

	10 Year Totals (2007 to 2016)			10Yr Average per Year			2017 Budget		
	REV	TOC	NOR	REV	TOC	NOR	REV	TOC	NOR
Downhill Ski	20,586,263	(18,318,713)	2,267,550	2,058,626	(1,831,871)	226,755	2,387,000	(2,302,000)	85,000
XC Ski	6,379,505	(5,197,664)	1,181,841	637,951	(519,766)	118,184	700,000	(681,900)	18,100
Pizza on the Hill	2,807,522	(3,331,642)	(524,121)	280,752	(333,164)	(52,412)	476,000	(541,800)	(65,800)
The Lodge	16,029,024	(16,870,543)	(841,519)	1,602,902	(1,687,054)	(84,152)	2,194,000	(2,392,000)	(198,000)
Equestrian	1,379,337	(2,479,740)	(1,100,403)	137,934	(247,974)	(110,040)	206,000	(288,100)	(82,100)
Golf	11,081,337	(13,115,273)	(2,033,937)	1,108,134	(1,311,527)	(203,394)	1,170,000	(1,314,800)	(144,800)
<i>DHSki to Golf Spread</i>	9,504,926	(5,203,440)	4,301,486						

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
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	<u>2007</u> <i>Actual</i>	<u>2008</u> <i>Actual</i>	<u>2009</u> <i>Actual</i>	<u>2010</u> <i>Actual</i>	<u>2011</u> <i>Actual</i>	<u>2012</u> <i>Actual</i>	<u>2013</u> <i>Actual</i>	5 Year Average Years			<u>2017</u> <i>Budget</i>	<i>Actuals</i> <i>Average</i>	
								3 Year Average Years				<u>3-Yr</u>	<u>5-Yr</u>
								<u>2014</u> <i>Actual</i>	<u>2015</u> <i>Actual</i>	<u>2016</u> <i>Actual</i>			
REV to TOC (CRR%)	-64.0%	-63.0%	-63.1%	-68.8%	-63.9%	-65.2%	-65.6%	-60.1%	-60.8%	-73.9%	-63.5%	-64.9%	-65.1%
Assessment Revenue, Operating Fund	3,994,106	4,276,337	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,311,000	6,277,148	5,689,460
NOR AFTER Assessment Revenue, Opera	-1,199	-333,038	-234,941	476,966	-184,991	112,990	140,728	347,824	830,057	2,449,435	0	1,209,105	776,207

**Tahoe Donner Association
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Amenities Consolidated
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	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
<i>SmrF&B-Snack Bar</i>	0	0	0	60,373	55,978	62,020	75,975	89,331	88,720	91,705	99,100	89,918	81,550	
<i>SmrF&B-Pool BBQ</i>	0	0	0	16,776	23,474	25,508	23,677	34,615	44,176	50,186	51,000	42,992	35,632	
<i>Snowplay Food Truck</i>	0	0	0	0	0	0	0	0	7,574	22,737	2,000	10,104	6,062	
<i>Cafeteria</i>	0	0	0	0	0	0	0	0	0	240,396	0	80,132	48,079	
<i>Mkt Discounts, Happy Hour Food</i>	0	0	0	-18,974	-21,753	-21,140	-17,825	-26,772	-26,001	-33,759	0	-28,844	-25,099	
<i>Mkt Discounts, Happy Hour Bev Beer</i>	0	0	0	-11,541	-7,675	-5,260	-5,735	-4,070	-3,809	-1,203	0	-3,028	-4,015	
<i>Mkt Discounts, Happy Hour Bev Liquor</i>	0	0	0	-3,398	-3,223	-2,033	-1,813	-1,826	-3,698	-3,740	0	-3,088	-2,622	
<i>Mkt Discounts, Happy Hour Bev Wine</i>	0	0	0	-7,411	-6,145	-5,264	-6,730	-7,532	-9,801	-10,366	0	-9,233	-7,939	
<i>Mkt Discounts, Happy Hour Bev, subtotal</i>	0	0	0	-22,350	-17,043	-12,556	-14,277	-13,428	-17,308	-15,310	0	-15,349	-14,576	
<i>Mkt Discounts, Happy Hour Food&Bev C</i>	0	0	0	-41,324	-38,796	-33,697	-32,102	-40,200	-43,308	-49,069	0	-44,192	-39,675	
Sales - Retail	484,235	524,220	535,490	466,595	433,401	453,711	499,672	362,393	441,392	570,968	472,703	458,251	465,627	
Employee Discounts	-38,978	-48,705	-44,205	-33,252	-9,985	-9,002	-11,349	-10,041	-15,583	-16,809	-11,400	-14,144	-12,557	
Homeowner Discounts	-4,467	-7,354	-2,964	-7,172	-2,082	-2,272	-3,076	-3,076	-3,792	-4,614	-2,500	-3,827	-3,115	
Chartered Club Discounts	0	0	0	0	0	-45	0	0	0	0	0	0	-9	
Discounts - Retail	-81,341	-94,286	-110,210	-78,087	-68,335	-74,392	-73,641	-40,886	-48,106	-50,315	-59,500	-46,436	-57,468	
Promotion Discounts	-26,690	-33,269	-25,860	-20,440	-5,759	-5,330	-13,416	-1,691	-7,927	-2,582	-8,800	-4,067	-6,189	
Total Retail Product Revenue	332,760	340,606	352,252	327,644	347,239	362,669	399,445	306,698	365,984	496,648	390,503	389,777	386,289	
Golf Cart Rentals	200,955	180,649	174,593	153,969	132,587	138,944	156,578	187,231	177,858	175,732	185,000	180,274	167,269	
Golf - Driving Range	77,376	64,025	61,910	52,628	40,319	43,836	45,346	46,953	46,280	48,206	48,000	47,146	46,124	
Lessons - Group	109,331	135,428	138,356	173,484	145,780	131,870	204,173	83,213	96,743	318,837	317,500	166,265	166,967	
Lessons - Private	90,383	143,415	170,275	226,025	216,221	185,946	260,482	64,629	88,799	275,861	175,000	143,096	175,143	
Lessons - Masters Program	0	0	0	2,378	750	750	1,270	0	0	694	2,300	231	543	
Snowflakes	143,113	170,756	216,560	258,759	210,275	173,577	215,769	64,215	75,465	255,556	152,000	131,745	156,916	
TD Tykes	0	0	0	26,523	46,325	34,682	20,227	-19	-280	17,779	34,500	5,794	14,458	
Rentals	439,834	605,134	623,416	765,010	587,393	588,100	750,739	337,618	476,359	1,127,035	754,500	647,004	655,970	
Rentals, Bikes	0	0	0	0	7,235	10,432	15,979	12,141	22,673	34,245	37,000	23,020	19,094	
Child Care	0	0	0	0	12,068	15,244	17,484	20,808	19,108	16,740	18,000	18,885	17,877	
Aerobics	16,709	18,757	37,767	41,460	61,176	59,787	61,085	74,853	87,425	88,129	77,000	83,469	74,256	
Fitness/Training	3,826	3,914	3,798	1,904	893	1,700	2,000	2,819	2,350	3,144	2,000	2,771	2,403	
Rec Programs	2,606	2,293	2,500	4,133	6,229	12,668	29,951	16,396	5,695	11,835	6,000	11,309	15,309	
Day Camps	90,110	83,014	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	243,000	195,015	172,798	
Massage	9,468	16,034	14,282	15,194	16,068	14,826	19,065	16,719	15,955	17,271	17,000	16,648	16,767	
Towels/Lockers	2,482	1,464	1,792	1,892	1,674	3,393	2,115	1,591	897	1,368	1,000	1,285	1,873	
Lessons - Public	0	1,679	4,791	4,883	2,482	3,975	2,217	2,446	1,028	470	4,000	1,315	2,027	
Lessons - P.O.	44,360	40,419	69,591	97,817	74,710	71,577	90,565	66,465	63,103	61,084	92,002	63,551	70,559	
Lessons - Guest	4,890	5,683	21,679	16,044	29,800	20,927	20,804	35,322	38,863	34,641	45,700	36,275	30,111	
Lessons	0	37,916	0	0	0	0	0	0	0	0	0	0	0	
Equestrian - Boarding	19,245	9,456	14,962	17,429	13,087	16,920	24,130	12,918	16,450	26,068	33,000	18,479	19,297	
Equestrian - Camps	58,150	62,525	55,050	45,850	45,420	0	29,660	0	36,630	34,833	45,000	23,821	20,225	
Reduction To Sales - Lessons	0	0	0	0	0	0	0	0	0	-167	0	-56	-33	
Total Lessons & Rental Revenue	1,312,837	1,582,560	1,702,855	2,004,457	1,757,102	1,643,396	2,134,341	1,228,980	1,468,959	2,754,087	2,289,502	1,817,342	1,845,952	
Shopping Bags	0	0	0	0	0	0	0	135	35	10	0	60	36	
Other Revenue	37,843	45,621	40,417	43,900	29,168	39,284	47,890	34,526	45,133	67,911	56,903	49,190	46,949	
Employee Housing Revenue	0	0	0	0	0	0	0	0	0	13,082	81,000	4,361	2,616	
Total Other Revenue	37,843	45,621	40,417	43,900	29,168	39,284	47,890	34,661	45,168	81,004	137,903	53,611	49,602	
GROSS REVENUE (GREV)	6,332,277	7,283,973	7,484,393	8,332,301	7,701,884	7,700,996	8,901,798	7,102,647	8,073,792	12,058,354	10,399,000	9,078,264	8,767,517	
COST OF GOODS SOLD (COGS)														
Food	-405,568	-459,694	-483,219	-526,804	-76	0	0	0	0	0	0	0	0	
Meat	0	0	0	-17,305	-166,345	-185,720	-231,677	-217,858	-225,583	-276,480	-272,880	-239,974	-227,464	
Seafood	0	0	0	-8,448	-90,669	-98,080	-112,567	-113,976	-118,671	-160,335	-181,510	-130,994	-120,726	
Produce	0	0	0	-8,855	-106,919	-109,967	-135,587	-142,834	-161,591	-207,369	-136,190	-170,598	-151,470	
Dairy	0	0	0	-7,348	-86,694	-78,900	-89,205	-94,464	-98,785	-112,163	-112,750	-101,804	-94,703	
NA Beverage	0	0	0	-5,489	-38,673	-40,228	-38,955	-29,717	-36,084	-53,705	-44,610	-39,835	-39,738	
Food Other	0	0	0	-23,407	-158,828	-171,627	-194,693	-152,292	-198,682	-286,192	-209,220	-212,389	-200,697	
Mktg Discounts credit	0	0	0	2,661	45,190	51,734	60,099	58,958	64,685	76,006	77,400	66,550	62,296	
EE Meals credit	0	0	0	2,030	23,893	29,123	28,728	29,366	29,402	34,169	36,160	30,979	30,157	
Food Cogs	-405,568	-459,694	-483,219	-592,966	-579,120	-603,665	-713,858	-662,817	-745,309	-986,069	-843,600	-798,065	-742,344	

Amenities Consolidated

Tahoe Donner Association
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Amenities Consolidated
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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Brochure Distribution	0	0	-5,153	-8,146	-6,218	-4,732	-7,325	-3,207	-3,904	-5,921	-10,100	-4,344	-5,018	
Sales specific	0	0	0	0	0	0	0	0	0	-195	0	-65	-39	
Charitable Contributions	-521	-3,264	-1,885	-1,813	-1,881	-1,059	-1,701	-25	-651	-327	-500	-334	-753	
Community Relations	-149	-24	-375	-123	-190	-43	-1,470	-612	-990	-3,447	0	-1,683	-1,312	
Reservation Services	0	-3,121	-4,523	-6,404	-6,604	-8,087	-9,598	-9,793	-10,241	-10,361	-8,300	-10,132	-9,616	
Marketing Discounts CoGS	0	0	-34,828	-37,943	-45,190	-51,734	-60,099	-58,958	-64,689	-76,006	-77,400	-66,551	-62,297	
Dues & Subscriptions	-8,168	-11,056	-7,459	-6,699	-8,601	-6,454	-8,126	-6,767	-9,674	-9,880	-10,920	-8,774	-8,180	
Licenses, Permits, Fees	-17,962	-19,919	-27,331	-28,655	-30,634	-34,018	-36,357	-35,215	-44,912	-50,371	-42,910	-43,499	-40,175	
Mileage Reimbursement	0	0	-3,664	-5,810	-7,930	-6,198	-7,813	-4,302	-5,159	-4,226	-5,030	-4,562	-5,540	
Board Expense	17	0	0	0	0	0	0	0	-156	-37	0	-64	-39	
Postage - General	-1,738	-1,371	-1,257	-4,653	-1,205	-639	-1,032	-941	-760	-955	-705	-885	-865	
Newsletter	0	0	0	0	0	0	0	0	0	-2,000	0	-667	-400	
Printing - TD News	-12,255	-8,146	0	0	0	0	0	0	0	0	0	0	0	
Printing - Brochures	0	0	0	0	0	0	-3,431	-1,040	-1,246	0	0	-762	-1,143	
Printing - Other	0	0	-1,569	-2,509	-3,661	-436	-642	-448	0	-946	0	-465	-494	
Claims Expense	0	0	0	0	0	0	0	0	0	-320	0	-107	-64	
Credit Card Expense	-119,216	-122,587	-137,453	-158,587	-153,234	-135,028	-165,832	-123,659	-150,471	-247,653	-195,420	-173,927	-164,528	
Over/Short	-2,238	-2,065	-1,658	-541	-2,132	-265	-450	1,088	-1,358	-1,077	0	-449	-412	
Inter-Department Food Costs	0	0	0	0	150	0	0	0	0	0	0	0	0	
Lease Expense	0	-408	0	0	0	0	0	0	0	0	0	0	0	
Prior Year Expense	4,172	0	0	0	0	0	0	0	0	0	0	0	0	
Insurance Expense	-203,528	-248,633	-252,600	-195,919	-194,200	-186,014	-260,300	-222,579	-246,336	-279,950	-262,200	-249,622	-239,036	
TOTAL ADMINISTRATIVE & OTHER EXP	-435,639	-472,146	-528,619	-526,597	-549,096	-499,026	-692,020	-570,691	-687,926	-811,060	-728,335	-689,892	-652,145	
TOTAL OPERATING EXPENSES (OE)	-2,191,624	-2,412,595	-2,132,378	-2,102,777	-2,173,875	-1,993,931	-2,400,439	-1,909,401	-2,193,236	-2,844,992	-2,711,700	-2,315,876	-2,268,400	
TOTAL PAYROLL AND OPERATING EXPE	-5,891,955	-6,647,584	-6,637,396	-6,753,671	-6,789,520	-6,622,133	-7,615,398	-6,563,865	-7,357,963	-9,636,874	-9,599,000	-7,852,901	-7,559,247	
N O R 1, before OH	-374,589	-267,964	-60,827	577,899	-77,028	54,144	112,877	-514,223	-483,094	868,508	-560,000	-42,936	7,642	
ALLOCATED OVERHEAD (OH)	-1,371,740	-1,440,581	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-1,746,329	-1,708,545	-60,827	577,899	-77,028	54,144	112,877	-514,223	-483,094	868,508	-560,000	-42,936	7,642	
T O C	-8,078,606	-8,992,518	-7,545,219	-7,754,402	-7,778,912	-7,646,852	-8,788,921	-7,616,870	-8,556,885	-11,189,846	-10,959,000	-9,121,200	-8,759,875	
REV to TOC (CRR%)	-78.4%	-81.0%	-99.2%	-107.5%	-99.0%	-100.7%	-101.3%	-93.2%	-94.4%	-107.8%	-94.9%	-98.5%	-99.5%	
NOR AFTER Assessment Revenue, Opera	-1,746,329	-1,708,545	-60,827	577,899	-77,028	54,144	112,877	-514,223	-483,094	868,508	-560,000	-42,936	7,642	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Private Amenities Consolidated
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Revenue														
ALLOCATED RECREATION FEES	805,706	851,329	828,935	800,000	815,086	830,349	840,121	903,083	952,926	995,062	988,000	950,357	904,308	
Special Events Revenue	7,237	11,442	22,668	23,219	94,578	39,111	54,191	39,350	44,910	33,529	44,977	39,263	42,218	
Concert Revenue	0	0	0	0	0	50,695	32,935	66,387	73,584	154,520	140,000	98,164	75,624	
Daily Usage Fee - Member	0	0	40,268	38,806	38,388	37,691	36,480	38,388	39,775	43,148	39,503	40,437	39,096	
Daily Usage Fee - Guest	249,744	268,713	273,940	283,248	304,878	300,565	328,402	330,520	319,928	347,580	331,800	332,676	325,399	
Total Direct Access & Use Fees	256,981	280,155	336,875	345,273	437,844	428,062	452,008	474,644	478,197	578,777	556,280	510,539	482,338	
Food	71,953	86,289	84,698	92,534	60,888	63,358	65,464	72,813	78,866	89,178	93,000	80,286	73,936	
Food Discounts	0	0	-49	0	-2,836	-2,178	-2,332	-1,899	-3,302	-3,302	-3,000	-2,415	-2,351	
EE Discounts	0	0	0	0	-2,800	-2,178	-2,332	-1,899	-2,043	-3,301	-3,000	-2,415	-2,351	
InterDept Discounts	0	0	-49	0	-37	0	0	0	0	-6	0	-2	-1	
Marketing Discounts	0	0	0	0	0	0	0	0	0	6	0	2	1	
Food NA Beverage	0	0	0	0	18,968	17,061	18,460	18,494	17,565	19,764	20,003	18,608	18,269	
Food subtotal	71,953	86,289	84,649	92,534	77,020	78,241	81,592	89,409	94,387	105,639	110,003	96,478	89,854	
Beer	390	789	523	0	45	12,771	13,144	15,923	14,367	17,225	18,003	15,838	14,686	
Liquor	0	0	0	0	0	2,616	3,252	8,775	12,784	16,799	18,003	12,786	8,845	
Wine	0	0	0	0	0	1,827	2,865	2,865	2,910	3,674	4,003	3,150	2,829	
Beverage subtotal	390	789	523	0	45	17,214	19,266	27,562	30,060	37,698	40,009	31,773	26,360	
Total Food and Beverage Revenue	72,343	87,078	85,172	92,534	77,065	95,455	100,858	116,971	124,448	143,337	150,012	128,252	116,214	
Mkt Discounts, Happy Hour Food	0	0	0	0	0	0	0	0	0	-2	0	-1	0	
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	0	0	0	0	0	0	-2	0	-1	0	
Sales - Retail	81,287	84,526	114,548	108,027	146,063	148,613	186,861	174,654	160,894	132,919	134,903	156,156	160,788	
Employee Discounts	-4,050	-5,914	-7,507	-8,598	-7,268	-6,992	-7,979	-7,163	-6,645	-4,730	-6,400	-6,179	-6,702	
Homeowner Discounts	0	0	0	0	-466	-641	-1,019	-831	0	0	0	-277	-498	
Discounts - Retail	-3,784	-9,464	-10,364	-7,365	-12,788	-9,967	-13,466	-11,442	-17,176	-10,210	-11,500	-12,943	-12,452	
Promotion Discounts	-67	-278	-206	-8	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	73,386	68,871	96,472	92,055	125,542	131,013	164,396	155,217	137,073	117,979	117,003	136,757	141,136	
Rentals	47,953	60,665	62,914	81,503	102,683	121,308	140,211	153,473	152,362	153,765	149,500	153,200	144,224	
Rentals, Bikes	0	0	0	0	7,235	10,432	15,979	12,141	0	0	0	4,047	7,710	
Child Care	0	0	0	0	12,068	15,244	17,484	20,808	19,108	16,740	18,000	18,885	17,877	
Aerobics	16,709	18,757	37,767	41,460	61,176	59,787	61,085	74,853	87,425	88,129	77,000	83,469	74,256	
Fitness/Training	3,826	3,914	3,798	1,904	893	1,700	2,000	2,819	2,350	3,144	2,000	2,771	2,403	
Rec Programs	2,606	2,293	2,500	4,133	6,229	12,668	29,951	16,396	5,695	11,835	6,000	11,309	15,309	
Day Camps	90,110	83,014	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	243,000	195,015	172,798	
Massage	9,468	16,034	14,282	15,194	16,068	14,826	19,065	16,719	15,955	17,271	17,000	16,648	16,767	
Towels/Lockers	2,482	1,464	1,792	1,892	1,674	3,393	2,115	1,591	897	1,368	1,000	1,285	1,873	
Lessons - Public	0	0	400	225	700	3,448	0	1,832	0	0	1,000	611	1,056	
Lessons - P.O.	31,230	29,567	61,294	91,999	65,167	67,940	82,719	63,537	54,684	53,876	86,002	57,366	64,551	
Lessons - Guest	1,760	2,158	18,714	15,144	28,225	20,927	20,804	35,322	38,863	34,641	45,700	36,275	30,111	
Lessons	0	37,916	0	0	0	0	0	0	0	0	0	0	0	
Total Lessons & Rental Revenue	206,144	255,781	294,993	352,530	408,728	445,914	556,116	582,253	574,896	585,494	646,202	580,881	548,935	
Shopping Bags	0	0	0	0	0	0	0	100	20	4	0	41	25	
Other Revenue	7,298	9,445	8,502	9,943	6,552	5,976	7,777	10,521	2,950	3,158	4,503	5,543	6,076	
Total Other Revenue	7,298	9,445	8,502	9,943	6,552	5,976	7,777	10,621	2,970	3,162	4,503	5,584	6,101	
GROSS REVENUE (GREV)	1,421,858	1,552,658	1,650,949	1,692,335	1,870,817	1,936,769	2,121,277	2,242,790	2,270,509	2,423,811	2,462,000	2,312,370	2,199,031	
COST OF GOODS SOLD (COGS)														
Food	-28,333	-28,244	-27,735	-23,398	-8	0	0	0	0	0	0	0	0	
Meat	0	0	0	0	-7,003	-6,952	-7,266	-8,378	-9,963	-8,438	-10,200	-8,927	-8,200	
Seafood	0	0	0	0	-60	-329	-204	0	0	-321	-9,300	-107	-171	
Produce	0	0	0	0	-1,118	-1,595	-1,902	-3,583	-4,538	-5,473	-2,300	-4,531	-3,418	
Dairy	0	0	0	0	-2,576	-1,125	-1,215	-2,151	-3,027	-2,369	-2,300	-2,516	-1,977	
NA Beverage	0	0	0	0	-3,492	-4,793	-4,837	-5,609	-5,056	-4,094	-3,800	-4,920	-4,878	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Private Amenities Consolidated
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average				
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2014 Actual	2015 Actual	2016 Actual	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual						
Employee Dev/Training	-184	-4,004	-3,929	-2,987	-3,646	-2,892	-6,773	-1,966	-3,123	-2,445	-5,700	-2,512	-3,440			
Employee Relations	-3,120	-1,260	-1,990	-2,460	-1,897	-2,818	-2,481	-1,323	-2,066	-1,624	-3,140	-1,671	-2,062			
Uniforms	-5,671	-9,448	-6,395	-9,546	-11,176	-6,642	-7,798	-5,925	-4,448	-8,023	-10,800	-6,132	-6,567			
Seminars & Conferences	-398	-1,082	-714	-980	0	-359	0	0	-488	0	-800	-163	-169			
Travel/Meeting Expense	-1,407	-2,444	0	-1,760	-352	-60	-692	0	0	-1,383	-1,600	-461	-427			
Total Staff Expense	-10,781	-18,457	-13,049	-17,733	-17,124	-12,771	-17,756	-9,215	-10,125	-14,464	-23,140	-11,268	-12,866			
Telephone	-1,373	-2,164	-2,680	-3,016	-3,455	-4,686	-5,078	-4,715	-6,220	-5,577	-6,420	-5,504	-5,255			
Cable/Sat TV Service	-1,679	-2,213	-2,254	-2,191	-2,467	-3,050	-3,663	-3,835	-3,356	-4,038	-3,900	-3,743	-3,588			
Disposal Fees	-10,440	-10,359	-10,311	-11,397	-12,316	-12,651	-12,691	-13,373	-14,472	-15,287	-15,100	-14,378	-13,695			
Electricity	-67,524	-72,801	-72,735	-74,833	-72,821	-72,274	-74,285	-74,796	-77,880	-77,327	-81,350	-76,668	-75,312			
Natural Gas - Pools	-62,302	-72,558	-51,542	-60,431	-64,406	-48,229	-50,540	-47,943	-57,005	-68,142	-106,000	-57,697	-54,372			
Natural Gas - Buildings	-17,597	-20,136	-15,051	-16,248	-14,901	-10,646	-13,231	-12,359	-14,575	-13,934	-15,700	-13,623	-12,949			
Fuel & Oil	-1,233	-1,608	-1,118	-1,953	-2,040	-3,250	-4,190	-3,782	-3,529	-2,864	-2,800	-3,391	-3,523			
Propane (LPG)	0	0	0	0	-3,231	-813	-3,171	-1,722	-661	-1,193	-1,200	-1,192	-1,512			
Sewer Fees	-20,167	-20,664	-21,177	-21,664	-21,997	-21,997	-21,997	-21,997	-21,997	-22,431	-23,820	-22,142	-22,084			
Water - Building/Facility	-15,971	-17,176	-16,485	-16,277	-15,891	-13,970	-17,084	-15,094	-15,697	-15,589	-17,360	-15,460	-15,487			
Water - Grounds	0	0	0	0	-1,669	-1,403	0	0	0	-69	0	-23	-294			
TOTAL UTILITIES	-198,286	-219,679	-193,352	-208,009	-215,194	-192,969	-205,930	-199,616	-215,392	-226,451	-273,650	-213,820	-208,072			
SUPPLIES & MAINTENANCE EXPENSE																
Security Exp	-996	-65	0	-36	-231	-248	0	0	-252	0	0	-84	-100			
Hazardous Waste Clean Up	0	0	0	0	0	0	-636	0	0	0	0	0	-127			
Linen Service	-1,726	-21,225	-38,296	-28,250	-30,602	-33,423	-45,502	-48,831	-56,287	-59,378	-56,960	-54,832	-48,684			
Janitorial Services & Supplies	0	-26,824	-40,764	-16,379	-16,766	-22,481	-20,894	-27,182	-59,025	-88,146	-30,100	-58,117	-43,546			
Pest Control	-500	-750	-750	-1,330	-906	-1,624	-1,949	-2,032	-2,051	-2,419	-1,910	-2,167	-2,015			
Contract Fees	-25,126	-22,360	-26,136	-34,168	-10,732	-10,283	-17,992	-10,483	-10,722	-5,032	-280	-8,746	-10,902			
Contract Labor	0	0	0	0	0	0	0	0	0	0	0	0	0			
Equipment Rental	-1,131	-1,853	-1,219	-496	-4,127	-10,463	-5,986	0	-434	-470	0	-301	-3,470			
Printed Forms/Ticket Stock	0	0	-39	0	-38	0	0	0	0	0	0	0	0			
Computer Hardware	0	0	0	0	0	0	0	0	-10	0	0	-3	-2			
Furniture and Office Equip	-7,548	-20,250	-15,909	-11,193	-7,566	-2,581	-6,249	-2,344	-4,472	-6,597	-3,400	-4,471	-4,449			
Office Supplies	-2,057	-3,159	-3,719	-2,615	-3,534	-3,821	-5,627	-4,356	-1,953	-1,899	-4,200	-2,736	-3,531			
Toner Cartridges	0	0	0	0	0	0	0	-98	-2,659	-2,801	0	-1,853	-1,112			
Signs	-1,609	-2,078	-3,958	-1,634	-1,345	-1,364	-2,835	-1,050	-1,118	-1,666	-2,930	-1,278	-1,607			
Operating Supplies	-37,187	-60,914	-44,637	-46,374	-20,895	-14,432	-16,964	-14,901	-11,258	-15,763	-20,760	-13,974	-14,663			
Paper Products - Restaurant	0	-869	0	0	-3,382	-4,741	-5,247	-4,310	-7,060	-6,037	-6,000	-289	-5,479			
Candle & TableTop Supplies	0	0	0	0	0	-194	0	0	0	0	0	0	-39			
Cleaning Supplies - Restaurant	0	0	0	0	-83	-352	-307	-413	-98	-357	0	-80	-305			
Small Tools & Equipment	-1,034	-950	-1,515	-1,322	-3,332	-4,052	-4,680	-3,662	-3,911	-5,982	-4,850	-4,518	-4,457			
Safety Equipment	0	-1,251	-3,029	-3,970	-4,313	-2,449	-2,487	-1,532	-1,918	-2,458	-3,545	-1,969	-2,169			
Spoilage	-1,327	-1,886	-1,173	-2,673	-1,274	-1,821	-2,041	-830	-1,605	-961	0	-1,132	-1,452			
Entertainment	-1,037	-3,374	-3,600	-9,436	-5,150	-6,010	-2,800	-1,836	-846	0	0	-894	-2,298			
Recreation Programs	-3,314	-4,812	-5,315	-6,963	-8,252	-12,541	-23,843	-27,230	-25,690	-24,333	-24,670	-25,751	-22,727			
Special Programs	-10,168	-17,825	-20,433	-26,313	-98,457	-48,869	-58,163	-37,583	-36,576	-29,935	-31,110	-34,698	-42,225			
Concert Expenses	0	0	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-73,600	-51,111	-47,516			
Repairs & Maintenance																
General/PM	0	0	-1,007	0	-8,624	-11,235	-17,589	-13,058	-24,079	-17,038	-8,140	-18,058	-16,600			
Plumbing	0	0	0	0	-1,783	-2,377	-2,329	-2,878	-2,111	-978	-1,140	-1,989	-2,134			
Lighting and Electrical	0	0	-1,896	-206	-1,530	-1,986	-2,115	-1,643	-700	-1,059	-600	-1,134	-1,501			
HVAC	0	0	0	0	-159	-4,105	-38	-368	-344	-110	-100	-274	-993			
Carpentry	-736	-994	-833	-435	0	-331	-84	-72	-845	-60	-900	-325	-278			
Fire Suppression	0	0	0	0	-45	-866	-1,120	-1,701	-858	-2,390	-1,100	-1,650	-1,387			
Painting	0	0	0	0	-164	-212	0	-307	-96	-37	-200	-147	-130			
MaintDept Labor Charges (inactive)	0	-13,984	-22,716	0	0	-165	0	0	0	0	0	0	-33			
Other Building	-114,802	-68,268	-24,127	-12,778	-4,655	-5,290	-763	0	-285	-608	-2,170	-297	-1,389			
R&M Building	-115,538	-83,246	-50,579	-13,419	-16,959	-26,568	-24,036	-20,027	-29,318	-22,278	-14,350	-23,874	-24,445			
Asphalt	0	0	0	0	-40	-121	0	-139	-25	0	0	-55	-85			
Irrigation and Drainage	0	0	0	0	-474	-199	-208	-140	-90	-70	0	-100	-141			
GrassFlowersSeedFertilizers	0	0	0	0	-1,543	-276	-307	-446	-372	-265	-1,200	-361	-333			
Snow Removal	-1,346	-5,574	-3,110	-3,800	-3,998	-4,988	-3,904	-2,706	-4,180	-5,874	-3,100	-4,253	-4,330			
Other Grounds Maint	-8,336	-9,343	-10,284	-8,984	-17,169	-16,838	-16,827	-15,976	-17,129	-16,941	-16,200	-16,682	-16,742			
R&M Grounds (nonGolf)	-9,681	-14,917	-13,393	-12,783	-23,222	-22,421	-21,388	-19,269	-21,910	-23,174	-20,500	-21,451	-21,632			

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Private Amenities Consolidated
For the Twelve Months Ending**

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Rolling, Heavy	0	0	-280	-514	-1,205	-334	-403	-56	-777	-198	0	-344	-354	
Rolling, Car/Truck/Bus/Van	-2,528	-2,308	-1,329	-2,294	-2,802	-3,536	-4,347	-3,995	-2,615	-5,181	-3,650	-3,930	-3,935	
F&B Kitchen Equip	0	0	0	0	-410	-375	-287	-413	-277	-329	0	-340	-336	
Bicycles	0	0	0	0	-641	0	-845	-708	0	0	0	-236	-311	
Fitness Equipment	0	0	0	0	-6,808	-8,104	-11,841	-5,624	-3,598	-1,989	-4,300	-3,737	-6,231	
Office Equip R&M	0	0	0	0	-116	0	0	0	0	-187	0	-62	-37	
Computer Software Maint	0	0	0	-2,106	-221	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	-10,915	-11,778	-10,357	-8,081	-3,660	-4,610	-5,536	-528	-3,070	-1,137	-1,750	-1,579	-2,976	
R&M Equipment	-13,443	-14,086	-11,966	-12,994	-15,865	-16,959	-23,258	-11,325	-10,337	-9,021	-9,700	-10,228	-14,180	
Irrigation and Drainage	0	0	0	0	-9	0	0	0	0	0	0	0	0	
R&M Golf Course	0	0	0	0	-9	0	0	0	0	0	0	0	0	
chemicals	0	0	0	0	-21,832	-22,559	-20,267	-22,012	-24,975	-30,280	-36,200	-25,756	-24,019	
equipment	0	0	0	-2,188	-2,341	-1,833	-5,654	-182	-215	-196	-1,800	-198	-1,616	
service, regular	0	0	0	0	-23,760	-23,760	-12,870	-574	0	-157	0	-244	-7,472	
service, special	0	0	0	0	0	-130	-528	-438	-325	-125	0	-296	-309	
other	0	0	0	0	-47	-47	-1,413	-1,067	0	-38	0	-368	-513	
R&M Pool Spa	0	0	0	-2,188	-47,980	-48,330	-40,732	-24,273	-25,516	-30,797	-38,000	-26,862	-33,930	
Contra - Inter-Dept. Charges	0	0	0	0	0	-71	0	0	1,531	0	0	510	292	
R&M subtotal	-138,663	-112,249	-75,939	-41,385	-104,035	-114,348	-109,414	-74,894	-85,550	-85,269	-82,550	-81,904	-93,895	
TOTAL SUPPLIES & MAINTENANC	-239,184	-302,695	-286,431	-234,535	-325,018	-341,381	-372,577	-298,713	-354,513	-416,670	-346,865	-356,632	-356,771	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	-267	-305	-287	0	-16	-90	-50	0	0	0	0	0	-28	
Promotion Expense	-175	-21	0	0	-65	-150	-25	0	0	0	0	0	-35	
Resort Advertising	0	0	0	0	-3,489	-1,340	-7,120	-12	0	-236	-10,000	-83	-1,742	
Charitable Contributions	0	0	0	0	0	0	0	0	-352	0	0	-117	-70	
Community Relations	-149	-24	-375	-123	-190	-43	-85	-422	-621	-1,213	0	-752	-477	
Reservation Services	0	0	0	0	0	-365	0	0	0	0	0	0	-73	
Dues & Subscriptions	-60	-110	-250	-110	-400	-245	-498	-320	-1,291	-1,457	-1,220	-1,023	-762	
Licenses, Permits, Fees	-5,451	-3,764	-6,537	-4,460	-4,568	-4,635	-5,140	-4,981	-9,977	-5,839	-5,250	-6,933	-6,115	
Mileage Reimbursement	0	0	-1,138	-1,080	-1,287	-2,264	-3,650	-1,019	-1,094	-718	-1,960	-944	-1,749	
Postage - General	-64	-200	-196	-142	-160	-112	-164	-160	-120	-138	-135	-139	-139	
Printing - TD News	-172	-144	0	0	0	0	0	0	0	0	0	0	0	
Printing - Other	0	0	-86	-70	0	0	0	0	0	0	0	0	0	
Credit Card Expense	-9,865	-12,373	-17,034	-17,660	-20,650	-20,119	-23,567	-24,498	-24,405	-31,623	-31,180	-26,842	-24,842	
Over/Short	-1,650	-828	-661	700	-291	1,100	437	1,083	-40	-384	0	220	439	
Lease Expense	0	-408	0	0	0	0	0	0	0	0	0	0	0	
Insurance Expense	-17,627	-26,878	-28,200	-21,286	-22,800	-22,200	-26,200	-23,043	-26,400	-26,924	-27,000	-25,456	-24,954	
TOTAL ADMINISTRATIVE & OTHER EXP	-35,481	-45,056	-54,765	-44,231	-53,914	-50,463	-66,063	-53,373	-64,300	-68,532	-76,745	-62,068	-60,546	
TOTAL OPERATING EXPENSES (OE)	-483,731	-585,888	-547,597	-504,508	-611,251	-597,585	-662,326	-560,916	-644,330	-726,116	-720,400	-643,787	-638,255	
TOTAL PAYROLL AND OPERATING EXPE	-1,225,304	-1,442,058	-1,538,674	-1,496,050	-1,676,580	-1,682,388	-1,879,335	-1,734,403	-1,805,489	-1,963,200	-2,150,200	-1,834,364	-1,812,963	
N O R 1, before OH	114,080	37,154	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	190,000	353,432	264,535	
ALLOCATED OVERHEAD (OH)	-305,036	-333,404	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-190,956	-296,250	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	190,000	353,432	264,535	
T O C	-1,612,814	-1,848,908	-1,629,124	-1,575,722	-1,780,234	-1,787,416	-2,008,249	-1,863,152	-1,935,407	-2,078,254	-2,272,000	-1,958,938	-1,934,496	
REV TO TOC (CRR%)	-88.2%	-84.0%	-101.3%	-107.4%	-105.1%	-108.4%	-105.6%	-120.4%	-117.3%	-116.6%	-108.4%	-118.1%	-113.7%	
NOR AFTER Assessment Revenue, Opera	-190,956	-296,250	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	190,000	353,432	264,535	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Tennis (090)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Revenue														
ALLOCATED RECREATION FEES	50,309	70,344	65,835	62,000	79,878	79,241	59,314	104,893	135,055	120,875	127,000	120,274	99,876	
Special Events Revenue	5,505	9,275	18,985	13,597	20,679	18,936	25,044	23,496	22,766	21,548	22,000	22,603	22,358	
Daily Usage Fee - Member	0	0	2,200	1,848	1,750	1,919	2,150	3,022	3,639	3,048	3,000	3,236	2,756	
Daily Usage Fee - Guest	11,311	10,878	8,702	9,016	8,494	10,887	13,016	12,590	14,010	15,544	15,000	14,048	13,209	
Total Direct Access & Use Fees	16,816	20,153	29,887	24,461	30,923	31,742	40,210	39,108	40,415	40,140	40,000	39,888	38,323	
Food	6,801	8,290	9,013	6,552	0	0	0	0	0	0	0	0	0	
Food subtotal	6,801	8,290	9,013	6,552	0	0	0	0	0	0	0	0	0	
Beer	180	0	0	0	0	0	0	0	0	0	0	0	0	
Beverage subtotal	180	0	0	0	0	0	0	0	0	0	0	0	0	
Total Food and Beverage Revenue	6,981	8,290	9,013	6,552	0	0	0	0	0	0	0	0	0	
Sales - Retail	23,354	24,131	42,104	38,144	67,236	65,893	73,665	64,326	72,218	50,275	50,000	62,273	65,275	
Employee Discounts	-295	-578	-1,720	-1,656	-1,142	-1,326	-600	-579	-1,595	-454	-1,000	-876	-911	
Discounts - Retail	-2,076	-6,115	-5,352	-5,627	-10,385	-8,128	-12,676	-10,793	-12,989	-8,113	-9,000	-10,632	-10,540	
Promotion Discounts	-8	-25	0	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	20,974	17,413	35,032	30,861	55,708	56,439	60,388	52,954	57,634	41,708	40,000	50,765	53,825	
Rentals	0	0	0	0	1,870	7,034	5,737	5,262	6,148	8,136	7,000	6,515	6,463	
Aerobics	0	0	0	0	0	0	376	0	0	0	0	0	75	
Lessons - P.O.	0	-344	28,701	57,818	34,597	28,324	41,246	24,517	22,989	20,238	21,000	22,581	27,463	
Lessons - Guest	0	0	11,609	8,331	17,673	11,662	8,107	23,872	27,904	22,377	22,000	24,717	18,784	
Lessons	0	37,916	0	0	0	0	0	0	0	0	0	0	0	
Total Lessons & Rental Revenue	0	37,572	40,310	66,149	54,139	47,020	55,466	53,651	57,041	50,750	50,000	53,814	52,786	
Shopping Bags	0	0	0	0	0	0	0	7	8	0	0	5	3	
Other Revenue	5,610	6,499	4,453	4,610	2,590	0	14	0	5	0	0	2	4	
Total Other Revenue	5,610	6,499	4,453	4,610	2,590	0	14	7	13	0	0	7	7	
GROSS REVENUE (GREV)	100,691	160,271	184,530	194,634	223,238	214,442	215,392	250,613	290,157	253,474	257,000	264,748	244,816	
COST OF GOODS SOLD (COGS)														
Food	-3,368	-3,136	-4,400	-2,648	0	0	0	0	0	0	0	0	0	
NA Beverage	0	0	0	0	0	0	-19	0	0	0	0	0	-4	
Food Cogs	-3,368	-3,136	-4,400	-2,648	0	0	-19	0	0	0	0	0	-4	
Retail Product Cogs	-11,896	-11,077	-23,877	-20,900	-39,114	-38,333	-42,528	-35,867	-42,061	-30,657	-32,300	-36,195	-37,889	
Total COGS	-15,264	-14,213	-28,277	-23,548	-39,114	-38,333	-42,548	-35,867	-42,061	-30,657	-32,300	-36,195	-37,889	
Total Cogs / GREV %	-15.2%	-8.9%	-15.3%	-12.1%	-17.5%	-17.9%	-19.8%	-14.3%	-14.5%	-12.1%	-12.6%	-13.6%	-15.7%	
Retail Product Cogs / Retail Revenue %	-56.7%	-63.6%	-68.2%	-67.7%	-70.2%	-67.9%	-70.4%	-67.7%	-73.0%	-73.5%	-80.8%	-71.4%	-70.5%	
Retail Product Cogs / Retail Revenue,pre	-50.9%	-45.9%	-56.7%	-54.8%	-58.2%	-58.2%	-57.7%	-55.8%	-58.2%	-61.0%	-64.6%	-58.3%	-58.2%	
F&B Cogs / F&B Rev %	-48.2%	-37.8%	-48.8%	-40.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Food %, preDiscounts	-49.5%	-37.8%	-48.8%	-40.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Food %, postDiscounts	-49.5%	-37.8%	-48.8%	-40.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Gross Margin (GREV-COGS)	85,427	146,058	156,253	171,086	184,125	176,109	172,844	214,746	248,096	222,816	224,700	228,553	206,922	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-24,866	-36,629	-39,213	-39,510	-39,849	-40,358	-40,879	-40,578	-43,377	-44,926	-41,500	-42,960	-42,023	
Salaries - Exempt - Commissions	0	0	-24,128	-33,017	-17,738	-25,713	-31,113	-22,667	-24,095	-23,126	-20,000	-23,296	-25,343	
Wages - Seasonal	-28,157	-28,148	-32,984	-33,914	-44,150	-39,784	-48,476	-36,348	-47,909	-41,270	-42,800	-41,842	-42,757	
Wages-Seasonal-Commissions	0	-31,855	0	0	-240	0	-639	-225	-10	0	0	-78	-175	
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-383	0	0	-128	-77	
Incentive Program, Seasonal, NonExempt	0	0	-274	0	-268	-268	-274	-547	-410	-410	0	-456	-382	
Total Salaries & Wages, DIRECT	-53,023	-96,633	-96,599	-106,440	-102,246	-106,123	-121,380	-100,365	-116,183	-109,732	-104,300	-108,760	-110,757	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Tennis (090)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Salaries sub-total	-24,866	-36,629	-63,341	-72,526	-57,587	-66,071	-71,992	-63,245	-67,854	-68,052	-61,500	-66,384	-67,443	
Wage sub-total	-28,157	-60,003	-33,258	-33,914	-44,659	-40,052	-49,388	-37,120	-48,329	-41,680	-42,800	-42,376	-43,314	
Wage-Seasonal subtotal	-28,157	-60,003	-33,258	-33,914	-44,659	-40,052	-49,388	-37,120	-48,329	-41,680	-42,800	-42,376	-43,314	
Payroll Direct as a % of Revenue	-52.7%	-60.3%	-52.3%	-54.7%	-45.8%	-49.5%	-56.4%	-40.0%	-40.0%	-43.3%	-40.6%	-41.1%	-45.8%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-4,949	-8,750	-9,356	-10,790	-11,029	-11,072	-13,072	-11,074	-12,916	-11,540	-11,700	-11,844	-11,935	
Group Insurance	-2,913	-2,041	-1,276	-1,076	-971	-967	-1,058	-872	-857	-827	-1,200	-852	-916	
Retirement Plan	-733	-270	-288	-290	-325	-308	-317	-41	-95	0	-400	-45	-152	
Total Payroll Taxes & Benefits	-8,596	-11,061	-10,919	-12,157	-12,325	-12,347	-14,447	-11,987	-13,868	-12,367	-13,300	-12,741	-13,003	
PAYBDN, Workers Comp Insurance	-3,501	-4,980	-4,077	-4,770	-3,316	-2,652	-4,989	-8,011	-9,028	-8,092	-7,200	-8,377	-6,554	
PAYROLL BURDEN Total	-12,097	-16,041	-14,997	-16,927	-15,641	-14,999	-19,436	-19,998	-22,897	-20,458	-20,500	-21,118	-19,558	
subtotal, Burden-Salary	0	0	-9,684	-10,449	-8,099	-8,425	-10,375	-11,178	-11,698	-11,342	-11,200	-11,406	-10,604	
subtotal, Burden-Wage-FTR	0	0	0	-12	0	0	0	0	0	0	-440	0	0	
subtotal, Burden-Wage-Seasonal	0	0	-5,313	-6,466	-7,542	-6,574	-9,061	-8,820	-11,199	-9,116	-8,860	-9,712	-8,954	
Burden % - on all Payroll Direct	22.8%	16.6%	15.5%	15.9%	15.3%	14.1%	16.0%	19.9%	19.7%	18.6%	19.7%	19.4%	17.7%	
Burden % - Salary	00.0%	00.0%	15.3%	14.4%	14.1%	12.8%	14.4%	17.2%	17.2%	16.7%	18.2%	17.2%	15.7%	
Burden % - Wage-Seasonal	00.0%	00.0%	16.0%	19.1%	16.9%	16.4%	18.3%	23.8%	23.2%	21.9%	20.7%	22.9%	20.7%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	16.0%	19.1%	16.9%	16.4%	18.3%	23.8%	23.2%	21.9%	21.7%	22.9%	20.7%	
PAYROLL TOTAL (Direct&Burden)	-65,119	-112,674	-111,595	-123,367	-117,887	-121,122	-140,816	-120,363	-139,080	-130,191	-124,800	-129,878	-130,314	
OPERATING EXPENSES (OE)														
Employee Recruiting	0	-219	0	0	0	0	0	0	0	0	0	0	0	
Employee Dev/Training	0	0	-38	0	0	0	-135	0	0	0	0	0	-27	
Employee Relations	-329	-32	-135	0	0	0	-27	-41	0	0	-300	-14	-14	
Uniforms	-694	0	-588	-848	0	0	-622	-187	0	-668	-900	-285	-295	
Seminars & Conferences	0	-450	-275	0	0	0	0	0	0	0	0	0	0	
Travel/Meeting Expense	-136	-723	0	0	-331	0	0	0	0	0	0	0	0	
Total Staff Expense	-1,159	-1,424	-1,036	-848	-331	0	-784	-228	0	-668	-1,200	-299	-336	
Telephone	-9	-88	-2	-2	-8	-4	-1	0	-12	0	-90	-4	-3	
Cable/Sat TV Service	-402	-521	-599	-300	-461	-925	-576	-606	-518	-563	-600	-562	-638	
Disposal Fees	-1,502	-1,538	-1,715	-2,362	-2,360	-1,846	-2,227	-2,370	-3,352	-3,417	-3,200	-3,046	-2,642	
Electricity	-1,463	-1,602	-1,616	-1,435	-1,979	-1,962	-2,169	-2,181	-2,113	-2,063	-2,250	-2,119	-2,098	
Natural Gas - Buildings	-1,517	-1,808	-1,807	-1,823	0	0	0	0	0	0	0	0	0	
Fuel & Oil	-5	-17	0	-24	-23	-12	1	0	-15	-15	0	-10	-8	
Propane (LPG)	0	0	0	0	-3,129	-659	-3,037	-1,531	-561	-1,209	-1,200	-1,100	-1,399	
Sewer Fees	-2,274	-2,331	-2,388	-2,445	-2,484	-2,484	-2,484	-2,484	-2,484	-2,484	-2,700	-2,484	-2,484	
Water - Building/Facility	-1,501	-1,788	-1,813	-1,936	-1,994	-2,057	-2,570	-2,041	-1,883	-1,978	-2,250	-1,967	-2,106	
Water - Grounds	0	0	0	0	-75	0	0	0	0	0	0	0	0	
TOTAL UTILITIES	-8,672	-9,693	-9,940	-10,328	-12,512	-9,948	-13,063	-11,212	-10,939	-11,729	-12,290	-11,294	-11,378	
SUPPLIES & MAINTENANCE EXPENSE														
Hazardous Waste Clean Up	0	0	0	0	0	0	-500	0	0	0	0	0	-100	
Linen Service	0	0	0	0	-156	-63	0	0	0	0	0	0	-13	
Janitorial Services & Supplies	0	-771	-694	-621	-1,789	-1,669	-2,145	-2,103	-2,388	-2,363	-2,300	-2,285	-2,134	
Pest Control	0	0	0	-455	-455	-487	-611	-589	-644	-667	-460	-634	-600	
Equipment Rental	-638	-216	-327	-496	-324	-54	0	0	0	0	0	0	-11	
Printed Forms/Ticket Stock	0	0	-39	0	0	0	0	0	0	0	0	0	0	
Furniture and Office Equip	-544	-61	-2,459	-1,786	-566	-88	-990	-919	-179	-669	-800	-589	-569	
Office Supplies	-208	-423	-285	-243	-421	-255	-628	-552	-30	-324	-250	-302	-358	
Toner Cartridges	0	0	0	0	0	0	0	-28	-150	-125	0	-101	-61	
Signs	-144	0	0	0	-31	-169	-21	0	-156	-149	-600	-102	-99	
Operating Supplies	-817	-2,567	-5,845	-3,898	-5,601	-4,972	-5,772	-5,989	-4,003	-4,406	-3,500	-4,799	-5,028	
Paper Products - Restaurant	0	0	0	0	0	-115	0	0	0	0	0	0	-23	
Candle & TableTop Supplies	0	0	0	0	0	-194	0	0	0	0	0	0	-39	
Small Tools & Equipment	-511	-279	-139	0	-133	0	-330	-321	-158	-917	-400	-465	-345	
Safety Equipment	0	-9	0	-243	-159	-136	-266	-109	-130	-229	-330	-156	-174	
Spoilage	-102	-158	0	0	0	0	-23	0	0	0	0	0	-5	
Special Programs	-3,969	-3,999	-12,804	-7,843	-12,842	-14,606	-17,675	-13,473	-14,583	-8,129	-10,300	-12,062	-13,693	
Repairs & Maintenance														
General/PM	0	0	0	0	-1,519	-1,895	-1,124	-751	-732	-1,794	0	-1,092	-1,259	
Plumbing	0	0	0	0	-83	-227	-77	-129	0	-63	0	-64	-99	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Tennis (090)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Lighting and Electrical	0	0	-228	-9	-102	-26	-17	-65	0	0	0	0	-22	-22
HVAC	0	0	0	0	-159	-13	-28	0	0	0	0	0	0	-8
Fire Suppression	0	0	0	0	0	0	-151	0	0	0	0	-250	0	-30
Painting	0	0	0	0	-40	0	0	0	0	0	0	0	0	0
MaintDept Labor Charges (inactive)	0	-1,753	-4,398	0	0	0	0	0	0	0	0	0	0	0
Other Building	-15,858	-14,794	-5,692	-868	-2,317	-1,118	-219	0	0	0	-1,270	0	0	-267
R&M Building	-15,858	-16,547	-10,319	-876	-4,219	-3,279	-1,616	-945	-732	-1,857	-1,520	-1,178	-1,178	-1,686
Asphalt	0	0	0	0	0	-98	-121	0	0	0	0	0	0	-44
Irrigation and Drainage	0	0	0	0	-45	0	-45	-30	-30	0	0	-20	-20	-21
GrassFlowersSeedFertilizers	0	0	0	0	-613	0	-5	-54	0	0	0	-500	-18	-12
Snow Removal	0	-13	-129	-160	-441	-493	-1,253	-200	-120	0	0	0	-107	-413
Other Grounds Maint	-1,288	-1,158	-1,915	-1,673	-3,006	-2,600	-3,099	-2,923	-2,926	-2,633	-2,700	-2,827	-2,827	-2,836
R&M Grounds (nonGolf)	-1,288	-1,171	-2,044	-1,832	-4,104	-3,191	-4,524	-3,207	-3,076	-2,633	-3,200	-2,972	-2,972	-3,326
Rolling, Heavy	0	0	0	0	0	0	-36	0	0	0	0	0	0	-7
F&B Kitchen Equip	0	0	0	0	0	0	0	0	0	0	-64	0	-21	-13
Computer Software Maint	0	0	0	-2,106	-221	0	0	0	0	0	0	0	0	0
Other Operating Equip R&M	-718	-487	-32	-371	-594	-970	-514	-24	0	0	-300	-8	-302	-302
R&M Equipment	-718	-487	-32	-2,477	-815	-970	-551	-24	0	-64	-300	-29	-322	-322
R&M subtotal	-17,865	-18,205	-12,395	-5,186	-9,139	-7,441	-6,691	-4,176	-3,809	-4,554	-5,020	-4,180	-4,180	-5,334
TOTAL SUPPLIES & MAINTENANC	-24,798	-26,688	-34,986	-20,770	-31,616	-30,250	-35,651	-28,260	-26,230	-22,533	-23,960	-25,674	-25,674	-28,584
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	-77	-287	0	-16	0	0	0	0	0	0	0	0	0
Promotion Expense	0	0	0	0	0	-150	0	0	0	0	0	0	0	-30
Charitable Contributions	0	0	0	0	0	0	0	0	-352	0	0	-117	-70	-70
Dues & Subscriptions	-60	-110	-110	-110	-210	-110	-110	-110	-110	-110	-150	-110	-88	-88
Mileage Reimbursement	0	0	0	0	0	-111	-49	0	0	0	0	0	-32	-32
Postage - General	-10	-77	-69	-61	-62	-3	-22	-41	-2	-9	-100	-18	-15	-15
Printing - Other	0	0	-86	0	0	0	0	0	0	0	0	0	0	0
Credit Card Expense	-1,695	-2,223	-3,305	-2,878	-3,738	-2,478	-2,974	-3,242	-3,656	-3,579	-3,500	-3,492	-3,186	-3,186
Over/Short	65	-1	-118	-7	139	335	102	61	-94	-41	0	-24	73	73
Insurance Expense	0	-2,500	-2,400	-1,800	-2,400	-1,800	-2,400	-2,095	-2,400	-2,127	-2,400	-2,207	-2,164	-2,164
TOTAL ADMINISTRATIVE & OTHER EXP	-1,700	-4,988	-6,375	-4,856	-6,288	-4,207	-5,453	-5,427	-6,614	-5,867	-6,150	-5,969	-5,969	-5,513
TOTAL OPERATING EXPENSES (OE)	-36,329	-42,793	-52,337	-36,802	-50,747	-44,405	-54,951	-45,127	-43,782	-40,796	-43,600	-43,235	-43,235	-45,812
TOTAL PAYROLL AND OPERATING EXPE	-101,448	-155,467	-163,932	-160,169	-168,634	-165,527	-195,767	-165,491	-182,862	-170,987	-168,400	-173,113	-173,113	-176,127
N O R 1, before OH	-16,021	-9,409	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	56,300	55,440	55,440	30,796
ALLOCATED OVERHEAD (OH)	-27,965	-31,475	0	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-43,986	-40,884	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	56,300	55,440	55,440	30,796
T O C	-144,677	-201,155	-192,209	-183,717	-207,747	-203,860	-238,315	-201,358	-224,923	-201,644	-200,700	-209,308	-209,308	-214,020
REV to TOC (CRR%)	-69.6%	-79.7%	-96.0%	-105.9%	-107.5%	-105.2%	-90.4%	-124.5%	-129.0%	-125.2%	-128.1%	-126.4%	-126.4%	-114.9%
NOR AFTER Assessment Revenue, Opera	-43,986	-40,884	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	56,300	55,440	55,440	30,796

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marina (060)
For the Twelve Months Ending**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014	2015	2016		3-Yr	5-Yr	
								Actual	Actual	Actual				
Revenue														
ALLOCATED RECREATION FEES	101,189	103,196	123,454	122,000	132,859	140,003	141,836	152,269	181,685	194,269	190,000	176,074	162,013	
Special Events Revenue	0	800	300	4,978	7,169	500	1,000	400	1,400	1,680	977	1,160	996	
Daily Usage Fee - Member	0	0	9,832	10,662	11,054	11,200	10,698	12,284	11,158	12,674	12,003	12,039	11,603	
Daily Usage Fee - Guest	65,044	74,831	76,816	78,092	93,378	98,312	109,538	118,914	111,110	115,124	115,000	115,049	110,600	
Total Direct Access & Use Fees	65,044	75,631	86,948	93,732	111,601	110,012	121,236	131,598	123,668	129,478	127,980	128,248	123,198	
Food	65,148	73,913	71,213	81,844	60,888	63,358	65,464	72,813	78,866	89,178	93,000	80,286	73,936	
Food Discounts	0	0	0	0	-2,800	-2,155	-2,332	-1,899	-2,043	-3,198	-3,000	-2,380	-2,325	
EE Discounts	0	0	0	0	-2,800	-2,155	-2,332	-1,899	-2,043	-3,204	-3,000	-2,382	-2,327	
Marketing Discounts	0	0	0	0	0	0	0	0	0	6	0	2	1	
Food NA Beverage	0	0	0	0	18,968	17,061	18,460	18,494	17,565	19,764	20,003	18,608	18,269	
Food subtotal	65,148	73,913	71,213	81,844	77,057	78,265	81,592	89,409	94,387	105,743	110,003	96,513	89,879	
Beer	210	789	523	0	45	12,771	13,144	15,923	14,367	17,225	18,003	15,838	14,686	
Liquor	0	0	0	0	0	2,616	3,252	8,775	12,784	16,799	18,003	12,786	8,845	
Wine	0	0	0	0	0	1,827	2,870	2,865	2,910	3,674	4,003	3,150	2,829	
Beverage subtotal	210	789	523	0	45	17,214	19,266	27,562	30,060	37,698	40,009	31,773	26,360	
Total Food and Beverage Revenue	65,358	74,702	71,737	81,844	77,102	95,479	100,858	116,971	124,448	143,441	150,012	128,286	116,239	
Mkt Discounts, Happy Hour Food	0	0	0	0	0	0	0	0	0	-2	0	-1	0	
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	0	0	0	0	0	0	-2	0	-1	0	
Sales - Retail	2,879	2,004	3,235	3,116	12,648	15,220	14,865	15,460	13,920	14,241	14,103	14,540	14,741	
Employee Discounts	-2,061	-1,893	-1,461	-2,323	-8	-8	-15	-152	-39	-41	0	-77	-51	
Discounts - Retail	-248	-82	-77	-52	-1	-8	-17	-54	-27	-419	-100	-166	-105	
Promotion Discounts	0	-18	0	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	570	11	1,698	741	12,640	15,204	14,833	15,255	13,854	13,781	14,003	14,297	14,586	
Rentals	47,953	60,665	62,914	81,233	100,403	111,821	132,164	144,006	141,336	141,260	142,000	142,201	134,117	
Lessons - P.O.	3,785	4,910	5,660	5,880	6,730	8,925	6,160	6,785	6,095	5,423	6,002	6,101	6,678	
Total Lessons & Rental Revenue	51,738	65,575	68,574	87,113	107,133	120,746	138,324	150,791	147,431	146,683	148,002	148,302	140,795	
Other Revenue	1,470	438	602	2,000	360	480	727	1,840	0	0	1,003	613	609	
Total Other Revenue	1,470	438	602	2,000	360	480	727	1,840	0	0	1,003	613	609	
GROSS REVENUE (GREV)	285,369	319,553	353,012	387,430	441,694	481,924	517,815	568,723	591,086	627,652	631,000	595,820	557,440	
COST OF GOODS SOLD (COGS)														
Food	-24,966	-23,844	-21,712	-19,287	-8	0	0	0	0	0	0	0	0	
Meat	0	0	0	0	-7,003	-6,952	-7,266	-8,378	-9,963	-8,438	-10,200	-8,927	-8,200	
Seafood	0	0	0	0	-60	-329	-204	0	0	-321	-9,300	-107	-171	
Produce	0	0	0	0	-1,118	-1,595	-1,902	-3,583	-4,538	-5,473	-2,300	-4,531	-3,418	
Dairy	0	0	0	0	-2,576	-1,125	-2,125	-2,151	-3,027	-2,369	-2,300	-2,516	-1,977	
NA Beverage	0	0	0	0	-3,492	-4,793	-4,817	-5,609	-5,056	-4,094	-3,800	-4,920	-4,874	
Food Other	0	0	0	0	-10,998	-7,871	-9,362	-9,874	-13,042	-12,496	-5,600	-11,804	-10,529	
Food Cogs	-24,966	-23,844	-21,712	-19,287	-25,255	-22,666	-24,766	-29,594	-35,627	-33,190	-33,500	-32,804	-29,169	
Beverage	0	-4	0	0	0	0	0	0	0	0	0	0	0	
Beer	0	0	0	0	-11	-2,829	-3,668	-4,408	-4,116	-4,096	-4,300	-4,206	-3,823	
Liquor	0	0	0	0	0	-670	-662	-2,590	-3,500	-3,374	-4,000	-3,155	-2,159	
Wine	0	0	0	0	0	-625	-1,059	-986	-1,105	-1,352	-1,400	-1,148	-1,025	
Beverage Cogs	0	-4	0	0	-11	-4,124	-5,388	-7,984	-8,721	-8,822	-9,700	-8,509	-7,008	
Retail Product Cogs	-1,227	-1,026	-1,865	-1,783	-5,722	-6,611	-7,075	-6,745	-6,647	-6,721	-7,000	-7,038	-6,960	
Total COGS	-26,193	-24,874	-23,577	-21,071	-30,989	-33,400	-37,229	-45,323	-50,995	-48,733	-50,200	-48,351	-43,136	
Total Cogs / GREV %	-09.2%	-07.8%	-06.7%	-05.4%	-07.0%	-06.9%	-07.2%	-08.0%	-08.6%	-07.8%	-08.0%	-08.1%	-07.7%	
Retail Product Cogs / Retail Revenue %	-215.3%	-9697.6%	-109.8%	-240.7%	-45.3%	-43.5%	-47.7%	-50.8%	-48.0%	-48.8%	-50.0%	-49.2%	-47.7%	
Retail Product Cogs / Retail Revenue,pre	-42.6%	-51.2%	-57.6%	-57.2%	-45.2%	-43.4%	-47.6%	-50.1%	-47.8%	-47.2%	-49.6%	-48.3%	-47.2%	
F&B Cogs / F&B Rev %	-38.2%	-31.9%	-30.3%	-23.6%	-32.8%	-28.1%	-29.9%	-32.1%	-35.6%	-29.3%	-28.8%	-32.4%	-31.0%	
Food %, preDiscounts	-38.3%	-32.3%	-30.5%	-23.6%	-31.6%	-28.2%	-29.5%	-32.4%	-36.9%	-30.5%	-29.6%	-33.3%	-31.5%	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marina (060)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Food %, postDiscounts	-38.3%	-32.3%	-30.5%	-23.6%	-32.8%	-29.0%	-30.4%	-33.1%	-37.7%	-31.4%	-30.5%	-34.1%	-32.3%	
Food NA Beverage %	00.0%	00.0%	00.0%	00.0%	-18.4%	-28.1%	-26.1%	-30.3%	-28.8%	-20.7%	-19.0%	-26.6%	-26.8%	
COGS % Beverage, incld CF,net	00.0%	-00.5%	00.0%	00.0%	00.0%	-24.4%	-24.0%	-28.0%	-29.0%	-23.4%	-24.2%	-27.1%	-26.7%	
COGS % Beer,net	00.0%	00.0%	00.0%	00.0%	-24.4%	-22.1%	-27.9%	-27.7%	-28.6%	-23.8%	-23.9%	-26.7%	-26.0%	
COGS % Liquor,net	00.0%	00.0%	00.0%	00.0%	00.0%	-25.6%	-20.3%	-29.5%	-27.4%	-20.1%	-22.2%	-25.7%	-24.6%	
COGS % Wine,net	00.0%	00.0%	00.0%	00.0%	00.0%	-34.2%	-36.9%	-34.4%	-38.0%	-36.8%	-35.0%	-36.4%	-36.1%	
Gross Margin (GREV-COGS)	259,177	294,679	329,435	366,359	410,706	448,524	480,586	523,400	540,090	578,919	580,800	547,470	514,304	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-29,860	-39,753	-64,524	-62,548	-62,527	-68,046	-63,421	-62,052	-61,398	-68,058	-92,100	-63,836	-64,595	
Wages - FTRRegular	0	-134	0	0	0	0	-208	-292	0	0	0	-97	-100	
Wages - Seasonal	-72,393	-75,327	-59,473	-64,467	-71,470	-74,880	-80,239	-90,344	-98,196	-117,501	-123,400	-102,014	-92,232	
Wages-Seasonal-Commissions	0	0	-855	-608	-2,194	-1,230	-702	-1,022	-887	-715	-1,000	-875	-911	
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-575	0	0	-192	-115	
Incentive Program, Seasonal, NonExempt	0	0	-192	-657	-193	-455	-547	-410	-683	-875	0	-656	-594	
Total Salaries & Wages, DIRECT	-102,252	-115,214	-125,043	-128,280	-136,385	-144,612	-145,118	-154,120	-161,739	-187,149	-216,500	-167,669	-158,547	
Salaries sub-total	-29,860	-39,753	-64,524	-62,548	-62,527	-68,046	-63,421	-62,052	-61,972	-68,058	-92,100	-64,027	-64,710	
Wage sub-total	-72,393	-75,461	-60,520	-65,733	-73,858	-76,566	-81,697	-92,068	-99,766	-119,091	-124,400	-103,642	-93,838	
Wage-FTR subsubtotal	0	-134	0	0	0	0	-208	-292	0	0	0	-97	-100	
Wage-Seasonal subsubtotal	-72,393	-75,327	-60,520	-65,733	-73,858	-76,566	-81,488	-91,777	-99,766	-119,091	-124,400	-103,545	-93,738	
Payroll Direct as a % of Revenue	-35.8%	-36.1%	-35.4%	-33.1%	-30.9%	-30.0%	-28.0%	-27.1%	-27.4%	-29.8%	-34.3%	-28.1%	-28.5%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-11,681	-12,690	-13,387	-13,025	-14,905	-15,784	-15,497	-18,287	-18,329	-20,494	-24,100	-19,037	-17,678	
Group Insurance	-5,777	-9,539	-12,938	-12,372	-6,310	-6,278	-6,878	-5,665	-5,570	-5,320	-10,400	-5,519	-5,942	
Retirement Plan	-164	-405	-432	-436	-487	-462	-476	-73	0	-551	-600	-208	-312	
Total Payroll Taxes & Benefits	-17,621	-22,634	-26,757	-25,832	-21,702	-22,523	-22,851	-24,026	-23,900	-26,365	-35,100	-24,764	-23,933	
PAYBDN, Workers Comp Insurance	-8,007	-5,316	-4,998	-5,518	-4,820	-7,200	-6,278	-11,318	-15,601	-20,593	-21,700	-15,837	-12,198	
PAYROLL BURDEN Total	-25,628	-27,950	-31,755	-31,350	-26,522	-29,723	-29,129	-35,343	-39,501	-46,958	-56,800	-40,601	-36,131	
subtotal, Burden-Salary	0	0	-19,641	-19,187	-13,095	-14,941	-14,777	-14,594	-15,343	-17,527	-27,000	-15,821	-15,436	
subtotal, Burden-Wage-FTR	0	0	0	-18	0	0	-16	-36	0	0	-1,090	-12	-10	
subtotal, Burden-Wage-Seasonal	0	0	-12,114	-12,145	-13,426	-14,782	-14,336	-20,714	-24,158	-29,431	-28,710	-24,768	-20,684	
Burden % - on all Payroll Direct	25.1%	24.3%	25.4%	24.4%	19.4%	20.6%	20.1%	22.9%	24.4%	25.1%	26.2%	24.1%	22.6%	
Burden % - Salary	00.0%	00.0%	30.4%	30.7%	20.9%	22.0%	23.3%	23.5%	24.8%	25.8%	29.3%	24.7%	23.9%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	07.9%	12.2%	00.0%	00.0%	00.0%	04.1%	04.0%	
Burden % - Wage-Seasonal	00.0%	00.0%	20.0%	18.5%	18.2%	19.3%	17.6%	22.6%	24.2%	24.7%	23.1%	23.8%	21.7%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	20.0%	18.5%	18.2%	19.3%	17.6%	22.5%	24.2%	24.7%	24.0%	23.8%	21.7%	
PAYROLL TOTAL (Direct&Burden)	-127,880	-143,164	-156,798	-159,631	-162,907	-174,335	-174,247	-189,464	-201,240	-234,107	-273,300	-208,270	-194,678	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	0	-52	0	0	0	0	-989	-1,100	-330	-198	
Employee Dev/Training	-184	0	-125	0	0	0	0	0	-57	0	0	-19	-11	
Employee Relations	-569	-315	-246	-987	-506	-599	-900	-713	-960	-732	-1,000	-802	-781	
Uniforms	-1,214	-1,431	-1,143	-1,429	-1,495	-1,415	-1,017	-728	-440	-1,033	-1,500	-734	-927	
Travel/Meeting Expense	-88	-434	0	0	0	0	0	0	0	0	0	0	0	
Total Staff Expense	-2,056	-2,179	-1,514	-2,416	-2,054	-2,014	-1,917	-1,441	-1,457	-2,754	-3,600	-1,884	-1,917	
Telephone	-541	-775	-993	-1,060	-1,154	-1,407	-1,473	-1,537	-2,154	-1,868	-1,500	-1,853	-1,688	
Cable/Sat TV Service	-404	-767	-532	-719	-774	-839	-889	-918	-899	-900	-900	-922	-899	
Disposal Fees	-3,954	-3,849	-3,404	-3,662	-4,256	-4,560	-4,077	-4,858	-4,660	-5,216	-5,300	-4,911	-4,674	
Electricity	-4,297	-4,814	-4,971	-6,038	-5,914	-5,755	-6,601	-5,818	-5,937	-5,796	-6,000	-5,850	-5,981	
Natural Gas - Buildings	-1,136	-1,422	-749	-1,013	-1,147	-773	-885	-938	-1,133	-1,233	-1,200	-1,101	-992	
Fuel & Oil	-115	-179	-241	-207	-252	-151	-318	-706	-395	-284	-200	-462	-371	
Propane (LPG)	0	0	0	0	-28	-78	-77	-59	-49	16	0	-31	-49	
Sewer Fees	-3,638	-3,730	-3,821	-3,912	-3,974	-3,974	-3,974	-3,974	-3,974	-3,974	-4,440	-3,974	-3,974	
Water - Building/Facility	-3,784	-2,403	-2,863	-3,401	-2,092	-1,459	-4,512	-2,971	-2,964	-2,717	-3,300	-2,884	-2,925	
Water - Grounds	0	0	0	0	-1,594	-1,403	0	0	0	0	0	0	-281	
TOTAL UTILITIES	-17,868	-17,937	-17,575	-20,012	-21,187	-20,399	-22,807	-21,778	-22,166	-22,022	-22,840	-21,989	-21,834	
SUPPLIES & MAINTENANCE EXPENSE														
Hazardous Waste Clean Up	0	0	0	0	0	0	-136	0	0	0	0	0	-27	
Linen Service	0	0	0	0	-361	-533	-392	-465	-724	-875	0	-688	-598	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marina (060)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average				
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2014 Actual	2015 Actual	2016 Actual	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual						
Janitorial Services & Supplies	0	-1,856	-1,347	-2,389	-2,564	-2,603	-2,825	-2,606	-2,549	-3,080	-3,200	-2,745	-2,733			
Pest Control	-500	-750	-750	-425	-397	-519	-671	-657	-683	-618	-550	-653	-630			
Contract Fees	0	0	-1,700	0	0	-342	0	-205	-205	-205	0	-205	-192			
Equipment Rental	-43	-59	0	0	-43	-485	-162	0	-434	-470	0	-301	-310			
Furniture and Office Equip	-2,066	-2,867	-3,585	-477	-108	-59	-342	-344	0	0	-200	-115	-149			
Office Supplies	-289	-158	-422	-169	-330	-293	-775	-437	-302	-436	-250	-392	-449			
Toner Cartridges	0	0	0	0	0	0	0	0	-57	-360	0	-139	-83			
Signs	-751	-552	-563	-667	-236	-428	-1,182	-863	-468	-489	-480	-607	-686			
Operating Supplies	-2,864	-4,223	-2,995	-5,507	-2,825	-2,226	-1,697	-1,774	-1,257	-3,515	-2,200	-2,182	-2,094			
Paper Products - Restaurant	0	0	0	0	-3,382	-4,626	-5,155	-4,188	-7,060	-6,037	-6,000	-5,762	-5,413			
Cleaning Supplies - Restaurant	0	0	0	0	-83	-352	-307	-413	-98	-357	0	-289	-305			
Small Tools & Equipment	-385	-474	-598	-560	-1,467	-1,725	-1,755	-863	-1,543	-3,507	-2,500	-1,971	-1,878			
Safety Equipment	0	-427	0	-499	-1,113	-543	-291	-396	-334	-597	-550	-442	-432			
Spoilage	-1,225	-1,676	-893	-2,071	-967	-1,010	-1,441	-612	-1,276	-944	0	-944	-1,057			
Recreation Programs	0	0	0	0	0	0	0	0	-7	0	0	-2	-1			
Special Programs	-1,831	-4,527	-4,725	-7,597	-7,975	-5,879	-1,231	-635	-396	-713	-1,130	-581	-1,771			
Repairs & Maintenance																
General/PM	0	0	-595	0	-136	-1,187	-1,344	-608	-1,817	-1,825	0	-1,417	-1,356			
Plumbing	0	0	0	0	-179	-145	-90	-633	-1,629	-160	0	-807	-531			
Lighting and Electrical	0	0	-35	-39	0	-50	-257	-146	-92	-68	0	-102	-123			
Carpentry	-38	-165	-33	-9	0	-4	0	-72	-449	0	0	-173	-105			
Fire Suppression	0	0	0	0	0	-535	-641	-504	-430	-306	-250	-413	-483			
Painting	0	0	0	0	-124	-121	0	0	0	0	0	0	-24			
MaintDept Labor Charges (inactive)	0	-2,028	-2,100	0	0	0	0	0	0	0	0	0	0			
Other Building	-10,967	-10,081	-3,230	-2,654	-17	-1,355	-66	0	-118	-591	-900	-236	-426			
R&M Building	-11,005	-12,274	-5,993	-2,702	-456	-3,397	-2,398	-1,963	-4,535	-2,950	-1,150	-3,149	-3,048			
Asphalt	0	0	0	0	0	0	0	0	-139	0	0	-46	-28			
Irrigation and Drainage	0	0	0	0	-45	-141	-118	-80	-30	-35	0	-48	-81			
GrassFlowersSeedFertilizers	0	0	0	0	-320	-212	-302	-393	-372	-265	-700	-343	-309			
Snow Removal	0	-283	0	-58	-300	0	-57	-29	0	-202	0	-77	-58			
Other Grounds Maint	-2,030	-2,144	-1,620	-1,611	-4,495	-5,238	-3,956	-3,704	-4,527	-5,269	-4,500	-4,500	-4,539			
R&M Grounds (nonGolf)	-2,030	-2,427	-1,620	-1,669	-5,159	-5,591	-4,432	-4,207	-5,068	-5,771	-5,200	-5,015	-5,014			
Rolling, Heavy	0	0	-193	-214	0	0	0	0	0	0	0	0	0			
Rolling, Car/Truck/Bus/Van	-36	0	-653	0	-36	0	0	-659	-441	-382	0	-494	-296			
F&B Kitchen Equip	0	0	0	0	-410	-375	-287	-413	-277	-265	0	-318	-323			
Office Equip R&M	0	0	0	0	0	0	0	0	0	-187	0	-62	-37			
Other Operating Equip R&M	-5,179	-1,605	-1,044	-2,254	-2,234	-1,169	-4,182	-355	-2,918	-1,092	-1,450	-1,455	-1,943			
R&M Equipment	-5,215	-1,605	-1,890	-2,468	-2,680	-1,544	-4,469	-1,427	-3,636	-1,926	-1,450	-2,330	-2,600			
Irrigation and Drainage	0	0	0	0	-9	0	0	0	0	0	0	0	0			
R&M Golf Course	0	0	0	0	-9	0	0	0	0	0	0	0	0			
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	0	1,531	0	0	510	306			
R&M subtotal	-18,250	-16,306	-9,502	-6,839	-8,303	-10,532	-11,299	-7,597	-11,707	-10,647	-7,800	-9,984	-10,356			
TOTAL SUPPLIES & MAINTENANC	-28,204	-33,876	-27,081	-27,200	-30,153	-32,154	-29,661	-22,056	-29,102	-32,851	-24,860	-28,003	-29,165			
ADMINISTRATIVE & OTHER EXPENSE																
Dues & Subscriptions	0	0	0	0	0	0	-154	0	0	0	0	0	-31			
Licenses, Permits, Fees	-2,413	-1,554	-3,985	-1,769	-1,289	-1,114	-1,443	-904	-3,787	-1,331	-1,350	-2,007	-1,716			
Mileage Reimbursement	0	0	-429	-449	-325	-292	-273	-196	-131	-177	-350	-168	-214			
Postage - General	-35	-6	-12	0	0	-1	0	-3	-14	-30	0	-16	-10			
Credit Card Expense	-1,845	-2,488	-3,032	-3,603	-4,171	-4,413	-5,258	-6,235	-6,579	-7,055	-7,000	-6,623	-5,908			
Over/Short	-2,193	-367	-1,095	-367	-436	-136	-80	-88	-118	-327	0	-178	-96			
Insurance Expense	-4,206	-4,743	-4,800	-3,600	-4,300	-3,600	-4,200	-4,190	-4,800	-4,624	-4,800	-4,538	-4,283			
TOTAL ADMINISTRATIVE & OTHER EXP	-10,692	-9,158	-13,354	-9,301	-10,522	-9,285	-11,409	-11,615	-15,429	-13,544	-13,500	-13,529	-12,256			
TOTAL OPERATING EXPENSES (OE)	-58,820	-63,150	-59,523	-58,929	-63,916	-63,853	-65,793	-56,890	-68,155	-71,171	-64,800	-65,405	-65,173			
TOTAL PAYROLL AND OPERATING EXPE	-186,701	-206,314	-216,322	-218,560	-226,823	-238,188	-240,040	-246,354	-269,395	-305,278	-338,100	-273,676	-259,851			

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marina (060)
For the Twelve Months Ending

	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	5 Year Average Years			2017 <i>Budget</i>	Actuals Average	
								3 Year Average Years				3-Yr	5-Yr
								2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>			
N O R 1, before OH	72,476	88,365	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	242,700	273,794	254,453
ALLOCATED OVERHEAD (OH)	-53,101	-56,487	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	19,375	31,878	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	242,700	273,794	254,453
T O C	-265,994	-287,675	-239,898	-239,631	-257,811	-271,588	-277,269	-291,678	-320,390	-354,011	-388,300	-322,026	-302,987
REV to TOC (CRR%)	-107.3%	-111.1%	-147.2%	-161.7%	-171.3%	-177.4%	-186.8%	-195.0%	-184.5%	-177.3%	-162.5%	-185.6%	-184.2%
NOR AFTER Assessment Revenue, Opera	19,375	31,878	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	242,700	273,794	254,453

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
TC/Aquatics/Camps/Recreation
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Revenue														
ALLOCATED RECREATION FEES	654,208	677,789	639,646	616,000	602,349	611,105	638,971	645,922	636,186	679,918	671,000	654,008	642,420	
Special Events Revenue	1,732	1,367	3,383	4,644	66,730	19,675	28,147	15,454	20,744	10,300	22,000	15,499	18,864	
Concert Revenue	0	0	0	0	0	50,695	32,935	66,387	73,584	154,520	140,000	98,164	75,624	
Daily Usage Fee - Member	0	0	28,236	26,296	25,584	24,572	23,632	23,082	24,978	27,426	24,500	25,162	24,738	
Daily Usage Fee - Guest	173,389	183,004	188,422	196,140	203,006	191,366	205,848	199,016	194,808	216,912	201,800	203,579	201,590	
Total Direct Access & Use Fees	175,121	184,371	220,041	227,080	295,320	286,308	290,562	303,938	314,114	409,159	388,300	342,404	320,816	
Food	4	4,086	4,471	4,138	0	0	0	0	0	0	0	0	0	
Food Discounts	0	0	-49	0	-37	-23	0	0	0	-104	0	-35	-25	
EE Discounts	0	0	0	0	0	-23	0	0	0	-98	0	-33	-24	
InterDept Discounts	0	0	-49	0	-37	0	0	0	0	-6	0	-2	-1	
Food subtotal	4	4,086	4,422	4,138	-37	-23	0	0	0	-104	0	-35	-25	
Total Food and Beverage Revenue	4	4,086	4,422	4,138	-37	-23	0	0	0	-104	0	-35	-25	
Sales - Retail	55,054	58,391	69,208	66,766	66,180	67,500	98,331	94,868	74,757	68,403	70,800	79,342	80,772	
Employee Discounts	-1,694	-3,443	-4,326	-4,619	-6,118	-5,658	-7,364	-6,433	-5,011	-4,235	-5,400	-5,226	-5,740	
Homeowner Discounts	0	0	0	0	-466	-641	-1,019	-831	0	0	0	-277	-498	
Discounts - Retail	-1,460	-3,267	-4,935	-1,687	-2,402	-1,832	-773	-596	-4,160	-1,678	-2,400	-2,145	-1,808	
Promotion Discounts	-59	-235	-206	-8	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	51,842	51,446	59,741	60,452	57,194	59,370	89,175	87,008	65,585	62,490	63,000	71,694	72,726	
Rentals	0	0	0	270	410	2,453	2,310	4,205	4,878	4,369	500	4,484	3,643	
Rentals, Bikes	0	0	0	0	7,235	10,432	15,979	12,141	0	0	0	4,047	7,710	
Child Care	0	0	0	0	12,068	15,244	17,484	20,808	19,108	16,740	18,000	18,885	17,877	
Aerobics	16,709	18,757	37,767	41,460	61,176	59,787	60,709	74,853	87,425	88,129	77,000	83,469	74,181	
Fitness/Training	3,826	3,914	3,798	1,904	893	1,700	2,000	2,819	2,350	3,144	2,000	2,771	2,403	
Rec Programs	2,606	2,293	2,500	4,133	6,229	12,668	29,951	16,396	5,695	11,835	6,000	11,309	15,309	
Day Camps	90,110	83,014	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	243,000	195,015	172,798	
Massage	9,468	16,034	14,282	15,194	16,068	14,826	19,065	16,719	15,955	17,271	17,000	16,648	16,767	
Towels/Lockers	2,482	1,464	1,792	1,892	1,674	3,393	2,115	1,591	897	1,368	1,000	1,285	1,873	
Lessons - Public	0	0	400	225	700	3,448	0	1,832	0	0	1,000	611	1,056	
Lessons - P.O.	27,445	25,001	26,933	28,301	23,840	30,691	35,313	32,235	25,599	28,216	59,000	28,683	30,411	
Lessons - Guest	1,760	2,158	7,105	6,813	10,552	9,265	12,697	11,450	10,960	12,264	23,700	11,558	11,327	
Total Lessons & Rental Revenue	154,406	152,635	186,109	199,268	247,455	278,148	362,325	377,811	370,424	388,061	448,200	378,766	355,354	
Shopping Bags	0	0	0	0	0	0	0	93	12	4	0	36	22	
Other Revenue	217	2,508	3,447	3,333	3,602	5,496	7,037	8,681	2,945	3,158	3,500	4,928	5,463	
Total Other Revenue	217	2,508	3,447	3,333	3,602	5,496	7,037	8,774	2,957	3,162	3,500	4,964	5,485	
GROSS REVENUE (GREV)	1,035,797	1,072,834	1,113,407	1,110,271	1,205,884	1,240,402	1,388,070	1,423,453	1,389,266	1,542,685	1,574,000	1,451,802	1,396,775	
COST OF GOODS SOLD (COGS)														
Food	0	-1,264	-1,624	-1,463	0	0	0	0	0	0	0	0	0	
Food Cogs	0	-1,264	-1,624	-1,463	0	0	0	0	0	0	0	0	0	
Retail Product Cogs	-41,018	-33,096	-36,972	-33,591	-33,552	-33,294	-49,137	-47,559	-36,862	-35,663	-39,300	-40,028	-40,503	
Total COGS	-41,018	-34,360	-38,596	-35,054	-33,552	-33,294	-49,137	-47,559	-36,862	-35,663	-39,300	-40,028	-40,503	
Total Cogs / GREV %	-04.0%	-03.2%	-03.5%	-03.2%	-02.8%	-02.7%	-03.5%	-03.3%	-02.7%	-02.3%	-02.5%	-02.8%	-02.9%	
Retail Product Cogs / Retail Revenue %	-79.1%	-64.3%	-61.9%	-55.6%	-58.7%	-56.1%	-55.1%	-54.7%	-56.2%	-57.1%	-62.4%	-56.0%	-55.8%	
Retail Product Cogs / Retail Revenue,pre	-74.5%	-56.7%	-53.4%	-50.3%	-50.7%	-49.3%	-50.0%	-50.1%	-49.3%	-52.1%	-55.5%	-50.5%	-50.2%	
F&B Cogs / F&B Rev %	00.0%	-30.9%	-36.7%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Food %, preDiscounts	00.0%	-30.9%	-36.3%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Food %, postDiscounts	00.0%	-30.9%	-36.7%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Gross Margin (GREV-COGS)	994,780	1,038,474	1,074,811	1,075,218	1,172,332	1,207,108	1,338,933	1,375,894	1,352,405	1,507,022	1,534,700	1,411,774	1,356,272	

PAYROLL

02/09/17
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**Tahoe Donner Association
 Operating Fund 10-Year Actuals and CY Budget
 TC/Aquatics/Camps/Recreation
 For the Twelve Months Ending**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>5 Year Average Years</u>			<u>2017</u>	<u>Actuals</u>								
								<u>Actual</u>	<u>Actual</u>	<u>Actual</u>		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>3 Year Average Years</u>		<u>Budget</u>	<u>Average</u>	
																<u>2014</u>	<u>2015</u>		<u>2016</u>	<u>3-Yr</u>
Printed Forms/Ticket Stock	0	0	0	0	-38	0	0	0	0	0	0	0	0	0						
Computer Hardware	0	0	0	0	0	0	0	0	-10	0	0	0	-3	-2						
Furniture and Office Equip	-4,939	-17,322	-9,864	-8,930	-6,892	-2,434	-4,917	-1,081	-4,293	-5,928	-2,400	-3,767	-3,731	-2,725						
Office Supplies	-1,560	-2,578	-3,011	-2,203	-2,782	-3,273	-4,224	-3,367	-1,621	-1,139	-3,700	-2,043	-2,725	-2,725						
Toner Cartridges	0	0	0	0	0	0	0	-70	-2,451	-2,316	0	-1,612	-967	-967						
Signs	-714	-1,526	-3,396	-966	-1,078	-768	-1,632	-186	-493	-1,028	-1,850	-569	-821	-821						
Operating Supplies	-33,506	-54,124	-35,798	-36,969	-12,468	-7,234	-9,495	-7,137	-5,998	-7,842	-15,060	-6,992	-7,541	-7,541						
Paper Products - Restaurant	0	-869	0	0	0	0	92	-122	0	0	0	-41	-43	-43						
Small Tools & Equipment	-139	-197	-779	-762	-1,733	-2,328	-2,595	-2,478	-2,211	-1,558	-1,950	-2,082	-2,234	-2,234						
Safety Equipment	0	-814	-3,029	-3,228	-3,042	-1,770	-1,930	-1,028	-1,454	-1,632	-2,665	-1,371	-1,563	-1,563						
Spoilage	0	-52	-280	-602	-308	-811	-577	-218	-329	-18	0	-188	-390	-390						
Entertainment	-1,037	-3,374	-3,600	-9,436	-5,150	-6,010	-2,800	-1,836	-846	0	0	-894	-2,298	-2,298						
Recreation Programs	-3,314	-4,812	-5,315	-6,963	-8,252	-12,541	-23,843	-27,230	-25,682	-24,333	-24,670	-25,748	-22,726	-22,726						
Special Programs	-4,367	-9,299	-2,904	-10,873	-77,639	-28,384	-39,257	-23,474	-21,598	-21,093	-19,680	-22,055	-26,761	-26,761						
Concert Expenses	0	0	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-73,600	-51,111	-47,516	-47,516						
Repairs & Maintenance																				
General/PM	0	0	-413	0	-6,969	-8,153	-15,121	-11,699	-21,529	-13,419	-8,140	-15,549	-13,984	-13,984						
Plumbing	0	0	0	0	-1,521	-2,005	-2,161	-2,116	-482	-754	-1,140	-1,117	-1,504	-1,504						
Lighting and Electrical	0	0	-1,633	-159	-1,427	-1,910	-1,841	-1,431	-609	-991	-600	-1,010	-1,356	-1,356						
HVAC	0	0	0	0	0	-4,091	-10	-368	-344	-110	-100	-274	-985	-985						
Carpentry	-698	-829	-800	-425	0	-327	-84	0	-397	-60	-900	-152	-173	-173						
Fire Suppression	0	0	0	0	-45	-331	-328	-1,197	-429	-2,084	-600	-1,237	-874	-874						
Painting	0	0	0	0	0	-91	0	-307	-96	-37	-200	-147	-106	-106						
MaintDept Labor Charges (inactive)	0	-10,203	-16,218	0	0	-165	0	0	0	0	0	0	-33	-33						
Other Building	-87,977	-43,392	-15,205	-9,257	-2,322	-2,817	-478	0	-167	-16	0	-61	-695	-695						
R & M Building	-88,676	-54,424	-34,268	-9,841	-12,284	-19,891	-20,023	-17,119	-24,051	-17,470	-11,680	-19,547	-19,711	-19,711						
Asphalt	0	0	0	0	-40	-23	-21	0	0	-25	0	-8	-14	-14						
Irrigation and Drainage	0	0	0	0	-384	-58	-45	-30	-30	-35	0	-32	-40	-40						
GrassFlowersSeedFertilizers	0	0	0	0	-610	-64	0	0	0	0	0	0	-13	-13						
Snow Removal	-1,346	-5,278	-2,981	-3,582	-3,258	-4,495	-2,594	-2,477	-4,060	-5,671	-3,100	-4,069	-3,860	-3,860						
Other Grounds Maint	-5,017	-6,041	-6,748	-5,700	-9,668	-9,000	-9,772	-9,348	-9,676	-9,039	-9,000	-9,354	-9,367	-9,367						
R & M Grounds (nonGolf)	-6,363	-11,319	-9,730	-9,283	-13,959	-13,639	-12,432	-11,856	-13,765	-14,770	-12,100	-13,464	-13,292	-13,292						
Rolling, Heavy	0	0	-87	-299	-1,205	-334	-366	-56	-777	-198	0	-344	-346	-346						
Rolling, Car/Truck/Bus/Van	-2,492	-2,308	-676	-2,294	-2,766	-3,536	-4,347	-3,336	-2,174	-4,799	-3,650	-3,436	-3,638	-3,638						
Bicycles	0	0	0	0	-641	0	-845	-708	0	0	0	-236	-311	-311						
Fitness Equipment	0	0	0	0	-6,808	-8,104	-11,841	-5,624	-3,598	-1,989	-4,300	-3,737	-6,231	-6,231						
Office Equip R&M	0	0	0	0	-116	0	0	0	0	0	0	0	0	0						
Other Operating Equip R&M	-5,017	-9,686	-9,280	-5,456	-833	-2,471	-839	-150	-152	-46	0	-116	-731	-731						
R & M Equipment	-7,509	-11,994	-10,044	-8,049	-12,370	-14,445	-18,239	-9,874	-6,701	-7,031	-7,950	-7,869	-11,258	-11,258						
chemicals	0	0	0	0	-21,832	-22,559	-20,267	-22,012	-24,975	-30,280	-36,200	-25,756	-24,019	-24,019						
equipment	0	0	0	-2,188	-2,341	-1,833	-5,654	-182	-215	-196	-1,800	-198	-1,616	-1,616						
service, regular	0	0	0	0	-23,760	-23,760	-12,870	-574	0	-157	0	-244	-747	-747						
service, special	0	0	0	0	0	-130	-528	-438	-325	-125	0	-296	-309	-309						
other	0	0	0	0	-47	-47	-1,413	-1,067	0	-38	0	-368	-513	-513						
R & M Pool Spa	0	0	0	-2,188	-47,980	-48,330	-40,732	-24,273	-25,516	-30,797	-38,000	-26,862	-33,930	-33,930						
Contra - Inter-Dept. Charges	0	0	0	0	0	-71	0	0	0	0	0	0	-14	-14						
R & M subtotal	-102,548	-77,738	-54,041	-29,361	-86,593	-96,376	-91,425	-63,122	-70,034	-70,068	-69,730	-67,741	-78,205	-78,205						
TOTAL SUPPLIES & MAINTENANC	-186,182	-242,131	-224,364	-186,565	-263,250	-278,978	-307,266	-248,397	-299,181	-361,286	-298,045	-302,954	-299,021	-299,021						
ADMINISTRATIVE & OTHER EXPENSE																				
Public Relations	-267	-227	0	0	0	-90	-50	0	0	0	0	0	-28	-28						
Promotion Expense	-175	-21	0	0	-65	0	-25	0	0	0	0	0	-5	-5						
Resort Advertising	0	0	0	0	-3,489	-1,340	-7,120	-12	0	-236	-10,000	-83	-1,742	-1,742						
Community Relations	-149	-24	-375	-123	-190	-43	-85	-422	-621	-1,213	0	-752	-477	-477						
Reservation Services	0	0	0	0	0	-365	0	0	0	0	0	0	-73	-73						
Dues & Subscriptions	0	0	-140	0	-190	-245	-234	-210	-1,181	-1,347	-1,070	-913	-643	-643						
Licenses, Permits, Fees	-3,038	-2,210	-2,552	-2,691	-3,279	-3,521	-3,697	-4,078	-6,191	-4,509	-3,900	-4,926	-4,399	-4,399						
Mileage Reimbursement	0	0	-709	-631	-962	-1,861	-3,328	-824	-963	-540	-1,610	-776	-1,503	-1,503						

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
TC/Aquatics/Camps/Recreation
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Postage - General	-19	-118	-115	-81	-97	-108	-142	-116	-103	-99	-35	-106	-114
Printing - TD News	-172	-144	0	0	0	0	0	0	0	0	0	0	0
Printing - Other	0	0	0	-70	0	0	0	0	0	0	0	0	0
Credit Card Expense	-6,324	-7,662	-10,698	-11,178	-12,740	-13,227	-15,335	-15,021	-14,170	-20,988	-20,680	-16,726	-15,748
Over/Short	478	-460	552	586	6	629	415	1,110	172	-15	0	422	462
Lease Expense	0	-408	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense	-13,421	-19,635	-21,000	-15,886	-16,100	-16,800	-19,600	-16,759	-19,200	-20,174	-19,800	-18,711	-18,507
TOTAL ADMINISTRATIVE & OTHER EXP	-23,089	-30,910	-35,037	-30,074	-37,105	-36,972	-49,201	-36,331	-42,257	-49,121	-57,095	-42,570	-42,776
TOTAL OPERATING EXPENSES (OE)	-388,582	-479,944	-435,736	-408,777	-496,588	-489,328	-541,581	-458,899	-532,393	-614,148	-612,000	-535,147	-527,270
TOTAL PAYROLL AND OPERATING EXPE	-937,155	-1,080,276	-1,158,420	-1,117,321	-1,281,124	-1,278,674	-1,443,528	-1,322,558	-1,353,233	-1,486,935	-1,643,700	-1,387,575	-1,376,986
N O R 1, before OH	57,625	-41,802	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	-109,000	24,198	-20,713
ALLOCATED OVERHEAD (OH)	-223,970	-245,442	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-166,345	-287,244	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	-109,000	24,198	-20,713
T O C	-1,202,143	-1,360,078	-1,197,016	-1,152,374	-1,314,676	-1,311,968	-1,492,665	-1,370,117	-1,390,094	-1,522,598	-1,683,000	-1,427,603	-1,417,489
REV to TOC (CRR%)	-86.2%	-78.9%	-93.0%	-96.3%	-91.7%	-94.5%	-93.0%	-103.9%	-99.9%	-101.3%	-93.5%	-101.7%	-98.5%
NOR AFTER Assessment Revenue, Opera	-166,345	-287,244	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	-109,000	24,198	-20,713

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Trout Creek Recreation Center (132)
 For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								3 Year Average Years				3-Yr	5-Yr	
								2014 Actual	2015 Actual	2016 Actual				
Revenue														
ALLOCATED RECREATION FEES	633,872	654,513	621,477	600,000	470,630	479,122	500,597	504,469	497,566	531,524	527,000	511,187	502,656	
Special Events Revenue	0	0	0	0	0	0	450	0	0	0	0	0	90	
Daily Usage Fee - Member	0	0	26,814	24,560	23,980	23,004	22,388	20,898	23,064	24,414	22,000	22,792	22,754	
Daily Usage Fee - Guest	161,783	171,651	176,132	180,674	186,948	175,888	189,406	180,388	176,552	197,450	183,000	184,797	183,937	
Total Direct Access & Use Fees	161,783	171,651	202,946	205,234	210,928	198,892	212,244	201,286	199,616	221,864	205,000	207,589	206,780	
Food	4	770	1,241	0	0	0	0	0	0	0	0	0	0	
Food Discounts	0	0	-49	0	0	-23	0	0	0	0	0	0	-5	
EE Discounts	0	0	0	0	0	-23	0	0	0	0	0	0	-5	
InterDept Discounts	0	0	-49	0	0	0	0	0	0	0	0	0	0	
Food subtotal	4	770	1,192	0	0	-23	0	0	0	0	0	0	-5	
Total Food and Beverage Revenue	4	770	1,192	0	0	-23	0	0	0	0	0	0	-5	
Sales - Retail	55,040	58,391	69,208	66,766	60,869	59,444	76,782	69,644	69,938	63,399	65,800	67,660	67,841	
Employee Discounts	-1,694	-3,408	-4,072	-4,346	-4,889	-4,774	-6,487	-4,243	-4,778	-4,035	-4,400	-4,352	-4,864	
Discounts - Retail	-1,460	-3,267	-4,935	-1,687	-2,402	-1,832	-773	-596	-4,160	-1,633	-2,400	-2,130	-1,799	
Promotion Discounts	-59	-235	-206	-8	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	51,828	51,481	59,995	60,725	53,578	52,838	69,522	64,805	61,000	57,730	59,000	61,178	61,179	
Rentals	0	0	0	0	0	0	0	0	600	0	0	200	120	
Child Care	0	0	0	0	12,068	15,244	17,484	20,808	19,108	16,740	18,000	18,885	17,877	
Aerobics	16,709	18,757	37,767	41,460	61,176	59,787	60,709	74,853	87,425	88,129	77,000	83,469	74,181	
Fitness/Training	3,826	3,914	3,798	1,904	893	1,700	2,000	2,819	2,350	3,144	2,000	2,771	2,403	
Rec Programs	0	0	0	158	0	0	0	0	0	0	0	0	0	
Massage	9,468	16,034	14,282	15,194	16,068	14,826	19,065	16,719	15,955	17,271	17,000	16,648	16,767	
Towels/Lockers	2,482	1,464	1,792	1,892	1,674	3,393	2,115	1,591	897	1,368	1,000	1,285	1,873	
Lessons - Public	0	0	400	225	0	0	0	0	0	0	0	0	0	
Lessons - P.O.	27,445	25,001	26,933	28,301	25,000	0	0	0	0	0	0	0	0	
Lessons - Guest	1,760	2,158	7,105	6,813	0	0	0	0	0	0	0	0	0	
Total Lessons & Rental Revenue	61,690	67,328	92,076	95,946	91,879	94,950	101,373	116,790	126,335	126,652	115,000	123,259	113,220	
Shopping Bags	0	0	0	0	0	0	0	93	12	4	0	36	22	
Other Revenue	120	1,289	1,925	42	155	85	0	281	1,245	0	0	509	322	
Total Other Revenue	120	1,289	1,925	42	155	85	0	374	1,257	4	0	545	344	
GROSS REVENUE (GREV)	909,296	947,030	979,611	961,947	827,170	825,863	883,736	887,724	885,774	937,774	906,000	903,757	884,174	
COST OF GOODS SOLD (COGS)														
Food	0	-34	83	0	0	0	0	0	0	0	0	0	0	
Food Cogs	0	-34	83	0	0	0	0	0	0	0	0	0	0	
Retail Product Cogs	-41,018	-33,096	-36,972	-33,591	-30,301	-29,834	-40,017	-36,884	-35,331	-33,335	-36,000	-35,183	-35,080	
Total COGS	-41,018	-33,130	-36,890	-33,591	-30,301	-29,834	-40,017	-36,884	-35,331	-33,335	-36,000	-35,183	-35,080	
Total Cogs / GREV %	-04.5%	-03.5%	-03.8%	-03.5%	-03.7%	-03.6%	-04.5%	-04.2%	-04.0%	-03.6%	-04.0%	-03.9%	-04.0%	
Retail Product Cogs / Retail Revenue %	-79.1%	-64.3%	-61.6%	-55.3%	-56.6%	-56.5%	-57.6%	-56.9%	-57.9%	-57.7%	-61.0%	-57.5%	-57.3%	
Retail Product Cogs / Retail Revenue,pre	-74.5%	-56.7%	-53.4%	-50.3%	-49.8%	-50.2%	-52.1%	-53.0%	-50.5%	-52.6%	-54.7%	-52.0%	-51.7%	
F&B Cogs / F&B Rev %	00.0%	-04.4%	06.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Food %, preDiscounts	00.0%	-04.4%	06.6%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Food %, postDiscounts	00.0%	-04.4%	06.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Gross Margin (GREV-COGS)	868,279	913,901	942,722	928,356	796,869	796,029	843,719	850,840	850,443	904,440	870,000	868,574	849,094	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-81,793	-90,870	-127,312	-130,164	-131,543	-136,183	-136,810	-148,390	-144,129	-159,741	-152,400	-150,753	-145,051	
Salaries - Exempt - Commissions	0	0	-8,453	-165	0	0	0	0	0	0	0	0	0	
Wages - FTRRegular	-34,875	-37,295	-85,665	-63,073	-61,229	-66,401	-64,048	-20,693	-36,373	-41,346	-94,003	-32,804	-45,772	

Trout Creek Recreation Center (132)

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Trout Creek Recreation Center (132)
 For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Paper Products - Restaurant	0	-869	0	0	0	0	0	-122	0	0	0	-41	-24
Small Tools & Equipment	-47	-169	-545	-322	-985	-1,030	-576	-1,128	-1,468	-924	-1,300	-1,173	-1,025
Safety Equipment	0	-739	-2,870	-484	-933	-1,178	-279	-226	-80	-359	-500	-221	-424
Spoilage	0	-52	-165	-602	-308	-633	-373	-207	-329	-18	0	-185	-312
Recreation Programs	0	0	0	0	0	0	-86	-98	-39	0	0	-46	-44
Special Programs	-64	-112	-172	-29	-264	-172	-4,189	-1,255	-1,588	-1,360	-380	-1,401	-1,713
Repairs & Maintenance													
General/PM	0	0	-413	0	-5,767	-7,318	-11,314	-3,294	-6,980	-7,252	-8,140	-5,842	-7,232
Plumbing	0	0	0	0	-1,476	-1,960	-1,392	-1,717	-425	-719	-1,140	-954	-1,243
Lighting and Electrical	0	0	-1,633	-159	-1,365	-1,675	-1,761	-1,282	-609	-308	-600	-733	-1,127
HVAC	0	0	0	0	0	-4,051	-10	-368	-344	-110	-100	-274	-976
Carpentry	-657	0	-312	0	0	-89	-84	0	-395	0	0	-132	-114
Fire Suppression	0	0	0	0	-45	-331	-252	-1,197	-429	-2,084	-600	-1,237	-859
Painting	0	0	0	0	0	-70	0	-307	-76	-37	-200	-140	-98
MaintDept Labor Charges (inactive)	0	-9,268	-15,906	0	0	-165	0	0	0	0	0	0	-33
Other Building	-79,383	-37,967	-14,715	-6,910	-2,145	-1,085	-478	0	-125	0	0	-42	-337
R&M Building	-80,040	-47,235	-32,978	-7,069	-10,798	-16,744	-15,291	-8,165	-9,382	-10,509	-10,780	-9,352	-12,018
Asphalt	0	0	0	-40	0	-23	-21	0	0	-25	0	-8	-14
Irrigation and Drainage	0	0	0	0	-45	-45	-45	-30	-30	-35	0	-32	-37
GrassFlowersSeedFertilizers	0	0	0	0	-610	0	0	0	0	0	0	0	0
Snow Removal	-1,346	-5,278	-2,981	-3,582	-3,249	-4,495	-2,594	-2,477	-3,965	-5,671	-3,100	-4,038	-3,841
Other Grounds Maint	-4,177	-6,028	-5,923	-5,700	-9,000	-9,000	-9,599	-9,348	-9,337	-9,000	-9,000	-9,229	-9,257
R&M Grounds (nonGolf)	-5,523	-11,306	-8,904	-9,283	-12,944	-13,563	-12,259	-11,856	-13,333	-14,731	-12,100	-13,306	-13,148
Rolling, Heavy	0	0	0	-85	-902	-334	-330	-15	-63	-55	0	-45	-159
Rolling, Car/Truck/Bus/Van	-170	0	0	0	0	0	0	0	0	0	0	0	0
Fitness Equipment	0	0	0	0	-6,808	-7,578	-11,841	-5,624	-3,598	-1,989	-3,900	-3,737	-6,126
Office Equip R&M	0	0	0	0	-116	0	0	0	0	0	0	0	0
Other Operating Equip R&M	-5,017	-9,580	-8,114	-5,386	-833	-1,411	-839	-150	-152	-46	0	-116	-520
R&M Equipment	-5,187	-9,580	-8,114	-5,471	-8,659	-9,323	-13,010	-5,789	-3,813	-2,090	-3,900	-3,897	-6,805
R&M subtotal	-90,750	-68,121	-49,996	-21,823	-32,401	-39,629	-40,561	-25,810	-26,528	-27,330	-26,780	-26,556	-31,972
TOTAL SUPPLIES & MAINTENANC	-156,720	-204,031	-199,101	-136,643	-100,980	-116,105	-141,820	-119,013	-162,656	-188,434	-119,820	-156,701	-145,605
ADMINISTRATIVE & OTHER EXPENSE													
Public Relations	-267	-227	0	0	0	-90	0	0	0	0	0	0	-18
Promotion Expense	-175	0	0	0	0	0	0	0	0	0	0	0	0
Community Relations	-149	-24	-375	-95	-121	-21	-85	-422	-583	-609	0	-538	-344
Reservation Services	0	0	0	0	0	-365	0	0	0	0	0	0	-73
Dues & Subscriptions	0	0	-140	0	-30	-240	-64	-30	-1,054	-1,012	-820	-698	-480
Licenses, Permits, Fees	-2,403	-2,210	-2,260	-1,987	-1,990	-1,934	-2,105	-2,470	-35	-15	-2,000	-840	-1,312
Mileage Reimbursement	0	0	-23	0	-7	-187	-432	-80	-148	-7	-120	-78	-171
Postage - General	-16	-114	-88	-69	-50	-19	-4	-62	-51	-44	-20	-53	-36
Printing - TD News	-106	-110	0	0	0	0	0	0	0	0	0	0	0
Printing - Other	0	0	0	-70	0	0	0	0	0	0	0	0	0
Credit Card Expense	-6,249	-7,555	-7,739	-8,654	-8,095	-6,857	-8,639	-8,293	-8,418	-10,049	-10,540	-8,920	-8,451
Over/Short	655	-575	576	445	-100	317	238	827	246	-46	0	342	316
Lease Expense	0	-408	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense	-11,238	-17,172	-18,000	-13,606	-10,100	-10,800	-13,000	-10,474	-12,000	-11,454	-12,000	-11,310	-11,546
TOTAL ADMINISTRATIVE & OTHER EXP	-19,949	-28,395	-28,050	-24,035	-20,492	-20,196	-24,090	-21,004	-22,043	-23,236	-25,500	-22,094	-22,114
TOTAL OPERATING EXPENSES (OE)	-344,491	-425,399	-389,964	-331,423	-223,150	-234,025	-265,849	-240,921	-292,385	-317,482	-259,500	-283,596	-270,132
TOTAL PAYROLL AND OPERATING EXPE	-773,865	-855,618	-973,197	-785,121	-702,038	-728,401	-769,655	-750,382	-804,365	-843,374	-894,800	-799,374	-779,235
N O R 1, before OH	94,414	58,283	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	-24,800	69,200	69,859
ALLOCATED OVERHEAD (OH)	-157,229	-171,158	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-62,815	-112,875	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	-24,800	69,200	69,859
T O C	-972,112	-1,059,905	-1,010,086	-818,712	-732,338	-758,234	-809,672	-787,266	-839,696	-876,709	-930,800	-834,557	-814,316
REV to TOC (CRR%)	-93.5%	-89.4%	-97.0%	-117.5%	-112.9%	-108.9%	-109.1%	-112.8%	-105.5%	-107.0%	-97.3%	-108.4%	-108.7%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Trout Creek Recreation Center (132)
 For the Twelve Months Ending

	<u>2007</u> <i>Actual</i>	<u>2008</u> <i>Actual</i>	<u>2009</u> <i>Actual</i>	<u>2010</u> <i>Actual</i>	<u>2011</u> <i>Actual</i>	<u>2012</u> <i>Actual</i>	<u>2013</u> <i>Actual</i>	5 Year Average Years			<u>2017</u> <i>Budget</i>	Actuals Average	
								3 Year Average Years				<u>3-Yr</u>	<u>5-Yr</u>
								<u>2014</u> <i>Actual</i>	<u>2015</u> <i>Actual</i>	<u>2016</u> <i>Actual</i>			
NOR AFTER Assessment Revenue, Opera	-62,815	-112,875	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	-24,800	69,200	69,859

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Aquatics (130)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014	2015	2016		3-Yr	5-Yr	
								Actual	Actual	Actual				
Revenue														
ALLOCATED RECREATION FEES	20,336	23,276	18,169	16,000	131,719	131,983	138,374	141,453	138,620	148,393	144,000	142,822	139,764	
Daily Usage Fee - Member	0	0	1,422	1,736	1,604	1,568	1,244	2,184	1,914	3,012	2,500	2,370	1,984	
Daily Usage Fee - Guest	11,606	11,353	12,290	15,466	16,058	15,478	16,442	18,628	18,256	19,462	18,800	18,782	17,653	
Total Direct Access & Use Fees	11,606	11,353	13,712	17,202	17,662	17,046	17,686	20,812	20,170	22,474	21,300	21,152	19,638	
<i>Food Discounts</i>	0	0	0	0	-37	0	0	0	0	0	0	0	0	
InterDept Discounts	0	0	0	0	-37	0	0	0	0	0	0	0	0	
Food subtotal	0	0	0	0	-37	0	0	0	0	0	0	0	0	
Total Food and Beverage Revenue	0	0	0	0	-37	0	0	0	0	0	0	0	0	
Lessons - Public	0	0	0	0	700	3,448	0	1,832	0	0	1,000	611	1,056	
Lessons - P.O.	0	0	0	0	23,840	30,691	35,313	32,235	25,599	28,216	59,000	28,683	30,411	
Lessons - Guest	0	0	0	0	10,552	9,265	12,697	11,450	10,960	12,264	23,700	11,558	11,327	
Total Lessons & Rental Revenue	0	0	0	0	35,092	43,404	48,010	45,517	36,559	40,480	83,700	40,852	42,794	
Other Revenue	0	0	675	1,200	1,640	1,520	1,040	1,965	30	2,016	1,000	1,337	1,314	
Total Other Revenue	0	0	675	1,200	1,640	1,520	1,040	1,965	30	2,016	1,000	1,337	1,314	
GROSS REVENUE (GREV)	31,942	34,629	32,556	34,402	186,076	193,953	205,110	209,747	195,379	213,363	250,000	206,163	203,510	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	31,942	34,629	32,556	34,402	186,076	193,953	205,110	209,747	195,379	213,363	250,000	206,163	203,510	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-1,158	-3,910	0	0	-7,450	0	0	0	0	0	0	0	0	
Wages - Seasonal	-5,112	-26,872	-16,600	-74,480	-86,703	-91,164	-124,364	-93,650	-83,856	-87,266	-111,300	-88,258	-96,060	
Wages-Seasonal-Commissions	0	0	0	-9,901	-9,800	-10,809	-6,655	-7,780	-5,221	-5,472	-7,000	-6,158	-7,187	
Incentive Program, Seasonal, NonExempt	0	0	0	0	-537	-1,909	-1,669	-848	-1,093	-2,351	0	-1,431	-1,574	
Total Salaries & Wages, DIRECT	-6,270	-30,782	-16,600	-84,381	-104,490	-103,882	-132,688	-102,279	-90,171	-95,089	-118,300	-95,846	-104,822	
Salaries sub-total	-1,158	-3,910	0	0	-7,450	0	0	0	0	0	0	0	0	
Wage sub-total	-5,112	-26,872	-16,600	-84,381	-97,040	-103,882	-132,688	-102,279	-90,171	-95,089	-118,300	-95,846	-104,822	
Wage-Seasonal subsubtotal	-5,112	-26,872	-16,600	-84,381	-97,040	-103,882	-132,688	-102,279	-90,171	-95,089	-118,300	-95,846	-104,822	
Payroll Direct as a % of Revenue	-19.6%	-88.9%	-51.0%	-245.3%	-56.2%	-53.6%	-64.7%	-48.8%	-46.2%	-44.6%	-47.3%	-46.5%	-51.5%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-749	-4,236	-2,390	-9,836	-14,386	-14,524	-17,033	-14,046	-13,114	-13,433	-17,200	-13,531	-14,430	
Group Insurance	-216	-1,060	0	0	0	0	0	-8,225	0	0	0	-2,742	-1,645	
Total Payroll Taxes & Benefits	-965	-5,297	-2,390	-9,836	-14,386	-14,524	-17,033	-22,270	-13,114	-13,433	-17,200	-16,272	-16,075	
PAYBDN, Workers Comp Insurance	-422	-1,659	-320	-4,076	-3,641	-2,767	-6,099	-8,814	-7,842	-7,814	-8,800	-8,157	-6,667	
PAYROLL BURDEN Total	-1,387	-6,956	-2,710	-13,912	-18,027	-17,291	-23,132	-31,085	-20,956	-21,247	-26,000	-24,429	-22,742	
subtotal, Burden-Salary	0	0	0	0	-852	0	0	0	0	0	0	0	0	
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	-8,225	0	-6	40	-2,744	-1,646	
subtotal, Burden-Wage-Seasonal	0	0	-2,710	-13,912	-17,175	-17,291	-23,132	-22,860	-20,956	-21,240	-26,040	-21,685	-21,096	
Burden % - on all Payroll Direct	22.1%	22.6%	16.3%	16.5%	17.3%	16.6%	17.4%	30.4%	23.2%	22.3%	22.0%	25.3%	22.0%	
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	11.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Burden % - Wage-Seasonal	00.0%	00.0%	16.3%	16.5%	17.7%	16.6%	17.4%	22.4%	23.2%	22.3%	22.0%	22.6%	20.4%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	16.3%	16.5%	17.7%	16.6%	17.4%	30.4%	23.2%	22.3%	22.0%	25.3%	22.0%	
PAYROLL TOTAL (Direct&Burden)	-7,657	-37,738	-19,310	-98,292	-122,517	-121,172	-155,821	-133,363	-111,127	-116,336	-144,300	-120,275	-127,564	
OPERATING EXPENSES (OE)														
Educational Reimbursement	0	0	0	0	0	0	-11	0	0	0	0	0	-2	
Employee Dev/Training	0	0	0	-1,604	-3,107	-1,903	-4,527	-1,642	-2,120	-2,128	-3,500	-1,963	-2,464	
Employee Relations	0	0	0	-374	-433	-637	-375	-133	-91	-109	-250	-111	-269	

Aquatics (130)

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Aquatics (130)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Uniforms	0	0	0	-2,824	-4,451	-2,568	-2,782	-2,148	-1,390	-2,750	-3,000	-2,096	-2,328	
Seminars & Conferences	0	0	0	-5	0	0	0	0	0	0	0	0	0	
Travel/Meeting Expense	0	0	0	0	0	0	-526	0	0	0	-500	0	-105	
Total Staff Expense	0	0	0	-4,807	-7,990	-5,109	-8,222	-3,924	-3,601	-4,987	-7,250	-4,171	-5,169	
Telephone	0	0	0	0	0	-150	-150	0	0	0	-300	0	-60	
Electricity	-2,589	-3,645	-4,680	-5,554	-4,269	-4,117	-4,715	-4,312	-5,347	-6,231	-8,000	-5,297	-4,944	
Natural Gas - Pools	-1,690	-3,020	-2,416	-1,641	-64,406	-48,229	-50,540	-47,943	-57,005	-68,142	-106,000	-57,697	-54,372	
Natural Gas - Buildings	0	0	0	0	-11	0	0	0	0	0	0	0	0	
Fuel & Oil	0	0	0	-13	0	0	0	0	0	0	0	0	0	
Sewer Fees	-2,012	-2,051	-2,101	-2,152	-2,186	-2,186	-2,186	-2,186	-2,186	-2,186	-2,340	-2,186	-2,186	
Water - Building/Facility	-709	-1,029	-1,047	-912	-8,546	-6,837	-6,832	-6,685	-7,708	-7,013	-8,000	-7,136	-7,015	
TOTAL UTILITIES	-7,001	-9,746	-10,244	-10,272	-79,418	-61,518	-64,422	-61,127	-72,246	-83,572	-124,640	-72,315	-68,577	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	0	0	0	-183	0	0	0	0	0	0	0	0	
Janitorial Services & Supplies	0	0	-52	-46	0	0	-74	0	-47	-458	0	-168	-116	
Contract Fees	-1,286	0	0	0	0	-108	-27	-108	-81	-27	0	-72	-70	
Contract Labor	-594	0	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	0	0	0	0	0	-218	0	0	0	0	0	0	-44	
Furniture and Office Equip	0	-51	0	-607	-2,427	-252	-210	-277	-309	-207	-200	-264	-251	
Office Supplies	0	0	0	0	-320	-153	-361	-130	-276	-52	-200	-153	-194	
Signs	0	0	-30	0	0	-21	-922	-46	-16	-91	-200	-51	-219	
Operating Supplies	-417	0	-46	-2,382	-267	0	-609	-308	-699	-463	-540	-490	-416	
Small Tools & Equipment	0	0	-20	-261	-88	-148	-288	-464	-404	-223	-300	-364	-306	
Safety Equipment	0	-40	0	-1,643	-1,652	-392	-548	-748	-1,010	-990	-1,215	-916	-737	
Recreation Programs	0	0	0	0	-352	0	-159	0	0	0	0	0	-32	
Special Programs	0	0	0	-359	-266	-422	-868	-146	-463	0	-400	-203	-380	
Repairs & Maintenance														
General/PM	0	0	0	0	-310	-365	-1,256	-6,202	-12,910	-4,969	0	-8,027	-5,140	
Plumbing	0	0	0	0	-45	-45	-45	-399	-57	-35	0	-164	-116	
Lighting and Electrical	0	0	0	0	0	-128	-80	0	0	-683	0	-228	-178	
HVAC	0	0	0	0	0	-41	0	0	0	0	0	0	-8	
Painting	0	0	0	0	0	-21	0	0	-20	0	0	-7	-8	
MaintDept Labor Charges (inactive)	0	-646	-50	0	0	0	0	0	0	0	0	0	0	
Other Building	-1,638	-2,936	0	-274	0	-45	0	0	0	0	0	0	-9	
R&M Building	-1,638	-3,582	-50	-274	-355	-645	-1,381	-6,601	-12,987	-5,687	0	-8,425	-5,460	
Other Grounds Maint	-350	-13	0	0	0	0	-38	0	0	0	0	0	-8	
R&M Grounds (nonGolf)	-350	-13	0	0	0	0	-38	0	0	0	0	0	-8	
chemicals	0	0	0	0	-21,832	-22,559	-20,267	-22,012	-24,975	-30,280	-36,200	-25,756	-24,019	
equipment	0	0	0	-2,188	-2,341	-1,833	-5,654	-182	-215	-196	-1,800	-198	-1,616	
service, regular	0	0	0	0	-23,760	-23,760	-12,870	-574	0	-157	0	-244	-7,472	
service, special	0	0	0	0	0	-130	-528	-438	-325	-125	0	-296	-309	
other	0	0	0	0	-47	-47	-1,413	-1,067	0	-38	0	-368	-513	
R&M Pool Spa	0	0	0	-2,188	-47,980	-48,330	-40,732	-24,273	-25,516	-30,797	-38,000	-26,862	-33,930	
R&M subtotal	-1,988	-3,595	-50	-2,462	-48,335	-48,975	-42,151	-30,874	-38,503	-36,484	-38,000	-35,287	-39,397	
TOTAL SUPPLIES & MAINTENANC	-4,285	-3,686	-198	-7,760	-53,890	-50,688	-46,218	-33,101	-41,809	-38,994	-41,055	-37,968	-42,162	
ADMINISTRATIVE & OTHER EXPENSE														
Promotion Expense	0	0	0	0	-65	0	0	0	0	0	0	0	0	
Community Relations	0	0	0	-28	-69	-22	0	0	-38	-263	0	-100	-65	
Dues & Subscriptions	0	0	0	0	-160	-5	-5	-180	-127	-335	-100	-214	-130	
Licenses, Permits, Fees	-505	0	-292	-298	-332	-327	-613	0	-3,314	-2,580	-1,000	-1,965	-1,367	
Mileage Reimbursement	0	0	0	-54	-254	-804	-947	0	-72	0	-240	-24	-365	
Postage - General	0	0	0	-5	-42	-28	-93	0	0	-2	-15	-1	-24	
Printing - TD News	0	-34	0	0	0	0	0	0	0	0	0	0	0	
Credit Card Expense	0	0	0	0	-375	-312	-479	-351	-455	-750	-1,600	-519	-469	
Insurance Expense	-464	-523	-600	-480	-4,200	-4,200	-4,800	-4,190	-4,800	-4,246	-5,400	-4,412	-4,447	
TOTAL ADMINISTRATIVE & OTHER EXP	-969	-557	-892	-865	-5,497	-5,698	-6,937	-4,721	-8,807	-8,176	-8,355	-7,235	-6,868	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Aquatics (130)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	5 Year Average Years					2017 Budget	Actuals Average	
						2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
TOTAL OPERATING EXPENSES (OE)	-12,255	-13,989	-11,334	-23,704	-146,795	-123,012	-125,799	-102,873	-126,463	-135,729	-181,300	-121,688	-122,775
TOTAL PAYROLL AND OPERATING EXPE	-19,911	-51,727	-30,644	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-325,600	-241,964	-250,339
N O R 1, before OH	12,030	-17,098	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-75,600	-35,801	-46,829
ALLOCATED OVERHEAD (OH)	-18,079	-19,906	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-6,049	-37,004	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-75,600	-35,801	-46,829
T O C	-37,990	-71,633	-30,644	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-325,600	-241,964	-250,339
REV to TOC (CRR%)	-84.1%	-48.3%	-106.2%	-28.2%	-69.1%	-79.4%	-72.8%	-88.8%	-82.2%	-84.6%	-76.8%	-85.2%	-81.6%
NOR AFTER Assessment Revenue, Opera	-6,049	-37,004	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-75,600	-35,801	-46,829

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Day Camp (145)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
Revenue													
Day Camps	90,110	83,014	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	243,000	195,015	172,798
Total Lessons & Rental Revenue	90,110	83,014	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	243,000	195,015	172,798
Other Revenue	0	670	340	250	350	490	930	660	680	1,125	0	822	777
Total Other Revenue	0	670	340	250	350	490	930	660	680	1,125	0	822	777
GROSS REVENUE (GREV)	90,110	83,684	91,873	99,327	106,961	114,733	165,633	183,423	198,237	205,851	243,000	195,837	173,575
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	90,110	83,684	91,873	99,327	106,961	114,733	165,633	183,423	198,237	205,851	243,000	195,837	173,575
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-5,823	-17,055	-20,797	-22,297	-2,625	0	0	0	0	0	0	0	0
Wages - FTR Regular	-19,133	0	0	0	0	0	0	-123	0	-623	-15,055	-249	-149
Wages - Seasonal	-47,295	-53,519	-36,250	-42,605	-50,061	-55,440	-77,010	-73,654	-87,577	-100,598	-104,945	-87,277	-78,856
Wages-Seasonal-Commissions	0	0	0	0	0	0	0	0	0	-50	0	-17	-10
Incentive Program, Seasonal, NonExempt	0	0	0	0	-140	-278	-438	-301	-273	-1,777	0	-784	-614
Total Salaries & Wages, DIRECT	-72,251	-70,574	-57,047	-64,902	-52,825	-55,719	-77,448	-74,078	-87,851	-103,049	-120,000	-88,326	-79,629
Salaries sub-total	-5,823	-17,055	-20,797	-22,297	-2,625	0	0	0	0	0	0	0	0
Wage sub-total	-66,428	-53,519	-36,250	-42,605	-50,201	-55,719	-77,448	-74,078	-87,851	-103,049	-120,000	-88,326	-79,629
Wage-FTR subsubtotal	-19,133	0	0	0	0	0	0	-123	0	-623	-15,055	-249	-149
Wage-Seasonal subsubtotal	-47,295	-53,519	-36,250	-42,605	-50,201	-55,719	-77,448	-73,955	-87,851	-102,425	-104,945	-88,077	-79,480
Payroll Direct as a % of Revenue	-80.2%	-84.3%	-62.1%	-65.3%	-49.4%	-48.6%	-46.8%	-40.4%	-44.3%	-50.1%	-49.4%	-44.9%	-46.0%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-9,165	-8,115	-6,721	-7,051	-7,638	-8,120	-11,300	-10,542	-12,301	-13,177	-15,800	-12,007	-11,088
Group Insurance	-6,185	-12,011	-4,729	-5,380	-4,854	0	0	0	0	0	-5,800	0	0
Retirement Plan	0	0	-637	-656	0	0	0	0	0	-241	-600	-80	-48
Total Payroll Taxes & Benefits	-15,350	-20,126	-12,087	-13,087	-12,492	-8,120	-11,300	-10,542	-12,301	-13,418	-22,200	-12,087	-11,136
PAYBDN, Workers Comp Insurance	-4,897	-3,946	-2,948	-3,344	-1,843	-1,452	-3,142	-6,354	-7,981	-8,852	-9,400	-7,729	-5,556
PAYROLL BURDEN Total	-20,247	-24,072	-15,035	-16,431	-14,335	-9,572	-14,443	-16,896	-20,282	-22,269	-31,600	-19,816	-16,692
subtotal, Burden-Salary	0	0	-7,771	-8,572	-5,098	0	0	0	0	-15	-600	-5	-3
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	0	0	-208	-9,040	-69	-42
subtotal, Burden-Wage-Seasonal	0	0	-7,264	-7,859	-9,237	-9,572	-14,443	-16,896	-20,282	-22,046	-21,960	-19,741	-16,648
Burden % - on all Payroll Direct	28.0%	34.1%	26.4%	25.3%	27.1%	17.2%	18.6%	22.8%	23.1%	21.6%	26.3%	22.5%	20.7%
Burden % - Salary	00.0%	00.0%	37.4%	38.4%	194.2%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	33.3%	60.0%	11.1%	06.7%
Burden % - Wage-Seasonal	00.0%	00.0%	20.0%	18.4%	18.4%	17.2%	18.6%	22.8%	23.1%	21.5%	20.9%	22.5%	20.7%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	20.0%	18.4%	18.4%	17.2%	18.6%	22.8%	23.1%	21.6%	25.8%	22.5%	20.7%
PAYROLL TOTAL (Direct&Burden)	-92,498	-94,647	-72,082	-81,334	-67,160	-65,290	-91,890	-90,974	-108,133	-125,318	-151,600	-108,142	-96,321
OPERATING EXPENSES (OE)													
Employee Dev/Training	0	0	0	-917	-252	-534	-1,174	-243	-605	0	-1,500	-283	-511
Employee Relations	-404	0	-52	0	0	-499	-106	-105	-234	-38	-290	-126	-196
Uniforms	-532	-109	-643	-671	-369	-427	-1,598	-1,149	-961	-1,005	-1,200	-1,038	-1,028
Travel/Meeting Expense	-951	-783	0	0	0	0	0	0	0	-1,383	0	-461	-277
Total Staff Expense	-1,886	-892	-695	-1,589	-621	-1,460	-2,878	-1,497	-1,800	-2,426	-2,990	-1,908	-2,012
Telephone	0	0	0	0	-150	-210	-270	-90	0	0	-210	-30	-114
Cable/Sat TV Service	0	0	0	0	0	0	0	0	0	-79	0	-26	-16
Disposal Fees	0	0	0	0	0	0	0	0	0	-243	0	-81	-49
Electricity	0	0	0	0	0	0	0	0	0	-742	0	-247	-148

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Day Camp (145)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Natural Gas - Buildings	0	0	0	0	0	0	0	0	0	-312	0	-104	-62	
Fuel & Oil	-1,105	-1,412	-771	-1,000	-1,173	-2,399	-1,985	-2,433	-1,775	-962	-2,400	-1,724	-1,911	
Propane (LPG)	0	0	0	0	0	0	0	-19	0	0	0	-6	-4	
Sewer Fees	-450	-475	-500	-500	-500	-500	-500	-500	-500	-934	-420	-645	-587	
Water - Building/Facility	-815	-861	-907	-1,414	-1,238	-1,529	-1,248	-1,182	-979	-1,491	-1,470	-1,217	-1,286	
Water - Grounds	0	0	0	0	0	0	0	0	0	-69	0	-23	-14	
TOTAL UTILITIES	-2,370	-2,748	-2,178	-2,914	-3,061	-4,638	-4,002	-4,225	-3,254	-4,833	-4,500	-4,104	-4,190	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	0	0	0	-48	0	0	0	0	0	0	0	0	
Linen Service	0	0	0	0	0	0	0	0	0	-14	0	-5	-3	
Janitorial Services & Supplies	0	-68	0	-89	-136	0	-43	0	-9	-724	-150	-244	-155	
Pest Control	0	0	0	0	-54	0	0	0	0	-277	0	-92	-55	
Furniture and Office Equip	-113	-239	0	-209	-213	-287	-706	0	-51	-114	-300	-55	-232	
Office Supplies	-238	-265	-135	-81	-208	-388	-615	-306	-68	-119	-450	-164	-299	
Toner Cartridges	0	0	0	0	0	0	0	0	-229	-84	0	-105	-63	
Signs	0	-359	-84	-114	-147	-25	-489	-109	0	-756	-500	-288	-276	
Operating Supplies	-4,479	-6,469	-4,883	-5,451	-6,916	-1,139	-1,563	-953	-36	-1,059	-8,600	-682	-950	
Small Tools & Equipment	0	-1	0	0	-49	-51	-11	-59	0	-45	-50	-35	-33	
Safety Equipment	0	0	-159	-1,101	-308	-200	-475	-54	-364	-284	-800	-234	-275	
Recreation Programs	-1,694	-4,229	-3,850	-4,512	-4,929	-10,237	-20,838	-25,807	-22,885	-23,175	-21,170	-23,956	-20,588	
Special Programs	0	0	0	0	0	-500	-213	0	0	0	0	0	-143	
Repairs & Maintenance														
General/PM	0	0	0	0	0	-63	-496	-59	-42	0	0	-33	-132	
Carpentry	-27	0	0	0	0	0	0	0	0	0	-300	0	0	
Fire Suppression	0	0	0	0	0	0	-75	0	0	0	0	0	-15	
MaintDept Labor Charges (inactive)	0	-289	-213	0	0	0	0	0	0	0	0	0	0	
Other Building	-6,625	-1,698	-69	-19	-177	-52	0	0	-42	-16	0	-19	-22	
R&M Building	-6,652	-1,987	-282	-19	-177	-115	-572	-59	-84	-16	-300	-53	-169	
Other Grounds Maint	-490	0	0	0	0	0	-49	0	0	0	0	0	-10	
R&M Grounds (nonGolf)	-490	0	0	0	0	0	-49	0	0	0	0	0	-10	
Rolling, Car/Truck/Bus/Van	-10	0	-83	-650	0	-726	-535	-200	-139	-1,459	-200	-600	-612	
Other Operating Equip R&M	0	0	-101	0	0	0	0	0	0	0	0	0	0	
R&M Equipment	-10	0	-183	-650	0	-726	-535	-200	-139	-1,459	-200	-600	-612	
R&M subtotal	-7,152	-1,987	-465	-669	-177	-842	-1,155	-259	-223	-1,475	-500	-652	-791	
TOTAL SUPPLIES & MAINTENANC	-13,675	-13,618	-9,576	-12,226	-13,184	-13,669	-26,108	-27,547	-23,865	-28,127	-32,520	-26,513	-23,863	
ADMINISTRATIVE & OTHER EXPENSE														
Licenses, Permits, Fees	-91	0	0	0	-310	-702	-394	-731	-1,527	-731	0	-996	-817	
Mileage Reimbursement	0	0	-490	-578	-553	-579	-1,161	-498	-419	-446	-1,000	-454	-621	
Postage - General	-3	-4	-27	-1	-2	-1	-1	0	0	-15	0	-5	-3	
Printing - TD News	-67	0	0	0	0	0	0	0	0	0	0	0	0	
Credit Card Expense	0	0	-2,743	-1,766	-2,168	-3,191	-3,704	-3,564	-3,969	-8,204	-5,490	-5,246	-4,526	
Over/Short	-180	0	0	0	0	0	0	0	0	0	0	0	0	
Insurance Expense	-1,376	-1,552	-1,800	-1,200	-1,200	-1,200	-1,200	-1,571	-1,800	-1,688	-1,800	-1,686	-1,492	
TOTAL ADMINISTRATIVE & OTHER EXP	-1,716	-1,556	-5,060	-3,545	-4,232	-5,673	-6,460	-6,365	-7,715	-11,084	-8,290	-8,388	-7,459	
TOTAL OPERATING EXPENSES (OE)	-19,648	-18,813	-17,510	-20,274	-21,099	-25,439	-39,449	-39,634	-36,633	-46,470	-48,300	-40,912	-37,525	
TOTAL PAYROLL AND OPERATING EXPE	-112,146	-113,460	-89,593	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-199,900	-149,054	-133,846	
N O R 1, before OH	-22,036	-29,776	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	43,100	46,783	39,729	
ALLOCATED OVERHEAD (OH)	-29,469	-33,591	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-51,505	-63,367	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	43,100	46,783	39,729	
T O C	-141,615	-147,051	-89,593	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-199,900	-149,054	-133,846	
REV to TOC (CRR%)	-63.6%	-56.9%	-102.5%	-97.8%	-121.2%	-126.5%	-126.1%	-140.4%	-136.9%	-119.8%	-121.6%	-132.4%	-130.0%	
NOR AFTER Assessment Revenue, Opera	-51,505	-63,367	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	43,100	46,783	39,729	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Recreation (140)
For the Twelve Months Ending

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals	
								3 Year Average Years				3-Yr	5-Yr
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>			
Revenue													
Special Events Revenue	1,732	1,367	3,383	4,644	66,730	19,675	27,697	15,454	20,744	10,300	22,000	15,499	18,774
Concert Revenue	0	0	0	0	0	50,695	32,935	66,387	73,584	154,520	140,000	98,164	75,624
Total Direct Access & Use Fees	1,732	1,367	3,383	4,644	66,730	70,370	60,632	81,840	94,328	164,821	162,000	113,663	94,398
Food	0	3,316	3,230	4,138	0	0	0	0	0	0	0	0	0
Food Discounts	0	0	0	0	0	0	0	0	0	-104	0	-35	-21
EE Discounts	0	0	0	0	0	0	0	0	0	-98	0	-33	-20
InterDept Discounts	0	0	0	0	0	0	0	0	0	-6	0	-2	-1
Food subtotal	0	3,316	3,230	4,138	0	0	0	0	0	-104	0	-35	-21
Total Food and Beverage Revenue	0	3,316	3,230	4,138	0	0	0	0	0	-104	0	-35	-21
Sales - Retail	14	0	0	0	5,311	8,056	21,549	25,224	4,819	5,004	5,000	11,682	12,930
Employee Discounts	0	-34	-254	-273	-1,229	-883	-876	-2,190	-234	-199	-1,000	-874	-876
Homeowner Discounts	0	0	0	0	-466	-641	-1,019	-831	0	0	0	-277	-498
Discounts - Retail	0	0	0	0	0	0	0	0	0	-45	0	-15	-9
Total Retail Product Revenue	14	-34	-254	-273	3,616	6,532	19,653	22,203	4,586	4,760	4,000	10,516	11,547
Rentals	0	0	0	270	410	2,453	2,310	4,205	4,278	4,369	500	4,284	3,523
Rentals, Bikes	0	0	0	0	7,235	10,432	15,979	12,141	0	0	0	4,047	7,710
Rec Programs	2,606	2,293	2,500	3,975	6,229	12,668	29,951	16,396	5,695	11,835	6,000	11,309	15,309
Total Lessons & Rental Revenue	2,606	2,293	2,500	4,245	13,874	25,552	48,239	32,742	9,973	16,204	6,500	19,640	26,542
Other Revenue	97	549	507	1,841	1,457	3,401	5,067	5,775	990	17	2,500	2,260	3,050
Total Other Revenue	97	549	507	1,841	1,457	3,401	5,067	5,775	990	17	2,500	2,260	3,050
GROSS REVENUE (GREV)	4,450	7,491	9,367	14,596	85,677	105,854	133,592	142,560	109,876	185,697	175,000	146,044	135,516
COST OF GOODS SOLD (COGS)													
Food	0	-1,230	-1,706	-1,463	0	0	0	0	0	0	0	0	0
Food Cogs	0	-1,230	-1,706	-1,463	0	0	0	0	0	0	0	0	0
Retail Product Cogs	0	0	0	0	-3,251	-3,461	-9,120	-10,675	-1,531	-2,328	-3,300	-4,844	-5,423
Total COGS	0	-1,230	-1,706	-1,463	-3,251	-3,461	-9,120	-10,675	-1,531	-2,328	-3,300	-4,844	-5,423
Total Cogs / GREV %	00.0%	-16.4%	-18.2%	-10.0%	-3.8%	-3.3%	-6.8%	-7.5%	-1.4%	-1.3%	-1.9%	-3.3%	-4.0%
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	00.0%	-89.9%	-53.0%	-46.4%	-48.1%	-33.4%	-48.9%	-82.5%	-43.5%	-46.0%
Retail Product Cogs / Retail Revenue,pre	00.0%	00.0%	00.0%	00.0%	-61.2%	-43.0%	-42.3%	-42.3%	-31.8%	-46.5%	-66.0%	-40.2%	-41.2%
F&B Cogs / F&B Rev %	00.0%	-37.1%	-52.8%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Food %, preDiscounts	00.0%	-37.1%	-52.8%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Food %, postDiscounts	00.0%	-37.1%	-52.8%	-35.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Gross Margin (GREV-COGS)	4,450	6,260	7,661	13,133	82,426	102,393	124,471	131,885	108,345	183,369	171,700	141,200	130,093
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-5,823	-7,690	0	0	0	-1,252	-47,997	-60,089	-39,172	-1,638	-9,400	-33,633	-30,029
Wages - FTRRegular	0	-163	-17,008	-19,628	-20,509	-27,110	-5,680	-3,047	-286	-38,967	-40,194	-14,100	-15,018
Wages - Seasonal	-9,596	-23,611	-20,304	-36,622	-72,176	-57,103	-67,593	-42,288	-28,810	-39,919	-26,906	-37,005	-47,142
Wages-Seasonal-Commissions	0	0	0	0	0	0	0	-65	-38	0	0	-34	-21
Incentive Program, FTR, NonExempt	0	0	0	0	-54	-187	0	0	0	0	0	0	-37
Incentive Program, Seasonal, NonExempt	0	0	0	-137	-456	-241	-684	-575	-547	-1,093	0	-738	-628
Total Salaries & Wages, DIRECT	-15,419	-31,463	-37,312	-56,386	-93,196	-85,894	-121,953	-106,063	-68,852	-81,617	-76,500	-85,511	-92,876
Salaries sub-total	-5,823	-7,690	0	0	0	-1,252	-47,997	-60,089	-39,172	-1,638	-9,400	-33,633	-30,029
Wage sub-total	-9,596	-23,773	-37,312	-56,386	-93,196	-84,642	-73,957	-45,974	-29,680	-79,979	-67,100	-51,878	-62,846
Wage-FTR subsubtotal	0	-163	-17,008	-19,628	-20,563	-27,298	-5,680	-3,047	-286	-38,967	-40,194	-14,100	-15,055
Wage-Seasonal subsubtotal	-9,596	-23,611	-20,304	-36,759	-72,633	-57,344	-68,277	-42,927	-29,394	-41,012	-26,906	-37,778	-47,791
Payroll Direct as a % of Revenue	-346.5%	-420.0%	-398.3%	-386.3%	-108.8%	-81.1%	-91.3%	-74.4%	-62.7%	-44.0%	-43.7%	-60.3%	-70.7%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Recreation (140)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-1,851	-3,048	-3,848	-5,827	-9,967	-9,971	-12,642	-10,989	-7,315	-9,376	-9,400	-9,227	-10,059	
Group Insurance	-793	-1,792	-5,271	-10,839	-9,843	-9,734	-10,339	-4,265	-8,043	-8,379	-8,900	-6,896	-8,152	
Retirement Plan	0	0	0	0	0	0	-305	0	0	0	-600	0	-61	
Total Payroll Taxes & Benefits	-2,644	-4,840	-9,119	-16,666	-19,810	-19,705	-23,286	-15,255	-15,358	-17,755	-18,900	-16,123	-18,272	
PAYBDN, Workers Comp Insurance	-982	-1,425	-1,628	-2,168	-2,967	-2,909	-5,189	-8,544	-5,390	-5,869	-5,100	-6,601	-5,580	
PAYROLL BURDEN Total	-3,626	-6,265	-10,747	-18,834	-22,777	-22,614	-28,475	-23,798	-20,748	-23,624	-24,000	-22,724	-23,852	
subtotal, Burden-Salary	0	0	0	0	0	-181	-6,171	-12,935	-14,053	-6,558	-3,800	-11,182	-7,980	
subtotal, Burden-Wage-FTR	0	0	-7,123	-12,963	-12,158	-13,042	-10,840	-1,079	-23	-8,021	-15,380	-3,041	-6,601	
subtotal, Burden-Wage-Seasonal	0	0	-3,624	-5,871	-10,619	-9,391	-11,464	-9,784	-6,672	-9,046	-4,820	-8,500	-9,271	
Burden % - on all Payroll Direct	23.5%	19.9%	28.8%	33.4%	24.4%	26.3%	23.3%	22.4%	30.1%	28.9%	31.4%	27.2%	26.2%	
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	14.5%	12.9%	21.5%	35.9%	400.5%	40.4%	152.6%	97.0%	
Burden % - Wage-FTR	00.0%	00.0%	41.9%	66.0%	59.1%	47.8%	190.8%	35.4%	08.1%	20.6%	38.3%	21.4%	60.6%	
Burden % - Wage-Seasonal	00.0%	00.0%	17.8%	16.0%	14.6%	16.4%	16.8%	22.8%	22.7%	22.1%	17.9%	22.5%	20.1%	
<i>Burden % - Wage-FTR&Seasonal</i>	<i>00.0%</i>	<i>00.0%</i>	<i>28.8%</i>	<i>33.4%</i>	<i>24.4%</i>	<i>26.5%</i>	<i>30.2%</i>	<i>23.6%</i>	<i>22.6%</i>	<i>21.3%</i>	<i>30.1%</i>	<i>22.5%</i>	<i>24.8%</i>	
PAYROLL TOTAL (Direct&Burden)	-19,045	-37,728	-48,059	-75,220	-115,972	-108,507	-150,428	-129,861	-89,600	-105,241	-100,500	-108,234	-116,728	
OPERATING EXPENSES (OE)														
Employee Dev/Training	0	0	0	-340	-108	-51	-864	0	-135	0	-500	-45	-210	
Employee Relations	0	0	-94	-447	-295	-534	-531	-290	-213	-106	-500	-203	-335	
Uniforms	0	-129	-130	-502	-2,240	-1,223	-1,415	-950	-244	-137	-1,400	-444	-794	
Travel/Meeting Expense	-233	-416	0	0	-21	-44	-35	0	0	0	-200	0	-16	
Total Staff Expense	-233	-545	-224	-1,289	-2,664	-1,853	-2,845	-1,240	-592	-243	-2,600	-692	-1,355	
Telephone	0	0	-180	-180	-240	-330	-570	-510	-360	-450	-600	-440	-444	
Disposal Fees	0	0	0	0	0	0	-300	0	0	0	0	0	-60	
Fuel & Oil	0	0	0	-342	-486	-671	-1,878	-632	-1,364	-1,418	-100	-1,138	-1,193	
Propane (LPG)	0	0	0	0	-74	-77	-56	-113	-51	0	0	-55	-59	
TOTAL UTILITIES	0	0	-180	-522	-800	-1,077	-2,805	-1,255	-1,775	-1,868	-700	-1,633	-1,756	
SUPPLIES & MAINTENANCE EXPENSE														
Linen Service	0	0	0	0	0	-134	0	0	0	0	0	0	-27	
Janitorial Services & Supplies	0	-86	-109	-107	-66	-139	-124	-48	-48	-39	-100	-45	-80	
Equipment Rental	-450	-108	-485	0	-665	-6,416	-2,644	0	0	0	0	0	-1,812	
Furniture and Office Equip	0	-2,318	-1,745	-2,166	-759	-468	-52	0	0	-1,115	-1,200	-372	-327	
Office Supplies	-80	-216	-161	-137	-412	-306	-181	-128	-245	-105	-350	-159	-193	
Toner Cartridges	0	0	0	0	0	0	0	-41	-66	0	0	-36	-21	
Signs	0	-65	-327	-206	-931	-654	-111	0	0	0	-900	0	-153	
Operating Supplies	-1,261	-763	-1,006	-361	-691	-1,306	-1,299	-1,121	-1,205	-1,270	-1,200	-1,199	-1,240	
Paper Products - Restaurant	0	0	0	0	0	0	-92	0	0	0	0	0	-18	
Small Tools & Equipment	-91	-27	-214	-179	-611	-1,099	-1,720	-826	-339	-365	-300	-510	-870	
Safety Equipment	0	-34	0	0	-149	0	-629	0	0	0	-150	0	-126	
Spoilage	0	0	-116	0	0	-178	-204	-11	0	0	0	-4	-78	
Entertainment	-1,037	-3,374	-3,600	-9,436	-5,150	-6,010	-2,800	-1,836	-846	0	0	-894	-2,298	
Recreation Programs	-1,620	-583	-1,465	-2,451	-2,971	-2,304	-2,759	-1,325	-2,759	-1,158	-3,500	-1,747	-2,061	
Special Programs	-4,303	-9,187	-2,732	-10,484	-77,110	-27,290	-33,987	-22,073	-19,547	-19,733	-18,900	-20,451	-24,526	
Concert Expenses	0	0	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-73,600	-51,111	-47,516	
Repairs & Maintenance														
General/PM	0	0	0	0	-892	-407	-2,054	-2,145	-1,597	-1,198	0	-1,647	-1,480	
Plumbing	0	0	0	0	0	0	-724	0	0	0	0	0	-145	
Lighting and Electrical	0	0	0	0	-63	-108	0	-149	0	0	0	-50	-51	
Carpentry	-14	-829	-488	-425	0	-238	0	0	-1	-60	-600	-20	-60	
MaintDept Labor Charges (inactive)	0	0	-50	0	0	0	0	0	0	0	0	0	0	
Other Building	-332	-791	-421	-2,053	0	-1,635	0	0	0	0	0	0	-327	
R&M Building	-346	-1,621	-959	-2,479	-955	-2,387	-2,779	-2,294	-1,598	-1,258	-600	-1,717	-2,063	
Irrigation and Drainage	0	0	0	0	-339	-13	0	0	0	0	0	0	-3	
GrassFlowersSeedFertilizers	0	0	0	0	0	-64	0	0	0	0	0	0	-13	
Snow Removal	0	0	0	0	-9	0	0	0	-94	0	0	-31	-19	
Other Grounds Maint	0	0	-826	0	-668	0	-86	0	-338	-39	0	-126	-93	
R&M Grounds (nonGolf)	0	0	-826	0	-1,016	-77	-86	0	-433	-39	0	-157	-127	
Rolling, Heavy	0	0	-87	-214	-303	0	-36	-41	-714	-143	0	-299	-187	
Rolling, Car/Truck/Bus/Van	-2,312	-2,308	-593	-1,644	-2,766	-2,810	-3,812	-3,136	-2,035	-3,339	-3,450	-2,837	-3,026	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Recreation (140)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Bicycles	0	0	0	0	-641	0	-845	-708	0	0	0	-236	-311	
Fitness Equipment	0	0	0	0	0	-526	0	0	0	0	-400	0	-105	
Other Operating Equip R&M	0	-106	-1,065	-70	0	-1,059	0	0	0	0	0	0	-212	
R&M Equipment	-2,312	-2,414	-1,746	-1,928	-3,710	-4,395	-4,694	-3,885	-2,749	-3,482	-3,850	-3,372	-3,841	
Contra - Inter-Dept. Charges	0	0	0	0	0	-71	0	0	0	0	0	0	-14	
R&M subtotal	-2,658	-4,035	-3,530	-4,407	-5,681	-6,930	-7,558	-6,179	-4,780	-4,779	-4,450	-5,246	-6,045	
TOTAL SUPPLIES & MAINTENANC	-11,501	-20,796	-15,489	-29,935	-95,196	-98,517	-93,121	-68,736	-70,852	-105,731	-104,650	-81,773	-87,391	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	0	0	0	-50	0	0	0	0	0	-10	
Promotion Expense	0	-21	0	0	0	0	-25	0	0	0	0	0	-5	
Resort Advertising	0	0	0	0	-3,489	-1,340	-7,120	-12	0	-236	-10,000	-83	-1,742	
Community Relations	0	0	0	0	0	0	0	0	0	-341	0	-114	-68	
Dues & Subscriptions	0	0	0	0	0	0	-165	0	0	0	-150	0	-33	
Licenses, Permits, Fees	-39	0	0	-405	-646	-558	-585	-877	-1,314	-1,183	-900	-1,124	-903	
Mileage Reimbursement	0	0	-196	0	-148	-291	-788	-245	-325	-87	-250	-219	-347	
Postage - General	0	0	0	-7	-3	-61	-44	-53	-52	-39	0	-48	-50	
Credit Card Expense	-76	-108	-215	-759	-2,102	-2,868	-2,514	-2,813	-1,329	-1,984	-3,050	-2,042	-2,301	
Over/Short	4	115	-23	141	106	312	177	283	-73	31	0	80	146	
Insurance Expense	-344	-388	-600	-600	-600	-600	-600	-524	-600	-2,785	-600	-1,303	-1,022	
TOTAL ADMINISTRATIVE & OTHER EXP	-455	-402	-1,035	-1,630	-6,883	-5,405	-11,714	-4,241	-3,692	-6,624	-14,950	-4,853	-6,335	
TOTAL OPERATING EXPENSES (OE)	-12,188	-21,743	-16,928	-33,376	-105,543	-106,852	-110,485	-75,472	-76,912	-114,467	-122,900	-88,950	-96,838	
TOTAL PAYROLL AND OPERATING EXPE	-31,233	-59,472	-64,987	-108,596	-221,515	-215,359	-260,914	-205,333	-166,512	-219,708	-223,400	-197,184	-213,565	
N O R 1, before OH	-26,783	-53,211	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-51,700	-55,984	-83,472	
ALLOCATED OVERHEAD (OH)	-19,193	-20,787	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-45,976	-73,998	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-51,700	-55,984	-83,472	
T O C	-50,426	-81,489	-66,693	-110,059	-224,767	-218,820	-270,034	-216,008	-168,042	-222,036	-226,700	-202,029	-218,988	
REV to TOC (CRR%)	-08.8%	-09.2%	-14.0%	-13.3%	-38.1%	-48.4%	-49.5%	-66.0%	-65.4%	-83.6%	-77.2%	-71.7%	-62.6%	
NOR AFTER Assessment Revenue, Opera	-45,976	-73,998	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-51,700	-55,984	-83,472	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Public Amenities Consolidated
For the Twelve Months Ending**

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Ski Lifts, Fixed Grip	-7,636	-2,543	-5,546	-4,900	-3,663	-7,011	-3,377	-4,099	-5,333	-24,557	-8,700	-11,330	-8,875	
Ski Lifts, Surface	0	0	0	0	-38	-1,406	-730	-2,258	-127	-1,462	-3,600	-1,282	-1,197	
Terrain Parks	0	0	0	0	-730	-22	-1,002	-318	-195	-165	-500	-226	-340	
Snowmaking	0	0	0	0	0	0	0	0	0	-1,346	-4,400	-449	-269	
Snowcats	0	0	0	0	-60,058	-34,023	-38,802	-9,717	-6,504	-69,924	-73,100	-28,715	-31,794	
Snowmobiles	0	0	0	0	-1,159	-2,274	-3,038	-5,160	-5,495	-7,999	-5,700	-6,218	-4,793	
Golf Maint Eq	0	0	0	459	-11,572	-11,899	-15,409	-16,252	-23,562	-16,782	-15,750	-18,865	-16,781	
Golf Carts Fleet	-4,549	-3,930	-4,420	-5,934	-1,438	-1,929	-3,023	-690	-2,615	-2,210	-1,400	-1,838	-2,093	
Rolling, Heavy	-100,355	-115,619	-48,401	-63,255	-6,558	-7,848	-4,430	-2,044	-1,293	-1,363	-4,480	-1,567	-3,396	
Rolling, Car/Truck/Bus/Van	-10,299	-9,222	-7,896	-11,177	-7,625	-11,533	-6,627	-9,310	-14,499	-18,831	-13,200	-14,213	-12,160	
F&B Kitchen Equip	-23	-1,395	0	-10,355	-11,777	-14,319	-12,884	-14,317	-17,791	-19,638	-11,670	-17,249	-15,790	
F&B Glass/Silver/China	0	-831	-3,506	-1,244	-2,947	-3,821	-831	-1,995	-2,982	-1,119	-4,070	-2,032	-2,150	
Bicycles	0	0	0	0	0	0	0	0	-1,282	-3,126	-500	-1,469	-882	
Office Equip R&M	0	0	0	0	0	-48	0	0	0	0	0	0	-10	
Computer Software Maint	0	0	0	0	-992	-2,728	-2,976	-2,886	-2,838	-3,096	-3,000	-2,940	-2,905	
Computer Hardware Maint	0	0	0	0	-131	-675	-29	0	0	-107	-660	-36	-162	
Other Operating Equip R&M	-25,688	-29,924	-25,756	-31,706	-4,443	-4,409	-6,425	-818	-2,077	-654	-3,500	-1,183	-2,877	
R&M Equipment	-148,549	-163,464	-95,525	-128,112	-113,300	-103,944	-99,583	-69,865	-86,592	-172,377	-154,230	-109,611	-106,472	
Seed & Sod	-11,060	-11,778	-14,494	-13,146	-19,306	-38,679	-15,608	-12,015	-5,745	-6,849	-8,500	-8,203	-15,779	
Fertilizer	-27,472	-27,907	-24,976	-19,266	-24,774	-25,800	-22,842	-21,166	-22,275	-16,060	-20,000	-19,834	-21,628	
Top Dressing	-20,733	-14,363	-22,880	-14,521	-11,403	-15,803	-12,305	-12,078	-11,808	-14,685	-12,000	-12,857	-13,336	
Sand, Gravel, Rock	-5,620	-7,299	-7,880	-7,019	-15,611	-6,675	-8,148	-4,117	-5,476	-2,903	-4,000	-4,165	-5,464	
Pesticides	-9,172	-11,731	-9,161	-9,136	-8,875	-8,280	-13,182	-11,151	-12,969	-8,951	-11,000	-11,024	-10,907	
Irrigation and Drainage	-2,091	0	0	0	-2,583	-6,156	-3,539	-3,408	-3,413	-2,086	-3,000	-2,969	-3,720	
All Other Golf Course	0	0	0	0	-1,023	0	-1,308	-1,357	-1,307	0	-500	-888	-795	
R&M Golf Course	-76,147	-73,078	-79,391	-63,088	-83,575	-101,391	-76,931	-65,293	-62,993	-51,534	-59,000	-59,940	-71,629	
Forestry Grants	0	-382	0	0	0	0	0	0	0	0	0	0	0	
Forestry Management	0	0	0	0	0	0	0	0	-424	-547	-1,600	-324	-194	
R&M Forestry	0	-382	0	0	0	0	0	0	-424	-547	-1,600	-324	-194	
Contra - Inter-Dept. Charges	20,785	19,202	21,591	25,591	48,992	150,145	61,669	59,059	69,250	88,070	83,980	72,127	85,639	
R&M subtotal	-435,347	-402,702	-254,751	-253,050	-237,968	-142,176	-206,329	-137,300	-169,148	-246,236	-225,300	-184,228	-180,238	
TOTAL SUPPLIES & MAINTENANC	-784,178	-745,938	-562,796	-585,355	-525,615	-407,186	-535,417	-401,621	-496,332	-709,657	-579,450	-535,870	-510,043	
ADMINISTRATIVE & OTHER EXPENSE														
Consulting Expense	0	0	0	-279	-125	0	0	0	0	0	0	0	0	
Environmental Services / Fees	-7,499	0	-1,564	-1,783	-1,368	-924	-1,232	-1,386	0	-1,008	-1,200	-798	-910	
Po Survey	0	0	0	0	0	0	-1,246	0	0	0	0	0	-249	
Public Relations	-520	-640	-462	-673	-1,999	-2,314	-6,257	-4,838	-4,512	-5,441	-5,150	-4,930	-4,672	
Promotion Expense	-4,907	-5,056	-6,125	-8,323	-8,682	-5,929	-8,325	-4,172	-3,524	-10,004	-7,500	-5,900	-6,391	
Resort Advertising	-60,683	-45,530	-40,429	-57,738	-71,822	-53,574	-103,589	-93,827	-139,344	-100,700	-91,000	-111,291	-98,207	
Brochure Distribution	0	0	-5,153	-8,146	-6,218	-4,732	-7,325	-3,207	-3,904	-5,921	-10,100	-4,344	-5,018	
Sales specific	0	0	0	0	0	0	0	0	0	-195	0	-65	-39	
Charitable Contributions	-521	-3,264	-1,885	-1,813	-1,881	-1,059	-1,701	-25	-299	-327	-500	-217	-682	
Community Relations	0	0	0	0	0	0	-1,385	-190	-369	-2,234	0	-931	-835	
Reservation Services	0	-3,121	-4,523	-6,404	-6,604	-7,721	-9,598	-9,793	-10,241	-10,361	-8,300	-10,132	-9,543	
Marketing Discounts CoGS	0	0	-34,828	-37,943	-45,190	-51,734	-60,099	-58,958	-64,689	-76,006	-77,400	-66,551	-62,297	
Dues & Subscriptions	-8,108	-10,946	-7,209	-6,589	-8,201	-6,209	-7,628	-6,447	-8,383	-8,423	-9,700	-7,751	-7,418	
Licenses, Permits, Fees	-12,510	-16,155	-20,794	-24,195	-26,066	-29,383	-31,217	-30,233	-34,935	-44,532	-37,660	-36,567	-34,060	
Mileage Reimbursement	0	0	-2,525	-4,730	-6,642	-3,934	-4,163	-3,282	-4,065	-3,509	-3,070	-3,619	-3,791	
Board Expense	17	0	0	0	0	0	0	0	-156	-37	0	-64	-39	
Postage - General	-1,675	-1,170	-1,061	-4,511	-1,046	-526	-868	-781	-641	-816	-570	-746	-726	
Newsletter	0	0	0	0	0	0	0	0	0	-2,000	0	-667	-400	
Printing - TD News	-12,083	-8,002	0	0	0	0	0	0	0	0	0	0	0	
Printing - Brochures	0	0	0	0	0	0	-3,431	-1,040	-1,246	0	0	-762	-1,143	
Printing - Other	0	0	-1,482	-2,439	-3,661	-436	-642	-448	0	-946	0	-465	-494	
Claims Expense	0	0	0	0	0	0	0	0	0	-320	0	-107	-64	
Credit Card Expense	-109,352	-110,214	-120,419	-140,927	-132,585	-114,909	-142,264	-99,161	-126,065	-216,030	-164,240	-147,085	-139,686	
Over/Short	-588	-1,238	-997	-1,241	-1,841	-1,365	-887	5	-1,319	-693	0	-669	-852	
Inter-Department Food Costs	0	0	0	0	150	0	0	0	0	0	0	0	0	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Public Amenities Consolidated
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Prior Year Expense	4,172	0	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense	-185,900	-221,755	-224,400	-174,633	-171,400	-163,814	-234,100	-199,536	-219,936	-253,025	-235,200	-224,166	-214,082
TOTAL ADMINISTRATIVE & OTHER EXP	-400,158	-427,090	-473,854	-482,366	-495,181	-448,563	-625,957	-517,318	-623,627	-742,529	-651,590	-627,824	-591,599
TOTAL OPERATING EXPENSES (OE)	-1,707,893	-1,826,707	-1,584,781	-1,598,269	-1,562,624	-1,396,346	-1,738,113	-1,348,484	-1,548,907	-2,118,876	-1,991,300	-1,672,089	-1,630,145
TOTAL PAYROLL AND OPERATING EXPE	-4,666,651	-5,205,526	-5,098,722	-5,257,621	-5,112,940	-4,939,745	-5,736,063	-4,829,462	-5,552,474	-7,673,673	-7,448,800	-6,018,537	-5,746,284
N O R 1, before OH	-488,668	-305,118	-82,652	461,286	-167,611	-95,209	-151	-893,860	-818,195	522,951	-750,000	-396,368	-256,893
ALLOCATED OVERHEAD (OH)	-1,066,704	-1,107,177	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-1,555,372	-1,412,295	-82,652	461,286	-167,611	-95,209	-151	-893,860	-818,195	522,951	-750,000	-396,368	-256,893
T O C	-6,465,792	-7,143,610	-5,916,096	-6,178,680	-5,998,678	-5,859,436	-6,780,672	-5,753,718	-6,621,478	-9,111,592	-8,687,000	-7,162,263	-6,825,379
REV to TOC (CRR%)	-75.9%	-80.2%	-98.6%	-107.5%	-97.2%	-98.4%	-100.0%	-84.5%	-87.6%	-105.7%	-91.4%	-92.6%	-95.2%
NOR AFTER Assessment Revenue, Opera	-1,555,372	-1,412,295	-82,652	461,286	-167,611	-95,209	-151	-893,860	-818,195	522,951	-750,000	-396,368	-256,893

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Consolidated Golf
For the Twelve Months Ending

	<u>2007</u> <i>Actual</i>	<u>2008</u> <i>Actual</i>	<u>2009</u> <i>Actual</i>	<u>2010</u> <i>Actual</i>	<u>2011</u> <i>Actual</i>	<u>2012</u> <i>Actual</i>	<u>2013</u> <i>Actual</i>	5 Year Average Years			<u>2017</u> <i>Budget</i>	<i>Actuals</i> <i>Average</i>		
								3 Year Average Years				<u>3-Yr</u>	<u>5-Yr</u>	
								<u>2014</u> <i>Actual</i>	<u>2015</u> <i>Actual</i>	<u>2016</u> <i>Actual</i>				
Revenue														
Golf Passes	173,520	187,180	166,880	177,600	149,689	179,630	154,696	165,377	182,986	170,239	175,000	172,867	170,586	
Golf Passes - Packs	26,638	23,300	19,800	26,264	30,810	35,566	39,395	70,090	78,813	83,649	85,000	77,517	61,503	
Golf Green Fees - Member	336,118	317,069	317,830	269,117	254,212	260,127	292,784	228,112	216,414	210,106	225,000	218,210	241,508	
Golf Green Fees - Guest	262,653	282,755	242,128	212,584	189,570	184,948	221,034	240,694	218,425	222,349	235,000	227,156	217,490	
Golf Green Fees - Public	90,861	54,394	40,094	47,708	42,809	55,972	44,919	90,143	87,126	107,134	110,000	94,801	77,059	
<u>Total Direct Access & Use Fees</u>	<u>889,790</u>	<u>864,698</u>	<u>786,731</u>	<u>733,273</u>	<u>667,089</u>	<u>716,243</u>	<u>752,828</u>	<u>794,416</u>	<u>783,764</u>	<u>793,476</u>	<u>830,000</u>	<u>790,552</u>	<u>768,145</u>	
Sales - Retail	143,961	139,025	124,786	108,178	129,102	141,191	147,006	125,386	113,019	104,410	114,000	114,271	126,202	
Employee Discounts	-959	-892	-317	-1,324	-1,159	-700	-716	-937	-792	-1,082	-1,000	-937	-845	
Homeowner Discounts	-2,400	-2,191	-1,767	-1,860	-1,616	-1,631	-802	-2,245	-2,356	-2,374	-2,000	-2,325	-1,882	
Chartered Club Discounts	0	0	0	0	0	45	0	0	0	0	0	0	-9	
Discounts - Retail	-27,636	-26,831	-26,840	-20,484	-28,247	-36,667	-40,890	-22,791	-16,457	-12,147	-17,000	-17,132	-25,790	
Promotion Discounts	-121	-940	-72	0	-20	-629	0	-1,182	-4,239	-273	-2,000	-1,898	-1,265	
<u>Total Retail Product Revenue</u>	<u>112,846</u>	<u>108,171</u>	<u>95,790</u>	<u>84,510</u>	<u>98,060</u>	<u>101,519</u>	<u>104,598</u>	<u>98,231</u>	<u>89,174</u>	<u>88,534</u>	<u>92,000</u>	<u>91,980</u>	<u>96,411</u>	
Golf Cart Rentals	200,955	180,649	174,593	153,969	132,587	138,944	156,578	187,231	177,858	175,732	185,000	180,274	167,269	
Golf - Driving Range	77,376	64,025	61,910	52,628	40,319	43,836	45,346	46,953	46,280	48,206	48,000	47,146	46,124	
Lessons - Private	0	0	0	0	-90	0	0	0	0	0	0	0	0	
Lessons - Public	0	729	3,191	3,558	432	527	727	614	386	-272	2,000	243	397	
Lessons - P.O.	0	972	1,737	1,338	4,183	3,637	3,231	2,928	3,520	4,103	3,000	3,517	3,484	
Lessons - Guest	0	0	15	0	0	0	0	0	0	0	0	0	0	
Reduction To Sales - Lessons	0	0	0	0	0	0	0	0	0	-167	0	-56	-33	
<u>Total Lessons & Rental Revenue</u>	<u>278,331</u>	<u>246,374</u>	<u>241,447</u>	<u>211,492</u>	<u>177,431</u>	<u>186,944</u>	<u>205,882</u>	<u>237,726</u>	<u>228,043</u>	<u>227,603</u>	<u>238,000</u>	<u>231,124</u>	<u>217,240</u>	
Shopping Bags	0	0	0	0	0	0	0	27	9	6	0	14	8	
Other Revenue	8,167	6,002	4,604	7,275	5,774	8,609	9,662	8,685	8,012	9,490	10,000	8,729	8,892	
<u>Total Other Revenue</u>	<u>8,167</u>	<u>6,002</u>	<u>4,604</u>	<u>7,275</u>	<u>5,774</u>	<u>8,609</u>	<u>9,662</u>	<u>8,712</u>	<u>8,021</u>	<u>9,496</u>	<u>10,000</u>	<u>8,743</u>	<u>8,900</u>	
<u>GROSS REVENUE (GREV)</u>	<u>1,289,134</u>	<u>1,225,246</u>	<u>1,128,572</u>	<u>1,036,549</u>	<u>948,354</u>	<u>1,013,315</u>	<u>1,072,970</u>	<u>1,139,086</u>	<u>1,109,002</u>	<u>1,119,109</u>	<u>1,170,000</u>	<u>1,122,399</u>	<u>1,090,696</u>	
<u>COST OF GOODS SOLD (COGS)</u>														
Retail Product Cogs	-74,223	-87,608	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-69,000	-64,155	-70,850	
<u>Total COGS</u>	<u>-74,223</u>	<u>-87,608</u>	<u>-73,066</u>	<u>-64,011</u>	<u>-77,599</u>	<u>-79,883</u>	<u>-81,900</u>	<u>-69,377</u>	<u>-64,383</u>	<u>-58,706</u>	<u>-69,000</u>	<u>-64,155</u>	<u>-70,850</u>	
Total Cogs / GREV %	-05.8%	-07.2%	-06.5%	-06.2%	-08.2%	-07.9%	-07.6%	-06.1%	-05.8%	-05.2%	-05.9%	-05.7%	-06.5%	
Retail Product Cogs / Retail Revenue %	-65.8%	-81.0%	-76.3%	-75.7%	-79.1%	-78.7%	-78.3%	-70.6%	-72.2%	-66.3%	-75.0%	-69.7%	-73.2%	
Retail Product Cogs / Retail Revenue,pre	-51.6%	-63.0%	-58.6%	-59.2%	-60.1%	-56.6%	-55.7%	-55.3%	-57.0%	-56.2%	-60.5%	-56.2%	-56.2%	
<u>Gross Margin (GREV-COGS)</u>	<u>1,214,911</u>	<u>1,137,638</u>	<u>1,055,506</u>	<u>972,538</u>	<u>870,755</u>	<u>933,432</u>	<u>991,070</u>	<u>1,069,708</u>	<u>1,044,619</u>	<u>1,060,403</u>	<u>1,101,000</u>	<u>1,058,243</u>	<u>1,019,846</u>	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-214,408	-245,319	-245,750	-240,551	-240,534	-234,580	-226,155	-183,176	-208,625	-177,090	-191,000	-189,630	-205,925	
Salaries - Exempt - Commissions	0	0	-2,636	0	0	0	0	-5	-7	0	0	-4	-2	
Wages - FTRRegular	-46,652	-46,335	-47,773	-50,610	-51,045	-51,723	-50,781	-47,925	-47,657	-45,781	-52,200	-47,121	-48,773	
Wages - Seasonal	-419,642	-496,604	-493,444	-439,943	-405,604	-429,769	-442,815	-404,180	-400,108	-443,768	-461,900	-416,019	-424,128	
Wages-Seasonal-Commissions	0	-5,100	0	0	12	0	0	0	-173	-378	0	-184	-110	
Incentive Program, Exempt	0	0	0	-548	0	0	0	0	0	0	0	0	0	
Incentive Program, FTR, NonExempt	0	0	0	0	0	-187	0	-137	-273	-410	0	-273	-202	
Incentive Program, Seasonal, NonExempt	0	0	-1,616	-1,972	-1,949	-2,528	-3,837	-3,585	-3,690	-4,647	0	-3,974	-3,657	
<u>Total Salaries & Wages, DIRECT</u>	<u>-680,702</u>	<u>-793,714</u>	<u>-791,220</u>	<u>-733,624</u>	<u>-699,121</u>	<u>-718,788</u>	<u>-723,588</u>	<u>-639,007</u>	<u>-660,533</u>	<u>-672,075</u>	<u>-705,100</u>	<u>-657,205</u>	<u>-682,798</u>	
Salaries sub-total	-214,408	-245,319	-248,386	-241,099	-240,534	-234,580	-226,155	-183,181	-208,632	-177,090	-191,000	-189,634	-205,928	
Wage sub-total	-466,294	-548,395	-542,834	-492,525	-458,587	-484,208	-497,432	-455,826	-451,901	-494,984	-514,100	-467,571	-476,870	
Wage-FTR subsubtotal	-46,652	-46,335	-47,773	-50,610	-51,045	-51,910	-50,781	-48,062	-47,930	-46,191	-52,200	-47,394	-48,975	
Wage-Seasonal subsubtotal	-419,642	-502,060	-495,061	-441,915	-407,542	-432,297	-446,652	-407,764	-403,971	-448,793	-461,900	-420,176	-427,896	

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	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Payroll Direct as a % of Revenue	-52.8%	-64.8%	-70.1%	-70.8%	-73.7%	-70.9%	-67.4%	-56.1%	-59.6%	-60.1%	-60.3%	-58.6%	-62.8%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-76,444	-84,404	-83,975	-75,296	-74,223	-77,614	-77,451	-72,038	-71,283	-74,958	-82,500	-72,760	-74,669
Group Insurance	-33,260	-55,550	-51,392	-42,220	-39,367	-38,939	-41,438	-36,472	-24,448	-26,607	-66,400	-29,175	-33,581
Retirement Plan	-1,051	-1,994	-2,729	-2,720	-2,854	-2,688	-5,275	-1,538	-4,826	-5,284	-5,400	-3,883	-3,922
Total Payroll Taxes & Benefits	-110,755	-141,948	-138,096	-120,237	-116,443	-119,241	-124,164	-110,047	-100,557	-106,849	-154,300	-105,818	-112,172
PAYBDN, Workers Comp Insurance	-48,322	-43,153	-36,493	-36,051	-28,915	-34,526	-33,719	-53,535	-61,947	-66,227	-64,500	-60,570	-49,991
PAYROLL BURDEN Total	-159,077	-185,101	-174,589	-156,288	-145,358	-153,767	-157,883	-163,582	-162,504	-173,077	-218,800	-166,388	-162,163
subtotal, Burden-Salary	0	0	-67,157	-65,416	-63,035	-65,110	-67,648	-62,164	-57,208	-54,261	-69,400	-57,878	-61,278
subtotal, Burden-Wage-FTR	0	0	-24,553	-16,883	-15,850	-16,346	-16,490	-16,435	-17,261	-16,980	-47,380	-16,892	-16,702
subtotal, Burden-Wage-Seasonal	0	0	-82,879	-73,990	-66,473	-72,311	-73,744	-84,983	-88,036	-101,836	-102,020	-91,618	-84,182
Burden % - on all Payroll Direct	23.4%	23.3%	22.1%	21.3%	20.8%	21.4%	21.8%	25.6%	24.6%	25.8%	31.0%	25.3%	23.8%
Burden % - Salary	00.0%	00.0%	27.0%	27.1%	26.2%	27.8%	29.9%	33.9%	27.4%	30.6%	36.3%	30.7%	29.9%
Burden % - Wage-FTR	00.0%	00.0%	51.4%	33.4%	31.1%	31.5%	32.5%	34.2%	36.0%	36.8%	90.8%	35.7%	34.2%
Burden % - Wage-Seasonal	00.0%	00.0%	16.7%	16.7%	16.3%	16.7%	16.5%	20.8%	21.8%	22.7%	22.1%	21.8%	19.7%
<i>Burden % - Wage-FTR&Seasonal</i>	<i>00.0%</i>	<i>00.0%</i>	<i>19.8%</i>	<i>18.5%</i>	<i>18.0%</i>	<i>18.3%</i>	<i>18.1%</i>	<i>22.2%</i>	<i>23.3%</i>	<i>24.0%</i>	<i>29.1%</i>	<i>23.2%</i>	<i>21.2%</i>
PAYROLL TOTAL (Direct&Burden)	-839,779	-978,815	-965,808	-889,912	-844,479	-872,555	-881,470	-802,589	-823,037	-845,151	-923,900	-823,593	-844,961
OPERATING EXPENSES (OE)													
Educational Reimbursement	-60	0	0	0	0	0	0	0	0	0	0	0	0
Employee Dev/Training	0	0	-442	0	0	0	0	0	0	-90	0	-30	-18
Employee Relations	-2,070	-3,098	-1,647	-1,703	-1,530	-1,003	-689	-181	-1,170	-583	-1,800	-644	-725
Uniforms	-7,363	-13,497	-12,831	-10,753	-10,907	-7,206	-9,236	-8,276	-5,212	-7,886	-9,000	-7,125	-7,563
Seminars & Conferences	-170	-4,736	-65	-65	1,868	0	-815	-60	-775	-360	-100	-398	-402
Travel/Meeting Expense	-185	-3,579	-3,738	-3,188	-3,789	-34	-3,104	-631	-2,570	-3,205	-3,780	-2,135	-1,909
Total Staff Expense	-9,849	-24,909	-18,723	-15,709	-14,358	-8,244	-13,844	-9,147	-9,727	-12,124	-14,680	-10,333	-10,617
Telephone	-3,823	-3,895	-4,305	-3,533	-4,683	-4,249	-6,251	-5,626	-5,654	-5,427	-5,850	-5,569	-5,442
Cable/Sat TV Service	0	0	0	0	-392	-828	-842	-852	-782	-441	-800	-692	-749
Disposal Fees	-2,981	-7,733	-6,350	-5,052	-6,180	-3,835	-6,376	-6,503	-6,363	-4,213	-5,600	-5,693	-5,458
Electricity	-32,409	-36,788	-35,466	-36,763	-36,160	-45,051	-46,957	-39,441	-38,545	-42,009	-41,500	-39,998	-42,401
Natural Gas - Buildings	-9,015	-9,863	-7,241	-8,422	-9,075	-5,750	-6,034	-5,048	-5,990	-8,755	-5,500	-6,598	-6,316
Fuel & Oil	-19,216	-31,355	-21,839	-17,220	-30,399	-28,103	-27,092	-24,859	-16,093	-16,348	-16,300	-19,100	-22,499
Propane (LPG)	0	0	0	0	0	0	-123	-37	0	-30	0	-23	-38
Sewer Fees	-2,880	-2,949	-3,020	-3,090	-3,139	-3,139	-3,139	-3,139	-3,892	-3,139	-3,540	-3,390	-3,289
Water - Building/Facility	66	0	0	0	0	0	0	0	0	0	0	0	0
Water - Grounds	-88,370	-106,852	-97,739	-59,308	-51,487	-96,859	-76,197	-80,478	-46,061	-69,551	-66,500	-65,363	-73,829
TOTAL UTILITIES	-158,627	-199,435	-175,962	-133,389	-141,515	-187,814	-173,011	-165,984	-123,379	-149,913	-145,590	-146,425	-160,020
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	-1,150	0	0	0	0	0	-41	0	0	-14	-8
Hazardous Waste Clean Up	0	0	0	0	8	0	-3,781	0	0	0	0	0	-756
Janitorial Services & Supplies	0	-738	-1,263	-1,022	-1,253	-4,394	-5,858	-5,050	-4,013	-6,835	-5,400	-5,299	-5,230
Pest Control	0	0	-195	0	0	0	0	-51	0	0	0	-17	-10
Contract Fees	-4,637	-8,066	-3,107	-3,579	-1,984	-248	0	0	0	0	0	0	-50
Equipment Rental	-10,330	-8,568	-15,233	-8,205	-9,790	-8,285	-8,808	-9,719	-9,074	-9,066	-9,250	-9,286	-8,990
Furniture and Office Equip	0	-536	-69	-146	-184	0	0	-247	-125	0	-350	-124	-74
Office Supplies	-1,811	-1,916	-944	-566	-805	-648	-882	-1,233	-591	-661	-400	-828	-803
Toner Cartridges	0	0	0	0	0	0	0	-261	-220	-1,051	0	-511	-307
Signs	-741	-1,015	0	0	0	0	-18	-261	-99	0	-450	-120	-76
Operating Supplies	-41,238	-27,997	-15,249	-22,461	-10,078	-10,926	-9,977	-11,203	-13,154	-10,141	-7,660	-11,499	-11,080
Paper Products - Restaurant	0	0	0	0	-465	0	17	-100	0	0	0	-33	-17
Cleaning Supplies - Restaurant	0	0	0	0	0	0	0	-336	0	0	0	-112	-67
Small Tools & Equipment	-4,288	-2,350	-2,789	-1,779	-4,508	-1,372	-2,788	-3,225	-4,198	-4,204	-3,100	-3,875	-3,157
Safety Equipment	-448	-1,305	-653	-1,489	-1,604	-909	-1,012	-3,314	-1,523	-47	-1,000	-1,628	-1,361
Golf Course Rental Inventory	-6,769	-6,212	-138	0	0	0	0	0	0	0	0	0	0
Spoilage	0	-544	0	-59	0	0	0	-18	0	0	0	-6	-4
Special Programs	0	0	-125	-231	-740	-349	0	0	-960	-1,453	0	-805	-553
Repairs & Maintenance													
General/PM	0	0	0	0	-189	-86	-2,624	-239	-420	-341	0	-333	-742
Plumbing	0	0	0	0	-198	-688	0	-516	-30	0	0	-182	-247
Lighting and Electrical	0	0	-176	0	0	-328	-51	-19	-27	-104	0	-50	-106

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	5 Year Average Years										Actuals Average		
	2007	2008	2009	2010	2011	2012	2013	3 Year Average Years		2017	3-Yr	5-Yr	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Average</u>		
Fire Suppression	0	0	0	0	0	-620	-301	-523	-471	-784	-350	-592	-540
Painting	0	0	0	0	-287	0	-118	0	-16	0	0	-5	-27
MaintDept Labor Charges (inactive)	0	-708	-361	0	0	0	0	0	0	0	0	0	0
Other Building	-12,998	-4,643	-3,235	-375	-420	-580	0	0	0	-125	-500	-42	-141
R&M Building	-12,998	-5,351	-3,772	-375	-1,093	-2,301	-3,094	-1,297	-964	-1,354	-850	-1,205	-1,802
Irrigation and Drainage	0	0	0	0	-270	-225	-315	-180	-60	-210	0	-150	-198
Snow Removal	-182	-915	-710	-983	-971	-73	-15	-260	-251	-239	0	-250	-168
Other Grounds Maint	-26,632	-20,223	-15,569	-17,158	-11,499	-9,512	-8,565	-8,680	-8,400	-8,729	-8,700	-8,603	-8,777
R&M Grounds (nonGolf)	-26,632	-21,139	-16,280	-18,141	-12,740	-9,811	-8,895	-9,120	-8,711	-9,178	-8,700	-9,003	-9,143
Snowcats	0	0	0	0	0	-862	-337	-1,147	-1,306	-1,093	-1,500	-1,182	-1,096
Golf Maint Eq	0	0	0	459	-11,572	-11,899	-15,409	-16,252	-23,562	-16,782	-15,750	-18,865	-16,781
Golf Carts Fleet	-4,549	-3,930	-4,300	-5,068	-1,332	-1,929	-3,023	-690	-2,615	-2,210	-1,400	-1,838	-2,093
Rolling, Heavy	-4,229	-15,823	-2,912	-5,626	-3,743	-3,031	-1,035	-280	-382	0	-3,000	-221	-946
Rolling, Car/Truck/Bus/Van	-3,356	-2,028	-3,744	-2,938	-1,516	-1,113	0	0	-1,097	0	-2,500	-366	-442
Computer Software Maint	0	0	0	0	-992	-2,728	-2,976	-2,886	-2,838	-3,096	-3,000	-2,940	-2,905
Computer Hardware Maint	0	0	0	0	0	-675	-8	0	0	0	0	0	-137
Other Operating Equip R&M	-11,522	-19,144	-14,053	-15,836	-1,187	-17	-78	0	-15	-48	-150	-21	-31
R&M Equipment	-23,655	-40,925	-25,008	-29,009	-21,204	-21,728	-24,124	-21,255	-31,815	-23,228	-27,300	-25,433	-24,430
Seed & Sod	-11,060	-11,199	-14,494	-13,146	-19,306	-38,679	-15,608	-12,015	-5,745	-6,849	-8,500	-8,203	-15,779
Fertilizer	-27,472	-27,907	-24,976	-19,266	-24,774	-25,800	-22,842	-21,166	-22,275	-16,060	-20,000	-19,834	-21,628
Top Dressing	-20,733	-14,363	-22,880	-14,521	-11,403	-15,803	-12,305	-12,078	-11,808	-14,685	-12,000	-12,857	-13,336
Sand, Gravel, Rock	-5,620	-7,299	-7,880	-7,019	-15,611	-6,675	-8,148	-4,003	-5,476	-2,903	-4,000	-4,127	-5,441
Pesticides	-9,172	-11,697	-9,161	-9,136	-8,875	-8,280	-13,182	-11,151	-12,969	-8,951	-11,000	-11,024	-10,907
Irrigation and Drainage	-2,091	0	0	0	-2,583	-6,156	-3,539	-3,408	-3,413	-2,024	-3,000	-2,949	-3,708
All Other Golf Course	0	0	0	0	-1,023	0	-1,308	-1,357	-1,307	0	-500	-888	-795
R&M Golf Course	-76,147	-72,465	-79,391	-63,088	-83,575	-101,391	-76,931	-65,179	-62,993	-51,473	-59,000	-59,882	-71,593
Contra - Inter-Dept. Charges	21,078	19,202	21,591	25,591	47,998	116,299	32,124	32,000	38,178	36,712	38,600	35,630	51,062
R&M subtotal	-118,535	-120,678	-102,860	-85,023	-70,614	-18,933	-80,920	-64,851	-66,305	-48,522	-57,250	-59,893	-55,906
TOTAL SUPPLIES & MAINTENANC	-188,797	-179,926	-143,775	-124,560	-102,018	-46,064	-114,027	-99,869	-100,302	-81,979	-84,860	-94,050	-88,448
ADMINISTRATIVE & OTHER EXPENSE													
Consulting Expense	0	0	0	0	-125	0	0	0	0	0	0	0	0
Public Relations	0	0	0	-237	0	-1,010	-989	-468	-1,659	-275	-400	-801	-880
Promotion Expense	-176	-540	-467	0	-20	0	0	-62	0	0	0	-21	-12
Resort Advertising	-7,314	-2,757	-2,333	-8,034	-3,622	-6,401	-5,081	-3,502	-4,392	0	-5,000	-2,631	-3,875
Brochure Distribution	0	0	0	-641	-641	0	-882	-1,789	0	-1,826	-1,200	-1,205	-900
Community Relations	0	0	0	0	0	0	0	-50	-50	0	0	-33	-20
Dues & Subscriptions	-2,763	-4,234	-3,295	-2,022	-1,659	-2,003	-1,577	-1,580	-2,062	-1,739	-1,800	-1,794	-1,792
Licenses, Permits, Fees	-1,409	-1,143	-929	-1,915	-2,674	-3,034	-2,815	-2,348	-5,206	-4,258	-2,300	-3,937	-3,532
Mileage Reimbursement	0	0	-47	-537	-370	0	-298	-48	-318	-365	-100	-244	-206
Postage - General	-151	-76	-128	-228	-225	-420	-627	-673	-314	-222	-170	-403	-451
Credit Card Expense	-22,078	-21,696	-22,030	-18,418	-17,550	-17,376	-18,468	-18,880	-18,692	-20,706	-19,600	-19,426	-18,824
Over/Short	406	-108	113	-118	-190	277	-217	530	76	142	0	250	162
Insurance Expense	-40,697	-45,890	-48,000	-35,880	-33,900	-35,600	-44,000	-39,802	-45,600	-40,531	-46,200	-41,978	-41,107
TOTAL ADMINISTRATIVE & OTHER EXP	-74,182	-76,444	-77,118	-68,030	-60,976	-65,568	-74,955	-68,672	-78,216	-69,780	-76,770	-72,223	-71,438
TOTAL OPERATING EXPENSES (OE)	-431,455	-480,714	-415,577	-341,687	-318,867	-307,689	-375,838	-343,672	-311,625	-313,796	-321,900	-323,031	-330,524
TOTAL PAYROLL AND OPERATING EXPE	-1,271,234	-1,459,529	-1,381,386	-1,231,599	-1,163,346	-1,180,244	-1,257,308	-1,146,261	-1,134,663	-1,158,947	-1,245,800	-1,146,624	-1,175,485
N O R 1, before OH	-56,323	-321,891	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-144,800	-88,380	-155,638
ALLOCATED OVERHEAD (OH)	-289,496	-314,041	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-345,819	-635,932	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-144,800	-88,380	-155,638
T O C	-1,634,953	-1,861,178	-1,454,452	-1,295,610	-1,240,946	-1,260,128	-1,339,208	-1,215,638	-1,199,046	-1,217,653	-1,314,800	-1,210,779	-1,246,334
REV to TOC (CRR%)	-78.8%	-65.8%	-77.6%	-80.0%	-76.4%	-80.4%	-80.1%	-93.7%	-92.5%	-91.9%	-89.0%	-92.7%	-87.7%
NOR AFTER Assessment Revenue, Opera	-345,819	-635,932	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-144,800	-88,380	-155,638

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Operations (120)
For the Twelve Months Ending**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
Revenue													
Golf Passes	173,520	187,180	166,880	177,600	149,689	179,630	154,696	165,377	182,986	170,239	175,000	172,867	170,586
Golf Passes - Packs	26,638	23,300	19,800	26,264	30,810	35,566	39,395	70,090	78,813	83,649	85,000	77,517	61,503
Golf Green Fees - Member	336,118	317,069	317,830	269,117	254,212	260,127	292,784	228,112	216,414	210,106	225,000	218,210	241,508
Golf Green Fees - Guest	262,653	282,755	242,128	212,584	189,570	184,948	221,034	240,694	218,425	222,349	235,000	227,156	217,490
Golf Green Fees - Public	90,861	54,394	40,094	47,708	42,809	55,972	44,919	90,143	87,126	107,134	110,000	94,801	77,059
Total Direct Access & Use Fees	889,790	864,698	786,731	733,273	667,089	716,243	752,828	794,416	783,764	793,476	830,000	790,552	768,145
Sales - Retail													
Sales - Retail	143,961	139,025	124,786	108,178	129,102	141,191	147,006	125,386	113,019	104,410	114,000	114,271	126,202
Employee Discounts	-959	-892	-317	-1,324	-1,159	-700	-716	-937	-792	-1,082	-1,000	-937	-845
Homeowner Discounts	-2,400	-2,191	-1,767	-1,860	-1,616	-1,631	-802	-2,245	-2,356	-2,374	-2,000	-2,325	-1,882
Chartered Club Discounts	0	0	0	0	0	45	0	0	0	0	0	0	-9
Discounts - Retail	-27,636	-26,831	-26,840	-20,484	-28,247	-36,667	-40,890	-22,791	-16,457	-12,147	-17,000	-17,132	-25,790
Promotion Discounts	-121	-940	-72	0	-20	-629	0	-1,182	-4,239	-273	-2,000	-1,898	-1,265
Total Retail Product Revenue	112,846	108,171	95,790	84,510	98,060	101,519	104,598	98,231	89,174	88,534	92,000	91,980	96,411
Golf Cart Rentals													
Golf - Driving Range	200,955	180,649	174,593	153,969	132,587	138,944	156,578	187,231	177,858	175,732	185,000	180,274	167,269
Lessons - Private	77,376	64,025	61,910	52,628	40,319	43,836	45,346	46,953	46,280	48,206	48,000	47,146	46,124
Lessons - Public	0	0	0	0	-90	0	0	0	0	0	0	0	0
Lessons - P.O.	0	729	3,191	3,558	432	527	727	614	386	-272	2,000	243	397
Lessons - Guest	0	972	1,737	1,338	4,183	3,637	3,231	2,928	3,520	4,103	3,000	3,517	3,484
Reduction To Sales - Lessons	0	0	15	0	0	0	0	0	0	0	0	0	0
Total Lessons & Rental Revenue	278,331	246,374	241,447	211,492	177,431	186,944	205,882	237,726	228,043	227,603	238,000	231,124	217,240
Other Revenue													
Shopping Bags	0	0	0	0	0	0	0	27	9	6	0	14	8
Other Revenue	8,167	6,002	4,604	7,275	5,774	8,609	9,662	8,685	8,012	9,490	10,000	8,729	8,892
Total Other Revenue	8,167	6,002	4,604	7,275	5,774	8,609	9,662	8,712	8,021	9,496	10,000	8,743	8,900
GROSS REVENUE (GREV)	1,289,134	1,225,246	1,128,572	1,036,549	948,354	1,013,315	1,072,970	1,139,086	1,109,002	1,119,109	1,170,000	1,122,399	1,090,696
COST OF GOODS SOLD (COGS)													
Retail Product Cogs	-74,223	-87,608	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-69,000	-64,155	-70,850
Total COGS	-74,223	-87,608	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-69,000	-64,155	-70,850
Total Cogs / GREV %	-05.8%	-07.2%	-06.5%	-06.2%	-08.2%	-07.9%	-07.6%	-06.1%	-05.8%	-05.2%	-05.9%	-05.7%	-06.5%
Retail Product Cogs / Retail Revenue %	-65.8%	-81.0%	-76.3%	-75.7%	-79.1%	-78.7%	-78.3%	-70.6%	-72.2%	-66.3%	-75.0%	-69.7%	-73.2%
Retail Product Cogs / Retail Revenue,pre	-51.6%	-63.0%	-58.6%	-59.2%	-60.1%	-56.6%	-55.7%	-55.3%	-57.0%	-56.2%	-60.5%	-56.2%	-56.2%
Gross Margin (GREV-COGS)	1,214,911	1,137,638	1,055,506	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	1,101,000	1,058,243	1,019,846
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-92,978	-109,083	-110,413	-97,549	-97,829	-97,624	-99,663	-66,664	-74,422	-33,094	-46,300	-58,060	-74,293
Salaries - Exempt - Commissions	0	0	-2,636	0	0	0	0	0	-7	0	0	-2	-1
Wages - FTRRegular	-3,467	0	0	0	0	-1,106	-1,656	0	0	-907	0	-302	-734
Wages - Seasonal	-132,701	-148,165	-144,465	-130,648	-111,028	-115,049	-113,589	-104,781	-115,282	-128,829	-139,100	-116,298	-115,506
Wages-Seasonal-Commissions	0	-5,100	0	0	12	0	0	0	-173	-378	0	-184	-110
Incentive Program, Seasonal, NonExempt	0	0	-329	0	-54	-54	-821	-438	-410	-410	0	-419	-427
Total Salaries & Wages, DIRECT	-229,146	-262,348	-257,842	-228,197	-208,899	-213,832	-215,730	-171,883	-190,293	-163,619	-185,400	-175,265	-191,072
Salaries sub-total	-92,978	-109,083	-113,049	-97,549	-97,829	-97,624	-99,663	-66,664	-74,429	-33,094	-46,300	-58,062	-74,295
Wage sub-total	-136,168	-153,265	-144,794	-130,648	-111,070	-116,208	-116,067	-105,219	-115,865	-130,525	-139,100	-117,203	-116,777
Wage-FTR subsubtotal	-3,467	0	0	0	0	-1,106	-1,656	0	0	-907	0	-302	-734
Wage-Seasonal subsubtotal	-132,701	-153,265	-144,794	-130,648	-111,070	-115,102	-114,411	-105,219	-115,865	-129,618	-139,100	-116,900	-116,043
Payroll Direct as a % of Revenue	-17.8%	-21.4%	-22.8%	-22.0%	-22.0%	-21.1%	-20.1%	-15.1%	-17.2%	-14.6%	-15.8%	-15.6%	-17.6%
PAYROLL BURDEN, Taxes & Benefits													

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Operations (120)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014	2015	2016		3-Yr	5-Yr
								Actual	Actual	Actual			
Payroll Taxes	-27,149	-29,953	-29,314	-25,480	-24,652	-25,624	-25,269	-22,006	-23,562	-22,239	-25,900	-22,603	-23,740
Group Insurance	-4,733	-10,059	-10,514	-9,648	-8,857	-8,761	-9,305	-8,133	0	-1,171	-8,700	-3,101	-5,474
Retirement Plan	-104	-1,994	-2,729	-2,720	-2,854	-2,688	-2,611	0	-279	-1,080	-2,200	-453	-1,332
Total Payroll Taxes & Benefits	-31,987	-42,007	-42,557	-37,849	-36,363	-37,073	-37,185	-30,139	-23,842	-24,490	-36,800	-26,157	-30,546
PAYBDN, Workers Comp Insurance	-16,739	-14,892	-13,415	-12,075	-9,154	-11,031	-11,169	-15,072	-18,326	-17,982	-18,500	-17,127	-14,716
PAYROLL BURDEN Total	-48,726	-56,898	-55,972	-49,924	-45,517	-48,104	-48,354	-45,211	-42,168	-42,472	-55,300	-43,284	-45,262
subtotal, Burden-Salary	0	0	-27,654	-25,412	-24,287	-25,801	-26,794	-20,347	-13,570	-8,363	-19,700	-14,093	-18,975
subtotal, Burden-Wage-FTR	0	0	0	-107	0	-88	-131	-4	0	-79	-440	-28	-60
subtotal, Burden-Wage-Seasonal	0	0	-28,318	-24,406	-21,229	-22,215	-21,429	-24,861	-28,598	-34,030	-35,160	-29,163	-26,227
Burden % - on all Payroll Direct	21.3%	21.7%	21.7%	21.9%	21.8%	22.5%	22.4%	26.3%	22.2%	26.0%	29.8%	24.8%	23.9%
Burden % - Salary	00.0%	00.0%	24.5%	26.1%	24.8%	26.4%	26.9%	30.5%	18.2%	25.3%	42.5%	24.7%	25.9%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	07.9%	07.9%	00.0%	00.0%	08.7%	00.0%	02.9%	04.9%
Burden % - Wage-Seasonal	00.0%	00.0%	19.6%	18.7%	19.1%	19.3%	18.7%	23.6%	24.7%	26.3%	25.3%	24.9%	22.5%
<i>Burden % - Wage-FTR&Seasonal</i>	<i>00.0%</i>	<i>00.0%</i>	<i>19.6%</i>	<i>18.8%</i>	<i>19.1%</i>	<i>19.2%</i>	<i>18.6%</i>	<i>23.6%</i>	<i>24.7%</i>	<i>26.1%</i>	<i>25.6%</i>	<i>24.8%</i>	<i>22.4%</i>
PAYROLL TOTAL (Direct&Burden)	-277,872	-319,247	-313,814	-278,121	-254,416	-261,936	-264,085	-217,095	-232,461	-206,091	-240,700	-218,549	-236,334
OPERATING EXPENSES (OE)													
Employee Relations	-1,219	-1,642	-222	-293	-220	-240	-343	-143	-272	-257	-300	-224	-251
Uniforms	-3,609	-4,678	-5,029	-3,869	-1,895	-2,091	-2,757	-1,225	-1,301	-2,044	-2,000	-1,523	-1,883
Seminars & Conferences	0	-4,736	-65	-65	2,198	0	-85	0	-15	0	-100	-5	-20
Travel/Meeting Expense	-87	-1,264	-239	-204	-280	0	-318	-134	-233	-152	0	-173	-167
Total Staff Expense	-4,916	-12,319	-5,555	-4,431	-197	-2,331	-3,503	-1,501	-1,820	-2,453	-2,400	-1,925	-2,322
Telephone	-735	-1,455	-1,804	-1,229	-1,341	-1,530	-2,063	-2,052	-2,680	-3,208	-2,250	-2,647	-2,307
Cable/Sat TV Service	0	0	0	0	-392	-828	-842	-852	-782	-441	-800	-692	-749
Electricity	-6,875	-7,857	-7,172	-6,716	-5,626	-6,785	-5,662	-5,994	-5,501	-6,324	-6,000	-5,940	-6,053
Natural Gas - Buildings	-2,864	-3,382	-2,122	-2,365	-2,400	-1,859	-2,521	-1,981	-2,277	-2,403	-2,400	-2,221	-2,208
Fuel & Oil	0	-156	-1,585	0	0	0	0	0	0	-46	0	-15	-9
Propane (LPG)	0	0	0	0	0	0	0	0	0	-21	0	-7	-4
Sewer Fees	-1,046	-1,072	-1,098	-1,125	-1,143	-1,143	-1,143	-1,143	-1,143	-1,143	-1,320	-1,143	-1,143
Water - Building/Facility	-611	0	0	0	0	0	0	0	0	0	0	0	0
Water - Grounds	0	0	0	0	-235	0	0	0	0	0	0	0	0
TOTAL UTILITIES	-12,132	-13,923	-13,781	-11,435	-11,136	-12,144	-12,231	-12,022	-12,383	-13,585	-12,770	-12,663	-12,473
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	-1,150	0	0	0	0	0	0	0	0	0	0
Janitorial Services & Supplies	0	-68	0	-39	0	-119	-342	-487	-347	-4,052	-2,100	-1,628	-1,069
Pest Control	0	0	-195	0	0	0	0	-51	0	0	0	-17	-10
Contract Fees	0	0	0	-325	0	0	0	0	0	0	0	0	0
Equipment Rental	-1,966	0	0	0	0	0	0	0	0	0	0	0	0
Furniture and Office Equip	0	-504	0	-146	-184	0	0	-247	-125	0	-150	-124	-74
Office Supplies	-1,578	-1,613	-756	-312	-374	-528	-715	-952	-489	-536	-200	-659	-644
Toner Cartridges	0	0	0	0	0	0	0	-211	-220	-867	0	-433	-260
Signs	-741	-145	0	0	0	0	-18	0	-99	0	-100	-33	-23
Operating Supplies	-11,105	-12,701	-4,545	-9,201	-3,097	-4,757	-4,386	-5,614	-6,741	-4,428	-3,330	-5,594	-5,185
Paper Products - Restaurant	0	0	0	0	-465	0	17	-100	0	0	0	-33	-17
Cleaning Supplies - Restaurant	0	0	0	0	0	0	0	-336	0	0	0	-112	-67
Small Tools & Equipment	0	0	0	0	0	-50	-216	-175	-1,094	-2,715	0	-1,328	-850
Safety Equipment	0	-9	-58	-254	-99	-129	-102	0	-323	-47	0	-123	-120
Golf Course Rental Inventory	-6,769	-6,212	-138	0	0	0	0	0	0	0	0	0	0
Spoilage	0	-544	0	-59	0	0	0	-18	0	0	0	-6	-4
Special Programs	0	0	0	-231	-740	-349	0	0	-960	-1,453	0	-805	-553
Repairs & Maintenance													
General/PM	0	0	0	0	-41	-45	-1,295	-239	-420	-227	0	-295	-445
Plumbing	0	0	0	0	-71	0	0	-223	0	0	0	-74	-45
Lighting and Electrical	0	0	-176	0	0	-328	-43	-19	-27	-104	0	-50	-104
Fire Suppression	0	0	0	0	0	0	-104	-113	-38	-88	-100	-79	-68
Painting	0	0	0	0	-57	0	0	0	-16	0	0	-5	-3
MaintDept Labor Charges (inactive)	0	-708	-200	0	0	0	0	0	0	0	0	0	0
Other Building	-10,112	-2,101	-1,343	-4	0	-316	0	0	0	-125	-300	-42	-88
R&M Building	-10,112	-2,809	-1,720	-4	-169	-689	-1,442	-594	-500	-544	-400	-546	-754
Irrigation and Drainage	0	0	0	0	-270	0	0	0	0	0	0	0	0

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Operations (120)
For the Twelve Months Ending**

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Snow Removal	0	-326	-135	-983	0	0	0	-260	0	0	0	-87	-52
Other Grounds Maint	-2,800	-3,500	-3,500	-3,500	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400	-8,400
R&M Grounds (nonGolf)	-2,800	-3,826	-3,635	-4,483	-8,670	-8,400	-8,400	-8,660	-8,400	-8,400	-8,400	-8,487	-8,452
Golf Carts Fleet	-4,549	-3,930	-4,253	-5,068	-1,226	-1,929	-3,023	-690	-1,548	-1,960	-1,400	-1,399	-1,830
Rolling, Heavy	0	0	-390	-141	0	0	0	0	0	0	0	0	0
Rolling, Car/Truck/Bus/Van	0	0	-9	-42	0	0	0	0	0	0	0	0	0
Computer Hardware Maint	0	0	0	0	0	-675	-8	0	0	0	0	0	-137
Other Operating Equip R&M	-339	-37	0	0	0	0	-63	0	0	0	-150	0	-13
R&M Equipment	-4,888	-3,968	-4,652	-5,250	-1,226	-2,604	-3,094	-690	-1,548	-1,960	-1,550	-1,399	-1,979
R&M subtotal	-17,799	-10,602	-10,006	-9,738	-10,065	-11,693	-12,935	-9,944	-10,448	-10,903	-10,350	-10,432	-11,185
TOTAL SUPPLIES & MAINTENANC	-39,959	-32,400	-16,847	-20,304	-15,024	-17,624	-18,698	-18,136	-20,847	-25,000	-16,230	-21,328	-20,061
ADMINISTRATIVE & OTHER EXPENSE													
Public Relations	0	0	0	-237	0	-1,010	-989	-468	-1,659	-275	-400	-801	-880
Promotion Expense	-176	-540	-467	0	-20	0	0	-62	0	0	0	-21	-12
Resort Advertising	-6,914	-2,757	-2,333	-8,034	-3,622	-6,401	-5,081	-3,502	-4,392	0	-5,000	-2,631	-3,875
Brochure Distribution	0	0	0	-641	-641	0	-882	-1,789	0	-1,826	-1,200	-1,205	-900
Community Relations	0	0	0	0	0	0	0	-50	-50	0	0	-33	-20
Dues & Subscriptions	-1,743	-3,149	-2,295	-1,302	-809	-1,208	-667	-920	-872	-749	-1,000	-847	-883
Licenses, Permits, Fees	-847	-1	0	0	0	-1	-143	0	-500	0	0	-167	-129
Mileage Reimbursement	0	0	-47	-537	-370	0	-298	-48	-318	-232	-100	-199	-179
Postage - General	-136	-74	-103	-181	-223	-420	-627	-673	-295	-218	-100	-396	-447
Credit Card Expense	-22,078	-21,696	-22,030	-18,418	-17,550	-17,376	-18,468	-18,880	-18,692	-20,706	-19,600	-19,426	-18,824
Over/Short	406	-108	113	-118	-190	277	-217	530	76	142	0	250	162
Insurance Expense	-22,575	-25,456	-26,400	-19,800	-17,900	-18,800	-24,800	-21,996	-25,200	-22,486	-25,800	-23,227	-22,656
TOTAL ADMINISTRATIVE & OTHER EXP	-54,064	-53,781	-53,563	-49,267	-41,326	-44,939	-52,174	-47,858	-51,902	-46,351	-53,200	-48,704	-48,645
TOTAL OPERATING EXPENSES (OE)	-111,070	-112,422	-89,747	-85,437	-67,683	-77,039	-86,605	-79,517	-86,952	-87,390	-84,600	-84,620	-83,501
TOTAL PAYROLL AND OPERATING EXPE	-388,942	-431,669	-403,561	-363,558	-322,099	-338,975	-350,690	-296,612	-319,414	-293,481	-325,300	-303,169	-319,834
N O R 1, before OH	825,969	705,969	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	775,700	755,075	700,012
ALLOCATED OVERHEAD (OH)	-154,723	-182,046	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	671,246	523,923	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	775,700	755,075	700,012
T O C	-617,888	-701,323	-476,628	-427,569	-399,698	-418,858	-432,589	-365,989	-383,797	-352,187	-394,300	-367,324	-390,684
REV to TOC (CRR%)	-208.6%	-174.7%	-236.8%	-242.4%	-237.3%	-241.9%	-248.0%	-311.2%	-289.0%	-317.8%	-296.7%	-306.0%	-281.6%
NOR AFTER Assessment Revenue, Opera	671,246	523,923	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	775,700	755,075	700,012

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Maintenance (125)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr	
Revenue														
COST OF GOODS SOLD (COGS)														
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-121,430	-136,236	-135,337	-143,002	-142,705	-136,956	-126,492	-116,512	-134,203	-143,996	-144,700	-131,570	-131,632	
Salaries - Exempt - Commissions	0	0	0	0	0	0	0	-5	0	0	0	-2	-1	
Wages - FTRRegular	-43,185	-46,335	-47,773	-50,610	-51,045	-50,617	-49,124	-47,925	-47,657	-44,874	-52,200	-46,818	-48,039	
Wages - Seasonal	-286,941	-348,795	-348,979	-309,295	-294,576	-314,721	-329,225	-299,398	-284,826	-314,938	-322,800	-299,721	-308,622	
Incentive Program, Exempt	0	0	0	-548	0	0	0	0	0	0	0	0	0	
Incentive Program, FTR, NonExempt	0	0	0	0	0	-187	0	-137	-273	-410	0	-273	-202	
Incentive Program, Seasonal, NonExempt	0	0	-1,288	-1,972	-1,896	-2,474	-3,016	-3,147	-3,280	-4,237	0	-3,555	-3,231	
Total Salaries & Wages, DIRECT	-451,556	-531,365	-533,377	-505,427	-490,222	-504,956	-507,857	-467,123	-470,240	-508,456	-519,700	-481,940	-491,726	
Salaries sub-total	-121,430	-136,236	-135,337	-143,550	-142,705	-136,956	-126,492	-116,516	-134,203	-143,996	-144,700	-131,572	-131,633	
Wage sub-total	-330,126	-395,129	-398,040	-361,877	-347,517	-368,000	-381,365	-350,607	-336,037	-364,459	-375,000	-350,368	-360,094	
Wage-FTR subsubtotal	-43,185	-46,335	-47,773	-50,610	-51,045	-50,804	-49,124	-48,062	-47,930	-45,284	-52,200	-47,092	-48,241	
Wage-Seasonal subsubtotal	-286,941	-348,795	-350,267	-311,268	-296,472	-317,195	-332,241	-302,546	-288,106	-319,176	-322,800	-303,276	-311,853	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-49,295	-54,451	-54,861	-49,816	-49,571	-51,990	-52,182	-50,032	-47,720	-52,719	-56,600	-50,157	-50,929	
Group Insurance	-28,527	-45,491	-40,877	-32,572	-30,509	-30,178	-32,134	-28,339	-24,448	-25,436	-57,700	-26,074	-28,107	
Retirement Plan	-947	0	0	0	0	0	-2,664	-1,538	-4,547	-4,204	-3,200	-3,430	-2,591	
Total Payroll Taxes & Benefits	-78,768	-99,942	-95,539	-82,388	-80,080	-82,168	-86,979	-79,908	-76,715	-82,359	-117,500	-79,661	-81,626	
PAYBDN, Workers Comp Insurance	-31,583	-28,261	-23,078	-23,975	-19,761	-23,495	-22,549	-38,463	-43,621	-48,246	-46,000	-43,443	-35,275	
PAYROLL BURDEN Total	-110,351	-128,203	-118,617	-106,364	-99,842	-105,663	-109,528	-118,371	-120,336	-130,604	-163,500	-123,104	-116,901	
subtotal, Burden-Salary	0	0	-39,503	-40,004	-38,748	-39,309	-40,854	-41,817	-43,638	-45,898	-49,700	-43,784	-42,303	
subtotal, Burden-Wage-FTR	0	0	-24,553	-16,776	-15,850	-16,259	-16,359	-16,431	-17,261	-16,900	-46,940	-16,864	-16,642	
subtotal, Burden-Wage-Seasonal	0	0	-54,561	-49,583	-45,244	-50,095	-52,315	-60,123	-59,437	-67,806	-66,860	-62,455	-57,955	
Burden % - on all Payroll Direct	24.4%	24.1%	22.2%	21.0%	20.4%	20.9%	21.6%	25.3%	25.6%	25.7%	31.5%	25.5%	23.8%	
Burden % - Salary	00.0%	00.0%	29.2%	27.9%	27.2%	28.7%	32.3%	35.9%	32.5%	31.9%	34.3%	33.4%	32.3%	
Burden % - Wage-FTR	00.0%	00.0%	51.4%	33.1%	31.1%	32.0%	33.3%	34.2%	36.0%	37.3%	89.9%	35.8%	34.6%	
Burden % - Wage-Seasonal	00.0%	00.0%	15.6%	15.9%	15.3%	15.8%	15.7%	19.9%	20.6%	21.2%	20.7%	20.6%	18.7%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	19.9%	18.3%	17.6%	18.0%	18.0%	21.8%	22.8%	23.2%	30.3%	22.6%	20.8%	
PAYROLL TOTAL (Direct&Burden)	-561,907	-659,568	-651,994	-611,791	-590,063	-610,619	-617,386	-585,494	-590,576	-639,060	-683,200	-605,043	-608,627	
OPERATING EXPENSES (OE)														
Educational Reimbursement	-60	0	0	0	0	0	0	0	0	0	0	0	0	
Employee Dev/Training	0	0	-442	0	0	0	0	0	0	-90	0	-30	-18	
Employee Relations	-851	-1,456	-1,425	-1,411	-1,310	-764	-347	-38	-898	-326	-1,500	-421	-474	
Uniforms	-3,754	-8,819	-7,802	-6,883	-9,012	-5,115	-6,479	-7,051	-3,912	-5,842	-7,000	-5,601	-5,680	
Seminars & Conferences	-170	0	0	0	-330	0	-730	-60	-760	-360	0	-393	-382	
Travel/Meeting Expense	-98	-2,315	-3,499	-2,984	-3,509	-34	-2,786	-497	-2,337	-3,053	-3,780	-1,962	-1,741	
Total Staff Expense	-4,933	-12,590	-13,168	-11,278	-14,161	-5,913	-10,342	-7,646	-7,907	-9,671	-12,280	-8,408	-8,296	
Telephone	-3,088	-2,441	-2,501	-2,305	-3,342	-2,719	-4,188	-4,188	-2,974	-2,220	-3,600	-2,923	-3,135	
Disposal Fees	-2,981	-7,733	-6,350	-5,052	-6,180	-3,835	-6,376	-6,503	-6,363	-4,213	-5,600	-5,693	-5,458	
Electricity	-25,534	-28,931	-28,294	-30,047	-30,534	-38,266	-41,295	-33,447	-33,043	-35,684	-35,500	-34,058	-36,347	
Natural Gas - Buildings	-6,150	-6,481	-5,119	-6,056	-6,675	-3,891	-3,513	-3,067	-3,713	-6,352	-3,100	-4,377	-4,107	
Fuel & Oil	-19,216	-31,198	-20,254	-17,220	-30,399	-28,103	-27,092	-24,859	-16,093	-16,302	-16,300	-19,085	-22,490	
Propane (LPG)	0	0	0	0	0	0	-123	-37	0	-10	0	-16	-34	
Sewer Fees	-1,834	-1,877	-1,921	-1,966	-1,996	-1,996	-1,996	-1,996	-2,749	-1,996	-2,220	-2,247	-2,147	
Water - Building/Facility	677	0	0	0	0	0	0	0	0	0	0	0	0	

Tahoe Donner Association
 Operating Fund 10-Year Actuals and CY Budget
 Golf Course Maintenance (125)
 For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
Water - Grounds	-88,370	-106,852	-97,739	-59,308	-51,253	-96,859	-76,197	-80,478	-46,061	-69,551	-66,500	-65,363	-73,829
TOTAL UTILITIES	-146,495	-185,512	-162,181	-121,954	-130,379	-175,669	-160,780	-153,963	-110,996	-136,327	-132,820	-133,762	-147,547
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	0	0	0	0	0	0	-41	0	0	-14	-8
Hazardous Waste Clean Up	0	0	0	0	8	0	-3,781	0	0	0	0	0	-756
Janitorial Services & Supplies	0	-670	-1,263	-983	-1,253	-4,276	-5,515	-4,563	-3,666	-2,783	-3,300	-3,671	-4,161
Contract Fees	-4,637	-8,066	-3,107	-3,254	-1,984	-248	0	0	0	0	0	0	-50
Equipment Rental	-8,363	-8,568	-15,233	-8,205	-9,790	-8,285	-8,808	-9,719	-9,074	-9,066	-9,250	-9,286	-8,990
Furniture and Office Equip	0	-32	-69	0	0	0	0	0	0	0	-200	0	0
Office Supplies	-233	-302	-188	-254	-431	-120	-167	-281	-102	-124	-200	-169	-159
Toner Cartridges	0	0	0	0	0	0	0	-50	0	-185	0	-78	-47
Signs	0	-870	0	0	0	0	0	-261	0	0	-350	-87	-52
Operating Supplies	-30,132	-15,296	-10,704	-13,260	-6,982	-6,169	-5,591	-5,589	-6,412	-5,713	-4,330	-5,905	-5,895
Small Tools & Equipment	-4,288	-2,350	-2,789	-1,779	-1,779	-1,322	-2,572	-3,049	-3,104	-1,489	-3,100	-2,547	-2,307
Safety Equipment	-448	-1,296	-595	-1,235	-1,505	-780	-910	-3,314	-1,200	0	-1,000	-1,505	-1,241
Special Programs	0	0	-125	0	0	0	0	0	0	0	0	0	0
Repairs & Maintenance													
General/PM	0	0	0	0	-148	-41	-1,329	0	0	-114	0	-38	-297
Plumbing	0	0	0	0	-127	-688	0	-293	-30	0	0	-108	-202
Lighting and Electrical	0	0	0	0	0	0	-8	0	0	0	0	0	-2
Fire Suppression	0	0	0	0	0	-620	-197	-410	-434	-696	-250	-513	-471
Painting	0	0	0	0	-230	0	-118	0	0	0	0	0	-24
MaintDept Labor Charges (inactive)	0	0	-161	0	0	0	0	0	0	0	0	0	0
Other Building	-2,886	-2,543	-1,892	-371	-420	-264	0	0	0	0	-200	0	-53
R&M Building	-2,886	-2,543	-2,053	-371	-924	-1,612	-1,652	-703	-464	-810	-450	-659	-1,048
Irrigation and Drainage	0	0	0	0	0	-225	-315	-180	-60	-210	0	-150	-198
Snow Removal	-182	-589	-575	0	-971	-73	-15	0	-251	-239	0	-163	-116
Other Grounds Maint	-23,832	-16,723	-12,069	-13,658	-3,099	-1,112	-165	-280	0	-329	-300	-203	-377
R&M Grounds (nonGolf)	-24,014	-17,312	-12,645	-13,658	-4,070	-1,411	-495	-460	-311	-778	-300	-516	-691
Snowcats	0	0	0	0	-862	-337	-1,595	-1,147	-1,306	-1,093	-1,500	-1,182	-1,096
Golf Maint Eq	0	0	459	0	-11,572	-11,899	-15,409	-16,252	-23,562	-16,782	-15,750	-18,865	-16,781
Golf Carts Fleet	0	0	-47	0	-106	0	0	0	-1,067	-250	0	-439	-263
Rolling, Heavy	-4,229	-15,823	-2,522	-5,486	-3,743	-3,031	-1,035	-280	-382	0	-3,000	-221	-946
Rolling, Car/Truck/Bus/Van	-3,356	-2,028	-3,735	-2,896	-1,516	-1,113	0	0	-1,097	0	-2,500	-366	-442
Computer Software Maint	0	0	0	0	-992	-2,728	-2,976	-2,886	-2,838	-3,096	-3,000	-2,940	-2,905
Other Operating Equip R&M	-11,184	-19,107	-14,053	-15,836	-1,187	-17	-15	0	-15	-48	0	-21	-19
R&M Equipment	-18,768	-36,958	-20,357	-23,758	-19,978	-19,125	-21,030	-20,565	-30,267	-21,269	-25,750	-24,034	-22,451
Seed & Sod	-11,060	-11,199	-14,494	-13,146	-19,306	-38,679	-15,608	-12,015	-5,745	-6,849	-8,500	-8,203	-15,779
Fertilizer	-27,472	-27,907	-24,976	-19,266	-24,774	-25,800	-22,842	-21,166	-22,275	-16,060	-20,000	-19,834	-21,628
Top Dressing	-20,733	-14,363	-22,880	-14,521	-11,403	-15,803	-12,305	-12,078	-11,808	-14,685	-12,000	-12,857	-13,336
Sand, Gravel, Rock	-5,620	-7,299	-7,880	-7,019	-15,611	-6,675	-8,148	-4,003	-5,476	-2,903	-4,000	-4,127	-5,441
Pesticides	-9,172	-11,697	-9,161	-9,136	-8,875	-8,280	-13,182	-11,151	-12,969	-8,951	-11,000	-11,024	-10,907
Irrigation and Drainage	-2,091	0	0	0	-2,583	-6,156	-3,539	-3,408	-3,413	-2,024	-3,000	-2,949	-3,708
All Other Golf Course	0	0	0	0	-1,023	-1,308	-1,308	-1,357	-1,307	0	-500	-888	-795
R&M Golf Course	-76,147	-72,465	-79,391	-63,088	-83,575	-101,391	-76,931	-65,179	-62,993	-51,473	-59,000	-59,882	-71,593
Contra - Inter-Dept. Charges	21,078	19,202	21,591	25,591	47,998	116,299	32,124	32,000	38,178	36,712	38,600	35,630	51,062
R&M subtotal	-100,736	-110,076	-92,854	-75,285	-60,549	-7,240	-67,985	-54,907	-55,857	-37,618	-46,900	-49,461	-44,721
TOTAL SUPPLIES & MAINTENANC	-148,838	-147,526	-126,927	-104,256	-86,994	-28,440	-95,329	-81,733	-79,456	-56,979	-68,630	-72,722	-68,387
ADMINISTRATIVE & OTHER EXPENSE													
Consulting Expense	0	0	0	0	-125	0	0	0	0	0	0	0	0
Resort Advertising	-400	0	0	0	0	0	0	0	0	0	0	0	0
Dues & Subscriptions	-1,020	-1,085	-1,000	-720	-850	-795	-910	-660	-1,190	-990	-800	-947	-909
Licenses, Permits, Fees	-562	-1,142	-929	-1,915	-2,674	-3,033	-2,672	-2,348	-4,706	-4,258	-2,300	-3,771	-3,403
Mileage Reimbursement	0	0	0	0	0	0	0	0	0	-133	0	-44	-27
Postage - General	-14	-3	-26	-47	-2	0	0	0	-18	-4	-70	-7	-4
Over/Short	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense	-18,122	-20,434	-21,600	-16,080	-16,000	-16,800	-19,200	-17,806	-20,400	-18,045	-20,400	-18,750	-18,450

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Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Maintenance (125)
For the Twelve Months Ending

	5 Year Average Years											Actuals Average	
	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	3 Year Average Years			2017 <i>Budget</i>		
								2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>		3-Yr	5-Yr
TOTAL ADMINISTRATIVE & OTHER EXP	-20,118	-22,663	-23,554	-18,762	-19,651	-20,628	-22,782	-20,814	-26,314	-23,429	-23,570	-23,519	-22,794
TOTAL OPERATING EXPENSES (OE)	-320,385	-368,291	-325,830	-256,250	-251,184	-230,651	-289,233	-264,155	-224,673	-226,406	-237,300	-238,411	-247,023
TOTAL PAYROLL AND OPERATING EXPE	-882,292	-1,027,860	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-920,500	-843,455	-855,650
N O R 1, before OH	-882,292	-1,027,860	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-920,500	-843,455	-855,650
ALLOCATED OVERHEAD (OH)	-134,773	-131,995	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-1,017,065	-1,159,855	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-920,500	-843,455	-855,650
T O C	-1,017,065	-1,159,855	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-920,500	-843,455	-855,650
NOR AFTER Assessment Revenue, Opera	-1,017,065	-1,159,855	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-920,500	-843,455	-855,650

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Cross Country Center (110)
 For the Twelve Months Ending

	5 Year Average Years													
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years					2017 Budget	Actuals Average
								2014 Actual	2015 Actual	2016 Actual	3-Yr	5-Yr		
Revenue														
Ski Lift Revenue - Public	0	0	0	0	0	0	0	34	643	0	0	226	135	
Ski Passes - Public	63,079	76,362	74,450	91,589	91,214	87,460	77,511	80,155	33,175	73,010	85,000	62,113	70,262	
Ski Passes - P.O.	89,073	97,898	111,301	129,614	119,373	131,117	116,903	119,161	70,635	147,493	130,000	112,429	117,062	
Cross Country Season Pass	0	-408	0	0	0	0	0	0	0	0	0	0	0	
P.O. Daily Trail Fee	26,622	29,929	31,036	33,982	19,575	24,860	33,431	17,876	27,282	52,018	35,000	32,392	31,093	
Public Daily Trail Fee	143,071	159,025	182,145	205,392	141,056	112,612	143,082	66,358	92,727	239,399	145,000	132,828	130,836	
Guest Daily Trail Fee	24,422	32,423	34,328	43,800	28,631	26,656	36,686	17,547	20,736	43,757	31,000	27,347	29,076	
Special Events Revenue	6,158	8,812	5,450	7,226	4,870	3,630	4,588	3,274	0	4,138	2,000	2,471	3,126	
Total Direct Access & Use Fees	352,426	404,041	438,710	511,602	404,718	386,334	412,201	304,405	245,198	559,814	428,000	369,806	381,591	
Food	36,082	37,737	40,758	51,680	33,962	32,538	55,571	11,563	1,702	0	0	4,422	20,275	
Food Discounts	0	0	-7	0	-2,180	-2,222	-4,308	-1,507	-67	0	0	-525	-1,621	
EE Discounts	0	0	0	0	-2,180	-2,222	-4,308	-1,507	-67	0	0	-525	-1,621	
InterDept Discounts	0	0	-7	0	0	0	0	0	0	0	0	0	0	
Food NA Beverage	0	0	0	0	0	0	0	14	0	0	0	5	3	
Food subtotal	36,082	37,737	40,751	51,680	31,782	30,316	51,263	10,071	1,635	0	0	3,902	18,657	
Beer	2,252	1,815	2,078	2,242	1,191	2,562	3,721	977	0	0	0	326	1,452	
Beer Discounts	0	0	0	0	0	-164	0	0	0	0	0	0	-33	
Wine	0	0	0	59	294	622	776	463	0	0	0	154	372	
Beer subtotal	2,252	1,815	2,078	2,300	1,485	3,019	4,497	1,440	0	0	0	480	1,791	
Total Food and Beverage Revenue	38,335	39,552	42,829	53,980	33,267	33,336	55,760	11,510	1,635	0	0	4,382	20,448	
Mkt Discounts, Happy Hour Bev Beer	0	0	0	0	0	-164	0	0	0	0	0	0	-33	
Mkt Discounts, Happy Hour Bev, subtotal	0	0	0	0	0	-164	0	0	0	0	0	0	-33	
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	0	0	-164	0	0	0	0	0	0	-33	
Sales - Retail	56,757	57,280	53,479	54,888	37,038	44,965	57,412	29,089	75,114	135,473	74,000	79,892	68,411	
Employee Discounts	-704	-727	-1,058	-4,546	-257	-420	-793	-1,003	-1,753	-2,017	-1,000	-1,591	-1,197	
Discounts - Retail	-6,307	-7,452	-9,153	-5,685	-4,806	-7,439	-8,478	-4,709	-11,424	-22,655	-10,000	-12,929	-10,941	
Promotion Discounts	-2,758	-2,563	-1,578	-2,017	-1,027	-421	-370	-65	-35	-1,178	0	-426	-414	
Total Retail Product Revenue	46,988	46,538	41,689	42,640	30,948	36,686	47,771	23,312	61,902	109,623	63,000	64,946	55,859	
Lessons - Group	17,801	22,968	26,060	29,617	21,840	20,269	35,612	28,612	21,477	46,703	50,000	32,264	30,535	
Lessons - Private	4,873	6,100	5,440	6,500	5,180	5,740	10,900	7,315	12,188	33,224	17,000	17,576	13,873	
Rentals	97,734	115,767	118,664	149,468	93,957	87,282	126,933	62,175	90,348	221,241	139,000	124,588	117,596	
Total Lessons & Rental Revenue	120,408	144,835	150,164	185,585	120,976	113,291	173,444	98,102	124,014	301,168	206,000	174,428	162,004	
Other Revenue	2,069	2,274	3,035	3,131	2,245	1,780	3,159	1,576	3,014	7,483	3,000	4,024	3,402	
Total Other Revenue	2,069	2,274	3,035	3,131	2,245	1,780	3,159	1,576	3,014	7,483	3,000	4,024	3,402	
GROSS REVENUE (GREV)	560,225	637,240	676,427	796,939	592,154	571,427	692,335	438,906	435,764	978,088	700,000	617,586	623,304	
COST OF GOODS SOLD (COGS)														
Food	-17,035	-17,980	-16,990	-15,990	-61	0	0	0	0	0	0	0	0	
Meat	0	0	0	-718	-745	-1,584	-2,388	-436	0	0	0	-145	-881	
Produce	0	0	0	-332	-1,753	-1,382	-2,343	-359	0	0	0	-120	-817	
Dairy	0	0	0	-545	-1,468	-545	-2,360	-466	0	0	0	-155	-789	
NA Beverage	0	0	0	-500	-2,299	-2,856	-4,004	-1,029	-258	48	0	-413	-1,620	
Food Other	0	0	0	-2,263	-5,122	-6,031	-10,626	-2,308	-670	0	0	-992	-3,927	
Food Cogs	-17,035	-17,980	-16,990	-20,347	-11,449	-12,970	-21,719	-4,598	-927	48	0	-1,826	-8,033	
Beverage	-734	-848	-594	-770	0	0	0	0	0	0	0	0	0	
Beer	0	0	0	-125	-473	-1,046	-1,311	-305	0	0	0	-102	-532	
Wine	0	0	0	-23	-166	-52	-431	-78	0	0	0	-26	-112	
Beverage Cogs	-734	-848	-594	-918	-640	-1,098	-1,741	-383	0	0	0	-128	-644	
Retail Product Cogs	-29,348	-27,609	-27,639	-27,337	-19,503	-22,379	-26,739	-14,310	-36,600	-65,829	-43,000	-38,913	-33,171	
Total COGS	-47,117	-46,438	-45,223	-48,602	-31,591	-36,448	-50,200	-19,290	-37,527	-65,781	-43,000	-40,866	-41,849	
Total Cogs / GREV %	-8.4%	-7.3%	-6.7%	-6.1%	-5.3%	-6.4%	-7.3%	-4.4%	-8.6%	-6.7%	-6.1%	-6.6%	-6.7%	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Cross Country Center (110)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Resort Advertising	-18,096	-16,799	-19,126	-14,878	-11,602	-9,868	-13,842	-6,873	-7,657	-3,307	-20,000	-5,945	-8,309	
Brochure Distribution	0	0	-3,652	-3,752	-2,795	-2,366	-2,780	-709	-1,952	-1,603	-3,000	-1,421	-1,882	
Charitable Contributions	-220	-345	-597	-444	-457	0	0	0	0	0	0	0	0	
Community Relations	0	0	0	0	0	0	0	0	0	-541	0	-180	-108	
Dues & Subscriptions	-958	-730	-968	-1,080	-1,060	-1,075	-1,096	-1,607	-2,368	-1,611	-1,100	-1,862	-1,551	
Licenses, Permits, Fees	-1,006	-692	-1,358	-3,639	-1,023	-663	-1,235	-972	-1,980	-2,637	-2,000	-1,863	-1,498	
Mileage Reimbursement	0	0	-312	-897	-1,530	-559	-258	-468	-373	-379	-500	-407	-407	
Postage - General	-679	-305	-595	-2,097	-651	-31	-29	-20	-45	-179	-50	-81	-61	
Printing - TD News	-8,742	-6,376	0	0	0	0	0	0	0	0	0	0	0	
Printing - Brochures	0	0	0	0	0	0	0	-520	-623	0	0	-381	-229	
Printing - Other	0	0	-616	-2,027	-1,615	-297	-276	0	0	0	0	0	-115	
Credit Card Expense	-9,261	-8,730	-9,038	-13,852	-10,343	-8,856	-12,556	-6,353	-10,803	-24,348	-17,280	-13,835	-12,583	
Over/Short	236	231	102	252	-51	-417	101	-102	141	-63	0	-8	-68	
Insurance Expense	-29,798	-36,600	-34,800	-27,389	-24,100	-24,068	-33,800	-28,804	-30,787	-33,826	-34,200	-31,139	-30,257	
TOTAL ADMINISTRATIVE & OTHER EXP	-68,523	-70,364	-70,966	-70,205	-55,239	-49,789	-67,909	-47,114	-56,999	-69,894	-78,130	-58,002	-58,341	
TOTAL OPERATING EXPENSES (OE)	-210,392	-260,510	-199,102	-196,906	-163,523	-150,779	-201,026	-95,216	-130,758	-238,207	-257,800	-154,727	-163,198	
TOTAL PAYROLL AND OPERATING EXPE	-424,729	-508,169	-470,004	-503,929	-426,061	-414,951	-550,646	-339,015	-423,883	-708,059	-638,900	-490,319	-487,311	
N O R 1, before OH	88,380	82,633	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	18,100	86,401	94,144	
ALLOCATED OVERHEAD (OH)	-105,659	-110,439	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-17,279	-27,806	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	18,100	86,401	94,144	
T O C	-577,505	-665,046	-515,227	-552,532	-457,652	-451,399	-600,846	-358,306	-461,410	-773,840	-681,900	-531,185	-529,160	
REV to TOC (CRR%)	-97.0%	-95.8%	-131.3%	-144.2%	-129.4%	-126.6%	-115.2%	-122.5%	-94.4%	-126.4%	-102.7%	-114.4%	-117.0%	
NOR AFTER Assessment Revenue, Opera	-17,279	-27,806	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	18,100	86,401	94,144	

Tahoe Donner Association
 Operating Fund 10-Year Actuals and CY Budget
 Consolidated Downhill Ski
 For the Twelve Months Ending

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals	
								3 Year Average Years				Average	
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>		3-Yr	5-Yr
Snowmaking	0	0	0	0	0	0	0	0	0	-1,346	-4,400	-449	-269
Snowcats	0	0	0	0	-35,598	-15,807	-10,888	-1,800	-1,061	-14,044	-23,600	-5,635	-8,720
Snowmobiles	0	0	0	0	-837	-1,402	-423	-382	-964	-284	-2,100	-544	-691
Rolling, Heavy	-47,037	-37,876	-12,603	-30,223	-2,061	-4,570	-2,776	-1,494	-473	-885	0	-950	-2,039
Rolling, Car/Truck/Bus/Van	-6,122	-5,278	-3,349	-6,590	-4,764	-6,311	-3,828	-3,472	-5,242	-7,222	-5,100	-5,312	-5,215
F&B Kitchen Equip	0	0	0	-247	-1,832	-969	-673	-747	-789	-1,842	-1,000	-1,126	-1,004
F&B Glass/Silver/China	0	0	0	18	0	0	0	0	0	0	0	0	0
Computer Hardware Maint	0	0	0	0	-131	0	-21	0	0	-107	-660	-36	-26
Other Operating Equip R&M	-5,701	-3,008	-3,037	-8,238	-2,070	-2,030	-3,536	-690	-1,259	0	-2,200	-650	-1,503
R&M Equipment	-66,496	-48,705	-24,536	-50,181	-51,725	-39,528	-27,254	-15,260	-15,444	-51,914	-51,860	-27,539	-29,880
Irrigation and Drainage	0	0	0	0	0	0	0	0	0	-61	0	-20	-12
R&M Golf Course	0	0	0	0	0	0	0	0	0	-61	0	-20	-12
Forestry Management	0	0	0	0	0	0	0	0	-155	0	0	-52	-31
R&M Forestry	0	0	0	0	0	0	0	0	-155	0	0	-52	-31
Contra - Inter-Dept. Charges	-44	0	0	0	994	32,717	29,545	14,403	16,352	23,693	42,380	18,149	23,342
R&M subtotal	-127,936	-112,239	-50,209	-82,943	-87,654	-32,659	-21,864	-18,262	-25,018	-59,750	-38,280	-34,343	-31,511
<u>TOTAL SUPPLIES & MAINTENANC</u>	-189,072	-174,103	-121,734	-165,810	-158,973	-91,295	-84,301	-52,590	-67,527	-169,897	-109,790	-96,671	-93,122
ADMINISTRATIVE & OTHER EXPENSE													
Consulting Expense	0	0	0	-279	0	0	0	0	0	0	0	0	0
Po Survey	0	0	0	0	0	0	-1,246	0	0	0	0	0	-249
Public Relations	-520	-557	-377	-122	-1,085	-232	-5,129	-4,351	-2,784	-4,780	-4,750	-3,971	-3,455
Promotion Expense	-3,700	-3,764	-5,393	-6,268	-7,544	-3,563	-5,157	-3,444	-3,016	-7,440	-6,500	-4,633	-4,524
Resort Advertising	-13,686	-14,631	-9,712	-27,922	-51,195	-32,953	-73,270	-77,622	-119,133	-92,065	-50,000	-96,273	-79,009
Brochure Distribution	0	0	-1,501	-3,752	-2,795	-2,366	-2,780	-709	-1,952	-1,603	-5,000	-1,421	-1,882
Charitable Contributions	0	0	0	0	0	0	-253	0	0	0	0	0	-51
Community Relations	0	0	0	0	0	0	-1,385	-90	-319	-519	0	-309	-462
Dues & Subscriptions	-4,249	-5,933	-2,946	-3,487	-5,453	-3,106	-4,395	-3,260	-3,954	-4,964	-6,550	-4,059	-3,936
Licenses, Permits, Fees	-7,324	-10,546	-14,688	-15,258	-18,445	-21,330	-21,231	-22,279	-23,126	-30,181	-27,110	-25,196	-23,630
Mileage Reimbursement	0	0	-409	-720	-2,055	-1,371	-2,659	-1,377	-1,231	-1,023	-1,650	-1,210	-1,532
Postage - General	-291	-207	-215	-1,888	-137	-51	-142	-30	-249	-277	-270	-185	-150
Newsletter	0	0	0	0	0	0	0	0	0	-2,000	0	-667	-400
Printing - TD News	-1,521	-1,166	0	0	0	0	0	0	0	0	0	0	0
Printing - Brochures	0	0	0	0	0	0	-3,431	-520	-623	0	0	-381	-915
Printing - Other	0	0	-866	-321	-1,496	0	-366	0	0	0	0	0	-73
Claims Expense	0	0	0	0	0	0	0	0	0	-320	0	-107	-64
Credit Card Expense	-35,411	-42,274	-45,160	-59,842	-50,556	-35,427	-50,566	-11,542	-23,128	-72,271	-38,970	-35,647	-38,587
Over/Short	-595	-165	413	-149	-676	-582	222	-279	-438	-305	0	-341	-276
Prior Year Expense	4,172	0	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense	-92,895	-112,400	-114,600	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-132,048	-118,800	-115,886	-112,332
TOTAL ADMINISTRATIVE & OTHER EXP	-156,020	-191,642	-195,454	-209,819	-232,437	-186,782	-299,987	-229,721	-291,344	-349,794	-259,600	-290,286	-271,526
<u>TOTAL OPERATING EXPENSES (OE)</u>	-484,638	-551,602	-462,489	-534,396	-559,970	-417,506	-543,996	-364,095	-465,223	-751,504	-635,100	-526,941	-508,465
<u>TOTAL PAYROLL AND OPERATING EXPE</u>	-1,424,239	-1,633,535	-1,583,523	-1,766,776	-1,782,405	-1,561,778	-1,842,527	-1,199,209	-1,427,624	-2,629,016	-2,168,000	-1,751,950	-1,732,031
N O R 1, before OH	18,293	390,452	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	85,000	-107,875	56,668
ALLOCATED OVERHEAD (OH)	-363,885	-358,634	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-345,592	31,818	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	85,000	-107,875	56,668
T O C	-1,939,651	-2,196,425	-1,780,596	-1,962,085	-1,927,481	-1,692,591	-1,974,262	-1,240,080	-1,493,687	-2,834,375	-2,302,000	-1,856,047	-1,846,999
REV to TOC (CRR%)	-82.2%	-101.4%	-129.4%	-141.9%	-112.0%	-112.8%	-119.8%	-49.5%	-75.5%	-123.6%	-103.7%	-82.9%	-96.2%
NOR AFTER Assessment Revenue, Opera	-345,592	31,818	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	85,000	-107,875	56,668

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Winter F & B (180)
For the Twelve Months Ending

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals Average		
								3 Year Average Years				3-Yr	5-Yr	
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>				
Revenue														
Special Events Revenue	560	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Access & Use Fees	560	0	0	0	0	0	0	0	0	0	0	0	0	0
Food	189,217	242,111	252,526	279,020	179,888	141,205	205,186	50,939	101,308	308,705	204,300	153,651	161,468	
Food Discounts	0	0	0	0	-15,970	-9,560	-19,506	-4,822	-7,894	-20,582	-15,300	-11,099	-12,473	
EE Discounts	0	0	0	0	-15,970	-9,560	-19,038	-4,822	-7,710	-19,891	-15,300	-10,808	-12,204	
InterDept Discounts	0	0	0	0	0	0	-468	0	0	0	0	0	-94	
Marketing Discounts	0	0	0	0	0	0	0	0	-184	-691	0	-292	-175	
Food NA Beverage	0	0	0	12,948	47,976	41,542	52,336	14,508	26,728	77,865	44,800	39,700	42,596	
Food subtotal	189,217	242,111	252,526	291,968	211,893	173,187	238,015	60,625	120,142	365,987	233,800	182,252	191,591	
Beer	33,761	48,482	45,718	52,345	27,962	24,921	29,902	9,762	16,234	49,006	21,000	25,001	25,965	
Beer Discounts	0	0	0	0	0	0	0	0	0	-849	0	-283	-170	
Liquor	0	0	0	7,849	20,239	14,880	19,061	8,245	15,080	40,410	25,900	21,245	19,535	
Wine	0	0	0	405	3,592	3,789	3,695	1,910	3,163	7,545	5,800	4,206	4,020	
Corkage Fees	0	0	0	0	150	0	0	0	0	0	0	0	0	
Beverage subtotal	33,761	48,482	45,718	60,600	51,942	43,590	52,658	19,917	34,477	96,113	52,700	50,169	49,351	
Misc other F&B	0	0	0	0	2,210	1,400	1,798	-36	-95	409	1,500	93	695	
Other F&B subtotal	0	0	0	0	2,210	1,400	1,798	-36	-95	409	1,500	93	695	
Total Food and Beverage Revenue	222,978	290,593	298,244	352,568	266,046	218,177	292,471	80,506	154,524	462,509	288,000	232,513	241,637	
Sales - Retail	0	0	0	0	0	-1	0	0	0	0	0	0	0	
Employee Discounts	-11,820	-14,753	-16,582	-17,533	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	-11,820	-14,753	-16,582	-17,533	0	-1	0	0	0	0	0	0	0	
Other Revenue	1,271	2,658	1,623	1,682	600	26	770	900	820	740	0	820	651	
Total Other Revenue	1,271	2,658	1,623	1,682	600	26	770	900	820	740	0	820	651	
GROSS REVENUE (GREV)	212,989	278,498	283,285	336,717	266,646	218,202	293,241	81,406	155,344	463,249	288,000	233,333	242,288	
COST OF GOODS SOLD (COGS)														
Food	-53,443	-79,630	-72,161	-63,453	-7	0	0	0	0	0	0	0	0	
Meat	0	0	0	-4,524	-15,995	-15,396	-19,490	-5,931	-10,968	-28,296	-22,400	-15,065	-16,016	
Seafood	0	0	0	-47	-153	-195	-280	0	0	-242	0	-81	-143	
Produce	0	0	0	-841	-4,848	-3,442	-4,797	-1,105	-2,838	-9,289	-4,300	-4,411	-4,294	
Dairy	0	0	0	-1,221	-5,708	-4,519	-5,739	-1,731	-2,529	-7,773	-10,000	-4,011	-4,458	
NA Beverage	0	0	0	-4,271	-13,659	-12,125	-9,943	-2,992	-4,625	-14,557	-15,000	-7,391	-8,848	
Food Other	0	0	0	-11,180	-33,042	-29,399	-34,689	-7,632	-15,359	-58,568	-25,100	-27,186	-29,129	
Food Cogs	-53,443	-79,630	-72,161	-85,537	-73,412	-65,075	-74,937	-19,391	-36,319	-118,725	-76,800	-58,145	-62,889	
Beverage	-10,750	-15,293	-13,597	-13,131	0	0	0	0	0	0	0	0	0	
Beer	0	0	0	-2,891	-9,724	-10,181	-9,041	-2,632	-4,365	-12,510	-5,500	-6,502	-7,746	
Liquor	0	0	0	-1,283	-3,607	-4,670	-2,318	-2,473	-2,520	-8,159	-5,200	-4,384	-4,028	
Wine	0	0	0	-259	-1,134	-1,195	-616	-490	-1,006	-1,861	-1,500	-1,119	-1,034	
Beverage Cogs	-10,750	-15,293	-13,597	-17,564	-14,465	-16,047	-11,975	-5,594	-7,891	-22,530	-12,200	-12,005	-12,807	
Retail Product Cogs	0	0	0	-914	-679	0	-630	0	0	-196	0	-65	-165	
Total COGS	-64,193	-94,923	-85,758	-104,016	-88,555	-81,123	-87,542	-24,985	-44,209	-141,452	-89,000	-70,215	-75,862	
Total Cogs / GREV %	-30.1%	-34.1%	-30.3%	-30.9%	-33.2%	-37.2%	-29.9%	-30.7%	-28.5%	-30.5%	-30.9%	-29.9%	-31.3%	
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	05.2%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
F&B Cogs / F&B Rev %	-28.8%	-32.7%	-28.8%	-29.2%	-33.0%	-37.2%	-29.7%	-31.0%	-28.6%	-30.5%	-30.9%	-30.1%	-31.4%	
Food %, preDiscounts	-28.2%	-32.9%	-28.6%	-29.3%	-32.2%	-35.6%	-29.1%	-29.6%	-28.4%	-30.7%	-30.8%	-29.6%	-30.7%	
Food %, postDiscounts	-28.2%	-32.9%	-28.6%	-29.3%	-34.6%	-37.6%	-31.5%	-32.0%	-30.2%	-32.4%	-32.8%	-31.6%	-32.7%	
Food NA Beverage %	00.0%	00.0%	00.0%	-33.0%	-28.5%	-29.2%	-19.0%	-20.6%	-17.3%	-18.7%	-33.5%	-18.9%	-21.0%	
COGS % Beverage, incld CF,net	-31.8%	-31.5%	-29.7%	-29.0%	-27.8%	-36.8%	-22.7%	-28.1%	-22.9%	-23.4%	-23.1%	-24.8%	-26.8%	
COGS % Beer,net	00.0%	00.0%	00.0%	-05.5%	-34.8%	-40.9%	-30.2%	-27.0%	-26.9%	-26.0%	-26.2%	-26.6%	-30.2%	
COGS % Liquor,net	00.0%	00.0%	00.0%	-16.3%	-17.8%	-31.4%	-12.2%	-30.0%	-16.7%	-20.2%	-20.1%	-22.3%	-22.1%	
COGS % Wine,net	00.0%	00.0%	00.0%	-64.1%	-31.6%	-31.6%	-16.7%	-25.6%	-31.8%	-24.7%	-25.9%	-27.4%	-26.1%	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Winter F & B (180)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Gross Margin (GREV-COGS)	148,796	183,575	197,527	232,702	178,090	137,079	205,699	56,421	111,135	321,797	199,000	163,118	166,426	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-28,489	-34,970	-35,773	-34,419	-35,678	-38,536	-35,722	-36,899	-38,720	-40,708	-50,300	-38,776	-38,117	
Wages - Seasonal	-49,852	-59,599	-62,224	-56,706	-50,335	-41,614	-50,872	-18,256	-30,358	-74,964	-53,000	-41,192	-43,213	
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-109	0	0	-36	-22	
Incentive Program, Seasonal, NonExempt	0	0	-125	-274	-682	-594	-410	0	-292	-1,548	0	-614	-569	
Total Salaries & Wages, DIRECT	-78,341	-94,568	-98,122	-91,399	-86,695	-80,745	-87,005	-55,156	-69,479	-117,220	-103,300	-80,618	-81,921	
Salaries sub-total	-28,489	-34,970	-35,773	-34,419	-35,678	-38,536	-35,722	-36,899	-38,830	-40,708	-50,300	-38,812	-38,139	
Wage sub-total	-49,852	-59,599	-62,349	-56,980	-51,017	-42,209	-51,283	-18,256	-30,650	-76,512	-53,000	-41,806	-43,782	
Wage-Seasonal subsubtotal	-49,852	-59,599	-62,349	-56,980	-51,017	-42,209	-51,283	-18,256	-30,650	-76,512	-53,000	-41,806	-43,782	
Payroll Direct as a % of Revenue	-36.8%	-34.0%	-34.6%	-27.1%	-32.5%	-37.0%	-29.7%	-67.8%	-44.7%	-25.3%	-35.9%	-45.9%	-40.9%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-4,563	-5,710	-7,642	-10,396	-9,252	-9,547	-9,583	-5,643	-7,398	-12,289	-10,400	-8,443	-8,892	
Group Insurance	-7,025	-7,154	-6,581	-6,309	-5,986	-6,309	-6,058	-5,614	-4,507	-5,131	-8,100	-5,084	-5,440	
Retirement Plan	-147	-200	-175	-60	-63	-60	-251	-34	-258	-679	-200	-324	-256	
Total Payroll Taxes & Benefits	-11,736	-13,064	-14,398	-16,765	-15,300	-15,494	-15,892	-11,291	-12,164	-18,099	-18,700	-13,851	-14,588	
PAYBDN, Workers Comp Insurance	-5,741	-6,092	-4,298	-4,029	-3,585	-6,702	-10,701	-15,183	-20,233	-32,630	-26,700	-22,682	-17,090	
PAYROLL BURDEN Total	-17,477	-19,156	-18,696	-20,794	-18,886	-22,196	-26,593	-26,474	-32,397	-50,729	-45,400	-36,533	-31,678	
subtotal, Burden-Salary	0	0	-11,616	-11,302	-11,108	-12,666	-14,136	-18,122	-17,849	-19,285	-24,200	-18,419	-16,412	
subtotal, Burden-Wage-FTR	0	0	-14	-3	0	0	0	0	0	-7	190	-2	-1	
subtotal, Burden-Wage-Seasonal	0	0	-7,066	-9,490	-7,778	-9,531	-12,457	-8,352	-14,547	-31,436	-21,390	-18,112	-15,265	
Burden % - on all Payroll Direct	22.3%	20.3%	19.1%	22.8%	21.8%	27.5%	30.6%	48.0%	46.6%	43.3%	43.9%	46.0%	39.2%	
Burden % - Salary	00.0%	00.0%	32.5%	32.8%	31.1%	32.9%	39.6%	49.1%	46.0%	47.4%	48.1%	47.5%	43.0%	
Burden % - Wage-Seasonal	00.0%	00.0%	11.3%	16.7%	15.2%	22.6%	24.3%	45.7%	47.5%	41.1%	40.4%	44.8%	36.2%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	11.4%	16.7%	15.2%	22.6%	24.3%	45.7%	47.5%	41.1%	40.0%	44.8%	36.2%	
PAYROLL TOTAL (Direct&Burden)	-95,817	-113,724	-116,818	-112,193	-105,581	-102,942	-113,598	-81,629	-101,876	-167,949	-148,700	-117,151	-113,599	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	0	0	0	0	0	0	-436	0	-145	-87	
Employee Dev/Training	0	-23	0	-108	0	0	0	0	0	0	-250	0	0	
Employee Relations	-489	-39	-160	-8	-372	0	-579	-90	-499	-1,733	-450	-774	-580	
Uniforms	-377	-383	-104	-138	-20	-197	-124	0	0	-30	-600	-10	-70	
Travel/Meeting Expense	-102	-124	-112	0	0	0	0	0	0	0	0	0	0	
Total Staff Expense	-968	-569	-377	-254	-391	-197	-703	-90	-499	-2,199	-1,300	-929	-738	
Telephone	0	0	0	0	0	-60	-150	-180	-180	-180	0	-180	-150	
Disposal Fees	0	-199	-206	0	0	0	0	0	0	0	0	0	0	
Natural Gas - Buildings	-192	-798	-123	-120	0	0	0	0	0	0	0	0	0	
Fuel & Oil	0	-96	-17	0	0	0	0	0	0	0	0	0	0	
Propane (LPG)	0	0	0	0	0	0	0	0	0	-26	0	-9	-5	
TOTAL UTILITIES	-192	-1,094	-346	-120	0	-60	-150	-180	-180	-206	0	-189	-155	
SUPPLIES & MAINTENANCE EXPENSE														
Linen Service	-2,541	-2,116	-2,899	-1,613	-1,630	-940	-1,000	-366	-739	-1,645	-1,100	-917	-938	
Janitorial Services & Supplies	0	-256	-1,168	-812	-1,133	-884	-1,294	-293	-1,798	-887	-950	-993	-1,031	
Pest Control	-56	0	0	0	56	0	0	0	0	0	0	0	0	
Contract Fees	-59	0	0	0	0	0	0	-205	-205	-205	0	-205	-123	
Furniture and Office Equip	-186	-1,563	-323	-1,036	-771	0	-254	0	0	0	-500	0	-51	
Office Supplies	-300	-208	-483	-262	-352	-221	-220	-156	-109	-179	-250	-148	-177	
Signs	0	0	-35	0	0	-30	0	0	-50	0	-200	-17	-16	
Operating Supplies	-6,590	-9,427	-12,077	-10,823	-15	-12	0	0	-32	-43	-2,300	-25	-18	
Paper Products - Restaurant	0	0	-56	-3,594	-11,681	-13,222	-10,626	-5,086	-6,972	-19,752	-11,500	-10,603	-11,132	
Cleaning Supplies - Restaurant	0	0	0	-454	-897	-811	-811	-670	-576	-1,496	-1,250	-914	-890	
Small Tools & Equipment	-185	-972	-394	-1,446	-457	-259	-1,801	-259	-943	-756	-1,000	-653	-804	
Safety Equipment	0	0	0	-5	-24	0	0	0	0	-445	0	-148	-89	
Spoilage	-1,337	-2,059	-2,005	-3,603	-2,915	-1,293	-1,784	-1,807	-2,673	-1,740	0	-2,073	-1,859	
Special Programs	0	-150	-190	0	-634	-423	-411	-219	-383	-150	0	-251	-317	
Repairs & Maintenance														
General/PM	0	0	0	0	-81	-42	0	-399	-541	-1,380	0	-773	-472	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Winter F & B (180)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Plumbing	0	0	0	0	-90	-90	-99	-60	0	-70	0	-43	-64	
Lighting and Electrical	0	0	-1	0	0	-23	0	0	-46	-31	0	-26	-20	
HVAC	0	0	0	0	0	-32	0	0	0	0	0	0	-6	
Carpentry	0	-354	0	-342	0	-45	0	0	0	0	-500	0	-9	
Fire Suppression	0	0	0	0	0	-346	-909	0	0	-430	0	-143	-337	
Painting	0	0	0	0	-12	0	0	0	0	0	0	0	0	
MaintDept Labor Charges (inactive)	0	-1,705	-1,000	0	0	-31	0	0	0	0	0	0	-6	
Other Building	-5,818	-226	-616	-1,328	-124	-111	0	0	0	0	0	0	-22	
R&M Building	-5,818	-2,285	-1,617	-1,670	-307	-720	-1,008	-459	-587	-1,910	-500	-986	-937	
Snow Removal	0	0	0	0	0	-106	-8	0	0	0	0	0	-23	
R&M Grounds (nonGolf)	0	0	0	0	0	-106	-8	0	0	0	0	0	-23	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	-252	0	0	0	-84	-50	
F&B Kitchen Equip	0	0	0	-247	-1,832	-969	-673	-747	-789	-1,842	-1,000	-1,126	-1,004	
F&B GlassSilverChina	0	0	0	18	0	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	-2,741	-458	-578	-2,552	-493	0	0	0	0	0	0	0	0	
R&M Equipment	-2,741	-458	-578	-2,781	-2,326	-969	-673	-999	-789	-1,842	-1,000	-1,210	-1,054	
R&M subtotal	-8,560	-2,743	-2,195	-4,451	-2,633	-1,795	-1,689	-1,459	-1,376	-3,752	-1,500	-2,196	-2,014	
TOTAL SUPPLIES & MAINTENANC	-19,814	-19,524	-21,823	-28,100	-22,665	-19,976	-19,890	-10,519	-15,858	-31,051	-20,550	-19,143	-19,459	
ADMINISTRATIVE & OTHER EXPENSE														
Dues & Subscriptions	0	0	0	0	0	0	-154	0	0	0	0	0	-31	
Licenses, Permits, Fees	-495	-654	-1,510	-582	-1,375	-1,378	-1,433	-1,545	-1,485	-1,023	-1,800	-1,351	-1,373	
Mileage Reimbursement	0	0	-103	-252	-250	-189	-160	-234	-235	-279	-350	-249	-219	
Postage - General	-7	-5	-3	-3	-2	-1	0	0	-1	0	0	-1	-1	
Credit Card Expense	-1,851	-3,198	-3,578	-4,286	-4,213	-3,421	-5,158	-1,401	-2,996	-9,568	-5,800	-4,655	-4,509	
Over/Short	-491	-176	278	48	-18	-7	291	-265	-206	-146	0	-206	-67	
Prior Year Expense	-91	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL ADMINISTRATIVE & OTHER EXP	-2,935	-4,033	-4,916	-5,074	-5,859	-4,995	-6,614	-3,446	-4,923	-11,016	-7,950	-6,462	-6,199	
TOTAL OPERATING EXPENSES (OE)	-23,909	-25,220	-27,462	-33,548	-28,916	-25,229	-27,357	-14,235	-21,460	-44,473	-29,800	-26,723	-26,551	
TOTAL PAYROLL AND OPERATING EXPE	-119,727	-138,945	-144,280	-145,741	-134,496	-128,170	-140,954	-95,865	-123,336	-212,422	-178,500	-143,874	-140,149	
N O R 1, before OH	29,069	44,630	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	20,500	19,244	26,277	
N O R 2, after OH	29,069	44,630	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	20,500	19,244	26,277	
T O C	-183,920	-233,868	-230,038	-249,757	-223,051	-209,293	-228,496	-120,849	-167,545	-353,873	-267,500	-214,089	-216,011	
REV to TOC (CRR%)	-115.8%	-119.1%	-123.1%	-134.8%	-119.5%	-104.3%	-128.3%	-67.4%	-92.7%	-130.9%	-107.7%	-97.0%	-104.7%	
NOR AFTER Assessment Revenue, Opera	29,069	44,630	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	20,500	19,244	26,277	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marketing (200)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014 Actual	2015 Actual	2016 Actual		3 Year Average Years	3-Yr	5-Yr
Revenue														
<hr/>														
COST OF GOODS SOLD (COGS)														
<hr/>														
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-1,649	-3,503	0	0	0	0	0	0	0	0	0	0	0	0
Total Salaries & Wages, DIRECT	-1,649	-3,503	0	0	0	0	0	0	0	0	0	0	0	0
Salaries sub-total	-1,649	-3,503	0	0	0	0	0	0	0	0	0	0	0	0
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-164	-285	0	0	0	0	0	0	0	0	0	0	0	0
Group Insurance	-52	-167	0	0	0	0	0	0	0	0	0	0	0	0
Retirement Plan	-73	-100	0	0	0	0	0	0	0	0	0	0	0	0
Total Payroll Taxes & Benefits	-289	-552	0	0	0	0	0	0	0	0	0	0	0	0
PAYBDN, Workers Comp Insurance	-515	-401	0	0	0	0	0	0	0	0	0	0	0	0
PAYROLL BURDEN Total	-803	-953	0	0	0	0	0	0	0	0	0	0	0	0
Burden % - on all Payroll Direct	48.7%	27.2%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
PAYROLL TOTAL (Direct&Burden)	-2,453	-4,456	0	0	0	0	0	0	0	0	0	0	0	0
OPERATING EXPENSES (OE)														
Employee Relations	0	-8	0	0	0	0	-26	0	-19	0	0	-6	-9	
Travel/Meeting Expense	0	0	0	0	0	0	-574	-86	-954	0	0	-347	-323	
Total Staff Expense	0	-8	0	0	0	0	-600	-86	-974	0	0	-353	-332	
Telephone	-553	-598	-621	-695	-683	-989	-753	-687	-215	0	-950	-301	-529	
TOTAL UTILITIES	-553	-598	-621	-695	-683	-989	-753	-687	-215	0	-950	-301	-529	
SUPPLIES & MAINTENANCE EXPENSE														
Contract Fees	-6,813	-2,919	-4,379	0	0	0	0	0	0	0	0	0	0	
Printed Forms/Ticket Stock	0	0	0	0	0	0	0	0	-244	-244	0	-163	-98	
Computer Software	0	0	0	0	0	0	0	0	0	-30	0	-10	-6	
Furniture and Office Equip	-1,549	0	-172	-129	0	0	0	0	0	0	0	0	0	
Office Supplies	-23	-106	-19	-82	-194	-62	-73	0	0	0	0	0	-27	
Operating Supplies	0	0	0	-631	0	0	0	0	0	0	0	0	0	
Small Tools & Equipment	0	0	0	0	0	-312	-290	0	0	0	0	0	-121	
Entertainment	-3,060	-3,269	-1,124	-1,223	0	-316	-339	0	-2,220	-1,850	-2,550	-1,357	-945	
Special Programs	0	0	-26	-933	0	-2,318	-4,370	-871	-279	-6,173	0	-2,441	-2,802	
Repairs & Maintenance														
General/PM	0	0	0	0	0	0	0	-67	0	0	0	-22	-13	
Lighting and Electrical	0	0	0	0	0	0	0	-22	0	0	0	-7	-4	
HVAC	0	0	0	0	0	0	0	0	0	-88	0	-29	-18	
Carpentry	-269	0	0	0	0	0	0	0	0	0	0	0	0	
Painting	0	0	0	0	0	-147	0	0	0	0	0	0	-29	
Other Building	0	0	0	0	0	-39	0	0	0	0	0	0	-8	
R&M Building	-269	0	0	0	0	-186	0	-89	0	-88	0	-59	-73	
R&M subtotal	-269	0	0	0	0	-186	0	-89	0	-88	0	-59	-73	
TOTAL SUPPLIES & MAINTENANC	-11,715	-6,294	-5,720	-2,999	-194	-3,195	-5,073	-960	-2,743	-8,384	-2,550	-4,029	-4,071	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marketing (200)
For the Twelve Months Ending

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals <u>Average</u>		
								3 Year Average Years				2017 <u>Budget</u>	3-Yr	5-Yr
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>				
ADMINISTRATIVE & OTHER EXPENSE														
Po Survey	0	0	0	0	0	0	-1,246	0	0	0	0	0	0	-249
Public Relations	0	0	-20	0	-724	-64	-4,865	-4,148	-2,715	-4,213	-4,000	-3,692	-3,201	
Promotion Expense	-3,700	-3,764	-5,393	-6,065	-6,979	-3,353	-5,157	-3,324	-2,936	-6,501	-6,500	-4,254	-4,254	
Resort Advertising	-12,034	-13,316	-9,218	-27,922	-51,195	-32,953	-73,270	-77,622	-119,133	-92,065	-50,000	-96,273	-79,009	
Brochure Distribution	0	0	-1,501	-3,752	-2,251	-735	-2,780	-709	-1,952	-1,603	-5,000	-1,421	-1,556	
Charitable Contributions	0	0	0	0	0	0	-253	0	0	0	0	0	-51	
Community Relations	0	0	0	0	0	0	-1,385	-90	-189	-519	0	-266	-436	
Dues & Subscriptions	0	0	0	0	0	0	-77	-76	0	-760	0	-279	-183	
Mileage Reimbursement	0	0	0	0	-590	0	-44	-109	0	0	0	-36	-31	
Postage - General	0	-30	-88	-1,779	-6	0	0	0	0	0	0	0	0	
Newsletter	0	0	0	0	0	0	0	0	0	-2,000	0	-667	-400	
Printing - TD News	-1,320	0	0	0	0	0	0	0	0	0	0	0	0	
Printing - Brochures	0	0	0	0	0	0	-3,431	-520	-623	0	0	-381	-915	
Printing - Other	0	0	0	0	0	0	-366	0	0	0	0	0	-73	
TOTAL ADMINISTRATIVE & OTHER EXP	-17,054	-17,110	-16,219	-39,518	-61,744	-37,105	-92,874	-86,598	-127,549	-107,660	-65,500	-107,269	-90,357	
TOTAL OPERATING EXPENSES (OE)	-29,322	-24,009	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-69,000	-111,952	-95,289	
TOTAL PAYROLL AND OPERATING EXPE	-31,774	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-69,000	-111,952	-95,289	
N O R 1, before OH	-31,774	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-69,000	-111,952	-95,289	
N O R 2, after OH	-31,774	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-69,000	-111,952	-95,289	
T O C	-31,774	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-69,000	-111,952	-95,289	
NOR AFTER Assessment Revenue, Opera	-31,774	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-69,000	-111,952	-95,289	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Mountain Operations (210)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr	
Revenue														
Other Revenue	310	0	0	0	0	0	0	0	0	0	0	0	0	0
Employee Housing Revenue	0	0	0	0	0	0	0	0	0	13,082	48,000	4,361	2,616	
Total Other Revenue	310	0	0	0	0	0	0	0	0	13,082	48,000	4,361	2,616	
GROSS REVENUE (GREV)	310	0	0	0	0	0	0	0	0	13,082	48,000	4,361	2,616	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	310	0	0	0	0	0	0	0	0	13,082	48,000	4,361	2,616	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-33,072	-45,846	-40,226	-41,294	-48,549	-103,218	-89,319	-106,338	-80,237	-125,986	-120,300	-104,187	-101,020	
Salaries - Exempt - Commissions	0	0	0	0	0	0	0	-45	-68	0	0	-38	-23	
Wages - FTRRegular	-22,850	-16,363	-56,369	-39,927	-55,319	-15,755	-16,731	-12,412	-16,425	-24,847	-14,106	-17,895	-17,234	
Wages - Seasonal	-181,894	-215,556	-190,674	-192,689	-126,981	-185,604	-247,358	-76,264	-126,753	-341,850	-245,794	-181,622	-195,566	
Wages-Seasonal-Commissions	0	0	0	0	0	0	0	-113	0	-12	0	-42	-25	
Incentive Program, Exempt	0	0	-563	0	0	0	0	0	-766	0	0	-255	-153	
Incentive Program, FTR, NonExempt	0	0	0	0	0	-139	-137	0	-273	-137	0	-137	-137	
Incentive Program, Seasonal, NonExempt	0	0	-180	-372	-414	-273	-684	0	-125	-6,891	0	-2,339	-1,595	
Total Salaries & Wages, DIRECT	-237,815	-277,764	-288,012	-274,281	-231,264	-304,991	-354,229	-195,172	-224,647	-499,723	-380,200	-306,514	-315,752	
Salaries sub-total	-33,072	-45,846	-40,789	-41,294	-48,549	-103,218	-89,319	-106,383	-81,071	-125,986	-120,300	-104,480	-101,195	
Wage sub-total	-204,744	-231,918	-247,223	-232,987	-182,715	-201,772	-264,910	-88,789	-143,576	-373,736	-259,900	-202,034	-214,557	
Wage-FTR subsubtotal	-22,850	-16,363	-56,369	-39,927	-55,319	-15,895	-16,868	-12,412	-16,699	-24,984	-14,106	-18,032	-17,371	
Wage-Seasonal subsubtotal	-181,894	-215,556	-190,854	-193,060	-127,395	-185,878	-248,042	-76,377	-126,878	-348,753	-245,794	-184,002	-197,185	
Payroll Direct as a % of Revenue	-76660.2%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-3819.8%	-792.1%	-1273.3%	-764.0%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-15,591	-19,594	-23,876	-27,321	-24,390	-34,085	-40,804	-19,986	-23,525	-52,352	-39,100	-31,955	-34,151	
Group Insurance	-17,659	-6,811	-17,457	-15,589	-19,684	-19,470	-20,893	-18,928	-16,941	-17,586	-18,500	-17,818	-18,763	
Retirement Plan	-834	-1,341	-1,349	-851	-931	-2,167	-3,215	-2,397	-2,871	-1,509	-1,600	-2,259	-2,432	
Total Payroll Taxes & Benefits	-34,084	-27,746	-42,682	-43,760	-45,004	-55,722	-64,912	-41,311	-43,338	-71,447	-59,200	-52,032	-55,346	
PAYBDN, Workers Comp Insurance	-33,834	-28,017	-23,057	-26,141	-25,200	-41,604	-46,096	-44,565	-52,960	-121,886	-85,900	-73,137	-61,422	
PAYROLL BURDEN Total	-67,918	-55,763	-65,739	-69,901	-70,204	-97,326	-111,008	-85,876	-96,298	-193,333	-145,100	-125,169	-116,768	
subtotal, Burden-Salary	0	0	-8,041	-10,845	-13,442	-37,793	-38,057	-46,345	-36,335	-51,680	-54,500	-44,787	-42,042	
subtotal, Burden-Wage-FTR	0	0	-25,638	-18,135	-25,454	-8,732	-8,691	-8,863	-10,112	-13,564	-4,230	-10,847	-9,992	
subtotal, Burden-Wage-Seasonal	0	0	-32,059	-40,921	-31,309	-50,801	-64,261	-30,668	-49,850	-128,089	-86,370	-69,536	-64,734	
Burden % - on all Payroll Direct	28.6%	20.1%	22.8%	25.5%	30.4%	31.9%	31.3%	44.0%	42.9%	38.7%	38.2%	41.9%	37.8%	
Burden % - Salary	00.0%	00.0%	19.7%	26.3%	27.7%	36.6%	42.6%	44.8%	43.6%	44.8%	45.3%	41.7%	41.7%	
Burden % - Wage-FTR	00.0%	00.0%	45.5%	45.4%	46.0%	54.9%	51.5%	71.4%	60.6%	54.3%	30.0%	62.1%	58.5%	
Burden % - Wage-Seasonal	00.0%	00.0%	16.8%	21.2%	24.6%	27.3%	25.9%	40.2%	39.3%	36.7%	35.1%	38.7%	33.9%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	23.3%	25.3%	31.1%	29.5%	27.5%	44.5%	41.8%	37.9%	34.9%	41.4%	36.2%	
PAYROLL TOTAL (Direct&Burden)	-305,733	-333,527	-353,751	-344,183	-301,468	-402,317	-465,237	-281,048	-320,945	-693,056	-525,300	-431,683	-432,521	
OPERATING EXPENSES (OE)														
Employee Meals	0	-414	0	0	-13	-123	0	0	-618	-274	0	-298	-203	
Employee Housing expenses	0	0	0	0	0	0	0	0	0	-28,896	-90,000	-9,632	-5,779	
Educational Reimbursement	0	0	0	0	0	-36	0	0	0	0	0	0	-7	
Employee Recruiting	-62	-11,410	0	-300	-300	-537	-508	-1,008	-954	-1,081	-1,000	-1,014	-818	
Employee Dev/Training	-224	-144	0	-254	-1,517	-367	-136	-120	-300	-426	-2,100	-282	-270	
Employee Relations	-6,889	-9,165	-8,665	-9,916	-9,172	-9,188	-10,716	-2,681	-13,555	-18,986	-14,300	-11,741	-11,025	
Uniforms	-2,762	-6,637	-6,469	-6,964	-8,300	-3,463	-5,005	-1,958	-1,993	-11,678	-3,300	-5,210	-4,820	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Mountain Operations (210)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Seminars & Conferences	-125	-3,686	-1,900	-715	-1,090	-230	-2,235	-150	0	-3,290	-2,750	-1,147	-1,181	
Travel/Meeting Expense	-174	-1,122	-2,670	-4,100	-4,136	0	-2,795	-84	-1,902	-764	-1,950	-916	-1,109	
Total Staff Expense	-10,235	-32,579	-19,704	-22,249	-24,528	-13,944	-21,396	-6,001	-19,323	-65,395	-115,400	-30,240	-25,212	
Telephone	-573	-482	-967	-1,887	-2,674	-3,587	-4,017	-3,461	-2,432	-2,734	-3,600	-2,875	-3,246	
Cable/Sat TV Service	0	-677	-600	-600	-607	-656	-755	-828	-913	-1,005	-900	-915	-831	
Disposal Fees	-11,725	-9,430	-13,420	-13,372	-7,883	-8,203	-11,000	-3,175	-7,885	-10,924	-7,200	-7,328	-8,237	
Electricity	-37,415	-42,647	-41,738	-42,762	-44,083	-32,290	-30,056	-19,518	-19,398	-33,903	-25,000	-24,273	-27,033	
Natural Gas - Buildings	-10,018	-10,292	-8,646	-8,555	-10,046	-7,417	-8,477	-5,509	-5,774	-8,525	-7,000	-6,603	-7,141	
Fuel & Oil	-28,996	-43,730	-22,573	-36,189	-45,557	-41,292	-46,706	-10,409	-12,370	-36,012	-28,800	-19,597	-29,358	
Propane (LPG)	0	0	0	0	-762	-267	-219	-5	-27	-306	-250	-113	-165	
Sewer Fees	-19,880	-18,552	-15,924	-16,469	-17,044	-16,720	-16,720	-16,720	-16,720	-16,720	-18,060	-16,720	-16,720	
Water - Building/Facility	-3,888	-5,145	-4,800	-6,481	-3,695	-2,270	-2,245	-1,825	-2,354	-3,049	-2,900	-2,409	-2,348	
Water - Grounds	0	0	0	0	-517	-387	-760	-791	-702	-1,316	0	-936	-791	
TOTAL UTILITIES	-112,495	-130,956	-108,669	-126,315	-132,868	-113,089	-120,955	-62,241	-68,574	-114,494	-93,710	-81,770	-95,870	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	-943	0	0	-214	0	-723	0	0	-37	-250	-12	-152	
Hazardous Waste Clean Up	0	0	0	0	-646	-64	0	0	0	0	-1,500	0	-13	
Linen Service	-138	0	0	-66	-144	-220	-197	-21	-79	-206	0	-102	-145	
Janitorial Services & Supplies	0	-515	-3,634	-6,630	-8,657	-5,082	-9,350	-1,336	-3,649	-11,520	-5,000	-5,502	-6,187	
Pest Control	0	0	0	0	0	0	0	-750	-775	-930	0	-818	-491	
Contract Fees	-262	0	0	0	0	0	0	-44	0	0	0	-15	-9	
Equipment Rental	0	-162	-975	-882	-577	-735	-610	-480	-1,260	-594	-850	-778	-736	
Computer Hardware	0	0	0	0	-686	0	0	0	0	0	0	0	0	
Furniture and Office Equip	-697	-4,381	-4,530	-6,165	-6,441	-927	-1,047	0	-2,333	-1,622	-2,250	-1,318	-1,186	
Office Supplies	-1,164	-1,548	-1,851	-997	-1,593	-1,827	-1,141	-642	-169	-668	-1,150	-493	-890	
Toner Cartridges	0	0	0	0	0	0	0	-251	0	-731	0	-328	-197	
Signs	-2,078	-3,859	-1,874	-3,252	-1,441	-727	-1,153	-1,978	-1,909	-5,078	-2,750	-2,988	-2,169	
Operating Supplies	-6,432	-9,958	-4,944	-5,589	-3,627	-962	-2,957	-634	-237	-2,424	-3,400	-1,098	-1,443	
Paper Products - Restaurant	0	0	0	0	-113	0	0	0	0	0	0	0	0	
Small Tools & Equipment	-377	-1,193	-360	-3,127	-1,188	-4,328	-4,549	-2,129	-903	-11,748	-2,850	-4,927	-4,731	
Safety Equipment	-758	-1,435	-374	-4,896	-2,853	-2,425	-6,674	-2,666	-3,512	-6,502	-2,700	-4,227	-4,356	
Entertainment	0	-80	0	-1,200	0	-43	0	0	0	-4,800	0	-1,600	-969	
Special Programs	-15	0	0	-16	-67	-187	-25	-99	-12	-827	0	-313	-230	
Ski Team Expense	0	0	0	0	0	0	-58	0	0	0	0	0	-12	
Repairs & Maintenance														
General/PM	0	0	-477	0	-3,613	-1,078	-1,984	-1,385	-2,699	-3,485	-2,400	-2,523	-2,126	
Plumbing	0	0	0	-2,105	-1,737	-194	-172	-456	-30	-145	-750	-210	-199	
Lighting and Electrical	0	0	-829	-10	-29	-181	-1,534	-15	-380	-23	-600	-139	-427	
HVAC	0	0	0	0	-1,441	-1,096	-13	0	0	-121	-500	-40	-246	
Carpentry	3	-1,864	-607	-905	-1,313	-126	33	-111	0	-913	-1,400	-341	-223	
Fire Suppression	0	0	0	0	-2,300	-1,244	-876	-3,732	-1,205	-2,204	-1,850	-2,380	-1,852	
Painting	0	0	0	0	-1,417	-49	-87	-100	-70	-293	-700	-154	-120	
MaintDept Labor Charges (inactive)	0	-13,949	-3,404	0	0	0	0	0	0	0	0	0	0	
Other Building	-25,673	-26,078	-6,342	-5,915	-2,288	-492	-1,177	-203	-6,137	-3,767	-900	-3,369	-2,355	
R&M Building	-25,670	-41,891	-11,658	-8,935	-14,138	-4,459	-5,811	-6,002	-10,522	-10,951	-9,100	-9,158	-7,549	
Asphalt	-5,232	-110	0	0	0	0	0	-26	-20	-56	0	-34	-20	
Irrigation and Drainage	0	0	0	0	0	0	-65	0	0	0	0	0	-13	
Ski Trails	0	0	0	0	-8,010	-8,000	-7,612	0	0	0	-5,000	0	-3,122	
Snow Removal	-11,262	-9,074	-12,012	-12,712	-13,809	-11,997	-9,580	-10,064	-14,334	-18,134	-14,000	-14,177	-12,822	
Other Grounds Maint	-12,340	-8,046	0	-8,200	-108	-50	0	-204	-75	-159	0	-146	-98	
R&M Grounds (nonGolf)	-28,834	-17,230	-12,012	-20,913	-21,927	-20,047	-17,257	-10,294	-14,429	-18,349	-19,000	-14,358	-16,075	
Ski Lifts, Fixed Grip	0	-795	0	0	0	0	-1,286	-474	-1,611	-12,218	0	-5,116	-3,421	
Ski Lifts, Surface	0	0	0	0	0	-379	0	-436	0	-543	0	-326	-272	
Terrain Parks	0	0	0	0	-730	-22	-1,002	-318	-195	-165	-500	-226	-340	
Snowcats	0	0	0	0	-35,598	-15,450	-10,888	-1,800	-1,061	-13,857	-23,600	-5,573	-8,611	
Snowmobiles	0	0	0	0	-837	-1,388	-351	-382	-964	-284	-2,100	-544	-674	
Rolling, Heavy	-47,037	-37,876	-12,603	-30,138	-1,229	-4,570	-2,776	-1,494	-473	-672	0	-880	-1,997	
Rolling, Car/Truck/Bus/Van	-6,122	-5,278	-3,349	-6,590	-4,764	-6,196	-3,197	-2,280	-5,242	-7,043	-5,100	-4,855	-4,792	
Computer Hardware Maint	0	0	0	0	-131	0	-21	0	0	-107	-660	-36	-26	
Other Operating Equip R&M	-2,280	-1,997	-1,906	-4,718	-755	-538	-2,900	-254	-363	0	-300	-206	-811	
R&M Equipment	-55,440	-45,945	-17,859	-41,446	-44,045	-29,827	-21,609	-8,482	-9,910	-34,889	-32,260	-17,760	-20,943	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Mountain Operations (210)
For the Twelve Months Ending**

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Irrigation and Drainage	0	0	0	0	0	0	0	0	0	-61	0	-20	-12
R&M Golf Course	0	0	0	0	0	0	0	0	0	-61	0	-20	-12
Forestry Management	0	0	0	0	0	0	0	0	-155	0	0	-52	-31
R&M Forestry	0	0	0	0	0	0	0	0	-155	0	0	-52	-31
Contra - Inter-Dept. Charges	-44	0	0	0	994	2,044	13,839	3,758	6,204	0	0	3,321	5,169
R&M subtotal	-109,988	-105,067	-41,529	-71,294	-79,116	-52,290	-30,837	-21,021	-28,812	-64,251	-60,360	-38,028	-39,442
TOTAL SUPPLIES & MAINTENANC	-121,909	-125,140	-60,070	-104,114	-107,363	-69,818	-59,322	-32,052	-43,651	-111,939	-83,060	-62,547	-63,356
ADMINISTRATIVE & OTHER EXPENSE													
Consulting Expense	0	0	0	-279	0	0	0	0	0	0	0	0	0
Public Relations	-497	-557	-357	-122	-340	-168	-264	-134	-68	-567	-750	-256	-240
Promotion Expense	0	0	0	-204	-565	0	0	0	0	0	0	0	0
Resort Advertising	-928	-861	0	0	0	0	0	0	0	0	0	0	0
Brochure Distribution	0	0	0	0	-544	-1,631	0	0	0	0	0	0	-326
Community Relations	0	0	0	0	0	0	0	0	-130	0	0	-43	-26
Dues & Subscriptions	-3,122	-5,123	-2,373	-3,137	-5,013	-2,606	-3,393	-3,184	-3,458	-1,911	-5,450	-2,851	-2,910
Licenses, Permits, Fees	-5,079	-8,391	-11,016	-12,292	-14,461	-16,637	-14,437	-17,217	-21,032	-24,841	-18,660	-21,030	-18,833
Mileage Reimbursement	0	0	-226	-356	-998	-1,143	-2,359	-481	-374	-561	-700	-472	-984
Postage - General	-198	-76	-68	-61	-27	-21	-87	-29	-228	-211	-70	-156	-115
Claims Expense	0	0	0	0	0	0	0	0	0	-320	0	-107	-64
Prior Year Expense	4,263	0	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense	-92,895	-112,400	-114,600	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-122,635	-118,800	-112,749	-110,449
TOTAL ADMINISTRATIVE & OTHER EXP	-98,455	-127,408	-128,642	-106,260	-112,948	-108,006	-148,741	-125,264	-136,682	-151,045	-144,430	-137,664	-133,948
TOTAL OPERATING EXPENSES (OF)	-343,094	-416,082	-317,085	-358,937	-377,708	-304,857	-350,414	-225,558	-268,229	-442,872	-436,600	-312,220	-318,386
TOTAL PAYROLL AND OPERATING EXPE	-648,827	-749,609	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-961,900	-743,903	-750,907
N O R 1, before OH	-648,517	-749,609	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-913,900	-739,542	-748,290
ALLOCATED OVERHEAD (OH)	-363,885	-358,634	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-1,012,402	-1,108,243	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-913,900	-739,542	-748,290
T O C	-1,012,712	-1,108,243	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-961,900	-743,903	-750,907
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-01.2%	-05.0%	-00.4%	-00.2%
NOR AFTER Assessment Revenue, Opera	-1,012,402	-1,108,243	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-913,900	-739,542	-748,290

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowmaking (212)
For the Twelve Months Ending

	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	5 Year Average Years					2017 <i>Budget</i>	<i>Actuals</i> <i>Average</i>	
						2012 <i>Actual</i>	2013 <i>Actual</i>	3 Year Average Years				3-Yr	5-Yr
								2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>			
N O R 2, after OH	0	0	0	0	0	0	0	0	-9,044	-34,825	-53,000	-14,623	-8,774
T O C	0	0	0	0	0	0	0	0	-9,044	-34,825	-53,000	-14,623	-8,774
NOR AFTER Assessment Revenue, Opera	0	0	0	0	0	0	0	0	-9,044	-34,825	-53,000	-14,623	-8,774

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski School (220)
For the Twelve Months Ending**

	5 Year Average Years													
	2007	2008	2009	2010	2011	2012	2013	3 Year Average Years					2017	Actuals Average
								2014	2015	2016	Budget	3-Yr		5-Yr
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	3-Yr	5-Yr	
Revenue														
Ski Team - Public	1,580	7,117	780	1,545	1,170	1,200	841	0	0	2,870	2,500	957	982	
Ski Team - P.O.	2,605	30,908	2,456	15,204	13,702	10,264	6,025	0	302	7,472	10,000	2,591	4,813	
Race Events	0	0	7,728	0	7,523	1,059	1,704	0	0	208	7,000	69	594	
Total Direct Access & Use Fees	4,185	38,025	10,964	16,749	22,395	12,524	8,570	0	302	10,550	19,500	3,617	6,389	
Employee Discounts	0	0	0	-80	0	0	0	0	0	-144	0	-48	-29	
Promotion Discounts	-2,000	-2,637	-2,383	-5,635	-1,605	-562	-4,383	-240	0	0	-2,800	-80	-1,037	
Total Retail Product Revenue	-2,000	-2,637	-2,383	-5,715	-1,605	-562	-4,383	-240	0	-144	-2,800	-128	-1,066	
Lessons - Group	91,530	112,460	112,296	143,867	123,940	111,601	168,561	54,601	75,266	272,134	267,500	134,000	136,433	
Lessons - Private	85,510	137,315	164,835	219,525	211,131	180,206	249,582	57,314	76,611	242,637	158,000	125,521	161,270	
Lessons - Masters Program	0	0	0	2,378	750	750	1,270	0	0	694	2,300	231	543	
Snowflakes	0	0	0	0	0	0	0	0	75,465	255,556	152,000	110,340	66,204	
TD Tykes	0	0	0	0	0	0	0	0	-280	17,779	34,500	5,833	3,500	
Total Lessons & Rental Revenue	177,040	249,775	277,131	365,770	335,821	292,557	419,413	111,915	227,062	788,800	614,300	375,926	367,950	
GROSS REVENUE (GREV)	179,225	285,163	285,712	376,804	356,611	304,519	423,599	111,675	227,364	799,206	631,000	379,415	373,273	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	179,225	285,163	285,712	376,804	356,611	304,519	423,599	111,675	227,364	799,206	631,000	379,415	373,273	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-32,054	-38,218	-41,566	-43,410	-45,569	-46,245	-47,127	-46,493	-54,819	-57,157	-85,900	-52,823	-50,368	
Wages - FTRegular	-3,147	0	0	0	0	-54	-415	0	0	-6,817	-12,540	-2,272	-1,457	
Wages - Seasonal	-90,777	-127,514	-113,847	-103,417	-98,987	-91,793	-110,689	-34,081	-84,699	-230,263	-137,260	-116,347	-110,305	
Wages-FTR-Commissions	0	0	-936	0	0	0	0	0	0	0	0	0	0	
Wages-Seasonal-Commissions	0	0	-9,603	-11,248	-17,023	-9,257	-21,306	-2,420	-3,550	-11,746	-12,000	-5,905	-9,656	
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	0	0	-410	0	-137	-82	
Incentive Program, Seasonal, NonExempt	0	0	0	-137	-268	-402	-154	0	-219	-3,598	0	-1,272	-875	
Total Salaries & Wages, DIRECT	-125,978	-165,733	-165,952	-158,212	-161,847	-147,751	-179,691	-82,994	-143,287	-309,990	-247,700	-178,757	-172,743	
Salaries sub-total	-32,054	-38,218	-41,566	-43,410	-45,569	-46,245	-47,127	-46,493	-54,819	-57,157	-85,900	-52,823	-50,368	
Wage sub-total	-93,924	-127,514	-124,386	-114,802	-116,279	-101,506	-132,564	-36,501	-88,468	-252,833	-161,800	-125,934	-122,374	
Wage-FTR subsubtotal	-3,147	0	-936	0	0	-54	-415	0	0	-7,227	-12,540	-2,409	-1,539	
Wage-Seasonal subsubtotal	-90,777	-127,514	-123,450	-114,802	-116,279	-101,452	-132,149	-36,501	-88,468	-245,607	-149,260	-123,525	-120,835	
Payroll Direct as a % of Revenue	-70.3%	-58.1%	-58.1%	-42.0%	-45.4%	-48.5%	-42.4%	-74.3%	-63.0%	-38.8%	-39.3%	-58.7%	-53.4%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-9,457	-11,194	-16,831	-17,890	-16,183	-17,240	-20,624	-8,692	-15,240	-36,069	-27,100	-20,000	-19,573	
Group Insurance	-103	-673	-1,266	-1,084	-984	-974	-1,034	-5,673	-6,993	-10,450	-19,900	-7,706	-5,025	
Retirement Plan	-147	-200	-175	-60	-63	-60	-365	-1,102	-1,392	-1,886	-800	-1,460	-961	
Total Payroll Taxes & Benefits	-9,707	-12,067	-18,272	-19,034	-17,230	-18,275	-22,023	-15,467	-23,626	-48,405	-47,800	-29,166	-25,559	
PAYBDN, Workers Comp Insurance	-20,060	-22,269	-16,164	-17,478	-21,219	-26,393	-29,132	-21,845	-38,221	-78,602	-60,500	-46,222	-38,839	
PAYROLL BURDEN Total	-29,766	-34,336	-34,436	-36,512	-38,449	-44,668	-51,155	-37,311	-61,847	-127,007	-108,300	-75,388	-64,398	
subtotal, Burden-Salary	0	0	-9,928	-10,105	-11,334	-10,542	-10,795	-21,709	-25,683	-40,700	-24,355	-18,881	-18,881	
subtotal, Burden-Wage-FTR	0	0	-79	-3	0	-4	-10	0	0	-4,656	-10,890	-1,552	-934	
subtotal, Burden-Wage-Seasonal	0	0	-24,429	-26,405	-27,115	-34,122	-40,351	-15,602	-36,163	-96,677	-56,710	-49,481	-44,583	
Burden % - on all Payroll Direct	23.6%	20.7%	20.8%	23.1%	23.8%	30.2%	28.5%	45.0%	43.2%	41.0%	43.7%	43.0%	37.6%	
Burden % - Salary	00.0%	00.0%	23.9%	23.3%	24.9%	22.8%	22.9%	46.7%	44.9%	44.9%	47.4%	46.2%	36.8%	
Burden % - Wage-FTR	00.0%	00.0%	08.5%	00.0%	00.0%	07.9%	02.4%	00.0%	00.0%	64.4%	86.8%	21.5%	14.9%	
Burden % - Wage-Seasonal	00.0%	00.0%	19.8%	23.0%	23.3%	33.6%	30.5%	42.7%	40.9%	39.4%	38.0%	41.0%	37.4%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	19.7%	23.0%	23.3%	33.6%	30.4%	42.7%	40.9%	40.1%	41.8%	41.2%	37.6%	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski School (220)
 For the Twelve Months Ending

	5 Year Average Years											Actuals Average	
	3 Year Average Years										2017 Budget	3-Yr	5-Yr
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual			
PAYROLL TOTAL (Direct&Burden)	-155,745	-200,068	-200,388	-194,724	-200,296	-192,419	-230,847	-120,305	-205,133	-436,997	-356,000	-254,145	-237,140
OPERATING EXPENSES (OE)													
Employee Meals	0	0	0	0	0	-5	-1,974	-582	-323	-1,150	-1,100	-685	-807
Employee Recruiting	-325	0	0	0	0	0	-160	0	0	0	0	0	-32
Employee Dev/Training	-64	-1,317	-1,050	-225	-235	0	-292	-135	0	-335	-650	-157	-152
Employee Relations	-794	-467	-227	-234	-391	-530	-377	-25	-560	-882	-650	-489	-475
Uniforms	-1,443	-3,303	-3,837	-2,264	-162	-1,096	-1,623	-888	0	-1,062	-1,500	-650	-934
Seminars & Conferences	0	-302	0	0	0	0	0	0	0	0	-400	0	0
Travel/Meeting Expense	-222	-429	-249	-111	-299	-279	-137	0	0	-357	-600	-119	-154
Total Staff Expense	-2,847	-5,818	-5,363	-2,834	-1,087	-1,910	-4,563	-1,630	-882	-3,786	-4,900	-2,099	-2,554
Disposal Fees	0	0	0	0	0	0	0	0	0	-198	0	-66	-40
TOTAL UTILITIES	0	0	0	0	0	0	0	0	0	-198	0	-66	-40
SUPPLIES & MAINTENANCE EXPENSE													
Janitorial Services & Supplies	0	0	0	0	0	0	0	0	0	-80	0	-27	-16
Equipment Rental	0	0	0	0	0	0	0	0	-276	-731	0	-336	-201
Printed Forms/Ticket Stock	0	0	0	0	0	0	0	0	-1,522	0	-500	-507	-304
Furniture and Office Equip	0	-63	0	0	0	0	0	0	0	0	-500	0	0
Office Supplies	-59	-154	-41	-71	-162	-377	-35	0	-61	-177	-600	-80	-130
Toner Cartridges	0	0	0	0	0	0	-50	0	0	-243	0	-97	-58
Signs	-1,066	0	-470	-683	0	0	0	0	0	-110	-650	-37	-22
Operating Supplies	-276	-87	-292	-54	-327	0	-110	-470	0	-605	-600	-359	-237
Small Tools & Equipment	0	0	0	-162	0	0	0	0	0	-640	-1,200	-213	-128
Safety Equipment	0	0	0	0	0	0	0	0	0	-1,820	-1,500	-607	-364
Ski Team Expense	-555	-3,290	-4,066	-2,262	-3,495	-2,458	-1,350	-1,834	-455	-974	-1,500	-1,088	-1,414
Repairs & Maintenance													
Other Building	-8	0	0	0	0	0	0	0	0	0	0	0	0
R&M Building	-8	0	0	0	0	0	0	0	0	0	0	0	0
Other Operating Equip R&M	0	-36	0	0	0	0	0	0	0	0	0	0	0
R&M Equipment	0	-36	0	0	0	0	0	0	0	0	0	0	0
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	0	0	117	0	39	23
R&M subtotal	-8	-36	0	0	0	0	0	0	0	117	0	39	23
TOTAL SUPPLIES & MAINTENANC	-1,965	-3,630	-4,869	-3,232	-3,984	-2,835	-1,494	-2,354	-2,314	-5,264	-7,050	-3,311	-2,852
ADMINISTRATIVE & OTHER EXPENSE													
Public Relations	0	0	0	0	-21	0	0	-69	0	0	0	-23	-14
Promotion Expense	0	0	0	0	0	-210	0	-120	-80	-939	0	-380	-270
Resort Advertising	-40	0	0	0	0	0	0	0	0	0	0	0	0
Dues & Subscriptions	-1,128	-725	-573	-350	-440	-500	-771	0	-496	-1,542	-1,100	-679	-662
Mileage Reimbursement	0	0	0	0	-130	0	-73	-553	-544	-105	-300	-401	-255
Postage - General	-17	-2	0	-3	-1	0	0	0	-3	-23	-50	-8	-5
Over/Short	0	0	0	0	0	-41	0	0	0	0	0	0	-8
Insurance Expense	0	0	0	0	0	0	0	0	0	-6,228	0	-2,076	-1,246
TOTAL ADMINISTRATIVE & OTHER EXP	-1,184	-727	-573	-353	-592	-751	-844	-741	-1,123	-8,837	-1,450	-3,567	-2,459
TOTAL OPERATING EXPENSES (OE)	-5,996	-10,176	-10,805	-6,418	-5,663	-5,496	-6,902	-4,725	-4,319	-18,085	-13,400	-9,043	-7,905
TOTAL PAYROLL AND OPERATING EXPE	-161,741	-210,244	-211,193	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-369,400	-263,188	-245,046
N O R 1, before OH	17,484	74,919	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	261,600	116,227	128,227
N O R 2, after OH	17,484	74,919	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	261,600	116,227	128,227
T O C	-161,741	-210,244	-211,193	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-369,400	-263,188	-245,046
REV to TOC (CRR%)	-110.8%	-135.6%	-135.3%	-187.3%	-173.1%	-153.9%	-178.2%	-89.3%	-108.6%	-175.6%	-170.8%	-124.5%	-141.1%
NOR AFTER Assessment Revenue, Opera	17,484	74,919	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	261,600	116,227	128,227

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowflakes (230)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014 Actual	2015 Actual	2016 Actual		3-Year Average	5-Year	
Revenue														
Promotion Discounts	-194	-445	-407	-685	0	-33	-264	0	0	0	0	0	0	-59
Total Retail Product Revenue	-194	-445	-407	-685	0	-33	-264	0	0	0	0	0	0	-59
Snowflakes	143,113	170,756	216,560	258,759	210,275	173,577	215,769	64,215	0	0	0	21,405	90,712	
TD Tykes	0	0	0	26,523	46,325	34,682	20,227	-251	0	0	0	-84	10,932	
Total Lessons & Rental Revenue	143,113	170,756	216,560	285,282	256,600	208,259	235,996	63,964	0	0	0	21,321	101,644	
GROSS REVENUE (GREV)	142,919	170,311	216,153	284,597	256,600	208,226	235,732	63,964	0	0	0	21,321	101,584	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	142,919	170,311	216,153	284,597	256,600	208,226	235,732	63,964	0	0	0	21,321	101,584	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-18,824	-24,000	-28,760	-29,455	-24,030	-8,083	-8,669	-8,778	0	0	0	-2,926	-5,106	
Wages - FTRRegular	0	0	0	0	0	40	0	0	0	0	0	0	8	
Wages - Seasonal	-60,911	-51,995	-63,999	-76,572	-69,522	-49,419	-55,410	-24,147	0	0	0	-8,049	-25,795	
Wages-Seasonal-Commissions	0	0	0	0	-2,353	-168	-438	-228	0	0	0	-76	-167	
Incentive Program, Seasonal, NonExempt	0	0	0	-603	-134	-134	0	0	0	0	0	0	-27	
Total Salaries & Wages, DIRECT	-79,735	-75,994	-92,758	-106,629	-96,040	-57,764	-64,517	-33,153	0	0	0	-11,051	-31,087	
Salaries sub-total	-18,824	-24,000	-28,760	-29,455	-24,030	-8,083	-8,669	-8,778	0	0	0	-2,926	-5,106	
Wage sub-total	-60,911	-51,995	-63,999	-77,174	-72,009	-49,682	-55,848	-24,375	0	0	0	-8,125	-25,981	
Wage-FTR subtotal	0	0	0	0	0	40	0	0	0	0	0	0	8	
Wage-Seasonal subtotal	-60,911	-51,995	-63,999	-77,174	-72,009	-49,721	-55,848	-24,375	0	0	0	-8,125	-25,989	
Payroll Direct as a % of Revenue	-55.8%	-44.6%	-42.9%	-37.5%	-37.4%	-27.7%	-27.4%	-51.8%	00.0%	00.0%	00.0%	-17.3%	-21.4%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-2,911	-4,016	-7,867	-13,153	-10,422	-7,130	-7,663	-3,974	0	0	0	-1,325	-3,753	
Group Insurance	-2,880	-9,214	-6,150	-6,220	-5,986	-982	-1,010	-936	0	0	0	-312	-586	
Retirement Plan	-139	-200	-494	-716	-648	-152	-1,143	0	0	0	0	0	-259	
Total Payroll Taxes & Benefits	-5,930	-13,430	-14,511	-20,089	-17,056	-8,264	-9,816	-4,910	0	0	0	-1,637	-4,598	
PAYBDN, Workers Comp Insurance	-13,145	-8,766	-9,019	-11,687	-11,438	-4,946	-6,508	-9,603	0	0	0	-3,201	-4,211	
PAYROLL BURDEN Total	-19,075	-22,195	-23,530	-31,776	-28,494	-13,210	-16,324	-14,513	0	0	0	-4,838	-8,809	
subtotal, Burden-Salary	0	0	-11,908	-12,485	-11,323	-2,983	-2,910	-3,908	0	0	0	-1,303	-1,960	
subtotal, Burden-Wage-FTR	0	0	-90	-57	-23	-97	-1,126	0	0	0	0	0	-245	
subtotal, Burden-Wage-Seasonal	0	0	-11,532	-19,234	-17,148	-10,129	-12,288	-10,605	0	0	0	-3,535	-6,604	
Burden % - on all Payroll Direct	23.9%	29.2%	25.4%	29.8%	29.7%	22.9%	25.3%	43.8%	00.0%	00.0%	00.0%	14.6%	18.4%	
Burden % - Salary	00.0%	00.0%	41.4%	42.4%	47.1%	36.9%	33.6%	44.5%	00.0%	00.0%	00.0%	14.8%	23.0%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	-246.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-49.3%	
Burden % - Wage-Seasonal	00.0%	00.0%	18.0%	24.9%	23.8%	20.4%	22.0%	43.5%	00.0%	00.0%	00.0%	14.5%	17.2%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	18.2%	25.0%	23.8%	20.6%	24.0%	43.5%	00.0%	00.0%	00.0%	14.5%	17.6%	
PAYROLL TOTAL (Direct&Burden)	-98,810	-98,190	-116,288	-138,405	-124,534	-70,974	-80,841	-47,666	0	0	0	-15,889	-39,896	
OPERATING EXPENSES (OE)														
Employee Dev/Training	-85	0	0	0	0	0	0	0	0	0	0	0	0	
Employee Relations	-218	-259	-42	0	0	-225	0	0	0	0	0	0	-45	
Uniforms	-153	-1,663	-1,171	-1,115	-85	-531	-53	0	0	0	0	0	-117	
Seminars & Conferences	-140	-90	-85	0	0	0	0	0	0	0	0	0	0	
Travel/Meeting Expense	-123	-128	0	-118	0	0	0	0	0	0	0	0	0	
Total Staff Expense	-718	-2,140	-1,297	-1,232	-85	-756	-53	0	0	0	0	0	-162	
Telephone	0	0	0	0	-160	0	0	0	0	0	0	0	0	
TOTAL UTILITIES	0	0	0	0	-160	0	0	0	0	0	0	0	0	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowflakes (230)
For the Twelve Months Ending**

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr	
								2014 Actual	2015 Actual	2016 Actual				
SUPPLIES & MAINTENANCE EXPENSE														
Printed Forms/Ticket Stock	0	0	0	0	-549	-500	0	0	0	0	0	0	0	-100
Furniture and Office Equip	-1,106	-869	-83	-73	0	0	0	0	0	0	0	0	0	0
Office Supplies	-244	-113	-42	-55	-264	0	0	0	0	0	0	0	0	0
Signs	-194	-25	0	-440	0	0	0	0	0	0	0	0	0	0
Operating Supplies	-656	-554	-773	-291	-19	-585	-1,558	-55	0	0	0	-18	-440	
Small Tools & Equipment	-19	0	0	0	0	0	0	0	0	0	0	0	0	0
Ski Team Expense	-689	-760	0	0	0	-69	0	0	0	0	0	0	-14	0
Repairs & Maintenance														
Carpentry	-275	0	0	0	0	0	0	0	0	0	0	0	0	0
MaintDept Labor Charges (inactive)	0	0	-163	0	0	0	0	0	0	0	0	0	0	0
Other Building	-83	-36	-35	0	0	0	0	0	0	0	0	0	0	0
 R&M Building	-358	-36	-198	0	0	0	0	0	0	0	0	0	0	0
R&M subtotal	-358	-36	-198	0	0	0	0	0	0	0	0	0	0	0
TOTAL SUPPLIES & MAINTENANC	-3,265	-2,357	-1,096	-859	-832	-1,154	-1,558	-55	0	0	0	-18	-553	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	-23	0	0	0	0	0	0	0	0	0	0	0	0	0
Dues & Subscriptions	0	-85	0	0	0	0	0	0	0	0	0	0	0	0
Postage - General	-51	-19	-7	-6	-2	0	0	0	0	0	0	0	0	0
Printing - TD News	-201	-1,166	0	0	0	0	0	0	0	0	0	0	0	0
Printing - Other	0	0	-866	-321	-726	0	0	0	0	0	0	0	0	0
Credit Card Expense	0	0	-17	0	0	0	0	0	0	0	0	0	0	0
Over/Short	0	0	0	0	0	-116	0	0	0	0	0	0	-23	0
TOTAL ADMINISTRATIVE & OTHER EXP	-275	-1,269	-890	-327	-729	-116	0	0	0	0	0	0	-23	
TOTAL OPERATING EXPENSES (OE)	-4,258	-5,766	-3,283	-2,418	-1,806	-2,026	-1,610	-55	0	0	0	-18	-738	
TOTAL PAYROLL AND OPERATING EXPE	-103,068	-103,956	-119,572	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	-15,907	-40,635	
N O R 1, before OH	39,851	66,355	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	5,414	60,950	
N O R 2, after OH	39,851	66,355	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	5,414	60,950	
T O C	-103,068	-103,956	-119,572	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	-15,907	-40,635	
REV to TOC (CRR%)	-138.7%	-163.8%	-180.8%	-202.1%	-203.1%	-285.2%	-285.9%	-134.0%	00.0%	00.0%	00.0%	-44.7%	-141.0%	
NOR AFTER Assessment Revenue, Opera	39,851	66,355	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	5,414	60,950	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ticket Office Administration (240)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
Revenue													
Ski Lift Revenue - Public	460,120	676,754	697,586	877,238	615,931	520,587	664,718	139,015	341,740	1,123,968	720,000	534,908	558,006
Ski Lift Revenue - P.O.	105,469	135,805	136,932	160,777	89,293	94,148	76,532	21,677	66,085	129,925	96,000	72,562	77,673
Ski Passes - Public	1,302	9,934	8,825	14,741	22,399	18,380	18,655	6,202	10,055	15,370	12,000	10,542	13,732
Ski Passes - P.O.	34,658	45,298	47,100	39,668	56,216	59,243	67,725	27,277	37,136	46,876	36,000	37,096	47,651
Total Direct Access & Use Fees	601,549	867,791	890,442	1,092,425	783,838	692,359	827,630	194,171	455,015	1,316,140	864,000	655,108	697,063
Employee Discounts	0	0	0	0	0	0	0	0	0	-75	0	-25	-15
Discounts - Retail	0	0	-165	0	0	0	0	0	0	0	0	0	0
Promotion Discounts	-3,266	-3,632	-3,952	-4,498	-2,955	-3,105	-4,603	-144	-3,653	-1,132	-4,000	-1,643	-2,527
Total Retail Product Revenue	-3,266	-3,632	-4,117	-4,498	-2,955	-3,105	-4,603	-144	-3,653	-1,207	-4,000	-1,668	-2,542
TD Tykes	0	0	0	0	0	0	0	132	0	0	0	44	26
Total Lessons & Rental Revenue	0	0	0	0	0	0	0	132	0	0	0	44	26
Other Revenue	0	0	0	0	360	8,302	10,868	10,218	9,890	8,879	0	9,662	9,631
Total Other Revenue	0	0	0	0	360	8,302	10,868	10,218	9,890	8,879	0	9,662	9,631
GROSS REVENUE (GREV)	598,283	864,159	886,325	1,087,927	781,243	697,555	833,895	204,376	461,252	1,323,812	860,000	663,147	704,178
COST OF GOODS SOLD (COGS)													
Retail Product Cogs	0	0	0	45	0	0	0	0	0	0	0	0	0
Total COGS	0	0	0	45	0	0	0	0	0	0	0	0	0
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	-01.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Gross Margin (GREV-COGS)	598,283	864,159	886,325	1,087,971	781,243	697,555	833,895	204,376	461,252	1,323,812	860,000	663,147	704,178
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-15,481	-15,954	-21,707	-25,930	-28,282	-27,735	-30,291	-26,136	-29,817	-32,725	-35,500	-29,559	-29,341
Wages - FTRregular	0	0	0	0	0	0	69	-411	0	-1,861	0	-757	-441
Wages - Seasonal	-23,085	-23,783	-25,951	-42,229	-30,388	-25,200	-39,280	-11,737	-17,059	-49,833	-46,600	-26,210	-28,622
Wages-Seasonal-Commissions	0	0	-537	0	0	0	0	0	0	0	0	0	0
Incentive Program, Seasonal, NonExempt	0	0	0	-135	-268	-54	-410	0	0	-437	0	-146	-180
Total Salaries & Wages, DIRECT	-38,566	-39,737	-48,195	-68,295	-58,938	-52,988	-69,913	-38,284	-46,876	-84,856	-82,100	-56,672	-58,583
Salaries sub-total	-15,481	-15,954	-21,707	-25,930	-28,282	-27,735	-30,291	-26,136	-29,817	-32,725	-35,500	-29,559	-29,341
Wage sub-total	-23,085	-23,783	-26,488	-42,365	-30,656	-25,253	-39,622	-12,148	-17,059	-52,131	-46,600	-27,113	-29,243
Wage-FTR subtotal	0	0	0	0	0	0	69	-411	0	-1,861	0	-757	-441
Wage-Seasonal subtotal	-23,085	-23,783	-26,488	-42,365	-30,656	-25,253	-39,690	-11,737	-17,059	-50,270	-46,600	-26,356	-28,802
Payroll Direct as a % of Revenue	-06.4%	-04.6%	-05.4%	-06.3%	-07.5%	-07.6%	-08.4%	-18.7%	-10.2%	-06.4%	-09.5%	-11.8%	-10.3%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-4,031	-4,284	-5,216	-8,834	-7,156	-6,417	-8,048	-4,452	-5,332	-11,194	-10,100	-6,993	-7,089
Group Insurance	-1,265	0	-1,284	-1,084	-984	-974	-1,034	-855	-807	-836	-1,200	-833	-901
Retirement Plan	-387	0	-67	-193	-8	0	0	-42	-98	-418	-200	-186	-112
Total Payroll Taxes & Benefits	-5,683	-4,284	-6,567	-10,110	-8,148	-7,392	-9,082	-5,349	-6,237	-12,448	-11,500	-8,011	-8,102
PAYBDN, Workers Comp Insurance	-5,435	-3,670	-1,300	-1,136	-1,334	-3,996	-6,631	-10,698	-12,740	-21,181	-19,000	-14,873	-11,049
PAYROLL BURDEN Total	-11,118	-7,953	-7,867	-11,246	-9,482	-11,387	-15,713	-16,047	-18,977	-33,629	-30,500	-22,884	-19,151
subtotal, Burden-Salary	0	0	-4,182	-4,891	-5,092	-6,213	-7,509	-10,604	-11,965	-13,681	-13,900	-12,084	-9,995
subtotal, Burden-Wage-FTR	0	0	-67	-193	-8	0	10	-103	-27	-171	140	-100	-58
subtotal, Burden-Wage-Seasonal	0	0	-3,618	-6,163	-4,382	-5,174	-8,214	-5,340	-6,984	-19,777	-16,740	-10,700	-9,098
Burden % - on all Payroll Direct	28.8%	20.0%	16.3%	16.1%	16.1%	21.5%	22.5%	41.9%	40.5%	39.6%	37.1%	40.7%	33.2%
Burden % - Salary	00.0%	00.0%	19.3%	18.9%	18.0%	22.4%	24.8%	40.6%	40.1%	41.8%	39.2%	40.8%	33.9%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.5%	25.1%	00.0%	09.2%	00.0%	11.4%	09.8%

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ticket Office Administration (240)
 For the Twelve Months Ending

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	<u>Actuals</u> Average	
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>		3-Yr	5-Yr
Burden % - Wage-Seasonal	00.0%	00.0%	13.7%	14.5%	14.3%	20.5%	20.7%	45.5%	40.9%	39.3%	35.9%	41.9%	33.4%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	13.9%	15.0%	14.3%	20.5%	20.7%	44.8%	41.1%	38.3%	35.6%	41.4%	33.1%
PAYROLL TOTAL (Direct&Burden)	-49,684	-47,690	-56,062	-79,541	-68,420	-64,375	-85,626	-54,331	-65,853	-118,485	-112,600	-79,556	-77,734
OPERATING EXPENSES (OE)													
Employee Recruiting	0	0	0	0	0	0	0	0	-63	0	0	-21	-13
Employee Dev/Training	0	0	0	0	0	0	0	0	0	-27	0	-9	-5
Employee Relations	-20	0	0	0	0	-211	-120	-56	0	0	-300	-19	-78
Uniforms	-288	-352	-21	-150	41	-144	0	0	0	0	-500	0	-29
Travel/Meeting Expense	-42	-96	-43	0	0	0	0	0	0	0	0	0	0
Total Staff Expense	-350	-447	-63	-150	41	-355	-120	-56	-63	-27	-800	-49	-124
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	0	-2	0	0	0	0	0	0	0	0	0
Printed Forms/Ticket Stock	0	-1,269	-9,392	-10,045	-8,389	-9,138	-344	-6,540	0	-5,200	-7,500	-3,913	-4,244
Furniture and Office Equip	-957	-460	0	0	0	0	-195	0	0	-244	-150	-81	-88
Office Supplies	-404	-220	-101	-1,035	-1,266	-529	-1,178	-2,436	-1,061	-1,754	-550	-1,750	-1,391
Toner Cartridges	0	0	0	0	0	0	0	0	0	-981	0	-327	-196
Signs	-129	0	0	0	0	0	0	0	0	-217	-750	-72	-43
Operating Supplies	-12,077	-1,638	-2,603	-2,466	-1,092	-656	-1,492	-352	-1,531	-1,680	-1,300	-1,188	-1,142
Small Tools & Equipment	-340	0	0	-32	0	-34	-86	0	0	-226	-200	-75	-69
Repairs & Maintenance													
Other Building	-35	0	0	-7	0	0	0	0	0	0	0	0	0
R&M Building	-35	0	0	-7	0	0	0	0	0	0	0	0	0
R&M subtotal	-35	0	0	-7	0	0	0	0	0	0	0	0	0
TOTAL SUPPLIES & MAINTENANC	-13,943	-3,587	-12,096	-13,586	-10,747	-10,357	-3,294	-9,327	-2,593	-10,303	-10,450	-7,408	-7,175
ADMINISTRATIVE & OTHER EXPENSE													
Mileage Reimbursement	0	0	0	0	0	0	0	0	0	0	-100	0	0
Postage - General	-18	-9	-41	-24	-6	-2	-3	0	0	-21	-50	-7	-5
Credit Card Expense	-20,339	-21,622	-25,004	-34,812	-29,526	-19,381	-28,846	-7,704	-13,497	-36,206	-22,000	-19,135	-21,127
Over/Short	-91	-13	-282	-338	-424	11	6	6	0	-81	0	-25	-12
Insurance Expense	0	0	0	0	0	0	0	0	0	-3,184	0	-1,061	-637
TOTAL ADMINISTRATIVE & OTHER EXP	-20,448	-21,644	-25,327	-35,174	-29,956	-19,372	-28,843	-7,698	-13,498	-39,492	-22,150	-20,229	-21,781
TOTAL OPERATING EXPENSES (OE)	-34,741	-25,678	-37,486	-48,909	-40,662	-30,085	-32,257	-17,082	-16,153	-49,822	-33,400	-27,686	-29,080
TOTAL PAYROLL AND OPERATING EXPE	-84,425	-73,368	-93,548	-128,451	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-146,000	-107,242	-106,814
N O R 1, before OH	513,858	790,791	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	714,000	555,905	597,364
N O R 2, after OH	513,858	790,791	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	714,000	555,905	597,364
T O C	-84,425	-73,368	-93,548	-128,406	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-146,000	-107,242	-106,814
REV to TOC (CRR%)	-708.7%	-1177.8%	-947.5%	-847.3%	-716.2%	-738.5%	-707.4%	-286.2%	-562.5%	-786.5%	-589.0%	-545.1%	-616.2%
NOR AFTER Assessment Revenue, Opera	513,858	790,791	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	714,000	555,905	597,364

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowplay (216)
For the Twelve Months Ending**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr	
														3 Year Average Years
Revenue														
ALLOCATED RECREATION FEES	0	0	0	0	0	10,005	19,478	7,087	10,013	28,022	12,000	15,041	14,921	
Snowplay Member	0	0	0	0	0	1,876	2,118	1,791	2,607	2,544	3,300	2,314	2,187	
Snowplay Guest	0	0	0	41,330	38,935	29,619	48,372	20,477	30,448	71,363	40,900	40,763	40,056	
Snowplay Public	20,638	34,790	45,773	56,150	58,668	50,868	86,763	38,825	72,819	164,512	101,100	92,052	82,757	
Total Direct Access & Use Fees	20,638	34,790	45,773	97,480	97,603	82,363	137,253	61,093	105,874	238,419	145,300	135,129	125,000	
Food	0	0	0	0	0	0	0	0	5,300	15,016	14,400	6,772	4,063	
Food Discounts	0	0	0	0	0	0	0	0	-278	-533	0	-270	-162	
EE Discounts	0	0	0	0	0	0	0	0	-278	-533	0	-270	-162	
Food NA Beverage	0	0	0	0	0	0	0	0	2,552	5,002	0	2,518	1,511	
Food subtotal	0	0	0	0	0	0	0	0	7,574	19,486	14,400	9,020	5,412	
Total Food and Beverage Revenue	0	0	0	0	0	0	0	0	7,574	19,486	14,400	9,020	5,412	
F&B Revenue by Segment:	0	0	0	0	0	0	0	0	7,574	18,704	0	8,759	5,256	
Snowplay Food Truck	0	0	0	0	0	0	0	0	7,574	18,704	0	8,759	5,256	
Sales - Retail	0	0	0	0	0	3,392	4,647	1,598	2,888	4,414	3,300	2,967	3,388	
Employee Discounts	0	0	0	-18	0	-49	-149	-39	-103	-175	0	-106	-103	
Discounts - Retail	0	0	0	0	0	-6	0	0	0	0	0	0	-1	
Promotion Discounts	0	0	0	0	-132	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	0	0	0	-18	-132	3,337	4,498	1,560	2,785	4,239	3,300	2,861	3,284	
Other Revenue	0	0	0	0	0	0	0	150	0	0	0	50	30	
Total Other Revenue	0	0	0	0	0	0	0	150	0	0	0	50	30	
GROSS REVENUE (GREV)	20,638	34,790	45,773	97,462	97,471	95,706	161,229	69,890	126,246	290,166	175,000	162,100	148,647	
COST OF GOODS SOLD (COGS)														
Meat	0	0	0	0	0	0	0	0	-1,000	-2,853	0	-1,284	-771	
Seafood	0	0	0	0	0	0	0	0	0	-100	0	-33	-20	
Produce	0	0	0	0	0	0	0	0	0	-32	0	-11	-6	
Dairy	0	0	0	0	0	0	0	0	0	-28	0	-9	-6	
NA Beverage	0	0	0	0	0	0	0	0	-363	-283	0	-215	-129	
Food Other	0	0	0	0	0	0	0	0	-1,000	-2,549	-4,700	-1,183	-710	
Food Cogs	0	0	0	0	0	0	0	0	-2,363	-5,845	-4,700	-2,736	-1,641	
Retail Product Cogs	0	0	0	0	0	-860	-1,786	-511	-1,103	-1,050	-1,500	-888	-1,062	
Total COGS	0	0	0	0	0	-860	-1,786	-511	-3,465	-6,895	-6,200	-3,624	-2,703	
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	-00.9%	-01.1%	-00.7%	-02.7%	-02.4%	-03.5%	-02.0%	-01.6%	
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	00.0%	00.0%	-25.8%	-39.7%	-32.7%	-39.6%	-24.8%	-45.5%	-32.4%	-32.5%	
Retail Product Cogs / Retail Revenue,pre	00.0%	00.0%	00.0%	00.0%	00.0%	-25.3%	-38.4%	-31.9%	-38.2%	-23.8%	-45.5%	-31.3%	-31.5%	
F&B Cogs / F&B Rev %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-31.2%	-30.0%	-32.6%	-20.4%	-12.2%	
Food %, preDiscounts	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-30.1%	-29.2%	-32.6%	-19.8%	-11.9%	
Food %, postDiscounts	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-31.2%	-30.0%	-32.6%	-20.4%	-12.2%	
Food NA Beverage %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-14.2%	-05.7%	00.0%	-06.6%	-04.0%	
Gross Margin (GREV-COGS)	20,638	34,790	45,773	97,462	97,471	94,846	159,443	69,379	122,781	283,271	168,800	158,477	145,944	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	0	0	0	0	0	0	0	0	0	0	-18,700	0	0	
Wages - FTRregular	0	0	0	0	0	0	0	0	0	0	-20,043	0	0	
Wages - Seasonal	-5,789	-10,676	-8,572	-21,024	-24,482	-18,354	-32,648	-10,935	-17,211	-43,068	-40,257	-23,738	-24,443	
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	-134	-602	0	-273	-1,257	0	-510	-453	
Total Salaries & Wages, DIRECT	-5,789	-10,676	-8,572	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-79,000	-24,248	-24,897	
Salaries sub-total	0	0	0	0	0	0	0	0	0	0	-18,700	0	0	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowplay (216)
 For the Twelve Months Ending

	5 Year Average Years											Actuals	
	3 Year Average Years											Average	
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	3-Yr	5-Yr
Wage sub-total	-5,789	-10,676	-8,572	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-60,300	-24,248	-24,897
Wage-FTR subsubtotal	0	0	0	0	0	0	0	0	0	0	-20,043	0	0
Wage-Seasonal subsubtotal	-5,789	-10,676	-8,572	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-40,257	-24,248	-24,897
Payroll Direct as a % of Revenue	-28.0%	-30.7%	-18.7%	-21.6%	-25.1%	-19.3%	-20.6%	-15.6%	-13.8%	-15.3%	-45.1%	-14.9%	-16.9%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-848	-1,577	-1,256	-3,061	-3,613	-2,673	-4,661	-1,644	-2,555	-6,632	-10,800	-3,611	-3,633
Group Insurance	0	0	0	0	0	0	0	0	0	0	-6,100	0	0
Retirement Plan	0	0	0	0	0	0	0	0	0	0	-200	0	0
Total Payroll Taxes & Benefits	-848	-1,577	-1,256	-3,061	-3,613	-2,673	-4,661	-1,644	-2,555	-6,632	-17,100	-3,611	-3,633
PAYBDN, Workers Comp Insurance	-237	-410	-369	-934	-974	-2,373	-4,502	-3,442	-4,713	-10,737	-16,300	-6,297	-5,153
PAYROLL BURDEN Total	-1,085	-1,987	-1,625	-3,994	-4,588	-5,047	-9,163	-5,086	-7,268	-17,369	-33,400	-9,908	-8,787
subtotal, Burden-Salary	0	0	0	0	0	0	0	0	0	0	-6,600	0	0
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	0	0	0	-11,320	0	0
subtotal, Burden-Wage-Seasonal	0	0	-1,625	-3,994	-4,588	-5,047	-9,163	-5,086	-7,268	-17,369	-15,480	-9,908	-8,787
Burden % - on all Payroll Direct	18.7%	18.6%	19.0%	19.0%	18.7%	27.3%	27.6%	46.5%	41.6%	39.2%	42.3%	42.4%	36.4%
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	35.3%	00.0%	00.0%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	56.5%	00.0%	00.0%
Burden % - Wage-Seasonal	00.0%	00.0%	19.0%	19.0%	18.7%	27.3%	27.6%	46.5%	41.6%	39.2%	38.5%	42.4%	36.4%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	19.0%	19.0%	18.7%	27.3%	27.6%	46.5%	41.6%	39.2%	44.4%	42.4%	36.4%
PAYROLL TOTAL (Direct&Burden)	-6,874	-12,663	-10,197	-25,019	-29,070	-23,535	-42,413	-16,021	-24,752	-61,695	-112,400	-34,156	-33,683
OPERATING EXPENSES (OE)													
Employee Dev/Training	0	0	0	0	-37	0	-146	0	0	-189	0	-63	-67
Employee Relations	0	0	-4	-11	0	-181	-151	0	-8	-110	-400	-39	-90
Uniforms	0	0	-115	-1,095	-2,743	-85	-936	-142	43	-53	-1,100	-51	-235
Travel/Meeting Expense	-31	-20	0	0	0	0	0	0	0	0	0	0	0
Total Staff Expense	-31	-20	-119	-1,106	-2,780	-266	-1,233	-142	35	-352	-1,500	-153	-392
Telephone	0	0	0	0	0	0	-90	-30	0	0	0	-10	-24
Disposal Fees	0	0	0	0	0	0	-800	-1,000	-1,500	-7,250	-7,000	-3,250	-2,110
Fuel & Oil	0	0	0	0	0	-45	-266	0	-89	0	0	-30	-80
Propane (LPG)	0	0	0	0	-156	-160	-330	-161	-434	-844	-600	-49	-386
TOTAL UTILITIES	0	0	0	0	-156	-205	-1,486	-1,191	-2,022	-8,094	-7,600	-3,769	-2,600
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	0	0	0	0	-20	0	0	0	0	0	-4
Linen Service	0	0	0	0	0	-70	-93	0	0	0	0	0	-33
Janitorial Services & Supplies	0	0	-70	0	-109	-118	-33	-15	0	-57	-100	-24	-45
Contract Fees	0	0	0	0	0	0	-27	-27	-27	-81	0	-45	-32
Equipment Rental	-799	-2,946	-2,440	-1,011	-861	-665	-91	-130	-453	-130	-1,800	-238	-294
Printed Forms/Ticket Stock	0	0	0	-2,361	-3,044	-3,600	-3,745	-2,617	-182	-6,586	-4,560	-3,129	-3,346
Furniture and Office Equip	-727	-644	-71	-1,895	-2,294	-688	-43	0	-729	-494	-2,000	-408	-391
Office Supplies	0	0	-53	-4	-240	-83	-118	-59	-98	-109	-100	-89	-93
Signs	-65	-1,036	0	-676	-703	0	-206	-107	-620	-1,760	-540	-829	-539
Operating Supplies	-5,137	-3,088	-946	-1,878	-3,143	-706	-3,856	-624	-3,425	-2,498	-2,700	-2,182	-2,222
Paper Products - Restaurant	0	0	0	0	-146	-251	0	0	-251	-1,058	-1,000	-436	-312
Small Tools & Equipment	0	-23	0	0	-231	-824	-827	-1,075	-512	-4,376	-1,000	-1,988	-1,523
Safety Equipment	0	0	0	0	-851	-202	-149	0	-54	-267	-500	-107	-134
Spoilage	0	0	0	0	55	-639	-131	-6	0	0	0	-2	-155
Recreation Programs	0	-152	0	0	0	0	0	0	0	-200	0	-67	-40
Special Programs	0	0	0	0	-42	-661	-109	0	-33	0	0	-11	-161
Repairs & Maintenance													
General/PM	0	0	0	0	-104	-1,004	-6,374	-1,371	-1,472	-730	0	-1,191	-2,190
Plumbing	0	0	0	0	0	0	0	0	0	-8	0	-3	-2
Lighting and Electrical	0	0	0	0	0	0	-162	-17	0	0	0	-6	-36
Carpentry	0	0	0	0	0	-24	-51	0	0	0	-500	0	-15
Painting	0	0	0	0	0	0	-24	0	0	0	0	0	-5
MaintDept Labor Charges (inactive)	0	-358	-125	0	0	0	0	0	0	0	0	0	0
Other Building	0	-424	0	-522	-1,066	-922	-121	0	0	0	0	0	-209
R&M Building	0	-781	-125	-522	-1,170	-1,950	-6,732	-1,388	-1,472	-738	-500	-1,199	-2,456
Snow Removal	0	0	0	0	0	-32	-3,404	0	0	-104	0	-35	-708
Other Grounds Maint	0	0	0	-3,900	-4,000	-3,000	-499	-1,000	-4,000	-4,000	-4,000	-3,000	-2,500

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowplay (216)
For the Twelve Months Ending**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average				
								3 Year Average Years				2014 Actual	2015 Actual	2016 Actual	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual						
R&M Grounds (nonGolf)	0	0	0	-3,900	-4,000	-3,032	-3,904	-1,000	-4,000	-4,104	-4,000	-3,035	-3,208			
Snowcats	0	0	0	0	-1,404	-83	-213	-355	-189	-1,312	-3,000	-619	-430			
Rolling, Heavy	0	0	0	-1,378	0	0	-543	-163	0	0	0	-54	-141			
Rolling, Car/Truck/Bus/Van	0	0	0	-249	0	-637	-1,246	-1,295	-2,790	-2,934	-1,500	-2,340	-1,780			
F&B Kitchen Equip	0	0	0	0	0	0	0	0	-154	-571	-1,000	-242	-145			
R&M Equipment	0	0	0	-1,627	-1,404	-720	-2,002	-1,812	-3,133	-4,817	-5,500	-3,254	-2,497			
Sand, Gravel, Rock	0	0	0	0	0	0	0	-114	0	0	0	-38	-23			
R&M Golf Course	0	0	0	0	0	0	0	-114	0	0	0	-38	-23			
R&M subtotal	0	-781	-125	-6,049	-6,574	-5,703	-12,638	-4,314	-8,605	-9,659	-10,000	-7,526	-8,184			
TOTAL SUPPLIES & MAINTENANC	-6,728	-8,669	-3,705	-13,874	-18,182	-14,210	-22,086	-8,974	-14,990	-27,275	-24,300	-17,079	-17,507			
ADMINISTRATIVE & OTHER EXPENSE																
Public Relations	0	0	0	-5	-891	0	0	0	0	0	0	0	0			
Resort Advertising	0	0	0	0	0	0	0	0	0	-489	-2,000	-163	-98			
Licenses, Permits, Fees	0	0	0	0	-14	0	0	0	-1,036	-289	0	-442	-265			
Mileage Reimbursement	0	0	0	0	0	-20	-2	-10	-22	-42	0	-25	-19			
Postage - General	0	0	0	-247	0	0	-24	0	0	0	0	0	-5			
Printing - Other	0	0	0	0	-425	0	0	0	0	-946	0	-315	-189			
Credit Card Expense	0	0	0	0	-1,307	-1,871	-2,245	-879	-1,812	-4,237	-3,500	-2,309	-2,209			
Over/Short	0	0	0	0	0	47	-674	29	121	-190	0	-14	-134			
Insurance Expense	-2,077	-2,342	-2,400	-2,548	-3,000	-2,600	-5,000	-3,142	-3,359	-4,720	-3,600	-3,740	-3,764			
TOTAL ADMINISTRATIVE & OTHER EXP	-2,077	-2,342	-2,400	-2,800	-5,637	-4,445	-7,945	-4,001	-6,108	-10,915	-9,100	-7,008	-6,683			
TOTAL OPERATING EXPENSES (OE)	-8,836	-11,031	-6,224	-17,781	-26,755	-19,127	-32,749	-14,308	-23,086	-46,635	-42,500	-28,010	-27,181			
TOTAL PAYROLL AND OPERATING EXPE	-15,710	-23,694	-16,421	-42,799	-55,825	-42,662	-75,162	-30,329	-47,838	-108,330	-154,900	-62,166	-60,864			
N O R 1, before OH	4,928	11,096	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	13,900	96,311	85,080			
ALLOCATED OVERHEAD (OH)	-14,436	-16,330	0	0	0	0	0	0	0	0	0	0	0			
N O R 2, after OH	-9,508	-5,234	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	13,900	96,311	85,080			
T O C	-30,146	-40,024	-16,421	-42,799	-55,825	-43,522	-76,948	-30,839	-51,304	-115,225	-161,100	-65,789	-63,567			
REV to TOC (CRR%)	-68.5%	-86.9%	-278.7%	-227.7%	-174.6%	-219.9%	-209.5%	-226.6%	-246.1%	-251.8%	-108.6%	-241.5%	-230.8%			
NOR AFTER Assessment Revenue, Opera	-9,508	-5,234	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	13,900	96,311	85,080			

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Trails (051)
For the Twelve Months Ending**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	5 Year Average Years					2017 Budget	Actuals Average		
						2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Office Supplies	0	0	0	0	0	0	0	-20	-27	-54	-60	-34	-20	
Signs	0	0	0	0	0	0	0	-363	-1,540	-47	-300	-650	-390	
Operating Supplies	0	0	0	0	0	0	0	-313	-377	-1,140	-1,180	-610	-366	
Small Tools & Equipment	0	0	0	0	0	0	0	0	-43	-200	-300	-81	-49	
Safety Equipment	0	0	0	0	0	0	0	-215	-47	-524	-300	-262	-157	
Repairs & Maintenance														
General/PM	0	0	0	0	0	0	0	-52	0	0	0	-17	-10	
R&M Building	0	0	0	0	0	0	0	-52	0	0	0	-17	-10	
Rolling, Heavy	0	0	0	0	0	0	0	0	0	0	-600	0	0	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	-1,061	0	-260	-300	-440	-264	
Other Operating Equip R&M	0	0	0	0	0	0	0	-80	0	0	-300	-27	-16	
R&M Equipment	0	0	0	0	0	0	0	-1,141	0	-260	-1,200	-467	-280	
Forestry Management	0	0	0	0	0	0	0	0	-269	-547	-1,600	-272	-163	
R&M Forestry	0	0	0	0	0	0	0	0	-269	-547	-1,600	-272	-163	
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	12,656	7,346	0	0	6,667	4,000	
R&M subtotal	0	0	0	0	0	0	0	11,463	7,077	-807	-2,800	5,911	3,547	
TOTAL SUPPLIES & MAINTENANC	0	0	0	0	0	0	0	10,552	4,933	-3,006	-4,940	4,159	2,496	
ADMINISTRATIVE & OTHER EXPENSE														
Community Relations	0	0	0	0	0	0	0	0	0	-341	0	-114	-68	
Dues & Subscriptions	0	0	0	0	0	0	0	0	0	-60	-200	-20	-12	
Licenses, Permits, Fees	0	0	0	0	0	0	0	-249	0	-232	0	-160	-96	
Mileage Reimbursement	0	0	0	0	0	0	0	-146	-373	-386	-120	-302	-181	
Postage - General	0	0	0	0	0	0	0	-15	0	0	0	-5	-3	
Insurance Expense	0	0	0	0	0	0	0	-3,142	-3,600	-3,187	-3,600	-3,310	-1,986	
TOTAL ADMINISTRATIVE & OTHER EXP	0	0	0	0	0	0	0	-3,552	-3,973	-4,206	-3,920	-3,910	-2,346	
TOTAL OPERATING EXPENSES (OE)	0	0	0	0	0	0	0	4,993	-1,749	-10,584	-16,000	-2,447	-1,468	
TOTAL PAYROLL AND OPERATING EXPE	0	0	0	0	0	0	0	-64,248	-70,177	-109,468	-149,600	-81,297	-48,778	
N O R 1, before OH	0	0	0	0	0	0	0	-64,248	-70,074	-109,161	-148,600	-81,161	-48,696	
N O R 2, after OH	0	0	0	0	0	0	0	-64,248	-70,074	-109,161	-148,600	-81,161	-48,696	
T O C	0	0	0	0	0	0	0	-64,248	-70,177	-109,468	-149,600	-81,297	-48,778	
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-00.1%	-00.3%	-00.7%	-00.1%	-00.1%	
NOR AFTER Assessment Revenue, Opera	0	0	0	0	0	0	0	-64,248	-70,074	-109,161	-148,600	-81,161	-48,696	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Bikeworks (141)
 For the Twelve Months Ending

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals Average				
								3 Year Average Years				2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	3-Yr	5-Yr
Revenue																
Food Discounts	0	0	0	0	0	0	0	0	0	0	-10	0	-3	-2		
EE Discounts	0	0	0	0	0	0	0	0	0	0	-10	0	-3	-2		
Food subtotal	0	0	0	0	0	0	0	0	0	0	-10	0	-3	-2		
Total Food and Beverage Revenue	0	0	0	0	0	0	0	0	0	0	-10	0	-3	-2		
Sales - Retail	0	0	0	0	0	0	0	0	0	35,256	43,455	41,500	26,237	15,742		
Employee Discounts	0	0	0	0	0	0	0	0	0	-5,237	-6,027	-2,500	-3,754	-2,253		
Homeowner Discounts	0	0	0	0	0	0	0	0	0	-1,436	-2,240	-500	-1,226	-735		
Discounts - Retail	0	0	0	0	0	0	0	0	0	0	235	0	78	47		
Total Retail Product Revenue	0	0	0	0	0	0	0	0	0	28,583	35,424	38,500	21,336	12,801		
Rentals, Bikes	0	0	0	0	0	0	0	0	0	22,673	34,245	37,000	18,973	11,384		
Total Lessons & Rental Revenue	0	0	0	0	0	0	0	0	0	22,673	34,245	37,000	18,973	11,384		
Other Revenue	0	0	0	0	0	0	0	0	0	14,168	17,229	19,500	10,466	6,279		
Total Other Revenue	0	0	0	0	0	0	0	0	0	14,168	17,229	19,500	10,466	6,279		
GROSS REVENUE (GREV)	0	0	0	0	0	0	0	0	0	65,424	86,888	95,000	50,771	30,462		
COST OF GOODS SOLD (COGS)																
Retail Product Cogs	0	0	0	0	0	0	0	0	0	-21,098	-28,589	-27,000	-16,562	-9,937		
Total COGS	0	0	0	0	0	0	0	0	0	-21,098	-28,589	-27,000	-16,562	-9,937		
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-32.2%	-32.9%	-28.4%	-21.7%	-13.0%		
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-73.8%	-80.7%	-70.1%	-51.5%	-30.9%		
Retail Product Cogs / Retail Revenue,pre	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-59.8%	-65.8%	-65.1%	-41.9%	-25.1%		
Gross Margin (GREV-COGS)	0	0	0	0	0	0	0	0	0	44,326	58,299	68,000	34,209	20,525		
PAYROLL																
SALARIES & WAGES																
Salaries - Exempt - Regular	0	0	0	0	0	0	0	0	0	-22,397	-23,172	-22,700	-15,190	-9,114		
Wages - Seasonal	0	0	0	0	0	0	0	0	0	-9,358	-14,590	-13,900	-7,983	-4,790		
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	0	0	0	0	0	-46	0	-15	-9		
Total Salaries & Wages, DIRECT	0	0	0	0	0	0	0	0	0	-31,755	-37,808	-36,600	-23,188	-13,913		
Salaries sub-total	0	0	0	0	0	0	0	0	0	-22,397	-23,172	-22,700	-15,190	-9,114		
Wage sub-total	0	0	0	0	0	0	0	0	0	-9,358	-14,636	-13,900	-7,998	-4,799		
Wage-Seasonal subsubtotal	0	0	0	0	0	0	0	0	0	-9,358	-14,636	-13,900	-7,998	-4,799		
Payroll Direct as a % of Revenue	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-48.5%	-43.5%	-38.5%	-30.7%	-18.4%		
PAYROLL BURDEN, Taxes & Benefits																
Payroll Taxes	0	0	0	0	0	0	0	0	0	-2,911	-3,301	-3,300	-2,071	-1,242		
Group Insurance	0	0	0	0	0	0	0	0	0	-2,787	-2,609	-3,800	-1,799	-1,079		
Retirement Plan	0	0	0	0	0	0	0	0	0	-941	-662	-1,000	-534	-321		
Total Payroll Taxes & Benefits	0	0	0	0	0	0	0	0	0	-6,639	-6,572	-8,100	-4,404	-2,642		
PAYBDN, Workers Comp Insurance	0	0	0	0	0	0	0	0	0	-2,443	-2,580	-2,300	-1,674	-1,005		
PAYROLL BURDEN Total	0	0	0	0	0	0	0	0	0	-9,081	-9,152	-10,400	-6,078	-3,647		
subtotal, Burden-Salary	0	0	0	0	0	0	0	0	0	-6,836	-6,432	-7,800	-4,423	-2,654		
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	0	0	-51	0	-140	-17	-10		
subtotal, Burden-Wage-Seasonal	0	0	0	0	0	0	0	0	0	-2,195	-2,720	-2,460	-1,638	-983		
Burden % - on all Payroll Direct	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	28.6%	24.2%	28.4%	17.6%	10.6%		
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	30.5%	27.8%	34.4%	19.4%	11.7%		
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	23.5%	18.6%	17.7%	14.0%	08.4%		
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	24.0%	18.6%	18.7%	14.2%	08.5%		
PAYROLL TOTAL (Direct&Burden)	0	0	0	0	0	0	0	0	0	-40,836	-46,960	-47,000	-29,266	-17,559		

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Bikeworks (141)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr	
OPERATING EXPENSES (OE)														
Employee Dev/Training	0	0	0	0	0	0	0	0	-54	-1,445	-400	-500	-300	
Employee Relations	0	0	0	0	0	0	0	0	0	0	-100	0	0	
Uniforms	0	0	0	0	0	0	0	0	-47	0	-300	-16	-9	
Total Staff Expense	0	0	0	0	0	0	0	0	-101	-1,445	-800	-515	-309	
Cable/Sat TV Service	0	0	0	0	0	0	0	0	0	-278	-250	-93	-56	
Disposal Fees	0	0	0	0	0	0	0	0	0	-746	-750	-249	-149	
Electricity	0	0	0	0	0	0	0	0	0	-2,550	-2,420	-850	-510	
Natural Gas - Buildings	0	0	0	0	0	0	0	0	0	-1,123	-1,200	-374	-225	
Sewer Fees	0	0	0	0	0	0	0	0	0	-1,520	-1,180	-507	-304	
Water - Building/Facility	0	0	0	0	0	0	0	0	0	-438	-700	-146	-88	
Water - Grounds	0	0	0	0	0	0	0	0	0	-246	0	-82	-49	
TOTAL UTILITIES	0	0	0	0	0	0	0	0	0	-6,901	-6,500	-2,300	-1,380	
SUPPLIES & MAINTENANCE EXPENSE														
Linen Service	0	0	0	0	0	0	0	0	0	-14	0	-5	-3	
Janitorial Services & Supplies	0	0	0	0	0	0	0	0	0	-1,151	-1,000	-384	-230	
Pest Control	0	0	0	0	0	0	0	0	0	-175	0	-58	-35	
Printed Forms/Ticket Stock	0	0	0	0	0	0	0	0	0	-62	0	-21	-12	
Office Supplies	0	0	0	0	0	0	0	0	0	-33	0	-11	-7	
Toner Cartridges	0	0	0	0	0	0	0	0	0	-225	0	-75	-45	
Operating Supplies	0	0	0	0	0	0	0	0	0	-44	0	-15	-9	
Small Tools & Equipment	0	0	0	0	0	0	0	0	0	-466	-107	-191	-114	
Safety Equipment	0	0	0	0	0	0	0	0	0	0	-55	-18	-11	
Spoilage	0	0	0	0	0	0	0	0	0	0	-60	-20	-12	
Special Programs	0	0	0	0	0	0	0	0	0	0	-50	0	-10	
Repairs & Maintenance														
Other Building	0	0	0	0	0	0	0	0	0	-16	0	-5	-3	
R&M Building	0	0	0	0	0	0	0	0	0	-16	0	-5	-3	
Bicycles	0	0	0	0	0	0	0	0	0	-1,282	-1,160	-500	-814	
R&M Equipment	0	0	0	0	0	0	0	0	0	-1,282	-1,160	-500	-888	
R&M subtotal	0	0	0	0	0	0	0	0	0	-1,282	-1,176	-500	-492	
TOTAL SUPPLIES & MAINTENANC	0	0	0	0	0	0	0	0	0	-1,748	-3,151	-1,500	-1,633	-980
ADMINISTRATIVE & OTHER EXPENSE														
Resort Advertising	0	0	0	0	0	0	0	0	-250	0	-1,000	-83	-50	
Dues & Subscriptions	0	0	0	0	0	0	0	0	0	-50	0	-17	-10	
Credit Card Expense	0	0	0	0	0	0	0	0	-1,604	-2,576	-2,400	-1,393	-836	
Over/Short	0	0	0	0	0	0	0	0	5	19	0	8	5	
Insurance Expense	0	0	0	0	0	0	0	0	-1,800	-3,237	-1,800	-1,679	-1,007	
TOTAL ADMINISTRATIVE & OTHER EXP	0	0	0	0	0	0	0	0	-3,649	-5,844	-5,200	-3,164	-1,899	
TOTAL OPERATING EXPENSES (OE)	0	0	0	0	0	0	0	0	-5,498	-17,340	-14,000	-7,613	-4,568	
TOTAL PAYROLL AND OPERATING EXPE	0	0	0	0	0	0	0	0	-46,334	-64,301	-61,000	-36,878	-22,127	
N O R 1, before OH	0	0	0	0	0	0	0	0	-2,008	-6,001	7,000	-2,670	-1,602	
N O R 2, after OH	0	0	0	0	0	0	0	0	-2,008	-6,001	7,000	-2,670	-1,602	
T O C	0	0	0	0	0	0	0	0	-67,432	-92,889	-88,000	-53,440	-32,064	
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-97.0%	-93.5%	-108.0%	-63.5%	-38.1%	
NOR AFTER Assessment Revenue, Opera	0	0	0	0	0	0	0	0	-2,008	-6,001	7,000	-2,670	-1,602	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Lodge and Summer F&B Combined
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
R&M Golf Course	0	-613	0	0	0	0	0	0	0	0	0	0	0
Forestry Grants	0	-382	0	0	0	0	0	0	0	0	0	0	0
R&M Forestry	0	-382	0	0	0	0	0	0	0	0	0	0	0
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	0	0	3,000	3,000	1,000	600
R&M subtotal	-91,377	-55,104	-33,703	-23,572	-29,136	-36,531	-35,498	-34,985	-39,793	-38,314	-21,870	-37,697	-37,024
TOTAL SUPPLIES & MAINTENANC	-197,137	-163,222	-131,183	-124,889	-123,828	-136,019	-159,544	-157,287	-162,049	-195,676	-148,500	-171,671	-162,115
ADMINISTRATIVE & OTHER EXPENSE													
Public Relations	0	0	-78	-304	0	0	0	0	-25	-307	0	-111	-66
Promotion Expense	-1,007	-120	-265	-1,595	-1,118	-1,848	-1,095	0	0	-1,220	-1,000	-407	-833
Resort Advertising	-17,362	-6,359	-5,089	-2,791	-2,960	-2,683	-7,266	-5,178	-5,520	-4,291	-7,000	-4,996	-4,988
Sales specific	0	0	0	0	0	0	0	0	0	-97	0	-32	-19
Charitable Contributions	-302	-2,919	-1,288	-1,369	-1,424	-679	-1,448	-25	-299	-327	-500	-217	-556
Reservation Services	0	-3,121	-4,523	-6,404	-6,604	-7,721	-9,598	-9,793	-10,241	-10,361	-8,300	-10,132	-9,543
Marketing Discounts CoGS	0	0	-34,828	-37,943	-45,190	-51,734	-60,099	-58,958	-59,720	-69,171	-72,700	-62,616	-59,936
Dues & Subscriptions	-138	-50	0	0	-29	-25	-355	0	0	0	-50	0	-76
Licenses, Permits, Fees	-1,860	-2,992	-1,962	-1,515	-2,052	-2,535	-3,179	-2,668	-2,715	-3,159	-3,800	-2,847	-2,851
Mileage Reimbursement	0	0	-650	-533	-621	-542	-498	-907	-1,664	-1,269	-300	-1,280	-976
Board Expense	17	0	0	0	0	0	0	0	0	-37	0	-12	-7
Postage - General	-494	-300	-30	-39	-22	-9	-18	-32	-26	-54	-80	-37	-28
Printing - TD News	0	-160	0	0	0	0	0	0	0	0	0	0	0
Credit Card Expense	-37,169	-30,228	-34,520	-37,918	-42,210	-43,198	-47,707	-52,480	-54,661	-64,552	-62,300	-57,231	-52,520
Over/Short	74	-876	-439	-359	-783	-611	-148	-64	-855	-63	0	-328	-348
Insurance Expense	-14,900	-16,801	-16,200	-12,969	-13,200	-9,746	-16,500	-14,140	-16,200	-20,180	-16,200	-16,840	-15,353
TOTAL ADMINISTRATIVE & OTHER EXP	-73,140	-63,925	-99,871	-103,738	-116,214	-121,331	-147,910	-144,245	-151,924	-175,088	-172,230	-157,086	-148,100
TOTAL OPERATING EXPENSES (OE)	-374,713	-337,153	-327,242	-325,892	-337,709	-358,113	-418,941	-406,784	-421,089	-484,092	-486,000	-437,322	-417,804
TOTAL PAYROLL AND OPERATING EXPE	-1,090,918	-1,050,497	-1,108,790	-1,152,813	-1,171,831	-1,255,130	-1,460,082	-1,585,867	-1,673,161	-1,898,234	-2,042,500	-1,719,087	-1,574,495
N O R 1, before OH	-359,977	-229,183	-233,161	-181,096	-107,769	-68,210	-124,619	-86,263	-183,374	-150,051	-323,500	-139,896	-122,503
ALLOCATED OVERHEAD (OH)	-200,778	-189,859	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-560,755	-419,042	-233,161	-181,096	-107,769	-68,210	-124,619	-86,263	-183,374	-150,051	-323,500	-139,896	-122,503
T O C	-1,722,139	-1,683,878	-1,537,423	-1,664,562	-1,709,574	-1,842,386	-2,117,758	-2,271,817	-2,381,666	-2,690,289	-2,783,500	-2,447,924	-2,260,783
REV to TOC (CRR%)	-67.4%	-75.1%	-84.8%	-89.1%	-93.7%	-96.3%	-94.1%	-96.2%	-92.3%	-94.4%	-88.4%	-94.3%	-94.7%
NOR AFTER Assessment Revenue, Opera	-560,755	-419,042	-233,161	-181,096	-107,769	-68,210	-124,619	-86,263	-183,374	-150,051	-323,500	-139,896	-122,503

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
The Lodge (128)
 For the Twelve Months Ending

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals	
								3 Year Average Years				3-Yr	5-Yr
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>			
TOTAL SUPPLIES & MAINTENANC	-197,137	-138,467	-94,017	-91,927	-94,330	-103,064	-120,769	-123,549	-128,207	-162,299	-114,710	-138,019	-127,578
ADMINISTRATIVE & OTHER EXPENSE													
Public Relations	0	0	-78	-56	0	0	0	0	-25	-307	0	-111	-66
Promotion Expense	-1,007	-76	-265	-1,595	-1,118	-1,848	-1,095	0	0	-1,220	-1,000	-407	-833
Resort Advertising	-17,362	-6,359	-5,089	-2,791	-2,960	-2,683	-7,266	-5,178	-5,520	-4,291	-5,000	-4,996	-4,988
Sales specific	0	0	0	0	0	0	0	0	0	-97	0	-32	-19
Charitable Contributions	-302	-2,919	-1,213	-1,369	-1,424	-679	-1,448	-25	-299	-327	-500	-217	-556
Reservation Services	0	-3,121	-4,523	-6,404	-6,604	-7,721	-9,598	-9,793	-10,241	-10,361	-8,300	-10,132	-9,543
Marketing Discounts CoGS	0	0	-33,058	-35,864	-39,752	-47,224	-52,913	-53,600	-48,612	-60,643	-66,000	-54,285	-52,599
Dues & Subscriptions	-138	-50	0	0	-29	-25	-355	0	0	0	-50	0	-76
Licenses, Permits, Fees	-1,860	-2,992	-1,962	-1,515	-2,052	-2,535	-3,179	-2,518	-2,375	-2,261	-2,800	-2,384	-2,573
Mileage Reimbursement	0	0	-650	-533	-621	-542	-498	-907	-1,618	-1,269	-300	-1,265	-967
Board Expense	17	0	0	0	0	0	0	0	0	-37	0	-12	-7
Postage - General	-494	-300	-30	-39	-22	-9	-18	-22	-24	-53	-80	-33	-25
Printing - TD News	0	-160	0	0	0	0	0	0	0	0	0	0	0
Credit Card Expense	-37,169	-26,085	-30,918	-34,696	-38,934	-39,698	-44,013	-48,050	-49,950	-59,075	-56,700	-52,358	-48,157
Over/Short	74	-908	-445	-308	-511	-609	-150	103	-855	-31	0	-261	-308
Insurance Expense	-14,900	-16,801	-15,600	-12,369	-12,600	-9,146	-15,900	-13,617	-15,600	-19,351	-15,600	-16,189	-14,723
TOTAL ADMINISTRATIVE & OTHER EXP	-73,140	-59,770	-93,830	-97,540	-106,626	-112,719	-136,433	-133,608	-135,118	-159,323	-156,330	-142,683	-135,440
TOTAL OPERATING EXPENSES (OE)	-374,713	-307,526	-283,834	-286,543	-297,531	-310,887	-361,519	-356,232	-364,472	-429,480	-384,400	-383,394	-364,518
TOTAL PAYROLL AND OPERATING EXPE	-1,090,918	-929,364	-912,644	-971,703	-1,004,564	-1,055,183	-1,206,154	-1,372,849	-1,440,420	-1,659,200	-1,725,000	-1,490,823	-1,346,761
N O R 1, before OH	-359,977	-162,086	-127,685	-91,636	-24,406	37,934	27,047	2,987	-79,790	-63,905	-198,000	-46,903	-15,146
ALLOCATED OVERHEAD (OH)	-200,778	-179,526	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-560,755	-341,612	-127,685	-91,636	-24,406	37,934	27,047	2,987	-79,790	-63,905	-198,000	-46,903	-15,146
T O C	-1,722,139	-1,501,091	-1,283,631	-1,420,882	-1,488,654	-1,583,760	-1,798,433	-1,998,722	-2,077,382	-2,376,152	-2,392,000	-2,150,752	-1,966,890
REV to TOC (CRR%)	-67.4%	-77.2%	-90.1%	-93.6%	-98.4%	-102.4%	-101.5%	-100.1%	-96.2%	-97.3%	-91.7%	-97.9%	-99.5%
NOR AFTER Assessment Revenue, Opera	-560,755	-341,612	-127,685	-91,636	-24,406	37,934	27,047	2,987	-79,790	-63,905	-198,000	-46,903	-15,146

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Summer Food and Beverage (170)
 For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
F&B Kitchen Equip	0	0	0	0	0	0	0	-48	0	-459	-300	-169	-101
F&B GlassSilverChina	0	0	0	0	-485	-1,025	-228	-281	-93	0	-900	-125	-325
Other Operating Equip R&M	0	0	-653	0	0	0	-32	0	0	0	0	0	-6
R&M Equipment	0	0	-653	0	-485	-1,025	-261	-329	-93	-709	-1,200	-377	-483
Contra - Inter-Dept. Charges	0	-15,724	-17,000	-17,000	-17,000	-17,000	-17,000	-17,000	-17,000	-14,000	-14,000	-16,000	-16,400
R&M subtotal	0	-17,139	-18,884	-17,000	-17,485	-18,561	-17,391	-17,472	-17,255	-14,718	-15,200	-16,481	-17,079
TOTAL SUPPLIES & MAINTENANC	0	-24,755	-37,166	-32,962	-29,498	-32,955	-38,775	-33,737	-33,842	-33,377	-33,790	-33,652	-34,537
ADMINISTRATIVE & OTHER EXPENSE													
Public Relations	0	0	0	-247	0	0	0	0	0	0	0	0	0
Promotion Expense	0	-44	0	0	0	0	0	0	0	0	0	0	0
Resort Advertising	0	0	0	0	0	0	0	0	0	0	-2,000	0	0
Charitable Contributions	0	0	-75	0	0	0	0	0	0	0	0	0	0
Marketing Discounts CoGS	0	0	-1,770	-2,078	-5,439	-4,510	-7,186	-5,357	-11,107	-8,528	-6,700	-8,331	-7,338
Licenses, Permits, Fees	0	0	0	0	0	0	0	-150	-340	-898	-1,000	-463	-278
Mileage Reimbursement	0	0	0	0	0	0	0	0	-46	0	0	-15	-9
Postage - General	0	0	0	0	0	0	0	-10	-2	-1	0	-4	-3
Credit Card Expense	0	-4,144	-3,602	-3,221	-3,276	-3,500	-3,694	-4,430	-4,711	-5,477	-5,600	-4,873	-4,362
Over/Short	0	32	6	-51	-272	-2	2	-167	0	-33	0	-66	-40
Insurance Expense	0	0	-600	-600	-600	-600	-600	-524	-600	-829	-600	-651	-630
TOTAL ADMINISTRATIVE & OTHER EXP	0	-4,156	-6,042	-6,198	-9,587	-8,613	-11,477	-10,638	-16,806	-15,765	-15,900	-14,403	-12,660
TOTAL OPERATING EXPENSES (OE)	0	-29,627	-43,408	-39,349	-40,179	-47,226	-57,422	-50,552	-56,618	-54,612	-101,600	-53,927	-53,286
TOTAL PAYROLL AND OPERATING EXPE	0	-121,133	-196,146	-181,110	-167,267	-199,946	-253,928	-213,018	-232,742	-239,034	-317,500	-228,264	-227,733
N O R 1, before OH	0	-67,097	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-125,500	-92,993	-107,358
ALLOCATED OVERHEAD (OH)	0	-10,333	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	0	-77,430	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-125,500	-92,993	-107,358
T O C	0	-182,786	-253,792	-243,679	-220,920	-258,626	-319,325	-273,095	-304,284	-314,137	-391,500	-297,172	-293,893
REV to TOC (CRR%)	00.0%	-57.6%	-58.4%	-63.3%	-62.3%	-59.0%	-52.5%	-67.3%	-66.0%	-72.6%	-67.9%	-68.6%	-63.5%
NOR AFTER Assessment Revenue, Opera	0	-77,430	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-125,500	-92,993	-107,358

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Pizza on the Hill (150)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
TOTAL ADMINISTRATIVE & OTHER EXP	-2,663	-6,660	-11,098	-13,113	-11,072	-10,183	-12,130	-11,401	-19,166	-24,347	-22,000	-18,305	-15,445
TOTAL OPERATING EXPENSES (OE)	-23,131	-26,618	-40,830	-54,945	-43,840	-41,883	-51,725	-48,998	-77,795	-75,717	-69,600	-67,503	-59,224
TOTAL PAYROLL AND OPERATING EXPE	-74,238	-155,666	-199,737	-243,265	-219,671	-219,217	-256,777	-264,122	-390,903	-389,847	-398,800	-348,291	-304,173
N O R 1, before OH	-21,407	-67,332	-88,996	-90,249	-52,491	-33,340	-64,576	-25,357	-52,629	-27,743	-65,800	-35,243	-40,729
ALLOCATED OVERHEAD (OH)	-10,743	-31,750	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-32,150	-99,082	-88,996	-90,249	-52,491	-33,340	-64,576	-25,357	-52,629	-27,743	-65,800	-35,243	-40,729
T O C	-108,524	-230,592	-267,544	-341,409	-309,779	-298,863	-373,361	-372,377	-525,883	-545,803	-541,800	-481,355	-423,257
REV to TOC (CRR%)	-70.4%	-57.0%	-66.7%	-73.6%	-83.1%	-88.8%	-82.7%	-93.2%	-90.0%	-94.9%	-87.9%	-92.7%	-89.9%
NOR AFTER Assessment Revenue, Opera	-32,150	-99,082	-88,996	-90,249	-52,491	-33,340	-64,576	-25,357	-52,629	-27,743	-65,800	-35,243	-40,729

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Alder Creek Cafe (155)
For the Twelve Months Ending**

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals <u>Average</u>		
								3 Year Average Years				2017 <u>Budget</u>	3-Yr	5-Yr
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>				
Revenue														
Food	0	0	0	0	0	0	0	0	53,752	269,779	157,500	107,844	64,706	
Food Discounts	0	0	0	0	0	0	0	0	-13,431	-38,810	-5,600	-17,414	-10,448	
Discounts Food	0	0	0	0	0	0	0	0	-13	0	0	-4	-3	
EE Discounts	0	0	0	0	0	0	0	0	-3,413	-27,530	-2,000	-10,314	-6,188	
InterDept Discounts	0	0	0	0	0	0	0	0	-8,805	-375	-1,200	-3,060	-1,836	
Marketing Discounts	0	0	0	0	0	0	0	0	-1,201	-10,906	-2,400	-4,036	-2,421	
Food NA Beverage	0	0	0	0	0	0	0	0	7,665	34,352	2,600	14,006	8,403	
Food subtotal	0	0	0	0	0	0	0	0	47,986	265,321	154,500	104,436	62,661	
Beer	0	0	0	0	0	0	0	0	11,838	55,044	36,300	22,294	13,376	
Beer Discounts	0	0	0	0	0	0	0	0	-534	-388	0	-307	-184	
Wine	0	0	0	0	0	0	0	0	8,160	26,258	16,400	11,473	6,884	
Wine Discounts	0	0	0	0	0	0	0	0	-825	-571	0	-465	-279	
Corkage Fees	0	0	0	0	0	0	0	0	0	102	0	34	20	
Beverage subtotal	0	0	0	0	0	0	0	0	18,640	80,445	52,700	33,028	19,817	
Misc other F&B	0	0	0	0	0	0	0	0	0	5,198	1,000	1,733	1,040	
InterDept Food Sales	0	0	0	0	0	0	0	0	0	0	1,800	0	0	
Other F&B subtotal	0	0	0	0	0	0	0	0	0	5,198	2,800	1,733	1,040	
Total Food and Beverage Revenue	0	0	0	0	0	0	0	0	66,626	350,965	210,000	139,197	83,518	
F&B Revenue by Segment:	0	0	0	0	0	0	0	0	33,329	349,520	0	127,617	76,570	
Lodge-Pub	0	0	0	0	0	0	0	0	23,250	82,821	0	35,357	21,214	
Lodge-Banquets	0	0	0	0	0	0	0	0	10,080	26,303	0	12,128	7,277	
Cafeteria	0	0	0	0	0	0	0	0	0	240,396	0	80,132	48,079	
Sales - Retail	0	0	0	0	0	0	0	0	0	2,733	0	911	547	
Total Retail Product Revenue	0	0	0	0	0	0	0	0	0	2,733	0	911	547	
GROSS REVENUE (GREV)	0	0	0	0	0	0	0	0	66,626	353,697	210,000	140,108	84,065	
COST OF GOODS SOLD (COGS)														
Meat	0	0	0	0	0	0	0	0	-3,705	-14,424	-24,800	-6,043	-3,626	
Seafood	0	0	0	0	0	0	0	0	-904	-8,813	-8,800	-3,239	-1,943	
Produce	0	0	0	0	0	0	0	0	-5,040	-23,880	-7,100	-9,640	-5,784	
Dairy	0	0	0	0	0	0	0	0	-2,886	-9,157	-11,600	-4,014	-2,409	
NA Beverage	0	0	0	0	0	0	0	0	-2,960	-11,012	-4,800	-4,657	-2,794	
Food Other	0	0	0	0	0	0	0	0	-9,348	-33,583	-6,900	-14,310	-8,586	
EE Meals credit	0	0	0	0	0	0	0	0	0	3,843	7,300	1,281	769	
Food Cogs	0	0	0	0	0	0	0	0	-24,843	-97,026	-56,700	-40,623	-24,374	
Beer	0	0	0	0	0	0	0	0	-2,446	-12,744	-8,700	-5,063	-3,038	
Wine	0	0	0	0	0	0	0	0	-2,302	-8,415	-4,600	-3,572	-2,143	
Beverage Cogs	0	0	0	0	0	0	0	0	-4,748	-21,159	-13,300	-8,635	-5,181	
Retail Product Cogs	0	0	0	0	0	0	0	0	0	-1,699	0	-566	-340	
Total COGS	0	0	0	0	0	0	0	0	-29,590	-119,884	-70,000	-49,825	-29,895	
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	44.4%	33.9%	33.3%	26.1%	15.7%	
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	62.2%	00.0%	20.7%	12.4%	
Retail Product Cogs / Retail Revenue,pre	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	62.2%	00.0%	20.7%	12.4%	
F&B Cogs / F&B Rev %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	44.4%	33.7%	33.3%	26.0%	15.6%	
Food %, preDiscounts	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	40.4%	31.9%	35.4%	24.1%	14.5%	
Food %, postDiscounts	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	51.8%	36.6%	36.7%	29.4%	17.7%	
Food NA Beverage %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	38.6%	32.1%	184.6%	23.6%	14.1%	
COGS % Beverage, incld CF,net	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	25.5%	26.3%	25.2%	17.3%	10.4%	
COGS % Beer,net	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	21.6%	23.3%	24.0%	15.0%	9.0%	
COGS % Wine,net	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	31.4%	32.8%	28.0%	21.4%	12.8%	
Gross Margin (GREV-COGS)	0	0	0	0	0	0	0	0	37,036	233,814	140,000	90,283	54,170	

02/09/17

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Alder Creek Cafe (155)

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Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Alder Creek Cafe (155)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	0	0	0	0	0	0	0	0	0	0	-10,100	-61,500	-3,367	-2,020
Wages - FTRRegular	0	0	0	0	0	0	0	0	0	0	-7,210	-22,146	-2,403	-1,442
Wages - Seasonal	0	0	0	0	0	0	0	0	0	-34,094	-158,816	-63,354	-64,303	-38,582
Incentive Program, Exempt	0	0	0	0	0	0	0	0	0	0	-219	0	-73	-44
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	0	0	0	0	-273	-979	0	-417	-250
Total Salaries & Wages, DIRECT	0	0	0	0	0	0	0	0	0	-34,367	-177,324	-147,000	-70,564	-42,338
Salaries sub-total	0	0	0	0	0	0	0	0	0	0	-10,319	-61,500	-3,440	-2,064
Wage sub-total	0	0	0	0	0	0	0	0	0	-34,367	-167,005	-85,500	-67,124	-40,274
Wage-FTR subsubtotal	0	0	0	0	0	0	0	0	0	0	-7,210	-22,146	-2,403	-1,442
Wage-Seasonal subsubtotal	0	0	0	0	0	0	0	0	0	-34,367	-159,795	-63,354	-64,721	-38,832
Payroll Direct as a % of Revenue	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-51.6%	-50.1%	-70.0%	-33.9%	-20.3%
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	0	0	0	0	0	0	0	0	0	-4,464	-21,129	-16,500	-8,531	-5,119
Group Insurance	0	0	0	0	0	0	0	0	0	0	-2,848	-24,800	-949	-570
Retirement Plan	0	0	0	0	0	0	0	0	0	0	0	-600	0	0
Total Payroll Taxes & Benefits	0	0	0	0	0	0	0	0	0	-4,464	-23,977	-41,900	-9,480	-5,688
PAYBDN, Workers Comp Insurance	0	0	0	0	0	0	0	0	0	-2,847	-16,843	-16,400	-6,563	-3,938
PAYROLL BURDEN Total	0	0	0	0	0	0	0	0	0	-7,311	-40,820	-58,300	-16,044	-9,626
subtotal, Burden-Salary	0	0	0	0	0	0	0	0	0	0	-2,454	-27,500	-818	-491
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	0	0	0	-3,449	-16,350	-1,150	-690
subtotal, Burden-Wage-Seasonal	0	0	0	0	0	0	0	0	0	-7,311	-34,917	-14,450	-14,076	-8,446
Burden % - on all Payroll Direct	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	21.3%	23.0%	39.7%	14.8%	08.9%
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	23.8%	44.7%	07.9%	04.8%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	47.8%	73.8%	15.9%	09.6%
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	21.3%	21.9%	22.8%	14.4%	08.6%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	21.3%	23.0%	36.0%	14.7%	08.8%
PAYROLL TOTAL (Direct&Burden)	0	0	0	0	0	0	0	0	0	-41,678	-218,144	-205,300	-86,607	-51,964
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	0	0	0	0	0	0	0	-3,843	-7,300	-1,281	-769
Employee Dev/Training	0	0	0	0	0	0	0	0	0	0	0	-100	0	0
Employee Relations	0	0	0	0	0	0	0	0	0	0	-13	-212	-75	-45
Uniforms	0	0	0	0	0	0	0	0	0	0	-267	0	-89	-53
Total Staff Expense	0	0	0	0	0	0	0	0	0	-13	-4,322	-7,600	-1,445	-867
Cable/Sat TV Service	0	0	0	0	0	0	0	0	0	0	-372	0	-124	-74
Disposal Fees	0	0	0	0	0	0	0	0	0	0	-964	0	-321	-193
Electricity	0	0	0	0	0	0	0	0	0	0	-3,393	0	-1,131	-679
Natural Gas - Buildings	0	0	0	0	0	0	0	0	0	0	-1,817	0	-606	-363
Propane (LPG)	0	0	0	0	0	0	0	0	0	0	-20	0	-7	-4
Sewer Fees	0	0	0	0	0	0	0	0	0	0	-1,884	-5,520	-628	-377
Water - Building/Facility	0	0	0	0	0	0	0	0	0	0	-501	0	-167	-100
Water - Grounds	0	0	0	0	0	0	0	0	0	0	-311	0	-104	-62
TOTAL UTILITIES	0	0	0	0	0	0	0	0	0	0	-9,261	-5,520	-3,087	-1,852
SUPPLIES & MAINTENANCE EXPENSE														
Linen Service	0	0	0	0	0	0	0	0	0	-334	-3,853	0	-1,396	-837
Janitorial Services & Supplies	0	0	0	0	0	0	0	0	0	-325	-4,457	-600	-1,594	-956
Pest Control	0	0	0	0	0	0	0	0	0	0	-315	0	-105	-63
Equipment Rental	0	0	0	0	0	0	0	0	0	-196	-1,219	0	-472	-283
Furniture and Office Equip	0	0	0	0	0	0	0	0	0	0	-720	-100	-240	-144
Office Supplies	0	0	0	0	0	0	0	0	0	-80	-478	0	-186	-112
Toner Cartridges	0	0	0	0	0	0	0	0	0	0	-336	0	-112	-67
Signs	0	0	0	0	0	0	0	0	0	0	0	-200	0	0
Operating Supplies	0	0	0	0	0	0	0	0	0	-73	-709	-170	-261	-156
Paper Products - Restaurant	0	0	0	0	0	0	0	0	0	-2,785	-7,125	-2,000	-3,303	-1,982
Cleaning Supplies - Restaurant	0	0	0	0	0	0	0	0	0	-1,713	-2,660	-1,800	-1,458	-875
Small Tools & Equipment	0	0	0	0	0	0	0	0	0	-177	-1,416	0	-531	-319
Spoilage	0	0	0	0	0	0	0	0	0	-51	-356	0	-136	-81

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Alder Creek Cafe (155)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	5 Year Average Years					2017 Budget	Actuals Average		
						2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Entertainment	0	0	0	0	0	0	0	0	-325	-4,400	-4,800	-1,575	-945	
Special Programs	0	0	0	0	0	0	0	0	0	-133	0	-44	-27	
Catering Rentals	0	0	0	0	0	0	0	0	0	-592	0	-197	-118	
Repairs & Maintenance														
General/PM	0	0	0	0	0	0	0	0	-96	-1,315	0	-471	-282	
Plumbing	0	0	0	0	0	0	0	0	-8	-148	0	-52	-31	
Lighting and Electrical	0	0	0	0	0	0	0	0	-65	0	0	-22	-13	
Fire Suppression	0	0	0	0	0	0	0	0	0	-708	-250	-236	-142	
Other Building	0	0	0	0	0	0	0	0	0	-16	-200	-5	-3	
R&M Building	0	0	0	0	0	0	0	0	-169	-2,187	-450	-786	-471	
Snow Removal	0	0	0	0	0	0	0	0	0	-939	0	-313	-188	
R&M Grounds (nonGolf)	0	0	0	0	0	0	0	0	0	-939	0	-313	-188	
F&B Kitchen Equip	0	0	0	0	0	0	0	0	-61	-304	-270	-122	-73	
F&B Glass/Silver/China	0	0	0	0	0	0	0	0	0	-355	-350	-118	-71	
Other Operating Equip R&M	0	0	0	0	0	0	0	0	0	-300	0	-100	-60	
R&M Equipment	0	0	0	0	0	0	0	0	-61	-959	-620	-340	-204	
R&M subtotal	0	0	0	0	0	0	0	0	-230	-4,085	-1,070	-1,439	-863	
TOTAL SUPPLIES & MAINTENANC	0	0	0	0	0	0	0	0	-6,290	-32,855	-10,740	-13,048	-7,829	
ADMINISTRATIVE & OTHER EXPENSE														
Promotion Expense	0	0	0	0	0	0	0	0	0	-23	0	-8	-5	
Resort Advertising	0	0	0	0	0	0	0	0	0	0	-2,000	0	0	
Sales specific	0	0	0	0	0	0	0	0	0	-84	0	-28	-17	
Community Relations	0	0	0	0	0	0	0	0	0	-341	0	-114	-68	
Licenses, Permits, Fees	0	0	0	0	0	0	0	0	-100	-1,120	-300	-407	-244	
Postage - General	0	0	0	0	0	0	0	0	0	-3	0	-1	-1	
Credit Card Expense	0	0	0	0	0	0	0	0	-532	-5,363	-2,340	-1,965	-1,179	
Over/Short	0	0	0	0	0	0	0	0	118	-105	0	4	3	
Insurance Expense	0	0	0	0	0	0	0	0	0	-4,546	-2,400	-1,515	-909	
TOTAL ADMINISTRATIVE & OTHER EXP	0	0	0	0	0	0	0	0	-514	-11,585	-7,040	-4,033	-2,420	
TOTAL OPERATING EXPENSES (OE)	0	0	0	0	0	0	0	0	-6,817	-58,022	-30,900	-21,613	-12,968	
TOTAL PAYROLL AND OPERATING EXPE	0	0	0	0	0	0	0	0	-48,495	-276,167	-236,200	-108,220	-64,932	
N O R 1, before OH	0	0	0	0	0	0	0	0	-11,459	-42,353	-96,200	-17,937	-10,762	
N O R 2, after OH	0	0	0	0	0	0	0	0	-11,459	-42,353	-96,200	-17,937	-10,762	
T O C	0	0	0	0	0	0	0	0	-78,085	-396,050	-306,200	-158,045	-94,827	
REV to TOC (CRR%)	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-85.3%	-89.3%	-68.6%	-58.2%	-34.9%	
NOR AFTER Assessment Revenue, Opera	0	0	0	0	0	0	0	0	-11,459	-42,353	-96,200	-17,937	-10,762	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Homeowners Association Consolidated
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Revenue														
InterDept Food Sales	0	0	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-2,000	-700	-1,356	
Other F&B subtotal	0	0	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-2,000	-700	-1,356	
Total Food and Beverage Revenue	0	0	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-2,000	-700	-1,356	
Sales - Firewood	10,420	14,073	8,585	10,170	11,840	9,028	6,380	5,240	5,988	6,090	5,000	5,773	6,545	
Sales - Timber	1,234	22,674	0	1,629	0	0	4,295	0	21,099	5,724	0	8,941	6,223	
Sales - Chips	0	3,118	22,985	34,947	23,057	0	20,649	6,860	5,402	1,803	0	4,688	6,943	
Sales - Retail	1,676	1,716	2,543	2,678	5,484	6,827	9,333	12,104	10,670	18,716	12,000	13,830	11,530	
Employee Discounts	-50	-48	-89	-107	-33	-124	-246	-321	-284	-449	0	-351	-285	
Chartered Club Discounts	0	-750	0	0	0	0	0	0	0	0	0	0	0	
Discounts - Retail	0	-33	-62	-145	-724	-460	-147	-607	-353	-1,102	0	-688	-534	
Promotion Discounts	0	0	0	0	-30	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	13,279	40,749	33,962	49,172	39,594	15,271	40,263	23,275	42,522	30,781	17,000	32,193	30,422	
Aso - Fees	54,740	36,685	27,650	30,425	27,955	25,600	47,215	52,255	63,110	67,185	57,500	60,850	51,073	
Inspection Fees	33,450	18,280	14,896	16,090	17,770	16,730	21,870	24,665	29,905	33,700	30,000	29,423	25,374	
Fines	37,676	23,785	42,559	13,848	9,463	2,803	16,985	24,285	22,350	8,365	6,000	18,333	14,958	
Interest	219,243	99,528	47,562	25,348	14,329	9,272	5,252	3,379	6,803	24,515	6,120	11,566	9,844	
Late Charges	12,764	18,833	24,134	31,304	34,461	37,064	41,366	40,169	39,240	39,631	38,000	39,680	39,494	
Lien Fees	11,775	14,175	14,000	9,800	9,500	9,025	10,500	13,825	16,629	11,470	15,000	13,975	12,290	
Delinquency Fees	42,913	58,735	60,441	58,457	53,645	49,342	48,531	50,507	39,474	50,374	38,000	46,785	47,646	
Transfer Fees	39,150	36,750	76,128	81,575	81,328	98,085	100,965	91,385	93,740	154,795	133,500	113,307	107,794	
NSF Charges	-100	-10	-60	-20	20	40	-170	-90	-150	-40	0	-93	-82	
Shopping Bags	0	0	0	0	0	0	0	139	14	0	0	51	31	
Communications Ad Revenue	214,579	182,727	178,834	191,631	193,858	186,248	171,171	206,011	197,557	178,278	203,000	193,949	187,853	
Lease Revenue	0	0	0	0	0	5,750	6,000	15,800	29,151	33,677	30,000	26,209	18,076	
Other Revenue	49,754	23,222	24,336	28,978	24,926	24,589	22,317	30,894	29,047	35,947	28,880	31,963	28,559	
Forestry Grant Revenue	53,320	26,500	69,756	0	76,280	25,600	74,114	0	0	44,000	0	14,667	28,743	
Total Other Revenue	769,263	539,210	580,234	487,434	543,535	490,149	566,116	553,224	566,871	681,896	586,000	600,664	571,651	
GROSS REVENUE (GREV)	782,542	579,959	614,196	529,291	575,359	503,906	603,212	576,499	607,293	712,678	601,000	632,157	600,718	
COST OF GOODS SOLD (COGS)														
Food	0	-8	0	0	0	0	0	0	0	0	0	0	0	
Food Cogs	0	-8	0	0	0	0	0	0	0	0	0	0	0	
Retail Product Cogs	-816	0	-2,592	0	-160	0	0	0	0	58	0	19	12	
Total COGS	-816	-8	-2,592	0	-160	0	0	0	0	58	0	19	12	
Total Cogs / GREV %	-00.1%	00.0%	-00.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Retail Product Cogs / Retail Revenue %	-06.1%	00.0%	-07.6%	00.0%	-00.4%	00.0%	00.0%	00.0%	00.0%	00.2%	00.0%	00.1%	00.0%	
Retail Product Cogs / Retail Revenue,pre	-06.1%	00.0%	-07.6%	00.0%	-00.4%	00.0%	00.0%	00.0%	00.0%	00.2%	00.0%	00.1%	00.0%	
Gross Margin (GREV-COGS)	781,727	579,951	611,604	529,291	575,199	503,906	603,212	576,499	607,293	712,735	601,000	632,176	600,729	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-1,011,097	-1,136,939	-1,208,273	-1,223,677	-1,236,210	-1,350,793	-1,453,964	-1,489,158	-1,590,336	-1,655,672	-1,742,900	-1,578,388	-1,507,985	
Wages - FTRRegular	-864,330	-997,119	-963,992	-972,144	-920,921	-845,985	-968,594	-940,391	-1,007,991	-1,100,286	-1,300,884	-1,016,223	-972,650	
Wages - Seasonal	-295,616	-325,334	-341,301	-376,756	-465,631	-432,295	-487,529	-373,312	-418,528	-516,001	-490,216	-435,947	-445,533	
Wages-FTR-Commissions	0	0	-205	0	0	-100	0	-137	0	-23,280	0	-7,805	-4,703	
Wages-Seasonal-Commissions	0	0	-2,000	-2,700	-1,400	-12,165	-19,664	-32,006	-32,064	-1,604	0	-21,892	-19,501	
Incentive Program, Exempt	-148,619	-158,217	-158,424	-162,546	-159,033	-256,352	-190,014	-269,221	-221,391	-308,235	-94,000	-266,282	-249,043	
Incentive Program, FTR, NonExempt	0	0	-51,510	-34,354	-32,723	-50,460	-41,304	-66,403	-46,886	-66,737	-22,000	-60,009	-54,358	
Incentive Program, Seasonal, NonExempt	0	0	-8,536	-11,406	-12,575	-9,287	-19,264	-8,102	-9,216	-25,618	-10,000	-14,312	-14,297	
Total Salaries & Wages, DIRECT	-2,319,663	-2,617,608	-2,734,241	-2,783,583	-2,828,493	-2,957,437	-3,180,334	-3,178,730	-3,326,412	-3,697,432	-3,660,000	-3,400,858	-3,268,069	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Homeowners Association Consolidated
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Community Relations	-3,893	-1,700	-350	0	0	0	-4,674	-415	-3,511	-8,497	-2,000	-4,141	-3,419	
Dues & Subscriptions	-8,284	-7,943	-8,455	-9,778	-7,753	-8,392	-10,396	-11,483	-14,303	-14,110	-11,240	-13,299	-11,737	
Licenses, Permits, Fees	-58,452	-69,235	-61,146	-60,941	-77,938	-56,080	-69,990	-63,797	-63,325	-66,705	-59,210	-64,609	-63,979	
Mileage Reimbursement	0	0	-5,249	-5,294	-3,376	-5,479	-6,515	-3,494	-3,850	-2,897	-2,730	-3,414	-4,447	
Board Expense	-9,151	-7,884	-10,447	-9,418	-23,356	-15,870	-13,546	-12,052	-12,706	-10,115	-12,500	-11,624	-12,858	
Annual Meeting Expense	-21,176	-37,629	-21,648	-23,020	-3,272	-30,652	-26,487	-25,349	-10,816	-36,725	-25,000	-24,296	-26,006	
Postage - TDNews	0	0	-24,875	-27,897	-25,910	-30,344	-29,367	-28,088	-31,817	-30,392	-30,450	-30,092	-29,998	
Postage - Value Line	0	0	-875	0	-1,570	0	0	0	0	0	0	0	0	
Postage - General	-42,189	-37,870	-16,777	-11,745	-10,261	-10,020	-8,370	-8,121	-11,906	-11,085	-13,860	-10,370	-9,900	
Assessment Billing	-1,253	0	-4,027	-4,087	-4,215	-6,127	-8,432	-9,210	-6,995	-7,359	-9,000	-7,855	-7,624	
Newsletter	0	0	0	0	0	0	0	0	0	-4,550	-10,000	-1,517	-910	
Printing - TD News	-126,428	-142,244	-100,450	-97,931	-113,469	-107,832	-116,980	-113,591	-107,622	-110,621	-111,850	-110,611	-111,329	
Printing - Brochures	0	0	-30,904	-32,507	-31,850	-36,485	-38,841	-34,297	-37,477	-30,006	-35,000	-33,927	-35,421	
Printing - Other	0	0	-3,373	-1,861	-2,588	-1,422	-2,094	-2,241	-1,045	-662	-100	-1,316	-1,493	
Claims Expense	-12,886	-10,920	-17,097	-7,316	-35,212	-8,054	-8,792	-18,476	-31,164	-15,755	-5,000	-21,798	-16,448	
Fines and Penalties	0	-1,879	0	-4,286	0	0	0	-5,310	0	0	0	-1,770	-1,062	
Bad Debt Expense	-4,594	-25,540	-65,553	-35,603	-43,726	-28,419	-26,545	-3,152	-24,510	-16,744	-15,000	-14,802	-19,874	
Credit Card Expense	-10,647	-10,374	-10,580	-9,559	-10,354	-10,340	-13,067	-12,504	-12,155	-11,496	-11,500	-12,052	-11,912	
Over/Short	-1,027	-2,945	7	133	11	-23	-39	416	46	-350	0	37	10	
Inter-Department Food Costs	0	0	0	7,316	7,770	945	3,167	0	0	0	2,000	0	822	
Lease Expense	-720	-1,317	-1,649	-305	-305	0	0	0	0	0	0	0	0	
Contingency	0	0	0	0	0	0	0	0	0	0	-32,000	0	0	
Insurance Expense	-144,233	-154,275	-159,371	-116,970	-112,133	-119,829	-146,643	-136,864	-155,382	-132,504	-147,600	-141,583	-138,244	
Taxes - Property	-75,691	-69,422	-124,783	-105,212	-111,950	-180,114	-142,718	-156,046	-174,938	-184,761	-196,800	-171,915	-167,715	
Taxes - Income	-63,045	-53,705	-28,956	-59,675	-23,296	33,176	-16,278	-14,311	-36,700	-30,108	-45,000	-27,040	-12,844	
TOTAL ADMINISTRATIVE & OTHER EXP	-661,450	-798,496	-865,181	-701,238	-668,675	-718,539	-842,818	-686,481	-846,670	-854,185	-971,360	-795,779	-789,739	
TOTAL OPERATING EXPENSES (OE)	-1,395,234	-1,595,584	-1,766,049	-1,587,526	-1,608,400	-1,227,198	-1,666,394	-1,134,589	-1,541,211	-1,465,148	-1,583,300	-1,380,316	-1,406,908	
TOTAL PAYROLL AND OPERATING EXPE	-4,402,444	-4,921,362	-5,279,519	-5,128,415	-5,181,162	-4,943,060	-5,693,216	-5,162,053	-5,724,942	-6,084,854	-6,352,000	-5,657,283	-5,521,625	
N O R 1, before OH	-3,620,717	-4,341,411	-4,667,915	-4,599,125	-4,605,963	-4,439,154	-5,090,003	-4,585,554	-5,117,649	-5,372,118	-5,751,000	-5,025,107	-4,920,896	
ALLOCATED OVERHEAD (OH)	1,371,740	1,440,581	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-2,248,977	-2,900,830	-4,667,915	-4,599,125	-4,605,963	-4,439,154	-5,090,003	-4,585,554	-5,117,649	-5,372,118	-5,751,000	-5,025,107	-4,920,896	
T O C	-3,031,519	-3,480,789	-5,282,111	-5,128,415	-5,181,322	-4,943,060	-5,693,216	-5,162,053	-5,724,942	-6,084,796	-6,352,000	-5,657,264	-5,521,613	
REv to TOC (CRR%)	-25.8%	-16.7%	-11.6%	-10.3%	-11.1%	-10.2%	-10.6%	-11.2%	-10.6%	-11.7%	-09.5%	-11.2%	-10.9%	
Assessment Revenue, Operating Fund	3,994,106	4,276,337	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,311,000	6,277,148	5,689,460	
NOR AFTER Assessment Revenue, Opera	1,745,129	1,375,507	-174,115	-100,933	-107,963	58,846	27,852	862,046	1,313,151	1,580,927	560,000	1,252,041	768,564	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Administration (010)
For the Twelve Months Ending

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals Average		
								3 Year Average Years				2017 <u>Budget</u>	3-Yr	5-Yr
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>				
ADMINISTRATIVE & OTHER EXPENSE														
Audit & Tax Services	0	-1,800	0	0	0	0	0	0	0	0	0	0	0	0
Consulting Expense	0	0	0	0	0	0	0	-6,000	-5,000	-500	-5,000	-3,833	-2,300	
Public Relations	0	0	-3,438	-5,992	-5,041	-3,170	-7,008	-838	-1,288	-8,937	-5,500	-3,688	-4,248	
Promotion Expense	0	0	-58	-313	0	0	0	0	0	0	0	0	0	
Resort Advertising	-447	0	0	0	0	0	0	0	0	0	0	0	0	
Charitable Contributions	-175	-700	-1,425	0	0	0	0	0	0	0	0	0	0	
Community Relations	-150	-1,700	-350	0	0	0	0	0	0	0	0	0	0	
Dues & Subscriptions	-4,112	-3,165	-678	-2,290	-1,505	-1,565	-2,436	-3,401	-4,470	-2,190	-2,400	-3,354	-2,812	
Licenses, Permits, Fees	-1,609	-340	-3,502	-2,711	-2,358	-4,750	-7,363	-6,053	-9,232	-10,792	-7,250	-8,693	-7,638	
Mileage Reimbursement	0	0	-66	-429	-167	-312	-784	-248	-50	-772	-580	-357	-433	
Board Expense	-32	0	0	0	0	-40	-61	0	-22	0	0	-7	-25	
Postage - General	-499	-394	-130	-157	-370	-144	-306	-33	-304	-2,338	-270	-892	-625	
Printing - TD News	0	-241	0	0	0	0	0	0	0	0	0	0	0	
Claims Expense	0	-14,517	0	0	0	0	-831	0	-319	0	0	-106	-230	
Over/Short	0	0	0	0	0	0	0	0	0	0	0	0	0	
Inter-Department Food Costs	0	0	0	7,316	7,770	945	3,167	0	0	0	2,000	0	822	
Lease Expense	-720	-1,100	-1,344	0	0	0	0	0	0	0	0	0	0	
Insurance Expense	-3,793	-4,276	-4,800	-3,711	-3,600	-3,629	-3,600	-4,190	-4,800	-4,246	-4,800	-4,412	-4,093	
TOTAL ADMINISTRATIVE & OTHER EXP	-11,536	-28,233	-15,791	-8,288	-5,271	-12,663	-19,221	-20,764	-25,485	-29,775	-23,800	-25,341	-21,581	
TOTAL OPERATING EXPENSES (OE)	-58,114	-80,736	-70,950	-54,384	-61,912	-70,796	-92,710	-87,505	-96,567	-100,557	-95,500	-94,877	-89,627	
TOTAL PAYROLL AND OPERATING EXPE	-644,121	-624,453	-744,298	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-741,400	-878,911	-843,606	
N O R 1, before OH	-321,994	-404,116	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-551,400	-627,086	-608,946	
ALLOCATED OVERHEAD (OH)	479,980	428,046	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	157,986	23,930	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-551,400	-627,086	-608,946	
T O C	-164,141	-196,413	-744,298	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-741,400	-878,911	-843,606	
REV to TOC (CRR%)	-196.3%	-112.2%	-29.7%	-31.4%	-28.0%	-26.0%	-26.8%	-24.7%	-27.1%	-33.7%	-25.6%	-28.5%	-27.7%	
Assessment Revenue, Operating Fund	0	-2	0	0	0	0	0	0	0	0	0	0	0	
NOR AFTER Assessment Revenue, Opera	157,986	23,928	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-551,400	-627,086	-608,946	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Communications (015)
For the Twelve Months Ending

	<u>2007</u> <i>Actual</i>	<u>2008</u> <i>Actual</i>	<u>2009</u> <i>Actual</i>	<u>2010</u> <i>Actual</i>	<u>2011</u> <i>Actual</i>	<u>2012</u> <i>Actual</i>	<u>2013</u> <i>Actual</i>	5 Year Average Years			<u>2017</u> <i>Budget</i>	<i>Actuals</i> <i>Average</i>	
								3 Year Average Years				<u>3-Yr</u>	<u>5-Yr</u>
								<u>2014</u> <i>Actual</i>	<u>2015</u> <i>Actual</i>	<u>2016</u> <i>Actual</i>			
T O C	-219,484	-250,544	-391,091	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-627,300	-590,988	-576,004
REV to TOC (CRR%)	-97.8%	-73.0%	-45.7%	-43.0%	-39.4%	-37.4%	-28.1%	-36.1%	-33.6%	-29.5%	-32.4%	-33.1%	-32.9%
NOR AFTER Assessment Revenue, Opera	-4,880	-67,767	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-424,300	-395,831	-387,426

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Member Services (040)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014	2015	2016		3-Yr	5-Yr	
								Actual	Actual	Actual				
Revenue														
Sales - Retail	1,676	1,716	2,543	2,678	5,484	6,827	9,333	12,104	10,670	18,716	12,000	13,830	11,530	
Employee Discounts	-50	-48	-89	-107	-33	-124	-246	-321	-284	-449	0	-351	-285	
Discounts - Retail	0	-24	-62	-145	-724	-460	-147	-607	-353	-1,102	0	-688	-534	
Promotion Discounts	0	0	0	0	-30	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	1,625	1,643	2,392	2,426	4,697	6,243	8,940	11,175	10,033	17,165	12,000	12,791	10,711	
Shopping Bags	0	0	0	0	0	0	0	139	14	0	0	51	31	
Other Revenue	21,163	19,209	20,165	21,007	18,863	19,767	17,733	19,750	17,398	19,578	20,000	18,909	18,845	
Total Other Revenue	21,163	19,209	20,165	21,007	18,863	19,767	17,733	19,889	17,412	19,578	20,000	18,960	18,876	
GROSS REVENUE (GREV)	22,788	20,852	22,558	23,433	23,560	26,010	26,673	31,064	27,445	36,743	32,000	31,751	29,587	
COST OF GOODS SOLD (COGS)														
Retail Product Cogs	-816	0	-2,592	0	-160	0	0	0	0	0	0	0	0	
Total COGS	-816	0	-2,592	0	-160	0	0	0	0	0	0	0	0	
Total Cogs / GREV %	-03.6%	00.0%	-11.5%	00.0%	-00.7%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Retail Product Cogs / Retail Revenue %	-50.2%	00.0%	-108.3%	00.0%	-03.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Retail Product Cogs / Retail Revenue,pre	-48.7%	00.0%	-101.9%	00.0%	-02.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Gross Margin (GREV-COGS)	21,972	20,852	19,966	23,433	23,400	26,010	26,673	31,064	27,445	36,743	32,000	31,751	29,587	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-47,861	-53,448	-51,587	-47,528	-47,395	-44,767	-40,343	-46,440	-48,539	-55,049	-55,600	-50,010	-47,028	
Wages - FTRRegular	-51,086	-59,370	-68,677	-45,461	-39,506	-44,077	-65,757	-83,256	-63,540	-40,449	-73,080	-62,415	-59,416	
Wages - Seasonal	-7,892	-16,793	-13,408	-27,422	-44,267	-43,296	-47,272	-28,450	-40,496	-43,609	-67,920	-37,518	-40,625	
Incentive Program, FTR, NonExempt	0	0	-37	-135	-537	-187	-410	-684	-957	-1,394	0	-1,012	-727	
Incentive Program, Seasonal, NonExempt	0	0	0	-137	-268	-134	-575	-274	-984	-1,285	0	-848	-650	
Total Salaries & Wages, DIRECT	-106,839	-129,611	-133,709	-120,683	-131,973	-132,462	-154,357	-159,104	-154,516	-141,786	-196,600	-151,802	-148,445	
Salaries sub-total	-47,861	-53,448	-51,587	-47,528	-47,395	-44,767	-40,343	-46,440	-48,539	-55,049	-55,600	-50,010	-47,028	
Wage sub-total	-58,978	-76,162	-82,122	-73,155	-84,578	-87,695	-114,014	-112,664	-105,977	-86,737	-141,000	-101,792	-101,417	
Wage-FTR subsubtotal	-51,086	-59,370	-68,714	-45,596	-40,043	-44,265	-66,168	-83,940	-64,496	-41,843	-73,080	-63,426	-60,142	
Wage-Seasonal subsubtotal	-7,892	-16,793	-13,408	-27,559	-44,535	-43,430	-47,846	-28,724	-41,480	-44,894	-67,920	-38,366	-41,275	
Payroll Direct as a % of Revenue	-468.8%	-621.6%	-592.7%	-515.0%	-560.1%	-509.3%	-578.7%	-512.2%	-563.0%	-385.9%	-614.4%	-487.0%	-509.8%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-9,493	-11,602	-11,788	-10,337	-11,586	-12,303	-14,129	-14,247	-14,287	-14,010	-20,800	-14,181	-13,795	
Group Insurance	-34,985	-21,279	-35,445	-31,968	-29,526	-19,469	-20,679	-26,297	-24,122	-22,942	-34,600	-24,453	-22,701	
Retirement Plan	-1,640	-2,033	-3,650	-2,893	-2,706	-2,897	-3,362	-1,616	-2,658	-1,721	-2,400	-1,998	-2,451	
Total Payroll Taxes & Benefits	-46,117	-34,915	-50,883	-45,197	-43,817	-34,668	-38,169	-42,160	-41,066	-38,672	-57,800	-40,633	-38,947	
PAYBDN, Workers Comp Insurance	-1,023	-978	-851	-697	-585	-633	-680	-1,175	-1,219	-980	-1,400	-1,125	-937	
PAYROLL BURDEN Total	-47,141	-35,893	-51,734	-45,894	-44,402	-35,301	-38,849	-43,335	-42,285	-39,653	-59,200	-41,757	-39,884	
subtotal, Burden-Salary	0	0	-17,969	-15,837	-16,045	-15,312	-15,108	-13,480	-13,160	-14,790	-18,000	-13,810	-14,370	
subtotal, Burden-Wage-FTR	0	0	-32,292	-27,321	-23,773	-14,893	-18,586	-26,431	-24,217	-18,803	-33,010	-23,150	-20,586	
subtotal, Burden-Wage-Seasonal	0	0	-1,472	-2,737	-4,585	-5,096	-5,156	-3,425	-4,907	-6,060	-8,190	-4,797	-4,929	
Burden % - on all Payroll Direct	44.1%	27.7%	38.7%	38.0%	33.6%	26.7%	25.2%	27.2%	27.4%	28.0%	30.1%	27.5%	26.9%	
Burden % - Salary	00.0%	00.0%	34.8%	33.3%	33.9%	34.2%	37.4%	29.0%	27.1%	26.9%	32.4%	27.7%	30.9%	
Burden % - Wage-FTR	00.0%	00.0%	47.0%	59.9%	59.4%	33.6%	28.1%	31.5%	37.5%	44.9%	45.2%	38.0%	35.1%	
Burden % - Wage-Seasonal	00.0%	00.0%	11.0%	09.9%	10.3%	11.7%	10.8%	11.9%	11.8%	13.5%	12.1%	12.4%	12.0%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	41.1%	41.1%	33.5%	22.8%	20.8%	26.5%	27.5%	28.7%	29.2%	27.5%	25.3%	
PAYROLL TOTAL (Direct&Burden)	-153,979	-165,504	-185,443	-166,578	-176,375	-167,763	-193,206	-202,439	-196,801	-181,439	-255,800	-193,559	-188,329	
OPERATING EXPENSES (OE)														

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Member Services (040)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Employee Dev/Training	0	0	-45	0	0	0	0	-27	0	0	0	-9	-5	
Employee Relations	-215	-122	-263	-51	-61	-41	-228	-213	-177	-266	-380	-219	-185	
Uniforms	-77	-273	-220	0	-100	-57	-1,003	-362	-106	-1,622	-1,600	-697	-630	
Seminars & Conferences	0	0	0	0	0	0	-571	-358	0	0	-850	-119	-186	
Travel/Meeting Expense	0	0	0	0	0	0	-47	-109	-194	-34	-550	-112	-77	
Total Staff Expense	-292	-394	-528	-51	-161	-98	-1,849	-1,069	-478	-1,922	-3,380	-1,156	-1,083	
Telephone	0	0	0	0	0	0	0	-30	-360	-360	-360	-250	-150	
TOTAL UTILITIES	0	0	0	0	0	0	0	-30	-360	-360	-360	-250	-150	
SUPPLIES & MAINTENANCE EXPENSE														
Linen Service	0	0	0	0	0	0	0	-40	0	-80	0	-40	-24	
Janitorial Services & Supplies	0	-2	-3,490	-3,483	-2,724	-2,700	-2,700	-2,700	-2,831	-2,837	-2,700	-2,789	-2,754	
Contract Fees	0	0	0	0	0	-744	-1,101	-1,116	-1,116	-1,116	-1,200	-1,116	-1,039	
Mbr Srv - Retail COGS	0	0	0	-1,526	-3,300	-2,824	-5,263	-6,149	-5,049	-10,268	-7,400	-7,156	-5,911	
Printed Forms/Ticket Stock	0	0	0	0	0	0	-3,005	0	0	0	0	0	-601	
Computer Hardware	0	0	0	0	0	0	0	0	0	0	-500	0	0	
Furniture and Office Equip	-93	-1,557	-485	-47	0	0	-370	-7	-2	-845	-200	-285	-245	
Office Supplies	-1,437	-1,820	-2,095	-1,097	-913	-1,141	-1,217	-1,970	-1,367	-1,054	-1,800	-1,464	-1,350	
Toner Cartridges	0	0	0	0	0	0	0	-769	-3,001	-1,576	-1,920	-1,782	-1,069	
Operating Supplies	-1,758	-1,110	-6,073	-1,086	-3,104	-4,788	-8,587	-4,963	-6,517	-5,638	-6,600	-5,706	-6,099	
Safety Equipment	0	-352	0	0	0	0	-11	0	0	0	0	0	-2	
Special Programs	0	0	0	0	0	0	0	0	-682	0	0	-227	-136	
Repairs & Maintenance														
General/PM	0	0	0	0	0	-116	-31	-28	-182	-91	0	-100	-90	
Lighting and Electrical	0	0	-9	0	-20	0	-28	0	-8	-1,050	-480	-352	-217	
HVAC	0	0	0	0	0	-140	0	0	0	0	0	0	-28	
Painting	0	0	0	0	0	0	-69	0	0	-8	0	-3	-16	
Other Building	-3,377	-3,301	-77	0	-72	0	0	0	0	0	-120	0	0	
R&M Building	-3,377	-3,301	-86	0	-92	-256	-129	-28	-190	-1,149	-600	-456	-350	
Asphalt	0	0	0	0	0	0	0	0	-66	0	0	-22	-13	
Snow Removal	0	0	0	0	0	-51	-4	0	0	0	0	0	-11	
R&M Grounds (nonGolf)	0	0	0	0	0	-51	-4	0	-66	0	0	-22	-24	
Office Equip R&M	0	0	0	0	0	0	0	-470	-245	0	-200	-238	-143	
Computer Hardware Maint	0	0	0	0	-509	0	-24	0	0	0	-200	0	-5	
R&M Equipment	0	0	0	0	-509	0	-24	-470	-245	0	-400	-238	-148	
R&M subtotal	-3,377	-3,301	-86	0	-601	-306	-156	-498	-500	-1,149	-1,000	-716	-522	
TOTAL SUPPLIES & MAINTENANC	-6,665	-8,143	-12,229	-7,240	-10,641	-12,503	-22,410	-18,213	-21,064	-24,564	-23,320	-21,280	-19,751	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	0	0	0	-10	-35	0	0	0	-12	-9	
Community Relations	0	0	0	0	0	0	-799	-100	-1,539	-497	-2,000	-712	-587	
Dues & Subscriptions	-276	0	0	0	-89	0	-215	-215	-240	-20	-240	-158	-95	
Mileage Reimbursement	0	0	0	0	0	0	-255	-183	-91	0	-100	-92	-106	
Postage - General	-250	-266	-185	-215	-260	-470	-602	-716	-775	-702	-600	-731	-653	
Printing - Other	0	0	0	-93	0	0	0	0	0	0	0	0	0	
Credit Card Expense	-9,706	-10,325	-10,436	-9,129	-10,048	-10,072	-12,622	-11,816	-11,839	-11,138	-11,000	-11,598	-11,497	
Over/Short	-174	15	8	56	-13	-325	154	42	110	1	0	51	-4	
TOTAL ADMINISTRATIVE & OTHER EXP	-10,406	-10,576	-10,612	-9,381	-10,410	-10,867	-14,134	-13,023	-14,374	-12,356	-13,940	-13,251	-12,951	
TOTAL OPERATING EXPENSES (OE)	-17,363	-19,114	-23,369	-16,672	-21,213	-23,468	-38,393	-32,335	-36,276	-39,201	-41,000	-35,938	-33,935	
TOTAL PAYROLL AND OPERATING EXPE	-171,342	-184,617	-208,812	-183,250	-197,588	-191,231	-231,599	-234,774	-233,077	-220,640	-296,800	-229,497	-222,264	
N O R 1, before OH	-149,370	-163,765	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-264,800	-197,746	-192,677	
ALLOCATED OVERHEAD (OH)	74,480	69,501	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-74,890	-94,264	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-264,800	-197,746	-192,677	
T O C	-97,678	-115,116	-211,404	-183,250	-197,748	-191,231	-231,599	-234,774	-233,077	-220,640	-296,800	-229,497	-222,264	
REV to TOC (CRR%)	-23.3%	-18.1%	-10.7%	-12.8%	-11.9%	-13.6%	-11.5%	-13.2%	-11.8%	-16.7%	-10.8%	-13.9%	-13.4%	
NOR AFTER Assessment Revenue, Opera	-74,890	-94,264	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-264,800	-197,746	-192,677	

Member Services (040)

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
ASO (020)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Revenue														
Aso - Fees	54,740	36,685	27,650	30,425	27,955	25,600	47,215	52,255	63,110	67,185	57,500	60,850	51,073	
Inspection Fees	33,450	18,280	14,896	16,090	17,770	16,730	21,870	24,665	29,905	33,700	30,000	29,423	25,374	
Fines	37,676	23,785	42,559	13,448	9,463	2,803	16,985	24,285	22,350	8,365	6,000	18,333	14,958	
Interest	16,588	7,449	1,602	327	92	197	36	52	137	146	120	111	114	
Late Charges	-4	0	0	0	0	0	0	0	0	0	0	0	0	
Transfer Fees	0	0	0	0	0	0	0	0	0	0	68,500	0	0	
Other Revenue	5,063	2,730	1,883	990	897	2,315	1,697	4,676	8,449	9,842	5,880	7,656	5,396	
Total Other Revenue	147,514	88,928	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	168,000	116,374	96,914	
GROSS REVENUE (GREV)	147,514	88,928	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	168,000	116,374	96,914	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	147,514	88,928	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	168,000	116,374	96,914	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-69,116	-74,662	-57,059	-41,500	-51,561	-52,550	-38,196	-51,435	-56,237	-56,542	-58,400	-54,738	-50,992	
Wages - FTRRegular	-116,253	-125,232	-85,494	-80,622	-76,512	-69,413	-83,922	-78,991	-79,686	-116,186	-148,751	-91,621	-85,639	
Wages - Seasonal	-3,444	-4,658	-43,351	-5,830	-3,355	-2,969	-4,570	-17,356	-38,752	-20,439	-16,049	-25,515	-16,817	
Incentive Program, FTR, NonExempt	0	0	0	0	-140	0	-1,051	-438	0	-437	0	-292	-385	
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	0	0	0	-164	-164	0	-109	-66	
Total Salaries & Wages, DIRECT	-188,813	-204,553	-185,904	-127,951	-131,568	-124,931	-127,739	-148,219	-174,838	-193,768	-223,200	-172,275	-153,899	
Salaries sub-total	-69,116	-74,662	-57,059	-41,500	-51,561	-52,550	-38,196	-51,435	-56,237	-56,542	-58,400	-54,738	-50,992	
Wage sub-total	-119,697	-129,891	-128,845	-86,451	-80,007	-72,382	-89,543	-96,785	-118,601	-137,226	-164,800	-117,537	-102,907	
Wage-FTR subsubtotal	-116,253	-125,232	-85,494	-80,622	-76,652	-69,413	-84,973	-79,429	-79,686	-116,623	-148,751	-91,913	-86,025	
Wage-Seasonal subsubtotal	-3,444	-4,658	-43,351	-5,830	-3,355	-2,969	-4,570	-17,356	-38,916	-20,603	-16,049	-25,625	-16,883	
Payroll Direct as a % of Revenue	-128.0%	-230.0%	-209.8%	-208.8%	-234.2%	-262.2%	-145.5%	-139.9%	-141.1%	-162.5%	-132.9%	-147.8%	-170.2%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-16,710	-17,330	-16,416	-10,900	-10,337	-9,920	-9,961	-12,908	-14,926	-16,612	-19,200	-14,815	-12,866	
Group Insurance	-37,641	-40,553	-34,090	-21,216	-29,526	-29,204	-31,018	-27,109	-24,122	-33,489	-51,900	-28,240	-28,988	
Retirement Plan	-1,736	-1,371	-2,863	-1,483	-1,554	-1,561	-1,195	0	-1,699	-3,379	-3,400	-1,693	-1,567	
Total Payroll Taxes & Benefits	-56,086	-59,255	-53,369	-33,599	-41,416	-40,686	-42,175	-40,017	-40,746	-53,480	-74,500	-44,748	-43,421	
PAYBDN, Workers Comp Insurance	-6,884	-6,327	-5,207	-2,101	-1,777	-2,107	-2,270	-4,328	-4,563	-11,533	-12,900	-6,808	-4,960	
PAYROLL BURDEN Total	-62,970	-65,582	-58,576	-35,700	-43,194	-42,792	-44,445	-44,345	-45,309	-65,013	-87,400	-51,556	-48,381	
subtotal, Burden-Salary	0	0	-22,056	-4,328	-15,540	-15,575	-14,771	-14,018	-14,799	-15,329	-18,400	-14,715	-14,898	
subtotal, Burden-Wage-FTR	0	0	-30,039	-30,243	-27,061	-26,632	-28,885	-27,356	-25,108	-46,408	-66,430	-32,957	-30,878	
subtotal, Burden-Wage-Seasonal	0	0	-6,480	-1,129	-592	-586	-789	-2,971	-5,402	-3,276	-2,570	-3,883	-2,605	
Burden % - on all Payroll Direct	33.4%	32.1%	31.5%	27.9%	32.8%	34.3%	34.8%	29.9%	25.9%	33.6%	39.2%	29.8%	31.7%	
Burden % - Salary	0.0%	0.0%	10.4%	10.4%	30.1%	29.6%	38.7%	27.3%	26.3%	27.1%	31.5%	26.9%	29.8%	
Burden % - Wage-FTR	0.0%	0.0%	35.1%	37.5%	35.3%	38.4%	34.0%	34.4%	31.5%	39.8%	44.7%	35.2%	35.6%	
Burden % - Wage-Seasonal	0.0%	0.0%	14.9%	19.4%	17.7%	19.7%	17.3%	17.1%	13.9%	15.9%	16.0%	15.6%	16.8%	
Burden % - Wage-FTR&Seasonal	0.0%	0.0%	28.3%	36.3%	34.6%	37.6%	33.1%	31.3%	25.7%	36.2%	41.9%	31.1%	32.8%	
PAYROLL TOTAL (Direct&Burden)	-251,783	-270,135	-244,480	-163,652	-174,761	-167,724	-172,184	-192,564	-220,147	-258,781	-310,600	-223,831	-202,280	
OPERATING EXPENSES (OE)														
Employee Recruiting	0	0	0	0	-2	0	0	0	0	0	0	0	0	
Employee Dev/Training	0	0	0	0	0	0	0	-38	0	-554	0	-197	-118	
Employee Relations	-168	-96	0	-42	0	0	-145	-832	-91	-281	-240	-401	-270	
Uniforms	-26	-15	-158	-309	-90	-108	-33	-18	-41	-599	-400	-219	-160	
Seminars & Conferences	0	0	0	0	0	0	0	0	-431	-145	-1,100	-192	-115	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
ASO (020)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Travel/Meeting Expense	-231	-151	-16	0	0	0	0	-552	-373	-234	-1,640	-386	-232
Total Staff Expense	-424	-263	-174	-351	-92	-108	-178	-1,439	-936	-1,812	-3,380	-1,396	-895
Telephone	-909	-1,130	-1,050	-1,210	-1,242	-1,525	-1,276	-1,264	-1,024	-671	-720	-986	-1,152
Fuel & Oil	-786	-851	-654	-863	-1,297	-1,151	-1,217	-973	-991	-832	-900	-932	-1,033
TOTAL UTILITIES	-1,695	-1,981	-1,704	-2,073	-2,539	-2,676	-2,493	-2,238	-2,015	-1,502	-1,620	-1,918	-2,185
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	5	0	0	0	0	0	0	0	0	0	0	0
Janitorial Services & Supplies	0	0	-3,480	-3,480	-2,700	-2,700	-2,700	-2,700	-2,831	-2,837	-2,789	-2,789	-2,754
Equipment Rental	0	0	0	0	0	0	0	0	0	-620	0	-207	-124
Furniture and Office Equip	0	0	-120	0	-367	-18	-410	-209	-89	-490	-240	-263	-243
Office Supplies	-2,072	-3,744	-1,953	-2,403	-2,694	-1,763	-2,068	-2,046	-2,308	-2,268	-2,500	-2,208	-2,091
Toner Cartridges	0	0	0	0	0	0	0	-137	-215	-763	0	-372	-223
Operating Supplies	-296	0	0	0	0	0	0	-33	0	0	0	-11	-7
Small Tools & Equipment	-73	0	0	-135	0	0	-36	0	0	0	0	0	-7
Safety Equipment	0	0	0	0	0	0	-19	0	0	0	0	0	-4
Entertainment	0	0	0	0	-70	0	0	0	0	0	0	0	0
Repairs & Maintenance													
General/PM	0	0	0	0	-71	-86	-308	-84	-26	-114	0	-75	-124
Lighting and Electrical	0	0	0	0	0	0	-40	0	-6	-293	0	-100	-68
HVAC	0	0	0	0	0	-17	-13	0	0	0	0	0	-6
Carpentry	0	0	0	0	0	0	0	0	-17	0	0	-6	-3
MaintDept Labor Charges (inactive)	0	0	-13	0	0	0	0	0	0	0	0	0	0
Other Building	-3,246	-3,300	-20	-42	-119	0	0	0	0	0	-150	0	0
R&M Building	-3,246	-3,300	-32	-42	-191	-103	-362	-84	-49	-407	-150	-180	-201
Rolling, Car/Truck/Bus/Van	-1,064	-1,217	-1,228	-386	-484	-1,130	-950	-1,729	-2,145	-359	-600	-1,411	-1,263
Office Equip R&M	0	0	0	0	0	0	0	-24	-15	0	-160	-13	-8
R&M Equipment	-1,064	-1,217	-1,228	-386	-484	-1,130	-950	-1,753	-2,160	-359	-760	-1,424	-1,270
Contra - Inter-Dept. Charges	0	0	0	0	0	71	0	0	0	0	0	0	14
R&M subtotal	-4,309	-4,517	-1,260	-427	-674	-1,162	-1,312	-1,838	-2,209	-766	-910	-1,604	-1,457
TOTAL SUPPLIES & MAINTENANC	-6,751	-8,255	-6,813	-6,446	-6,506	-5,643	-6,545	-6,963	-7,653	-7,745	-6,350	-7,453	-6,910
ADMINISTRATIVE & OTHER EXPENSE													
Dues & Subscriptions	0	0	0	0	0	0	0	0	-186	-943	-400	-376	-226
Licenses, Permits, Fees	-1,538	-1,155	-1,016	-1,030	-1,207	-103	-343	0	-310	-112	-1,050	-141	-174
Mileage Reimbursement	0	0	-70	-125	-131	-90	-158	-86	0	0	0	-29	-67
Board Expense	-509	-569	-289	-122	-92	-118	-1,638	-242	-599	-980	0	-607	-715
Postage - General	-2,901	-4,897	-4,045	-1,928	-1,999	-1,454	-1,788	-2,222	-2,706	-3,303	-3,300	-2,744	-2,295
Printing - Brochures	0	0	0	0	0	0	0	0	-818	-189	0	-335	-201
Insurance Expense	-1,397	-1,576	-1,200	-990	-1,200	-1,080	-1,200	-1,047	-1,200	-1,061	-1,200	-1,103	-1,118
TOTAL ADMINISTRATIVE & OTHER EXP	-6,345	-8,196	-6,620	-4,194	-4,628	-2,845	-5,127	-3,598	-5,819	-6,588	-5,950	-5,335	-4,795
TOTAL OPERATING EXPENSES (OE)	-15,215	-18,696	-15,311	-13,064	-13,765	-11,272	-14,343	-14,237	-16,422	-17,647	-17,300	-16,102	-14,784
TOTAL PAYROLL AND OPERATING EXPE	-266,998	-288,831	-259,791	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-327,900	-239,933	-217,064
N O R 1, before OH	-119,484	-199,903	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-159,900	-123,559	-120,150
ALLOCATED OVERHEAD (OH)	-41,732	-40,040	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-161,216	-239,943	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-159,900	-123,559	-120,150
T O C	-308,730	-328,871	-259,791	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-327,900	-239,933	-217,064
REV to TOC (CRR%)	-47.8%	-27.0%	-34.1%	-34.7%	-29.8%	-26.6%	-47.1%	-51.2%	-52.4%	-43.1%	-51.2%	-48.9%	-44.1%
NOR AFTER Assessment Revenue, Opera	-161,216	-239,943	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-159,900	-123,559	-120,150

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
MIS (025)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
Revenue													
COST OF GOODS SOLD (COGS)													
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-93,532	-157,459	-162,742	-112,835	-120,223	-177,565	-176,560	-183,196	-189,722	-205,905	-204,200	-192,941	-186,590
Wages - FTRegular	-41,731	-52,378	-56,795	-81,758	-100,932	-29,329	-40,559	-56,299	-85,950	-83,476	-93,164	-75,242	-59,123
Wages - Seasonal	-11,708	-10,304	-5,781	-19,562	-22,989	-38,669	-42,703	-38,712	-18,767	-31,066	-48,936	-29,515	-33,983
Incentive Program, FTR, NonExempt	0	0	-137	-274	-194	0	-137	-712	-683	-1,394	0	-930	-585
Incentive Program, Seasonal, NonExempt	0	0	0	0	-134	-268	-707	-684	-437	-410	0	-511	-501
Total Salaries & Wages, DIRECT	-146,971	-220,141	-225,455	-214,430	-244,473	-245,831	-260,665	-279,603	-295,559	-322,252	-346,300	-299,138	-280,782
Salaries sub-total	-93,532	-157,459	-162,742	-112,835	-120,223	-177,565	-176,560	-183,196	-189,722	-205,905	-204,200	-192,941	-186,590
Wage sub-total	-53,439	-62,682	-62,713	-101,594	-124,249	-68,266	-84,105	-96,407	-105,837	-116,346	-142,100	-106,197	-94,192
Wage-FTR subsubtotal	-41,731	-52,378	-56,932	-82,032	-101,125	-29,329	-40,696	-57,011	-86,633	-84,871	-93,164	-76,171	-59,708
Wage-Seasonal subsubtotal	-11,708	-10,304	-5,781	-19,562	-23,124	-38,937	-43,409	-39,396	-19,204	-31,476	-48,936	-30,025	-34,484
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-12,671	-18,702	-18,299	-17,451	-19,377	-21,399	-23,649	-24,166	-25,817	-28,341	-32,200	-26,108	-24,674
Group Insurance	-10,474	-20,516	-35,812	-32,071	-29,526	-29,204	-31,204	-36,076	-32,901	-33,501	-46,200	-34,159	-32,577
Retirement Plan	-2,458	-3,219	-3,269	-3,173	-3,457	-3,348	-4,932	-3,771	-6,759	-6,656	-4,600	-5,729	-5,093
Total Payroll Taxes & Benefits	-25,603	-42,437	-57,381	-52,695	-52,359	-53,951	-59,785	-64,013	-65,477	-68,498	-83,000	-65,996	-62,345
PAYBDN, Workers Comp Insurance	-1,569	-3,300	-3,421	-1,340	-1,036	-1,220	-1,199	-2,064	-2,304	-2,228	-2,300	-2,199	-1,803
PAYROLL BURDEN Total	-27,172	-45,737	-60,802	-54,035	-53,396	-55,172	-60,984	-66,077	-67,781	-70,727	-85,300	-68,195	-64,148
subtotal, Burden-Salary	0	0	-43,194	-33,813	-22,555	-37,510	-41,215	-38,582	-39,739	-41,362	-45,200	-39,894	-39,682
subtotal, Burden-Wage-FTR	0	0	-16,852	-18,340	-28,482	-12,936	-14,123	-23,153	-25,432	-24,671	-34,570	-24,419	-20,063
subtotal, Burden-Wage-Seasonal	0	0	-756	-1,883	-2,359	-4,726	-5,646	-4,342	-2,610	-4,694	-5,530	-3,882	-4,403
Burden % - on all Payroll Direct	18.5%	20.8%	27.0%	25.2%	21.8%	22.4%	23.4%	23.6%	22.9%	21.9%	24.6%	22.8%	22.9%
Burden % - Salary	00.0%	00.0%	26.5%	30.0%	18.8%	21.1%	23.3%	21.1%	20.9%	20.1%	22.1%	20.7%	21.3%
Burden % - Wage-FTR	00.0%	00.0%	29.6%	22.4%	28.2%	44.1%	34.7%	40.6%	29.4%	29.1%	37.1%	33.0%	35.6%
Burden % - Wage-Seasonal	00.0%	00.0%	13.1%	09.6%	10.2%	12.1%	13.0%	11.0%	13.6%	14.9%	11.3%	13.2%	12.9%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	28.1%	19.9%	24.8%	25.9%	23.5%	28.5%	26.5%	25.2%	28.2%	26.8%	25.9%
PAYROLL TOTAL (Direct&Burden)	-174,143	-265,877	-286,257	-268,465	-297,868	-301,003	-321,648	-345,680	-363,340	-392,978	-431,600	-367,333	-344,930
OPERATING EXPENSES (OE)													
Employee Dev/Training	-4,146	-5,119	-4,289	-7,068	-6,804	-5,788	-385	0	-39	0	-4,900	-13	-1,242
Employee Relations	-234	-101	-120	-165	-69	-90	-405	-75	-717	0	-240	-264	-257
Uniforms	0	-17	0	-157	-73	-6	-314	-16	-16	-221	-400	-85	-115
Seminars & Conferences	0	-3,190	0	0	-1,225	0	-1,033	0	-100	0	-2,000	-33	-227
Travel/Meeting Expense	-695	-1,326	-378	-768	0	-121	-2,060	-20	-1,327	-2,563	-200	-1,303	-1,218
Total Staff Expense	-5,075	-9,753	-4,787	-8,157	-8,170	-6,006	-4,195	-111	-2,199	-2,784	-7,740	-1,698	-3,059
Telephone	-49,321	-51,341	-52,222	-65,461	-65,130	-74,535	-82,015	-109,906	-116,585	-112,786	-99,600	-113,092	-99,165
Cable/Sat TV Service	0	0	-1,080	-1,143	-409	-806	-6,145	-7,487	-7,048	-6,600	-6,600	-6,893	-4,379
Fuel & Oil	-463	-519	-465	-594	-575	-1,325	-1,561	-1,581	-1,123	-979	-1,000	-1,228	-1,314
Water - Grounds	0	0	0	0	0	0	0	0	-221	0	0	-74	-44
TOTAL UTILITIES	-49,784	-51,860	-53,767	-67,198	-66,516	-76,269	-84,382	-117,633	-125,416	-120,812	-107,200	-121,287	-104,902
SUPPLIES & MAINTENANCE EXPENSE													
Janitorial Services & Supplies	0	0	0	0	-2,700	-2,700	-2,700	-2,700	-2,831	-2,837	-2,700	-2,789	-2,754
Pest Control	0	0	0	0	0	0	0	0	-14	0	0	-5	-3
Contract Fees	0	0	0	0	0	0	-240	-80	-2	0	0	-27	-64
Computer Software	0	0	0	-1,183	0	-45	-40	0	-3,739	-3,882	-4,800	-2,540	-1,541
Computer Hardware	0	0	0	-829	-879	0	-942	-252	-769	-368	-1,200	-463	-466

MIS (025)

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Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
MIS (025)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Furniture and Office Equip	-1,818	-1,017	-20	0	0	-142	-595	0	-510	0	-200	-170	-249	
Office Supplies	-505	-222	-236	-452	-698	-827	-259	-444	-367	-780	-480	-530	-535	
Toner Cartridges	0	0	0	0	0	0	0	0	0	-49	0	-16	-10	
Operating Supplies	-10	-30	-61	-3	0	-32	-242	0	-25	0	0	-8	-60	
Small Tools & Equipment	-278	0	-83	-1,922	-483	-280	-884	-721	-564	-644	0	-643	-619	
Safety Equipment	0	0	-1,004	-33	-83	0	0	0	0	-101	0	-34	-20	
Entertainment	0	0	-39	0	0	0	0	0	-133	0	0	-44	-27	
Repairs & Maintenance														
General/PM	0	0	0	0	0	0	0	0	-38	-64	0	-34	-20	
Lighting and Electrical	0	0	0	0	-102	-16	-103	-19	-324	0	0	-114	-92	
HVAC	0	0	0	0	-120	0	0	0	0	0	0	0	0	
Fire Suppression	0	0	0	0	0	-38	0	0	0	0	0	0	-8	
MaintDept Labor Charges (inactive)	0	0	-388	0	0	0	0	0	0	0	0	0	0	
Other Building	-664	-330	-90	-85	-64	0	-15	0	-273	0	-100	-91	-58	
R&M Building	-664	-330	-477	-85	-286	-54	-118	-19	-635	-64	-100	-239	-178	
Rolling, Car/Truck/Bus/Van	-847	-417	-427	-624	-397	-421	-105	-144	-859	-320	-300	-441	-370	
Office Equip R&M	0	0	0	0	0	0	-60	-16	0	0	-100	-5	-15	
Computer Software Maint	0	0	0	-35,741	-41,589	-45,562	-45,443	-42,227	-46,326	-45,072	-45,550	-44,541	-44,926	
Computer Hardware Maint	0	0	0	-13,944	-13,453	-5,601	-10,001	-5,594	-5,897	-5,231	-6,000	-5,574	-6,465	
Other Operating Equip R&M	-37,909	-49,069	-40,684	-742	0	0	0	0	0	0	0	0	0	
R&M Equipment	-38,756	-49,486	-41,110	-51,051	-55,439	-51,585	-55,609	-47,980	-53,082	-50,623	-51,950	-50,562	-51,776	
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	0	0	150	0	50	30	
R&M subtotal	-39,421	-49,816	-41,588	-51,136	-55,725	-51,638	-55,727	-47,999	-53,717	-50,537	-52,050	-50,751	-51,924	
TOTAL SUPPLIES & MAINTENANC	-42,031	-51,085	-43,032	-55,558	-60,569	-55,665	-61,628	-52,196	-62,671	-59,197	-61,430	-58,021	-58,271	
ADMINISTRATIVE & OTHER EXPENSE														
Consulting Expense	-1,594	-2,207	-1,858	-2,752	-1,118	-1,352	-3,678	-1,155	-1,810	-2,478	-1,800	-1,814	-2,094	
Public Relations	-11	0	0	0	0	0	0	0	0	0	0	0	0	
Dues & Subscriptions	-110	-113	-100	-120	-55	-218	-760	-332	-261	-386	-100	-326	-391	
Licenses, Permits, Fees	-4,662	-3,877	-3,941	-5,806	-443	-1,162	-1,356	-823	-801	-799	-400	-808	-988	
Mileage Reimbursement	0	0	-252	-464	-194	-765	-36	0	-95	-49	-300	-48	-189	
Postage - General	-155	-214	-80	-82	-29	-12	-39	-76	-21	-12	-130	-36	-32	
Printing - Other	0	0	0	-56	0	0	0	0	0	0	0	0	0	
Credit Card Expense	-489	0	-153	-6	0	0	0	0	0	0	0	0	0	
TOTAL ADMINISTRATIVE & OTHER EXP	-7,021	-6,411	-6,384	-9,285	-1,840	-3,509	-5,869	-2,385	-2,988	-3,723	-2,730	-3,032	-3,695	
TOTAL OPERATING EXPENSES (OE)	-103,911	-119,109	-107,970	-140,198	-137,096	-141,448	-156,075	-172,325	-193,274	-186,516	-179,100	-184,038	-169,928	
TOTAL PAYROLL AND OPERATING EXPE	-278,054	-384,986	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-610,700	-551,371	-514,858	
N O R 1, before OH	-278,054	-384,986	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-610,700	-551,371	-514,858	
ALLOCATED OVERHEAD (OH)	279,202	399,803	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	1,148	14,817	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-610,700	-551,371	-514,858	
T O C	1,148	14,817	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-610,700	-551,371	-514,858	
NOR AFTER Assessment Revenue, Opera	1,148	14,817	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-610,700	-551,371	-514,858	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Accounting (030)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014	2015	2016		3-Yr	5-Yr	
								Actual	Actual	Actual				
Revenue														
Other Revenue	993	695	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	3,000	2,982	2,525	
Total Other Revenue	993	695	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	3,000	2,982	2,525	
GROSS REVENUE (GREV)	993	695	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	3,000	2,982	2,525	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	993	695	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	3,000	2,982	2,525	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-149,130	-176,609	-183,972	-185,457	-188,784	-212,171	-221,798	-228,716	-239,866	-251,491	-267,100	-240,024	-230,808	
Wages - FTRRegular	-124,867	-150,770	-158,959	-163,602	-211,401	-187,036	-210,609	-211,567	-210,802	-213,813	-237,639	-212,061	-206,765	
Wages - Seasonal	-33,486	-19,578	-21,342	-22,729	-21,467	-22,890	-20,228	-6,039	-13,758	-41,483	-27,461	-20,426	-20,880	
Wages-FTR-Commissions	0	0	0	0	0	0	0	-137	0	0	0	-46	-27	
Incentive Program, Exempt	0	-45	0	0	0	0	0	0	-2,036	0	0	-679	-407	
Incentive Program, FTR, NonExempt	0	0	-1,302	-2,301	-2,657	-2,896	-2,901	-2,381	-2,925	-2,870	0	-2,725	-2,795	
Incentive Program, Seasonal, NonExempt	0	0	0	-137	-134	-187	-274	-410	-301	-1,230	0	-647	-480	
Total Salaries & Wages, DIRECT	-307,482	-347,002	-365,576	-374,227	-424,443	-425,181	-455,810	-449,249	-469,688	-510,887	-532,200	-476,608	-462,163	
Salaries sub-total	-149,130	-176,654	-183,972	-185,457	-188,784	-212,171	-221,798	-228,716	-241,902	-251,491	-267,100	-240,703	-231,216	
Wage sub-total	-158,353	-170,348	-181,604	-188,769	-235,659	-213,010	-234,011	-220,534	-227,786	-259,396	-265,100	-235,905	-230,947	
Wage-FTR subsubtotal	-124,867	-150,770	-160,262	-165,903	-214,058	-189,932	-213,509	-214,084	-213,727	-216,683	-237,639	-214,831	-209,587	
Wage-Seasonal subsubtotal	-33,486	-19,578	-21,342	-22,866	-21,602	-23,078	-20,502	-6,449	-14,058	-42,713	-27,461	-21,074	-21,360	
Payroll Direct as a % of Revenue	-30978.1%	-49924.0%	-19973.9%	-26803.4%	-32500.0%	-25197.6%	-22904.9%	-26873.5%	-21593.4%	-10018.2%	-17740.0%	-19495.0%	-21317.5%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-27,946	-26,354	-27,701	-29,238	-32,654	-33,901	-35,345	-35,419	-38,373	-41,077	-45,700	-38,290	-36,823	
Group Insurance	-39,815	-46,812	-66,415	-63,931	-68,870	-68,135	-75,493	-66,356	-58,300	-61,566	-91,700	-62,074	-65,970	
Retirement Plan	-5,393	-5,264	-6,864	-7,015	-9,057	-8,560	-27,299	-24,171	-40,061	-33,817	-39,100	-32,683	-26,782	
Total Payroll Taxes & Benefits	-73,154	-78,429	-100,980	-100,184	-110,581	-110,595	-138,137	-125,946	-136,734	-136,460	-176,500	-133,047	-129,575	
PAYBDN, Workers Comp Insurance	-3,184	-2,539	-2,211	-2,021	-1,844	-2,058	-2,154	-3,332	-4,384	-3,674	-2,500	-3,797	-3,121	
PAYROLL BURDEN Total	-76,338	-80,968	-103,191	-102,205	-112,426	-112,654	-140,291	-129,279	-141,118	-140,134	-179,000	-136,844	-132,695	
subtotal, Burden-Salary	0	0	-40,592	-41,675	-38,979	-41,674	-62,790	-60,524	-74,671	-67,873	-79,500	-67,690	-61,506	
subtotal, Burden-Wage-FTR	0	0	-59,784	-58,178	-70,999	-68,746	-75,314	-67,744	-64,485	-67,469	-96,480	-66,566	-68,752	
subtotal, Burden-Wage-Seasonal	0	0	-2,815	-2,351	-2,448	-2,235	-2,187	-1,010	-1,963	-4,791	-3,020	-2,588	-2,437	
Burden % - on all Payroll Direct	24.8%	23.3%	28.2%	27.3%	26.5%	26.5%	30.8%	28.8%	30.0%	27.4%	33.6%	28.8%	28.7%	
Burden % - Salary	00.0%	00.0%	22.1%	22.5%	20.6%	19.6%	28.3%	26.5%	30.9%	27.0%	29.8%	28.1%	26.5%	
Burden % - Wage-FTR	00.0%	00.0%	37.3%	35.1%	33.2%	36.2%	35.3%	31.6%	30.2%	31.1%	40.6%	31.0%	32.9%	
Burden % - Wage-Seasonal	00.0%	00.0%	13.2%	10.3%	11.3%	09.7%	10.7%	15.7%	14.0%	11.2%	11.0%	13.6%	12.2%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	34.5%	32.1%	31.2%	33.3%	33.1%	31.2%	29.2%	27.9%	37.5%	29.4%	30.9%	
PAYROLL TOTAL (Direct&Burden)	-383,820	-427,970	-468,767	-476,431	-536,869	-537,835	-596,101	-578,528	-610,806	-651,021	-711,200	-613,451	-594,858	
OPERATING EXPENSES (OE)														
Educational Reimbursement	0	0	0	0	0	0	0	0	0	-6,000	0	-2,000	-1,200	
Employee Recruiting	-18,912	0	0	0	0	0	0	0	0	0	0	0	0	
Employee Dev/Training	-669	-905	-244	-1,144	-578	-417	-536	-604	-373	-485	-900	-487	-483	
Employee Relations	-373	-805	-467	-853	-1,291	-1,040	-1,235	-1,143	-1,650	-2,953	-1,300	-1,915	-1,604	
Uniforms	0	-605	0	-596	-358	-96	-328	-37	0	-68	-400	-35	-106	
Seminars & Conferences	-66	-1,328	-1,447	-1,498	0	-1,129	-1,049	0	-468	-1,250	-1,900	-573	-779	
Travel/Meeting Expense	-62	-972	-2,589	-1,014	-2,394	-1,355	-2,161	-64	-908	-2,119	-2,700	-1,030	-1,321	
Total Staff Expense	-20,083	-4,615	-4,748	-5,104	-4,621	-4,037	-5,308	-1,848	-3,398	-12,875	-7,200	-6,040	-5,493	
Telephone	-1,000	-2,124	-2,604	-3,036	-3,940	-5,133	-5,942	-6,073	-5,625	-4,602	-5,760	-5,434	-5,475	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Accounting (030)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	5 Year Average Years					2017 Budget	Actuals Average	
						2012 Actual	2013 Actual	3 Year Average Years				2016 Actual	3-Yr
						2014 Actual	2015 Actual	2016 Actual	2016 Actual				
Disposal Fees	0	0	0	-238	0	0	0	0	-816	-1,128	-500	-648	-389
Fuel & Oil	0	0	0	0	0	0	-172	-38	0	0	0	-13	-42
TOTAL UTILITIES	-1,000	-2,124	-2,604	-3,274	-3,940	-5,133	-6,115	-6,112	-6,441	-5,730	-6,260	-6,094	-5,906
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	-523	0	-206	0	-12	-488	0	0	0	0	0	0	-98
Janitorial Services & Supplies	0	0	-3,483	-3,480	-2,856	-2,700	-2,700	-2,700	-2,831	-2,837	-2,820	-2,789	-2,754
Contract Fees	-788	0	0	-968	-3,820	-154	-288	-24	0	0	0	-8	-93
Contract Labor	-18,338	0	0	0	0	0	0	0	0	0	0	0	0
Printed Forms/Ticket Stock	0	0	-803	-906	-1,682	-1,987	-2,111	-642	-446	-1,142	-1,600	-744	-1,266
Computer Software	0	0	0	-260	-114	-30	-240	-99	-80	-730	-500	-303	-236
Computer Hardware	0	0	0	0	0	0	-56	0	0	0	-500	0	-11
Furniture and Office Equip	-484	-1,636	-231	-443	-933	0	0	0	-513	-393	-600	-302	-181
Office Supplies	-4,860	-4,696	-3,400	-5,344	-5,912	-9,218	-7,471	-4,173	-4,578	-3,757	-3,400	-4,169	-5,839
Toner Cartridges	0	0	0	0	0	0	0	-215	-1,593	-1,950	-1,200	-1,253	-752
Operating Supplies	-3,196	-3,353	-4,016	-4,191	-2,026	-48	0	0	-70	0	0	-23	-24
Small Tools & Equipment	-1,053	0	0	0	0	0	0	0	0	-748	0	-249	-150
Safety Equipment	0	-117	0	0	-25	0	0	-133	0	0	0	-44	-27
Repairs & Maintenance													
General/PM	0	0	0	0	0	-534	-10	0	-37	-403	0	-146	-196
Lighting and Electrical	0	0	0	0	-6	-365	-61	0	0	0	0	0	-85
HVAC	0	0	0	0	0	0	0	-5	0	0	0	-2	-1
Painting	0	0	0	0	-24	0	0	0	0	0	0	0	0
MaintDept Labor Charges (inactive)	0	0	-88	0	0	0	0	0	0	0	0	0	0
Other Building	-3,625	-3,228	-68	0	-291	0	0	0	0	0	-200	0	0
R&M Building	-3,625	-3,228	-156	0	-320	-898	-70	-5	-37	-403	-200	-148	-283
Snow Removal	0	-24	0	0	0	0	0	0	0	0	0	0	0
R&M Grounds (nonGolf)	0	-24	0	0	0	0	0	0	0	0	0	0	0
Office Equip R&M	0	0	0	0	-99	-139	0	0	0	0	-160	0	-28
Computer Software Maint	0	0	-2,400	-5,249	-2,876	-2,996	-2,915	-2,990	-3,256	-3,441	-3,000	-3,229	-3,120
Computer Hardware Maint	0	0	0	0	-193	-180	0	0	0	0	-200	0	-75
Other Operating Equip R&M	-21,209	-6,717	-3,454	-1,155	-180	0	0	0	0	-149	0	-50	-30
R&M Equipment	-21,209	-6,717	-5,854	-6,404	-3,155	-3,328	-3,095	-2,990	-3,256	-3,590	-3,360	-3,278	-3,252
R&M subtotal	-24,835	-9,968	-6,010	-6,404	-3,475	-4,226	-3,166	-2,995	-3,293	-3,992	-3,560	-3,427	-3,534
TOTAL SUPPLIES & MAINTENANC	-54,076	-19,771	-18,149	-21,995	-20,854	-18,851	-16,031	-10,981	-13,404	-15,550	-14,180	-13,312	-14,963
ADMINISTRATIVE & OTHER EXPENSE													
Consulting Expense	-1,613	-2,363	-900	-600	-375	-263	0	0	0	0	-300	0	-53
Legal Services	0	-5,304	0	0	0	0	0	0	0	0	0	0	0
Dues & Subscriptions	-1,081	-1,313	-1,085	-1,936	-1,264	-1,765	-1,667	-1,474	-1,315	-1,872	-1,000	-1,554	-1,619
Licenses, Permits, Fees	-39,738	-41,184	-37,419	-35,811	-39,999	-30,329	-31,866	-29,406	-30,302	-37,837	-30,710	-32,515	-31,948
Mileage Reimbursement	0	0	-254	-252	-315	-199	-598	-165	-426	-432	-250	-341	-364
Board Expense	0	-64	0	0	0	0	0	0	0	-13	0	-4	-3
Postage - General	-9,018	-6,470	-3,054	-2,966	-3,173	-2,590	-1,886	-2,399	-2,560	-2,175	-2,400	-2,378	-2,322
Assessment Billing	0	0	0	0	0	-768	0	-1,107	0	0	0	-369	-375
Printing - TD News	-447	-2,933	0	0	0	0	0	0	0	0	0	0	0
Printing - Other	0	0	0	-779	0	0	0	-554	0	0	0	-185	-111
Fines and Penalties	0	-1,879	0	-4,286	0	0	0	-5,239	0	0	0	-1,746	-1,048
Bad Debt Expense	-3,087	0	0	0	0	0	0	0	0	0	0	0	0
Credit Card Expense	-307	3	37	-422	-306	-269	-445	-688	-316	-357	-500	-454	-415
Over/Short	-854	-2,710	-1	77	23	302	-193	374	-64	-351	0	-14	14
Lease Expense	0	-217	-305	-305	-305	0	0	0	0	0	0	0	0
TOTAL ADMINISTRATIVE & OTHER EXP	-56,144	-64,433	-42,980	-47,281	-45,715	-35,881	-36,655	-40,658	-34,983	-43,037	-35,160	-39,559	-38,243
TOTAL OPERATING EXPENSES (OE)	-131,303	-90,942	-68,480	-77,655	-75,128	-63,902	-64,109	-59,599	-58,226	-77,192	-62,800	-65,005	-64,605
TOTAL PAYROLL AND OPERATING EXPE	-515,124	-518,912	-537,247	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-774,000	-678,457	-659,463
N O R 1, before OH	-514,131	-518,217	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-771,000	-675,474	-656,939

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Accounting (030)
For the Twelve Months Ending

	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	5 Year Average Years					2017 <i>Budget</i>	<i>Actuals</i> <i>Average</i>	
						2012 <i>Actual</i>	2013 <i>Actual</i>	3 Year Average Years				3-Yr	5-Yr
								2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>			
ALLOCATED OVERHEAD (OH)	402,451	419,557	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-111,680	-98,660	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-771,000	-675,474	-656,939
T O C	-112,673	-99,355	-537,247	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-774,000	-678,457	-659,463
REV to TOC (CRR%)	-00.9%	-00.7%	-00.3%	-00.3%	-00.2%	-00.3%	-00.3%	-00.3%	-00.3%	-00.7%	-00.4%	-00.4%	-00.4%
NOR AFTER Assessment Revenue, Opera	-111,680	-98,660	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-771,000	-675,474	-656,939

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Human Resources (035)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Revenue														
Other Revenue	750	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Revenue	750	0	0	0	0	0	0	0	0	0	0	0	0	0
GROSS REVENUE (GREV)	750	0	0	0	0	0	0	0	0	0	0	0	0	0
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	750	0	0	0	0	0	0	0	0	0	0	0	0	0
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-70,751	-64,830	-89,788	-80,169	-80,555	-81,583	-84,230	-86,401	-103,090	-143,412	-148,900	-110,968	-99,743	
Wages - FTRRegular	-32,462	-39,246	-37,868	-38,782	-42,665	-43,151	-47,274	-41,880	-33,470	-7,343	-16,000	-27,564	-34,624	
Wages - Seasonal	-2,431	-23,509	-25,700	-24,827	-7,117	-3,454	-4,624	-2,303	-5,840	-10,586	0	-6,243	-5,361	
Incentive Program, FTR, NonExempt	0	0	-274	-466	-280	-273	-684	-301	-137	-273	0	-237	-334	
Incentive Program, Seasonal, NonExempt	0	0	0	0	-403	-268	-164	-274	-656	-683	0	-538	-409	
Total Salaries & Wages, DIRECT	-105,644	-127,585	-153,630	-144,244	-131,019	-128,729	-136,977	-131,159	-143,192	-162,298	-164,900	-145,550	-140,471	
Salaries sub-total	-70,751	-64,830	-89,788	-80,169	-80,555	-81,583	-84,230	-86,401	-103,090	-143,412	-148,900	-110,968	-99,743	
Wage sub-total	-34,893	-62,755	-63,842	-64,075	-50,464	-47,146	-52,747	-44,758	-40,102	-18,886	-16,000	-34,582	-40,728	
Wage-FTR subsubtotal	-32,462	-39,246	-38,141	-39,248	-42,944	-43,424	-47,959	-42,181	-33,606	-7,616	-16,000	-27,801	-34,957	
Wage-Seasonal subsubtotal	-2,431	-23,509	-25,700	-24,827	-7,520	-3,722	-4,788	-2,577	-6,496	-11,270	0	-6,781	-5,771	
Payroll Direct as a % of Revenue	-14078.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-9,799	-11,424	-13,362	-12,562	-11,113	-11,100	-12,209	-11,321	-12,402	-14,478	-15,000	-12,734	-12,302	
Group Insurance	-14,135	-25,493	-20,909	-21,233	-19,685	-19,469	-20,768	-18,430	-16,442	-19,254	-28,900	-18,042	-18,872	
Retirement Plan	-1,151	-3,275	-3,767	-2,552	-3,855	-3,650	-3,309	-1,124	-3,087	-3,892	-3,000	-2,701	-3,013	
Total Payroll Taxes & Benefits	-25,085	-40,193	-38,038	-36,347	-34,654	-34,219	-36,285	-30,876	-31,931	-37,624	-46,900	-33,477	-34,187	
PAYBDN, Workers Comp Insurance	-2,557	-1,360	-1,022	-826	-608	-650	-636	-969	-1,181	-1,235	-1,200	-1,128	-934	
PAYROLL BURDEN Total	-27,642	-41,553	-39,060	-37,172	-35,262	-34,869	-36,922	-31,844	-33,112	-38,859	-48,100	-34,605	-35,121	
subtotal, Burden-Salary	0	0	-19,039	-18,354	-19,386	-19,453	-20,138	-18,314	-20,540	-34,291	-39,900	-24,382	-22,547	
subtotal, Burden-Wage-FTR	0	0	-17,032	-16,014	-14,905	-14,933	-16,144	-13,112	-11,673	-3,026	-8,200	-9,270	-11,778	
subtotal, Burden-Wage-Seasonal	0	0	-2,989	-2,805	-971	-483	-641	-419	-899	-1,542	0	-953	-797	
Burden % - on all Payroll Direct	26.2%	32.6%	25.4%	25.8%	26.9%	27.1%	27.0%	24.3%	23.1%	23.9%	29.2%	23.8%	25.1%	
Burden % - Salary	00.0%	00.0%	21.2%	22.9%	24.1%	23.8%	23.9%	21.2%	19.9%	23.9%	26.8%	21.7%	22.6%	
Burden % - Wage-FTR	00.0%	00.0%	44.7%	40.8%	34.7%	34.4%	33.7%	31.1%	34.7%	39.7%	51.3%	35.2%	34.7%	
Burden % - Wage-Seasonal	00.0%	00.0%	11.6%	11.3%	12.9%	13.0%	13.4%	16.3%	13.8%	13.7%	00.0%	14.6%	14.0%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	31.4%	29.4%	31.5%	32.7%	31.8%	30.2%	31.3%	24.2%	51.3%	28.6%	30.1%	
PAYROLL TOTAL (Direct&Burden)	-133,286	-169,137	-192,690	-181,416	-166,281	-163,598	-173,899	-163,003	-176,305	-201,157	-213,000	-180,155	-175,592	
OPERATING EXPENSES (OE)														
Educational Reimbursement	0	0	0	0	-334	0	0	0	0	0	0	0	0	
Employee Recruiting	-52,575	-38,521	-10,699	-16,466	-4,330	-4,515	-1,897	-1,306	-3,063	-6,735	-5,000	-3,701	-3,503	
Employee Dev/Training	-14,643	-18,749	-15,836	-7,271	-12,428	-14,160	-11,321	-4,428	-6,817	-10,082	-15,000	-7,109	-9,362	
Employee Relations	-25,255	-40,431	-28,081	-17,970	-20,050	-19,476	-18,658	-19,925	-28,577	-23,684	-20,000	-24,062	-22,064	
PreEmployment Testing	0	0	-24,292	-30,475	-15,883	-13,561	-20,279	-9,468	-17,663	-13,896	-19,000	-13,676	-14,973	
EAP Services	0	0	-14,752	-10,619	-9,069	-9,284	-10,205	-9,928	-10,271	-11,944	-12,000	-10,714	-10,326	
Benefit Administration Services	0	0	-21,510	-22,174	-25,059	-15,837	-9,982	-9,559	-11,419	-21,631	-16,000	-14,203	-13,686	
Uniforms	0	0	-143	-6,935	0	-995	-154	-720	-324	-1,318	-1,800	-787	-702	
Seminars & Conferences	-2,202	-1,190	-1,628	-148	-1,400	-1,204	-266	-270	-199	0	-1,000	-156	-388	
Travel/Meeting Expense	-1,905	-4,371	-2,423	0	-868	-1,119	-122	-15	-1,413	-425	-1,000	-618	-619	
Total Staff Expense	-96,579	-103,262	-119,364	-112,058	-89,419	-80,149	-72,883	-55,618	-79,747	-89,715	-90,800	-75,027	-75,622	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Human Resources (035)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
Telephone	-261	-1,173	-805	-564	-740	-1,084	-1,325	-1,324	-1,012	-935	-1,080	-1,090	-1,136
Water - Building/Facility	-731	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL UTILITIES	-992	-1,173	-805	-564	-740	-1,084	-1,325	-1,324	-1,012	-935	-1,080	-1,090	-1,136
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	0	0	0	0	0	-2	-107	0	0	-36	-22
Janitorial Services & Supplies	0	-39	-3,485	-3,519	-2,817	-2,700	-2,700	-2,700	-2,831	-2,837	-2,880	-2,789	-2,754
Contract Fees	-1,823	0	0	0	0	0	0	0	0	0	0	0	0
Contract Labor	-2,323	0	0	0	0	0	0	0	0	0	0	0	0
Furniture and Office Equip	-1,037	-94	-110	-241	0	0	0	0	0	-317	-200	-106	-63
Office Supplies	-2,585	-3,188	-2,031	-924	-935	-1,095	-1,124	-1,563	-340	-899	-1,200	-934	-1,004
Toner Cartridges	0	0	0	0	0	0	0	0	-470	-163	-1,200	-211	-126
Operating Supplies	-2,129	-299	0	0	0	0	0	0	0	-462	0	-154	-92
Small Tools & Equipment	-199	-79	0	0	0	0	0	0	0	0	0	0	0
Safety Equipment	-1,840	-1,669	-4,819	-4,539	-2,728	-2,820	-3,590	-2,868	-2,411	-3,976	-3,600	-3,085	-3,133
Entertainment	0	0	0	-200	0	0	0	0	0	0	0	0	0
Repairs & Maintenance													
General/PM	0	0	0	0	-15	0	0	0	-26	-37	0	-21	-13
MaintDept Labor Charges (inactive)	0	0	-200	0	0	0	0	0	0	0	0	0	0
Other Building	-3,344	-3,331	-137	-501	-110	0	0	0	0	0	-180	0	0
R&M Building	-3,344	-3,331	-337	-501	-125	0	0	0	-26	-37	-180	-21	-13
Office Equip R&M	0	0	0	0	0	0	0	0	0	0	-160	0	0
R&M Equipment	0	0	0	0	0	0	0	0	0	0	-160	0	0
R&M subtotal	-3,344	-3,331	-337	-501	-125	0	0	0	-26	-37	-340	-21	-13
TOTAL SUPPLIES & MAINTENANC	-15,280	-8,699	-10,781	-9,924	-6,604	-6,615	-7,414	-7,134	-6,184	-8,691	-9,420	-7,336	-7,208
ADMINISTRATIVE & OTHER EXPENSE													
Consulting Expense	-23,230	-644	-133	0	0	0	0	-105	0	0	0	-35	-21
Resort Advertising	0	0	0	0	0	0	0	0	0	-94	0	-31	-19
Charitable Contributions	0	0	0	0	0	0	0	0	-25	0	0	-8	-5
Dues & Subscriptions	-1,311	-1,924	-4,337	-1,805	-532	-786	-2,383	-1,041	-2,437	-3,391	-2,400	-2,289	-2,007
Licenses, Permits, Fees	-7,404	-17,518	-8,303	-8,442	-18,675	-2,852	-8,234	-5,096	-7,409	-3,270	-2,900	-5,258	-5,372
Mileage Reimbursement	0	0	-139	-33	0	-246	-199	0	40	-103	0	-21	-102
Board Expense	0	0	-13	0	0	0	0	0	0	0	0	0	0
Postage - General	-828	-810	-647	-305	-431	-377	-450	-472	-317	-425	-400	-405	-408
Printing - TD News	-5,801	-2,737	0	0	0	-283	0	0	0	0	0	0	-57
Printing - Other	0	0	-1,817	0	0	0	0	0	-312	0	0	-104	-62
Claims Expense	-2,405	3,799	-684	0	0	0	0	0	0	-26	0	-9	-5
TOTAL ADMINISTRATIVE & OTHER EXP	-40,979	-19,833	-16,073	-10,585	-19,638	-4,544	-11,267	-6,713	-10,460	-7,309	-5,700	-8,161	-8,059
TOTAL OPERATING EXPENSES (OE)	-153,830	-132,967	-147,023	-133,130	-116,401	-92,392	-92,889	-70,788	-97,404	-106,649	-107,000	-91,614	-92,024
TOTAL PAYROLL AND OPERATING EXPE	-287,116	-302,104	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-320,000	-271,769	-267,617
N O R 1, before OH	-286,365	-302,104	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-320,000	-271,769	-267,617
ALLOCATED OVERHEAD (OH)	268,806	272,168	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-17,559	-29,936	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-320,000	-271,769	-267,617
T O C	-18,310	-29,936	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-320,000	-271,769	-267,617
REV to TOC (CRR%)	-04.1%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
NOR AFTER Assessment Revenue, Opera	-17,559	-29,936	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-320,000	-271,769	-267,617

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Facility Administration (165)
For the Twelve Months Ending**

	2007 <u>Actual</u>	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years			2017 <u>Budget</u>	Actuals <u>Average</u>		
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>		3 Year Average Years	3-Yr	5-Yr
Revenue														
Other Revenue	82	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Revenue	82	0	0	0	0	0	0	0	0	0	0	0	0	0
GROSS REVENUE (GREV)	82	0	0	0	0	0	0	0	0	0	0	0	0	0
COST OF GOODS SOLD (COGS)														
Retail Product Cogs	0	0	0	0	0	0	0	0	0	58	0	19	12	
Total COGS	0	0	0	0	0	0	0	0	0	58	0	19	12	
Gross Margin (GREV-COGS)	82	0	0	0	0	0	0	0	0	58	0	19	12	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-52,345	-64,510	-63,309	-136,751	-135,653	-259,513	-270,635	-282,320	-298,763	-320,892	-322,600	-300,658	-286,425	
Wages - FTR Regular	-46,994	-51,292	-46,602	-50,219	0	-3,651	-44,095	-41,480	-49,356	-87,193	-96,000	-59,343	-45,155	
Wages - Seasonal	-915	0	0	0	-21,691	-23,485	-135	0	0	0	0	0	-4,724	
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	-274	-684	-410	-1,230	0	-775	-520	
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	-134	0	0	0	0	0	0	-27	
Total Salaries & Wages, DIRECT	-100,254	-115,801	-109,911	-186,969	-157,344	-286,783	-315,139	-324,484	-348,529	-409,315	-418,600	-360,776	-336,850	
Salaries sub-total	-52,345	-64,510	-63,309	-136,751	-135,653	-259,513	-270,635	-282,320	-298,763	-320,892	-322,600	-300,658	-286,425	
Wage sub-total	-47,909	-51,292	-46,602	-50,219	-21,691	-27,270	-44,503	-42,164	-49,766	-88,423	-96,000	-60,118	-50,425	
Wage-FTR subsubtotal	-46,994	-51,292	-46,602	-50,219	0	-3,651	-44,368	-42,164	-49,766	-88,423	-96,000	-60,118	-45,675	
Wage-Seasonal subsubtotal	-915	0	0	0	-21,691	-23,619	-135	0	0	0	0	0	-4,751	
Payroll Direct as a % of Revenue	-122260.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-8,526	-10,013	-8,872	-14,082	-13,820	-22,108	-24,431	-25,795	-27,765	-31,676	-34,300	-28,412	-26,355	
Group Insurance	-25,646	-30,725	-23,231	-32,051	-19,682	-29,204	-41,670	-37,394	-33,413	-43,088	-57,700	-37,965	-36,954	
Retirement Plan	-2,086	-1,904	-1,644	-3,885	-3,487	-2,857	-5,020	-3,578	-6,579	-7,646	-10,600	-5,934	-5,136	
Total Payroll Taxes & Benefits	-36,259	-42,642	-33,747	-50,017	-36,990	-54,170	-71,121	-66,767	-67,757	-82,410	-102,600	-72,311	-68,445	
PAYBDN, Workers Comp Insurance	-3,396	-1,564	-647	-3,691	-3,805	-8,918	-8,525	-16,789	-16,898	-17,055	-16,300	-16,914	-13,637	
PAYROLL BURDEN Total	-39,654	-44,206	-34,394	-53,709	-40,795	-63,088	-79,646	-83,556	-84,655	-99,465	-118,900	-89,225	-82,082	
subtotal, Burden-Salary	0	0	-18,357	-37,420	-37,893	-60,587	-64,317	-69,594	-70,463	-71,485	-85,100	-70,514	-67,289	
subtotal, Burden-Wage-FTR	0	0	-16,036	-16,288	-618	-418	-15,119	-13,961	-14,191	-27,981	-33,800	-18,711	-14,334	
subtotal, Burden-Wage-Seasonal	0	0	0	0	-2,284	-2,083	-209	0	0	0	0	0	-459	
Burden % - on all Payroll Direct	39.6%	38.2%	31.3%	28.7%	25.9%	22.0%	25.3%	25.8%	24.3%	24.3%	28.4%	24.8%	24.3%	
Burden % - Salary	00.0%	00.0%	29.0%	27.4%	27.9%	23.3%	23.8%	23.8%	23.6%	23.3%	26.4%	23.5%	23.5%	
Burden % - Wage-FTR	00.0%	00.0%	34.4%	32.4%	00.0%	11.4%	34.1%	33.1%	28.5%	31.6%	35.2%	31.1%	27.8%	
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	10.5%	08.8%	155.4%	00.0%	00.0%	00.0%	00.0%	00.0%	32.8%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	34.4%	32.4%	13.4%	09.2%	34.4%	33.1%	28.5%	31.6%	35.2%	31.1%	27.4%	
PAYROLL TOTAL (Direct&Burden)	-139,908	-160,007	-144,304	-240,678	-198,139	-349,871	-394,784	-408,040	-433,184	-508,780	-537,500	-450,001	-418,932	
OPERATING EXPENSES (OE)														
Employee Recruiting	0	0	0	0	0	0	-7	0	0	0	0	0	-1	
Employee Dev/Training	0	0	-104	0	0	0	-709	0	-300	-2,028	-2,000	-776	-607	
Employee Relations	-138	-69	-10	-443	-334	-636	-94	-274	-858	-934	-700	-689	-559	
Uniforms	-99	-110	-52	-162	-111	-959	-975	-232	-1,201	-1,180	-500	-871	-909	
Seminars & Conferences	-308	-499	-279	-135	-219	-449	-731	-2,015	-2,299	-837	-1,500	-1,717	-1,266	
Travel/Meeting Expense	-688	-227	-128	-162	-30	-1,333	-1,200	-933	-2,336	-2,370	-1,200	-1,880	-1,635	
Total Staff Expense	-1,232	-905	-573	-902	-694	-3,377	-3,717	-3,455	-6,994	-7,350	-5,900	-5,933	-4,978	
Telephone	-988	-2,723	-1,633	-2,673	-2,425	-3,685	-4,783	-3,897	-3,092	-3,576	-4,200	-3,522	-3,806	
Fuel & Oil	0	-373	-175	0	0	-76	-296	-1,110	-344	-637	-600	-697	-493	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Facility Administration (165)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
TOTAL UTILITIES	-988	-3,096	-1,808	-2,673	-2,425	-3,761	-5,079	-5,008	-3,436	-4,213	-4,800	-4,219	-4,299
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	0	0	0	0	0	0	0	-47	0	0	-16	-9
Janitorial Services & Supplies	0	-81	0	0	0	-138	0	0	-2,156	0	0	-719	-459
Computer Software	0	0	0	0	0	0	-495	0	0	0	0	0	-99
Furniture and Office Equip	-195	-872	-108	0	0	0	0	0	-872	0	-300	-291	-174
Office Supplies	-860	-844	-238	-347	-718	-1,919	-547	-220	-1,136	-876	-1,200	-744	-940
Toner Cartridges	0	0	0	0	0	0	0	0	0	-279	0	-93	-56
Signs	0	0	-59	0	0	-79	0	0	-152	-64	0	-72	-59
Operating Supplies	-123	-319	0	0	0	-1	0	-5	-407	-113	-240	-175	-105
Small Tools & Equipment	-288	0	0	-217	0	-92	0	0	0	-71	-100	-24	-33
Safety Equipment	0	0	0	-43	-78	-414	-910	-297	-245	-348	0	-297	-443
Special Programs	0	0	0	-65	0	0	0	0	0	0	0	0	0
Repairs & Maintenance													
General/PM	0	0	0	0	0	0	0	0	0	-20	0	-7	-4
Lighting and Electrical	0	0	0	0	-191	0	0	0	0	0	0	0	0
Fire Suppression	0	0	0	0	0	0	0	0	0	-28	0	-9	-6
Maint/Dept Labor Charges (inactive)	0	0	-525	0	0	0	0	0	0	0	0	0	0
Other Building	-12	-12	-236	-363	0	0	0	0	0	0	0	0	0
R&M Building	-12	-12	-761	-363	-191	0	0	0	0	-47	0	-16	-9
Rolling, Car/Truck/Bus/Van	-28	-118	-121	0	-63	-65	0	0	-114	-750	-840	-288	-186
Computer Software Maint	0	0	0	0	0	0	0	0	-145	-120	0	-88	-53
Other Operating Equip R&M	0	0	-40	0	0	0	0	0	0	0	0	0	0
R&M Equipment	-28	-118	-161	0	-63	-65	0	0	-259	-870	-840	-376	-239
Fertilizer	0	0	0	-15	0	0	0	0	0	0	0	0	0
R&M Golf Course	0	0	0	-15	0	0	0	0	0	0	0	0	0
Contra - Inter-Dept. Charges	0	0	0	0	10,833	130,000	202,100	206,000	225,000	295,000	305,000	242,000	211,620
R&M subtotal	-40	-130	-922	-378	10,579	129,935	202,100	206,000	224,741	294,083	304,160	241,608	211,372
TOTAL SUPPLIES & MAINTENANC	-1,506	-2,245	-1,327	-1,051	9,783	127,293	200,147	205,478	219,727	292,332	302,320	239,179	208,996
ADMINISTRATIVE & OTHER EXPENSE													
Consulting Expense	0	-2,051	-1,620	0	0	0	0	-960	-40	-989	-9,220	-663	-398
Public Relations	0	0	0	0	0	-100	0	0	0	0	0	0	-20
Dues & Subscriptions	0	0	0	-100	-648	-225	-785	-1,986	-2,933	-1,983	-1,200	-2,301	-1,582
Licenses, Permits, Fees	0	-658	-25	-50	-25	-772	-439	-1,007	-890	-1,423	-200	-1,107	-823
Mileage Reimbursement	0	0	-143	-351	-423	-616	-439	-1,316	-1,413	-416	-400	-1,048	-840
Postage - General	-173	-4	-14	-339	-169	-39	-84	-34	-54	-20	-600	-36	-46
Newsletter	0	0	0	0	0	0	0	0	0	-2,000	0	-667	-400
Printing - Other	0	0	0	-42	0	0	0	0	0	0	0	0	0
Fines and Penalties	0	0	0	0	0	0	0	-70	0	0	0	-23	-14
Insurance Expense	-452	-509	0	0	0	0	0	0	0	0	0	0	0
TOTAL ADMINISTRATIVE & OTHER EXP	-624	-3,221	-1,802	-882	-1,265	-1,005	-2,079	-5,373	-5,330	-6,831	-11,620	-5,845	-4,124
TOTAL OPERATING EXPENSES (OE)	-4,350	-9,467	-5,509	-5,508	5,399	119,151	189,273	191,643	203,967	273,938	280,000	223,183	195,594
TOTAL PAYROLL AND OPERATING EXPE	-144,258	-169,474	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,842	-257,500	-226,819	-223,337
N O R 1, before OH	-144,176	-169,474	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-257,500	-226,799	-223,326
ALLOCATED OVERHEAD (OH)	-7,075	-9,333	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-151,251	-178,807	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-257,500	-226,799	-223,326
T O C	-151,333	-178,807	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-257,500	-226,799	-223,326
REV to TOC (CRR%)	00.1%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
NOR AFTER Assessment Revenue, Opera	-151,251	-178,807	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-257,500	-226,799	-223,326

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Forestry (050)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
Revenue													
Sales - Firewood	10,420	14,073	8,585	10,170	11,840	9,028	6,380	5,240	5,988	6,090	5,000	5,773	6,545
Sales - Timber	1,234	22,674	0	1,629	0	0	4,295	0	21,099	5,724	0	8,941	6,223
Sales - Chips	0	3,118	22,985	34,947	23,057	0	20,649	6,860	5,402	1,803	0	4,688	6,943
Total Retail Product Revenue	11,654	39,864	31,570	46,746	34,897	9,028	31,323	12,100	32,489	13,616	5,000	19,402	19,711
Other Revenue	6,313	0	0	0	0	0	0	0	0	0	0	0	0
Forestry Grant Revenue	53,320	26,500	69,756	0	76,280	25,600	74,114	0	0	44,000	0	14,667	28,743
Total Other Revenue	59,633	26,500	69,756	0	76,280	25,600	74,114	0	0	44,000	0	14,667	28,743
GROSS REVENUE (GREV)	71,287	66,364	101,326	46,746	111,177	34,628	105,437	12,100	32,489	57,616	5,000	34,068	48,454
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	71,287	66,364	101,326	46,746	111,177	34,628	105,437	12,100	32,489	57,616	5,000	34,068	48,454
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-74,257	-105,701	-120,079	-124,249	-132,711	-129,489	-152,338	-129,544	-136,949	-149,423	-146,300	-138,639	-139,549
Wages - FTRRegular	-6,278	-6,877	-7,691	-20,224	-23,326	-17,964	-21,607	-24,172	-31,364	-2,543	-25,730	-19,360	-19,530
Wages - Seasonal	-196,304	-196,855	-203,682	-217,530	-219,192	-205,943	-233,632	-171,003	-179,441	-269,207	-206,570	-206,550	-211,845
Wages-FTR-Commissions	0	0	205	0	0	0	0	0	0	0	0	0	0
Incentive Program, Exempt	0	0	0	-569	0	0	0	0	0	47	0	16	9
Incentive Program, FTR, NonExempt	0	0	0	0	0	-289	0	0	-164	-137	0	-100	-118
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	-803	-356	0	-137	-522	0	-220	-364
Total Salaries & Wages, DIRECT	-276,839	-309,434	-331,657	-362,573	-375,229	-354,489	-407,933	-324,718	-348,055	-421,786	-378,600	-364,853	-371,396
Salaries sub-total	-74,257	-105,701	-120,079	-124,818	-132,711	-129,489	-152,338	-129,544	-136,949	-149,377	-146,300	-138,623	-139,539
Wage sub-total	-202,582	-203,732	-211,578	-237,755	-242,518	-224,999	-255,595	-195,175	-211,106	-272,409	-232,300	-226,230	-231,857
Wage-FTR subtotal	-6,278	-6,877	-7,897	-20,224	-23,326	-18,253	-21,607	-24,172	-31,528	-2,680	-25,730	-19,460	-19,648
Wage-Seasonal subtotal	-196,304	-196,855	-203,682	-217,530	-219,192	-206,746	-233,988	-171,003	-179,578	-269,730	-206,570	-206,770	-212,209
Payroll Direct as a % of Revenue	-388.3%	-466.3%	-327.3%	-775.6%	-337.5%	-1023.7%	-386.9%	-2683.6%	-1071.3%	-732.1%	-7572.0%	-1495.6%	-1179.5%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-29,243	-31,319	-30,950	-34,019	-36,711	-36,841	-41,820	-33,085	-33,720	-44,249	-42,100	-37,018	-37,943
Group Insurance	-5,517	-9,369	-18,797	-24,281	-22,143	-21,904	-23,566	-17,424	-19,298	-20,720	-31,700	-19,147	-20,582
Retirement Plan	-2,202	-2,409	-2,690	-3,419	-3,738	-3,996	-3,885	-2,359	-4,618	-4,530	-4,200	-3,836	-3,878
Total Payroll Taxes & Benefits	-36,961	-43,097	-52,437	-61,719	-62,592	-62,741	-69,270	-52,869	-57,636	-69,500	-78,000	-60,001	-62,403
PAYBDN, Workers Comp Insurance	-17,638	-16,330	-15,521	-16,505	-14,277	-17,971	-20,170	-29,378	-28,853	-33,641	-28,400	-30,624	-26,003
PAYROLL BURDEN Total	-54,599	-59,427	-67,958	-78,225	-76,869	-80,712	-89,440	-82,247	-86,489	-103,141	-106,400	-90,626	-88,406
subtotal, Burden-Salary	0	0	-36,294	-37,356	-36,296	-38,718	-42,968	-41,945	-42,638	-45,517	-46,600	-43,367	-42,357
subtotal, Burden-Wage-FTR	0	0	-746	-8,430	-7,512	-6,977	-7,764	-4,160	-8,817	-4,959	-18,520	-5,979	-6,535
subtotal, Burden-Wage-Seasonal	0	0	-30,918	-32,438	-33,061	-35,017	-38,708	-36,142	-35,033	-52,665	-41,280	-41,280	-39,513
Burden % - on all Payroll Direct	19.7%	19.2%	20.5%	21.6%	20.5%	22.8%	21.9%	25.3%	24.8%	24.5%	28.1%	24.9%	23.9%
Burden % - Salary	0.0%	0.0%	30.2%	29.9%	27.3%	29.9%	28.2%	32.4%	31.1%	30.5%	31.9%	31.3%	30.4%
Burden % - Wage-FTR	0.0%	0.0%	09.5%	41.7%	32.2%	38.2%	35.9%	17.2%	28.0%	185.1%	72.0%	76.7%	60.9%
Burden % - Wage-Seasonal	0.0%	0.0%	15.2%	14.9%	15.1%	16.9%	16.5%	21.1%	19.5%	19.5%	20.0%	20.1%	18.7%
Burden % - Wage-FTR&Seasonal	0.0%	0.0%	15.0%	17.2%	16.7%	18.7%	18.2%	20.6%	20.8%	21.2%	25.7%	20.9%	19.9%
PAYROLL TOTAL (Direct&Burden)	-331,438	-368,860	-399,615	-440,797	-452,098	-435,200	-497,373	-406,965	-434,544	-524,927	-485,000	-455,479	-459,802
OPERATING EXPENSES (OE)													
Employee Dev/Training	0	0	0	0	0	-1,061	-1,845	-180	0	-677	0	-286	-753
Employee Relations	-401	-386	-76	-289	-442	-409	-815	-441	-520	-485	-700	-482	-534
Uniforms	-371	0	-346	-670	-393	-571	-1,877	-8	-22	-341	-700	-124	-564
Seminars & Conferences	-1,090	-1,155	-1,778	-865	-1,860	-300	-369	-510	-200	0	-1,200	-237	-276

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Forestry (050)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average		
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Travel/Meeting Expense	-1,150	-1,753	-163	-532	-1,063	-1,023	0	-315	0	-608	-1,000	-308	-389	
Total Staff Expense	-3,012	-3,294	-2,364	-2,356	-3,757	-3,365	-4,906	-1,453	-742	-2,110	-3,600	-1,435	-2,515	
Telephone	-428	-371	-254	-424	-475	-507	-720	-911	-663	-651	-960	-742	-690	
Disposal Fees	-5,533	-5,843	-918	-1,534	-2,141	-2,136	-2,610	-1,239	-1,093	-1,109	-1,200	-1,147	-1,637	
Electricity	-931	-1,370	-1,869	-1,541	-1,619	-2,296	-1,846	-1,671	-1,498	-1,957	-1,920	-1,709	-1,854	
Natural Gas - Buildings	-984	-946	-812	-887	-909	-467	0	0	0	0	0	0	-93	
Fuel & Oil	-19,389	-31,148	-17,526	-17,932	-22,246	-18,415	-20,853	-14,013	-13,600	-12,038	-21,300	-13,217	-15,784	
Propane (LPG)	0	0	0	0	0	0	-1,757	-3,706	-632	-1,692	-1,900	-1,185	-1,804	
Sewer Fees	-795	-716	-636	-636	-636	-636	0	0	0	0	0	0	-127	
Water - Building/Facility	-643	-679	-741	0	0	-60	-793	-1,348	-1,418	-1,704	-1,200	-1,490	-1,065	
TOTAL UTILITIES	-28,702	-41,072	-22,756	-22,954	-28,026	-26,273	-30,529	-20,414	-18,903	-19,151	-28,480	-19,489	-23,054	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	0	0	0	0	-315	0	0	0	0	0	0	-63	
Hazardous Waste Clean Up	0	0	0	0	0	0	-1,489	0	0	0	0	0	-298	
Janitorial Services & Supplies	0	-34	-25	-80	-91	-54	-812	-178	-433	-268	-600	-293	-349	
Pest Control	0	0	0	0	0	-3	0	0	0	0	0	0	-1	
Contract Fees	-125,324	-138,180	-73	0	0	0	0	0	0	0	0	0	0	
Contract Labor	-186,820	-206,477	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	-1,006	-3,673	0	-3,332	-33	-200	-30	0	0	0	0	0	-46	
Mbr Srv - Retail COGS	0	0	0	0	0	0	0	0	0	5	0	2	1	
Printed Forms/Ticket Stock	0	0	0	0	0	-408	-822	-388	0	-319	-1,450	-236	-387	
Furniture and Office Equip	0	0	0	0	0	0	-670	0	0	-557	-200	-186	-245	
Office Supplies	-416	-941	-1,458	-1,085	-698	-641	-2,295	-792	-367	-773	-1,500	-644	-973	
Toner Cartridges	0	0	0	0	0	0	0	-103	-488	-372	0	-321	-193	
Signs	-2,315	0	0	-902	-58	0	-2,742	0	-415	0	-400	-138	-631	
Operating Supplies	-5,449	-6,386	-2,147	-6,243	-5,241	-4,898	-5,137	-2,961	-3,380	-3,722	-5,200	-3,355	-4,020	
Small Tools & Equipment	-798	-926	-273	-323	-668	-931	-1,598	-955	-645	-1,025	-1,100	-875	-1,031	
Safety Equipment	-1,413	-1,413	-2,589	-2,646	-2,623	-2,689	-3,579	-3,568	-2,740	-3,769	-3,500	-3,359	-3,269	
Special Programs	0	0	0	0	-139	-324	-703	0	0	0	0	0	-205	
Repairs & Maintenance														
General/PM	0	0	0	0	-54	0	-1,621	-413	-1,279	-314	0	-668	-725	
Plumbing	0	0	0	0	0	0	-1,249	0	0	0	0	0	-250	
Lighting and Electrical	0	0	0	0	0	-14	-17	0	-499	-15	0	-171	-109	
Carpentry	0	0	0	0	0	0	0	0	-23	-51	0	-25	-15	
Fire Suppression	0	0	0	0	0	-246	0	0	-246	-215	0	-154	-141	
Other Building	-113	0	0	-1,013	-316	-98	-172	-286	0	-1,068	-3,600	-451	-325	
R&M Building	-113	0	0	-1,013	-370	-357	-699	-699	-2,046	-1,663	-3,600	-1,469	-1,565	
Snow Removal	0	0	0	0	0	-1,948	-784	-1,709	-2,325	-5,010	-5,000	-3,015	-2,355	
R&M Grounds (nonGolf)	0	0	0	0	0	-1,948	-784	-1,709	-2,325	-5,010	-5,000	-3,015	-2,355	
Rolling, Heavy	-19,329	-21,437	-15,040	-12,935	-25,657	-19,018	-30,530	-14,200	-16,051	-10,949	-20,000	-13,733	-18,150	
Rolling, Car/Truck/Bus/Van	-8,820	-10,999	-9,026	-9,022	-10,038	-17,948	-12,279	-14,940	-15,788	-20,532	-9,060	-17,086	-16,297	
Office Equip R&M	0	0	0	0	0	0	0	0	0	0	-200	0	0	
Computer Software Maint	0	0	0	0	-418	-416	-1,041	0	0	0	-420	0	-291	
Computer Hardware Maint	0	0	0	0	0	0	0	0	0	0	-190	0	0	
Other Operating Equip R&M	-2,592	-5,567	-3,133	-3,282	-2,129	-1,008	-1,570	-1,454	-2,037	-55	-1,800	-1,182	-1,225	
R&M Equipment	-30,740	-38,002	-27,198	-25,239	-38,242	-38,390	-45,419	-30,594	-33,875	-31,535	-31,670	-32,002	-35,963	
Forestry Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	
Forestry Management	0	0	-273,817	-317,875	-286,920	-102,862	-380,447	-93,795	-324,903	-285,386	-233,900	-234,695	-237,479	
R&M Forestry	0	0	-345,068	-317,875	-363,200	-102,862	-380,447	-93,795	-324,903	-285,386	-233,900	-234,695	-237,479	
Contra - Inter-Dept. Charges	5,737	4,405	3,591	4,591	18,281	32,831	4,061	309	3,747	0	0	1,352	8,190	
R&M subtotal	-25,116	-33,598	-368,675	-339,536	-383,531	-110,726	-425,649	-126,489	-359,402	-323,594	-274,170	-269,828	-269,172	
TOTAL SUPPLIES & MAINTENANC	-348,658	-391,628	-375,240	-354,145	-393,080	-121,190	-445,526	-135,433	-367,871	-334,393	-288,120	-279,232	-280,882	
ADMINISTRATIVE & OTHER EXPENSE														
Dues & Subscriptions	-712	-774	-393	-1,139	-840	-860	-1,120	-930	-695	-1,187	-1,100	-937	-958	
Licenses, Permits, Fees	-444	-529	-210	-423	-3,307	-3,628	-4,224	-4,283	-5,029	-5,544	-5,200	-4,952	-4,542	
Mileage Reimbursement	0	0	-2,514	-2,923	-1,793	-1,503	-1,763	-419	0	-198	-1,100	-206	-777	
Postage - General	-1,021	-274	-107	-73	-40	-995	-1,194	-718	-795	-521	-1,000	-678	-845	

Forestry (050)

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Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Forestry (050)
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Printing - TD News	-399	-1,605	0	0	0	0	0	0	0	0	0	0	0
Printing - Other	0	0	-803	-846	-599	-971	0	-424	-192	0	0	-205	-317
Insurance Expense	-14,202	-17,514	-19,200	-14,843	-13,800	-14,400	-16,800	-12,569	-14,400	-13,622	-14,400	-13,530	-14,358
TOTAL ADMINISTRATIVE & OTHER EXP	-16,779	-20,696	-23,226	-20,247	-20,379	-22,357	-25,101	-19,344	-21,111	-21,072	-22,800	-20,509	-21,797
TOTAL OPERATING EXPENSES (OE)	-397,151	-456,690	-423,587	-399,702	-445,242	-173,185	-506,062	-176,644	-408,626	-376,727	-343,000	-320,665	-328,249
TOTAL PAYROLL AND OPERATING EXPE	-728,590	-825,550	-823,202	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-828,000	-776,144	-788,051
N O R 1, before OH	-657,303	-759,186	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-823,000	-742,076	-739,597
ALLOCATED OVERHEAD (OH)	-82,057	-94,904	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-739,360	-854,090	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-823,000	-742,076	-739,597
T O C	-810,647	-920,454	-823,202	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-828,000	-776,144	-788,051
REV to TOC (CRR%)	-08.8%	-07.2%	-12.3%	-05.6%	-12.4%	-05.7%	-10.5%	-02.1%	-03.9%	-06.4%	-00.6%	-04.1%	-05.7%
NOR AFTER Assessment Revenue, Opera	-739,360	-854,090	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-823,000	-742,076	-739,597

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Vehicle Maintenance
 For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr	
Revenue														
<hr/>														
COST OF GOODS SOLD (COGS)														
<hr/>														
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-41,999	-62,442	-66,502	-65,830	-37,823	0	0	0	0	0	0	0	0	0
Wages - FTRRegular	-69,755	-91,945	-83,863	-80,393	-14,141	0	0	0	0	0	0	0	0	0
Wages - Seasonal	-6,814	-5,769	0	-7,160	-34,692	0	0	0	0	0	0	0	0	0
Incentive Program, FTR, NonExempt	0	0	0	0	-134	0	0	0	0	0	0	0	0	0
Incentive Program, Seasonal, NonExempt	0	0	0	0	-268	0	0	0	0	0	0	0	0	0
Total Salaries & Wages, DIRECT	-118,568	-160,156	-150,365	-153,383	-87,059	0	0	0	0	0	0	0	0	0
Salaries sub-total	-41,999	-62,442	-66,502	-65,830	-37,823	0	0	0	0	0	0	0	0	0
Wage sub-total	-76,569	-97,714	-83,863	-87,552	-49,236	0	0	0	0	0	0	0	0	0
Wage-FTR sub-subtotal	-69,755	-91,945	-83,863	-80,393	-14,276	0	0	0	0	0	0	0	0	0
Wage-Seasonal sub-subtotal	-6,814	-5,769	0	-7,160	-34,960	0	0	0	0	0	0	0	0	0
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-11,057	-14,247	-12,963	-12,710	-8,704	0	0	0	0	0	0	0	0	0
Group Insurance	-17,959	-23,446	-35,102	-32,038	-28,692	0	0	0	0	0	0	0	0	0
Retirement Plan	-1,550	-3,043	-2,022	-2,797	-1,175	0	0	0	0	0	0	0	0	0
Total Payroll Taxes & Benefits	-30,565	-40,735	-50,086	-47,545	-38,571	0	0	0	0	0	0	0	0	0
PAYBDN, Workers Comp Insurance	-7,524	-8,548	-7,061	-6,374	-2,771	0	0	0	0	0	0	0	0	0
PAYROLL BURDEN Total														
subtotal, Burden-Salary	0	0	-20,094	-19,938	-14,700	0	0	0	0	0	0	0	0	0
subtotal, Burden-Wage-FTR	0	0	-37,053	-32,637	-22,268	0	0	0	0	0	0	0	0	0
subtotal, Burden-Wage-Seasonal	0	0	0	-1,344	-4,374	0	0	0	0	0	0	0	0	0
Burden % - on all Payroll Direct	32.1%	30.8%	38.0%	35.2%	47.5%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Salary	00.0%	00.0%	30.2%	30.3%	38.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Wage-FTR	00.0%	00.0%	44.2%	40.6%	156.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	18.8%	12.5%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	44.2%	38.8%	54.1%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
PAYROLL TOTAL (Direct&Burden)	-156,657	-209,440	-207,512	-207,302	-128,401	0	0	0	0	0	0	0	0	0
OPERATING EXPENSES (OE)														
Employee Dev/Training	0	0	0	0	-647	0	0	0	0	0	0	0	0	0
Employee Relations	-134	-21	-183	-62	0	0	0	0	0	0	0	0	0	0
Uniforms	-4,447	-5,261	-3,538	-3,702	-3,719	0	0	0	0	0	0	0	0	0
Seminars & Conferences	-977	-4,486	-1,602	-2,885	0	0	0	0	0	0	0	0	0	0
Travel/Meeting Expense	-60	0	-508	-132	-20	0	0	0	0	0	0	0	0	0
Total Staff Expense	-5,618	-9,767	-5,830	-6,780	-4,386	0	0	0	0	0	0	0	0	0
Telephone	-1,760	-1,813	-1,714	-1,977	-2,089	0	0	0	0	0	0	0	0	0
Disposal Fees	-4,394	-4,538	-4,613	-4,718	-4,937	0	0	0	0	0	0	0	0	0
Electricity	-7,468	-6,039	-7,412	-6,923	-6,750	0	0	0	0	0	0	0	0	0
Fuel & Oil	-5,482	-5,097	-2,976	-4,124	-3,621	0	0	0	0	0	0	0	0	0
Sewer Fees	-227	-233	-239	-245	-248	0	0	0	0	0	0	0	0	0
Water - Building/Facility	-531	-517	-623	-712	-716	0	0	0	0	0	0	0	0	0
TOTAL UTILITIES	-19,863	-18,238	-17,576	-18,699	-18,361	0	0	0	0	0	0	0	0	0
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-209	-75	0	-518	0	0	0	0	0	0	0	0	0	0
Hazardous Waste Clean Up	0	0	0	0	15	0	0	0	0	0	0	0	0	0
Janitorial Services & Supplies	0	-37	-147	-172	-80	0	0	0	0	0	0	0	0	0
02/09/17														
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Vehicle Maintenance														

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Vehicle Maintenance
For the Twelve Months Ending

	5 Year Average Years										2017 Budget	Actuals Average	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Furniture and Office Equip	0	-172	-234	-111	0	0	0	0	0	0	0	0	0
Office Supplies	-339	-514	-307	-181	-21	0	0	0	0	0	0	0	0
Operating Supplies	-1,387	-1,837	-1,284	-1,201	-376	0	0	0	0	0	0	0	0
Small Tools & Equipment	-2,081	-2,605	-928	-1,049	-325	0	0	0	0	0	0	0	0
Safety Equipment	-558	-1,109	-713	-497	-307	0	0	0	0	0	0	0	0
Entertainment	0	0	0	0	-54	0	0	0	0	0	0	0	0
Repairs & Maintenance													
General/PM	0	0	0	0	-116	0	0	0	0	0	0	0	0
HVAC	0	0	0	0	-114	0	0	0	0	0	0	0	0
MaintDept Labor Charges (inactive)	0	0	-150	0	0	0	0	0	0	0	0	0	0
Other Building	-799	-2,199	-560	-603	-96	0	0	0	0	0	0	0	0
R&M Building	-799	-2,199	-710	-603	-325	0	0	0	0	0	0	0	0
Snow Removal	-165	-300	-851	-750	-1,348	0	0	0	0	0	0	0	0
R&M Grounds (nonGolf)	-165	-300	-851	-750	-1,348	0	0	0	0	0	0	0	0
Rolling, Heavy	0	-24	0	0	-2,875	0	0	0	0	0	0	0	0
Rolling, Car/Truck/Bus/Van	-4,347	-2,103	-3,389	-2,771	-2,059	0	0	0	0	0	0	0	0
Other Operating Equip R&M	-338	-67	-299	-249	-2,070	0	0	0	0	0	0	0	0
R&M Equipment	-4,685	-2,194	-3,688	-3,020	-7,003	0	0	0	0	0	0	0	0
Contra - Inter-Dept. Charges	32,964	42,960	35,260	45,127	42,987	0	0	0	0	0	0	0	0
R&M subtotal	27,315	38,268	30,012	40,754	34,311	0	0	0	0	0	0	0	0
TOTAL SUPPLIES & MAINTENANC	22,742	31,918	26,398	37,024	33,163	0	0	0	0	0	0	0	0
ADMINISTRATIVE & OTHER EXPENSE													
Dues & Subscriptions	-88	-100	0	-150	0	0	0	0	0	0	0	0	0
Licenses, Permits, Fees	-1,778	-1,512	-1,453	-1,483	-2,351	0	0	0	0	0	0	0	0
Mileage Reimbursement	0	0	-65	-59	0	0	0	0	0	0	0	0	0
Postage - General	-9	0	-12	-46	0	0	0	0	0	0	0	0	0
Insurance Expense	-3,478	-3,922	-3,600	-3,711	-3,600	0	0	0	0	0	0	0	0
TOTAL ADMINISTRATIVE & OTHER EXP	-5,354	-5,534	-5,130	-5,449	-5,951	0	0	0	0	0	0	0	0
TOTAL OPERATING EXPENSES (OE)	-8,093	-1,621	-2,139	6,096	4,465	0	0	0	0	0	0	0	0
TOTAL PAYROLL AND OPERATING EXPE	-164,750	-211,061	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0
N O R 1, before OH	-164,750	-211,061	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0
ALLOCATED OVERHEAD (OH)	-27,207	-31,686	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-191,957	-242,747	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0
T O C	-191,957	-242,747	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0
NOR AFTER Assessment Revenue, Opera	-191,957	-242,747	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Maintenance (160)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average		
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr	
Revenue														
COST OF GOODS SOLD (COGS)														
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-59,726	-74,202	-85,183	-80,148	-84,025	-73,890	-74,141	-71,475	-96,327	-98,466	-102,500	-88,756	-82,860	
Wages - FTRegular	-204,765	-219,143	-205,846	-210,724	-244,076	-304,757	-273,648	-252,305	-277,453	-325,394	-355,010	-285,051	-286,711	
Wages - Seasonal	-21,756	-39,984	-20,108	-45,169	-70,457	-40,021	-91,392	-72,656	-87,479	-63,827	-68,490	-74,654	-71,075	
Wages-Seasonal-Commissions	0	0	0	0	0	0	0	0	-1,000	-800	0	-600	-360	
Incentive Program, FTR, NonExempt	0	0	-877	-1,096	-596	-2,453	-4,417	-6,349	-3,417	-3,827	0	-4,531	-4,093	
Incentive Program, Seasonal, NonExempt	0	0	0	-274	-929	-402	-2,490	-1,916	-1,230	-683	0	-1,276	-1,344	
Total Salaries & Wages, DIRECT	-286,247	-333,330	-312,014	-337,410	-400,083	-421,523	-446,088	-404,701	-466,906	-492,997	-526,000	-454,868	-446,443	
Salaries sub-total	-59,726	-74,202	-85,183	-80,148	-84,025	-73,890	-74,141	-71,475	-96,327	-98,466	-102,500	-88,756	-82,860	
Wage sub-total	-226,521	-259,127	-226,830	-257,263	-316,059	-347,632	-371,947	-333,226	-370,579	-394,531	-423,500	-366,112	-363,583	
Wage-FTR subsubtotal	-204,765	-219,143	-206,722	-211,820	-244,672	-307,210	-278,065	-258,654	-280,870	-329,221	-355,010	-289,582	-290,804	
Wage-Seasonal subsubtotal	-21,756	-39,984	-20,108	-45,443	-71,387	-40,423	-93,882	-74,571	-89,709	-65,311	-68,490	-76,530	-72,779	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-25,319	-29,321	-26,555	-28,935	-35,015	-38,455	-42,334	-38,866	-43,228	-45,582	-50,700	-42,559	-41,693	
Group Insurance	-93,127	-93,542	-80,076	-66,298	-72,186	-90,048	-85,299	-74,548	-66,573	-68,982	-106,700	-70,034	-77,090	
Retirement Plan	-1,809	-2,037	-3,285	-5,894	-4,684	-4,133	-2,364	-741	-4,395	-6,053	-3,200	-3,730	-3,537	
Total Payroll Taxes & Benefits	-120,255	-124,901	-109,916	-101,126	-111,885	-132,636	-129,997	-114,155	-114,197	-120,617	-160,600	-116,323	-122,320	
PAYBDN, Workers Comp Insurance	-17,935	-16,492	-12,928	-12,523	-12,978	-19,443	-21,062	-36,142	-38,297	-37,700	-37,500	-37,380	-30,529	
PAYROLL BURDEN Total	-138,190	-141,393	-122,844	-113,649	-124,863	-152,079	-151,058	-150,297	-152,494	-158,318	-198,100	-153,703	-152,849	
subtotal, Burden-Salary	0	0	-28,620	-25,017	-25,752	-25,941	-24,656	-25,224	-27,768	-29,639	-32,100	-27,544	-26,646	
subtotal, Burden-Wage-FTR	0	0	-91,206	-82,008	-88,804	-120,146	-112,012	-109,513	-107,125	-115,084	-154,300	-110,574	-112,776	
subtotal, Burden-Wage-Seasonal	0	0	-3,018	-6,624	-10,307	-5,991	-14,391	-15,560	-17,601	-13,595	-11,700	-15,585	-13,427	
Burden % - on all Payroll Direct	48.3%	42.4%	39.4%	33.7%	31.2%	36.1%	33.9%	37.1%	32.7%	32.1%	37.7%	34.0%	34.4%	
Burden % - Salary	00.0%	00.0%	33.6%	31.2%	30.6%	35.1%	33.3%	35.3%	28.8%	30.1%	31.3%	31.4%	32.5%	
Burden % - Wage-FTR	00.0%	00.0%	44.1%	38.7%	36.3%	39.1%	40.3%	42.3%	38.1%	35.0%	43.5%	38.5%	39.0%	
Burden % - Wage-Seasonal	00.0%	00.0%	15.0%	14.6%	14.4%	14.8%	15.3%	20.9%	19.6%	20.8%	17.1%	20.4%	18.3%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	41.5%	34.5%	31.4%	36.3%	34.0%	37.5%	33.7%	32.6%	39.2%	34.6%	34.8%	
PAYROLL TOTAL (Direct&Burden)	-424,438	-474,723	-434,858	-451,060	-524,946	-573,602	-597,147	-554,998	-619,400	-651,315	-724,100	-608,571	-599,292	
OPERATING EXPENSES (OE)														
Employee Dev/Training	0	-34	-674	0	0	-19	0	-325	-924	-706	-1,374	-651	-395	
Employee Relations	-290	-245	-184	-829	-80	-1,034	-1,008	-1,236	-344	-1,273	-2,328	-951	-979	
Uniforms	-812	-101	-941	-1,007	-1,308	-2,047	-3,708	-2,603	-1,662	-1,684	-3,928	-1,983	-2,341	
Seminars & Conferences	0	-760	0	0	0	0	0	-2,012	-1,288	-16	-2,000	-1,105	-663	
Travel/Meeting Expense	0	0	0	-31	0	0	-53	-337	-25	-469	-500	-277	-177	
Total Staff Expense	-1,102	-1,140	-1,800	-1,868	-1,388	-3,100	-4,769	-6,513	-4,243	-4,147	-10,130	-4,968	-4,554	
Telephone	-2,413	-1,820	-3,498	-1,798	-3,759	-6,536	-9,230	-5,993	-5,281	-4,178	-6,100	-5,151	-6,244	
Cable/Sat TV Service	-216	-562	-742	-792	-1,784	-1,746	-1,858	-1,931	-1,999	-2,132	-2,050	-2,021	-1,933	
Disposal Fees	-13,880	-7,256	-7,198	-7,520	-9,694	-10,168	-14,611	-10,738	-7,546	-4,613	-6,000	-7,632	-9,535	
Electricity	-3,087	-3,882	-3,802	-3,952	-4,339	-11,261	-11,252	-11,689	-11,391	-11,762	-12,500	-11,614	-11,471	
Natural Gas - Buildings	-10,768	-13,455	-10,637	-8,987	0	0	-1,272	-3,227	-3,406	-3,847	-4,000	-3,494	-2,351	
Fuel & Oil	-19,226	-31,210	-16,208	-23,449	-28,943	-32,261	-28,260	-23,597	-20,434	-19,496	-25,150	-21,176	-24,810	
Propane (LPG)	0	0	0	-156	-13,215	-6,020	263	0	0	0	0	0	-1,151	
Sewer Fees	-1,334	-1,364	-1,398	-1,428	-1,698	-1,698	-1,698	-1,698	-1,698	-1,698	-1,920	-1,698	-1,698	
Water - Building/Facility	-907	-960	-1,005	-1,024	-1,078	-1,674	-1,466	-1,509	-1,561	-1,696	-1,800	-1,589	-1,581	
Water - Grounds	-248	0	0	0	0	0	0	0	0	0	0	0	0	

Maintenance (160)

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Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Maintenance (160)
For the Twelve Months Ending

	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years			2017 Budget	Actuals Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
TOTAL UTILITIES	-52,080	-60,509	-42,785	-50,805	-64,262	-71,363	-69,384	-60,383	-53,317	-49,422	-59,520	-54,374	-60,774
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	-885	-94	0	0	0	0	-258	0	0	0	0	0	-52
Hazardous Waste Clean Up	-849	-582	-15	0	-2,114	-65	-6,018	0	0	0	0	0	-1,217
Linen Service	0	0	0	0	0	0	-63	0	0	-8	0	-3	-14
Janitorial Services & Supplies	0	-468	-745	-585	-682	-3,100	-5,352	-4,863	-2,187	-2,240	-3,000	-3,097	-3,549
Pest Control	0	0	0	0	0	0	0	0	-1,700	-1,803	-1,800	-1,168	-701
Equipment Rental	-878	-1,680	-179	-207	0	0	0	-1,095	0	-3,382	-3,600	-1,492	-895
Printed Forms/Ticket Stock	0	0	0	0	0	0	-84	0	0	0	0	0	-17
Furniture and Office Equip	-550	-362	-180	0	0	0	0	0	0	0	-400	0	0
Office Supplies	-556	-1,101	-683	-339	-312	-378	-175	-762	-430	-516	-1,200	-570	-452
Toner Cartridges	0	0	0	0	0	0	0	0	-386	-170	0	-185	-111
Signs	-1,285	0	-21	0	-563	0	-84	0	0	0	0	0	-17
Operating Supplies	-4,257	-4,475	-3,415	-2,257	-649	-223	-54	0	0	0	0	0	-55
Candle & TableTop Supplies	0	0	0	0	-91	0	0	0	0	0	0	0	0
Small Tools & Equipment	-1,620	-1,053	-1,045	-1,313	-244	-444	-213	-1,684	-169	-1,040	-2,600	-964	-710
Safety Equipment	-242	-635	-288	-734	-1,742	-101	-859	-624	-530	-171	-1,800	-442	-457
Repairs & Maintenance													
General/PM	0	0	0	0	-2,374	-2,077	-6,505	-2,696	-3,976	-4,467	-3,600	-3,713	-3,944
Plumbing	0	0	0	0	0	0	0	0	-30	0	0	-10	-6
Lighting and Electrical	0	0	0	0	-457	-232	-21	-20	0	-54	0	-25	-65
HVAC	0	0	0	0	-146	0	0	-1,470	0	0	0	-490	-294
Carpentry	0	0	0	0	0	-413	0	0	0	0	0	0	-83
Fire Suppression	0	0	0	0	0	-937	-436	-276	-702	-187	0	-388	-508
Painting	0	0	0	0	-37	0	0	-75	0	0	0	-25	-15
MaintDept Labor Charges (inactive)	0	0	-2,397	0	0	0	0	0	0	0	0	0	0
Other Building	-4,440	-4,098	-4,425	-16,597	-1,212	-3,038	-6,080	-177	-1,230	-985	-1,200	-797	-2,302
R&M Building	-4,440	-4,098	-6,822	-16,597	-4,227	-6,697	-13,042	-4,713	-5,938	-5,693	-4,800	-5,448	-7,217
Asphalt	-450	-147	0	-147	-54	0	0	0	0	0	0	0	0
Snow Removal	-4,809	-6,585	-6,736	-8,955	-10,880	-6,671	-8,607	-3,357	-5,536	-4,584	-7,700	-4,492	-5,751
Other Grounds Maint	-1,400	-2	-53	0	0	-61	0	-145	0	-1,880	0	-675	-417
R&M Grounds (nonGolf)	-6,659	-6,734	-6,790	-8,955	-10,934	-6,732	-8,607	-3,502	-5,536	-6,464	-7,700	-5,167	-6,168
Golf Carts Fleet	0	0	0	-60	0	0	-101	0	-90	-293	0	-128	-97
Rolling, Heavy	-3,701	-16,397	-9,532	-6,718	-22,918	-13,863	-11,917	-10,328	-6,741	-17,627	-23,250	-11,565	-12,095
Rolling, Car/Truck/Bus/Van	-9,799	-9,733	-7,485	-8,688	-13,940	-13,948	-10,165	-9,812	-11,912	-9,145	-11,200	-10,289	-10,996
F&B Kitchen Equip	0	0	0	-225	0	-145	0	0	0	0	0	0	-29
Fitness Equipment	0	0	0	0	0	0	0	-241	0	0	0	-80	-48
Other Operating Equip R&M	-2,296	-2,700	-2,321	-2,558	-1,899	-656	-32	-15	-45	-1,840	-3,000	-633	-518
R&M Equipment	-15,796	-28,831	-19,338	-18,250	-38,757	-28,612	-22,214	-20,396	-18,787	-28,906	-37,450	-22,696	-23,783
Sand, Gravel, Rock	0	0	0	0	-300	0	0	-338	0	-928	0	-422	-253
R&M Golf Course	0	0	0	0	-300	0	0	0	0	-928	0	-422	-253
Contra - Inter-Dept. Charges	195,253	192,605	64,173	34,087	59,682	103,815	100,014	95,084	113,878	126,218	108,300	111,726	107,802
R&M subtotal	168,358	152,942	31,222	-9,714	5,464	61,774	56,150	66,135	83,616	84,228	58,350	77,993	70,381
TOTAL SUPPLIES & MAINTENANC	157,236	142,493	24,653	-15,149	-932	57,463	42,990	57,106	78,215	74,897	43,950	70,073	62,134
ADMINISTRATIVE & OTHER EXPENSE													
Dues & Subscriptions	0	0	0	0	0	0	0	0	-619	-370	-200	-330	-198
Licenses, Permits, Fees	-676	-1,825	-1,719	-2,213	-6,211	-7,460	-8,370	-7,840	-6,581	-6,843	-6,700	-7,088	-7,419
Mileage Reimbursement	0	0	-110	0	-29	-1,004	-163	-291	-531	-197	0	-340	-437
Postage - General	-1	0	-1	-17	-12	-29	-44	-1	-82	-1	0	-28	-31
Insurance Expense	-14,357	-16,189	-16,800	-12,369	-12,800	-15,600	-19,200	-17,806	-20,400	-18,045	-20,400	-18,750	-18,210
TOTAL ADMINISTRATIVE & OTHER EXP	-15,034	-18,014	-18,629	-14,598	-19,052	-24,094	-27,776	-25,938	-28,213	-25,455	-27,300	-26,536	-26,295
TOTAL OPERATING EXPENSES (OE)	89,020	62,829	-38,562	-82,421	-85,635	-41,093	-58,939	-35,728	-7,558	-4,127	-53,000	-15,804	-29,489
TOTAL PAYROLL AND OPERATING EXPE	-335,417	-411,893	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-777,100	-624,375	-628,781
N O R 1, before OH	-335,417	-411,893	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-777,100	-624,375	-628,781

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Maintenance (160)

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Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Maintenance (160)
For the Twelve Months Ending

	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	5 Year Average Years					2017 <i>Budget</i>	<i>Actuals</i> <i>Average</i>	
						2012 <i>Actual</i>	2013 <i>Actual</i>	3 Year Average Years				3-Yr	5-Yr
								2014 <i>Actual</i>	2015 <i>Actual</i>	2016 <i>Actual</i>			
ALLOCATED OVERHEAD (OH)	-69,771	-67,805	0	0	0	0	0	0	0	0	0	0	0
N O R 2, after OH	-405,188	-479,698	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-777,100	-624,375	-628,781
T O C	-405,188	-479,698	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-777,100	-624,375	-628,781
NOR AFTER Assessment Revenue, Opera	-405,188	-479,698	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-777,100	-624,375	-628,781

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Operating Fund Consolidated
 For the Twelve Months Ending
 Exception Report - Missing and Duplicate Accounts

Account Code	Occurrences	Row Number (dups)	Row Code (dups)
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Unit:TDA:Summer Food and
 Missing:
 33989-170

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