	-576	-150	-300	-242	-161		
R&M Equipment	0	0	0	0	0	-1,141	0	-260	-7,612	-3,516	-2,200	-3,796	-2,506		
Forestry Management	0	0	0	0	0	0	-269	-547	0	-2,312	-1,600	-953	-625		
R&M Forestry	0	0	0	0	0	0	-269	-547	0	-2,312	-1,600	-953	-625		
Contra - Inter-Dept. Charges	0	0	0	0	0	12,656	7,346	0	0	0	0	0	4,000		
R&M subtotal	0	0	0	0	0	11,463	7,077	-807	-7,612	-5,827	-3,800	-4,749	859		
TOTAL SUPPLIES & MAINTENANCE	0	0	0	0	0	10,552	4,933	-3,006	-9,613	-8,378	-5,740	-6,999	-1,102		
ADMINISTRATIVE & OTHER EXPENSE															
Consulting Expense	0	0	0	0	0	0	0	0	0	-500	0	-167	-100		
Community Relations	0	0	0	0	0	0	0	-341	0	0	0	-114	-68		
Dues & Subscriptions	0	0	0	0	0	0	0	-60	0	-50	-200	-37	-22		
Licenses, Permits, Fees	0	0	0	0	0	-249	0	-232	-314	-1,030	0	-525	-365		
Mileage Reimbursement	0	0	0	0	0	-146	-373	-386	0	-127	-120	-171	-206		
Postage - General	0	0	0	0	0	-15	0	0	0	0	0	0	-3		
Printing - Brochures	0	0	0	0	0	0	0	0	0	-3,731	0	-1,244	-746		
Insurance Expense	0	0	0	0	0	-3,142	-3,600	-3,187	-3,600	-4,800	-4,800	-3,862	-3,666		
TOTAL ADMINISTRATIVE & OTHER EXPE	0	0	0	0	0	-3,552	-3,973	-4,206	-3,914	-10,237	-5,120	-6,119	-5,177		
TOTAL OPERATING EXPENSES (OE)	0	0	0	0	0	4,993	-1,749	-10,584	-17,194	-24,468	-17,000	-17,415	-9,800		
TOTAL PAYROLL AND OPERATING EXPE	0	0	0	0	0	-64,248	-70,177	-109,468	-102,418	-161,698	-148,600	-124,528	-101,602		
N O R 1, before OH	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-160,969	-147,600	-123,866	-101,184		
N O R 2, after OH	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-160,969	-147,600	-123,866	-101,184		
T O C	0	0	0	0	0	-64,248	-70,177	-109,468	-102,418	-161,698	-148,600	-124,528	-101,602		
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-00.1%	-00.3%	-00.9%	-00.7%	-00.5%	-00.3%		
NOR AFTER Assessment Revenue, Opera	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-160,969	-147,600	-123,866	-101,184		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Bikeworks (141)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals				
						2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr		
								2016 Actual	2017 Actual						Jan-Jul Act	
															Aug-Dec Bdg	
Revenue																
Food Discounts	0	0	0	0	0	0	0	-10	0	0	0	0	-3	-2		
EE Discounts	0	0	0	0	0	0	0	-10	0	0	0	0	-3	-2		
Food subtotal	0	0	0	0	0	0	0	-10	0	0	0	0	-3	-2		
Total Food and Beverage Revenue	0	0	0	0	0	0	0	-10	0	0	0	0	-3	-2		
Sales - Retail	0	0	0	0	0	0	35,256	43,455	75,397	62,894	70,200	60,582	43,400			
Employee Discounts	0	0	0	0	0	0	-5,237	-6,027	-13,650	-8,754	-11,200	-9,477	-6,733			
Homeowner Discounts	0	0	0	0	0	0	-1,436	-2,240	-2,222	-1,774	-1,000	-2,079	-1,534			
Discounts - Retail	0	0	0	0	0	0	0	235	-482	-87	0	-111	-67			
Total Retail Product Revenue	0	0	0	0	0	0	28,583	35,424	59,043	52,279	58,000	48,915	35,066			
Rentals, Bikes	0	0	0	0	0	0	22,673	34,245	32,725	40,313	33,000	35,761	25,991			
Towels/Lockers	0	0	0	0	0	0	0	0	179	0	0	60	36			
Total Lessons & Rental Revenue	0	0	0	0	0	0	22,673	34,245	32,904	40,313	33,000	35,821	26,027			
Other Revenue	0	0	0	0	0	0	14,168	17,229	18,208	21,105	18,000	18,847	14,142			
Total Other Revenue	0	0	0	0	0	0	14,168	17,229	18,208	21,105	18,000	18,847	14,142			
GROSS REVENUE (GREV)	0	0	0	0	0	0	65,424	86,888	110,155	113,697	109,000	103,580	75,233			
COST OF GOODS SOLD (COGS)																
Retail Product Cogs	0	0	0	0	0	0	-21,098	-28,589	-44,402	-37,912	-39,000	-36,967	-26,400			
Total COGS	0	0	0	0	0	0	-21,098	-28,589	-44,402	-37,912	-39,000	-36,967	-26,400			
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-32.2%	-32.9%	-40.3%	-31.7%	-35.8%	-35.0%	-27.4%			
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-73.8%	-80.7%	-75.2%	-76.7%	-67.2%	-77.5%	-61.3%			
Retail Product Cogs / Retail Revenue,preD	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-59.8%	-65.8%	-58.9%	-63.8%	-55.6%	-62.8%	-49.7%			
Gross Margin (GREV-COGS)	0	0	0	0	0	0	44,326	58,299	65,753	75,785	70,000	66,613	48,833			
PAYROLL																
SALARIES & WAGES																
Salaries - Exempt - Regular	0	0	0	0	0	0	-22,397	-23,172	-23,449	-23,401	-23,400	-23,341	-18,484			
Wages - Seasonal	0	0	0	0	0	0	-9,358	-14,590	-15,077	-20,424	-16,600	-16,697	-11,890			
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	0	0	-46	-273	-383	0	-234	-140			
Total Salaries & Wages, DIRECT	0	0	0	0	0	0	-31,755	-37,808	-38,800	-44,208	-40,000	-40,272	-30,514			
Salaries sub-total	0	0	0	0	0	0	-22,397	-23,172	-23,449	-23,401	-23,400	-23,341	-18,484			
Wage sub-total	0	0	0	0	0	0	-9,358	-14,636	-15,351	-20,807	-16,600	-16,931	-12,030			
Wage-Seasonal subsubtotal	0	0	0	0	0	0	-9,358	-14,636	-15,351	-20,807	-16,600	-16,931	-12,030			
Payroll Direct as a % of Revenue	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-48.5%	-43.5%	-35.2%	-40.5%	-36.7%	-39.7%	-33.6%			
PTO net\$ accrual, in Salaries	0	0	0	0	0	0	-929	-1,103	-762	-33	-33	-633	-565			
PTO net accrual, in PD Total	0	0	0	0	0	0	-929	-1,103	-762	-33	-33	-633	-565			
PAYROLL BURDEN																
Payroll Taxes	0	0	0	0	0	0	-2,911	-3,301	-3,617	-4,605	-4,100	-3,841	-2,887			
Workers Compensation	0	0	0	0	0	0	-2,443	-2,580	-3,041	-2,607	-2,600	-2,743	-2,134			
Group Insurance	0	0	0	0	0	0	-2,787	-2,609	-2,362	-3,232	-3,600	-2,734	-2,198			
Retirement Plan	0	0	0	0	0	0	-941	-662	-681	-851	-1,000	-731	-627			
PAYROLL BURDEN Total	0	0	0	0	0	0	-9,081	-9,152	-9,700	-11,295	-11,300	-10,049	-7,846			
subtotal, Burden-Salary	0	0	0	0	0	0	-6,836	-6,432	-6,602	-7,272	-7,800	-6,769	-5,429			
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	-51	0	0	-100	-100	-33	-30			
subtotal, Burden-Wage-Seasonal	0	0	0	0	0	0	-2,195	-2,720	-3,098	-3,923	-3,400	-3,247	-2,387			
Burden % - on all Payroll Direct	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	28.6%	24.2%	25.0%	23.8%	28.3%	24.3%	20.3%			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Bikeworks (141)**

	5 Year Average Years											2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017	2018					
								Actual	Actual	FORECAST					
											Jan-Jul Act				
											Aug-Dec Bdg				
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	30.5%	27.8%	28.2%	28.8%	33.3%	28.2%	23.1%		
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	23.5%	18.6%	20.2%	18.1%	20.5%	19.0%	16.1%		
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	24.0%	18.6%	20.2%	18.7%	21.1%	19.2%	16.3%		
PAYROLL TOTAL (Direct&Burden)	0	0	0	0	0	0	-40,836	-46,960	-48,500	-55,503	-51,300	-50,321	-38,360		
Burden % TL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.6%	24.2%	25.0%	23.8%	28.3%	24.3%	20.3%		
Payroll Taxes %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.2%	8.7%	9.3%	10.6%	10.3%	9.5%	7.6%		
Workers Comp %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	6.8%	7.8%	5.4%	6.5%	6.7%	5.6%		
Group Insurance %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.8%	6.9%	6.1%	6.2%	9.0%	6.4%	5.6%		
Retirement %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	1.8%	1.8%	1.5%	2.5%	1.7%	1.6%		
OPERATING EXPENSES (OE)															
Employee Dev/Training	0	0	0	0	0	0	-54	-1,445	-2,520	-30	-400	-1,332	-810		
Employee Relations	0	0	0	0	0	0	0	0	0	-50	-100	-17	-10		
Uniforms	0	0	0	0	0	0	-47	0	0	0	-300	0	-9		
Total Staff Expense	0	0	0	0	0	0	-101	-1,445	-2,520	-80	-800	-1,348	-829		
Cable/Sat TV Service	0	0	0	0	0	0	0	-278	-323	-279	-250	-293	-176		
Disposal Fees	0	0	0	0	0	0	0	-746	-623	-653	-750	-674	-404		
Electricity	0	0	0	0	0	0	0	-2,550	-2,794	-2,557	-2,420	-2,634	-1,580		
Natural Gas - Buildings	0	0	0	0	0	0	0	-1,123	-852	-939	-1,200	-971	-583		
Sewer Fees	0	0	0	0	0	0	0	-1,520	-530	-890	-1,180	-980	-588		
Water - Building/Facility	0	0	0	0	0	0	0	-438	-276	-376	-700	-363	-218		
Water - Grounds	0	0	0	0	0	0	0	-246	-409	-178	0	-277	-166		
TOTAL UTILITIES	0	0	0	0	0	0	0	-6,901	-5,806	-5,872	-6,500	-6,193	-3,716		
SUPPLIES & MAINTENANCE EXPENSE															
Linen Service	0	0	0	0	0	0	0	-14	0	0	0	-5	-3		
Janitorial Services & Supplies	0	0	0	0	0	0	0	-1,151	-641	-761	-1,000	-851	-511		
Pest Control	0	0	0	0	0	0	0	-175	-119	-154	0	-149	-90		
Printed Forms/Ticket Stock	0	0	0	0	0	0	0	-62	0	0	0	-21	-12		
Office Supplies	0	0	0	0	0	0	0	-33	-137	-119	0	-96	-58		
Toner Cartridges	0	0	0	0	0	0	0	-225	-93	0	0	-106	-64		
Operating Supplies	0	0	0	0	0	0	0	-44	-121	-5	0	-57	-34		
Small Tools & Equipment	0	0	0	0	0	0	0	-466	-107	-302	-218	0	-219		
Safety Equipment	0	0	0	0	0	0	0	-55	-59	0	0	-38	-23		
Spoilage	0	0	0	0	0	0	0	-60	0	0	0	-20	-12		
Special Programs	0	0	0	0	0	0	0	-50	0	0	0	-17	-10		
Repairs & Maintenance															
General/PM	0	0	0	0	0	0	0	0	-57	0	0	-19	-11		
Other Building	0	0	0	0	0	0	0	-16	0	0	0	-5	-3		
R&M Building	0	0	0	0	0	0	0	-16	-57	0	0	-24	-15		
Bicycles	0	0	0	0	0	0	0	-1,282	-1,160	-567	-713	-500	-744		
R&M Equipment	0	0	0	0	0	0	0	-1,282	-1,160	-567	-713	-500	-744		
R&M subtotal	0	0	0	0	0	0	-1,282	-1,176	-624	-713	-500	-838	-759		
TOTAL SUPPLIES & MAINTENANCE	0	0	0	0	0	0	-1,748	-3,151	-2,096	-1,970	-1,500	-2,405	-1,793		
ADMINISTRATIVE & OTHER EXPENSE															
Resort Advertising	0	0	0	0	0	0	-250	0	-4,542	-1,316	-3,000	-1,953	-1,222		
Dues & Subscriptions	0	0	0	0	0	0	0	-50	0	0	0	-17	-10		
Printing - Brochures	0	0	0	0	0	0	0	0	-202	0	0	-67	-40		
Credit Card Expense	0	0	0	0	0	0	-1,604	-2,576	-3,136	-2,967	-3,300	-2,893	-2,056		
Over/Short	0	0	0	0	0	0	5	19	116	0	0	45	28		
Insurance Expense	0	0	0	0	0	0	-1,800	-3,237	-1,800	-2,400	-2,400	-2,479	-1,847		
TOTAL ADMINISTRATIVE & OTHER EXPE	0	0	0	0	0	0	-3,649	-5,844	-9,564	-6,683	-8,700	-7,364	-5,148		
TOTAL OPERATING EXPENSES (OE)	0	0	0	0	0	0	-5,498	-17,340	-19,986	-14,605	-17,500	-17,310	-11,486		
TOTAL PAYROLL AND OPERATING EXPE	0	0	0	0	0	0	-46,334	-64,301	-68,486	-70,108	-68,800	-67,632	-49,846		

Tahoe Donner Association
 Operating Fund 9-Year Actuals and CY Budget and Forecast
 Bikeworks (141)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average			
								2016 Actual	2017 Actual			3-Yr	5-Yr		
														3 Year Average Years	
														Jan-Jul Act	Aug-Dec Bdg
N O R 1, before OH	0	0	0	0	0	0	-2,008	-6,001	-2,733	5,677	1,200	-1,019	-1,013		
N O R 2, after OH	0	0	0	0	0	0	-2,008	-6,001	-2,733	5,677	1,200	-1,019	-1,013		
T O C	0	0	0	0	0	0	-67,432	-92,889	-112,888	-108,020	-107,800	-104,599	-76,246		
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-97.0%	-93.5%	-97.6%	-108.3%	-101.1%	-99.8%	-79.3%		
NOR AFTER Assessment Revenue, Opera	0	0	0	0	0	0	-2,008	-6,001	-2,733	5,677	1,200	-1,019	-1,013		

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Lodge and Summer F&B Combined

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			3-Yr	5-Yr	
							2016 Actual	2017 Actual	2018 FORECAST				
									Jan-Jul Act	Aug-Dec Bdg			
Revenue													
Food	968,314	1,090,323	1,140,403	1,255,363	1,418,945	1,516,799	1,550,676	1,803,082	1,889,977	1,875,688	1,913,900	1,856,249	1,727,244
Food Discounts	-97,607	-130,787	-106,989	-116,249	-137,846	-137,494	-130,292	-163,039	-177,608	-202,346	-274,000	-180,998	-162,156
EE Discounts	-21,149	-23,758	-26,850	-26,850	-44,617	-33,789	-36,281	-48,021	-39,984	-39,301	-56,200	-42,436	-39,475
Guest Relations aka Manager	-13,446	-23,620	-17,145	-19,131	-39,443	-53,713	-24,695	-29,048	-27,471	-33,924	-45,000	-30,147	-33,770
InterDept Discounts	0	-6,891	-1,072	0	-971	-563	-995	-787	0	-2,000	-7,000	-929	-869
Marketing Discounts	-63,011	-76,519	-61,922	-70,468	-52,816	-49,429	-68,322	-85,183	-110,153	-127,121	-165,800	-107,486	-88,042
Food NA Beverage	0	1,225	41,620	46,195	48,992	47,585	50,131	54,336	49,289	52,335	57,100	51,987	50,735
Food subtotal	870,707	960,761	1,075,034	1,185,309	1,330,090	1,426,889	1,470,515	1,694,380	1,761,658	1,725,677	1,697,000	1,727,238	1,615,824
Beer	398,965	457,965	109,056	117,605	129,242	145,987	146,341	161,430	165,064	158,751	141,500	161,748	155,515
Beer Discounts	0	-11,541	-11,297	-8,912	-9,246	-6,418	-5,857	-5,650	-5,700	-3,466	0	-4,939	-5,418
Liquor	0	14,178	166,703	186,578	208,630	236,211	219,945	252,780	269,691	243,149	198,100	255,207	244,355
Liquor Discounts	0	-3,398	-9,492	-9,116	-11,306	-9,226	-7,294	-11,063	-11,855	-6,149	0	-9,689	-9,117
Wine	0	30,488	245,263	257,997	286,566	284,238	290,199	326,626	340,426	347,026	372,400	338,026	317,703
Wine Discounts	0	-7,411	-9,417	-9,627	-11,459	-10,489	-12,048	-14,938	-14,209	-7,438	0	-12,195	-11,824
Corkage Fees	0	0	15,354	13,148	15,827	21,576	18,989	20,419	19,088	8,619	0	16,042	17,738
Corkage Fee Discounts	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	-12,629	-4,323	0	-9,949	-11,272
Beverage subtotal	398,965	480,282	498,611	541,519	600,124	647,820	637,821	716,709	749,875	736,169	712,000	734,251	697,679
Misc other F&B	38,651	42,424	28,710	47,348	62,925	110,845	89,956	129,149	152,324	143,095	114,000	141,523	125,074
Other F&B subtotal	38,651	42,424	28,710	47,348	62,925	110,845	89,956	129,149	152,324	143,095	114,000	141,523	125,074
Total Food and Beverage Revenue	1,308,323	1,483,466	1,601,805	1,774,176	1,993,139	2,185,555	2,198,292	2,540,238	2,663,857	2,604,942	2,523,000	2,603,012	2,438,577
F&B Revenue by Segment:													
Lodge-Dining Room	0	1,521,179	1,601,806	1,773,643	1,992,032	2,184,924	2,197,643	2,538,634	2,667,209	2,614,942	2,542,000	2,606,928	2,440,670
Lodge-Pub	0	523,994	615,632	656,722	645,139	635,354	610,044	719,841	730,594	726,574	710,000	725,670	684,481
F&B-Banquets	0	187,597	154,032	220,706	273,379	422,993	378,552	428,936	492,859	500,988	460,000	474,261	444,866
SmrF&B-Lunch	0	77,071	58,105	64,195	67,419	59,302	67,361	79,442	79,723	67,073	74,000	75,413	70,580
SmrF&B-Snack Bar	0	60,373	55,978	62,020	75,975	89,331	88,720	91,705	85,284	101,300	92,000	92,763	91,268
SmrF&B-Pool BBQ	0	16,776	23,474	25,508	23,677	34,615	44,176	50,186	54,531	55,511	53,000	53,409	47,804
Snowplay Food Truck	0	0	0	0	0	0	0	4,033	2,819	500	4,000	2,451	1,470
Employee Housing	0	0	0	0	0	0	0	0	0	10,000	19,000	3,333	2,000
Mkt Discounts, Happy Hour Food	0	-18,974	-21,753	-21,140	-17,825	-26,772	-26,001	-33,757	-32,672	-18,781	0	-28,403	-27,597
Mkt Discounts, Happy Hour Bev Beer	0	-11,541	-7,675	-5,096	-5,735	-3,667	-3,743	-1,203	-1,309	-1,823	0	-1,445	-2,349
Mkt Discounts, Happy Hour Bev Liquor	0	-3,398	-3,223	-2,033	-1,813	-1,826	-3,698	-3,740	-3,630	-2,136	0	-3,169	-3,006
Mkt Discounts, Happy Hour Bev Wine	0	-7,411	-6,145	-5,264	-6,730	-7,117	-9,745	-10,336	-8,405	-4,501	0	-7,747	-8,021
Mkt Discounts, Happy Hour Bev, subtotal	0	-22,350	-17,043	-12,392	-14,277	-12,610	-17,186	-15,279	-13,344	-8,460	0	-12,361	-13,376
Mkt Discounts, Happy Hour Food&Bev C	0	-41,324	-38,796	-33,533	-32,102	-39,382	-43,186	-49,037	-46,016	-27,241	0	-40,765	-40,972
Employee Discounts	-4,293	0	0	0	0	0	0	0	0	0	0	0	0
Total Retail Product Revenue	-4,293	0	0	0	0	0	0	0	0	0	0	0	0
Lease Revenue	0	0	0	0	0	0	0	0	0	4,000	0	1,333	800
Other Revenue	231	0	0	0	0	0	0	0	0	0	0	0	0
Employee Housing Revenue	0	0	0	0	0	0	0	0	16,411	24,901	19,000	13,771	8,262
Total Other Revenue	231	0	0	0	0	0	0	0	16,411	28,901	19,000	15,104	9,062
GROSS REVENUE (GREV)	1,304,262	1,483,466	1,601,805	1,774,176	1,993,139	2,185,555	2,198,292	2,540,238	2,680,268	2,633,843	2,542,000	2,618,116	2,447,639
COST OF GOODS SOLD (COGS)													
Food	-312,126	-351,091	0	0	0	0	0	0	0	0	0	0	0
Meat	0	-10,763	-130,308	-151,972	-178,786	-181,649	-168,238	-184,944	-194,818	-178,825	-184,210	-186,196	-181,695
Seafood	0	-8,402	-90,456	-97,555	-112,083	-113,976	-117,767	-150,859	-163,900	-162,628	-171,200	-159,129	-141,826
Produce	0	-6,305	-86,928	-93,296	-112,181	-125,905	-132,796	-144,035	-146,463	-121,230	-114,160	-137,243	-134,086
Dairy	0	-2,850	-52,370	-53,695	-54,101	-63,084	-62,372	-62,238	-60,974	-62,160	-66,810	-61,791	-62,166
NA Beverage	0	-550	-15,769	-17,826	-15,245	-17,586	-19,244	-20,773	-21,031	-21,368	-20,390	-21,057	-20,000
Food Other	0	-7,773	-84,206	-101,734	-107,800	-102,783	-120,188	-132,902	-140,925	-136,482	-137,720	-136,770	-126,656
Mktg Discounts credit	0	2,661	45,190	51,734	60,099	58,958	59,690	69,171	73,734	73,105	78,110	72,003	66,932

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Lodge and Summer F&B Combined

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**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Lodge and Summer F&B Combined**

	5 Year Average Years										2018 Budget	Actuals Average		
	3 Year Average Years					3 Year Average Years						2018 Budget	3-Yr	5-Yr
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018				
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	FORECAST				
										Jan-Jul Act				
										Aug-Dec Bdg				
EE Meals credit	0	1,628	19,163	24,363	23,618	24,851	24,099	24,183	24,566	23,602	23,160	24,117	24,260	
Food Cogs	-312,126	-383,445	-395,682	-439,982	-497,480	-521,175	-536,816	-602,396	-629,811	-585,986	-593,220	-606,064	-575,237	
Beverage	-116,507	-116,199	0	0	0	0	0	0	0	0	0	0	0	
Beer	0	-2,051	-29,131	-31,925	-37,160	-37,472	-40,299	-42,361	-41,405	-39,120	-37,610	-40,962	-40,131	
Liquor	0	-2,755	-37,936	-39,069	-40,848	-44,412	-43,585	-50,126	-50,409	-49,008	-40,630	-49,848	-47,508	
Wine	0	-7,299	-74,994	-76,279	-82,188	-82,893	-87,805	-97,172	-103,726	-104,632	-108,540	-101,843	-95,245	
Beverage Cogs	-116,507	-128,304	-142,060	-147,274	-160,196	-164,776	-171,689	-189,659	-195,540	-192,760	-186,780	-192,653	-182,885	
Total COGS	-428,633	-511,748	-537,743	-587,256	-657,676	-685,951	-708,505	-792,055	-825,351	-778,747	-780,000	-798,717	-758,122	
Total Cogs / GREV %	-32.9%	-34.5%	-33.6%	-33.1%	-33.0%	-31.4%	-32.2%	-31.2%	-30.8%	-28.6%	-30.7%	-30.2%	-30.8%	
F&B Cogs / F&B Rev %	-32.8%	-34.5%	-33.6%	-33.1%	-33.0%	-31.4%	-32.2%	-31.2%	-31.0%	-29.0%	-30.9%	-30.4%	-31.0%	
Food %, preDiscounts	-32.2%	-35.1%	-33.5%	-33.8%	-33.9%	-33.3%	-33.5%	-32.4%	-32.5%	-30.6%	-30.1%	-31.8%	-32.5%	
Food %, postDiscounts	-35.8%	-39.9%	-36.8%	-37.1%	-37.4%	-36.5%	-36.5%	-35.6%	-35.8%	-33.1%	-35.0%	-34.8%	-35.5%	
Food NA Beverage %	00.0%	-44.9%	-37.9%	-38.6%	-33.2%	-37.0%	-38.4%	-38.2%	-42.7%	-45.5%	-35.7%	-42.1%	-40.4%	
COGS % Beverage, incld CF,net	-29.2%	-26.7%	-28.5%	-27.2%	-26.7%	-25.4%	-26.9%	-26.5%	-26.1%	-26.1%	-26.2%	-26.2%	-26.2%	
COGS % Beer,net	00.0%	-00.5%	-29.8%	-29.4%	-31.0%	-26.8%	-28.7%	-27.2%	-26.0%	-24.2%	-26.6%	-25.8%	-26.6%	
COGS % Liquor,net	00.0%	-25.6%	-24.1%	-22.0%	-20.7%	-19.6%	-20.5%	-20.7%	-19.6%	-20.8%	-20.5%	-20.4%	-20.2%	
COGS % Wine,net	00.0%	-31.6%	-31.8%	-30.7%	-29.9%	-30.3%	-31.6%	-31.2%	-31.8%	-32.4%	-29.1%	-31.8%	-31.5%	
Gross Margin (GREV-COGS)	875,629	971,718	1,064,062	1,186,920	1,335,463	1,499,604	1,489,787	1,748,183	1,854,917	1,855,096	1,762,000	1,819,399	1,689,518	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-248,811	-256,396	-258,081	-263,961	-286,327	-352,795	-356,287	-357,978	-347,476	-363,846	-365,300	-356,434	-355,676	
Salaries - Exempt - Commissions	0	0	0	0	0	0	-45	-170	-3,869	0	0	-1,346	-817	
Wages - FTRRegular	0	0	0	0	-149	0	0	-49,028	-213,245	-239,163	-234,898	-167,145	-100,287	
Wages - Seasonal	-388,835	-419,107	-433,493	-465,004	-569,943	-571,748	-613,869	-697,176	-612,316	-543,454	-541,602	-617,649	-607,713	
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	-26,133	-19,389	-30,000	-15,174	-9,104	
Wages-Seasonal-Commissions	0	0	0	-100	0	-277	-958	-1,097	0	-40	0	-379	-474	
Incentive Program, Exempt	-3,400	0	-54	0	340	0	0	-164	-274	0	0	-146	-88	
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	-547	-2,926	-2,189	0	-1,887	-1,132	
Incentive Program, Seasonal, NonExempt	-274	-548	-2,218	-1,591	-1,013	-1,013	-2,324	-7,356	-8,081	-3,916	0	-6,451	-4,538	
Total Salaries & Wages, DIRECT	-641,320	-676,051	-693,845	-730,655	-857,092	-925,832	-973,483	-1,113,516	-1,214,319	-1,171,999	-1,171,800	-1,166,611	-1,079,830	
Salaries sub-total	-252,211	-256,396	-258,135	-263,961	-285,987	-352,795	-356,332	-358,313	-351,619	-363,846	-365,300	-357,926	-356,581	
Wage sub-total	-389,109	-419,655	-435,710	-466,695	-571,104	-573,037	-617,151	-755,204	-862,700	-808,153	-806,500	-808,685	-723,249	
Wage-FTR subsubtotal	0	0	0	0	-149	0	0	-49,575	-242,303	-260,742	-264,898	-184,206	-110,524	
Wage-Seasonal subsubtotal	-389,109	-419,655	-435,710	-466,695	-570,956	-573,037	-617,151	-705,629	-620,397	-547,411	-541,602	-624,479	-612,725	
Payroll Direct as a % of Revenue	-49.2%	-45.6%	-43.3%	-41.2%	-43.0%	-42.4%	-44.3%	-43.8%	-45.3%	-43.1%	-46.1%	-44.1%	-43.8%	
PTO net\$ accrual, in Salaries	-6,435	-4,893	-3,863	-8,167	-3,754	2,253	-7,915	1,323	-4,482	-2,275	94	-1,811	-2,219	
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	-2,439	-2,108	-2,177	0	-2,241	-1,345	
PTO net accrual, in PD Total	-6,435	-4,893	-3,863	-8,167	-3,754	2,253	-7,915	-1,116	-6,590	-4,452	94	-4,053	-3,564	
PAYROLL BURDEN														
Payroll Taxes	-74,815	-80,754	-76,336	-93,262	-105,251	-131,508	-136,624	-155,220	-158,627	-160,272	-160,500	-158,040	-148,450	
Workers Compensation	-24,456	-25,262	-22,195	-32,522	-33,927	-75,463	-96,617	-85,432	-79,211	-77,182	-97,100	-80,608	-82,781	
Group Insurance	-38,790	-40,631	-37,888	-37,479	-39,919	-43,461	-39,440	-49,617	-101,257	-102,973	-113,800	-84,616	-67,350	
Retirement Plan	-2,167	-4,224	-3,857	-3,098	-4,952	-2,819	-5,908	-10,357	-10,558	-13,745	-16,600	-11,553	-8,677	
PAYROLL BURDEN Total	-140,228	-150,870	-140,276	-166,361	-184,049	-253,251	-278,589	-300,626	-349,653	-354,172	-388,000	-334,817	-307,258	
subtotal, Burden-Salary	-69,798	-73,886	-71,199	-70,881	-77,189	-98,015	-99,637	-108,418	-104,095	-118,516	-131,000	-110,343	-105,736	
subtotal, Burden-Wage-FTR	-237	-269	0	-98	-977	-661	-130	-14,421	-97,067	-93,811	-119,850	-68,433	-41,218	
subtotal, Burden-Wage-Seasonal	-70,193	-76,716	-69,078	-95,382	-105,883	-154,574	-178,822	-177,787	-151,747	-138,588	-137,150	-156,041	-160,304	
Burden % - on all Payroll Direct	21.9%	22.3%	20.2%	22.8%	21.5%	27.4%	28.6%	27.0%	28.8%	28.0%	33.1%	27.9%	28.0%	
Burden % - Salary	27.7%	28.8%	27.6%	26.9%	27.0%	27.8%	28.0%	30.3%	29.6%	30.2%	35.9%	30.0%	29.2%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	658.0%	00.0%	00.0%	29.1%	38.7%	31.3%	45.2%	33.0%	19.8%	
Burden % - Wage-Seasonal	18.0%	18.3%	15.9%	20.4%	18.5%	27.0%	29.0%	25.2%	24.5%	25.3%	25.3%	25.0%	26.2%	
Burden % - Wage-FTR&Seasonal	18.1%	18.3%	15.9%	20.5%	18.7%	27.1%	29.0%	25.5%	28.5%	27.1%	31.9%	27.0%	27.4%	
PAYROLL TOTAL (Direct&Burden)	-781,548	-826,921	-834,122	-897,017	-1,041,141	-1,179,083	-1,252,072	-1,414,142	-1,563,971	-1,526,171	-1,559,800	-1,501,428	-1,387,088	
Burden % TL	21.9%	22.3%	20.2%	22.8%	21.5%	27.4%	28.6%	27.0%	28.8%	28.0%	33.1%	27.9%	28.0%	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Lodge and Summer F&B Combined**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
Payroll Taxes %	11.7%	11.9%	11.0%	12.8%	12.3%	14.2%	14.0%	13.9%	13.1%	13.7%	13.7%	13.6%	13.8%
Workers Comp %	3.8%	3.7%	3.2%	4.5%	4.0%	8.2%	9.9%	7.7%	6.5%	5.3%	8.3%	6.5%	7.5%
Group Insurance %	6.0%	6.0%	5.5%	5.1%	4.7%	4.7%	4.1%	4.5%	8.3%	8.1%	9.7%	7.0%	5.9%
Retirement %	0.3%	0.6%	0.6%	0.4%	0.6%	0.3%	0.6%	0.9%	0.9%	1.0%	1.4%	0.9%	0.7%
OPERATING EXPENSES (OE)													
Employee Meals	-19,206	-19,163	-19,163	-24,466	-23,668	-24,851	-24,099	-24,183	-24,566	-23,602	-23,160	-24,117	-24,260
Employee Housing expenses	0	0	0	0	0	0	0	0	-29,450	-32,180	-36,000	-20,543	-12,326
Employee Dev/Training	-322	-190	0	0	-51	-214	-116	-161	-61	-220	0	-147	-154
Employee Relations	-249	-445	-469	-457	-379	-584	-326	-559	-292	-650	-850	-500	-482
Uniforms	-1,734	-670	-1,933	-1,410	-3,811	-642	-280	-2,713	-2,025	-542	-3,000	-1,760	-1,241
Seminars & Conferences	0	0	0	0	0	0	0	0	0	-500	-500	-167	-100
Travel/Meeting Expense	-133	0	-98	0	0	0	0	-115	0	0	0	-38	-23
Total Staff Expense	-21,644	-20,468	-21,662	-26,333	-27,910	-26,291	-24,821	-27,731	-56,394	-57,694	-63,510	-47,273	-38,586
Telephone	-3,259	-3,305	-3,351	-3,499	-2,592	-2,169	-1,724	-1,719	-1,843	-2,130	-1,800	-1,897	-1,917
Cable/Sat TV Service	-1,147	-1,958	-1,891	-2,276	-2,369	-2,952	-3,969	-1,824	-2,221	-3,181	-4,500	-2,409	-2,829
Disposal Fees	-8,408	-8,680	-7,739	-9,235	-10,512	-8,747	-9,058	-10,609	-11,115	-11,573	-11,300	-11,099	-10,220
Electricity	-28,979	-27,667	-26,716	-28,167	-29,769	-30,335	-29,826	-31,726	-32,151	-33,141	-32,500	-32,340	-31,436
Natural Gas - Buildings	-19,083	-21,996	-21,596	-16,728	-22,690	-17,832	-20,495	-21,627	-20,284	-19,982	-21,200	-20,631	-20,044
Fuel & Oil	-759	0	0	0	0	0	0	0	-12	0	0	-4	-2
Propane (LPG)	0	0	-1,135	-1,102	-411	-499	-301	-795	-1,019	-631	-600	-815	-649
Sewer Fees	-7,815	-7,993	-8,112	-8,112	-9,876	-10,961	-11,187	-11,187	-11,307	-13,137	-15,360	-11,877	-11,556
Water - Building/Facility	-5,093	-5,197	-5,465	-5,312	-5,360	-5,466	-5,736	-6,108	-5,430	-6,150	-6,000	-5,896	-5,778
TOTAL UTILITIES	-74,543	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,597	-85,382	-89,925	-93,260	-86,968	-84,432
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	-430	-10	0	0	0	0	0	-201	0	0	0	-67	-40
Linen Service	-24,373	-21,013	-20,334	-25,872	-35,426	-34,491	-32,459	-40,977	-42,524	-42,766	-42,400	-42,089	-38,643
Janitorial Services & Supplies	-13,820	-20,143	-16,169	-16,348	-16,197	-16,065	-12,382	-23,434	-1,731	-1,402	-1,200	-8,856	-11,003
Pest Control	-210	-1,695	-1,832	-1,909	-1,909	-1,930	-1,919	-1,903	-1,903	-1,979	-1,920	-1,928	-1,927
Equipment Rental	-1,750	-1,306	-1,300	-1,294	-1,297	-1,297	-2,650	-3,030	-3,171	-3,228	-3,100	-3,143	-2,675
Furniture and Office Equip	-580	-43	-683	-434	-3,191	-690	-241	-1,101	-1,506	-100	-350	-902	-727
Office Supplies	-2,107	-1,988	-2,032	-2,182	-2,388	-3,212	-1,554	-1,563	-2,158	-897	-800	-1,539	-1,877
Toner Cartridges	0	0	0	0	0	-469	-2,239	-2,307	-1,686	-2,360	-2,000	-2,117	-1,812
Signs	-230	0	0	-188	-26	-74	-106	-1,295	-425	-871	-1,150	-864	-554
Operating Supplies	-3,110	-733	-1,784	-1,963	-3,591	-1,799	-1,736	-2,936	-1,728	-1,335	-1,750	-2,000	-1,907
Paper Products - Restaurant	-16,029	-18,396	-18,124	-22,987	-26,516	-29,434	-30,956	-34,635	-35,046	-37,038	-36,000	-35,573	-33,422
Candle & TableTop Supplies	-2,719	-718	-1,441	-816	-607	-2,250	-2,066	-1,895	-2,271	-1,361	-600	-1,842	-1,969
Cleaning Supplies - Restaurant	-13,683	-14,595	-14,959	-16,251	-16,354	-16,086	-17,650	-22,710	-23,654	-23,777	-23,500	-23,381	-20,776
Small Tools & Equipment	-6,126	-2,894	-6,284	-2,961	-5,814	-6,238	-6,715	-6,370	-8,807	-4,591	-3,400	-6,590	-6,544
Safety Equipment	-181	-1,425	-676	-48	-2,110	-44	-147	-1,057	-229	0	0	-429	-295
Spoilage	-551	-182	-9	-643	-1,792	-21	-86	-231	-2,847	-85	0	-1,054	-654
Entertainment	-5,268	-5,409	-5,276	-4,232	-5,296	-4,727	-7,397	-3,519	-1,028	-3,850	-5,000	-2,799	-4,104
Recreation Programs	0	0	0	0	0	0	0	-272	0	0	0	-91	-54
Special Programs	-1,495	-4,138	-1,666	-133	-74	0	0	-440	-1,819	-478	0	-912	-547
Catering Rentals	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-1,953	-7,487	-6,211	-3,646	-1,600	-5,781	-4,554
Repairs & Maintenance													
General/PM	0	0	-2,621	-1,413	-7,870	-5,742	-6,099	-7,854	-8,387	-8,905	-3,000	-8,382	-7,397
Plumbing	0	0	-773	-1,836	-3,290	-1,396	-490	-1,025	-897	-919	-1,200	-947	-945
Lighting and Electrical	-458	-277	-2,594	-1,663	-1,243	-2,675	-1,994	-1,685	-424	-804	-1,200	-971	-1,516
HVAC	0	0	-87	-3,242	-869	-872	-5	-362	-28	-50	-200	-146	-263
Carpentry	0	0	-78	-22	0	0	-233	-53	0	0	0	-18	-57
Elevators	0	0	-3,431	-3,796	-3,752	-4,427	-4,925	-3,957	-4,329	-4,507	-4,200	-4,265	-4,429
Fire Suppression	0	0	-684	-1,048	-1,263	-1,742	-1,834	-3,041	-4,187	-2,566	-3,500	-3,265	-2,674
Painting	0	0	-44	-120	0	0	-607	-18	0	0	0	-6	-125
MaintDept Labor Charges (inactive)	-3,828	0	0	0	49	0	0	0	0	0	0	0	0
Other Building	-18,219	-6,018	-2,720	-356	-212	0	-24	-93	0	-799	-500	-297	-183
R&M Building	-22,504	-6,295	-13,033	-13,496	-18,450	-16,855	-16,209	-18,087	-18,252	-18,550	-13,800	-18,296	-17,590
Asphalt	0	0	0	-2,876	0	0	0	0	-802	0	0	-267	-160
Irrigation and Drainage	0	0	-45	0	-45	-30	-30	-35	0	0	0	-12	-19
GrassFlowersSeedFertilizers	0	0	0	0	0	0	0	0	0	-154	0	-51	-31
Snow Removal	-3,316	-3,836	-4,311	-3,469	-3,401	-3,158	-5,330	-7,226	-13,727	-8,441	-6,700	-9,798	-7,576

Lodge and Summer F&B Combined

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Lodge and Summer F&B Combined**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
									Jan-Jul Act					
									Aug-Dec Bdg					
Other Grounds Maint	-131	0	-79	0	-106	-240	-546	-179	-215	-198	0	-197	-275	
R&M Grounds (nonGolf)	-3,447	-3,836	-4,435	-6,345	-3,552	-3,428	-5,905	-7,440	-14,744	-8,793	-6,700	-10,326	-8,062	
Rolling, Heavy	0	0	0	0	0	0	0	-38	-25	0	0	-21	-13	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	-249	-1,465	-312	-910	0	-896	-587	
F&B Kitchen Equip	0	-7,982	-9,000	-12,211	-11,345	-13,268	-14,769	-13,708	-10,681	-11,266	-10,500	-11,885	-12,738	
F&B Glass/Silver/China	-2,370	-948	-2,526	-3,721	-248	-1,435	-1,882	-497	0	-1,238	-2,700	-578	-1,010	
Office Equip R&M	0	0	0	-48	0	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	-5,382	-4,511	-144	-710	-1,903	0	-778	-80	-250	0	0	-110	-222	
R&M Equipment	-7,753	-13,441	-11,669	-16,689	-13,496	-14,703	-17,679	-15,788	-11,267	-13,414	-13,200	-13,490	-14,570	
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	3,000	3,000	3,000	3,000	3,000	1,800	
R&M subtotal	-33,703	-23,572	-29,136	-36,531	-35,498	-34,985	-39,793	-38,314	-41,263	-37,757	-30,700	-39,112	-38,423	
TOTAL SUPPLIES & MAINTENANCE	-131,183	-124,889	-123,828	-136,019	-159,544	-157,287	-162,049	-195,676	-180,005	-167,521	-155,470	-181,068	-172,508	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	-78	-304	0	0	0	0	-25	-307	-745	-191	0	-414	-253	
Promotion Expense	-265	-1,595	-1,118	-1,848	-1,095	0	0	-1,220	-207	-1,000	-1,000	-809	-485	
Resort Advertising	-5,089	-2,791	-2,960	-2,683	-7,266	-5,178	-5,520	-4,291	-7,682	-7,431	-7,000	-6,468	-6,020	
Sales specific	0	0	0	0	0	0	0	-97	-4,307	-1,579	0	-1,995	-1,197	
Charitable Contributions	-1,288	-1,369	-1,424	-679	-1,448	-25	-299	-327	0	0	-500	-109	-130	
Reservation Services	-4,523	-6,404	-6,604	-7,721	-9,598	-9,793	-10,241	-10,361	-12,127	-11,154	-11,500	-11,214	-10,735	
Marketing Discounts CoGS	-34,828	-37,943	-45,190	-51,734	-60,099	-58,958	-59,720	-69,171	-74,094	-73,045	-78,110	-72,103	-66,998	
Dues & Subscriptions	0	0	-29	-25	-355	0	0	0	-375	-250	-250	-208	-125	
Licenses, Permits, Fees	-1,962	-1,515	-2,052	-2,535	-3,179	-2,668	-2,715	-3,159	-2,539	-3,089	-3,640	-2,929	-2,834	
Mileage Reimbursement	-650	-533	-621	-542	-498	-907	-1,664	-1,269	-1,108	-923	-300	-1,100	-1,174	
Board Expense	0	0	0	0	0	0	0	-37	0	0	0	-12	-7	
Postage - General	-30	-39	-22	-9	-18	-32	-26	-54	-181	-51	-80	-95	-69	
Printing - Other	0	0	0	0	0	0	0	0	0	-101	0	-34	-20	
Credit Card Expense	-34,520	-37,918	-42,210	-43,198	-47,707	-52,480	-54,661	-64,552	-71,480	-74,355	-66,780	-70,129	-63,506	
Over/Short	-439	-359	-783	-611	-148	-64	-855	-63	-2,836	-76	0	-992	-779	
Insurance Expense	-16,200	-12,969	-13,200	-9,746	-16,500	-14,140	-16,200	-20,180	-17,200	-18,600	-18,600	-18,660	-17,264	
TOTAL ADMINISTRATIVE & OTHER EXPE	-99,871	-103,738	-116,214	-121,331	-147,910	-144,245	-151,924	-175,088	-194,882	-191,846	-187,760	-187,272	-171,597	
TOTAL OPERATING EXPENSES (OE)	-327,242	-325,892	-337,709	-358,113	-418,941	-406,784	-421,089	-484,092	-516,663	-506,986	-500,000	-502,580	-467,123	
TOTAL PAYROLL AND OPERATING EXPE	-1,108,790	-1,152,813	-1,171,831	-1,255,130	-1,460,082	-1,585,867	-1,673,161	-1,898,234	-2,080,634	-2,033,157	-2,059,800	-2,004,008	-1,854,211	
N O R 1, before OH	-233,161	-181,096	-107,769	-68,210	-124,619	-86,263	-183,374	-150,051	-225,717	-178,060	-297,800	-184,609	-164,693	
N O R 2, after OH	-233,161	-181,096	-107,769	-68,210	-124,619	-86,263	-183,374	-150,051	-225,717	-178,060	-297,800	-184,609	-164,693	
T O C	-1,537,423	-1,664,562	-1,709,574	-1,842,386	-2,117,758	-2,271,817	-2,381,666	-2,690,289	-2,905,985	-2,811,903	-2,839,800	-2,802,726	-2,612,332	
REV to TOC (CRR%)	-84.8%	-89.1%	-93.7%	-96.3%	-94.1%	-96.2%	-92.3%	-94.4%	-92.2%	-96.8%	-89.5%	-94.5%	-94.4%	
NOR AFTER Assessment Revenue, Opera	-233,161	-181,096	-107,769	-68,210	-124,619	-86,263	-183,374	-150,051	-225,717	-178,060	-297,800	-184,609	-164,693	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
The Lodge (128)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average	
								2016	2017			3-Yr	5-Yr
								Actual	Actual				
								Jan-Jul Act	Aug-Dec Bdg				
Revenue													
Food	828,451	946,974	1,029,935	1,141,601	1,285,420	1,383,420	1,393,685	1,615,342	1,699,467	1,692,789	1,718,900	1,669,199	1,556,941
Food Discounts	-97,292	-125,564	-93,091	-104,077	-119,826	-119,777	-107,901	-139,885	-150,255	-171,061	-234,000	-153,733	-137,775
EE Discounts	-21,149	-19,333	-18,569	-21,124	-34,817	-22,197	-15,365	-31,669	-22,744	-19,451	-35,200	-24,621	-22,285
Guest Relations aka Manager	-13,131	-22,822	-11,528	-12,485	-31,222	-47,587	-23,219	-22,564	-17,358	-24,488	-30,000	-21,470	-27,043
InterDept Discounts	0	-6,891	-1,072	0	-971	-563	-995	-787	0	-2,000	-7,000	-929	-869
Marketing Discounts	-63,011	-76,519	-61,922	-70,468	-52,816	-49,429	-68,322	-84,865	-110,153	-125,121	-161,800	-106,713	-87,578
Food NA Beverage	0	1,225	23,545	25,850	30,988	26,931	31,178	34,071	32,928	33,261	36,100	33,420	31,674
Food subtotal	731,159	822,634	960,389	1,063,374	1,196,581	1,290,574	1,316,962	1,509,528	1,582,141	1,554,989	1,521,000	1,548,886	1,450,839
Beer	385,904	441,872	93,380	98,323	107,175	115,876	118,681	134,145	138,504	126,585	113,300	133,078	126,585
Beer Discounts	0	-11,541	-10,881	-8,912	-9,246	-6,418	-5,857	-5,650	-5,700	-3,466	0	-4,939	-5,418
Liquor	0	14,178	159,050	175,314	196,637	222,724	203,528	243,031	258,104	228,530	186,300	243,222	231,183
Liquor Discounts	0	-3,398	-9,492	-9,116	-11,306	-9,226	-7,294	-11,063	-11,855	-6,149	0	-9,689	-9,117
Wine	0	30,488	245,263	257,997	286,476	280,306	287,129	320,519	335,734	340,115	365,400	332,123	312,761
Wine Discounts	0	-7,411	-9,417	-9,627	-11,459	-10,489	-12,048	-14,938	-14,209	-7,438	0	-12,195	-11,824
Corkage Fees	0	0	15,354	13,148	15,827	21,576	18,989	20,419	19,088	8,619	0	16,042	17,738
Corkage Fee Discounts	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	-12,629	-4,323	0	-9,949	-11,272
Beverage subtotal	385,904	464,188	475,149	510,972	565,974	600,290	590,675	673,569	707,036	682,473	665,000	687,693	650,809
Misc other F&B	38,651	42,424	28,710	47,348	62,925	110,845	89,956	129,149	152,324	143,095	114,000	141,523	125,074
Other F&B subtotal	38,651	42,424	28,710	47,348	62,925	110,845	89,956	129,149	152,324	143,095	114,000	141,523	125,074
Total Food and Beverage Revenue	1,155,714	1,329,246	1,464,248	1,621,694	1,825,480	2,001,709	1,997,593	2,312,246	2,441,501	2,380,557	2,300,000	2,378,101	2,226,721
F&B Revenue by Segment:													
Lodge-Dining Room	0	1,366,959	1,464,249	1,621,920	1,824,961	2,001,676	1,997,387	2,313,269	2,444,853	2,380,557	2,300,000	2,379,560	2,227,548
Lodge-Pub	0	655,369	694,585	744,492	906,442	943,330	1,008,790	1,164,492	1,221,400	1,152,995	1,130,000	1,179,629	1,098,201
F&B-Banquets	0	523,994	615,632	656,722	645,139	635,354	610,044	719,841	730,594	726,574	710,000	725,670	684,481
Mkt Discounts, Happy Hour Food	0	187,597	154,032	220,706	273,379	422,993	378,552	428,936	492,859	500,988	460,000	474,261	444,866
Mkt Discounts, Happy Hour Bev Beer	0	-18,974	-21,753	-21,140	-17,825	-26,772	-26,001	-33,757	-32,672	-18,781	0	-28,403	-27,597
Mkt Discounts, Happy Hour Bev Liquor	0	-11,541	-7,675	-5,096	-7,825	-3,667	-3,743	-1,203	-1,309	-1,823	0	-1,445	-2,349
Mkt Discounts, Happy Hour Bev Wine	0	-3,398	-3,223	-2,033	-1,813	-1,826	-3,698	-3,740	-3,630	-2,136	0	-3,169	-3,006
Mkt Discounts, Happy Hour Bev, subtotal	0	-7,411	-6,145	-5,264	-6,730	-7,117	-9,745	-10,336	-8,405	-4,501	0	-7,747	-8,021
Mkt Discounts, Happy Hour Food&Bev C	0	-22,350	-17,043	-12,392	-14,277	-12,610	-17,186	-15,279	-13,344	-8,460	0	-12,361	-13,376
Mkt Discounts, Happy Hour Food&Bev C	0	-41,324	-38,796	-33,533	-32,102	-39,382	-43,186	-49,037	-46,016	-27,241	0	-40,765	-40,972
Other Revenue	231	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Revenue	231	0	0	0	0	0	0	0	0	0	0	0	0
GROSS REVENUE (GREV)	1,155,945	1,329,246	1,464,248	1,621,694	1,825,480	2,001,709	1,997,593	2,312,246	2,441,501	2,380,557	2,300,000	2,378,101	2,226,721
COST OF GOODS SOLD (COGS)													
Food	-257,168	-295,689	0	0	0	0	0	0	0	0	0	0	0
Meat	0	-10,763	-115,261	-131,726	-152,927	-161,088	-146,372	-164,242	-170,824	-157,187	-158,280	-164,084	-159,943
Seafood	0	-8,402	-85,133	-97,287	-105,185	-109,991	-111,972	-143,396	-158,334	-153,528	-158,280	-151,753	-135,444
Produce	0	-6,305	-82,855	-88,977	-105,340	-120,807	-124,315	-136,492	-136,480	-113,118	-105,480	-128,697	-126,242
Dairy	0	-2,850	-49,952	-51,781	-50,926	-59,650	-58,373	-58,795	-57,340	-54,083	-52,780	-56,739	-57,648
NA Beverage	0	-236	-8,507	-10,316	-10,316	-10,476	-11,700	-11,700	-12,157	-13,133	-11,690	-12,776	-12,101
Food Other	0	-7,773	-66,205	-75,561	-85,750	-83,095	-90,209	-104,825	-112,388	-122,020	-133,990	-113,078	-102,507
Mktg Discounts credit	0	2,661	39,752	47,224	52,913	53,600	48,582	60,643	62,850	64,622	69,500	62,705	58,060
EE Meals credit	0	1,628	19,163	18,218	18,218	19,163	18,375	19,215	19,058	19,058	19,000	19,110	18,974
Food Cogs	-257,168	-327,729	-348,999	-388,131	-439,313	-472,344	-475,984	-540,047	-566,593	-529,294	-532,000	-545,311	-516,852
Beverage	-113,819	-109,650	0	0	0	0	0	0	0	0	0	0	0
Beer	0	-1,746	-24,423	-26,895	-31,884	-30,377	-33,581	-34,815	-33,416	-31,765	-30,000	-33,332	-32,791
Liquor	0	-2,755	-35,674	-37,272	-38,936	-41,431	-40,529	-46,911	-48,151	-45,570	-38,000	-46,878	-44,519
Wine	0	-7,299	-74,994	-76,279	-82,146	-81,721	-86,868	-95,178	-101,542	-102,229	-106,000	-99,650	-93,508
Beverage Cogs	-113,819	-121,450	-135,090	-140,446	-152,966	-153,529	-160,978	-176,904	-183,109	-179,565	-174,000	-179,859	-170,817
Total COGS	-370,987	-449,179	-484,090	-528,576	-592,279	-625,873	-636,962	-716,951	-749,702	-708,859	-706,000	-725,171	-687,670

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
The Lodge (128)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual					
								Jan-Jul Act Aug-Dec Bdg						
Total Cogs / GREV %	-32.1%	-33.8%	-33.1%	-32.6%	-32.4%	-31.3%	-31.9%	-31.0%	-30.7%	-29.0%	-30.7%	-30.2%	-30.8%	
F&B Cogs / F&B Rev %	-32.1%	-33.8%	-33.1%	-32.6%	-32.4%	-31.3%	-31.9%	-31.0%	-30.7%	-29.0%	-30.7%	-30.2%	-30.8%	
Food %, preDiscounts	-31.0%	-34.6%	-33.1%	-33.2%	-33.4%	-33.5%	-33.4%	-32.7%	-32.7%	-31.0%	-30.3%	-32.1%	-32.7%	
Food %, postDiscounts	-35.2%	-39.8%	-36.3%	-36.5%	-36.7%	-36.6%	-36.1%	-35.8%	-35.8%	-33.3%	-35.0%	-35.0%	-35.5%	
Food NA Beverage %	00.0%	-19.3%	-36.1%	-35.7%	-33.3%	-38.9%	-37.5%	-35.7%	-39.9%	-45.6%	-32.4%	-40.4%	-39.5%	
COGS % Beverage, incld CF,net	-29.5%	-26.2%	-28.4%	-27.5%	-27.0%	-25.6%	-27.3%	-26.3%	-25.9%	-26.4%	-26.2%	-26.2%	-26.3%	
COGS % Beer,net	00.0%	-00.4%	-29.6%	-30.1%	-32.6%	-27.8%	-29.8%	-27.1%	-25.2%	-25.3%	-26.5%	-25.8%	-27.0%	
COGS % Liquor,net	00.0%	-25.6%	-23.9%	-22.4%	-21.0%	-19.4%	-20.7%	-20.2%	-19.6%	-20.6%	-20.4%	-20.1%	-20.1%	
COGS % Wine,net	00.0%	-31.6%	-31.8%	-30.7%	-29.9%	-30.3%	-31.6%	-31.1%	-31.6%	-32.4%	-29.0%	-31.7%	-31.4%	
Gross Margin (GREV-COGS)	784,958	880,067	980,158	1,093,118	1,233,200	1,375,836	1,360,630	1,595,295	1,691,799	1,671,699	1,594,000	1,652,931	1,539,052	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-231,684	-236,686	-239,648	-243,327	-265,178	-335,993	-336,162	-336,776	-312,579	-327,970	-329,400	-325,775	-329,896	
Salaries - Exempt - Commissions	0	0	0	0	0	0	-45	-170	-3,869	0	0	-1,346	-817	
Wages - FTRRegular	0	0	0	0	-149	0	0	-46,811	-187,202	-232,033	-234,898	-155,349	-93,209	
Wages - Seasonal	-272,452	-314,630	-337,355	-351,332	-416,264	-451,139	-486,294	-568,543	-504,794	-431,666	-399,702	-501,667	-488,487	
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	-26,133	-19,389	-30,000	-15,174	-9,104	
Wages-Seasonal-Commissions	0	0	0	-100	0	-277	-958	-1,097	0	-40	0	-379	-474	
Incentive Program, Exempt	-3,400	0	-54	0	340	0	0	-164	-274	0	0	-146	-88	
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	-547	-2,515	-1,779	0	-1,614	-968	
Incentive Program, Seasonal, NonExempt	0	-548	-1,815	-1,269	-876	-739	-1,914	-5,825	-6,803	-3,916	0	-5,515	-3,839	
Total Salaries & Wages, DIRECT	-507,536	-551,864	-578,872	-596,028	-682,127	-788,147	-825,372	-959,933	-1,044,169	-1,016,793	-994,000	-1,006,965	-926,883	
Salaries sub-total	-235,084	-236,686	-239,702	-243,327	-264,838	-335,993	-336,207	-337,110	-316,722	-327,970	-329,400	-327,267	-330,800	
Wage sub-total	-272,452	-315,178	-339,170	-352,701	-417,288	-452,154	-489,166	-622,823	-727,447	-688,823	-664,600	-679,698	-596,083	
Wage-FTR subsubtotal	0	0	0	0	-149	0	0	-47,358	-215,850	-253,202	-264,898	-172,137	-103,282	
Wage-Seasonal subsubtotal	-272,452	-315,178	-339,170	-352,701	-417,140	-452,154	-489,166	-575,465	-511,597	-435,622	-399,702	-507,561	-492,801	
Payroll Direct as a % of Revenue	-43.9%	-41.5%	-39.5%	-36.8%	-37.4%	-39.4%	-41.3%	-41.5%	-42.8%	-42.1%	-43.2%	-42.1%	-41.4%	
PTO net\$ accrual, in Salaries	-6,435	-4,893	-3,863	-8,167	-3,754	2,253	-7,915	1,323	-3,977	-2,300	49	-1,651	-2,123	
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	-2,439	-2,108	-2,177	0	-2,241	-1,345	
PTO net accrual, in PD Total	-6,435	-4,893	-3,863	-8,167	-3,754	2,253	-7,915	-1,116	-6,084	-4,477	49	-3,892	-3,468	
PAYROLL BURDEN														
Payroll Taxes	-61,644	-68,114	-67,932	-79,948	-89,006	-114,929	-119,713	-137,101	-140,493	-142,090	-140,100	-139,895	-130,865	
Workers Compensation	-18,673	-20,328	-18,484	-27,743	-28,631	-67,261	-85,539	-73,466	-67,315	-67,459	-84,800	-69,413	-72,208	
Group Insurance	-38,790	-40,631	-37,888	-37,479	-39,919	-43,461	-39,440	-49,617	-49,902	-97,032	-107,200	-81,184	-65,290	
Retirement Plan	-2,167	-4,224	-3,857	-3,098	-4,952	-2,819	-5,883	-9,604	-9,571	-12,674	-14,900	-10,616	-8,110	
PAYROLL BURDEN Total	-121,274	-133,296	-128,162	-148,268	-162,508	-228,470	-250,576	-269,787	-314,282	-319,254	-347,000	-301,108	-276,474	
subtotal, Burden-Salary	-67,776	-71,710	-69,175	-68,493	-74,401	-95,756	-96,460	-104,458	-93,952	-105,364	-115,000	-101,258	-99,198	
subtotal, Burden-Wage-FTR	-237	-269	0	-98	-977	-661	-130	-14,090	-90,090	-95,906	-119,010	-66,695	-40,175	
subtotal, Burden-Wage-Seasonal	-53,261	-61,317	-58,987	-79,677	-87,129	-132,053	-153,985	-151,239	-130,240	-117,984	-112,990	-133,154	-137,100	
Burden % - on all Payroll Direct	23.9%	24.2%	22.1%	24.9%	23.8%	29.0%	30.4%	28.1%	30.1%	28.9%	34.9%	29.0%	29.3%	
Burden % - Salary	28.8%	30.3%	28.9%	28.1%	28.1%	28.5%	28.7%	31.0%	29.7%	30.2%	34.9%	30.3%	29.6%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	658.0%	00.0%	00.0%	29.8%	41.7%	32.4%	44.9%	34.6%	20.8%	
Burden % - Wage-Seasonal	19.5%	19.5%	17.4%	22.6%	20.9%	29.2%	31.5%	26.3%	25.5%	26.3%	28.3%	26.0%	27.7%	
Burden % - Wage-FTR&Seasonal	19.6%	19.5%	17.4%	22.6%	21.1%	29.4%	31.5%	26.5%	30.3%	28.3%	34.9%	28.4%	29.2%	
PAYROLL TOTAL (Direct&Burden)	-628,810	-685,160	-707,033	-744,297	-844,635	-1,016,617	-1,075,948	-1,229,720	-1,358,452	-1,336,047	-1,341,000	-1,308,073	-1,203,357	
Burden % TL	23.9%	24.2%	22.1%	24.9%	23.8%	29.0%	30.4%	28.1%	30.1%	28.9%	34.9%	29.0%	29.3%	
Payroll Taxes %	12.1%	12.3%	11.7%	13.4%	13.0%	14.6%	14.5%	14.3%	13.5%	13.9%	14.1%	13.9%	14.1%	
Workers Comp %	3.7%	3.7%	3.2%	4.7%	4.2%	8.5%	10.4%	7.7%	6.4%	5.3%	8.5%	6.5%	7.7%	
Group Insurance %	7.6%	7.4%	6.5%	6.3%	5.9%	5.5%	4.8%	5.2%	9.3%	8.7%	10.8%	7.7%	6.7%	
Retirement %	0.4%	0.8%	0.7%	0.5%	0.7%	0.4%	0.7%	1.0%	0.9%	1.1%	1.5%	1.0%	0.8%	
OPERATING EXPENSES (OE)														
Employee Meals	-19,206	-19,163	-19,163	-19,318	-18,268	-19,163	-18,375	-19,215	-19,058	-19,058	-19,000	-19,110	-18,974	
Employee Housing expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	
Employee Dev/Training	-322	-190	0	0	-51	-214	-116	-161	-61	-176	0	-133	-145	

**Tahoe Donner Association
 Operating Fund 9-Year Actuals and CY Budget and Forecast
 The Lodge (128)**

	5 Year Average Years					3 Year Average Years			2018 <u>FORECAST</u>	2018 <u>Budget</u>	<u>Actuals</u> <u>Average</u>		
2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>			Jan-Jul Act	Aug-Dec Bdg	3-Yr
Employee Relations	-49	-445	-469	-334	-323	-514	-314	-528	-292	-400	-600	-407	-410
Uniforms	-1,734	-482	-839	-1,023	-2,099	-223	-46	-2,313	-1,455	-50	-2,000	-1,273	-818
Seminars & Conferences	0	0	0	0	0	0	0	0	0	-500	-500	-167	-100
Travel/Meeting Expense	-133	0	-98	0	0	0	0	-115	0	0	0	-38	-23
Total Staff Expense	-21,444	-20,280	-20,569	-20,675	-20,740	-20,113	-18,852	-22,332	-20,865	-20,184	-22,100	-21,127	-20,469
Telephone	-3,259	-3,305	-3,351	-3,499	-2,592	-2,169	-1,724	-1,719	-1,843	-2,130	-1,800	-1,897	-1,917
Cable/Sat TV Service	-1,147	-1,958	-1,891	-2,276	-2,369	-2,952	-3,969	-1,824	-2,221	-3,181	-4,500	-2,409	-2,829
Disposal Fees	-8,408	-8,680	-7,739	-9,235	-10,512	-8,747	-9,058	-10,609	-11,115	-11,573	-11,300	-11,099	-10,220
Electricity	-28,979	-27,667	-26,716	-28,167	-29,769	-30,335	-29,826	-31,726	-32,151	-33,141	-32,500	-32,340	-31,436
Natural Gas - Buildings	-19,083	-21,996	-21,596	-16,728	-22,690	-17,832	-20,495	-21,627	-20,284	-19,965	-21,200	-20,625	-20,041
Fuel & Oil	-759	0	0	0	0	0	0	0	-12	0	0	-4	-2
Propane (LPG)	0	0	-1,135	-1,102	-411	-499	-301	-725	-1,019	-631	-600	-791	-635
Sewer Fees	-7,815	-7,993	-8,112	-8,112	-9,876	-10,961	-11,187	-11,187	-11,307	-13,137	-15,360	-11,877	-11,556
Water - Building/Facility	-5,093	-5,197	-5,465	-5,312	-5,360	-5,466	-5,736	-6,108	-5,430	-6,150	-6,000	-5,896	-5,778
TOTAL UTILITIES	-74,543	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,527	-85,382	-89,908	-93,260	-86,939	-84,415
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	-430	-10	0	0	0	0	0	-201	0	0	0	-67	-40
Linen Service	-21,871	-17,229	-17,856	-21,943	-29,832	-31,194	-29,695	-37,746	-39,087	-39,081	-39,100	-38,638	-35,361
Janitorial Services & Supplies	-11,270	-18,943	-15,820	-16,319	-16,197	-16,065	-12,382	-23,274	-1,653	-1,270	-1,200	-8,733	-10,929
Pest Control	-210	-1,695	-1,832	-1,909	-1,874	-1,930	-1,919	-1,903	-1,903	-1,979	-1,920	-1,928	-1,927
Equipment Rental	-1,750	-1,306	-1,300	-1,294	-1,297	-1,297	-2,650	-3,030	-2,911	-3,228	-3,100	-3,056	-2,623
Furniture and Office Equip	-482	-43	-683	-384	-3,191	-663	-241	-827	-681	-100	-300	-536	-502
Office Supplies	-2,089	-1,981	-2,018	-2,141	-2,282	-3,204	-1,554	-1,563	-2,095	-897	-750	-1,518	-1,863
Toner Cartridges	0	0	0	0	0	-469	-2,239	-2,307	-1,686	-2,360	-2,000	-2,117	-1,812
Signs	-230	0	0	-94	-26	-34	-99	-21	0	-200	-500	-74	-71
Operating Supplies	-2,561	-669	-1,703	-1,558	-3,196	-1,553	-1,357	-2,784	-1,551	-1,136	-1,400	-1,824	-1,676
Paper Products - Restaurant	-9,157	-11,595	-13,015	-16,402	-17,772	-20,643	-21,975	-25,602	-25,549	-27,727	-26,400	-26,293	-24,299
Candle & TableTop Supplies	-2,719	-718	-1,441	-816	-607	-2,250	-2,066	-1,895	-2,271	-1,361	-600	-1,842	-1,969
Cleaning Supplies - Restaurant	-8,759	-10,770	-11,971	-13,429	-12,198	-13,023	-14,836	-19,202	-19,522	-19,403	-19,700	-19,376	-17,197
Small Tools & Equipment	-5,540	-2,796	-5,303	-2,522	-4,570	-5,446	-5,072	-5,522	-7,332	-4,168	-2,400	-5,674	-5,508
Safety Equipment	-181	-1,425	-676	-48	-1,144	-44	-147	-1,057	-229	0	0	-429	-295
Spoilage	-368	0	0	-643	-1,614	-21	-86	-51	-2,847	-85	0	-994	-618
Entertainment	-5,268	-5,409	-5,276	-4,232	-5,296	-4,727	-7,397	-3,519	-1,028	-3,850	-5,000	-2,799	-4,104
Recreation Programs	0	0	0	0	0	0	0	-272	0	0	0	-91	-54
Special Programs	-1,495	-4,138	-1,661	-133	-74	0	0	-440	-1,819	-478	0	-912	-547
Catering Rentals	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-1,953	-7,487	-6,211	-3,646	-1,600	-5,781	-4,554
Repairs & Maintenance													
General/PM	0	0	-2,621	-1,413	-7,739	-5,742	-5,938	-7,845	-8,330	-8,826	-3,000	-8,334	-7,336
Plumbing	0	0	-773	-1,300	-3,290	-1,396	-490	-1,025	-897	-919	-1,200	-947	-945
Lighting and Electrical	-458	-277	-2,594	-1,663	-1,243	-2,675	-1,994	-1,685	-424	-804	-1,200	-971	-1,516
HVAC	0	0	-87	-3,242	-869	-872	-5	-362	-28	-50	-200	-146	-263
Carpentry	0	0	-78	-22	0	0	-233	-53	0	0	0	-18	-57
Elevators	0	0	-3,431	-3,796	-3,752	-4,427	-4,925	-3,957	-4,329	-4,507	-4,200	-4,265	-4,429
Fire Suppression	0	0	-684	-1,048	-1,263	-1,599	-1,834	-3,041	-3,731	-2,566	-3,500	-3,113	-2,554
Painting	0	0	-44	-120	0	0	-607	-18	0	0	0	-6	-125
MaintDept Labor Charges (inactive)	-3,828	0	0	0	49	0	0	0	0	0	0	0	0
Other Building	-16,987	-6,018	-2,720	-356	-212	0	-24	-93	0	-799	-500	-297	-183
R&M Building	-21,272	-6,295	-13,033	-12,960	-18,319	-16,712	-16,048	-18,078	-17,739	-18,471	-13,800	-18,096	-17,409
Asphalt	0	0	0	-2,876	0	0	0	0	-802	0	0	-267	-160
Irrigation and Drainage	0	0	-45	0	-45	-30	-30	-35	0	0	0	-12	-19
GrassFlowersSeedFertilizers	0	0	0	0	0	0	0	0	0	-154	0	-51	-31
Snow Removal	-3,316	-3,836	-4,311	-3,469	-3,401	-3,158	-5,330	-7,226	-13,727	-8,441	-6,700	-9,798	-7,576
Other Grounds Maint	-131	0	-79	0	-106	-240	-546	-179	-215	-198	0	-197	-275
R&M Grounds (nonGolf)	-3,447	-3,836	-4,435	-6,345	-3,552	-3,428	-5,905	-7,440	-14,744	-8,793	-6,700	-10,326	-8,062
Rolling, Heavy	0	0	0	0	0	0	0	-38	-25	0	0	-21	-13
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	-249	-1,215	-312	-910	0	-812	-537
F&B Kitchen Equip	0	-7,982	-9,000	-12,211	-11,345	-13,220	-14,769	-13,249	-10,681	-10,862	-10,200	-11,597	-12,556
F&B GlassSilverChina	-2,370	-948	-2,041	-2,696	-20	-1,154	-1,789	-497	0	-938	-1,800	-478	-876
Office Equip R&M	0	0	0	-48	0	0	0	0	0	0	0	0	0
Other Operating Equip R&M	-4,730	-4,511	-144	-710	-1,871	0	-778	-80	-250	0	0	-110	-222
R&M Equipment	-7,100	-13,441	-11,184	-15,665	-13,235	-14,374	-17,585	-15,079	-11,267	-12,710	-12,000	-13,019	-14,203

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
The Lodge (128)**

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals				
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		2018 <i>Budget</i>	3-Yr	5-Yr		
								2016 <i>Actual</i>	2017 <i>Actual</i>						FORECAST	
															Jan-Jul Act	Aug-Dec Bdg
Contra - Inter-Dept. Charges	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000			
R&M subtotal	-14,819	-6,572	-11,652	-17,970	-18,106	-17,514	-22,538	-23,597	-26,751	-22,974	-15,500	-24,440	-22,675			
TOTAL SUPPLIES & MAINTENANCE	-94,017	-91,927	-94,330	-103,064	-120,769	-123,549	-128,207	-162,299	-145,124	-133,942	-121,470	-147,122	-138,624			
ADMINISTRATIVE & OTHER EXPENSE																
Public Relations	-78	-56	0	0	0	0	-25	-307	-745	-191	0	-414	-253			
Promotion Expense	-265	-1,595	-1,118	-1,848	-1,095	0	0	-1,220	-207	-1,000	-1,000	-809	-485			
Resort Advertising	-5,089	-2,791	-2,960	-2,683	-7,266	-5,178	-5,520	-4,291	-7,306	-6,712	-5,000	-6,103	-5,801			
Sales specific	0	0	0	0	0	0	0	-97	-4,307	-1,579	0	-1,995	-1,197			
Charitable Contributions	-1,213	-1,369	-1,424	-679	-1,448	-25	-299	-327	0	0	-500	-109	-130			
Reservation Services	-4,523	-6,404	-6,604	-7,721	-9,598	-9,793	-10,241	-10,361	-12,127	-11,154	-11,500	-11,214	-10,735			
Marketing Discounts CoGS	-33,058	-35,864	-39,752	-47,224	-52,913	-53,600	-48,612	-60,643	-63,210	-64,563	-69,500	-62,805	-58,126			
Dues & Subscriptions	0	0	-29	-25	-355	0	0	0	-375	-250	-250	-208	-125			
Licenses, Permits, Fees	-1,962	-1,515	-2,052	-2,535	-3,179	-2,518	-2,375	-2,261	-2,199	-2,711	-2,640	-2,391	-2,413			
Mileage Reimbursement	-650	-533	-621	-542	-498	-907	-1,618	-1,269	-1,108	-873	-300	-1,084	-1,155			
Board Expense	0	0	0	0	0	0	0	-37	0	0	0	-12	-7			
Postage - General	-30	-39	-22	-9	-18	-22	-24	-53	-180	-51	-80	-94	-66			
Printing - Other	0	0	0	0	0	0	0	0	0	-101	0	-34	-20			
Credit Card Expense	-30,918	-34,696	-38,934	-39,698	-44,013	-48,050	-49,950	-59,075	-66,202	-69,021	-61,400	-64,766	-58,460			
Over/Short	-445	-308	-511	-609	-150	103	-855	-31	-2,652	-76	0	-919	-702			
Insurance Expense	-15,600	-12,369	-12,600	-9,146	-15,900	-13,617	-15,600	-19,351	-16,600	-18,000	-18,000	-17,984	-16,634			
TOTAL ADMINISTRATIVE & OTHER EXPE	-93,830	-97,540	-106,626	-112,719	-136,433	-133,608	-135,118	-159,323	-177,218	-176,281	-170,170	-170,941	-156,310			
TOTAL OPERATING EXPENSES (OF)	-283,834	-286,543	-297,531	-310,887	-361,519	-356,232	-364,472	-429,480	-428,589	-420,315	-407,000	-426,128	-399,818			
TOTAL PAYROLL AND OPERATING EXPE	-912,644	-971,703	-1,004,564	-1,055,183	-1,206,154	-1,372,849	-1,440,420	-1,659,200	-1,787,040	-1,756,363	-1,748,000	-1,734,201	-1,603,174			
N O R 1, before OH	-127,685	-91,636	-24,406	37,934	27,047	2,987	-79,790	-63,905	-95,242	-84,664	-154,000	-81,270	-64,123			
N O R 2, after OH	-127,685	-91,636	-24,406	37,934	27,047	2,987	-79,790	-63,905	-95,242	-84,664	-154,000	-81,270	-64,123			
T O C	-1,283,631	-1,420,882	-1,488,654	-1,583,760	-1,798,433	-1,998,722	-2,077,382	-2,376,152	-2,536,743	-2,465,221	-2,454,000	-2,459,372	-2,290,844			
REV to TOC (CRR%)	-90.1%	-93.6%	-98.4%	-102.4%	-101.5%	-100.1%	-96.2%	-97.3%	-96.2%	-98.7%	-93.7%	-97.4%	-97.7%			
NOR AFTER Assessment Revenue, Opera	-127,685	-91,636	-24,406	37,934	27,047	2,987	-79,790	-63,905	-95,242	-84,664	-154,000	-81,270	-64,123			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Summer Food and Beverage (170)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
											Jan-Jul Act			
											Aug-Dec Bdg			
Revenue														
Food	139,863	143,349	110,468	113,762	133,525	133,379	156,991	187,740	190,509	182,899	195,000	187,050	170,304	
Food Discounts	-315	-5,223	-13,898	-12,171	-18,020	-17,717	-22,391	-23,154	-27,353	-31,285	-40,000	-27,264	-24,380	
EE Discounts	0	-4,425	-8,282	-5,526	-9,799	-11,592	-20,916	-16,353	-17,241	-19,850	-21,000	-17,814	-17,190	
Guest Relations aka Manager	-315	-798	-5,616	-6,646	-8,220	-6,126	-1,475	-6,484	-10,113	-9,436	-15,000	-8,677	-6,727	
Marketing Discounts	0	0	0	0	0	0	0	-318	0	-2,000	-4,000	-773	-464	
Food NA Beverage	0	0	18,075	20,346	18,004	20,654	18,953	20,265	16,361	19,074	21,000	18,567	19,062	
Food subtotal	139,548	138,127	114,645	121,936	133,510	136,316	153,552	184,851	179,517	170,688	176,000	178,352	164,985	
Beer	13,060	16,093	15,676	19,282	22,067	30,111	27,660	27,285	26,560	32,166	28,200	28,670	28,756	
Beer Discounts	0	0	-417	0	0	0	0	0	0	0	0	0	0	
Liquor	0	0	7,653	11,264	11,993	13,486	16,417	9,749	11,588	14,619	11,800	11,985	13,172	
Wine	0	0	0	0	90	3,932	3,070	6,107	4,691	6,911	7,000	5,903	4,942	
Beverage subtotal	13,060	16,093	22,912	30,546	34,150	47,530	47,147	43,140	42,839	53,696	47,000	46,558	46,871	
Total Food and Beverage Revenue	152,609	154,220	137,557	152,482	167,660	183,846	200,699	227,992	222,356	224,384	223,000	224,911	211,855	
F&B Revenue by Segment:														
SmrF&B-Lunch	0	154,220	137,558	151,723	167,071	183,248	200,256	225,365	222,356	234,384	242,000	227,369	213,122	
SmrF&B-Snack Bar	0	77,071	58,105	64,195	67,419	59,302	67,361	79,442	79,723	67,073	74,000	75,413	70,580	
SmrF&B-Pool BBQ	0	60,373	55,978	62,020	75,975	89,331	88,720	91,705	85,284	101,300	92,000	92,763	91,268	
Snowplay Food Truck	0	16,776	23,474	25,508	23,677	34,615	44,176	50,186	54,531	55,511	53,000	53,409	47,804	
Employee Housing	0	0	0	0	0	0	0	4,033	2,819	500	4,000	2,451	1,470	
Employee Discounts	-4,293	0	0	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	-4,293	0	0	0	0	0	0	0	0	0	0	0	0	
Lease Revenue	0	0	0	0	0	0	0	0	0	4,000	0	1,333	800	
Employee Housing Revenue	0	0	0	0	0	0	0	0	16,411	24,901	19,000	13,771	8,262	
Total Other Revenue	0	0	0	0	0	0	0	0	16,411	28,901	19,000	15,104	9,062	
GROSS REVENUE (GREV)	148,316	154,220	137,557	152,482	167,660	183,846	200,699	227,992	238,767	253,286	242,000	240,015	220,918	
COST OF GOODS SOLD (COGS)														
Food	-54,958	-55,402	0	0	0	0	0	0	0	0	0	0	0	
Meat	0	0	-15,046	-20,246	-25,859	-20,561	-21,866	-20,702	-23,994	-21,638	-25,930	-22,112	-21,752	
Seafood	0	0	-5,322	-269	-6,898	-3,985	-5,794	-7,463	-5,566	-9,100	-12,920	-7,376	-6,382	
Produce	0	0	-4,072	-4,319	-6,841	-5,098	-8,481	-7,544	-9,983	-8,112	-8,680	-8,546	-7,844	
Dairy	0	0	-2,418	-1,914	-3,176	-3,434	-3,999	-3,443	-3,634	-8,077	-14,030	-5,051	-4,517	
NA Beverage	0	-314	-7,262	-8,589	-9,529	-7,110	-7,544	-8,616	-7,898	-8,328	-8,700	-8,281	-7,899	
Food Other	0	0	-18,000	-26,173	-22,050	-19,688	-29,979	-28,076	-28,537	-14,463	-3,730	-23,692	-24,149	
Mktg Discounts credit	0	0	5,439	4,510	7,186	5,357	11,107	8,528	10,884	8,483	8,610	9,298	8,872	
EE Meals credit	0	0	5,148	5,148	5,400	5,688	5,724	4,968	5,508	4,544	4,160	5,007	5,286	
Food COGS	-54,958	-55,716	-46,683	-51,852	-58,168	-48,831	-60,832	-62,349	-63,218	-56,692	-61,220	-60,753	-58,384	
Beverage	-2,687	-6,549	0	0	0	0	0	0	0	0	0	0	0	
Beer	0	-304	-4,708	-5,030	-5,275	-7,095	-6,718	-7,546	-7,989	-7,355	-7,610	-7,630	-7,341	
Liquor	0	0	-2,262	-1,798	-1,913	-2,980	-3,056	-3,214	-2,258	-3,438	-2,630	-2,970	-2,989	
Wine	0	0	0	0	-41	-1,172	-937	-1,994	-2,183	-2,403	-2,540	-2,193	-1,738	
Beverage COGS	-2,687	-6,854	-6,970	-6,828	-7,230	-11,247	-10,711	-12,754	-12,430	-13,196	-12,780	-12,794	-12,068	
Total COGS	-57,646	-62,569	-53,653	-58,680	-65,397	-60,077	-71,542	-75,103	-75,649	-69,888	-74,000	-73,547	-70,452	
Total COGS / GREV %	-38.9%	-40.6%	-39.0%	-38.5%	-39.0%	-32.7%	-35.6%	-32.9%	-31.7%	-25.4%	-30.6%	-30.0%	-31.7%	
F&B COGS / F&B Rev %	-37.8%	-40.6%	-39.0%	-38.5%	-39.0%	-32.7%	-35.6%	-32.9%	-34.0%	-29.6%	-33.2%	-32.2%	-33.0%	
Food %, preDiscounts	-39.3%	-38.9%	-36.3%	-38.7%	-38.4%	-31.7%	-34.6%	-30.0%	-30.6%	-27.9%	-28.3%	-29.5%	-30.9%	
Food %, postDiscounts	-39.4%	-40.3%	-40.7%	-42.5%	-43.6%	-35.8%	-39.6%	-33.7%	-35.2%	-32.0%	-34.8%	-33.6%	-35.3%	
Food NA Beverage %	00.0%	00.0%	-40.2%	-42.2%	-32.9%	-34.4%	-39.8%	-42.5%	-48.3%	-45.6%	-41.4%	-45.5%	-42.1%	
COGS % Beverage, incld CF,net	-20.6%	-42.6%	-30.4%	-22.4%	-21.2%	-23.7%	-22.7%	-29.6%	-29.0%	-27.2%	-27.2%	-25.6%	-25.6%	
COGS % Beer,net	00.0%	-01.9%	-30.9%	-26.1%	-23.9%	-23.6%	-24.3%	-27.7%	-30.1%	-20.4%	-27.0%	-26.1%	-25.2%	
COGS % Liquor,net	00.0%	00.0%	-29.6%	-16.0%	-15.9%	-22.1%	-18.6%	-33.0%	-19.5%	-24.1%	-22.3%	-25.5%	-23.5%	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Summer Food and Beverage (170)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Jan-Jul Act	Aug-Dec Bdg					
COGS % Wine,net	00.0%	00.0%	00.0%	00.0%	-46.0%	-29.8%	-30.5%	-32.7%	-46.5%	-33.8%	-36.3%	-37.7%	-34.7%	
Gross Margin (GREV-COGS)	90,671	91,651	83,904	93,802	102,263	123,768	129,157	152,888	163,119	183,398	168,000	166,468	150,466	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-17,127	-19,710	-18,433	-20,633	-21,149	-16,802	-20,125	-21,203	-34,897	-35,876	-35,900	-30,659	-25,781	
Wages - FTRRegular	0	0	0	0	0	0	0	-2,217	-26,042	-7,130	0	-11,796	-7,078	
Wages - Seasonal	-116,383	-104,477	-96,138	-113,672	-153,679	-120,610	-127,575	-128,633	-107,522	-111,789	-141,900	-115,981	-119,226	
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	0	-410	-411	0	-274	-164	
Incentive Program, Seasonal, NonExempt	-274	0	-403	-321	-137	-274	-410	-1,531	-1,278	0	0	-936	-699	
Total Salaries & Wages, DIRECT	-133,784	-124,187	-114,973	-134,627	-174,965	-137,685	-148,110	-153,583	-170,150	-155,206	-177,800	-159,646	-152,947	
Salaries sub-total	-17,127	-19,710	-18,433	-20,633	-21,149	-16,802	-20,125	-21,203	-34,897	-35,876	-35,900	-30,659	-25,781	
Wage sub-total	-116,657	-104,477	-96,541	-113,994	-153,816	-120,883	-127,985	-132,381	-135,253	-119,329	-141,900	-128,987	-127,166	
Wage-FTR subsubtotal	0	0	0	0	0	0	0	-2,217	-26,452	-7,540	0	-12,070	-7,242	
Wage-Seasonal subsubtotal	-116,657	-104,477	-96,541	-113,994	-153,816	-120,883	-127,985	-130,164	-108,800	-111,789	-141,900	-116,918	-119,924	
Payroll Direct as a % of Revenue	-90.2%	-80.5%	-83.6%	-88.3%	-104.4%	-74.9%	-73.8%	-67.4%	-71.3%	-52.8%	-73.5%	-63.8%	-68.0%	
PTO net\$ accrual, in Salaries	0	0	0	0	0	0	0	0	-506	25	45	-160	-96	
PTO net accrual, in PD Total	0	0	0	0	0	0	0	0	-506	25	45	-160	-96	
PAYROLL BURDEN														
Payroll Taxes	-13,171	-12,641	-8,404	-13,314	-16,244	-16,578	-16,911	-18,119	-18,134	-18,182	-20,400	-18,145	-17,585	
Workers Compensation	-5,783	-4,934	-3,711	-4,778	-5,297	-8,202	-11,078	-11,967	-11,896	-9,724	-12,300	-11,195	-10,573	
Group Insurance	0	0	0	0	0	0	0	0	-4,354	-5,942	-6,600	-3,432	-2,059	
Retirement Plan	0	0	0	0	0	0	-25	-753	-987	-1,071	-1,700	-937	-567	
PAYROLL BURDEN Total	-18,954	-17,574	-12,115	-18,093	-21,541	-24,780	-28,013	-30,839	-35,370	-34,918	-41,000	-33,709	-30,784	
subtotal, Burden-Salary	-2,022	-2,176	-2,024	-2,388	-2,787	-2,259	-3,177	-3,959	-10,143	-13,153	-16,000	-9,085	-6,538	
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	-331	-3,721	-1,161	-840	-1,738	-1,043	
subtotal, Burden-Wage-Seasonal	-16,933	-15,398	-10,091	-15,705	-18,754	-22,521	-24,836	-26,549	-21,507	-20,604	-24,160	-22,886	-23,203	
Burden % - on all Payroll Direct	14.2%	14.2%	10.5%	13.4%	12.3%	18.0%	18.9%	20.1%	20.8%	21.9%	23.1%	20.9%	19.9%	
Burden % - Salary	11.8%	11.0%	11.0%	11.6%	13.2%	13.4%	15.8%	18.7%	29.1%	29.6%	44.6%	25.8%	21.3%	
Burden % - Wage-FTR	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.9%	14.1%	12.7%	0.0%	13.9%	08.3%	
Burden % - Wage-Seasonal	14.5%	14.7%	10.5%	13.8%	12.2%	18.6%	19.4%	20.4%	19.8%	20.5%	17.0%	20.2%	19.7%	
Burden % - Wage-FTR&Seasonal	14.5%	14.7%	10.5%	13.8%	12.2%	18.6%	19.4%	20.3%	18.7%	19.1%	17.6%	19.4%	19.2%	
PAYROLL TOTAL (Direct&Burden)	-152,738	-141,761	-127,088	-152,720	-196,506	-162,466	-176,124	-184,422	-205,520	-190,124	-218,800	-193,355	-183,731	
Burden % TL	14.2%	14.2%	10.5%	13.4%	12.3%	18.0%	18.9%	20.1%	20.8%	21.9%	23.1%	20.9%	19.9%	
Payroll Taxes %	9.8%	10.2%	7.3%	9.9%	9.3%	12.0%	11.4%	11.8%	10.7%	12.1%	11.5%	11.5%	11.6%	
Workers Comp %	4.3%	4.0%	3.2%	3.5%	3.0%	6.0%	7.5%	7.8%	7.0%	5.5%	6.9%	6.8%	6.7%	
Group Insurance %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	3.9%	3.7%	2.2%	1.3%	
Retirement %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.6%	0.4%	1.0%	0.5%	0.3%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	-5,148	-5,400	-5,688	-5,724	-4,968	-5,508	-4,544	-4,160	-5,007	-5,286	
Employee Housing expenses	0	0	0	0	0	0	0	0	-29,451	-32,180	-36,000	-20,543	-12,326	
Employee Dev/Training	0	0	0	0	0	0	0	0	0	-44	0	-15	-9	
Employee Relations	-200	0	0	-123	-57	-70	-12	-30	0	-250	-250	-93	-73	
Uniforms	0	-188	-1,093	-387	-1,713	-419	-234	-401	-570	-492	-1,000	-488	-423	
Total Staff Expense	-200	-188	-1,093	-5,658	-7,169	-6,177	-5,970	-5,399	-35,529	-37,510	-41,410	-26,146	-18,117	
Natural Gas - Buildings	0	0	0	0	0	0	0	0	0	-18	0	-6	-4	
Propane (LPG)	0	0	0	0	0	0	0	-70	0	0	0	-23	-14	
TOTAL UTILITIES	0	0	0	0	0	0	0	-70	0	-18	0	-29	-18	
SUPPLIES & MAINTENANCE EXPENSE														
Linen Service	-2,502	-3,784	-2,478	-3,929	-5,593	-3,297	-2,764	-3,231	-3,437	-3,685	-3,300	-3,451	-3,283	
Janitorial Services & Supplies	-2,550	-1,200	-349	-29	0	0	0	-160	-78	-132	0	-123	-74	
Equipment Rental	0	0	0	0	0	0	0	0	0	0	0	-87	-52	
Furniture and Office Equip	-98	0	0	-50	0	-27	0	-273	-825	0	-50	-366	-225	
Office Supplies	-18	-8	-13	-40	-106	-8	0	0	-62	0	-50	-21	-14	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Summer Food and Beverage (170)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Jan-Jul Act						
Aug-Dec Bdg														
Signs	0	0	0	-95	0	-40	-7	-1,275	-425	-671	-650	-791	-484	
Operating Supplies	-548	-64	-81	-405	-395	-246	-380	-151	-177	-199	-350	-176	-231	
Paper Products - Restaurant	-6,871	-6,801	-5,108	-6,585	-8,744	-8,791	-8,981	-9,033	-9,497	-9,311	-9,600	-9,280	-9,123	
Cleaning Supplies - Restaurant	-4,925	-3,825	-2,988	-2,821	-4,157	-3,063	-2,814	-3,508	-4,132	-4,374	-3,800	-4,005	-3,578	
Small Tools & Equipment	-586	-98	-981	-440	-1,244	-792	-1,642	-848	-1,475	-423	-1,000	-915	-1,036	
Safety Equipment	0	0	0	0	-966	0	0	0	0	0	0	0	0	
Spoilage	-183	-182	-9	0	-177	0	0	-180	0	0	0	-60	-36	
Special Programs	0	0	-5	0	0	0	0	0	0	0	0	0	0	
Repairs & Maintenance														
General/PM	0	0	0	0	-131	0	-161	-9	-57	-79	0	-48	-61	
Plumbing	0	0	0	-536	0	0	0	0	0	0	0	0	0	
Fire Suppression	0	0	0	0	0	-143	0	0	-456	0	0	-152	-120	
Other Building	-1,232	0	0	0	0	0	0	0	0	0	0	0	0	
R&M Building	-1,232	0	0	-536	-131	-143	-161	-9	-513	-79	0	-200	-181	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	-250	0	0	0	-83	-50	
F&B Kitchen Equip	0	0	0	0	0	-48	0	-459	0	-404	-300	-288	-182	
F&B Glass/Silver/China	0	0	-485	-1,025	-228	-281	-93	0	0	-300	-900	-100	-135	
Other Operating Equip R&M	-653	0	0	0	-32	0	0	0	0	0	0	0	0	
R&M Equipment	-653	0	-485	-1,025	-261	-329	-93	-709	0	-704	-1,200	-471	-367	
Contra - Inter-Dept. Charges	-17,000	-17,000	-17,000	-17,000	-17,000	-17,000	-17,000	-14,000	-14,000	-14,000	-14,000	-14,000	-15,200	
R&M subtotal	-18,884	-17,000	-17,485	-18,561	-17,391	-17,472	-17,255	-14,718	-14,513	-14,783	-15,200	-14,671	-15,748	
TOTAL SUPPLIES & MAINTENANCE	-37,166	-32,962	-29,498	-32,955	-38,775	-33,737	-33,842	-33,377	-34,881	-33,579	-34,000	-33,946	-33,883	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	-247	0	0	0	0	0	0	0	0	0	0	0	
Resort Advertising	0	0	0	0	0	0	0	0	-376	-719	-2,000	-365	-219	
Charitable Contributions	-75	0	0	0	0	0	0	0	0	0	0	0	0	
Marketing Discounts CoGS	-1,770	-2,078	-5,439	-4,510	-7,186	-5,357	-11,107	-8,528	-10,884	-8,483	-8,610	-9,298	-8,872	
Licenses, Permits, Fees	0	0	0	0	0	-150	-340	-898	-340	-378	-1,000	-539	-421	
Mileage Reimbursement	0	0	0	0	0	0	-46	0	0	-50	0	-17	-19	
Postage - General	0	0	0	0	0	-10	-2	-1	-2	0	0	-1	-3	
Credit Card Expense	-3,602	-3,221	-3,276	-3,500	-3,694	-4,430	-4,711	-5,477	-5,278	-5,334	-5,380	-5,363	-5,046	
Over/Short	6	-51	-272	-2	2	-167	0	-33	-184	0	0	-72	-77	
Insurance Expense	-600	-600	-600	-600	-600	-524	-600	-829	-600	-600	-600	-676	-630	
TOTAL ADMINISTRATIVE & OTHER EXPE	-6,042	-6,198	-9,587	-8,613	-11,477	-10,638	-16,806	-15,765	-17,664	-15,565	-17,590	-16,331	-15,288	
TOTAL OPERATING EXPENSES (OE)	-43,408	-39,349	-40,179	-47,226	-57,422	-50,552	-56,618	-54,612	-88,074	-86,670	-93,000	-76,452	-67,305	
TOTAL PAYROLL AND OPERATING EXPE	-196,146	-181,110	-167,267	-199,946	-253,928	-213,018	-232,742	-239,034	-293,594	-276,794	-311,800	-269,807	-251,036	
N O R 1, before OH	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-93,396	-143,800	-103,339	-100,570	
N O R 2, after OH	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-93,396	-143,800	-103,339	-100,570	
T O C	-253,792	-243,679	-220,920	-258,626	-319,325	-273,095	-304,284	-314,137	-369,243	-346,682	-385,800	-343,354	-321,488	
REV to TOC (CRR%)	-58.4%	-63.3%	-62.3%	-59.0%	-52.5%	-67.3%	-66.0%	-72.6%	-64.7%	-84.4%	-62.7%	-73.9%	-71.0%	
NOR AFTER Assessment Revenue, Opera	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-93,396	-143,800	-103,339	-100,570	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Pizza on the Hill (150)**

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		Jan-Jul Act	Aug-Dec Bdg	3-Yr	5-Yr
								2016	2017						
								Actual	Actual						
Revenue															
Food	157,766	204,567	204,975	223,758	252,056	279,116	373,400	398,902	416,203	450,464	417,400		421,856	383,617	
Food Discounts	-32	-10,282	-20,320	-26,410	-30,482	-22,418	-26,978	-18,666	-22,119	-24,824	-26,400		-21,870	-23,001	
EE Discounts	0	-9,992	-5,742	-4,584	-5,510	-4,531	-9,499	-6,719	-6,418	-5,795	-6,000		-6,311	-6,592	
Guest Relations aka Manager	-32	0	0	0	0	0	0	-2,727	-2,917	-1,400	0		-2,348	-1,409	
InterDept Discounts	0	-289	-2,361	-2,991	-3,402	-2,539	-3,010	-1,577	-4,023	-2,518	-2,000		-2,706	-2,733	
Marketing Discounts	0	0	-12,217	-18,835	-21,570	-15,348	-14,469	-7,643	-8,761	-15,110	-18,400		-10,505	-12,266	
Food NA Beverage	0	367	7,647	7,925	7,347	8,967	11,785	14,057	12,643	13,555	10,000		13,418	12,201	
Food subtotal	157,734	194,652	192,303	205,274	228,921	265,664	358,207	394,293	406,727	439,195	401,000		413,405	372,817	
Beer	49,906	64,447	34,148	32,206	42,779	42,802	55,540	68,205	68,571	72,018	70,000		69,598	61,427	
Beer Discounts	0	0	0	0	0	-403	-639	-339	-1,372	-901	0		-871	-731	
Liquor	0	0	0	0	0	0	0	12	0	0	0		4	2	
Liquor Discounts	0	0	0	0	0	0	0	-12	0	0	0		-4	-2	
Wine	0	1,662	24,883	25,782	31,044	33,667	43,301	40,914	41,044	45,886	42,000		42,615	40,962	
Wine Discounts	0	0	0	0	0	-415	-715	-257	-1,018	-636	0		-637	-608	
Corkage Fees	0	0	0	0	0	0	0	30	0	0	0		10	6	
Beverage subtotal	49,906	66,109	59,031	57,988	73,823	75,650	97,487	108,552	107,224	116,367	112,000		110,714	101,056	
Misc other F&B	0	0	1,705	1,017	6,041	5,706	17,561	15,215	4,050	14,087	9,000		11,117	11,324	
InterDept Food Sales	0	0	4,270	1,244	0	0	0	0	0	300	2,000		100	60	
Other F&B subtotal	0	0	5,975	2,261	6,041	5,706	17,561	15,215	4,050	14,387	11,000		11,217	11,384	
Total Food and Beverage Revenue	207,640	260,761	257,309	265,523	308,785	347,020	473,254	518,060	518,002	569,949	524,000		535,337	485,257	
F&B Revenue by Segment:															
Lodge-Dining Room	0	0	0	75	0	346,762	472,302	518,058	518,002	357,588	0		464,549	442,542	
Lodge-Pub	0	0	0	0	0	324,572	378,893	426,858	463,586	285,274	0		391,906	375,837	
F&B-Banquets	0	0	0	75	0	0	22,190	74,005	20,886	26,933	0		32,736	38,881	
SmrF&B-Lunch	0	0	0	0	0	0	19,403	40,778	33,144	45,580	0		39,834	27,781	
Cafeteria	0	0	0	0	0	0	0	0	387	-199	0		63	38	
Mkt Discounts, Happy Hour Bev Beer	0	0	0	0	0	-403	-67	-30	0	0	0		0	-94	
Mkt Discounts, Happy Hour Bev Wine	0	0	0	0	0	-415	-56	-30	0	0	0		-10	-100	
Mkt Discounts, Happy Hour Bev, subtotal	0	0	0	0	0	-818	-122	-30	0	0	0		-10	-194	
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	0	0	-818	-122	-30	0	0	0		-10	-194	
Employee Discounts	-13,127	0	0	0	0	0	0	0	0	0	0		0	0	
Homeowner Discounts	-1,197	-5,312	0	0	0	0	0	0	0	0	0		0	0	
Promotion Discounts	-14,995	-6,307	-20	0	0	0	0	0	0	0	0		0	0	
Total Retail Product Revenue	-29,319	-11,619	-20	0	0	0	0	0	0	0	0		0	0	
Other Revenue	227	2,018	0	0	0	0	0	0	0	0	0		0	0	
Total Other Revenue	227	2,018	0	0	0	0	0	0	0	0	0		0	0	
GROSS REVENUE (GREV)	178,548	251,161	257,288	265,523	308,785	347,020	473,254	518,060	518,002	569,949	524,000		535,337	485,257	
COST OF GOODS SOLD (COGS)															
Food	-51,712	-71,443	0	0	0	0	0	0	0	0	0		0	0	
Meat	0	-1,299	-12,294	-9,815	-23,748	-21,465	-31,709	-37,525	-41,262	-41,590	-42,800		-40,126	-34,710	
Produce	0	-1,377	-12,273	-10,252	-14,365	-11,882	-16,379	-24,660	-24,691	-21,520	-14,950		-23,624	-19,827	
Dairy	0	-2,732	-23,515	-17,434	-25,790	-27,032	-27,970	-30,598	-33,445	-29,570	-26,950		-31,204	-29,723	
NA Beverage	0	-169	-3,013	-1,928	-2,647	-2,501	-3,579	-3,033	-3,042	-6,039	-8,540		-4,038	-3,639	
Food Other	0	-2,191	-25,460	-26,593	-32,216	-29,695	-39,076	-46,095	-51,556	-52,342	-48,220		-49,998	-43,753	
Mktg Discounts credit	0	0	0	0	0	4,996	6,835	8,160	8,334	8,300	8,300		7,776	5,665	
EE Meals credit	0	403	4,731	4,760	5,110	4,515	5,303	6,143	6,388	6,460	6,670		6,330	5,762	
Food Cogs	-51,712	-78,808	-71,824	-61,262	-93,657	-88,060	-108,415	-128,934	-139,449	-136,267	-126,490		-134,883	-120,225	
Beverage	-16,096	-17,148	0	0	0	0	0	0	0	0	0		0	0	
Beer	0	-719	-9,803	-9,400	-12,854	-10,181	-14,154	-15,757	-16,550	-17,016	-16,490		-16,441	-14,732	
Wine	0	-909	-7,087	-7,580	-9,231	-9,586	-12,410	-11,266	-12,174	-13,223	-12,520		-12,221	-11,732	
Beverage Cogs	-16,096	-18,776	-16,890	-16,980	-22,085	-19,767	-26,564	-27,023	-28,725	-30,239	-29,010		-28,662	-26,463	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Pizza on the Hill (150)**

	5 Year Average Years											Actuals			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST	2018 Budget	Average			
								2016 Actual	2017 Actual			2018 FORECAST	2018 Budget	3-Yr	5-Yr
Retail Product Cogs	0	-560	-1,393	-1,403	-841	-428	0	0	0	0	0	0	0	-86	
Total COGS	-67,807	-98,144	-90,107	-79,646	-116,583	-108,255	-134,980	-155,956	-168,174	-166,505	-155,500	-163,545	-146,774		
Total Cogs / GREV %	-38.0%	-39.1%	-35.0%	-30.0%	-37.8%	-31.2%	-28.5%	-30.1%	-32.5%	-28.9%	-29.7%	-30.5%	-30.2%		
Retail Product Cogs / Retail Revenue %	00.0%	04.8%	6813.6%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
F&B Cogs / F&B Rev %	-32.7%	-37.4%	-34.5%	-29.5%	-37.5%	-31.1%	-28.5%	-30.1%	-32.5%	-28.9%	-29.7%	-30.5%	-30.2%		
Food %, preDiscounts	-32.8%	-38.5%	-33.8%	-26.4%	-36.1%	-30.6%	-28.1%	-31.2%	-32.5%	-29.2%	-29.6%	-31.0%	-30.3%		
Food %, postDiscounts	-32.8%	-40.5%	-37.3%	-29.8%	-40.9%	-33.1%	-30.3%	-32.7%	-34.3%	-30.8%	-31.5%	-32.6%	-32.2%		
Food NA Beverage %	00.0%	-46.0%	-39.4%	-24.3%	-36.0%	-27.9%	-30.4%	-21.6%	-22.8%	-22.8%	-85.4%	-22.8%	-25.3%		
COGS % Beverage, incld CF,net	-32.3%	-28.4%	-28.6%	-29.3%	-29.9%	-26.1%	-27.2%	-24.9%	-26.8%	-26.0%	-25.9%	-25.9%	-26.2%		
COGS % Beer,net	00.0%	-01.1%	-28.7%	-29.2%	-30.0%	-24.0%	-25.8%	-23.2%	-24.6%	-24.2%	-23.6%	-24.0%	-24.4%		
COGS % Wine,net	00.0%	-54.7%	-28.5%	-29.4%	-29.7%	-28.8%	-29.1%	-27.7%	-30.4%	-28.9%	-29.8%	-29.0%	-29.0%		
Gross Margin (GREV-COGS)	110,741	153,017	167,181	185,877	192,201	238,765	338,275	362,103	349,828	403,443	368,500	371,792	338,483		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-53,692	-61,419	-62,659	-58,915	-60,454	-63,502	-103,314	-104,915	-108,969	-122,822	-117,800	-112,235	-100,704		
Wages - FTRegular	0	0	0	0	0	0	0	-6,993	-27,762	-30,188	-26,165	-21,647	-12,988		
Wages - Seasonal	-70,411	-91,679	-81,793	-81,933	-104,141	-104,182	-135,717	-127,480	-126,297	-136,575	-120,235	-130,117	-126,050		
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	-1,566	0	-522	-313		
Incentive Program, Exempt	-2,250	0	0	0	60	0	0	0	0	0	0	0	0		
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	-273	-820	-137	0	-410	-246		
Incentive Program, Seasonal, NonExempt	-137	-685	-784	-268	-274	-465	-1,437	-512	-2,183	-109	0	-935	-941		
Total Salaries & Wages, DIRECT	-126,490	-153,783	-145,236	-141,115	-164,808	-168,149	-240,469	-240,173	-266,031	-291,396	-264,200	-265,867	-241,244		
Salaries sub-total	-55,942	-61,419	-62,659	-58,915	-60,394	-63,502	-103,314	-104,915	-108,969	-122,822	-117,800	-112,235	-100,704		
Wage sub-total	-70,548	-92,364	-82,577	-82,201	-104,414	-104,647	-137,155	-135,258	-157,062	-168,575	-146,400	-153,632	-140,539		
Wage-FTR subtotal	0	0	0	0	0	0	0	-7,266	-28,582	-31,890	-26,165	-22,580	-13,548		
Wage-Seasonal subtotal	-70,548	-92,364	-82,577	-82,201	-104,414	-104,647	-137,155	-127,992	-128,480	-136,684	-120,235	-131,052	-126,992		
Payroll Direct as a % of Revenue	-70.8%	-61.2%	-56.4%	-53.1%	-53.4%	-48.5%	-50.8%	-46.4%	-51.4%	-51.5%	-50.4%	-49.7%	-49.7%		
PTO net\$ accrual, in Salaries	-948	-1,688	-3,151	4,464	-2,805	1,371	-881	-27	637	-3,658	-50	-1,016	-512		
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	-456	-33	-693	0	-394	-236		
PTO net accrual, in PD Total	-948	-1,688	-3,151	4,464	-2,805	1,371	-881	-483	604	-4,351	-50	-1,410	-748		
PAYROLL BURDEN															
Payroll Taxes	-13,986	-16,361	-14,781	-18,729	-21,242	-22,750	-31,475	-31,023	-31,785	-33,137	-33,300	-31,981	-30,034		
Workers Compensation	-4,833	-6,129	-4,496	-6,295	-6,084	-12,864	-20,521	-19,566	-19,408	-16,048	-13,900	-18,341	-17,682		
Group Insurance	-12,043	-11,920	-11,317	-11,195	-11,891	-10,392	-17,286	-20,164	-23,917	-30,875	-34,400	-24,986	-20,527		
Retirement Plan	-1,555	-128	0	0	-1,027	-968	-3,357	-3,204	-2,916	-2,962	-3,200	-3,027	-2,682		
PAYROLL BURDEN Total	-32,417	-34,537	-30,595	-36,219	-40,244	-46,975	-72,640	-73,957	-78,026	-83,023	-84,800	-78,335	-70,924		
subtotal, Burden-Salary	-19,913	-20,211	-18,011	-18,724	-19,688	-22,106	-37,066	-38,862	-36,744	-40,141	-43,000	-38,582	-34,984		
subtotal, Burden-Wage-FTR	0	0	0	0	0	-53	-23	-3,305	-12,262	-15,175	-16,420	-10,247	-6,164		
subtotal, Burden-Wage-Seasonal	-12,504	-14,327	-12,584	-17,495	-20,556	-24,816	-35,551	-31,790	-29,021	-27,707	-25,380	-29,506	-29,777		
Burden % - on all Payroll Direct	25.6%	22.5%	21.1%	25.7%	24.4%	27.9%	30.2%	30.8%	29.3%	26.5%	32.1%	28.9%	28.9%		
Burden % - Salary	35.6%	32.9%	28.7%	31.8%	32.6%	34.8%	35.9%	37.0%	33.7%	30.1%	36.5%	33.6%	34.3%		
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	45.5%	42.9%	46.2%	62.8%	44.9%	26.9%		
Burden % - Wage-Seasonal	17.7%	15.5%	15.2%	21.3%	19.7%	23.7%	25.9%	24.8%	22.6%	19.8%	21.1%	22.4%	23.4%		
Burden % - Wage-FTR&Seasonal	17.7%	15.5%	15.2%	21.3%	19.7%	23.8%	25.9%	25.9%	26.3%	23.9%	28.6%	25.4%	25.2%		
PAYROLL TOTAL (Direct&Burden)	-158,907	-188,320	-175,831	-177,334	-205,053	-215,124	-313,109	-314,130	-344,057	-374,419	-349,000	-344,202	-312,168		
Burden % TL	25.6%	22.5%	21.1%	25.7%	24.4%	27.9%	30.2%	30.8%	29.3%	26.5%	32.1%	28.9%	28.9%		
Payroll Taxes %	11.1%	10.6%	10.2%	13.3%	12.9%	13.5%	13.1%	12.9%	11.9%	10.6%	12.6%	11.8%	12.4%		
Workers Comp %	3.8%	4.0%	3.1%	4.5%	3.7%	7.7%	8.5%	8.1%	7.3%	5.6%	5.3%	7.0%	7.5%		
Group Insurance %	9.5%	7.8%	7.8%	7.9%	7.2%	6.2%	7.2%	8.4%	9.0%	9.3%	13.0%	8.9%	8.0%		
Retirement %	1.2%	0.1%	0.0%	0.0%	0.6%	0.6%	1.4%	1.3%	1.1%	0.9%	1.2%	1.1%	1.1%		
OPERATING EXPENSES (OE)															
Employee Meals	0	-5,530	-4,731	-4,760	-5,110	-4,515	-5,303	-6,143	-6,388	-6,460	-6,670	-6,330	-5,762		
Employee Dev/Training	-83	-90	0	0	0	0	0	0	0	0	-100	0	0		

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Pizza on the Hill (150)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals				
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years				2018 <u>FORECAST</u>	2018 <u>Budget</u>	3-Yr	5-Yr	
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018						
										Jan-Jul Act						Aug-Dec Bdg
Community Relations	0	0	0	0	0	-50	0	0	0	0	0	0	-10			
Marketing Discounts CoGS	0	0	0	0	0	0	-4,969	-6,835	-8,160	-8,334	-8,300	-7,776	-5,660			
Dues & Subscriptions	0	0	0	0	-205	0	0	0	-250	0	0	-83	-50			
Licenses, Permits, Fees	-1,043	-1,044	-1,045	-1,044	-1,223	-1,416	-355	-1,157	-1,231	-1,239	-1,300	-1,209	-1,080			
Mileage Reimbursement	-312	-778	-841	-604	0	-45	-14	0	0	-50	-100	-17	-22			
Board Expense	0	0	0	0	0	0	-156	0	0	0	0	0	-31			
Postage - General	-2	0	0	-1	0	0	0	-14	-5	-1	0	-7	-4			
Credit Card Expense	-5,450	-6,187	-6,272	-5,850	-7,054	-8,073	-10,688	-11,949	-13,542	-14,486	-13,100	-13,326	-11,748			
Over/Short	-999	-849	-217	-124	-232	-116	-534	-140	274	0	0	44	-103			
Inter-Department Food Costs	0	0	150	0	0	0	0	0	0	0	0	0	0			
Insurance Expense	-2,400	-1,237	-1,200	-1,200	-1,200	-1,047	-1,200	-4,238	-3,400	-2,400	-2,400	-3,346	-2,457			
TOTAL ADMINISTRATIVE & OTHER EXPE	-11,098	-13,113	-11,072	-10,183	-12,130	-11,401	-19,166	-24,347	-26,914	-28,369	-27,200	-26,543	-22,039			
TOTAL OPERATING EXPENSES (OE)	-40,830	-54,945	-43,840	-41,883	-51,725	-48,998	-77,795	-75,717	-77,032	-84,863	-77,300	-79,204	-72,881			
TOTAL PAYROLL AND OPERATING EXPE	-199,737	-243,265	-219,671	-219,217	-256,777	-264,122	-390,903	-389,847	-421,089	-459,282	-426,300	-423,406	-385,049			
N O R 1, before OH	-88,996	-90,249	-52,491	-33,340	-64,576	-25,357	-52,629	-27,743	-71,261	-55,839	-57,800	-51,615	-46,566			
N O R 2, after OH	-88,996	-90,249	-52,491	-33,340	-64,576	-25,357	-52,629	-27,743	-71,261	-55,839	-57,800	-51,615	-46,566			
T O C	-267,544	-341,409	-309,779	-298,863	-373,361	-372,377	-525,883	-545,803	-589,263	-625,787	-581,800	-586,951	-531,823			
REV to TOC (CRR%)	-66.7%	-73.6%	-83.1%	-88.8%	-82.7%	-93.2%	-90.0%	-94.9%	-87.9%	-91.7%	-90.1%	-91.5%	-91.5%			
NOR AFTER Assessment Revenue, Opera	-88,996	-90,249	-52,491	-33,340	-64,576	-25,357	-52,629	-27,743	-71,261	-55,839	-57,800	-51,615	-46,566			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Alder Creek Cafe (155)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average		
								3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016 Actual	2017 Actual				
								Jan-Jul Act					
Aug-Dec Bdg													
Revenue													
Food	0	0	0	0	0	0	53,752	269,779	306,718	233,336	238,500	269,944	172,717
Food Discounts	0	0	0	0	0	0	-13,431	-38,810	-43,262	-33,759	-30,400	-38,611	-25,853
Discounts Food	0	0	0	0	0	0	-13	0	0	0	0	0	-3
EE Discounts	0	0	0	0	0	0	-3,413	-27,530	-29,601	-24,453	-21,000	-27,194	-16,999
InterDept Discounts	0	0	0	0	0	0	-8,805	-375	-2	-500	-1,200	-292	-1,936
Marketing Discounts	0	0	0	0	0	0	-1,201	-10,906	-13,660	-8,806	-8,200	-11,124	-6,915
Food NA Beverage	0	0	0	0	0	0	7,665	34,352	33,339	28,320	26,000	32,004	20,735
Food subtotal	0	0	0	0	0	0	47,986	265,321	296,794	227,898	234,100	263,338	167,600
Beer	0	0	0	0	0	0	11,838	55,044	67,478	42,101	51,100	54,874	35,292
Beer Discounts	0	0	0	0	0	0	-534	-388	-71	0	0	-153	-199
Liquor	0	0	0	0	0	0	0	0	351	0	0	117	70
Wine	0	0	0	0	0	0	8,160	26,258	22,386	17,657	19,800	22,100	14,892
Wine Discounts	0	0	0	0	0	0	-825	-571	-8	0	0	-193	-281
Corkage Fees	0	0	0	0	0	0	0	102	601	0	0	234	140
Beverage subtotal	0	0	0	0	0	0	18,640	80,445	90,736	59,758	70,900	76,980	49,916
Misc other F&B	0	0	0	0	0	0	0	5,198	12,463	5,835	6,200	7,832	4,699
InterDept Food Sales	0	0	0	0	0	0	0	0	0	200	1,800	67	40
Other F&B subtotal	0	0	0	0	0	0	0	5,198	12,463	6,035	8,000	7,899	4,739
Total Food and Beverage Revenue	0	0	0	0	0	0	66,626	350,965	399,993	293,690	313,000	348,216	222,255
F&B Revenue by Segment:													
Lodge-Dining Room	0	0	0	0	0	0	66,626	350,965	396,641	187,690	0	311,766	200,385
Lodge-Pub	0	0	0	0	0	0	0	0	44,827	0	0	14,942	8,965
F&B-Banquets	0	0	0	0	0	0	23,333	84,266	57,879	0	0	47,382	33,096
Cafeteria	0	0	0	0	0	0	10,080	26,303	88,400	15,973	0	43,559	28,151
	0	0	0	0	0	0	33,214	240,396	205,535	171,717	0	205,882	130,172
Sales - Retail	0	0	0	0	0	0	0	2,733	3,040	2,924	0	2,899	1,739
Total Retail Product Revenue	0	0	0	0	0	0	0	2,733	3,040	2,924	0	2,899	1,739
GROSS REVENUE (GREV)	0	0	0	0	0	0	66,626	353,697	403,033	296,615	313,000	351,115	223,994
COST OF GOODS SOLD (COGS)													
Meat	0	0	0	0	0	0	-3,705	-14,424	-20,506	-27,092	-40,830	-20,674	-13,145
Seafood	0	0	0	0	0	0	-904	-8,813	-7,729	-5,238	-7,410	-7,260	-4,537
Produce	0	0	0	0	0	0	-5,040	-23,880	-29,115	-19,855	-11,690	-24,284	-15,578
Dairy	0	0	0	0	0	0	-2,886	-9,157	-9,644	-11,635	-19,090	-10,146	-6,665
NA Beverage	0	0	0	0	0	0	-2,960	-11,012	-10,758	-11,040	-12,070	-10,937	-7,154
Food Other	0	0	0	0	0	0	-9,348	-33,583	-45,291	-22,737	-7,680	-33,870	-22,192
EE Meals credit	0	0	0	0	0	0	0	3,843	7,665	7,912	8,280	6,473	3,884
Food Cogs	0	0	0	0	0	0	-24,843	-97,026	-115,377	-89,685	-90,490	-100,696	-65,386
Beer	0	0	0	0	0	0	-2,446	-12,744	-13,326	-10,042	-11,750	-12,037	-7,712
Liquor	0	0	0	0	0	0	0	0	0	-1	0	0	0
Wine	0	0	0	0	0	0	-2,302	-8,415	-11,029	-6,422	-5,760	-8,622	-5,634
Beverage Cogs	0	0	0	0	0	0	-4,748	-21,159	-24,355	-16,466	-17,510	-20,660	-13,345
Retail Product Cogs	0	0	0	0	0	0	0	-1,699	-3,591	-1,447	0	-2,245	-1,347
Total COGS	0	0	0	0	0	0	-29,590	-119,884	-143,323	-107,598	-108,000	-123,602	-80,079
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-44.4%	-33.9%	-35.6%	-37.2%	-34.5%	-35.5%	-30.2%
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-62.2%	-118.1%	-49.5%	00.0%	-76.6%	-46.0%
Retail Product Cogs / Retail Revenue,preD	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-62.2%	-118.1%	-49.5%	00.0%	-76.6%	-46.0%
F&B Cogs / F&B Rev %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-44.4%	-33.7%	-34.9%	-37.0%	-34.5%	-30.0%
Food %, preDiscounts	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-40.4%	-31.9%	-33.9%	-34.3%	-34.2%	-28.1%
Food %, postDiscounts	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-51.8%	-36.6%	-39.7%	-38.7%	-38.4%	-33.4%
Food NA Beverage %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-38.6%	-32.1%	-32.3%	-35.2%	-33.2%	-27.6%
COGS % Beverage, incld CF,net	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-25.5%	-26.3%	-26.8%	-29.5%	-24.7%	-21.6%

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Alder Creek Cafe (155)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2018 Budget	3-Yr	5-Yr
								2016	2017	2018				
								Actual	Actual	FORECAST				
									Jan-Jul Act					
									Aug-Dec Bdg					
COGS % Beer,net	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-21.6%	-23.3%	-19.8%	-24.5%	-23.0%	-22.5%	-17.8%	
COGS % Wine,net	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-31.4%	-32.8%	-49.3%	-40.8%	-29.1%	-41.0%	-30.8%	
Gross Margin (GREV-COGS)	0	0	0	0	0	0	37,036	233,814	259,710	189,017	205,000	227,514	143,915	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	0	0	0	0	0	0	0	-10,100	-66,328	-69,417	-66,800	-48,615	-29,169	
Wages - FTRRegular	0	0	0	0	0	0	0	-7,210	-26,441	-24,707	-23,136	-19,453	-11,672	
Wages - Seasonal	0	0	0	0	0	0	0	-114,355	-130,847	-114,355	-120,964	-134,673	-87,622	
Wages-FTR-Commissions	0	0	0	0	0	0	-34,094	-158,816	-130,847	-114,355	-120,964	-134,673	-87,622	
Incentive Program, Exempt	0	0	0	0	0	0	0	0	0	0	0	0	-68	
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	-219	0	0	0	0	-73	
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	0	0	0	-820	-137	0	-319	-191	
	0	0	0	0	0	0	-273	-979	-2,001	-684	0	-1,221	-787	
Total Salaries & Wages, DIRECT	0	0	0	0	0	0	-34,367	-177,324	-226,437	-209,506	-210,900	-204,422	-129,527	
Salaries sub-total	0	0	0	0	0	0	0	-10,319	-66,328	-69,417	-66,800	-48,688	-29,213	
Wage sub-total	0	0	0	0	0	0	-34,367	-167,005	-160,109	-140,088	-144,100	-155,734	-100,314	
Wage-FTR subsubtotal	0	0	0	0	0	0	0	-7,210	-27,261	-25,049	-23,136	-19,840	-11,904	
Wage-Seasonal subsubtotal	0	0	0	0	0	0	-34,367	-159,795	-132,848	-115,039	-120,964	-135,894	-88,410	
Payroll Direct as a % of Revenue	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-51.6%	-50.1%	-56.2%	-72.0%	-67.4%	-59.4%	-46.0%	
PTO net\$ accrual, in Salaries	0	0	0	0	0	0	0	-867	-1,043	593	-10	-439	-264	
PTO net\$ accrual, in Wages FTR	0	0	0	0	0	0	0	-272	-540	-613	0	-475	-285	
PTO net accrual, in PD Total	0	0	0	0	0	0	0	-1,139	-1,583	-21	-10	-914	-549	
PAYROLL BURDEN														
Payroll Taxes	0	0	0	0	0	0	-4,464	-21,129	-25,669	-24,682	-25,500	-23,827	-15,189	
Workers Compensation	0	0	0	0	0	0	-2,847	-16,843	-16,621	-11,296	-10,900	-14,920	-9,521	
Group Insurance	0	0	0	0	0	0	0	-2,848	-16,059	-21,092	-23,500	-13,333	-8,000	
Retirement Plan	0	0	0	0	0	0	0	0	73	0	0	24	15	
PAYROLL BURDEN Total	0	0	0	0	0	0	-7,311	-40,820	-58,276	-57,071	-59,900	-52,056	-32,695	
subtotal, Burden-Salary	0	0	0	0	0	0	0	-2,454	-19,305	-20,962	-22,400	-14,240	-8,544	
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	-3,449	-12,176	-13,792	-15,150	-9,805	-5,883	
subtotal, Burden-Wage-Seasonal	0	0	0	0	0	0	-7,311	-34,917	-26,796	-22,316	-22,350	-28,010	-18,268	
Burden % - on all Payroll Direct	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	21.3%	23.0%	25.7%	26.5%	28.4%	25.1%	19.3%	
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	23.8%	29.1%	27.9%	33.5%	26.9%	16.2%		
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	47.8%	44.7%	48.5%	65.5%	47.0%	28.2%		
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	21.3%	21.9%	20.2%	18.5%	20.7%	16.7%		
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	21.3%	23.0%	24.3%	25.6%	26.0%	24.3%	18.8%	
PAYROLL TOTAL (Direct&Burden)	0	0	0	0	0	0	-41,678	-218,144	-284,713	-266,577	-270,800	-256,478	-162,222	
Burden % TL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	21.3%	23.0%	25.7%	26.5%	28.4%	25.1%	19.3%	
Payroll Taxes %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.0%	11.9%	11.3%	11.6%	12.1%	11.6%	9.6%	
Workers Comp %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	9.5%	7.3%	5.5%	5.2%	7.5%	6.1%	
Group Insurance %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	7.1%	9.4%	11.1%	6.0%	3.6%	
Retirement %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	0	0	0	0	-3,843	-7,665	-7,912	-8,280	-6,473	-3,884	
Employee Dev/Training	0	0	0	0	0	0	0	0	0	0	-100	0	0	
Employee Relations	0	0	0	0	0	0	-13	-212	0	-605	-272	-272	-166	
Uniforms	0	0	0	0	0	0	0	-267	-594	-375	-600	-412	-247	
Total Staff Expense	0	0	0	0	0	0	-13	-4,322	-8,259	-8,892	-9,180	-7,157	-4,297	
Cable/Sat TV Service	0	0	0	0	0	0	0	-372	-416	-416	-600	-505	-303	
Disposal Fees	0	0	0	0	0	0	0	-964	-684	-1,105	-900	-918	-551	
Electricity	0	0	0	0	0	0	0	-3,393	-3,509	-5,007	-3,000	-3,970	-2,382	
Natural Gas - Buildings	0	0	0	0	0	0	0	-1,817	-1,221	-2,343	-1,500	-1,794	-1,076	
Propane (LPG)	0	0	0	0	0	0	0	-20	-104	0	0	-41	-25	
Sewer Fees	0	0	0	0	0	0	0	-1,884	-5,412	-5,533	-5,520	-4,276	-2,566	
Water - Building/Facility	0	0	0	0	0	0	0	-501	-328	-488	-420	-439	-263	

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**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Alder Creek Cafe (155)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals				
						2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr		
								2016 Actual	2017 Actual						FORECAST	
															Jan-Jul Act	Aug-Dec Bdg
Water - Grounds	0	0	0	0	0	0	0	-311	-453	-258	0	-341	-204			
TOTAL UTILITIES	0	0	0	0	0	0	0	-9,261	-12,125	-15,461	-11,940	-12,282	-7,369			
SUPPLIES & MAINTENANCE EXPENSE																
Security Exp	0	0	0	0	0	0	0	0	-40	0	0	-13	-8			
Linen Service	0	0	0	0	0	0	-334	-3,853	-5,107	-5,081	-2,400	-4,680	-2,875			
Janitorial Services & Supplies	0	0	0	0	0	0	-325	-4,457	-6,039	-3,970	-3,600	-4,822	-2,958			
Pest Control	0	0	0	0	0	0	0	-315	-811	-864	-840	-663	-398			
Equipment Rental	0	0	0	0	0	0	0	-196	-1,219	-1,241	-724	0	-1,061			
Furniture and Office Equip	0	0	0	0	0	0	0	-720	-127	-50	-100	-299	-179			
Office Supplies	0	0	0	0	0	0	0	-80	-478	-570	-142	0	-397			
Toner Cartridges	0	0	0	0	0	0	0	0	-336	-93	0	0	-143			
Signs	0	0	0	0	0	0	0	0	0	0	-200	0	0			
Operating Supplies	0	0	0	0	0	0	-73	-709	-123	-97	-170	-310	-200			
Paper Products - Restaurant	0	0	0	0	0	0	-2,785	-7,125	-8,387	-6,966	-6,000	-7,493	-5,053			
Candle & TableTop Supplies	0	0	0	0	0	0	0	0	-9	-261	0	-90	-54			
Cleaning Supplies - Restaurant	0	0	0	0	0	0	-1,713	-2,660	-2,700	-4,444	-2,800	-3,268	-2,303			
Small Tools & Equipment	0	0	0	0	0	0	-177	-1,416	-884	-108	0	-803	-517			
Safety Equipment	0	0	0	0	0	0	0	0	-75	-7	0	-27	-16			
Spoilage	0	0	0	0	0	0	-51	-356	-2,146	-1,418	0	-1,307	-794			
Entertainment	0	0	0	0	0	0	-325	-4,400	-3,425	-1,000	-2,500	-2,942	-1,830			
Special Programs	0	0	0	0	0	0	0	-133	-577	0	0	-237	-142			
Catering Rentals	0	0	0	0	0	0	0	-592	-4,755	36	0	-1,770	-1,062			
Repairs & Maintenance																
General/PM	0	0	0	0	0	0	-96	-1,315	-1,113	-290	0	-906	-563			
Plumbing	0	0	0	0	0	0	0	-8	-469	-855	0	-491	-296			
Lighting and Electrical	0	0	0	0	0	0	-65	0	-14	-42	0	-19	-24			
HVAC	0	0	0	0	0	0	0	0	0	-108	0	-36	-22			
Fire Suppression	0	0	0	0	0	0	0	-708	-699	-604	-250	-670	-402			
Other Building	0	0	0	0	0	0	0	-16	0	-100	-200	-39	-23			
R&M Building	0	0	0	0	0	0	-169	-2,187	-2,295	-1,999	-450	-2,160	-1,330			
Asphalt	0	0	0	0	0	0	0	0	-305	0	0	-102	-61			
Snow Removal	0	0	0	0	0	0	0	-939	-704	0	0	-548	-329			
R&M Grounds (nonGolf)	0	0	0	0	0	0	0	-939	-1,009	0	0	-649	-390			
F&B Kitchen Equip	0	0	0	0	0	0	-61	-304	-1,893	-815	-270	-1,004	-615			
F&B Glass/Silver/China	0	0	0	0	0	0	0	-355	-496	-231	-350	-361	-216			
Other Operating Equip R&M	0	0	0	0	0	0	0	-300	0	0	0	-100	-60			
R&M Equipment	0	0	0	0	0	0	-61	-959	-2,389	-1,046	-620	-1,465	-891			
R&M subtotal	0	0	0	0	0	0	-230	-4,085	-5,693	-3,045	-1,070	-4,274	-2,611			
TOTAL SUPPLIES & MAINTENANCE	0	0	0	0	0	0	-6,290	-32,855	-42,801	-28,141	-19,680	-34,599	-22,017			
ADMINISTRATIVE & OTHER EXPENSE																
Public Relations	0	0	0	0	0	0	0	0	0	-104	0	-35	-21			
Promotion Expense	0	0	0	0	0	0	0	-23	0	-245	0	-89	-54			
Resort Advertising	0	0	0	0	0	0	0	0	-397	-1,604	-1,500	-667	-400			
Sales specific	0	0	0	0	0	0	0	-84	0	0	0	-28	-17			
Charitable Contributions	0	0	0	0	0	0	0	0	0	-478	0	-159	-96			
Community Relations	0	0	0	0	0	0	0	-341	0	0	0	-114	-68			
Licenses, Permits, Fees	0	0	0	0	0	0	0	-100	-1,120	-1,583	-539	-1,081	-668			
Postage - General	0	0	0	0	0	0	0	-3	-3	-6	0	-4	-2			
Credit Card Expense	0	0	0	0	0	0	0	-532	-5,363	-7,883	-6,255	-5,500	-6,500			
Over/Short	0	0	0	0	0	0	118	-105	-97	0	0	-67	-17			
Insurance Expense	0	0	0	0	0	0	0	-4,546	-3,400	-2,400	-2,400	-3,449	-2,069			
TOTAL ADMINISTRATIVE & OTHER EXPE	0	0	0	0	0	0	-514	-11,585	-13,362	-11,631	-9,700	-12,193	-7,418			
TOTAL OPERATING EXPENSES (OE)	0	0	0	0	0	0	-6,817	-58,022	-76,547	-64,124	-50,500	-66,231	-41,102			
TOTAL PAYROLL AND OPERATING EXPE	0	0	0	0	0	0	-48,495	-276,167	-361,260	-330,701	-321,300	-322,709	-203,324			

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
 Alder Creek Cafe (155)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	5 Year Average Years		2018 <i>Budget</i>	<i>Actuals</i> Average				
								2016 <i>Actual</i>	2017 <i>Actual</i>		2018 <i>FORECAST</i>	3-Yr	5-Yr		
														3 Year Average Years	
														Jan-Jul Act	Aug-Dec Bdg
N O R 1, before OH	0	0	0	0	0	0	-11,459	-42,353	-101,550	-141,684	-116,300	-95,196	-59,409		
N O R 2, after OH	0	0	0	0	0	0	-11,459	-42,353	-101,550	-141,684	-116,300	-95,196	-59,409		
T O C	0	0	0	0	0	0	-78,085	-396,050	-504,583	-438,299	-429,300	-446,311	-283,403		
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-85.3%	-89.3%	-79.9%	-64.3%	-72.9%	-77.8%	-63.8%		
NOR AFTER Assessment Revenue, Opera	0	0	0	0	0	0	-11,459	-42,353	-101,550	-141,684	-116,300	-95,196	-59,409		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Homeowners Association Consolidated**

	5 Year Average Years											Actuals			
	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>	2018 <i>Budget</i>	Average			
								2016 <i>Actual</i>	2017 <i>Actual</i>			2018 <i>FORECAST</i>	2018 <i>Budget</i>	3-Yr	5-Yr
Revenue															
<i>Food Discounts</i>	0	0	0	0	0	0	0	0	-3,267	-3,992	0	-2,420	-1,452		
InterDept Discounts	0	0	0	0	0	0	0	0	-3,267	-3,992	0	-2,420	-1,452		
Food subtotal	0	0	0	0	0	0	0	0	-3,267	-3,992	0	-2,420	-1,452		
InterDept Food Sales	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-3,267	-4,792	-2,000	-2,686	-2,032		
Other F&B subtotal	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-3,267	-4,792	-2,000	-2,686	-2,032		
Total Food and Beverage Revenue	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-6,534	-8,785	-2,000	-5,106	-3,484		
Sales - Firewood	8,585	10,170	11,840	9,028	6,380	5,240	5,988	6,090	4,663	4,775	5,000	5,176	5,351		
Sales - Timber	0	1,629	0	0	4,295	0	21,099	5,724	1,469	16,793	0	7,995	9,017		
Sales - Chips	22,985	34,947	23,057	0	20,649	6,860	5,402	1,803	17,863	0	0	6,555	6,385		
Sales - Retail	2,543	2,678	5,484	6,827	9,333	12,104	10,670	18,716	14,551	15,605	12,000	16,291	14,329		
Employee Discounts	-89	-107	-33	-124	-246	-321	-284	-449	-400	-259	0	-369	-342		
Discounts - Retail	-62	-145	-724	-460	-147	-607	-353	-1,102	-241	-2,079	0	-1,141	-877		
Promotion Discounts	0	0	-30	0	0	0	0	0	0	0	0	0	0		
Total Retail Product Revenue	33,962	49,172	39,594	15,271	40,263	23,275	42,522	30,781	37,904	34,834	17,000	34,507	33,863		
Rentals, Storage	0	0	0	0	0	0	0	0	0	12,650	0	4,217	2,530		
Total Lessons & Rental Revenue	0	0	0	0	0	0	0	0	0	12,650	0	4,217	2,530		
Aso - Fees	27,650	30,425	27,955	25,600	47,215	52,255	63,110	67,185	54,430	67,996	77,000	63,204	60,995		
Inspection Fees	14,896	16,090	17,770	16,730	21,870	24,665	29,905	33,700	24,135	31,495	30,000	29,777	28,780		
Fines	42,559	13,848	9,463	2,803	16,985	24,285	22,350	8,365	3,745	4,458	6,000	5,523	12,641		
Fines - Forestry	0	0	0	0	0	0	0	0	0	2,000	0	667	400		
Interest	47,562	25,348	14,329	9,272	5,252	3,379	6,803	24,515	50,433	55,764	12,120	43,571	28,179		
Late Charges	24,134	31,304	34,461	37,064	41,366	40,169	39,240	39,631	24,205	31,885	38,000	31,907	35,026		
Lien Fees	14,000	9,800	9,500	9,025	10,500	13,825	16,629	11,470	16,465	7,735	15,000	11,890	13,225		
Delinquency Fees	60,441	58,457	53,645	49,342	48,531	50,507	39,474	50,374	70,449	39,821	44,000	53,548	50,125		
Transfer Fees	76,128	81,575	81,328	98,085	100,965	91,385	93,740	154,795	165,935	144,570	139,000	155,100	130,085		
NSF Charges	-60	-20	20	40	-170	-90	-150	-40	110	30	0	33	-28		
Shopping Bags	0	0	0	0	0	139	14	0	0	0	0	0	31		
Communications Ad Revenue	178,834	191,631	193,858	186,248	171,171	206,011	197,557	178,278	184,934	206,722	213,000	189,978	194,700		
Lease Revenue	0	0	0	5,750	6,000	15,800	29,151	33,677	24,645	29,224	30,000	29,182	26,499		
Other Revenue	24,336	28,978	24,926	24,589	22,317	30,894	29,047	35,947	35,006	19,395	30,880	30,116	30,058		
Forestry Grant Revenue	69,756	0	76,280	25,600	74,114	0	0	44,000	1,645	0	0	15,215	9,129		
Total Other Revenue	580,234	487,434	543,535	490,149	566,116	553,224	566,871	681,896	656,137	641,094	635,000	659,709	619,845		
GROSS REVENUE (GREV)	614,196	529,291	575,359	503,906	603,212	576,499	607,293	712,678	687,508	679,794	650,000	693,327	652,754		
COST OF GOODS SOLD (COGS)															
<i>Retail Product Cogs</i>	<i>-2,592</i>	<i>0</i>	<i>-160</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>		
Total COGS	-2,592	0	-160	0	0	0	0	0	0	0	0	0	0		
Total Cogs / GREV %	-00.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Retail Product Cogs / Retail Revenue %	-07.6%	00.0%	-00.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Retail Product Cogs / Retail Revenue,preD	-07.6%	00.0%	-00.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Gross Margin (GREV-COGS)	611,604	529,291	575,199	503,906	603,212	576,499	607,293	712,678	687,508	679,794	650,000	693,327	652,754		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-1,208,273	-1,223,677	-1,236,210	-1,350,793	-1,453,964	-1,489,158	-1,590,336	-1,655,672	-1,718,768	-1,970,834	-1,940,600	-1,781,758	-1,684,953		
Wages - FTRRegular	-963,992	-972,144	-920,921	-845,985	-968,594	-940,391	-1,007,991	-1,100,286	-1,238,323	-1,333,102	-1,358,039	-1,223,904	-1,124,019		
Wages - Seasonal	-341,301	-376,756	-465,631	-432,295	-487,529	-373,312	-418,528	-516,001	-592,545	-577,061	-574,761	-561,869	-495,489		
Wages-FTR-Commissions	-205	0	0	-100	0	-137	0	-23,280	-800	-800	0	-8,293	-5,003		
Wages-Seasonal-Commissions	-2,000	-2,700	-1,400	-12,165	-19,664	-32,006	-32,064	-1,604	-2,100	-100	0	-1,268	-13,575		
Incentive Program, Exempt	-158,424	-162,546	-159,033	-256,352	-190,014	-269,221	-221,391	-308,235	-223,954	-235,330	-132,000	-255,840	-251,626		
08/17/18	Homeowners Association Consolidated												126		
D0709 PNL09yrANN															

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Homeowners Association Consolidated**

	5 Year Average Years									2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Incentive Program, FTR, NonExempt	-51,510	-34,354	-32,723	-50,460	-41,304	-66,403	-46,886	-66,737	-59,776	-65,409	-36,000	-63,974	-61,042	
Incentive Program, Seasonal, NonExempt	-8,536	-11,406	-12,575	-9,287	-19,264	-8,102	-9,216	-25,618	-7,858	-7,463	-10,000	-13,646	-11,651	
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	253,780	312,418	273,000	273,000	279,733	167,840	
Total Salaries & Wages, DIRECT	-2,734,241	-2,783,583	-2,828,493	-2,957,437	-3,180,334	-3,178,730	-3,326,412	-3,443,652	-3,531,708	-3,917,099	-3,778,400	-3,630,820	-3,479,520	
Salaries sub-total	-1,366,697	-1,386,223	-1,395,243	-1,607,145	-1,643,979	-1,758,378	-1,811,727	-1,710,126	-1,630,305	-1,933,164	-1,799,600	-1,757,865	-1,768,740	
Wage sub-total	-1,367,544	-1,397,360	-1,433,250	-1,350,292	-1,536,355	-1,420,351	-1,514,686	-1,733,526	-1,901,403	-1,983,935	-1,978,800	-1,872,955	-1,710,780	
Wage-FTR subsubtotal	-1,015,707	-1,006,499	-953,644	-896,545	-1,009,898	-1,006,931	-1,054,877	-1,190,303	-1,298,900	-1,399,311	-1,394,039	-1,296,171	-1,190,064	
Wage-Seasonal subsubtotal	-351,837	-390,862	-479,606	-453,746	-526,457	-413,420	-459,808	-543,223	-602,503	-584,624	-584,761	-576,783	-520,716	
Payroll Direct as a % of Revenue	-445.2%	-525.9%	-491.6%	-586.9%	-527.2%	-551.4%	-547.7%	-483.2%	-513.7%	-578.2%	-581.3%	-525.0%	-534.8%	
PTO net\$ accrual, in Salaries	-20,689	-18,856	-22,770	9,157	7,536	-12,509	-111	-35,752	-19,947	-18,504	-17,177	-24,734	-17,365	
PTO net\$ accrual, in Wages FTR	-3,595	1,516	-214	291	-1,988	1,355	1,271	-7,576	-6,681	-10,577	-12,000	-8,278	-4,441	
PTO net accrual, in PD Total	-24,284	-17,340	-22,983	9,448	5,548	-11,154	1,160	-43,328	-26,627	-29,081	-29,177	-33,012	-21,806	
PAYROLL BURDEN														
Payroll Taxes	-230,878	-226,945	-236,319	-249,281	-271,086	-269,256	-279,424	-315,607	-337,093	-378,768	-380,700	-343,823	-316,030	
Workers Compensation	-62,233	-63,200	-62,828	-69,138	-70,787	-120,680	-123,032	-129,953	-129,757	-113,638	-116,900	-124,449	-123,412	
Group Insurance	-441,689	-421,487	-398,566	-384,515	-412,898	-384,105	-335,140	-364,404	-362,972	-456,640	-502,400	-394,672	-380,652	
Retirement Plan	-44,428	-45,674	-46,557	-55,491	-91,627	-74,693	-119,723	-112,309	-110,768	-134,288	-159,000	-119,122	-110,356	
Capitalized Payroll Burden	0	0	0	0	0	0	0	41,220	55,281	42,000	42,000	46,167	27,700	
PAYROLL BURDEN Total	-779,229	-757,306	-744,270	-758,425	-846,488	-848,734	-857,318	-881,053	-885,309	-1,041,334	-1,117,000	-935,899	-902,750	
subtotal, Burden-Salary	-340,895	-329,356	-330,850	-355,608	-414,035	-425,067	-443,877	-454,276	-435,406	-508,699	-530,400	-466,127	-453,465	
subtotal, Burden-Wage-FTR	-388,785	-372,980	-347,684	-339,101	-355,664	-352,219	-336,425	-374,386	-400,783	-474,998	-534,420	-416,722	-387,762	
subtotal, Burden-Wage-Seasonal	-49,549	-54,970	-65,736	-63,716	-76,789	-71,448	-76,991	-93,611	-104,402	-99,637	-94,180	-99,216	-89,218	
Burden % - on all Payroll Direct	28.5%	27.2%	26.3%	25.6%	26.6%	26.7%	25.8%	25.6%	25.1%	24.4%	29.6%	25.0%	25.5%	
Burden % - Salary	24.9%	23.8%	23.7%	22.1%	25.2%	24.2%	24.5%	26.6%	26.7%	24.3%	29.5%	25.9%	25.2%	
Burden % - Wage-FTR	38.3%	37.1%	36.5%	37.8%	35.2%	35.0%	31.9%	31.5%	30.9%	30.8%	38.3%	31.0%	32.0%	
Burden % - Wage-Seasonal	14.1%	14.1%	13.7%	14.0%	14.6%	17.3%	16.7%	17.2%	17.3%	18.0%	16.1%	17.5%	17.3%	
Burden % - Wage-FTR&Seasonal	32.1%	30.6%	28.8%	29.8%	28.1%	29.8%	27.3%	27.0%	26.6%	26.7%	31.8%	26.8%	27.5%	
PAYROLL TOTAL (Direct&Burden)	-3,513,470	-3,540,889	-3,572,762	-3,715,862	-4,026,822	-4,027,464	-4,183,731	-4,324,706	-4,417,017	-4,958,433	-4,895,400	-4,566,718	-4,382,270	
Burden % TL	28.5%	27.2%	26.3%	25.6%	26.6%	26.7%	25.8%	25.6%	25.1%	24.4%	29.6%	25.0%	25.5%	
Payroll Taxes %	8.4%	8.2%	8.4%	8.4%	8.5%	8.5%	8.4%	9.2%	9.5%	9.4%	10.1%	9.4%	9.0%	
Workers Comp %	2.3%	2.3%	2.2%	2.3%	2.2%	2.3%	3.7%	3.8%	3.7%	2.8%	3.1%	3.4%	3.5%	
Group Insurance %	16.2%	15.1%	14.1%	13.0%	13.0%	12.1%	10.1%	10.6%	10.3%	10.5%	13.3%	10.4%	10.7%	
Retirement %	1.6%	1.6%	1.6%	1.9%	2.9%	2.3%	3.6%	3.3%	3.1%	2.9%	4.2%	3.1%	3.0%	
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-1.2%	-1.6%	-1.0%	-1.1%	-1.3%	-0.8%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	-33	0	0	0	-24	0	0	0	-8	-5	
Employee Housing expenses	0	0	0	0	0	0	0	0	-89	0	0	-30	-18	
Educational Reimbursement	0	0	-334	0	0	0	0	-6,000	0	0	0	-2,000	-1,200	
Employee Recruiting	-69,968	-16,466	-4,332	-4,515	-1,904	-1,306	-3,063	-6,735	-38,673	-14,008	-10,000	-19,806	-12,757	
Employee Dev/Training	-21,193	-16,272	-20,367	-21,438	-14,831	-5,602	-9,065	-15,847	-8,188	-21,349	-21,774	-15,128	-12,010	
Employee Relations	-30,092	-21,072	-22,825	-23,355	-23,289	-25,435	-36,346	-30,592	-36,733	-30,582	-32,148	-32,636	-31,938	
PreEmployment Testing	-24,292	-30,475	-15,918	-13,561	-20,279	-9,468	-17,663	-13,896	-12,084	-22,874	-19,000	-16,285	-15,197	
EAP Services	-14,752	-10,619	-9,069	-9,284	-10,205	-9,928	-10,271	-11,944	-12,101	-7,468	-6,600	-10,504	-10,342	
Benefit Administration Services	-21,510	-22,174	-25,059	-15,837	-9,982	-9,559	-11,419	-21,631	-30,557	-26,974	-16,000	-26,387	-20,028	
Uniforms	-5,547	-14,059	-6,697	-6,670	-10,358	-4,225	-4,125	-9,948	-5,591	-7,775	-10,928	-7,771	-6,333	
Seminars & Conferences	-8,475	-7,910	-8,538	-6,157	-7,933	-10,614	-7,698	-2,248	-5,532	-11,691	-23,470	-6,491	-7,557	
Travel/Meeting Expense	-8,912	-4,960	-8,584	-7,644	-18,419	-9,403	-13,433	-22,198	-20,600	-22,653	-22,830	-18,484	-15,658	
Total Staff Expense	-204,741	-144,007	-121,721	-108,493	-117,200	-85,539	-113,084	-141,063	-170,149	-155,375	-162,750	-155,529	-133,042	
Telephone	-74,238	-92,544	-96,624	-108,822	-121,374	-146,490	-153,660	-141,805	-154,482	-133,093	-129,100	-143,127	-145,906	
Cable/Sat TV Service	-3,139	-4,490	-4,490	-4,971	-4,100	-9,584	-11,089	-9,180	-8,407	-7,189	-10,150	-8,259	-9,090	
Disposal Fees	-22,449	-24,470	-28,097	-23,121	-28,074	-23,130	-20,115	-15,451	-15,253	-18,426	-19,100	-16,377	-18,475	
Electricity	-45,197	-44,598	-45,327	-45,772	-44,676	-44,118	-46,015	-48,446	-50,334	-48,297	-48,420	-49,026	-47,442	
Natural Gas - Buildings	-23,338	-22,526	-13,219	-8,081	-9,249	-11,509	-12,675	-15,158	-14,374	-11,870	-14,000	-13,801	-13,117	
Fuel & Oil	-43,102	-52,909	-64,586	-63,551	-62,056	-49,423	-40,701	-37,374	-55,629	-54,583	-58,790	-49,195	-47,542	
Propane (LPG)	0	-156	-13,215	-7,777	-3,137	-1,231	-632	-1,692	-1,253	-1,979	-1,900	-1,641	-1,357	
Sewer Fees	-6,425	-6,552	-6,639	-6,639	-6,639	-6,639	-6,639	-6,639	-6,734	-7,301	-7,620	-6,891	-6,790	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Homeowners Association Consolidated**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Water - Building/Facility	-6,678	-5,535	-5,601	-5,387	-6,892	-6,802	-6,618	-7,780	-7,164	-6,837	-7,900	-7,260	-7,040	
Water - Grounds	0	0	0	0	0	0	-221	0	-220	0	0	-73	-88	
TOTAL UTILITIES	-224,567	-252,823	-277,797	-274,122	-286,198	-298,926	-298,364	-283,524	-313,850	-289,575	-296,980	-295,650	-296,848	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-7,487	-8,134	-8,389	-9,110	-11,682	-10,686	-11,151	-15,248	-16,632	-12,733	-12,000	-14,871	-13,290	
Hazardous Waste Clean Up	-15	0	-2,099	-65	-7,507	0	0	0	0	0	0	0	0	
Linen Service	0	0	0	0	-63	-40	0	-88	0	0	0	-29	-26	
Janitorial Services & Supplies	-21,518	-22,424	-24,037	-26,772	-30,371	-29,831	-35,688	-29,101	-29,781	-30,554	-29,400	-29,812	-30,991	
Pest Control	-500	-496	-594	-399	-338	-381	-2,044	-2,284	-2,124	-2,217	-2,400	-2,208	-1,810	
Contract Fees	-10,206	-8,984	-25,213	-14,803	-16,210	-10,302	-8,585	-5,582	-25,500	-68,850	-53,312	-33,310	-23,764	
Contract Labor	0	0	0	0	0	0	0	0	-40,110	-1,654	0	-13,921	-8,353	
Equipment Rental	-179	-4,400	-410	-278	-30	-1,095	0	-4,724	-1,551	-2,272	-3,600	-2,849	-1,928	
Rental Property Expense	-2,541	-2,903	-1,473	-1,685	-2,279	-1,862	-1,158	-1,142	0	-1,150	-2,100	-764	-1,062	
Mbr Srv - Retail COGS	0	-1,526	-3,300	-2,824	-5,263	-6,149	-5,049	-10,263	-7,637	-7,522	-7,400	-8,474	-7,324	
Printed Forms/Ticket Stock	-803	-906	-1,682	-2,394	-6,022	-1,030	-446	-1,461	-2,819	-2,172	-3,450	-2,151	-1,586	
Computer Software	0	-1,442	-114	-255	-944	-109	-3,819	-4,681	-5,735	-4,764	-5,300	-5,060	-3,822	
Computer Hardware	0	-829	-879	0	-997	-252	-769	-368	-210	-994	-2,200	-524	-519	
Furniture and Office Equip	-2,378	-4,704	-2,177	-616	-2,681	-216	-2,623	-5,337	-2,584	-3,587	-3,340	-3,836	-2,869	
Office Supplies	-22,254	-22,916	-23,168	-31,992	-31,045	-18,616	-18,839	-17,338	-16,408	-16,512	-21,680	-16,753	-17,543	
Toner Cartridges	0	0	0	0	0	-11,043	-18,940	-18,588	-18,105	-15,547	-19,360	-17,413	-16,444	
Signs	-129	-902	-622	-557	-3,305	-274	-608	-467	-692	-500	-400	-553	-508	
Operating Supplies	-19,785	-18,437	-15,294	-12,428	-15,800	-9,460	-13,016	-12,325	-16,981	-21,178	-16,840	-16,828	-14,592	
Candle & TableTop Supplies	0	0	-91	0	0	0	0	0	0	0	0	0	0	
Small Tools & Equipment	-2,328	-5,343	-2,000	-1,923	-2,730	-3,541	-1,577	-5,193	-2,270	-3,718	-4,400	-3,727	-3,259	
Safety Equipment	-9,898	-9,676	-8,398	-6,326	-9,349	-7,517	-5,944	-8,475	-7,970	-7,262	-9,700	-7,902	-7,434	
Spoilage	-2,851	0	0	0	0	0	0	0	0	0	0	0	0	
Entertainment	-71	-200	-124	0	0	0	-133	0	-20	0	0	-7	-31	
Recreation Programs	0	0	0	-142	0	0	0	0	0	0	0	0	0	
Special Programs	0	-65	-191	-324	-722	0	-682	0	0	-100	0	-33	-156	
Repairs & Maintenance														
General/PM	0	0	-4,298	-4,209	-13,683	-8,520	-8,637	-10,193	-15,873	-7,028	-3,600	-11,031	-10,050	
Plumbing	0	0	-132	-1,107	-1,560	-194	-94	-448	-31	-123	0	-200	-178	
Lighting and Electrical	-24	-66	-994	-1,527	-1,840	-1,081	-2,104	-1,876	-1,443	-1,083	-1,480	-1,467	-1,517	
HVAC	0	0	-1,039	-903	-808	-2,124	-372	-81	-5	-27	0	-38	-522	
Carpentry	0	0	0	-413	0	-18	-43	-137	0	0	0	-46	0	
Elevators	0	0	-742	-2,034	-2,943	-2,527	-2,475	-2,309	-3,371	-1,650	0	-2,443	-2,466	
Fire Suppression	0	0	-45	-1,409	-1,085	-1,461	-1,472	-1,362	-3,542	-1,461	0	-2,122	-1,860	
Painting	0	0	-84	-49	-211	-75	-195	-8	0	0	0	-3	-56	
MaintDept Labor Charges (inactive)	-8,331	0	0	-17	0	0	0	0	0	0	0	0	0	
Other Building	-16,174	-33,141	-7,413	-9,192	-9,136	-2,110	-3,782	-3,988	-4,119	-7,738	-15,050	-5,282	-4,348	
R&M Building	-24,529	-33,206	-14,747	-20,860	-31,266	-18,110	-19,173	-20,403	-28,384	-19,109	-20,130	-22,632	-21,036	
Asphalt	0	0	-54	-20	0	0	-66	0	-778	0	0	-259	-169	
GrassFlowersSeedFertilizers	0	0	-600	0	0	0	0	0	0	0	-1,500	0	0	
Snow Removal	-10,297	-13,972	-15,922	-15,002	-18,218	-16,751	-19,682	-24,117	-52,421	-29,036	-19,700	-35,191	-28,401	
Other Grounds Maint	-6,472	-4,357	-8,020	-8,122	-8,737	-8,596	-8,262	-9,880	-9,112	-8,900	-8,400	-9,297	-8,950	
R&M Grounds (nonGolf)	-16,769	-18,329	-24,596	-23,144	-26,955	-25,347	-28,010	-33,997	-62,311	-37,936	-29,600	-44,748	-37,520	
Golf Carts Fleet	0	-60	0	0	-101	0	-90	-293	0	0	0	-98	-77	
Rolling, Heavy	-24,572	-19,653	-51,487	-32,969	-42,945	-24,543	-23,117	-28,902	-44,267	-37,670	-40,350	-36,946	-31,700	
Rolling, Car/Truck/Bus/Van	-25,652	-23,565	-31,990	-37,707	-34,008	-35,795	-41,253	-38,969	-46,362	-46,559	-31,600	-43,963	-41,787	
F&B Kitchen Equip	0	-225	0	-145	0	0	0	0	0	0	0	0	0	
Fitness Equipment	0	0	0	0	0	-241	0	0	0	0	0	0	-48	
Office Equip R&M	0	0	-99	-537	-60	-511	-260	0	0	-800	-1,580	-267	-314	
Computer Software Maint	-2,400	-40,990	-44,883	-52,354	-49,399	-46,746	-49,727	-48,632	-49,112	-51,600	-60,330	-49,781	-49,163	
Computer Hardware Maint	0	-13,944	-13,962	-5,794	-10,282	-5,594	-5,897	-5,231	-5,883	-5,537	-6,590	-5,550	-5,628	
Other Operating Equip R&M	-50,054	-8,514	-6,418	-3,497	-3,552	-1,612	-2,218	-2,282	-1,069	-3,428	-5,400	-2,260	-2,122	
R&M Equipment	-102,677	-106,951	-148,838	-133,003	-140,346	-115,042	-122,562	-124,309	-146,692	-145,594	-145,850	-138,865	-130,840	
Fertilizer	0	-15	-54	0	0	0	0	0	0	0	0	0	0	
Sand, Gravel, Rock	0	0	-300	0	0	-338	0	-928	0	0	0	-309	-253	
R&M Golf Course	0	-15	-354	0	0	-338	0	-928	0	0	0	-309	-253	
Forestry Grants	-71,252	0	-76,280	0	0	0	0	0	0	0	0	0	0	
Forestry Management	-273,817	-317,875	-286,920	-102,862	-380,447	-93,795	-324,903	-285,386	-187,318	-199,282	-189,500	-223,995	-218,137	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Homeowners Association Consolidated**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
R&M Forestry	-345,068	-317,875	-363,200	-102,862	-380,447	-93,795	-324,903	-285,386	-187,318	-199,282	-189,500	-223,995	-218,137
Contra - Inter-Dept. Charges	120,424	101,205	131,783	266,717	306,174	301,392	342,625	126,368	162,123	129,958	108,300	139,483	212,493
R&M subtotal	-368,619	-375,172	-419,953	-13,152	-272,840	48,761	-152,023	-338,653	-262,582	-271,963	-276,780	-291,066	-195,292
TOTAL SUPPLIES & MAINTENANCE	-471,559	-489,459	-540,207	-126,044	-420,178	-63,643	-283,094	-481,318	-459,708	-475,247	-473,662	-472,091	-352,602
ADMINISTRATIVE & OTHER EXPENSE													
Audit & Tax Services	-34,300	-35,809	-29,909	-26,500	-26,500	-26,750	-24,750	-28,750	-27,027	-27,000	-27,000	-27,592	-26,855
Consulting Expense	-9,453	-3,352	-1,493	-1,615	-4,998	-8,220	-6,850	-5,752	-12,276	-14,124	-26,220	-10,717	-9,444
Po Survey	-3,044	0	0	0	-429	0	0	0	-408	-7,025	-10,000	-2,478	-1,487
Legal Services	-104,401	-30,398	-31,771	-36,976	-89,125	22,809	-46,816	-48,352	-67,310	-144,196	-110,000	-86,619	-56,773
Public Relations	-3,438	-5,992	-5,360	-6,929	-13,166	-4,624	-5,009	-12,574	-6,162	-2,394	-2,000	-7,043	-6,152
Promotion Expense	-188	-313	0	-893	-400	-325	-5	-258	0	-1,156	0	-471	-349
Resort Advertising	-11,707	-6,978	-7,567	-18,412	-14,987	-6,717	-13,122	-18,926	-6,100	-15,938	-25,000	-13,655	-12,161
Brochure Distribution	0	0	0	0	0	0	0	0	-850	0	0	-283	-170
Sales specific	0	0	0	-1,656	-2,790	-3,273	-3,047	-5,577	-764	0	0	-2,114	-2,532
Charitable Contributions	-2,092	-2,440	-4,413	-4,200	-3,815	-1,019	-6,898	-8,812	-8,580	-10,687	-4,200	-9,360	-7,199
Community Relations	-350	0	0	0	-4,674	-415	-3,511	-8,497	-10,916	-10,915	-11,660	-10,109	-6,851
Dues & Subscriptions	-8,455	-9,778	-7,753	-8,392	-10,396	-11,483	-14,303	-14,110	-16,205	-12,975	-11,240	-14,430	-13,815
Licenses, Permits, Fees	-61,146	-60,941	-77,938	-56,080	-69,990	-63,797	-63,325	-66,705	-64,715	-83,463	-62,460	-71,628	-68,401
Mileage Reimbursement	-5,249	-5,294	-3,376	-5,479	-6,515	-3,494	-3,850	-2,897	-3,329	-2,436	-2,730	-2,887	-3,201
Board Expense	-10,447	-9,418	-23,356	-15,870	-13,546	-12,052	-12,706	-10,115	-63,030	-85,825	-16,400	-52,990	-36,745
Annual Meeting Expense	-21,648	-23,020	-3,272	-30,652	-26,487	-25,349	-10,816	-36,725	-39,068	-39,011	-30,000	-38,268	-30,194
Postage - TDNews	-24,875	-27,897	-25,910	-30,344	-29,367	-28,068	-31,817	-30,392	-29,881	-37,574	-30,450	-32,616	-31,546
Postage - Value Line	-875	0	-1,570	0	0	0	0	0	0	0	0	0	0
Postage - General	-16,777	-11,745	-10,261	-10,020	-8,370	-8,121	-11,906	-11,085	-8,879	-11,263	-13,860	-10,409	-10,251
Assessment Billing	-4,027	-4,087	-4,215	-6,127	-8,432	-9,210	-6,995	-7,359	-7,928	-13,682	-9,000	-9,657	-9,035
Digital Content	0	0	0	0	0	0	0	-4,550	-13,017	-15,035	-6,288	-10,867	-6,520
Printing - TD News	-100,450	-97,931	-113,469	-107,832	-116,980	-113,591	-107,622	-110,621	-109,093	-79,584	-84,400	-99,766	-104,102
Printing - Brochures	-30,904	-32,507	-31,850	-36,485	-38,841	-34,297	-37,477	-30,006	-41,017	-19,169	-18,900	-30,064	-32,393
Printing - Other	-3,373	-1,861	-2,588	-1,422	-2,094	-2,241	-1,045	-662	-612	-849	-100	-707	-1,082
Claims Expense	-17,097	-7,316	-35,212	-8,054	-8,792	-18,476	-31,164	-15,755	-64,832	-7,704	-5,000	-29,430	-27,586
Fines and Penalties	0	-4,286	0	0	0	-5,310	0	0	0	0	0	0	-1,062
Bad Debt Expense	-65,553	-35,603	-43,726	-28,419	-26,545	-3,152	-24,510	-16,744	-822	-15,000	-15,000	-10,855	-12,045
Credit Card Expense	-10,580	-9,559	-10,354	-10,340	-13,067	-12,504	-12,155	-11,496	-15,062	-17,073	-14,500	-14,544	-13,658
Over/Short	7	133	11	-23	-39	416	46	-350	-513	-24	0	-296	-85
Inter-Department Food Costs	0	7,316	7,770	945	3,167	0	0	0	3,267	4,332	1,200	2,533	1,520
Lease Expense	-1,649	-305	-305	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	-10,000	-24,000	-3,333	-2,000
Insurance Expense	-159,371	-116,970	-112,133	-119,829	-146,643	-136,864	-155,382	-132,504	-145,335	-174,000	-174,000	-150,613	-148,817
Taxes - Property	-124,783	-105,212	-111,950	-180,114	-142,718	-156,046	-174,938	-184,761	-218,368	-232,416	-233,000	-211,849	-193,306
Taxes - Income	-28,956	-59,675	23,296	33,176	-16,278	-14,311	-36,700	-30,108	-665	-45,000	-45,000	-25,257	-25,357
TOTAL ADMINISTRATIVE & OTHER EXPE	-865,181	-701,238	-668,675	-718,539	-842,818	-686,481	-846,670	-854,185	-979,754	-1,131,187	-1,011,208	-988,375	-899,655
TOTAL OPERATING EXPENSES (OF)	-1,766,049	-1,587,526	-1,608,400	-1,227,198	-1,666,394	-1,134,589	-1,541,211	-1,760,090	-1,923,461	-2,051,384	-1,944,600	-1,911,645	-1,682,147
TOTAL PAYROLL AND OPERATING EXPE	-5,279,519	-5,128,415	-5,181,162	-4,943,060	-5,693,216	-5,162,053	-5,724,942	-6,084,796	-6,340,478	-7,009,817	-6,840,000	-6,478,364	-6,064,417
N O R 1, before OH	-4,667,915	-4,599,125	-4,605,963	-4,439,154	-5,090,003	-4,585,554	-5,117,649	-5,372,118	-5,652,970	-6,330,023	-6,190,000	-5,785,037	-5,411,663
N O R 2, after OH	-4,667,915	-4,599,125	-4,605,963	-4,439,154	-5,090,003	-4,585,554	-5,117,649	-5,372,118	-5,652,970	-6,330,023	-6,190,000	-5,785,037	-5,411,663
T O C	-5,282,111	-5,128,415	-5,181,322	-4,943,060	-5,693,216	-5,162,053	-5,724,942	-6,084,796	-6,340,478	-7,009,817	-6,840,000	-6,478,364	-6,064,417
REV to TOC (CRR%)	-11.6%	-10.3%	-11.1%	-10.2%	-10.6%	-11.2%	-10.6%	-11.7%	-10.8%	-09.8%	-09.5%	-10.8%	-10.8%
Assessment Revenue, Operating Fund	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,085,000	6,085,000	6,449,582	6,245,429
NOR AFTER Assessment Revenue, Opera	-174,115	-100,933	-107,963	58,846	27,852	862,046	1,313,151	1,580,927	657,730	-245,023	-105,000	664,544	833,766

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
General (005)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average		
								3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016 Actual	2017 Actual				
								Jan-Jul Act	Aug-Dec Bdg				
Revenue													
COST OF GOODS SOLD (COGS)													
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-12,493	-26,250	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-36,032	-41,506	-52,800	-37,771	-35,984
Wages - FTRRegular	-41,842	-40,815	0	0	0	0	0	0	0	-5,000	-12,000	-1,667	-1,000
Wages - Seasonal	0	-1,100	0	0	0	0	0	0	0	0	0	0	0
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-5,130	-1,234	0	-2,121	-1,273
Incentive Program, FTR, NonExempt	-344	-137	0	0	0	0	0	0	0	0	0	0	0
Total Salaries & Wages, DIRECT	-54,679	-68,302	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-41,162	-47,740	-64,800	-41,559	-38,257
Salaries sub-total	-12,493	-26,250	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-41,162	-42,740	-52,800	-39,892	-37,257
Wage sub-total	-42,186	-42,052	0	0	0	0	0	0	0	-5,000	-12,000	-1,667	-1,000
Wage-FTR subsubtotal	-42,186	-40,952	0	0	0	0	0	0	0	-5,000	-12,000	-1,667	-1,000
Wage-Seasonal subsubtotal	0	-1,100	0	0	0	0	0	0	0	0	0	0	0
PTO net\$ accrual, in Salaries	-425	0	0	16	114	-1,392	82	-1,574	-1,261	-6,222	-18,000	-3,019	-2,073
PTO net\$ accrual, in Wages FTR	-865	-1,161	0	0	0	0	0	0	0	-5,000	-12,000	-1,667	-1,000
PTO net accrual, in PD Total	-1,291	-1,161	0	16	114	-1,392	82	-1,574	-1,261	-11,222	-30,000	-4,685	-3,073
PAYROLL BURDEN													
Payroll Taxes	-4,217	-4,857	-1,137	-1,454	-1,701	-1,615	-2,064	-1,921	-2,053	-3,741	-5,600	-2,572	-2,279
Workers Compensation	-1,918	-1,806	-119	-148	-153	-276	-412	-313	-296	-272	-300	-294	-314
Group Insurance	-12,518	-12,329	-1,476	-1,460	-1,551	-1,356	-1,207	-1,197	-1,150	-1,436	-1,600	-1,261	-1,269
Retirement Plan	-996	0	0	-1,025	-4,577	-3,931	-5,787	-4,677	-730	-162	-500	-1,856	-3,057
PAYROLL BURDEN Total	-19,649	-18,991	-2,733	-4,088	-7,982	-7,178	-9,470	-8,109	-4,228	-5,612	-8,000	-5,983	-6,919
subtotal, Burden-Salary	-3,381	-3,112	-2,650	-4,088	-7,982	-7,128	-9,445	-8,109	-4,228	-5,612	-8,000	-5,983	-6,904
subtotal, Burden-Wage-FTR	-16,267	-15,667	-82	0	0	-50	0	0	0	0	0	0	-10
subtotal, Burden-Wage-Seasonal	0	-213	0	0	0	0	0	0	0	0	0	0	0
Burden % - on all Payroll Direct	35.9%	27.8%	10.6%	14.8%	25.4%	21.8%	28.1%	22.7%	10.3%	10.7%	12.3%	14.6%	18.7%
Burden % - Salary	27.1%	11.9%	10.2%	14.8%	25.4%	21.6%	28.1%	22.7%	10.3%	10.9%	15.2%	14.6%	18.7%
Burden % - Wage-FTR	38.6%	38.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Burden % - Wage-Seasonal	0.0%	19.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Burden % - Wage-FTR&Seasonal	38.6%	37.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PAYROLL TOTAL (Direct&Burden)	-74,328	-87,293	-28,608	-31,634	-39,431	-40,115	-43,141	-43,882	-45,391	-53,351	-72,800	-47,541	-45,176
Burden % TL	35.9%	27.8%	10.6%	14.8%	25.4%	21.8%	28.1%	22.7%	10.3%	10.7%	12.3%	14.6%	18.7%
Payroll Taxes %	7.7%	7.1%	4.4%	5.3%	5.4%	4.9%	6.1%	5.4%	5.0%	6.7%	8.6%	5.7%	5.6%
Workers Comp %	3.5%	2.6%	0.5%	0.5%	0.5%	0.8%	1.2%	0.9%	0.7%	0.6%	0.5%	0.7%	0.9%
Group Insurance %	22.9%	18.1%	5.7%	5.3%	4.9%	4.1%	3.6%	3.3%	2.8%	3.6%	2.5%	3.2%	3.5%
Retirement %	1.8%	0.0%	0.0%	3.7%	14.6%	11.9%	17.2%	13.1%	1.8%	-0.2%	0.8%	4.9%	8.8%
OPERATING EXPENSES (OE)													
Employee Recruiting	-54,269	0	0	0	0	0	0	0	0	0	0	0	0
Employee Dev/Training	0	0	0	7	0	0	0	0	0	0	0	0	0
Employee Relations	-47	0	0	-149	0	0	0	0	0	0	0	0	0
PreEmployment Testing	0	0	-35	0	0	0	0	0	0	0	0	0	0
Uniforms	0	-110	0	0	0	0	0	0	0	0	0	0	0
Seminars & Conferences	0	0	-85	0	0	0	0	0	0	0	0	0	0

General (005)

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Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
General (005)

	5 Year Average Years									2018 Budget	Actuals Average				
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016 Actual	2017 Actual						2018 FORECAST
								Jan-Jul Act							Aug-Dec Bdg
Travel/Meeting Expense	-1,590	-331	0	0	0	0	0	0	-307	-81	0	-129	-78		
Total Staff Expense	-55,906	-442	-120	-142	0	0	0	0	-307	-81	0	-129	-78		
Telephone	-1,590	-2,017	-1,231	-1,310	-1,698	-1,802	-1,799	-1,639	-1,398	-1,533	-1,800	-1,523	-1,634		
Cable/Sat TV Service	-1,318	-1,596	-1,894	-2,816	-1,436	-1,507	-1,603	0	0	-1,207	-1,500	-402	-863		
Disposal Fees	-9,720	-10,460	-11,325	-10,818	-10,853	-11,153	-10,660	-8,600	-8,960	-11,633	-11,400	-9,731	-10,201		
Electricity	-32,115	-32,182	-32,619	-32,215	-31,577	-30,759	-33,127	-34,727	-37,820	-38,286	-34,000	-36,944	-34,944		
Natural Gas - Buildings	-11,890	-12,631	-12,310	-7,614	-7,977	-8,282	-9,268	-11,311	-10,243	-8,888	-10,000	-10,147	-9,598		
Fuel & Oil	-60	0	20	-38	4	-407	20	-189	-301	-16	0	-169	-179		
Propane (LPG)	0	0	0	0	306	0	0	0	0	0	0	0	0		
Sewer Fees	-4,154	-4,244	-4,305	-4,305	-4,941	-4,941	-4,941	-4,941	-5,018	-5,486	-5,700	-5,148	-5,065		
Water - Building/Facility	-4,309	-3,800	-3,807	-3,654	-4,633	-3,945	-3,639	-4,379	-4,301	-3,865	-4,900	-4,181	-4,026		
TOTAL UTILITIES	-65,156	-66,930	-67,471	-62,770	-62,805	-62,796	-65,016	-65,787	-68,039	-70,914	-69,300	-68,246	-66,510		
SUPPLIES & MAINTENANCE EXPENSE															
Janitorial Services & Supplies	-3,156	-4,142	-3,988	-4,384	-5,021	-5,127	-9,801	-6,214	-7,142	-7,851	-6,300	-7,069	-7,227		
Pest Control	0	-99	-99	-149	-125	-109	-330	-276	-166	-55	0	-166	-187		
Equipment Rental	0	0	-377	-78	0	0	0	0	-103	0	0	-34	-21		
Rental Property Expense	-2,541	-2,903	-1,473	-1,685	-2,279	-1,862	-1,158	-1,142	0	-1,150	-2,100	-764	-1,062		
Computer Software	0	0	0	0	-154	0	0	0	0	0	0	0	0		
Furniture and Office Equip	44	-210	-19	0	0	0	0	0	-22	0	0	-7	-4		
Office Supplies	-395	-110	-670	-262	-9	-207	-87	0	-2,318	0	0	-773	-522		
Signs	-49	0	0	0	0	0	0	-165	0	0	0	-55	-33		
Operating Supplies	0	0	0	-10	0	0	-601	0	0	0	0	0	-120		
Small Tools & Equipment	0	-13	0	0	0	0	0	0	0	0	0	0	0		
Safety Equipment	-472	-596	-513	0	0	0	0	0	0	0	0	0	0		
Repairs & Maintenance															
General/PM	0	0	-1,668	-1,109	-5,027	-4,653	-2,724	-4,102	-6,786	-3,155	0	-4,681	-4,284		
Plumbing	0	0	-132	-1,107	-311	-194	-4	-448	-31	-69	0	-182	-149		
Lighting and Electrical	-15	-66	-218	-858	-1,452	-988	-1,201	-456	-405	-816	-1,000	-559	-773		
HVAC	0	0	-658	-484	-189	-649	-112	0	0	-27	0	-9	-158		
Carpentry	0	0	0	0	0	-18	-4	-86	0	0	0	-29	-22		
Elevators	0	0	-742	-771	0	0	0	0	0	0	0	0	0		
Fire Suppression	0	0	-45	-107	-45	-610	0	-55	-430	-207	0	-231	-260		
Painting	0	0	-24	-20	-125	0	-20	0	0	0	0	0	-4		
MaintDept Labor Charges (inactive)	-4,571	0	0	-17	0	0	0	0	0	0	0	0	0		
Other Building	-6,246	-12,337	-2,081	-2,397	-1,801	-1,647	-1,711	-1,935	-1,808	-2,553	-3,900	-2,098	-1,931		
R&M Building	-10,832	-12,403	-5,569	-6,870	-8,950	-8,759	-5,775	-7,082	-9,459	-6,827	-4,900	-7,789	-7,580		
Asphalt	0	0	0	-20	0	0	0	0	-521	0	0	-174	-104		
GrassFlowersSeedFertilizers	0	0	0	0	0	0	0	0	0	0	-1,500	0	0		
Snow Removal	-2,709	-4,267	-3,694	-6,249	-8,600	-11,436	-11,801	-14,065	-27,981	-15,747	-7,000	-19,265	-16,206		
Other Grounds Maint	-5,500	-4,357	-8,020	-8,061	-8,000	-8,000	-8,114	-8,000	-8,000	-8,400	-8,400	-8,133	-8,103		
R&M Grounds (nonGolf)	-8,209	-8,624	-11,715	-14,330	-16,600	-19,436	-19,915	-22,065	-36,502	-24,147	-16,900	-27,572	-24,413		
Rolling, Heavy	0	0	0	0	0	0	0	-326	0	-92	0	-139	-84		
Rolling, Car/Truck/Bus/Van	0	-445	-418	0	0	0	0	0	0	0	0	0	0		
Other Operating Equip R&M	0	-161	-140	-1,779	-1,424	-11	-83	-60	-421	-858	0	-446	-287		
R&M Equipment	0	-606	-558	-1,779	-1,424	-11	-83	-386	-421	-951	0	-586	-370		
Contra - Inter-Dept. Charges	17,400	17,400	0	0	0	0	0	0	0	0	0	0	0		
R&M subtotal	-1,641	-4,233	-17,842	-22,979	-26,974	-28,205	-25,773	-29,533	-46,382	-31,924	-21,800	-35,947	-32,364		
TOTAL SUPPLIES & MAINTENANCE	-8,210	-12,305	-24,980	-29,546	-34,562	-35,510	-37,750	-37,330	-56,132	-40,981	-30,200	-44,815	-41,541		
ADMINISTRATIVE & OTHER EXPENSE															
Audit & Tax Services	-34,300	-35,809	-29,500	-26,500	-26,500	-26,750	-24,750	-28,750	-27,027	-27,000	-27,000	-27,592	-26,855		
Consulting Expense	-4,942	0	0	0	-1,320	0	0	0	0	-3,232	-6,500	-1,077	-646		
Po Survey	-3,044	0	0	0	0	0	0	0	0	0	0	0	0		
Legal Services	-104,401	-30,398	-31,771	-36,976	-89,125	22,809	-46,816	-48,352	-65,069	-138,384	-110,000	-83,935	-55,162		
Public Relations	0	0	-319	-113	0	0	0	0	0	0	0	0	0		
Resort Advertising	-530	-612	-207	0	0	0	0	0	-2,327	-10,718	-13,000	-4,348	-2,609		
Charitable Contributions	-667	-2,440	-4,413	-4,175	-3,565	-996	-6,873	-8,812	-4,006	-5,097	-4,200	-5,972	-5,157		
Community Relations	0	0	0	0	-25	0	-538	-7,250	-10,000	-215	0	-5,822	-3,601		
08/17/18															
D0709 PNL09yrANN															
													131		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
General (005)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals			
						3 Year Average Years			2016 Actual	2017 Actual		2018 FORECAST	2018 Budget	3-Yr	5-Yr
						2014 Actual	2015 Actual	2016 Actual							
						Jan-Jul Act		Aug-Dec Bdg							
Dues & Subscriptions	-1,556	-1,400	-1,195	-1,415	-22	0	0	-760	0	-250	-600	-337	-202		
Licenses, Permits, Fees	-3,559	-2,972	-3,362	-5,771	-7,461	-1,858	-2,713	-86	-3,555	-3,417	-4,800	-2,353	-2,326		
Mileage Reimbursement	-1,431	-195	-4	0	0	0	0	0	0	0	0	0	0		
Board Expense	-10,145	-9,297	-23,264	-15,690	-11,847	-11,810	-12,085	-9,122	-61,836	-85,035	-16,400	-51,998	-35,978		
Annual Meeting Expense	-21,648	-23,020	-3,272	-30,652	-26,487	-25,349	-10,816	-36,725	-39,068	-39,011	-30,000	-38,268	-30,194		
Postage - Value Line	0	0	-1,570	0	0	0	0	0	0	0	0	0	0		
Postage - General	-4,900	-5,242	-3,771	-3,904	-1,734	-1,329	-4,290	-1,572	-2,269	-3,070	-4,800	-2,304	-2,506		
Assessment Billing	-4,027	-4,087	-4,215	-5,359	-8,432	-8,102	-6,995	-7,359	-5,883	-12,296	-9,000	-8,512	-8,127		
Printing - TD News	0	0	-103	0	0	0	0	0	0	0	0	0	0		
Claims Expense	-16,413	-7,316	-35,212	-8,054	-7,961	-18,476	-30,846	-15,730	-64,655	-8,500	-5,000	-29,628	-27,641		
Bad Debt Expense	-65,553	-35,603	-43,726	-28,419	-26,545	-3,152	-24,510	-16,744	-822	-15,000	-15,000	-10,855	-12,045		
Credit Card Expense	-29	-3	0	0	0	0	0	0	0	0	0	0	0		
Contingency	0	0	0	0	0	0	0	0	0	-10,000	-24,000	-3,333	-2,000		
Insurance Expense	-113,771	-81,346	-77,133	-85,120	-105,843	-101,252	-114,582	-95,530	-104,535	-127,200	-127,200	-109,088	-108,620		
Taxes - Property	-124,783	-105,212	-111,950	-180,114	-142,718	-156,046	-174,938	-184,761	-218,368	-232,416	-233,000	-211,849	-193,306		
Taxes - Income	-28,956	-59,675	23,296	33,176	-16,278	-14,311	-36,700	-30,108	-665	-45,000	-45,000	-25,257	-25,357		
TOTAL ADMINISTRATIVE & OTHER EXPE	-544,654	-404,627	-351,690	-399,085	-475,862	-346,622	-497,451	-491,661	-610,084	-765,840	-675,500	-622,528	-542,332		
TOTAL OPERATING EXPENSES (OE)	-673,926	-484,304	-444,261	-491,543	-573,229	-444,927	-600,217	-594,778	-734,563	-877,816	-775,000	-735,719	-650,460		
TOTAL PAYROLL AND OPERATING EXPE	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-931,167	-847,800	-783,260	-695,636		
N O R 1, before OH	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-931,167	-847,800	-783,260	-695,636		
N O R 2, after OH	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-931,167	-847,800	-783,260	-695,636		
T O C	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-931,167	-847,800	-783,260	-695,636		
Assessment Revenue, Operating Fund	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,085,000	6,085,000	6,449,582	6,245,429		
NOR AFTER Assessment Revenue, Opera	3,745,546	3,926,594	4,025,132	3,974,823	4,505,195	4,962,558	5,787,442	6,314,385	5,530,747	5,153,833	5,237,200	5,666,321	5,549,793		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Administration (010)**

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	5 Year Average Years		2018 <i>Budget</i>	Actuals Average			
								3 Year Average Years			2018 <i>FORECAST</i>	3-Yr	5-Yr	
								2016 <i>Actual</i>	2017 <i>Actual</i>					
								Jan-Jul Act						
Aug-Dec Bdg														
Revenue														
<i>Food Discounts</i>	0	0	0	0	0	0	0	0	0	-3,267	-3,992	0	-2,420	-1,452
InterDept Discounts	0	0	0	0	0	0	0	0	0	-3,267	-3,992	0	-2,420	-1,452
Food subtotal	0	0	0	0	0	0	0	0	0	-3,267	-3,992	0	-2,420	-1,452
InterDept Food Sales	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	0	-3,267	-4,792	-2,000	-2,686	-2,032
Other F&B subtotal	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	0	-3,267	-4,792	-2,000	-2,686	-2,032
Total Food and Beverage Revenue	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-6,534	-8,785	-2,000	-5,106	-3,484	
Revenue														
Fines	0	400	0	0	0	0	0	0	0	0	0	0	0	0
Interest	45,959	25,021	14,237	9,075	5,216	3,327	6,667	24,369	50,323	55,632	12,000	43,442	28,064	
Late Charges	24,134	31,304	34,461	37,064	41,366	40,169	39,240	39,631	24,205	31,885	38,000	31,907	35,026	
Lien Fees	14,000	9,800	9,500	9,025	10,500	13,825	16,629	11,470	16,465	7,735	15,000	11,890	13,225	
Delinquency Fees	60,441	58,457	53,645	49,342	48,531	50,507	39,474	50,374	70,449	39,821	44,000	53,548	50,125	
Transfer Fees	76,128	81,575	81,328	98,085	100,965	91,385	93,740	154,795	79,735	68,965	65,000	101,165	97,724	
NSF Charges	-60	-20	20	40	-170	-90	-150	-40	80	30	0	23	-34	
Lease Revenue	0	0	0	5,750	6,000	15,800	29,151	33,677	24,645	29,224	30,000	29,182	26,499	
Other Revenue	458	5,460	3,859	820	897	1,171	1,025	1,427	1,656	1,391	0	1,491	1,334	
Total Other Revenue	221,059	211,996	197,052	209,201	213,304	216,094	225,776	315,704	267,558	234,682	204,000	272,648	251,963	
GROSS REVENUE (GREV)	221,059	204,681	189,282	207,687	210,138	216,094	223,676	315,704	261,024	225,898	202,000	267,542	248,479	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	221,059	204,681	189,282	207,687	210,138	216,094	223,676	315,704	261,024	225,898	202,000	267,542	248,479	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-248,812	-200,433	-203,057	-207,583	-227,563	-238,115	-239,158	-187,298	-202,262	-211,798	-227,000	-200,453	-215,726	
Wages - FTRRegular	-90,324	-88,038	-85,240	-90,168	-94,840	-66,652	-88,827	-128,839	-150,579	-103,814	-95,633	-127,744	-107,742	
Wages - Seasonal	-7,929	-5,427	-19,621	-4,009	-3,645	-8,143	-1,726	-4,555	-2,064	-6,427	-9,867	-4,349	-4,583	
Wages-FTR-Commissions	0	0	0	-100	0	0	0	-100	-100	0	0	-67	-40	
Wages-Seasonal-Commissions	-2,000	-2,700	-1,400	0	-1,200	-1,600	0	-700	-1,300	0	0	-667	-720	
Incentive Program, Exempt	-158,424	-161,977	-159,033	-256,352	-190,014	-269,221	-219,355	-308,282	-214,824	-230,284	-132,000	-251,130	-248,393	
Incentive Program, FTR, NonExempt	-48,073	-29,397	-27,272	-44,174	-31,156	-54,280	-37,646	-54,627	-40,944	-53,477	-36,000	-49,682	-48,195	
Incentive Program, Seasonal, NonExempt	-8,536	-10,858	-10,438	-6,689	-14,534	-4,271	-12,186	-19,956	0	-5,000	-10,000	-8,319	-8,283	
Total Salaries & Wages, DIRECT	-564,098	-498,829	-506,061	-609,074	-562,952	-642,280	-598,898	-704,356	-612,073	-610,801	-510,500	-642,410	-633,682	
Salaries sub-total	-407,235	-362,409	-362,090	-463,935	-417,577	-507,336	-458,513	-495,579	-417,087	-442,082	-359,000	-451,583	-464,119	
Wage sub-total	-156,863	-136,420	-143,971	-145,139	-145,375	-134,945	-140,385	-208,777	-194,987	-168,718	-151,500	-190,827	-169,562	
Wage-FTR subsubtotal	-138,397	-117,435	-112,513	-134,442	-125,996	-120,931	-126,473	-183,566	-191,623	-157,291	-131,633	-177,493	-155,977	
Wage-Seasonal subsubtotal	-18,466	-18,985	-31,458	-10,698	-19,379	-14,013	-13,912	-25,211	-3,364	-11,427	-19,867	-13,334	-13,586	
Payroll Direct as a % of Revenue	-255.2%	-243.7%	-267.4%	-293.3%	-267.9%	-297.2%	-267.8%	-223.1%	-234.5%	-283.3%	-252.7%	-247.0%	-261.2%	
PTO net\$ accrual, in Salaries	-2,205	-8,920	-4,303	734	4,235	-1,578	2,735	6,502	-5,223	394	-50	58	566	
PTO net\$ accrual, in Wages FTR	-39	2,078	-1,698	1,832	-1,245	1,590	2,907	-1,957	1,529	246	0	-60	863	
PTO net accrual, in PD Total	-2,244	-6,842	-6,001	2,566	2,990	11	5,642	4,545	-3,694	640	-50	497	1,429	
PAYROLL BURDEN														
Payroll Taxes	-47,254	-34,898	-37,006	-42,556	-40,218	-46,637	-41,462	-50,297	-48,902	-48,253	-41,100	-49,150	-47,110	
Workers Compensation	-10,497	-14,232	-22,079	-15,001	-12,610	-24,185	-22,706	-19,518	-18,254	-12,190	-5,100	-16,654	-19,371	
Group Insurance	-41,331	-41,036	-37,890	-37,480	-40,307	-42,666	-26,299	-27,324	-32,147	-30,061	-31,200	-29,844	-31,699	
Retirement Plan	-10,168	-9,233	-11,283	-22,838	-34,756	-31,204	-39,197	-35,073	-42,133	-48,015	-52,000	-41,740	-39,124	
PAYROLL BURDEN Total	-109,250	-99,398	-108,258	-117,874	-127,890	-144,692	-129,665	-132,212	-141,435	-138,518	-129,400	-137,388	-137,304	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Administration (010)**

	5 Year Average Years									2018 <i>Budget</i>	Actuals Average				
	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years			2018 <i>FORECAST</i>	2018 <i>Budget</i>	3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
										Jan-Jul Act					
										Aug-Dec Bdg					
subtotal, Burden-Salary	-68,961	-58,400	-68,930	-78,672	-87,656	-104,032	-97,955	-91,481	-87,497	-94,502	-84,500	-91,160	-95,093		
subtotal, Burden-Wage-FTR	-39,189	-37,553	-34,690	-38,087	-37,567	-39,008	-29,875	-38,136	-53,283	-43,110	-43,780	-44,843	-40,682		
subtotal, Burden-Wage-Seasonal	-1,100	-3,446	-4,638	-1,114	-2,666	-1,652	-1,835	-2,595	-655	-906	-1,120	-1,385	-1,529		
Burden % - on all Payroll Direct	19.4%	19.9%	21.4%	19.4%	22.7%	22.5%	21.7%	18.8%	23.1%	21.2%	25.3%	21.0%	21.5%		
Burden % - Salary	16.9%	16.1%	19.0%	17.0%	21.0%	20.5%	21.4%	18.5%	21.0%	20.2%	23.5%	19.9%	20.3%		
Burden % - Wage-FTR	28.3%	32.0%	30.8%	28.3%	29.8%	32.3%	23.6%	20.8%	27.8%	24.5%	33.3%	24.4%	25.8%		
Burden % - Wage-Seasonal	06.0%	18.1%	14.7%	10.4%	13.8%	11.8%	13.2%	10.3%	19.5%	19.2%	05.6%	16.3%	14.8%		
Burden % - Wage-FTR&Seasonal	25.7%	30.1%	27.3%	27.0%	27.7%	30.1%	22.6%	19.5%	27.7%	24.0%	29.6%	23.7%	24.8%		
PAYROLL TOTAL (Direct&Burden)	-673,349	-598,228	-614,319	-726,948	-690,842	-786,972	-728,563	-836,568	-753,509	-749,319	-639,900	-779,798	-770,986		
Burden % TL	19.4%	19.9%	21.4%	19.4%	22.7%	22.5%	21.7%	18.8%	23.1%	21.2%	25.3%	21.0%	21.5%		
Payroll Taxes %	8.4%	7.0%	7.3%	7.0%	7.1%	7.3%	6.9%	7.1%	8.0%	7.8%	8.1%	7.6%	7.4%		
Workers Comp %	1.9%	2.9%	4.4%	2.5%	2.2%	3.8%	3.8%	2.8%	3.0%	2.5%	1.0%	2.8%	3.2%		
Group Insurance %	7.3%	8.2%	7.5%	6.2%	7.2%	6.6%	4.4%	3.9%	5.3%	4.3%	6.1%	4.5%	4.9%		
Retirement %	1.8%	1.9%	2.2%	3.7%	6.2%	4.9%	6.5%	5.0%	6.9%	6.6%	10.2%	6.1%	6.0%		
OPERATING EXPENSES (OE)															
Employee Recruiting	-5,000	0	0	0	0	0	0	0	0	0	0	0	0		
Employee Dev/Training	0	0	0	0	0	0	-252	-934	-1,354	-7,858	0	-3,382	-2,080		
Employee Relations	-528	-236	-93	-141	-20	-602	-2,985	-131	-3,609	-813	-300	-1,518	-1,628		
Uniforms	-148	-413	-313	-481	-895	-105	-627	-753	-109	-223	-600	-361	-363		
Seminars & Conferences	-1,461	-2,012	-980	-2,446	-2,399	-5,151	-2,213	0	-500	-4,200	-8,900	-1,567	-2,413		
Travel/Meeting Expense	-973	-1,876	-3,952	-2,604	-8,223	-6,113	-6,185	-12,492	-8,823	-2,553	-9,000	-7,956	-7,233		
Total Staff Expense	-8,111	-4,537	-5,338	-5,672	-11,538	-11,971	-12,262	-14,309	-14,394	-15,647	-18,800	-14,784	-13,717		
Telephone	-10,569	-10,844	-14,650	-11,683	-11,792	-12,197	-15,967	-9,920	-11,151	-10,378	-14,400	-10,483	-11,923		
Natural Gas - Buildings	0	-21	0	0	0	0	0	0	0	0	0	0	0		
Fuel & Oil	-5,038	-5,947	-7,924	-10,285	-9,701	-7,702	-4,230	-3,203	-4,177	-7,065	-9,600	-4,815	-5,275		
Propane (LPG)	0	0	0	0	0	0	0	0	0	-106	0	-35	-21		
TOTAL UTILITIES	-15,607	-16,812	-22,574	-21,968	-21,493	-19,900	-20,196	-13,123	-15,327	-17,549	-24,000	-15,333	-17,219		
SUPPLIES & MAINTENANCE EXPENSE															
Security Exp	-7,281	-7,616	-8,377	-8,306	-11,423	-10,684	-10,997	-15,248	-16,151	-12,733	-12,000	-14,711	-13,163		
Janitorial Services & Supplies	-3,480	-2,895	-2,700	-2,895	-2,986	-3,463	-4,129	-3,356	-2,800	-3,000	-3,000	-3,052	-3,350		
Pest Control	-500	-397	-495	-248	-213	-272	0	-204	-166	-363	-600	-244	-201		
Contract Fees	0	0	0	0	0	0	0	0	0	-3	0	-1	-1		
Contract Labor	0	0	0	0	0	0	0	0	0	-1,474	0	-491	-295		
Equipment Rental	0	-861	0	0	0	0	0	-722	-724	-416	0	-621	-372		
Furniture and Office Equip	-934	-1,764	-533	-45	0	0	-637	-2,472	-258	-271	-300	-1,000	-728		
Office Supplies	-4,459	-4,142	-4,637	-6,018	-5,549	-4,544	-4,780	-4,053	-3,758	-3,673	-5,400	-3,828	-4,162		
Toner Cartridges	0	0	0	0	-189	-455	-656	-996	-244	0	0	-632	-508		
Signs	0	0	0	-28	-121	-274	-41	-118	0	0	0	-39	-87		
Operating Supplies	-2,590	-2,314	-3,156	-2,428	-1,765	-1,498	-2,001	-2,390	-1,977	-2,507	-3,600	-2,291	-2,075		
Small Tools & Equipment	0	-371	-281	-137	0	-180	-199	-1,665	-103	-510	-600	-759	-531		
Safety Equipment	-13	-588	-299	-302	-381	-27	-17	-110	-491	-400	-800	-334	-209		
Spoilage	-2,851	0	0	0	0	0	0	0	0	0	0	0	0		
Recreation Programs	0	0	0	-142	0	0	0	0	0	0	0	0	0		
Special Programs	0	0	-52	0	0	0	0	0	0	0	0	0	0		
Repairs & Maintenance															
General/PM	0	0	0	-288	-172	-620	-275	-582	-456	-191	0	-410	-425		
Plumbing	0	0	0	0	0	0	-60	0	0	0	0	0	-12		
Lighting and Electrical	0	0	0	0	-120	0	-47	-8	0	0	0	-3	-11		
HVAC	0	0	0	-231	-606	0	-260	-81	0	0	0	-27	-68		
Elevators	0	0	0	-1,263	-2,943	-2,527	-2,475	-2,309	-3,371	-1,650	0	-2,443	-2,466		
Fire Suppression	0	0	0	-81	-603	-576	-878	-576	-2,115	-105	0	-1,033	-840		
Painting	0	0	0	0	-17	0	-175	0	0	0	0	0	-35		
Other Building	-4,316	-1,534	-2,917	-3,659	-1,068	0	-567	0	-400	-2,401	-5,600	-934	-674		
R&M Building	-4,316	-1,534	-2,917	-5,522	-5,529	-3,723	-4,384	-3,859	-6,342	-4,347	-5,600	-4,849	-4,531		
GrassFlowersSeedFertilizers	0	0	-600	0	0	0	0	0	0	0	0	0	0		
Snow Removal	0	0	0	-84	-222	-249	-20	-457	-120	-994	0	-524	-368		
Other Grounds Maint	-919	0	0	0	-737	-451	-149	0	0	0	0	0	-120		
R&M Grounds (nonGolf)	-919	0	-600	-84	-959	-700	-169	-457	-120	-994	0	-524	-488		

Tahoe Donner Association
**Operating Fund 9-Year Actuals and CY Budget and Forecast
Administration (010)**

	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	5 Year Average Years					<u>2018</u> <u>Budget</u>	Actuals				
						<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Actual</u>	3 Year Average Years		<u>2018</u> <u>FORECAST</u>		<u>2018</u> <u>Budget</u>	<u>3-Yr</u>	<u>5-Yr</u>		
								<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>							
															Jan-Jul Act	Aug-Dec Bdg
Rolling, Heavy	0	0	-37	-88	-498	-15	-325	0	0	0	0	0	0	-68		
Rolling, Car/Truck/Bus/Van	-3,977	-1,629	-4,591	-4,195	-10,509	-9,171	-10,436	-7,862	-12,689	-8,916	-8,400	-9,822	-9,815			
Other Operating Equip R&M	-122	-53	0	-55	-526	-132	-54	-178	-190	-281	-600	-216	-167			
R&M Equipment	-4,099	-1,682	-4,628	-4,337	-11,533	-9,317	-10,815	-8,040	-12,879	-9,197	-9,000	-10,039	-10,050			
Fertilizer	0	0	-54	0	0	0	0	0	0	0	0	0	0			
R&M Golf Course	0	0	-54	0	0	0	0	0	0	0	0	0	0			
R&M subtotal	-9,334	-3,216	-8,199	-9,943	-18,021	-13,740	-15,367	-12,356	-19,341	-14,538	-14,600	-15,412	-15,069			
TOTAL SUPPLIES & MAINTENANCE	-31,441	-24,748	-28,729	-30,493	-40,458	-34,871	-38,624	-43,351	-46,765	-40,131	-40,900	-43,415	-40,748			
ADMINISTRATIVE & OTHER EXPENSE																
Consulting Expense	0	0	0	0	0	-6,000	-5,000	-500	0	-2,200	-5,000	-900	-2,740			
Legal Services	0	0	0	0	0	0	0	0	-2,242	-5,000	0	-2,414	-1,448			
Public Relations	-3,438	-5,992	-5,041	-3,170	-7,008	-838	-1,288	-8,937	-4,629	-800	-1,000	-4,789	-3,299			
Promotion Expense	-58	-313	0	0	0	0	0	0	0	0	0	0	0			
Charitable Contributions	-1,425	0	0	0	0	0	0	0	-4,574	-5,589	0	-3,388	-2,033			
Community Relations	-350	0	0	0	0	0	0	0	-51	-10,000	-10,000	-3,350	-2,010			
Dues & Subscriptions	-678	-2,290	-1,505	-1,565	-2,436	-3,401	-4,470	-2,190	-2,002	-1,392	-2,400	-1,861	-2,691			
Licenses, Permits, Fees	-3,502	-2,711	-2,358	-4,750	-7,363	-6,053	-9,232	-10,792	-13,295	-19,713	-8,450	-14,600	-11,817			
Mileage Reimbursement	-66	-429	-167	-312	-784	-248	-50	-772	0	-271	-580	-348	-268			
Board Expense	0	0	0	-40	-61	0	-22	0	-85	-248	0	-111	-71			
Postage - General	-130	-157	-370	-144	-306	-33	-304	-2,338	-102	-177	-270	-872	-591			
Assessment Billing	0	0	0	0	0	0	0	0	-1,082	-1,387	0	-823	-494			
Claims Expense	0	0	0	0	-831	0	-319	0	0	0	0	0	-64			
Over/Short	0	0	0	0	0	0	0	0	0	0	0	0	0			
Inter-Department Food Costs	0	7,316	7,770	945	3,167	0	0	0	3,267	4,332	1,200	2,533	1,520			
Lease Expense	-1,344	0	0	0	0	0	0	0	0	0	0	0	0			
Insurance Expense	-4,800	-3,711	-3,600	-3,629	-3,600	-4,190	-4,800	-4,246	-4,800	-4,800	-4,800	-4,615	-4,567			
TOTAL ADMINISTRATIVE & OTHER EXPE	-15,791	-8,288	-5,271	-12,663	-19,221	-20,764	-25,485	-29,775	-29,594	-47,246	-31,300	-35,538	-30,573			
TOTAL OPERATING EXPENSES (OE)	-70,950	-54,384	-61,912	-70,796	-92,710	-87,505	-96,567	-100,557	-106,081	-120,573	-115,000	-109,070	-102,257			
TOTAL PAYROLL AND OPERATING EXPE	-744,298	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-859,589	-869,891	-754,900	-888,869	-873,243			
N O R 1, before OH	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-643,994	-552,900	-621,327	-624,764			
N O R 2, after OH	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-643,994	-552,900	-621,327	-624,764			
T O C	-744,298	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-859,589	-869,891	-754,900	-888,869	-873,243			
REV to TOC (CRR%)	-29.7%	-31.4%	-28.0%	-26.0%	-26.8%	-24.7%	-27.1%	-33.7%	-30.4%	-23.9%	-26.8%	-29.3%	-28.0%			
NOR AFTER Assessment Revenue, Opera	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-643,994	-552,900	-621,327	-624,764			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Communications (015)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average	
								2016	2017			3-Yr	5-Yr
								Actual	Actual				
								Jan-Jul Act	Aug-Dec Bdg				
Revenue													
Communications Ad Revenue	178,834	191,631	193,858	186,248	171,171	206,011	197,557	178,278	184,934	206,722	213,000	189,978	194,700
Other Revenue	0	125	0	0	0	3,625	0	0	0	0	0	0	725
Total Other Revenue	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	206,722	213,000	189,978	195,425
GROSS REVENUE (GREV)	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	206,722	213,000	189,978	195,425
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	206,722	213,000	189,978	195,425
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-66,746	-122,527	-128,548	-84,136	-136,712	-138,580	-148,014	-151,420	-151,452	-257,219	-223,300	-186,697	-169,337
Wages - FTRRegular	-80,031	-71,507	-83,123	-56,439	-86,283	-83,790	-87,543	-95,051	-83,256	-77,421	-107,380	-85,243	-85,413
Wages - Seasonal	0	0	-782	-47,559	-39,329	-28,651	-32,270	-31,230	-68,521	-41,310	-51,320	-47,020	-40,396
Wages-FTR-Commissions	0	0	0	0	0	0	0	-23,180	0	0	0	-7,727	-4,636
Wages-Seasonal-Commissions	0	0	0	-12,165	-18,464	-30,406	-31,064	-104	0	0	0	-35	-12,315
Incentive Program, Exempt	0	0	0	0	0	0	0	0	0	-137	0	-46	-27
Incentive Program, FTR, NonExempt	-466	-548	-914	-187	-274	-575	-547	-547	-274	-547	0	-456	-498
Incentive Program, Seasonal, NonExempt	0	0	0	-402	-164	-274	6,879	-683	-1,177	-438	0	-766	861
Total Salaries & Wages, DIRECT	-147,243	-194,582	-213,366	-200,888	-281,226	-282,276	-292,559	-302,215	-304,680	-377,072	-382,000	-327,989	-311,760
Salaries sub-total	-66,746	-122,527	-128,548	-84,136	-136,712	-138,580	-148,014	-151,420	-151,452	-257,356	-223,300	-186,743	-169,365
Wage sub-total	-80,497	-72,055	-84,818	-116,752	-144,514	-143,695	-144,545	-150,795	-153,227	-119,716	-158,700	-141,246	-142,396
Wage-FTR subsubtotal	-80,497	-72,055	-84,036	-56,627	-86,557	-84,365	-88,090	-118,778	-83,530	-77,969	-107,380	-93,425	-90,546
Wage-Seasonal subsubtotal	0	0	-782	-60,125	-57,957	-59,330	-56,455	-32,017	-69,697	-41,748	-51,320	-47,821	-51,850
Payroll Direct as a % of Revenue	-82.3%	-101.5%	-110.1%	-107.9%	-164.3%	-134.7%	-148.1%	-169.5%	-164.8%	-184.4%	-179.3%	-172.9%	-160.3%
PTO net\$ accrual, in Salaries	-2,036	-227	-1,309	2,298	-1,945	1,050	-527	589	-4,907	-3,150	-2	-2,489	-1,389
PTO net\$ accrual, in Wages FTR	423	728	1,739	774	-2,248	1,122	-104	1,091	-2,185	-2,694	0	-1,263	-554
PTO net accrual, in PD Total	-1,613	501	429	3,072	-4,192	2,172	-631	1,679	-7,092	-5,843	-2	-3,752	-1,943
PAYROLL BURDEN													
Payroll Taxes	-12,501	-16,956	-18,860	-19,244	-25,290	-25,196	-25,380	-27,362	-28,443	-33,775	-38,700	-29,860	-28,031
Workers Compensation	-950	-1,083	-948	-988	-1,328	-2,041	-2,215	-2,075	-1,674	-4,005	-7,100	-2,585	-2,402
Group Insurance	-37,963	-43,036	-39,366	-38,939	-41,434	-36,450	-32,463	-32,342	-30,584	-39,311	-43,800	-34,079	-34,230
Retirement Plan	-3,210	-3,331	-1,559	-625	-928	-2,198	-4,883	-4,865	-2,032	-2,432	-4,000	-3,110	-3,282
PAYROLL BURDEN Total	-54,624	-64,407	-60,732	-59,796	-68,981	-65,885	-64,941	-66,644	-62,734	-79,523	-93,600	-69,634	-67,945
subtotal, Burden-Salary	-22,337	-34,105	-32,125	-18,078	-32,434	-32,225	-32,698	-34,402	-31,328	-50,286	-49,500	-38,672	-36,188
subtotal, Burden-Wage-FTR	-32,287	-30,302	-28,490	-35,333	-30,150	-27,731	-25,502	-27,850	-23,884	-24,290	-37,420	-25,341	-25,851
subtotal, Burden-Wage-Seasonal	0	0	-117	-6,384	-6,397	-5,929	-6,742	-4,392	-7,521	-4,948	-6,680	-5,620	-5,906
Burden % - on all Payroll Direct	37.1%	33.1%	28.5%	29.8%	24.5%	23.3%	22.2%	22.1%	20.6%	18.6%	24.5%	20.4%	21.4%
Burden % - Salary	33.5%	27.8%	25.0%	21.5%	23.7%	23.3%	22.1%	22.7%	20.7%	18.0%	22.2%	20.5%	21.3%
Burden % - Wage-FTR	40.1%	42.1%	33.9%	62.4%	34.8%	32.9%	28.9%	23.4%	28.6%	26.5%	34.8%	26.2%	28.1%
Burden % - Wage-Seasonal	00.0%	00.0%	15.0%	10.6%	11.0%	10.0%	11.9%	13.7%	10.8%	10.6%	13.0%	11.7%	11.4%
Burden % - Wage-FTR&Seasonal	40.1%	42.1%	33.7%	35.7%	25.3%	23.4%	22.3%	21.4%	20.5%	20.5%	24.5%	20.8%	21.6%
PAYROLL TOTAL (Direct&Burden)	-201,867	-258,989	-274,098	-260,684	-350,207	-348,160	-357,500	-368,859	-367,414	-456,596	-475,600	-397,623	-379,706
Burden % TL	37.1%	33.1%	28.5%	29.8%	24.5%	23.3%	22.2%	22.1%	20.6%	18.6%	24.5%	20.4%	21.4%
Payroll Taxes %	8.5%	8.7%	8.8%	9.6%	9.0%	8.9%	8.7%	9.1%	9.3%	8.1%	10.1%	8.8%	8.8%
Workers Comp %	0.6%	0.6%	0.4%	0.5%	0.5%	0.7%	0.8%	0.7%	0.5%	0.5%	1.9%	0.6%	0.6%

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Communications (015)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2018 Budget	3-Yr	5-Yr
								2016	2017	2018				
								Actual	Actual	FORECAST				
									Jan-Jul Act					
									Aug-Dec Bdg					
Group Insurance %	25.8%	22.1%	18.4%	19.4%	14.7%	12.9%	11.1%	10.7%	10.0%	9.7%	11.5%	10.1%	10.9%	
Retirement %	2.2%	1.7%	0.7%	0.3%	0.3%	0.8%	1.7%	1.6%	0.7%	0.4%	1.0%	0.9%	1.0%	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	-33	0	0	0	-24	0	0	0	-8	-5	
Employee Recruiting	0	0	0	0	0	0	0	0	-169	0	0	-56	-34	
Employee Dev/Training	0	-789	90	0	-35	0	-360	-381	-70	-400	-400	-284	-242	
Employee Relations	-133	-131	-405	-340	-682	-695	-427	-587	-896	-349	-320	-610	-590	
Uniforms	0	0	-232	-1,349	-1,070	-123	-126	-2,219	-214	-210	-400	-881	-578	
Seminars & Conferences	-279	-367	-2,769	-629	-1,515	-298	-500	0	-30	-500	-1,200	-177	-266	
Travel/Meeting Expense	-145	-114	-258	-88	-4,555	-946	-673	-886	-198	-2,336	-5,040	-1,140	-1,008	
Total Staff Expense	-557	-1,402	-3,574	-2,440	-7,857	-2,061	-2,086	-4,096	-1,577	-3,795	-7,360	-3,156	-2,723	
Telephone	0	-840	-943	-2,826	-2,594	-3,091	-2,252	-2,488	-1,807	-1,658	-2,520	-1,984	-2,259	
TOTAL UTILITIES	0	-840	-943	-2,826	-2,594	-3,091	-2,252	-2,488	-1,807	-1,658	-2,520	-1,984	-2,259	
SUPPLIES & MAINTENANCE EXPENSE														
Janitorial Services & Supplies	-25	-3	-2,700	-2,700	-2,700	-2,700	-2,831	-2,837	-2,700	-2,700	-2,700	-2,746	-2,754	
Contract Fees	-10,132	-8,016	-21,393	-13,905	-14,582	-9,083	-7,467	-4,466	-24,384	-68,347	-52,112	-32,399	-22,749	
Computer Software	0	0	0	-180	-15	-10	0	-69	-207	0	0	-92	-57	
Furniture and Office Equip	0	-1,889	-327	-411	-636	0	0	-262	-247	-200	-400	-236	-142	
Office Supplies	-4,999	-6,492	-4,961	-8,730	-10,332	-1,895	-3,079	-2,362	-2,198	-2,902	-3,000	-2,487	-2,487	
Toner Cartridges	0	0	0	0	0	-9,629	-12,332	-12,611	-7,443	-8,117	-13,000	-9,390	-10,026	
Signs	0	0	0	-450	-358	0	0	-120	0	0	0	-40	-24	
Operating Supplies	-199	-1,142	-742	0	-14	0	-13	0	0	0	0	0	-3	
Small Tools & Equipment	0	0	0	-38	0	0	0	0	0	0	0	0	0	
Entertainment	-32	0	0	0	0	0	0	0	-20	0	0	-7	-4	
Special Programs	0	0	0	0	-19	0	0	0	0	0	0	0	0	
Repairs & Maintenance														
General/PM	0	0	0	0	-8	-27	-74	0	-154	0	0	-51	-51	
Lighting and Electrical	0	0	0	-43	0	-54	-20	0	0	0	0	0	-15	
HVAC	0	0	0	-30	0	0	0	0	-5	0	0	-2	-1	
Painting	0	0	0	-29	0	0	0	0	0	0	0	0	0	
Other Building	0	-65	-135	0	0	0	0	0	0	0	0	0	0	
R&M Building	0	-65	-135	-103	-8	-81	-94	0	-159	0	0	-53	-67	
Office Equip R&M	0	0	0	-398	0	0	0	0	0	-250	-600	-83	-50	
Computer Software Maint	0	0	0	-3,380	0	-1,530	0	0	0	0	0	0	-306	
Computer Hardware Maint	0	0	0	0	-77	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	0	-314	0	0	0	0	0	0	0	0	0	0	0	
R&M Equipment	0	-314	0	-3,778	-77	-1,530	0	0	0	-250	-600	-83	-356	
R&M subtotal	0	-379	-135	-3,881	-85	-1,611	-94	0	-159	-250	-600	-136	-423	
TOTAL SUPPLIES & MAINTENANCE	-15,387	-17,921	-30,258	-30,295	-28,741	-24,927	-25,815	-22,728	-37,358	-82,515	-71,812	-47,534	-38,669	
ADMINISTRATIVE & OTHER EXPENSE														
Audit & Tax Services	0	0	-409	0	0	0	0	0	0	0	0	0	0	
Consulting Expense	0	0	0	0	0	0	0	-1,785	0	0	0	-595	-357	
Po Survey	0	0	0	0	-429	0	0	0	-408	-7,025	-10,000	-2,478	-1,487	
Public Relations	0	0	0	-3,546	-6,148	-3,751	-3,720	-3,637	-1,407	-1,594	-1,000	-2,213	-2,822	
Promotion Advertising	-130	0	0	-893	-400	-325	-5	0	-258	-1,156	0	-471	-349	
Resort Advertising	-11,177	-6,366	-7,361	-18,412	-14,987	-6,717	-13,122	-18,832	-3,622	-5,221	-12,000	-9,225	-9,503	
Brochure Distribution	0	0	0	0	0	0	0	0	-850	0	0	-283	-170	
Sales specific	0	0	0	-1,656	-2,790	-3,273	-3,047	-5,577	-764	0	0	-2,114	-2,532	
Charitable Contributions	0	0	0	-25	-250	-22	0	0	0	0	0	0	-4	
Community Relations	0	0	0	0	-3,850	-315	-1,433	-750	-865	-300	0	-638	-733	
Dues & Subscriptions	-307	-837	-1,625	-1,558	-1,224	-2,105	-1,146	-1,009	-2,303	-2,775	-1,600	-2,029	-1,867	
Licenses, Permits, Fees	0	0	0	0	-2	-7,430	-57	0	-830	-651	-1,210	-494	-1,794	
Mileage Reimbursement	-206	-464	-321	-743	-2,119	-785	-1,283	-730	-892	-68	0	-564	-752	
Board Expense	0	0	0	-23	0	0	0	0	0	0	0	0	0	
Postage - TDNews	-24,875	-27,897	-25,910	-30,344	-29,367	-28,068	-31,817	-30,392	-29,881	-37,574	-30,450	-32,616	-31,546	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Communications (015)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals Average			
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018					
										Jan-Jul Act					
Aug-Dec Bdg															
Postage - Value Line	-875	0	0	0	0	0	0	0	0	0	0	0	0		
Postage - General	-3,603	-374	-5	-5	-242	-121	-3	-17	-488	-152	-360	-219	-156		
Digital Content	0	0	0	0	0	0	0	-2,550	-13,017	-15,035	-6,288	-10,201	-6,120		
Printing - TD News	-100,450	-97,931	-113,366	-107,549	-116,980	-113,591	-107,622	-110,621	-109,093	-79,584	-84,400	-99,766	-104,102		
Printing - Brochures	-30,904	-32,507	-31,850	-36,485	-38,841	-34,297	-36,659	-29,817	-39,874	-19,169	-18,900	-29,620	-31,963		
Printing - Other	-753	-45	-1,990	-451	-2,094	-1,263	-542	-662	-44	-333	-100	-346	-569		
TOTAL ADMINISTRATIVE & OTHER EXPE	-173,280	-166,420	-182,836	-201,690	-219,725	-202,064	-200,456	-206,380	-204,595	-170,638	-166,308	-193,871	-196,826		
TOTAL OPERATING EXPENSES (OE)	-189,224	-186,583	-217,612	-237,251	-258,917	-232,144	-230,609	-235,692	-245,336	-258,605	-248,000	-246,545	-240,477		
TOTAL PAYROLL AND OPERATING EXPE	-391,091	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-612,750	-715,201	-723,600	-644,167	-620,183		
N O R 1, before OH	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-508,479	-510,600	-454,189	-424,757		
N O R 2, after OH	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-508,479	-510,600	-454,189	-424,757		
T O C	-391,091	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-612,750	-715,201	-723,600	-644,167	-620,183		
REV to TOC (CRR%)	-45.7%	-43.0%	-39.4%	-37.4%	-28.1%	-36.1%	-33.6%	-29.5%	-30.2%	-28.5%	-29.4%	-29.4%	-31.6%		
NOR AFTER Assessment Revenue, Opera	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-508,479	-510,600	-454,189	-424,757		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Member Services (040)**

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Actual</i>	2015 <i>Actual</i>	5 Year Average Years		2018 <i>Budget</i>	Actuals Average				
								2016 <i>Actual</i>	2017 <i>Actual</i>		2018 <i>FORECAST</i>	3-Yr	5-Yr		
														3 Year Average Years	
														Jan-Jul Act	Aug-Dec Bdg
Revenue															
Sales - Retail	2,543	2,678	5,484	6,827	9,333	12,104	10,670	18,716	14,551	15,605	12,000	16,291	14,329		
Employee Discounts	-89	-107	-33	-124	-246	-321	-284	-449	-400	-259	0	-369	-342		
Discounts - Retail	-62	-145	-724	-460	-147	-607	-353	-1,102	-241	-2,079	0	-1,141	-877		
Promotion Discounts	0	0	-30	0	0	0	0	0	0	0	0	0	0		
Total Retail Product Revenue	2,392	2,426	4,697	6,243	8,940	11,175	10,033	17,165	13,911	13,267	12,000	14,781	13,110		
Rentals, Storage	0	0	0	0	0	0	0	0	0	12,650	0	4,217	2,530		
Total Lessons & Rental Revenue	0	0	0	0	0	0	0	0	0	12,650	0	4,217	2,530		
Shopping Bags	0	0	0	0	0	139	14	0	0	0	0	0	31		
Other Revenue	20,165	21,007	18,863	19,767	17,733	19,750	17,398	19,578	19,429	6,622	20,000	15,210	16,555		
Total Other Revenue	20,165	21,007	18,863	19,767	17,733	19,889	17,412	19,578	19,429	6,622	20,000	15,210	16,586		
GROSS REVENUE (GREV)	22,558	23,433	23,560	26,010	26,673	31,064	27,445	36,743	33,340	32,539	32,000	34,207	32,226		
COST OF GOODS SOLD (COGS)															
Retail Product Cogs	-2,592	0	-160	0	0	0	0	0	0	0	0	0	0		
Total COGS	-2,592	0	-160	0	0	0	0	0	0	0	0	0	0		
Total Cogs / GREV %	-11.5%	0.0%	-0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Retail Product Cogs / Retail Revenue %	-108.3%	0.0%	-0.3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Retail Product Cogs / Retail Revenue,preD	-101.9%	0.0%	-02.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Gross Margin (GREV-COGS)	19,966	23,433	23,400	26,010	26,673	31,064	27,445	36,743	33,340	32,539	32,000	34,207	32,226		
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-51,587	-47,528	-47,395	-44,767	-40,343	-46,440	-48,539	-55,049	-59,181	-58,195	-58,100	-57,475	-53,481		
Wages - FTRRegular	-68,677	-45,461	-39,506	-44,077	-65,757	-83,256	-63,540	-40,449	-60,427	-70,016	-69,160	-56,964	-63,537		
Wages - Seasonal	-13,408	-27,422	-44,267	-43,296	-47,272	-28,450	-40,496	-43,609	-29,443	-34,541	-41,240	-35,864	-35,308		
Incentive Program, FTR, NonExempt	-37	-135	-537	-187	-410	-684	-957	-1,394	-1,504	-2,107	0	-1,668	-1,329		
Incentive Program, Seasonal, NonExempt	0	-137	-268	-134	-575	-274	-984	-1,285	-2,844	-411	0	-1,513	-1,159		
Total Salaries & Wages, DIRECT	-133,709	-120,683	-131,973	-132,462	-154,357	-159,104	-154,516	-141,786	-153,397	-165,270	-168,500	-153,484	-154,815		
Salaries sub-total	-51,587	-47,528	-47,395	-44,767	-40,343	-46,440	-48,539	-55,049	-59,181	-58,195	-58,100	-57,475	-53,481		
Wage sub-total	-82,122	-73,155	-84,578	-87,695	-114,014	-112,664	-105,977	-86,737	-94,217	-107,075	-110,400	-96,009	-101,334		
Wage-FTR subsubtotal	-68,714	-45,596	-40,043	-44,265	-66,168	-83,940	-64,496	-41,843	-61,930	-72,123	-69,160	-58,632	-64,867		
Wage-Seasonal subsubtotal	-13,408	-27,559	-44,535	-43,430	-47,846	-28,724	-41,480	-44,894	-32,286	-34,951	-41,240	-37,377	-36,467		
Payroll Direct as a % of Revenue	-592.7%	-515.0%	-560.1%	-509.3%	-578.7%	-512.2%	-563.0%	-385.9%	-460.1%	-504.8%	-526.6%	-450.3%	-485.2%		
PTO net\$ accrual, in Salaries	-16	-979	-157	3,584	-662	-75	147	-696	-2,813	190	-46	-1,106	-650		
PTO net\$ accrual, in Wages FTR	437	-260	497	324	2,238	966	2,583	-2,021	-1,506	-255	0	-1,261	-46		
PTO net accrual, in PD Total	421	-1,239	340	3,907	1,576	891	2,730	-2,717	-4,319	-65	-46	-2,367	-696		
PAYROLL BURDEN															
Payroll Taxes	-11,788	-10,337	-11,586	-12,303	-14,129	-14,247	-14,287	-14,010	-14,782	-16,845	-17,800	-15,212	-14,834		
Workers Compensation	-851	-697	-585	-633	-680	-1,175	-1,219	-980	-2,265	-2,127	-1,400	-1,791	-1,553		
Group Insurance	-35,445	-31,968	-29,526	-19,469	-20,679	-26,297	-24,122	-22,942	-22,372	-29,439	-32,800	-24,918	-25,034		
Retirement Plan	-3,650	-2,893	-2,706	-2,897	-3,362	-1,616	-2,658	-1,721	-1,576	-2,070	-2,500	-1,789	-1,928		
PAYROLL BURDEN Total	-51,734	-45,894	-44,402	-35,301	-38,849	-43,335	-42,285	-39,653	-40,995	-50,480	-54,500	-43,709	-43,349		
subtotal, Burden-Salary	-17,969	-15,837	-16,045	-15,312	-15,108	-13,480	-13,160	-14,790	-14,020	-16,708	-18,100	-15,173	-14,431		
subtotal, Burden-Wage-FTR	-32,292	-27,321	-23,773	-14,893	-18,586	-26,431	-24,217	-18,803	-22,506	-28,840	-31,310	-23,383	-24,159		
subtotal, Burden-Wage-Seasonal	-1,472	-2,737	-4,585	-5,096	-5,156	-3,425	-4,907	-6,060	-4,469	-4,932	-5,090	-5,154	-4,759		
Burden % - on all Payroll Direct	38.7%	38.0%	33.6%	26.7%	25.2%	27.2%	27.4%	28.0%	26.7%	29.2%	32.3%	28.0%	27.7%		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Member Services (040)**

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals				
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		2018 <i>Budget</i>	Average 3-Yr	5-Yr		
								2016 <i>Actual</i>	2017 <i>Actual</i>							
															Jan-Jul Act	
Aug-Dec Bdg																
Burden % - Salary	34.8%	33.3%	33.9%	34.2%	37.4%	29.0%	27.1%	26.9%	23.7%	27.0%	31.2%	25.8%	26.7%			
Burden % - Wage-FTR	47.0%	59.9%	59.4%	33.6%	28.1%	31.5%	37.5%	44.9%	36.3%	36.5%	45.3%	39.2%	37.4%			
Burden % - Wage-Seasonal	11.0%	09.9%	10.3%	11.7%	10.8%	11.9%	11.8%	13.5%	13.8%	15.6%	12.3%	14.3%	13.3%			
Burden % - Wage-FTR&Seasonal	41.1%	41.1%	33.5%	22.8%	20.8%	26.5%	27.5%	28.7%	28.6%	30.5%	33.0%	29.3%	28.4%			
PAYROLL TOTAL (Direct&Burden)	-185,443	-166,578	-176,375	-167,763	-193,206	-202,439	-196,801	-181,439	-194,392	-215,750	-223,000	-197,194	-198,164			
Burden % TL	38.7%	38.0%	33.6%	26.7%	25.2%	27.2%	27.4%	28.0%	26.7%	29.2%	32.3%	28.0%	27.7%			
Payroll Taxes %	8.8%	8.6%	8.8%	9.3%	9.2%	9.0%	9.2%	9.9%	9.6%	9.9%	10.6%	9.8%	9.5%			
Workers Comp %	0.6%	0.6%	0.4%	0.5%	0.4%	0.7%	0.8%	0.7%	1.5%	1.6%	0.8%	1.3%	1.1%			
Group Insurance %	26.5%	26.5%	22.4%	14.7%	13.4%	16.5%	15.6%	16.2%	14.6%	16.6%	19.5%	15.8%	15.9%			
Retirement %	2.7%	2.4%	2.1%	2.2%	2.2%	1.0%	1.7%	1.2%	1.0%	1.1%	1.5%	1.1%	1.2%			
OPERATING EXPENSES (OE)																
Employee Dev/Training	-45	0	0	0	0	-27	0	0	0	-500	0	-167	-105			
Employee Relations	-263	-51	-61	-41	-228	-213	-177	-266	-200	-270	-380	-245	-225			
Uniforms	-220	0	-100	-57	-1,003	-362	-106	-1,622	-920	-815	-1,600	-1,119	-765			
Seminars & Conferences	0	0	0	0	-571	-358	0	0	0	0	-850	0	-72			
Travel/Meeting Expense	0	0	0	0	-47	-109	-194	-34	0	-24	-550	-19	-72			
Total Staff Expense	-528	-51	-161	-98	-1,849	-1,069	-478	-1,922	-1,120	-1,609	-3,380	-1,550	-1,240			
Telephone	0	0	0	0	0	-30	-360	-360	-360	-360	-360	-360	-294			
TOTAL UTILITIES	0	0	0	0	0	-30	-360	-360	-360	-360	-360	-360	-294			
SUPPLIES & MAINTENANCE EXPENSE																
Linen Service	0	0	0	0	0	-40	0	-80	0	0	0	-27	-24			
Janitorial Services & Supplies	-3,490	-3,483	-2,724	-2,700	-2,700	-2,700	-2,831	-2,837	-2,700	-2,700	-2,700	-2,746	-2,754			
Contract Fees	0	0	0	-744	-1,101	-1,116	-1,116	-1,116	-1,116	-500	-1,200	-911	-993			
Mbr Srv - Retail COGS	0	-1,526	-3,300	-2,824	-5,263	-6,149	-5,049	-10,268	-7,637	-7,522	-7,400	-8,476	-7,325			
Printed Forms/Ticket Stock	0	0	0	0	-3,005	0	0	0	0	0	0	0	0			
Computer Hardware	0	0	0	0	0	0	0	0	0	0	-500	0	0			
Furniture and Office Equip	-485	-47	0	0	-370	-7	-2	-845	-764	-250	-500	-620	-374			
Office Supplies	-2,095	-1,097	-913	-1,141	-1,217	-1,970	-1,367	-1,054	-1,427	-1,014	-1,800	-1,165	-1,366			
Toner Cartridges	0	0	0	0	0	-769	-3,001	-1,576	-3,302	-2,243	-2,760	-2,374	-2,178			
Operating Supplies	-6,073	-1,086	-3,104	-4,788	-8,587	-4,963	-6,517	-5,638	-10,671	-10,000	-7,800	-8,770	-7,558			
Safety Equipment	0	0	0	0	-11	0	0	0	0	0	0	0	0			
Special Programs	0	0	0	0	0	0	-682	0	0	-100	0	-33	-156			
Repairs & Maintenance																
General/PM	0	0	0	-116	-31	-28	-182	-91	-90	0	0	-60	-78			
Lighting and Electrical	-9	0	-20	0	-28	0	-8	-1,050	0	-267	-480	-439	-265			
HVAC	0	0	0	-140	0	0	0	0	0	0	0	0	0			
Painting	0	0	0	0	-69	0	0	-8	0	0	0	-3	-2			
Other Building	-77	0	-72	0	0	0	0	0	-450	-60	-120	-170	-102			
R&M Building	-86	0	-92	-256	-129	-28	-190	-1,149	-540	-327	-600	-672	-447			
Asphalt	0	0	0	0	0	0	-66	0	0	0	0	0	-13			
Snow Removal	0	0	0	-51	-4	0	0	0	0	0	0	0	0			
R&M Grounds (nonGolf)	0	0	0	-51	-4	0	-66	0	0	0	0	0	-13			
Office Equip R&M	0	0	0	0	0	-470	-245	0	0	-100	-200	-33	-163			
Computer Hardware Maint	0	0	-509	0	-24	0	0	0	0	-100	-200	-33	-20			
R&M Equipment	0	0	-509	0	-24	-470	-245	0	0	-200	-400	-67	-183			
R&M subtotal	-86	0	-601	-306	-156	-498	-500	-1,149	-540	-527	-1,000	-739	-643			
TOTAL SUPPLIES & MAINTENANCE	-12,229	-7,240	-10,641	-12,503	-22,410	-18,213	-21,064	-24,564	-28,156	-24,856	-25,660	-25,859	-23,370			
ADMINISTRATIVE & OTHER EXPENSE																
Public Relations	0	0	0	0	-10	-35	0	0	0	0	0	0	-7			
Community Relations	0	0	0	0	-799	-100	-1,539	-497	0	-400	-1,660	-299	-507			
Dues & Subscriptions	0	0	-89	0	0	-215	-240	-20	0	-100	-240	-40	-115			
Mileage Reimbursement	0	0	0	0	-255	-183	-91	0	0	-277	-100	-92	-110			
Postage - General	-185	-215	-260	-470	-602	-716	-775	-702	-700	-787	-600	-730	-736			
Printing - Brochures	0	0	0	0	0	0	0	0	-323	0	0	-108	-65			

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
 Member Services (040)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	Actuals			
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years				2018 <i>FORECAST</i>	2018 <i>Budget</i>	3-Yr	5-Yr
								2016 <i>Actual</i>	2017 <i>Actual</i>	2018					
										Jan-Jul Act					
Aug-Dec Bdg															
Printing - Other	0	-93	0	0	0	0	0	0	0	0	0	0	0		
Credit Card Expense	-10,436	-9,129	-10,048	-10,072	-12,622	-11,816	-11,839	-11,138	-12,496	-12,187	-11,000	-11,940	-11,895		
Over/Short	8	56	-13	-325	154	42	110	1	-11	-14	0	-8	25		
TOTAL ADMINISTRATIVE & OTHER EXPE	-10,612	-9,381	-10,410	-10,867	-14,134	-13,023	-14,374	-12,356	-13,531	-13,765	-13,600	-13,217	-13,410		
TOTAL OPERATING EXPENSES (OF)	-23,369	-16,672	-21,213	-23,468	-38,393	-32,335	-36,276	-39,201	-43,167	-40,590	-43,000	-40,986	-38,314		
TOTAL PAYROLL AND OPERATING EXPE	-208,812	-183,250	-197,588	-191,231	-231,599	-234,774	-233,077	-220,640	-237,559	-256,340	-266,000	-238,180	-236,478		
N O R 1, before OH	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-223,801	-234,000	-203,973	-204,252		
N O R 2, after OH	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-223,801	-234,000	-203,973	-204,252		
T O C	-211,404	-183,250	-197,748	-191,231	-231,599	-234,774	-233,077	-220,640	-237,559	-256,340	-266,000	-238,180	-236,478		
REV to TOC (CRR%)	-10.7%	-12.8%	-11.9%	-13.6%	-11.5%	-13.2%	-11.8%	-16.7%	-14.0%	-13.4%	-12.0%	-14.7%	-13.8%		
NOR AFTER Assessment Revenue, Opera	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-223,801	-234,000	-203,973	-204,252		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
ASO (020)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average		
								3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016 Actual	2017 Actual				
								Jan-Jul Act	Aug-Dec Bdg				
Revenue													
Aso - Fees	27,650	30,425	27,955	25,600	47,215	52,255	63,110	67,185	54,430	67,996	77,000	63,204	60,995
Inspection Fees	14,896	16,090	17,770	16,730	21,870	24,665	29,905	33,700	24,135	31,495	30,000	29,777	28,780
Fines	42,559	13,448	9,463	2,803	16,985	24,285	22,350	8,365	3,745	4,458	6,000	5,523	12,641
Fines - Forestry	0	0	0	0	0	0	0	0	0	2,000	0	667	400
Interest	1,602	327	92	197	36	52	137	146	110	132	120	129	115
Transfer Fees	0	0	0	0	0	0	0	0	86,200	75,605	74,000	53,935	32,361
Other Revenue	1,883	990	897	2,315	1,697	4,676	8,449	9,842	8,041	6,022	5,880	7,968	7,406
Total Other Revenue	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	187,708	193,000	161,202	142,698
GROSS REVENUE (GREV)	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	187,708	193,000	161,202	142,698
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	187,708	193,000	161,202	142,698
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-57,059	-41,500	-51,561	-52,550	-38,196	-51,435	-56,237	-56,542	-63,722	-65,308	-61,300	-61,857	-58,649
Wages - FTRRegular	-85,494	-80,622	-76,512	-69,413	-83,922	-78,991	-79,686	-116,186	-130,175	-160,864	-173,680	-135,742	-113,180
Wages - Seasonal	-43,351	-5,830	-3,355	-2,969	-4,570	-17,356	-38,752	-20,439	-21,314	-40,959	-51,120	-27,571	-27,764
Incentive Program, FTR, NonExempt	0	0	-140	0	-1,051	-438	0	-437	-1,121	-547	0	-702	-509
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	0	-164	-164	-137	-137	0	-146	-120
Total Salaries & Wages, DIRECT	-185,904	-127,951	-131,568	-124,931	-127,739	-148,219	-174,838	-193,768	-216,468	-267,816	-286,100	-226,018	-200,222
Salaries sub-total	-57,059	-41,500	-51,561	-52,550	-38,196	-51,435	-56,237	-56,542	-63,722	-65,308	-61,300	-61,857	-58,649
Wage sub-total	-128,845	-86,451	-80,007	-72,382	-89,543	-96,785	-118,601	-137,226	-152,746	-202,508	-224,800	-164,160	-141,573
Wage-FTR subsubtotal	-85,494	-80,622	-76,652	-69,413	-84,973	-79,429	-79,686	-116,623	-131,295	-161,412	-173,680	-136,443	-113,689
Wage-Seasonal subsubtotal	-43,351	-5,830	-3,355	-2,969	-4,570	-17,356	-38,916	-20,603	-21,451	-41,096	-51,120	-27,717	-27,864
Payroll Direct as a % of Revenue	-209.8%	-208.8%	-234.2%	-262.2%	-145.5%	-139.9%	-141.1%	-162.5%	-122.5%	-138.5%	-148.2%	-141.2%	-140.9%
PTO net\$ accrual, in Salaries	1,512	0	-795	-522	2,314	203	-1,325	182	-509	-148	88	-158	-319
PTO net\$ accrual, in Wages FTR	-997	-483	-295	1,914	-1,653	1,614	-2,722	-609	1,289	-1,312	0	-211	-348
PTO net accrual, in PD Total	515	-483	-1,089	1,392	661	1,818	-4,047	-426	780	-1,460	88	-369	-667
PAYROLL BURDEN													
Payroll Taxes	-16,416	-10,900	-10,337	-9,920	-9,961	-12,908	-14,926	-16,612	-18,601	-24,398	-27,100	-19,870	-17,489
Workers Compensation	-5,207	-2,101	-1,777	-2,107	-2,270	-4,328	-4,563	-11,533	-7,803	-12,378	-19,200	-10,571	-8,121
Group Insurance	-34,090	-21,216	-29,526	-29,204	-31,018	-27,109	-24,122	-33,489	-33,534	-49,004	-54,600	-38,676	-33,451
Retirement Plan	-2,863	-1,483	-1,554	-1,561	-1,195	0	-1,699	-3,379	-3,979	-5,755	-7,600	-4,371	-2,962
PAYROLL BURDEN Total	-58,576	-35,700	-43,194	-42,792	-44,445	-44,345	-45,309	-65,013	-63,917	-91,535	-108,500	-73,488	-62,024
subtotal, Burden-Salary	-22,056	-4,328	-15,540	-15,575	-14,771	-14,018	-14,799	-15,329	-14,745	-18,089	-20,300	-16,054	-15,396
subtotal, Burden-Wage-FTR	-30,039	-30,243	-27,061	-26,632	-28,885	-27,356	-25,108	-46,408	-45,524	-66,368	-79,010	-52,766	-42,153
subtotal, Burden-Wage-Seasonal	-6,480	-1,129	-592	-586	-789	-2,971	-5,402	-3,276	-3,648	-7,079	-9,190	-4,668	-4,475
Burden % - on all Payroll Direct	31.5%	27.9%	32.8%	34.3%	34.8%	29.9%	25.9%	33.6%	29.5%	31.1%	37.9%	31.4%	30.0%
Burden % - Salary	38.7%	10.4%	30.1%	29.6%	38.7%	27.3%	26.3%	27.1%	23.1%	24.2%	33.1%	24.8%	25.6%
Burden % - Wage-FTR	35.1%	37.5%	35.3%	38.4%	34.0%	34.4%	31.5%	39.8%	34.7%	37.6%	45.5%	37.4%	35.6%
Burden % - Wage-Seasonal	14.9%	19.4%	17.7%	19.7%	17.3%	17.1%	13.9%	15.9%	17.0%	16.2%	18.0%	16.4%	16.0%
Burden % - Wage-FTR&Seasonal	28.3%	36.3%	34.6%	37.6%	33.1%	31.3%	25.7%	36.2%	32.2%	33.7%	39.2%	34.0%	31.8%
PAYROLL TOTAL (Direct&Burden)	-244,480	-163,652	-174,761	-167,724	-172,184	-192,564	-220,147	-258,781	-280,385	-359,351	-394,600	-299,506	-262,246
Burden % TL	31.5%	27.9%	32.8%	34.3%	34.8%	29.9%	25.9%	33.6%	29.5%	31.1%	37.9%	31.4%	30.0%

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
ASO (020)

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
											Jan-Jul Act			
											Aug-Dec Bdg			
Payroll Taxes %	8.8%	8.5%	7.9%	7.9%	7.8%	8.7%	8.5%	8.6%	8.6%	8.8%	9.5%	8.7%	8.6%	
Workers Comp %	2.8%	1.6%	1.4%	1.7%	1.8%	2.9%	2.6%	6.0%	3.6%	2.9%	6.7%	4.1%	3.6%	
Group Insurance %	18.3%	16.6%	22.4%	23.4%	24.3%	18.3%	13.8%	17.3%	15.5%	17.7%	19.1%	16.8%	16.5%	
Retirement %	1.5%	1.2%	1.2%	1.2%	0.9%	0.0%	1.0%	1.7%	1.8%	1.7%	2.7%	1.8%	1.3%	
OPERATING EXPENSES (OE)														
Employee Recruiting	0	0	-2	0	0	0	0	0	0	0	0	0	0	
Employee Dev/Training	0	0	0	0	0	-38	0	-554	-145	-1,367	0	-689	-421	
Employee Relations	0	-42	0	0	-145	-832	-91	-281	-498	-335	-480	-371	-407	
Uniforms	-158	-309	-90	-108	-33	-18	-41	-599	0	-325	-600	-308	-197	
Seminars & Conferences	0	0	0	0	0	0	-431	-145	-465	-1,020	-3,120	-543	-412	
Travel/Meeting Expense	-16	0	0	0	0	0	-552	-373	-234	-1,108	-1,640	-631	-563	
Total Staff Expense	-174	-351	-92	-108	-178	-1,439	-936	-1,812	-1,658	-4,155	-5,840	-2,542	-2,000	
Telephone	-1,050	-1,210	-1,242	-1,525	-1,276	-1,264	-1,024	-671	-2,288	-1,685	-2,520	-1,548	-1,386	
Fuel & Oil	-654	-863	-1,297	-1,151	-1,217	-973	-991	-832	-1,373	-1,578	-1,140	-1,261	-1,149	
TOTAL UTILITIES	-1,704	-2,073	-2,539	-2,676	-2,493	-2,238	-2,015	-1,502	-3,661	-3,263	-3,660	-2,809	-2,536	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	0	0	0	0	0	0	0	-92	0	0	-31	-18	
Janitorial Services & Supplies	-3,480	-3,480	-2,700	-2,700	-2,700	-2,700	-2,831	-2,837	-2,700	-2,700	-2,700	-2,746	-2,754	
Equipment Rental	0	0	0	0	0	0	0	-620	-724	-356	0	-567	-340	
Printed Forms/Ticket Stock	0	0	0	0	0	0	0	0	-427	0	0	-142	-85	
Furniture and Office Equip	-120	0	-367	-18	-410	-209	-89	-490	-522	-773	-240	-595	-417	
Office Supplies	-1,953	-2,403	-2,694	-1,763	-2,068	-2,046	-2,308	-2,268	-1,350	-1,898	-2,500	-1,839	-1,974	
Toner Cartridges	0	0	0	0	0	-137	-215	-763	-316	-624	0	-568	-411	
Signs	0	0	0	0	0	0	0	0	-741	0	0	-247	-148	
Operating Supplies	0	0	0	0	0	-33	0	0	-78	0	0	-26	-22	
Small Tools & Equipment	0	-135	0	0	-36	0	0	0	0	0	0	0	0	
Safety Equipment	0	0	0	0	-19	0	0	0	0	0	0	0	0	
Entertainment	0	0	-70	0	0	0	0	0	0	0	0	0	0	
Repairs & Maintenance														
General/PM	0	0	-71	-86	-308	-84	-26	-114	0	0	0	-38	-45	
Lighting and Electrical	0	0	0	0	-40	0	-6	-293	0	0	0	-98	-60	
HVAC	0	0	0	-17	-13	0	0	0	0	0	0	0	0	
Carpentry	0	0	0	0	0	0	-17	0	0	0	0	0	-3	
MaintDept Labor Charges (inactive)	-13	0	0	0	0	0	0	0	0	0	0	0	0	
Other Building	-20	-42	-119	0	0	0	0	0	0	-80	-150	-27	-16	
R&M Building	-32	-42	-191	-103	-362	-84	-49	-407	0	-80	-150	-162	-124	
Rolling, Car/Truck/Bus/Van	-1,228	-386	-484	-1,130	-950	-1,729	-2,145	-359	-4,948	-2,223	-1,800	-2,510	-2,281	
Office Equip R&M	0	0	0	0	0	-24	-15	0	0	-100	-160	-33	-28	
Computer Hardware Maint	0	0	0	0	0	0	0	0	-1,407	0	0	-469	-281	
R&M Equipment	-1,228	-386	-484	-1,130	-950	-1,753	-2,160	-359	-6,354	-2,323	-1,960	-3,012	-2,590	
Contra - Inter-Dept. Charges	0	0	0	71	0	0	0	0	0	0	0	0	0	
R&M subtotal	-1,260	-427	-674	-1,162	-1,312	-1,838	-2,209	-766	-6,354	-2,403	-2,110	-3,174	-2,714	
TOTAL SUPPLIES & MAINTENANCE	-6,813	-6,446	-6,506	-5,643	-6,545	-6,963	-7,653	-7,745	-13,306	-8,754	-7,550	-9,935	-8,884	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	0	0	0	0	0	-30	0	0	-10	-6	
Dues & Subscriptions	0	0	0	0	0	0	-186	-943	-1,379	0	-400	-774	-502	
Licenses, Permits, Fees	-1,016	-1,030	-1,207	-103	-343	-310	-112	-104	-1,186	-1,050	-1,050	-467	-342	
Mileage Reimbursement	-70	-125	-131	-90	-158	-86	0	-109	0	0	0	-36	-39	
Board Expense	-289	-122	-92	-118	-1,638	-242	-599	-980	-1,108	-542	0	-877	-694	
Postage - General	-4,045	-1,928	-1,999	-1,454	-1,788	-2,222	-2,706	-3,303	-2,026	-2,887	-3,300	-2,739	-2,629	
Printing - Brochures	0	0	0	0	0	0	-818	-189	-820	0	0	-336	-365	
Credit Card Expense	0	0	0	0	0	0	0	0	-1,768	-4,131	-3,000	-1,966	-1,180	
Insurance Expense	-1,200	-990	-1,200	-1,080	-1,200	-1,047	-1,200	-1,061	-1,200	-1,200	-1,200	-1,154	-1,142	
TOTAL ADMINISTRATIVE & OTHER EXPE	-6,620	-4,194	-4,628	-2,845	-5,127	-3,598	-5,819	-6,588	-8,544	-9,946	-8,950	-8,359	-6,899	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
 ASO (020)

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years					2018 <i>Budget</i>	<i>Actuals</i> Average		
						2014 <i>Actual</i>	2015 <i>Actual</i>	3 Year Average Years		2018 <i>FORECAST</i>		3-Yr	5-Yr	
								2016 <i>Actual</i>	2017 <i>Actual</i>					Jan-Jul Act
														Aug-Dec Bdg
TOTAL OPERATING EXPENSES (OE)	-15,311	-13,064	-13,765	-11,272	-14,343	-14,237	-16,422	-17,647	-27,169	-26,117	-26,000	-23,644	-20,318	
TOTAL PAYROLL AND OPERATING EXPE	-259,791	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-307,554	-385,468	-420,600	-323,150	-282,564	
N O R 1, before OH	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-197,761	-227,600	-161,948	-139,866	
N O R 2, after OH	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-197,761	-227,600	-161,948	-139,866	
T O C	-259,791	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-307,554	-385,468	-420,600	-323,150	-282,564	
REV to TOC (CRR%)	-34.1%	-34.7%	-29.8%	-26.6%	-47.1%	-51.2%	-52.4%	-43.1%	-57.4%	-51.3%	-45.9%	-50.6%	-51.1%	
NOR AFTER Assessment Revenue, Opera	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-197,761	-227,600	-161,948	-139,866	

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
MIS (025)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average					
								2016 Actual	2017 Actual		2018 FORECAST	2018 Budget	3-Yr	5-Yr		
															3 Year Average Years	
															Jan-Jul Act	Aug-Dec Bdg
Revenue																
COST OF GOODS SOLD (COGS)																
PAYROLL																
SALARIES & WAGES																
Salaries - Exempt - Regular	-162,742	-112,835	-120,223	-177,565	-176,560	-183,196	-189,722	-205,905	-215,975	-226,594	-226,200	-216,158	-204,278			
Wages - FTRRegular	-56,795	-81,758	-100,932	-29,329	-40,559	-56,299	-85,950	-83,476	-94,358	-136,980	-138,107	-104,938	-91,413			
Wages - Seasonal	-5,781	-19,562	-22,989	-38,669	-42,703	-38,712	-18,767	-31,066	-27,589	-20,304	-18,493	-26,319	-27,287			
Incentive Program, FTR, NonExempt	-137	-274	-194	0	-137	-712	-683	-1,394	-820	-274	0	-829	-777			
Incentive Program, Seasonal, NonExempt	0	0	-134	-268	-707	-684	-437	-410	-883	-137	0	-476	-510			
Total Salaries & Wages, DIRECT	-225,455	-214,430	-244,473	-245,831	-260,665	-279,603	-295,559	-322,252	-339,624	-384,288	-382,800	-348,721	-324,265			
Salaries sub-total	-162,742	-112,835	-120,223	-177,565	-176,560	-183,196	-189,722	-205,905	-215,975	-226,594	-226,200	-216,158	-204,278			
Wage sub-total	-62,713	-101,594	-124,249	-68,266	-84,105	-96,407	-105,837	-116,346	-123,650	-157,695	-156,600	-132,563	-119,987			
Wage-FTR subsubtotal	-56,932	-82,032	-101,125	-29,329	-40,696	-57,011	-86,633	-84,871	-95,178	-137,254	-138,107	-105,767	-92,189			
Wage-Seasonal subsubtotal	-5,781	-19,562	-23,124	-38,937	-43,409	-39,396	-19,204	-31,476	-28,471	-20,441	-18,493	-26,796	-27,798			
PTO net\$ accrual, in Salaries	-3,114	-4,917	-5,800	-1,938	4,284	-1,090	2,218	-7,684	-757	-229	38	-2,890	-1,508			
PTO net\$ accrual, in Wages FTR	-1,163	-515	0	-623	184	-154	-1,135	-1,129	-950	-2,376	0	-1,485	-1,149			
PTO net accrual, in PD Total	-4,277	-5,432	-5,800	-2,561	4,468	-1,243	1,083	-8,812	-1,708	-2,605	38	-4,375	-2,657			
PAYROLL BURDEN																
Payroll Taxes	-18,299	-17,451	-19,377	-21,399	-23,649	-24,166	-25,817	-28,341	-28,853	-33,726	-35,900	-30,307	-28,181			
Workers Compensation	-3,421	-1,340	-1,036	-1,220	-1,199	-2,064	-2,304	-2,228	-1,766	-1,873	-1,800	-1,956	-2,047			
Group Insurance	-35,812	-32,071	-29,526	-29,204	-31,204	-36,076	-32,901	-33,501	-30,648	-49,528	-54,700	-37,892	-36,531			
Retirement Plan	-3,269	-3,173	-3,457	-3,348	-4,932	-3,771	-6,759	-6,656	-7,091	-8,773	-10,500	-7,507	-6,610			
PAYROLL BURDEN Total	-60,802	-54,035	-53,396	-55,172	-60,984	-66,077	-67,781	-70,727	-68,358	-93,900	-102,900	-77,661	-73,369			
subtotal, Burden-Salary	-43,194	-33,813	-22,555	-37,510	-41,215	-38,582	-39,739	-41,362	-40,359	-47,019	-50,400	-42,913	-41,412			
subtotal, Burden-Wage-FTR	-16,852	-18,340	-28,482	-12,936	-14,123	-23,153	-25,432	-24,671	-24,605	-44,515	-50,540	-31,264	-28,475			
subtotal, Burden-Wage-Seasonal	-756	-1,883	-2,359	-4,726	-5,646	-4,342	-2,610	-4,694	-3,394	-2,365	-1,960	-3,484	-3,481			
Burden % - on all Payroll Direct	27.0%	25.2%	21.8%	22.4%	23.4%	23.6%	22.9%	21.9%	20.1%	22.7%	26.9%	21.6%	22.3%			
Burden % - Salary	26.5%	30.0%	18.8%	21.1%	23.3%	21.1%	20.9%	20.1%	18.7%	19.7%	22.3%	19.5%	20.1%			
Burden % - Wage-FTR	29.6%	22.4%	28.2%	44.1%	34.7%	40.6%	29.4%	29.1%	25.9%	29.4%	36.6%	28.1%	30.9%			
Burden % - Wage-Seasonal	13.1%	09.6%	10.2%	12.1%	13.0%	11.0%	13.6%	14.9%	11.9%	12.3%	10.6%	13.0%	12.7%			
Burden % - Wage-FTR&Seasonal	28.1%	19.9%	24.8%	25.9%	23.5%	28.5%	26.5%	25.2%	22.6%	26.9%	33.5%	24.9%	26.0%			
PAYROLL TOTAL (Direct&Burden)	-286,257	-268,465	-297,868	-301,003	-321,648	-345,680	-363,340	-392,978	-407,982	-478,188	-485,700	-426,383	-397,634			
Burden % TL	27.0%	25.2%	21.8%	22.4%	23.4%	23.6%	22.9%	21.9%	20.1%	22.7%	26.9%	21.6%	22.3%			
Payroll Taxes %	8.1%	8.1%	7.9%	8.7%	9.1%	8.6%	8.7%	8.8%	8.5%	8.3%	9.4%	8.5%	8.6%			
Workers Comp %	1.5%	0.6%	0.4%	0.5%	0.5%	0.7%	0.8%	0.7%	0.5%	0.5%	0.5%	0.6%	0.6%			
Group Insurance %	15.9%	15.0%	12.1%	11.9%	12.0%	12.9%	11.1%	10.4%	9.0%	11.9%	14.3%	10.4%	11.1%			
Retirement %	1.5%	1.5%	1.4%	1.4%	1.9%	1.3%	2.3%	2.1%	2.1%	2.0%	2.7%	2.0%	1.9%			
OPERATING EXPENSES (OE)																
Employee Recruiting	0	0	0	0	0	0	0	0	-130	0	0	-43	-26			
Employee Dev/Training	-4,289	-7,068	-6,804	-5,788	-385	0	-39	0	-796	-869	-2,100	-555	-341			
Employee Relations	-120	-165	-69	-90	-405	-75	-717	0	-302	-611	-240	-304	-341			
Uniforms	0	-157	-73	-6	-314	-16	-16	-221	-153	-200	-400	-192	-121			
Seminars & Conferences	0	0	-1,225	0	-1,033	0	-100	0	0	-1,000	-1,800	-333	-220			
Travel/Meeting Expense	-378	-768	0	-121	-2,060	-20	-1,327	-2,563	-3,590	-186	-200	-2,113	-1,537			
08/17/18	MIS (025)											145				
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Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
 MIS (025)

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
										Jan-Jul Act				
										Aug-Dec Bdg				
Total Staff Expense	-4,787	-8,157	-8,170	-6,006	-4,195	-111	-2,199	-2,784	-4,971	-2,866	-4,740	-3,540	-2,586	
Telephone	-52,222	-65,461	-65,130	-74,535	-82,015	-109,906	-116,585	-112,786	-122,977	-102,967	-89,400	-112,910	-113,044	
Cable/Sat TV Service	-1,080	-1,143	-811	-409	-806	-6,145	-7,487	-7,048	-6,508	-4,362	-6,600	-5,972	-6,310	
Fuel & Oil	-465	-594	-575	-1,325	-1,561	-1,581	-1,123	-979	-923	-912	-1,000	-938	-1,104	
Water - Grounds	0	0	0	0	0	0	-221	0	0	0	0	0	-44	
TOTAL UTILITIES	-53,767	-67,198	-66,516	-76,269	-84,382	-117,633	-125,416	-120,812	-130,408	-108,241	-97,000	-119,820	-120,502	
SUPPLIES & MAINTENANCE EXPENSE														
Janitorial Services & Supplies	0	0	-2,700	-2,700	-2,700	-2,700	-2,831	-2,837	-2,700	-2,700	-2,700	-2,746	-2,754	
Pest Control	0	0	0	0	0	0	-14	0	0	0	0	0	-3	
Contract Fees	0	0	0	0	-240	-80	-2	0	0	0	0	0	-16	
Computer Software	0	-1,183	0	-45	-40	0	-3,739	-3,882	-4,728	-4,364	-4,800	-4,325	-3,343	
Computer Hardware	0	-829	-879	0	-942	-252	-769	-368	-210	-894	-1,200	-491	-499	
Furniture and Office Equip	-20	0	0	-142	-595	0	-510	0	-410	-100	-200	-170	-204	
Office Supplies	-236	-452	-698	-827	-259	-444	-367	-780	-359	-629	-480	-589	-516	
Toner Cartridges	0	0	0	0	0	0	0	-49	0	0	0	-16	-10	
Operating Supplies	-61	-3	0	-32	-242	0	-25	0	-24	0	0	-8	-10	
Small Tools & Equipment	-83	-1,922	-483	-280	-884	-721	-564	-644	-630	-28	0	-434	-517	
Safety Equipment	-1,004	-33	-83	0	0	0	0	-101	0	0	0	-34	-20	
Entertainment	-39	0	0	0	0	0	-133	0	0	0	0	0	-27	
Repairs & Maintenance														
General/PM	0	0	0	0	0	0	-38	-64	-83	0	0	-49	-37	
Lighting and Electrical	0	0	-102	-16	-103	-19	-324	0	-413	0	0	-138	-151	
HVAC	0	0	-120	0	0	0	0	0	0	0	0	0	0	
Fire Suppression	0	0	0	-38	0	0	0	0	0	0	0	0	0	
MaintDept Labor Charges (inactive)	-388	0	0	0	0	0	0	0	0	0	0	0	0	
Other Building	-90	-85	-64	0	-15	0	-273	0	-126	-40	-100	-55	-88	
R&M Building	-477	-85	-286	-54	-118	-19	-635	-64	-622	-40	-100	-242	-276	
Rolling, Car/Truck/Bus/Van	-427	-624	-397	-421	-105	-144	-859	-320	-4,222	-2,051	-300	-2,198	-1,519	
Office Equip R&M	0	0	0	0	-60	-16	0	0	0	-50	-100	-17	-13	
Computer Software Maint	0	-35,741	-41,589	-45,562	-45,443	-42,227	-46,326	-45,072	-45,562	-40,354	-45,550	-43,663	-43,908	
Computer Hardware Maint	0	-13,944	-13,453	-5,601	-10,001	-5,594	-5,897	-5,231	-4,476	-5,297	-6,000	-5,001	-5,299	
Other Operating Equip R&M	-40,684	-742	0	0	0	0	0	0	0	0	0	0	0	
R&M Equipment	-41,110	-51,051	-55,439	-51,585	-55,609	-47,980	-53,082	-50,623	-54,259	-47,753	-51,950	-50,878	-50,739	
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	150	1,095	0	0	415	249	
R&M subtotal	-41,588	-51,136	-55,725	-51,638	-55,727	-47,999	-53,717	-50,537	-53,786	-47,793	-52,050	-50,705	-50,766	
TOTAL SUPPLIES & MAINTENANCE	-43,032	-55,558	-60,569	-55,665	-61,628	-52,196	-62,671	-59,197	-62,848	-56,507	-61,430	-59,517	-58,684	
ADMINISTRATIVE & OTHER EXPENSE														
Consulting Expense	-1,858	-2,752	-1,118	-1,352	-3,678	-1,155	-1,810	-2,478	-11,352	-4,725	-5,200	-6,185	-4,304	
Dues & Subscriptions	-100	-120	-55	-218	-760	-332	-261	-386	-580	-1,169	-100	-712	-546	
Licenses, Permits, Fees	-3,941	-5,806	-443	-1,162	-1,356	-823	-801	-799	-786	-422	-400	-669	-726	
Mileage Reimbursement	-252	-464	-194	-765	-36	-95	-49	-146	-125	-300	-106	-83	-83	
Postage - General	-80	-82	-29	-12	-39	-76	-21	-12	-35	-149	-130	-65	-58	
Printing - Other	0	-56	0	0	0	0	0	0	0	0	0	0	0	
Credit Card Expense	-153	-6	0	0	0	0	0	0	0	0	0	0	0	
TOTAL ADMINISTRATIVE & OTHER EXPE	-6,384	-9,285	-1,840	-3,509	-5,869	-2,385	-2,988	-3,723	-12,899	-6,590	-6,130	-7,737	-5,717	
TOTAL OPERATING EXPENSES (OE)	-107,970	-140,198	-137,096	-141,448	-156,075	-172,325	-193,274	-186,516	-211,126	-174,204	-169,300	-190,615	-187,489	
TOTAL PAYROLL AND OPERATING EXPE	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
N O R 1, before OH	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
N O R 2, after OH	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
T O C	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
NOR AFTER Assessment Revenue, Opera	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Accounting (030)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average				
								2016 Actual	2017 Actual			2018 FORECAST	3-Yr	5-Yr		
															3 Year Average Years	
															Jan-Jul Act	Aug-Dec Bdg
Revenue																
NSF Charges	0	0	0	0	0	0	0	0	30	0	0	10	6			
Other Revenue	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,880	5,360	5,000	5,446	4,037			
Total Other Revenue	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	5,360	5,000	5,456	4,043			
GROSS REVENUE (GREV)	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	5,360	5,000	5,456	4,043			
COST OF GOODS SOLD (COGS)																
Gross Margin (GREV-COGS)	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	5,360	5,000	5,456	4,043			
PAYROLL																
SALARIES & WAGES																
Salaries - Exempt - Regular	-183,972	-185,457	-188,784	-212,171	-221,798	-228,716	-239,866	-251,491	-259,872	-278,143	-274,300	-263,169	-251,618			
Wages - FTRRegular	-158,959	-163,602	-211,401	-187,036	-210,609	-211,567	-210,802	-213,813	-225,495	-256,078	-250,809	-231,795	-223,551			
Wages - Seasonal	-21,342	-22,729	-21,467	-22,890	-20,228	-6,039	-13,758	-41,483	-12,652	-19,561	-27,191	-24,565	-18,698			
Wages-FTR-Commissions	0	0	0	0	0	-137	0	0	0	0	0	0	-27			
Incentive Program, Exempt	0	0	0	0	0	0	-2,036	0	-4,000	-3,675	0	-2,558	-1,942			
Incentive Program, FTR, NonExempt	-1,302	-2,301	-2,657	-2,896	-2,901	-2,381	-2,925	-2,870	-5,063	-1,369	0	-3,101	-2,922			
Incentive Program, Seasonal, NonExempt	0	-137	-134	-187	-274	-410	-301	-1,230	0	0	0	-410	-388			
Total Salaries & Wages, DIRECT	-365,576	-374,227	-424,443	-425,181	-455,810	-449,249	-469,688	-510,887	-507,082	-558,827	-552,300	-525,599	-499,146			
Salaries sub-total	-183,972	-185,457	-188,784	-212,171	-221,798	-228,716	-241,902	-251,491	-263,872	-281,818	-274,300	-263,169	-253,560			
Wage sub-total	-181,604	-188,769	-235,659	-213,010	-234,011	-220,534	-227,786	-259,396	-243,210	-277,008	-278,000	-259,871	-245,587			
Wage-FTR subsubtotal	-160,262	-165,903	-214,058	-189,932	-213,509	-214,084	-213,727	-216,683	-230,558	-257,447	-250,809	-234,896	-226,500			
Wage-Seasonal subsubtotal	-21,342	-22,866	-21,602	-23,078	-20,502	-6,449	-14,058	-42,713	-12,652	-19,561	-27,191	-24,975	-19,087			
Payroll Direct as a % of Revenue	-19973.9%	-26803.4%	-32500.0%	-25197.6%	-22904.9%	-26873.5%	-21593.4%	-10018.2%	-8580.4%	-10021.3%	-11046.0%	-9540.0%	-15417.4%			
PTO net\$ accrual, in Salaries	-4,763	1,777	1,219	-3,976	-3,642	-6,983	-936	-12,231	1,407	-3,414	913	-4,746	-4,431			
PTO net\$ accrual, in Wages FTR	462	306	1,016	1,998	-447	-1,930	-1,969	-816	442	-818	0	-397	-1,018			
PTO net accrual, in PD Total	-4,301	2,083	2,235	-1,977	-4,089	-8,912	-2,905	-13,047	1,849	-4,232	913	-5,144	-5,450			
PAYROLL BURDEN																
Payroll Taxes	-27,701	-29,238	-32,654	-33,901	-35,345	-35,419	-38,373	-41,077	-40,071	-45,573	-43,600	-42,240	-40,103			
Workers Compensation	-2,211	-2,021	-1,844	-2,058	-2,154	-3,332	-4,384	-3,674	-5,956	-2,802	-3,200	-4,144	-4,029			
Group Insurance	-66,415	-63,931	-68,870	-68,135	-75,493	-66,356	-58,300	-61,566	-62,106	-69,826	-76,000	-64,499	-63,631			
Retirement Plan	-6,864	-7,015	-9,057	-8,560	-27,299	-24,171	-40,061	-33,817	-33,769	-39,859	-46,900	-35,815	-34,336			
PAYROLL BURDEN Total	-103,191	-102,205	-112,426	-112,654	-140,291	-129,279	-141,118	-140,134	-141,902	-158,059	-169,700	-146,698	-142,098			
subtotal, Burden-Salary	-40,592	-41,675	-38,979	-41,674	-62,790	-60,524	-74,671	-67,873	-69,379	-76,112	-79,600	-71,122	-69,712			
subtotal, Burden-Wage-FTR	-59,784	-58,178	-70,999	-68,746	-75,314	-67,744	-64,485	-67,469	-70,033	-79,576	-87,210	-72,359	-69,861			
subtotal, Burden-Wage-Seasonal	-2,815	-2,351	-2,448	-2,235	-2,187	-1,010	-1,963	-4,791	-2,490	-2,371	-2,890	-3,217	-2,525			
Burden % - on all Payroll Direct	28.2%	27.3%	26.5%	26.5%	30.8%	28.8%	30.0%	27.4%	28.0%	26.6%	30.7%	27.3%	28.2%			
Burden % - Salary	22.1%	22.5%	20.6%	20.6%	28.3%	26.5%	30.9%	27.0%	26.3%	25.6%	29.0%	26.3%	27.2%			
Burden % - Wage-FTR	37.3%	35.1%	33.2%	36.2%	35.3%	31.6%	30.2%	31.1%	30.4%	28.3%	34.8%	29.9%	30.3%			
Burden % - Wage-Seasonal	13.2%	10.3%	11.3%	09.7%	10.7%	15.7%	14.0%	11.2%	19.7%	14.9%	10.6%	15.3%	15.1%			
Burden % - Wage-FTR&Seasonal	34.5%	32.1%	31.2%	33.3%	33.1%	31.2%	29.2%	27.9%	29.8%	27.5%	32.4%	28.4%	29.1%			
PAYROLL TOTAL (Direct&Burden)	-468,767	-476,431	-536,869	-537,835	-596,101	-578,528	-610,806	-651,021	-648,984	-716,886	-722,000	-672,297	-641,245			
Burden % TL	28.2%	27.3%	26.5%	26.5%	30.8%	28.8%	30.0%	27.4%	28.0%	26.6%	30.7%	27.3%	28.2%			
Payroll Taxes %	7.6%	7.8%	7.7%	7.8%	7.8%	7.9%	8.2%	8.0%	7.9%	8.3%	7.9%	8.1%	8.1%			
Workers Comp %	0.6%	0.5%	0.4%	0.5%	0.5%	0.7%	0.9%	0.7%	1.2%	0.4%	0.6%	0.8%	0.8%			
Group Insurance %	18.2%	17.1%	16.2%	16.0%	16.6%	14.8%	12.4%	12.1%	12.2%	11.6%	13.8%	12.0%	12.6%			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Accounting (030)**

	5 Year Average Years									2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years			2018 FORECAST	3-Yr	5-Yr
								2016	2017				
								Actual	Actual				
										Jan-Jul Act			
										Aug-Dec Bdg			
Retirement %	1.9%	1.9%	2.1%	2.0%	6.0%	5.4%	8.5%	6.6%	6.7%	6.2%	8.5%	6.5%	6.7%
OPERATING EXPENSES (OE)													
Educational Reimbursement	0	0	0	0	0	0	0	-6,000	0	0	0	-2,000	-1,200
Employee Dev/Training	-244	-1,144	-578	-417	-536	-604	-373	-485	-391	-654	-900	-510	-501
Employee Relations	-467	-853	-1,291	-1,040	-1,235	-1,143	-1,650	-2,953	-2,091	-1,011	-1,300	-2,018	-1,769
Uniforms	0	-596	-358	-96	-328	-37	0	-68	-256	-286	-400	-203	-129
Seminars & Conferences	-1,447	-1,498	0	-1,129	-1,049	0	-468	-1,250	-1,000	-700	-1,900	-983	-684
Travel/Meeting Expense	-2,589	-1,014	-2,394	-1,355	-2,161	-64	-908	-2,119	-1,275	-1,300	-2,700	-1,564	-1,133
Total Staff Expense	-4,748	-5,104	-4,621	-4,037	-5,308	-1,848	-3,398	-12,875	-5,012	-3,951	-7,200	-7,279	-5,417
Telephone	-2,604	-3,036	-3,940	-5,133	-5,942	-6,073	-5,625	-4,602	-4,218	-3,575	-5,760	-4,132	-4,819
Disposal Fees	0	-238	0	0	0	0	-816	-1,128	0	-500	-500	-543	-489
Fuel & Oil	0	0	0	0	-172	-38	0	0	0	0	0	0	-8
TOTAL UTILITIES	-2,604	-3,274	-3,940	-5,133	-6,115	-6,112	-6,441	-5,730	-4,218	-4,075	-6,260	-4,674	-5,315
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	-206	0	-12	-488	0	0	0	0	-230	0	0	-77	-46
Janitorial Services & Supplies	-3,483	-3,480	-2,856	-2,700	-2,700	-2,700	-2,831	-2,837	-3,225	-2,820	-2,820	-2,961	-2,883
Contract Fees	0	-968	-3,820	-154	-288	-24	0	0	0	0	0	0	-5
Printed Forms/Ticket Stock	-803	-906	-1,682	-1,987	-2,111	-642	-446	-1,142	-1,881	-1,422	-2,000	-1,482	-1,107
Computer Software	0	-260	-114	-30	-240	-99	-80	-730	-800	-400	-500	-643	-422
Computer Hardware	0	0	0	0	-56	0	0	0	0	-100	-500	-33	-20
Furniture and Office Equip	-231	-443	-933	0	0	0	-513	-393	144	-678	-600	-309	-288
Office Supplies	-3,400	-5,344	-5,912	-9,218	-7,471	-4,173	-4,578	-3,757	-2,799	-1,743	-3,400	-2,766	-3,410
Toner Cartridges	0	0	0	0	0	-215	-1,593	-1,950	-2,101	-2,148	-1,200	-2,066	-1,601
Signs	0	0	0	0	0	0	0	0	49	0	0	16	10
Operating Supplies	-4,016	-4,191	-2,026	-48	0	0	-70	0	-38	-1,068	0	-369	-235
Small Tools & Equipment	0	0	0	0	0	0	0	-748	0	0	0	-249	-150
Safety Equipment	0	0	-25	0	0	-133	0	0	0	0	0	0	-27
Repairs & Maintenance													
General/PM	0	0	0	-534	-10	0	-37	-403	-82	0	0	-162	-104
Lighting and Electrical	0	0	-6	-365	-61	0	0	0	0	0	0	0	0
HVAC	0	0	0	0	0	-5	0	0	0	0	0	0	-1
Painting	0	0	-24	0	0	0	0	0	0	0	0	0	0
MaintDept Labor Charges (inactive)	-88	0	0	0	0	0	0	0	0	0	0	0	0
Other Building	-68	0	-291	0	0	0	0	0	0	-81	-200	-27	-16
R&M Building	-156	0	-320	-898	-70	-5	-37	-403	-82	-81	-200	-189	-122
Office Equip R&M	0	0	-99	-139	0	0	0	0	0	-100	-160	-33	-20
Computer Software Maint	-2,400	-5,249	-2,876	-2,996	-2,915	-2,990	-3,256	-3,441	-3,550	-11,246	-14,360	-6,079	-4,896
Computer Hardware Maint	0	0	0	-193	-180	0	0	0	0	-100	-200	-33	-20
Other Operating Equip R&M	-3,454	-1,155	-180	0	0	0	0	-149	0	0	0	-50	-30
R&M Equipment	-5,854	-6,404	-3,155	-3,328	-3,095	-2,990	-3,256	-3,590	-3,550	-11,446	-14,720	-6,195	-4,966
R&M subtotal	-6,010	-6,404	-3,475	-4,226	-3,166	-2,995	-3,293	-3,992	-3,632	-11,527	-14,920	-6,384	-5,088
TOTAL SUPPLIES & MAINTENANCE	-18,149	-21,995	-20,854	-18,851	-16,031	-10,981	-13,404	-15,550	-14,513	-21,906	-25,940	-17,323	-15,271
ADMINISTRATIVE & OTHER EXPENSE													
Consulting Expense	-900	-600	-375	-263	0	0	0	0	0	-125	-300	-42	-25
Public Relations	0	0	0	0	0	0	0	0	-96	0	0	-32	-19
Dues & Subscriptions	-1,085	-1,936	-1,264	-1,765	-1,667	-1,474	-1,315	-1,872	-2,073	-1,102	-1,000	-1,682	-1,567
Licenses, Permits, Fees	-37,419	-35,811	-39,999	-30,329	-31,866	-29,406	-30,302	-37,837	-30,729	-43,198	-31,550	-37,255	-34,294
Mileage Reimbursement	-254	-252	-315	-199	-598	-165	-426	-432	-296	-345	-250	-358	-333
Board Expense	0	0	0	0	0	0	0	-13	0	0	0	-4	-3
Postage - General	-3,054	-2,966	-3,173	-2,590	-1,886	-2,399	-2,560	-2,175	-2,448	-2,006	-2,400	-2,210	-2,318
Assessment Billing	0	0	0	-768	0	-1,107	0	0	-964	0	0	-321	-414
Printing - Other	0	-779	0	0	0	-554	0	0	-568	0	0	-189	-224
Fines and Penalties	0	-4,286	0	0	0	-5,239	0	0	0	0	0	0	-1,048
Credit Card Expense	37	-422	-306	-269	-445	-688	-316	-357	-799	-756	-500	-637	-583
Over/Short	-1	77	23	302	-193	374	-64	-351	-502	-10	0	-288	-110

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
 Accounting (030)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals Average			
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual					
Lease Expense	-305	-305	-305	0	0	0	0	0	0	0	0	0	0		
TOTAL ADMINISTRATIVE & OTHER EXPE	-42,980	-47,281	-45,715	-35,881	-36,655	-40,658	-34,983	-43,037	-38,474	-47,541	-36,000	-43,018	-40,939		
TOTAL OPERATING EXPENSES (OF)	-68,480	-77,655	-75,128	-63,902	-64,109	-59,599	-58,226	-77,192	-62,217	-77,473	-75,400	-72,294	-66,941		
TOTAL PAYROLL AND OPERATING EXPE	-537,247	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-711,201	-794,359	-797,400	-744,591	-708,186		
N O R 1, before OH	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-788,999	-792,400	-739,134	-704,143		
N O R 2, after OH	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-788,999	-792,400	-739,134	-704,143		
T O C	-537,247	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-711,201	-794,359	-797,400	-744,591	-708,186		
REV to TOC (CRR%)	-00.3%	-00.3%	-00.2%	-00.3%	-00.3%	-00.3%	-00.3%	-00.7%	-00.8%	-00.7%	-00.6%	-00.7%	-00.6%		
NOR AFTER Assessment Revenue, Opera	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-788,999	-792,400	-739,134	-704,143		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Human Resources (035)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average				
								3 Year Average Years			2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016 Actual	2017 Actual						Jan-Jul Act
															Aug-Dec Bdg
Revenue															
COST OF GOODS SOLD (COGS)															
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-89,788	-80,169	-80,555	-81,583	-84,230	-86,401	-103,090	-143,412	-120,084	-173,386	-172,700	-145,628	-125,275		
Wages - FTRegular	-37,868	-38,782	-42,665	-43,151	-47,274	-41,880	-33,470	-7,343	-35,603	-36,836	-34,300	-26,594	-31,026		
Wages - Seasonal	-25,700	-24,827	-7,117	-3,454	-4,624	-2,303	-5,840	-10,586	-515	0	0	-3,700	-3,849		
Incentive Program, FTR, NonExempt	-274	-466	-280	-273	-684	-301	-137	-273	-2,078	-684	0	-1,012	-695		
Incentive Program, Seasonal, NonExempt	0	0	-403	-268	-164	-274	-656	-683	0	0	0	-228	-323		
Total Salaries & Wages, DIRECT	-153,630	-144,244	-131,019	-128,729	-136,977	-131,159	-143,192	-162,298	-158,280	-210,907	-207,000	-177,161	-161,167		
Salaries sub-total	-89,788	-80,169	-80,555	-81,583	-84,230	-86,401	-103,090	-143,412	-120,084	-173,386	-172,700	-145,628	-125,275		
Wage sub-total	-63,842	-64,075	-50,464	-47,146	-52,747	-44,758	-40,102	-18,886	-38,195	-37,520	-34,300	-31,534	-35,892		
Wage-FTR subsubtotal	-38,141	-39,248	-42,944	-43,424	-47,959	-42,181	-33,606	-7,616	-37,681	-37,520	-34,300	-27,606	-31,721		
Wage-Seasonal subsubtotal	-25,700	-24,827	-7,520	-3,722	-4,788	-2,577	-6,496	-11,270	-515	0	0	-3,928	-4,171		
PTO net\$ accrual, in Salaries	-2,377	-1,413	-1,313	291	642	-664	-1,259	132	505	946	10	528	-68		
PTO net\$ accrual, in Wages FTR	-340	762	-279	-4	-386	-1,283	306	-217	-1,533	-625	0	-792	-670		
PTO net accrual, in PD Total	-2,717	-651	-1,592	287	256	-1,947	-952	-84	-1,028	321	10	-264	-738		
PAYROLL BURDEN															
Payroll Taxes	-13,362	-12,562	-11,113	-11,100	-12,209	-11,321	-12,402	-14,478	-14,543	-19,276	-20,900	-16,099	-14,404		
Workers Compensation	-1,022	-826	-608	-650	-636	-969	-1,181	-1,235	-948	-3,508	-6,900	-1,897	-1,568		
Group Insurance	-20,909	-21,233	-19,685	-19,469	-20,768	-18,430	-16,442	-19,254	-20,846	-29,439	-32,800	-23,180	-20,882		
Retirement Plan	-3,767	-2,552	-3,855	-3,650	-3,309	-1,124	-3,087	-3,892	-2,129	-1,431	-2,600	-2,484	-2,333		
PAYROLL BURDEN Total	-39,060	-37,172	-35,262	-34,869	-36,922	-31,844	-33,112	-38,859	-38,466	-53,654	-63,200	-43,660	-39,187		
subtotal, Burden-Salary	-19,039	-18,354	-19,386	-19,453	-20,138	-18,314	-20,540	-34,291	-30,750	-39,297	-47,100	-34,779	-28,638		
subtotal, Burden-Wage-FTR	-17,032	-16,014	-14,905	-14,933	-16,144	-13,112	-11,673	-3,026	-7,628	-14,358	-16,100	-8,337	-9,959		
subtotal, Burden-Wage-Seasonal	-2,989	-2,805	-971	-483	-641	-419	-899	-1,542	-89	0	0	-544	-590		
Burden % - on all Payroll Direct	25.4%	25.8%	26.9%	27.1%	27.0%	24.3%	23.1%	23.9%	24.3%	21.9%	30.5%	23.4%	23.5%		
Burden % - Salary	21.2%	22.9%	24.1%	23.8%	23.9%	21.2%	19.9%	23.9%	25.6%	19.4%	27.3%	23.0%	22.0%		
Burden % - Wage-FTR	44.7%	40.8%	34.7%	34.4%	33.7%	31.1%	34.7%	39.7%	20.2%	32.8%	46.9%	30.9%	31.7%		
Burden % - Wage-Seasonal	11.6%	11.3%	12.9%	13.0%	13.4%	13.3%	13.8%	13.7%	17.2%	00.0%	00.0%	10.3%	12.2%		
Burden % - Wage-FTR&Seasonal	31.4%	29.4%	31.5%	32.7%	31.8%	30.2%	31.3%	24.2%	20.2%	32.8%	46.9%	25.7%	27.8%		
PAYROLL TOTAL (Direct&Burden)	-192,690	-181,416	-166,281	-163,598	-173,899	-163,003	-176,305	-201,157	-196,746	-264,561	-270,200	-220,821	-200,354		
Burden % TL	25.4%	25.8%	26.9%	27.1%	27.0%	24.3%	23.1%	23.9%	24.3%	21.9%	30.5%	23.4%	23.5%		
Payroll Taxes %	8.7%	8.7%	8.5%	8.6%	8.9%	8.6%	8.7%	8.9%	9.2%	8.5%	10.1%	8.9%	8.8%		
Workers Comp %	0.7%	0.6%	0.5%	0.5%	0.5%	0.7%	0.8%	0.8%	0.6%	0.5%	3.3%	0.6%	0.7%		
Group Insurance %	13.6%	14.7%	15.0%	15.1%	15.2%	14.1%	11.5%	11.9%	13.2%	12.7%	15.8%	12.6%	12.6%		
Retirement %	2.5%	1.8%	2.9%	2.8%	2.4%	0.9%	2.2%	2.4%	1.3%	0.3%	1.3%	1.3%	1.4%		
OPERATING EXPENSES (OE)															
Educational Reimbursement	0	0	-334	0	0	0	0	0	0	0	0	0	0		
Employee Recruiting	-10,699	-16,466	-4,330	-4,515	-1,897	-1,306	-3,063	-6,735	-38,374	-14,008	-10,000	-19,706	-12,697		
Employee Dev/Training	-15,836	-7,271	-12,428	-14,160	-11,321	-4,428	-6,817	-10,082	-278	-6,620	-15,000	-5,660	-5,645		
Employee Relations	-28,081	-17,970	-20,050	-19,476	-18,658	-19,925	-28,577	-23,684	-26,990	-23,944	-25,400	-24,872	-24,624		
PreEmployment Testing	-24,292	-30,475	-15,883	-13,561	-20,279	-9,468	-17,663	-13,896	-12,084	-22,874	-19,000	-16,285	-15,197		
EAP Services	-14,752	-10,619	-9,069	-9,284	-10,205	-9,928	-10,271	-11,944	-12,101	-7,468	-6,600	-10,504	-10,342		
08/17/18	Human Resources (035)														
D0709 PNL09yrANN	150														

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Human Resources (035)**

	5 Year Average Years										2018 Budget	Actuals Average			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
										Jan-Jul Act					
										Aug-Dec Bdg					
Benefit Administration Services	-21,510	-22,174	-25,059	-15,837	-9,982	-9,559	-11,419	-21,631	-30,557	-26,974	-16,000	-26,387	-20,028		
Uniforms	-143	-6,935	0	-995	-154	-720	-324	-1,318	0	-2,667	-1,800	-1,328	-1,006		
Seminars & Conferences	-1,628	-148	-1,400	-1,204	-266	-270	-199	0	-604	-500	-1,000	-368	-315		
Travel/Meeting Expense	-2,423	0	-868	-1,119	-122	-15	-1,413	-425	-595	-427	-1,000	-483	-575		
Total Staff Expense	-119,364	-112,058	-89,419	-80,149	-72,883	-55,618	-79,747	-89,715	-121,584	-105,481	-95,800	-105,593	-90,429		
Telephone	-805	-564	-740	-1,084	-1,325	-1,324	-1,012	-935	-801	-760	-1,080	-832	-966		
TOTAL UTILITIES	-805	-564	-740	-1,084	-1,325	-1,324	-1,012	-935	-801	-760	-1,080	-832	-966		
SUPPLIES & MAINTENANCE EXPENSE															
Security Exp	0	0	0	0	0	-2	-107	0	-158	0	0	-53	-54		
Janitorial Services & Supplies	-3,485	-3,519	-2,817	-2,700	-2,700	-2,700	-2,831	-2,837	-2,700	-2,880	-2,880	-2,806	-2,790		
Contract Labor	0	0	0	0	0	0	0	0	-40,110	-180	0	-13,430	-8,058		
Furniture and Office Equip	-110	-241	0	0	0	0	0	-317	0	-100	-200	-139	-83		
Office Supplies	-2,031	-924	-935	-1,095	-1,124	-1,563	-340	-899	-867	-1,883	-1,200	-1,216	-1,110		
Toner Cartridges	0	0	0	0	0	0	-470	-163	-766	-716	-1,200	-548	-423		
Operating Supplies	0	0	0	0	0	0	0	-462	-40	0	0	-167	-100		
Safety Equipment	-4,819	-4,539	-2,728	-2,820	-3,590	-2,868	-2,411	-3,976	-4,398	-3,194	-3,600	-3,856	-3,370		
Entertainment	0	-200	0	0	0	0	0	0	0	0	0	0	0		
Repairs & Maintenance															
General/PM	0	0	-15	0	0	0	-26	-37	-39	-18	0	-31	-24		
Lighting and Electrical	0	0	0	0	0	0	0	0	-144	0	0	-48	-29		
MaintDept Labor Charges (inactive)	-200	0	0	0	0	0	0	0	0	0	0	0	0		
Other Building	-137	-501	-110	0	0	0	0	0	0	-60	-180	-20	-12		
R&M Building	-337	-501	-125	0	0	0	-26	-37	-184	-78	-180	-100	-65		
Office Equip R&M	0	0	0	0	0	0	0	0	0	-100	-160	-33	-20		
R&M Equipment	0	0	0	0	0	0	0	0	0	-100	-160	-33	-20		
R&M subtotal	-337	-501	-125	0	0	0	-26	-37	-184	-178	-340	-133	-85		
TOTAL SUPPLIES & MAINTENANCE	-10,781	-9,924	-6,604	-6,615	-7,414	-7,134	-6,184	-8,691	-49,223	-9,131	-9,420	-22,348	-16,073		
ADMINISTRATIVE & OTHER EXPENSE															
Consulting Expense	-133	0	0	0	0	-105	0	0	-765	0	0	-255	-174		
Resort Advertising	0	0	0	0	0	0	0	-94	-150	0	0	-81	-49		
Charitable Contributions	0	0	0	0	0	-25	0	0	0	0	0	0	-5		
Dues & Subscriptions	-4,337	-1,805	-532	-786	-2,383	-1,041	-2,437	-3,391	-1,772	-3,775	-2,400	-2,979	-2,483		
Licenses, Permits, Fees	-8,303	-8,442	-18,675	-2,852	-8,234	-5,096	-7,409	-3,270	-977	-2,325	-2,900	-2,190	-3,815		
Mileage Reimbursement	-139	-33	0	-246	-199	0	40	-103	-176	-54	0	-111	-58		
Board Expense	-13	0	0	0	0	0	0	0	0	0	0	0	0		
Postage - General	-647	-305	-431	-377	-450	-472	-317	-425	-134	-245	-400	-268	-319		
Printing - TD News	0	0	0	-283	0	0	0	0	0	0	0	0	0		
Printing - Other	-1,817	0	0	0	0	0	-312	0	0	0	0	0	-62		
Claims Expense	-684	0	0	0	0	0	0	-26	-177	0	0	-68	-41		
TOTAL ADMINISTRATIVE & OTHER EXPE	-16,073	-10,585	-19,638	-4,544	-11,267	-6,713	-10,460	-7,309	-4,150	-6,399	-5,700	-5,953	-7,006		
TOTAL OPERATING EXPENSES (OE)	-147,023	-133,130	-116,401	-92,392	-92,889	-70,788	-97,404	-106,649	-175,758	-121,772	-112,000	-134,726	-114,474		
TOTAL PAYROLL AND OPERATING EXPE	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
N O R 1, before OH	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
N O R 2, after OH	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
T O C	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
NOR AFTER Assessment Revenue, Opera	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Facility Administration (165)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 Budget	Actuals Average				
								2016 Actual	2017 Actual		2018 FORECAST	3-Yr	5-Yr		
														3 Year Average Years	
														Jan-Jul Act	Aug-Dec Bdg
Revenue															
COST OF GOODS SOLD (COGS)															
PAYROLL															
SALARIES & WAGES															
Salaries - Exempt - Regular	-63,309	-136,751	-135,653	-259,513	-270,635	-282,320	-298,763	-320,892	-359,321	-397,514	-387,900	-359,242	-331,762		
Wages - FTRRegular	-46,602	-50,219	0	-3,651	-44,095	-41,480	-49,356	-87,193	-97,779	-105,476	-104,600	-96,816	-76,257		
Wages - Seasonal	0	0	-21,691	-23,485	-135	0	0	0	0	0	0	0	0		
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	-700	-800	0	-500	-300		
Incentive Program, FTR, NonExempt	0	0	0	0	-274	-684	-410	-1,230	-1,394	-547	0	-1,057	-853		
Incentive Program, Seasonal, NonExempt	0	0	0	-134	0	0	0	0	0	0	0	0	0		
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	253,780	259,283	273,000	273,000	262,021	157,213		
Total Salaries & Wages, DIRECT	-109,911	-186,969	-157,344	-286,783	-315,139	-324,484	-348,529	-155,535	-199,911	-231,337	-219,500	-195,594	-251,959		
Salaries sub-total	-63,309	-136,751	-135,653	-259,513	-270,635	-282,320	-298,763	-67,112	-100,038	-124,514	-114,900	-97,221	-174,549		
Wage sub-total	-46,602	-50,219	-21,691	-27,270	-44,503	-42,164	-49,766	-88,423	-99,873	-106,824	-104,600	-98,373	-77,410		
Wage-FTR subsubtotal	-46,602	-50,219	0	-3,651	-44,368	-42,164	-49,766	-88,423	-99,873	-106,824	-104,600	-98,373	-77,410		
Wage-Seasonal subsubtotal	0	0	-21,691	-23,619	-135	0	0	0	0	0	0	0	0		
PTO net\$ accrual, in Salaries	-923	-2,181	-2,376	-5,255	-3,408	-2,795	-265	-14,596	-4,950	-2,997	-38	-7,514	-5,120		
PTO net\$ accrual, in Wages FTR	-2,338	-953	0	0	-1,440	869	459	643	-813	731	0	187	378		
PTO net accrual, in PD Total	-3,262	-3,133	-2,376	-5,255	-4,848	-1,926	193	-13,952	-5,763	-2,265	-38	-7,327	-4,743		
PAYROLL BURDEN															
Payroll Taxes	-8,872	-14,082	-13,820	-22,108	-24,431	-25,795	-27,765	-31,676	-35,293	-40,453	-41,800	-35,807	-32,196		
Workers Compensation	-647	-3,691	-3,805	-8,918	-8,525	-16,789	-16,898	-17,055	-16,750	-14,087	-13,900	-15,964	-16,316		
Group Insurance	-23,231	-32,051	-19,682	-29,204	-41,670	-37,394	-33,413	-43,088	-38,621	-49,850	-54,700	-43,853	-40,473		
Retirement Plan	-1,644	-3,885	-3,487	-2,857	-5,020	-3,578	-6,579	-7,646	-8,330	-13,406	-17,400	-9,794	-7,908		
Capitalized Payroll Burden	0	0	0	0	0	0	0	41,220	45,717	42,000	42,000	42,979	25,787		
PAYROLL BURDEN Total	-34,394	-53,709	-40,795	-63,088	-79,646	-83,556	-84,655	-58,245	-53,277	-75,795	-85,800	-62,439	-71,106		
subtotal, Burden-Salary	-18,357	-37,420	-37,893	-60,587	-64,317	-69,594	-70,463	-71,485	-72,079	-85,083	-92,300	-76,216	-73,741		
subtotal, Burden-Wage-FTR	-16,036	-16,288	-618	-418	-15,119	-13,961	-14,191	-27,981	-26,915	-32,712	-35,500	-29,203	-23,152		
subtotal, Burden-Wage-Seasonal	0	0	-2,284	-2,083	-209	0	0	0	0	0	0	0	0		
Burden % - on all Payroll Direct	31.3%	28.7%	25.9%	22.0%	25.3%	25.8%	24.3%	37.4%	26.7%	28.6%	39.1%	30.9%	28.5%		
Burden % - Salary	29.0%	27.4%	27.9%	23.3%	23.8%	24.7%	23.6%	106.5%	72.1%	60.7%	80.3%	79.8%	57.5%		
Burden % - Wage-FTR	34.4%	32.4%	00.0%	11.4%	34.1%	33.1%	28.5%	31.6%	26.9%	28.3%	33.9%	29.0%	29.7%		
Burden % - Wage-Seasonal	00.0%	00.0%	10.5%	08.8%	155.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%		
Burden % - Wage-FTR&Seasonal	34.4%	32.4%	13.4%	09.2%	34.4%	33.1%	28.5%	31.6%	26.9%	28.3%	33.9%	29.0%	29.7%		
PAYROLL TOTAL (Direct&Burden)	-144,304	-240,678	-198,139	-349,871	-394,784	-408,040	-433,184	-213,780	-253,188	-307,133	-305,300	-258,034	-323,065		
Burden % TL	31.3%	28.7%	25.9%	22.0%	25.3%	25.8%	24.3%	37.4%	26.7%	28.6%	39.1%	30.9%	28.5%		
Payroll Taxes %	8.1%	7.5%	8.8%	7.7%	7.8%	7.9%	8.0%	20.4%	17.7%	16.4%	19.0%	18.1%	14.1%		
Workers Comp %	0.6%	2.0%	2.4%	3.1%	2.7%	5.2%	4.8%	11.0%	8.4%	5.9%	6.3%	8.4%	7.1%		
Group Insurance %	21.1%	17.1%	12.5%	10.2%	13.2%	11.5%	9.6%	27.7%	19.3%	19.3%	24.9%	22.1%	17.5%		
Retirement %	1.5%	2.1%	2.2%	1.0%	1.6%	1.1%	1.9%	4.9%	4.2%	4.4%	7.9%	4.5%	3.3%		
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-26.5%	-22.9%	-17.5%	-19.1%	-22.3%	-13.4%		
OPERATING EXPENSES (OE)															
Employee Recruiting	0	0	0	0	-7	0	0	0	0	0	0	0	0		
Employee Dev/Training	-104	0	0	0	-709	0	-300	-2,028	-1,603	-1,738	-2,000	-1,790	-1,134		
08/17/18															
Facility Administration (165)															
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**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Facility Administration (165)**

	5 Year Average Years										2018 Budget	Actuals			
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	Average 3-Yr	5-Yr	
								2016	2017						2018
								Actual	Actual						FORECAST
										Jan-Jul Act					
										Aug-Dec Bdg					
Employee Relations	-10	-443	-334	-636	-94	-274	-858	-934	-1,268	-945	-700	-1,049	-856		
Uniforms	-52	-162	-111	-959	-975	-232	-1,201	-1,123	-1,506	-446	-500	-1,025	-901		
Seminars & Conferences	-279	-135	-219	-449	-731	-2,015	-2,299	-837	-1,920	-1,995	-1,500	-1,584	-1,813		
Travel/Meeting Expense	-128	-162	-30	-1,333	-1,200	-933	-2,336	-2,370	-4,799	-3,951	-1,200	-3,707	-2,878		
Total Staff Expense	-573	-902	-694	-3,377	-3,717	-3,455	-6,994	-7,293	-11,096	-9,075	-5,900	-9,155	-7,582		
Telephone	-1,633	-2,673	-2,425	-3,685	-4,783	-3,897	-3,092	-3,576	-3,891	-4,014	-4,200	-3,827	-3,694		
Fuel & Oil	-175	0	0	-76	-296	-1,110	-344	-637	-521	-532	-600	-564	-629		
TOTAL UTILITIES	-1,808	-2,673	-2,425	-3,761	-5,079	-5,008	-3,436	-4,213	-4,412	-4,546	-4,800	-4,391	-4,323		
SUPPLIES & MAINTENANCE EXPENSE															
Security Exp	0	0	0	0	0	0	-47	0	0	0	0	0	-9		
Janitorial Services & Supplies	0	0	0	-138	0	0	-2,156	0	0	0	0	0	-431		
Computer Software	0	0	0	0	-495	0	0	0	0	0	0	0	0		
Furniture and Office Equip	-108	0	0	0	0	0	-872	0	-117	-344	-300	-154	-267		
Office Supplies	-238	-347	-718	-1,919	-547	-220	-1,136	-876	-636	-1,233	-1,200	-915	-820		
Toner Cartridges	0	0	0	0	0	0	0	-279	-259	-19	0	-186	-111		
Signs	-59	0	0	-79	0	0	-152	-64	0	-300	0	-121	-103		
Operating Supplies	0	0	0	-1	0	-5	-407	-113	0	-532	-240	-215	-211		
Small Tools & Equipment	0	-217	0	-92	0	0	0	-71	-324	-164	-100	-186	-112		
Safety Equipment	0	-43	-78	-414	-910	-297	-245	-348	-1,017	0	0	-455	-381		
Special Programs	0	-65	0	0	0	0	0	0	0	0	0	0	0		
Repairs & Maintenance															
General/PM	0	0	0	0	0	0	0	-20	0	-343	0	-121	-73		
Lighting and Electrical	0	0	-191	0	0	0	0	0	0	0	0	0	0		
Fire Suppression	0	0	0	0	0	0	0	-28	0	0	0	-9	-6		
MaintDept Labor Charges (inactive)	-525	0	0	0	0	0	0	0	0	0	0	0	0		
Other Building	-236	-363	0	0	0	0	0	0	0	0	0	0	0		
R&M Building	-761	-363	-191	0	0	0	0	-47	0	-343	0	-130	-78		
Rolling, Car/Truck/Bus/Van	-121	0	-63	-65	0	0	-114	-750	-1,311	-1,507	-840	-1,189	-736		
Computer Software Maint	0	0	0	0	0	0	-145	-120	0	0	0	-40	-53		
Other Operating Equip R&M	-40	0	0	0	0	0	0	0	0	0	0	0	0		
R&M Equipment	-161	0	-63	-65	0	0	-259	-870	-1,311	-1,507	-840	-1,229	-789		
Fertilizer	0	-15	0	0	0	0	0	0	0	0	0	0	0		
R&M Golf Course	0	-15	0	0	0	0	0	0	0	0	0	0	0		
Contra - Inter-Dept. Charges	0	0	10,833	130,000	202,100	206,000	225,000	0	0	0	0	0	86,200		
R&M subtotal	-922	-378	10,579	129,935	202,100	206,000	224,741	-917	-1,311	-1,850	-840	-1,359	85,333		
TOTAL SUPPLIES & MAINTENANCE	-1,327	-1,051	9,783	127,293	200,147	205,478	219,727	-2,668	-3,664	-4,442	-2,680	-3,591	82,886		
ADMINISTRATIVE & OTHER EXPENSE															
Consulting Expense	-1,620	0	0	0	0	-960	-40	-989	-159	-3,842	-9,220	-1,663	-1,198		
Legal Services	0	0	0	0	0	0	0	0	0	-812	0	-271	-162		
Public Relations	0	0	0	-100	0	0	0	0	0	0	0	0	0		
Dues & Subscriptions	0	-100	-648	-225	-785	-1,986	-2,933	-1,983	-5,249	-1,065	-1,200	-2,766	-2,643		
Licenses, Permits, Fees	-25	-50	-25	-25	-772	-1,007	-890	-1,423	-1,358	-477	-200	-1,086	-1,031		
Mileage Reimbursement	-143	-351	-423	-616	-439	-1,316	-1,413	-416	-679	-675	-400	-590	-900		
Postage - General	-14	-339	-169	-39	-84	-34	-54	-20	-39	-282	-600	-114	-86		
Digital Content	0	0	0	0	0	0	0	-2,000	0	0	0	-667	-400		
Printing - Other	0	-42	0	0	0	0	0	0	0	0	0	0	0		
Fines and Penalties	0	0	0	0	0	-70	0	0	0	0	0	0	-14		
TOTAL ADMINISTRATIVE & OTHER EXPE	-1,802	-882	-1,265	-1,005	-2,079	-5,373	-5,330	-6,831	-7,485	-7,153	-11,620	-7,156	-6,434		
TOTAL OPERATING EXPENSES (OE)	-5,509	-5,508	5,399	119,151	189,273	191,643	203,967	-21,004	-26,658	-25,217	-25,000	-24,293	64,546		
TOTAL PAYROLL AND OPERATING EXPE	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
N O R 1, before OH	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
N O R 2, after OH	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
T O C	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Facility Administration (165)

	<u>2009</u> <i>Actual</i>	<u>2010</u> <i>Actual</i>	<u>2011</u> <i>Actual</i>	<u>2012</u> <i>Actual</i>	<u>2013</u> <i>Actual</i>	<u>2014</u> <i>Actual</i>	<u>2015</u> <i>Actual</i>	5 Year Average Years		<u>2018</u> <i>Budget</i>	<i>Actuals</i> Average					
								3 Year Average Years			<u>2016</u> <i>Actual</i>	<u>2017</u> <i>Actual</i>	<u>2018</u> <i>FORECAST</i>	<u>3-Yr</u>	<u>5-Yr</u>	
								2016-2018								
								Jan-Jul Act Aug-Dec Bdg								
NOR AFTER Assessment Revenue, Opera	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Forestry (050)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years		2018 FORECAST	2018 Budget	Actuals Average				
								2016 Actual	2017 Actual			2018 FORECAST	3-Yr	5-Yr		
															3 Year Average Years	
															Jan-Jul Act	Aug-Dec Bdg
Revenue																
Sales - Firewood	8,585	10,170	11,840	9,028	6,380	5,240	5,988	6,090	4,663	4,775	5,000	5,176	5,351			
Sales - Timber	0	1,629	0	0	4,295	0	21,099	5,724	1,469	16,793	0	7,995	9,017			
Sales - Chips	22,985	34,947	23,057	0	20,649	6,860	5,402	1,803	17,863	0	0	6,555	6,385			
Total Retail Product Revenue	31,570	46,746	34,897	9,028	31,323	12,100	32,489	13,616	23,994	21,568	5,000	19,726	20,753			
Forestry Grant Revenue	69,756	0	76,280	25,600	74,114	0	0	44,000	1,645	0	0	15,215	9,129			
Total Other Revenue	69,756	0	76,280	25,600	74,114	0	0	44,000	1,645	0	0	15,215	9,129			
GROSS REVENUE (GREV)	101,326	46,746	111,177	34,628	105,437	12,100	32,489	57,616	25,639	21,568	5,000	34,941	29,882			
COST OF GOODS SOLD (COGS)																
Gross Margin (GREV-COGS)	101,326	46,746	111,177	34,628	105,437	12,100	32,489	57,616	25,639	21,568	5,000	34,941	29,882			
PAYROLL																
SALARIES & WAGES																
Salaries - Exempt - Regular	-120,079	-124,249	-132,711	-129,489	-152,338	-129,544	-136,949	-149,423	-159,529	-168,786	-165,200	-159,246	-148,846			
Wages - FTRRegular	-7,691	-20,224	-23,326	-17,964	-21,607	-24,172	-31,364	-2,543	0	0	0	-848	-11,616			
Wages - Seasonal	-203,682	-217,530	-219,192	-205,943	-233,632	-171,003	-179,441	-269,207	-340,096	-324,632	-294,300	-311,312	-256,876			
Wages-FTR-Commissions	-205	0	0	0	0	0	0	0	0	0	0	0	0			
Incentive Program, Exempt	0	-569	0	0	0	0	0	47	0	0	0	16	9			
Incentive Program, FTR, NonExempt	0	0	0	-289	0	0	-164	-137	0	0	0	-46	-60			
Incentive Program, Seasonal, NonExempt	0	0	0	-803	-356	0	-137	-522	-1,780	-109	0	-804	-510			
Capitalized Payroll Direct S&W	0	0	0	0	0	0	0	0	53,135	0	0	17,712	10,627			
Total Salaries & Wages, DIRECT	-331,657	-362,573	-375,229	-354,489	-407,933	-324,718	-348,055	-421,786	-448,270	-493,527	-459,500	-454,528	-407,271			
Salaries sub-total	-120,079	-124,818	-132,711	-129,489	-152,338	-129,544	-136,949	-149,377	-159,529	-168,786	-165,200	-159,246	-148,846			
Wage sub-total	-211,578	-237,755	-242,518	-224,999	-255,595	-195,175	-211,106	-272,409	-341,876	-324,741	-294,300	-311,312	-269,061			
Wage-FTR subsubtotal	-7,897	-20,224	-23,326	-18,253	-21,607	-24,172	-31,528	-2,680	0	0	0	-893	-11,676			
Wage-Seasonal subsubtotal	-203,682	-217,530	-219,192	-206,746	-233,988	-171,003	-179,578	-269,730	-341,876	-324,741	-294,300	-312,115	-257,385			
Payroll Direct as a % of Revenue	-327.3%	-775.6%	-337.5%	-1023.7%	-386.9%	-2683.6%	-1071.3%	-732.1%	-1748.4%	546.4%	-9190.0%	-644.7%	-1137.8%			
PTO net\$ accrual, in Salaries	-3,205	470	-4,193	3,744	2,050	984	377	-3,087	812	-3,198	-50	-1,824	-822			
PTO net\$ accrual, in Wages FTR	0	-321	73	-18	279	0	402	0	0	0	0	0	80			
PTO net accrual, in PD Total	-3,205	150	-4,120	3,726	2,328	984	779	-3,087	812	-3,198	-50	-1,824	-742			
PAYROLL BURDEN																
Payroll Taxes	-30,950	-34,019	-36,711	-36,841	-41,820	-33,085	-33,720	-44,249	-54,297	-57,595	-53,000	-52,047	-44,589			
Workers Compensation	-15,521	-16,505	-14,277	-17,971	-20,170	-29,378	-28,853	-33,641	-36,048	-28,018	-26,400	-32,569	-31,188			
Group Insurance	-18,797	-24,281	-22,143	-21,904	-23,566	-17,424	-19,298	-20,720	-21,577	-20,358	-21,900	-20,885	-19,875			
Retirement Plan	-2,690	-3,419	-3,738	-3,996	-3,885	-2,359	-4,618	-4,530	-4,312	-6,363	-8,000	-5,068	-4,436			
Capitalized Payroll Burden	0	0	0	0	0	0	0	0	9,564	0	0	3,188	1,913			
PAYROLL BURDEN Total	-67,958	-78,225	-76,869	-80,712	-89,440	-82,247	-86,489	-103,141	-106,669	-112,334	-109,300	-107,381	-98,176			
subtotal, Burden-Salary	-36,294	-37,356	-36,296	-38,718	-42,968	-41,945	-42,638	-45,517	-44,485	-51,028	-55,300	-47,010	-45,123			
subtotal, Burden-Wage-FTR	-746	-8,430	-7,512	-6,977	-7,764	-4,160	-8,817	-4,959	-7,422	0	-350	-4,127	-5,071			
subtotal, Burden-Wage-Seasonal	-30,918	-32,438	-33,061	-35,017	-38,708	-36,142	-35,033	-52,665	-64,327	-61,305	-53,650	-59,433	-49,895			
Burden % - on all Payroll Direct	20.5%	21.6%	20.5%	22.8%	21.9%	25.3%	24.8%	24.5%	23.8%	21.6%	23.8%	23.3%	24.0%			
Burden % - Salary	30.2%	29.9%	27.3%	29.9%	28.2%	32.4%	31.1%	30.5%	41.8%	28.0%	33.5%	33.4%	32.8%			
Burden % - Wage-FTR	09.5%	41.7%	32.2%	38.2%	35.9%	17.2%	28.0%	185.1%	00.0%	00.0%	00.0%	61.7%	46.0%			
Burden % - Wage-Seasonal	15.2%	14.9%	15.1%	16.9%	16.5%	21.1%	19.5%	19.5%	18.8%	19.6%	18.2%	19.3%	19.7%			
Burden % - Wage-FTR&Seasonal	15.0%	17.2%	16.7%	18.7%	18.2%	20.6%	20.8%	21.2%	21.0%	19.4%	18.3%	20.5%	20.6%			

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Forestry (050)**

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Jan-Jul Act	Aug-Dec Bdg					
PAYROLL TOTAL (Direct&Burden)	-399,615	-440,797	-452,098	-435,200	-497,373	-406,965	-434,544	-524,927	-554,939	-605,861	-568,800	-561,909	-505,447	
Burden % TL	20.5%	21.6%	20.5%	22.8%	21.9%	25.3%	24.8%	24.5%	23.8%	21.6%	23.8%	23.3%	24.0%	
Payroll Taxes %	9.3%	9.4%	9.8%	10.4%	10.3%	10.2%	9.7%	10.5%	12.1%	11.8%	11.5%	11.5%	10.9%	
Workers Comp %	4.7%	4.6%	3.8%	5.1%	4.9%	9.0%	8.3%	8.0%	8.0%	5.6%	5.7%	7.2%	7.8%	
Group Insurance %	5.7%	6.7%	5.9%	6.2%	5.9%	5.4%	5.5%	4.9%	4.8%	3.4%	4.8%	4.4%	4.8%	
Retirement %	0.8%	0.9%	1.0%	1.1%	1.0%	0.7%	1.3%	1.1%	1.0%	0.8%	1.7%	1.0%	1.0%	
Capz PB %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-2.1%	0.0%	0.0%	-0.7%	-0.4%	
OPERATING EXPENSES (OE)														
Employee Housing expenses	0	0	0	0	0	0	0	0	-89	0	0	-30	-18	
Employee Dev/Training	0	0	0	-1,061	-1,845	-180	0	-677	-480	-880	0	-679	-443	
Employee Relations	-76	-289	-442	-409	-815	-441	-520	-485	0	-500	-700	-328	-389	
Uniforms	-346	-670	-393	-571	-1,877	-8	-22	-341	0	-52	-700	-131	-85	
Seminars & Conferences	-1,778	-865	-1,860	-300	-369	-510	-200	0	-200	-10	-1,200	-70	-184	
Travel/Meeting Expense	-163	-532	-1,063	-1,023	0	-315	0	-608	-42	-375	-1,000	-342	-268	
Total Staff Expense	-2,364	-2,356	-3,757	-3,365	-4,906	-1,453	-742	-2,110	-811	-1,817	-3,600	-1,580	-1,387	
Telephone	-254	-424	-475	-507	-720	-911	-663	-651	-563	-825	-960	-680	-723	
Disposal Fees	-918	-1,534	-2,141	-2,136	-2,610	-1,239	-1,093	-1,109	-1,156	-1,121	-1,200	-1,129	-1,144	
Electricity	-1,869	-1,541	-1,619	-2,296	-1,846	-1,671	-1,498	-1,957	-2,117	-2,018	-1,920	-2,031	-1,852	
Natural Gas - Buildings	-812	-887	-909	-467	0	0	0	0	0	0	0	0	0	
Fuel & Oil	-17,526	-17,932	-22,246	-18,415	-20,853	-14,013	-13,600	-12,038	-16,346	-19,883	-21,300	-16,089	-15,176	
Propane (LPG)	0	0	0	-1,757	-3,706	-1,231	-632	-1,692	-954	-1,873	-1,900	-1,506	-1,276	
Sewer Fees	-636	-636	-636	-636	0	0	0	0	0	0	0	0	0	
Water - Building/Facility	-741	0	0	-60	-793	-1,348	-1,418	-1,704	-939	-1,090	-1,200	-1,244	-1,300	
Water - Grounds	0	0	0	0	0	0	0	0	-220	0	0	-73	-44	
TOTAL UTILITIES	-22,756	-22,954	-28,026	-26,273	-30,529	-20,414	-18,903	-19,151	-22,293	-26,811	-28,480	-22,752	-21,514	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	0	0	-315	0	0	0	0	0	0	0	0	0	
Hazardous Waste Clean Up	0	0	0	0	-1,489	0	0	0	0	0	0	0	0	
Janitorial Services & Supplies	-25	-80	-91	-54	-812	-178	-433	-268	-638	-342	-600	-416	-372	
Pest Control	0	0	0	-3	0	0	0	0	0	0	0	0	0	
Contract Fees	-73	0	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	0	-3,332	-33	-200	-30	0	0	0	0	0	0	0	0	
Mbr Srv - Retail COGS	0	0	0	0	0	0	0	5	0	0	0	2	1	
Printed Forms/Ticket Stock	0	0	0	-408	-822	-388	0	-319	-511	-750	-1,450	-526	-394	
Furniture and Office Equip	0	0	0	0	-670	0	0	-557	-107	-192	-200	-285	-171	
Office Supplies	-1,458	-1,085	-698	-641	-2,295	-792	-367	-773	-455	-794	-1,500	-674	-636	
Toner Cartridges	0	0	0	0	0	-103	-488	-372	-2,046	-835	-1,200	-1,084	-769	
Signs	0	-902	-58	0	-2,742	0	-415	0	0	-200	-400	-67	-123	
Operating Supplies	-2,147	-6,243	-5,241	-4,898	-5,137	-2,961	-3,380	-3,722	-4,152	-7,071	-5,200	-4,982	-4,257	
Small Tools & Equipment	-273	-323	-668	-931	-1,598	-955	-645	-1,025	-580	-1,234	-1,100	-947	-888	
Safety Equipment	-2,589	-2,646	-2,623	-2,689	-3,579	-3,568	-2,740	-3,769	-2,064	-2,918	-3,500	-2,917	-3,012	
Special Programs	0	0	-139	-324	-703	0	0	0	0	0	0	0	0	
Repairs & Maintenance														
General/PM	0	0	-54	0	-1,621	-413	-1,279	-314	-1,922	-164	0	-800	-818	
Plumbing	0	0	0	0	-1,249	0	0	0	0	-54	0	-18	-11	
Lighting and Electrical	0	0	0	-14	-17	0	-499	-15	-481	0	0	-165	-199	
Carpentry	0	0	0	0	0	0	-23	-51	0	0	0	-17	-15	
Fire Suppression	0	0	0	-246	0	0	-246	-215	-483	-447	0	-382	-278	
Other Building	0	-1,013	-316	-98	-172	-286	0	-1,068	-170	-1,819	-3,600	-1,019	-669	
R&M Building	0	-1,013	-370	-357	-3,059	-699	-2,046	-1,663	-3,056	-2,484	-3,600	-2,401	-1,990	
Snow Removal	0	0	0	-1,948	-784	-1,709	-2,325	-5,010	-6,452	-4,816	-5,000	-5,426	-4,063	
Other Grounds Maint	0	0	0	0	0	0	0	0	0	-500	0	-167	-100	
R&M Grounds (nonGolf)	0	0	0	-1,948	-784	-1,709	-2,325	-5,010	-6,452	-5,316	-5,000	-5,593	-4,163	
Rolling, Heavy	-15,040	-12,935	-25,657	-19,018	-30,530	-14,200	-16,051	-10,949	-18,306	-18,524	-19,200	-15,926	-15,606	
Rolling, Car/Truck/Bus/Van	-9,026	-9,022	-10,038	-17,948	-12,279	-14,940	-15,788	-20,532	-15,755	-20,541	-9,060	-18,943	-17,511	
Office Equip R&M	0	0	0	0	0	0	0	0	0	-100	-200	-33	-20	
Computer Software Maint	0	0	-418	-416	-1,041	0	0	0	0	0	-420	0	0	
Computer Hardware Maint	0	0	0	0	0	0	0	0	0	-40	-190	-13	-8	
Other Operating Equip R&M	-3,133	-3,282	-2,129	-1,008	-1,570	-1,454	-2,037	-55	0	-573	-1,800	-209	-824	

Tahoe Donner Association
 Operating Fund 9-Year Actuals and CY Budget and Forecast
 Forestry (050)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals		
						2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		Average		
								2016 Actual	2017 Actual			3-Yr		5-Yr
												Jan-Jul Act	Aug-Dec Bdg	
R&M Equipment	-27,198	-25,239	-38,242	-38,390	-45,419	-30,594	-33,875	-31,535	-34,061	-39,778	-30,870	-35,125	-33,969	
Forestry Grants	-71,252	0	-76,280	0	0	0	0	0	0	0	0	0	0	
Forestry Management	-273,817	-317,875	-286,920	-102,862	-380,447	-93,795	-324,903	-285,386	-187,318	-199,282	-189,500	-223,995	-218,137	
R&M Forestry	-345,068	-317,875	-363,200	-102,862	-380,447	-93,795	-324,903	-285,386	-187,318	-199,282	-189,500	-223,995	-218,137	
Contra - Inter-Dept. Charges	3,591	4,591	18,281	32,831	4,061	309	3,747	0	5,648	0	0	1,883	1,941	
R&M subtotal	-368,675	-339,536	-383,531	-110,726	-425,649	-126,489	-359,402	-323,594	-225,240	-246,860	-228,970	-265,231	-256,317	
TOTAL SUPPLIES & MAINTENANCE	-375,240	-354,145	-393,080	-121,190	-445,526	-135,433	-367,871	-334,393	-235,792	-261,196	-244,120	-277,127	-266,937	
ADMINISTRATIVE & OTHER EXPENSE														
Dues & Subscriptions	-393	-1,139	-840	-860	-1,120	-930	-695	-1,187	-812	-1,246	-1,100	-1,081	-974	
Licenses, Permits, Fees	-210	-423	-3,307	-3,628	-4,224	-4,283	-5,029	-5,544	-4,718	-4,887	-5,200	-5,050	-4,892	
Mileage Reimbursement	-2,514	-2,923	-1,793	-1,503	-1,763	-419	0	-198	-986	-620	-1,100	-601	-445	
Postage - General	-107	-73	-40	-995	-1,194	-718	-795	-521	-618	-1,507	-1,000	-882	-832	
Printing - Other	-803	-846	-599	-971	0	-424	-192	0	0	-516	0	-172	-226	
Insurance Expense	-19,200	-14,843	-13,800	-14,400	-16,800	-12,569	-14,400	-13,622	-14,400	-16,800	-16,800	-14,941	-14,358	
TOTAL ADMINISTRATIVE & OTHER EXPE	-23,226	-20,247	-20,379	-22,357	-25,101	-19,344	-21,111	-21,072	-21,533	-25,575	-25,200	-22,727	-21,727	
TOTAL OPERATING EXPENSES (OE)	-423,587	-399,702	-445,242	-173,185	-506,062	-176,644	-408,626	-376,727	-280,429	-315,398	-301,400	-324,185	-311,565	
TOTAL PAYROLL AND OPERATING EXPE	-823,202	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-835,369	-921,259	-870,200	-886,094	-817,012	
N O R 1, before OH	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-899,691	-865,200	-851,153	-787,130	
N O R 2, after OH	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-899,691	-865,200	-851,153	-787,130	
T O C	-823,202	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-835,369	-921,259	-870,200	-886,094	-817,012	
REV to TOC (CRR%)	-12.3%	-05.6%	-12.4%	-05.7%	-10.5%	-02.1%	-03.9%	-06.4%	-03.1%	-04.2%	-00.6%	-04.6%	-03.9%	
NOR AFTER Assessment Revenue, Opera	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-899,691	-865,200	-851,153	-787,130	

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Vehicle Maintenance**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals		
						2014 Actual	2015 Actual	3 Year Average Years		2018 FORECAST		2018 Budget	3-Yr	5-Yr
								2016	2017					
								Actual	Actual					
											Jan-Jul Act	Aug-Dec Bdg		
Revenue														
COST OF GOODS SOLD (COGS)														
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-66,502	-65,830	-37,823	0	0	0	0	0	0	0	0	0	0	0
Wages - FTRRegular	-83,863	-80,393	-14,141	0	0	0	0	0	0	0	0	0	0	0
Wages - Seasonal	0	-7,160	-34,692	0	0	0	0	0	0	0	0	0	0	0
Incentive Program, FTR, NonExempt	0	0	-134	0	0	0	0	0	0	0	0	0	0	0
Incentive Program, Seasonal, NonExempt	0	0	-268	0	0	0	0	0	0	0	0	0	0	0
Total Salaries & Wages, DIRECT	-150,365	-153,383	-87,059	0	0	0	0	0	0	0	0	0	0	0
Salaries sub-total	-66,502	-65,830	-37,823	0	0	0	0	0	0	0	0	0	0	0
Wage sub-total	-83,863	-87,552	-49,236	0	0	0	0	0	0	0	0	0	0	0
Wage-FTR subsubtotal	-83,863	-80,393	-14,276	0	0	0	0	0	0	0	0	0	0	0
Wage-Seasonal subsubtotal	0	-7,160	-34,960	0	0	0	0	0	0	0	0	0	0	0
PTO net\$ accrual, in Salaries	-1,631	-2,749	-488	0	0	0	0	0	0	0	0	0	0	0
PTO net\$ accrual, in Wages FTR	5,036	-277	1,010	0	0	0	0	0	0	0	0	0	0	0
PTO net accrual, in PD Total	3,405	-3,026	522	0	0	0	0	0	0	0	0	0	0	0
PAYROLL BURDEN														
Payroll Taxes	-12,963	-12,710	-8,704	0	0	0	0	0	0	0	0	0	0	0
Workers Compensation	-7,061	-6,374	-2,771	0	0	0	0	0	0	0	0	0	0	0
Group Insurance	-35,102	-32,038	-28,692	0	0	0	0	0	0	0	0	0	0	0
Retirement Plan	-2,022	-2,797	-1,175	0	0	0	0	0	0	0	0	0	0	0
PAYROLL BURDEN Total	-57,147	-53,919	-41,342	0	0	0	0	0	0	0	0	0	0	0
subtotal, Burden-Salary	-20,094	-19,938	-14,700	0	0	0	0	0	0	0	0	0	0	0
subtotal, Burden-Wage-FTR	-37,053	-32,637	-22,268	0	0	0	0	0	0	0	0	0	0	0
subtotal, Burden-Wage-Seasonal	0	-1,344	-4,374	0	0	0	0	0	0	0	0	0	0	0
Burden % - on all Payroll Direct	38.0%	35.2%	47.5%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Salary	30.2%	30.3%	38.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Wage-FTR	44.2%	40.6%	156.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Wage-Seasonal	00.0%	18.8%	12.5%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Wage-FTR&Seasonal	44.2%	38.8%	54.1%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
PAYROLL TOTAL (Direct&Burden)	-207,512	-207,302	-128,401	0	0	0	0	0	0	0	0	0	0	0
Burden % TL	38.0%	35.2%	47.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Payroll Taxes %	8.6%	8.3%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Workers Comp %	4.7%	4.2%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Group Insurance %	23.3%	20.9%	33.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Retirement %	1.3%	1.8%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
OPERATING EXPENSES (OE)														
Employee Dev/Training	0	0	-647	0	0	0	0	0	0	0	0	0	0	0
Employee Relations	-183	-62	0	0	0	0	0	0	0	0	0	0	0	0
Uniforms	-3,538	-3,702	-3,719	0	0	0	0	0	0	0	0	0	0	0
Seminars & Confernces	-1,602	-2,885	0	0	0	0	0	0	0	0	0	0	0	0
Travel/Meeting Expense	-508	-132	-20	0	0	0	0	0	0	0	0	0	0	0
Total Staff Expense	-5,830	-6,780	-4,386	0	0	0	0	0	0	0	0	0	0	0
Vehicle Maintenance														

**Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Vehicle Maintenance**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals				
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	2018 Budget	3-Yr	5-Yr	
								2016 Actual	2017 Actual	2018						
										Jan-Jul Act						Aug-Dec Bdg
Telephone	-1,714	-1,977	-2,089	0	0	0	0	0	0	0	0	0	0			
Disposal Fees	-4,613	-4,718	-4,937	0	0	0	0	0	0	0	0	0	0			
Electricity	-7,412	-6,923	-6,750	0	0	0	0	0	0	0	0	0	0			
Fuel & Oil	-2,976	-4,124	-3,621	0	0	0	0	0	0	0	0	0	0			
Sewer Fees	-239	-245	-248	0	0	0	0	0	0	0	0	0	0			
Water - Building/Facility	-623	-712	-716	0	0	0	0	0	0	0	0	0	0			
TOTAL UTILITIES	-17,576	-18,699	-18,361	0	0	0	0	0	0	0	0	0	0			
SUPPLIES & MAINTENANCE EXPENSE																
Security Exp	0	-518	0	0	0	0	0	0	0	0	0	0	0			
Hazardous Waste Clean Up	0	0	15	0	0	0	0	0	0	0	0	0	0			
Janitorial Services & Supplies	-147	-172	-80	0	0	0	0	0	0	0	0	0	0			
Furniture and Office Equip	-234	-111	0	0	0	0	0	0	0	0	0	0	0			
Office Supplies	-307	-181	-21	0	0	0	0	0	0	0	0	0	0			
Operating Supplies	-1,284	-1,201	-376	0	0	0	0	0	0	0	0	0	0			
Small Tools & Equipment	-928	-1,049	-325	0	0	0	0	0	0	0	0	0	0			
Safety Equipment	-713	-497	-307	0	0	0	0	0	0	0	0	0	0			
Entertainment	0	0	-54	0	0	0	0	0	0	0	0	0	0			
Repairs & Maintenance																
General/PM	0	0	-116	0	0	0	0	0	0	0	0	0	0			
HVAC	0	0	-114	0	0	0	0	0	0	0	0	0	0			
MaintDept Labor Charges (inactive)	-150	0	0	0	0	0	0	0	0	0	0	0	0			
Other Building	-560	-603	-96	0	0	0	0	0	0	0	0	0	0			
R&M Building	-710	-603	-325	0	0	0	0	0	0	0	0	0	0			
Snow Removal	-851	-750	-1,348	0	0	0	0	0	0	0	0	0	0			
R&M Grounds (nonGolf)	-851	-750	-1,348	0	0	0	0	0	0	0	0	0	0			
Rolling, Heavy	0	0	-2,875	0	0	0	0	0	0	0	0	0	0			
Rolling, Car/Truck/Bus/Van	-3,389	-2,771	-2,059	0	0	0	0	0	0	0	0	0	0			
Other Operating Equip R&M	-299	-249	-2,070	0	0	0	0	0	0	0	0	0	0			
R&M Equipment	-3,688	-3,020	-7,003	0	0	0	0	0	0	0	0	0	0			
Contra - Inter-Dept. Charges	35,260	45,127	42,987	0	0	0	0	0	0	0	0	0	0			
R&M subtotal	30,012	40,754	34,311	0	0	0	0	0	0	0	0	0	0			
TOTAL SUPPLIES & MAINTENANCE	26,398	37,024	33,163	0	0	0	0	0	0	0	0	0	0			
ADMINISTRATIVE & OTHER EXPENSE																
Dues & Subscriptions	0	-150	0	0	0	0	0	0	0	0	0	0	0			
Licenses, Permits, Fees	-1,453	-1,483	-2,351	0	0	0	0	0	0	0	0	0	0			
Mileage Reimbursement	-65	-59	0	0	0	0	0	0	0	0	0	0	0			
Postage - General	-12	-46	0	0	0	0	0	0	0	0	0	0	0			
Insurance Expense	-3,600	-3,711	-3,600	0	0	0	0	0	0	0	0	0	0			
TOTAL ADMINISTRATIVE & OTHER EXPE	-5,130	-5,449	-5,951	0	0	0	0	0	0	0	0	0	0			
TOTAL OPERATING EXPENSES (OE)	-2,139	6,096	4,465	0	0	0	0	0	0	0	0	0	0			
TOTAL PAYROLL AND OPERATING EXPE	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0			
N O R 1, before OH	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0			
N O R 2, after OH	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0			
T O C	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0			
NOR AFTER Assessment Revenue, Opera	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0			

Tahoe Donner Association
**Operating Fund 9-Year Actuals and CY Budget and Forecast
 Maintenance (160)**

	<u>2009</u> <i>Actual</i>	<u>2010</u> <i>Actual</i>	<u>2011</u> <i>Actual</i>	<u>2012</u> <i>Actual</i>	<u>2013</u> <i>Actual</i>	5 Year Average Years					<u>2018</u> <i>Budget</i>	Actuals			
						<u>2014</u> <i>Actual</i>	<u>2015</u> <i>Actual</i>	3 Year Average Years				<u>2018</u> <i>FORECAST</i>	<u>3-Yr</u>	<u>5-Yr</u>	
								<u>2016</u> <i>Actual</i>	<u>2017</u> <i>Actual</i>	2018					
										Jan-Jul Act					
Aug-Dec Bdg															
Mileage Reimbursement	-110	0	-29	-1,004	-163	-291	-531	-197	-46	0	0	-81	-213		
Postage - General	-1	-17	-12	-29	-44	-1	-82	-1	-20	0	0	-7	-21		
Claims Expense	0	0	0	0	0	0	0	0	0	795	0	265	159		
Insurance Expense	-16,800	-12,369	-12,800	-15,600	-19,200	-17,806	-20,400	-18,045	-20,400	-24,000	-24,000	-20,815	-20,130		
TOTAL ADMINISTRATIVE & OTHER EXPE	-18,629	-14,598	-19,052	-24,094	-27,776	-25,938	-28,213	-25,455	-28,864	-30,494	-30,900	-28,271	-27,793		
TOTAL OPERATING EXPENSES (OE)	-38,562	-82,421	-85,635	-41,093	-58,939	-35,728	-7,558	-4,127	-10,958	-13,619	-54,500	-9,568	-14,398		
TOTAL PAYROLL AND OPERATING EXPE	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
N O R 1, before OH	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
N O R 2, after OH	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
T O C	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
NOR AFTER Assessment Revenue, Opera	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		

Tahoe Donner Association
Operating Fund 9-Year Actuals and CY Budget and Forecast
Operating Fund Consolidated
Exception Report - Missing and Duplicate Accounts

Account Code Occurrences Row Number (dups) Row Code (dups)

Unit:TDA;SUMMARY
No Exceptions Found
No Duplicate Accounts