



# Tahoe Donner Association

## Finance Reports

### December 2016

## Table of Contents

Page#	Report Ref#	
F-1		Finance Memorandum - Operating Fund Results
F-2	<i>Charts</i>	Charts - Revenue, Expense and NOR
F-3	<i>KMY</i>	Key Metrics - Month and Year to Date
F-4	<i>Var reports</i>	Op Fund - Variance Reports - MTH vs Budget, YTD vs Budget
F-5	<i>B-1a</i>	Operating Fund P&L Summary - Month
F-6	<i>B-1</i>	Operating Fund P&L Summary - Year to Date
F-7	<i>B-2</i>	Operating Fund P&L Sy by Dept - MTH , YTD, Summer YTD, Winter YTD, Winter Season (Nov'15 to Apr'16)
F-8	<i>B-10</i>	Amenity Financial Performance - Year to Date
F-9	<i>KronosData</i>	Hourly Payroll - Hours and FTE Report
F-10	<i>BalShxxx</i>	Statement of Financial Position - Consolidated
F-11	<i>BalShxxx</i>	Statement of Financial Position - by Fund
F-12	<i>Investments</i>	Cash and Investments Summary Report and <b>Cash Flow Schedule (NEW)</b>
F-13	<i>Inventory</i>	Inventory Balances Report
F-14	<i>Capital</i>	Capital Funds Summary Report
F-15	<i>D-1</i>	Operating Fund Consolidated P&L Detail - Month and YTD

# MEMORANDUM

To: General Manager, Board of Directors, Finance Committee, and Members  
Cc: Megan Rodman, Executive Assistant  
From: Michael Salmon, Director of Finance and Accounting  
Date: February 3, 2017  
Re: **December 2016 Financial Results, Operating Fund**



## Month - December

Month financials for the Association indicate that net operating results (before assessment revenues) for the month was a loss of (\$94,000) which was favorable to budget by \$485,000/84%. Month's operating revenues of \$1,474,000 were \$623,000/73% favorable to budget and total expenses of \$1,568,000 were \$138,000/35% unfavorable to budget. Compared to last year same month, revenues are down \$114,000/7% and NOR is unfavorable \$174,000/217%.

## Year to Date - December

YTD financials for the Association indicate that net operating results (before assessment revenues) for the month was a loss of (\$4,504,000) which was favorable to budget by \$2,447,000/35%. YTD operating revenues of \$12,771,000 were \$3,571,000/39% favorable to budget and total expenses of \$17,275,000 were \$1,124,000/7% unfavorable to budget. Compared to YTD last year, revenues are up \$4,090,000/47% and NOR is favorable \$1,097,000/20%.

**Winter 15/16** passes sold as of 3/14/2016, \$226,000/1004 versus prior year \$194,000/958 passes. Revenue up \$32,000/16% and passes sold up 46/4%. These figures exclude comps. Note that for 15/16 season TDA offered a "rollover pass" for the 14/15 season pass holders (207 DHS and 719 XC).

**Winter 16/17** passes sold as of 1/26/2017, \$425,000/1865 versus prior year \$208,000/912 passes. Revenue up \$217,000/104% and passes sold up 953/104%.

**2016 Golf Passes/Packs** sold as of 7/24/2016 \$272,000/361 versus prior year \$283,000/371 passes/packs. Revenue down \$11,000/4% and passes/packs sold down 10/3%.

Refer to Key Metrics (F-2) for summary information related to month performance and see Variance to Budget Report (F-4) for more detailed variance report. Consolidated Operating Fund P&L (F-15) provides details by line item. **The internal monthly financial statements are unaudited and subject to change. The Association's financial statements are audited for each calendar year annual basis in 1<sup>st</sup> quarter.**

## Overall Operating Conditions

**January, February, March and April** 2016 had great ski conditions months with winter weather and good snow coverage and record revenues. The season has strong momentum. January 2015 was an atypical winter month with no snowfall. According to NOAA: "Jan'15 was ranked the second warmest January on record for the globe". There was just enough snow accumulation from December to keep Cross Country open until 1/18/15 and Downhill until 1/29/15 with limited terrain. **May** was a good transition from winter to summer season. Golf Course open for 5/13 and Memorial Day weekend (Fri-Mon) revenues of \$126k, were favorable to last year's by \$51k/68%; all lines of businesses were significantly higher than prior year's holiday. **June** had a great start to summer season following a strong month of May. Strong banquet revenues of \$87k were favorable \$38k/77% to budget and \$35k/68% to prior year. **July** company record revenues, two-day summer concert successfully attended. **August and September** were company record revenue months as well, with dry clear weather the entire period. **October** was a strong month, rain/snow at the end of the month impacted Golf/SMR F&B departments negatively. **November** was a good transition month with enough snow to open the XC center on 11/25. **December** great company revenues, DHS benefited from the Snowmaking equipment.

## Financial Notables of Operating Units

**Downhill Ski.** YTD revenues of \$3,502,000 were favorable \$1.9M/117% to budget and favorable \$2.4M/211% to prior year. YTD total expenses of \$2.8M were unfavorable \$633k/29% to budget and unfavorable \$1.3M/90% to prior year. YTD NOR of \$668,000 is favorable \$1.3M/214% to budget and favorable \$1M/283% to prior year. In 2015, the ski hill closed January 30, 2015 for remainder of 14/15 season due to a lack of snow. For the 15/16 season, skiing opened on Friday 12/11/2015 with good coverage, had great conditions for the Christmas to New Year holiday business, and strong momentum continued into the season, closing as scheduled on April 10, 2016. For 16/17 season, skiing opened on Friday 12/9/2016 with thin limited terrain on snowbird lift only, and would clearly not have opened at all without snowmaking. Further, snowmaking enabled downhill ski to remain open in mid-December, despite extensive rain fall event on 12/9 & 12/10. With cold temps but not much precipitation, snowmaking production benefited the area greatly.

**Cross Country Ski.** YTD revenues of \$978,000 were favorable \$573k/142% to budget and favorable \$542k/124% to prior year. YTD NOR of \$204,000 is favorable \$379k/217% to budget and favorable \$230k/896% to prior year. In 2015, the center closed January 19, 2015 for remainder of 2014/2015 season due to the lack of snowfall. For the 15/16 season, skiing opened on Thursday 11/26/2015 with good coverage, had great conditions for the Christmas to New Year holiday period, and strong momentum continued into the winter season, closing on April 10, 2016. For the 16/17 season, skiing opened on 11/26/2016 with thin limited terrain, operating for the Thanksgiving holiday period. However, the trails closed to skiing on 12/9/2016 due to extensive rainfall, but did reopen with thin trails coverage for the peak holiday period.

**The Lodge.** YTD revenues of \$2.3M were favorable \$337k/17% to budget and favorable \$315k/16% to prior year. YTD NOR loss of (\$64,000) is favorable \$45k/41% to budget and favorable \$16k/20% to prior year. YTD cogs of 31% compares to budget 31.3% and prior year 31.9%.

**Pizza.** YTD revenues of \$518,000 are favorable \$118k/30% to budget and favorable \$45k/9% to prior year. YTD NOR loss of (\$28,000) is favorable \$56k/67% to budget and favorable \$25k/47% to prior year. YTD cogs of 30.1% compares to budget 30% and prior year 28.5%.

**Alder Creek Café.** YTD revenues of \$354,000 are favorable \$244k/222% to budget. YTD total expenses of \$396,000 are unfavorable \$268k/210%. YTD NOR loss of (\$42,000) is unfavorable \$25k/137% to budget. YTD cogs of 33.9% compares to budget 34.5% and prior year 44.4%.

**Other**

**a) Recreation Fee.** New cycle started 5/1/2016.

- 12/31/2016 – **2016/2017** – sold 4,342, revenues of **\$1,038,000**, (vs py; volume up 5%, revenue up 7%)
- 12/31/2015 – 2015/2016 – sold 4,091, revenues of \$967,000 RecFee Revenue over \$1m for 1<sup>st</sup> time
- 12/31/2014 – 2014/2015 – sold 4,112, revenues of \$928,000
  
- 4/30/16 – 2015/2016 – sold 4,156, revenues of \$972,000 (vs py; volume down 0.1%, revenue up 5%)
- 4/30/15 – 2014/2015 – sold 4,170, revenues of \$928,000
- 4/30/14 – 2013/2014 – sold 4,224, revenues of \$867,000
- 4/30/13 – 2012/2013 – sold 4,051, revenues of \$845,000
- 4/30/12 – 2011/2012 – sold 4,001, revenues of \$820,000

For 2016/2017 cycle: \$270 (+4%) core up to 4p, \$100 add 5&6, \$100 add 7&8.  
 For 2015/2016 cycle: \$260 (+6%) core up to 4p, \$100 add 5&6, \$100 add 7&8.  
 For 2014/2015 cycle: \$245 (+9%) core up to 4p, \$100 add 5&6, \$100 add 7&8.  
 For 2013/2014 cycle: \$225 core up to 4p, \$100 add 5&6, \$100 add 7&8.

**b) Assessment Receivable.**

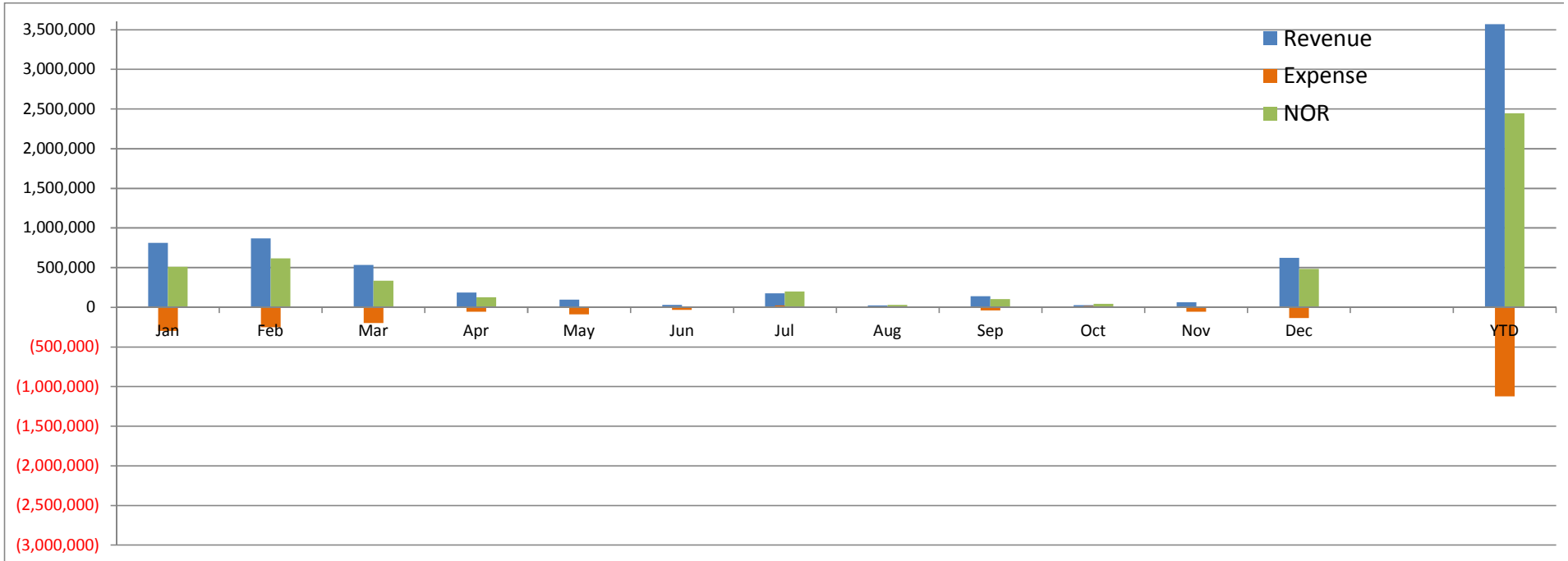
For the Current Year's Assessment Only, Assessment Receivable balances:

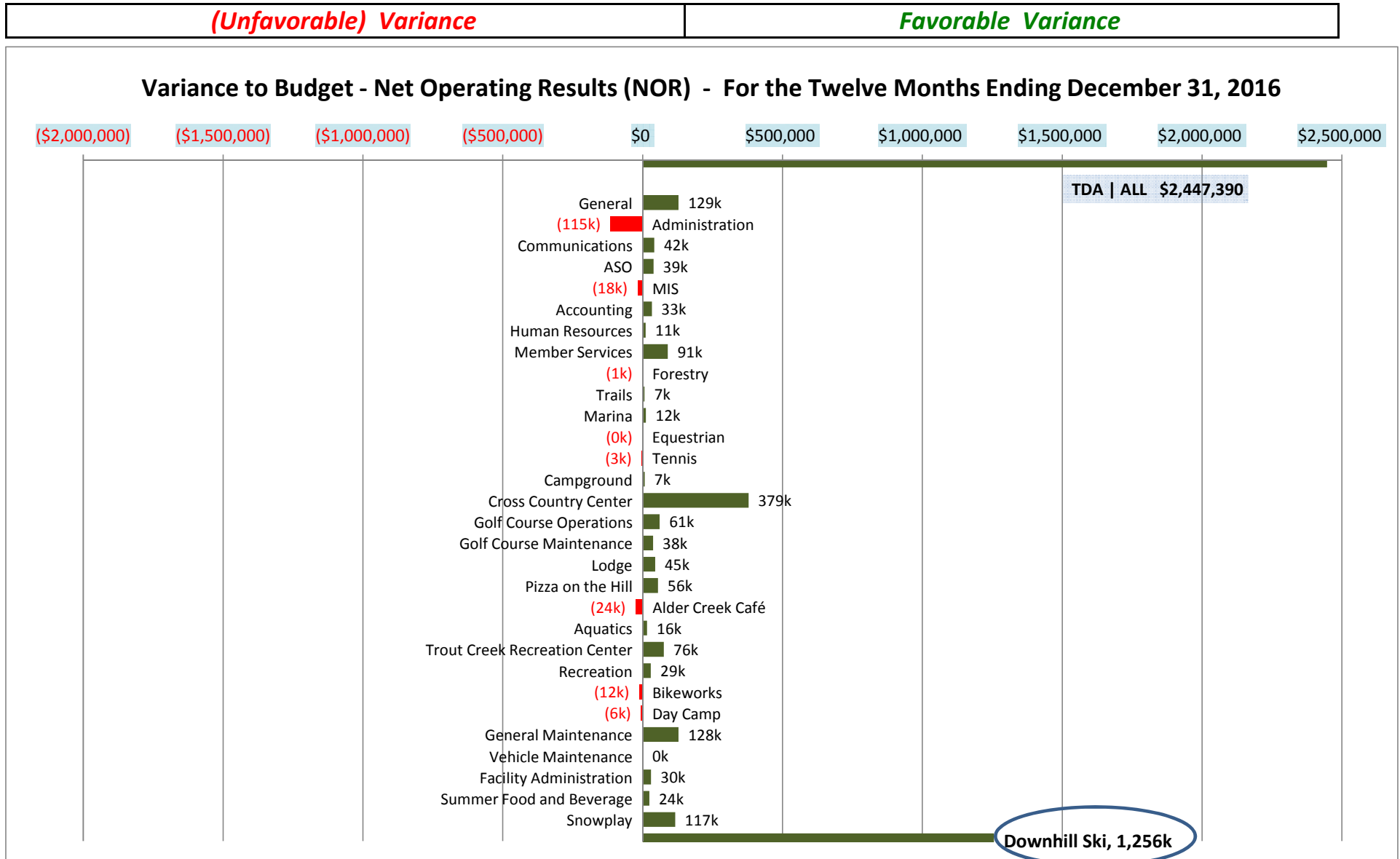
as of 12/31/xx:	as of 11/30/xx:
12/31/16 - 2016 - 31 or 0.5% of units	11/30/16 - 2016 - 39 or 0.7% of units
12/31/15 - 2015 - 36 or 0.6% of units	11/30/15 - 2015 - 43 or 0.7% of units
12/31/14 - 2014 - 41 or 0.6% of units	11/30/14 - 2014 - 46 or 0.7% of units
12/31/13 - 2013 - 53 or 0.8% of units	11/30/13 - 2013 - 57 or 0.9% of units
as of 10/31/xx:	as of 09/30/xx:
10/31/16 - 2016 - 44 or 0.7% of units	09/30/16 - 2016 - 48 or 0.7% of units
10/31/15 - 2015 - 46 or 0.7% of units	09/30/15 - 2015 - 50 or 0.8% of units
10/31/14 - 2014 - 50 or 0.8% of units	09/30/14 - 2014 - 55 or 0.8% of units
10/31/13 - 2013 - 61 or 0.9% of units	09/30/13 - 2013 - 67 or 1.0% of units

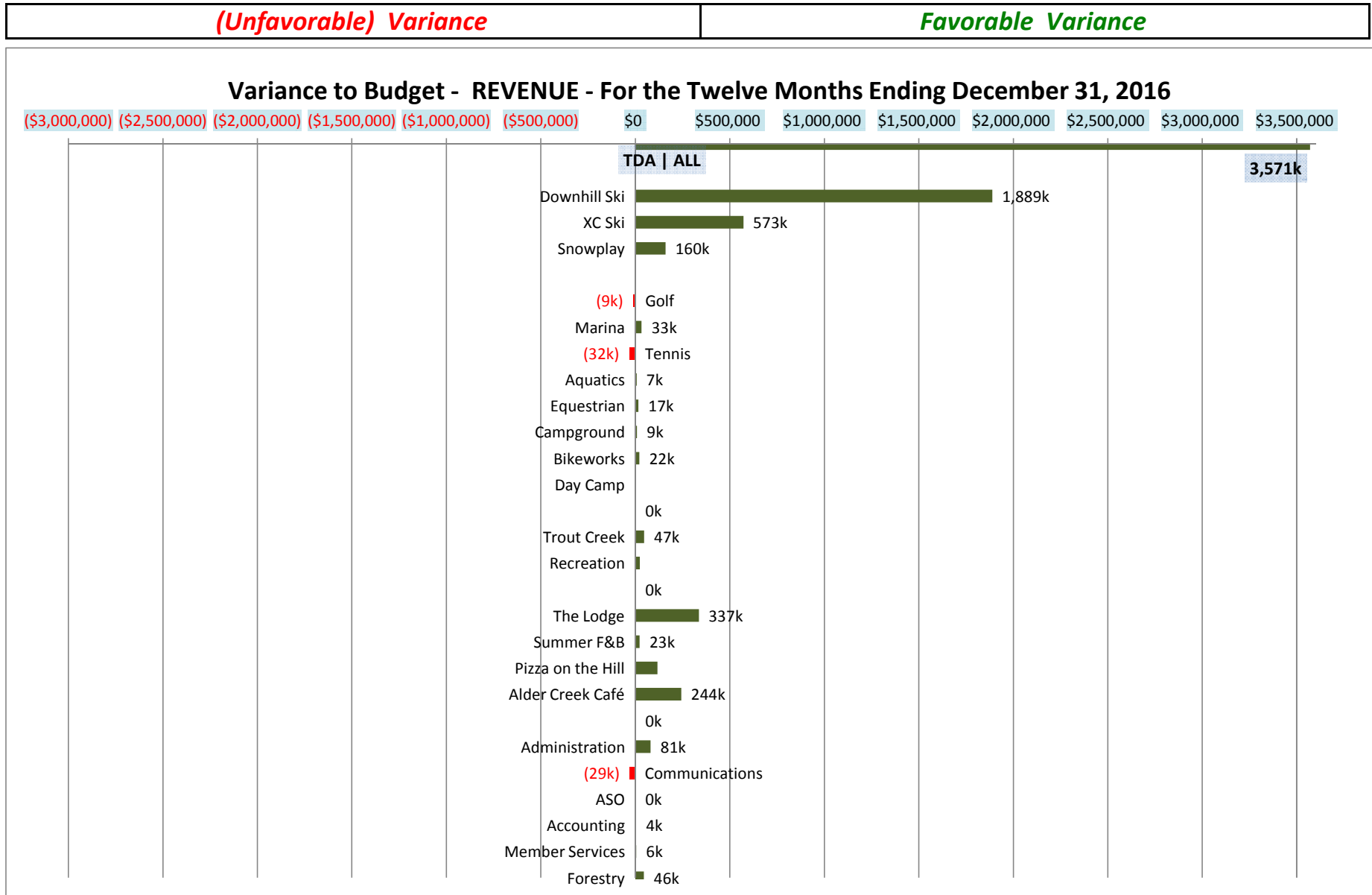
Year to Date assessment lost to foreclosures amounts to \$18,000. Note, while the assessment is due 1/1/xx, approximately 50% pay during the month of February, with the assessment becoming delinquent 3/1/xx.

**Tahoe Donner Association**  
**Operating Fund - excluding Annual Assessment Revenues**  
**Variance to Budget - by Month - For the Twelve Months Ending December 31, 2016**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>Revenue</b>	810,742	868,398	534,025	184,071	95,254	27,735	175,599	23,026	139,518	27,612	61,666	623,386	3,571,032
<b>Expense</b>	(299,727)	(253,639)	(200,928)	(56,992)	(91,670)	(34,403)	23,495	7,747	(38,879)	15,105	(55,597)	(138,154)	(1,123,642)
<b>NOR</b>	511,015	614,758	333,098	127,080	3,584	(6,668)	199,093	30,773	100,639	42,717	6,069	485,232	2,447,390







## Tahoe Donner Association

### Variance to Budget - Net Operating Results (NOR) - For the Twelve Months Ending December 31, 2016

*Excluding Annual Assessment all amounts are variances to Budget--- Favorable (Unfavorable)*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>TDA   ALL \$2,447,390</b>	<b>511,015</b>	<b>614,758</b>	<b>333,098</b>	<b>127,080</b>	<b>3,584</b>	<b>(6,668)</b>	<b>199,093</b>	<b>30,773</b>	<b>100,639</b>	<b>42,717</b>	<b>6,069</b>	<b>485,232</b>	<b>2,447,390</b>
<b>General</b>	5,916	3,790	(3,638)	9,688	3,622	938	6,330	9,661	8,154	15,881	15,597	52,900	128,840
<b>Administration</b>	11,239	8,313	40,458	(30,319)	(84,522)	(32,868)	25,637	14,849	13,899	22,607	851	(105,266)	(115,122)
<b>Communications</b>	2,339	3,075	3,039	4,101	(9,312)	10,005	(11,838)	5,655	5,226	(472)	10,798	19,412	42,027
<b>ASO</b>	4,072	1,797	4,362	11,085	5,462	2,415	1,108	477	1,105	904	(89)	6,412	39,110
<b>MIS</b>	(5,123)	(5,820)	(734)	(954)	(1,381)	(2,122)	3,918	(10,462)	(5,777)	(4,558)	(7,376)	22,596	(17,795)
<b>Accounting</b>	(1,091)	1,843	(4,556)	9,252	5,370	1,504	995	5,979	9,412	6,028	4,540	(5,888)	33,387
<b>Human Resources</b>	(982)	3,935	(30)	2,373	4,487	2,576	1,736	2,660	9,005	(761)	(2,518)	(11,487)	10,994
<b>Member Services</b>	5,691	4,621	6,508	7,765	8,702	7,649	9,163	6,420	8,636	9,425	9,301	6,623	90,503
<b>Forestry</b>	(983)	(964)	(17)	(1,973)	6,889	10,678	33,071	28,931	(74,701)	26,043	(15,839)	(11,772)	(637)
<b>Trails</b>	1,133	1,831	3,710	5,145	2,706	3,804	2,757	241	588	(7,433)	(4,145)	(3,497)	6,839
<b>Marina</b>	(144)	(229)	1,287	2,310	17,313	(2,692)	(9,737)	(4,698)	3,461	3,961	21	988	11,841
<b>Equestrian</b>	(802)	(2,296)	(1,457)	(1,776)	2,133	5,389	(4,243)	(958)	7,310	74	(589)	(3,035)	(249)
<b>Tennis</b>	188	17	83	(19,473)	12,638	6,201	(4,353)	(760)	4,183	(1,758)	(982)	647	(3,370)
<b>Campground</b>	20	435	(98)	(85)	988	(1,368)	7,296	(1,140)	2,066	(12)	(367)	(263)	7,472
<b>Cross Country Center</b>	94,813	141,538	53,637	4,883	(2,417)	(1,068)	7,333	4,118	9,383	2,093	(9,869)	74,406	378,848
<b>Golf Course Operations</b>	(3,385)	(2,780)	637	4,886	22,792	7,870	23,243	(9,192)	22,334	(14,237)	81	8,973	61,221
<b>Golf Course Maintenance</b>	(207)	3,916	4,391	10,871	8,611	691	(4,432)	(16,111)	11,167	7,832	4,254	6,552	37,534
<b>Lodge</b>	7,637	(3,862)	3,364	28,140	13,183	13,436	(8,354)	(8,204)	27,098	(12,548)	(6,203)	(8,692)	44,995
<b>Pizza on the Hill</b>	3,724	6,120	585	7,124	521	7,100	25,262	(164)	(1,012)	999	1,653	3,646	55,557
<b>Alder Creek Café</b>	(1,636)	4,514	(3,192)	713	(4,556)	(4,695)	(6,945)	(6,240)	(355)	(5,376)	(3,053)	6,367	(24,453)
<b>Aquatics</b>	(3,438)	(804)	(1,355)	5,510	574	736	(3,320)	5,421	10,018	1,567	552	535	15,997
<b>Trout Creek Recreation Ct</b>	4,624	6,764	1,260	20,567	3,701	(18,656)	21,667	(2,479)	4,508	9,040	7,164	18,104	76,265
<b>Recreation</b>	(397)	(1,249)	21	682	3,534	(1,461)	30,275	2,993	38	(2,540)	(87)	(2,347)	29,461
<b>Bikeworks</b>	0	0	0	0	(1,689)	(3,009)	1,040	(4,859)	(497)	(4,300)	(100)	1,312	(12,101)
<b>Day Camp</b>	(173)	(4)	(10)	(1,434)	(6,505)	(12,928)	21,797	(3,812)	(1,918)	(1,001)	(149)	499	(5,636)
<b>General Maintenance</b>	15,323	6,055	6,740	12,537	676	12,374	11,681	10,513	12,723	5,365	10,266	24,105	128,358
<b>Vehicle Maintenance</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Facility Administration</b>	3,959	4,634	4,604	4,757	497	1,486	646	3,593	(332)	2,616	1,516	2,240	30,216
<b>Summer Food and Beverage</b>	0	0	0	(22)	5,041	2,350	16,317	253	3,981	(3,438)	(199)	(29)	24,255
<b>Snowplay</b>	32,232	47,208	6,159	16,937	(759)	(33)	(1,296)	1,000	(39)	(65)	2,351	13,246	116,941
<b>Downhill Ski</b>	336,466	382,360	207,340	13,789	(14,715)	(22,969)	2,341	(2,909)	10,975	(13,218)	(11,311)	367,945	1,256,093



## Tahoe Donner Association

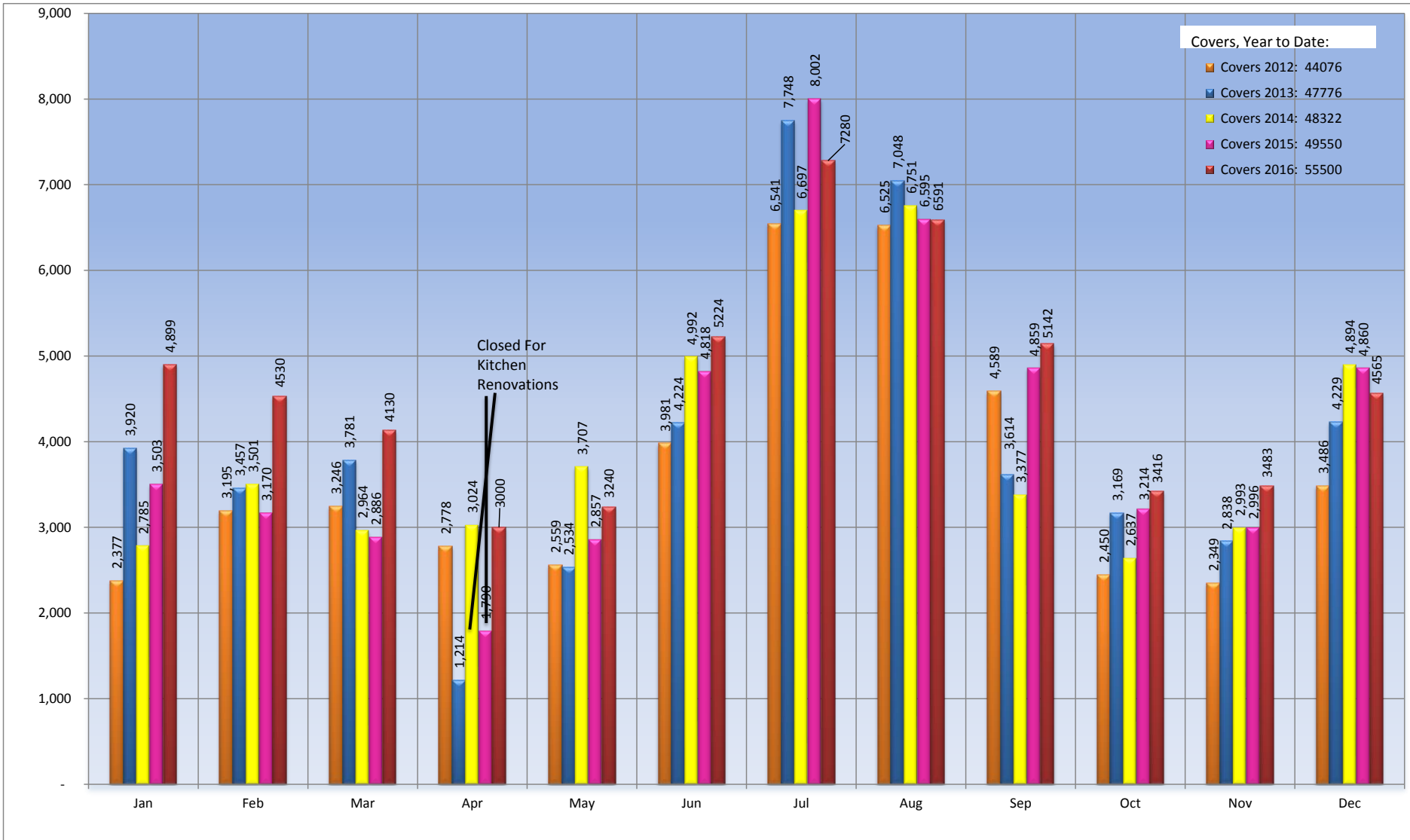
### Variance to Budget - REVENUE - For the Twelve Months Ending December 31, 2016

*Excluding Annual Assessment all amounts are variances to Budget--- Favorable (Unfavorable)*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>TDA   ALL</b>	<b>810,742</b>	<b>868,398</b>	<b>534,025</b>	<b>184,071</b>	<b>95,254</b>	<b>27,735</b>	<b>175,599</b>	<b>23,026</b>	<b>139,518</b>	<b>27,612</b>	<b>61,666</b>	<b>623,386</b>	<b>3,571,032</b>
<b>Downhill Ski</b>	508,167	530,018	324,972	56,636	2,113	450	563	450	450	976	993	463,381	1,889,168
<b>XC Ski</b>	145,054	185,199	107,673	19,303	0	0	792	0	0	0	22,731	92,336	573,088
<b>Snowplay</b>	47,977	64,851	11,893	16,828	0	0	0	0	0	0	2,437	16,179	160,166
<b>Golf</b>	2,406	964	822	0	17,834	(1,686)	14,722	(18,848)	6,440	(32,471)	386	540	(8,891)
<b>Marina</b>	0	0	0	4,269	16,295	(871)	4,171	726	8,849	(842)	55	0	32,652
<b>Tennis</b>	0	0	0	(17,125)	5,270	(2,178)	(6,438)	(7,846)	(2,075)	(1,135)	0	0	(31,526)
<b>Aquatics</b>	0	0	0	4,393	413	626	(596)	2,644	(183)	0	66	0	7,363
<b>Equestrian</b>	0	0	0	0	38	6,486	(488)	(3,102)	14,609	(764)	0	0	16,780
<b>Campground</b>	0	0	0	0	385	(534)	7,509	(975)	1,850	807	0	0	9,042
<b>Bikeworks</b>	0	0	0	0	5,308	5,505	5,689	94	4,512	268	325	189	21,888
<b>Day Camp</b>	0	0	15	105	(198)	(22,997)	9,123	15,803	0	0	0	0	1,851
<b>Trout Creek</b>	2,888	4,294	4,898	18,062	2,391	(1,644)	15,190	(3,881)	(1,036)	(627)	(20)	6,257	46,774
<b>Recreation</b>	298	445	71	0	(570)	(1,431)	29,810	1,472	(1,025)	(4,367)	(205)	(800)	23,697
<b>The Lodge</b>	63,236	42,800	39,701	63,657	29,570	14,555	6,609	13,755	60,700	6,588	17,122	(21,048)	337,246
<b>Summer F&amp;B</b>	0	0	0	0	856	1,906	19,818	737	3,257	(3,582)	0	0	22,992
<b>Pizza on the Hill</b>	16,635	16,530	5,149	6,906	4,885	7,482	35,321	4,324	5,527	6,150	(612)	9,765	118,060
<b>Alder Creek Café</b>	28,965	32,254	16,898	6,360	8,535	19,340	29,766	15,633	25,901	9,996	8,678	41,372	243,697
<b>Administration</b>	1,618	(871)	29,392	3,288	3,934	(7,622)	3,297	5,424	13,288	11,685	12,733	4,537	80,704
<b>Communications</b>	(3,000)	(3,595)	(5,989)	(5,242)	(6,751)	8,117	(1,990)	(3,470)	(5,341)	(4,293)	(2,321)	5,153	(28,722)
<b>ASO</b>	(4,428)	(4,405)	(1,479)	7,154	3,656	558	(1,395)	(665)	704	(347)	(1,285)	2,171	238
<b>Accounting</b>	471	466	317	106	178	305	630	557	361	293	173	243	4,100
<b>Member Services</b>	456	(552)	(309)	(629)	95	1,625	2,691	492	217	(13)	360	1,309	5,743
<b>Forestry</b>	0	0	0	0	920	(120)	1,095	(25)	2,604	39,290	50	1,803	45,616
<b>Trails</b>	0	0	0	0	100	(140)	(290)	(273)	(90)	0	0	0	(693)

# The Lodge

Covers By Month (source=Aloha POS system)

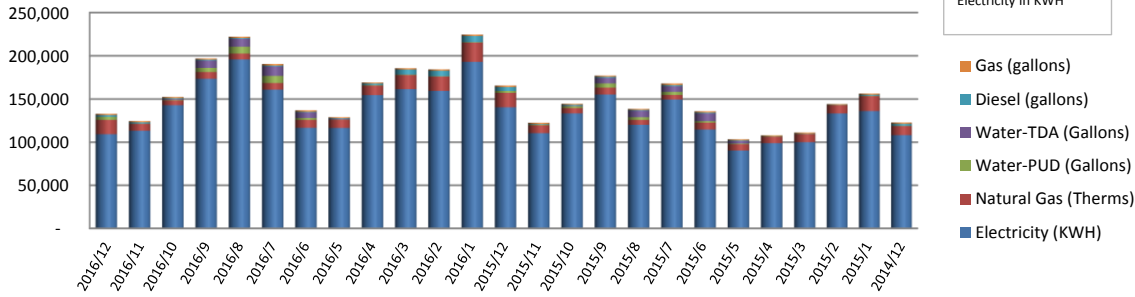


\* The Lodge was closed from 4/20/2015 - 5/4/2015 for kitchen renovations

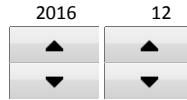
\*\* The Lodge was closed from 4/15/2013 - 5/2/2013 for renovations

\*\*\* All data excludes Lunch/Snack Bar (170 - Summer F&B)

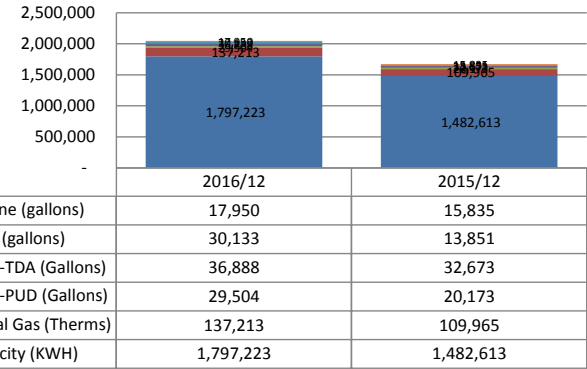
## Tahoe Donner Association Energy Consumption - Last 25 Months



Gasoline Cost / Gallon \$2.46   -7%   6%	Diesel Cost / Gallon \$2.78   -2%   10%	Propane Cost / Gallon \$2.21   -11%   0%
LTM Trend Sparkline   \$Cost Current Mth   %Chg Same Mth PY   %Chg Last Month		



## Tahoe Donner Association Energy Consumption YTD

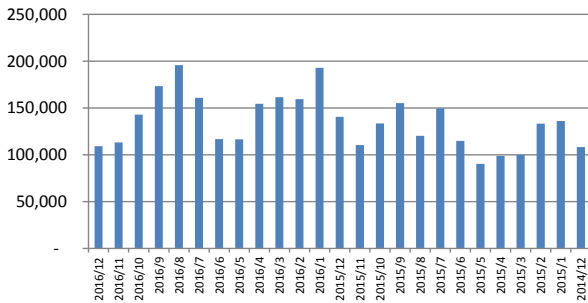


Data Available thru (yyyy/mm) - 2016/12

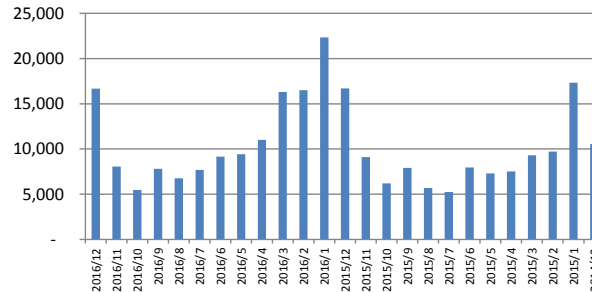
This Report is volumes not dollars

Note the scale varies with each Chart presented.

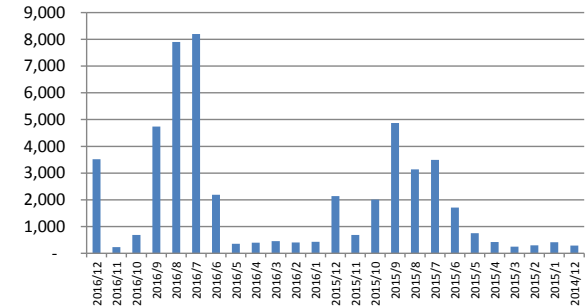
### Electricity (KWH)



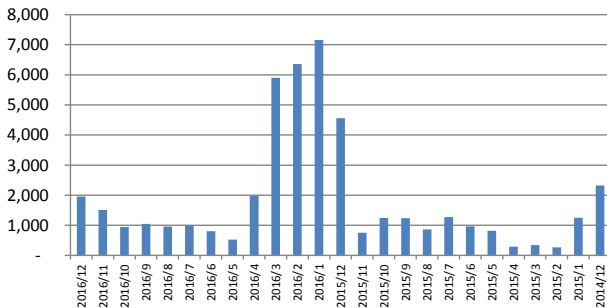
### Natural Gas (Therms)



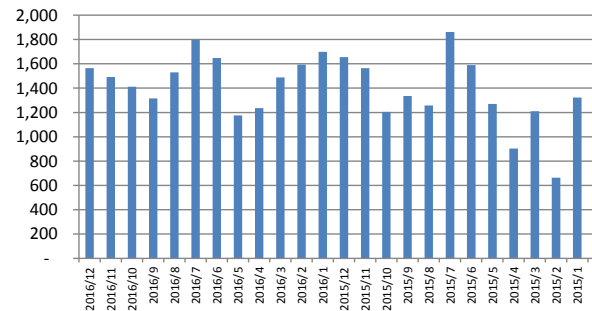
### Water-PUD (000 Gallons)



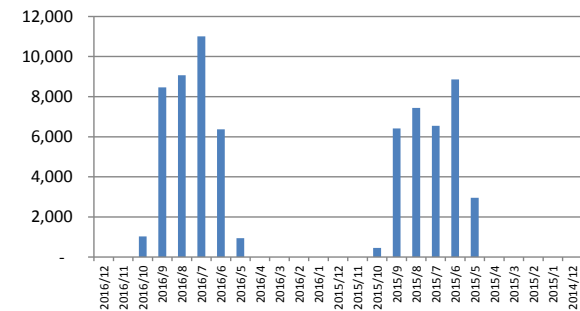
### Diesel (gallons)



### Gasoline (gallons)



### Water-TDA (000 Gallons)



# Tahoe Donner Association

## Key Metrics

### For the Month Ending December 31, 2016

(KMM)

Usage:	2016			31		31	
	Month			Actual to Budget		Actual to Prior Year	
	Actual	Budget	Prior Year	Amount	Pctg	Amount	Pctg
Downhill Visits	9,118	4,200	12,573	4,918	117%	(3,455)	-27%
DH per Day Avg	294	135	406	159	117%	(111)	-27%
Cross Country Visits	5,054	2,700	7,170	2,354	87%	(2,116)	-30%
XC per Day Avg	163	87	231	76	87%	(68)	-30%
Trout Creek Visits	12,724	11,800	10,952	924	8%	1,772	16%
TC per Day Avg	410	381	353	30	8%	57	16%
The Lodge Guest Count	4,669	4,460	4,942	209	5%	(273)	-6%
Lodge Guest per Day Avg	151	144	159	7	5%	(9)	-6%
Pizza on the Hill Guest Count	2,736	3,220	4,072	(484)	-15%	(1,336)	-33%
Pizza Guest per Day Avg	88	104	131	(16)	-15%	(43)	-33%
<b>Financial:</b>							
Operating Revenues, Excluding Assessment	\$ 1,474,386	\$ 851,000	\$ 1,588,866	\$ 623,386	73%	\$ (114,480)	-7%
Per Member (#Members A/B/PY: 6473/6472/6471)	\$ 228	\$ 131.49	\$ 246	\$ 96	73%	\$ (18)	-7%
Per Day (31/31)	\$ 47,561	\$ 27,452	\$ 51,254	\$ 20,109	73%	\$ (3,693)	-7%
Operating NOR, Excluding Assessment	\$ (93,768)	\$ (579,000)	\$ 80,074	\$ 485,232	84%	\$ (173,842)	-217%
Per Member (#Members A/B/PY: 6473/6472/6471)	\$ (14)	\$ (89)	\$ 12	\$ 75	84%	\$ (27)	-217%
Per Day (31/31)	\$ (3,025)	\$ (18,677)	\$ 2,583	\$ 15,653	84%	\$ (5,608)	-217%
The Lodge, Revenues	\$ 187,952	\$ 209,000	\$ 209,264	\$ (21,048)	-10%	\$ (21,312)	-10%
Per Guest	\$ 40	\$ 47	\$ 42	\$ (7)	-14%	\$ (2)	-5%
Per Day (31/31)	\$ 6,063	\$ 6,742	\$ 6,750	\$ (679)	-10%	\$ (687)	-10%
Downhill Ski Revenues	\$ 747,281	\$ 283,900	\$ 816,015	\$ 463,381	163%	\$ (68,734)	-8%
Cross Country Ski Revenues	\$ 222,336	\$ 130,000	\$ 255,536	\$ 92,336	71%	\$ (33,200)	-13%

#### Holiday & Other Notes:

Dec'16 was a very good month, with Snowbird lift only at DHSki due primarily to Snowmaking efforts.

Dec'15 was a great winter month, with plenty snow coverage and strong visitation. Record month of December revenues.

**Tahoe Donner Association**  
**For the Twelve Months Ending December 31, 2016**

(KMY)

Key Metrics	Year to Date			Variance - Favorable (Unfavorable)			
	2016		12	Actual to Budget		Actual to Prior Year	
	Actual	Budget	Prior Year	Amount	Pctg	Amount	Pctg
Downhill Visits	48,152	27,000	16,317	21,152	78%	31,835	195%
DH per Day Avg {jan-apr,nov,dec}	265	148	90	116	78%	174	193%
Cross Country Visits	28,228	19,000	10,171	9,228	49%	18,057	178%
XC per Day Avg {jan-apr,nov,dec}	155	104	56	51	49%	99	176%
Trout Creek Visits	146,242	145,000	142,522	1,242	1%	3,720	3%
TC per Day Avg {annual}	400	396	390	3	1%	9	2%
The Lodge Cover Count (excl. Lunch170)	60,496	47,000	49,667	13,496	29%	10,829	22%
Lodge per Day Avg {annual}	165	128	136	37	29%	29	21%
Golf Rounds (paid only)	17,951	19,000	18,041	(1,049)	-6%	(90)	0%
<b>Operating Revenues, Excluding Assessment</b>	<b>\$ 12,771,032</b>	<b>\$ 9,200,000</b>	<b>\$ 8,681,085</b>	<b>\$ 3,571,032</b>	<b>39%</b>	<b>\$ 4,089,947</b>	<b>47%</b>
Per Member (#Members A/B/PY: 6473/6472/6471)	\$ 1,973	\$ 1,422	\$ 1,342	\$ 551	39%	\$ 631	47%
Per Day (366)	\$ 34,894	\$ 25,137	\$ 23,784	\$ 9,757	39%	\$ 11,110	47%
Operating Revenues to TE % (Cost Recovery Ratio)	74%	57%	61%	17%	30%	13%	22%
<b>Operating Total Expenses (TE) {cogs/payroll/expense}</b>	<b>\$ 17,274,642</b>	<b>\$ 16,151,000</b>	<b>\$ 14,281,827</b>	<b>\$ (1,123,642)</b>	<b>-7%</b>	<b>\$ (2,992,814)</b>	<b>-21%</b>
Per Member (#Members A/B/PY: 6473/6472/6471)	\$ 2,669	\$ 2,496	\$ 2,207	\$ (173)	-7%	\$ (462)	-21%
Per Day (366)	\$ 47,198	\$ 44,128	\$ 39,128	\$ (3,070)	-7%	\$ (8,070)	-21%
Total Expenses as a % of Operating Revenues	135%	176%	165%	0.40	23%	0.29	18%
<b>Operating NOR, Excluding Assessment</b>	<b>\$ (4,503,610)</b>	<b>\$ (6,951,000)</b>	<b>\$ (5,600,743)</b>	<b>\$ 2,447,390</b>	<b>35%</b>	<b>\$ 1,097,133</b>	<b>20%</b>
Per Member (#Members A/B/PY: 6473/6472/6471)	\$ (696)	\$ (1,074)	\$ (865)	\$ 378	35%	\$ 169	20%
Per Day (366)	\$ (12,305)	\$ (18,992)	\$ (15,345)	\$ 6,687	35%	\$ 3,040	20%
The Lodge, Revenues (excl Lunch170)	\$ 2,312,246	\$ 1,975,000	\$ 1,997,593	\$ 337,246	17%	\$ 314,653	16%
Per Cover	\$ 38	\$ 42	\$ 40	\$ (3.80)	-9%	\$ (2.00)	-5%
The Lodge, NOR (Loss) exld Lunch170	\$ (63,905)	\$ (108,900)	\$ (79,790)	\$ 44,995	41%	\$ 15,884	20%
Golf Course Revenues	\$ 1,119,109	\$ 1,128,000	\$ 1,109,002	\$ (8,891)	-1%	\$ 10,106	1%
Per Round	\$ 62	\$ 59	\$ 61	\$ 2.97	5%	\$ 0.87	1%
Golf Course NOR Loss (proshop+maint, excludes golf f&b)	\$ (98,545)	\$ (197,300)	\$ (90,043)	\$ 98,755	50%	\$ (8,501)	-9%
Downhill Ski Operation, Revenues	\$ 3,502,168	\$ 1,613,000	\$ 1,127,909	\$ 1,889,168	117%	\$ 2,374,259	211%
Downhill Yield Per Downhill Visit	\$ 73	\$ 60	\$ 69	\$ 12.99	22%	\$ 3.61	5%
DHS Revenue as a % of all Operating Revenues	27%	18%	13%	0.099	56%	0.144	111%

**Other**

Winter 15/16 (nov15-Apr16) was a record revenue season. Each winter month for Jan-Apr of 2016 was record revenues.

Summer 2015 was a record revenue season, now Summer 2016 has been record revenues each month to date.

Nov.Dec of 2016 was a good start to winter season, just enough snow to operation XC and at DHSki snowmaking enabled Snowbird lift.

Nov.Dec of 2015 had good snow, enough to open both XC and DHSki and operated with record business levels during peak period.

Tahoe Donner Association  
 Financial Highlights  
 for the Month of December 2016  
 variances presented as | Favorable -Unfavorable  
 2/2/2017

**Revenue \$ 1,474,400** | 623,400 / 73% to Budget  
 | -114,500 / -7% to Prior Year

*Variance amount & % versus Budget for the Dept*

r1	463,400	100%	DHS. Strong Visitation. Direct Access up to budget \$156,000/156%, F&B \$57k/179%, Lessons&Rentals \$217k/155%
r2	92,300	71%	XC. Strong Visitation. Direct Access up to budget \$43k/55%, Retail \$23k/267%, Lessons&Rentals \$25k/58%
r3	41,400	383%	ACC. Strong Visitation along with XC. Food up to budget \$31k/399%, Beverage up to budget \$10k/351%
r4	16,200	30%	Snowplay. Strong Visitation. Direct Access up to budget \$13k/28%, public access driving increase \$14k/43%
r5	9,800	25%	Pizza on the Hill. Food up to budget \$9k/31%, Beverage \$300/4%. Conservative budget.
r6	6,300	8%	Trout Creek. Daily Usage Fee, Guests \$4k/26% up to budget. Childcare \$1,600/159% up to budget
r7	-21,000	-10%	The Lodge. Banquet Events down 9% to budget, aggressive budget for the month.
r8	15,200	44%	HOA. ComDep ye ad rev true-up \$5k. Admin, \$3,400 Investmt Int. MbrSvcs, \$1,600 Retail. ASO \$2,500 Fines, Forestry \$1,800 Chips Sls
r9	0	0%	
r10	-200	-	all other variances, net
tl	623,400	73%	

**Expense \$ 1,568,200** | -138,200 / -10% to Budget  
 | -59,400 / -4% to Prior Year

*Variance amount & % versus Budget for the Dept*

e1	-109,800	-173%	Administration. Payroll Direct \$98k/228%, Incentive Accrual.
e2	-95,400	-23%	DHS. Payroll Direct \$60k/30%, EE Housing \$15k/no budget, CC Exp \$8k/130% unfav to budget.
e3	-35,000	-230%	ACC. Payroll Direct \$15k/168%, COGS 11k/282%, Supplies \$4k/851%, InsExp \$3k/no budget, unfav to budget.
e4	-17,900	-19%	XC. PayrollDir \$17k/43%, Uniforms \$3k/no budget, Utilities \$1k/40% unfav to budget, Supplies&Maint \$6k/37% fav to budget.
e5	-13,600	-68%	Forestry. Payroll Direct \$21k/228% unfav to budget, Grant Work. Supplies & Maint \$7k/284% fav to budget.
e6	-11,500	-35%	HR. Staff Expense (EE Recruiting, EE Relations, BAS) \$11k/99% unfav to budget.
e7	52,900	88%	General. Legal Svcs \$20k/231%, Income Taxes \$15k/397%, Ins Exp \$12,500/139% fav to budget.
e8	24,100	33%	Maintenance. PayrollDir \$5,500/12%, Fuel&Oil \$3,700/66%, R&M \$3k/46%, Ins Exp \$2,400/139% fav to budget
e9	22,600	48%	IT. Telephone \$16k/235%, Staff Exp \$3k/15619%, Supplies \$1,500/28% fav to budget.
e10	45,400	-	all other variances, net
tl	-138,200	-10%	

*(138,200) Expense Variances to BDG co-wide recap*

-40,600	-38%	Cogs
-215,100	31%	Payroll Direct
65,800	25%	Payroll Burden
51,700	14%	Expenses

*(59,400) Expense Variances to Prior Year, co-wide*

29,900	17%	Cogs
-80,400	-10%	Payroll Direct
-47,700	-32%	Payroll Burden
38,800	11%	Expenses

**NOR \$ (93,800)** | 485,200 / 84% to Budget  
 | -173,800 / -217% to Prior Year

## Tahoe Donner Association Financial Highlights

Year to Date December 2016 { 12 of 12 months }

variances presented as | Favorable -Unfavorable

2/2/2017

**Revenue \$ 12,771,000** | 3,571,000 / 39% to Budget  
| 4,090,000 / 47% to Prior Year

*Variance amount & % versus Budget for the Dept*

r1	1,889,200	117%	Downhill Ski. Good 15/16 season after two years of drought, having a record YTD and season to date. Record revenues.
r2	573,100	142%	Cross Country Ski. Good 15/16 season after two years of drought, having a record YTD and season to date. Record rev.
r3	337,300	17%	The Lodge. Benefiting from the above 2 and Tahoe visitation volume increase in general. Record revenues.
r4	243,700	222%	Alder Creek Café. Strong volumes for a new restaurant and benefiting from the record levels of business at Cross Country Ski.
r5	160,200	123%	Snowplay, same as above.
r6	118,100	30%	Pizza. Benefiting from the big 3 above and Tahoe visitation volume increase in general, as well as, continued volume momentum.
r7	80,700	34%	Administration. Interest Rev fav to budget by \$18k/306%, Delinqcy Fees \$12k/33%, Transfer Fees \$44k/41%
r8	46,800	5%	Trout Creek Center. Rec Fee true-up \$16k/3%, DirectAccess \$13k/7%, Increased visitation & participation in Aerobic classes
r9	-31,500	-11%	Tennis. Rec Fee Revenue allocation true-up.
r10	153,400	-	all other variances, net
tl	3,571,000	39%	

**Expense \$ 17,275,000** | -1,124,000 / -7% to Budget  
| -2,993,000 / -21% to Prior Year

*Variance amount & % versus Budget for the Dept*

e1	-633,100	-29%	Downhill Ski. Increased costs with increased volume/revenues.
e2	-292,300	-14%	The Lodge. Increased costs with increased volume/revenues
e3	-268,200	-210%	Alder Creek. Increased costs with increased volume/revenues
e4	-194,200	-34%	Cross Country. Record Revenues & increased operating expenses.
e5	-195,826	-26%	Administration. Payroll up 194k/38% due primarily to incentive plan funding through fav NOR results (so cost is not built into Budget)
e6	-62,500	-13%	Pizza on the Hill. Same as top above.
e7	128,400	16%	Maintenance. Payroll Total saving 72k/10, R&M savings 25k/41%, Fuel & Oil savings 12k/38%
e8	107,700	8%	Golf. \$19k/25% COGS fav to budget, \$30k/4% in payroll savings (vacancies), remainder of savings: Burden \$31/15%, Supplies & Maint \$29k/23%
e9	84,800	28%	Member Services. Payroll Savings (vacancies) \$86k/32% direct + burden, other exp savings: \$1,500/43% staff expense
e10	201,226	1%	all other variances, net < including: Architectural Stds Office favorable \$35,000 (payroll total 20k, burden 11k expenses 4k)
tl	-1,124,000	-7%	

*(1,124,000) Expense Variances to BDG co-wide recap*

-348,000	-29%	Cogs
-710,200	-9%	Payroll Direct
188,600	7%	Payroll Burden
-254,400	-6%	Expenses

*(2,993,000) Expense Variances to Prior Year, co-wide*

-354,000	-30%	Cogs
-1,620,800	-22%	Payroll Direct
-442,500	-22%	Payroll Burden
-575,700	-15%	Expenses

**NOR \$ (4,504,000)** | 2,447,000 / 35% to Budget  
| 1,097,000 / 20% to Prior Year

Tahoe Donner Association  
**Operating Fund P&L Summary (B-1a)**  
 Operating Fund Consolidated  
 For the Month Ending December 31, 2016

**TOTAL OPERATING FUND - MONTH**

**AMENITIES - MONTH**

**HOMEOWNERS ASSOCIATION - MONTH**

		Actual Variance:				Actual Variance:				Actual Variance:	
Actual	Budget	vs Budg	vs Pr Yr	Actual	Budget	vs. Budg	vs. Pr Yr	Actual	Budget	vs. Budg	vs. Pr Yr
59,000	59,000	0	0								
462,639	245,400	217,239	-98,816	Recreation Fee	59,000	59,000	0	0	0	0	0
382,626	290,600	92,026	-42,678	Direct Access & Use Fees	462,639	245,400	217,239	-98,816	0	0	0
68,901	25,011	43,890	-14,891	Food and Beverage	382,626	290,700	91,926	-42,678	0	-100	100
437,293	193,600	243,693	22,037	Retail Product	64,997	24,500	40,497	-17,341	3,904	511	3,393
63,926	37,389	26,537	19,868	Lessons & Rental	437,293	193,600	243,693	22,037	0	0	0
				Other Revenue	18,315	3,500	14,815	9,960	45,611	33,889	11,722
<b>1,474,386</b>	<b>851,000</b>	<b>623,386</b>	<b>-114,480</b>	<b>Total Revenue</b>	<b>1,424,871</b>	<b>816,700</b>	<b>608,171</b>	<b>-126,839</b>	<b>49,515</b>	<b>34,300</b>	<b>15,215</b>
<b>-147,810</b>	<b>-107,230</b>	<b>-40,580</b>	<b>29,919</b>	<b>COST OF GOODS SOLD (COGS)</b>	<b>-147,810</b>	<b>-107,230</b>	<b>-40,580</b>	<b>29,919</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1,326,576</b>	<b>743,770</b>	<b>582,806</b>	<b>-84,561</b>	<b>GROSS MARGIN (GM)</b>	<b>1,277,061</b>	<b>709,470</b>	<b>567,591</b>	<b>-96,920</b>	<b>49,515</b>	<b>34,300</b>	<b>15,215</b>
				<b>PAYROLL</b>							
-907,172	-692,050	-215,122	-80,420	Salaries and Wages	-528,413	-410,252	-118,161	-47,373	-378,760	-281,798	-96,962
-196,601	-262,439	65,838	-47,680	Payroll Taxes & Benefits	-110,518	-158,172	47,654	-11,219	-86,083	-104,267	18,184
<b>-1,103,774</b>	<b>-954,489</b>	<b>-149,285</b>	<b>-128,101</b>	<b>Total Payroll</b>	<b>-638,931</b>	<b>-568,424</b>	<b>-70,507</b>	<b>-58,592</b>	<b>-464,843</b>	<b>-386,065</b>	<b>-78,778</b>
				<b>EXPENSE</b>							
-57,868	-28,320	-29,548	-31,666	Staff Expense	-28,567	-14,220	-14,347	-19,683	-29,301	-14,100	-15,201
-73,626	-89,635	16,009	-20,156	Utilities Expense	-70,802	-69,280	-1,522	-15,539	-2,824	-20,355	17,531
-83,989	-88,512	4,523	35,162	Supplies & Maintenance Expense	-97,933	-89,495	-8,438	18,296	13,944	983	12,961
-10,154	-43,700	33,546	15,702	Insurance Expense	-15,050	-31,300	16,250	4,887	4,896	-12,400	17,296
-90,934	-118,114	27,180	39,778	Administration & Other Expense	-52,541	-48,870	-3,671	12,542	-38,394	-69,244	30,850
<b>-316,571</b>	<b>-368,281</b>	<b>51,710</b>	<b>38,820</b>	<b>Total Expense</b>	<b>-264,892</b>	<b>-253,165</b>	<b>-11,727</b>	<b>502</b>	<b>-51,679</b>	<b>-115,116</b>	<b>63,437</b>
<b>-1,420,344</b>	<b>-1,322,770</b>	<b>-97,574</b>	<b>-89,281</b>	<b>PAYROLL &amp; EXPENSE TOTAL</b>	<b>-903,823</b>	<b>-821,589</b>	<b>-82,234</b>	<b>-58,089</b>	<b>-516,522</b>	<b>-501,181</b>	<b>-15,341</b>
<b>-93,768</b>	<b>-579,000</b>	<b>485,232</b>	<b>-173,842</b>	<b>NOR BEFORE AllocOverhead (NORBO)</b>	<b>373,238</b>	<b>-112,119</b>	<b>485,357</b>	<b>-155,010</b>	<b>-467,006</b>	<b>-466,881</b>	<b>-125</b>
<b>-93,768</b>	<b>-579,000</b>	<b>485,232</b>	<b>-173,842</b>	<b>NET OPERATING RESULTS (NOR)</b>	<b>373,238</b>	<b>-112,119</b>	<b>485,357</b>	<b>-155,010</b>	<b>-467,006</b>	<b>-466,881</b>	<b>-125</b>
<b>-93,768</b>	<b>-579,000</b>	<b>485,232</b>	<b>-173,842</b>	<b>NET RESULTS BEFORE ASSESSMENT (NRBA)</b>	<b>373,238</b>	<b>-112,119</b>	<b>485,357</b>	<b>-155,010</b>	<b>-467,006</b>	<b>-466,881</b>	<b>-125</b>
				<b>ASSESSMENT REVENUE</b>							
581,045	579,000	2,045	66,245	Operating Fund Assessment Contribution	0	0	0	0	581,045	579,000	2,045
<b>581,045</b>	<b>579,000</b>	<b>2,045</b>	<b>66,245</b>	<b>TOTAL ASSESSMENT REVENUE (AREV)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>581,045</b>	<b>579,000</b>	<b>2,045</b>
<b>487,277</b>	<b>0</b>	<b>487,277</b>	<b>-107,597</b>	<b>NET RESULTS (NR)</b>	<b>373,238</b>	<b>-112,119</b>	<b>485,357</b>	<b>-155,010</b>	<b>114,039</b>	<b>112,119</b>	<b>1,920</b>
<b>487,277</b>	<b>0</b>	<b>487,277</b>	<b>-107,597</b>	<b>CHANGE IN MEMBERS' EQUITY (CME)</b>	<b>373,238</b>	<b>-112,119</b>	<b>485,357</b>	<b>-155,010</b>	<b>114,039</b>	<b>112,119</b>	<b>1,920</b>
<b>-1,568,154</b>	<b>-1,430,000</b>	<b>-138,154</b>	<b>-59,362</b>	<b>Total Expenses (TE), (COGS+PAYROLL+EXPEN)</b>	<b>-1,051,633</b>	<b>-928,819</b>	<b>-122,814</b>	<b>-28,171</b>	<b>-516,522</b>	<b>-501,181</b>	<b>-15,341</b>



Tahoe Donner Association  
**Operating Fund P&L Summary (B-1)**  
 Operating Fund Consolidated  
 For the Twelve Months Ending December 31, 2016

<b>TOTAL OPERATING FUND - YTD</b>				<b>AMENITIES - YTD</b>				<b>HOMEOWNERS ASSOCIATION - YTD</b>			
Actual	Budget	Actual Variance:		Actual	Budget	Actual Variance:		Actual	Budget	Actual Variance:	
		vs. Budg	vs. Pr Yr			vs. Budg	vs. Pr Yr			vs. Budg	vs. Pr Yr
<b>REVENUE</b>				<b>REVENUE</b>				<b>REVENUE</b>			
1,023,084	1,000,000	23,084	60,145	1,023,084	1,000,000	23,084	60,145	0	0	0	0
3,717,152	2,449,798	1,267,354	1,466,484	3,717,152	2,449,798	1,267,354	1,466,484	0	0	0	0
4,034,585	3,029,450	1,005,135	1,010,331	4,034,585	3,031,450	1,003,135	1,008,231	0	-2,000	2,000	2,100
530,022	368,472	161,550	113,540	499,241	347,040	152,201	125,294	30,781	21,432	9,349	-11,754
2,705,881	1,728,610	977,271	1,283,202	2,705,881	1,728,610	977,271	1,283,202	0	0	0	0
760,308	623,670	136,638	156,246	78,412	38,102	40,310	41,206	681,896	585,568	96,328	115,039
<b>12,771,032</b>	<b>9,200,000</b>	<b>3,571,032</b>	<b>4,089,947</b>	<b>12,058,354</b>	<b>8,595,000</b>	<b>3,463,354</b>	<b>3,984,562</b>	<b>712,678</b>	<b>605,000</b>	<b>107,678</b>	<b>105,385</b>
<b>-1,552,914</b>	<b>-1,205,000</b>	<b>-347,914</b>	<b>-353,993</b>	<b>-1,552,972</b>	<b>-1,205,000</b>	<b>-347,972</b>	<b>-354,050</b>	<b>58</b>	<b>0</b>	<b>58</b>	<b>58</b>
<b>11,218,117</b>	<b>7,995,000</b>	<b>3,223,117</b>	<b>3,735,955</b>	<b>10,505,382</b>	<b>7,390,000</b>	<b>3,115,382</b>	<b>3,630,512</b>	<b>712,735</b>	<b>605,000</b>	<b>107,735</b>	<b>105,443</b>
<b>COST OF GOODS SOLD (COGS)</b>				<b>COST OF GOODS SOLD (COGS)</b>				<b>COST OF GOODS SOLD (COGS)</b>			
-8,930,137	-8,220,000	-710,137	-1,620,738	-5,232,705	-4,632,300	-600,405	-1,249,718	-3,697,432	-3,587,700	-109,732	-371,020
-2,481,451	-2,670,000	188,549	-442,392	-1,559,177	-1,521,500	-37,677	-377,437	-922,273	-1,148,500	226,227	-64,955
<b>-11,411,588</b>	<b>-10,890,000</b>	<b>-521,588</b>	<b>-2,063,130</b>	<b>-6,791,882</b>	<b>-6,153,800</b>	<b>-638,082</b>	<b>-1,627,155</b>	<b>-4,619,706</b>	<b>-4,736,200</b>	<b>116,494</b>	<b>-435,975</b>
<b>GROSS MARGIN (GM)</b>				<b>GROSS MARGIN (GM)</b>				<b>GROSS MARGIN (GM)</b>			
<b>PAYROLL</b>				<b>PAYROLL</b>				<b>PAYROLL</b>			
-297,205	-259,820	-37,385	-102,840	-156,085	-116,560	-39,525	-74,803	-141,121	-143,260	2,139	-28,037
-914,593	-836,630	-77,963	-124,851	-668,442	-603,920	-64,522	-136,363	-246,150	-232,710	-13,440	11,513
-1,433,097	-1,286,986	-146,111	-217,352	-1,209,405	-1,027,415	-181,990	-317,455	-223,692	-259,571	35,879	100,102
-412,454	-411,000	-1,454	-10,736	-279,950	-262,200	-17,750	-33,613	-132,504	-148,800	16,296	22,878
-1,252,791	-1,261,564	8,773	-119,913	-531,110	-435,105	-96,005	-89,520	-721,681	-826,459	104,778	-30,392
<b>-4,310,140</b>	<b>-4,056,000</b>	<b>-254,140</b>	<b>-575,692</b>	<b>-2,844,992</b>	<b>-2,445,200</b>	<b>-399,792</b>	<b>-651,755</b>	<b>-1,465,148</b>	<b>-1,610,800</b>	<b>145,652</b>	<b>76,064</b>
<b>-15,721,727</b>	<b>-14,946,000</b>	<b>-775,727</b>	<b>-2,638,822</b>	<b>-9,636,874</b>	<b>-8,599,000</b>	<b>-1,037,874</b>	<b>-2,278,910</b>	<b>-6,084,854</b>	<b>-6,347,000</b>	<b>262,146</b>	<b>-359,912</b>
<b>-4,503,610</b>	<b>-6,951,000</b>	<b>2,447,390</b>	<b>1,097,133</b>	<b>868,508</b>	<b>-1,209,000</b>	<b>2,077,508</b>	<b>1,351,602</b>	<b>-5,372,118</b>	<b>-5,742,000</b>	<b>369,882</b>	<b>-254,469</b>
<b>-4,503,610</b>	<b>-6,951,000</b>	<b>2,447,390</b>	<b>1,097,133</b>	<b>868,508</b>	<b>-1,209,000</b>	<b>2,077,508</b>	<b>1,351,602</b>	<b>-5,372,118</b>	<b>-5,742,000</b>	<b>369,882</b>	<b>-254,469</b>
-5,346,000	-5,346,000	0	-129,000	0	0	0	0	-5,346,000	-5,346,000	0	-129,000
<b>-9,849,610</b>	<b>-12,297,000</b>	<b>2,447,390</b>	<b>968,133</b>	<b>868,508</b>	<b>-1,209,000</b>	<b>2,077,508</b>	<b>1,351,602</b>	<b>-10,718,118</b>	<b>-11,088,000</b>	<b>369,882</b>	<b>-383,469</b>
<b>ASSESSMENT REVENUE</b>				<b>ASSESSMENT REVENUE</b>				<b>ASSESSMENT REVENUE</b>			
6,953,045	6,951,000	2,045	522,245	0	0	0	0	6,953,045	6,951,000	2,045	522,245
3,534,000	3,534,000	0	129,000	0	0	0	0	3,534,000	3,534,000	0	129,000
194,000	194,000	0	0	0	0	0	0	194,000	194,000	0	0
1,618,000	1,618,000	0	0	0	0	0	0	1,618,000	1,618,000	0	0
<b>12,299,045</b>	<b>12,297,000</b>	<b>2,045</b>	<b>651,245</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,299,045</b>	<b>12,297,000</b>	<b>2,045</b>	<b>651,245</b>
<b>2,449,435</b>	<b>0</b>	<b>2,449,435</b>	<b>1,619,378</b>	<b>868,508</b>	<b>-1,209,000</b>	<b>2,077,508</b>	<b>1,351,602</b>	<b>1,580,927</b>	<b>1,209,000</b>	<b>371,927</b>	<b>267,776</b>
<b>2,449,435</b>	<b>0</b>	<b>2,449,435</b>	<b>1,619,378</b>	<b>868,508</b>	<b>-1,209,000</b>	<b>2,077,508</b>	<b>1,351,602</b>	<b>1,580,927</b>	<b>1,209,000</b>	<b>371,927</b>	<b>267,776</b>
-17,274,642	-16,151,000	-1,123,642	-2,992,814	-11,189,846	-9,804,000	-1,385,846	-2,632,960	-6,084,796	-6,347,000	262,204	-359,854

Tahoe Donner Association  
**Operating Fund P&L Summary by Department (B02a)**  
 For the Month Ending December 31, 2016  
 (no overhead allocated)

<b>NET OPERATING RESULTS (NOR) MONTH</b>							<b>REVENUE MONTH</b>						<b>TOTAL EXPENSE (TE) MONTH</b>						<b>CR%</b>	
		Fav (Unfav)							Fav (Unfav)						Fav (Unfav)				Actual	
Actual	Budget	Prior Yr Actual	Actual vs Budget		Actual vs. Prior Yr		Actual	Budget	Prior Yr Actual	Actual vs Budget		Actual vs. Prior Year	Actual	Budget	Prior Yr Actual	Actual vs Budget		Actual vs. Prior Year	Actual %	
			Amount	Pctg	Amount	Pctg				Amount	Pctg					Amount	Pctg			
<b>PRIVATE AMENITIES</b>																				
16,657	-1,447	11,845	18,104	1251%	4,812	41%	Trout Creek Recreation C	84,457	78,200	77,525	6,257	8%	6,933	-67,801	-79,647	-65,679	11,846	15%	(2,121)	125%
-1,304	-2,292	-1,747	988	43%	443	25%	Beach Club Marina	0	0	0	0	0%	0	-1,304	-2,292	-1,747	988	43%	443	0%
-1,168	-1,815	-343	647	36%	(824)	(240%)	Tennis Center	0	0	0	0	0%	0	-1,168	-1,815	-343	647	36%	(824)	0%
2,335	1,800	1,267	535	30%	1,069	84%	Aquatics	11,000	11,000	11,000	0	0%	0	-8,665	-9,200	-9,733	535	6%	1,069	127%
389	-110	587	499	454%	(198)	(34%)	Day Camps	0	0	0	0	0%	0	389	-110	587	499	454%	(198)	0%
-7,523	-5,176	-4,183	(2,347)	(45%)	(3,341)	(80%)	Recreation Programs	0	800	1,835	(800)	(100%)	(1,835)	-7,523	-5,976	-6,018	(1,547)	(26%)	(1,506)	0%
<b>9,387</b>	<b>-9,040</b>	<b>7,426</b>	<b>18,427</b>	<b>204%</b>	<b>1,961</b>	<b>26%</b>	<b>TOTAL PRIVATE AMENI</b>	<b>95,457</b>	<b>90,000</b>	<b>90,360</b>	<b>5,457</b>	<b>6%</b>	<b>5,098</b>	<b>-86,071</b>	<b>-99,040</b>	<b>-82,934</b>	<b>12,969</b>	<b>13%</b>	<b>(3,137)</b>	<b>11%</b>
<b>PUBLIC AMENITIES</b>																				
-24,238	-39,763	-34,994	15,525	39%	10,756	31%	Golf	540	0	-6,817	540	0%	7,357	-24,777	-39,763	-28,177	14,986	38%	3,399	2%
235,846	-132,099	381,654	367,945	279%	(145,808)	(38%)	Downhill Ski	747,281	283,900	816,015	463,381	163%	(68,734)	-511,435	-415,999	-434,361	(95,436)	(23%)	(77,074)	146%
111,398	36,992	100,545	74,406	201%	10,853	11%	Cross Country Ski	222,336	130,000	255,536	92,336	71%	(33,200)	-110,939	-93,008	-154,991	(17,931)	(19%)	44,053	200%
46,388	33,142	60,951	13,246	40%	(14,564)	(24%)	Snowplay	70,179	54,000	88,632	16,179	30%	(18,453)	-23,792	-20,858	-27,681	(2,934)	(14%)	3,889	295%
-1,852	-1,589	-2,128	(263)	(17%)	276	13%	Campground	0	0	0	0	0%	0	-1,852	-1,589	-2,128	(263)	(17%)	276	0%
-8,092	-5,057	-3,152	(3,035)	(60%)	(4,940)	(157%)	Equestrian	0	0	0	0	0%	0	-8,092	-5,057	-3,152	(3,035)	(60%)	(4,940)	0%
-7,240	-3,743	-2,594	(3,497)	(93%)	(4,647)	(179%)	Trails	0	0	0	0	0%	0	-7,240	-3,743	-2,594	(3,497)	(93%)	(4,647)	0%
1,323	11	482	1,312	11931%	842	175%	Bikeworks	189	0	175	0	189	189	1,323	11	482	1,123	(10213%)	653	-17%
4,054	12,746	16,323	(8,692)	(68%)	(12,269)	(75%)	The Lodge	187,952	209,000	209,264	(21,048)	(10%)	(21,312)	-183,898	-196,254	-192,941	12,356	6%	9,043	102%
-269	-240	1,350	(29)	(12%)	(1,619)	(120%)	Summer Food and Bever	0	0	0	0	0%	0	-269	-240	1,350	(29)	(12%)	(1,619)	0%
4,600	954	4,692	3,646	382%	(92)	(2%)	Pizza on the Hill	48,765	39,000	50,158	9,765	25%	(1,393)	-44,165	-38,046	-45,467	(6,119)	(16%)	1,302	110%
1,934	-4,433	-2,308	6,367	144%	4,242	184%	Alder Creek Cafe	52,172	10,800	48,562	41,372	383%	3,610	-50,238	-15,233	-50,870	(35,005)	(230%)	631	104%
<b>363,852</b>	<b>-103,079</b>	<b>520,822</b>	<b>466,931</b>	<b>453%</b>	<b>(156,970)</b>	<b>(30%)</b>	<b>TOTAL PUBLIC AMENI</b>	<b>1,329,414</b>	<b>726,700</b>	<b>1,461,350</b>	<b>602,714</b>	<b>83%</b>	<b>(131,936)</b>	<b>-965,562</b>	<b>-829,779</b>	<b>-940,528</b>	<b>(135,783)</b>	<b>(16%)</b>	<b>(25,034)</b>	<b>138%</b>
<b>373,238</b>	<b>-112,119</b>	<b>528,248</b>	<b>485,357</b>	<b>433%</b>	<b>(155,010)</b>	<b>(29%)</b>	<b>TOTAL AMENITIES</b>	<b>1,424,871</b>	<b>816,700</b>	<b>1,551,709</b>	<b>608,171</b>	<b>74%</b>	<b>(126,839)</b>	<b>-1,051,633</b>	<b>-928,819</b>	<b>-1,023,462</b>	<b>(122,814)</b>	<b>(13%)</b>	<b>(28,171)</b>	<b>135%</b>
<b>HOMEOWNERS ASSOCIATION &amp; AMENITIES SUPPORT SERVICES</b>																				
-7,316	-60,216	-53,927	52,900	88%	46,610	86%	General	0	0	0	0	0%	0	-7,316	-60,216	-53,927	52,900	88%	46,610	0%
-27,277	-46,689	-37,528	19,412	42%	10,251	27%	Communications	19,153	14,000	12,419	5,153	37%	6,733	-46,430	-60,689	-49,947	14,259	23%	3,517	41%
-20,836	-23,076	-12,797	2,240	10%	(8,039)	(63%)	Facility Administration	0	0	0	0	0%	0	-20,836	-23,076	-12,797	2,240	10%	(8,039)	0%
-154,614	-49,348	-133,039	(105,266)	(213%)	(21,575)	(16%)	Administration	18,837	14,300	17,828	4,537	32%	1,009	-173,450	-63,648	-150,867	(109,802)	(173%)	(22,584)	11%
-24,408	-47,004	-34,330	22,596	48%	9,922	29%	Mangement Information	0	0	0	0	0%	0	-24,408	-47,004	-34,330	22,596	48%	9,922	0%
-76,037	-70,149	-60,419	(5,888)	(8%)	(15,618)	(26%)	Accounting	343	100	317	243	243%	25	-76,380	-70,249	-60,736	(6,131)	(9%)	(15,643)	0%
-44,407	-32,920	-31,288	(11,487)	(35%)	(13,119)	(42%)	Human Resources	0	0	0	0	0%	0	-44,407	-32,920	-31,288	(11,487)	(35%)	(13,119)	0%
-14,193	-20,605	-10,616	6,412	31%	(3,577)	(34%)	Architectural Standards Of	6,571	4,400	4,502	2,171	49%	2,069	-20,764	-25,005	-15,118	4,241	17%	(5,646)	32%
-16,755	-23,378	-14,868	6,623	28%	(1,888)	(13%)	Member Services	2,809	1,500	2,090	1,309	87%	719	-19,565	-24,878	-16,958	5,313	21%	(2,607)	14%
-31,881	-20,109	-19,959	(11,772)	(59%)	(11,922)	(60%)	Forestry	1,803	0	0	1,803	0%	1,803	-33,683	-20,109	-19,959	(13,574)	(68%)	(13,724)	5%
-49,282	-73,387	-39,404	24,105	33%	(9,878)	(25%)	Maintenance	0	0	0	0	0%	0	-49,282	-73,387	-39,404	24,105	33%	(9,878)	0%
<b>-467,006</b>	<b>-466,881</b>	<b>-448,174</b>	<b>(125)</b>	<b>0%</b>	<b>(18,832)</b>	<b>(4%)</b>	<b>TOTAL HOA DEPARTM</b>	<b>49,515</b>	<b>34,300</b>	<b>37,156</b>	<b>15,215</b>	<b>44%</b>	<b>12,359</b>	<b>-516,522</b>	<b>-501,181</b>	<b>-485,331</b>	<b>(15,341)</b>	<b>(3%)</b>	<b>(31,191)</b>	<b>10%</b>
<b>-93,768</b>	<b>-579,000</b>	<b>80,074</b>	<b>485,232</b>	<b>84%</b>	<b>(173,842)</b>	<b>(217%)</b>	<b>TOTAL OPERATING FUND</b>	<b>1,474,386</b>	<b>851,000</b>	<b>1,588,866</b>	<b>623,386</b>	<b>73%</b>	<b>(114,480)</b>	<b>-1,568,154</b>	<b>-1,430,000</b>	<b>-1,508,792</b>	<b>(138,154)</b>	<b>(10%)</b>	<b>(59,362)</b>	<b>94%</b>

Tahoe Donner Association  
**Operating Fund P&L Summary by Department (B02)**  
 For the Twelve Months Ending December 31, 2016  
 (no overhead allocated)

<b>NET OPERATING RESULTS (NOR) YTD</b>					<b>REVENUE YTD</b>					<b>TOTAL EXPENSE (TE) YTD</b>					<b>COST RECOVERY YTD</b>			
Actual	Budget	Fav (Unfav)		Actual vs. Prior Year	Actual	Budget	Fav (Unfav)		Actual vs. Prior Year	Actual	Budget	Fav (Unfav)		Actual vs. Prior Year	Actual %	Budget %	Var	
		Actual vs Budget Amount	Pctg				Actual vs Budget Amount	Pctg				Actual vs Budget Amount	Pctg					
<b>PRIVATE AMENITIES</b>																		
61,065	-15,200	76,265	502%	14,987	Trout Creek Recreation Center	937,774	891,000	46,774	5%	52,000	-876,709	-906,200	29,491	3%	(37,012)	107%	98%	9%
273,641	261,800	11,841	5%	2,945	Beach Club Marina	627,652	595,000	32,652	5%	36,566	-354,011	-333,200	(20,811)	(6%)	(33,621)	177%	179%	(1%)
51,830	55,200	(3,370)	(6%)	(13,405)	Tennis Center	253,474	285,000	(31,526)	(11%)	(36,684)	-201,644	-229,800	28,156	12%	23,279	126%	124%	2%
-38,703	-54,700	15,997	29%	3,508	Aquatics	213,363	206,000	7,363	4%	17,984	-252,066	-260,700	8,634	3%	(14,476)	85%	79%	6%
34,064	39,700	(5,636)	(14%)	(19,407)	Day Camps	205,851	204,000	1,851	1%	7,614	-171,787	-164,300	(7,487)	(5%)	(27,021)	120%	124%	(4%)
-36,339	-65,800	29,461	45%	21,827	Recreation Programs	185,697	162,000	23,697	15%	75,821	-222,036	-227,800	5,764	3%	(53,994)	84%	71%	13%
<b>345,558</b>	<b>221,000</b>	<b>124,558</b>	<b>56%</b>	<b>10,456</b>	<b>TOTAL PRIVATE AMENITIES</b>	<b>2,423,811</b>	<b>2,343,000</b>	<b>80,811</b>	<b>3%</b>	<b>153,302</b>	<b>-2,078,254</b>	<b>-2,122,000</b>	<b>43,746</b>	<b>2%</b>	<b>(142,846)</b>	<b>117%</b>	<b>110%</b>	<b>6%</b>
<b>PUBLIC AMENITIES</b>																		
-98,545	-197,300	98,755	50%	(8,501)	Golf	1,119,109	1,128,000	(8,891)	(1%)	10,106	-1,217,653	-1,325,300	107,647	8%	(18,608)	92%	85%	7%
667,793	-588,300	1,256,093	214%	1,033,571	Downhill Ski	3,502,168	1,613,000	1,889,168	117%	2,374,259	-2,834,375	-2,201,300	(633,075)	(29%)	(1,340,688)	124%	73%	50%
204,248	-174,600	378,848	217%	229,894	Cross Country Ski	978,088	405,000	573,088	142%	542,324	-773,840	-579,600	(194,240)	(34%)	(312,430)	126%	70%	57%
174,941	58,000	116,941	202%	99,999	Snowplay	290,166	130,000	160,166	123%	163,919	-115,225	-72,000	(43,225)	(60%)	(63,921)	252%	181%	71%
-6,728	-14,200	7,472	53%	4,923	Campground	59,042	50,000	9,042	18%	6,313	-65,770	-64,200	(1,570)	(2%)	(1,390)	90%	78%	12%
-83,449	-83,200	(249)	0%	(2,973)	Equestrian	186,780	170,000	16,780	10%	38,848	-270,229	-253,200	(17,029)	(7%)	(41,821)	69%	67%	2%
-109,161	-116,000	6,839	6%	(39,087)	Trails	307	1,000	(693)	(69%)	204	-109,468	-117,000	7,532	6%	(39,292)	0%	1%	(1%)
-6,001	6,100	(12,101)	(198%)	(3,993)	Bikeworks	86,888	65,000	21,888	34%	21,464	-92,889	-58,900	(33,989)	(58%)	(25,457)	94%	110%	(17%)
-63,905	-108,900	44,995	41%	15,884	The Lodge	2,312,246	1,975,000	337,246	17%	314,653	-2,376,152	-2,083,900	(292,252)	(14%)	(298,769)	97%	95%	3%
-86,145	-110,400	24,255	22%	17,439	Summer Food and Beverage	227,992	205,000	22,992	11%	27,293	-314,137	-315,400	1,263	0%	(9,853)	73%	65%	8%
-27,743	-83,300	55,557	67%	24,885	Pizza on the Hill	518,060	400,000	118,060	30%	44,806	-545,803	-483,300	(62,503)	(13%)	(19,920)	95%	83%	12%
-42,353	-17,900	(24,453)	(137%)	(30,894)	Alder Creek Cafe	353,697	110,000	243,697	222%	287,071	-396,050	-127,900	(268,150)	(210%)	(317,965)	89%	86%	3%
<b>522,951</b>	<b>-1,430,000</b>	<b>1,952,951</b>	<b>137%</b>	<b>1,341,146</b>	<b>TOTAL PUBLIC AMENITIES</b>	<b>9,634,543</b>	<b>6,252,000</b>	<b>3,382,543</b>	<b>54%</b>	<b>3,831,260</b>	<b>-9,111,592</b>	<b>-7,682,000</b>	<b>(1,429,592)</b>	<b>(19%)</b>	<b>(2,490,114)</b>	<b>106%</b>	<b>81%</b>	<b>24%</b>
<b>868,508</b>	<b>-1,209,000</b>	<b>2,077,508</b>	<b>172%</b>	<b>1,351,602</b>	<b>TOTAL AMENITIES</b>	<b>12,058,354</b>	<b>8,595,000</b>	<b>3,463,354</b>	<b>40%</b>	<b>3,984,562</b>	<b>-11,189,846</b>	<b>-9,804,000</b>	<b>(1,385,846)</b>	<b>(14%)</b>	<b>(2,632,960)</b>	<b>108%</b>	<b>88%</b>	<b>20%</b>
<b>HOMEOWNERS ASSOCIATION &amp; AMENITIES SUPPORT SERVICES</b>																		
-638,660	-767,500	128,840	17%	4,698	General	0	0	0	0%	0	-638,660	-767,500	128,840	17%	4,698	0%	0%	0%
-426,273	-468,300	42,027	9%	(35,721)	Communications	178,278	207,000	(28,722)	(14%)	(19,280)	-604,550	-675,300	70,750	10%	(16,441)	29%	31%	(1%)
-234,784	-265,000	30,216	11%	(5,567)	Facility Administration	0	0	0	0%	0	-234,784	-265,000	30,216	11%	(5,567)	0%	0%	0%
-621,422	-506,300	(115,122)	(23%)	(19,968)	Administration	315,704	235,000	80,704	34%	92,028	-937,126	-741,300	(195,826)	(26%)	(111,996)	34%	32%	2%
-579,495	-561,700	(17,795)	(3%)	(22,880)	Management Information System	0	0	0	0%	0	-579,495	-561,700	(17,795)	(3%)	(22,880)	0%	0%	0%
-723,113	-756,500	33,387	4%	(56,256)	Accounting	5,100	1,000	4,100	410%	2,924	-728,212	-757,500	29,288	4%	(59,181)	1%	0%	1%
-307,806	-318,800	10,994	3%	(34,098)	Human Resources	0	0	0	0%	0	-307,806	-318,800	10,994	3%	(34,098)	0%	0%	0%
-157,190	-196,300	39,110	20%	(44,572)	Architectural Standards Office	119,238	119,000	238	0%	(4,713)	-276,428	-315,300	38,872	12%	(39,859)	43%	38%	5%
-183,897	-274,400	90,503	33%	21,735	Member Services	36,743	31,000	5,743	19%	9,298	-220,640	-305,400	84,760	28%	12,437	17%	10%	7%
-844,037	-843,400	(637)	0%	(33,356)	Forestry	57,616	12,000	45,616	380%	25,128	-901,653	-855,400	(46,253)	(5%)	(58,484)	6%	1%	5%
-655,442	-783,800	128,358	16%	(28,484)	Maintenance	0	0	0	0%	0	-655,442	-783,800	128,358	16%	(28,484)	0%	0%	0%
<b>-5,372,118</b>	<b>-5,742,000</b>	<b>369,882</b>	<b>6%</b>	<b>(254,469)</b>	<b>TOTAL HOA DEPARTMENTS</b>	<b>712,678</b>	<b>605,000</b>	<b>107,678</b>	<b>18%</b>	<b>105,385</b>	<b>-6,084,796</b>	<b>-6,347,000</b>	<b>262,204</b>	<b>4%</b>	<b>(359,854)</b>	<b>12%</b>	<b>10%</b>	<b>2%</b>
<b>-4,503,610</b>	<b>-6,951,000</b>	<b>2,447,390</b>	<b>35%</b>	<b>1,097,133</b>	<b>TOTAL OPERATING FUND</b>	<b>12,771,032</b>	<b>9,200,000</b>	<b>3,571,032</b>	<b>39%</b>	<b>4,089,947</b>	<b>-17,274,642</b>	<b>-16,151,000</b>	<b>(1,123,642)</b>	<b>(7%)</b>	<b>(2,992,814)</b>	<b>74%</b>	<b>57%</b>	<b>17%</b>

Tahoe Donner Association  
**Operating Fund P&L Summary by Department (B02s)**  
*For the Summer Period of May through October 31, 2016*  
 (Summer Season equals the months of May through October)

<b>NET OPERATING RESULTS (NOR) SUMMER SEASON</b>						<b>REVENUE SUMMER</b>						<b>TOTAL EXPENSE (TE) SUMMER</b>						<b>COST RECOVERY SMR</b>			
PY - NORBO (prior to allocated overhead)						PY - NORBO (prior to allocated overhead)						PY - NORBO (prior to allocated overhead)									
Actual	Budget	Actual vs Budget		Actual vs Prior Yr		Actual	Budget	Actual vs Budget		Actual vs Prior Yr		Actual	Budget	Actual vs Budget		Actual vs Prior Yr		Actual %	Budget %	Var	
		\$Amount	Pctg	\$Amount	Pctg			\$Amount	Pctg	\$Amount	Pctg			\$Amount	Pctg	\$Amount	Pctg				
PRIVATE AMENITIES																					
83,232	65,451	17,781	27%	-27,531	-25%	Trout Creek Recreation Center	532,794	522,400	10,394	2%	-9,057	-2%	-449,562	-456,949	7,388	2%	-18,473	-4%	119%	114%	4%
285,679	278,072	7,607	3%	23,238	9%	Beach Club Marina	623,328	595,000	28,328	5%	56,935	10%	-337,648	-316,928	-20,720	-7%	-33,697	-11%	185%	188%	-3%
80,950	64,800	16,150	25%	31,880	65%	Tennis Center	270,599	285,000	-14,401	-5%	6,012	2%	-189,649	-220,200	30,551	14%	25,868	12%	143%	129%	13%
-49,837	-64,833	14,996	23%	-3,909	-9%	Aquatics	142,904	140,000	2,904	2%	4,144	3%	-192,740	-204,833	12,093	6%	-8,053	-4%	74%	68%	6%
36,739	41,106	-4,367	-11%	-17,251	-32%	Day Camps	205,731	204,000	1,731	1%	7,564	4%	-168,992	-162,894	-6,098	-4%	-24,815	-17%	122%	125%	-3%
6,855	-25,984	32,839	126%	27,139	134%	Recreation Programs	182,889	159,000	23,889	15%	77,514	74%	-176,034	-184,984	8,950	5%	-50,376	-40%	104%	86%	18%
<b>443,619</b>	<b>358,612</b>	<b>85,007</b>	<b>24%</b>	<b>33,566</b>	<b>8%</b>	<b>TOTAL PRIVATE AMENITIES</b>	<b>1,958,243</b>	<b>1,905,400</b>	<b>52,843</b>	<b>3%</b>	<b>143,112</b>	<b>8%</b>	<b>-1,514,625</b>	<b>-1,546,788</b>	<b>32,163</b>	<b>2%</b>	<b>-109,546</b>	<b>-8%</b>	<b>129%</b>	<b>123%</b>	<b>6%</b>
PUBLIC AMENITIES																					
143,880	83,313	60,567	73%	-29,527	-17%	Golf	1,113,991	1,128,000	-14,009	-1%	-214	0%	-970,112	-1,044,687	74,575	7%	-29,312	-3%	115%	108%	7%
-425,080	-384,584	-40,496	-11%	-107,705	-34%	Downhill Ski	5,001	0	5,001	0%	11,063	-182%	-430,081	-384,584	-45,497	-12%	-118,768	-38%	1%	0%	1%
-89,741	-109,183	19,442	18%	-18,033	-25%	Cross Country Ski	792	0	792	0%	1,036	-425%	-90,533	-109,183	18,650	17%	-19,069	-27%	1%	0%	1%
-2,192	-1,000	-1,192	-119%	-1,883	-608%	Snowplay	0	0	0	0%	0	0%	-2,192	-1,000	-1,192	-119%	-1,883	-608%	0%	0%	0%
4,719	-3,111	7,830	252%	5,169	1149%	Campground	59,042	50,000	9,042	18%	6,313	12%	-54,323	-53,111	-1,212	-2%	-1,143	-2%	109%	94%	15%
-49,378	-59,083	9,705	16%	1,806	4%	Equestrian	186,780	170,000	16,780	10%	38,848	26%	-236,158	-229,083	-7,075	-3%	-37,042	-19%	79%	74%	5%
-83,694	-86,357	2,663	3%	-39,124	-88%	Trails	307	1,000	-693	-69%	204	198%	-84,001	-87,357	3,356	4%	-39,329	-88%	0%	1%	-1%
-7,225	6,089	-13,314	-219%	-4,292	-146%	Bikeworks	86,374	65,000	21,374	33%	21,965	34%	-93,599	-58,911	-34,688	-59%	-26,256	-39%	92%	110%	-18%
101,250	76,640	24,610	32%	-5,711	-5%	The Lodge	1,376,777	1,245,000	131,777	11%	105,529	8%	-1,275,527	-1,168,360	-107,167	-9%	-111,240	-10%	108%	107%	1%
-85,518	-110,160	24,642	22%	19,188	18%	Summer Food and Beverage	227,992	205,000	22,992	11%	27,293	14%	-313,510	-315,160	1,650	1%	-8,104	-3%	73%	65%	8%
-1,327	-34,032	32,705	96%	5,772	81%	Pizza on the Hill	328,689	265,000	63,689	24%	15,948	5%	-330,016	-299,032	-30,984	-10%	-10,175	-3%	100%	89%	11%
-43,397	-15,230	-28,167	-185%	-43,397	0%	Alder Creek Cafe	143,571	34,400	109,171	317%	143,571	0%	-186,968	-49,630	-137,338	-277%	-186,968	0%	77%	69%	7%
<b>-537,703</b>	<b>-636,698</b>	<b>98,995</b>	<b>16%</b>	<b>-217,736</b>	<b>-68%</b>	<b>TOTAL PUBLIC AMENITIES</b>	<b>3,529,317</b>	<b>3,163,400</b>	<b>365,917</b>	<b>12%</b>	<b>371,555</b>	<b>12%</b>	<b>-4,067,019</b>	<b>-3,800,098</b>	<b>-266,921</b>	<b>-7%</b>	<b>-589,291</b>	<b>-17%</b>	<b>87%</b>	<b>83%</b>	<b>4%</b>
<b>-94,084</b>	<b>-278,086</b>	<b>184,002</b>	<b>66%</b>	<b>-184,169</b>	<b>-204%</b>	<b>TOTAL AMENITIES</b>	<b>5,487,560</b>	<b>5,068,800</b>	<b>418,760</b>	<b>8%</b>	<b>514,667</b>	<b>10%</b>	<b>-5,581,644</b>	<b>-5,346,886</b>	<b>-234,758</b>	<b>-4%</b>	<b>-698,837</b>	<b>-14%</b>	<b>98%</b>	<b>95%</b>	<b>4%</b>
HOMEOWNERS ASSOCIATION & AMENITIES SUPPORT SERVICES																					
-341,109	-385,696	44,587	12%	-28,360	-9%	General	0	0	0	0%	0	0%	-341,109	-385,696	44,587	12%	-28,360	-9%	0%	0%	0%
-215,360	-214,624	-736	0%	-28,121	-15%	Communications	100,272	114,000	-13,728	-12%	-15,263	-13%	-315,633	-328,624	12,991	4%	-12,858	-4%	32%	35%	-3%
-121,136	-129,642	8,506	7%	-14,059	-13%	Facility Administration	0	0	0	0%	0	0%	-121,136	-129,642	8,506	7%	-14,059	-13%	0%	0%	0%
-308,269	-267,870	-40,399	-15%	81,808	21%	Administration	136,307	106,300	30,007	28%	29,859	28%	-444,575	-374,170	-70,405	-19%	51,949	10%	31%	28%	2%
-298,627	-278,244	-20,383	-7%	-14,785	-5%	Mangement Information Syste	0	0	0	0%	0	0%	-298,627	-278,244	-20,383	-7%	-14,785	-5%	0%	0%	0%
-346,942	-376,229	29,287	8%	-18,675	-6%	Accounting	2,825	500	2,325	465%	1,408	99%	-349,766	-376,729	26,963	7%	-20,083	-6%	1%	0%	1%
-132,716	-152,419	19,703	13%	-4,173	-3%	Human Resources	0	0	0	0%	0	0%	-132,716	-152,419	19,703	13%	-4,173	-3%	0%	0%	0%
-77,926	-89,397	11,471	13%	-18,436	-31%	Architectural Standards Office	72,909	70,400	2,509	4%	3,965	6%	-150,836	-159,797	8,961	6%	-22,401	-17%	48%	44%	4%
-83,783	-133,779	49,996	37%	12,474	13%	Member Services	28,106	23,000	5,106	22%	5,912	27%	-111,890	-156,779	44,890	29%	6,561	6%	25%	15%	10%
-626,172	-657,082	30,910	5%	4	0%	Forestry	55,764	12,000	43,764	365%	25,343	83%	-681,935	-669,082	-12,853	-2%	-25,339	-4%	8%	2%	6%
-317,600	-370,932	53,332	14%	-1,871	-1%	Maintenance	0	0	0	0%	0	0%	-317,600	-370,932	53,332	14%	-1,871	-1%	0%	0%	0%
<b>-2,869,640</b>	<b>-3,055,914</b>	<b>186,274</b>	<b>6%</b>	<b>-34,194</b>	<b>-1%</b>	<b>TOTAL HOA DEPARTMENTS</b>	<b>396,182</b>	<b>326,200</b>	<b>69,982</b>	<b>21%</b>	<b>51,225</b>	<b>15%</b>	<b>-3,265,823</b>	<b>-3,382,114</b>	<b>116,291</b>	<b>3%</b>	<b>-85,419</b>	<b>-3%</b>	<b>12%</b>	<b>10%</b>	<b>2%</b>
<b>-2,963,724</b>	<b>-3,334,000</b>	<b>370,276</b>	<b>11%</b>	<b>-218,364</b>	<b>-8%</b>	<b>TOTAL OPERATING FUND</b>	<b>5,883,743</b>	<b>5,395,000</b>	<b>488,743</b>	<b>9%</b>	<b>565,892</b>	<b>11%</b>	<b>-8,847,467</b>	<b>-8,729,000</b>	<b>-118,467</b>	<b>-1%</b>	<b>-784,256</b>	<b>-10%</b>	<b>67%</b>	<b>62%</b>	<b>5%</b>

Tahoe Donner Association  
**Operating Fund P&L Summary by Department (B02w1)**  
*For the Winter Period of Jan through April 30, 2016*  
(Winter Season1 equals the months of Jan-Apr)

**NET OPERATING RESULTS (NOR) WINTER MONTHS 1 (Jan-Apr)**

**REVENUE WINTER Jan-Apr**

**TOTAL EXPENSE (TE) WINTER Jan-Apr**

**COST RECOVERY WIN1**

PY - NORBO (prior to allocated overhead)					PY - NORBO (prior to allocated overhead)					PY - NORBO (prior to allocated overhead)					PY - NORBO (prior to allocated overhead)			
Actual	Budget	Actual vs Budget (\$)	Actual vs Budget (%)	Actual vs. Prior Year	Actual	Budget	Actual vs Budget (\$)	Actual vs Budget (%)	Actual vs. Prior Year	Actual	Budget	Actual vs Budget (\$)	Actual vs Budget (%)	Actual vs. Prior Year	Actual %	Budget %	Var	
<b>PRIVATE AMENITIES</b>																		
-35,963	-69,179	33,216	48%	36,550	Trout Creek Recreation Center	256,043	225,900	30,143	13%	55,649	-292,006	-295,079	3,073	1%	-19,099	88%	77%	11%
-8,296	-11,520	3,224	28%	-21,181	Beach Club Marina	4,269	0	4,269	0%	-20,416	-12,565	-11,520	-1,045	-9%	-766	34%	0%	34%
-25,390	-6,205	-19,185	-309%	-43,205	Tennis Center	-17,125	0	-17,125	0%	-42,283	-8,265	-6,205	-2,060	-33%	-922	-207%	0%	-207%
3,046	3,133	-87	-3%	5,943	Aquatics	48,393	44,000	4,393	10%	13,774	-45,347	-40,867	-4,480	-11%	-7,830	107%	108%	-1%
-2,720	-1,100	-1,620	-147%	-1,724	Day Camps	120	0	120	0%	50	-2,840	-1,100	-1,740	-158%	-1,774	4%	0%	4%
-25,419	-24,476	-943	-4%	-1,812	Recreation Programs	2,213	1,400	813	58%	600	-27,632	-25,876	-1,756	-7%	-2,411	8%	5%	3%
<b>-94,742</b>	<b>-109,347</b>	<b>14,605</b>	<b>13%</b>	<b>-25,428</b>	<b>TOTAL PRIVATE AMENITIES</b>	<b>293,914</b>	<b>271,300</b>	<b>22,614</b>	<b>8%</b>	<b>7,374</b>	<b>-388,656</b>	<b>-380,647</b>	<b>-8,009</b>	<b>-2%</b>	<b>-32,802</b>	<b>76%</b>	<b>71%</b>	<b>4%</b>
<b>PUBLIC AMENITIES</b>																		
-180,216	-198,545	18,329	9%	5,685	Golf	4,192	0	4,192	0%	2,693	-184,408	-198,545	14,137	7%	2,992	2%	0%	2%
999,296	59,341	939,955	1584%	1,304,018	Downhill Ski	2,748,893	1,329,100	1,419,793	107%	2,432,674	-1,749,597	-1,269,759	-479,838	-38%	-1,128,656	157%	105%	52%
236,917	-57,952	294,869	509%	252,341	Cross Country Ski	732,229	275,000	457,229	166%	596,618	-495,312	-332,952	-162,360	-49%	-344,278	148%	83%	65%
128,419	25,882	102,537	396%	116,575	Snowplay	214,549	73,000	141,549	194%	184,922	-86,130	-47,118	-39,012	-83%	-68,346	249%	155%	94%
-7,408	-7,680	272	4%	-123	Campground	0	0	0	0%	0	-7,408	-7,680	272	4%	-123	0%	0%	0%
-21,511	-15,180	-6,331	-42%	-314	Equestrian	0	0	0	0%	0	-21,511	-15,180	-6,331	-42%	-314	0%	0%	0%
-7,903	-19,722	11,819	60%	10,503	Trails	0	0	0	0%	0	-7,903	-19,722	11,819	60%	10,503	0%	0%	0%
0	0	0	0%	-51	Bikeworks	0	0	0	0%	-875	0	0	0	0%	824	0%	0%	0%
-124,060	-159,340	35,280	22%	39,721	The Lodge	621,395	412,000	209,395	51%	225,692	-745,455	-571,340	-174,115	-30%	-185,971	83%	72%	11%
-22	0	-22	0%	228	Summer Food and Beverage	0	0	0	0%	0	-22	0	-22	0%	228	0%	0%	0%
-20,586	-38,139	17,553	46%	18,132	Pizza on the Hill	126,219	81,000	45,219	56%	33,172	-146,805	-119,139	-27,666	-23%	-15,040	86%	68%	18%
9,016	8,616	400	5%	9,016	Alder Creek Cafe	148,676	64,200	84,476	132%	148,676	-139,660	-55,584	-84,076	-151%	-139,660	106%	116%	-9%
<b>1,011,941</b>	<b>-402,719</b>	<b>1,414,660</b>	<b>351%</b>	<b>1,755,730</b>	<b>TOTAL PUBLIC AMENITIES</b>	<b>4,596,153</b>	<b>2,234,300</b>	<b>2,361,853</b>	<b>106%</b>	<b>3,623,572</b>	<b>-3,584,212</b>	<b>-2,637,019</b>	<b>-947,193</b>	<b>-36%</b>	<b>-1,867,842</b>	<b>128%</b>	<b>85%</b>	<b>44%</b>
<b>917,199</b>	<b>-512,066</b>	<b>1,429,265</b>	<b>279%</b>	<b>1,730,302</b>	<b>TOTAL AMENITIES</b>	<b>4,890,067</b>	<b>2,505,600</b>	<b>2,384,467</b>	<b>95%</b>	<b>3,630,946</b>	<b>-3,972,868</b>	<b>-3,017,666</b>	<b>-955,202</b>	<b>-32%</b>	<b>-1,900,644</b>	<b>123%</b>	<b>83%</b>	<b>40%</b>
<b>HOMEOWNERS ASSOCIATION &amp; AMENITIES SUPPORT SERVICES</b>																		
-241,666	-257,434	15,768	6%	-25,093	General	0	0	0	0%	0	-241,666	-257,434	15,768	6%	-25,093	0%	0%	0%
-148,453	-161,006	12,553	8%	-27,243	Communications	46,174	64,000	-17,826	-28%	-12,357	-194,626	-225,006	30,380	14%	-14,886	24%	28%	-5%
-73,097	-91,051	17,954	20%	15,024	Facility Administration	0	0	0	0%	0	-73,097	-91,051	17,954	20%	15,024	0%	0%	0%
-114,514	-144,194	29,680	21%	-142,998	Administration	135,327	101,900	33,427	33%	47,742	-249,841	-246,094	-3,747	-2%	-190,740	54%	41%	13%
-202,963	-190,331	-12,632	-7%	-11,450	Management Information Syste	0	0	0	0%	0	-202,963	-190,331	-12,632	-7%	-11,450	0%	0%	0%
-243,982	-249,430	5,448	2%	-23,406	Accounting	1,760	400	1,360	340%	1,428	-245,742	-249,830	4,088	2%	-24,834	1%	0%	1%
-97,606	-102,902	5,296	5%	-10,207	Human Resources	0	0	0	0%	0	-97,606	-102,902	5,296	5%	-10,207	0%	0%	0%
-47,700	-69,016	21,316	31%	-19,817	Architectural Standards Office	33,642	36,800	-3,158	-9%	-13,650	-81,342	-105,816	24,474	23%	-6,166	41%	35%	7%
-67,682	-92,266	24,584	27%	8,227	Member Services	4,267	5,300	-1,033	-19%	1,975	-71,949	-97,566	25,617	26%	6,252	6%	5%	0%
-124,490	-120,553	-3,937	-3%	11,960	Forestry	0	0	0	0%	-1,908	-124,490	-120,553	-3,937	-3%	13,868	0%	0%	0%
-235,096	-275,751	40,655	15%	-13,317	Maintenance	0	0	0	0%	0	-235,096	-275,751	40,655	15%	-13,317	0%	0%	0%
<b>-1,597,248</b>	<b>-1,753,934</b>	<b>156,686</b>	<b>9%</b>	<b>-238,319</b>	<b>TOTAL HOA DEPARTMENTS</b>	<b>221,170</b>	<b>208,400</b>	<b>12,770</b>	<b>6%</b>	<b>23,230</b>	<b>-1,818,418</b>	<b>-1,962,334</b>	<b>143,916</b>	<b>7%</b>	<b>-261,549</b>	<b>12%</b>	<b>11%</b>	<b>2%</b>
<b>-680,049</b>	<b>-2,266,000</b>	<b>1,585,951</b>	<b>70%</b>	<b>1,491,982</b>	<b>TOTAL OPERATING FUND</b>	<b>5,111,237</b>	<b>2,714,000</b>	<b>2,397,237</b>	<b>88%</b>	<b>3,654,175</b>	<b>-5,791,286</b>	<b>-4,980,000</b>	<b>-811,286</b>	<b>-16%</b>	<b>-2,162,193</b>	<b>88%</b>	<b>54%</b>	<b>34%</b>

**Operating Fund P&L Summary by Department (B02w3)**  
 For the Winter Period of November through December 31, 2016  
 (Winter Season 3 equals the months of Nov-Apr)

**NET OPERATING RESULTS (NOR) WINTER MONTHS**

**REVENUE WINTER**

**TOTAL EXPENSE (TE) WINTER**

NET OPERATING RESULTS (NOR) WINTER MONTHS			REVENUE WINTER						TOTAL EXPENSE (TE) WINTER												
Actual	Budget	Prior Yr Actual	Actual vs Budget		Actual vs Prior Yr		Actual	Budget	Prior Yr Actual	Actual vs Budget		Actual vs Prior Yr		Actual	Budget	Prior Yr Actual	Actual vs Budget		Actual vs Prior Yr		
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	Amount
PRIVATE AMENITIES																					
13,796	-11,472	7,828	25,268	-220%	5,968	76%	Trout Creek Recreation Center	148,938	142,700	143,530	6,238	4%	5,407	4%	-135,142	-154,172	-135,702	19,030	12%	560	0%
-3,742	-4,752	-4,631	1,010	-21%	888	-19%	Beach Club Marina	55	0	8	55	0%	47	588%	-3,797	-4,752	-4,639	955	20%	841	18%
-3,730	-3,395	-1,651	-335	10%	-2,080	126%	Tennis Center	0	0	412	0	0%	-412	-100%	-3,730	-3,395	-2,062	-335	-10%	-1,668	-49%
8,088	7,000	6,614	1,088	16%	1,474	22%	Aquatics	22,066	22,000	22,000	66	0%	66	0%	-13,978	-15,000	-15,386	1,022	7%	1,408	9%
45	-306	477	351	-115%	-433	-91%	Day Camps	0	0	0	0	0%	0	0%	45	-306	477	351	115%	-433	-141%
-17,775	-15,340	-14,275	-2,435	16%	-3,500	25%	Recreation Programs	595	1,600	2,888	-1,005	-63%	-2,293	-79%	-18,370	-16,940	-17,163	-1,430	-8%	-1,207	-7%
<b>-3,319</b>	<b>-28,265</b>	<b>-5,637</b>	<b>24,946</b>	<b>-88%</b>	<b>2,318</b>	<b>-41%</b>	<b>TOTAL PRIVATE AMENITIES</b>	<b>171,654</b>	<b>166,300</b>	<b>168,838</b>	<b>5,354</b>	<b>3%</b>	<b>2,816</b>	<b>2%</b>	<b>-174,973</b>	<b>-194,565</b>	<b>-174,475</b>	<b>19,592</b>	<b>10%</b>	<b>-498</b>	<b>0%</b>
PUBLIC AMENITIES																					
-62,208	-82,068	-77,548	19,860	-24%	15,340	-20%	Golf	925	0	-6,702	925	0%	7,628	-114%	-63,133	-82,068	-70,846	18,935	23%	7,713	9%
93,577	-263,057	256,319	356,634	-136%	-162,742	-63%	Downhill Ski	748,274	283,900	817,752	464,374	164%	-69,478	-8%	-654,697	-546,957	-561,433	-107,740	-20%	-93,264	-17%
57,071	-7,465	61,485	64,536	-865%	-4,413	-7%	Cross Country Ski	245,067	130,000	300,397	115,067	89%	-55,330	-18%	-187,996	-137,465	-238,913	-50,531	-37%	50,917	37%
48,714	33,118	63,408	15,596	47%	-14,694	-23%	Snowplay	75,616	57,000	96,619	18,616	33%	-21,002	-22%	-26,902	-23,882	-33,210	-3,020	-13%	6,308	26%
-4,039	-3,409	-3,916	-630	18%	-123	3%	Campground	0	0	0	0	0%	0	0%	-4,039	-3,409	-3,916	-630	-18%	-123	-4%
-12,560	-8,937	-8,095	-3,623	41%	-4,465	55%	Equestrian	0	0	0	0	0%	0	0%	-12,560	-8,937	-8,095	-3,623	-41%	-4,465	-50%
-17,563	-9,921	-7,098	-7,642	77%	-10,466	147%	Trails	0	0	0	0	0%	0	0%	-17,563	-9,921	-7,098	-7,642	-77%	-10,466	-105%
1,224	11	874	1,213	*****	349	40%	Bikeworks	514	0	140	514	0%	374	267%	710	11	734	699	*****	-25	224%
-41,095	-26,200	-22,970	-14,895	57%	-18,126	79%	The Lodge	314,074	318,000	330,642	-3,926	-1%	-16,568	-5%	-355,169	-344,200	-353,612	-10,969	-3%	-1,558	0%
-468	-240	1,372	-228	95%	-1,840	-134%	Summer Food and Beverage	0	0	0	0	0%	0	0%	-468	-240	1,372	-228	-95%	-1,840	-767%
-5,830	-11,129	-6,812	5,299	-48%	981	-14%	Pizza on the Hill	63,152	54,000	67,466	9,152	17%	-4,314	-6%	-68,983	-65,129	-74,278	-3,854	-6%	5,295	8%
-7,972	-11,286	-11,459	3,314	-29%	3,487	-30%	Alder Creek Cafe	61,450	11,400	66,626	50,050	439%	-5,176	-8%	-69,422	-22,686	-78,085	-46,736	-206%	8,663	38%
<b>48,850</b>	<b>-390,583</b>	<b>245,561</b>	<b>439,433</b>	<b>-113%</b>	<b>-196,711</b>	<b>-80%</b>	<b>TOTAL PUBLIC AMENITIES</b>	<b>1,509,073</b>	<b>854,300</b>	<b>1,672,940</b>	<b>654,773</b>	<b>77%</b>	<b>-163,867</b>	<b>-10%</b>	<b>-1,460,224</b>	<b>-1,244,883</b>	<b>-1,427,379</b>	<b>-215,341</b>	<b>-17%</b>	<b>-32,844</b>	<b>-3%</b>
<b>45,531</b>	<b>-418,848</b>	<b>239,924</b>	<b>464,379</b>	<b>-111%</b>	<b>-194,393</b>	<b>-81%</b>	<b>TOTAL AMENITIES</b>	<b>1,680,727</b>	<b>1,020,600</b>	<b>1,841,778</b>	<b>660,127</b>	<b>65%</b>	<b>-161,051</b>	<b>-9%</b>	<b>-1,635,196</b>	<b>-1,439,448</b>	<b>-1,601,854</b>	<b>-195,748</b>	<b>-14%</b>	<b>-33,342</b>	<b>-2%</b>
HOMEOWNERS ASSOCIATION & AMENITIES SUPPORT SERVICES																					
-55,874	-124,370	-114,036	68,496	-55%	58,163	-51%	General	0	0	0	0	0%	0	0%	-55,874	-124,370	-114,036	68,496	55%	58,163	47%
-62,460	-92,670	-82,102	30,210	-33%	19,642	-24%	Communications	31,831	29,000	23,491	2,831	10%	8,340	36%	-94,291	-121,670	-105,594	27,379	23%	11,302	9%
-40,551	-44,307	-34,019	3,756	-8%	-6,532	19%	Facility Administration	0	0	0	0	0%	0	0%	-40,551	-44,307	-34,019	3,756	8%	-6,532	-15%
-198,650	-94,236	-239,861	-104,414	111%	41,211	-17%	Administration	44,070	26,800	29,642	17,270	64%	14,428	49%	-242,720	-121,036	-269,504	-121,684	-101%	26,784	22%
-77,905	-93,125	-81,259	15,220	-16%	3,354	-4%	Management Information Syste	0	0	0	0	0%	0	0%	-77,905	-93,125	-81,259	15,220	16%	3,354	4%
-132,189	-130,841	-118,013	-1,348	1%	-14,175	12%	Accounting	515	100	427	415	415%	88	21%	-132,704	-130,941	-118,441	-1,763	-1%	-14,264	-11%
-77,483	-63,479	-57,766	-14,004	22%	-19,718	34%	Human Resources	0	0	0	0	0%	0	0%	-77,483	-63,479	-57,766	-14,004	-22%	-19,718	-31%
-31,564	-37,887	-25,245	6,323	-17%	-6,319	25%	Architectural Standards Office	12,686	11,800	7,714	886	8%	4,972	64%	-44,250	-49,687	-32,959	5,437	11%	-11,291	-23%
-32,432	-48,355	-33,465	15,923	-33%	1,034	-3%	Member Services	4,370	2,700	2,960	1,670	62%	1,410	48%	-36,801	-51,055	-36,425	14,254	28%	-376	-1%
-93,376	-65,765	-48,056	-27,611	42%	-45,320	94%	Forestry	1,853	0	160	1,853	0%	1,693	1058%	-95,228	-65,765	-48,216	-29,463	-45%	-47,013	-71%
-102,746	-137,117	-89,451	34,371	-25%	-13,296	15%	Maintenance	0	0	0	0	0%	0	0%	-102,746	-137,117	-89,451	34,371	25%	-13,296	-10%
<b>-905,230</b>	<b>-932,152</b>	<b>-923,274</b>	<b>26,922</b>	<b>-3%</b>	<b>18,044</b>	<b>-2%</b>	<b>TOTAL HOA DEPARTMENTS</b>	<b>95,325</b>	<b>70,400</b>	<b>64,394</b>	<b>24,925</b>	<b>35%</b>	<b>30,931</b>	<b>48%</b>	<b>-1,000,555</b>	<b>-1,002,552</b>	<b>-987,669</b>	<b>1,997</b>	<b>0%</b>	<b>-12,886</b>	<b>-1%</b>
<b>-859,699</b>	<b>-1,351,000</b>	<b>-683,351</b>	<b>491,301</b>	<b>-36%</b>	<b>-176,349</b>	<b>26%</b>	<b>TOTAL OPERATING FUND</b>	<b>1,776,052</b>	<b>1,091,000</b>	<b>1,906,172</b>	<b>685,052</b>	<b>63%</b>	<b>-130,120</b>	<b>-7%</b>	<b>-2,635,752</b>	<b>-2,442,000</b>	<b>-2,589,523</b>	<b>-193,752</b>	<b>-8%</b>	<b>-46,229</b>	<b>-2%</b>

Tahoe Donner Association  
**Operating Fund P&L Summary by Department (B02w6)**  
*For the Winter Period of Nov through April 30, 2016*  
(Winter Season, the months of Nov-Apr) [not fiscal year]

<b>NET OPERATING RESULTS (NOR) WINTER MONTHS (Nov-Apr)</b>						<b>REVENUE WINTER Nov-Apr</b>						<b>TOTAL EXPENSE (TE) WINTER Nov-Apr</b>						
Actual	Budget	Prior Yr Actual	Actual vs Budget (\$)	Actual vs Budget (%)	Actual vs. Prior Year	Actual	Budget	Prior Yr Actual	Actual vs Budget (\$)	Actual vs Budget (%)	Actual vs. Prior Year	Actual	Budget	Prior Yr Actual	Actual vs Budget (\$)	Actual vs Budget (%)	Actual vs. Prior Year	
<b>PRIVATE AMENITIES</b>																		
-28,135	-77,633	-46,325	49,498	64%	18,190	Trout Creek Recreation Center	399,573	361,300	359,664	38,273	11%	39,909	-427,708	-438,933	-405,989	11,225	3%	-21,719
-12,927	-16,072	11,152	3,145	20%	-24,079	Beach Club Marina	4,277	0	28,887	4,277	0%	-24,610	-17,204	-16,072	-17,735	-1,132	-7%	531
-27,041	-9,515	16,225	-17,526	-184%	-43,266	Tennis Center	-16,713	0	27,189	-16,713	0%	-43,902	-10,328	-9,515	-10,963	-813	-9%	636
9,660	1,998	4,187	7,662	384%	5,473	Aquatics	70,393	66,000	59,357	4,393	7%	11,037	-60,733	-64,002	-55,170	3,269	5%	-5,563
-2,243	-1,406	-1,932	-837	-60%	-311	Day Camps	120	0	70	120	0%	50	-2,363	-1,406	-2,002	-957	-68%	-361
-39,694	-40,617	-37,437	923	2%	-2,256	Recreation Programs	5,101	3,000	4,329	2,101	70%	772	-44,795	-43,617	-41,767	-1,178	-3%	-3,028
<b>-100,379</b>	<b>-143,245</b>	<b>-54,130</b>	<b>42,866</b>	<b>30%</b>	<b>-46,249</b>	<b>TOTAL PRIVATE AMENITIES</b>	<b>462,752</b>	<b>430,300</b>	<b>479,496</b>	<b>32,452</b>	<b>8%</b>	<b>-16,744</b>	<b>-563,131</b>	<b>-573,545</b>	<b>-533,626</b>	<b>10,414</b>	<b>2%</b>	<b>-29,505</b>
<b>PUBLIC AMENITIES</b>																		
-257,765	-281,080	-254,751	23,315	8%	-3,014	Golf	-2,510	0	3,421	-2,510	0%	-5,931	-255,254	-281,080	-258,171	25,826	9%	2,917
1,255,615	-135,202	-316,492	1,390,817	1029%	1,572,107	Downhill Ski	3,566,645	1,687,800	709,093	1,878,845	111%	2,857,552	-2,311,031	-1,823,002	-1,025,585	-488,029	-27%	-1,285,446
298,402	-65,069	22,884	363,471	559%	275,518	Cross Country Ski	1,032,626	410,000	269,967	622,626	152%	762,659	-734,224	-475,069	-247,083	-259,155	-55%	-487,141
191,828	49,419	46,144	142,409	288%	145,684	Snowplay	311,168	124,000	81,194	187,168	151%	229,974	-119,340	-74,581	-35,050	-44,759	-60%	-84,290
-11,324	-11,256	-12,050	-68	-1%	726	Campground	0	0	0	0	0%	0	-11,324	-11,256	-12,050	-68	-1%	726
-29,607	-24,096	-28,931	-5,511	-23%	-676	Equestrian	0	0	0	0	0%	0	-29,607	-24,096	-28,931	-5,511	-23%	-676
-15,001	-29,488	-28,642	14,487	49%	13,641	Trails	0	0	0	0	0%	0	-15,001	-29,488	-28,642	14,487	49%	13,641
874	-33	51	907	2749%	823	Bikeworks	140	0	875	140	0%	-735	734	-33	-824	767	2325%	1,558
-147,030	-202,718	-197,727	55,688	27%	50,698	The Lodge	952,037	676,000	703,307	276,037	41%	248,730	-1,099,066	-878,718	-901,034	-220,348	-25%	-198,032
1,350	-240	-603	1,590	662%	1,953	Summer Food and Beverage	0	0	0	0	0%	0	1,350	-240	-603	1,590	662%	1,953
-27,398	-52,870	-45,188	25,472	48%	17,790	Pizza on the Hill	193,685	122,700	145,027	70,985	58%	48,658	-221,083	-175,570	-190,215	-45,513	-26%	-30,868
-2,443	8,616	0	-11,059	-128%	-2,443	Alder Creek Cafe	215,302	64,200	0	151,102	235%	215,302	-217,745	-55,584	0	-162,161	-292%	-217,745
<b>1,257,502</b>	<b>-744,017</b>	<b>-815,304</b>	<b>2,001,519</b>	<b>269%</b>	<b>2,072,806</b>	<b>TOTAL PUBLIC AMENITIES</b>	<b>6,269,093</b>	<b>3,084,700</b>	<b>1,912,883</b>	<b>3,184,393</b>	<b>103%</b>	<b>4,356,210</b>	<b>-5,011,591</b>	<b>-3,828,717</b>	<b>-2,728,187</b>	<b>-1,182,874</b>	<b>-31%</b>	<b>-2,283,404</b>
<b>1,157,123</b>	<b>-887,262</b>	<b>-869,435</b>	<b>2,044,385</b>	<b>230%</b>	<b>2,026,557</b>	<b>TOTAL AMENITIES</b>	<b>6,731,845</b>	<b>3,515,000</b>	<b>2,392,378</b>	<b>3,216,845</b>	<b>92%</b>	<b>4,339,466</b>	<b>-5,574,722</b>	<b>-4,402,262</b>	<b>-3,261,813</b>	<b>-1,172,460</b>	<b>-27%</b>	<b>-2,312,909</b>
<b>HOMEOWNERS ASSOCIATION &amp; AMENITIES SUPPORT SERVICES</b>																		
-355,703	-377,727	-151,040	22,024	6%	-204,662	General	0	0	0	0	0%	0	-355,703	-377,727	-151,040	22,024	6%	-204,662
-230,555	-249,765	-162,900	19,210	8%	-67,655	Communications	69,665	95,000	120,009	-25,335	-27%	-50,344	-300,220	-344,765	-282,909	44,545	13%	-17,311
-107,116	-133,706	-129,219	26,590	20%	22,104	Facility Administration	0	0	0	0	0%	0	-107,116	-133,706	-129,219	26,590	20%	22,104
-354,375	-238,359	-269,539	-116,016	-49%	-84,836	Administration	164,970	126,000	117,000	38,970	31%	47,970	-519,345	-364,359	-386,539	-154,986	-43%	-132,807
-284,222	-282,952	-287,456	-1,270	0%	3,234	Management Information Syste	0	0	0	0	0%	0	-284,222	-282,952	-287,456	-1,270	0%	3,234
-361,996	-379,595	-331,615	17,599	5%	-30,381	Accounting	2,187	500	566	1,687	337%	1,621	-364,182	-380,095	-332,180	15,913	4%	-32,002
-155,372	-166,246	-136,098	10,874	7%	-19,274	Human Resources	0	0	0	0	0%	0	-155,372	-166,246	-136,098	10,874	7%	-19,274
-72,945	-100,164	-50,355	27,219	27%	-22,590	Architectural Standards Office	41,356	47,400	59,133	-6,044	-13%	-17,777	-114,301	-147,564	-109,488	33,263	23%	-4,814
-101,147	-134,415	-114,169	33,268	25%	13,021	Member Services	7,227	8,100	4,989	-873	-11%	2,238	-108,374	-142,515	-119,158	34,141	24%	10,784
-172,546	-188,459	-175,919	15,913	8%	3,373	Forestry	160	0	2,633	160	0%	-2,473	-172,706	-188,459	-178,552	15,753	8%	5,846
-324,546	-409,350	-331,717	84,804	21%	7,170	Maintenance	0	0	0	0	0%	0	-324,546	-409,350	-331,717	84,804	21%	7,170
<b>-2,520,523</b>	<b>-2,660,738</b>	<b>-2,140,026</b>	<b>140,215</b>	<b>5%</b>	<b>-380,496</b>	<b>TOTAL HOA DEPARTMENTS</b>	<b>285,565</b>	<b>277,000</b>	<b>304,330</b>	<b>8,565</b>	<b>3%</b>	<b>-18,765</b>	<b>-2,806,087</b>	<b>-2,937,738</b>	<b>-2,444,356</b>	<b>131,651</b>	<b>4%</b>	<b>-361,731</b>
<b>-1,363,400</b>	<b>-3,548,000</b>	<b>-3,009,461</b>	<b>2,184,600</b>	<b>62%</b>	<b>1,646,061</b>	<b>TOTAL OPERATING FUND</b>	<b>7,017,409</b>	<b>3,792,000</b>	<b>2,696,708</b>	<b>3,225,409</b>	<b>85%</b>	<b>4,320,701</b>	<b>-8,380,809</b>	<b>-7,340,000</b>	<b>-5,706,169</b>	<b>-1,040,809</b>	<b>-14%</b>	<b>-2,674,640</b>

Tahoe Donner Association  
**Amenity Financial Performance**  
For the Twelve Months Ending December 31, 2016  
(Excludes Allocated Overhead) (B-10)

**YTD NET OPERATING RESULTS (NOR)**

	YTD Actual	YTD Budget	YTD Prior Yr	Favorable (Unfavorable)			YTD Actual Per Member (6473)	YTD Bdg Var Per Member Fav(Unfav)
				Actual vs Budget (\$)	Actual vs Budget (%)	Actual vs Prior Yr (\$)		
<b>PRIVATE AMENITIES</b>								
Beach Club Marina	273,641	261,800	270,696	11,841	5%	2,945	42.27	1.83
Tennis Center	51,830	55,200	65,234	(3,370)	(6%)	(13,405)	8.01	(0.52)
Trout Creek Recreation Center	61,065	-15,200	46,078	76,265	502%	14,987	9.43	11.78
Aquatics	-38,703	-54,700	-42,211	15,997	29%	3,508	-5.98	2.47
Recreation	-36,339	-65,800	-58,166	29,461	45%	21,827	-5.61	4.55
Day Camp	34,064	39,700	53,471	(5,636)	(14%)	(19,407)	5.26	(0.87)
<b>TOTAL PRIVATE AMENITIES</b>	<b>345,558</b>	<b>221,000</b>	<b>335,102</b>	<b>124,558</b>	<b>56%</b>	<b>10,456</b>	<b>53.38</b>	<b>19.24</b>
<b>PUBLIC AMENITIES</b>								
Golf	-98,545	-197,300	-90,043	98,755	50%	(8,501)	-15.22	15.26
Downhill Ski	667,793	-588,300	-365,778	1,256,093	214%	1,033,571	103.17	194.05
Cross Country Ski	204,248	-174,600	-25,646	378,848	217%	229,894	31.55	58.53
Snowplay	174,941	58,000	74,943	116,941	202%	99,999	27.03	18.07
Campground	-6,728	-14,200	-11,651	7,472	53%	4,923	-1.04	1.15
Equestrian	-83,449	-83,200	-80,477	(249)	0%	(2,973)	-12.89	(0.04)
Trails	-109,161	-116,000	-70,074	6,839	6%	(39,087)	-16.86	1.06
Bikeworks	-6,001	6,100	-2,008	(12,101)	(198%)	(3,993)	-0.93	(1.87)
The Lodge	-63,905	-108,900	-79,790	44,995	41%	15,884	-9.87	6.95
Summer F&B	-86,145	-110,400	-103,585	24,255	22%	17,439	-13.31	3.75
Pizza on the Hill	-27,743	-83,300	-52,629	55,557	67%	24,885	-4.29	8.58
Alder Creek Cafe	-42,353	-17,900	-11,459	(24,453)	(137%)	(30,894)	-6.54	(3.78)
<b>TOTAL PUBLIC AMENITIES</b>	<b>522,951</b>	<b>-1,430,000</b>	<b>-818,195</b>	<b>1,952,951</b>	<b>137%</b>	<b>1,341,146</b>	<b>80.79</b>	<b>301.71</b>
<b>TOTAL AMENITIES DEPTS</b>	<b>868,508</b>	<b>-1,209,000</b>	<b>-483,094</b>	<b>2,077,508</b>	<b>172%</b>	<b>1,351,602</b>	<b>134.17</b>	<b>320.95</b>



**Tahoe Donner Association**  
**Hourly Direct Payroll - Hours and FTE Summary**

HOURS					Period	FTEs					
2015 Actual	2016 Budget	2016 Actual	AvB var	var%		2015 Actual	2016 Budget	2016 Actual	AvB var	var%	
23,712	30,158	36,321	6,163	20%	WIN	January	136.8	174.0	209.5	35.6	20%
11,599	27,636	34,117	6,480	23%	WIN	February	66.9	159.4	196.8	37.4	23%
11,302	27,121	28,689	1,568	6%	WIN	March	65.2	156.5	165.5	9.0	6%
11,964	17,764	17,355	(409)	-2%	WIN	April	69.0	102.5	100.1	(2.4)	-2%
17,626	21,504	20,315	(1,189)	-6%	SMR	May	101.7	124.1	117.2	(6.9)	-6%
29,334	34,208	32,829	(1,378)	-4%	SMR	June	169.2	197.4	189.4	(8.0)	-4%
40,992	44,967	45,767	800	2%	SMR	July	236.5	259.4	264.0	4.6	2%
33,188	39,735	39,545	(190)	0%	SMR	August	191.5	229.2	228.1	(1.1)	0%
22,942	27,757	26,296	(1,462)	-5%	SMR	September	132.4	160.1	151.7	(8.4)	-5%
17,303	19,370	18,373	(996)	-5%	SMR	October	99.8	111.7	106.0	(5.7)	-5%
15,873	16,279	16,782	503	3%	WIN	November	91.6	93.9	96.8	2.9	3%
32,611	28,553	33,481	4,928	17%	WIN	December	188.1	164.7	193.2	28.4	17%
<b>268,444</b>	<b>335,052</b>	<b>349,870</b>	<b>14,818</b>	<b>4%</b>	<b>YTD</b>	<b>Year to Date - November</b>	<b>129.1</b>	<b>161.1</b>	<b>168.2</b>	<b>7.1</b>	<b>4%</b>
-	-	-	-	-	-	-	-	-	-	-	-
<b>107,061</b>	<b>147,512</b>	<b>166,745</b>	<b>19,233</b>	<b>13%</b>	<b>WIN</b>	<b>Winter to Date</b>	<b>102.9</b>	<b>141.8</b>	<b>160.3</b>	<b>18.5</b>	<b>13%</b>
<b>161,384</b>	<b>187,540</b>	<b>183,125</b>	<b>(4,415)</b>	<b>-2%</b>	<b>SMR</b>	<b>Summer to Date</b>	<b>155.2</b>	<b>180.3</b>	<b>176.1</b>	<b>(4.2)</b>	<b>-2%</b>

Source: Kronos time records

Note this report includes hourly employees only, regular and seasonal. Excludes salaried Exempt employees.

FTE Formula Specs:

Month	Hours /	173.3	2080 / 12
YTD	Hours /	2,080.0	2080 / 12 * 12
STD Summer (May-Oct)	Hours /	1,040.0	2080 / 12 * 6
WTD Winter (Jan-Apr, Nov-Dec)	Hours /	1,040.0	2080 / 12 * 6

NOTES:

- Jan OT of 2,631 hrs was 8% of total hrs. Month's OT hrs versus py; up 1537/141% due to more snow than PY
- Feb OT of 2,443 hrs was 8% of total hrs. Month's OT hrs versus py; up 2270/1312% due primarily to record business levels current yr and closed last yr.
- Mar OT of 1,533 hrs was 5% of total hrs. Month's OT hrs versus py; up 1458/1939% due primarily to record business levels current yr and closed last yr.
- Apr OT of 773 hrs was 4% of total hrs. Month's OT hrs versus py; up 651/534% due primarily to record business levels current yr and closed last yr.
- May OT of 669 hrs was 3% of total hrs. Month's OT hrs versus py; up 338/102% due primarily to golf maintenance course startup efforts timing vs last yr.
- June OT of 755 hrs was 2% of total hrs. Month's OT hrs versus py; down 338/5% due primarily to golf maintenance course startup efforts timing vs last yr.
- July OT of 1,830 hrs was 4% of total hrs. Month's OT hrs versus py; up 725/66% due primarily to overall record business levels (aquatic,pizza,café notable).
- Aug OT of 1074 hrs was 3% of total hrs. Month's OT hrs versus py; up 246/30% due primarily to overall record business levels (aquatics,forestry,café notable)
- Sep OT of 676 hrs was 3% of total hrs. Month's OT hrs versus py; up 181/37% due primarily to overall record business levels (forestry,café notable)
- Oct OT of 410 hrs was 2% of total hrs. Month's OT hrs versus py; up 98/31% due primarily to forestry's fall projects push.
- Nov OT of 612 hrs was 4% of total hrs. Month's OT hrs versus py; down 22/4% due in py high OT at The Lodge (banquets) and ACCafe (bldg opening push).
- Dec OT of 2217 hrs was 7% of total hrs. Month's OT hrs versus py; up 27/1% due increase at DHSki of 15% and decrease at XCSki, ACCafe, & Maintenance.

**Tahoe Donner Association**  
**Statement of Financial Position**  
*Consolidated*

as of end of month:	<b>2016</b>	<b>2016</b>	<i>(Audited)</i>	<b>2015</b>
	<b>December</b>	<b>November</b>	<b>2015</b>	<b>December</b>
	<u>December</u>	<u>November</u>	<u>December</u>	<u>December</u>
<b>Assets</b>				
Cash and Investments, Restricted	295,291	322,338	311,278	311,278
Cash and Investments, non-Restricted	18,293,136	15,420,695	13,861,861	13,861,861
Member's Dues & Receivables, Net	253,661	11,823,611	273,533	273,533
Other Receivables	164,330	112,022	129,693	129,693
Inventory	335,337	333,019	312,292	312,292
Prepaid Expenses & Other Assets	687,119	584,714	753,208	753,208
Gross, Property & Equipment	74,227,627	71,078,948	71,078,948	71,078,948
Less Accumulated Depreciation	(33,357,975)	(30,740,519)	(30,740,519)	(30,740,519)
NBV of InService Property & Equip	40,869,652	40,338,429	40,338,429	40,338,429
Construction In Progress	136,529	3,209,335	104,821	104,821
Net Property and Equipment	41,006,181	43,547,764	40,443,249	40,443,249
<b>Total Assets</b>	<b>61,035,054</b>	<b>72,144,163</b>	<b>56,085,114</b>	<b>56,085,114</b>
<b>Liabilities and Members' Equity</b>				
<b>Liabilities</b>				
Accounts Payable	726,946	549,997	385,415	385,415
Accrued Liabilities	1,304,450	1,109,313	1,199,837	1,199,837
Deferred Revenue, Annual Assessment	3,694,679	12,878,625	3,776,717	3,776,717
Deferred Revenue, Recreation Fee	496,389	314,219	482,034	482,034
Deferred Revenue, All Other	540,627	444,171	384,697	384,697
Deposits	383,996	434,655	340,374	340,374
<b>Total Liabilities</b>	<b>7,147,086</b>	<b>15,730,980</b>	<b>6,569,073</b>	<b>6,569,073</b>
<b>Members' Equity</b>	<b>53,887,968</b>	<b>56,413,183</b>	<b>49,516,040</b>	<b>49,516,040</b>
<b>Total Liabilities and Members' Equity</b>	<b>61,035,054</b>	<b>72,144,163</b>	<b>56,085,114</b>	<b>56,085,114</b>

**Tahoe Donner Association**  
**Statement of Financial Position**  
*Operating Fund (901+)*

as of end of month:	<b>2016</b> <b>December</b>	<b>2016</b> <b>November</b>	<i>(Audited)</i> <b>2015</b> <b>December</b>	<b>2015</b> <b>December</b>
<b>Assets</b>				
Cash and Investments, Restricted	295,291	322,338	311,278	311,278
Cash and Investments, non-Restricted	7,905,020	5,705,783	4,979,387	4,979,387
Member's Dues & Receivables, Net	252,729	11,822,412	272,334	272,334
Other Receivables	152,679	89,367	124,191	124,191
Due From (To) Other Funds	(154,745)	772,900	(87,392)	(87,392)
Inventory	335,337	333,019	312,292	312,292
Prepaid Expenses & Other Assets	687,119	584,714	753,208	753,208
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Assets</b>	<b>9,473,429</b>	<b>19,630,533</b>	<b>6,665,298</b>	<b>6,665,298</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Liabilities and Members' Equity</b>				
<b>Liabilities</b>				
Accounts Payable	457,522	534,940	215,060	215,060
Accrued Liabilities	1,290,215	1,107,487	1,154,015	1,154,015
Deferred Revenue, Annual Assessment	1,900,968	12,878,625	2,134,839	2,134,839
Deferred Revenue, Recreation Fee	496,389	314,219	482,034	482,034
Deferred Revenue, All Other	540,627	444,171	384,697	384,697
Deposits	383,996	434,655	340,374	340,374
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Liabilities</b>	<b>5,069,715</b>	<b>15,714,096</b>	<b>4,711,019</b>	<b>4,711,019</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Members' Equity</b>	<b>4,403,714</b>	<b>3,916,437</b>	<b>1,954,279</b>	<b>1,954,279</b>
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Liabilities and Members' Equity</b>	<b>9,473,429</b>	<b>19,630,533</b>	<b>6,665,298</b>	<b>6,665,298</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Tahoe Donner Association  
**Statement of Financial Position**  
*Replacement Reserve Fund (902)*

as of end of month:	<b>2016 December</b>	<b>2016 November</b>	<i>(Audited)</i> <b>2015 December</b>	<b>2015 December</b>
<b>Assets</b>				
Cash and Investments, non-Restricted	9,161,356	9,122,157	8,113,738	8,113,738
Other Receivables	11,355	22,176	5,477	5,477
Due From (To) Other Funds	135,652	(813,978)	(78,289)	(78,289)
	<b>9,308,362</b>	<b>8,330,355</b>	<b>8,040,926</b>	<b>8,040,926</b>
<b>Total Assets</b>	<b>9,308,362</b>	<b>8,330,355</b>	<b>8,040,926</b>	<b>8,040,926</b>
 <b>Liabilities and Members' Equity</b>				
<b>Liabilities</b>				
Accounts Payable	240,801	13,369	96,134	96,134
Accrued Liabilities	10,535	913	0	0
Deferred Revenue, Annual Assessment	1,153,793	0	1,085,309	1,085,309
	<b>1,405,129</b>	<b>14,282</b>	<b>1,181,443</b>	<b>1,181,443</b>
<b>Total Liabilities</b>	<b>1,405,129</b>	<b>14,282</b>	<b>1,181,443</b>	<b>1,181,443</b>
<b>Members' Equity</b>	<b>7,903,233</b>	<b>8,316,072</b>	<b>6,859,483</b>	<b>6,859,483</b>
<b>Total Liabilities and Members' Equity</b>	<b>9,308,362</b>	<b>8,330,355</b>	<b>8,040,926</b>	<b>8,040,926</b>

Tahoe Donner Association  
**Statement of Financial Position**  
*Development Fund (903)*

as of end of month:	2016 December	2016 November	(Audited) 2015 December	2015 December
<b>Assets</b>				
Cash and Investments, non-Restricted	1,078,299	508,295	644,682	644,682
Member's Dues & Receivables, Net	932	1,199	1,199	1,199
Other Receivables	296	479	25	25
Due From (To) Other Funds	13,958	17,105	157,725	157,725
	1,093,485	527,078	803,631	803,631
	1,093,485	527,078	803,631	803,631
 <b>Liabilities and Members' Equity</b>				
<b>Liabilities</b>				
Accounts Payable	8,989	1,689	68,376	68,376
Accrued Liabilities	3,700	913	45,822	45,822
Deferred Revenue, Annual Assessment	581,744	0	496,936	496,936
	594,433	2,602	611,134	611,134
	594,433	2,602	611,134	611,134
<b>Members' Equity</b>	499,052	524,476	192,497	192,497
	499,052	524,476	192,497	192,497
<b>Total Liabilities and Members' Equity</b>	1,093,485	527,078	803,631	803,631
	1,093,485	527,078	803,631	803,631

Tahoe Donner Association  
**Statement of Financial Position**  
*New Machinery & Equipment Fund (905)*

as of end of month:	2016 December	2016 November	(Audited) 2015 December	2015 December
<b>Assets</b>				
Cash and Investments, non-Restricted	148,461	84,460	124,054	124,054
Due From (To) Other Funds	5,136	23,973	7,955	7,955
	153,597	108,433	132,009	132,009
<b>Total Assets</b>	<b>153,597</b>	<b>108,433</b>	<b>132,009</b>	<b>132,009</b>
 <b>Liabilities and Members' Equity</b>				
<b>Liabilities</b>				
Accounts Payable	19,635	0	5,844	5,844
Deferred Revenue, Annual Assessment	58,174	0	59,632	59,632
	77,809	0	65,477	65,477
<b>Total Liabilities</b>	<b>77,809</b>	<b>0</b>	<b>65,477</b>	<b>65,477</b>
<b>Members' Equity</b>	<b>75,788</b>	<b>108,433</b>	<b>66,533</b>	<b>66,533</b>
<b>Total Liabilities and Members' Equity</b>	<b>153,597</b>	<b>108,433</b>	<b>132,009</b>	<b>132,009</b>

**Tahoe Donner Association**  
**Statement of Financial Position**  
*Property Fund (904)*

as of end of month:	<b>2016 December</b>	<b>2016 November</b>	<i>(Audited)</i> <b>2015 December</b>	<b>2015 December</b>
<b>Assets</b>				
Gross, Property & Equipment	74,227,627	71,078,948	71,078,948	71,078,948
Less Accumulated Depreciation	(33,357,975)	(30,740,519)	(30,740,519)	(30,740,519)
NBV of InService Property & Equip	40,869,652	40,338,429	40,338,429	40,338,429
Construction In Progress	136,529	3,209,335	104,821	104,821
Net Property and Equipment	41,006,181	43,547,764	40,443,249	40,443,249
<b>Total Assets</b>	<b>41,006,181</b>	<b>43,547,764</b>	<b>40,443,249</b>	<b>40,443,249</b>
 <b>Liabilities and Members' Equity</b>				
<b>Liabilities</b>				
<b>Members' Equity</b>	41,006,181	43,547,764	40,443,249	40,443,249
<b>Total Liabilities and Members' Equity</b>	<b>41,006,181</b>	<b>43,547,764</b>	<b>40,443,249</b>	<b>40,443,249</b>

**Tahoe Donner Association**  
**Cash and Investments Summary Report**  
**as of 12/31/2016**

	<i>current month</i> <b>12/31/2016</b>	<i>last month</i> <b>11/30/2016</b>	<i>last year - audited</i> <b>12/31/2015</b>
<b>Consolidated TDA Total</b>	18,588,427	15,743,033	14,173,139
Cash/Money Market	1,742,964	2,193,435	1,254,568
Certificates of Deposit	1,337,951	1,337,376	542,198
US Treasuries/GovOblig	15,427,462	12,137,212	12,305,125
Other/Trusts	80,051	75,010	71,253
<b>Operating Fund</b>	<b>8,200,311</b>	<b>6,028,121</b>	<b>5,290,671</b>
Cash/Money Market	1,549,376	1,873,642	832,963
Certificates of Deposit	337,951	337,376	542,198
US Treasuries/GovOblig	6,232,933	3,742,092	3,844,256
Trusts	80,051	75,010	71,253
<b>Replacement Reserve Fund</b>	<b>9,161,356</b>	<b>9,122,157</b>	<b>8,113,738</b>
Cash/Money Market	116,810	24,959	21,904
Certificates of Deposit	1,000,000	1,000,000	-
US Treasuries/GovOblig	8,044,546	8,097,198	8,091,834
Other	-	-	-
<b>Development Fund - non-Restricted</b>	<b>1,078,299</b>	<b>508,295</b>	<b>644,682</b>
Cash/Money Market	28,563	210,373	395,251
Certificates of Deposit	-	-	-
US Treasuries/GovOblig	1,049,736	297,922	249,431
Other	-	-	-
<b>New Machinery &amp; Equipment Fund</b>	<b>148,461</b>	<b>84,460</b>	<b>124,054</b>
Cash/Money Market	48,215	84,460	4,450
Certificates of Deposit	-	-	-
US Treasuries/GovOblig	100,246	-	119,604
Other	-	-	-

as of 12/31/2016 Balance Mix	
295,291	Restricted OF (ASO/457)
295,291	Restricted, all funds
18,293,136	Unrestricted, all funds
18,588,427	Total

Tri Counties, Bank of West, M.ofOmaha,PlumasBk & Wells Fargo Sec.

Stifel & Wells Fargo Securities

Stifel (all funds)

Stifel (all funds)

	12/31/2016	11/30/2016	10/31/2016	12/31/15	12/31/14	12/31/13
<b>DJIA</b>	19,763	19,124	18,142	17,425	17,823	16,577
<b>Prime Rate</b>	3.50%	3.50%	3.50%	3.50%	3.25%	3.25%
<b>CA Avg, Reg Unleaded (S)</b>	\$2.68	\$2.73	\$2.81	\$2.72	\$2.87	\$3.59

	12/31/2015	11/30/2015	10/31/2015
<b>DJIA</b>	17,425	17,720	17,664
<b>Prime Rate</b>	3.25%	3.25%	3.25%
	12/31/2014	11/30/2014	10/31/2014
<b>DJIA</b>	17,823	17,828	17,391
<b>Prime Rate</b>	3.25%	3.25%	3.25%
	12/31/2013	11/30/2013	10/31/2013
<b>DJIA</b>	16,577	16,086	15,546
<b>Prime Rate</b>	3.25%	3.25%	3.25%
	12/31/2012	11/30/2012	10/31/2012
<b>DJIA</b>	13,104	13,026	13,097
<b>Prime Rate</b>	3.25%	3.25%	3.25%

Prime Rate (last 7):	
12/17/2015	3.50%
12/16/2008	3.25%
10/29/2008	4.00%
10/8/2008	4.50%
4/30/2008	5.00%
3/18/2008	5.25%
1/30/2008	6.00%
12/11/2007	7.25%

(S) source = www.californiagasprices.com



**Tahoe Donner Association**  
**Cash Flow Schedule**  
**December 2016**

Beginning of Year to Current Month ACTUAL	
<b>\$ 14,173,000</b>	<b>consolidated cash/investments as of 12/31/2015</b>
(4,504,000)	Operating Fund, NOR Loss result YTD
694,000	Operating Fd, balance sheet items cash flow net YTD (A)
12,154,000	Annual Assessment cash flow YTD (B)
(2,568,000)	Replacement Reserve expenditures YTD
2,000	Replacement Reserve change in non-cash asset/liabilities
(1,308,000)	Development Fund expenditures YTD
127,000	Development Fund change in non-cash asset/liabilities
(185,000)	NME Fund expenditures YTD
3,000	NME Fund change in liabilities
<b>\$ 18,588,000</b>	<b>consolidated cash/investments as of 12/31/2016 (C)</b>

Current Month to End of Year FORECAST (=actual)	
<b>\$ 18,588,000</b>	<b>consolidated cash/investments as of 12/31/2016 (C)</b>
-	Operating Fund, NOR Losses in Operating Fund per Budget ( n/a)
-	Operating Fund, balance sheet items cash flow net (D)
-	Annual Assessment cash flow (remainder of year) (E)
-	Replacement Reserve expenditures remainder of year
-	Development Fund expenditures remainder of year
-	NME Fund expenditures remainder of year
<b>\$ 18,588,000</b>	<b>consolidated cash/investments as of 12/31/2016 FORECAST (F)</b>

**(A) Operating balance sheet cash flow items:**

\$ 14,000	Recreation Fee deferred revenue change
186,000	Other deferred revenue change (season passes)
44,000	Deposits change
379,000	Accounts payable/Accrued Liabilities change
(23,000)	Inventory change
66,000	Prepaid expenses change
28,000	all other changes all funds (primarily OpFd)
<b>\$ 694,000</b>	<b>operating fund, net cash flow item</b>

**(D) Operating balance sheet cash flow items:**

\$ -	Recreation Fee deferred revenue change
-	Other deferred revenue change (season passes)
-	Deposits change
-	Accounts payable/Accrued Liabilities change
-	Inventory change
-	Prepaid expenses change
-	all other changes all funds (primarily OpFd)
<b>\$ -</b>	<b>operating fund, net cash outflow item</b>

For this report, this section and above section are n/a for last month of year....as the YTD is for the Year, therefore no Forecast required.

**(B) Annual Assessment Cash Flow calculation:**

12,299,000	Assessment 6473 x \$1900
(52,000)	less unpaid
(3,777,000)	less amounts received in prior year
8,470,000	AA cash flow YTD for CY AA
3,684,000	AA for next year, paid in CY
<b>\$ 12,154,000</b>	<b>AA cash flow YTD</b>

**(E) Annual Assessment Cash Flow calculation:**

3,684,000	estimated 2017 Assessment payments made in 2016 is
3,684,000	deferred revenue in 2016
<b>\$ 3,684,000</b>	<b>AA cash flow YTD</b>
\$ 3,684,000	Received in Nov/Dec for 2017

**(C) Ending balance components, as follows:**

\$ 295,000	Operating Fund- restricted (aso deposits, misc other)
189,000	Operating Fd- working capital timing items, net (ap,ar,inv,pp, inter-fd)
1,100,000	Operating Fund- peg balance per policy (contingency)
3,304,000	Operating Fund- accumulated excess
496,000	Operating Fund- deferred revenue, RecFee
541,000	Operating Fund- deferred revenue, all other
384,000	Operating Fund- deposits
-	Operating Fund- Annual Assessment for (Dec)
1,891,000	Operating Fund- Annual Assessment for 2017 (opfd portion)
8,200,000	Operating Fund- subtotal
9,161,000	Replacement Reserve cash balance (incl'd '17AA portion paid in '16)
1,078,000	Development Fund cash balance (incl'd '17AA portion paid in '16)
149,000	NME Fund cash balance (incl'd '17AA portion paid in '16)
<b>\$ 18,588,000</b>	<b>consolidated cash/investments as of 12/31/2016</b>

**(F) Ending balance components, as follows:**

\$ 295,000	Operating Fund- restricted (aso deposits, misc other)
189,000	Operating Fd- working capital timing items, net (ap,ar,inv,pp, inter-fd)
1,100,000	Operating Fund- peg balance per policy (contingency)
3,304,000	Operating Fund- accumulated excess, as forecasted
496,000	Operating Fund- deferred revenue, RecFee
541,000	Operating Fund- deferred revenue, all other
384,000	Operating Fund- deposits
-	Operating Fund- Annual Assessment for CY
3,684,000	Annual Asssement payments received for next year (all funds)
8,009,000	Replacement Reserve cash balance (excl'd '17AA def rev)
496,000	Development Fund cash balance (excl'd '17AA def rev)
90,000	NME Fund cash balance (excl'd '17AA def rev)
<b>\$ 18,588,000</b>	<b>consolidated cash/investments as of 12/31/2016 FORECAST</b>

Note - cash balance is not the same as members' equity balance

Reconciliation of Last Month est@YE to This Month	
\$ 17,140,000	YE Cash balance forecast, last month
485,000	NOR Favorable to Budget Dec'16
311,000	RRF capital spend less than Forecasted
138,000	DF capital spend less than Forecasted
12,000	NMEF capital spend less than Forecasted
568,000	OpFd-assets/liabilities/workcapital differences
(66,000)	AA deferred revenue estimate diff
<b>\$ 18,588,000</b>	<b>YE Cash balance actual, this month</b>

Summary of Cash Change - end of 2015 to forecast end of 2016	
\$ 2,447,000	Operating Fund, NOR favorable in 2016 forecast
966,000	Replacement Reserve forecast spend less than AA funding level
310,000	Development Fund forecast spend less than AA funding level
9,000	New Equipment Fund forecast spend greater than AA funding level
-	row not used
694,000	operating fund - balance sheet changes, see item(A)
(11,000)	all other changes, all funds, net
<b>\$ 4,415,000</b>	<b>Change in Cash/Investments balance Y2Y</b>

Tahoe Donner Association  
Inventory Balances Report

901

		Last Three Months			12Mths Ago	Last YE		
		201610	201611	201612	201512	201512		
		as of	as of	as of	as of	as of		
		October 31,	November	December 31,	December	December	Mix	Comments
		2016	30, 2016	2016	31, 2015	31, 2015		
<b>Total, ALL</b>		<b>\$ 287,536</b>	<b>\$ 333,019</b>	<b>\$ 335,439</b>	<b>\$ 312,292</b>	<b>\$ 312,292</b>	100%	
subtotal	Food and Beverage accounts (F&B)	88,623	108,538	127,904	118,133	118,133	38%	
subtotal	Retail Merchandise	198,913	224,480	207,433	194,159	194,159	62%	
subtotal	The Lodge F&B accounts	58,028	63,577	71,037	60,761	60,761	19%	
subtotal	DHSki F&B accounts	11,101	20,898	27,743	33,153	33,153	11%	
<b>By Account# and Department</b>		<b>102.00 misc diff</b>						
11412	Inv Retail Trout Creek	12,670	12,021	11,664	11,947	11,947	4%	
11413	Inv eStore Retail	-	-	-	1,319	1,319	0%	all items from eStore moved into Mbr Svcs inventory
11414	Inv Retail Member Services	19,838	19,216	19,524	19,073	19,073	6%	all items from eStore moved into Mbr Svcs inventory
11415	Inv Retail Bikeworks	10,340	10,545	8,725	7,600	7,600	2%	
11417	Inv Retail Aldr Creek Café	138	118	60	-	-	0%	
11419	Inv Retail DHSki Shop	51,364	84,831	79,541	54,545	54,545	17%	Winter 16/17 retail items purchased
11422	Inv Retail Cross Country	59,567	53,656	39,883	47,119	47,119	15%	Winter 16/17 retail items purchased
11423	Inv Retail Snowplay	-	400	793	533	533	0%	inv xfrd to Rec (SMR)
11424	Inv Retail Golf Pro Shop	31,981	31,230	31,094	32,526	32,526	10%	
11425	Inv Retail Tennis	14,433	13,992	13,992	16,227	16,227	5%	
11426	Inv Retail Marina	408	408	408	260	260	0%	
11427	Inv Retail Equestrian	(1,937)	(1,937)	1,650	2,927	2,927	1%	
11428	Inv Retail Recreation	-	-	-	32	32	0%	
11429	Inv Retail Golf Special Orders	111	-	99	50	50	0%	
11611	Inv DHS Food Meat	1,753	2,170	2,605	3,036	3,036	1%	
11612	Inv DHS Food Seafood	164	164	91	36	36	0%	
11613	Inv DHS Food Produce	53	114	486	401	401	0%	
11614	Inv DHS Food Dairy	240	548	800	864	864	0%	
11615	Inv DHS Food NABev	164	1,702	3,555	4,274	4,274	1%	
11616	Inv DHS Food Other	900	3,819	8,557	12,399	12,399	4%	
11617	Inv DHS Bev Beer	431	1,765	2,507	1,628	1,628	1%	
11618	Inv DHS Bev Liquor	7,251	9,057	8,059	9,092	9,092	3%	
11619	Inv DHS Bev Wine	145	1,560	1,084	1,423	1,423	0%	
11621	Inv Trailer Food Meat	287	287	97	442	442	0%	Food Truck @ Snowplay
11623	Inv Trailer Food Produce	-	-	159	-	-	0%	Food Truck @ Snowplay
11624	Inv Trailer Food Dairy	20	20	73	45	45	0%	Food Truck @ Snowplay
11625	Inv Trailer Food NABev	58	58	-	-	-	0%	Food Truck @ Snowplay
11626	Inv Trailer Food Other	-	-	236	100	100	0%	Food Truck @ Snowplay
11631	Inv ACAC Food Meat	56	285	1,563	1,245	1,245	0%	
11632	Inv ACAC Food Seafood	-	93	370	99	99	0%	
11633	Inv ACAC Food Produce	268	568	905	702	702	0%	
11634	Inv ACAC Food Dairy	114	289	651	656	656	0%	
11635	Inv ACAC Food NABev	261	414	364	1,897	1,897	1%	
11636	Inv ACAC Food Other	1,964	2,729	3,748	790	790	0%	
11637	Inv ACAC Bev Beer	1,014	1,380	1,326	2,153	2,153	1%	
11639	Inv ACAC Bev Wine	1,459	2,891	2,880	2,197	2,197	1%	

.....detail, continued

		Last Three Months			12Mths Ago	Last YE		
		201610	201611	201612	201512	201512		
		as of	as of	as of	as of	as of		
		October	November	December	December	December	Mix	Comments
		31, 2016	30, 2016	31, 2016	31, 2015	31, 2015		
<b>By Account# and Department</b>								
11641	Inv Marina Food Meat	-	-	-	-	-	0%	
11642	Inv Marina Food Seafood	-	-	-	-	-	0%	
11643	Inv Marina Food Produce	-	-	-	70	70	0%	
11644	Inv Marina Food Dairy	4	4	4	-	-	0%	
11645	Inv Marina Food NABev	272	272	272	100	100	0%	
11646	Inv Marina Food Other	677	677	629	567	567	0%	
11647	Inv Marina Bev Beer	-	-	-	-	-	0	
11648	Inv Marina Bev Liquor	1,124	1,124	1,124	708	708	0%	
11649	Inv Marina Bev Wine	110	110	110	217	217	0%	
11661	Inv Pizza Food Meat	1,243	1,849	1,528	1,926	1,926	1%	
11663	Inv Pizza Food Produce	463	853	1,000	407	407	0%	
11664	Inv Pizza Food Dairy	2,174	1,854	2,732	1,640	1,640	1%	
11665	Inv Pizza Food NABev	1,010	937	1,173	1,336	1,336	0%	
11666	Inv Pizza Food Other	2,575	3,355	3,662	3,096	3,096	1%	
11667	Inv Pizza Bev Beer	1,321	1,096	866	874	874	0%	
11669	Inv Pizza Bev Wine	2,709	2,606	3,339	2,746	2,746	1%	
11671	Inv SMRFaB Food Meat	-	-	-	76	76	0%	
11672	Inv SMRFaB Food Seafood	-	-	-	-	-	0%	
11673	Inv SMRFaB Food Produce	-	-	-	-	-	0%	
11674	Inv SMRFaB Food Dairy	-	-	-	-	-	0%	
11675	Inv SMRFaB Food NABev	-	-	-	-	-	0%	
11676	Inv SMRFaB Food Other	260	260	260	102	102	0%	
11677	Inv SMRFaB Bev Beer	-	-	-	-	-	0%	
11678	Inv SMRFaB Bev Liquor	-	-	-	-	-	0%	
11679	Inv SMRFaB Bev Wine	-	-	-	-	-	0%	
11681	Inv Lodge Food Meat	2,479	3,581	4,244	5,261	5,261	2%	
11682	Inv Lodge Food Seafood	1,034	2,094	3,498	2,197	2,197	1%	
11683	Inv Lodge Food Produce	1,337	1,612	1,688	1,637	1,637	1%	
11684	Inv Lodge Food Dairy	1,127	1,595	1,609	1,405	1,405	0%	
11685	Inv Lodge Food NABev	924	758	1,260	1,274	1,274	0%	
11686	Inv Lodge Food Other	6,259	6,153	7,476	6,984	6,984	2%	
11687	Inv Lodge Bev Beer	2,836	2,648	3,638	2,700	2,700	1%	
11688	Inv Lodge Bev Liquor	15,424	15,601	16,845	10,899	10,899	3%	
11689	Inv Lodge Bev Wine	26,608	29,535	30,779	28,402	28,402	9%	
11695	Inventory-Tennis Beverage	34	34	34	-	-	0%	
11696	Inventory-Tennis Food	18	18	18	26	26	0%	

**TAHOE DONNER ASSOCIATION**  
**Capital Funds Summary**  
For the Twelve Months Ending December 31, 2016

		12-months YTD	12-months	12-months	12-months	
		2016	2016	YTD Actual	w/Actual FBCF	Forecast
		YTD Actual	Budget	vs Budget	2016	vs Budget
					FORECAST	
<b>REPLACEMENT RESERVE FUND (902)</b>						
2015 YEAR END 12/31/2015, Beginning Balance		\$ 6,859,483	\$ 7,000,000	\$ (140,517)	\$ 6,859,483	\$ (140,517) -2%
ASSESSMENT CONTRIBUTION		3,534,000	3,534,000	-	3,534,000	- 0%
Operating Fund Balance Transfer - IN		-	-	-	-	- na
INTEREST INCOME		56,222	15,000	41,222	56,222	41,222 275%
SALVAGE RECEIPTS		40,637	30,000	10,637	40,637	10,637 35%
INCOME TAX EXPENSE		(8,963)	(1,000)	(7,963)	(8,963)	(7,963) 796%
BAD DEBT EXPENSE		(9,897)	(9,000)	(897)	(9,897)	(897) 10%
EXPENDITURES FOR CAPITAL ADDITIONS	C	(2,053,596)	(2,778,000)	724,404	(2,053,596)	724,404 -26%
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES	M	(514,652)	(775,000)	260,348	(514,652)	260,348 -34%
<b>Replacement Reserve Fund Balance</b>		<b>\$ 7,903,233</b>	<b>\$ 7,016,000</b>	<b>\$ 887,233</b>	<b>\$ 7,903,233</b>	<b>F \$ 887,233 13%</b>
<b>NEW MACHINERY AND EQUIPMENT FUND (905)</b>						
2015 YEAR END 12/31/2015, Beginning Balance		\$ 66,533	\$ 40,000	\$ 26,533	\$ 66,533	\$ 26,533 66%
ASSESSMENT CONTRIBUTION		194,000	194,000	-	194,000	- 0%
INTEREST INCOME		11	-	11	11	11 na
INCOME TAX EXPENSE		-	-	-	-	- na
EXPENDITURES FOR CAPITAL ADDITIONS	C	(184,756)	(170,000)	(14,756)	(184,756)	(14,756) 9%
<b>NM&amp;E Fund Balance</b>		<b>\$ 75,788</b>	<b>\$ 64,000</b>	<b>\$ 11,788</b>	<b>\$ 75,788</b>	<b>\$ 11,788 18%</b>
<b>DEVELOPMENT FUND (903) -</b>						
2015 YEAR END 12/31/2015, Beginning Balance		\$ 192,497	\$ 194,000	\$ (1,503)	\$ 192,497	\$ (1,503) -1%
ASSESSMENT CONTRIBUTION - Regular		1,618,000	1,618,000	-	1,618,000	- 0%
Operating Fund Balance Transfer - IN		-	-	-	-	- na
INTEREST INCOME		3,844	1,000	2,844	3,844	2,844 284%
SALVAGE RECEIPTS		-	-	-	-	- na
INCOME TAX EXPENSE		(379)	(1,000)	621	(379)	621 -62%
BAD DEBT EXPENSE		(7,037)	(6,000)	(1,037)	(7,037)	(1,037) 17%
EXPENDITURES FOR CAPITAL ADDITIONS	C	(1,307,873)	(1,651,000)	343,127	(1,307,873)	343,127 -21%
MAJOR R&M, PROJECTS & LEASE EXPENSES	M	-	-	-	-	- na
<b>Development Fund Balance</b>		<b>\$ 499,052</b>	<b>\$ 155,000</b>	<b>\$ 344,052</b>	<b>\$ 499,052</b>	<b>F \$ 344,052 222%</b>
<b>Development Fund Balance Components:</b>						
<b>Combined CAPITAL FUNDS ACTIVITY - Year to Date</b>						
EXPENDITURES FOR CAPITAL ADDITIONS	C	(3,546,225)	(4,599,000)	1,052,775	(3,546,225)	1,052,775
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES	M	(514,652)	(775,000)	260,348	(514,652)	260,348
<b>YTD CAPITAL FUNDS TOTAL</b>		<b>(4,060,877)</b>	<b>(5,374,000)</b>	<b>1,313,123</b>	<b>(4,060,877)</b>	<b>1,313,123</b>

CIP beginning balance (@ 1/1/2016)	\$	104,821
Net, CIP YTD Activity	C	\$ 3,546,225
Less Capitalized/place in service to Property Fund - PP&E		(3,514,516)
CIP Balance (g/l # 904-16510)	\$	136,529

F - see Recon, next page  
D - see page 3 for Development Fund Activity Schedule



**TAHOE DONNER ASSOCIATION**  
**Capital Projection Schedule- Development Fund**  
**For the Twelve Months Ending December 31, 2016**  
**201612**

	12-months YTD		12-months		12-months		Forecast vs Budget
	YYYY Mo	2016	2016	2016	2016	Forecast	
	2016 12	YTD Actual	Budget (B)	FORECAST	FORECAST		
<b>DEVELOPMENT FUND (903) -</b>							
2015 YEAR END 12/31/2015, Beginning Balance		\$ 192,497	\$ 194,000	\$ 192,497		\$ (1,503)	-1%
ASSESSMENT CONTRIBUTION - Regular		1,618,000	1,618,000	1,618,000		-	0%
Operating Fund Balance Transfer - IN		-	-	-		-	na
INTEREST INCOME		3,844 ii	1,000	3,844		2,844	284%
SALVAGE RECEIPTS		-	-	-		-	na
INCOME TAX EXPENSE		(379)	(1,000)	(379)		621	-62%
BAD DEBT EXPENSE		(7,037)	(6,000)	(7,037)		(1,037)	17%
EXPENDITURES FOR CAPITAL ADDITIONS	C	(1,307,873)	(1,651,000)	(1,307,873)		343,127	-21%
MAJOR R&M, PROJECTS & LEASE EXPENSES	E	-	-	-		-	na
<b>Development Fund Balance</b>		<b>\$ 499,052</b>	<b>\$ 155,000</b>	<b>\$ 499,052 (F)</b>		<b>\$ 344,052</b>	<b>222%</b>

**Development Fund - Expenditures by Project**

Project YR	YEAR 2016 SPEND				PROJECT TOTALS by Spend Year - all active DF Projects						Variance Fav (Unfav)	
	YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #	Prior Years	Actual ITD	Future 2016	Future 2017+	ITD/Future TL	Project Budget (D)	Amount	Pctg
<b>Total, all below</b>	<b>1,307,873</b>	<b>1,651,000</b>	<b>1,307,873</b>		<b>6,849,313</b>	<b>8,157,186</b>	<b>-</b>	<b>1,453,264</b>	<b>9,610,450</b>	<b>9,334,567</b>	<b>(275,883)</b>	<b>3%</b>
ASSOCIATION land mangement plan, net zero in DF	2015 C	-	-	231-005-601 split '15-'16	119,954	119,954	-	-	119,954	119,954	0	0%
TRAILS new connector trail to downtown	2015 C	-	208,000	timing and \$ tbd, beyond '16	-	-	-	208,000	208,000	208,000	0	0%
EQUESTRIAN Facilities (\$833k less \$305k RR portion)	2014 C	226,014	101,000	431-080-248 split '15-'17	28,584	254,598	-	-	254,598	254,598	0	0%
NWCH exterior improvements (\$330k less \$163k RR portion)	2016 C	-	167,000	timing and \$ tbd	-	-	-	167,000	167,000	167,000	0	0%
DHSki - Snowmaking equipment	2015 C	228,528	780,000	531-210-480 timing b/w yrs	1,079,168	1,307,696	-	-	1,307,696	1,307,696	0	0%
FORESTRY joint utility trench, \$16k, net zero in DF	2016 C	-	-	tbd	-	-	-	-	-	-	0	#DIV/0!
FORESTRY bldg Storage Containers/Partitions via chain link	2013 C	-	6,000	231-005-601	119,954	119,954	-	-	119,954	125,000	5,046	4%
ASSOCIATION solar projects (to do marina only in 2016)	2016 C	12,363	52,000	631-060-760	-	12,363	-	-	12,363	12,363	0	0%
MARINA upper lawn terrace (\$36kRR)	2012 C	-	21,000	231-060-579 to '2016	151,509	151,509	-	400,000	551,509	400,000	(151,509)	38%
TRAILS Specific Projects \$152k less \$129kRR portion	2016 C	20,540	26,000	431-051-251	28,284	48,824	-	-	48,824	48,824	0	0%
TDA Capital Payroll Allocation	2015 C	175,000	175,000	631-165-758	-	175,000	-	-	175,000	175,000	0	0%
TDA Contingency	2015 C	-	115,000	-	-	-	-	-	-	-	0	#DIV/0!
<b>Carry-Over Projects (not budgeted to carry-over) and Added Projects:</b>												
Crabtree Canyon Land Purchase	2016 C	559,565	-	631-005-766 researching, probable miss coding	-	559,565	-	-	559,565	550,000	(9,565)	2%
Security Video System upgrades	2012 C	2,291	-	231-025-556 misc c/o	98,067	100,358	-	-	100,358	2,000	(98,358)	4918%
Land Acquisition Study	2015 C	79	-	531-010-501 misc c/o	2,000	2,079	-	-	2,079	2,000	(79)	4%
Association Master Plan (AMP)	2016 C	21,418	-	631-010-817	-	21,418	-	-	21,418	-	(21,418)	#DIV/0!
DHSki Facility - Master Plan	2014 C	-	-	-	-	-	-	-	-	-	0	#DIV/0!
TROUT TCRC DEV Feasability Study	2016 C	3,750	-	631-132-823 to '2017	-	3,750	-	-	3,750	3,750	0	0%
XC Cross Country Facility (Bdg'14 net of \$594kRR)	2012 C	58,326	-	231-110-554 timing b/w yrs	5,221,791	5,280,117	-	678,264	5,958,381	5,958,381	0	0%

(D) Development Fund portion  
 Project Budget Includes Inflation Factor, as applic

B) - Budget as approved in fall and published in Budget Report  
 F) - Forecast Spend and YE Balance Projection are actuals for 2016.

1	<b>NM&amp;E Fund TL, Capital</b>	<b>170,000</b>	<b>372,580</b>	<b>184,756</b>	<b>187,824</b>	<b>184,756</b>	<b>218,617</b>	-	-
1	2015 NMEF-CAP	-	-	(544)	544	(544)	-	-	-
0	2015 NMEF-ADD	-	-	-	-	-	-	-	-
7	2016 NMEF-CAP	24,000	22,000	21,217	783	21,217	21,796	-	-
4	2016 NMEF-ADD	146,000	350,580	164,083	186,497	164,083	196,821	-	-

Project #	Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	Color Code #, used for Formulas	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017 SPEND Carryover\$
551 160 494	2016 NMEF-ADD	Mechanics Toolkit	Maintenance	C	01	-	-	200	200	(0)	200	9,567	-	-
551 216 521	2016 NMEF-ADD	Snowplay fencing	Snowplay	C	01	-	-	6,130	5,722	408	5,722	8,324	-	-
551 110 524	2016 NMEF-ADD	Cross Ctry Demo Equipment	Cross Country	C	01	-	-	3,601	3,601	-	3,601	9,362	-	-
651 210 755	2016 NMEF-ADD	Boot Dryers	Ski Area - Mtn ops	C	02	-	-	3,300	3,146	154	3,146	3,146	-	-
651 165 757	2016 NMEF-ADD	Ofc Wrkstn Furniture Hardware Software	Admin	C	03	-	-	3,000	2,193	807	2,193	2,193	-	-
651 155 762	2016 NMEF-ADD	Fryer	Alder Creek Caf�	C	03	-	-	7,000	6,612	388	6,612	6,612	-	-
651 025 763	2016 NMEF-ADD	Board Books Software- Pervacnet	MIS	E	03	-	-	3,000	3,000	-	3,000	3,000	-	-
651 110 765	2016 NMEF-ADD	Rental Equipment	Cross Country	C	03	-	-	7,404	6,701	703	6,701	6,701	-	-
651 025 775	2016 NMEF-ADD	Amenity Security Camera's	MIS	C	05	-	-	18,000	9,608	8,392	9,608	9,608	-	-
651 025 774	2016 NMEF-ADD	Digital Signage	MIS	C	05	-	-	13,450	13,450	0	13,450	13,450	-	-
651 060 771	2016 NMEF-ADD	Water Fountain	Marina	C	05	-	-	2,000	1,926	74	1,926	1,926	-	-
651 035 784	2016 NMEF-ADD	Desktop Workstation - HR	MIS	C	05	-	-	2,000	1,915	85	1,915	1,915	-	-
651 165 779	2016 NMEF-ADD	Desktop Workstation - Risk Manager	MIS	C	05	-	-	2,000	2,056	(56)	2,056	2,056	-	-
651 020 778	2016 NMEF-ADD	Desktop Workstation (2)	MIS	C	05	-	-	3,800	4,236	(436)	4,236	4,236	-	-
651 132 773	2016 NMEF-ADD	Precore Elliptical	Trout Creek	C	05	-	-	6,159	6,199	(40)	6,199	6,199	-	-
651 211 787	2016 NMEF-ADD	Snowcat Summer Covers	Ski Area - Mtn ops	C	07	-	-	4,000	4,113	(113)	4,113	4,113	-	-
651 141 789	2016 NMEF-ADD	Additional Rental Bikes	Bikeworks	C	07	-	-	9,900	9,840	60	9,840	9,840	-	-
651 130 793	2016 NMEF-ADD	Dolphin C4 DB pool vaccum	Trout Creek	C	07	-	-	2,000	1,772	228	1,772	1,772	-	-
651 150 792	2016 NMEF-ADD	Steam Jacketed Kettle	Pizza	C	07	-	-	5,900	5,125	775	5,125	5,125	-	-
651 128 791	2016 NMEF-ADD	Oasis Fountain and Bottle filler	Lodge	C	08	-	-	2,000	963	1,037	963	963	-	-
651 025 804	2016 NMEF-ADD	Audio-Video Equip - Board Meetings	MIS	C	08	-	-	27,000	22,424	4,576	22,424	22,424	-	-
651 060 800	2016 NMEF-ADD	Ice Machine	Marina	C	08	-	-	6,200	5,725	475	5,725	5,725	-	-
651 090 806	2016 NMEF-ADD	Outdoor Furniture	Tennis	C	08	-	-	4,223	3,511	712	3,511	3,511	-	-
651 080 807	2016 NMEF-ADD	Trailer Hitch - 145	Equestrian	C	09	-	-	2,500	2,105	395	2,105	2,105	-	-
651 110 814	2016 NMEF-ADD	Alarm System Sirens	Cross Country	C	10	-	-	1,500	1,450	50	1,450	-	-	-
651 010 810	2016 NMEF-ADD	Rental Home Furniture	Admin	C	10	-	-	9,963	9,693	270	9,693	9,693	-	-
651 025 820	2016 NMEF-ADD	TCRC Mechanical Room Cooling System	MIS	C	10	-	-	8,500	7,323	1,177	7,323	7,323	-	-
651 210 821	2016 NMEF-ADD	Yurt Electrical	Downhill Ski	C	11	-	-	6,950	1,347	5,603	1,347	1,347	-	-
651 130 829	2016 NMEF-ADD	Heat trak Heat mats	Trout Creek	C	12	-	-	11,000	10,018	982	10,018	10,018	-	-
651 110 827	2016 NMEF-ADD	Rental Boot Shelves	Cross Country	C	12	-	-	6,700	-	6,700	-	-	-	-
651 130 826	2016 NMEF-ADD	Pool Cover autowinder	Trout Creek	C	12	-	-	8,200	8,109	91	8,109	8,109	-	-
651 128 785	2016 NMEF-CAP	Menu Covers	Lodge	C	12	2,500	-	2,500	2,611	(111)	2,611	2,611	-	-
651 090 790	2016 NMEF-CAP	1/2 shade fence awning (4)	Tennis	C	12	5,000	-	5,000	4,543	457	4,543	4,543	-	-
651 025 837	2016 NMEF-CAP	workstation and printer	Trails	C	12	2,500	-	2,500	3,036	(536)	3,036	3,036	-	-
651 125 782	2016 NMEF-CAP	tool inventory/cage box	Golf Course	C	12	10,000	-	10,000	10,449	(449)	10,449	10,449	-	-
651 010 761	2016 NMEF-CAP	tablet, goldmine webportal	Admin	C	12	2,000	-	-	579	(579)	579	579	-	-
	2016 NMEF-ADD	TCRC ATM machine	Trout Creek	C	12	-	-	3,000	-	3,000	-	-	-	-
651 025 780	2016 NMEF-ADD	Fiber Optic Install - Marina/Maintenance	MIS	C	12	-	-	4,000	-	4,000	-	-	-	-
	2016 NMEF-CAP	tree swings	Cross Country	C	12	2,000	-	2,000	-	2,000	-	579	-	-
	2016 NMEF-ADD	placeholder		C	99	-	-	-	-	-	-	16,458	-	-
551 210 452	2015 NMEF-CAP	Ski School Learning Supplies	Downhill Ski	C	99	-	-	-	(544)	544	(544)	-	-	-
	2016 NMEF-ADD	placeholder		C	99	146,000	-	146,000	-	146,000	-	-	-	-
	2016 NMEF-CAP	NME Contingency for ADDs Bdg'16	Various	C	12	-	-	-	-	-	-	-	-	-

Month	2016 12
12	< Report Month

Tahoe Donner Assoc 2016 Capital Spending Master Schedule

Act>Fore

:Date Last Modified :Date Last Modified

Replacement Reserve Fund 7,903,233

1/31/17 1/31/2017

Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Reset in Study	Notes
----------	-----------	----------	------	--------------------	-------------	---------------------	---------------	---------------------------------	-----------------	------------	------------------	---	-------

# of Projects

by Project Yr/Fund Type

302					-	-	-	-	-	-	-	-	
26	2015 RR-CAP				-	260,909	132,004	128,905	132,004	405,664	-	147,625	carry-over projects
0	2015 RR-EXP				-	-	-	-	-	-	-	-	carry-over projects
2	2015 RR-ACC-CAP				-	18,795	15,681	3,114	15,681	28,285	-	-	carry-over projects
0	2015 RR-ACC-EXP				-	-	-	-	-	-	-	-	carry-over projects
172	2016 RR-CAP				2,774,000	2,623,247	1,221,338	1,429,199	1,221,338	1,238,994	-	654,924	Budget 2016 projects
57	2016 RR-EXP				779,000	852,494	476,136	376,358	476,136	476,136	-	294,364	Budget 2016 projects
38	2016 RR-ACC-CAP				-	964,404	684,573	279,831	684,573	684,573	-	-	2016 projects added in 2016
7	2016 RR-ACC-EXP				-	48,992	38,516	10,476	38,516	38,516	-	-	2016 projects added in 2016

by Location

302					-	-	-	-	-	-	-	-	
13	Administration				197,752	296,078	250,289	45,789	250,289	250,289	-	15,186	
0	Bikeworks				-	-	-	-	-	-	-	-	
3	Campground				26,682	26,682	8,381	18,301	8,381	8,381	-	2,531	
1	Chalet Record Storage Building				2,560	2,560	400	2,160	400	400	-	-	
11	Cross Country				81,807	175,027	155,709	19,318	155,709	159,663	-	-	
0	Day Camps				-	-	-	-	-	-	-	-	
6	Equestrian Center				180,714	71,410	65,579	5,831	65,579	72,462	-	2,025	
0	Facilities Administration				-	-	-	-	-	-	-	-	
7	Forestry				31,394	45,413	36,878	8,535	36,878	36,878	-	2,354	
5	General				13,012	17,763	16,870	893	16,870	16,870	-	-	
25	Golf Course				323,626	325,626	120,869	204,757	120,869	120,869	-	177,487	
3	Golf Complex				86,862	96,832	89,510	7,322	89,510	89,510	-	-	
4	Maintenance				2,328	15,555	16,156	(601)	16,156	16,156	-	-	
15	Marina				120,036	121,987	46,794	75,193	46,794	59,211	-	69,231	
40	MIS				408,151	619,511	392,055	227,456	392,055	396,777	-	61,101	
1	No.Woods Pool-Bldg.				-	5,248	2,266	2,982	2,266	2,266	-	-	
6	Northwoods				75,704	80,237	16,922	63,316	16,922	16,922	-	22,272	
8	Northwoods Pool				107,412	107,412	7,120	100,292	7,120	7,120	-	100,782	
12	Pizza				41,142	51,615	42,191	9,425	42,191	42,191	-	10,124	
5	Recreation				36,104	41,659	38,147	3,512	38,147	38,147	-	-	
23	Ski Area-Mtn Ops				145,162	233,899	133,237	100,662	133,237	146,171	-	3,543	
4	Ski Area Rentl-Rtl				149,084	155,829	143,339	12,490	143,339	192,631	-	-	
9	Ski Area - Lift Maintenance				45,239	56,526	24,059	32,466	24,059	29,485	-	10,202	
0	Ski Area - Vehicle Maintenance				-	-	-	-	-	-	-	-	
0	Ski-Ops				-	-	-	-	-	-	-	-	
0	Snowplay				-	-	-	-	-	-	-	-	
9	Tennis Complex				82,950	89,038	74,411	14,627	74,411	74,411	-	-	
22	The Lodge				174,547	230,886	53,295	177,590	53,295	53,295	-	115,320	
13	Trails				302,974	327,791	80,086	247,705	80,086	226,832	-	295,632	
25	Trout Creek BLDG				452,965	966,493	514,705	479,078	514,705	576,251	-	20,464	

Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Reset in Study	Notes
27	Trout Creek POOLSPA				203,473	329,576	81,724	247,851	81,724	81,724	-	76,286	
0	Trout Creek FITNESSEQ				-	-	-	-	-	-	-	-	
0	Trout Creek OTHER				-	-	-	-	-	-	-	-	
5	Vehicle/Fleet				261,319	278,188	157,256	120,931	157,256	157,256	-	112,374	
0	Winter Food-Beverge				-	-	-	-	-	-	-	-	
<b>2015 &amp; prior Carryovers to 2016 RR Expenditures Total</b>					-	-	0,000 carry-over variance						
<b>2016 RR Expenditures Total, per 2016 Budget Report</b>					3,135,545								
2015 RR-CAP	XC Season Pass Scanner	Cross Country	C	01		(199)	(199)	-	(199)	3,756	-	-	
2015 RR-CAP	Phase 1 - Roof Replacement	Trout Creek BL	C	01		2,140	2,140	-	2,140	54,282	-	-	2015ACC-Completed in 2015 RRF ACC budg
2016 RR-CAP	Phase 1 - Roof Replacement	Trout Creek BL	C	01	71,879	-	-	-	-	-	-	-	project accelerated to 2015, bdg in 2016
2015 RR-CAP	Trails Master Plan RR portion	Trails	C	01		4,450	72,482	(68,033)	72,482	219,228	-	-	Mike S. Budget ???
2016 RR-EXP	Mailbox Cluster Repair-Replace	General	E	01	3,045	3,045	3,586	(541)	3,586	3,586	-	-	
2016 RR-CAP	Plasma Cutter - Hypertherm Powermax 8	Ski Area - Lift M	C	01	4,556	4,556	4,189	367	4,189	4,189	-	-	
2016 RR-CAP	Waxer/Snowboard	Ski Area Rentl-I	C	01	8,225	8,225	8,075	150	8,075	8,075	-	-	
2016 RR-CAP	Snow Bird Tower Pads	Ski Area-Mtn O	C	01	5,141	5,141	4,302	839	4,302	4,302	-	-	
2016 RR-ACC-CAP	Bison X Groomer repairs	Ski Area-Mtn O	C	01		5,686	5,686	-	5,686	5,686	-	-	
2015 RR-ACC-CAP	Snowbird Main Electrical Shutoff	Ski Area - Lift M	C	01		3,200	-	3,200	-	3,200	-	-	
2016 RR-ACC-CAP	Spa #2 Filter	Trout Creek PO	C	01		2,000	1,536	464	1,536	1,536	-	-	
2016 RR-ACC-CAP	Pool Heaters (5)	Trout Creek PO	C	02		30,000	29,555	445	29,555	29,555	-	-	
2016 RR-ACC-CAP	Conveyor Pizza Oven	Pizza	C	02		5,800	4,877	923	4,877	4,877	-	-	
2016 RR-ACC-CAP	Property Signs	General	C	02		3,000	1,335	1,665	1,335	1,335	-	-	
2015 RR-CAP	Vending Machines	Pizza	C	02		3,055	3,164	(109)	3,164	3,164	-	-	
2015 RR-CAP	Covers Spas -3-	Trout Creek PO	C	02		2,203	1,214	989	1,214	1,214	-	-	
2016 RR-CAP	Radio Batteries CAP	Administration	C	02	2,178	-	-	-	-	-	-	-	budgeted as CAP, recleassed to EXP next ROV
2016 RR-EXP	Radio Batteries EXP	Administration	E	02		2,178	448	1,730	448	448	-	-	
2016 RR-CAP	NWDS Ext Master Plan Design/Permit	Northwoods	C	03	35,259	35,259	1,975	33,284	1,975	1,975	-	-	
2016 RR-CAP	Contrllr- Chem Kiddy	Trout Creek PO	C	03	3,744	3,744	2,505	1,238	2,505	2,505	-	-	
2016 RR-CAP	Contrllr- Chem Rec	Trout Creek PO	C	03	3,744	3,744	2,496	1,248	2,496	2,496	-	-	
2016 RR-CAP	Contrllr- Chem Spas	Trout Creek PO	C	03	3,744	3,744	2,496	1,248	2,496	2,496	-	-	
2016 RR-CAP	Chemical Probes (10)	Trout Creek PO	C	03	2,143	2,143	2,974	(831)	2,974	2,974	-	-	
2016 RR-CAP	Metro Shelving	Pizza	C	03	2,020	2,020	1,059	961	1,059	1,059	-	-	
2016 RR-CAP	Garage Heaters -2-	Golf Course	C	03	18,223	18,223	3,665	14,558	3,665	3,665	-	-	
2016 RR-CAP	Ford 01 1-2 Ton PU -no. 8 - Golf Maint	Vehicle/Fleet	C	03	51,757	51,757	45,174	6,583	45,174	45,174	-	-	
2015 RR-CAP	Snowbird Sheaves	Ski Area - Lift M	C	04		2,387	2,387	-	2,387	4,612	-	-	\$5029 BdgTL
2016 RR-ACC-CAP	Fuel Pump Replacement	Golf Course	C	04		2,000	2,035	(35)	2,035	2,035	-	-	
2016 RR-ACC-EXP	Vehicle no89 repair	Forestry	E	04		4,300	4,229	71	4,229	4,229	-	-	
2016 RR-CAP	Chainsaws Stihl 460 -4- 260 -1	Forestry	C	04	5,568	5,568	5,095	473	5,095	5,095	-	-	
2016 RR-CAP	Metal Detectors (3)	Forestry	C	04	2,025	2,025	2,029	(4)	2,029	2,029	-	-	
2016 RR-CAP	Bikes - Day Camps	Recreation	C	05	5,089	5,089	4,459	630	4,459	4,459	-	-	
2016 RR-CAP	Bike Rentals	Recreation	C	05	15,292	15,292	14,126	1,166	14,126	14,126	-	-	
2016 RR-CAP	Tack	Equestrian Cent	C	05	2,791	2,451	2,451	0	2,451	2,451	-	-	
2016 RR-CAP	Horses	Equestrian Cent	C	05	4,985	4,985	2,500	2,485	2,500	2,500	-	-	



Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Res in Study	Notes
2016 RR-CAP	Signage - Amenity	Equestrian Cent	C	05	4,050	4,050	2,728	1,322	2,728	2,728	-	-	
2016 RR-CAP	Equestrian Relocation and re-design	Equestrian Cent	C	05	166,864	53,000	53,000	-	53,000	53,000	-	-	TL\$305kRR+3yrsInfl=\$336k less283k'15=53k
2015 RR-ACC-CAP	Poolside Restroom Design	Trout Creek BL	C	05		15,595	15,681	(86)	15,681	25,085	-	-	
2016 RR-EXP	Golf Carts- Lease -80-	Golf Complex	E	05	80,990	80,990	81,490	(500)	81,490	81,490	-	-	
2016 RR-ACC-CAP	Stormwater Pollution Prevention Plan	Maintenance	C	05		7,000	7,093	(93)	7,093	7,093	-	-	
2016 RR-ACC-CAP	Wireless Infrastructure	MIS	C	05		30,000	26,467	3,533	26,467	26,467	-	-	
2016 RR-CAP	Swim Platform	Marina	C	05	4,859	4,859	5,143	(284)	5,143	5,143	-	-	
2016 RR-EXP	Dock Repairs	Marina	E	05	5,100	5,100	5,378	(278)	5,378	5,378	-	-	
2016 RR-CAP	Kayaks-One Man (2)	Marina	C	05	2,430	2,430	930	1,500	930	930	-	-	
2016 RR-CAP	Paddleboat-Two Man	Marina	C	05	1,519	1,519	1,316	203	1,316	1,316	-	-	
2016 RR-CAP	Marina Sand	Marina	C	05	3,037	3,037	2,279	758	2,279	2,279	-	-	
2016 RR-EXP	State Land Commission Lease	Marina	E	05	3,819	3,819	3,477	342	3,477	3,477	-	-	
2016 RR-EXP	Building Painting Exterior	Trout Creek BL	E	05	27,071	27,071	17,700	9,371	17,700	17,700	-	-	
2016 RR-EXP	Painting Fence WI	Trout Creek BL	E	05	14,173	14,173	6,625	7,548	6,625	6,625	-	-	
2016 RR-EXP	NWDS Prking Seal/Stripe	Northwoods	E	05	5,467	10,000	9,574	426	9,574	9,574	-	-	
2016 RR-EXP	GC Pking Stripe	Golf Complex	E	05	5,872	5,872	1,315	4,557	1,315	1,315	-	-	
2016 RR-EXP	Campground - Asphalt - Seal-Stripe	Campground	E	05	8,966	8,966	8,354	611	8,354	8,354	-	-	
2016 RR-EXP	Asphalt Driveway seal	Chalet Record S	E	05	2,560	2,560	400	2,160	400	400	-	-	
2016 RR-EXP	Marina Pkg Seal-Stripe	Marina	E	05	7,897	7,897	7,161	735	7,161	7,161	-	-	
2016 RR-EXP	Marina Pthwys-Ramp S-S	Marina	E	05	253	253	253	0	253	253	-	-	
2016 RR-EXP	Fencing - Split rail repair	Cross Country	E	05	2,544	2,544	2,544	0	2,544	2,544	-	-	
2016 RR-CAP	Event Tent - Wall Replacement	Northwoods	C	05	7,087	7,087	5,373	1,714	5,373	5,373	-	-	
2016 RR-CAP	Court Crack Repairs	Tennis Complex	C	05	8,672	8,672	6,273	2,399	6,273	6,273	-	-	
2016 RR-CAP	Court Resurf. 7-8-9	Tennis Complex	C	05	16,527	16,527	16,527	0	16,527	16,527	-	-	
2016 RR-CAP	Carpet Lounge-Off.	Tennis Complex	C	05	6,835	6,835	5,979	855	5,979	5,979	-	-	
2016 RR-CAP	Linoleum Pro Shop	Tennis Complex	C	05	4,286	4,286	4,010	276	4,010	4,010	-	-	
2016 RR-CAP	Fence Courts Back 3,6,9	Tennis Complex	C	06	17,717	20,750	20,629	121	20,629	20,629	-	-	
2016 RR-CAP	Refrigeration Walk-In- Replace	Pizza	C	06	16,198	20,198	20,420	(222)	20,420	20,420	-	-	
2015 RR-CAP	Life Guard Stand -2-	No.Woods Pool	C	06		5,248	2,266	2,982	2,266	2,266	-	-	
2016 RR-EXP	Paint /Stain - Building - Rec Hut, Pump	Northwoods Poc	E	06	6,630	6,630	7,120	(490)	7,120	7,120	-	-	
2016 RR-EXP	AED Pads and Batteries	Administration	E	06	4,050	4,050	2,398	1,652	2,398	2,398	-	-	
2016 RR-ACC-EXP	Amenity Signage Maintenance	Administration	E	06		6,000	5,946	54	5,946	5,946	-	-	
2016 RR-ACC-EXP	Trout Creek Asphalt Repair	Trout Creek BL	E	06		10,000	9,747	253	9,747	9,747	-	-	
2016 RR-EXP	Trout Creek Stripe - Seal	Trout Creek BL	E	06	5,872	14,441	14,576	(135)	14,576	14,576	-	-	
2016 RR-CAP	Mower Brushes - Fairway	Golf Course	C	07	20,303	20,303	14,040	6,264	14,040	14,040	-	-	
2016 RR-CAP	Asphalt Cart Path Repair	Golf Course	C	07	10,171	10,171	-	10,171	-	-	-	-	bdg C, s/b E
2016 RR-EXP	Asphalt Cart Path Repair	Golf Course	E	07		-	10,171	(10,171)	10,171	10,171	-	-	bdg C, s/b E
2016 RR-CAP	Maintenance path repairs - various	Golf Course	C	07	15,227	-	-	-	-	-	-	-	bdg C, s/b E
2016 RR-EXP	Maintenance path repairs - various	Golf Course	E	07		15,227	14,510	718	14,510	14,510	-	-	bdg C, s/b E
2016 RR-CAP	Toro - Buffalo Blower	Golf Course	C	07	12,182	12,182	8,089	4,093	8,089	8,089	-	-	
2016 RR-CAP	Mower Triplx Toro-3100 3WD	Golf Course	C	07	39,505	39,505	38,883	622	38,883	38,883	-	-	
2016 RR-CAP	Sodcutter Ryan Jr 92	Golf Course	C	07	4,556	4,556	4,815	(259)	4,815	4,815	-	-	
2016 RR-CAP	EZ Up - Logo'd Event Equipment	Recreation	C	07	15,724	15,724	15,793	(69)	15,793	15,793	-	-	

Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Res in Study	Notes
2016 RR-ACC-CAP	Archery Bows	Recreation	C	07		2,500	1,553	947	1,553	1,553	-	-	
2016 RR-ACC-CAP	Spa Filter and Pumps	Trout Creek PO	C	07		5,000	11,134	(6,134)	11,134	11,134	-	-	
2016 RR-EXP	Building Painting- Exterior	Marina	E	07	10,414	10,414	8,280	2,134	8,280	8,280	-	-	
2016 RR-CAP	Paddle Boards-Racks	Marina	C	07	9,447	9,447	8,566	881	8,566	8,566	-	-	
2016 RR-CAP	SUP Paddles	Marina	C	07	2,030	2,030	2,060	(30)	2,060	2,060	-	-	
2016 RR-ACC-EXP	Concrete Spalling Repair	The Lodge	E	07		6,500	5,005	1,495	5,005	5,005	-	-	
2016 RR-CAP	Smallwares (kitchen & banquet)	The Lodge	C	07	5,734	5,734	6,964	(1,230)	6,964	6,964	-	-	
2016 RR-CAP	Art and Accessories	The Lodge	C	07	10,199	10,199	4,862	5,338	4,862	4,862	-	-	
2016 RR-CAP	Audio System -PA System - TCRC	Trout Creek BL	C	07	10,789	10,789	9,980	808	9,980	9,980	-	-	
2016 RR-CAP	Exercise Equipment - Spin Bikes -2-	Trout Creek BL	C	07	2,705	3,442	3,741	(299)	3,741	3,741	-	-	
2016 RR-CAP	Exercise Equipment - Treadmills -3-	Trout Creek BL	C	07	20,666	28,520	27,905	27,905	27,905	27,905	-	-	
2016 RR-CAP	Exercise Equipment - Upright Bicycles -	Trout Creek BL	C	07	9,117	9,117	3,291	5,826	3,291	3,291	-	-	
2016 RR-CAP	Inflatable - WIBIT Aquatrack Elements	Trout Creek PO	C	07	10,472	10,472	9,161	1,311	9,161	9,161	-	-	
2016 RR-ACC-CAP	Dolphin C4 DB pool vaccum	Trout Creek PO	C	07		2,000	1,837	163	1,837	1,837	-	-	
2016 RR-CAP	Gate: Fire Accss Rd -5-	Forestry	C	07	6,074	6,074	6,074	0	6,074	6,074	-	-	
2015 RR-CAP	Gate - Forestry Road Security	Forestry	C	07		5,092	1,320	3,772	1,320	1,320	-	-	15 c/o to '16 due to weather in Fall
2016 RR-CAP	Building - Water Service Line/Ski Slope	Forestry	C	09	15,374	20,000	18,131	1,869	18,131	18,131	-	-	
2016 RR-CAP	Backpack Blowers (5)	Golf Course	C	09	2,730	2,730	2,536	195	2,536	2,536	-	-	
2016 RR-CAP	Weedeaters Shind-6-	Golf Course	C	09	2,874	2,874	2,703	171	2,703	2,703	-	-	
2016 RR-CAP	Irrigation Heads	Golf Course	C	09	20,368	20,368	19,423	945	19,423	19,423	-	-	
2016 RR-CAP	Furn Patio Replace	Tennis Complex	C	09	18,710	18,710	17,812	897	17,812	17,812	-	-	
2016 RR-CAP	Furn Patio Umbrella	Tennis Complex	C	09	3,130	3,130	3,180	(50)	3,180	3,180	-	-	
2016 RR-ACC-CAP	Portable Oil Filter	The Lodge	C	09		2,700	2,529	171	2,529	2,529	-	-	
2016 RR-ACC-CAP	Reznor V3 Series Heater	Maintenance	C	09		2,300	2,880	(580)	2,880	2,880	-	-	
2016 RR-ACC-EXP	Storage Container Paint	Maintenance	E	09		3,500	3,763	(263)	3,763	3,763	-	-	
2016 RR-ACC-CAP	DHS Outdoor Uniform Pants	Ski Area-Mtn O	C	09		7,500	7,319	181	7,319	7,319	-	-	
2016 RR-CAP	Furniture - Outdoor Lounge - Cushion R	Ski Area-Mtn O	C	09	4,285	5,035	4,757	278	4,757	4,757	-	-	
2015 RR-CAP	Bounce House	Recreation	C	09		3,055	2,216	839	2,216	2,216	-	-	
2016 RR-EXP	Sierra Pacific Industries land lease	Cross Country	E	09	1,516	1,516	1,500	16	1,500	1,500	-	-	
2016 RR-EXP	Forest Service Special Use Permit	Cross Country	E	09	2,082	2,082	-	2,082	-	-	-	-	
2016 RR-CAP	Ski- Boot- Poles Rental	Cross Country	C	09	15,471	62,267	59,017	3,250	59,017	59,017	-	-	
2016 RR-ACC-CAP	XC Winter Trail Summer Maintenance	Cross Country	C	09		53,200	47,343	5,857	47,343	47,343	-	-	
2016 RR-ACC-CAP	DHS Winter Trail Summer Maintenance	Ski Area-Mtn O	C	09		59,000	34,800	24,200	34,800	34,800	-	-	
2016 RR-CAP	China	Pizza	C	10	2,020	2,020	1,593	426	1,593	1,593	-	-	
2016 RR-CAP	Glassware	Pizza	C	10	2,020	1,000	1,480	(480)	1,480	1,480	-	-	
2016 RR-CAP	Artwork/Decoration	Pizza	C	10	2,020	899	899	0	899	899	-	-	
2016 RR-ACC-CAP	Stainless steel counter and shelving	Pizza	C	10		2,700	2,900	(200)	2,900	2,900	-	-	
2016 RR-ACC-CAP	Double Unit Dishwasher-Kitchen Modifi	Pizza	C	10		3,800	5,798	(1,998)	5,798	5,798	-	-	
2016 RR-CAP	Warming Hut improvements	Cross Country	C	10	20,248	20,248	16,585	3,663	16,585	16,585	-	-	
2016 RR-CAP	Uniforms-Jackets	Cross Country	C	10	10,534	10,534	7,098	3,437	7,098	7,098	-	-	
2016 RR-ACC-CAP	Transformer Bollards	Ski Area-Mtn O	C	10		6,647	4,852	1,795	4,852	4,852	-	-	
2016 RR-ACC-CAP	Entry Rubber Flooring	Ski Area-Mtn O	C	10		9,940	9,940	-	9,940	9,940	-	-	
2016 RR-ACC-CAP	Stair Treads replacement	Ski Area-Mtn O	C	10		4,440	4,440	-	4,440	4,440	-	-	
2016 RR-CAP	Tuner-Edger	Ski Area Rentl-I	C	10	51,510	58,000	57,693	307	57,693	57,693	-	-	

Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Res in Study	Notes
2016 RR-CAP	DSL Bldg Doors- Ext. Up -7-	Ski Area-Mtn O	C	10	36,446	36,446	35,053	1,393	35,053	35,053	-	-	
2016 RR-CAP	Furniture - Banquet - Chairs -80-	The Lodge	C	10	10,934	10,934	-	10,934	-	-	-	-	
2016 RR-CAP	Furniture - Banquet - Tables -20-	The Lodge	C	10	2,844	2,844	5,019	(2,175)	5,019	5,019	-	-	
2016 RR-CAP	Chafer Roll Covers 8Qt. -5-	The Lodge	C	10	22,066	22,066	8,969	13,097	8,969	8,969	-	-	
2016 RR-CAP	Wedding Arbor	The Lodge	C	10	2,040	2,040	1,170	869	1,170	1,170	-	-	
2016 RR-CAP	Heaters - Outdoor -10- & tanks	The Lodge	C	10	3,543	3,543	2,231	1,312	2,231	2,231	-	-	
2016 RR-ACC-CAP	Ice Cream Freezer	The Lodge	C	10		4,440	1,697	2,743	1,697	1,697	-	-	
2015 RR-CAP	Window Coverings	The Lodge	C	10		20,492	3,483	17,009	3,483	3,483	-	-	
2016 RR-CAP	Glassware	The Lodge	C	10	2,843	2,843	1,976	867	1,976	1,976	-	-	
2016 RR-ACC-CAP	Renovation at Chalet House	Administration	C	10		31,592	11,054	20,538	11,054	11,054	-	-	
2016 RR-ACC-CAP	Fire-Burglar Alarm Upgrade	Ski Area-Mtn O	C	10		6,000	-	6,000	-	-	-	-	
2016 RR-ACC-CAP	Mezzanine Improvements	Administration	C	10		9,500	3,999	5,501	3,999	3,999	-	-	
2016 RR-ACC-CAP	Upgrade Electrical at Cart Barn	Golf Complex	C	10		9,970	6,705	3,265	6,705	6,705	-	-	
2016 RR-ACC-CAP	Upgrade Electrical at The Lodge	The Lodge	C	10		3,250	3,233	17	3,233	3,233	-	-	
2016 RR-ACC-CAP	Golf Maint Guardrails	The Lodge	C	10		2,500	658	1,842	658	658	-	-	
2016 RR-CAP	Ford F150 PU -no. 107-Dir of Ops	Vehicle/Fleet	C	10	45,557	59,057	57,609	1,448	57,609	57,609	-	-	
2016 RR-EXP	Misc. Pav. Crack Repairs	General	E	10	10,356	12,106	11,949	157	11,949	11,949	-	-	
2016 RR-EXP	Asphalt - ACAC Seal-Stripe	Cross Country	E	10	19,235	19,235	18,640	595	18,640	18,640	-	-	
2016 RR-CAP	Exercise Equip- Free Wgts	Trout Creek BL	C	10	15,186	15,186	2,738	12,448	2,738	2,738	-	-	
2016 RR-CAP	Trail Repair/Improvement	Trails	C	10	7,360	7,360	118	7,241	118	118	-	-	
2016 RR-CAP	Tool - Arc/Tig Welder	Maintenance	C	10	2,328	2,755	2,421	334	2,421	2,421	-	-	
2016 RR-CAP	Bear Island Bridge @ Campground	Campground	C	10	15,186	15,186	27	15,159	27	27	-	-	
2016 RR-CAP	Signage - Trail Wayfinding - Summer	Trails	C	10	20,349	20,349	7,485	12,864	7,485	7,485	-	-	
2016 RR-ACC-EXP	TCRC - Poolside TI - Fees	Trout Creek BL	E	10		9,500	5,199	4,301	5,199	5,199	-	-	
2016 RR-ACC-EXP	TCRC - Poolside TI - RRF Expense	Trout Creek BL	E	10		9,192	4,626	4,566	4,626	4,626	-	-	
2016 RR-ACC-CAP	TCRC - Poolside TI - RRF Capital	Trout Creek BL	C	10		521,819	390,754	131,065	390,754	390,754	-	-	
2016 RR-CAP	Restrooms-Poolside-Lighting	Trout Creek BL	C	10	10,209	10,209	-	10,209	-	-	-	-	
2016 RR-CAP	Restrooms-Poolside Fixtures	Trout Creek BL	C	10	40,834	40,834	-	40,834	-	-	-	-	
2016 RR-CAP	Restrooms-Poolside - Tile	Trout Creek BL	C	10	102,085	102,085	-	102,085	-	-	-	-	
2016 RR-CAP	Restrooms - Poolside Structural Repairs	Trout Creek BL	C	10	30,626	30,626	-	30,626	-	-	-	-	
2016 RR-EXP	Restrooms-Poolside Ventilation repair	Trout Creek BL	E	10	5,104	5,104	-	5,104	-	-	-	-	
2016 RR-EXP	Restrooms-Poolside - Paint	Trout Creek BL	E	10	4,088	4,088	-	4,088	-	-	-	-	
2016 RR-CAP	Lockers -Poolside Locker Rooms	Trout Creek BL	C	10	50,619	50,619	-	50,619	-	-	-	-	
2016 RR-CAP	Restrooms-Poolside Partitions	Trout Creek BL	C	10	11,480	11,480	-	11,480	-	-	-	-	
2016 RR-CAP	Steam Room/Sauna Area - Doors	Trout Creek PO	C	10	15,329	15,329	-	15,329	-	-	-	-	
2016 RR-CAP	Steam Room/Sauna Area - Lighting	Trout Creek PO	C	10	5,104	5,104	-	5,104	-	-	-	-	
2016 RR-CAP	Steam Room/Sauna Area - Fixtures	Trout Creek PO	C	10	3,063	3,063	-	3,063	-	-	-	-	
2016 RR-CAP	Steam Room/Sauna Area - HVAC/Ventil	Trout Creek PO	C	10	10,209	10,209	-	10,209	-	-	-	-	
2016 RR-CAP	Steam Room/Sauna Area - Structural ren	Trout Creek PO	C	10	15,313	15,313	-	15,313	-	-	-	-	
2016 RR-CAP	Steam Room/Sauna Area - Tile	Trout Creek PO	C	10	101,238	101,238	-	101,238	-	-	-	-	
2016 RR-CAP	Dry Sauna Remodel	Trout Creek PO	C	10	12,156	12,156	-	12,156	-	-	-	-	
2016 RR-CAP	Suit Spinner - Poolside Restroom	Trout Creek PO	C	12	2,030	2,030	-	2,030	-	-	-	-	
2016 RR-EXP	Yurt Deck Repair/Stain	Ski Area-Mtn O	E	12	2,031	2,031	1,779	251	1,779	1,779	-	-	

Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Reset in Study	Notes
2016 RR-CAP	LED Display	Ski Area-Mtn O	C	12	6,653	6,653	4,659	1,994	4,659	4,659	-	-	
2016 RR-CAP	Barricades/Sandwich Boards	Ski Area-Mtn O	C	12	2,025	2,025	3,643	(1,618)	3,643	3,643	-	-	
2016 RR-CAP	Snowmobile BRP Legend 800	Ski Area-Mtn O	C	12	15,186	197	-	197	-	12,933	-	-	
2016 RR-CAP	Groomer Tracks no. 2	Ski Area-Mtn O	C	12	12,149	12,149	-	12,149	-	-	-	-	
2016 RR-CAP	Deck Conct Main Lodg ADA Ramp resu	Ski Area-Mtn O	C	12	15,303	15,303	10,357	4,946	10,357	10,357	-	-	
2016 RR-CAP	Groomer - Tiller no 1	Ski Area-Mtn O	C	12	16,198	16,198	-	16,198	-	-	-	-	
2016 RR-EXP	DSL Prking - Stripe	Ski Area-Mtn O	E	12	6,957	6,957	1,650	5,307	1,650	1,650	-	-	
2015 RR-CAP	Equestrian COA Closure (2013 proj)	Equestrian Cent	C	12		4,900	4,900	-	4,900	11,783	-	-	Lahonton, cleanup/abatement case closure
2015 RR-CAP	Marina Restroom Partitions	Marina	C	12		1,952	1,952	-	1,952	14,369	-	-	\$20,267 budget Total, ITD \$14,269
2016 RR-CAP	Fall Protection Equip	Ski Area - Lift M	C	12	1,417	1,417	-	1,417	-	-	-	-	
2016 RR-CAP	Snowmobile	Ski Area - Lift M	C	12	15,278	15,278	12,090	3,188	12,090	12,090	-	-	
2015 RR-CAP	Eagle Rock Sheaves	Ski Area - Lift M	C	12		5,700	5,394	306	5,394	5,394	-	-	
2016 RR-CAP	Snowbird Drive Mtrs Reblld	Ski Area - Lift M	C	12	3,663	3,663	-	3,663	-	-	-	-	
2015 RR-CAP	Rental Equipment	Ski Area Rentl-I	C	12		256	-	256	-	49,292	-	-	discount taken.lost
2016 RR-CAP	Rental Equipment	Ski Area Rentl-I	C	12	89,348	89,348	77,571	11,777	77,571	77,571	-	-	
2016 RR-CAP	Ford 00 1T Utility Bed -no. 3- ski Area	Vehicle/Fleet	C	12	51,631	55,000	54,474	526	54,474	54,474	-	-	
2016 RR-ACC-CAP	Handheld Radio Replacement	Administration	C	12		3,820	3,820	0	3,820	3,820	-	-	
2016 RR-ACC-CAP	Exterior Trail Maps	Cross Country	C	12		3,600	3,181	419	3,181	3,181	-	-	
2016 RR-ACC-CAP	Winter Webcams - ACAC-DSL	MIS	C	12		7,500	11,817	(4,317)	11,817	11,817	-	-	
2016 RR-ACC-CAP	Storm Water Drain System	The Lodge	C	12		11,400	5,500	5,900	5,500	5,500	-	-	
2016 RR-ACC-CAP	Holiday Decorations	Administration	C	12		3,000	2,889	111	2,889	2,889	-	-	
2016 RR-ACC-CAP	Pool Heaters (2) spare	Trout Creek PO	C	12		12,000	11,718	282	11,718	11,718	-	-	
2016 RR-ACC-CAP	Pool Pumps (1)	Trout Creek PO	C	12		6,500	-	6,500	-	-	-	-	
2016 RR-ACC-CAP	Heat exchangers (2)	Trout Creek PO	C	12		5,300	5,099	201	5,099	5,099	-	-	
2016 RR-CAP	Filing Cabinets - ASO - Digitization	Administration	C	12	15,186	31,000	18,564	12,436	18,564	18,564	-	15,186	
2016 RR-CAP	Land Management Plan	Administration	C	13	18,425	45,525	44,937	588	44,937	44,937	-	-	added \$27.1k by Board change orders 5/2016
2016 RR-EXP	Mail Machine - Lease	Administration	E	13	2,596	4,096	5,083	(987)	5,083	5,083	-	-	
2016 RR-EXP	Copier Lease- Admin & ASO (2 machine	Administration	E	13	33,832	33,832	31,150	2,682	31,150	31,150	-	-	
2016 RR-EXP	Reserve Payroll Allocation	Administration	E	13	121,485	121,485	120,000	1,485	120,000	120,000	-	-	
2016 RR-CAP	Fiber Optic Leases-CAP	MIS	C	13	37,135	-	-	-	-	-	-	-	budgeted as CAP, releassed to EXP next ROV
2016 RR-EXP	Fiber Optic Leases-EXP	MIS	E	13	-	42,435	36,659	5,776	36,659	36,659	-	-	
2016 RR-EXP	Service Microsoft 365 license	MIS	E	13	20,341	20,341	21,009	(668)	21,009	21,009	-	-	
2016 RR-CAP	POS Terminal - Aloha	MIS	C	13	2,035	2,035	2,564	(529)	2,564	2,564	-	-	
2016 RR-CAP	POS Terminals- Hardware	MIS	C	13	18,486	18,486	21,677	(3,191)	21,677	21,677	-	-	
2016 RR-CAP	Workstations- Laptop (B)	MIS	C	13	3,380	3,380	4,369	(989)	4,369	4,369	-	-	
2016 RR-CAP	Lodge TVs	MIS	C	13	7,650	7,650	7,999	(350)	7,999	7,999	-	-	
2016 RR-CAP	Website Framework	MIS	C	13	30,598	30,598	8,338	22,260	8,338	8,338	-	-	
2016 RR-CAP	Adobe-Macromedia Software	MIS	C	13	7,638	7,638	4,016	3,622	4,016	4,016	-	-	
2016 RR-CAP	VMWare Maintenance	MIS	C	13	10,184	14,610	14,641	(31)	14,641	14,641	-	-	
2016 RR-EXP	Ntwrk Softwr- W SQL Ser Lic	MIS	E	13	24,441	24,441	-	24,441	-	-	-	-	
2016 RR-EXP	E-Store	MIS	E	13	6,099	6,099	9,123	(3,024)	9,123	9,123	-	-	
2016 RR-EXP	Golf Module- 4 tees	MIS	E	13	6,110	6,110	6,000	110	6,000	6,000	-	-	
2016 RR-EXP	Maintenance Work Order-M+ Software	MIS	E	13	2,037	2,037	1,359	678	1,359	1,359	-	-	

Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Res in Study	Notes
2016 RR-EXP	Reserve Fund Software	MIS	E	13	2,444	2,444	2,400	44	2,400	2,400	-	-	
2016 RR-EXP	SAAS Email Software & License	MIS	E	13	3,055	3,055	-	3,055	-	-	-	-	
2016 RR-CAP	UPS Units- Network	MIS	C	13	6,378	6,378	2,645	3,733	2,645	2,645	-	-	
2016 RR-CAP	POS(1) Aloha	MIS	C	13	2,025	2,025	2,227	(203)	2,227	2,227	-	-	
2016 RR-CAP	Acctg Sftwr- Solomon	MIS	C	13	60,743	60,743	36,813	23,930	36,813	36,813	-	-	
2016 RR-CAP	Marketing Interactive Web Features	MIS	C	13	3,037	3,037	-	3,037	-	-	-	-	
2016 RR-CAP	VOIP-Phone System	MIS	C	13	47,582	47,582	49,430	(1,848)	49,430	49,430	-	-	
2016 RR-CAP	Trails User Smartphone App	MIS	C	13	5,062	5,062	5,000	62	5,000	5,000	-	-	
2016 RR-CAP	Camera - Video marketing	MIS	C	13	4,050	4,050	97	3,952	97	2,968	-	-	
2016 RR-ACC-CAP	Llama - ASO Software	MIS	C	13	-	75,000	6,541	68,459	6,541	6,541	-	-	
2016 RR-EXP	Gold Mine Software	MIS	E	13	3,479	961	961	(0)	961	961	-	-	
2016 RR-CAP	Server- Hardware	MIS	C	13	12,834	12,834	12,435	399	12,435	13,464	-	-	
2016 RR-CAP	Workstations- Managers (C)	MIS	C	13	26,369	26,369	25,687	682	25,687	26,509	-	-	
2016 RR-CAP	Workgroup Printer- Communications	MIS	C	13	7,656	7,656	7,543	113	7,543	7,543	-	-	
2016 RR-CAP	Workstations - Managerial	MIS	C	13	14,440	14,440	14,731	(291)	14,731	14,731	-	-	
2016 RR-CAP	Performance Dashboard Module	MIS	C	13	8,262	8,262	3,394	4,868	3,394	3,394	-	-	
2016 RR-EXP	VICOMAP - Website	MIS	E	13	1,581	1,581	1,512	69	1,512	1,512	-	-	
2016 RR-EXP	Gasboy - Maintenance Software License	MIS	E	13	1,632	1,632	-	1,632	-	-	-	-	
2016 RR-CAP	HRB Software-HR	MIS	C	13	7,008	7,008	-	7,008	-	-	-	-	
2016 RR-CAP	Cell Phones	MIS	C	13	8,039	8,039	6,645	1,394	6,645	6,645	-	-	
2016 RR-CAP	Arc GIS - Forestry - Software	MIS	C	13	1,507	1,507	1,042	465	1,042	1,042	-	-	
2016 RR-CAP	Lodge 52in TV--Sound System	MIS	C	13	4,835	4,835	7,629	(2,793)	7,629	7,629	-	-	
2015 RR-CAP	Website Framework	MIS	C	13	-	30,550	29,285	1,265	29,285	29,285	-	-	
2016 RR-CAP	Ford F250 V10 -no. 106-Maint	Vehicle/Fleet	C	99	51,631	51,631	-	51,631	-	-	-	51,631	
2015 RR-CAP	Signage - Trail Wayfinding - Winter	Trails	C	99	-	20,367	-	20,367	-	-	-	20,367	
2016 RR-CAP	Trail - Nature Loop Bridge	Trails	C	99	20,248	20,248	-	20,248	-	-	-	20,248	
2016 RR-CAP	Trail 58 Remodel	Trails	C	99	25,497	25,497	-	25,497	-	-	-	25,497	
2016 RR-EXP	Trail - Nature Loop Repair	Trails	E	99	76,483	76,483	-	76,483	-	-	-	76,483	
2016 RR-EXP	Trail 15-37 Repair	Trails	E	99	7,139	7,139	-	7,139	-	-	-	7,139	
2016 RR-CAP	Trail 31A-32A Remodel S. Euer vally tra	Trails	C	99	51,014	51,014	-	51,014	-	-	-	51,014	
2016 RR-CAP	Trail 18-35 Remodel	Trails	C	99	8,162	8,162	-	8,162	-	-	-	8,162	
2016 RR-CAP	Trail 67-67A Remodel - E. Mustang Sall	Trails	C	99	25,507	25,507	-	25,507	-	-	-	25,507	
2016 RR-CAP	Trail 68-68A remodel - Mustang Sally	Trails	C	99	25,507	25,507	-	25,507	-	-	-	25,507	
2016 RR-EXP	Trail 7-8 Repair	Trails	E	99	35,710	35,710	-	35,710	-	-	-	35,710	
2016 RR-CAP	Appliance Wash-Dry	Campground	C	99	2,531	2,531	-	2,531	-	-	-	2,531	
2016 RR-EXP	Building - Rec Hut, Pumphouse, Pool Fe	Northwoods Poc	E	99	5,100	5,100	-	5,100	-	-	-	5,100	
2016 RR-EXP	Deck - Paver / Wood Repair	Northwoods Poc	E	99	5,037	5,037	-	5,037	-	-	-	5,037	
2016 RR-CAP	Building Door/ Windows - Rec Hut	Northwoods Poc	C	99	4,556	4,556	-	4,556	-	-	-	4,556	
2016 RR-CAP	Mural	Pizza	C	99	10,124	10,124	-	10,124	-	-	-	10,124	
2016 RR-CAP	Kegerator - Double	Pizza	C	99	4,590	-	-	-	-	-	-	-	
2016 RR-CAP	Service Station Cabinet	Pizza	C	99	2,152	-	-	-	-	-	-	-	
2015 RR-CAP	Plaster- Kiddy Pool	Trout Creek PO	C	99	-	15,275	-	15,275	-	-	-	15,275	
2015 RR-CAP	Plaster - Spa#1	Trout Creek PO	C	99	-	12,220	-	12,220	-	-	-	12,220	

Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Res in Study	Notes
2015 RR-CAP	Coping + Tile Spas	Trout Creek PO	C	99		12,220	-	12,220	-	-	-	12,220	
2015 RR-CAP	Pools/Spas VGB Grates	Trout Creek PO	C	99		11,202	-	11,202	-	-	-	11,202	
2015 RR-CAP	Coping + Tile Kiddy	Trout Creek PO	C	99		10,183	-	10,183	-	-	-	10,183	
2016 RR-CAP	Pool - Grabrails/Handrails	Northwoods Poc	C	99	5,100	5,100	-	5,100	-	-	-	5,100	
2016 RR-CAP	Pool Plaster	Northwoods Poc	C	99	45,557	45,557	-	45,557	-	-	-	45,557	
2016 RR-CAP	Pool - Tile/Coping R/R	Northwoods Poc	C	99	30,371	30,371	-	30,371	-	-	-	30,371	
2016 RR-CAP	Pool - VGB Grates/Deck Seal	Northwoods Poc	C	99	5,062	5,062	-	5,062	-	-	-	5,062	
2016 RR-CAP	Cart Storage - Tool -Compressor- 5 HP	Golf Course	C	99	2,695	2,695	-	2,695	-	-	-	2,695	
2016 RR-CAP	Driving Range Tee Box Net Posts/Nets	Golf Course	C	99	15,227	15,227	-	15,227	-	-	-	15,227	
2016 RR-EXP	Irrigation Repairs - Golf Course	Golf Course	E	99	23,783	23,783	-	23,783	-	-	-	23,783	
2016 RR-EXP	Irrigation Repairs - Greens	Golf Course	E	99	56,515	56,515	-	56,515	-	-	-	56,515	
2016 RR-CAP	Roller Kit - Greens	Golf Course	C	99	7,106	7,106	-	7,106	-	-	-	7,106	
2016 RR-CAP	Tee Markers	Golf Course	C	99	3,675	3,675	-	3,675	-	-	-	3,675	
2016 RR-CAP	Overseeder Ryan Mata - Walk Behind	Golf Course	C	99	5,062	5,062	-	5,062	-	-	-	5,062	
2016 RR-CAP	Spreader Lely	Golf Course	C	99	4,314	4,314	-	4,314	-	-	-	4,314	
2016 RR-CAP	Sod Repair	Golf Course	C	99	20,100	20,100	-	20,100	-	-	-	20,100	
2016 RR-CAP	Roller Kit - Fairway	Golf Course	C	99	10,152	10,152	-	10,152	-	-	-	10,152	
2016 RR-CAP	Broyhill Greens Keeper	Golf Course	C	99	3,549	3,549	-	3,549	-	-	-	3,549	
2016 RR-CAP	Mower - JD 1145 Brush Hog	Golf Course	C	99	25,309	25,309	-	25,309	-	-	-	25,309	
2016 RR-CAP	Chafer Roll Covers 4Qt. -2-	The Lodge	C	99	4,080	4,080	-	4,080	-	-	-	-	
2015 RR-CAP	Banquet Cabinet - Heated	The Lodge	C	99		5,057	-	5,057	-	-	-	5,057	
2016 RR-CAP	Bun Pan Rack	The Lodge	C	99	2,040	2,040	-	2,040	-	-	-	2,040	
2016 RR-EXP	Building Paint and Stain - Exterior	The Lodge	E	99	33,074	33,074	-	33,074	-	-	-	33,074	
2016 RR-EXP	Paint - Ent-Lobby-Restrooms	The Lodge	E	99	14,626	14,626	-	14,626	-	-	-	14,626	
2016 RR-CAP	Exercise Equipment - Stairclimbers -2-	Trout Creek BL	C	99	11,222	11,222	-	11,222	-	-	-	11,222	
2016 RR-CAP	Exercise Equipment - Recumbent Bike-1	Trout Creek BL	C	99	9,242	9,242	-	9,242	-	-	-	9,242	
2016 RR-CAP	Furniture- Patio Partial R/R	Trout Creek PO	C	99	15,186	15,186	-	15,186	-	-	-	15,186	
2016 RR-CAP	Furniture beach - repair	Marina	C	99	6,390	6,390	-	6,390	-	-	-	6,390	
2016 RR-CAP	Furniture- Deck	Marina	C	99	60,811	60,811	-	60,811	-	-	-	60,811	
2016 RR-CAP	Boat - Rescue - Hull	Marina	C	99	2,030	2,030	-	2,030	-	-	-	2,030	
2016 RR-EXP	Electrical Repair	Northwoods	E	99	20,248	20,248	-	20,248	-	-	-	20,248	
2016 RR-CAP	Brush Cutters Stihl -2-	Forestry	C	99	2,354	2,354	-	2,354	-	-	-	2,354	
2016 RR-EXP	ADA Lift Repair	Northwoods	E	99	2,025	2,025	-	2,025	-	-	-	2,025	
2016 RR-CAP	Trail maintenance	Cross Country	C	99	10,178	-	-	-	-	-	-	-	see 803
2016 RR-CAP	Trail maintenance	Ski Area-Mtn O	C	99	15,186	-	-	-	-	-	-	-	see 802
2016 RR-CAP	Flooring - Tile - Kitchen	The Lodge	C	99	45,897	45,897	-	45,897	-	-	-	45,897	
2016 RR-EXP	Paint - Bar-Dining	The Lodge	E	99	14,626	14,626	-	14,626	-	-	-	14,626	
2016 RR-CAP	Eagle Rock Bottom Lift Shack	Ski Area - Lift M	C	99	10,202	10,202	-	10,202	-	-	-	10,202	
2015 RR-CAP	Well - Downhill Ski Deck	Ski Area-Mtn O	C	99		15,275	-	15,275	-	-	-	-	
2016 RR-CAP	ATM Machine - DSL	Ski Area-Mtn O	C	99	3,543	3,543	-	3,543	-	-	-	3,543	
2016 RR-EXP	Fire Suppression System/Sprinklers Rep	Ski Area-Mtn O	E	99	4,061	4,061	-	4,061	-	-	-	-	
2015 RR-CAP	DSL-AccRd. Seal	Ski Area-Mtn O	C	99		3,673	-	3,673	-	-	-	-	
2016 RR-CAP	Sun Kids Electric Motor: MC	Ski Area - Lift M	C	99	10,124	10,124	-	10,124	-	-	-	-	

Replacement Reserve TL	3,553,000	4,768,841	2,568,248	2,227,882	2,568,248	2,872,168	-	1,096,913
Capital	2,774,000	3,867,355	2,053,596	1,841,048	2,053,596	2,357,516	-	802,549
Expense	779,000	901,486	514,652	386,834	514,652	514,652	-	294,364

Category	Component	Location	Type	2016 Planned Month	2016 BUDGET	2016 REVISED BUDGET	2016 FORECAST	2016 Revised Budget vs Forecast	2016 YTD Actual	ITD Actual	2016 SPEND TO GO	2017+ SPEND Carryover\$ Reset in Study	Notes
2016 RR-EXP	Deck-Pavers Repair	Northwoods	E	99	5,620	5,620	-	5,620	-	-	-	-	
2016 RR-CAP	Awnings	Tennis Complex	C	99	7,073	7,073	-	7,073	-	-	-	-	
2016 RR-CAP	Ford F550 Chip Truck 2003-no. 89-Fore	Vehicle/Fleet	C	99	60,743	60,743	-	60,743	-	-	-	60,743	
2016 RR-CAP	Water troughs	Equestrian Cent	C	99	2,025	2,025	-	2,025	-	-	-	2,025	
2015 RR-CAP	Signage - complex	Tennis Complex	C	99		3,055	-	3,055	-	-	-	-	
2015 RR-CAP	Acctg Sftwr-	MIS	C	99		61,101	-	61,101	-	-	-	61,101	
2016 RR-CAP	Rounding, Capital (and contringency)	General	C	13	(121)	60	-	60	-	-	-	-	estimated project deferrals/timing impacts
2016 RR-EXP	Rounding, Expense (and contingency)	General	E	13	(267)	(448)	-	(448)	-	-	-	-	estimated project deferrals/timing impacts

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Twelve Months Ending December 31, 2016  
 Operating Fund Consolidated

December 2016

Year-to-Date December 2016

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
12,724	11,800	10,952	924	8%	1,772	16%		<b>Volume Metrics</b>	146,242	145,000	142,522	1,242	1%	3,720	3%	145,000
4,669	4,460	4,942	209	5%	-273	-6%		Trout Creek Visits	60,496	47,000	49,667	13,496	29%	10,829	22%	47,000
2,736	3,220	4,072	-484	-15%	-1,336	-33%		The Lodge Covers	41,144	33,000	39,348	8,144	25%	1,796	5%	33,000
9,118	4,200	12,573	4,918	117%	-3,455	-27%		Pizza on the Hill Covers	48,152	27,000	16,317	21,152	78%	31,835	195%	27,000
5,054	2,700	7,170	2,354	87%	-2,116	-30%		Downhill Skiers, TSV	28,228	19,000	10,171	9,228	49%	18,057	178%	19,000
5,204	5,220	8,066	-16	0%	-2,862	-35%		Nordic Skiers, TSV	22,821	13,000	13,176	9,821	76%	9,645	73%	13,000
0	0	0	0	0%	0	0%		Snowplay Visits	17,951	19,000	18,041	-1,049	-6%	-90	0%	19,000
0	0	0	0	0%	0	0%		Golf Rounds, paid	18,860	20,000	18,874	-1,140	-6%	-14	0%	20,000
0	0	0	0	0%	0	0%		Golf Rounds, total	17,829	18,000	16,222	-171	-1%	1,607	10%	18,000
0	0	0	0	0%	0	0%		Summer F&B Covers	40,336	45,000	40,129	-4,664	-10%	207	1%	45,000
0	0	0	0	0%	0	0%		Marina Visits	18,873	17,000	18,609	1,873	11%	264	1%	17,000
0	0	0	0	0%	0	0%		Tennis Visits	4,488	2,500	4,238	1,988	80%	250	6%	2,500
0	0	0	0	0%	0	0%		Equestrian Visits	1,743	1,250	1,565	493	39%	178	11%	1,250
0	0	0	0	0%	0	0%		Campground Campers	2,316	2,000	1,749	316	16%	567	32%	2,000
0	0	0	0	0%	0	0%		Bikeworks Rentals	4,790	4,800	4,755	-10	0%	35	1%	4,800
0	0	0	0	0%	0	0%		Daycamps Kid Visits								
<b>59,000</b>	<b>59,000</b>	<b>59,000</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>36053</b>	<b>Revenue</b>								
0	0	0	0	0%	0	0%		<b>ALLOCATED RECREATION FE</b>	<b>1,023,084</b>	<b>1,000,000</b>	<b>962,939</b>	<b>23,084</b>	<b>2%</b>	<b>60,145</b>	<b>6%</b>	<b>1,000,000</b>
0	0	-70	0	0%	70	100%	(350...	Golf Passes	170,239	175,000	182,986	-4,762	-3%	-12,747	-7%	175,000
0	0	0	0	0%	0	0%	3502...	Golf Passes - Packs	83,649	63,700	78,813	19,949	31%	4,836	6%	63,700
0	0	0	0	0%	0	0%	35035	Golf Green Fees - Member	210,106	249,100	216,414	-38,995	-16%	-6,308	-3%	249,100
0	0	0	0	0%	0	0%	35025	Golf Green Fees - Guest	222,349	223,000	218,425	-651	0%	3,924	2%	223,000
0	0	-7,709	0	0%	7,709	100%	3503...	Golf Green Fees - Public	99,154	76,500	81,116	22,654	30%	18,038	22%	76,500
0	0	0	0	0%	0	0%	35027	Golf Green Fees - Employee	7,980	6,000	6,010	1,980	33%	1,970	33%	6,000
213,126	61,500	276,392	151,626	247%	-63,266	-23%	35560	Ski Lift Revenue - Public	1,123,968	414,000	342,383	709,968	171%	781,585	228%	414,000
30,033	28,000	56,021	2,033	7%	-25,988	-46%	35565	Ski Lift Revenue - P.O.	129,925	96,000	66,085	33,925	35%	63,840	97%	96,000
26,433	12,300	11,245	14,133	115%	15,188	135%	35570	Ski Passes - Public	88,380	52,000	43,230	36,380	70%	45,150	104%	52,000
35,758	27,700	33,709	8,058	29%	2,049	6%	35575	Ski Passes - P.O.	194,369	106,000	107,770	88,369	83%	86,598	80%	106,000
0	0	0	0	0%	0	0%	35597	Ski Team - Public	2,870	2,500	0	370	15%	2,870	0%	2,500
703	1,000	302	-297	-30%	401	133%	35598	Ski Team - P.O.	7,472	10,000	302	-2,528	-25%	7,170	2373%	10,000
0	0	0	0	0%	0	0%	35599	Race Events	208	7,000	0	-6,792	-97%	208	0%	7,000
485	1,000	1,355	-515	-52%	-870	-64%	35594	Snowplay Member	2,544	2,300	2,607	244	11%	-63	-2%	2,300
15,369	15,300	21,835	69	0%	-6,466	-30%	35596	Snowplay Guest	71,363	35,400	30,448	35,963	102%	40,915	134%	35,400
45,948	32,100	53,375	13,848	43%	-7,427	-14%	35595	Snowplay Public	164,512	74,300	72,819	90,212	121%	91,693	126%	74,300
13,109	8,000	17,976	5,109	64%	-4,867	-27%	35610	P.O. Daily Trail Fee	52,018	23,000	27,282	29,018	126%	24,736	91%	23,000
46,175	32,100	66,313	14,075	44%	-20,139	-30%	35615	Public Daily Trail Fee	239,706	91,000	92,830	148,706	163%	146,875	158%	91,000
12,673	8,000	12,225	4,673	58%	448	4%	35620	Guest Daily Trail Fee	43,757	21,500	20,736	22,257	104%	23,021	111%	21,500
0	0	0	0	0%	0	0%	37040	P.O. Trail Rides	51,788	37,000	34,125	14,788	40%	17,663	52%	37,000
0	0	0	0	0%	0	0%	37060	Guest Trail Rides	31,513	27,000	25,824	4,513	17%	5,689	22%	27,000
0	0	0	0	0%	0	0%	37080	Public Trail Rides	14,356	13,000	10,828	1,356	10%	3,528	33%	13,000
20	600	1,390	-580	-97%	-1,370	-99%	36012	Special Events Revenue	52,604	59,400	57,523	-6,796	-11%	-4,919	-9%	59,400
0	0	0	0	0%	0	0%	36013	Concert Revenue	154,520	125,000	73,584	29,520	24%	80,936	110%	125,000
3,090	2,200	2,298	890	40%	792	34%	36054	Daily Usage Fee - Member	43,148	37,400	39,775	5,748	15%	3,373	8%	37,400
19,178	15,600	14,798	4,118	26%	4,920	33%	36055	Daily Usage Fee - Guest	347,580	326,300	319,928	21,280	7%	27,652	9%	326,300
0	0	0	0	0%	0	0%	38013	Campground Revenue	58,870	49,598	52,545	9,272	19%	6,325	12%	49,598
<b>462,639</b>	<b>245,400</b>	<b>561,456</b>	<b>217,239</b>	<b>89%</b>	<b>-98,816</b>	<b>-18%</b>		<b>Total Direct Access &amp; Use</b>	<b>3,668,946</b>	<b>2,402,998</b>	<b>2,204,388</b>	<b>1,265,948</b>	<b>53%</b>	<b>1,464,558</b>	<b>66%</b>	<b>2,402,998</b>
284,349	208,770	308,253	75,579	36%	-23,904	-8%	3310...	Food	2,884,662	2,257,450	2,165,004	627,212	28%	719,658	33%	2,257,450
-18,441	-13,150	-16,977	-5,291	-40%	-1,464	-9%		Food Discounts	-244,943	-268,200	-180,983	23,257	9%	-63,960	-35%	-268,200
-10,718	-4,200	-7,647	-6,518	-155%	-3,071	-40%	3315...	EE Discounts	-106,006	-61,400	-59,303	-44,606	-73%	-46,703	-79%	-61,400
-1,452	-2,600	-1,379	1,148	44%	-74	-5%	33154	Guest Relations aka Manage	-31,775	-33,400	-24,695	1,625	5%	-7,080	-29%	-33,400
-471	-2,150	-1,507	1,036	78%	1,036	69%	33156	InterDept Discounts	-2,745	-10,200	-12,809	7,455	73%	10,064	79%	-10,200
-5,800	-4,200	-6,445	-1,600	-38%	645	10%	3316...	Marketing Discounts	-104,417	-163,200	-84,176	58,783	36%	-20,241	-24%	-163,200
23,768	9,100	32,157	14,668	161%	-8,389	-26%	33180	Food NA Beverage	205,377	115,000	116,425	90,377	79%	88,951	76%	115,000
<b>289,676</b>	<b>204,720</b>	<b>323,434</b>	<b>84,956</b>	<b>41%</b>	<b>-33,758</b>	<b>-10%</b>		<b>Food subtotal</b>	<b>2,845,096</b>	<b>2,104,250</b>	<b>2,100,447</b>	<b>744,649</b>	<b>35%</b>	<b>744,649</b>	<b>35%</b>	<b>2,100,447</b>
31,495	19,390	32,426	12,105	62%	-932	-3%	3322...	Beer	350,909	233,780	244,321	117,129	50%	106,589	44%	233,780
-777	0	-370	-777	0%	-407	-110%	3322...	Beer Discounts	-7,227	0	-7,029	-7,029	0%	-197	-3%	0
28,081	19,530	33,404	8,551	44%	-5,323	-16%	33242	Liquor	310,001	207,750	247,808	102,251	49%	62,193	25%	207,750
-972	0	-406	-972	0%	-566	-139%	3324...	Liquor Discounts	-11,075	0	-7,294	-11,075	0%	-3,781	-52%	0
35,038	37,380	36,549	-2,342	-6%	-1,510	-4%	33262	Wine	405,018	378,670	347,733	26,348	7%	57,285	16%	378,670



Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Twelve Months Ending December 31, 2016  
 Operating Fund Consolidated

December 2016

Year-to-Date December 2016

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-981	0	-821	-981	0%	-161	-20%	3326...	Wine Discounts	-15,765	0	-13,588	-15,765	0%	-2,178	-16%	0
1,477	0	1,436	1,477	0%	42	3%	33268	Corkage Fees	20,551	0	18,989	20,551	0%	1,562	8%	0
-629	0	-425	-629	0%	-204	-48%	33269	Corkage Fee Discounts	-12,895	0	-12,453	-12,895	0%	-442	-4%	0
<b>92,732</b>	<b>76,300</b>	<b>101,793</b>	<b>16,432</b>	<b>22%</b>	<b>-9,061</b>	<b>-9%</b>		<b>Beverage subtotal</b>	<b>1,039,517</b>	<b>820,200</b>	<b>818,486</b>	<b>219,317</b>	<b>27%</b>	<b>221,031</b>	<b>27%</b>	<b>820,200</b>
273	9,680	78	-9,407	-97%	196	252%	3328...	Misc other F&B	170,884	103,200	114,847	67,684	66%	56,036	49%	103,200
-55	0	0	-55	0%	-55	0%	33288	Discounts Other F&B	-20,912	0	-7,426	-20,912	0%	-13,486	-182%	0
0	-100	0	100	100%	0	0%	33299	InterDept Food Sales	0	1,800	-2,100	-1,800	-100%	2,100	100%	1,800
<b>218</b>	<b>9,580</b>	<b>78</b>	<b>-9,362</b>	<b>-98%</b>	<b>140</b>	<b>181%</b>		<b>Other F&amp;B subtotal</b>	<b>149,972</b>	<b>105,000</b>	<b>105,321</b>	<b>44,972</b>	<b>43%</b>	<b>44,650</b>	<b>42%</b>	<b>105,000</b>
<b>382,626</b>	<b>290,600</b>	<b>425,304</b>	<b>92,026</b>	<b>32%</b>	<b>-42,678</b>	<b>-10%</b>		<b>Total Food and Beverage</b>	<b>4,034,585</b>	<b>3,029,450</b>	<b>3,024,254</b>	<b>1,005,135</b>	<b>33%</b>	<b>1,010,331</b>	<b>33%</b>	<b>3,029,450</b>
<b>294,541</b>	<b>209,000</b>	<b>281,767</b>	<b>85,541</b>	<b>41%</b>	<b>12,774</b>	<b>5%</b>		<b>F&amp;B Revenue by Segment:</b>	<b>3,424,197</b>	<b>2,180,000</b>	<b>2,710,848</b>	<b>1,244,197</b>	<b>57%</b>	<b>713,349</b>	<b>26%</b>	<b>2,180,000</b>
144,480	106,100	144,679	38,380	36%	-199	0%	3391...	Dining Room	1,590,630	975,000	1,387,683	615,630	63%	202,947	15%	975,000
73,052	67,900	72,552	5,152	8%	500	1%	33920	Pub	802,695	650,000	633,294	152,695	23%	169,400	27%	650,000
33,951	35,000	51,152	-1,049	-3%	-17,201	-34%	33930	Banquets	505,629	350,000	462,637	155,629	44%	42,992	9%	350,000
6,678	0	6,303	6,678	0%	374	6%	33940	Lunch	120,220	71,000	86,764	49,220	69%	33,456	39%	71,000
0	0	0	0	0%	0	0%	33950	Snack Bar	91,705	89,000	88,720	2,705	3%	2,985	3%	89,000
0	0	0	0	0%	0	0%	33970	Pool BBQ	50,186	45,000	44,176	5,186	12%	6,010	14%	45,000
4,824	0	7,080	4,824	0%	-2,256	-32%	33980	Food Truck	22,737	0	7,574	22,737	0%	15,163	200%	0
31,556	0	0	31,556	0%	31,556	0%	33990	Cafeteria	240,396	0	0	240,396	0%	240,396	0%	0
-1,667	0	-1,327	-1,667	0%	-340	-26%	33163	Mkt Discounts, Happy Hour Fo	-33,759	0	-26,001	-33,759	0%	-7,758	-30%	0
-56	0	-40	-56	0%	-16	-40%	33226	Mkt Discounts, Happy Hour Be	-1,203	0	-3,809	-1,203	0%	2,606	68%	0
-148	0	-81	-148	0%	-67	-82%	33246	Mkt Discounts, Happy Hour Be	-3,740	0	-3,698	-3,740	0%	-43	-1%	0
-521	0	-500	-521	0%	-21	-4%	33266	Mkt Discounts, Happy Hour Be	-10,366	0	-9,801	-10,366	0%	-565	-6%	0
-724	0	-621	-724	0%	-104	-17%		Mkt Discounts, Happy Hour Be	-15,310	0	-17,308	-15,310	0%	1,998	12%	0
-2,391	0	-1,948	-2,391	0%	-443	-23%		Mkt Discounts, Happy Hour	-49,069	0	-43,308	-49,069	0%	-5,760	-13%	0
0	0	0	0	0%	0	0%	36015	Sales - Firewood	6,090	4,500	5,988	1,590	35%	102	2%	4,500
0	0	0	0	0%	0	0%	36016	Sales - Timber	5,724	0	21,099	5,724	0%	-15,375	-73%	0
1,803	0	0	1,803	0%	1,803	0%	36017	Sales - Chips	1,803	7,500	5,402	-5,697	-76%	-3,599	-67%	7,500
73,438	29,011	92,919	44,427	153%	-19,480	-21%	36030	Sales - Retail	589,685	437,472	452,062	152,213	35%	137,623	30%	437,472
-2,491	-1,200	-2,199	-1,291	-108%	-292	-13%	38015	Employee Discounts	-17,258	-12,400	-15,866	-4,858	-39%	-1,392	-9%	-12,400
-39	0	-1	-39	0%	-39	-4813%	38017	Homeowner Discounts	-4,614	-2,300	-3,792	-2,314	-101%	-823	-22%	-2,300
-3,810	-2,800	-6,931	-1,010	-36%	3,122	45%	38020	Discounts - Retail	-51,417	-66,300	-48,459	-14,883	22%	-2,957	-6%	-66,300
-108	-1,600	-205	1,492	93%	97	47%	38025	Promotion Discounts	-2,582	-9,100	-7,927	6,518	72%	5,345	67%	-9,100
<b>68,793</b>	<b>23,411</b>	<b>83,583</b>	<b>45,382</b>	<b>194%</b>	<b>-14,790</b>	<b>-18%</b>		<b>Total Retail Product Reve</b>	<b>527,430</b>	<b>359,372</b>	<b>408,506</b>	<b>168,058</b>	<b>47%</b>	<b>118,924</b>	<b>29%</b>	<b>359,372</b>
0	0	0	0	0%	0	0%	(350...	Golf Cart Rentals	175,732	178,000	177,858	-2,268	-1%	-2,126	-1%	178,000
0	0	0	0	0%	0	0%	35020	Golf - Driving Range	48,206	46,800	46,280	1,406	3%	1,927	4%	46,800
68,295	30,000	63,332	38,295	128%	4,963	8%	35550	Lessons - Group	318,837	122,500	96,743	196,337	160%	222,094	230%	122,500
95,733	32,500	58,439	63,233	195%	37,294	64%	35580	Lessons - Private	275,861	166,000	88,799	109,861	66%	187,061	211%	166,000
194	0	0	194	0%	194	0%	35585	Lessons - Masters Program	694	2,300	0	-1,606	-70%	694	0%	2,300
54,816	30,000	47,157	24,816	83%	7,659	16%	35590	Snowflakes	255,556	152,000	75,465	103,556	68%	180,091	239%	152,000
0	0	0	0	0%	0	0%	(355...	TD Tykes	17,779	34,500	-280	-16,721	-48%	18,059	6452%	34,500
204,887	90,100	234,513	114,787	127%	-29,626	-13%	(360...	Rentals	1,161,280	574,750	499,033	586,530	102%	662,247	133%	574,750
2,588	1,000	1,384	1,588	159%	1,204	87%	(360...	Child Care	16,740	19,000	19,108	-2,260	-12%	-2,368	-12%	19,000
8,528	7,800	8,165	728	9%	363	4%	36050	Aerobics	88,129	72,000	87,425	16,129	22%	704	1%	72,000
460	100	110	360	360%	350	318%	36056	Fitness/Training	3,144	2,000	2,350	1,144	57%	794	34%	2,000
0	100	120	-100	-100%	-120	-100%	36058	Rec Programs	11,835	6,000	5,695	5,835	97%	6,140	108%	6,000
0	0	0	0	0%	0	0%	36059	Day Camps	204,726	204,000	197,557	726	0%	7,169	4%	204,000
1,793	1,900	1,772	-108	-6%	21	1%	36051	Massage	17,271	17,000	15,955	271	2%	1,317	8%	17,000
0	100	126	-100	-100%	-126	-100%	36057	Towels/Lockers	1,368	1,000	897	368	37%	471	53%	1,000
0	0	0	0	0%	0	0%	36060	Lessons - Public	470	4,400	1,028	-3,931	-89%	-559	-54%	4,400
0	0	140	0	0%	-140	-100%	36070	Lessons - P.O.	61,084	72,760	63,103	-11,676	-16%	-2,018	-3%	72,760
0	0	0	0	0%	0	0%	36080	Lessons - Guest	34,641	30,400	38,863	4,241	14%	-4,223	-11%	30,400
0	0	0	0	0%	0	0%	37090	Equestrian - Boarding	26,068	33,000	16,450	-6,932	-21%	9,618	58%	33,000
0	0	0	0	0%	0	0%	37095	Equestrian - Camps	34,833	37,000	36,630	-2,167	-6%	-1,797	-5%	37,000
0	0	0	0	0%	0	0%	38030	Reduction To Sales - Lessons	-167	0	0	-167	0%	-167	0%	0
<b>437,293</b>	<b>193,600</b>	<b>415,257</b>	<b>243,693</b>	<b>126%</b>	<b>22,037</b>	<b>5%</b>		<b>Total Lessons &amp; Rental R</b>	<b>2,754,087</b>	<b>1,775,410</b>	<b>1,468,959</b>	<b>978,677</b>	<b>55%</b>	<b>1,285,128</b>	<b>87%</b>	<b>1,775,410</b>
1,995	2,000	2,685	-5	0%	-690	-26%	32010	Aso - Fees	67,185	63,000	63,110	4,185	7%	4,075	6%	63,000
715	1,000	1,290	-285	-29%	-575	-45%	32020	Inspection Fees	33,700	30,000	29,905	3,700	12%	3,795	13%	30,000
3,515	1,000	200	2,515	252%	3,315	1658%	32030	Fines	8,365	20,000	22,350	-11,635	-58%	-13,985	-63%	20,000
3,941	510	1,045	3,431	673%	2,896	277%	34010	Interest	24,515	6,120	6,803	18,395	301%	17,712	260%	6,120
2,371	2,500	2,959	-129	-5%	-588	-20%	34020	Late Charges	39,631	38,000	39,240	1,631	4%	392	1%	38,000

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Twelve Months Ending December 31, 2016  
 Operating Fund Consolidated

December 2016

Year-to-Date December 2016

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-185	-300	370	115	38%	-555	-150%	34030	Lien Fees	11,470	15,000	16,629	-3,530	-24%	-5,159	-31%	15,000
0	-200	0	200	100%	0	0%	34040	Delinquency Fees	50,374	38,000	39,474	12,374	33%	10,900	28%	38,000
10,010	9,400	10,830	610	6%	-820	-8%	34050	Transfer Fees	154,795	110,000	93,740	44,795	41%	61,055	65%	110,000
0	0	-20	0	0%	20	100%	34060	NSF Charges	-40	0	-150	-40	0%	110	73%	0
0	0	4	0	0%	-4	-100%	34070	Shopping Bags	10	0	49	10	0%	-39	-80%	0
19,153	14,000	12,419	5,153	37%	6,733	54%	34080	Communications Ad Revenue	178,278	207,000	197,557	-28,722	-14%	-19,280	-10%	207,000
2,712	2,500	2,655	212	8%	57	2%	37018	Lease Revenue	33,677	30,000	29,151	3,677	12%	4,526	16%	30,000
6,725	6,579	9,830	146	2%	-3,105	-32%	37020	Other Revenue	103,858	75,650	74,180	28,208	37%	29,678	40%	75,650
13,082	0	0	13,082	0%	13,082	0%	38005	Employee Housing Revenue	13,082	0	0	13,082	0%	13,082	0%	0
0	0	0	0	0%	0	0%	37030	Forestry Grant Revenue	44,000	0	0	44,000	0%	44,000	0%	0
<b>64,034</b>	<b>38,989</b>	<b>44,267</b>	<b>25,045</b>	<b>64%</b>	<b>19,767</b>	<b>45%</b>		<b>Total Other Revenue</b>	<b>762,900</b>	<b>632,770</b>	<b>612,039</b>	<b>130,130</b>	<b>21%</b>	<b>150,861</b>	<b>25%</b>	<b>632,770</b>
<b>1,474,386</b>	<b>851,000</b>	<b>1,588,866</b>	<b>623,386</b>	<b>73%</b>	<b>-114,480</b>	<b>-7%</b>		<b>GROSS REVENUE (GREV)</b>	<b>12,771,032</b>	<b>9,200,000</b>	<b>8,681,085</b>	<b>3,571,032</b>	<b>39%</b>	<b>4,089,947</b>	<b>47%</b>	<b>9,200,000</b>
<b>COST OF GOODS SOLD (COGS)</b>																
-27,093	-20,430	-31,170	-6,663	-33%	4,077	13%	43110	Meat	-276,480	-223,340	-225,583	-53,140	-24%	-50,897	-23%	-223,340
-13,180	-13,960	-12,447	780	6%	-732	-6%	43120	Seafood	-160,335	-157,670	-118,671	-2,665	-2%	-41,665	-35%	-157,670
-16,892	-10,890	-19,515	-6,002	-55%	2,623	13%	43130	Produce	-207,369	-116,700	-161,591	-90,669	-78%	-45,778	-28%	-116,700
-10,359	-8,120	-12,615	-2,239	-28%	2,257	18%	43140	Dairy	-112,163	-94,640	-98,785	-17,523	-19%	-13,378	-14%	-94,640
-4,829	-3,510	-7,446	-1,319	-38%	2,617	35%	43150	NA Beverage	-53,705	-53,571	-36,084	-18,134	-51%	-17,621	-49%	-35,571
-24,869	-22,420	-31,427	-2,449	-11%	6,558	21%	43160	Food Other	-286,192	-216,419	-198,682	-69,773	-32%	-87,510	-44%	-216,419
3,711	6,400	2,622	-2,689	-42%	1,049	39%	43190	Mktg Discounts credit	76,006	69,390	64,685	6,616	10%	11,321	18%	69,390
2,821	2,030	2,065	791	39%	756	37%	43192	EE Meals credit	34,169	27,620	29,402	6,549	24%	4,767	16%	27,620
<b>-90,690</b>	<b>-70,900</b>	<b>-109,894</b>	<b>-19,790</b>	<b>-28%</b>	<b>19,204</b>	<b>17%</b>		<b>Food Cogs</b>	<b>-986,069</b>	<b>-747,330</b>	<b>-654,309</b>	<b>-238,739</b>	<b>-32%</b>	<b>-240,760</b>	<b>-32%</b>	<b>-747,330</b>
-7,781	-5,010	-8,311	-2,771	-55%	530	6%	43270	Beer	-87,469	-59,360	-65,380	-28,109	-47%	-22,089	-34%	-59,360
-6,078	-3,990	-6,124	-2,088	-52%	46	1%	43280	Liquor	-61,658	-42,880	-49,605	-18,778	-44%	-12,053	-24%	-42,880
-11,702	-10,530	-10,620	-1,172	-11%	-1,082	-10%	43290	Wine	-120,065	-107,230	-104,628	-12,835	-12%	-15,437	-15%	-107,230
<b>-25,561</b>	<b>-19,530</b>	<b>-25,055</b>	<b>-6,031</b>	<b>-31%</b>	<b>-506</b>	<b>-2%</b>		<b>Beverage Cogs</b>	<b>-269,192</b>	<b>-209,470</b>	<b>-219,613</b>	<b>-59,722</b>	<b>-29%</b>	<b>-49,579</b>	<b>-23%</b>	<b>-209,470</b>
<b>-31,559</b>	<b>-16,800</b>	<b>-42,780</b>	<b>-14,759</b>	<b>-88%</b>	<b>11,221</b>	<b>26%</b>		<b>Retail Product Cogs</b>	<b>-297,653</b>	<b>-248,200</b>	<b>-234,000</b>	<b>-49,453</b>	<b>-20%</b>	<b>-63,654</b>	<b>-27%</b>	<b>-248,200</b>
<b>-147,810</b>	<b>-107,230</b>	<b>-177,729</b>	<b>-40,580</b>	<b>-38%</b>	<b>29,919</b>	<b>17%</b>		<b>Total COGS</b>	<b>-1,552,914</b>	<b>-1,205,000</b>	<b>-1,198,922</b>	<b>-347,914</b>	<b>-29%</b>	<b>-353,993</b>	<b>-30%</b>	<b>-1,205,000</b>
-10.0%	-12.6%	-11.2%	02.6%	20.4%	01.2%	10.4%		Total Cogs / GREV %	-12.2%	-13.1%	-13.8%	00.9%	07.2%	01.7%	12.0%	-13.1%
-45.9%	-71.8%	-51.2%	25.9%	36.1%	05.3%	10.4%		Retail Product Cogs / Retail R	-56.4%	-69.1%	-57.3%	12.6%	18.3%	00.8%	01.5%	-69.1%
-41.9%	-57.9%	-46.0%	16.0%	27.6%	04.1%	08.9%		Retail Product Cogs / Retail R	-49.3%	-55.2%	-48.3%	05.9%	10.7%	-01.0%	-02.2%	-55.2%
-30.4%	-31.1%	-31.7%	00.7%	02.4%	01.3%	04.2%		F&B Cogs / F&B Rev %	-31.1%	-31.6%	-31.9%	00.5%	01.5%	00.8%	02.5%	-31.6%
-29.4%	-32.5%	-32.3%	03.1%	09.6%	02.8%	08.8%		Food %, preDiscounts	-31.9%	-31.5%	-31.9%	-00.4%	-01.3%	00.8%	02.3%	-31.5%
-31.3%	-34.6%	-34.0%	03.3%	09.6%	02.7%	07.9%		Food %, postDiscounts	-34.7%	-35.5%	-35.5%	00.9%	02.4%	00.8%	02.3%	-35.5%
-20.3%	-38.6%	-23.2%	18.3%	47.3%	02.8%	12.3%		Food NA Beverage %	-26.1%	-30.9%	-31.0%	04.8%	15.5%	04.8%	15.6%	-30.9%
-27.6%	-25.6%	-24.6%	-02.0%	-07.7%	-03.0%	-12.0%		COGS % Beverage, incld CF,n	-25.9%	-25.5%	-26.8%	-00.4%	-01.4%	00.9%	03.5%	-25.5%
-25.3%	-25.8%	-25.9%	00.5%	02.0%	00.6%	02.3%		COGS % Beer,net	-25.5%	-25.4%	-27.6%	-00.1%	-00.2%	02.1%	07.6%	-25.4%
-22.4%	-20.4%	-18.6%	-02.0%	-09.8%	-03.9%	-20.8%		COGS % Liquor,net	-20.6%	-20.6%	-20.6%	00.0%	00.1%	00.0%	00.0%	-20.6%
-34.4%	-28.2%	-29.7%	-06.2%	-22.0%	-04.6%	-15.6%		COGS % Wine,net	-30.8%	-28.3%	-31.3%	-02.5%	-08.9%	00.5%	01.5%	-28.3%
<b>1,326,576</b>	<b>743,770</b>	<b>1,411,137</b>	<b>582,806</b>	<b>78%</b>	<b>-84,561</b>	<b>-6%</b>		<b>Gross Margin (GREV-CO)</b>	<b>11,218,117</b>	<b>7,995,000</b>	<b>7,482,163</b>	<b>3,223,117</b>	<b>40%</b>	<b>3,735,955</b>	<b>50%</b>	<b>7,995,000</b>
<b>PAYROLL</b>																
<b>SALARIES &amp; WAGES</b>																
-263,368	-263,828	-242,821	460	0%	-20,547	-8%	5110...	Salaries - Exempt - Regular	-3,166,183	-3,306,400	-3,054,426	140,217	4%	-111,757	-4%	-3,306,400
-170	0	0	-170	0%	-170	0%	51106	Salaries - Exempt - Commissions	-23,297	-20,000	-24,214	-3,297	-16%	918	4%	-20,000
-152,536	-112,533	-120,085	-40,003	-36%	-32,451	-27%	5122...	Wages - FTRegular	-1,428,058	-1,357,243	-1,180,835	-70,815	-5%	-247,222	-21%	-1,357,243
-363,328	-296,189	-359,055	-67,139	-23%	-4,273	-1%	5124...	Wages - Seasonal	-3,757,125	-3,297,357	-2,646,975	-459,768	-14%	-1,110,150	-42%	-3,297,357
2,000	0	0	2,000	0%	2,000	0%	5122...	Wages-FTR-Commissions	0	0	0	-23,280	0%	0	0%	0
-11,228	-10,500	-8,915	-728	-7%	-2,313	-26%	51246	Wages-Seasonal-Commissions	-89,584	-121,000	-106,868	31,416	26%	17,284	16%	-121,000
-94,812	-7,500	-72,341	-87,312	-1164%	-22,471	-31%	5110...	Incentive Program, Exempt	-308,618	-90,000	-225,604	-218,618	-243%	-83,014	-37%	-90,000
-21,134	-1,500	-15,368	-19,634	-1309%	-5,765	-38%	51227	Incentive Program, FTR, NonEx	-68,650	-18,000	-47,433	-50,650	-281%	-21,218	-45%	-18,000
-2,597	0	-8,168	-2,597	0%	5,571	68%	51247	Incentive Program, Seasonal, N	-65,343	-10,000	-23,044	-55,343	-553%	-42,299	-184%	-10,000
<b>-907,172</b>	<b>-692,050</b>	<b>-826,752</b>	<b>-215,122</b>	<b>-31%</b>	<b>-80,420</b>	<b>-10%</b>		<b>Total Salaries &amp; Wages, DIRECT</b>	<b>-8,930,137</b>	<b>-8,220,000</b>	<b>-7,309,399</b>	<b>-710,137</b>	<b>-9%</b>	<b>-1,620,738</b>	<b>-22%</b>	<b>-8,220,000</b>
-358,350	-271,328	-315,162	-87,022	-32%	-43,188	-14%		Salaries sub-total	-3,498,098	-3,416,400	-3,304,244	-81,698	-2%	-193,853	-6%	-3,416,400
-548,823	-420,722	-511,590	-128,101	-30%	-37,232	-7%		Wage sub-total	-5,432,040	-4,803,600	-4,005,155	-628,440	-13%	-1,426,885	-36%	-4,803,600
-171,670	-114,033	-135,453	-57,637	-51%	-36,217	-27%		Wage-FTR subsubtotal	-1,519,987	-1,375,243	-1,228,268	-144,744	-11%	-291,719	-24%	-1,375,243
-377,152	-306,689	-376,137	-70,463	-23%	-1,016	0%		Wage-Seasonal subsub	-3,912,052	-3,428,357	-2,776,887	-483,695	-14%	-1,135,165	-41%	-3,428,357
-49,418	0	-49,969	-49,418	0%	-449	-1%	5122...	Overtime Dollars in Wage sub-t	-341,563	0	-173,899	-341,563	0%	-167,664	-96%	0
<b>-61.5%</b>	<b>-81.3%</b>	<b>-52.0%</b>	<b>19.8%</b>	<b>24.3%</b>	<b>-09.5%</b>	<b>-18.2%</b>		<b>DIRECT, S&amp;W TL as a % of Rev</b>	<b>-69.9%</b>	<b>-89.3%</b>	<b>-84.2%</b>	<b>19.4%</b>	<b>21.7%</b>	<b>14.3%</b>	<b>17.0%</b>	<b>-89.3%</b>
<b>-33,498</b>	<b>-26,970</b>	<b>-32,611</b>	<b>-6,528</b>	<b>-24%</b>	<b>-888</b>	<b>-3%</b>		<b>Wage Hours</b>	<b>-349,887</b>	<b>-312,806</b>	<b>-268,444</b>	<b>-37,082</b>	<b>-12%</b>	<b>-81,443</b>	<b>-30%</b>	<b>-312,806</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Twelve Months Ending December 31, 2016  
 Operating Fund Consolidated

December 2016

Year-to-Date December 2016

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-193.3	-155.6	-188.1	-37.7	-0.2	-5.1	0.0		Wage FTEs	-168.2	-150.4	-129.1	-17.8	-0.1	-39.2	-0.3	-150.4
-\$16.10	-\$15.60	-\$15.49	-\$0.50	-\$0.03	-\$0.61	-\$0.04		Wage Average RoP	-\$15.27	-\$15.36	-\$14.64	\$0.08	\$0.01	-\$0.63	-\$0.04	-\$15.36
-11,767	-707	-321	-11,060	-1564%	-11,446	-3570%	51108	PTO net\$adj, Salaries	-61,048	-11,828	-15,855	-49,220	-416%	-45,193	-285%	-11,828
-2,335	-500	-830	-1,835	-367%	-1,505	-181%	51228	PTO net\$adj, Wages	-12,439	-6,000	-264	-6,439	-107%	-12,175	-4606%	-6,000
-14,102	-1,207	-1,151	-12,895	-1068%	-12,951	-1125%		PTO net\$adj, included in S&	-73,487	-17,828	-16,120	-55,659	-312%	-57,368	-356%	-17,828
607	0	597	607	0%	10	2%		PTO Hours.Sal.Accrual	6,911	0	7,225	6,911	0%	-314	-4%	0
-262	0	-531	-262	0%	269	51%		PTO Hours.Sal.Usage	-5,623	0	-6,764	-5,623	0%	1,140	17%	0
589	0	415	589	0%	174	42%		PTO Hours.Wag.Accrual	5,757	0	5,074	5,757	0%	683	13%	0
-423	0	-335	-423	0%	-88	-26%		PTO Hours.Wag.Usage	-5,209	0	-5,108	-5,209	0%	-101	-2%	0
<b>1,196</b>	<b>0</b>	<b>1,012</b>	<b>1,196</b>	<b>0%</b>	<b>184</b>	<b>18%</b>		<b>PTO Hours.S&amp;W.Accrual</b>	<b>12,668</b>	<b>0</b>	<b>12,299</b>	<b>12,668</b>	<b>0%</b>	<b>369</b>	<b>3%</b>	<b>0</b>
<b>-685</b>	<b>0</b>	<b>-866</b>	<b>-685</b>	<b>0%</b>	<b>181</b>	<b>21%</b>		<b>PTO Hours.S&amp;W.Usage</b>	<b>-10,832</b>	<b>0</b>	<b>-11,871</b>	<b>-10,832</b>	<b>0%</b>	<b>1,039</b>	<b>9%</b>	<b>0</b>
<b>511</b>	<b>0</b>	<b>146</b>	<b>511</b>	<b>0%</b>	<b>365</b>	<b>251%</b>		<b>PTO Hours.S&amp;W.NET</b>	<b>1,836</b>	<b>0</b>	<b>428</b>	<b>1,836</b>	<b>0%</b>	<b>1,408</b>	<b>329%</b>	<b>0</b>
								<b>PAYROLL TAXES &amp; BENEFITS</b>								
-116,027	-97,085	-92,344	-18,942	-20%	-23,683	-26%	5130...	Payroll Taxes	-936,449	-830,000	-754,495	-106,449	-13%	-181,954	-24%	-830,000
-11,741	-79,698	-35,663	67,957	85%	23,922	67%	5130...	Workers Comp Insurance	-811,101	-820,000	-601,048	-8,899	1%	-210,053	-35%	-820,000
-54,858	-74,808	-9,262	19,950	27%	-45,596	-492%	5130...	Group Insurance	-589,506	-890,000	-533,972	300,494	34%	-55,534	-10%	-890,000
-13,975	-10,848	-11,652	-3,127	-29%	-2,324	-20%	5130...	Retirement Plan	-144,395	-130,000	-149,544	-14,395	-11%	5,149	3%	-130,000
<b>-196,601</b>	<b>-262,439</b>	<b>-148,921</b>	<b>65,838</b>	<b>25%</b>	<b>-47,680</b>	<b>-32%</b>		<b>Total Payroll Taxes &amp; Benefits</b>	<b>-2,481,451</b>	<b>-2,670,000</b>	<b>-2,039,058</b>	<b>188,549</b>	<b>7%</b>	<b>-442,392</b>	<b>-22%</b>	<b>-2,670,000</b>
21.7%	37.9%	18.0%	-16.3%	-42.9%	3.7%	20.3%		Burden % of S&W TL	27.8%	32.5%	27.9%	-4.7%	-14.5%	-0.1%	-0.4%	32.5%
12.8%	14.0%	11.2%	-1.2%	-8.8%	1.6%	14.5%		Burden%ofS&W TL-PT	10.5%	10.1%	10.3%	0.4%	3.9%	0.2%	1.6%	10.1%
1.3%	11.5%	4.3%	-10.2%	-88.8%	-3.0%	-70.0%		Burden%ofS&W TL-WC	9.1%	10.0%	8.2%	-0.9%	-9.0%	0.9%	10.5%	10.0%
6.0%	10.8%	1.1%	-4.8%	-44.1%	4.9%	439.8%		Burden%ofS&W TL-GI	6.6%	10.8%	7.3%	-4.2%	-39.0%	-0.7%	-9.6%	10.8%
1.5%	1.6%	1.4%	0.0%	-1.7%	0.1%	9.3%		Burden%ofS&W TL-RP	1.6%	1.6%	2.0%	0.0%	2.2%	-0.4%	-21.0%	1.6%
-83,800	-106,235	-43,265	22,435	21%	-40,535	-94%	(513...	subtotal, Burden-Salary	-949,189	-1,135,802	-908,317	186,613	16%	-40,871	-4%	-1,135,802
-54,496	-57,794	-21,522	3,298	6%	-32,974	-153%	(514...	subtotal, Burden-Wage-FTR	-509,496	-642,418	-421,781	132,922	21%	-87,716	-21%	-642,418
-58,305	-98,410	-84,134	40,105	41%	25,829	31%	(514...	subtotal, Burden-Wage-Seasona	-1,022,766	-891,780	-708,935	-130,986	-15%	-313,830	-44%	-891,780
<b>-1,103,774</b>	<b>-954,489</b>	<b>-975,673</b>	<b>-149,285</b>	<b>-16%</b>	<b>-128,101</b>	<b>-13%</b>		<b>PAYROLL TOTAL (direct+bu</b>	<b>-11,411,588</b>	<b>-10,890,000</b>	<b>-9,348,458</b>	<b>-521,588</b>	<b>-5%</b>	<b>-2,063,130</b>	<b>-22%</b>	<b>-10,890,000</b>
-74.9%	-112.2%	-61.4%	37.3%	33.3%	-13.5%	-21.9%		<b>PAYROLL TOTAL as a % of</b>	<b>-89.4%</b>	<b>-118.4%</b>	<b>-107.7%</b>	<b>29.0%</b>	<b>24.5%</b>	<b>18.3%</b>	<b>17.0%</b>	<b>-118.4%</b>
								<b>OPERATING EXPENSES (OE)</b>								
-2,941	-2,030	-2,831	-911	-45%	-110	-4%	50530	Employee Meals	-37,041	-27,770	-30,343	-9,271	-33%	-6,698	-22%	-27,770
-14,926	0	0	-14,926	0%	-14,926	0%	50605	Employee Housing expenses	-28,896	0	0	-28,896	0%	-28,896	0%	0
-6,000	0	0	-6,000	0%	-6,000	0%	50610	Educational Reimbursement	-6,000	0	0	-6,000	0%	-6,000	0%	0
-1,633	-150	-122	-1,483	-989%	-1,511	-1239%	50615	Employee Recruiting	-7,870	-4,000	-4,117	-3,870	-97%	-3,753	-91%	-4,000
1,756	-2,237	-481	3,993	178%	2,237	465%	50620	Employee Dev/Training	-23,862	-40,244	-13,694	16,382	41%	-10,168	-74%	-40,244
-16,310	-7,009	-18,708	-9,301	-133%	2,398	13%	50625	Employee Relations	-58,627	-47,438	-57,952	-11,189	-24%	-675	-1%	-47,438
-3,671	-4,450	-4,758	780	18%	1,088	23%	50626	PreEmployment Testing	-13,896	-19,000	-17,663	5,104	27%	3,767	21%	-19,000
-1,066	-900	-921	-166	-18%	-145	-16%	50627	EAP Services	-11,944	-10,200	-10,271	-1,744	-17%	-1,673	-16%	-10,200
-5,473	-1,000	-629	-4,473	-447%	-4,844	-770%	50628	Benefit Administration Services	-21,631	-11,200	-11,419	-10,431	-93%	-10,212	-89%	-11,200
-7,452	-8,094	3,904	642	8%	-11,355	-291%	50630	Uniforms	-48,288	-46,228	-19,897	-2,060	-4%	-28,391	-143%	-46,228
371	-1,500	-579	1,871	125%	950	164%	51080	Seminars & Conferences	-6,323	-27,550	-9,305	21,227	77%	2,982	32%	-27,550
-523	-950	-1,076	427	45%	553	51%	51095	Travel/Meeting Expense	-32,827	-26,190	-19,704	-6,637	-25%	-13,123	-67%	-26,190
<b>-57,868</b>	<b>-28,320</b>	<b>-26,202</b>	<b>-29,548</b>	<b>-104%</b>	<b>-31,666</b>	<b>-121%</b>		<b>Total Staff Expense</b>	<b>-297,205</b>	<b>-259,820</b>	<b>-194,365</b>	<b>-37,385</b>	<b>-14%</b>	<b>-102,840</b>	<b>-53%</b>	<b>-259,820</b>
5,333	-12,080	9,901	17,413	144%	-4,568	-46%	51090	Telephone	-160,545	-144,680	-175,340	-15,865	-11%	14,794	8%	-144,680
-1,542	-1,910	-1,693	368	19%	151	9%	55003	Cable/Sat TV Service	-19,212	-23,150	-3,126	3,938	17%	3,914	17%	-23,150
-5,676	-5,200	-5,849	-376	-7%	273	5%	55005	Disposal Fees	-87,820	-77,450	-77,481	-10,370	-13%	-10,338	-13%	-77,450
-21,536	-23,950	-22,401	2,414	10%	866	4%	5501...	Electricity	-268,047	-248,820	-222,717	-19,227	-8%	-45,330	-20%	-248,820
-8,389	-6,300	-7,214	-2,089	-33%	-1,174	-16%	55020	Natural Gas - Pools	-68,142	-55,800	-57,005	-12,342	-22%	-11,137	-20%	-55,800
-11,349	-9,300	-10,469	-2,049	-22%	-880	-8%	55025	Natural Gas - Buildings	-88,655	-72,650	-66,111	-16,005	-22%	-22,543	-34%	-72,650
-1,105	-250	-347	-855	-342%	-758	-219%	55027	Propane (LPG)	-5,042	-4,950	-2,310	-92	-2%	-2,732	-118%	-4,950
-7,031	-7,595	-6,932	564	7%	-99	-1%	55030	Sewer Fees	-84,371	-89,360	-81,409	4,989	6%	-2,962	-4%	-89,360
-2,996	-2,600	-2,336	204	8%	-60	-3%	5503...	Water - Building/Facility	-36,119	-39,320	-32,095	3,201	8%	-4,024	-13%	-39,320
-20,036	-20,450	-6,131	414	2%	-13,905	-227%	55040	Water - Grounds	-96,641	-80,450	-52,148	-16,191	-20%	-44,493	-85%	-80,450
<b>-73,626</b>	<b>-89,635</b>	<b>-53,471</b>	<b>16,009</b>	<b>18%</b>	<b>-20,156</b>	<b>-38%</b>		<b>TOTAL UTILITIES</b>	<b>-914,593</b>	<b>-836,630</b>	<b>-789,742</b>	<b>-77,963</b>	<b>-9%</b>	<b>-124,851</b>	<b>-16%</b>	<b>-836,630</b>
								<b>SUPPLIES &amp; MAINTENANCE EXPENSE</b>								
-2,767	-1,940	-2,372	-827	-43%	-395	-17%	56010	Security Exp	-15,709	-12,250	-11,444	-3,459	-28%	-4,265	-37%	-12,250
0	-250	0	250	100%	0	0%	52505	Hazardous Waste Clean Up	0	-1,500	0	1,500	100%	0	0%	-1,500
-10,895	-7,710	-8,353	-3,185	-41%	-2,542	-30%	56520	Linen Service	-111,005	-89,620	-94,388	-21,385	-24%	-16,617	-18%	-89,620
-11,543	-10,370	-17,254	-1,173	-11%	5,711	33%	56530	Janitorial Services & Supplies	-174,792	-130,620	-131,367	-44,172	-34%	-43,425	-33%	-130,620
-558	-360	-554	-198	-55%	-4	-1%	56535	Pest Control	-10,251	-6,190	-8,204	-4,061	-66%	-2,047	-25%	-6,190
-308	-2,860	-1,763	2,552	89%	1,455	83%	52020	Contract Fees	-10,901	-27,280	-19,539	16,379	60%	8,638	44%	-27,280
0	-150	0	150	100%	0	0%	52022	Veterinary Services	-1,567	-5,050	-4,226	3,483	69%	2,659	63%	-5,050

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Twelve Months Ending December 31, 2016  
 Operating Fund Consolidated

December 2016

Year-to-Date December 2016

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-800	-750	-810	-50	-7%	10	1%	52023	Equine Care Services	-8,837	-5,050	-6,975	-3,787	-75%	-1,862	-27%	-5,050
-1,680	-1,500	-1,675	-180	-12%	-5	0%	52024	Offsite Pasturing	-11,926	-11,500	-13,323	-426	-4%	1,397	10%	-11,500
-670	-990	-1,222	320	32%	552	45%	53705	Equipment Rental	-21,335	-16,470	-15,861	-4,865	-30%	-5,474	-35%	-16,470
0	-620	-86	620	100%	86	100%	57035	Rental Property Expense	-1,142	-2,100	-1,158	958	46%	16	1%	-2,100
0	0	-170	0	0%	170	100%	56505	Feed Hay Grain	-16,847	-13,500	-13,413	-3,347	-25%	-3,434	-26%	-13,500
-922	-300	-879	-622	-207%	-43	-5%	51560	Mbr Srv - Retail COGS	-10,263	-3,900	-5,049	-6,363	-163%	-5,214	-103%	-3,900
-2,784	-5,090	-1,086	2,306	45%	-1,698	-156%	56503	Printed Forms/Ticket Stock	-19,417	-22,085	-2,576	2,668	12%	-16,840	-654%	-22,085
-49	-175	-7,202	126	72%	7,153	99%	51037	Computer Software	-4,711	-800	-3,819	-3,911	-489%	-892	-23%	-800
0	-100	0	100	100%	0	0%	51038	Computer Hardware	-368	-2,200	-779	1,832	83%	412	53%	-2,200
-2,879	-2,695	-2,741	-184	-7%	-138	-5%	51050	Furniture and Office Equip	-18,207	-17,190	-10,949	-1,017	-6%	-7,258	-66%	-17,190
-6,319	-3,300	-3,792	-3,019	-91%	-2,527	-67%	51060	Office Supplies	-27,494	-31,420	-27,507	3,926	12%	13	0%	-31,420
-1,451	-1,300	-2,734	-151	-12%	1,283	47%	51061	Toner Cartridges	-27,999	-16,400	-25,231	-11,599	-71%	-2,768	-11%	-16,400
-4,228	-3,990	-1,906	-238	-6%	-2,322	-122%	53530	Signs	-14,359	-12,240	-7,061	-2,119	-17%	-7,298	-103%	-12,240
<b>-5,199</b>	<b>-5,610</b>	<b>-4,553</b>	<b>411</b>	<b>7%</b>	<b>-646</b>	<b>-14%</b>	<b>56501</b>	<b>Operating Supplies</b>	<b>-56,029</b>	<b>-61,690</b>	<b>-48,057</b>	<b>5,661</b>	<b>9%</b>	<b>-7,972</b>	<b>-17%</b>	<b>-61,690</b>
-9,781	-6,900	-10,764	-2,881	-42%	984	9%	56502	Paper Products - Restaurant	-82,669	-59,000	-61,517	-23,669	-40%	-21,152	-34%	-59,000
-492	-50	-723	-442	-884%	231	32%	56504	Candle & TableTop Supplies	-1,895	-600	-2,066	-1,295	-216%	171	8%	-600
-3,942	-2,280	-2,122	-1,662	-73%	-1,820	-86%	56511	Cleaning Supplies - Restaurant	-32,240	-22,750	-23,421	-9,490	-42%	-8,819	-38%	-22,750
-6,199	-3,150	-5,282	-3,049	-97%	-917	-17%	56540	Small Tools & Equipment	-50,544	-25,750	-26,123	-24,794	-96%	-24,421	-93%	-25,750
-7,881	-2,675	-4,262	-5,206	-195%	-3,619	-85%	56545	Safety Equipment	-29,286	-19,475	-16,443	-9,811	-50%	-12,843	-78%	-19,475
<b>-9,236</b>	<b>-18,440</b>	<b>-16,651</b>	<b>9,204</b>	<b>50%</b>	<b>7,415</b>	<b>45%</b>	<b>(530...</b>	<b>Fuel &amp; Oil</b>	<b>-120,451</b>	<b>-165,690</b>	<b>-81,807</b>	<b>45,239</b>	<b>27%</b>	<b>-38,644</b>	<b>-47%</b>	<b>-165,690</b>
-747	0	0	-747	0%	-747	0%	56550	Spoilage	-5,458	0	-7,317	-5,458	0%	1,858	25%	0
-4,800	-300	-7,431	-4,500	-1500%	2,631	35%	51025	Entertainment	-15,219	-6,800	-11,247	-8,419	-124%	-3,972	-35%	-6,800
-980	0	0	-980	0%	-980	0%	56013	Concert expenses	-77,168	-76,000	-41,017	-1,168	-2%	-36,151	-88%	-76,000
0	-200	0	200	100%	0	0%	55530	Recreation Programs	-24,805	-30,200	-25,690	5,395	18%	885	3%	-30,200
-1,189	0	1,995	-1,189	0%	-3,184	-160%	55532	Special Programs	-43,453	-43,790	-45,884	337	1%	2,431	5%	-43,790
0	0	0	0	0%	0	0%	55536	Opening event expense- Lodge	0	0	-12,253	0	0%	12,253	100%	0
0	0	-934	0	0%	934	100%	55537	Catering Costs	-10,618	-1,600	-2,858	-9,018	-564%	-7,760	-272%	-1,600
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-974	-1,500	-455	526	35%	-519	-114%	-1,500
								<b>Repairs &amp; Maintenance</b>								
-5,078	-2,050	-3,426	-3,028	-148%	-1,652	-48%	54210	General/PM	-49,365	-13,000	-47,829	-36,365	-280%	-1,537	-3%	-13,000
-807	-850	-45	43	5%	-762	-1704%	54220	Plumbing	-3,249	-2,850	-3,145	-399	-14%	-104	-3%	-2,850
-288	-375	555	87	23%	-843	-152%	54240	Lighting and Electrical	-4,993	-3,850	-6,224	-1,143	-30%	1,230	20%	-3,850
-394	-150	0	-244	-163%	-394	0%	54250	HVAC	-923	-1,500	-740	577	38%	-183	-25%	-1,500
0	-400	0	400	100%	0	0%	54252	Carpentry	-1,333	-3,300	-1,394	1,967	60%	61	4%	-3,300
0	-250	-1,021	250	100%	1,021	100%	54254	Elevators	-6,266	-3,500	-7,400	-2,766	-79%	1,134	15%	-3,500
-195	-350	-938	155	44%	743	79%	54256	Fire Suppression	-14,199	-6,550	-7,282	-7,649	-117%	-6,917	-95%	-6,550
-26	0	0	-26	0%	-26	0%	54274	Painting	-356	-1,200	-984	844	70%	627	64%	-1,200
-1,982	-2,113	-5,158	131	6%	3,176	62%	54290	Other Building	-9,225	-24,350	-10,460	15,125	62%	1,235	12%	-24,350
<b>-8,771</b>	<b>-6,538</b>	<b>-10,033</b>	<b>-2,233</b>	<b>-34%</b>	<b>1,262</b>	<b>13%</b>		<b>R&amp;M Building</b>	<b>-89,909</b>	<b>-60,100</b>	<b>-85,457</b>	<b>-29,809</b>	<b>-50%</b>	<b>-4,452</b>	<b>-5%</b>	<b>-60,100</b>
0	0	-46	0	0%	46	100%	54310	Asphalt	-410	0	-271	-410	0%	-139	-51%	0
-315	0	0	-315	0%	-315	0%	54320	Irrigation and Drainage	-315	0	-180	-315	0%	-135	-75%	0
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	-397	-3,250	-531	2,853	88%	134	25%	-3,250
-179	0	6,421	-179	0%	-6,599	-103%	54350	Ski Trails	-2,252	-16,290	-2,774	14,038	86%	522	19%	-16,290
-9,397	-15,315	-37,695	5,918	39%	28,297	75%	54380	Snow Removal	-76,397	-63,090	-59,176	-13,307	-21%	-17,221	-29%	-63,090
-1,023	-1,000	-1,000	-23	-2%	-23	-2%	54390	Other Grounds Maint	-40,019	-37,000	-38,412	-3,019	-8%	-1,607	-4%	-37,000
<b>-10,915</b>	<b>-16,315</b>	<b>-32,320</b>	<b>5,400</b>	<b>33%</b>	<b>21,405</b>	<b>66%</b>		<b>R&amp;M Grounds (nonGolf)</b>	<b>-119,790</b>	<b>-119,630</b>	<b>-101,343</b>	<b>-160</b>	<b>0%</b>	<b>-18,447</b>	<b>-18%</b>	<b>-119,630</b>
-651	-500	-1,664	-151	-30%	1,014	61%	54412	Ski Lifts, Fixed Grip	-24,557	-8,700	-5,333	-15,857	-182%	-19,224	-360%	-8,700
-193	-500	0	307	61%	-193	0%	54416	Ski Lifts, Surface	-1,462	-3,600	-1,27	2,138	59%	-1,335	-1052%	-3,600
0	-500	0	500	100%	0	0%	54418	Terrain Parks	-165	-500	-195	335	67%	30	16%	-500
-45	0	0	-45	0%	-45	0%	54419	Snowmaking	-1,346	-5,000	0	3,654	73%	-1,346	0%	-5,000
6,498	-4,000	878	10,498	262%	5,620	640%	54421	Snowcats	-69,924	-60,100	-6,504	-9,824	-16%	-63,420	-975%	-60,100
-2,322	-450	-1,577	-1,872	-416%	-746	-47%	54426	Snowmobiles	-7,999	-3,900	-5,495	-4,099	-105%	-2,504	-46%	-3,900
-139	-1,750	-161	1,611	92%	23	14%	54434	Golf Maint Eq	-16,782	-15,750	-23,562	-1,032	-7%	6,780	29%	-15,750
-134	0	0	-134	0%	-134	0%	54438	Golf Carts Fleet	-2,503	-3,830	-2,705	1,327	35%	201	7%	-3,830
-1,092	-3,700	-6,206	2,608	70%	5,114	82%	54443	Rolling, Heavy	-30,463	-47,450	-25,187	16,987	36%	-5,276	-21%	-47,450
-8,689	-3,025	-9,265	-5,664	-187%	576	6%	54448	Rolling, Car/Truck/Bus/Van	-62,980	-38,550	-58,367	-24,430	-63%	-4,613	-8%	-38,550
-3,179	-950	-2,185	-2,229	-235%	-994	-46%	54452	F&B Kitchen Equip	-19,967	-10,200	-19,967	-9,767	-96%	-1,900	-11%	-10,200
0	-320	-339	320	100%	339	100%	54454	F&B GlassSilverChina	-1,119	-4,900	-2,982	3,781	77%	1,863	62%	-4,900
0	0	0	0	0%	0	0%	54461	Rental Bikes	-3,126	-500	-1,282	-2,626	-525%	-1,844	-144%	-500
-130	-400	-98	270	67%	-32	-32%	54463	Fitness Equipment	-1,989	-6,500	-3,598	4,511	69%	1,609	45%	-6,500
0	-350	0	350	100%	0	0%	54470	Office Equip R&M	-187	-1,580	-260	1,393	88%	73	28%	-1,580
-3,668	-4,163	-5,164	495	12%	1,496	29%	54481	Computer Software Maint	-51,728	-51,970	-52,565	242	0%	837	2%	-51,970
-522	-1,230	-1,599	708	58%	1,077	67%	54483	Computer Hardware Maint	-5,338	-13,450	-5,897	8,112	60%	559	9%	-13,450
-271	-800	-37	529	66%	-234	-626%	54499	Other Operating Equip R&M	-4,073	-10,900	-7,365	6,827	63%	3,292	45%	-10,900

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Twelve Months Ending December 31, 2016  
 Operating Fund Consolidated

December 2016

Year-to-Date December 2016

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
<b>-14,537</b>	<b>-22,638</b>	<b>-27,418</b>	<b>8,101</b>	<b>36%</b>	<b>12,881</b>	<b>47%</b>		<b>R&amp;M Equipment</b>	<b>-305,707</b>	<b>-287,380</b>	<b>-219,490</b>	<b>-18,327</b>	<b>-6%</b>	<b>-86,217</b>	<b>-39%</b>	<b>-287,380</b>
0	0	0	0	0%	0	0%	54510	Seed & Sod	-6,849	-8,700	-5,745	1,851	21%	-1,104	-19%	-8,700
0	0	0	0	0%	0	0%	54520	Fertilizer	-16,060	-26,000	-22,275	9,940	38%	6,215	28%	-26,000
-1,409	0	0	-1,409	0%	-1,409	0%	54530	Top Dressing	-14,685	-12,000	-11,808	-2,685	-22%	-2,878	-24%	-12,000
0	0	0	0	0%	0	0%	54540	Sand, Gravel, Rock	-3,830	-6,000	-5,476	2,170	36%	1,646	30%	-6,000
0	0	0	0	0%	0	0%	54560	Pesticides	-8,951	-12,500	-12,969	3,549	28%	4,018	31%	-12,500
0	0	0	0	0%	0	0%	54570	Irrigation and Drainage	-2,086	-4,700	-3,413	2,614	56%	1,327	39%	-4,700
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-1,900	-1,307	1,900	100%	1,307	100%	-1,900
<b>-1,409</b>	<b>0</b>	<b>0</b>	<b>-1,409</b>	<b>0%</b>	<b>-1,409</b>	<b>0%</b>		<b>R&amp;M Golf Course</b>	<b>-52,462</b>	<b>-71,800</b>	<b>-62,993</b>	<b>19,338</b>	<b>27%</b>	<b>10,532</b>	<b>17%</b>	<b>-71,800</b>
-101	-1,750	-1,701	1,649	94%	1,600	94%	54710	chemicals	-30,280	-25,400	-24,975	-4,880	-19%	-5,305	-21%	-25,400
0	-150	0	150	100%	0	0%	54720	equipment	-196	-1,800	-215	1,604	89%	19	9%	-1,800
0	0	0	0	0%	0	0%	54730	service, regular	-157	0	0	-157	0%	-157	0%	0
0	0	0	0	0%	0	0%	54740	service, special	-125	0	-325	-125	0%	200	62%	0
0	0	0	0	0%	0	0%	54790	other	-38	0	0	-38	0%	-38	0%	0
<b>-101</b>	<b>-1,900</b>	<b>-1,701</b>	<b>1,799</b>	<b>95%</b>	<b>1,600</b>	<b>94%</b>		<b>R&amp;M Pool Spa</b>	<b>-30,797</b>	<b>-27,200</b>	<b>-25,516</b>	<b>-3,597</b>	<b>-13%</b>	<b>-5,281</b>	<b>-21%</b>	<b>-27,200</b>
10,819	-200	-34	11,019	5509%	10,853	32165%	(575...	Forestry Management	-285,932	-275,966	-325,327	-9,966	-4%	39,394	12%	-275,966
<b>10,819</b>	<b>-200</b>	<b>-34</b>	<b>11,019</b>	<b>5509%</b>	<b>10,853</b>	<b>32165%</b>		<b>R&amp;M Forestry</b>	<b>-285,932</b>	<b>-275,966</b>	<b>-325,327</b>	<b>-9,966</b>	<b>-4%</b>	<b>39,394</b>	<b>12%</b>	<b>-275,966</b>
39,224	43,134	57,685	-3,910	-9%	-18,461	-32%	59010	Contra - Inter-Dept. Charges	509,438	497,300	413,406	12,138	2%	96,033	23%	497,300
<b>14,310</b>	<b>-4,457</b>	<b>-13,821</b>	<b>18,767</b>	<b>421%</b>	<b>28,131</b>	<b>204%</b>		<b>R&amp;M subtotal</b>	<b>-375,158</b>	<b>-344,776</b>	<b>-406,721</b>	<b>-30,382</b>	<b>-9%</b>	<b>31,562</b>	<b>8%</b>	<b>-344,776</b>
<b>-83,989</b>	<b>-88,512</b>	<b>-119,150</b>	<b>4,523</b>	<b>5%</b>	<b>35,162</b>	<b>30%</b>		<b>TOTAL SUPPLIES &amp; MAI</b>	<b>-1,433,097</b>	<b>-1,286,986</b>	<b>-1,215,744</b>	<b>-146,111</b>	<b>-11%</b>	<b>-217,352</b>	<b>-18%</b>	<b>-1,286,986</b>
<b>-10,154</b>	<b>-43,700</b>	<b>-25,856</b>	<b>33,546</b>	<b>77%</b>	<b>15,702</b>	<b>61%</b>	<b>52025</b>	<b>INSURANCE EXPENSE</b>	<b>-412,454</b>	<b>-411,000</b>	<b>-401,718</b>	<b>-1,454</b>	<b>0%</b>	<b>-10,736</b>	<b>-3%</b>	<b>-411,000</b>
								<b>ADMINISTRATIVE &amp; OTHER EXPENSE</b>								
0	0	0	0	0%	0	0%	52010	Audit & Tax Services	-28,750	-27,000	-24,750	-1,750	-6%	-4,000	-16%	-27,000
175	-2,255	-1,089	2,430	108%	1,264	116%	52015	Consulting Expense	-5,752	-27,300	-6,850	21,548	79%	1,098	16%	-27,300
0	-400	0	400	100%	0	0%	52016	Environmental Services / Fees	-1,008	-1,200	0	192	16%	-1,008	0%	-1,200
11,530	-8,800	-3,369	20,330	231%	14,898	442%	52030	Legal Services	-48,352	-110,000	-46,816	61,648	56%	-1,536	-3%	-110,000
-1,392	-850	-20	-542	-64%	-1,372	-6877%	51070	Public Relations	-18,015	-14,150	-9,520	-3,865	-27%	-8,495	-89%	-14,150
-30	-2,000	89	1,970	99%	-119	-134%	55520	Promotion Expense	-10,004	-7,500	-3,529	-2,504	-33%	-6,475	-183%	-7,500
-11,676	-15,285	-23,128	3,609	24%	11,451	50%	55540	Resort Advertising	-119,863	-136,550	-152,466	16,687	12%	32,603	21%	-136,550
-328	-250	-403	-78	-31%	75	19%	55560	Sales specific costs	-5,772	-3,000	-2,772	-2,772	-92%	-2,725	-89%	-3,000
0	-1,600	-534	1,600	100%	534	100%	55545	Brochure Distribution	-5,921	-8,300	-3,904	2,379	29%	-2,017	-52%	-8,300
-97	-350	908	253	72%	-1,005	-111%	51520	Charitable Contributions	-9,139	-4,950	-7,548	-4,189	-85%	-1,591	-21%	-4,950
-2,619	0	-909	-2,619	0%	-1,709	-188%	51530	Community Relations	-11,943	-3,200	-4,501	-8,743	-273%	-7,443	-165%	-3,200
-1,080	-800	-1,106	-280	-35%	26	2%	55538	Reservation Services	-10,361	-8,300	-10,241	-2,061	-25%	-120	-1%	-8,300
-3,711	-6,400	-2,692	2,689	42%	-1,019	-38%	55525	Marketing Discounts CoGS	-76,006	-69,390	-64,689	-6,616	-10%	-11,317	-17%	-69,390
-6,238	-2,567	-2,988	-3,671	-143%	-3,251	-109%	51020	Dues & Subscriptions	-23,990	-20,422	-23,977	-3,568	-17%	-13	0%	-20,422
-18,627	-9,607	-17,005	-9,020	-94%	-1,622	-10%	51035	Licenses, Permits, Fees	-117,076	-100,167	-108,236	-16,909	-17%	-8,840	-8%	-100,167
-529	-620	-627	91	15%	98	16%	51096	Mileage Reimbursement	-7,123	-7,860	-9,009	737	9%	1,886	21%	-7,860
-3,444	-400	-2,218	-3,044	-761%	-1,227	-55%	51515	Board Expense	-10,152	-12,500	-12,862	2,348	19%	2,710	21%	-12,500
0	0	0	0	0%	0	0%	51516	Annual Meeting Expense	-36,725	-25,000	-10,816	-11,725	-47%	-25,909	-240%	-25,000
-2,269	-4,200	-2,258	1,931	46%	-11	0%	51063	Postage - TDNews	-30,392	-30,450	-31,817	58	0%	1,426	4%	-30,450
-631	-1,370	-928	739	54%	297	32%	51065	Postage - General	-12,039	-16,315	-12,666	4,276	26%	627	5%	-16,315
0	0	0	0	0%	0	0%	51510	Assessment Billing	-7,359	-9,000	-6,995	1,641	18%	-364	-5%	-9,000
-4,000	0	0	-4,000	0%	-4,000	0%	51535	Newsletter	-6,550	0	0	-6,550	0%	-6,550	0%	0
-14,045	-12,500	-13,213	-1,545	-12%	-832	-6%	51545	Printing - TD News	-110,621	-111,850	-107,622	1,229	1%	-2,999	-3%	-111,850
2,423	-2,000	0	4,423	221%	2,423	0%	51546	Printing - Brochures	-30,006	-35,000	-38,722	4,994	14%	8,717	23%	-35,000
0	0	0	0	0%	0	0%	51547	Printing - Other	-1,608	-100	-1,045	-1,508	-1508%	-563	-54%	-100
-256	-400	-24,422	144	36%	24,166	99%	56601	Claims Expense	-16,075	-5,000	-31,164	-11,075	-222%	15,089	48%	-5,000
256	-3,000	-12,510	3,256	109%	12,766	102%	52210	Bad Debt Expense	-16,744	-15,000	-24,510	-1,744	-12%	7,766	32%	-15,000
-31,230	-19,910	-31,206	-11,320	-57%	-24	0%	52220	Credit Card Expense	-259,149	-180,260	-162,625	-78,889	-44%	-96,523	-59%	-180,260
436	0	-669	436	0%	1,106	165%	52225	Over/Short	-1,427	0	-1,312	-1,427	0%	-114	-9%	0
0	100	0	-100	-100%	0	0%	57009	Inter-Department Food Costs	0	2,000	0	-2,000	-100%	0	0%	2,000
0	-2,500	0	2,500	100%	0	0%	59999	Contingency	0	-32,000	0	32,000	100%	0	0%	-32,000
-14,679	-16,400	-5,967	1,721	10%	-8,712	-146%	57030	Taxes - Property	-184,761	-196,800	-174,938	12,039	6%	-9,823	-6%	-196,800
11,127	-3,750	15,550	-4,423	-28%	-4,423	-28%	5702...	Taxes - Income	-30,108	-45,000	-36,700	14,892	33%	6,592	18%	-45,000
<b>-90,934</b>	<b>-118,114</b>	<b>-130,712</b>	<b>27,180</b>	<b>23%</b>	<b>39,778</b>	<b>30%</b>		<b>TOTAL ADMINISTRATIVE &amp; O</b>	<b>-1,252,791</b>	<b>-1,261,564</b>	<b>-1,132,878</b>	<b>8,773</b>	<b>1%</b>	<b>-119,913</b>	<b>-11%</b>	<b>-1,261,564</b>
<b>-316,571</b>	<b>-368,281</b>	<b>-355,391</b>	<b>51,710</b>	<b>14%</b>	<b>38,820</b>	<b>11%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-4,310,140</b>	<b>-4,056,000</b>	<b>-3,734,448</b>	<b>-254,140</b>	<b>-6%</b>	<b>-575,692</b>	<b>-15%</b>	<b>-4,056,000</b>
<b>-1,420,344</b>	<b>-1,322,770</b>	<b>-1,331,064</b>	<b>-97,574</b>	<b>-7%</b>	<b>-89,281</b>	<b>-7%</b>		<b>TOTAL PAYROLL AND OPERAT</b>	<b>-15,721,727</b>	<b>-14,946,000</b>	<b>-13,082,905</b>	<b>-775,727</b>	<b>-5%</b>	<b>-2,638,822</b>	<b>-20%</b>	<b>-14,946,000</b>

Tahoe Donner Association  
**Department P&L Detail (D01)**  
 For the Twelve Months Ending December 31, 2016  
 Operating Fund Consolidated

<i>December 2016</i>							<i>Year-to-Date December 2016</i>								
Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %					Variance \$	Var %			
-93,768	-579,000	80,074	485,232	84%	-173,842	-217%	<b>NET OPERATING RESULTS</b>	-4,503,610	-6,951,000	-5,600,743	2,447,390	35%	1,097,133	20%	-6,951,000
-1,844	0	0	-1,844	0%	-1,844	0%	EE Housing Net	-15,814	0	0	-15,814	0%	-15,814	0%	0
-1,568,154	-1,430,000	-1,508,792	-138,154	-10%	-59,362	-4%	Total Expenses (TE), (PAYRO	-17,274,642	-16,151,000	-14,281,827	-1,123,642	-7%	-2,992,814	-21%	-16,151,000
-2.1%	-2.3%	-2.0%	0.2%	9.5%	-0.2%	-7.8%	CC Fees as a % of Revenue	-2.0%	-2.0%	-1.9%	-0.1%	-3.6%	-0.2%	-8.3%	-2.0%