

	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						

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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				
Revenue														
ALLOCATED RECREATION FEES	805,706	851,329	828,935	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,000,000	965,398	919,229	
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	
Ski Lift Revenue - Public	460,120	676,754	697,586	877,238	615,931	520,587	664,718	139,049	342,383	1,123,968	720,000	535,133	558,141	
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	64,381	86,296	83,274	106,330	113,612	105,840	96,166	86,357	43,230	88,380	97,000	72,655	83,994	
Ski Passes - P.O.	123,732	143,195	158,401	169,282	175,589	190,360	184,627	146,438	107,770	194,369	166,000	149,526	164,713	
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	
Cross Country Season Pass	0	-408	0	0	0	0	0	0	0	0	0	0	0	
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	
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	92,830	239,706	146,000	132,965	130,918	
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	
P.O. Trail Rides	34,010	33,355	33,000	33,819	25,714	31,844	36,731	0	34,125	51,788	53,000	28,638	30,898	
Guest Trail Rides	18,510	18,735	24,266	25,091	21,153	21,098	17,808	0	25,824	31,513	32,000	19,112	19,249	
Public Trail Rides	6,280	16,635	10,695	14,720	6,539	9,448	8,506	0	10,828	14,356	15,000	8,395	8,628	
Pony Rides - P.O.	0	0	0	0	0	230	0	0	0	0	0	0	46	
Special Events Revenue	21,940	31,500	37,298	38,127	107,744	51,139	69,128	42,624	57,523	52,604	61,977	50,917	54,603	
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	
Campground Revenue	40,339	35,219	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	56,600	54,421	49,722	
Total Direct Access & Use Fees	2,233,252	2,604,690	2,617,725	2,912,991	2,517,798	2,428,626	2,709,509	1,880,576	2,204,388	3,668,946	3,015,680	2,584,637	2,578,409	
Food	1,181,577	1,394,263	1,504,062	1,718,124	1,620,117	1,716,222	1,997,222	1,931,229	2,165,004	2,884,662	2,676,800	2,326,965	2,138,868	
Food Discounts	-15,837	-23,926	-97,695	-141,069	-148,296	-156,619	-194,474	-168,140	-180,983	-244,943	-314,600	-198,022	-189,032	
Discounts Food	0	0	0	0	0	0	0	0	-13	0	0	-4	-3	
EE Discounts	0	0	-21,149	-33,750	-53,543	-45,194	-75,804	-46,548	-59,290	-106,006	-81,200	-70,615	-66,568	
Guest Relations aka Manager	-15,837	-23,926	-13,478	-23,620	-17,145	-19,131	-39,443	-53,713	-24,695	-31,775	-43,900	-36,727	-33,751	
InterDept Discounts	0	0	-56	-7,180	-3,470	-2,991	-4,841	-3,102	-12,809	-2,745	-10,200	-6,219	-5,298	
Marketing Discounts	0	0	-63,011	-76,519	-74,139	-89,303	-74,387	-64,777	-84,176	-104,417	-179,300	-84,457	-83,412	
Food NA Beverage	0	0	0	14,540	116,211	112,724	127,134	89,568	116,425	205,377	132,503	137,123	130,246	
Food subtotal	1,165,740	1,370,337	1,406,367	1,591,595	1,588,032	1,672,327	1,929,882	1,852,657	2,100,447	2,845,096	2,494,703	2,266,067	2,080,082	
Beer	434,253	470,238	497,190	576,999	172,401	190,065	218,788	215,450	244,321	350,909	275,703	270,227	243,907	
Beer Discounts	0	0	0	-11,541	-11,297	-9,076	-9,246	-6,821	-7,029	-7,227	0	-7,026	-7,880	
Liquor	0	0	0	22,028	186,942	204,074	230,943	253,230	247,808	310,001	239,303	270,346	249,211	
Liquor Discounts	0	0	0	-3,398	-9,492	-9,116	-11,306	-9,226	-7,294	-11,075	0	-9,198	-9,603	
Wine	0	0	0	32,613	274,032	290,017	324,951	323,142	347,733	405,018	435,403	358,631	338,172	
Wine Discounts	0	0	0	-7,411	-9,417	-9,627	-11,459	-10,904	-13,588	-15,765	0	-13,419	-12,269	
Corkage Fees	0	0	0	15,504	13,148	15,827	15,827	21,576	18,989	20,551	0	20,372	18,018	
Corkage Fee Discounts	0	0	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	0	-13,135	-10,738	
Beverage subtotal	434,253	470,238	497,190	609,290	610,564	663,330	750,367	772,389	818,486	1,039,517	950,409	876,797	808,818	
Misc other F&B	9,887	18,593	38,651	42,424	32,625	49,765	70,764	116,515	107,421	149,972	116,500	124,636	98,887	
InterDept Food Sales	0	0	0	-7,316	-3,500	-269	-3,167	0	-2,100	0	1,800	-700	-1,107	
Other F&B subtotal	9,887	18,593	38,651	35,108	29,125	49,496	67,597	116,515	105,321	149,972	118,300	123,936	97,780	
Total Food and Beverage Revenue	1,609,880	1,859,167	1,942,209	2,235,993	2,227,721	2,385,153	2,747,846	2,741,561	3,024,254	4,034,585	3,563,412	3,266,800	2,986,680	
F&B Revenue by Segment:	0	0	0	1,521,179	1,601,806	1,773,718	1,992,032	2,531,686	2,710,848	3,424,197	2,427,000	2,888,910	2,486,496	
Lodge-Dining Room	0	0	0	655,369	694,585	744,492	906,442	1,267,902	1,387,683	1,590,630	1,060,000	1,415,405	1,179,430	
Lodge-Pub	0	0	0	523,994	615,632	656,722	645,139	635,354	633,294	802,695	714,000	690,448	674,641	
Lodge-Banquets	0	0	0	187,597	154,032	220,781	273,379	445,182	462,637	505,629	420,000	471,149	381,522	
SmrF&B-Lunch	0	0	0	77,071	64,105	64,195	67,419	59,302	86,764	120,220	80,900	88,762	79,580	

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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				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 - 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	485,911	525,936	538,033	469,273	438,884	460,537	509,005	374,497	452,062	589,685	484,703	472,081	477,157
Employee Discounts	-39,028	-48,753	-44,294	-33,360	-10,018	-9,126	-11,595	-10,363	-15,866	-17,258	-11,400	-14,496	-12,842
Homeowner Discounts	-4,467	-7,354	-2,964	-7,172	-2,082	-2,272	-1,822	-3,076	-3,792	-4,614	-2,500	-3,827	-3,115
Chartered Club Discounts	0	-750	0	0	0	-45	0	0	0	0	0	0	-9
Discounts - Retail	-81,341	-94,319	-110,271	-78,232	-69,059	-74,851	-73,788	-41,494	-48,459	-51,417	-59,500	-47,123	-58,002
Promotion Discounts	-26,690	-33,269	-25,860	-20,440	-5,789	-5,330	-13,416	-1,691	-7,927	-2,582	-8,800	-4,067	-6,189
Total Retail Product Revenue	346,039	381,355	386,214	376,816	386,834	377,940	439,708	329,974	408,506	527,430	407,503	421,970	416,712
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	-119	-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
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	9,800	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	274	49	10	0	111	67
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	87,596	68,843	64,753	72,878	54,094	63,874	70,207	65,421	74,180	103,858	85,783	81,153	75,508
Employee Housing Revenue	0	0	0	0	0	0	0	0	0	13,082	81,000	4,361	2,616
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

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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				
Total Other Revenue	807,106	584,831	620,651	531,334	572,703	529,433	614,006	587,885	612,039	762,900	723,903	654,275	621,253	
GROSS REVENUE (GREV)	7,114,820	7,863,932	8,098,589	8,861,592	8,277,243	8,204,902	9,505,010	7,679,146	8,681,085	12,771,032	11,000,000	9,710,421	9,368,235	
COST OF GOODS SOLD (COGS)														
Food	-405,568	-459,702	-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	-459,702	-483,219	-592,966	-579,120	-603,665	-713,858	-662,817	-745,309	-986,069	-843,600	-798,065	-742,344	
Beverage	-159,982	-170,751	-146,793	-147,248	0	0	0	0	0	0	0	0	0	
Beer	0	0	0	-5,785	-49,142	-55,382	-64,034	-54,996	-65,380	-87,469	-70,100	-69,282	-65,452	
Liquor	0	0	0	-4,037	-41,543	-44,409	-43,828	-49,474	-49,605	-61,658	-50,100	-53,579	-49,795	
Wine	0	0	0	-8,490	-83,381	-85,732	-93,524	-94,033	-104,628	-120,065	-127,100	-106,242	-99,596	
Beverage Cogs	-159,982	-170,751	-146,793	-165,561	-174,066	-185,523	-201,386	-198,503	-219,613	-269,192	-247,300	-229,103	-214,843	
Retail Product Cogs	-250,176	-273,908	-280,402	-242,204	-236,366	-235,530	-258,279	-191,684	-234,000	-297,653	-269,100	-241,112	-243,429	
Total COGS	-815,726	-904,361	-910,415	-1,000,731	-989,552	-1,024,719	-1,173,523	-1,053,005	-1,198,922	-1,552,914	-1,360,000	-1,268,280	-1,200,617	
Total Cogs / GREV %	-11.5%	-11.5%	-11.2%	-11.3%	-12.0%	-12.5%	-12.3%	-13.7%	-13.8%	-12.2%	-12.4%	-13.2%	-12.9%	
Retail Product Cogs / Retail Revenue %	-72.3%	-71.8%	-72.6%	-64.3%	-61.1%	-62.3%	-58.7%	-58.1%	-57.3%	-56.4%	-66.0%	-57.3%	-58.6%	
Retail Product Cogs / Retail Revenue,pre	-50.3%	-48.4%	-49.2%	-46.9%	-49.9%	-50.2%	-47.8%	-48.6%	-48.3%	-49.3%	-55.0%	-49.1%	-49.0%	
F&B Cogs / F&B Rev %	-35.1%	-33.9%	-32.4%	-33.9%	-33.8%	-33.1%	-33.3%	-31.4%	-31.9%	-31.1%	-30.6%	-31.5%	-32.2%	
Food %, preDiscounts	-34.3%	-33.0%	-32.1%	-34.2%	-33.4%	-33.0%	-33.6%	-32.8%	-32.7%	-31.9%	-30.0%	-32.5%	-32.8%	
Food %, postDiscounts	-34.8%	-33.5%	-34.4%	-37.3%	-36.5%	-36.1%	-37.0%	-35.8%	-35.5%	-34.7%	-33.8%	-35.3%	-35.8%	
Food NA Beverage %	00.0%	00.0%	00.0%	-37.8%	-33.3%	-35.7%	-30.6%	-33.2%	-31.0%	-26.1%	-33.7%	-30.1%	-31.3%	
COGS % Beverage, incld CF,net	-36.8%	-36.3%	-29.5%	-27.2%	-28.5%	-28.0%	-26.8%	-25.7%	-26.8%	-25.9%	-26.0%	-26.1%	-26.6%	
COGS % Beer,net	00.0%	00.0%	00.0%	-01.0%	-30.5%	-30.6%	-30.6%	-26.4%	-27.6%	-25.5%	-25.4%	-26.5%	-28.1%	
COGS % Liquor,net	00.0%	00.0%	00.0%	-21.7%	-23.4%	-22.8%	-20.0%	-20.3%	-20.6%	-20.6%	-20.9%	-20.5%	-20.9%	
COGS % Wine,net	00.0%	00.0%	00.0%	-33.7%	-31.5%	-30.6%	-29.8%	-30.1%	-31.3%	-30.8%	-29.2%	-30.8%	-30.5%	
Gross Margin (GREV-COGS)	6,299,094	6,959,571	7,188,174	7,860,861	7,287,691	7,180,183	8,331,487	6,626,142	7,482,163	11,218,117	9,640,000	8,442,140	8,167,618	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-1,889,812	-2,237,162	-2,394,425	-2,436,239	-2,435,895	-2,582,687	-2,781,942	-2,886,078	-3,054,426	-3,166,183	-3,370,000	-3,035,563	-2,894,263	
Salaries - Exempt - Commissions	0	0	-37,287	-33,182	-17,738	-25,713	-31,113	-22,717	-24,214	-23,297	-20,000	-23,409	-25,411	
Wages - FTRRegular	-1,052,816	-1,183,295	-1,238,377	-1,238,909	-1,198,802	-1,104,372	-1,191,374	-1,102,397	-1,180,835	-1,428,058	-2,102,802	-1,237,097	-1,201,407	
Wages - Seasonal	-2,158,161	-2,416,030	-2,412,573	-2,543,847	-2,628,356	-2,543,329	-3,022,324	-2,287,700	-2,646,975	-3,757,125	-3,019,198	-2,897,267	-2,851,491	
Wages-FTR-Commissions	0	0	-1,141	0	0	-100	0	-137	0	-23,280	-30,000	-7,805	-4,703	
Wages-Seasonal-Commissions	-34,401	-61,102	-53,130	-61,395	-81,002	-79,919	-84,122	-97,756	-106,868	-89,584	-88,000	-98,069	-91,650	
Incentive Program, Exempt	-150,619	-158,217	-164,637	-163,094	-159,087	-256,352	-189,614	-269,221	-225,604	-308,618	-94,000	-267,814	-249,882	
Incentive Program, FTR, NonExempt	0	0	-51,647	-34,491	-33,099	-51,349	-41,742	-66,704	-47,433	-68,650	-22,000	-60,929	-55,176	
Incentive Program, Seasonal, NonExempt	0	0	-12,981	-18,704	-23,207	-21,184	-34,776	-19,547	-23,044	-65,343	-10,000	-35,978	-32,779	
Total Salaries & Wages, DIRECT	-5,285,809	-6,055,806	-6,366,197	-6,529,861	-6,577,184	-6,665,006	-7,377,007	-6,752,256	-7,309,399	-8,930,137	-8,756,000	-7,663,931	-7,406,761	
Salaries sub-total	-2,040,431	-2,395,378	-2,596,348	-2,632,515	-2,612,720	-2,864,752	-3,002,670	-3,178,015	-3,304,244	-3,498,098	-3,484,000	-3,326,786	-3,169,556	
Wage sub-total	-3,245,378	-3,660,427	-3,769,848	-3,897,346	-3,964,465	-3,800,255	-4,374,337	-3,574,240	-4,005,155	-5,432,040	-5,272,000	-4,337,145	-4,237,205	
Wage-FTR subsubtotal	-1,052,816	-1,183,295	-1,291,165	-1,273,401	-1,231,900	-1,155,822	-1,233,116	-1,169,238	-1,228,268	-1,519,987	-2,154,802	-1,305,831	-1,261,286	
Wage-Seasonal subsubtotal	-2,192,562	-2,477,132	-2,478,683	-2,623,946	-2,732,564	-2,644,433	-3,141,221	-2,405,003	-2,776,887	-3,912,052	-3,117,198	-3,031,314	-2,975,919	
Payroll Direct as a % of Revenue	-74.3%	-77.0%	-78.6%	-73.7%	-79.5%	-81.2%	-77.6%	-87.9%	-84.2%	-79.6%	-79.6%	-80.7%	-80.2%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-511,241	-556,285	-613,623	-635,668	-643,605	-679,682	-750,384	-699,110	-754,495	-936,449	-950,000	-796,685	-764,024	
Group Insurance	-535,576	-603,064	-716,444	-681,785	-629,837	-613,283	-646,045	-625,402	-533,972	-589,506	-1,050,000	-582,960	-601,641	
Retirement Plan	-45,086	-52,799	-63,269	-66,100	-65,917	-73,466	-116,622	-88,599	-149,544	-144,395	-150,000	-127,513	-114,525	
Total Payroll Taxes & Benefits	-1,091,903	-1,212,148	-1,393,336	-1,383,553	-1,339,358	-1,366,430	-1,513,050	-1,413,110	-1,438,011	-1,670,350	-2,150,000	-1,507,157	-1,480,190	
PAYBDN, Workers Comp Insurance	-329,830	-292,814	-258,955	-278,368	-271,865	-312,627	-351,724	-516,562	-601,048	-811,101	-750,000	-642,904	-518,612	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Operating Fund 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				
PAYROLL BURDEN Total	-1,421,733	-1,504,962	-1,652,291	-1,661,921	-1,611,223	-1,679,057	-1,864,774	-1,929,673	-2,039,058	-2,481,451	-2,900,000	-2,150,061	-1,998,803	
subtotal, Burden-Salary	0	0	-699,071	-690,345	-664,629	-708,997	-797,963	-885,654	-908,317	-949,189	-1,096,000	-914,387	-850,024	
subtotal, Burden-Wage-FTR	0	0	-526,188	-497,698	-468,597	-458,075	-466,067	-459,037	-421,781	-509,496	-1,022,390	-463,438	-462,891	
subtotal, Burden-Wage-Seasonal	0	0	-427,032	-473,878	-477,997	-511,986	-600,744	-584,983	-708,935	-1,022,766	-781,610	-772,228	-685,883	
Burden % - on all Payroll Direct	26.9%	24.9%	26.0%	25.5%	24.5%	25.2%	25.3%	28.6%	27.9%	27.8%	33.1%	28.1%	26.9%	
Burden % - Salary	00.0%	00.0%	26.9%	26.2%	25.4%	24.7%	26.6%	27.9%	27.5%	27.1%	31.5%	27.5%	26.8%	
Burden % - Wage-FTR	00.0%	00.0%	40.8%	39.1%	38.0%	39.6%	37.8%	39.3%	34.3%	33.5%	47.4%	35.7%	36.9%	
Burden % - Wage-Seasonal	00.0%	00.0%	17.2%	18.1%	17.5%	19.4%	19.1%	24.3%	25.5%	26.1%	25.1%	25.3%	22.9%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	25.3%	24.9%	23.9%	25.5%	24.4%	29.2%	28.2%	28.2%	34.2%	28.5%	27.1%	
PAYROLL TOTAL (Direct&Burden)	-6,707,542	-7,560,767	-8,018,488	-8,191,782	-8,188,408	-8,344,064	-9,241,781	-8,681,928	-9,348,458	-11,411,588	-11,656,000	-9,813,991	-9,405,564	
OPERATING EXPENSES (OE)														
Employee Meals	-17,903	-19,629	-19,226	-24,693	-24,437	-29,387	-30,751	-29,947	-30,343	-37,041	-38,510	-32,444	-31,494	
Employee Housing expenses	0	0	0	0	0	0	0	0	0	-28,896	-136,000	-9,632	-5,779	
Educational Reimbursement	72	-448	0	0	-334	-36	-11	0	0	-6,000	0	-2,000	-1,209	
Employee Recruiting	-72,323	-50,151	-69,968	-16,766	-4,632	-5,052	-2,572	-2,314	-4,117	-7,870	-6,000	-4,767	-4,385	
Employee Dev/Training	-23,695	-34,630	-30,537	-20,345	-26,859	-25,536	-24,488	-10,610	-13,694	-23,862	-37,594	-16,055	-19,638	
Employee Relations	-47,158	-61,374	-45,309	-38,471	-39,168	-40,424	-41,973	-31,723	-57,952	-58,627	-51,638	-49,434	-46,140	
PreEmployment Testing	0	0	-24,292	-30,475	-15,918	-13,561	-20,279	-9,468	-17,663	-13,896	-19,000	-13,676	-14,973	
EAP Services	0	0	-14,752	-9,069	-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	-29,312	-48,381	-44,161	-49,866	-43,057	-30,519	-44,110	-25,599	-19,897	-48,288	-49,528	-31,261	-33,683	
Seminars & Conferences	-12,389	-30,536	-12,128	-11,366	-9,340	-7,978	-12,022	-10,834	-9,305	-6,323	-27,450	-8,821	-9,292	
Travel/Meeting Expense	-13,492	-26,430	-19,763	-15,604	-20,256	-8,612	-27,952	-10,219	-19,704	-32,827	-26,790	-20,917	-19,863	
Total Staff Expense	-216,200	-271,579	-301,646	-240,380	-218,126	-186,226	-224,345	-150,200	-194,365	-297,205	-420,510	-213,923	-210,468	
Telephone	-81,893	-87,335	-88,345	-107,651	-115,222	-129,238	-147,155	-168,281	-175,340	-160,545	-162,120	-168,055	-156,112	
Cable/Sat TV Service	-3,590	-5,528	-5,288	-10,182	-12,740	-14,576	-15,018	-20,863	-23,126	-19,212	-24,100	-21,067	-18,559	
Disposal Fees	-84,553	-79,045	-78,477	-82,088	-81,451	-72,866	-86,612	-70,156	-77,481	-87,820	-84,400	-78,486	-78,987	
Electricity	-216,258	-239,605	-237,432	-241,404	-240,506	-238,042	-242,527	-219,006	-222,717	-268,047	-264,280	-236,590	-238,068	
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	-98,111	-113,736	-80,727	-86,781	-70,576	-50,299	-61,524	-55,334	-66,114	-88,655	-84,570	-70,033	-64,385	
Fuel & Oil	-134,390	-203,533	-117,682	-143,295	-178,017	-168,709	-173,298	-94,475	-81,807	-120,451	-139,300	-98,911	-127,748	
Propane (LPG)	0	0	0	-156	-28,493	-15,831	-13,122	-4,979	-2,310	-5,042	-4,870	-4,111	-8,257	
Sewer Fees	-74,451	-74,472	-73,213	-75,102	-77,491	-76,258	-78,022	-79,108	-81,409	-84,371	-94,780	-81,629	-79,834	
Water - Building/Facility	-39,533	-45,269	-48,294	-46,344	-32,963	-29,017	-34,703	-31,226	-32,095	-36,119	-38,610	-33,147	-32,632	
Water - Grounds	-88,618	-106,852	-97,739	-59,308	-53,673	-99,663	-76,957	-81,269	-52,148	-96,641	-86,500	-76,686	-81,336	
TOTAL UTILITIES	-883,699	-1,027,931	-882,194	-912,741	-955,537	-942,728	-979,478	-872,641	-871,549	-1,035,044	-1,089,530	-926,411	-940,288	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-11,217	-8,154	-9,220	-8,182	-8,834	-9,358	-12,554	-10,686	-11,444	-15,709	-12,250	-12,613	-11,950	
Hazardous Waste Clean Up	-849	-582	-15	0	-2,736	-656	-11,957	0	0	0	-1,500	0	-2,523	
Linen Service	-30,510	-46,805	-67,441	-54,142	-54,410	-61,844	-85,384	-87,467	-94,388	-111,005	-102,560	-97,620	-88,018	
Janitorial Services & Supplies	0	-58,493	-84,975	-70,072	-69,856	-80,437	-89,226	-82,026	-131,367	-174,792	-100,600	-129,395	-111,569	
Pest Control	-780	-1,500	-1,655	-4,743	-4,696	-5,282	-6,088	-6,176	-8,204	-10,251	-8,655	-8,211	-7,200	
Contract Fees	-224,055	-239,087	-55,276	-58,645	-37,929	-25,828	-34,230	-21,061	-19,539	-10,901	-14,280	-17,167	-22,312	
Contract Labor	-213,241	-206,675	0	0	0	0	0	0	0	0	0	0	0	
Veterinary Services	0	0	-5,623	-6,976	-5,997	-2,734	-4,149	-2,250	-4,226	-1,567	-5,720	-2,681	-2,985	
Equine Care Services	0	0	-9,225	-8,797	-5,433	-5,878	-5,415	-4,056	-6,975	-8,837	-7,250	-6,623	-6,232	
Offsite Pasturing	0	0	-12,880	-11,093	-10,422	-7,275	-6,400	-11,313	-13,323	-11,926	-13,440	-12,187	-10,047	
Equipment Rental	-25,336	-25,230	-23,778	-18,276	-20,034	-23,732	-18,980	-15,014	-15,861	-21,335	-18,870	-17,404	-18,984	
Rental Property Expense	-2,690	-2,723	-2,541	-2,903	-1,473	-1,685	-2,279	-1,862	-1,142	-1,142	-2,100	-1,387	-1,625	
Feed Hay Grain	0	0	-14,894	-10,871	-14,495	-13,260	-20,188	-12,483	-13,413	-16,847	-13,500	-14,248	-15,238	
Mbr Srv - Retail COGS	0	0	0	-1,526	-3,300	-2,824	-5,263	-6,149	-5,049	-10,263	-7,400	-7,154	-5,910	
Printed Forms/Ticket Stock	0	-1,269	-10,233	-14,177	-14,895	-17,047	-11,717	-12,805	-2,576	-19,417	-22,060	-11,599	-12,712	
Computer Software	0	0	0	-1,442	-114	-255	-944	-109	-3,819	-4,711	-5,300	-2,880	-1,968	
Computer Hardware	0	0	0	-829	-1,565	0	-1,998	-352	-779	-368	-2,200	-500	-699	
Furniture and Office Equip	-24,295	-46,982	-25,745	-27,952	-22,420	-6,674	-14,867	-3,819	-10,949	-18,207	-13,515	-10,991	-10,903	
Office Supplies	-38,282	-39,829	-34,892	-32,323	-34,975	-44,515	-45,395	-32,304	-27,507	-27,494	-31,640	-29,102	-35,443	
Toner Cartridges	0	0	0	0	0	0	0	-12,965	-25,231	-27,999	-19,320	-22,065	-13,239	
Signs	-10,295	-14,140	-8,407	-9,703	-5,782	-3,278	-9,116	-4,625	-7,061	-14,359	-11,820	-8,682	-7,688	
Operating Supplies	-170,426	-159,510	-114,702	-119,753	-61,043	-46,114	-61,245	-41,242	-48,057	-56,029	-64,370	-48,442	-50,537	
Paper Products - Restaurant	-15,638	-18,811	-21,302	-29,279	-42,295	-51,410	-55,374	-48,169	-61,517	-82,669	-67,670	-64,118	-59,828	
Candle & TableTop Supplies	0	-967	-2,719	-718	-1,532	-1,864	-607	-2,250	-2,066	-1,895	-600	-2,070	-1,736	
Cleaning Supplies - Restaurant	-7,045	-9,846	-16,633	-21,592	-20,595	-20,376	-21,248	-22,522	-23,421	-32,240	-22,750	-26,061	-23,962	

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Operating Fund Consolidated

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Operating Fund 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				
Small Tools & Equipment	-38,394	-18,815	-19,848	-19,131	-21,569	-20,970	-28,447	-21,687	-26,123	-50,544	-27,300	-32,785	-29,554	
Safety Equipment	-6,268	-9,619	-16,217	-22,188	-19,920	-14,448	-23,155	-16,944	-16,443	-29,286	-22,495	-20,891	-20,055	
Golf Course Rental Inventory	-6,769	-6,212	-138	0	0	0	0	0	0	0	0	0	0	
Spoilage	-4,521	-4,988	-6,996	-6,921	-4,624	-4,755	-7,106	-5,648	-7,317	-5,458	0	-6,141	-6,057	
Entertainment	-5,527	-10,925	-11,213	-18,574	-11,225	-10,601	-8,685	-6,563	-11,247	-15,219	-14,450	-11,009	-10,463	
Recreation Programs	-3,359	-4,964	-5,315	-6,963	-8,252	-12,684	-23,843	-27,230	-25,690	-24,805	-24,670	-25,908	-22,850	
Special Programs	-35,816	-27,950	-30,708	-43,076	-112,850	-60,114	-81,868	-40,313	-45,884	-43,453	-37,110	-43,217	-54,326	
Opening event expense- Lodge	0	0	0	0	0	0	0	0	-12,253	0	0	-4,084	-2,451	
Catering Rentals	-2,380	-7,389	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-2,858	-10,618	-1,600	-5,650	-3,934	
Concert Expenses	0	0	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-73,600	-51,111	-47,516	
Ski Team Expense	-1,245	-4,051	-4,066	-2,262	-3,495	-2,526	-1,408	-1,834	-455	-974	-1,500	-1,088	-1,439	
Repairs & Maintenance														
General/PM	0	0	-1,484	0	-20,551	-20,760	-54,511	-33,205	-47,829	-49,365	-17,140	-43,466	-41,134	
Plumbing	0	0	0	-2,105	-5,216	-8,417	-9,363	-6,746	-3,145	-3,249	-3,090	-4,380	-6,184	
Lighting and Electrical	0	0	-3,561	-595	-6,264	-7,349	-8,820	-6,392	-6,224	-4,993	-4,080	-5,870	-6,756	
HVAC	0	0	0	0	-3,494	-10,388	-1,873	-3,375	-923	-740	-1,600	-1,679	-3,460	
Carpentry	-1,500	-4,875	-2,310	-1,682	-1,539	-973	-113	-365	-1,394	-1,333	-3,300	-1,031	-836	
Elevators	0	0	0	0	-4,173	-5,829	-6,695	-6,954	-7,400	-6,266	-3,500	-6,873	-6,629	
Fire Suppression	0	0	0	0	-3,718	-6,310	-7,312	-10,049	-7,282	-14,199	-8,050	-10,510	-9,030	
Painting	0	0	0	0	-2,020	-1,623	-460	-482	-984	-356	-900	-607	-781	
MaintDept Labor Charges (inactive)	0	-54,368	-45,878	0	0	-226	49	0	0	0	0	0	-35	
Other Building	-337,210	-214,759	-83,763	-70,612	-22,837	-19,216	-12,695	-2,564	-10,460	-9,225	-25,120	-7,416	-10,832	
R&M Building	-338,710	-274,002	-136,996	-74,994	-69,812	-81,091	-101,792	-70,132	-85,457	-89,909	-66,780	-81,833	-85,676	
Asphalt	-5,682	-257	0	0	-216	-3,016	-141	-26	-271	-410	0	-235	-773	
Irrigation and Drainage	0	0	0	0	-789	-424	-633	-350	-180	-315	0	-282	-380	
GrassFlowersSeedFertilizers	0	0	0	0	-2,262	-431	-441	-555	-531	-397	-3,050	-494	-471	
Ski Trails	0	0	0	0	-13,053	-18,018	-13,608	-2,151	-2,774	-2,252	-5,000	-2,392	-7,760	
Snow Removal	-22,228	-33,644	-32,051	-38,684	-42,396	-39,445	-43,649	-35,799	-59,176	-76,397	-66,900	-57,124	-50,893	
Other Grounds Maint	-60,529	-49,249	-83,763	-37,649	-41,083	-41,083	-34,864	-34,941	-38,412	-40,019	-37,300	-37,791	-37,158	
R&M Grounds (nonGolf)	-88,439	-83,150	-69,700	-90,184	-99,798	-98,887	-93,336	-73,822	-101,343	-119,790	-112,250	-98,318	-97,436	
R&M Equipment (non-posting)	0	0	0	0	-168	0	0	0	0	0	0	0	0	
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	-5,995	-1,438	-1,929	-3,123	-690	-2,705	-2,503	-1,400	-1,966	-2,190	
Rolling, Heavy	-123,385	-153,476	-73,253	-83,422	-59,251	-41,151	-47,777	-26,643	-25,187	-30,463	-47,730	-27,431	-34,244	
Rolling, Car/Truck/Bus/Van	-40,439	-38,251	-34,877	-37,037	-42,417	-52,777	-44,982	-49,100	-58,367	-62,980	-46,050	-56,816	-53,641	
F&B Kitchen Equip	-23	-1,395	0	-10,580	-12,187	-14,839	-13,171	-14,731	-18,067	-19,967	-11,670	-17,588	-16,155	
F&B GlassSilverChina	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	-641	0	-845	-708	-1,282	-3,126	-500	-1,705	-1,192	
Fitness Equipment	0	0	0	0	-6,808	-8,104	-11,841	-5,865	-3,598	-1,989	-4,300	-3,817	-6,279	
Office Equip R&M	0	0	0	0	-215	-585	-60	-511	-260	-187	-1,580	-319	-321	
Computer Software Maint	0	0	-2,400	-43,095	-46,096	-55,082	-52,375	-49,632	-52,565	-51,728	-51,970	-51,308	-52,276	
Computer Hardware Maint	0	0	0	-13,944	-14,093	-6,469	-10,311	-5,594	-5,897	-5,338	-7,250	-5,609	-6,722	
Other Operating Equip R&M	-102,344	-107,147	-86,167	-48,300	-14,521	-12,516	-15,514	-2,959	-7,365	-4,073	-10,650	-4,799	-8,485	
R&M Equipment	-278,376	-307,573	-210,168	-248,058	-278,003	-253,906	-263,188	-196,232	-219,490	-305,707	-298,920	-240,476	-247,705	
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	-19,281	-24,828	-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	-15,911	-6,675	-8,148	-4,455	-5,476	-3,830	-4,000	-4,587	-5,717	
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	-2,592	-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	-63,103	-83,938	-101,391	-76,931	-65,631	-62,993	-52,462	-59,000	-60,362	-71,882	
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	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Operating Fund 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				
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	
Forestry Grants	0	-382	-71,252	0	-76,280	0	0	0	0	0	0	0	0	
Forestry Management	0	0	-273,817	-317,875	-286,920	-102,862	-380,447	-93,795	-325,327	-285,932	-235,500	-235,018	-237,673	
R&M Forestry	0	-382	-345,068	-317,875	-180,775	-102,862	-380,447	-93,795	-325,327	-285,932	-235,500	-235,018	-237,673	
Contra - Inter-Dept. Charges	270,739	275,672	142,016	126,796	180,775	416,791	367,844	360,452	413,406	509,438	497,280	427,765	413,586	
R&M subtotal	-510,932	-462,513	-699,309	-669,607	-761,956	-269,677	-588,583	-163,433	-406,721	-375,158	-313,170	-315,104	-360,714	
TOTAL SUPPLIES & MAINTENANC	-1,389,870	-1,438,027	-1,320,786	-1,309,348	-1,390,841	-874,611	-1,328,172	-763,977	-1,133,938	-1,312,646	-1,085,265	-1,070,187	-1,082,669	
ADMINISTRATIVE & OTHER EXPENSE														
Audit & Tax Services	-29,650	-34,574	-34,300	-35,809	-29,909	-26,500	-26,500	-26,750	-24,750	-28,750	-27,000	-26,750	-26,650	
Consulting Expense	-26,436	-42,378	-9,453	-3,630	-1,618	-1,615	-4,998	-8,220	-6,850	-5,752	-22,820	-6,941	-5,487	
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	-3,044	0	0	0	-1,675	0	0	0	0	0	-335	
Legal Services	-16,401	-81,051	-104,401	-30,398	-31,771	-36,976	-89,125	22,809	-46,816	-48,352	-110,000	-24,120	-39,692	
Public Relations	-799	-945	-4,186	-6,666	-7,375	-9,333	-19,473	-9,462	-9,520	-18,015	-12,650	-12,332	-13,161	
Promotion Expense	-5,082	-5,128	-6,314	-8,636	-8,747	-6,971	-8,750	-4,497	-3,529	-10,004	-7,500	-6,010	-6,750	
Resort Advertising	-62,016	-48,412	-52,136	-64,716	-82,878	-73,327	-125,697	-100,556	-152,466	-119,863	-127,000	-124,295	-114,382	
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	-1,656	-2,790	-3,273	-3,047	-5,772	0	-4,030	-3,307	
Charitable Contributions	-4,471	-5,944	-3,977	-4,253	-6,294	-5,259	-5,516	-1,044	-7,548	-9,139	-4,700	-5,910	-5,701	
Community Relations	-4,043	-1,724	-725	-123	-190	-43	-6,144	-1,027	-4,501	-11,943	-2,000	-5,824	-4,732	
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	-16,452	-18,999	-15,914	-16,476	-16,353	-14,846	-18,522	-18,250	-23,977	-23,990	-22,160	-22,072	-19,917	
Licenses, Permits, Fees	-76,414	-89,154	-88,477	-89,596	-108,572	-90,097	-106,348	-108,236	-117,076	-117,076	-102,120	-108,108	-104,154	
Mileage Reimbursement	0	0	-8,912	-11,104	-11,306	-11,677	-14,328	-7,796	-9,009	-7,123	-7,760	-7,976	-9,987	
Board Expense	-9,135	-7,884	-10,447	-9,418	-23,356	-15,870	-13,546	-12,052	-12,862	-10,152	-12,500	-11,688	-12,896	
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	-28,068	-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	-43,927	-39,240	-18,033	-16,398	-11,466	-10,659	-9,403	-9,061	-12,666	-12,039	-14,565	-11,256	-10,766	
Assessment Billing	-1,253	-4,027	-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	-6,550	-10,000	-2,183	-1,310	
Printing - TD News	-138,683	-150,389	-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	-42,272	-35,337	-38,722	-30,006	-35,000	-34,688	-36,564	
Printing - Other	0	0	-4,942	-4,370	-6,249	-1,858	-2,736	-2,688	-1,045	-1,608	-100	-1,781	-1,987	
Claims Expense	-12,886	-10,920	-17,097	-7,316	-35,212	-8,054	-8,792	-18,476	-31,164	-16,075	-5,000	-21,905	-16,512	
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	-129,863	-132,961	-148,033	-168,146	-163,589	-145,368	-178,898	-136,163	-162,625	-259,149	-206,920	-185,979	-176,441	
Over/Short	-3,266	-5,010	-1,651	-408	-2,121	-288	-489	1,505	-1,312	-1,427	0	-411	-402	
Inter-Department Food Costs	0	0	0	7,316	7,919	945	3,167	0	0	0	2,000	0	822	
Lease Expense	-720	-1,725	-1,649	-305	-305	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	
Contingency	0	0	0	0	0	0	0	0	0	0	-32,000	0	0	
Insurance Expense	-347,761	-402,908	-411,971	-312,889	-306,333	-305,843	-406,943	-359,443	-401,718	-412,454	-409,800	-391,205	-377,280	
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	-1,097,088	-1,270,642	-1,393,800	-1,227,835	-1,217,771	-1,217,565	-1,534,837	-1,257,172	-1,534,597	-1,665,245	-1,699,695	-1,485,671	-1,441,883	
TOTAL OPERATING EXPENSES (OE)	-3,586,857	-4,008,179	-3,898,427	-3,690,304	-3,782,275	-3,221,130	-4,066,833	-3,043,990	-3,734,448	-4,310,140	-4,295,000	-3,696,192	-3,675,308	
TOTAL PAYROLL AND OPERATING EXPE	-10,294,399	-11,568,946	-11,916,915	-11,882,086	-11,970,682	-11,565,194	-13,308,614	-11,725,918	-13,082,905	-15,721,727	-15,951,000	-13,510,184	-13,080,872	
N O R 1, before OH	-3,995,305	-4,609,375	-4,728,741	-4,021,225	-4,682,991	-4,385,010	-4,977,127	-5,099,776	-5,600,743	-4,503,610	-6,311,000	-5,068,043	-4,913,253	
N O R 2, after OH	-3,995,305	-4,609,375	-4,728,741	-4,021,225	-4,682,991	-4,385,010	-4,977,127	-5,099,776	-5,600,743	-4,503,610	-6,311,000	-5,068,043	-4,913,253	
T O C	-11,110,125	-12,473,307	-12,827,330	-12,882,817	-12,960,234	-12,589,912	-14,482,137	-12,778,923	-14,281,827	-17,274,642	-17,311,000	-14,778,464	-14,281,488	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Operating Fund Consolidated
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>			
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
Operating Fund 10-Year Actuals and CY Budget
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			
Revenue													
ALLOCATED RECREATION FEES	805,706	851,329	828,935	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,000,000	965,398	919,229
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
Ski Lift Revenue - Public	460,120	676,754	697,586	877,238	615,931	520,587	664,718	139,049	342,383	1,123,968	720,000	535,133	558,141
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	64,381	86,296	83,274	106,330	113,612	105,840	96,166	86,357	43,230	88,380	97,000	72,655	83,994
Ski Passes - P.O.	123,732	143,195	158,401	169,282	175,589	190,360	184,627	146,438	107,770	194,369	166,000	149,526	164,713
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
Cross Country Season Pass	0	-408	0	0	0	0	0	0	0	0	0	0	0
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
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	92,830	239,706	146,000	132,965	130,918
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
P.O. Trail Rides	34,010	33,355	33,000	33,819	25,714	31,844	36,731	0	34,125	51,788	53,000	28,638	30,898
Guest Trail Rides	18,510	18,735	24,266	25,091	21,153	21,098	17,808	0	25,824	31,513	32,000	19,112	19,249
Public Trail Rides	6,280	16,635	10,695	14,720	6,539	9,448	8,506	0	10,828	14,356	15,000	8,395	8,628
Pony Rides - P.O.	0	0	0	0	0	230	0	0	0	0	0	0	46
Special Events Revenue	21,940	31,500	37,298	38,127	107,744	51,139	69,128	42,624	57,523	52,604	61,977	50,917	54,603
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
Campground Revenue	40,339	35,219	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	56,600	54,421	49,722
Total Direct Access & Use Fees	2,233,252	2,604,690	2,617,725	2,912,991	2,517,798	2,428,626	2,709,509	1,880,576	2,204,388	3,668,946	3,015,680	2,584,637	2,578,409
Food	1,181,577	1,394,263	1,504,062	1,718,124	1,620,117	1,716,222	1,997,222	1,931,229	2,165,004	2,884,662	2,676,800	2,326,965	2,138,868
<i>Food Discounts</i>	-15,837	-23,926	-97,695	-141,069	-148,296	-156,619	-194,474	-168,140	-180,983	-244,943	-314,600	-198,022	-189,032
Discounts Food	0	0	0	0	0	0	0	0	-13	0	0	-4	-3
EE Discounts	0	0	-21,149	-33,750	-53,543	-45,194	-75,804	-46,548	-59,290	-106,006	-81,200	-70,615	-66,568
Guest Relations aka Manager	-15,837	-23,926	-13,478	-23,620	-17,145	-19,131	-39,443	-53,713	-24,695	-31,775	-43,900	-36,727	-33,751
InterDept Discounts	0	0	-56	-7,180	-3,470	-2,991	-4,841	-3,102	-12,809	-2,745	-10,200	-6,219	-5,298
Marketing Discounts	0	0	-63,011	-76,519	-74,139	-89,303	-74,387	-64,777	-84,176	-104,417	-179,300	-84,457	-83,412
Food NA Beverage	0	0	0	14,540	116,211	112,724	127,134	89,568	116,425	205,377	132,503	137,123	130,246
Food subtotal	1,165,740	1,370,337	1,406,367	1,591,595	1,588,032	1,672,327	1,929,882	1,852,657	2,100,447	2,845,096	2,494,703	2,266,067	2,080,082
Beer	434,253	470,238	497,190	576,999	172,401	190,065	218,788	215,450	244,321	350,909	275,703	270,227	243,907
Beer Discounts	0	0	0	-11,541	-11,297	-9,076	-9,246	-6,821	-7,029	-7,227	0	-7,026	-7,880
Liquor	0	0	0	22,028	186,942	204,074	230,943	253,230	247,808	310,001	239,303	270,346	249,211
Liquor Discounts	0	0	0	-3,398	-9,492	-9,116	-11,306	-9,226	-7,294	-11,075	0	-9,198	-9,603
Wine	0	0	0	32,613	274,032	290,017	324,951	323,142	347,733	405,018	435,403	358,631	338,172
Wine Discounts	0	0	0	-7,411	-9,417	-9,627	-11,459	-10,904	-13,588	-15,765	0	-13,419	-12,269
Corkage Fees	0	0	0	0	15,504	13,148	15,827	21,576	18,989	20,551	0	20,372	18,018
Corkage Fee Discounts	0	0	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	0	-13,135	-10,738
Beverage subtotal	434,253	470,238	497,190	609,290	610,564	663,330	750,367	772,389	818,486	1,039,517	950,409	876,797	808,818
Misc other F&B	9,887	18,593	38,651	42,424	32,625	49,765	70,764	116,515	107,421	149,972	116,500	124,636	98,887
InterDept Food Sales	0	0	0	0	4,270	1,244	0	0	0	0	3,800	0	249
Other F&B subtotal	9,887	18,593	38,651	42,424	36,895	51,009	70,764	116,515	107,421	149,972	120,300	124,636	99,136
Total Food and Beverage Revenue	1,609,880	1,859,167	1,942,209	2,243,309	2,235,491	2,386,667	2,751,013	2,741,561	3,026,354	4,034,585	3,565,412	3,267,500	2,988,036
<i>F&B Revenue by Segment:</i>	0	0	0	1,521,179	1,601,806	1,773,718	1,992,032	2,531,686	2,710,848	3,424,197	2,427,000	2,888,910	2,486,496
<i>Lodge-Dining Room</i>	0	0	0	655,369	694,585	744,492	906,442	1,267,902	1,387,683	1,590,630	1,060,000	1,415,405	1,179,430
<i>Lodge-Pub</i>	0	0	0	523,994	615,632	656,722	645,139	635,354	633,294	802,695	714,000	690,448	674,641
<i>Lodge-Banquets</i>	0	0	0	187,597	154,032	220,781	273,379	445,182	462,637	505,629	420,000	471,149	381,522
<i>SmrF&B-Lunch</i>	0	0	0	77,071	58,105	64,195	67,419	59,302	86,764	120,220	80,900	88,762	79,580

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Amenities Consolidated

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
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				
<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	-7,574	-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	

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Amenities Consolidated

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
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			
Beverage	-159,982	-170,751	-146,793	-147,248	0	0	0	0	0	0	0	0	0
Beer	0	0	0	-5,785	-49,142	-55,382	-64,034	-54,996	-65,380	-87,469	-70,100	-69,282	-65,452
Liquor	0	0	0	-4,037	-41,543	-44,409	-43,828	-49,474	-49,605	-61,658	-50,100	-53,579	-49,795
Wine	0	0	0	-8,490	-83,381	-85,732	-93,524	-94,033	-104,628	-120,065	-127,100	-106,242	-99,596
Beverage Cogs	-159,982	-170,751	-146,793	-165,561	-174,066	-185,523	-201,386	-198,503	-219,613	-269,192	-247,300	-229,103	-214,843
Retail Product Cogs	-249,360	-273,908	-277,810	-242,204	-236,206	-235,530	-258,279	-191,684	-234,000	-297,711	-269,100	-241,132	-243,441
Total COGS	-814,910	-904,353	-907,823	-1,000,731	-989,392	-1,024,719	-1,173,523	-1,053,005	-1,198,922	-1,552,972	-1,360,000	-1,268,300	-1,200,628
Total Cogs / GREV %	-12.9%	-12.4%	-12.1%	-12.0%	-12.8%	-13.3%	-13.2%	-14.8%	-14.8%	-12.9%	-13.1%	-14.2%	-13.8%
Retail Product Cogs / Retail Revenue %	-74.9%	-80.4%	-78.9%	-73.9%	-68.0%	-64.9%	-64.7%	-62.5%	-63.9%	-59.9%	-68.9%	-62.1%	-63.2%
Retail Product Cogs / Retail Revenue,pre	-51.5%	-52.3%	-51.9%	-51.9%	-54.5%	-51.9%	-51.7%	-52.9%	-53.0%	-52.1%	-56.9%	-52.7%	-52.3%
F&B Cogs / F&B Rev %	-35.1%	-33.9%	-32.4%	-33.8%	-33.7%	-33.1%	-33.3%	-31.4%	-31.9%	-31.1%	-30.6%	-31.5%	-32.1%
Food %, preDiscounts	-34.3%	-33.0%	-32.1%	-34.2%	-33.4%	-33.0%	-33.6%	-32.8%	-32.7%	-31.9%	-30.0%	-32.5%	-32.8%
Food %, postDiscounts	-34.8%	-33.5%	-34.4%	-37.3%	-36.5%	-36.1%	-37.0%	-35.8%	-35.5%	-34.7%	-33.8%	-35.3%	-35.8%
Food NA Beverage %	00.0%	00.0%	00.0%	-37.8%	-33.3%	-35.7%	-30.6%	-33.2%	-31.0%	-26.1%	-33.7%	-30.1%	-31.3%
COGS % Beverage, incld CF,net	-36.8%	-36.3%	-29.5%	-27.2%	-28.5%	-28.0%	-26.8%	-25.7%	-26.8%	-25.9%	-26.0%	-26.1%	-26.6%
COGS % Beer,net	00.0%	00.0%	00.0%	-01.0%	-30.5%	-30.6%	-30.6%	-26.4%	-27.6%	-25.5%	-25.4%	-26.5%	-28.1%
COGS % Liquor,net	00.0%	00.0%	00.0%	-21.7%	-23.4%	-22.8%	-20.0%	-20.3%	-20.6%	-20.6%	-20.9%	-20.5%	-20.9%
COGS % Wine,net	00.0%	00.0%	00.0%	-33.7%	-31.5%	-30.6%	-29.8%	-30.1%	-31.3%	-30.8%	-29.2%	-30.8%	-30.5%
Gross Margin (GREV-COGS)	5,517,367	6,379,620	6,576,570	7,331,570	6,712,492	6,676,277	7,728,275	6,049,642	6,874,870	10,505,382	9,039,000	7,809,965	7,566,889
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-878,714	-1,100,223	-1,186,152	-1,212,562	-1,199,685	-1,231,893	-1,327,978	-1,396,920	-1,464,091	-1,510,512	-1,627,100	-1,457,174	-1,386,279
Salaries - Exempt - Commissions	0	0	-37,287	-33,182	-17,738	-25,713	-31,113	-22,717	-24,214	-23,297	-20,000	-23,409	-25,411
Wages - FTRRegular	-188,486	-186,177	-274,385	-266,765	-277,880	-258,387	-222,780	-162,006	-172,844	-327,771	-801,918	-220,874	-228,758
Wages - Seasonal	-1,862,545	-2,090,696	-2,071,272	-2,167,091	-2,162,725	-2,111,035	-2,534,794	-1,914,388	-2,228,447	-3,241,124	-2,528,982	-2,461,320	-2,405,958
Wages-FTR-Commissions	0	0	936	0	0	0	0	0	0	0	-30,000	0	0
Wages-Seasonal-Commissions	-34,401	-61,102	-51,130	-58,695	-79,602	-67,755	-64,458	-65,750	-74,804	-87,980	-88,000	-76,178	-72,149
Incentive Program, Exempt	-2,000	0	-6,213	-548	-54	400	0	0	-4,213	-383	0	-1,532	-839
Incentive Program, FTR, NonExempt	0	0	-137	-137	-889	-438	-301	-547	-1,914	0	0	-920	-818
Incentive Program, Seasonal, NonExempt	0	0	-4,445	-7,298	-10,632	-11,898	-15,512	-11,445	-13,828	-39,725	0	-21,666	-18,481
Total Salaries & Wages, DIRECT	-2,966,146	-3,438,197	-3,631,956	-3,746,278	-3,748,692	-3,707,569	-4,196,673	-3,573,526	-3,982,987	-5,232,705	-5,096,000	-4,263,073	-4,138,692
Salaries sub-total	-880,714	-1,100,223	-1,229,652	-1,246,292	-1,217,477	-1,257,606	-1,358,691	-1,419,637	-1,492,518	-1,534,191	-1,647,100	-1,482,115	-1,412,529
Wage sub-total	-2,085,432	-2,337,974	-2,402,304	-2,499,986	-2,531,215	-2,449,963	-2,837,982	-2,153,889	-2,490,470	-3,698,514	-3,448,900	-2,780,957	-2,726,163
Wage-FTR subsubtotal	-188,486	-186,177	-275,458	-266,902	-278,256	-259,276	-223,218	-162,307	-173,391	-329,685	-831,918	-221,794	-229,575
Wage-Seasonal subsubtotal	-1,896,946	-2,151,798	-2,126,846	-2,233,084	-2,252,959	-2,190,687	-2,614,764	-1,991,582	-2,317,079	-3,368,829	-2,616,982	-2,559,163	-2,496,588
Payroll Direct as a % of Revenue	-46.8%	-47.2%	-48.5%	-45.0%	-48.7%	-48.1%	-47.1%	-50.3%	-49.3%	-43.4%	-49.0%	-47.7%	-47.7%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-308,066	-346,372	-382,745	-408,723	-407,285	-430,400	-479,298	-429,854	-475,071	-620,842	-621,800	-508,589	-487,093
Group Insurance	-164,000	-209,224	-274,755	-260,298	-231,271	-228,768	-233,057	-241,297	-198,832	-225,102	-508,300	-221,743	-225,411
Retirement Plan	-10,210	-15,414	-18,841	-20,427	-19,360	-17,975	-24,994	-13,906	-29,822	-32,086	-28,700	-25,271	-23,757
Total Payroll Taxes & Benefits	-482,277	-571,010	-676,340	-689,447	-657,916	-677,143	-737,349	-685,056	-703,725	-878,030	-1,158,800	-755,603	-736,261
PAYBDN, Workers Comp Insurance	-251,908	-225,781	-196,722	-215,168	-209,037	-243,490	-280,937	-395,882	-478,015	-681,148	-632,500	-518,349	-415,894
PAYROLL BURDEN Total	-734,185	-796,792	-873,062	-904,616	-866,954	-920,632	-1,018,286	-1,080,939	-1,181,740	-1,559,177	-1,791,300	-1,273,952	-1,152,155
subtotal, Burden-Salary	0	0	-358,176	-360,990	-333,779	-353,389	-383,928	-460,587	-464,440	-494,912	-605,100	-473,313	-431,451
subtotal, Burden-Wage-FTR	0	0	-137,403	-124,718	-120,914	-118,974	-110,403	-106,817	-85,356	-135,110	-482,880	-109,094	-111,332
subtotal, Burden-Wage-Seasonal	0	0	-377,483	-418,908	-412,261	-448,270	-523,955	-513,535	-631,944	-929,155	-703,320	-691,544	-609,372
Burden % - on all Payroll Direct	24.8%	23.2%	24.0%	24.1%	23.1%	24.8%	24.3%	30.2%	29.7%	29.8%	35.2%	29.8%	27.8%
Burden % - Salary	00.0%	00.0%	29.1%	29.0%	27.4%	28.1%	28.3%	32.4%	31.1%	32.3%	36.7%	31.9%	30.4%
Burden % - Wage-FTR	00.0%	00.0%	49.9%	46.7%	43.5%	45.9%	49.5%	65.8%	49.2%	41.0%	58.0%	52.0%	50.3%
Burden % - Wage-Seasonal	00.0%	00.0%	17.7%	18.8%	18.3%	20.5%	20.0%	25.8%	27.3%	27.6%	26.9%	24.2%	24.2%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	21.4%	21.7%	21.1%	23.2%	22.4%	28.8%	28.8%	28.8%	34.4%	28.8%	26.4%
PAYROLL TOTAL (Direct&Burden)	-3,700,332	-4,234,989	-4,505,018	-4,650,894	-4,615,645	-4,628,202	-5,214,959	-4,654,465	-5,164,727	-6,791,882	-6,887,300	-5,537,025	-5,290,847
OPERATING EXPENSES (OE)													
Employee Meals	-17,903	-19,629	-19,226	-24,693	-24,437	-29,354	-30,751	-29,947	-30,343	-37,017	-38,510	-32,436	-31,483
Employee Housing expenses	0	0	0	0	0	0	0	0	0	-28,896	-136,000	-9,632	-5,779
Educational Reimbursement	-60	0	0	0	0	-36	-11	0	0	0	0	0	-9
Employee Recruiting	-387	-11,629	0	-300	-300	-537	-668	-1,008	-1,053	-1,135	-1,000	-1,065	-880

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

	5 Year Average Years					3 Year Average Years					2017 Budget	Actuals Average	
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016		3-Yr	5-Yr
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual			
Employee Dev/Training	-4,152	-9,608	-9,343	-4,074	-6,492	-4,099	-9,657	-5,008	-4,629	-8,015	-13,020	-5,884	-6,282
Employee Relations	-18,186	-18,413	-15,216	-17,399	-16,343	-17,069	-18,684	-6,288	-21,606	-28,035	-25,130	-18,643	-18,336
Uniforms	-22,881	-41,225	-38,614	-35,807	-36,360	-23,849	-33,752	-21,374	-15,772	-38,283	-38,800	-25,143	-26,606
Seminars & Conferences	-4,068	-11,949	-3,653	-3,456	-801	-1,820	-4,089	-220	-1,608	-4,075	-10,350	-1,968	-2,362
Travel/Meeting Expense	-6,380	-13,708	-10,851	-10,644	-11,672	-968	-9,532	-816	-6,271	-10,629	-10,210	-5,905	-5,643
Total Staff Expense	-74,017	-126,161	-96,905	-96,373	-96,405	-77,733	-107,145	-64,662	-81,281	-156,085	-273,020	-100,676	-97,381
Telephone	-14,424	-14,092	-14,107	-15,107	-18,598	-20,415	-25,781	-21,791	-21,679	-18,740	-24,260	-20,737	-21,681
Cable/Sat TV Service	-2,971	-4,307	-5,604	-6,651	-8,250	-9,605	-10,917	-11,279	-12,037	-10,032	-13,950	-11,116	-10,774
Disposal Fees	-53,265	-52,709	-56,027	-57,618	-53,354	-49,745	-58,538	-47,026	-57,367	-72,369	-65,300	-58,921	-57,009
Electricity	-177,916	-197,442	-192,235	-196,805	-195,180	-192,270	-197,851	-174,888	-176,702	-219,600	-215,860	-190,397	-192,262
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	-74,540	-83,016	-57,389	-64,255	-57,356	-42,218	-52,275	-43,825	-53,437	-73,497	-70,570	-56,920	-53,050
Fuel & Oil	-83,367	-127,785	-74,580	-90,386	-113,431	-105,158	-111,242	-45,052	-41,106	-83,077	-80,750	-56,412	-77,127
Propane (LPG)	0	0	0	0	-15,278	-8,054	-9,985	-3,749	-3,351	-2,920	-2,970	-2,926	-5,363
Sewer Fees	-68,278	-68,174	-66,788	-68,550	-70,851	-69,619	-71,383	-72,469	-74,770	-77,732	-87,160	-74,990	-73,195
Water - Building/Facility	-33,172	-38,719	-41,616	-40,809	-27,362	-23,630	-27,811	-24,424	-25,477	-28,339	-30,710	-26,080	-25,936
Water - Grounds	-88,370	-106,852	-97,739	-99,308	-53,673	-99,663	-76,957	-81,269	-51,927	-96,641	-86,500	-76,612	-81,291
TOTAL UTILITIES	-658,606	-765,654	-657,627	-659,919	-677,740	-668,606	-693,280	-573,715	-573,184	-751,520	-784,030	-632,806	-652,061
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	-996	-1,176	-1,734	-48	-445	-248	-873	0	-293	-460	-250	-251	-375
Hazardous Waste Clean Up	0	0	0	0	-638	-591	-4,450	0	0	0	-1,500	0	-1,008
Linen Service	-30,510	-46,805	-67,441	-54,142	-54,410	-61,844	-85,321	-87,427	-94,388	-110,918	-102,560	-97,577	-87,979
Janitorial Services & Supplies	0	-55,180	-63,457	-47,648	-45,819	-53,665	-58,854	-52,195	-95,679	-145,691	-71,200	-97,855	-81,217
Pest Control	-780	-750	-1,155	-4,248	-4,102	-4,883	-5,750	-5,795	-6,160	-7,968	-6,255	-6,641	-6,111
Contract Fees	-89,034	-91,878	-45,070	-49,662	-12,716	-11,026	-18,019	-10,759	-10,954	-5,318	-280	-9,010	-11,215
Contract Labor	-5,760	-198	0	0	0	0	0	0	0	0	0	0	0
Veterinary Services	0	0	-5,623	-6,976	-5,997	-2,734	-4,149	-2,250	-4,226	-1,567	-5,720	-2,681	-2,985
Equine Care Services	0	0	-9,225	-8,797	-5,433	-5,878	-5,415	-4,056	-6,975	-8,975	-7,250	-6,623	-6,232
Offsite Pasturing	0	0	-12,880	-11,093	-10,422	-7,275	-6,400	-11,313	-13,323	-11,926	-13,440	-12,187	-10,047
Equipment Rental	-23,452	-19,877	-23,600	-13,877	-19,624	-23,454	-18,950	-13,919	-15,861	-16,611	-15,270	-15,464	-17,759
Feed Hay Grain	0	0	-14,894	-10,871	-14,495	-13,260	-20,188	-12,483	-13,413	-16,847	-13,500	-14,248	-15,238
Printed Forms/Ticket Stock	0	-1,269	-9,430	-13,270	-13,213	-14,653	-5,695	-11,774	-2,130	-17,956	-19,010	-10,620	-10,442
Computer Software	0	0	0	0	0	0	0	0	0	-30	0	-10	-6
Computer Hardware	0	0	0	0	-686	0	-1,001	-101	-10	0	0	-37	-222
Furniture and Office Equip	-15,453	-38,398	-23,367	-23,248	-20,242	-6,058	-12,186	-3,603	-8,326	-12,870	-10,475	-8,266	-6,608
Office Supplies	-13,611	-13,598	-12,638	-9,408	-11,807	-12,523	-14,350	-13,688	-8,668	-10,156	-9,960	-10,837	-11,877
Toner Cartridges	0	0	0	0	0	0	0	-1,922	-6,292	-9,411	-2,000	-5,875	-3,525
Signs	-6,695	-14,031	-8,278	-8,801	-5,160	-2,721	-5,812	-4,350	-6,453	-13,892	-11,420	-8,232	-6,646
Operating Supplies	-146,549	-136,125	-94,918	-101,316	-45,749	-33,685	-45,445	-31,782	-35,041	-43,703	-48,730	-36,842	-37,931
Paper Products - Restaurant	-15,638	-18,811	-21,302	-29,279	-42,295	-51,410	-55,374	-48,169	-61,517	-82,669	-67,670	-64,118	-59,828
Candle & TableTop Supplies	0	-967	-2,719	-718	-1,441	-1,864	-607	-2,250	-2,066	-1,895	-600	-2,070	-1,736
Cleaning Supplies - Restaurant	-7,045	-9,846	-16,633	-21,592	-20,595	-20,376	-21,248	-22,522	-23,421	-32,240	-22,750	-26,061	-23,962
Small Tools & Equipment	-31,997	-14,138	-17,520	-13,788	-19,569	-19,048	-25,717	-18,147	-24,546	-45,352	-22,900	-29,348	-26,562
Safety Equipment	-2,216	-4,160	-6,319	-12,512	-11,522	-8,122	-13,806	-9,427	-10,500	-20,811	-12,795	-13,579	-12,533
Golf Course Rental Inventory	-6,769	-6,212	-138	0	0	0	0	0	0	0	0	0	0
Spoilage	-4,521	-4,988	-4,145	-6,921	-4,624	-4,755	-7,106	-5,648	-7,317	-5,458	0	-6,141	-6,057
Entertainment	-5,527	-10,925	-11,142	-18,374	-11,101	-10,601	-8,685	-6,563	-11,114	-15,219	-14,450	-10,965	-10,436
Recreation Programs	-3,359	-4,964	-5,315	-6,963	-8,252	-12,541	-23,843	-27,230	-25,690	-24,805	-24,670	-25,908	-22,822
Special Programs	-35,816	-27,950	-30,708	-43,011	-112,658	-59,790	-81,146	-40,313	-45,202	-43,453	-37,110	-42,989	-53,981
Opening event expense- Lodge	0	0	0	0	0	0	0	0	-12,253	0	0	-4,084	-2,451
Catering Rentals	-2,380	-7,389	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-2,858	-10,618	-1,600	-5,650	-3,934
Concert Expenses	0	0	0	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-73,600	-51,111
Ski Team Expense	-1,245	-4,051	-4,066	-2,262	-3,495	-2,526	-1,408	-1,834	-455	-974	-1,500	-1,088	-1,439
Repairs & Maintenance													
General/PM	0	0	-1,484	0	-16,253	-16,551	-40,828	-24,685	-39,192	-39,172	-13,540	-34,350	-32,086
Plumbing	0	0	0	-2,105	-5,084	-7,310	-7,803	-6,553	-3,051	-2,801	-3,090	-4,135	-5,503
Lighting and Electrical	0	0	-3,537	-530	-5,270	-5,821	-6,980	-5,312	-4,120	-3,117	-2,600	-4,183	-5,070
HVAC	0	0	0	0	-2,455	-9,485	-1,064	-1,251	-369	-842	-1,600	-820	-2,602
Carpentry	-1,277	-4,875	-2,310	-1,682	-1,539	-560	-113	-347	-1,351	-1,196	-3,300	-965	-713
Elevators	0	0	0	0	-3,431	-3,796	-3,752	-4,427	-4,925	-3,957	-3,500	-4,436	-4,171
Fire Suppression	0	0	0	0	-3,673	-4,901	-6,227	-8,588	-5,810	-12,837	-8,050	-9,078	-7,672

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
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				
Painting	0	0	0	0	-1,936	-1,574	-249	-407	-789	-348	-900	-515	-673	
MaintDept Labor Charges (inactive)	0	-46,269	-37,548	0	0	-209	49	0	0	0	0	0	-32	
Other Building	-277,767	-162,665	-67,589	-37,471	-15,425	-10,024	-3,559	-453	-6,678	-5,237	-10,070	-4,123	-5,190	
R&M Building	-279,044	-213,810	-112,467	-41,788	-55,065	-60,231	-70,526	-52,021	-66,284	-69,507	-46,650	-62,604	-63,714	
Asphalt	-5,232	-110	0	0	-162	-2,996	-141	-26	-205	-410	0	-213	-756	
Irrigation and Drainage	0	0	0	0	-789	-424	-633	-350	-180	-315	0	-282	-380	
GrassFlowersSeedFertilizers	0	0	0	0	-1,662	-431	-441	-555	-531	-397	-1,550	-494	-471	
Ski Trails	0	0	0	0	-13,053	-18,018	-13,608	-2,151	-2,774	-2,252	-5,000	-2,392	-7,760	
Snow Removal	-15,715	-22,676	-21,754	-24,712	-26,474	-24,443	-25,431	-19,047	-39,494	-52,280	-47,200	-36,940	-32,139	
Other Grounds Maint	-56,665	-46,547	-31,177	-47,143	-33,062	-29,432	-26,127	-26,345	-30,150	-30,140	-28,900	-28,878	-28,439	
R&M Grounds (nonGolf)	-77,611	-69,333	-52,931	-71,855	-75,202	-75,743	-66,382	-48,475	-73,333	-85,793	-82,650	-69,200	-69,945	
R&M Equipment (non-posting)	0	0	0	0	-168	0	0	0	0	0	0	0	0	
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	-48,681	-63,769	-7,763	-8,182	-4,833	-2,100	-2,070	-1,561	-4,480	-1,910	-3,749	
Rolling, Car/Truck/Bus/Van	-12,827	-11,529	-9,225	-13,472	-10,427	-15,070	-10,974	-13,305	-17,114	-24,011	-16,850	-18,143	-16,095	
F&B Kitchen Equip	-23	-1,395	0	-10,355	-12,187	-14,694	-13,171	-14,731	-18,067	-19,967	-11,670	-17,588	-16,126	
F&B GlassSilverChina	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	-641	0	-845	-708	-1,282	-3,126	-500	-1,705	-1,192	
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	-48	0	0	0	-187	0	-62	-47	
Computer Software Maint	0	0	0	-2,106	-1,213	-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	-36,602	-41,702	-36,113	-39,787	-8,103	-9,019	-11,961	-1,347	-5,147	-1,791	-5,250	-2,762	-5,853	
R&M Equipment	-161,992	-177,550	-107,491	-141,106	-129,165	-120,903	-122,842	-81,190	-96,928	-181,398	-163,930	-119,839	-120,652	
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	-2,592	-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	-83,584	-101,391	-76,931	-65,293	-62,993	-51,534	-59,000	-59,940	-71,629	
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	
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	150,074	61,669	59,059	70,781	88,070	83,980	72,637	85,931	
R&M subtotal	-574,010	-514,951	-330,689	-294,435	-342,003	-256,524	-315,743	-212,194	-254,698	-331,505	-307,850	-266,132	-274,133	
TOTAL SUPPLIES & MAINTENANC	-1,023,362	-1,048,633	-849,227	-819,889	-850,633	-748,567	-907,995	-700,334	-850,844	-1,126,327	-926,315	-892,502	-866,813	
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	-787	-945	-748	-673	-2,015	-2,404	-6,307	-4,838	-4,512	-5,441	-5,150	-4,930	-4,700	
Promotion Expense	-5,082	-5,077	-6,125	-8,323	-8,747	-6,079	-8,350	-4,172	-3,524	-10,004	-7,500	-5,900	-6,426	
Resort Advertising	-60,683	-45,530	-40,429	-57,738	-75,311	-54,914	-110,709	-93,840	-139,344	-100,936	-101,000	-111,373	-99,949	

Tahoe Donner Association
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Amenities Consolidated
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				
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	-3,043	-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				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
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	-28,333	-28,244	-27,735	-23,398	-25,255	-22,666	-24,785	-29,594	-35,627	-33,190	-33,500	-32,804	-29,173	
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	-54,140	-45,199	-62,714	-56,274	-78,388	-78,238	-98,740	-91,172	-85,570	-73,041	-78,600	-83,261	-85,352	
Total COGS	-82,474	-73,447	-90,449	-79,672	-103,654	-105,028	-128,914	-128,750	-129,918	-115,053	-121,800	-124,574	-121,533	
Total Cogs / GREV %	-05.8%	-04.7%	-05.5%	-04.7%	-05.5%	-05.4%	-06.1%	-05.7%	-05.7%	-04.7%	-04.9%	-05.4%	-05.5%	
Retail Product Cogs / Retail Revenue %	-73.8%	-65.6%	-65.0%	-61.1%	-62.4%	-59.7%	-60.1%	-58.7%	-62.4%	-61.9%	-67.2%	-61.0%	-60.6%	
Retail Product Cogs / Retail Revenue,pre	-66.6%	-53.5%	-54.7%	-52.1%	-53.7%	-52.6%	-52.8%	-52.2%	-53.2%	-55.0%	-58.3%	-53.4%	-53.2%	
F&B Cogs / F&B Rev %	-39.2%	-32.4%	-32.6%	-25.3%	-32.8%	-28.1%	-29.9%	-32.1%	-35.6%	-29.3%	-28.8%	-32.4%	-31.0%	
Food %, preDiscounts	-39.4%	-32.7%	-32.7%	-25.3%	-31.6%	-28.2%	-29.5%	-32.4%	-36.9%	-30.5%	-29.6%	-33.3%	-31.5%	
Food %, postDiscounts	-39.4%	-32.7%	-32.8%	-25.3%	-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%	-26.2%	-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%	-24.4%	-24.0%	-28.0%	-29.0%	-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)	1,339,384	1,479,212	1,560,500	1,612,663	1,767,163	1,831,741	1,992,363	2,114,040	2,140,591	2,308,758	2,340,200	2,187,796	2,077,499	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-149,322	-195,908	-251,846	-254,518	-243,994	-245,838	-289,106	-311,109	-288,075	-274,362	-295,400	-291,182	-281,698	
Salaries - Exempt - Commissions	0	0	-32,581	-33,182	-17,738	-25,713	-31,113	-22,667	-24,095	-23,126	-20,000	-23,296	-25,343	
Wages - FTRRegular	-54,008	-37,592	-102,673	-82,701	-81,738	-93,511	-69,936	-24,154	-36,659	-80,936	-149,252	-47,250	-61,039	
Wages - Seasonal	-368,166	-414,719	-361,019	-377,787	-469,602	-466,429	-556,762	-503,918	-506,706	-536,319	-565,548	-515,648	-514,027	
Wages-Seasonal-Commissions	-34,401	-56,002	-38,044	-44,082	-57,558	-56,367	-42,247	-62,623	-69,299	-73,883	-76,000	-68,601	-60,884	
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-1,724	0	0	-575	-345	
Incentive Program, FTR, NonExempt	0	0	-137	-137	-322	-455	-301	0	0	0	0	0	-151	
Incentive Program, Seasonal, NonExempt	0	0	-1,510	-1,589	-2,722	-4,908	-6,705	-4,494	-4,237	-7,873	0	-5,534	-5,643	
Total Salaries & Wages, DIRECT	-605,897	-704,220	-787,809	-793,995	-873,675	-893,222	-996,170	-928,965	-930,794	-996,498	-1,106,200	-952,086	-949,130	
Salaries sub-total	-149,322	-195,908	-284,427	-287,700	-261,732	-271,552	-320,220	-333,776	-313,893	-297,488	-315,400	-315,052	-307,386	
Wage sub-total	-456,576	-508,312	-503,383	-506,295	-611,943	-621,671	-675,950	-595,189	-616,901	-699,010	-790,800	-637,033	-641,744	
Wage-FTR subsubtotal	-54,008	-37,592	-102,810	-82,838	-82,600	-93,966	-70,237	-24,154	-36,659	-80,936	-149,252	-47,250	-61,190	
Wage-Seasonal subsubtotal	-402,567	-470,721	-400,573	-423,457	-529,883	-527,704	-605,714	-571,035	-580,242	-618,074	-641,548	-589,784	-580,554	
Payroll Direct as a % of Revenue	-42.6%	-45.4%	-47.7%	-46.9%	-46.7%	-46.1%	-47.0%	-41.4%	-41.0%	-41.1%	-44.9%	-41.2%	-43.3%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-70,551	-75,767	-84,631	-82,562	-97,527	-101,217	-111,532	-108,168	-109,001	-113,217	-131,700	-110,128	-108,627	
Group Insurance	-24,489	-43,005	-85,633	-80,040	-63,312	-57,865	-61,702	-56,978	-40,199	-41,276	-100,200	-46,151	-51,604	
Retirement Plan	-1,115	-1,561	-2,933	-5,008	-4,646	-4,518	-4,919	-1,952	-3,330	-3,182	-5,200	-2,821	-3,580	
Total Payroll Taxes & Benefits	-96,155	-120,332	-173,197	-167,610	-165,485	-163,600	-178,153	-167,098	-152,530	-157,676	-237,100	-159,101	-163,811	
PAYBDN, Workers Comp Insurance	-39,521	-31,617	-30,071	-29,936	-26,169	-27,981	-42,687	-77,423	-77,836	-82,911	-86,500	-79,390	-61,767	
PAYROLL BURDEN Total	-135,676	-151,949	-203,268	-197,547	-191,655	-191,581	-220,839	-244,522	-230,366	-240,586	-323,600	-238,491	-225,579	
subtotal, Burden-Salary	0	0	-77,909	-78,367	-65,715	-62,994	-74,229	-83,158	-83,884	-79,745	-95,200	-82,262	-76,802	
subtotal, Burden-Wage-FTR	0	0	-54,719	-47,843	-39,187	-40,548	-40,829	-31,633	-14,418	-23,102	-91,830	-23,051	-30,106	
subtotal, Burden-Wage-Seasonal	0	0	-70,640	-71,336	-86,752	-88,039	-105,781	-129,731	-132,064	-137,739	-136,570	-133,178	-118,671	
Burden % - on all Payroll Direct	22.4%	21.6%	25.8%	24.9%	21.9%	21.4%	22.2%	26.3%	24.7%	24.1%	29.3%	25.1%	23.8%	
Burden % - Salary	00.0%	00.0%	27.4%	27.2%	25.1%	23.2%	23.2%	24.9%	26.7%	26.8%	30.2%	26.1%	25.0%	
Burden % - Wage-FTR	00.0%	00.0%	53.2%	57.8%	47.8%	43.2%	58.1%	131.0%	39.3%	28.5%	61.5%	66.3%	60.0%	
Burden % - Wage-Seasonal	00.0%	00.0%	17.6%	16.8%	16.4%	16.7%	17.5%	22.7%	22.8%	22.3%	21.3%	22.6%	20.4%	
<i>Burden % - Wage-FTR&Seasonal</i>	<i>00.0%</i>	<i>00.0%</i>	<i>24.9%</i>	<i>23.5%</i>	<i>20.6%</i>	<i>20.7%</i>	<i>21.7%</i>	<i>27.1%</i>	<i>23.7%</i>	<i>23.0%</i>	<i>28.9%</i>	<i>24.6%</i>	<i>23.2%</i>	
PAYROLL TOTAL (Direct&Burden)	-741,573	-856,170	-991,078	-991,542	-1,065,330	-1,084,803	-1,217,009	-1,173,487	-1,161,160	-1,237,084	-1,429,800	-1,190,577	-1,174,709	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	-20	0	-52	0	0	0	0	-989	-1,100	-330	-198	
Educational Reimbursement	0	0	0	0	0	0	-11	0	0	0	0	0	-2	
Employee Recruiting	0	-219	0	0	0	0	0	0	0	0	0	0	0	

Tahoe Donner Association
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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				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	-289	-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	-141	0	-139	-25	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	-1,686	-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	-21	-12
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	-2,836	-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	-3,326	-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	-5,334	-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	-28,584	-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	0	-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	-5,513	-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	-45,812	-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	-176,127	-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	30,796	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	30,796	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	-214,020	-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%	-114.9%	-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	30,796	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	-2,151	-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	-909	-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>	<i>Actuals</i> <i>Average</i>	
								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
 D0710 PNL10yrANN

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				2014 Actual	2015 Actual	2016 Actual	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual						
Printed Forms/Ticket Stock	0	0	0	0	-38	0	0	0	0	0	0	0	0	0	0	0
Computer Hardware	0	0	0	0	0	0	0	0	0	-10	0	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	-2,400	-3,767	-3,731
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	-3,700	-2,043	-2,725
Toner Cartridges	0	0	0	0	0	0	0	-70	-2,451	-2,316	0	-1,612	-967	0	-1,612	-967
Signs	-714	-1,526	-3,396	-966	-1,078	-768	-1,632	-186	-493	-1,028	-1,850	-569	-821	-1,850	-569	-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	-15,060	-6,992	-7,541
Paper Products - Restaurant	0	-869	0	0	0	0	92	-122	0	0	0	-41	-43	0	-41	-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	-1,950	-2,082	-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	-2,665	-1,371	-1,563
Spoilage	0	-52	-280	-602	-308	-811	-577	-218	-329	-18	0	-188	-390	0	-188	-390
Entertainment	-1,037	-3,374	-3,600	-9,436	-5,150	-6,010	-2,800	-1,836	-846	0	0	-894	-2,298	0	-894	-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	-24,670	-25,748	-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	-19,680	-22,055	-26,761
Concert Expenses	0	0	0	0	0	0	-45,284	-38,961	-35,148	-41,017	-77,168	-73,600	-51,111	-73,600	-51,111	-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	-8,140	-15,549	-13,984
Plumbing	0	0	0	0	-1,521	-2,005	-2,161	-2,116	-482	-754	-1,140	-1,117	-1,504	-1,140	-1,117	-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	-600	-1,010	-1,356
HVAC	0	0	0	0	0	-4,091	-10	-368	-344	-110	-100	-274	-985	-100	-274	-985
Carpentry	-698	-829	-800	-425	0	-327	-84	0	-397	-60	-900	-152	-173	-900	-152	-173
Fire Suppression	0	0	0	0	-45	-331	-328	-1,197	-429	-2,084	-600	-1,237	-874	-600	-1,237	-874
Painting	0	0	0	0	0	-91	0	-307	-96	-37	-200	-147	-106	-200	-147	-106
MaintDept Labor Charges (inactive)	0	-10,203	-16,218	0	0	-165	0	0	0	0	0	0	-33	0	0	-33
Other Building	-87,977	-43,392	-15,205	-9,257	-2,322	-2,817	-478	0	-167	-16	0	-61	-695	0	-61	-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	-11,680	-19,547	-19,711
Asphalt	0	0	0	0	-40	-23	-21	0	0	-25	0	-8	-14	0	-8	-14
Irrigation and Drainage	0	0	0	0	-384	-58	-45	-30	-30	-35	0	-32	-40	0	-32	-40
Grass/Flowers/Seed/Fertilizers	0	0	0	0	-610	-64	0	0	0	0	0	0	-13	0	0	-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	-3,100	-4,069	-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	-9,000	-9,354	-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	-12,100	-13,464	-13,292
Rolling, Heavy	0	0	-87	-299	-1,205	-334	-366	-56	-777	-198	0	-344	-346	0	-344	-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	-3,650	-3,436	-3,638
Bicycles	0	0	0	0	-641	0	-845	-708	0	0	0	-311	-311	0	-311	-311
Fitness Equipment	0	0	0	0	-6,808	-8,104	-11,841	-5,624	-3,598	-1,989	-4,300	-2,737	-6,231	-4,300	-2,737	-6,231
Office Equip R&M	0	0	0	0	-116	0	0	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	0	-116	-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	-7,950	-7,869	-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	-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	-1,800	-198	-1,616
service, regular	0	0	0	0	-23,760	-23,760	-12,870	-574	0	-157	0	-244	-742	0	-244	-742
service, special	0	0	0	0	0	-130	-528	-438	-325	-125	0	-296	-309	0	-296	-309
other	0	0	0	0	-47	-47	-1,413	-1,067	0	-38	0	-368	-513	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	-38,000	-26,862	-33,930
Contra - Inter-Dept. Charges	0	0	0	0	0	-71	0	0	0	0	0	-14	-14	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	-69,730	-67,741	-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	-298,045	-302,954	-299,021
ADMINISTRATIVE & OTHER EXPENSE																
Public Relations	-267	-227	0	0	0	-90	-50	0	0	0	0	0	-28	0	0	-28
Promotion Expense	-175	-21	0	0	-65	0	-25	0	0	0	0	0	-5	0	0	-5
Resort Advertising	0	0	0	0	-3,489	-1,340	-7,120	-12	0	-236	-10,000	-83	-1,742	-10,000	-83	-1,742
Community Relations	-149	-24	-375	-123	-190	-43	-85	-422	-621	-1,213	0	-752	-477	0	-752	-477
Reservation Services	0	0	0	0	0	-365	0	0	0	0	0	0	-73	0	0	-73
Dues & Subscriptions	0	0	-140	0	-190	-245	-234	-210	-1,181	-1,347	-1,070	-913	-643	-1,070	-913	-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	-3,900	-4,926	-4,399
Mileage Reimbursement	0	0	-709	-631	-962	-1,861	-3,328	-824	-963	-540	-1,610	-776	-1,503	-1,610	-776	-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				2017 3-Yr	2018 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				2016 Actual	2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual					
Wages - Seasonal	-205,614	-207,241	-195,407	-125,699	-145,042	-148,057	-159,080	-167,634	-160,358	-149,764	-156,197	-159,252	-156,979		
Wages-Seasonal-Commissions	-34,401	-24,147	-37,189	-33,573	-45,324	-44,328	-34,251	-53,531	-63,143	-67,646	-68,000	-61,440	-52,580		
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-766	0	0	-255	-153		
Incentive Program, FTR, NonExempt	0	0	-137	-137	-268	-268	-301	0	0	0	0	0	-114		
Incentive Program, Seasonal, NonExempt	0	0	-1,044	-794	-1,127	-1,757	-3,092	-1,812	-1,230	-1,367	0	-1,470	-1,852		
Total Salaries & Wages, DIRECT	-356,683	-359,554	-455,208	-353,605	-384,533	-396,994	-397,583	-392,060	-405,999	-419,863	-470,600	-405,974	-402,500		
Salaries sub-total	-81,793	-90,870	-135,765	-130,329	-131,543	-136,183	-136,810	-148,390	-144,895	-159,741	-152,400	-151,009	-145,204		
Wage sub-total	-274,890	-268,683	-319,443	-223,276	-252,990	-260,811	-260,773	-243,670	-261,104	-260,122	-318,200	-254,965	-257,296		
Wage-FTR subsubtotal	-34,875	-37,295	-85,802	-63,210	-61,497	-66,669	-64,349	-20,693	-36,373	-41,346	-94,003	-32,804	-45,886		
Wage-Seasonal subsubtotal	-240,015	-231,388	-233,641	-160,066	-191,493	-194,142	-196,424	-222,977	-224,731	-218,776	-224,197	-222,161	-211,410		
Payroll Direct as a % of Revenue	-39.2%	-38.0%	-46.5%	-36.8%	-46.5%	-48.1%	-45.0%	-44.2%	-45.8%	-44.8%	-51.9%	-44.9%	-45.6%		
PAYROLL BURDEN, Taxes & Benefits															
Payroll Taxes	-42,155	-38,928	-48,930	-36,033	-39,601	-41,747	-41,987	-43,229	-45,025	-45,197	-53,500	-44,484	-43,437		
Group Insurance	-8,606	-16,561	-61,418	-50,374	-41,335	-40,886	-43,426	-37,951	-25,729	-26,750	-73,900	-30,143	-34,948		
Retirement Plan	-218	-886	-1,576	-3,626	-3,834	-3,748	-3,822	-1,839	-2,235	-2,390	-3,000	-2,488	-3,007		
Total Payroll Taxes & Benefits	-50,979	-56,375	-111,924	-90,033	-84,770	-86,381	-89,235	-83,019	-73,989	-74,337	-130,400	-77,115	-81,392		
PAYBDN, Workers Comp Insurance	-21,713	-14,290	-16,100	-10,060	-9,583	-11,001	-16,990	-34,382	-31,993	-31,692	-34,300	-32,689	-25,212		
PAYROLL BURDEN Total	-72,692	-70,665	-128,024	-100,093	-94,354	-97,382	-106,224	-117,401	-105,982	-106,029	-164,700	-109,804	-106,604		
subtotal, Burden-Salary	0	0	-40,813	-40,159	-40,813	-39,447	-42,906	-44,450	-42,789	-44,303	-52,600	-43,848	-42,779		
subtotal, Burden-Wage-FTR	0	0	-47,596	-34,850	-27,029	-27,506	-29,973	-22,293	-14,395	-14,867	-65,920	-17,185	-21,807		
subtotal, Burden-Wage-Seasonal	0	0	-39,615	-25,084	-28,753	-30,430	-33,345	-50,658	-48,798	-46,859	-46,180	-48,772	-42,018		
Burden % - on all Payroll Direct	20.4%	19.7%	28.1%	28.3%	24.5%	24.5%	26.7%	29.9%	26.1%	25.3%	35.0%	27.1%	26.5%		
Burden % - Salary	0.0%	0.0%	30.8%	30.8%	29.3%	29.0%	31.4%	30.0%	29.5%	27.7%	34.5%	29.1%	29.5%		
Burden % - Wage-FTR	0.0%	0.0%	55.5%	55.1%	44.0%	41.3%	46.6%	107.7%	39.6%	36.0%	70.1%	61.1%	54.2%		
Burden % - Wage-Seasonal	0.0%	0.0%	17.0%	15.7%	15.0%	15.7%	17.0%	22.7%	21.7%	21.4%	20.6%	22.0%	19.7%		
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	27.3%	26.8%	22.0%	22.2%	24.3%	29.9%	24.2%	23.7%	35.2%	26.0%	24.9%		
PAYROLL TOTAL (Direct&Burden)	-429,375	-430,219	-583,232	-453,698	-478,887	-494,376	-503,807	-509,461	-511,981	-525,892	-635,300	-515,778	-509,103		
OPERATING EXPENSES (OE)															
Employee Meals	0	0	-20	0	0	0	0	0	0	0	0	0	0		
Employee Dev/Training	0	-4,004	-3,767	-126	-180	-404	-73	-81	-206	-317	-200	-201	-216		
Employee Relations	-1,819	-913	-1,463	-652	-663	-549	-541	-41	-568	-638	-800	-416	-467		
Uniforms	-3,230	-7,780	-3,890	-3,271	-2,620	-1,009	-363	-763	-1,413	-2,431	-2,800	-1,536	-1,196		
Seminars & Conferences	-398	-632	-439	-975	0	-359	0	0	-488	0	-800	-163	-169		
Travel/Meeting Expense	0	-88	0	-1,760	0	-16	-131	0	0	0	-900	0	-29		
Total Staff Expense	-5,447	-13,417	-9,579	-6,784	-3,463	-2,336	-1,109	-884	-2,675	-3,386	-5,500	-2,315	-2,078		
Telephone	-823	-1,301	-1,504	-1,774	-1,903	-2,585	-2,614	-2,578	-3,694	-3,259	-3,720	-3,177	-2,946		
Cable/Sat TV Service	-873	-925	-1,122	-1,172	-1,232	-1,286	-2,198	-2,310	-1,938	-2,447	-2,400	-2,232	-2,036		
Disposal Fees	-4,984	-4,972	-5,192	-5,373	-5,700	-6,246	-6,087	-6,146	-6,460	-6,410	-6,600	-6,339	-6,270		
Electricity	-59,175	-62,740	-61,468	-61,806	-60,658	-60,440	-60,800	-62,485	-64,482	-62,494	-65,100	-63,154	-62,140		
Natural Gas - Pools	-60,612	-69,538	-49,126	-58,789	0	0	0	0	0	0	0	0	0		
Natural Gas - Buildings	-14,944	-16,907	-12,495	-13,412	-13,743	-9,873	-12,346	-11,421	-13,443	-12,389	-14,500	-12,418	-11,894		
Fuel & Oil	-8	0	-106	-367	-105	-18	-10	-11	21	-184	-100	-58	-40		
Sewer Fees	-11,792	-12,077	-12,366	-12,655	-12,852	-12,852	-12,852	-12,852	-12,852	-12,852	-13,920	-12,852	-12,852		
Water - Building/Facility	-9,163	-11,094	-9,856	-8,613	-2,021	-2,088	-1,922	-2,214	-2,163	-2,390	-2,340	-2,256	-2,156		
TOTAL UTILITIES	-162,374	-179,556	-153,235	-163,961	-98,216	-95,388	-98,830	-100,019	-105,012	-102,426	-108,680	-102,486	-100,335		
SUPPLIES & MAINTENANCE EXPENSE															
Security Exp	-996	-65	0	-36	0	-248	0	0	-252	0	0	-84	-100		
Linen Service	-1,726	-21,225	-38,296	-28,250	-30,085	-32,692	-45,110	-48,366	-55,563	-58,489	-56,960	-54,139	-48,044		
Janitorial Services & Supplies	0	-24,043	-38,562	-13,126	-12,210	-18,070	-15,684	-22,423	-53,984	-81,482	-24,350	-52,630	-38,329		
Pest Control	0	0	0	-450	0	-618	-668	-786	-723	-856	-900	-730	-730		
Contract Fees	-23,840	-22,360	-24,436	-34,168	-23,732	-9,833	-17,965	-10,169	-10,436	-4,800	-280	-8,468	-10,641		
Contract Labor	-5,166	0	0	0	0	0	0	0	0	0	0	0	0		
Equipment Rental	0	-1,470	-408	0	-3,095	-3,290	-3,180	0	0	0	0	0	-1,294		
Printed Forms/Ticket Stock	0	0	0	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	-4,826	-14,715	-8,119	-5,947	-3,493	-1,428	-3,949	-804	-3,932	-4,492	-700	-3,076	-2,921		
Office Supplies	-1,243	-2,096	-2,715	-1,985	-1,842	-2,427	-3,067	-2,803	-1,033	-862	-2,700	-1,566	-2,038		
Toner Cartridges	0	0	0	0	0	0	0	-29	-2,156	-2,231	0	-1,472	-883		
Signs	-714	-1,102	-2,954	-646	-67	-110	-32	-477	-181	-250	0	-230	-173		
Operating Supplies	-27,349	-46,892	-29,862	-28,775	-4,594	-4,789	-6,023	-4,755	-4,058	-5,050	-4,720	-4,621	-4,935		

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				2017 Budget	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 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													
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 %	0.0%	-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 %	0.0%	0.0%	0.0%	0.0%	-89.9%	-53.0%	-46.4%	-48.1%	-33.4%	-48.9%	-82.5%	-43.5%	-46.0%
Retail Product Cogs / Retail Revenue,pre	0.0%	0.0%	0.0%	0.0%	-61.2%	-43.0%	-42.3%	-42.3%	-31.8%	-46.5%	-66.0%	-40.2%	-41.2%
F&B Cogs / F&B Rev %	0.0%	-37.1%	-52.8%	-35.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food %, preDiscounts	0.0%	-37.1%	-52.8%	-35.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Food %, postDiscounts	0.0%	-37.1%	-52.8%	-35.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
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				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				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Revenue													
<u>ALLOCATED RECREATION FEES</u>	0	0	0	0	0	10,005	19,478	7,087	10,013	28,022	12,000	15,041	14,921
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	241,580
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
Ski Lift Revenue - Public	460,120	676,754	697,586	877,238	615,931	520,587	664,718	139,049	342,383	1,123,968	720,000	535,133	558,141
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	64,381	86,296	83,274	106,330	113,612	105,840	96,166	86,357	43,230	88,380	97,000	72,655	83,994
Ski Passes - P.O.	123,732	143,195	158,401	169,282	175,589	190,360	184,627	146,438	107,770	194,369	166,000	149,526	164,713
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
Cross Country Season Pass	0	-408	0	0	0	0	0	0	0	0	0	0	0
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
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	92,830	239,706	146,000	132,965	130,918
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
P.O. Trail Rides	34,010	33,355	33,000	33,819	25,714	31,844	36,731	0	34,125	51,788	53,000	28,638	30,898
Guest Trail Rides	18,510	18,735	24,266	25,091	21,153	21,098	17,808	0	25,824	31,513	32,000	19,112	19,249
Public Trail Rides	6,280	16,635	10,695	14,720	6,539	9,448	8,506	0	10,828	14,356	15,000	8,395	8,628
Pony Rides - P.O.	0	0	0	0	0	230	0	0	0	0	0	0	46
Special Events Revenue	14,703	20,058	14,630	14,908	13,166	12,028	14,937	3,274	12,613	19,075	17,000	11,654	12,385
Campground Revenue	40,339	35,219	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	56,600	54,421	49,722
Total Direct Access & Use Fees	1,976,271	2,324,536	2,280,849	2,567,718	2,079,953	2,000,564	2,257,501	1,405,932	1,726,191	3,090,169	2,459,400	2,074,097	2,096,072
Food	1,109,624	1,307,974	1,419,364	1,625,590	1,559,228	1,652,864	1,931,757	1,858,416	2,086,138	2,795,485	2,583,800	2,246,680	2,064,932
Food Discounts	-15,837	-23,926	-97,646	-141,069	-145,459	-154,441	-192,142	-166,241	-178,939	-241,641	-311,600	-195,607	-186,681
Discounts Food	0	0	0	0	0	0	0	0	-13	0	0	-4	-3
EE Discounts	0	0	-21,149	-33,750	-50,743	-43,016	-73,473	-44,648	-57,247	-102,704	-78,200	-68,200	-64,218
Guest Relations aka Manager	-15,837	-23,926	-13,478	-23,620	-17,145	-19,131	-39,443	-53,713	-24,695	-31,775	-43,900	-36,727	-33,751
InterDept Discounts	0	0	-7	-7,180	-3,433	-4,841	-4,841	-3,102	-12,809	-2,739	-10,200	-6,211	-5,296
Marketing Discounts	0	0	-63,011	-76,519	-74,139	-89,303	-74,387	-64,777	-84,176	-104,423	-179,300	-84,459	-83,413
Food NA Beverage	0	0	0	14,540	97,243	95,663	108,675	71,074	98,860	185,613	112,500	118,516	111,977
Food subtotal	1,093,787	1,284,047	1,321,718	1,499,061	1,511,012	1,594,086	1,848,290	1,763,249	2,006,059	2,739,457	2,384,700	2,169,588	1,990,228
Beer	433,862	469,449	496,667	576,999	172,356	177,294	205,644	199,528	229,954	333,685	257,700	254,389	229,221
Beer Discounts	0	0	0	-11,541	-11,297	-9,076	-9,246	-6,821	-7,029	-7,227	0	-7,026	-7,880
Liquor	0	0	0	22,028	186,942	201,458	227,691	244,455	235,025	293,202	221,300	257,561	240,366
Liquor Discounts	0	0	0	-3,398	-9,492	-9,116	-11,306	-9,226	-7,294	-11,075	0	-9,198	-9,603
Wine	0	0	0	32,613	274,032	288,190	322,081	320,278	344,823	401,344	431,400	355,481	335,343
Wine Discounts	0	0	0	-7,411	-9,417	-9,627	-11,459	-10,904	-13,588	-15,765	0	-13,419	-12,269
Corkeage Fees	0	0	0	0	15,504	13,148	15,827	21,576	18,989	20,551	0	20,372	18,018
Corkeage Fee Discounts	0	0	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	0	-13,135	-10,738
Beverage subtotal	433,862	469,449	496,667	609,290	610,519	646,116	731,101	744,827	788,426	1,001,819	910,400	845,024	782,458
Misc other F&B	9,887	18,593	38,651	42,424	32,625	49,765	70,764	116,515	107,421	149,972	116,500	124,636	98,887
InterDept Food Sales	0	0	0	0	4,270	1,244	0	0	0	0	3,800	0	249
Other F&B subtotal	9,887	18,593	38,651	42,424	36,895	51,009	70,764	116,515	107,421	149,972	120,300	124,636	99,136
Total Food and Beverage Revenue	1,537,537	1,772,089	1,857,037	2,120,424	2,158,426	2,291,211	2,650,155	2,624,591	2,901,906	3,891,248	3,415,400	3,139,248	2,871,822
F&B Revenue by Segment:	0	0	0	1,521,179	1,601,806	1,773,718	1,992,032	2,531,686	2,710,848	3,424,197	2,427,000	2,888,910	2,486,496
Lodge-Dining Room	0	0	0	655,369	694,585	744,492	906,442	1,267,902	1,387,683	1,590,630	1,060,000	1,415,405	1,179,430
Lodge-Pub	0	0	0	523,994	615,632	656,722	645,139	635,354	633,294	802,695	714,000	690,448	674,641
Lodge-Banquets	0	0	0	187,597	154,032	220,781	273,379	445,182	462,637	505,629	420,000	471,149	381,522
SmrF&B-Lunch	0	0	0	77,071	58,105	64,195	67,419	59,302	86,764	120,220	80,900	88,762	79,580
SmrF&B-Snack Bar	0	0	0	60,373	55,978	62,020	75,975	89,331	88,720	91,705	99,100	89,918	81,550
SmrF&B-Pool BBQ	0	0	0	16,776	23,474	25,508	23,677	34,615	44,176	50,186	51,000	42,992	35,632
Snowplay Food Truck	0	0	0	0	0	0	0	0	7,574	22,737	2,000	10,104	6,062

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			
<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	-33,757	0	-28,843	-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	-49,067	0	-44,192	-39,675
Sales - Retail	402,948	439,694	420,943	358,568	287,338	305,098	312,811	187,739	280,498	438,050	337,800	302,095	304,839
Employee Discounts	-34,928	-42,791	-36,698	-24,654	-2,717	-2,010	-3,370	-2,878	-8,938	-12,079	-5,000	-7,965	-5,855
Homeowner Discounts	-4,467	-7,354	-2,964	-7,172	-1,616	-1,631	-802	-2,245	-3,792	-4,614	-2,500	-3,550	-2,617
Chartered Club Discounts	0	0	0	0	0	-45	0	0	0	0	0	0	-9
Discounts - Retail	-77,557	-84,822	-99,846	-70,722	-55,547	-64,425	-60,175	-29,444	-30,930	-40,105	-48,000	-33,493	-45,016
Promotion Discounts	-26,623	-32,991	-25,654	-20,432	-5,759	-5,330	-13,416	-1,691	-7,927	-2,582	-8,800	-4,067	-6,189
Total Retail Product Revenue	259,373	271,736	255,780	235,589	221,698	231,656	235,048	151,481	228,911	378,669	273,500	253,020	245,153
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	0	0	694	2,300	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	-119	-280	17,779	34,500	5,794	14,458
Rentals	391,881	544,469	560,503	683,507	484,710	466,792	610,528	184,145	323,997	973,270	605,000	493,804	511,746
Rentals, Bikes	0	0	0	0	0	0	0	0	22,673	34,245	37,000	18,973	11,384
Lessons - Public	0	1,679	4,391	4,658	1,782	527	2,217	614	1,028	470	3,000	704	971
Lessons - P.O.	13,130	10,852	8,297	5,818	9,543	3,637	7,846	2,928	8,419	7,208	6,000	6,185	6,008
Lessons - Guest	3,130	3,525	2,965	900	1,575	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	1,106,694	1,326,779	1,407,863	1,651,927	1,348,374	1,197,481	1,578,225	646,726	894,063	2,168,593	1,643,300	1,236,461	1,297,018
Shopping Bags	0	0	0	0	0	0	0	35	15	6	0	19	11
Other Revenue	30,545	36,176	31,915	33,957	22,616	33,309	40,113	24,006	42,183	64,754	52,400	43,648	40,873
Employee Housing Revenue	0	0	0	0	0	0	0	0	0	13,082	81,000	4,361	2,616
Total Other Revenue	30,545	36,176	31,915	33,957	22,616	33,309	40,113	24,041	42,198	77,842	133,400	48,027	43,501
GROSS REVENUE (GREV)	4,910,420	5,731,315	5,833,444	6,639,966	5,831,067	5,764,227	6,780,521	4,859,858	5,803,283	9,634,543	7,937,000	6,765,894	6,568,486
COST OF GOODS SOLD (COGS)													
Food	-377,235	-431,450	-455,484	-503,406	-68	0	0	0	0	0	0	0	0
Meat	0	0	0	-17,305	-159,342	-178,767	-224,411	-209,481	-215,620	-268,042	-262,680	-231,047	-219,264
Seafood	0	0	0	-8,448	-90,609	-97,750	-112,363	-113,976	-118,671	-160,014	-172,210	-130,887	-120,555
Produce	0	0	0	-8,855	-105,801	-108,372	-133,685	-139,251	-157,053	-201,896	-133,890	-166,067	-148,052
Dairy	0	0	0	-7,348	-84,118	-77,775	-87,990	-92,313	-95,758	-109,794	-110,450	-99,288	-92,726
NA Beverage	0	0	0	-5,489	-35,181	-35,436	-34,118	-24,108	-31,027	-49,610	-40,810	-34,915	-34,860
Food Other	0	0	0	-23,407	-147,830	-163,756	-185,331	-142,418	-185,640	-273,697	-203,620	-200,555	-190,168
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	-377,235	-431,450	-455,484	-569,567	-553,865	-580,999	-689,072	-633,223	-709,682	-952,879	-810,100	-765,261	-713,171
Beverage	-159,982	-170,748	-146,793	-147,248	0	0	0	0	0	0	0	0	0
Beer	0	0	0	-5,785	-49,131	-52,553	-60,366	-50,589	-61,264	-83,372	-65,800	-65,075	-61,629
Liquor	0	0	0	-4,037	-41,543	-43,740	-43,167	-46,884	-46,105	-58,285	-46,100	-50,424	-47,636
Wine	0	0	0	-8,490	-83,381	-85,107	-92,465	-93,047	-103,523	-118,713	-125,700	-105,094	-98,571
Beverage Cogs	-159,982	-170,748	-146,793	-165,561	-174,055	-181,400	-195,997	-190,519	-210,892	-260,370	-237,600	-220,594	-207,836
Retail Product Cogs	-195,220	-228,709	-215,096	-185,930	-157,818	-157,292	-159,539	-100,513	-148,430	-224,670	-190,500	-157,871	-158,089
Total COGS	-732,437	-830,907	-817,374	-921,059	-885,738	-919,691	-1,044,609	-924,255	-1,069,004	-1,437,919	-1,238,200	-1,143,726	-1,079,096
Total Cogs / GREV %	-14.9%	-14.5%	-14.0%	-13.9%	-15.2%	-16.0%	-15.4%	-19.0%	-18.4%	-14.9%	-15.6%	-17.5%	-16.7%
Retail Product Cogs / Retail Revenue %	-75.3%	-84.2%	-84.1%	-78.9%	-71.2%	-67.9%	-67.9%	-66.4%	-64.8%	-59.3%	-69.7%	-63.5%	-65.3%

**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				
Natural Gas - Buildings	-56,943	-62,880	-42,338	-48,006	-42,455	-31,572	-39,044	-31,466	-38,861	-59,563	-54,870	-43,297	-40,101	
Fuel & Oil	-82,134	-126,177	-73,462	-88,433	-111,391	-101,908	-107,052	-41,270	-37,577	-80,213	-77,950	-53,020	-73,604	
Propane (LPG)	0	0	0	0	-12,048	-7,241	-6,815	-2,027	-1,017	-2,158	-1,770	-1,734	-3,852	
Sewer Fees	-48,111	-47,510	-45,612	-46,886	-48,855	-47,622	-49,386	-50,472	-52,773	-55,301	-63,340	-52,849	-51,111	
Water - Building/Facility	-17,201	-21,544	-25,131	-24,532	-11,472	-9,660	-10,727	-9,330	-9,780	-12,750	-13,350	-10,620	-10,449	
Water - Grounds	-88,370	-106,852	-97,739	-59,308	-52,005	-98,259	-76,957	-81,269	-51,927	-96,572	-86,500	-76,590	-80,997	
TOTAL UTILITIES	-460,321	-545,975	-464,275	-451,910	-462,546	-475,636	-487,350	-374,099	-357,792	-525,069	-510,380	-418,987	-443,989	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	-1,111	-1,734	-12	-214	0	-873	0	-41	-460	-250	-167	-275	
Hazardous Waste Clean Up	0	0	0	0	-638	-591	-3,814	0	0	0	-1,500	0	-881	
Linen Service	-28,785	-25,579	-29,144	-25,892	-23,808	-28,422	-39,819	-38,596	-38,101	-51,540	-45,600	-42,745	-39,295	
Janitorial Services & Supplies	0	-28,356	-22,693	-31,269	-29,053	-31,184	-37,960	-25,013	-36,654	-57,545	-41,100	-39,737	-37,671	
Pest Control	-280	0	-405	-2,918	-3,196	-3,259	-3,801	-3,763	-4,109	-5,549	-4,345	-4,474	-4,096	
Contract Fees	-63,908	-69,518	-18,935	-15,494	-1,984	-743	-27	-276	-232	-286	0	-265	-313	
Contract Labor	0	-198	0	0	0	0	0	0	0	0	0	0	0	
Veterinary Services	0	0	-5,623	-6,976	-5,997	-2,734	-4,149	-2,250	-4,226	-1,567	-5,720	-2,681	-2,985	
Equine Care Services	0	0	-9,225	-8,797	-5,433	-5,878	-5,415	-4,056	-6,975	-8,837	-7,250	-6,623	-6,232	
Offsite Pasturing	0	0	-12,880	-11,093	-10,422	-7,275	-6,400	-11,313	-13,323	-11,926	-13,440	-12,187	-10,047	
Equipment Rental	-22,321	-18,023	-22,381	-13,381	-15,497	-12,991	-12,963	-13,919	-15,428	-16,142	-15,270	-15,163	-14,289	
Feed Hay Grain	0	0	-14,894	-10,871	-14,495	-13,260	-20,188	-12,483	-13,413	-16,847	-13,500	-14,248	-15,238	
Printed Forms/Ticket Stock	0	-1,269	-9,392	-13,270	-13,175	-14,653	-5,695	-11,774	-2,130	-17,956	-19,010	-10,620	-10,442	
Computer Software	0	0	0	0	0	0	0	0	0	-30	0	-10	-6	
Computer Hardware	0	0	0	0	-686	0	-1,001	-101	0	0	0	-34	-220	
Furniture and Office Equip	-7,905	-18,148	-7,459	-12,055	-12,677	-3,476	-5,937	-1,259	-3,854	-6,273	-7,075	-3,795	-4,160	
Office Supplies	-11,554	-10,438	-8,919	-6,792	-8,274	-8,702	-8,722	-9,331	-6,715	-8,257	-5,760	-8,101	-8,345	
Toner Cartridges	0	0	0	0	0	0	0	-1,823	-3,633	-6,610	-2,000	-4,022	-2,413	
Signs	-5,086	-11,953	-4,320	-7,167	-3,815	-1,357	-2,977	-3,301	-5,335	-12,225	-8,490	-6,954	-5,039	
Operating Supplies	-109,362	-75,211	-50,280	-54,943	-24,854	-19,253	-28,482	-16,882	-23,783	-47,482	-27,970	-22,868	-23,268	
Paper Products - Restaurant	-15,638	-17,941	-21,302	-29,279	-38,913	-46,669	-50,127	-43,858	-54,457	-76,631	-61,670	-58,316	-54,349	
Candle & TableTop Supplies	0	-967	-2,719	-718	-1,441	-1,670	-607	-2,250	-2,066	-1,895	-600	-2,070	-1,697	
Cleaning Supplies - Restaurant	-7,045	-9,846	-16,633	-21,592	-20,513	-20,024	-20,941	-22,110	-23,323	-31,883	-22,750	-25,772	-23,656	
Small Tools & Equipment	-30,963	-13,188	-16,005	-12,466	-16,238	-14,996	-21,037	-14,485	-20,634	-39,370	-18,050	-24,830	-22,104	
Safety Equipment	-2,216	-2,909	-3,290	-8,542	-7,208	-5,673	-11,319	-7,895	-8,582	-18,353	-9,250	-11,610	-10,365	
Golf Course Rental Inventory	-6,769	-6,212	-138	0	0	0	0	0	0	0	0	0	0	
Spoilage	-3,193	-3,102	-2,972	-4,248	-3,349	-2,935	-5,065	-4,817	-5,712	-4,497	0	-5,009	-4,605	
Entertainment	-4,490	-7,551	-7,542	-8,938	-5,951	-4,591	-5,885	-4,727	-10,267	-15,219	-14,450	-10,071	-8,138	
Recreation Programs	-45	-152	0	0	0	0	0	0	0	-472	0	-157	-94	
Special Programs	-25,648	-10,125	-10,275	-16,699	-14,202	-10,921	-22,983	-2,730	-8,626	-13,518	-6,000	-8,291	-11,756	
Opening event expense- Lodge	0	0	0	0	0	0	0	0	-12,253	0	0	-4,084	-2,451	
Catering Rentals	-2,380	-7,389	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-2,858	-10,618	-1,600	-5,650	-3,934	
Ski Team Expense	-1,245	-4,051	-4,066	-2,262	-3,495	-2,526	-1,408	-1,834	-455	-974	-1,500	-1,088	-1,439	
Repairs & Maintenance														
General/PM	0	0	-477	0	-7,628	-5,316	-23,240	-11,627	-15,113	-22,134	-5,400	-16,291	-15,486	
Plumbing	0	0	0	-2,105	-3,301	-4,932	-5,474	-3,675	-940	-1,824	-1,950	-2,146	-3,369	
Lighting and Electrical	0	-1,641	0	-324	-3,741	-3,835	-4,865	-3,669	-3,419	-2,058	-2,000	-3,049	-3,569	
HVAC	0	0	0	0	-2,296	-5,380	-1,027	-883	-25	-732	-1,500	-547	-1,609	
Carpentry	-541	-3,881	-1,477	-1,247	-1,539	-229	-29	-275	-506	-1,136	-2,400	-639	-435	
Elevators	0	0	0	0	-3,431	-3,796	-3,752	-4,427	-4,925	-3,957	-3,500	-4,436	-4,171	
Fire Suppression	0	0	0	0	-3,628	-4,034	-5,107	-6,886	-4,952	-10,447	-6,950	-7,428	-6,285	
Painting	0	0	0	0	-1,772	-1,362	-249	-100	-693	-312	-700	-368	-543	
MaintDept Labor Charges (inactive)	0	-32,286	-14,831	0	0	-44	49	0	0	0	0	0	1	
Other Building	-162,965	-94,397	-43,462	-24,693	-10,769	-4,735	-2,796	-453	-6,393	-4,630	-7,900	-3,825	-3,801	
R&M Building	-163,506	-130,564	-61,888	-28,369	-38,106	-33,663	-46,489	-31,995	-36,966	-47,229	-32,300	-38,730	-39,269	
Asphalt	-5,232	-110	0	0	-122	-2,876	0	-26	-66	0	0	-159	-670	
Irrigation and Drainage	0	0	0	0	-315	-225	-425	-210	-90	-245	0	-182	-239	
GrassFlowersSeedFertilizers	0	0	0	0	-119	-155	-134	-109	-159	-132	-350	-133	-138	
Ski Trails	0	0	0	0	-13,053	-18,018	-13,608	-2,151	-2,774	-2,252	-5,000	-2,392	-7,760	
Snow Removal	-14,369	-17,102	-18,644	-20,912	-22,476	-19,454	-21,527	-16,341	-35,314	-46,406	-44,100	-32,687	-27,809	
Other Grounds Maint	-48,329	-37,204	-20,893	-38,159	-15,894	-12,595	-9,301	-10,369	-13,021	-13,199	-12,700	-12,196	-11,697	
R&M Grounds (nonGolf)	-67,930	-54,416	-39,538	-59,072	-51,980	-53,322	-44,994	-29,206	-51,424	-62,619	-62,150	-47,749	-48,313	
R&M Equipment (non-posting)	0	0	0	0	-168	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				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
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Public Amenities Consolidated
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	
Prior Year Expense	4,172	0	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

	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														
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	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	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	
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	
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	-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 - FTRegular	-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	
Total Salaries & Wages, DIRECT	-680,702	-793,714	-791,220	-733,624	-699,121	-718,788	-723,588	-639,007	-660,533	-672,075	-705,100	-657,205	-682,798	
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	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Consolidated Golf
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			
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%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	19.8%	18.5%	18.0%	18.3%	18.1%	22.2%	23.3%	24.0%	29.1%	23.2%	21.2%
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

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Consolidated Golf
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			
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	-862	-337	-1,147	-1,306	-1,093	-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

	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 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%	25.5%	
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%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	19.6%	18.8%	19.1%	19.2%	18.6%	23.6%	24.7%	26.1%	25.6%	24.8%	22.4%	
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	0	-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				2017 Budget	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%	23.2%	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	-3,575	-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

	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				
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	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Maintenance (125)
 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>			
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

	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														
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	
Beverage 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%	
02/09/17														
D0710 PNL10yrANN														

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Cross Country Center (110)
 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			
Retail Product Cogs / Retail Revenue %	-62.5%	-59.3%	-66.3%	-64.1%	-63.0%	-61.0%	-56.0%	-61.4%	-59.1%	-60.1%	-68.3%	-60.2%	-59.5%
Retail Product Cogs / Retail Revenue,pre	-51.7%	-48.2%	-51.7%	-49.8%	-52.7%	-49.8%	-46.6%	-49.2%	-48.7%	-48.6%	-58.1%	-48.8%	-48.6%
F&B Cogs / F&B Rev %	-46.4%	-47.6%	-41.1%	-39.4%	-36.3%	-42.2%	-42.1%	-43.3%	-56.7%	00.0%	00.0%	-33.3%	-36.8%
Food %, preDiscounts	-47.2%	-47.6%	-41.7%	-39.4%	-33.7%	-39.9%	-39.1%	-39.7%	-54.5%	00.0%	00.0%	-31.4%	-34.6%
Food %, postDiscounts	-47.2%	-47.6%	-41.7%	-39.4%	-36.0%	-42.8%	-42.4%	-45.7%	-56.7%	00.0%	00.0%	-34.1%	-37.5%
Food NA Beverage %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-7122.9%	00.0%	00.0%	00.0%	-2374.3%	-1424.6%
COGS % Beverage, incld CF,net	-32.6%	-46.7%	-28.6%	-39.9%	-43.1%	-36.4%	-38.7%	-28.6%	00.0%	00.0%	00.0%	-08.9%	-20.3%
COGS % Beer,net	00.0%	00.0%	00.0%	-05.6%	-39.7%	-43.6%	-35.2%	-31.2%	00.0%	00.0%	00.0%	-10.4%	-22.0%
COGS % Wine,net	00.0%	00.0%	00.0%	-39.2%	-56.6%	-08.4%	-55.5%	-16.8%	00.0%	00.0%	00.0%	-05.6%	-16.1%
Gross Margin (GREV-COGS)	513,109	590,802	631,204	748,336	560,563	534,979	642,135	419,616	398,237	912,307	657,000	576,720	581,455
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-52,390	-65,341	-67,728	-81,423	-83,004	-75,598	-105,933	-115,514	-118,741	-102,789	-119,500	-112,348	-103,715
Salaries - Exempt - Commissions	0	0	-504	0	0	0	0	0	0	0	0	0	0
Wages - FTRRegular	-20	-786	0	0	0	0	-57	-2,714	-555	0	0	-1,089	-665
Wages - Seasonal	-117,874	-130,966	-147,092	-164,645	-127,619	-134,463	-179,679	-71,953	-111,251	-270,254	-183,500	-151,153	-153,520
Wages-Seasonal-Commissions	0	0	-2,946	-3,365	-2,680	-1,863	-467	-90	-825	-864	0	-593	-822
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-575	0	0	-192	-115
Incentive Program, Seasonal, NonExempt	0	0	-274	-572	-328	0	-465	-1,013	-547	-2,652	0	-1,404	-935
Total Salaries & Wages, DIRECT	-170,284	-197,094	-218,544	-250,005	-213,631	-211,923	-286,600	-191,283	-232,493	-376,558	-303,000	-266,778	-259,771
Salaries sub-total	-52,390	-65,341	-68,232	-81,423	-83,004	-75,598	-105,933	-115,514	-119,315	-102,789	-119,500	-112,539	-103,830
Wage sub-total	-117,894	-131,752	-150,312	-168,582	-130,627	-136,325	-180,667	-75,769	-113,177	-273,770	-183,500	-154,239	-155,942
Wage-FTR subsubtotal	-20	-786	0	0	0	0	-57	-2,714	-555	0	0	-1,089	-665
Wage-Seasonal subsubtotal	-117,874	-130,966	-150,312	-168,582	-130,627	-136,325	-180,610	-73,055	-112,622	-273,770	-183,500	-153,149	-155,277
Payroll Direct as a % of Revenue	-30.4%	-30.9%	-32.3%	-31.4%	-36.1%	-37.1%	-41.4%	-43.6%	-53.4%	-38.5%	-43.3%	-45.1%	-42.8%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-20,045	-23,155	-25,744	-29,234	-24,093	-25,957	-33,376	-20,901	-26,262	-44,869	-35,200	-30,678	-30,273
Group Insurance	-12,744	-16,041	-12,518	-12,233	-11,317	-11,195	-11,891	-14,504	-13,265	-13,811	-17,000	-13,860	-12,933
Retirement Plan	-1,600	-1,962	-2,036	-2,396	-2,519	-2,107	-837	-1,609	-2,829	-2,323	-1,400	-2,254	-1,941
Total Payroll Taxes & Benefits	-34,389	-41,158	-40,299	-43,863	-37,929	-39,259	-46,104	-37,014	-42,356	-61,004	-53,600	-46,792	-45,147
PAYBDN, Workers Comp Insurance	-9,664	-9,409	-12,060	-13,156	-10,978	-12,990	-16,915	-15,502	-18,276	-32,290	-24,500	-22,023	-19,195
PAYROLL BURDEN Total	-44,053	-50,566	-52,358	-57,018	-48,907	-52,249	-63,019	-52,517	-60,632	-93,294	-78,100	-68,814	-64,342
subtotal, Burden-Salary	0	0	-22,760	-24,146	-23,117	-24,269	-27,689	-34,536	-33,977	-31,851	-36,600	-33,455	-30,464
subtotal, Burden-Wage-FTR	0	0	0	-106	0	0	-8	-216	-180	0	-20	-132	-81
subtotal, Burden-Wage-Seasonal	0	0	-29,599	-32,767	-25,789	-27,979	-35,321	-17,765	-26,475	-61,443	-41,480	-35,227	-33,797
Burden % - on all Payroll Direct	25.9%	25.7%	24.0%	22.8%	22.9%	24.7%	22.0%	27.5%	26.1%	24.8%	25.8%	26.1%	25.0%
Burden % - Salary	00.0%	00.0%	33.4%	29.7%	27.9%	32.1%	26.1%	29.9%	28.5%	31.0%	30.6%	29.8%	29.5%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.9%	08.0%	32.4%	00.0%	00.0%	13.5%	11.1%
Burden % - Wage-Seasonal	00.0%	00.0%	19.7%	19.4%	19.7%	20.5%	19.6%	24.3%	23.5%	22.4%	22.6%	23.4%	22.1%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	19.7%	19.5%	19.7%	20.5%	19.6%	23.7%	23.6%	22.4%	22.6%	23.2%	22.0%
PAYROLL TOTAL (Direct&Burden)	-214,337	-247,660	-270,902	-307,024	-262,538	-264,171	-349,619	-243,799	-293,125	-469,852	-381,100	-335,592	-324,113
OPERATING EXPENSES (OE)													
Employee Meals	0	0	0	0	-13	0	0	0	0	0	0	0	0
Employee Dev/Training	-116	0	-131	-180	-156	-130	-621	-128	-70	-402	-220	-200	-270
Employee Relations	-1,796	-1,443	-690	-916	-862	-863	-1,244	-483	-2,283	-2,468	-1,100	-1,745	-1,468
Uniforms	-1,415	-3,308	-3,851	-1,284	0	-720	-2,570	-1,189	-1,912	-3,978	-3,400	-2,360	-2,074
Seminars & Conferences	-987	-1,359	-804	-1,051	-1,579	0	-648	-10	-10	-425	-1,400	-148	-219
Travel/Meeting Expense	-1,557	-1,763	-1,820	-1,284	-1,898	0	-2,129	-15	-58	-711	-1,350	-262	-583
Total Staff Expense	-5,869	-7,873	-7,296	-4,715	-4,507	-1,713	-7,212	-1,825	-4,334	-7,985	-7,470	-4,714	-4,614
Telephone	-962	-1,131	-924	-1,507	-1,712	-2,147	-3,598	-2,127	-1,483	-689	-1,500	-1,433	-2,009
Cable/Sat TV Service	-217	-348	-373	-399	-426	-456	-408	-330	-515	-906	-1,200	-584	-523
Disposal Fees	-1,809	-2,420	-2,272	-2,574	-3,949	-2,293	-2,647	-2,083	-2,798	-4,616	-4,000	-3,166	-2,887
Electricity	-5,644	-5,883	-5,446	-5,686	-5,561	-4,246	-5,561	-3,748	-2,342	-13,922	-14,000	-6,671	-5,964
Natural Gas - Buildings	-7,229	-7,847	-4,647	-4,567	891	0	0	0	-2,838	-12,293	-14,000	-5,043	-3,026
Fuel & Oil	-29,901	-47,009	-26,662	-33,261	-32,065	-30,670	-30,537	-3,482	-6,415	-24,799	-27,300	-11,565	-19,181
Propane (LPG)	0	0	0	0	-8,057	-5,033	-4,897	-1,201	-81	-9	0	-430	-2,244
Sewer Fees	-2,477	-2,536	-2,595	-2,653	-2,692	-2,692	-2,692	-2,692	-3,174	-2,459	-2,750	-2,775	-2,742
Water - Building/Facility	-3,045	-4,927	-6,176	-4,825	-784	-590	-707	-454	-168	-554	-1,200	-392	-494

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Cross Country Center (110)
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				2016 Actual	2014 Actual	2015 Actual	2017 Actual	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual							
Water - Grounds	0	0	0	0	0	0	0	0	-144	-897	0	0	0	0	-347	-208	
TOTAL UTILITIES	-51,285	-72,102	-49,095	-55,471	-54,355	-48,127	-51,045	-16,117	-19,959	-61,143	-65,950			-32,406	-39,278		
SUPPLIES & MAINTENANCE EXPENSE																	
Security Exp	0	-22	0	0	0	0	0	0	0	-125	0	0	0	-42	-25		
Hazardous Waste Clean Up	0	0	0	0	0	0	-33	0	0	0	0	0	0	0	-7		
Janitorial Services & Supplies	0	-73	-410	-489	-607	-2,341	-2,311	-646	-1,849	-5,539	-4,600	-2,678	-2,537	-2,678	-2,537		
Pest Control	0	0	0	-137	-372	-357	-477	-339	-366	-840	-600	-515	-476	-515	-476		
Contract Fees	-11,484	-13,806	-11,341	-11,915	0	0	0	0	0	0	0	0	0	0	0		
Equipment Rental	-500	-98	0	-52	-1,050	0	0	0	0	0	0	0	0	0	0		
Feed Hay Grain	0	0	0	0	0	0	-66	0	0	0	0	0	0	0	-13		
Printed Forms/Ticket Stock	0	0	0	0	0	0	-455	-2,617	-182	-5,863	-5,700	-2,888	-1,824	-2,888	-1,824		
Computer Hardware	0	0	0	0	0	0	-1,001	-101	0	0	0	-34	-220	0	-220		
Furniture and Office Equip	-1,126	-1,554	324	-314	0	-651	-833	-237	-105	-104	-100	-149	-386	-149	-386		
Office Supplies	-990	-424	-586	-455	-508	-1,425	-1,302	-762	-1,525	-1,392	-650	-1,281	-1,281	-1,281	-1,281		
Toner Cartridges	0	0	0	0	0	0	0	-772	-623	-430	0	-608	-365	0	-365		
Signs	-208	-2,663	-1,140	-701	-717	-339	-1,574	-509	-639	-3,029	-1,500	-1,392	-1,218	-1,392	-1,218		
Operating Supplies	-5,782	-6,741	-3,945	-4,339	-532	-1,052	-2,789	-1,062	-1,767	-3,976	-2,500	-2,268	-2,129	-2,268	-2,129		
Paper Products - Restaurant	0	0	0	-585	-2,349	-2,395	-1,907	-808	-113	0	0	-307	-1,045	0	-1,045		
Cleaning Supplies - Restaurant	0	0	0	0	-355	-291	-143	-11	0	0	0	-4	-89	0	-89		
Small Tools & Equipment	-22	-307	-1,061	-519	-1,131	-989	-2,589	-317	-2,163	-2,039	-900	-1,506	-1,619	-900	-1,619		
Safety Equipment	-253	-21	-376	-514	-736	-1,490	-795	-1,094	-1,879	-4,615	-1,500	-2,529	-1,974	-1,500	-1,974		
Spoilage	0	-268	-281	-358	-407	-222	0	-226	-747	-18	0	-331	-243	0	-243		
Entertainment	0	0	0	0	0	0	-250	0	-325	-650	-1,800	-325	-245	-1,800	-245		
Special Programs	-4,441	-2,447	-4,980	-5,297	-4,823	-814	-12,415	-1,542	-2,610	-615	-2,000	-1,589	-3,599	-2,000	-3,599		
Opening event expense- Lodge	0	0	0	0	0	0	0	0	-12,253	0	0	-4,084	-2,451	0	-2,451		
Repairs & Maintenance																	
General/PM	0	0	0	0	-239	-638	-2,091	-461	-277	-3,239	0	-1,326	-1,341	0	-1,341		
Plumbing	0	0	0	0	-28	-916	0	-32	0	-70	0	-34	-204	0	-204		
Lighting and Electrical	0	0	-3	-36	-931	-407	-502	0	-815	-201	0	-339	-385	0	-385		
HVAC	0	0	0	0	0	-844	-145	-11	-20	0	0	-10	-204	0	-204		
Carpentry	0	-1,547	-862	0	-148	-12	0	0	0	-8	0	-3	-4	0	-4		
Fire Suppression	0	0	0	0	-168	-544	-439	0	-285	-1,637	-2,000	-641	-581	0	-581		
Painting	0	0	0	0	-12	-967	0	0	0	0	0	-193	0	0	-193		
MaintDept Labor Charges (inactive)	0	-1,953	-1,100	0	0	-13	0	0	0	0	0	0	-3	0	-3		
Other Building	-3,445	-5,640	-6,873	-3,234	-1,954	-621	-496	0	0	-271	-3,600	-90	-278	-3,600	-278		
R&M Building	-3,445	-9,139	-8,838	-3,270	-3,481	-4,961	-3,673	-504	-1,397	-5,427	-5,600	-2,443	-3,192	-5,600	-3,192		
Asphalt	0	0	0	0	0	0	0	0	-46	-329	0	-125	-75	0	-75		
Ski Trails	0	0	0	0	-5,043	-10,018	-5,995	-2,151	-2,774	-2,252	0	-2,392	-4,638	0	-4,638		
Snow Removal	-1,449	-3,024	-2,521	-3,285	-3,386	-3,582	-5,038	-2,719	-14,796	-19,553	-27,000	-12,356	-9,138	-27,000	-9,138		
Other Grounds Maint	-4,820	-4,815	-2,500	-5,000	0	0	0	0	-132	0	0	-44	-26	0	-26		
R&M Grounds (nonGolf)	-6,269	-7,839	-5,021	-8,285	-8,428	-13,600	-11,034	-4,870	-17,616	-22,265	-27,000	-14,917	-13,877	-27,000	-13,877		
R&M Equipment (non-posting)	0	0	0	0	-168	0	0	0	0	0	0	0	0	0	0		
Snowcats	0	0	0	0	-22,195	-17,797	-26,106	-6,415	-3,948	-53,475	-45,000	-21,279	-21,548	-45,000	-21,548		
Snowmobiles	0	0	0	0	-322	-871	-2,615	-4,778	-4,530	-7,714	-3,600	-5,674	-4,102	-3,600	-4,102		
Rolling, Heavy	-49,089	-61,711	-32,567	-25,538	-314	-103	-75	-108	-438	-440	0	-329	-233	0	-233		
Rolling, Car/Truck/Bus/Van	-358	-1,391	-182	-654	-293	-298	-787	-2,397	-1,767	-3,103	-3,200	-2,422	-1,670	-3,200	-1,670		
F&B Kitchen Equip	0	0	0	-845	0	-241	-741	0	0	0	0	0	-196	0	-196		
F&B Glass/Silver/China	0	0	0	0	0	0	-10	0	0	0	0	0	-2	0	-2		
Bicycles	0	0	0	0	0	0	0	0	0	-1,966	0	-655	-393	0	-393		
Other Operating Equip R&M	-748	-1,666	-1,342	-2,248	-637	-914	-880	-49	0	-226	0	-92	-414	0	-414		
R&M Equipment	-50,195	-64,767	-34,091	-29,284	-23,928	-20,224	-31,214	-13,746	-10,683	-66,925	-51,800	-30,451	-28,558	-51,800	-28,558		
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	0	7,375	24,666	0	10,680	6,408	0	6,408		
R&M subtotal	-59,909	-81,745	-47,950	-40,839	-35,837	-38,784	-45,921	-19,119	-22,321	-69,951	-84,400	-37,130	-39,219	-84,400	-39,219		
TOTAL SUPPLIES & MAINTENANC	-84,715	-110,171	-71,745	-66,514	-49,422	-51,150	-74,861	-30,160	-49,467	-99,186	-106,250	-59,604	-60,965	-106,250	-60,965		
ADMINISTRATIVE & OTHER EXPENSE																	
Public Relations	0	-19	-7	-6	-13	-1,072	-64	-19	-44	-80	0	-47	-256	0	-256		
Promotion Expense	0	0	0	-395	0	-518	-2,073	-667	-508	-1,322	0	-832	-1,017	0	-1,017		

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

	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				
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	
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	
Special Events Revenue	560	0	0	0	0	0	0	0	0	0	0	0	0	
Total Direct Access & Use Fees	606,293	905,817	901,406	1,109,174	806,233	704,882	836,199	194,171	455,317	1,326,690	883,500	658,726	703,452	
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	150	0	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	191,279	232,044	232,988	189,670	114,399	106,355	95,345	31,665	47,479	137,687	95,000	72,277	83,706	
Employee Discounts	-12,822	-16,143	-17,375	-18,377	-889	-561	-1,331	-900	-719	-2,778	-500	-1,466	-1,258	
Discounts - Retail	-41,472	-48,580	-61,865	-44,130	-21,055	-19,247	-10,389	-1,944	-2,562	-4,748	-20,000	-3,085	-7,778	
Promotion Discounts	-5,979	-7,941	-8,110	-12,017	-4,560	-4,071	-13,045	-444	-3,653	-1,132	-6,800	-1,743	-4,469	
Total Retail Product Revenue	131,007	159,380	145,638	115,147	87,894	82,476	70,580	28,378	40,545	129,028	67,700	65,984	70,201	
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	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	-119	-280	17,779	34,500	5,794	14,458	
Rentals	294,147	428,702	441,839	534,039	390,753	379,510	483,595	121,970	233,649	752,029	466,000	369,216	394,151	
Total Lessons & Rental Revenue	614,300	849,234	935,530	1,185,091	983,174	880,326	1,139,004	297,980	460,711	1,540,830	1,080,300	766,507	863,770	
Shopping Bags	0	0	0	0	0	0	0	8	6	0	0	5	3	
Other Revenue	19,481	23,220	23,638	21,331	14,512	22,713	26,991	13,398	16,805	30,029	19,500	20,077	21,987	
Employee Housing Revenue	0	0	0	0	0	0	0	0	0	13,082	48,000	4,361	2,616	
Total Other Revenue	19,481	23,220	23,638	21,331	14,512	22,713	26,991	13,406	16,811	43,112	67,500	24,443	24,606	
GROSS REVENUE (GREV)	1,594,060	2,228,243	2,304,456	2,783,311	2,157,859	1,908,574	2,365,245	614,440	1,127,909	3,502,168	2,387,000	1,748,172	1,903,667	
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	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Consolidated Downhill Ski
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				
Beverage	-10,750	-15,293	-13,597	-13,131	0	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	-87,334	-109,332	-111,315	-92,207	-57,200	-49,690	-44,823	-15,887	-21,853	-64,103	-45,000	-33,948	-39,271	
Total COGS	-151,527	-204,256	-197,073	-195,308	-145,076	-130,813	-131,735	-40,872	-66,063	-205,359	-134,000	-104,098	-114,968	
Total Cogs / GREV %	-09.5%	-09.2%	-08.6%	-07.0%	-06.7%	-06.9%	-05.6%	-06.7%	-05.9%	-05.9%	-05.6%	-06.1%	-06.2%	
Retail Product Cogs / Retail Revenue %	-66.7%	-68.6%	-76.4%	-80.1%	-65.1%	-60.2%	-63.5%	-56.0%	-53.9%	-49.7%	-66.5%	-53.2%	-56.7%	
Retail Product Cogs / Retail Revenue,pre	-45.7%	-47.1%	-47.8%	-48.6%	-50.0%	-46.7%	-47.0%	-50.2%	-46.0%	-46.6%	-47.4%	-47.6%	-47.3%	
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%	-31.0%	-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%	
Gross Margin (GREV-COGS)	1,442,533	2,023,987	2,107,383	2,588,002	2,012,783	1,777,761	2,233,510	573,568	1,061,846	3,296,809	2,253,000	1,644,075	1,788,699	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-186,256	-240,091	-238,146	-240,997	-236,466	-276,815	-287,374	-278,756	-255,017	-329,308	-322,000	-287,694	-285,454	
Salaries - Exempt - Commissions	0	0	-1,566	0	0	0	0	-45	-68	0	0	-38	-23	
Wages - FTRRegular	-83,410	-89,759	-123,939	-133,455	-145,097	-113,153	-101,858	-87,213	-87,782	-137,765	-144,296	-104,253	-105,554	
Wages - Seasonal	-472,466	-548,854	-520,597	-579,379	-550,076	-460,468	-577,886	-198,043	-317,880	-842,386	-598,804	-452,770	-479,333	
Wages-FTR-Commissions	0	0	-936	0	0	0	0	0	0	0	0	0	0	
Wages-Seasonal-Commissions	0	0	-10,140	-11,248	-19,376	-9,425	-21,744	-2,761	-3,550	-11,758	-12,000	-6,023	-9,848	
Incentive Program, Exempt	0	0	-563	0	0	0	0	0	-1,149	0	0	-383	-230	
Incentive Program, FTR, NonExempt	0	0	0	0	-54	-246	-137	-164	-273	-683	0	-374	-301	
Incentive Program, Seasonal, NonExempt	0	0	-305	-1,521	-2,309	-1,789	-2,206	-438	-636	-14,085	0	-5,053	-3,831	
Total Salaries & Wages, DIRECT	-742,132	-878,705	-896,192	-966,600	-953,377	-861,897	-991,205	-567,420	-666,354	-1,335,985	-1,077,100	-856,586	-884,572	
Salaries sub-total	-186,256	-240,091	-240,275	-240,997	-236,466	-276,815	-287,374	-278,801	-256,233	-329,308	-322,000	-288,114	-285,706	
Wage sub-total	-555,876	-638,613	-655,916	-725,602	-716,912	-585,082	-703,831	-288,618	-410,121	-1,006,677	-755,100	-568,472	-598,866	
Wage-FTR subsubtotal	-83,410	-89,759	-124,875	-133,455	-145,150	-113,399	-101,995	-87,377	-88,056	-138,448	-144,296	-104,627	-105,855	
Wage-Seasonal subsubtotal	-472,466	-548,854	-531,041	-592,148	-571,761	-471,682	-601,836	-201,241	-322,066	-868,229	-610,804	-463,845	-493,011	
Payroll Direct as a % of Revenue	-46.6%	-39.4%	-38.9%	-34.7%	-44.2%	-45.2%	-41.9%	-92.3%	-59.1%	-38.1%	-45.1%	-63.2%	-55.3%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-52,584	-64,225	-79,297	-105,858	-100,212	-96,409	-109,900	-59,430	-69,566	-144,427	-114,000	-91,141	-95,947	
Group Insurance	-45,376	-43,061	-65,974	-65,723	-61,274	-65,335	-58,809	-61,645	-51,651	-58,155	-80,200	-57,150	-59,119	
Retirement Plan	-3,393	-5,765	-5,999	-4,792	-4,342	-4,347	-7,222	-4,330	-7,240	-6,991	-4,100	-6,187	-6,026	
Total Payroll Taxes & Benefits	-101,353	-113,051	-151,271	-176,373	-165,828	-166,091	-175,932	-125,406	-128,457	-209,573	-198,300	-154,479	-161,092	
PAYBDN, Workers Comp Insurance	-96,117	-90,177	-121,751	-89,408	-103,230	-116,285	-131,394	-142,288	-167,590	-331,954	-257,500	-213,944	-177,902	
PAYROLL BURDEN Total	-197,470	-203,229	-224,843	-265,781	-269,058	-282,376	-307,326	-267,694	-296,047	-541,527	-455,800	-368,423	-338,994	
subtotal, Burden-Salary	0	0	-76,609	-77,188	-72,655	-91,063	-97,815	-129,370	-111,415	-135,599	-146,000	-125,461	-113,052	
subtotal, Burden-Wage-FTR	0	0	-57,893	-59,593	-65,876	-61,982	-52,098	-53,671	-53,208	-73,831	-83,920	-60,237	-58,958	
subtotal, Burden-Wage-Seasonal	0	0	-90,340	-129,000	-130,526	-129,331	-157,413	-84,653	-131,424	-332,097	-225,880	-182,725	-166,984	
Burden % - on all Payroll Direct	26.6%	23.1%	25.1%	27.5%	28.2%	32.8%	31.0%	47.2%	44.4%	40.5%	42.3%	44.0%	39.2%	
Burden % - Salary	00.0%	00.0%	31.9%	32.0%	30.7%	32.9%	34.0%	46.4%	43.5%	41.2%	45.3%	43.7%	39.6%	
Burden % - Wage-FTR	00.0%	00.0%	46.4%	44.7%	45.4%	54.7%	51.1%	61.4%	60.4%	53.3%	58.2%	58.4%	56.2%	
Burden % - Wage-Seasonal	00.0%	00.0%	17.0%	21.8%	22.8%	27.4%	26.2%	42.1%	40.8%	38.2%	37.0%	40.4%	34.9%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	22.6%	26.0%	27.4%	32.7%	29.8%	47.9%	45.0%	40.3%	41.0%	44.4%	39.1%	
PAYROLL TOTAL (Direct&Burden)	-939,601	-1,081,933	-1,121,035	-1,232,381	-1,222,435	-1,144,273	-1,298,531	-835,114	-962,401	-1,877,512	-1,532,900	-1,225,009	-1,223,566	
OPERATING EXPENSES (OE)														
Employee Meals	0	-414	0	0	-479	-128	-1,974	-582	-941	-1,860	-1,250	-1,128	-1,097	
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	0	0	0	0	0	0	0	-7	
Employee Recruiting	-387	-11,410	0	-300	-300	-537	-668	-1,008	-1,053	-1,135	-1,000	-1,065	-880	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Consolidated Downhill Ski
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		2016 Actual		3-Yr	5-Yr
							2014 Actual	2015 Actual	2016 Actual				
Employee Dev/Training	-3,852	-5,604	-4,312	-626	-2,652	-1,077	-1,557	-2,699	-1,050	-2,958	-6,500	-2,236	-1,868
Employee Relations	-8,863	-10,236	-9,821	-10,515	-10,567	-10,713	-12,255	-2,986	-14,669	-21,744	-16,350	-13,133	-12,474
Uniforms	-5,719	-13,958	-11,958	-10,978	-8,677	-6,591	-8,329	-4,984	-2,883	-13,929	-9,300	-7,266	-7,343
Seminars & Conferences	-1,324	-4,148	-2,070	-1,360	-1,090	-1,461	-2,625	-150	0	-3,290	-6,050	-1,147	-1,505
Travel/Meeting Expense	-1,604	-2,996	-4,212	-4,329	-5,475	-874	-3,581	-170	-2,881	-5,042	-3,050	-2,697	-2,509
Total Staff Expense	-21,750	-48,099	-32,372	-28,108	-29,240	-21,416	-30,989	-12,580	-23,478	-78,855	-133,500	-38,304	-33,464
Telephone	-1,386	-1,366	-1,905	-2,942	-3,906	-5,067	-7,310	-5,555	-4,478	-3,948	-6,950	-4,661	-5,272
Cable/Sat TV Service	0	-677	-600	-600	-607	-656	-755	-828	-913	-1,005	-900	-915	-831
Disposal Fees	-11,725	-9,629	-13,626	-13,413	-7,883	-8,203	-11,000	-3,175	-7,885	-11,122	-7,200	-7,394	-8,277
Electricity	-38,339	-43,725	-42,580	-43,805	-45,645	-34,758	-32,975	-22,011	-23,568	-41,364	-35,800	-28,981	-30,935
Natural Gas - Buildings	-12,196	-13,170	-10,106	-10,325	-11,775	-8,194	-9,420	-7,686	-8,639	-12,702	-10,500	-9,675	-9,328
Fuel & Oil	-30,201	-45,306	-23,197	-36,428	-47,287	-41,292	-47,115	-10,409	-12,370	-37,269	-29,400	-20,016	-29,691
Propane (LPG)	0	0	0	0	-762	-267	-219	-5	-27	-332	-250	-121	-170
Sewer Fees	-20,062	-18,739	-16,116	-16,665	-17,243	-16,919	-16,919	-16,919	-16,919	-16,919	-18,310	-16,919	-16,919
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	-5,722	-25,249	-20,000	-10,587	-6,582
TOTAL UTILITIES	-117,796	-137,757	-112,929	-130,659	-139,320	-118,012	-128,718	-69,203	-82,874	-152,959	-132,210	-101,679	-110,353
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	0	-1,018	-154	-2	-214	0	-723	0	0	-37	-250	-12	-152
Hazardous Waste Clean Up	0	0	0	0	-646	-591	0	0	0	0	-1,500	0	-118
Linen Service	-2,679	-2,116	-2,899	-1,680	-1,774	-1,159	-1,196	-388	-818	-1,861	-1,100	-1,022	-1,085
Janitorial Services & Supplies	0	-807	-4,970	-7,444	-9,809	-6,091	-10,675	-1,629	-5,923	-12,487	-5,950	-6,680	-7,361
Pest Control	-56	0	0	0	56	-6	0	-750	-775	-930	0	-818	-492
Contract Fees	-7,134	-2,919	-4,379	0	0	0	0	-249	-205	-205	0	-220	-132
Equipment Rental	0	-162	-975	-882	-577	-840	-789	-709	-1,689	-1,596	-850	-1,332	-1,125
Printed Forms/Ticket Stock	0	-1,269	-9,392	-10,909	-10,131	-11,053	-1,495	-6,540	-1,766	-5,444	-8,750	-4,583	-5,259
Computer Software	0	0	0	0	0	0	0	0	0	-30	0	-10	-6
Computer Hardware	0	0	0	0	-686	0	0	0	0	0	0	0	0
Furniture and Office Equip	-4,515	-11,704	-5,729	-7,636	-8,930	-1,082	-1,657	-86	-2,364	-3,854	-3,650	-2,101	-1,809
Office Supplies	-6,491	-5,222	-4,133	-2,831	-3,862	-3,658	-3,357	-3,378	-1,417	-2,908	-3,000	-2,568	-2,944
Toner Cartridges	0	0	0	0	0	0	0	-301	-383	-1,955	0	-880	-528
Signs	-3,829	-3,914	-2,380	-4,374	-1,441	-785	-1,153	-1,978	-1,960	-5,459	-4,700	-3,132	-2,267
Operating Supplies	-28,020	-18,280	-24,844	-23,284	-7,616	-3,660	-6,964	-1,511	-1,901	-5,815	-10,160	-3,076	-3,970
Paper Products - Restaurant	0	0	-56	-3,594	-11,794	-13,222	-10,626	-5,086	-6,972	-19,752	-11,500	-10,603	-11,132
Cleaning Supplies - Restaurant	0	0	0	-454	-476	-897	-811	-670	-576	-1,496	-1,250	-914	-890
Small Tools & Equipment	-1,989	-3,260	-2,125	-5,578	-3,396	-5,605	-7,698	-2,920	-4,860	-18,137	-9,000	-8,639	-7,844
Safety Equipment	-766	-1,468	-2,081	-4,915	-2,913	-2,861	-6,954	-3,208	-4,751	-11,665	-5,800	-6,541	-5,888
Spoilage	-1,337	-2,174	-2,005	-3,649	-2,915	-1,314	-1,784	-1,904	-2,797	-1,740	0	-2,147	-1,908
Entertainment	-3,060	-3,349	-1,124	-2,423	0	-359	-339	0	-2,220	-6,650	-2,550	-2,957	-1,914
Special Programs	-15	-150	-216	-949	-701	-2,928	-4,806	-1,188	-675	-7,150	0	-3,004	-3,349
Ski Team Expense	-1,245	-4,051	-4,066	-2,262	-3,495	-2,526	-1,408	-1,834	-455	-974	-1,500	-1,088	-1,439
Repairs & Maintenance													
General/PM	0	0	-477	0	-3,694	-1,124	-1,984	-1,852	-3,240	-4,864	-2,400	-3,319	-2,613
Plumbing	0	0	0	-2,105	-1,827	-284	-272	-543	-30	-223	-750	-265	-270
Lighting and Electrical	0	0	-830	-10	-29	-334	-1,586	-156	-426	-54	-600	-212	-511
HVAC	0	0	0	0	-1,441	-1,128	-13	0	0	-370	-500	-123	-302
Carpentry	-541	-2,218	-607	-1,247	-1,313	-171	33	-275	0	-913	-1,900	-396	-265
Fire Suppression	0	0	0	0	-2,300	-1,590	-1,786	-3,732	-1,205	-2,634	-1,850	-2,524	-2,189
Painting	0	0	0	0	-1,429	-196	-107	-100	-70	-293	-700	-154	-153
MaintDept Labor Charges (inactive)	0	-15,654	-4,579	0	0	-31	0	0	0	0	0	0	-6
Other Building	-32,021	-26,394	-7,168	-7,838	-2,964	-642	-1,177	-453	-6,369	-3,767	-1,100	-3,530	-2,482
R&M Building	-32,561	-44,266	-13,661	-11,200	-14,997	-5,500	-6,891	-7,111	-13,341	-13,118	-9,800	-10,523	-8,792
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	-12,808	-13,809	-12,297	-9,587	-10,064	-14,334	-18,134	-14,000	-14,177	-12,883
Other Grounds Maint	-12,340	-10,084	0	-8,753	-108	-50	0	-204	-75	-159	0	-146	-98
R&M Grounds (nonGolf)	-28,834	-19,268	-12,012	-21,562	-21,927	-20,347	-17,265	-10,294	-14,429	-18,349	-19,000	-14,358	-16,137
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

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Consolidated Downhill Ski
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						
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			
TOTAL SUPPLIES & MAINTENANC	-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			
TOTAL OPERATING EXPENSES (OE)	-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			
TOTAL PAYROLL AND OPERATING EXPE	-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	

Winter F & B (180)

**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	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				
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														
COST OF GOODS SOLD (COGS)														
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 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				
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

	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
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	-1,286	-474	-1,518	-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**

	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				
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
Lift Maintenance (211)
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	-780	-4,423	-7,626	-7,157	-7,944	-8,083	-28,598	-25,718	-32,786	-52,493	-10,000	-36,999	-29,536
Wages - FTRegular	-48,854	-72,938	-67,570	-93,528	-89,777	-97,177	-84,781	-74,390	-71,357	-95,572	-100,650	-80,440	-84,655
Wages - Seasonal	-880	0	0	-25,287	-100,059	352	-88	-4,369	-4,331	-36,447	-30,150	-15,049	-8,977
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-273	0	0	-91	-55
Incentive Program, FTR, NonExempt	0	0	0	0	-54	-107	0	-164	0	-137	0	-100	-82
Incentive Program, Seasonal, NonExempt	0	0	0	0	-134	0	0	0	0	-300	0	-100	-60
Total Salaries & Wages, DIRECT	-50,513	-77,362	-75,196	-125,972	-197,968	-105,015	-113,467	-104,641	-108,748	-184,949	-140,800	-132,779	-123,364
Salaries sub-total	-780	-4,423	-7,626	-7,157	-7,944	-8,083	-28,598	-25,718	-33,059	-52,493	-10,000	-37,090	-29,590
Wage sub-total	-49,734	-72,938	-67,570	-118,815	-190,024	-96,932	-84,869	-78,923	-75,688	-132,456	-130,800	-95,689	-93,774
Wage-FTR subtotal	-48,854	-72,938	-67,570	-93,528	-89,831	-97,284	-84,781	-74,554	-71,357	-95,708	-100,650	-80,540	-84,737
Wage-Seasonal subtotal	-880	0	0	-25,287	-100,193	352	-88	-4,369	-4,331	-36,747	-30,150	-15,149	-9,037
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-4,158	-6,416	-5,951	-12,101	-19,853	-8,842	-10,050	-9,514	-9,913	-17,140	-13,200	-12,189	-11,092
Group Insurance	-12,009	-14,083	-14,884	-22,548	-20,668	-30,179	-21,713	-23,089	-20,901	-21,751	-24,300	-21,913	-23,526
Retirement Plan	-20	-1,597	-2,543	-2,215	-1,755	-1,189	-1,241	-591	-2,409	-1,915	-900	-1,638	-1,469
Total Payroll Taxes & Benefits	-16,187	-22,096	-23,378	-36,864	-42,275	-40,210	-33,004	-33,194	-33,223	-40,806	-38,400	-35,741	-36,087
PAYBDN, Workers Comp Insurance	-7,459	-7,251	-7,406	-13,583	-24,825	-15,822	-15,039	-22,870	-22,871	-40,207	-33,700	-28,649	-23,362
PAYROLL BURDEN Total	-23,646	-29,347	-30,784	-50,447	-67,100	-56,032	-48,043	-56,064	-56,094	-81,014	-72,100	-64,391	-59,449
subtotal, Burden-Salary	0	0	-2,715	-2,559	-2,638	-2,945	-5,738	-9,470	-11,162	-16,160	-3,500	-12,264	-9,095
subtotal, Burden-Wage-FTR	0	0	-28,070	-41,150	-40,392	-53,118	-42,281	-44,705	-43,068	-51,862	-58,010	-46,545	-47,007
subtotal, Burden-Wage-Seasonal	0	0	0	-6,738	-24,070	31	-23	-1,889	-1,864	-12,992	-10,590	-5,582	-3,347
Burden % - on all Payroll Direct	46.8%	37.9%	40.9%	40.0%	33.9%	53.4%	42.3%	53.6%	51.6%	43.8%	51.2%	49.7%	48.9%
Burden % - Salary	00.0%	00.0%	35.6%	35.7%	33.2%	36.4%	20.1%	36.8%	33.8%	30.8%	35.0%	33.8%	31.6%
Burden % - Wage-FTR	00.0%	00.0%	41.5%	44.0%	45.0%	54.6%	49.9%	60.0%	60.4%	54.2%	57.6%	58.2%	55.8%
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	26.6%	24.0%	08.8%	26.3%	43.2%	43.0%	35.4%	35.1%	40.5%	31.4%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	41.5%	40.3%	33.9%	54.8%	49.8%	59.0%	59.4%	49.0%	52.4%	55.8%	54.4%
PAYROLL TOTAL (Direct&Burden)	-74,160	-106,709	-105,981	-176,418	-265,068	-161,047	-161,509	-160,705	-164,842	-265,963	-212,900	-197,170	-182,813
OPERATING EXPENSES (OE)													
Employee Meals	0	0	0	0	-98	0	0	0	0	0	0	0	0
Employee Dev/Training	-2,785	-4,035	-1,974	0	-575	-954	-1,804	-1,804	0	-2,040	-3,000	-1,281	-1,075
Employee Relations	0	0	-33	0	-316	-40	-43	0	-37	-25	-150	-21	-29
Uniforms	-15	-70	-356	-46	-87	-991	-1,524	-2,138	-890	-1,159	-2,400	-1,396	-1,340
Seminars & Conferences	0	0	0	0	0	-646	-390	0	0	0	-2,500	0	-207
Travel/Meeting Expense	-100	-146	-22	0	-595	-75	0	0	-25	-3,921	-500	-1,315	-923
Total Staff Expense	-2,900	-4,251	-2,385	-46	-501	-2,847	-2,987	-3,942	-951	-7,145	-8,550	-4,013	-3,574
Telephone	0	0	0	0	0	0	-1,851	-541	-662	-320	-1,800	-508	-675
Disposal Fees	0	0	0	-41	0	0	0	0	0	0	0	0	0
Electricity	-924	-1,078	-842	-1,043	-1,562	-2,468	-2,920	-2,493	-2,048	-2,823	-2,800	-2,455	-2,550
Natural Gas - Buildings	-1,985	-2,080	-1,337	-1,650	-1,729	-776	-943	-2,176	-2,865	-4,176	-3,500	-3,073	-2,187
Fuel & Oil	-1,204	-1,479	-607	-240	-1,730	0	-409	0	0	-1,258	-600	-419	-333
Sewer Fees	-182	-186	-191	-196	-199	-199	-199	-199	-199	-199	-250	-199	-199
Water - Grounds	0	0	0	0	0	0	0	0	0	-335	0	-112	-67
TOTAL UTILITIES	-4,296	-4,824	-2,976	-3,170	-5,220	-3,443	-6,322	-5,409	-5,774	-9,111	-8,950	-6,765	-6,012

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Lift Maintenance (211)
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														
Hazardous Waste Clean Up	0	0	0	0	0	-527	0	0	0	0	0	0	0	-105
Linen Service	0	0	0	0	0	0	0	0	0	-9	0	0	-3	-2
Janitorial Services & Supplies	0	0	0	0	0	-125	-31	0	-476	0	0	-159	0	-126
Pest Control	0	0	0	0	0	-6	0	0	0	0	0	0	0	-1
Equipment Rental	0	0	0	0	0	-104	-179	-229	-154	-271	0	-218	0	-187
Furniture and Office Equip	0	-4,119	-621	0	-1,069	-26	0	0	0	-1,507	0	-502	0	-307
Office Supplies	0	-91	-56	0	0	-155	-38	0	-14	0	0	-5	0	-41
Signs	0	0	0	0	0	-27	0	0	0	0	0	0	0	-5
Operating Supplies	-217	-390	-2,610	-401	-1,262	-232	0	0	-72	-245	-980	-106	-110	
Small Tools & Equipment	-1,061	-336	-1,104	-271	-1,327	-506	-549	-412	-2,724	-3,726	-3,150	-2,287	-1,583	
Safety Equipment	-8	0	-1,706	0	-36	-417	-280	-542	-409	-2,897	-1,200	-1,283	-909	
Repairs & Maintenance														
General/PM	0	0	0	0	0	-4	0	0	0	0	0	0	0	-1
Plumbing	0	0	0	0	0	0	0	-27	0	-8	0	-12	0	-7
Lighting and Electrical	0	0	0	0	0	-130	-52	-119	0	0	0	-40	0	-60
HVAC	0	0	0	0	0	0	0	0	0	-161	0	-54	0	-32
Carpentry	0	0	0	0	0	0	0	-164	0	0	0	-55	0	-33
Painting	0	0	0	0	0	0	-20	0	0	0	0	0	0	-4
Other Building	-380	0	-150	-437	-551	0	0	-250	-232	0	0	-161	0	-96
R&M Building	-380	0	-150	-437	-551	-134	-72	-560	-232	-170	0	-321	-234	
Snow Removal	0	0	0	-96	0	-194	0	0	0	0	0	0	0	-39
Other Grounds Maint	0	-2,038	0	-553	0	0	0	0	0	0	0	0	0	0
R&M Grounds (nonGolf)	0	-2,038	0	-649	0	-194	0	0	0	0	0	0	0	-39
Ski Lifts, Fixed Grip	-7,636	-1,749	-5,546	-4,900	-3,663	-5,725	-2,903	-2,581	-3,722	-12,339	-8,700	-6,214	-5,454	
Ski Lifts, Surface	0	0	0	0	-38	-1,028	-730	-1,823	-127	-919	-3,600	-956	-925	
Snowcats	0	0	0	0	0	-357	0	0	0	-188	0	-63	0	-109
Snowmobiles	0	0	0	0	0	-15	-71	0	0	0	0	0	0	-17
Rolling, Heavy	0	0	0	-85	-832	0	0	0	0	-213	0	-71	0	-43
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	-115	-632	-939	0	0	0	-313	0	-337
Other Operating Equip R&M	0	-108	0	-201	-469	-380	-17	-436	-40	0	-1,200	-159	0	-175
R&M Equipment	-7,636	-1,857	-5,546	-5,186	-5,003	-7,619	-4,353	-5,778	-3,889	-13,658	-13,500	-7,775	-7,060	
Contra - Inter-Dept. Charges	0	0	0	0	0	30,673	14,979	10,646	10,148	23,144	42,380	14,646	17,918	
R&M subtotal	-8,016	-3,894	-5,695	-6,272	-5,554	22,725	10,553	4,307	6,027	9,317	28,880	6,550	10,586	
TOTAL SUPPLIES & MAINTENANC	-9,302	-8,829	-11,793	-6,944	-9,247	20,600	9,476	3,124	2,177	662	23,550	1,988	7,208	
ADMINISTRATIVE & OTHER EXPENSE														
Dues & Subscriptions	0	0	0	0	0	0	0	0	0	-751	0	-250	0	-150
Licenses, Permits, Fees	-1,750	-1,500	-2,133	-2,383	-2,608	-3,314	-5,361	-3,517	-609	-4,317	-6,650	-2,815	-3,424	
Mileage Reimbursement	0	0	-13	0	0	-40	-23	0	0	0	0	0	0	-13
Postage - General	0	0	0	0	0	-13	-50	0	-17	0	0	-6	0	-16
TOTAL ADMINISTRATIVE & OTHER EXP	-1,750	-1,500	-2,147	-2,383	-2,608	-3,367	-5,435	-3,517	-626	-5,068	-6,650	-3,070	-3,603	
TOTAL OPERATING EXPENSES (OE)	-18,248	-19,404	-19,301	-12,543	-17,575	10,942	-5,266	-9,745	-5,174	-20,662	-600	-11,860	-5,981	
TOTAL PAYROLL AND OPERATING EXPE	-92,408	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-213,500	-209,030	-188,794	
N O R 1, before OH	-92,408	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-213,500	-209,030	-188,794	
N O R 2, after OH	-92,408	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-213,500	-209,030	-188,794	
T O C	-92,408	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-213,500	-209,030	-188,794	
NOR AFTER Assessment Revenue, Opera	-92,408	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-213,500	-209,030	-188,794	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowmaking (212)
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														
COST OF GOODS SOLD (COGS)														
PAYROLL														
SALARIES & WAGES														
Wages - Seasonal	0	0	0	0	0	0	0	0	-937	-3,720	-14,000	-1,552	-931	
Total Salaries & Wages, DIRECT	0	0	0	0	0	0	0	0	-937	-3,720	-14,000	-1,552	-931	
Wage sub-total	0	0	0	0	0	0	0	0	-937	-3,720	-14,000	-1,552	-931	
Wage-Seasonal subtotal	0	0	0	0	0	0	0	0	-937	-3,720	-14,000	-1,552	-931	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	0	0	0	0	0	0	0	0	-135	-446	-2,100	-194	-116	
Total Payroll Taxes & Benefits	0	0	0	0	0	0	0	0	-135	-446	-2,100	-194	-116	
PAYBDN, Workers Comp Insurance	0	0	0	0	0	0	0	0	0	-887	-3,700	-296	-177	
PAYROLL BURDEN Total	0	0	0	0	0	0	0	0	-135	-1,333	-5,800	-489	-294	
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	0	0	0	200	0	0	
subtotal, Burden-Wage-Seasonal	0	0	0	0	0	0	0	0	-135	-1,333	-6,000	-489	-294	
Burden % - on all Payroll Direct	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.4%	35.8%	41.4%	16.8%	10.1%
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.4%	35.8%	42.9%	16.8%	10.1%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.4%	35.8%	41.4%	16.8%	10.1%	
PAYROLL TOTAL (Direct&Burden)	0	0	0	0	0	0	0	0	-1,072	-5,053	-19,800	-2,042	-1,225	
OPERATING EXPENSES (OE)														
Uniforms	0	0	0	0	0	0	0	0	0	0	-500	0	0	
Total Staff Expense	0	0	0	0	0	0	0	0	0	0	-500	0	0	
Electricity	0	0	0	0	0	0	0	0	-2,122	-4,638	-8,000	-2,253	-1,352	
Water - Grounds	0	0	0	0	0	0	0	0	-5,020	-23,598	-20,000	-9,539	-5,724	
TOTAL UTILITIES	0	0	0	0	0	0	0	0	-7,142	-28,236	-28,000	-11,792	-7,075	
SUPPLIES & MAINTENANCE EXPENSE														
Safety Equipment	0	0	0	0	0	0	0	0	-830	0	-300	-277	-166	
Repairs & Maintenance														
Snowmaking	0	0	0	0	0	0	0	0	0	-1,346	-4,400	-449	-269	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	0	0	-179	0	-60	-36	
R&M Equipment	0	0	0	0	0	0	0	0	0	-1,525	-4,400	-508	-305	
R&M subtotal	0	0	0	0	0	0	0	0	0	-1,525	-4,400	-508	-305	
TOTAL SUPPLIES & MAINTENANC	0	0	0	0	0	0	0	0	-830	-1,525	-4,700	-785	-471	
ADMINISTRATIVE & OTHER EXPENSE														
Postage - General	0	0	0	0	0	0	0	0	0	-11	0	-4	-2	
TOTAL ADMINISTRATIVE & OTHER EXP	0	0	0	0	0	0	0	0	0	-11	0	-4	-2	
TOTAL OPERATING EXPENSES (OE)	0	0	0	0	0	0	0	0	-7,972	-29,772	-33,200	-12,581	-7,549	
TOTAL PAYROLL AND OPERATING EXPE	0	0	0	0	0	0	0	0	-9,044	-34,825	-53,000	-14,623	-8,774	
N O R 1, before OH	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
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 Retail (214)
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 - Retail	191,279	232,044	232,988	189,670	114,399	106,356	95,345	31,665	47,479	137,687	95,000	72,277	83,706	
Employee Discounts	-1,001	-1,391	-793	-387	-282	-238	-232	-395	-646	-1,366	-500	-802	-575	
Discounts - Retail	-41,472	-48,580	-61,700	-44,130	-21,027	-19,247	-10,389	-1,944	-2,562	-4,748	-20,000	-3,085	-7,778	
Promotion Discounts	-70	-408	0	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	148,737	181,665	170,495	145,153	93,089	86,870	84,724	29,326	44,271	131,573	74,500	68,390	75,353	
Shopping Bags	0	0	0	0	0	0	0	8	6	0	0	5	3	
Other Revenue	9,885	13,053	13,493	14,894	11,353	8,360	9,967	955	3,663	13,116	15,500	5,911	7,212	
Total Other Revenue	9,885	13,053	13,493	14,894	11,353	8,360	9,967	963	3,669	13,116	15,500	5,916	7,215	
GROSS REVENUE (GREV)	158,622	194,718	183,988	160,047	104,442	95,230	94,691	30,289	47,940	144,689	90,000	74,306	82,568	
COST OF GOODS SOLD (COGS)														
Retail Product Cogs	-87,334	-109,332	-111,315	-91,338	-56,521	-49,690	-44,193	-15,887	-21,853	-63,907	-45,000	-33,882	-39,106	
Total COGS	-87,334	-109,332	-111,315	-91,338	-56,521	-49,690	-44,193	-15,887	-21,853	-63,907	-45,000	-33,882	-39,106	
Total Cogs / GREV %	-55.1%	-56.1%	-60.5%	-57.1%	-54.1%	-52.2%	-46.7%	-52.4%	-45.6%	-44.2%	-50.0%	-47.4%	-48.2%	
Retail Product Cogs / Retail Revenue %	-58.7%	-60.2%	-65.3%	-62.9%	-60.7%	-57.2%	-52.2%	-54.2%	-49.4%	-48.6%	-60.4%	-50.7%	-52.3%	
Retail Product Cogs / Retail Revenue,pre	-45.7%	-47.1%	-47.8%	-48.2%	-49.4%	-46.7%	-46.4%	-50.2%	-46.0%	-46.4%	-47.4%	-47.5%	-47.1%	
Gross Margin (GREV-COGS)	71,287	85,386	72,673	68,710	47,920	45,540	50,499	14,403	26,087	80,782	45,000	40,424	43,462	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-35,402	-39,046	-34,112	-36,312	-38,470	-36,833	-38,978	-19,616	-9,319	-10,119	-10,000	-13,018	-22,973	
Salaries - Exempt - Commissions	0	0	-1,566	0	0	0	0	0	0	0	0	0	0	
Wages - FTRRegular	0	0	0	0	0	0	0	0	0	-8,669	-17,000	-2,890	-1,734	
Wages - Seasonal	-14,836	-16,100	-11,183	0	0	0	0	-5,582	-11,997	-13,098	0	-10,226	-6,135	
Total Salaries & Wages, DIRECT	-50,238	-55,146	-46,862	-36,312	-38,470	-36,833	-38,978	-25,197	-21,315	-31,886	-27,000	-26,133	-30,842	
Salaries sub-total	-35,402	-39,046	-35,678	-36,312	-38,470	-36,833	-38,978	-19,616	-9,319	-10,119	-10,000	-13,018	-22,973	
Wage sub-total	-14,836	-16,100	-11,183	0	0	0	0	-5,582	-11,997	-21,767	-17,000	-13,115	-7,869	
Wage-FTR subtotal	0	0	0	0	0	0	0	0	0	-8,669	-17,000	-2,890	-1,734	
Wage-Seasonal subtotal	-14,836	-16,100	-11,183	0	0	0	0	-5,582	-11,997	-13,098	0	-10,226	-6,135	
Payroll Direct as a % of Revenue	-31.7%	-28.3%	-25.5%	-22.7%	-36.8%	-38.7%	-41.2%	-83.2%	-44.5%	-22.0%	-30.0%	-49.9%	-45.9%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-4,904	-5,260	-4,365	-3,192	-3,270	-3,406	-3,454	-3,096	-2,235	-3,037	-2,600	-2,789	-3,046	
Group Insurance	-3,382	-3,604	-7,237	-6,444	-5,986	-5,887	-6,058	-5,614	-751	-1,552	-7,000	-2,639	-3,972	
Retirement Plan	-1,210	-1,927	-1,020	-638	-812	-658	-947	-158	-71	-292	-200	-173	-425	
Total Payroll Taxes & Benefits	-9,495	-10,791	-12,622	-10,274	-10,068	-9,951	-10,458	-8,868	-3,056	-4,881	-9,800	-5,602	-7,443	
PAYBDN, Workers Comp Insurance	-4,042	-5,606	-4,088	-4,020	-4,968	-4,986	-5,259	-8,269	-5,881	-7,905	-6,400	-7,352	-6,460	
PAYROLL BURDEN Total	-13,537	-16,398	-16,710	-14,294	-15,036	-14,937	-15,717	-17,137	-8,937	-12,786	-16,200	-12,954	-13,903	
subtotal, Burden-Salary	0	0	-15,193	-14,243	-15,036	-14,937	-15,717	-15,296	-4,176	-4,560	-4,600	-8,010	-10,937	
subtotal, Burden-Wage-FTR	0	0	0	-51	0	0	0	0	0	-3,572	-11,600	-1,191	-714	
subtotal, Burden-Wage-Seasonal	0	0	-1,517	0	0	0	0	-1,842	-4,762	-4,654	0	-3,752	-2,251	
Burden % - on all Payroll Direct	26.9%	29.7%	35.7%	39.4%	39.1%	40.6%	40.3%	68.0%	41.9%	40.1%	60.0%	50.0%	46.2%	
Burden % - Salary	00.0%	00.0%	42.6%	39.2%	39.1%	40.6%	40.3%	78.0%	44.8%	45.1%	46.0%	55.9%	49.7%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	41.2%	68.2%	13.7%	08.2%	
Burden % - Wage-Seasonal	00.0%	00.0%	13.6%	00.0%	00.0%	00.0%	00.0%	33.0%	39.7%	35.5%	00.0%	36.1%	21.6%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	13.6%	00.0%	00.0%	00.0%	00.0%	33.0%	39.7%	37.8%	68.2%	36.8%	22.1%	
PAYROLL TOTAL (Direct&Burden)	-63,775	-71,544	-63,571	-50,607	-53,506	-51,770	-54,696	-42,335	-30,253	-44,672	-43,200	-39,086	-44,745	
OPERATING EXPENSES (OE)														
Employee Relations	-108	-7	-172	0	0	0	0	0	0	0	0	0	0	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski Retail (214)
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			
Uniforms	-157	-192	0	0	0	0	0	0	0	0	0	0	0
Travel/Meeting Expense	-70	0	0	0	0	0	0	0	0	0	0	0	0
Total Staff Expense	-335	-199	-172	0	0	0	0	0	0	0	0	0	0
Telephone	-260	-286	-316	-359	-390	-432	-539	-686	-989	-715	-600	-797	-672
TOTAL UTILITIES	-260	-286	-316	-359	-390	-432	-539	-686	-989	-715	-600	-797	-672
SUPPLIES & MAINTENANCE EXPENSE													
Furniture and Office Equip	0	0	0	0	-102	-130	-161	-86	-31	-54	0	-57	-92
Office Supplies	-84	-100	-188	-92	-6	-51	-204	-73	0	-33	-100	-36	-72
Toner Cartridges	0	0	0	0	0	0	0	0	-166	0	0	-55	-33
Signs	0	0	0	0	0	0	0	0	0	0	-100	0	0
Operating Supplies	-62	-114	-65	-248	0	-19	-73	0	0	-27	-80	-9	-24
Small Tools & Equipment	0	0	0	-112	0	0	-33	-72	0	0	0	-24	-21
Spoilage	0	-115	0	-46	0	-21	0	-98	-124	0	0	-74	-49
Repairs & Maintenance													
MaintDept Labor Charges (inactive)	0	0	-13	0	0	0	0	0	0	0	0	0	0
R&M Building	0	0	-13	0	0	0	0	0	0	0	0	0	0
Other Operating Equip R&M	-95	-181	-147	-299	-28	0	0	0	-302	0	-200	-101	-60
R&M Equipment	-95	-181	-147	-299	-28	0	0	0	-302	0	-200	-101	-60
Contra - Inter-Dept. Charges	0	0	0	0	0	0	0	0	0	206	0	69	41
R&M subtotal	-95	-181	-159	-299	-28	0	0	0	-302	206	-200	-32	-19
TOTAL SUPPLIES & MAINTENANC	-241	-510	-412	-797	-137	-221	-471	-329	-624	91	-480	-287	-311
ADMINISTRATIVE & OTHER EXPENSE													
Resort Advertising	-684	-455	-494	0	0	0	0	0	0	0	0	0	0
Mileage Reimbursement	0	0	0	0	-87	0	0	0	0	0	0	0	0
Postage - General	0	-65	0	-11	0	0	0	0	0	0	-50	0	0
Credit Card Expense	-3,542	-4,260	-4,010	-5,994	-4,395	-3,381	-2,911	-537	-1,124	-8,355	-2,270	-3,339	-3,262
Over/Short	70	-17	102	84	0	0	0	0	0	0	0	0	0
TOTAL ADMINISTRATIVE & OTHER EXP	-4,155	-4,797	-4,403	-5,921	-4,483	-3,381	-2,911	-537	-1,124	-8,355	-2,320	-3,339	-3,262
TOTAL OPERATING EXPENSES (OE)	-4,992	-5,792	-5,303	-7,077	-5,009	-4,034	-3,921	-1,552	-2,737	-8,979	-3,400	-4,423	-4,245
TOTAL PAYROLL AND OPERATING EXPE	-68,767	-77,336	-68,875	-57,684	-58,515	-55,804	-58,616	-43,887	-32,990	-53,650	-46,600	-43,509	-48,989
N O R 1, before OH	2,521	8,050	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	-1,600	-3,085	-5,527
N O R 2, after OH	2,521	8,050	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	-1,600	-3,085	-5,527
T O C	-156,101	-186,668	-180,189	-149,022	-115,036	-105,494	-102,809	-59,773	-54,843	-117,558	-91,600	-77,391	-88,095
REV to TOC (CRR%)	-101.6%	-104.3%	-102.1%	-107.4%	-90.8%	-90.3%	-92.1%	-50.7%	-87.4%	-123.1%	-98.3%	-87.1%	-88.7%
NOR AFTER Assessment Revenue, Opera	2,521	8,050	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	-1,600	-3,085	-5,527

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski Rental (215)
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													
Employee Discounts	0	0	0	-377	-607	-323	-1,099	-505	-73	-1,194	0	-591	-639
Discounts - Retail	0	0	0	0	-28	0	0	0	0	0	0	0	0
Promotion Discounts	-450	-818	-1,368	-1,199	0	-371	-3,795	-60	0	0	0	-20	-845
Total Retail Product Revenue	-450	-818	-1,368	-1,575	-635	-694	-4,894	-565	-73	-1,194	0	-611	-1,484
Rentals	294,147	428,702	441,839	534,039	390,753	379,510	483,595	121,970	233,649	752,029	466,000	369,216	394,151
Total Lessons & Rental Revenue	294,147	428,702	441,839	534,039	390,753	379,510	483,595	121,970	233,649	752,029	466,000	369,216	394,151
Other Revenue	8,015	7,509	8,522	4,755	2,200	6,025	5,386	1,325	2,432	7,295	4,000	3,684	4,493
Total Other Revenue	8,015	7,509	8,522	4,755	2,200	6,025	5,386	1,325	2,432	7,295	4,000	3,684	4,493
GROSS REVENUE (GREV)	301,712	435,393	448,993	537,219	392,317	384,842	484,087	122,730	236,008	758,129	470,000	372,289	397,159
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	301,712	435,393	448,993	537,219	392,317	384,842	484,087	122,730	236,008	758,129	470,000	372,289	397,159
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-20,506	-34,131	-28,376	-23,020	-7,944	-8,083	-8,669	-8,778	-9,319	-10,119	-10,000	-9,405	-8,994
Wages - FTRRegular	-8,559	-458	0	0	0	-206	0	0	0	0	0	0	-41
Wages - Seasonal	-50,232	-54,307	-52,718	-82,479	-73,804	-67,190	-74,189	-23,606	-41,746	-92,211	-72,000	-52,521	-59,788
Incentive Program, Seasonal, NonExempt	0	0	0	0	-408	-332	-547	-438	0	-1,310	0	-583	-525
Total Salaries & Wages, DIRECT	-79,296	-88,897	-81,095	-105,500	-82,156	-75,810	-83,405	-32,822	-51,065	-103,641	-82,000	-62,509	-69,349
Salaries sub-total	-20,506	-34,131	-28,376	-23,020	-7,944	-8,083	-8,669	-8,778	-9,319	-10,119	-10,000	-9,405	-8,994
Wage sub-total	-58,790	-54,766	-52,718	-82,479	-74,212	-67,728	-74,736	-24,044	-41,746	-93,521	-72,000	-53,104	-60,355
Wage-FTR subsubtotal	-8,559	-458	0	0	0	-206	0	0	0	0	0	0	-41
Wage-Seasonal subsubtotal	-50,232	-54,307	-52,718	-82,479	-74,212	-67,522	-74,736	-24,044	-41,746	-93,521	-72,000	-53,104	-60,314
Payroll Direct as a % of Revenue	-26.3%	-20.4%	-18.1%	-19.6%	-20.9%	-19.7%	-17.2%	-26.7%	-21.6%	-13.7%	-17.4%	-20.7%	-19.8%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-6,807	-7,466	-7,549	-12,973	-9,686	-9,741	-9,674	-4,073	-5,788	-11,900	-9,400	-7,254	-8,235
Group Insurance	-1,000	-1,355	-11,116	-6,444	-997	-982	-1,010	-936	-751	-850	-1,200	-845	-906
Retirement Plan	-436	-200	-175	-60	-63	-60	-60	-8	-140	-292	-200	-146	-112
Total Payroll Taxes & Benefits	-8,243	-9,021	-18,840	-19,477	-10,746	-10,783	-10,744	-5,016	-6,678	-13,042	-10,800	-8,245	-9,253
PAYBDN, Workers Comp Insurance	-5,886	-8,107	-8,241	-11,334	-10,660	-11,835	-12,029	-9,256	-14,684	-28,656	-21,600	-17,532	-15,292
PAYROLL BURDEN Total	-14,129	-17,128	-27,081	-30,810	-21,407	-22,618	-22,773	-14,272	-21,362	-41,698	-32,400	-25,777	-24,545
subtotal, Burden-Salary	0	0	-13,027	-10,759	-2,683	-2,983	-2,952	-3,916	-4,244	-4,558	-4,600	-4,239	-3,731
subtotal, Burden-Wage-FTR	0	0	-3,934	-3	0	-30	0	0	0	0	280	0	-6
subtotal, Burden-Wage-Seasonal	0	0	-10,119	-20,049	-18,724	-19,605	-19,820	-10,357	-17,118	-37,139	-28,080	-21,538	-20,808
Burden % - on all Payroll Direct	17.8%	19.3%	33.4%	29.2%	26.1%	29.8%	27.3%	43.5%	41.8%	40.2%	39.5%	41.9%	36.5%
Burden % - Salary	00.0%	00.0%	45.9%	46.7%	33.8%	36.9%	34.1%	44.6%	45.5%	45.0%	46.0%	45.1%	41.2%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	14.8%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	03.0%
Burden % - Wage-Seasonal	00.0%	00.0%	19.2%	24.3%	25.2%	29.0%	26.5%	43.1%	41.0%	39.7%	39.0%	41.3%	35.9%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	26.7%	24.3%	25.2%	29.0%	26.5%	43.1%	41.0%	39.7%	38.6%	41.3%	35.9%
PAYROLL TOTAL (Direct&Burden)	-93,425	-106,025	-108,176	-136,310	-103,562	-98,428	-106,178	-47,095	-72,427	-145,338	-114,400	-88,287	-93,893
OPERATING EXPENSES (OE)													
Employee Meals	0	0	0	0	-368	0	0	0	0	0	-150	0	0
Employee Recruiting	0	0	0	0	0	0	0	0	-36	-54	0	-30	-18
Employee Dev/Training	-695	-85	-1,288	-40	-900	-135	-175	-640	-750	-130	-500	-507	-366
Employee Relations	-347	-292	-522	-356	-316	-518	-393	-134	0	-119	-500	-84	-233
Uniforms	-524	-691	0	-302	-64	-169	0	0	0	0	-500	0	-34
Seminars & Conferences	-1,059	-70	-85	-645	0	-585	0	0	0	0	-400	0	-117

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski Rental (215)
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				2016 Actual	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Travel/Meeting Expense	-771	-950	-1,115	0	-1,039	0	0	0	0	0	0	0	0	0
Total Staff Expense	-3,396	-2,087	-3,010	-1,343	-2,688	-1,407	-568	-774	-786	-303	-2,050	-621	-767	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	-75	-154	0	0	0	0	0	0	0	0	0	0	
Janitorial Services & Supplies	0	-37	-168	-2	-19	0	0	0	0	0	0	0	0	
Printed Forms/Ticket Stock	0	0	0	-864	-1,192	-1,415	-1,151	0	0	0	-750	0	-513	
Furniture and Office Equip	-20	-250	0	-233	-547	0	0	0	0	-428	-250	-143	-86	
Office Supplies	-4,212	-2,684	-1,352	-237	-25	-436	-468	-70	-3	-96	-350	-56	-215	
Toner Cartridges	0	0	0	0	0	0	0	0	-217	0	0	-72	-43	
Signs	-361	0	0	0	0	0	0	0	0	-54	-250	-18	-11	
Operating Supplies	-1,710	-111	-1,479	-2,783	-1,273	-1,193	-774	0	-28	-790	-1,500	-273	-557	
Small Tools & Equipment	-6	-759	-267	-427	-424	-164	-390	-48	-290	-1,040	-600	-460	-387	
Safety Equipment	0	-33	0	-13	0	-19	0	0	0	0	-100	0	-4	
Repairs & Maintenance														
Other Building	-23	-54	-26	-152	0	0	0	0	0	0	-200	0	0	
R&M Building	-23	-54	-26	-152	0	0	0	0	0	0	-200	0	0	
Other Operating Equip R&M	-585	-228	-407	-469	-323	-1,113	-619	0	-554	0	-500	-185	-457	
R&M Equipment	-585	-228	-407	-469	-323	-1,113	-619	0	-554	0	-500	-185	-457	
Contra - Inter-Dept. Charges	0	0	0	0	0	0	728	0	0	225	0	75	191	
R&M subtotal	-608	-283	-433	-621	-323	-1,113	109	0	-554	225	-700	-110	-266	
TOTAL SUPPLIES & MAINTENANC	-6,918	-4,232	-3,854	-5,180	-3,804	-4,340	-2,675	-119	-1,092	-2,183	-4,500	-1,131	-2,082	
ADMINISTRATIVE & OTHER EXPENSE														
Licenses, Permits, Fees	0	0	-29	0	0	0	0	0	0	0	0	0	0	
Mileage Reimbursement	0	0	-66	-113	0	0	0	0	-78	-78	-200	-52	-31	
Postage - General	-1	0	-9	-2	-93	-15	0	0	0	-11	-50	-4	-5	
Printing - Other	0	0	0	0	-769	0	0	0	0	0	0	0	0	
Credit Card Expense	-9,679	-13,194	-12,550	-14,750	-12,421	-9,244	-13,652	-1,900	-5,511	-18,142	-8,900	-8,518	-9,690	
Over/Short	-83	40	315	57	-234	-429	-75	-20	-232	-78	0	-110	-167	
TOTAL ADMINISTRATIVE & OTHER EXP	-9,764	-13,154	-12,339	-14,808	-13,518	-9,688	-13,727	-1,920	-5,821	-18,309	-9,150	-8,683	-9,893	
TOTAL OPERATING EXPENSES (OE)	-20,078	-19,473	-19,203	-21,331	-20,010	-15,434	-16,969	-2,813	-7,698	-20,794	-15,700	-10,435	-12,742	
TOTAL PAYROLL AND OPERATING EXPE	-113,503	-125,498	-127,379	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-130,100	-98,722	-106,635	
N O R 1, before OH	188,209	309,895	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	339,900	273,567	290,524	
N O R 2, after OH	188,209	309,895	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	339,900	273,567	290,524	
T O C	-113,503	-125,498	-127,379	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-130,100	-98,722	-106,635	
REV to TOC (CRR%)	-265.8%	-346.9%	-352.5%	-340.8%	-317.5%	-338.0%	-393.1%	-245.9%	-294.5%	-456.3%	-361.3%	-332.3%	-345.6%	
NOR AFTER Assessment Revenue, Opera	188,209	309,895	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	339,900	273,567	290,524	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski School (220)
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														
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 - FTRRegular	-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	-25,677	-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%	47.4%	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%	41.2%	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	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years			2017 Budget			
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr	
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	0	-50	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

	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				
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 subsubtotal	0	0	0	0	0	40	0	0	0	0	0	0	8	
Wage-Seasonal subsubtotal	-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	-100
Furniture and Office Equip	-1,106	-869	-83	-73	0	0	0	0	0	0	0	0	0
Office Supplies	-244	-113	-42	-55	-264	0	0	0	0	0	0	0	0
Signs	-194	-25	0	-440	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
Ski Team Expense	-689	-760	0	0	0	-69	0	0	0	0	0	0	-14
Repairs & Maintenance													
Carpentry	-275	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
Other Building	-83	-36	-35	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
R&M subtotal	-358	-36	-198	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
Dues & Subscriptions	0	-85	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
Printing - TD News	-201	-1,166	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
Credit Card Expense	0	0	-17	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
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	2015	2016		3-Yr	5-Yr
								Actual	Actual	Actual			
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**

	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				
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	2015	2016		3-Yr	5-Yr	
								Actual	Actual	Actual				
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										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				
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	-479	-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				2017 Budget	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
Campground (100)
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				
Revenue														
Campground Revenue	40,339	35,219	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	56,600	54,421	49,722	
Total Direct Access & Use Fees	40,339	35,219	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	56,600	54,421	49,722	
Other Revenue	396	444	180	202	85	207	301	197	184	172	400	185	212	
Total Other Revenue	396	444	180	202	85	207	301	197	184	172	400	185	212	
GROSS REVENUE (GREV)	40,734	35,663	31,268	35,079	42,693	39,931	45,927	52,044	52,729	59,042	57,000	54,605	49,935	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	40,734	35,663	31,268	35,079	42,693	39,931	45,927	52,044	52,729	59,042	57,000	54,605	49,935	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-12,649	-18,881	-22,838	-18,156	-15,565	-16,463	-17,176	-17,143	-17,947	-19,865	-22,600	-18,318	-17,719	
Wages - FTRRegular	-2,258	0	0	0	0	0	0	0	0	0	0	0	0	
Wages - Seasonal	-3,647	-16,003	-8,852	-10,233	-7,849	-8,100	-8,713	-8,693	-8,829	-9,273	-9,200	-8,931	-8,721	
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-192	0	0	-64	-38	
Total Salaries & Wages, DIRECT	-18,554	-34,884	-31,689	-28,388	-23,414	-24,563	-25,889	-25,836	-26,967	-29,138	-31,800	-27,314	-26,479	
Salaries sub-total	-12,649	-18,881	-22,838	-18,156	-15,565	-16,463	-17,176	-17,143	-18,139	-19,865	-22,600	-18,382	-17,757	
Wage sub-total	-5,905	-16,003	-8,852	-10,233	-7,849	-8,100	-8,713	-8,693	-8,829	-9,273	-9,200	-8,931	-8,721	
Wage-FTR subsubtotal	-2,258	0	0	0	0	0	0	0	0	0	0	0	0	
Wage-Seasonal subsubtotal	-3,647	-16,003	-8,852	-10,233	-7,849	-8,100	-8,713	-8,693	-8,829	-9,273	-9,200	-8,931	-8,721	
Payroll Direct as a % of Revenue	-45.5%	-97.8%	-101.3%	-80.9%	-54.8%	-61.5%	-56.4%	-49.6%	-51.1%	-49.4%	-55.8%	-50.0%	-53.6%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-2,194	-3,861	-3,699	-3,171	-2,773	-2,878	-3,088	-3,066	-3,103	-3,267	-3,700	-3,146	-3,080	
Group Insurance	-309	-696	-639	-538	-485	-482	-529	-436	-428	-413	-1,200	-426	-458	
Retirement Plan	-55	-135	-144	-145	-162	-154	-159	-20	-206	0	-200	-75	-108	
Total Payroll Taxes & Benefits	-2,557	-4,692	-4,482	-3,854	-3,421	-3,514	-3,776	-3,522	-3,737	-3,681	-5,100	-3,647	-3,646	
PAYBDN, Workers Comp Insurance	-1,295	-2,315	-1,739	-1,523	-1,144	-1,374	-1,314	-1,897	-2,426	-1,879	-1,900	-2,067	-1,778	
PAYROLL BURDEN Total	-3,852	-7,007	-6,221	-5,377	-4,565	-4,888	-5,090	-5,419	-6,163	-5,560	-7,000	-5,714	-5,424	
subtotal, Burden-Salary	0	0	-4,399	-3,483	-3,022	-3,235	-3,397	-3,500	-3,970	-3,654	-5,200	-3,708	-3,551	
subtotal, Burden-Wage-FTR	0	0	0	-6	0	0	0	0	-70	-1	-10	-24	-14	
subtotal, Burden-Wage-Seasonal	0	0	-1,821	-1,888	-1,544	-1,653	-1,694	-1,919	-2,123	-1,904	-1,790	-1,982	-1,859	
Burden % - on all Payroll Direct	20.8%	20.1%	19.6%	18.9%	19.5%	19.9%	19.7%	21.0%	22.9%	19.1%	22.0%	21.0%	20.5%	
Burden % - Salary	00.0%	00.0%	19.3%	19.2%	19.4%	19.6%	19.8%	20.4%	21.9%	18.4%	23.0%	20.2%	20.0%	
Burden % - Wage-Seasonal	00.0%	00.0%	20.6%	18.5%	19.7%	20.4%	19.4%	22.1%	24.0%	20.5%	19.5%	22.2%	21.3%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	20.6%	18.5%	19.7%	20.4%	19.4%	22.1%	24.8%	20.5%	19.6%	22.5%	21.5%	
PAYROLL TOTAL (Direct&Burden)	-22,406	-41,890	-37,910	-33,765	-27,980	-29,451	-30,980	-31,255	-33,130	-34,697	-38,800	-33,028	-31,903	
OPERATING EXPENSES (OE)														
Employee Relations	-500	0	-50	-226	0	-479	-604	-464	-389	0	-40	-285	-387	
Uniforms	-87	0	-25	0	0	0	0	0	0	0	-50	0	0	
Travel/Meeting Expense	-141	0	0	0	0	0	0	0	0	0	0	0	0	
Total Staff Expense	-728	0	-75	-226	0	-479	-604	-464	-389	0	-90	-285	-387	
Telephone	-1,205	-1,246	-704	-804	-1,124	-700	-861	-1,118	-1,607	-1,184	-1,200	-1,303	-1,094	
Cable/Sat TV Service	0	0	-177	-63	-907	-490	-884	-899	-899	-954	-400	-918	-825	
Disposal Fees	-3,079	-3,875	-3,114	-4,533	-3,584	-4,349	-4,960	-4,599	-6,541	-6,754	-5,300	-5,965	-5,441	
Electricity	-3,171	-4,356	-3,502	-3,692	-4,228	-3,743	-4,355	-3,563	-3,821	-4,039	-4,090	-3,808	-3,904	
Natural Gas - Buildings	0	-183	-316	-154	0	0	0	0	0	0	0	0	0	
Fuel & Oil	-202	-189	-59	0	0	-32	-111	0	-3	-6	0	-3	-30	
Propane (LPG)	0	0	0	0	-194	-140	-112	-125	-87	-65	-200	-92	-106	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Campround (100)
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				
Sewer Fees	-9,874	-10,133	-10,394	-10,655	-11,737	-10,828	-10,828	-10,828	-10,828	-10,828	-11,460	-10,828	-10,828	
Water - Building/Facility	-1,172	-1,282	-1,335	-1,425	-596	-724	-1,545	-1,428	-1,522	-1,734	-1,550	-1,561	-1,391	
Water - Grounds	0	0	0	0	0	-1,014	0	0	0	0	0	0	-203	
TOTAL UTILITIES	-18,703	-21,263	-19,600	-21,327	-22,369	-22,019	-23,656	-22,560	-25,308	-25,566	-24,200	-24,478	-23,822	
SUPPLIES & MAINTENANCE EXPENSE														
Janitorial Services & Supplies	0	-553	-684	-677	-642	-649	-1,167	-1,564	-1,125	-1,125	-1,250	-1,271	-1,126	
Pest Control	0	0	0	0	-51	-51	-428	-218	-321	-402	-460	-313	-284	
Equipment Rental	-2,200	-3,200	0	0	0	0	0	0	0	0	0	0	0	
Furniture and Office Equip	-674	-3	-633	-54	0	0	0	0	0	0	-250	0	0	
Office Supplies	-61	-204	-293	-222	-216	-168	-215	-235	-464	-31	-200	-243	-223	
Toner Cartridges	0	0	0	0	0	0	0	0	-168	-133	0	-100	-60	
Signs	0	-2	-196	0	-273	0	0	0	-115	0	-100	-38	-23	
Operating Supplies	-380	-359	-202	-286	-90	0	-25	0	-21	0	-250	-7	-9	
Small Tools & Equipment	-5	-5	-13	0	0	0	-11	0	-36	0	0	-12	-9	
Safety Equipment	0	-96	0	0	-128	0	0	-4	0	0	0	-1	-1	
Repairs & Maintenance														
General/PM	0	0	0	0	-99	-680	-1,053	-489	-558	-647	0	-564	-685	
Plumbing	0	0	0	0	-98	-153	-1,092	-924	-59	-246	0	-409	-495	
Lighting and Electrical	0	0	-169	0	-16	-668	-643	-654	0	0	0	-218	-393	
Carpentry	0	-117	-9	0	0	0	0	0	0	0	0	0	0	
Fire Suppression	0	0	0	0	0	-38	-375	-194	-153	-374	-150	-240	-227	
MaintDept Labor Charges (inactive)	0	-1,073	-888	0	0	0	0	0	0	0	0	0	0	
Other Building	-12,165	-4,175	-1,860	-1,467	-14	0	0	0	0	0	-600	0	0	
R&M Building	-12,165	-5,364	-2,926	-1,467	-226	-1,539	-3,164	-2,260	-769	-1,267	-750	-1,432	-1,800	
GrassFlowersSeedFertilizers	0	0	0	0	-94	-97	-134	-109	-159	-132	-300	-133	-126	
Snow Removal	0	-222	-86	0	0	0	-72	-140	-603	-211	0	-318	-205	
Other Grounds Maint	-223	-301	-293	-48	-36	-16	-130	-16	0	0	0	-5	-32	
R&M Grounds (nonGolf)	-223	-523	-379	-48	-129	-113	-336	-265	-762	-343	-300	-457	-364	
Golf Carts Fleet	0	0	-93	-867	-106	0	0	0	0	0	0	0	0	
Rolling, Heavy	0	-38	0	0	-440	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	-198	-191	-571	-106	-65	0	0	0	0	0	-250	0	-13	
R&M Equipment	-198	-229	-663	-972	-546	-65	0	0	0	0	-250	0	-13	
Contra - Inter-Dept. Charges	-861	0	0	0	0	0	0	0	0	0	0	0	0	
R&M subtotal	-13,447	-6,116	-3,968	-2,488	-902	-1,717	-3,500	-2,525	-1,531	-1,610	-1,300	-1,889	-2,176	
TOTAL SUPPLIES & MAINTENANC	-16,768	-10,537	-5,988	-3,727	-2,302	-2,584	-5,345	-4,546	-3,780	-3,301	-3,810	-3,876	-3,911	
ADMINISTRATIVE & OTHER EXPENSE														
Promotion Expense	-24	0	0	0	0	0	0	0	0	0	0	0	0	
Resort Advertising	-2,134	-1,296	-438	0	0	0	0	0	0	0	-1,000	0	0	
Licenses, Permits, Fees	-302	-302	-302	-302	-302	0	-906	-302	-302	-302	-300	-302	-362	
Postage - General	0	-149	-74	-1	-2	-2	-7	-6	-7	-52	0	-22	-15	
Printing - TD News	-736	-160	0	0	0	0	0	0	0	0	0	0	0	
Printing - Other	0	0	0	-90	-126	-138	0	-448	0	0	0	-149	-117	
Credit Card Expense	-685	-676	-680	-1,085	-964	-572	-758	-908	-903	-1,256	-1,200	-1,022	-879	
Over/Short	-215	119	-6	73	58	31	-29	7	40	11	0	19	12	
Insurance Expense	-624	-703	-600	-600	-600	-600	-600	-524	-600	-607	-600	-577	-586	
TOTAL ADMINISTRATIVE & OTHER EXP	-4,719	-3,168	-2,100	-2,006	-1,936	-1,282	-2,299	-2,181	-1,772	-2,206	-3,100	-2,053	-1,948	
TOTAL OPERATING EXPENSES (OE)	-40,918	-34,968	-27,763	-27,285	-26,607	-26,364	-31,905	-29,751	-31,250	-31,073	-31,200	-30,691	-30,069	
TOTAL PAYROLL AND OPERATING EXPE	-63,324	-76,859	-65,673	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-70,000	-63,719	-61,971	
N O R 1, before OH	-22,590	-41,196	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-13,000	-9,114	-12,037	
ALLOCATED OVERHEAD (OH)	-19,286	-21,113	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-41,876	-62,309	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-13,000	-9,114	-12,037	
T O C	-82,610	-97,972	-65,673	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-70,000	-63,719	-61,971	
REV TO TOC (CRR%)	-49.3%	-36.4%	-47.6%	-57.5%	-78.2%	-71.5%	-73.0%	-85.3%	-81.9%	-89.8%	-81.4%	-85.7%	-80.3%	
NOR AFTER Assessment Revenue, Opera	-41,876	-62,309	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-13,000	-9,114	-12,037	

Campround (100)

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Equestrian (080)
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													
P.O. Trail Rides	34,010	33,355	33,000	33,819	25,714	31,844	36,731	0	34,125	51,788	53,000	28,638	30,898
Guest Trail Rides	18,510	18,735	24,266	25,091	21,153	21,098	17,808	0	25,824	31,513	32,000	19,112	19,249
Public Trail Rides	6,280	16,635	10,695	14,720	6,539	9,448	8,506	0	10,828	14,356	15,000	8,395	8,628
Pony Rides - P.O.	0	0	0	0	0	230	0	0	0	0	0	0	46
Special Events Revenue	7,985	11,246	9,180	7,682	8,296	8,398	10,349	0	12,613	14,937	15,000	9,183	9,259
Total Direct Access & Use Fees	66,785	79,971	77,141	81,312	61,702	71,018	73,394	0	83,390	112,594	115,000	65,328	68,079
Sales - Retail	10,951	11,345	9,690	5,831	6,799	9,195	8,400	0	6,742	9,879	10,000	5,540	6,843
Employee Discounts	-483	-425	-528	-389	-412	-281	-381	0	-334	0	0	-11	-199
Discounts - Retail	-2,143	-1,960	-1,988	-422	-1,988	-1,438	-418	0	-487	-790	-1,000	-426	-552
Promotion Discounts	-895	-1,479	-899	-90	0	-210	0	0	0	0	0	0	-42
Total Retail Product Revenue	7,431	7,481	6,275	4,930	4,949	7,638	7,602	0	5,921	9,089	9,000	5,003	6,050
Lessons - Public	0	950	1,200	1,100	1,350	0	1,490	0	642	741	1,000	461	575
Lessons - P.O.	13,130	9,880	6,560	4,480	5,360	0	4,615	0	4,899	3,105	3,000	2,668	2,524
Lessons - Guest	3,130	3,525	2,950	900	1,575	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
Total Lessons & Rental Revenue	93,655	86,336	80,722	69,759	66,792	16,920	59,895	12,918	58,621	64,747	82,000	45,429	42,620
Other Revenue	0	0	0	0	0	0	0	0	0	350	0	117	70
Total Other Revenue	0	0	0	0	0	0	0	0	0	350	0	117	70
GROSS REVENUE (GREV)	167,871	173,787	164,138	156,001	133,443	95,576	140,891	12,918	147,932	186,780	206,000	115,877	116,819
COST OF GOODS SOLD (COGS)													
Food	-1,269	-1,748	-2,495	-1,430	0	0	0	0	0	0	0	0	0
Dairy	0	0	0	0	-1,057	-1,009	0	0	0	0	0	0	-202
NA Beverage	0	0	0	0	-441	-700	-1,279	0	0	0	0	0	-396
Food Cogs	-1,269	-1,748	-2,495	-1,430	-1,498	-1,709	-1,279	0	0	0	0	0	-598
Retail Product Cogs	-4,315	-4,160	-3,076	-1,814	-2,123	-3,076	-3,451	0	-3,393	-4,694	-5,000	-2,696	-2,923
Total COGS	-5,583	-5,907	-5,572	-3,244	-3,621	-4,785	-4,730	0	-3,393	-4,694	-5,000	-2,696	-3,520
Total Cogs / GREV %	-03.3%	-03.4%	-03.4%	-02.1%	-02.7%	-05.0%	-03.4%	00.0%	-02.3%	-02.5%	-02.4%	-01.6%	-02.6%
Retail Product Cogs / Retail Revenue %	-58.1%	-55.6%	-49.0%	-36.8%	-42.9%	-40.3%	-45.4%	00.0%	-57.3%	-51.6%	-55.6%	-36.3%	-38.9%
Retail Product Cogs / Retail Revenue,pre	-39.4%	-36.7%	-31.7%	-31.1%	-31.2%	-33.5%	-41.1%	00.0%	-50.3%	-47.5%	-50.0%	-32.6%	-34.5%
Gross Margin (GREV-COGS)	162,287	167,880	158,566	152,757	129,822	90,791	136,161	12,918	144,539	182,086	201,000	113,181	113,299
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-46,266	-56,517	-57,341	-59,102	-59,381	-59,724	-55,451	-39,124	-57,523	-65,803	-71,900	-54,150	-55,525
Wages - FTRegular	0	0	0	0	0	0	0	0	-191	-238	0	-143	-86
Wages - Seasonal	-82,398	-78,414	-72,451	-63,295	-62,207	-46,514	-62,208	-29,197	-59,930	-67,200	-74,600	-52,109	-53,010
Incentive Program, Exempt	0	0	0	0	0	0	0	0	-575	0	0	-192	-115
Incentive Program, Seasonal, NonExempt	0	0	-329	-411	-322	-680	-410	-274	-410	-319	0	-334	-419
Total Salaries & Wages, DIRECT	-128,664	-134,931	-130,121	-122,808	-121,910	-106,918	-118,070	-68,595	-118,628	-133,560	-146,500	-106,928	-109,154
Salaries sub-total	-46,266	-56,517	-57,341	-59,102	-59,381	-59,724	-55,451	-39,124	-58,098	-65,803	-71,900	-54,342	-55,640
Wage sub-total	-82,398	-78,414	-72,779	-63,706	-62,529	-47,194	-62,619	-29,471	-60,530	-67,757	-74,600	-52,586	-53,514
Wage-FTR subsubtotal	0	0	0	0	0	0	0	0	-191	-238	0	-143	-86
Wage-Seasonal subsubtotal	-82,398	-78,414	-72,779	-63,706	-62,529	-47,194	-62,619	-29,471	-60,340	-67,519	-74,600	-52,443	-53,428
Payroll Direct as a % of Revenue	-76.6%	-77.6%	-79.3%	-78.7%	-91.4%	-111.9%	-83.8%	-531.0%	-80.2%	-71.5%	-71.1%	-227.6%	-175.7%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-14,804	-15,851	-15,341	-12,426	-13,726	-11,660	-12,798	-6,544	-13,291	-14,593	-16,700	-11,476	-11,777
Group Insurance	-3,580	-6,214	-7,766	-6,993	-6,310	-6,278	-6,878	-5,071	-1,286	-1,222	-8,100	-2,527	-4,147

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Equestrian (080)
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				
Retirement Plan	-711	-405	-1,278	-1,013	-981	-1,063	-603	-61	0	0	-1,000	-20	-345	
Total Payroll Taxes & Benefits	-19,094	-22,471	-24,384	-20,433	-21,017	-19,001	-20,279	-11,676	-14,577	-15,815	-25,800	-14,023	-16,270	
PAYBDN, Workers Comp Insurance	-20,690	-16,064	-13,128	-12,770	-10,935	-9,144	-10,394	-8,482	-17,794	-24,255	-24,500	-16,844	-14,014	
PAYROLL BURDEN Total	-39,784	-38,535	-37,513	-33,202	-31,952	-28,146	-30,673	-20,159	-32,371	-40,070	-50,300	-30,867	-30,284	
subtotal, Burden-Salary	0	0	-19,631	-18,293	-17,025	-17,114	-16,274	-12,208	-14,434	-16,931	-25,300	-14,524	-15,392	
subtotal, Burden-Wage-FTR	0	0	0	-18	0	0	0	0	-16	-22	-1,270	-13	-8	
subtotal, Burden-Wage-Seasonal	0	0	-17,882	-14,891	-14,927	-11,031	-14,399	-7,951	-17,921	-23,117	-23,730	-16,330	-14,884	
Burden % - on all Payroll Direct	30.9%	28.6%	28.8%	27.0%	26.2%	26.3%	26.0%	29.4%	27.3%	30.0%	34.3%	28.9%	27.8%	
Burden % - Salary	00.0%	00.0%	34.2%	31.0%	28.7%	28.7%	29.3%	31.2%	24.8%	25.7%	35.2%	27.3%	28.0%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	08.2%	09.2%	00.0%	05.8%	03.5%	
Burden % - Wage-Seasonal	00.0%	00.0%	24.6%	23.4%	23.9%	23.4%	23.0%	27.0%	29.7%	34.2%	31.8%	30.3%	27.5%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	24.6%	23.4%	23.9%	23.4%	23.0%	27.0%	29.6%	34.2%	33.5%	30.3%	27.4%	
PAYROLL TOTAL (Direct&Burden)	-168,449	-173,466	-167,633	-156,011	-153,861	-135,064	-148,743	-88,754	-150,999	-173,630	-196,800	-137,794	-139,438	
OPERATING EXPENSES (OE)														
Employee Dev/Training	0	0	-125	0	0	0	-508	0	-216	0	0	-72	-145	
Employee Relations	-1,144	-976	-765	-1,008	-997	-555	-880	-62	-445	-507	-650	-338	-490	
Uniforms	-966	-955	-1,077	-1,016	-924	-706	-571	-177	-578	-253	-700	-336	-457	
Travel/Meeting Expense	-1,455	-2,235	-889	-60	-60	0	0	0	0	-113	-100	-38	-23	
Total Staff Expense	-3,565	-4,166	-2,856	-2,084	-1,982	-1,261	-1,959	-239	-1,239	-873	-1,450	-783	-1,114	
Telephone	-335	-368	-331	0	-366	-68	0	-120	-198	-180	-180	-166	-113	
Cable/Sat TV Service	-307	-316	-369	-393	-427	-451	-561	-76	0	-278	-500	-118	-273	
Disposal Fees	-14,293	-9,630	-11,946	-11,969	-11,703	-9,179	-9,552	-7,245	-8,749	-10,015	-10,750	-8,669	-8,948	
Electricity	-2,655	-3,588	-3,527	-3,639	-3,329	-3,173	-3,230	-274	0	-2,550	-3,300	-941	-1,846	
Natural Gas - Buildings	-1,623	-1,339	-945	-1,644	0	0	0	0	0	-347	-1,370	-116	-69	
Fuel & Oil	-1,199	-1,374	-945	-1,523	-1,641	-1,766	-1,931	-1,159	-1,648	-652	-950	-1,153	-1,431	
Propane (LPG)	0	0	0	0	-1,743	-376	-695	0	-33	-29	-120	-21	-227	
Sewer Fees	-2,477	-2,536	-2,595	-2,653	-2,692	-2,692	-2,692	-2,692	-3,534	-4,125	-1,800	-3,450	-3,147	
Water - Building/Facility	-3,068	-4,976	-6,604	-6,604	-931	-7727	-931	-765	-156	0	-366	-1,000	-432	
Water - Grounds	0	0	0	0	0	0	0	0	0	-318	0	-106	-64	
TOTAL UTILITIES	-25,959	-24,128	-28,384	-28,425	-22,832	-18,470	-19,531	-11,723	-14,163	-18,860	-19,970	-14,915	-16,549	
SUPPLIES & MAINTENANCE EXPENSE														
Linen Service	0	0	0	0	0	0	0	0	0	-14	0	-5	-3	
Janitorial Services & Supplies	0	-476	-521	-262	-428	-374	-1,354	0	-174	-1,559	-600	-578	-692	
Pest Control	0	0	0	-490	-403	-541	-705	-160	-270	-568	-765	-333	-449	
Contract Fees	-40,653	-44,727	-108	0	0	-495	0	0	0	0	0	0	-99	
Veterinary Services	0	0	-5,623	-6,976	-5,997	-2,734	-4,149	-2,250	-4,226	-1,567	-5,720	-2,681	-2,985	
Equine Care Services	0	0	-9,225	-8,797	-5,433	-5,878	-5,415	-4,056	-6,975	-8,837	-7,250	-6,623	-6,232	
Offsite Pasturing	0	0	-12,880	-11,093	-10,422	-7,275	-6,400	-11,313	-13,323	-11,926	-13,440	-12,187	-10,047	
Equipment Rental	0	0	-76	-52	0	0	0	0	0	0	0	0	0	
Feed Hay Grain	0	0	-14,894	-10,871	-14,495	-13,260	-20,122	-12,483	-13,413	-16,847	-13,500	-14,248	-15,225	
Furniture and Office Equip	-88	-344	-358	-1,402	-183	0	-97	0	0	0	-175	0	-19	
Office Supplies	-239	-255	-361	-324	-243	-128	-166	-21	-283	-259	-250	-187	-171	
Toner Cartridges	0	0	0	0	0	0	0	0	0	-107	0	-36	-21	
Signs	0	-1,081	0	0	0	-44	0	0	0	-461	-200	-154	-101	
Operating Supplies	-23,408	-11,638	-1,557	-1,479	-1,320	-759	-1,252	-94	-872	-366	-1,000	-444	-669	
Candle & TableTop Supplies	0	0	0	0	0	-853	0	0	0	0	0	0	-171	
Small Tools & Equipment	-336	-414	-120	-274	-149	-714	0	0	-311	-1,505	-250	-605	-506	
Safety Equipment	-79	-9	0	-77	-261	-163	-148	0	-108	-13	-150	-41	-87	
Spoilage	-424	-115	-115	0	-73	0	0	0	-10	-250	0	-87	-52	
Special Programs	-2,599	-5,083	-3,459	-6,052	-6,227	-6,036	-5,568	0	-4,347	-3,677	-4,000	-2,675	-3,926	
Repairs & Maintenance														
General/PM	0	0	0	0	-205	-156	-544	-383	-903	-846	0	-711	-566	
Plumbing	0	0	0	0	-100	-955	-144	-184	-60	-35	0	-93	-276	
Lighting and Electrical	0	0	0	0	-110	-15	0	0	0	0	0	0	-3	
Fire Suppression	0	0	0	0	0	0	0	0	0	-280	-250	-93	-56	
MaintDept Labor Charges (inactive)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Building	-12,249	-13,678	-3,911	-2,948	-1,086	-1,525	-790	0	0	-341	-700	-114	-531	
R&M Building	-12,249	-15,864	-5,930	-2,948	-1,501	-2,651	-1,478	-567	-963	-1,502	-950	-1,011	-1,432	
Asphalt	0	0	0	0	-122	0	0	0	0	0	0	0	0	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Equestrian (080)
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	2015	2016						
GrassFlowersSeedFertilizers	0	0	0	0	-26	-58	0	0	0	0	-50	0	-12			
Other Grounds Maint	-3,114	-1,759	-2,400	-3,300	-172	-16	0	-230	0	0	0	0	-77	-49		
R&M Grounds (nonGolf)	-3,114	-1,759	-2,400	-3,300	-320	-74	0	-230	0	0	-50	-77	-61			
Golf Carts Fleet	0	0	-28	0	0	0	0	0	0	0	0	0	0			
Rolling, Heavy	0	-171	-318	-490	0	-145	0	0	0	0	-880	0	-29			
Rolling, Car/Truck/Bus/Van	-463	-525	-622	-746	-1,052	-3,174	-766	-1,086	-3,354	-3,847	-600	-2,762	-2,445			
Other Operating Equip R&M	-1,799	-812	-872	-582	-361	-673	0	0	-25	0	-600	-8	-140			
R&M Equipment	-2,262	-1,507	-1,840	-1,818	-1,414	-3,992	-766	-1,086	-3,379	-3,847	-2,080	-2,770	-2,614			
R&M subtotal	-17,625	-19,131	-10,170	-8,065	-3,235	-6,716	-2,244	-1,882	-4,342	-5,349	-3,080	-3,858	-4,107			
TOTAL SUPPLIES & MAINTENANC	-85,453	-83,274	-59,468	-56,214	-48,868	-45,972	-47,622	-32,259	-48,655	-53,304	-50,380	-44,739	-45,562			
ADMINISTRATIVE & OTHER EXPENSE																
Environmental Services / Fees	-7,499	0	-1,564	-1,783	-1,368	-924	-1,232	-1,386	0	-1,008	-1,200	-798	-910			
Public Relations	0	-64	0	0	0	0	0	0	0	0	0	0	0			
Resort Advertising	-1,943	-3,357	-2,839	-1,161	-807	-689	-1,990	0	-1,142	-549	-1,000	-564	-874			
Brochure Distribution	0	0	0	0	14	0	-882	0	0	-890	-900	-297	-354			
Community Relations	0	0	0	0	0	0	0	0	0	-491	0	-164	-98			
Licenses, Permits, Fees	-46	-50	-511	-521	-511	-776	-628	0	-115	-1,196	-550	-437	-543			
Mileage Reimbursement	0	0	-795	-1,265	-1,225	-837	-448	-281	-69	-44	-300	-132	-336			
Postage - General	-60	-34	-17	-10	-9	-13	-20	-5	0	-16	0	-7	-11			
Printing - TD News	-1,083	-140	0	0	0	0	0	0	0	0	0	0	0			
Credit Card Expense	-3,525	-3,557	-3,541	-3,625	-3,382	-1,758	-2,911	-46	-3,243	-8,771	-5,150	-4,020	-3,346			
Over/Short	-24	-96	-180	-90	18	15	90	0	8	3	0	4	23			
Insurance Expense	-4,653	-5,246	-5,400	-4,200	-4,400	-4,200	-4,800	-4,713	-5,400	-5,906	-5,400	-5,340	-5,004			
TOTAL ADMINISTRATIVE & OTHER EXP	-18,833	-12,544	-14,847	-12,655	-11,671	-9,182	-12,822	-6,432	-9,961	-18,869	-14,500	-11,754	-11,453			
TOTAL OPERATING EXPENSES (OE)	-133,810	-124,112	-105,555	-99,378	-85,353	-74,885	-81,934	-50,652	-74,017	-91,905	-86,300	-72,191	-74,679			
TOTAL PAYROLL AND OPERATING EXPE	-302,259	-297,578	-273,188	-255,388	-239,214	-209,949	-230,676	-139,406	-225,016	-265,535	-283,100	-209,986	-214,116			
N O R 1, before OH	-139,972	-129,698	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-82,100	-96,805	-100,817			
ALLOCATED OVERHEAD (OH)	-62,421	-65,011	0	0	0	0	0	0	0	0	0	0	0			
N O R 2, after OH	-202,393	-194,709	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-82,100	-96,805	-100,817			
T O C	-370,263	-368,496	-278,760	-258,633	-242,835	-214,734	-235,406	-139,406	-228,409	-270,229	-288,100	-212,681	-217,637			
REV to TOC (CRR%)	-45.3%	-47.2%	-58.9%	-60.3%	-55.0%	-44.5%	-59.9%	-09.3%	-64.8%	-69.1%	-71.5%	-47.7%	-49.5%			
NOR AFTER Assessment Revenue, Opera	-202,393	-194,709	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-82,100	-96,805	-100,817			

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	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				
Revenue														
Public Daily Trail Fee	0	0	0	0	0	0	0	0	103	307	1,000	137	82	
Total Direct Access & Use Fees	0	0	0	0	0	0	0	0	103	307	1,000	137	82	
GROSS REVENUE (GREV)	0	0	0	0	0	0	0	0	103	307	1,000	137	82	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	0	0	0	0	0	0	0	0	103	307	1,000	137	82	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	0	0	0	0	0	0	0	-35,802	-36,166	-45,129	-51,500	-39,032	-23,419	
Wages - FTRRegular	0	0	0	0	0	0	0	0	0	179	0	60	36	
Wages - Seasonal	0	0	0	0	0	0	0	-11,540	-13,495	-30,794	-50,500	-18,609	-11,166	
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	0	0	-164	0	0	0	-55	-33	
Total Salaries & Wages, DIRECT	0	0	0	0	0	0	0	-47,506	-49,660	-75,744	-102,000	-57,637	-34,582	
Salaries sub-total	0	0	0	0	0	0	0	-35,802	-36,166	-45,129	-51,500	-39,032	-23,419	
Wage sub-total	0	0	0	0	0	0	0	-11,704	-13,495	-30,615	-50,500	-18,604	-11,163	
Wage-FTR subsubtotal	0	0	0	0	0	0	0	0	0	179	0	60	36	
Wage-Seasonal subsubtotal	0	0	0	0	0	0	0	-11,704	-13,495	-30,794	-50,500	-18,664	-11,198	
Payroll Direct as a % of Revenue	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-48209.3%	-24647.5%	-10200.0%	-24285.6%	-14571.4%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	0	0	0	0	0	0	0	-3,805	-4,535	-8,205	-12,300	-5,515	-3,309	
Group Insurance	0	0	0	0	0	0	0	-12,337	-8,043	-8,379	-9,600	-9,586	-5,752	
Retirement Plan	0	0	0	0	0	0	0	-607	-1,184	-82	-1,200	-625	-375	
Total Payroll Taxes & Benefits	0	0	0	0	0	0	0	-16,749	-13,762	-16,667	-23,100	-15,726	-9,435	
PAYBDN, Workers Comp Insurance	0	0	0	0	0	0	0	-4,985	-5,005	-6,473	-8,500	-5,488	-3,293	
PAYROLL BURDEN Total	0	0	0	0	0	0	0	-21,734	-18,767	-23,140	-31,600	-21,214	-12,728	
subtotal, Burden-Salary	0	0	0	0	0	0	0	-15,531	-16,012	-16,705	-20,600	-16,083	-9,650	
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	-4,148	0	0	-420	-1,383	-830	
subtotal, Burden-Wage-Seasonal	0	0	0	0	0	0	0	-2,055	-2,755	-6,435	-10,580	-3,748	-2,249	
Burden % - on all Payroll Direct	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	45.8%	37.8%	30.5%	31.0%	38.0%	22.8%	
Burden % - Salary	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	43.4%	44.3%	37.0%	40.0%	41.6%	24.9%	
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	17.6%	20.4%	20.9%	21.0%	19.6%	11.8%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	53.0%	20.4%	21.0%	21.8%	31.5%	18.9%	
PAYROLL TOTAL (Direct&Burden)	0	0	0	0	0	0	0	-69,240	-68,428	-98,884	-133,600	-78,851	-47,310	
OPERATING EXPENSES (OE)														
Employee Dev/Training	0	0	0	0	0	0	0	0	0	-325	0	-108	-65	
Employee Relations	0	0	0	0	0	0	0	0	-65	0	-300	-22	-13	
Uniforms	0	0	0	0	0	0	0	-17	-331	-1,099	-400	-482	-289	
Seminars & Conferences	0	0	0	0	0	0	0	0	-335	0	-1,500	-112	-67	
Travel/Meeting Expense	0	0	0	0	0	0	0	0	-703	0	-280	-234	-141	
Total Staff Expense	0	0	0	0	0	0	0	-17	-1,434	-1,424	-2,480	-958	-575	
Telephone	0	0	0	0	0	0	0	-330	-315	-15	-360	-220	-132	
Disposal Fees	0	0	0	0	0	0	0	-300	0	-794	-300	-365	-219	
Fuel & Oil	0	0	0	0	0	0	0	-1,361	-959	-1,140	-4,000	-1,153	-692	
TOTAL UTILITIES	0	0	0	0	0	0	0	-1,991	-1,274	-1,948	-4,660	-1,738	-1,043	
SUPPLIES & MAINTENANCE EXPENSE														
Janitorial Services & Supplies	0	0	0	0	0	0	0	0	0	-234	0	-78	-47	
Pest Control	0	0	0	0	0	0	0	0	-110	0	0	-37	-22	

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	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			
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 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														
Food Discounts	0	0	0	0	0	0	0	0	0	-10	0	-3	-2	
EE Discounts	0	0	0	0	0	0	0	0	0	-10	0	-3	-2	
Food subtotal	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	-3	-2	
Sales - Retail	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	-5,237	-6,027	-2,500	-3,754	-2,253	
Homeowner Discounts	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	235	0	78	47	
Total Retail Product Revenue	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	22,673	34,245	37,000	18,973	11,384	
Total Lessons & Rental Revenue	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	14,168	17,229	19,500	10,466	6,279	
Total Other Revenue	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	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	-21,098	-28,589	-27,000	-16,562	-9,937	
Total COGS	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%	-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%	-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%	-59.8%	-65.8%	-65.1%	-41.9%	-25.1%	
Gross Margin (GREV-COGS)	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	-22,397	-23,172	-22,700	-15,190	-9,114	
Wages - Seasonal	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	-46	0	-15	-9	
Total Salaries & Wages, DIRECT	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	-22,397	-23,172	-22,700	-15,190	-9,114	
Wage sub-total	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	-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%	-48.5%	-43.5%	-38.5%	-30.7%	-18.4%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	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	-2,787	-2,609	-3,800	-1,799	-1,079	
Retirement Plan	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	-6,639	-6,572	-8,100	-4,404	-2,642	
PAYBDN, Workers Comp Insurance	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	-9,081	-9,152	-10,400	-6,078	-3,647	
subtotal, Burden-Salary	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	-51	0	-140	-17	-10	
subtotal, Burden-Wage-Seasonal	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%	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%	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%	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%	24.0%	18.6%	18.7%	14.2%	08.5%	
PAYROLL TOTAL (Direct&Burden)	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				
								3 Year Average Years				2014 Actual	2015 Actual	2016 Actual	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual						
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	-55	0	-18	-11			
Spoilage	0	0	0	0	0	0	0	0	0	-60	0	-20	-12			
Special Programs	0	0	0	0	0	0	0	0	0	-50	0	-17	-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	-488			
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	-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%	00.0%	-97.0%	-93.5%	-108.0%	-63.5%			
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

	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														
Food	822,025	927,746	968,314	1,090,323	1,140,403	1,255,363	1,418,945	1,516,799	1,550,676	1,803,082	1,832,200	1,623,519	1,508,973	
Food Discounts	-15,837	-23,926	-97,607	-130,787	-106,989	-116,249	-137,846	-137,494	-130,292	-163,039	-264,300	-143,608	-136,984	
EE Discounts	0	0	-21,149	-23,758	-26,850	-26,649	-44,617	-33,789	-36,281	-48,021	-54,900	-39,364	-37,871	
Guest Relations aka Manager	-15,837	-23,926	-13,446	-23,620	-17,145	-19,131	-39,443	-53,713	-24,695	-29,048	-43,900	-35,818	-33,206	
InterDept Discounts	0	0	0	-6,891	-1,072	0	-971	-563	-995	-787	-7,000	-782	-663	
Marketing Discounts	0	0	-63,011	-76,519	-61,922	-70,468	-52,816	-49,429	-68,322	-85,183	-158,500	-67,645	-65,244	
Food NA Beverage	0	0	0	1,225	41,620	46,195	48,992	47,585	50,131	54,336	55,100	50,684	49,448	
Food subtotal	806,189	903,820	870,707	960,761	1,075,034	1,185,309	1,330,090	1,426,889	1,470,515	1,694,380	1,623,000	1,530,594	1,421,437	
Beer	378,059	377,142	398,965	457,965	109,056	117,605	129,242	145,987	146,341	161,430	141,000	151,253	140,121	
Beer Discounts	0	0	0	-11,541	-11,297	-8,912	-9,246	-6,418	-5,857	-5,650	0	-5,975	-7,217	
Liquor	0	0	0	14,178	166,703	186,578	208,630	236,211	219,945	252,780	195,400	236,312	220,829	
Liquor Discounts	0	0	0	-3,398	-9,492	-9,116	-11,306	-9,226	-7,294	-11,063	0	-9,194	-9,601	
Wine	0	0	0	30,488	245,263	257,997	286,566	284,238	290,199	326,626	362,600	300,354	289,125	
Wine Discounts	0	0	0	-7,411	-9,417	-9,627	-11,459	-10,489	-12,048	-14,938	0	-12,491	-11,712	
Corkage Fees	0	0	0	0	15,354	13,148	15,827	21,576	18,989	20,419	0	20,328	17,992	
Corkage Fee Discounts	0	0	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	0	-13,135	-10,738	
Beverage subtotal	378,059	377,142	398,965	480,282	498,061	541,519	600,124	647,820	637,821	716,709	699,000	667,450	628,799	
Misc other F&B	9,887	18,593	38,651	42,424	28,710	47,348	62,925	110,845	89,956	129,149	105,000	109,983	88,045	
Other F&B subtotal	9,887	18,593	38,651	42,424	28,710	47,348	62,925	110,845	89,956	129,149	105,000	109,983	88,045	
Total Food and Beverage Revenue	1,194,135	1,299,555	1,308,323	1,483,466	1,601,805	1,774,176	1,993,139	2,185,555	2,198,292	2,540,238	2,427,000	2,308,028	2,138,280	
F&B Revenue by Segment:	0	0	0	1,521,179	1,601,806	1,773,643	1,992,032	2,184,924	2,197,643	2,538,634	2,427,000	2,307,067	2,137,375	
Lodge-Dining Room	0	0	0	655,369	694,585	744,492	906,442	943,330	1,008,790	1,164,492	1,060,000	1,038,871	953,509	
Lodge-Pub	0	0	0	523,994	615,632	656,722	645,139	635,354	610,044	719,841	714,000	655,080	653,420	
Lodge-Banquets	0	0	0	187,597	154,032	220,706	273,379	422,993	378,552	428,936	420,000	410,160	344,913	
SmrF&B-Lunch	0	0	0	77,071	58,105	64,195	67,419	59,302	67,361	79,442	80,900	68,701	67,544	
SmrF&B-Snack Bar	0	0	0	60,373	55,978	62,020	75,975	89,331	88,720	91,705	99,100	89,918	81,550	
SmrF&B-Pool BBQ	0	0	0	16,776	23,474	25,508	23,677	34,615	44,176	50,186	51,000	42,992	35,632	
Snowplay Food Truck	0	0	0	0	0	0	0	0	0	4,033	2,000	1,344	807	
Mkt Discounts, Happy Hour Food	0	0	0	-18,974	-21,753	-21,140	-17,825	-26,772	-26,001	-33,757	0	-28,843	-25,099	
Mkt Discounts, Happy Hour Bev Beer	0	0	0	-11,541	-7,675	-5,096	-5,735	-3,667	-3,743	-1,203	0	-2,871	-3,889	
Mkt Discounts, Happy Hour Bev Liquor	0	0	0	-3,398	-3,223	-2,033	-1,813	-1,826	-3,698	-3,740	0	-3,088	-2,622	
Mkt Discounts, Happy Hour Bev Wine	0	0	0	-7,411	-6,145	-5,264	-6,730	-7,117	-9,745	-10,336	0	-9,066	-7,838	
Mkt Discounts, Happy Hour Bev, subtotal	0	0	0	-22,350	-17,043	-12,392	-14,277	-12,610	-17,186	-15,279	0	-15,025	-14,349	
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	-41,324	-38,796	-33,533	-32,102	-39,382	-43,186	-49,037	0	-43,868	-39,448	
Employee Discounts	-15,760	-16,887	-4,293	0	0	0	0	0	0	0	0	0	0	
Homeowner Discounts	-2,067	-5,164	0	0	0	0	0	0	0	0	0	0	0	
Promotion Discounts	-15,356	-16,567	0	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	-33,183	-38,618	-4,293	0	0	0	0	0	0	0	0	0	0	
Other Revenue	432	3,899	231	0	0	0	0	0	0	0	0	0	0	
Employee Housing Revenue	0	0	0	0	0	0	0	0	0	0	33,000	0	0	
Total Other Revenue	432	3,899	231	0	0	0	0	0	0	0	33,000	0	0	
GROSS REVENUE (GREV)	1,161,384	1,264,836	1,304,262	1,483,466	1,601,805	1,774,176	1,993,139	2,185,555	2,198,292	2,540,238	2,460,000	2,308,028	2,138,280	
COST OF GOODS SOLD (COGS)														
Food	-286,631	-301,642	-312,126	-351,091	0	0	0	0	0	0	0	0	0	
Meat	0	0	0	-10,763	-130,308	-151,972	-178,786	-181,649	-168,238	-184,944	-176,880	-178,277	-173,118	
Seafood	0	0	0	-8,402	-90,456	-97,555	-112,083	-113,976	-117,767	-150,859	-163,410	-127,534	-118,448	
Produce	0	0	0	-6,305	-86,928	-93,296	-112,181	-125,905	-132,796	-144,035	-108,990	-134,245	-121,643	
Dairy	0	0	0	-2,850	-52,370	-53,695	-54,101	-63,084	-62,372	-62,238	-64,550	-62,565	-59,098	
NA Beverage	0	0	0	-550	-15,769	-17,826	-16,245	-17,586	-19,244	-20,773	-13,310	-19,201	-18,335	
Food Other	0	0	0	-7,773	-84,206	-101,734	-107,800	-102,783	-120,188	-132,902	-126,020	-118,624	-113,081	
Mktg Discounts credit	0	0	0	2,661	45,190	51,734	60,099	58,958	59,690	69,171	72,700	62,606	59,930	

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

	5 Year Average Years											Actuals	
	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	3 Year Average Years			2017 Budget	Average	
								2014 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
EE Meals credit	0	0	0	1,628	19,163	24,363	23,618	24,851	24,099	24,183	23,660	24,378	24,223
Food Cogs	-286,631	-301,642	-312,126	-383,445	-395,682	-439,982	-497,480	-521,175	-536,816	-602,396	-556,800	-553,462	-519,570
Beverage	-143,812	-141,880	-116,507	-116,199	0	0	0	0	0	0	0	0	0
Beer	0	0	0	-2,051	-29,131	-31,925	-37,160	-37,472	-40,299	-42,361	-37,600	-40,044	-37,843
Liquor	0	0	0	-2,755	-37,936	-39,069	-40,848	-44,412	-43,585	-50,126	-40,900	-46,041	-43,608
Wine	0	0	0	-7,299	-74,994	-76,279	-82,188	-82,893	-87,805	-97,172	-105,700	-89,290	-85,267
Beverage Cogs	-143,812	-141,880	-116,507	-128,304	-142,060	-147,274	-160,196	-164,776	-171,689	-189,659	-184,200	-175,375	-166,719
Total COGS	-430,443	-443,521	-428,633	-511,748	-537,743	-587,256	-657,676	-685,951	-708,505	-792,055	-741,000	-728,837	-686,289
Total Cogs / GREV %	-37.1%	-35.1%	-32.9%	-34.5%	-33.6%	-33.1%	-33.0%	-31.4%	-32.2%	-31.2%	-30.1%	-31.6%	-32.2%
F&B Cogs / F&B Rev %	-36.0%	-34.1%	-32.8%	-34.5%	-33.6%	-33.1%	-33.0%	-31.4%	-32.2%	-31.2%	-30.5%	-31.6%	-32.2%
Food %, preDiscounts	-34.9%	-32.5%	-32.2%	-35.1%	-33.5%	-33.8%	-33.9%	-33.3%	-33.5%	-32.4%	-29.5%	-33.1%	-33.4%
Food %, postDiscounts	-35.6%	-33.4%	-35.8%	-39.9%	-36.8%	-37.1%	-37.4%	-36.5%	-36.5%	-35.6%	-34.3%	-36.2%	-36.6%
Food NA Beverage %	00.0%	00.0%	00.0%	-44.9%	-37.9%	-38.6%	-33.2%	-37.0%	-38.4%	-38.2%	-24.2%	-37.9%	-37.1%
COGS % Beverage, incld CF,net	-38.0%	-37.6%	-29.2%	-26.7%	-28.5%	-27.2%	-26.7%	-25.4%	-26.9%	-26.5%	-26.4%	-26.3%	-26.5%
COGS % Beer,net	00.0%	00.0%	00.0%	-00.5%	-29.8%	-29.4%	-31.0%	-26.8%	-28.7%	-27.2%	-26.7%	-27.6%	-28.6%
COGS % Liquor,net	00.0%	00.0%	00.0%	-25.6%	-24.1%	-22.0%	-20.7%	-19.6%	-20.5%	-20.7%	-20.9%	-20.3%	-20.7%
COGS % Wine,net	00.0%	00.0%	00.0%	-31.6%	-31.8%	-30.7%	-29.9%	-30.3%	-31.6%	-31.2%	-29.2%	-31.0%	-30.7%
Gross Margin (GREV-COGS)	730,941	821,314	875,629	971,718	1,064,062	1,186,920	1,335,463	1,499,604	1,489,787	1,748,183	1,719,000	1,579,191	1,451,991
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-208,709	-210,871	-248,811	-256,396	-258,081	-263,961	-286,327	-352,795	-356,287	-357,978	-337,700	-355,687	-323,469
Salaries - Exempt - Commissions	0	0	0	0	0	0	0	0	-45	-170	0	-72	-43
Wages - FTRRegular	-147	-11,400	0	0	0	0	-149	0	0	-49,028	-390,213	-16,343	-9,835
Wages - Seasonal	-362,087	-362,045	-388,835	-419,107	-433,493	-465,004	-569,943	-571,748	-613,869	-697,176	-363,987	-627,598	-583,548
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	0	-30,000	0	0
Wages-Seasonal-Commissions	0	0	0	0	0	-100	0	-277	-958	-1,097	0	-777	-486
Incentive Program, Exempt	-2,000	0	-3,400	0	-54	0	340	0	0	-164	0	-55	35
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	0	0	-547	0	-182	-109
Incentive Program, Seasonal, NonExempt	0	0	-274	-548	-2,218	-1,591	-1,013	-1,013	-2,324	-7,356	0	-3,564	-2,659
Total Salaries & Wages, DIRECT	-572,943	-584,316	-641,320	-676,051	-693,845	-730,655	-857,092	-925,832	-973,483	-1,113,516	-1,121,900	-1,004,277	-920,116
Salaries sub-total	-210,709	-210,871	-252,211	-256,396	-258,135	-263,961	-285,987	-352,795	-356,332	-358,313	-337,700	-355,813	-323,477
Wage sub-total	-362,235	-373,445	-389,109	-419,655	-435,710	-466,695	-571,104	-573,037	-617,151	-755,204	-784,200	-648,464	-596,638
Wage-FTR subsubtotal	-147	-11,400	0	0	0	0	-149	0	0	-49,575	-420,213	-16,525	-9,945
Wage-Seasonal subsubtotal	-362,087	-362,045	-389,109	-419,655	-435,710	-466,695	-570,956	-573,037	-617,151	-705,629	-363,987	-631,939	-586,694
Payroll Direct as a % of Revenue	-49.3%	-46.2%	-49.2%	-45.6%	-43.3%	-41.2%	-43.0%	-42.4%	-44.3%	-43.8%	-45.6%	-43.5%	-42.9%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-66,286	-68,200	-74,815	-80,754	-76,336	-93,262	-105,251	-131,508	-136,624	-155,220	-164,300	-141,117	-124,373
Group Insurance	-41,247	-30,636	-38,790	-40,631	-37,888	-37,479	-39,919	-43,461	-39,440	-49,617	-154,600	-44,173	-41,983
Retirement Plan	-2,038	-2,137	-2,167	-4,224	-3,857	-3,098	-4,952	-2,819	-5,908	-10,357	-6,800	-6,361	-5,427
Total Payroll Taxes & Benefits	-109,571	-100,973	-115,772	-125,609	-118,081	-133,839	-150,122	-177,788	-181,972	-215,194	-325,700	-191,651	-171,783
PAYBDN, Workers Comp Insurance	-33,691	-28,056	-24,456	-25,262	-22,195	-32,522	-33,927	-75,463	-96,617	-85,432	-108,900	-85,837	-64,792
PAYROLL BURDEN Total	-143,262	-129,029	-140,228	-150,870	-140,276	-166,361	-184,049	-253,251	-278,589	-300,626	-434,600	-277,489	-236,575
subtotal, Burden-Salary	0	0	-69,798	-73,886	-71,199	-70,881	-77,189	-98,015	-99,637	-108,418	-120,100	-102,023	-90,828
subtotal, Burden-Wage-FTR	0	0	-237	-269	0	-98	-977	-661	-130	-14,421	-212,160	-5,071	-3,258
subtotal, Burden-Wage-Seasonal	0	0	-70,193	-76,716	-69,078	-95,382	-105,883	-154,574	-178,822	-177,787	-102,340	-170,395	-142,490
Burden % - on all Payroll Direct	25.0%	22.1%	21.9%	22.3%	20.2%	22.8%	21.5%	27.4%	28.6%	27.0%	38.7%	27.7%	25.4%
Burden % - Salary	00.0%	00.0%	27.7%	28.8%	27.6%	26.9%	27.0%	27.8%	28.0%	30.3%	35.6%	28.7%	28.0%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	658.0%	00.0%	00.0%	29.1%	50.5%	09.7%	137.4%
Burden % - Wage-Seasonal	00.0%	00.0%	18.0%	18.3%	15.9%	20.4%	18.5%	27.0%	29.0%	25.2%	28.1%	27.0%	24.0%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	18.1%	18.3%	15.9%	20.5%	18.7%	27.1%	29.0%	25.5%	40.1%	27.2%	24.1%
PAYROLL TOTAL (Direct&Burden)	-716,205	-713,344	-781,548	-826,921	-834,122	-897,017	-1,041,141	-1,179,083	-1,252,072	-1,414,142	-1,556,500	-1,281,766	-1,156,691
OPERATING EXPENSES (OE)													
Employee Meals	-17,903	-19,215	-19,206	-19,163	-19,163	-24,466	-23,668	-24,851	-24,099	-24,183	-23,660	-24,378	-24,253
Employee Housing expenses	0	0	0	0	0	0	0	0	0	0	-46,000	0	0
Employee Dev/Training	0	0	-322	-190	0	0	-51	-214	-116	-161	0	-164	-108
Employee Relations	-693	-1,273	-249	-445	-469	-457	-379	-584	-326	-559	-850	-490	-461
Uniforms	-1,607	-726	-1,734	-670	-1,933	-1,410	-3,811	-642	-280	-2,713	-3,000	-1,212	-1,771

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Lodge and Summer F&B Combined
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	-1,189	-375	0	0	0	0	0	0	0	0	-500	0	0	
Travel/Meeting Expense	0	-297	-133	0	-98	0	0	0	0	-115	0	-38	-23	
Total Staff Expense	-21,392	-21,885	-21,644	-20,468	-21,862	-26,333	-27,910	-26,291	-24,821	-27,731	-74,010	-26,281	-26,617	
Telephone	-5,300	-3,921	-3,259	-3,305	-3,351	-3,499	-2,592	-2,169	-1,724	-1,719	-1,800	-1,871	-2,341	
Cable/Sat TV Service	-648	-753	-1,147	-1,958	-1,891	-2,276	-2,369	-2,952	-3,969	-1,824	-4,500	-2,915	-2,678	
Disposal Fees	-8,639	-9,062	-8,408	-8,680	-7,739	-9,235	-10,512	-8,747	-9,058	-10,609	-9,300	-9,471	-9,632	
Electricity	-27,811	-30,112	-28,979	-27,667	-26,716	-28,167	-29,769	-30,335	-29,826	-31,726	-32,500	-30,629	-29,964	
Natural Gas - Buildings	-25,780	-30,479	-19,083	-21,996	-21,596	-16,728	-22,690	-17,832	-20,495	-21,627	-21,200	-19,985	-19,874	
Fuel & Oil	-1,416	-944	-759	0	0	0	0	0	0	0	0	0	0	
Propane (LPG)	0	0	0	0	-1,135	-1,102	-411	-499	-301	-795	-600	-532	-621	
Sewer Fees	-7,458	-7,636	-7,815	-7,993	-8,112	-8,112	-9,876	-10,961	-11,187	-11,187	-15,360	-11,112	-10,265	
Water - Building/Facility	-5,993	-5,213	-5,093	-5,197	-5,465	-5,312	-5,360	-5,466	-5,736	-6,108	-6,000	-5,770	-5,596	
TOTAL UTILITIES	-83,044	-88,121	-74,543	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,597	-91,260	-82,285	-80,972	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	-71	-430	-10	0	0	0	0	0	-201	0	-67	-40	
Linen Service	-25,904	-23,463	-24,373	-21,013	-20,334	-25,872	-35,426	-34,491	-32,459	-40,977	-39,800	-35,976	-33,845	
Janitorial Services & Supplies	0	-25,258	-13,820	-20,143	-16,169	-16,348	-16,197	-16,065	-12,382	-12,344	-19,000	-17,294	-16,885	
Pest Control	0	0	-210	-1,695	-1,832	-1,909	-1,874	-1,930	-1,919	-1,903	-1,920	-1,917	-1,907	
Contract Labor	0	-198	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	-8,384	-1,157	-1,750	-1,306	-1,300	-1,294	-1,297	-1,297	-2,650	-3,030	-1,320	-2,326	-1,913	
Furniture and Office Equip	-604	-3,364	-580	-43	-683	-434	-3,191	-690	-241	-1,101	-350	-677	-1,131	
Office Supplies	-1,779	-2,139	-2,107	-1,988	-2,032	-2,182	-2,388	-3,212	-1,554	-1,563	-800	-2,110	-2,180	
Toner Cartridges	0	0	0	0	0	0	0	-469	-2,239	-2,307	-2,000	-1,671	-1,003	
Signs	-242	-2,000	-230	0	0	-188	-26	-74	-106	-1,295	-300	-492	-338	
Operating Supplies	-3,940	-6,796	-3,110	-733	-1,784	-1,963	-3,591	-1,799	-1,736	-2,936	-1,700	-2,157	-2,405	
Paper Products - Restaurant	-13,073	-13,482	-16,029	-18,396	-18,124	-22,987	-26,516	-29,434	-30,956	-34,635	-33,970	-31,675	-28,906	
Candle & TableTop Supplies	0	-967	-2,719	-718	-1,441	-816	-607	-2,250	-2,066	-1,895	-600	-2,070	-1,527	
Cleaning Supplies - Restaurant	-6,813	-8,503	-13,683	-14,595	-14,959	-16,251	-16,354	-16,086	-17,650	-22,710	-15,370	-18,816	-17,810	
Small Tools & Equipment	-22,387	-6,674	-6,126	-2,894	-6,284	-2,961	-5,814	-6,238	-6,715	-6,370	-2,900	-6,441	-5,620	
Safety Equipment	-185	-9	-181	-1,425	-676	-48	-2,110	-44	-147	-1,057	0	-416	-681	
Spoilage	0	0	-551	-182	-9	-643	-1,792	-21	-86	-231	0	-113	-555	
Entertainment	-1,430	-4,202	-5,268	-5,409	-5,276	-4,232	-5,296	-4,727	-7,397	-3,519	-5,000	-5,214	-5,034	
Recreation Programs	-45	0	0	0	0	0	0	0	0	-272	0	-91	-54	
Special Programs	-18,593	-2,444	-1,495	-4,138	-1,666	-133	-74	0	0	-440	0	-147	-129	
Catering Rentals	-2,380	-7,389	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-1,953	-7,487	-1,600	-4,305	-3,127	
Repairs & Maintenance														
General/PM	0	0	0	0	-2,621	-1,413	-7,870	-5,742	-6,099	-7,854	-3,000	-6,565	-5,796	
Plumbing	0	0	0	0	-773	-1,836	-3,290	-1,396	-490	-1,025	-1,200	-970	-1,607	
Lighting and Electrical	0	0	-458	-277	-2,594	-1,663	-1,243	-2,675	-1,994	-1,685	-1,200	-2,118	-1,852	
HVAC	0	0	0	0	-87	-3,242	-869	-872	-5	-362	-1,000	-413	-1,070	
Carpentry	0	0	0	0	-78	-22	0	0	-233	-53	0	-95	-62	
Elevators	0	0	0	0	-3,431	-3,796	-3,752	-4,427	-4,925	-3,957	-3,500	-4,436	-4,171	
Fire Suppression	0	0	0	0	-684	-1,048	-1,263	-1,742	-1,834	-3,041	-1,500	-2,206	-1,786	
Painting	0	0	0	0	-44	-120	0	0	-607	-18	0	-208	-149	
MaintDept Labor Charges (inactive)	0	-9,391	-3,828	0	0	0	49	0	0	0	0	0	10	
Other Building	-83,156	-33,634	-18,219	-6,018	-2,720	-356	-212	0	-24	-93	-500	-39	-137	
R&M Building	-83,156	-43,025	-22,504	-6,295	-13,033	-13,496	-18,450	-16,855	-16,209	-18,087	-11,900	-17,050	-16,619	
Asphalt	0	0	0	0	0	0	-2,876	0	0	0	0	0	-575	
Irrigation and Drainage	0	0	0	0	-45	0	-45	-30	-30	-35	0	-32	-28	
Snow Removal	-1,476	-3,866	-3,316	-3,836	-4,311	-3,469	-3,401	-3,158	-5,330	-7,226	-3,100	-5,238	-4,517	
Other Grounds Maint	-1,200	-23	-131	0	-79	0	-106	-240	-546	-179	0	-322	-214	
R&M Grounds (nonGolf)	-2,676	-3,889	-3,447	-3,836	-4,435	-6,345	-3,552	-3,428	-5,905	-7,440	-3,100	-5,591	-5,334	
Rolling, Heavy	0	0	0	0	0	0	0	0	0	-38	0	-13	-8	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	0	-249	-1,465	0	-571	-343	
F&B Kitchen Equip	-23	-1,395	0	-7,982	-9,000	-12,211	-11,345	-13,268	-14,769	-13,708	-7,000	-13,915	-13,060	
F&B Glass/Silver/China	0	-831	-2,370	-948	-2,526	-3,721	-248	-1,435	-1,882	-497	-2,870	-1,271	-1,556	
Office Equip R&M	0	0	0	0	0	-48	0	0	0	0	0	0	-10	
Other Operating Equip R&M	-5,521	-4,970	-5,382	-4,511	-144	-710	-1,903	0	-778	-80	0	-286	-694	
R&M Equipment	-5,544	-7,196	-7,753	-13,441	-11,669	-16,689	-13,496	-14,703	-17,679	-15,788	-9,870	-16,056	-15,671	
Seed & Sod	0	-579	0	0	0	0	0	0	0	0	0	0	0	
Pesticides	0	-33	0	0	0	0	0	0	0	0	0	0	0	

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Lodge and Summer F&B Combined

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Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Lodge and Summer F&B Combined
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			
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 <u>Average</u>		
								2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>		3-Yr	5-Yr	
Revenue														
Food	822,025	822,390	828,451	946,974	1,029,935	1,141,601	1,285,420	1,383,420	1,393,685	1,615,342	1,629,200	1,464,149	1,363,894	
Food Discounts	-15,837	-23,926	-97,292	-125,564	-93,091	-104,077	-119,826	-119,777	-107,901	-139,885	-224,300	-122,521	-118,293	
EE Discounts	0	0	-21,149	-19,333	-18,569	-21,124	-34,817	-22,197	-15,365	-31,669	-33,900	-23,077	-25,034	
Guest Relations aka Manager	-15,837	-23,926	-13,131	-22,822	-11,528	-12,485	-31,222	-47,587	-23,219	-22,564	-28,900	-31,123	-27,416	
InterDept Discounts	0	0	0	-6,891	-1,072	0	-971	-563	-995	-787	-7,000	-782	-663	
Marketing Discounts	0	0	-63,011	-76,519	-61,922	-70,468	-52,816	-49,429	-68,322	-84,865	-154,500	-67,539	-65,180	
Food NA Beverage	0	0	0	1,225	23,545	25,850	30,988	26,931	31,178	34,071	34,100	30,726	29,803	
Food subtotal	806,189	798,464	731,159	822,634	960,389	1,063,374	1,196,581	1,290,574	1,316,962	1,509,528	1,439,000	1,372,355	1,275,404	
Beer	378,059	377,142	385,904	441,872	93,380	98,323	107,175	115,876	118,681	134,145	110,700	122,901	114,840	
Beer Discounts	0	0	0	-11,541	-10,881	-8,912	-9,246	-6,418	-5,857	-5,650	0	-5,975	-7,217	
Liquor	0	0	0	14,178	159,050	175,314	196,637	222,724	203,528	243,031	182,100	223,094	208,247	
Liquor Discounts	0	0	0	-3,398	-9,492	-9,116	-11,306	-9,226	-7,294	-11,063	0	-9,194	-9,601	
Wine	0	0	0	30,488	245,263	257,997	286,476	280,306	287,129	320,519	357,200	295,985	286,485	
Wine Discounts	0	0	0	-7,411	-9,417	-9,627	-11,459	-10,489	-12,048	-14,938	0	-12,491	-11,712	
Corkage Fees	0	0	0	0	15,354	13,148	15,827	21,576	18,989	20,419	0	20,328	17,992	
Corkage Fee Discounts	0	0	0	0	-8,109	-6,154	-8,129	-14,059	-12,453	-12,895	0	-13,135	-10,738	
Beverage subtotal	378,059	377,142	385,904	464,188	475,149	510,972	565,974	600,290	590,675	673,569	650,000	621,511	588,296	
Misc other F&B	9,887	18,593	38,651	42,424	28,710	47,348	62,925	110,845	89,956	129,149	105,000	109,983	88,045	
Other F&B subtotal	9,887	18,593	38,651	42,424	28,710	47,348	62,925	110,845	89,956	129,149	105,000	109,983	88,045	
Total Food and Beverage Revenue	1,194,135	1,194,198	1,155,714	1,329,246	1,464,248	1,621,694	1,825,480	2,001,709	1,997,593	2,312,246	2,194,000	2,103,849	1,951,744	
F&B Revenue by Segment:	0	0	0	1,366,959	1,464,249	1,621,920	1,824,961	2,001,676	1,997,387	2,313,269	2,194,000	2,104,111	1,951,843	
Lodge-Dining Room	0	0	0	655,369	694,585	744,492	906,442	943,330	1,008,790	1,164,492	1,060,000	1,038,871	953,509	
Lodge-Pub	0	0	0	523,994	615,632	656,722	645,139	635,354	610,044	719,841	714,000	655,080	653,420	
Lodge-Banquets	0	0	0	187,597	154,032	220,706	273,379	422,993	378,552	428,936	420,000	410,160	344,913	
Mkt Discounts, Happy Hour Food	0	0	0	-18,974	-21,753	-21,140	-17,825	-26,772	-26,001	-33,757	0	-28,843	-25,099	
Mkt Discounts, Happy Hour Bev Beer	0	0	0	-11,541	-7,675	-5,096	-5,735	-3,667	-3,743	-1,203	0	-2,871	-3,889	
Mkt Discounts, Happy Hour Bev Liquor	0	0	0	-3,398	-3,223	-2,033	-1,813	-1,826	-3,698	-3,740	0	-3,088	-2,622	
Mkt Discounts, Happy Hour Bev Wine	0	0	0	-7,411	-6,145	-5,264	-6,730	-7,117	-9,745	-10,336	0	-9,066	-7,838	
Mkt Discounts, Happy Hour Bev, subtotal	0	0	0	-22,350	-17,043	-12,392	-14,277	-12,610	-17,186	-15,279	0	-15,025	-14,349	
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	-41,324	-38,796	-33,533	-32,102	-39,382	-43,186	-49,037	0	-43,868	-39,448	
Employee Discounts	-15,760	-16,887	0	0	0	0	0	0	0	0	0	0	0	
Homeowner Discounts	-2,067	-5,164	0	0	0	0	0	0	0	0	0	0	0	
Promotion Discounts	-15,356	-16,567	0	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	-33,183	-38,618	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	432	3,899	231	0	0	0	0	0	0	0	0	0	0	
Total Other Revenue	432	3,899	231	0	0	0	0	0	0	0	0	0	0	
GROSS REVENUE (GREV)	1,161,384	1,159,479	1,155,945	1,329,246	1,464,248	1,621,694	1,825,480	2,001,709	1,997,593	2,312,246	2,194,000	2,103,849	1,951,744	
COST OF GOODS SOLD (COGS)														
Food	-286,631	-262,779	-257,168	-295,689	0	0	0	0	0	0	0	0	0	
Meat	0	0	0	-10,763	-115,261	-131,726	-152,927	-161,088	-146,372	-164,242	-150,000	-157,234	-151,271	
Seafood	0	0	0	-8,402	-85,133	-97,287	-105,185	-109,991	-111,972	-136,496	-150,000	-121,786	-113,566	
Produce	0	0	0	-6,305	-82,855	-88,977	-105,340	-120,807	-124,315	-136,492	-100,000	-127,204	-115,186	
Dairy	0	0	0	-2,850	-49,952	-51,781	-50,926	-59,650	-58,373	-58,795	-50,000	-58,939	-55,905	
NA Beverage	0	0	0	-236	-8,507	-9,237	-10,316	-10,476	-11,700	-12,157	-11,000	-11,444	-10,777	
Food Other	0	0	0	-7,773	-66,205	-75,561	-85,750	-83,095	-90,209	-104,825	-120,000	-92,710	-87,888	
Mktg Discounts credit	0	0	0	2,661	39,752	47,224	52,913	53,600	48,582	60,643	66,000	54,275	52,593	
EE Meals credit	0	0	0	1,628	19,163	19,215	18,218	19,163	18,375	19,215	19,000	18,918	18,837	
Food Cogs	-286,631	-262,779	-257,168	-327,729	-348,999	-388,131	-439,313	-472,344	-475,984	-540,047	-496,000	-496,125	-463,164	
Beverage	-143,812	-129,422	-113,819	-109,650	0	0	0	0	0	0	0	0	0	
Beer	0	0	0	-1,746	-24,423	-26,895	-31,884	-30,377	-33,581	-34,815	-30,000	-32,924	-31,510	
Liquor	0	0	0	-2,755	-35,674	-37,272	-38,936	-41,431	-40,529	-46,911	-37,000	-42,957	-41,016	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
The Lodge (128)
 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				
Wine	0	0	0	-7,299	-74,994	-76,279	-82,146	-81,721	-86,868	-95,178	-104,000	-87,922	-84,438	
Beverage Cogs	-143,812	-129,422	-113,819	-121,450	-135,090	-140,446	-152,966	-153,529	-160,978	-176,904	-171,000	-163,804	-156,965	
Total COGS	-430,443	-392,201	-370,987	-449,179	-484,090	-528,576	-592,279	-625,873	-636,962	-716,951	-667,000	-659,929	-620,129	
Total Cogs / GREV %	-37.1%	-33.8%	-32.1%	-33.8%	-33.1%	-32.6%	-32.4%	-31.3%	-31.9%	-31.0%	-30.4%	-31.4%	-31.8%	
F&B Cogs / F&B Rev %	-36.0%	-32.8%	-32.1%	-33.8%	-33.1%	-32.6%	-32.4%	-31.3%	-31.9%	-31.0%	-30.4%	-31.4%	-31.8%	
Food %, preDiscounts	-34.9%	-32.0%	-31.0%	-34.6%	-33.1%	-33.2%	-33.4%	-33.5%	-33.4%	-32.7%	-29.8%	-33.2%	-33.3%	
Food %, postDiscounts	-35.6%	-32.9%	-35.2%	-39.8%	-39.8%	-36.3%	-36.5%	-36.7%	-36.6%	-36.1%	-35.8%	-36.2%	-36.3%	
Food NA Beverage %	00.0%	00.0%	00.0%	-19.3%	-36.1%	-35.7%	-33.3%	-38.9%	-37.5%	-35.7%	-32.3%	-37.4%	-36.2%	
COGS % Beverage, incld CF,net	-38.0%	-34.3%	-29.5%	-26.2%	-28.4%	-27.5%	-27.0%	-25.6%	-27.3%	-26.3%	-26.3%	-26.4%	-26.7%	
COGS % Beer,net	00.0%	00.0%	00.0%	-00.4%	-29.6%	-30.1%	-32.6%	-27.8%	-29.8%	-27.1%	-27.1%	-28.2%	-29.4%	
COGS % Liquor,net	00.0%	00.0%	00.0%	-25.6%	-23.9%	-22.4%	-21.0%	-19.4%	-20.7%	-20.2%	-20.3%	-20.1%	-20.7%	
COGS % Wine,net	00.0%	00.0%	00.0%	-31.6%	-31.8%	-30.7%	-29.9%	-30.3%	-31.6%	-31.1%	-29.1%	-31.0%	-30.7%	
Gross Margin (GREV-COGS)	730,941	767,278	784,958	880,067	980,158	1,093,118	1,233,200	1,375,836	1,360,630	1,595,295	1,527,000	1,443,920	1,331,616	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-208,709	-201,662	-231,684	-236,686	-239,648	-243,327	-265,178	-335,993	-336,162	-336,776	-304,500	-336,310	-303,487	
Salaries - Exempt - Commissions	0	0	0	0	0	0	0	0	-45	-170	0	-72	-43	
Wages - FTRRegular	-147	-11,400	0	0	0	0	-149	0	0	-46,811	-390,213	-15,604	-9,392	
Wages - Seasonal	-362,087	-291,087	-272,452	-314,630	-337,355	-351,332	-416,264	-451,139	-486,294	-568,543	-222,087	-501,992	-454,714	
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	0	-30,000	0	0	
Wages-Seasonal-Commissions	0	0	0	0	0	-100	0	-277	-958	-1,097	0	-777	-486	
Incentive Program, Exempt	-2,000	0	-3,400	0	-54	0	340	0	0	-164	0	-55	35	
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	0	0	-547	0	-182	-109	
Incentive Program, Seasonal, NonExempt	0	0	0	-548	-1,815	-1,269	-876	-739	-1,914	-5,825	0	-2,826	-2,125	
Total Salaries & Wages, DIRECT	-572,943	-504,149	-507,536	-551,864	-578,872	-596,028	-682,127	-788,147	-825,372	-959,933	-946,800	-857,818	-770,321	
Salaries sub-total	-210,709	-201,662	-235,084	-236,686	-239,702	-243,327	-264,838	-335,993	-336,207	-337,110	-304,500	-336,437	-303,495	
Wage sub-total	-362,235	-302,487	-272,452	-315,178	-339,170	-352,701	-417,288	-452,154	-489,166	-622,823	-642,300	-521,381	-466,826	
Wage-FTR subtotal	-147	-11,400	0	0	0	0	-149	0	0	-47,358	-420,213	-15,786	-9,501	
Wage-Seasonal subtotal	-362,087	-291,087	-272,452	-315,178	-339,170	-352,701	-417,140	-452,154	-489,166	-575,465	-222,087	-505,595	-457,325	
Payroll Direct as a % of Revenue	-49.3%	-43.5%	-43.9%	-41.5%	-39.5%	-36.8%	-37.4%	-39.4%	-41.3%	-41.5%	-40.7%	-40.7%	-39.3%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-66,286	-61,022	-61,644	-68,114	-67,932	-79,948	-89,006	-114,929	-119,713	-137,101	-143,000	-123,915	-108,140	
Group Insurance	-41,247	-30,636	-38,790	-40,631	-37,888	-37,479	-39,919	-43,461	-39,440	-49,617	-147,700	-44,173	-41,983	
Retirement Plan	-2,038	-2,137	-2,167	-4,224	-3,857	-3,098	-4,952	-2,819	-5,883	-9,604	-6,000	-6,102	-5,271	
Total Payroll Taxes & Benefits	-109,571	-93,795	-102,601	-112,968	-109,677	-120,525	-133,877	-161,210	-165,037	-196,321	-296,700	-174,189	-155,394	
PAYBDN, Workers Comp Insurance	-33,691	-23,895	-18,673	-20,328	-18,484	-27,743	-28,631	-67,261	-85,539	-73,466	-97,100	-75,422	-56,528	
PAYROLL BURDEN Total	-143,262	-117,690	-121,274	-133,296	-128,162	-148,268	-162,508	-228,470	-250,576	-269,787	-393,800	-249,611	-211,922	
subtotal, Burden-Salary	0	0	-67,776	-71,710	-69,175	-68,493	-74,401	-95,756	-96,460	-104,458	-107,100	-98,892	-87,914	
subtotal, Burden-Wage-FTR	0	0	-237	-269	0	-98	-977	-661	-130	-14,090	-212,120	-4,960	-3,191	
subtotal, Burden-Wage-Seasonal	0	0	-53,261	-61,317	-58,987	-79,677	-87,129	-132,053	-153,985	-151,239	-74,580	-145,759	-120,817	
Burden % - on all Payroll Direct	25.0%	23.3%	23.9%	24.2%	22.1%	24.9%	23.8%	29.0%	30.4%	30.4%	41.6%	29.2%	27.2%	
Burden % - Salary	00.0%	00.0%	28.8%	30.3%	28.9%	28.1%	28.5%	28.7%	28.7%	31.0%	35.2%	29.4%	28.9%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	658.0%	00.0%	00.0%	29.8%	50.5%	09.9%	137.6%	
Burden % - Wage-Seasonal	00.0%	00.0%	19.5%	19.5%	17.4%	22.6%	20.9%	29.2%	31.5%	26.3%	33.6%	29.0%	26.1%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	19.6%	19.5%	17.4%	22.6%	21.1%	29.4%	31.5%	26.5%	44.6%	29.1%	26.2%	
PAYROLL TOTAL (Direct&Burden)	-716,205	-621,838	-628,810	-685,160	-707,033	-744,297	-844,635	-1,016,617	-1,075,948	-1,229,720	-1,340,600	-1,107,429	-982,243	
OPERATING EXPENSES (OE)														
Employee Meals	-17,903	-19,215	-19,206	-19,163	-19,163	-19,318	-18,268	-19,163	-18,375	-19,215	-19,000	-18,918	-18,868	
Employee Dev/Training	0	0	-322	-190	0	0	-51	-214	-116	-161	0	-164	-108	
Employee Relations	-693	-1,273	-49	-445	-469	-334	-323	-514	-314	-528	-600	-452	-403	
Uniforms	-1,607	-44	-1,734	-482	-839	-1,023	-2,099	-223	-46	-2,313	-2,000	-861	-1,141	
Seminars & Conferences	-1,189	-375	0	0	0	0	0	0	0	0	-500	0	0	
Travel/Meeting Expense	0	-261	-133	0	-98	0	0	0	0	-115	0	-38	-23	
Total Staff Expense	-21,392	-21,168	-21,444	-20,280	-20,569	-20,675	-20,740	-20,113	-18,852	-22,332	-22,100	-20,432	-20,543	
Telephone	-5,300	-3,921	-3,259	-3,305	-3,351	-3,499	-2,592	-2,169	-1,724	-1,719	-1,800	-1,871	-2,341	
Cable/Sat TV Service	-648	-753	-1,147	-1,958	-1,891	-2,276	-2,369	-2,952	-3,969	-1,824	-4,500	-2,915	-2,678	
Disposal Fees	-8,639	-9,062	-8,408	-8,680	-7,739	-9,235	-10,512	-8,747	-9,058	-10,609	-9,300	-9,471	-9,632	

The Lodge (128)

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**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
The Lodge (128)
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				
Electricity	-27,811	-30,112	-28,979	-27,667	-26,716	-28,167	-29,769	-30,335	-29,826	-31,726	-32,500	-30,629	-29,964	
Natural Gas - Buildings	-25,780	-30,479	-19,083	-21,996	-21,596	-16,728	-22,690	-17,832	-20,495	-21,627	-21,200	-19,985	-19,874	
Fuel & Oil	-1,416	-944	-759	0	0	0	0	0	0	0	0	0	0	
Propane (LPG)	0	0	0	0	-1,135	-1,102	-411	-499	-301	-725	-600	-508	-607	
Sewer Fees	-7,458	-7,636	-7,815	-7,993	-8,112	-8,112	-9,876	-10,961	-11,187	-11,187	-15,360	-11,112	-10,265	
Water - Building/Facility	-5,993	-5,213	-5,093	-5,197	-5,465	-5,312	-5,360	-5,466	-5,736	-6,108	-6,000	-5,770	-5,596	
TOTAL UTILITIES	-83,044	-88,121	-74,543	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,527	-91,260	-82,261	-80,958	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	-71	-430	-10	0	0	0	0	0	-201	0	-67	-40	
Linen Service	-25,904	-23,463	-21,871	-17,229	-17,856	-21,943	-29,832	-31,194	-29,695	-37,746	-35,100	-32,878	-30,082	
Janitorial Services & Supplies	0	-25,164	-11,270	-18,943	-15,820	-16,319	-16,197	-16,065	-12,382	-23,274	-19,000	-17,241	-16,848	
Pest Control	0	0	-210	-1,695	-1,832	-1,909	-1,874	-1,930	-1,919	-1,903	-1,920	-1,917	-1,907	
Contract Labor	0	-198	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	-8,384	-1,157	-1,750	-1,306	-1,300	-1,294	-1,297	-1,297	-2,650	-3,030	-1,320	-2,326	-1,913	
Furniture and Office Equip	-604	-3,158	-482	-43	-683	-384	-3,191	-663	-241	-827	-300	-577	-1,061	
Office Supplies	-1,779	-2,015	-2,089	-1,981	-2,018	-2,141	-2,282	-3,204	-1,554	-1,563	-750	-2,107	-2,149	
Toner Cartridges	0	0	0	0	0	0	0	-469	-2,239	-2,307	-2,000	-1,671	-1,003	
Signs	-242	-2,000	-230	0	0	-94	-26	-34	-99	-21	-150	-51	-55	
Operating Supplies	-3,940	-5,094	-2,561	-669	-1,703	-1,558	-3,196	-1,553	-1,357	-2,784	-1,400	-1,898	-2,090	
Paper Products - Restaurant	-13,073	-9,733	-9,157	-11,595	-13,015	-16,402	-17,772	-20,643	-21,975	-25,602	-24,100	-22,740	-20,479	
Candle & TableTop Supplies	0	-967	-2,719	-718	-1,441	-816	-607	-2,250	-2,066	-1,895	-600	-2,070	-1,527	
Cleaning Supplies - Restaurant	-6,813	-7,133	-8,759	-10,770	-11,971	-13,429	-12,198	-13,023	-14,836	-19,202	-12,400	-15,687	-14,538	
Small Tools & Equipment	-22,387	-6,306	-5,540	-2,796	-5,303	-2,522	-4,570	-5,446	-5,072	-5,522	-2,400	-5,347	-4,626	
Safety Equipment	-185	-9	-181	-1,425	-676	-48	-1,144	-44	-147	-1,057	0	-416	-488	
Spoilage	0	0	-368	0	0	-643	-1,614	-21	-86	-51	0	-53	-483	
Entertainment	-1,430	-4,202	-5,268	-5,409	-5,276	-4,232	-5,296	-4,727	-7,397	-3,519	-5,000	-5,214	-5,034	
Recreation Programs	-45	0	0	0	0	0	0	0	0	-272	0	-91	-54	
Special Programs	-18,593	-2,444	-1,495	-4,138	-1,661	-133	-74	0	0	-440	0	-147	-129	
Catering Rentals	-2,380	-7,389	-4,820	-6,629	-2,122	-1,226	-1,494	-3,474	-1,953	-7,487	-1,600	-4,305	-3,127	
Repairs & Maintenance														
General/PM	0	0	0	0	-2,621	-1,413	-7,739	-5,742	-5,938	-7,845	-3,000	-6,508	-5,735	
Plumbing	0	0	0	0	-773	-1,300	-3,290	-1,396	-490	-1,025	-1,200	-970	-1,500	
Lighting and Electrical	0	0	-458	-277	-2,594	-1,663	-1,243	-2,675	-1,994	-1,685	-1,200	-2,118	-1,852	
HVAC	0	0	0	0	-87	-3,242	-869	-872	-5	-362	-1,000	-413	-1,070	
Carpentry	0	0	0	0	-78	-22	0	0	-233	-53	0	-95	-62	
Elevators	0	0	0	0	-3,431	-3,796	-3,752	-4,427	-4,925	-3,957	-3,500	-4,436	-4,171	
Fire Suppression	0	0	0	0	-684	-1,048	-1,263	-1,599	-1,834	-3,041	-1,500	-2,158	-1,757	
Painting	0	0	0	0	-44	-120	0	0	-607	-18	0	-208	-149	
MaintDept Labor Charges (inactive)	0	-9,391	-3,828	0	0	0	49	0	0	0	0	0	10	
Other Building	-83,156	-32,218	-16,987	-6,018	-2,720	-356	-212	0	-24	-93	-500	-39	-137	
R&M Building	-83,156	-41,609	-21,272	-6,295	-13,033	-12,960	-18,319	-16,712	-16,048	-18,078	-11,900	-16,946	-16,423	
Asphalt	0	0	0	0	0	-2,876	0	0	0	0	0	0	-575	
Irrigation and Drainage	0	0	0	0	-45	0	-45	-30	-30	-35	0	-32	-28	
Snow Removal	-1,476	-3,866	-3,316	-3,836	-4,311	-3,469	-3,401	-3,158	-5,330	-7,226	-3,100	-5,238	-4,517	
Other Grounds Maint	-1,200	-23	-131	0	-79	0	-106	-240	-546	-179	0	-322	-214	
R&M Grounds (nonGolf)	-2,676	-3,889	-3,447	-3,836	-4,435	-6,345	-3,552	-3,428	-5,905	-7,440	-3,100	-5,591	-5,334	
Rolling, Heavy	0	0	0	0	0	0	0	0	0	-38	0	-13	-8	
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	0	-249	-1,215	0	-488	-293	
F&B Kitchen Equip	-23	-1,395	0	-7,982	-9,000	-12,211	-11,345	-13,220	-14,769	-13,249	-6,700	-13,746	-12,959	
F&B Glass/Silver/China	0	-831	-2,370	-948	-2,041	-2,696	-20	-1,154	-1,789	-497	-1,970	-1,147	-1,231	
Office Equip R&M	0	0	0	0	0	-48	0	0	0	0	0	0	-10	
Other Operating Equip R&M	-5,521	-4,970	-4,730	-4,511	-144	-710	-1,871	0	-778	-80	0	-286	-688	
R&M Equipment	-5,544	-7,196	-7,100	-13,441	-11,184	-15,665	-13,235	-14,374	-17,585	-15,079	-8,670	-15,680	-15,188	
Seed & Sod	0	0	-579	0	0	0	0	0	0	0	0	0	0	
Pesticides	0	-33	0	0	0	0	0	0	0	0	0	0	0	
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	15,724	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	
R&M subtotal	-91,377	-37,964	-14,819	-6,572	-11,652	-17,970	-18,106	-17,514	-22,538	-23,597	-6,670	-21,216	-19,945	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
The Lodge (128)
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 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 <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														
Food	0	105,357	139,863	143,349	110,468	113,762	133,525	133,379	156,991	187,740	203,000	159,370	145,079	
Food Discounts	0	0	-315	-5,223	-13,898	-12,171	-18,020	-17,717	-22,391	-23,154	-40,000	-21,088	-18,691	
EE Discounts	0	0	0	-4,425	-8,282	-5,526	-9,799	-11,592	-20,916	-16,353	-21,000	-16,287	-12,837	
Guest Relations aka Manager	0	0	-315	-798	-5,616	-6,646	-8,220	-6,126	-1,475	-6,484	-15,000	-4,695	-5,790	
Marketing Discounts	0	0	0	0	0	0	0	0	0	-318	-4,000	-106	-64	
Food NA Beverage	0	0	0	0	18,075	20,346	18,004	20,654	18,953	20,265	21,000	19,957	19,644	
Food subtotal	0	105,357	139,548	138,127	114,645	121,936	133,510	136,316	153,552	184,851	184,000	158,240	146,033	
Beer	0	0	13,060	16,093	15,676	19,282	30,111	27,660	27,285	27,285	30,300	28,352	25,281	
Beer Discounts	0	0	0	0	-417	0	0	0	0	0	0	0	0	
Liquor	0	0	0	0	7,653	11,264	11,993	13,486	16,417	9,749	13,300	13,217	12,582	
Wine	0	0	0	0	0	0	90	3,932	3,070	6,107	5,400	4,370	2,640	
Beverage subtotal	0	0	13,060	16,093	22,912	30,546	34,150	47,530	47,147	43,140	49,000	45,939	40,503	
Total Food and Beverage Revenue	0	105,357	152,609	154,220	137,557	152,482	167,660	183,846	200,699	227,992	233,000	204,179	186,536	
F&B Revenue by Segment:	0	0	0	154,220	137,558	151,723	167,071	183,248	200,256	225,365	233,000	202,956	185,533	
SmrF&B-Lunch	0	0	0	77,071	58,105	64,195	67,419	59,302	67,361	79,442	80,900	68,701	67,544	
SmrF&B-Snack Bar	0	0	0	60,373	55,978	62,020	75,975	89,331	88,720	91,705	99,100	89,918	81,550	
SmrF&B-Pool BBQ	0	0	0	16,776	23,474	25,508	23,677	34,615	44,176	50,186	51,000	42,992	35,632	
Snowplay Food Truck	0	0	0	0	0	0	0	0	0	4,033	2,000	1,344	807	
Employee Discounts	0	0	-4,293	0	0	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	0	0	-4,293	0	0	0	0	0	0	0	0	0	0	
Employee Housing Revenue	0	0	0	0	0	0	0	0	0	0	33,000	0	0	
Total Other Revenue	0	0	0	0	0	0	0	0	0	0	33,000	0	0	
GROSS REVENUE (GREV)	0	105,357	148,316	154,220	137,557	152,482	167,660	183,846	200,699	227,992	266,000	204,179	186,536	
COST OF GOODS SOLD (COGS)														
Food	0	-38,863	-54,958	-55,402	0	0	0	0	0	0	0	0	0	
Meat	0	0	0	0	-15,046	-20,246	-25,859	-20,561	-21,866	-20,702	-26,880	-21,043	-21,847	
Seafood	0	0	0	0	-5,322	-269	-6,898	-3,985	-5,794	-7,463	-13,410	-5,748	-4,882	
Produce	0	0	0	0	-4,072	-4,319	-6,841	-5,098	-8,481	-7,544	-8,990	-7,041	-6,457	
Dairy	0	0	0	0	-2,418	-1,914	-3,176	-3,434	-3,999	-3,443	-14,550	-3,625	-3,193	
NA Beverage	0	0	0	-314	-7,262	-8,589	-5,929	-7,110	-7,544	-8,616	-2,310	-7,757	-7,558	
Food Other	0	0	0	0	-18,000	-26,173	-22,050	-19,688	-29,979	-28,076	-6,020	-25,914	-25,193	
Mktg Discounts credit	0	0	0	0	5,439	4,510	7,186	5,357	11,107	8,528	6,700	8,331	7,338	
EE Meals credit	0	0	0	0	0	5,148	5,400	5,688	5,724	4,968	4,660	5,460	5,386	
Food CoGS	0	-38,863	-54,958	-55,716	-46,683	-51,852	-58,168	-48,831	-60,832	-62,349	-60,800	-57,337	-56,406	
Beverage	0	-12,458	-2,687	-6,549	0	0	0	0	0	0	0	0	0	
Beer	0	0	0	-304	-4,708	-5,030	-5,275	-7,095	-6,718	-7,546	-7,600	-7,120	-6,333	
Liquor	0	0	0	0	-2,262	-1,798	-1,913	-2,980	-3,056	-3,214	-3,900	-3,083	-2,592	
Wine	0	0	0	0	0	0	-41	-1,172	-937	-1,994	-1,700	-1,368	-829	
Beverage CoGS	0	-12,458	-2,687	-6,854	-6,970	-6,828	-7,230	-11,247	-10,711	-12,754	-13,200	-11,571	-9,754	
Total COGS	0	-51,321	-57,646	-62,569	-53,653	-58,680	-65,397	-60,077	-71,542	-75,103	-74,000	-68,908	-66,160	
Total CoGS / GREV %	00.0%	-48.7%	-38.9%	-40.6%	-39.0%	-38.5%	-39.0%	-32.7%	-35.6%	-32.9%	-27.8%	-33.8%	-35.8%	
F&B CoGS / F&B Rev %	00.0%	-48.7%	-37.8%	-40.6%	-39.0%	-38.5%	-39.0%	-32.7%	-35.6%	-32.9%	-31.8%	-33.8%	-35.8%	
Food %, preDiscounts	00.0%	-36.9%	-39.3%	-38.9%	-36.3%	-38.7%	-38.4%	-31.7%	-34.6%	-30.0%	-27.1%	-32.1%	-34.7%	
Food %, postDiscounts	00.0%	-36.9%	-39.4%	-40.3%	-40.7%	-42.5%	-43.6%	-35.8%	-39.6%	-33.7%	-33.0%	-36.4%	-39.1%	
Food NA Beverage %	00.0%	00.0%	00.0%	00.0%	-40.2%	-42.2%	-32.9%	-34.4%	-39.8%	-42.5%	-11.0%	-38.9%	-38.4%	
COGS % Beverage, incld CF,net	00.0%	00.0%	-20.6%	-42.6%	-30.4%	-22.4%	-21.2%	-23.7%	-22.7%	-29.6%	-26.9%	-25.3%	-23.9%	
COGS % Beer,net	00.0%	00.0%	00.0%	-01.9%	-30.9%	-26.1%	-23.9%	-23.6%	-24.3%	-27.7%	-25.1%	-25.2%	-25.1%	
COGS % Liquor,net	00.0%	00.0%	00.0%	00.0%	-29.6%	-16.0%	-15.9%	-22.1%	-18.6%	-33.0%	-29.3%	-24.6%	-21.1%	
COGS % Wine,net	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	-46.0%	-29.8%	-30.5%	-32.7%	-31.5%	-31.0%	-27.8%	
Gross Margin (GREV-COGS)	0	54,036	90,671	91,651	83,904	93,802	102,263	123,768	129,157	152,888	192,000	135,271	120,376	

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	2015	2016		3-Yr	5-Yr
								Actual	Actual	Actual			
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	0	-9,209	-17,127	-19,710	-18,433	-20,633	-21,149	-16,802	-20,125	-21,203	-33,200	-19,376	-19,982
Wages - FTRRegular	0	0	0	0	0	0	0	0	0	-2,217	0	-739	-443
Wages - Seasonal	0	-70,958	-116,383	-104,477	-96,138	-113,672	-153,679	-120,610	-127,575	-128,633	-141,900	-125,606	-128,834
Incentive Program, Seasonal, NonExempt	0	0	-274	0	-403	-321	-137	-274	-410	-1,531	0	-738	-535
Total Salaries & Wages, DIRECT	0	-80,167	-133,784	-124,187	-114,973	-134,627	-174,965	-137,685	-148,110	-153,583	-175,100	-146,460	-149,794
Salaries sub-total	0	-9,209	-17,127	-19,710	-18,433	-20,633	-21,149	-16,802	-20,125	-21,203	-33,200	-19,376	-19,982
Wage sub-total	0	-70,958	-116,657	-104,477	-96,541	-113,994	-153,816	-120,883	-127,985	-132,381	-141,900	-127,083	-129,812
Wage-FTR subsubtotal	0	0	0	0	0	0	0	0	0	-2,217	0	-739	-443
Wage-Seasonal subsubtotal	0	-70,958	-116,657	-104,477	-96,541	-113,994	-153,816	-120,883	-127,985	-130,164	-141,900	-126,344	-129,368
Payroll Direct as a % of Revenue	00.0%	-76.1%	-90.2%	-80.5%	-83.6%	-88.3%	-104.4%	-74.9%	-73.8%	-67.4%	-65.8%	-72.0%	-81.7%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	0	-7,178	-13,171	-12,641	-8,404	-13,314	-16,244	-16,578	-16,911	-18,119	-21,300	-17,203	-16,233
Group Insurance	0	0	0	0	0	0	0	0	0	0	-6,900	0	0
Retirement Plan	0	0	0	0	0	0	0	0	-25	-753	-800	-259	-156
Total Payroll Taxes & Benefits	0	-7,178	-13,171	-12,641	-8,404	-13,314	-16,244	-16,578	-16,936	-18,872	-29,000	-17,462	-16,389
PAYBDN, Workers Comp Insurance	0	-4,161	-5,783	-4,934	-3,711	-4,778	-5,297	-8,202	-11,078	-11,967	-11,800	-10,415	-8,264
PAYROLL BURDEN Total	0	-11,339	-18,954	-17,574	-12,115	-18,093	-21,541	-24,780	-28,013	-30,839	-40,800	-27,878	-24,653
subtotal, Burden-Salary	0	0	-2,022	-2,176	-2,024	-2,388	-2,787	-2,259	-3,177	-3,959	-13,000	-3,132	-2,914
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	0	0	-331	-40	-110	-66
subtotal, Burden-Wage-Seasonal	0	0	-16,933	-15,398	-10,091	-15,705	-18,754	-22,521	-24,836	-26,549	-27,760	-24,635	-21,673
Burden % - on all Payroll Direct	00.0%	14.1%	14.2%	14.2%	10.5%	13.4%	12.3%	18.0%	18.9%	20.1%	23.3%	19.0%	16.5%
Burden % - Salary	00.0%	00.0%	11.8%	11.0%	11.0%	11.6%	13.2%	13.4%	15.8%	18.7%	39.2%	16.0%	14.5%
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	14.9%	00.0%	05.0%	03.0%
Burden % - Wage-Seasonal	00.0%	00.0%	14.5%	14.7%	10.5%	13.8%	12.2%	18.6%	19.4%	20.4%	19.6%	19.5%	16.9%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	14.5%	14.7%	10.5%	13.8%	12.2%	18.6%	19.4%	20.3%	19.6%	19.4%	16.9%
PAYROLL TOTAL (Direct&Burden)	0	-91,506	-152,738	-141,761	-127,088	-152,720	-196,506	-162,466	-176,124	-184,422	-215,900	-174,337	-174,447
OPERATING EXPENSES (OE)													
Employee Meals	0	0	0	0	0	-5,148	-5,400	-5,688	-5,724	-4,968	-4,660	-5,460	-5,386
Employee Housing expenses	0	0	0	0	0	0	0	0	0	0	-46,000	0	0
Employee Relations	0	0	-200	0	0	-123	-57	-70	-12	-30	-250	-38	-59
Uniforms	0	-682	0	-188	-1,093	-387	-1,713	-419	-234	-401	-1,000	-351	-631
Travel/Meeting Expense	0	-35	0	0	0	0	0	0	0	0	0	0	0
Total Staff Expense	0	-717	-200	-188	-1,093	-5,658	-7,169	-6,177	-5,970	-5,399	-51,910	-5,849	-6,075
Propane (LPG)	0	0	0	0	0	0	0	0	0	-70	0	-23	-14
TOTAL UTILITIES	0	0	0	0	0	0	0	0	0	-70	0	-23	-14
SUPPLIES & MAINTENANCE EXPENSE													
Linen Service	0	0	-2,502	-3,784	-2,478	-3,929	-5,593	-3,297	-2,764	-3,231	-4,700	-3,097	-3,763
Janitorial Services & Supplies	0	-94	-2,550	-1,200	-349	-29	0	0	0	-160	0	-53	-38
Furniture and Office Equip	0	-206	-98	0	0	-50	0	-27	0	-273	-50	-100	-70
Office Supplies	0	-124	-18	-8	-13	-40	-106	-8	0	0	-50	-3	-31
Signs	0	0	0	0	0	-95	0	-40	-7	-1,275	-150	-441	-283
Operating Supplies	0	-1,703	-548	-64	-81	-405	-395	-246	-380	-151	-300	-259	-315
Paper Products - Restaurant	0	-3,750	-6,871	-6,801	-5,108	-6,585	-8,744	-8,791	-8,981	-9,033	-9,870	-8,935	-8,427
Cleaning Supplies - Restaurant	0	-1,370	-4,925	-3,825	-2,988	-4,157	-2,821	-3,063	-2,814	-3,508	-2,970	-3,128	-3,273
Small Tools & Equipment	0	-369	-586	-98	-981	-440	-1,244	-792	-1,642	-848	-500	-1,094	-993
Safety Equipment	0	0	0	0	0	0	-966	0	0	0	0	0	-193
Spoilage	0	0	-183	-182	-9	0	-177	0	0	-180	0	-60	-71
Special Programs	0	0	0	0	-5	0	0	0	0	0	0	0	0
Repairs & Maintenance													
General/PM	0	0	0	0	0	0	-131	0	-161	-9	0	-57	-60
Plumbing	0	0	0	0	0	-536	0	0	0	0	0	0	-107
Fire Suppression	0	0	0	0	0	0	0	-143	0	0	0	-48	-29
Other Building	0	-1,415	-1,232	0	0	0	0	0	0	0	0	0	0
R&M Building	0	-1,415	-1,232	0	0	-536	-131	-143	-161	-9	0	-104	-196
Rolling, Car/Truck/Bus/Van	0	0	0	0	0	0	0	0	0	-250	0	-83	-50

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		
								3 Year Average Years				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
F&B Kitchen Equip	0	0	0	0	0	0	0	-48	0	-459	-300	-169	-101	
F&B Glass/Silver/China	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**

	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				
Revenue														
Food	62,299	100,380	157,766	204,567	204,975	223,758	252,056	279,116	373,400	398,902	375,400	350,472	305,446	
Food Discounts	0	0	-32	-10,282	-20,320	-26,410	-30,482	-22,418	-26,978	-18,666	-26,400	-22,687	-24,991	
EE Discounts	0	0	0	-9,992	-5,742	-4,584	-5,510	-4,531	-9,499	-6,719	-6,000	-6,917	-6,169	
Guest Relations aka Manager	0	0	-32	0	0	0	0	0	0	-2,727	0	-909	-545	
InterDept Discounts	0	0	0	-289	-2,361	-2,991	-3,402	-2,539	-3,010	-1,577	-2,000	-2,375	-2,704	
Marketing Discounts	0	0	0	0	-12,217	-18,835	-21,570	-15,348	-14,469	-7,643	-18,400	-12,487	-15,573	
Food NA Beverage	0	0	0	367	7,647	7,925	7,347	8,967	11,785	14,057	10,000	11,603	10,016	
Food subtotal	62,299	100,380	157,734	194,652	192,303	205,274	228,921	265,664	358,207	394,293	359,000	339,388	290,472	
Beer	19,790	42,009	49,906	64,447	34,148	32,206	42,779	42,802	55,540	68,205	59,400	55,515	48,306	
Beer Discounts	0	0	0	0	0	0	0	-403	-639	-339	0	-460	-276	
Liquor	0	0	0	0	0	0	0	0	0	12	0	4	2	
Liquor Discounts	0	0	0	0	0	0	0	0	0	-12	0	-4	-2	
Wine	0	0	0	1,662	24,883	25,782	31,044	33,667	43,301	40,914	46,600	39,294	34,942	
Wine Discounts	0	0	0	0	0	0	0	-415	-715	-257	0	-463	-278	
Corkage Fees	0	0	0	0	0	0	0	0	0	30	0	10	6	
Beverage subtotal	19,790	42,009	49,906	66,109	59,031	57,988	73,823	75,650	97,487	108,552	106,000	93,896	82,700	
Misc other F&B	0	0	0	0	1,705	1,017	6,041	5,706	17,561	15,215	9,000	12,827	9,108	
InterDept Food Sales	0	0	0	0	4,270	1,244	0	0	0	0	2,000	0	249	
Other F&B subtotal	0	0	0	0	5,975	2,261	6,041	5,706	17,561	15,215	11,000	12,827	9,357	
Total Food and Beverage Revenue	82,089	142,389	207,640	260,761	257,309	265,523	308,785	347,020	473,254	518,060	476,000	446,111	382,528	
F&B Revenue by Segment:	0	0	0	0	0	75	0	346,762	472,302	517,338	0	445,467	267,295	
Lodge-Dining Room	0	0	0	0	0	0	0	324,572	378,893	426,138	0	376,535	225,921	
Lodge-Pub	0	0	0	0	0	0	0	0	0	33	0	11	7	
Lodge-Banquets	0	0	0	0	0	75	0	22,190	74,005	50,390	0	48,862	29,332	
SmrF&B-Lunch	0	0	0	0	0	0	0	0	19,403	40,778	0	20,060	12,036	
Mkt Discounts, Happy Hour Bev Beer	0	0	0	0	0	0	0	-403	-67	0	0	-157	-94	
Mkt Discounts, Happy Hour Bev Wine	0	0	0	0	0	0	0	-415	-56	-30	0	-167	-100	
Mkt Discounts, Happy Hour Bev, subtotal	0	0	0	0	0	0	0	-818	-122	-30	0	-324	-194	
Mkt Discounts, Happy Hour Food&Bev C	0	0	0	0	0	0	0	-818	-122	-30	0	-324	-194	
Employee Discounts	-4,201	-7,716	-13,127	0	0	0	0	0	0	0	0	0	0	
Homeowner Discounts	0	0	-1,197	-5,312	0	0	0	0	0	0	0	0	0	
Promotion Discounts	-1,514	-3,501	-14,995	-6,307	-20	0	0	0	0	0	0	0	0	
Total Retail Product Revenue	-5,715	-11,217	-29,319	-11,619	-20	0	0	0	0	0	0	0	0	
Other Revenue	0	338	227	2,018	0	0	0	0	0	0	0	0	0	
Total Other Revenue	0	338	227	2,018	0	0	0	0	0	0	0	0	0	
GROSS REVENUE (GREV)	76,374	131,510	178,548	251,161	257,288	265,523	308,785	347,020	473,254	518,060	476,000	446,111	382,528	
COST OF GOODS SOLD (COGS)														
Food	-18,857	-30,451	-51,712	-71,443	0	0	0	0	0	0	0	0	0	
Meat	0	0	0	-1,299	-12,294	-9,815	-23,748	-21,465	-31,709	-37,525	-38,600	-30,233	-24,852	
Produce	0	0	0	-1,377	-12,273	-10,252	-14,365	-11,882	-16,379	-24,660	-13,500	-17,641	-15,508	
Dairy	0	0	0	-2,732	-23,515	-17,434	-25,790	-27,032	-27,970	-30,598	-24,300	-28,533	-25,765	
NA Beverage	0	0	0	-169	-3,013	-1,928	-2,647	-2,501	-3,579	-3,033	-7,700	-3,038	-2,738	
Food Other	0	0	0	-2,191	-25,460	-26,593	-32,216	-29,695	-39,076	-46,095	-40,900	-38,289	-34,735	
Mktg Discounts credit	0	0	0	0	0	0	0	0	4,996	6,835	4,700	2,944	2,366	
EE Meals credit	0	0	0	403	4,731	4,760	5,110	4,515	5,303	6,143	5,200	5,320	5,166	
Food Cogs	-18,857	-30,451	-51,712	-78,808	-71,824	-61,262	-93,657	-88,060	-108,415	-128,934	-115,100	-108,470	-96,066	
Beverage	-4,686	-12,726	-16,096	-17,148	0	0	0	0	0	0	0	0	0	
Beer	0	0	0	-719	-9,803	-9,400	-12,854	-10,181	-14,154	-15,757	-14,000	-13,364	-12,469	
Wine	0	0	0	-909	-7,087	-7,580	-9,231	-9,586	-12,410	-11,266	-13,900	-11,087	-10,015	
Beverage Cogs	-4,686	-12,726	-16,096	-18,776	-16,890	-16,980	-22,085	-19,767	-26,564	-27,023	-27,900	-24,451	-22,484	
Retail Product Cogs	0	0	0	-560	-1,393	-1,403	-841	-428	0	0	0	-143	-535	

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				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
Total COGS	-23,544	-43,177	-67,807	-98,144	-90,107	-79,646	-116,583	-108,255	-134,980	-155,956	-143,000	-133,064	-119,084	
Total Cogs / GREV %	-30.8%	-32.8%	-38.0%	-39.1%	-35.0%	-30.0%	-37.8%	-31.2%	-28.5%	-30.1%	-30.0%	-29.9%	-31.5%	
Retail Product Cogs / Retail Revenue %	00.0%	00.0%	00.0%	04.8%	6813.6%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
F&B Cogs / F&B Rev %	-28.7%	-30.3%	-32.7%	-37.4%	-34.5%	-29.5%	-37.5%	-31.1%	-28.5%	-30.1%	-30.0%	-29.9%	-31.3%	
Food %, preDiscounts	-30.3%	-30.3%	-32.8%	-38.5%	-33.8%	-26.4%	-36.1%	-30.6%	-28.1%	-31.2%	-29.9%	-30.0%	-30.5%	
Food %, postDiscounts	-30.3%	-30.3%	-32.8%	-40.5%	-37.3%	-29.8%	-40.9%	-33.1%	-30.3%	-32.7%	-32.1%	-32.0%	-33.4%	
Food NA Beverage %	00.0%	00.0%	00.0%	-46.0%	-39.4%	-24.3%	-36.0%	-27.9%	-30.4%	-21.6%	-77.0%	-26.6%	-28.0%	
COGS % Beverage, incld CF,net	-23.7%	-30.3%	-32.3%	-28.4%	-28.6%	-29.3%	-29.9%	-26.1%	-27.2%	-24.9%	-26.3%	-26.1%	-27.5%	
COGS % Beer,net	00.0%	00.0%	00.0%	-01.1%	-28.7%	-29.2%	-30.0%	-24.0%	-25.8%	-23.2%	-23.6%	-24.3%	-26.4%	
COGS % Wine,net	00.0%	00.0%	00.0%	-54.7%	-28.5%	-29.4%	-29.7%	-28.8%	-29.1%	-27.7%	-29.8%	-28.6%	-29.0%	
Gross Margin (GREV-COGS)	52,830	88,333	110,741	153,017	167,181	185,877	192,201	238,765	338,275	362,103	333,000	313,048	263,444	
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-8,714	-67,295	-53,692	-61,419	-62,659	-58,915	-60,454	-63,502	-103,314	-104,915	-112,600	-90,577	-78,220	
Wages - FTRRegular	-1,992	-305	0	0	0	0	0	0	0	-6,993	-23,768	-2,331	-1,399	
Wages - Seasonal	-30,475	-32,059	-70,411	-91,679	-81,793	-81,933	-104,141	-104,182	-135,717	-127,480	-103,432	-122,460	-110,690	
Incentive Program, Exempt	0	0	-2,250	0	0	0	60	0	0	0	0	0	12	
Incentive Program, FTR, NonExempt	0	0	0	0	0	0	0	0	0	-273	0	-91	-55	
Incentive Program, Seasonal, NonExempt	0	0	-137	-685	-784	-268	-274	-465	-1,437	-512	0	-805	-591	
Total Salaries & Wages, DIRECT	-41,181	-99,659	-126,490	-153,783	-145,236	-141,115	-164,808	-168,149	-240,469	-240,173	-239,800	-216,263	-190,943	
Salaries sub-total	-8,714	-67,295	-55,942	-61,419	-62,659	-58,915	-60,394	-63,502	-103,314	-104,915	-112,600	-90,577	-78,208	
Wage sub-total	-32,467	-32,364	-70,548	-92,364	-82,577	-82,201	-104,414	-104,647	-137,155	-135,258	-127,200	-125,686	-112,735	
Wage-FTR subsubtotal	-1,992	-305	0	0	0	0	0	0	-7,266	-2,268	-23,768	-2,422	-1,453	
Wage-Seasonal subsubtotal	-30,475	-32,059	-70,548	-92,364	-82,577	-82,201	-104,414	-104,647	-137,155	-127,992	-103,432	-123,264	-111,282	
Payroll Direct as a % of Revenue	-53.9%	-75.8%	-70.8%	-61.2%	-56.4%	-53.1%	-53.4%	-48.5%	-50.8%	-46.4%	-50.4%	-48.5%	-50.4%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-4,311	-9,333	-13,986	-16,361	-14,781	-18,729	-21,242	-22,750	-31,475	-31,023	-30,800	-28,416	-25,044	
Group Insurance	-2,994	-14,021	-12,043	-11,920	-11,317	-11,195	-11,891	-10,392	-17,286	-20,164	-36,300	-15,947	-14,185	
Retirement Plan	-250	-1,455	-1,555	-128	0	0	-1,027	-968	-3,357	-3,204	-1,600	-2,510	-1,711	
Total Payroll Taxes & Benefits	-7,555	-24,809	-27,584	-28,408	-26,099	-29,924	-34,160	-34,111	-52,119	-54,390	-68,700	-46,873	-40,941	
PAYBDN, Workers Comp Insurance	-2,370	-4,580	-4,833	-6,129	-4,496	-6,295	-6,084	-12,864	-20,521	-19,566	-20,700	-17,651	-13,066	
PAYROLL BURDEN Total	-9,925	-29,389	-32,417	-34,537	-30,595	-36,219	-40,244	-46,975	-72,640	-73,957	-89,400	-64,524	-54,007	
subtotal, Burden-Salary	0	0	-19,913	-20,211	-18,011	-18,724	-19,688	-22,106	-37,066	-38,862	-44,800	-32,678	-27,289	
subtotal, Burden-Wage-FTR	0	0	0	0	0	0	0	-53	-23	-3,305	-18,060	-1,127	-676	
subtotal, Burden-Wage-Seasonal	0	0	-12,504	-14,327	-12,584	-17,495	-20,556	-24,816	-35,551	-31,790	-26,540	-30,719	-26,042	
Burden % - on all Payroll Direct	24.1%	29.5%	25.6%	22.5%	21.1%	25.7%	24.4%	27.9%	30.2%	30.8%	37.3%	29.6%	27.8%	
Burden % - Salary	00.0%	00.0%	35.6%	32.9%	28.7%	31.8%	32.6%	34.8%	35.9%	37.0%	39.8%	35.9%	34.4%	
Burden % - Wage-FTR	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	45.5%	76.0%	15.2%	09.1%	
Burden % - Wage-Seasonal	00.0%	00.0%	17.7%	15.5%	15.2%	21.3%	19.7%	23.7%	25.9%	24.8%	25.7%	24.8%	23.1%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	17.7%	15.5%	15.2%	21.3%	19.7%	23.8%	25.9%	25.9%	35.1%	25.2%	23.3%	
PAYROLL TOTAL (Direct&Burden)	-51,107	-129,048	-158,907	-188,320	-175,831	-177,334	-205,053	-215,124	-313,109	-314,130	-329,200	-280,787	-244,950	
OPERATING EXPENSES (OE)														
Employee Meals	0	0	0	-5,530	-4,731	-4,760	-5,110	-4,515	-5,303	-6,143	-5,200	-5,320	-5,166	
Employee Dev/Training	0	0	-83	-90	0	0	0	0	0	0	-100	0	0	
Employee Relations	0	-127	0	-114	-23	0	0	-205	-171	-228	-200	-202	-121	
Uniforms	-53	0	-627	-466	0	-489	-501	-23	-122	-82	-750	-76	-243	
Seminars & Conferences	0	-250	0	0	0	0	0	0	0	0	0	0	0	
Travel/Meeting Expense	0	-376	-59	-24	0	-26	0	0	-58	-60	-50	-40	-29	
Total Staff Expense	-53	-753	-769	-6,224	-4,753	-5,249	-5,637	-4,743	-5,654	-6,513	-6,300	-5,637	-5,559	
Telephone	-40	0	-1	0	0	0	0	0	0	0	0	0	0	
Cable/Sat TV Service	-120	0	-685	-1,047	-1,134	-1,399	-1,436	-1,507	-1,603	65	-1,500	-1,015	-1,176	
Disposal Fees	-300	0	0	0	0	0	0	0	0	0	0	0	0	
Electricity	-362	-188	0	-720	-720	-857	-720	-720	-720	-720	-900	-720	-747	
Natural Gas - Buildings	-1,100	0	0	-900	-900	-900	-900	-900	-900	-900	-1,100	-900	-900	
Propane (LPG)	0	0	0	0	0	-163	-30	0	-55	-33	0	-30	-56	
Sewer Fees	-2,884	-2,981	-3,078	-3,175	-3,240	-3,240	-3,240	-3,240	-3,240	-3,240	-3,420	-3,240	-3,240	
Water - Building/Facility	-100	0	0	0	0	0	0	0	0	0	0	0	0	

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				2017 Budget	3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual				
TOTAL UTILITIES	-4,906	-3,168	-3,763	-5,842	-5,994	-6,560	-6,326	-6,367	-6,518	-4,829	-6,920	-5,905	-6,120	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	0	0	0	0	0	0	-130	0	0	-98	0	-33	-45	
Linen Service	-201	0	-1,873	-3,199	-1,699	-1,320	-3,104	-3,717	-4,490	-4,822	-4,700	-4,343	-3,491	
Janitorial Services & Supplies	0	-451	-955	-1,232	-35	-868	-364	-45	-10,862	-668	-2,600	-3,858	-2,561	
Pest Control	-224	0	0	-596	-594	-396	-317	-315	-348	-416	-600	-360	-358	
Equipment Rental	-108	-1,892	-1,907	-1,873	-1,920	-1,908	-1,978	-2,064	-1,365	-1,100	-2,050	-1,510	-1,683	
Furniture and Office Equip	-170	0	-343	-565	-403	-621	-116	0	-290	0	-100	-97	-206	
Office Supplies	-183	-278	-442	-402	-369	-409	-294	-412	-675	-768	-300	-618	-511	
Toner Cartridges	0	0	0	0	0	0	0	-21	0	-65	0	-29	-17	
Signs	0	-241	-375	-1,416	-681	0	0	-8	-257	-174	-200	-146	-88	
Operating Supplies	-1,456	-312	-429	-482	-291	-189	-26	-276	-457	-317	-650	-350	-253	
Paper Products - Restaurant	-2,564	-4,459	-5,217	-6,704	-6,036	-7,813	-11,096	-8,430	-13,381	-14,060	-13,200	-11,957	-10,956	
Cleaning Supplies - Restaurant	-231	-1,342	-2,950	-6,543	-4,722	-2,586	-3,633	-5,006	-3,384	-5,018	-4,330	-4,469	-3,925	
Small Tools & Equipment	-1,936	-155	-3,770	-1,421	-538	-2,531	-1,310	-712	-1,153	-1,017	-600	-960	-1,344	
Safety Equipment	-486	0	0	-122	-40	0	-151	-17	-73	-111	0	-67	-70	
Spoilage	-1,432	0	-21	0	0	-117	-1,358	-2,641	-2,019	-1,842	0	-2,168	-1,595	
Entertainment	0	0	-1,150	-1,106	-675	0	0	0	0	0	-300	0	0	
Special Programs	0	0	0	-32	-4	0	-12	0	0	0	0	0	-2	
Catering Rentals	0	0	0	0	0	0	0	0	-905	-2,539	0	-1,148	-689	
Repairs & Maintenance														
General/PM	0	0	0	0	-477	-214	-700	-1,038	-2,049	-2,297	0	-1,795	-1,260	
Plumbing	0	0	0	0	-276	-102	-676	-79	-264	-70	0	-138	-238	
Lighting and Electrical	0	0	-5	0	-61	-421	-678	-148	-92	-14	-200	-85	-271	
HVAC	0	0	0	0	-768	-166	0	0	0	0	0	0	-33	
Carpentry	0	0	0	0	0	0	-11	0	-273	-163	0	-146	-89	
Fire Suppression	0	0	0	0	-475	-195	-943	-696	-1,003	-988	-600	-896	-765	
Painting	0	0	0	0	0	-78	0	0	0	0	0	0	-16	
MaintDept Labor Charges (inactive)	0	-963	-1,933	0	0	0	0	0	0	0	0	0	0	
Other Building	-6,930	-5,811	-2,195	-2,292	-546	-89	0	0	0	0	-700	0	-18	
R&M Building	-6,930	-6,773	-4,132	-2,292	-2,604	-1,265	-3,009	-1,961	-3,681	-3,533	-1,500	-3,058	-2,690	
Snow Removal	0	0	0	0	0	0	-9	0	0	0	0	0	-2	
R&M Grounds (nonGolf)	0	0	0	0	0	0	-9	0	0	0	0	0	-2	
F&B Kitchen Equip	0	0	0	-1,282	-945	-898	-125	-303	-2,017	-3,213	-2,400	-1,844	-1,311	
F&B Glass/Silver/China	0	0	-1,135	-313	-422	-100	-574	-560	-1,100	-267	-850	-643	-520	
Other Operating Equip R&M	-199	-134	-499	-185	-45	0	-28	0	0	0	0	0	-6	
R&M Equipment	-199	-134	-1,634	-1,780	-1,412	-998	-727	-863	-3,117	-3,480	-3,250	-2,487	-1,837	
Contra - Inter-Dept. Charges	612	0	0	0	0	1,129	0	0	0	0	0	226	0	
R&M subtotal	-6,518	-6,907	-5,767	-4,072	-4,016	-1,134	-3,744	-2,824	-6,798	-7,013	-4,750	-5,545	-4,303	
TOTAL SUPPLIES & MAINTENANC	-15,509	-16,037	-25,199	-29,766	-22,021	-19,891	-27,632	-26,487	-46,457	-40,028	-34,380	-37,657	-32,099	
ADMINISTRATIVE & OTHER EXPENSE														
Public Relations	0	0	0	0	-10	0	-75	0	0	0	0	0	-15	
Promotion Expense	0	-633	0	-65	0	0	0	0	0	0	0	0	0	
Resort Advertising	-148	-331	-892	-2,953	-1,637	-980	-2,140	-653	-1,250	0	-2,000	-634	-1,005	
Sales specific	0	0	0	0	0	0	0	0	0	-14	0	-5	-3	
Charitable Contributions	0	0	0	0	0	-380	0	0	0	0	0	0	-76	
Community Relations	0	0	0	0	0	0	0	-50	0	0	0	-17	-10	
Marketing Discounts CoGS	0	0	0	0	0	0	0	0	-4,969	-6,835	-4,700	-3,935	-2,361	
Dues & Subscriptions	0	0	0	0	0	0	-205	0	0	0	0	0	-41	
Licenses, Permits, Fees	-564	-430	-1,043	-1,044	-1,045	-1,044	-1,223	-1,416	-355	-1,157	-1,300	-976	-1,039	
Mileage Reimbursement	0	0	-312	-778	-841	-604	0	-45	-14	0	-100	-20	-132	
Board Expense	0	0	0	0	0	0	0	0	-156	0	0	-52	-31	
Postage - General	0	-99	-2	0	0	-1	0	0	0	-14	0	-5	-3	
Credit Card Expense	-1,223	-3,052	-5,450	-6,187	-6,272	-5,850	-7,054	-8,073	-10,688	-11,949	-11,500	-10,237	-8,723	
Over/Short	-470	-343	-999	-849	-217	-124	-232	-116	-534	-140	0	-263	-229	
Inter-Department Food Costs	0	0	0	0	150	0	0	0	0	0	0	0	0	
Insurance Expense	-258	-1,773	-2,400	-1,237	-1,200	-1,200	-1,200	-1,047	-1,200	-4,238	-2,400	-2,162	-1,777	

Pizza on the Hill (150)

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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 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														
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%	-09.0%	
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	

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	0	-325	-4,400	-4,800	-1,575	-945
Special Programs	0	0	0	0	0	0	0	0	0	0	-133	0	-44	-27
Catering Rentals	0	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	0	-96	-1,315	0	-471	-282
Plumbing	0	0	0	0	0	0	0	0	0	-8	-148	0	-52	-31
Lighting and Electrical	0	0	0	0	0	0	0	0	0	-65	0	0	-22	-13
Fire Suppression	0	0	0	0	0	0	0	0	0	0	-708	-250	-236	-142
Other Building	0	0	0	0	0	0	0	0	0	0	-16	-200	-5	-3
R&M Building	0	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	0	-939	0	-313	-188
R&M Grounds (nonGolf)	0	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	0	-61	-304	-270	-122	-73
F&B Glass/Silver/China	0	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	0	-300	0	-100	-60
R&M Equipment	0	0	0	0	0	0	0	0	0	-61	-959	-620	-340	-204
R&M subtotal	0	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	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	0	-23	0	-8	-5
Resort Advertising	0	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	0	-84	0	-28	-17
Community Relations	0	0	0	0	0	0	0	0	0	0	-341	0	-114	-68
Licenses, Permits, Fees	0	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	0	-3	0	-1	-1
Credit Card Expense	0	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	0	118	-105	0	4	3
Insurance Expense	0	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	0	-514	-11,585	-7,040	-4,033	-2,420
TOTAL OPERATING EXPENSES (OE)	0	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	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	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	0	-11,459	-42,353	-96,200	-17,937	-10,762
T O C	0	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%	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	0	-11,459	-42,353	-96,200	-17,937	-10,762

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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				
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	139	0	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
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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				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Salaries sub-total	-1,159,717	-1,295,155	-1,366,697	-1,386,223	-1,395,243	-1,607,145	-1,643,979	-1,758,378	-1,811,727	-1,963,906	-1,836,900	-1,844,670	-1,757,027
Wage sub-total	-1,159,946	-1,322,453	-1,367,544	-1,397,360	-1,433,250	-1,350,292	-1,536,355	-1,420,351	-1,514,686	-1,733,526	-1,823,100	-1,556,188	-1,511,042
Wage-FTR subsubtotal	-864,330	-997,119	-1,015,707	-1,006,499	-953,644	-896,545	-1,009,898	-1,006,931	-1,054,877	-1,190,303	-1,322,884	-1,084,037	-1,031,711
Wage-Seasonal subsubtotal	-295,616	-325,334	-351,837	-390,862	-479,606	-453,746	-526,457	-413,420	-459,808	-543,223	-500,216	-472,151	-479,331
Payroll Direct as a % of Revenue	-296.4%	-451.3%	-445.2%	-525.9%	-491.6%	-586.9%	-527.2%	-551.4%	-547.7%	-518.8%	-609.0%	-539.3%	-546.4%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-203,175	-209,913	-230,878	-226,945	-236,319	-249,281	-271,086	-269,256	-279,424	-315,607	-328,200	-288,096	-276,931
Group Insurance	-371,576	-393,839	-441,689	-421,487	-398,566	-384,515	-412,988	-384,105	-335,140	-364,404	-541,700	-361,216	-376,230
Retirement Plan	-34,875	-37,385	-44,428	-45,674	-46,557	-55,491	-91,627	-74,693	-119,723	-112,309	-121,300	-102,242	-90,769
Total Payroll Taxes & Benefits	-609,626	-641,137	-716,996	-694,106	-681,442	-689,287	-775,701	-728,054	-734,286	-792,320	-991,200	-751,554	-743,930
PAYBDN, Workers Comp Insurance	-77,921	-67,033	-62,233	-63,200	-62,828	-69,138	-70,787	-120,680	-123,032	-129,953	-117,500	-124,555	-102,718
PAYROLL BURDEN Total	-687,547	-708,170	-779,229	-757,306	-744,270	-758,425	-846,488	-848,734	-857,318	-922,273	-1,108,700	-876,109	-846,648
subtotal, Burden-Salary	0	0	-340,895	-329,356	-330,850	-355,608	-414,035	-425,067	-443,877	-454,276	-490,900	-441,073	-418,573
subtotal, Burden-Wage-FTR	0	0	-388,785	-372,980	-347,684	-339,101	-355,664	-352,219	-336,425	-374,386	-539,510	-354,343	-351,559
subtotal, Burden-Wage-Seasonal	0	0	-49,549	-54,970	-65,736	-63,716	-76,789	-71,448	-76,991	-93,611	-78,290	-80,683	-76,511
Burden % - on all Payroll Direct	29.6%	27.1%	28.5%	27.2%	26.3%	25.6%	25.6%	26.7%	24.9%	24.9%	30.3%	25.8%	25.9%
Burden % - Salary	00.0%	00.0%	24.9%	23.8%	23.7%	22.1%	25.2%	24.2%	24.5%	23.1%	26.7%	23.9%	23.8%
Burden % - Wage-FTR	00.0%	00.0%	38.3%	37.1%	36.5%	37.8%	35.2%	35.0%	31.9%	31.5%	40.8%	32.8%	34.3%
Burden % - Wage-Seasonal	00.0%	00.0%	14.1%	14.1%	13.7%	14.0%	14.6%	17.3%	16.7%	17.2%	15.7%	17.1%	16.0%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	32.1%	30.6%	28.8%	29.8%	28.1%	29.8%	27.3%	27.0%	33.9%	28.0%	28.4%
PAYROLL TOTAL (Direct&Burden)	-3,007,210	-3,325,778	-3,513,470	-3,540,889	-3,572,762	-3,715,862	-4,026,822	-4,027,464	-4,183,731	-4,619,706	-4,768,700	-4,276,967	-4,114,717
OPERATING EXPENSES (OE)													
Employee Meals	0	0	0	0	0	-33	0	0	0	-24	0	-8	-11
Educational Reimbursement	132	-448	0	0	-334	0	0	0	0	-6,000	0	-2,000	-1,200
Employee Recruiting	-71,936	-38,521	-69,968	-16,466	-4,332	-4,515	-1,904	-1,306	-3,063	-6,735	-5,000	-3,701	-3,505
Employee Dev/Training	-19,543	-25,021	-21,193	-16,272	-20,367	-21,438	-14,831	-5,602	-9,065	-15,847	-24,574	-10,171	-13,356
Employee Relations	-28,972	-42,962	-30,092	-21,072	-22,825	-23,355	-23,289	-25,435	-36,346	-30,592	-26,508	-30,791	-27,803
PreEmployment Testing	0	0	-24,292	-30,475	-15,918	-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	-15,337	-9,982	-9,559	-11,419	-21,631	-16,000	-14,203	-13,686
Uniforms	-6,431	-7,156	-5,547	-14,059	-6,697	-6,670	-10,358	-4,225	-4,125	-10,005	-10,728	-6,118	-7,077
Seminars & Conferences	-8,322	-18,587	-8,475	-8,322	-8,538	-6,157	-7,933	-10,614	-7,698	-2,248	-17,100	-6,853	-6,930
Travel/Meeting Expense	-7,112	-12,721	-8,912	-4,960	-8,584	-7,644	-18,419	-9,403	-13,433	-22,198	-16,580	-15,012	-14,220
Total Staff Expense	-142,183	-145,417	-204,741	-144,007	-121,721	-108,493	-117,200	-85,539	-113,084	-141,121	-147,490	-113,248	-113,087
Telephone	-67,469	-73,243	-74,238	-92,544	-96,624	-108,822	-121,374	-146,490	-153,660	-141,805	-137,860	-147,318	-134,430
Cable/Sat TV Service	-619	-1,220	-3,139	-3,531	-4,490	-4,971	-4,100	-9,584	-11,089	-9,180	-10,150	-9,951	-7,785
Disposal Fees	-31,288	-26,337	-22,449	-24,470	-28,097	-23,121	-28,074	-23,130	-20,115	-15,451	-19,100	-19,565	-21,978
Electricity	-38,342	-42,163	-45,197	-44,598	-45,327	-45,772	-44,676	-44,118	-46,015	-48,446	-48,420	-46,193	-45,806
Natural Gas - Buildings	-23,571	-30,720	-23,338	-22,526	-13,219	-8,081	-9,249	-11,509	-12,675	-15,158	-14,000	-13,114	-11,334
Fuel & Oil	-51,022	-75,748	-43,102	-52,909	-64,586	-63,551	-62,056	-49,423	-40,701	-37,374	-58,550	-42,499	-50,621
Propane (LPG)	0	0	0	-156	-13,215	-7,777	-3,137	-1,231	-632	-1,692	-1,900	-1,185	-2,894
Sewer Fees	-6,173	-6,298	-6,425	-6,552	-6,639	-6,639	-6,639	-6,639	-6,639	-6,639	-7,620	-6,639	-6,639
Water - Building/Facility	-6,361	-6,549	-6,678	-5,535	-5,601	-5,387	-6,892	-6,802	-6,618	-7,780	-7,900	-7,066	-6,696
Water - Grounds	-248	0	0	0	0	0	0	0	-221	0	0	-74	-44
TOTAL UTILITIES	-225,092	-262,277	-224,567	-252,823	-277,797	-274,122	-286,198	-298,926	-298,364	-283,524	-305,500	-293,605	-288,227
SUPPLIES & MAINTENANCE EXPENSE													
Security Exp	-10,222	-6,979	-7,487	-8,134	-8,389	-9,110	-11,682	-10,686	-11,151	-15,248	-12,000	-12,362	-11,575
Hazardous Waste Clean Up	-849	-582	-15	0	-2,099	-65	-7,507	0	0	0	0	0	-1,514
Linen Service	0	0	0	0	0	0	-63	-40	0	-88	0	-43	-38
Janitorial Services & Supplies	0	-3,313	-21,518	-22,424	-24,037	-26,772	-30,371	-29,831	-35,688	-29,101	-29,400	-31,540	-30,353
Pest Control	0	-750	-500	-496	-594	-399	-338	-381	-2,044	-2,284	-2,400	-1,570	-1,089
Contract Fees	-135,021	-147,210	-10,206	-8,984	-25,213	-14,803	-16,210	-10,302	-8,585	-5,582	-14,000	-8,157	-11,097
Contract Labor	-207,481	-206,477	0	0	0	0	0	0	0	0	0	0	0
Equipment Rental	-1,884	-5,353	-179	-4,400	-410	-278	-30	-1,095	0	-4,724	-3,600	-1,940	-1,225
Rental Property Expense	-2,690	-2,723	-2,541	-2,903	-1,473	-1,685	-2,279	-1,862	-1,158	-1,142	-2,100	-1,387	-1,625
Mbr Srv - Retail COGS	0	0	0	-1,526	-3,300	-2,824	-5,263	-6,149	-5,049	-10,263	-7,400	-7,154	-5,910
Printed Forms/Ticket Stock	0	0	-803	-906	-1,682	-2,394	-6,022	-1,030	-446	-1,461	-3,050	-979	-2,271
Computer Software	0	0	0	-1,442	-114	-255	-944	-109	-3,819	-4,681	-5,300	-2,870	-1,962
Computer Hardware	0	0	0	-829	-879	0	-997	-252	-769	-368	-2,200	-463	-477
Furniture and Office Equip	-8,842	-8,584	-2,378	-4,704	-2,177	-616	-2,681	-216	-2,623	-5,337	-3,040	-2,725	-2,295

**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				3-Yr	5-Yr
								2014 Actual	2015 Actual	2016 Actual			
Office Supplies	-24,671	-26,231	-22,254	-22,916	-23,168	-31,992	-31,045	-18,616	-18,839	-17,338	-21,680	-18,265	-23,566
Toner Cartridges	0	0	0	0	0	0	0	-11,043	-18,940	-18,588	-17,320	-16,190	-9,714
Signs	-3,600	-109	-129	-902	-622	-557	-3,305	-274	-608	-467	-400	-450	-1,042
Operating Supplies	-23,878	-23,385	-19,785	-18,437	-15,294	-12,428	-15,800	-9,460	-13,016	-12,325	-15,640	-11,600	-12,606
Candle & TableTop Supplies	0	0	0	0	-91	0	0	0	0	0	0	0	0
Small Tools & Equipment	-6,397	-4,677	-2,328	-5,343	-2,000	-1,923	-2,730	-3,541	-1,577	-5,193	-4,400	-3,437	-2,993
Safety Equipment	-4,052	-5,459	-9,898	-9,676	-8,398	-6,326	-9,349	-7,517	-5,944	-8,475	-9,700	-7,312	-7,522
Spoilage	0	0	-2,851	0	0	0	0	0	0	0	0	0	0
Entertainment	0	0	-71	-200	-124	0	0	0	-133	0	0	-44	-27
Recreation Programs	0	0	0	0	0	-142	0	0	0	0	0	0	-28
Special Programs	0	0	0	-65	-191	-324	-722	0	-682	0	0	-227	-345
Repairs & Maintenance													
General/PM	0	0	0	0	-4,298	-4,209	-13,683	-8,520	-8,637	-10,193	-3,600	-9,117	-9,048
Plumbing	0	0	0	0	-132	-1,107	-1,560	-194	-94	-448	0	-245	-681
Lighting and Electrical	0	0	-24	-66	-994	-1,527	-1,840	-1,081	-2,104	-1,876	-1,480	-1,687	-1,686
HVAC	0	0	0	0	-1,039	-903	-808	-2,124	-372	-81	0	-859	-858
Carpentry	-223	0	0	0	0	-413	0	-18	-43	-137	0	-66	-122
Elevators	0	0	0	0	-742	-2,034	-2,943	-2,527	-2,475	-2,309	0	-2,437	-2,457
Fire Suppression	0	0	0	0	-45	-1,409	-1,085	-1,461	-1,472	-1,362	0	-1,432	-1,358
Painting	0	0	0	0	-84	-49	-211	-75	-195	-8	0	-93	-108
MaintDept Labor Charges (inactive)	0	-8,099	-8,331	0	0	-17	0	0	0	0	0	0	-3
Other Building	-59,442	-52,094	-16,174	-33,141	-7,413	-9,192	-9,136	-2,110	-3,782	-3,988	-15,050	-3,294	-5,642
R&M Building	-59,665	-60,192	-24,529	-33,206	-14,747	-20,860	-31,266	-18,110	-19,173	-20,403	-20,130	-19,229	-21,962
Asphalt	-450	-147	0	0	-54	-20	0	0	-66	0	0	-22	-17
GrassFlowersSeedFertilizers	0	0	0	0	-600	0	0	0	0	0	-1,500	0	0
Snow Removal	-6,513	-10,968	-10,297	-13,972	-15,922	-15,002	-18,218	-16,751	-19,682	-24,117	-19,700	-20,183	-18,754
Other Grounds Maint	-3,864	-2,702	-6,472	-4,357	-8,020	-8,122	-8,737	-8,262	-8,596	-8,400	-8,400	-8,913	-8,719
R&M Grounds (nonGolf)	-10,827	-13,817	-16,769	-18,329	-24,596	-23,144	-26,955	-25,347	-28,010	-33,997	-29,600	-29,118	-27,490
Golf Carts Fleet	0	0	0	-60	0	0	-101	0	-90	-293	0	-128	-97
Rolling, Heavy	-23,030	-37,858	-24,572	-19,653	-51,487	-32,969	-42,945	-24,543	-23,117	-28,902	-43,250	-25,521	-30,495
Rolling, Car/Truck/Bus/Van	-27,612	-26,721	-25,652	-23,565	-31,990	-37,707	-34,008	-35,795	-41,253	-38,969	-29,200	-38,672	-37,546
F&B Kitchen Equip	0	0	0	-225	0	0	-145	0	0	0	0	-80	-29
Fitness Equipment	0	0	0	0	0	0	0	-241	0	0	0	-80	-48
Office Equip R&M	0	0	0	0	-99	-537	-60	-511	-260	0	-1,580	-257	-274
Computer Software Maint	0	0	-2,400	-40,990	-44,883	-52,354	-49,399	-46,746	-49,727	-48,632	-48,970	-48,368	-49,372
Computer Hardware Maint	0	0	0	-13,944	-13,962	-5,794	-10,282	-5,594	-5,897	-5,231	-6,590	-5,574	-6,559
Other Operating Equip R&M	-65,741	-65,444	-50,054	-8,514	-6,418	-3,497	-3,552	-1,612	-2,218	-2,282	-5,400	-2,037	-2,632
R&M Equipment	-116,384	-130,023	-102,677	-106,951	-148,838	-133,003	-140,346	-115,042	-122,562	-124,309	-134,990	-120,637	-127,052
Fertilizer	0	0	0	-15	-54	0	0	0	0	0	0	0	0
Sand, Gravel, Rock	0	0	0	0	-300	0	0	-338	0	-928	0	-422	-253
R&M Golf Course	0	0	0	-15	-354	0	0	-338	0	-928	0	-422	-253
Forestry Grants	0	0	-71,252	0	-76,280	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	249,954	256,470	120,424	131,783	131,783	266,717	306,174	301,392	342,625	421,368	413,300	355,128	327,655
R&M subtotal	63,078	52,438	-368,619	-375,172	-419,953	-13,152	-272,840	48,761	-152,023	-43,653	-5,320	-48,972	-86,582
TOTAL SUPPLIES & MAINTENANC	-366,508	-389,394	-471,559	-489,459	-540,207	-126,044	-420,178	-63,643	-283,094	-186,318	-158,950	-177,685	-215,855
ADMINISTRATIVE & OTHER EXPENSE													
Audit & Tax Services	-29,650	-34,574	-34,300	-35,809	-29,909	-26,500	-26,500	-26,750	-24,750	-28,750	-27,000	-26,750	-26,650
Consulting Expense	-26,436	-42,378	-9,453	-3,352	-1,493	-1,615	-4,998	-8,220	-6,850	-5,752	-22,820	-6,941	-5,487
Po Survey	0	0	-3,044	0	0	0	-429	0	0	0	0	0	-86
Legal Services	-16,401	-81,051	-104,401	-30,398	-31,771	-36,976	-89,125	22,809	-46,816	-48,352	-110,000	-24,120	-39,692
Public Relations	-11	0	-3,438	-5,992	-5,360	-6,929	-13,166	-4,624	-5,009	-12,574	-7,500	-7,402	-8,460
Promotion Expense	0	-51	-188	-313	-893	-400	-400	-325	-5	0	0	-110	-324
Resort Advertising	-1,333	-2,881	-11,707	-6,978	-7,567	-18,412	-14,987	-6,717	-13,122	-18,926	-26,000	-12,922	-14,433
Sales specific	0	0	0	0	0	-1,656	-2,790	-3,273	-3,047	-5,577	0	-3,965	-3,268
Charitable Contributions	-3,950	-2,680	-2,092	-2,440	-4,413	-4,200	-3,815	-1,019	-6,898	-8,812	-4,200	-5,576	-4,949

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
General (005)
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				
Revenue														
Other Revenue	2,398	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Revenue	2,398	0	0	0	0	0	0	0	0	0	0	0	0	0
GROSS REVENUE (GREV)	2,398	0	0	0	0	0	0	0	0	0	0	0	0	0
COST OF GOODS SOLD (COGS)														
Food	0	-2	0	0	0	0	0	0	0	0	0	0	0	0
Food Cogs	0	-2	0	0	0	0	0	0	0	0	0	0	0	0
Total COGS	0	-2	0	0	0	0	0	0	0	0	0	0	0	0
Gross Margin (GREV-COGS)	2,398	-2	0	0	0	0	0	0	0	0	0	0	0	0
PAYROLL														
SALARIES & WAGES														
Salaries - Exempt - Regular	-29,281	-22,331	-12,493	-26,250	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-52,800	-34,127	-32,275	
Wages - FTRRegular	-40,346	-41,895	-41,842	-40,815	0	0	0	0	0	0	-12,000	0	0	
Wages - Seasonal	-4,851	-1,951	0	-1,100	0	0	0	0	0	0	0	0	0	
Incentive Program, FTR, NonExempt	0	0	-344	-137	0	0	0	0	0	0	0	0	0	
Total Salaries & Wages, DIRECT	-74,478	-66,177	-54,679	-68,302	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-64,800	-34,127	-32,275	
Salaries sub-total	-29,281	-22,331	-12,493	-26,250	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-52,800	-34,127	-32,275	
Wage sub-total	-45,196	-43,846	-42,186	-42,052	0	0	0	0	0	0	-12,000	0	0	
Wage-FTR subsubtotal	-40,346	-41,895	-42,186	-40,952	0	0	0	0	0	0	-12,000	0	0	
Wage-Seasonal subsubtotal	-4,851	-1,951	0	-1,100	0	0	0	0	0	0	0	0	0	
Payroll Direct as a % of Revenue	-3105.9%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
PAYROLL BURDEN, Taxes & Benefits														
Payroll Taxes	-14,488	-5,108	-4,217	-4,857	-1,137	-1,454	-1,701	-1,615	-2,064	-1,921	-3,000	-1,867	-1,751	
Group Insurance	-20,198	-16,018	-12,518	-12,329	-1,476	-1,460	-1,551	-1,356	-1,207	-1,197	-1,700	-1,253	-1,354	
Retirement Plan	-3,245	-1,934	-996	0	0	-1,025	-4,577	-3,931	-5,787	-4,677	-3,000	-4,798	-3,999	
Total Payroll Taxes & Benefits	-37,932	-23,060	-17,731	-17,186	-2,613	-3,940	-7,829	-6,902	-9,058	-7,795	-7,700	-7,918	-7,105	
PAYBDN, Workers Comp Insurance	-2,754	-2,336	-1,918	-1,806	-119	-148	-153	-276	-412	-313	-300	-334	-261	
PAYROLL BURDEN Total	-40,685	-25,395	-19,649	-18,991	-2,733	-4,088	-7,982	-7,178	-9,470	-8,109	-8,000	-8,252	-7,366	
subtotal, Burden-Salary	0	0	-3,381	-3,112	-2,650	-4,088	-7,982	-7,128	-9,445	-8,109	-8,000	-8,227	-7,351	
subtotal, Burden-Wage-FTR	0	0	-16,267	-15,667	-82	0	0	-50	0	0	0	-17	-10	
subtotal, Burden-Wage-Seasonal	0	0	0	-213	0	0	0	0	0	0	0	0	0	
Burden % - on all Payroll Direct	54.6%	38.4%	35.9%	27.8%	10.6%	14.8%	25.4%	21.8%	28.1%	22.7%	12.3%	24.2%	22.6%	
Burden % - Salary	00.0%	00.0%	27.1%	11.9%	10.2%	14.8%	25.4%	21.6%	28.1%	22.7%	15.2%	24.1%	22.5%	
Burden % - Wage-FTR	00.0%	00.0%	38.6%	38.3%	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%	19.4%	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%	38.6%	37.8%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
PAYROLL TOTAL (Direct&Burden)	-115,163	-91,572	-74,328	-87,293	-28,608	-31,634	-39,431	-40,115	-43,141	-43,882	-72,800	-42,379	-39,641	
OPERATING EXPENSES (OE)														
Educational Reimbursement	132	-448	0	0	0	0	0	0	0	0	0	0	0	0
Employee Recruiting	0	0	-54,269	0	0	0	0	0	0	0	0	0	0	0
Employee Dev/Training	-85	0	0	0	0	7	0	0	0	0	0	0	1	0
Employee Relations	-744	-162	-47	0	0	-149	0	0	0	0	0	0	-30	0
PreEmployment Testing	0	0	0	0	-35	0	0	0	0	0	0	0	0	0
Uniforms	-310	0	0	-110	0	0	0	0	0	0	0	0	0	0
Seminars & Conferences	0	0	0	0	-85	0	0	0	0	0	0	0	0	0
Travel/Meeting Expense	-129	-1,780	-1,590	-331	0	0	0	0	0	0	0	0	0	0
Total Staff Expense	-1,136	-2,390	-55,906	-442	-120	-142	0	0	0	0	0	0	0	-28

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General (005)

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**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
General (005)
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				
Telephone	-467	-1,073	-1,590	-2,017	-1,231	-1,310	-1,698	-1,802	-1,799	-1,639	-1,800	-1,747	-1,649	
Cable/Sat TV Service	-402	-658	-1,318	-1,596	-1,894	-2,816	-1,436	-1,507	-1,603	0	-1,500	-1,037	-1,472	
Disposal Fees	-7,481	-8,700	-9,720	-10,460	-11,325	-10,818	-10,853	-11,153	-10,660	-8,600	-11,400	-10,138	-10,417	
Electricity	-26,856	-30,872	-32,115	-32,182	-32,619	-32,215	-31,577	-30,759	-33,127	-34,727	-34,000	-32,871	-32,481	
Natural Gas - Buildings	-11,820	-15,170	-11,890	-12,631	-12,310	-7,614	-7,977	-8,282	-9,268	-11,311	-10,000	-9,620	-8,890	
Fuel & Oil	0	-21	-60	0	20	-38	4	-407	20	-189	0	-122	-122	
Propane (LPG)	0	0	0	0	0	0	306	0	0	0	0	0	61	
Sewer Fees	-3,817	-3,985	-4,154	-4,244	-4,305	-4,305	-4,941	-4,941	-4,941	-4,941	-5,700	-4,941	-4,814	
Water - Building/Facility	-3,549	-4,392	-4,309	-3,800	-3,807	-3,654	-4,633	-3,945	-3,639	-4,379	-4,900	-3,988	-4,050	
TOTAL UTILITIES	-54,391	-64,872	-65,156	-66,930	-67,471	-62,770	-62,805	-62,796	-65,016	-65,787	-69,300	-64,533	-63,835	
SUPPLIES & MAINTENANCE EXPENSE														
Janitorial Services & Supplies	0	-856	-3,156	-4,142	-3,988	-4,384	-5,021	-5,127	-9,801	-6,214	-6,300	-7,047	-6,109	
Pest Control	0	0	0	-99	-99	-149	-125	-109	-330	-276	0	-238	-198	
Contract Fees	-184	0	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	0	0	0	0	-377	-78	0	0	0	0	0	0	-16	
Rental Property Expense	-2,690	-2,723	-2,541	-2,903	-1,473	-1,685	-2,279	-1,862	-1,158	-1,142	-2,100	-1,387	-1,625	
Computer Software	0	0	0	0	0	0	-154	0	0	0	0	0	-31	
Furniture and Office Equip	-2,060	-85	44	-210	-19	0	0	0	0	0	0	0	0	
Office Supplies	-2,095	-1,742	-395	-110	-670	-262	-9	-207	-87	0	0	-98	-113	
Signs	0	0	-49	0	0	0	0	0	0	-165	0	-55	-33	
Operating Supplies	-207	-99	0	0	0	-10	0	0	-601	0	0	-200	-122	
Small Tools & Equipment	0	-14	0	-13	0	0	0	0	0	0	0	0	0	
Safety Equipment	0	0	-472	-596	-513	0	0	0	0	0	0	0	0	
Repairs & Maintenance														
General/PM	0	0	0	0	-1,668	-1,109	-5,027	-4,653	-2,724	-4,102	0	-3,826	-3,523	
Plumbing	0	0	0	0	-132	-1,107	-311	-194	-4	-448	0	-215	-413	
Lighting and Electrical	0	0	-15	-66	-218	-858	-1,452	-988	-1,201	-456	-1,000	-881	-991	
HVAC	0	0	0	0	-658	-484	-189	-649	-112	0	0	-254	-287	
Carpentry	-223	0	0	0	0	0	0	-18	-4	-86	0	-36	-22	
Elevators	0	0	0	0	-742	-771	0	0	0	0	0	0	-154	
Fire Suppression	0	0	0	0	-45	-107	-45	-610	0	-55	0	-222	-163	
Painting	0	0	0	0	-24	-20	-125	0	-20	0	0	-7	-33	
MaintDept Labor Charges (inactive)	0	-8,099	-4,571	0	0	-17	0	0	0	0	0	0	-3	
Other Building	-32,754	-26,042	-6,246	-12,337	-2,081	-2,397	-1,801	-1,647	-1,711	-1,935	-3,900	-1,765	-1,899	
R&M Building	-32,977	-34,141	-10,832	-12,403	-5,569	-6,870	-8,950	-8,759	-5,775	-7,082	-4,900	-7,205	-7,487	
Asphalt	0	0	0	0	0	-20	0	0	0	0	0	0	-4	
GrassFlowersSeedFertilizers	0	0	0	0	0	0	0	0	0	0	-1,500	0	0	
Snow Removal	-1,539	-4,059	-2,709	-4,267	-3,694	-6,249	-8,600	-11,436	-11,801	-14,065	-7,000	-12,434	-10,430	
Other Grounds Maint	-1,667	-2,700	-5,500	-4,357	-8,020	-8,061	-8,000	-8,000	-8,114	-8,000	-8,400	-8,038	-8,035	
R&M Grounds (nonGolf)	-3,206	-6,759	-8,209	-8,624	-11,715	-14,330	-16,600	-19,436	-19,915	-22,065	-16,900	-20,472	-18,469	
Rolling, Heavy	0	0	0	0	0	0	0	0	0	-326	0	-109	-65	
Rolling, Car/Truck/Bus/Van	-79	-396	0	-445	-418	0	0	0	0	0	0	0	0	
Other Operating Equip R&M	-185	0	0	-161	-140	-1,779	-1,424	-11	-83	-60	0	-51	-671	
R&M Equipment	-263	-396	0	-606	-558	-1,779	-1,424	-11	-83	-386	0	-160	-736	
Contra - Inter-Dept. Charges	16,000	16,500	17,400	17,400	0	0	0	0	0	0	0	0	0	
R&M subtotal	-20,446	-24,796	-1,641	-4,233	-17,842	-22,979	-26,974	-28,205	-25,773	-29,533	-21,800	-27,837	-26,693	
TOTAL SUPPLIES & MAINTENANC	-27,683	-30,315	-8,210	-12,305	-24,980	-29,546	-34,562	-35,510	-37,750	-37,330	-30,200	-36,863	-34,940	
ADMINISTRATIVE & OTHER EXPENSE														
Audit & Tax Services	-29,650	-32,774	-34,300	-35,809	-29,500	-26,500	-26,500	-26,750	-24,750	-28,750	-27,000	-26,750	-26,650	
Consulting Expense	0	-35,113	-4,942	0	0	0	-1,320	0	0	0	-6,500	0	-264	
Po Survey	0	0	-3,044	0	0	0	0	0	0	0	0	0	0	
Legal Services	-16,401	-75,747	-104,401	-30,398	-31,771	-36,976	-89,125	22,809	-46,816	-48,352	-110,000	-24,120	-39,692	
Public Relations	0	0	0	0	-319	-113	0	0	0	0	0	0	-23	
Resort Advertising	-361	-1,088	-530	-612	-207	0	0	0	0	0	-14,000	0	0	
Charitable Contributions	-3,775	-1,980	-667	-2,440	-4,413	-4,175	-3,565	-996	-6,873	-8,812	-4,200	-5,560	-4,884	
Community Relations	-3,743	0	0	0	0	0	-25	0	-538	-7,250	0	-2,596	-1,563	
Dues & Subscriptions	-417	-250	-1,556	-1,400	-1,195	-1,415	-22	0	0	-760	-600	-253	-439	

General (005)

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Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
General (005)
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				
Licenses, Permits, Fees	-545	-562	-3,559	-2,972	-3,362	-5,771	-7,461	-1,858	-2,713	-86	-4,800	-1,552	-3,578	
Mileage Reimbursement	0	0	-1,431	-195	-4	0	0	0	0	0	0	0	0	
Board Expense	-8,546	-7,251	-10,145	-9,297	-23,264	-15,690	-11,847	-11,810	-12,085	-9,122	-12,500	-11,006	-12,111	
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 - Value Line	0	0	0	0	-1,570	0	0	0	0	0	0	0	0	
Postage - General	-1,544	-3,904	-4,900	-5,242	-3,771	-3,904	-1,734	-1,329	-4,290	-1,572	-4,800	-2,397	-2,566	
Assessment Billing	-1,253	0	-4,027	-4,087	-4,215	-5,359	-8,432	-8,102	-6,995	-7,359	-9,000	-7,485	-7,249	
Printing - TD News	-2,821	0	0	0	-103	0	0	0	0	0	0	0	0	
Claims Expense	-10,481	-203	-16,413	-7,316	-35,212	-8,054	-7,961	-18,476	-30,846	-15,730	-5,000	-21,684	-16,213	
Bad Debt Expense	-1,506	-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	-145	-52	-29	-3	0	0	0	0	0	0	0	0	0	
Over/Short	0	-249	0	0	0	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	-106,554	-110,289	-113,771	-81,346	-77,133	-85,120	-105,843	-101,252	-114,582	-95,530	-106,800	-103,788	-100,465	
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	-347,653	-455,759	-544,654	-404,627	-351,690	-399,085	-475,862	-346,622	-497,451	-491,661	-619,000	-445,245	-442,136	
TOTAL OPERATING EXPENSES (OE)	-430,862	-553,337	-673,926	-484,304	-444,261	-491,543	-573,229	-444,927	-600,217	-594,778	-718,500	-546,641	-540,939	
TOTAL PAYROLL AND OPERATING EXPE	-546,025	-644,909	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-791,300	-589,020	-580,580	
N O R 1, before OH	-543,627	-644,911	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-791,300	-589,020	-580,580	
ALLOCATED OVERHEAD (OH)	-6,502	-8,752	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-550,129	-653,663	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-791,300	-589,020	-580,580	
T O C	-552,527	-653,663	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-791,300	-589,020	-580,580	
REV to TOC (CRR%)	00.4%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	
Assessment Revenue, Operating Fund	3,994,106	4,276,339	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	3,443,977	3,622,676	3,745,546	3,926,594	4,025,132	3,974,823	4,505,195	4,962,558	5,787,442	6,314,385	5,519,700	5,688,128	5,108,880	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Administration (010)
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 3-Yr	2018 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
Chartered Club Discounts	0	-750	0	0	0	0	0	0	0	0	0	0	0
Discounts - Retail	0	-9	0	0	0	0	0	0	0	0	0	0	0
Total Retail Product Revenue	0	-759	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	400	0	0	0	0	0	0	0	0	0
Interest	202,654	92,079	45,959	25,021	14,237	9,075	5,216	3,327	6,667	24,369	6,000	11,454	9,731
Late Charges	12,768	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	65,000	113,307	107,794
NSF Charges	-100	-10	-60	-20	20	40	-170	-90	-150	-40	0	-83	-82
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	12,967	539	458	5,460	3,859	820	897	1,171	1,025	1,427	0	1,208	1,068
Total Other Revenue	322,127	221,101	221,059	211,996	197,052	209,201	213,304	216,094	225,776	315,704	192,000	252,525	236,016
GROSS REVENUE (GREV)	322,127	220,342	221,059	204,681	189,282	207,687	210,138	216,094	223,676	315,704	190,000	251,825	234,660
COST OF GOODS SOLD (COGS)													
Food	0	-6	0	0	0	0	0	0	0	0	0	0	0
Food Cogs	0	-6	0	0	0	0	0	0	0	0	0	0	0
Total COGS	0	-6	0	0	0	0	0	0	0	0	0	0	0
Total Cogs / GREV %	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%	00.0%
Gross Margin (GREV-COGS)	322,127	220,336	221,059	204,681	189,282	207,687	210,138	216,094	223,676	315,704	190,000	251,825	234,660
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-259,591	-210,226	-248,812	-200,433	-203,057	-207,583	-227,563	-238,115	-239,158	-187,298	-227,900	-221,524	-219,943
Wages - FTRRegular	-71,971	-85,511	-90,324	-88,038	-85,240	-90,168	-94,840	-66,652	-88,827	-128,839	-142,890	-94,773	-93,865
Wages - Seasonal	-5,335	-5,934	-7,929	-5,427	-19,621	-4,009	-3,645	-8,143	-1,726	-4,555	-9,410	-4,808	-4,415
Wages-FTR-Commissions	0	0	0	0	0	-100	0	0	0	-100	0	-33	-40
Wages-Seasonal-Commissions	0	0	-2,000	-2,700	-1,400	0	-1,200	-1,600	0	-700	0	-767	-700
Incentive Program, Exempt	-148,619	-158,172	-158,424	-161,977	-159,033	-256,352	-190,014	-269,221	-219,355	-308,282	-94,000	-265,619	-248,645
Incentive Program, FTR, NonExempt	0	0	-48,073	-29,397	-27,272	-44,174	-31,156	-54,280	-37,646	-54,627	-22,000	-48,851	-44,377
Incentive Program, Seasonal, NonExempt	0	0	-8,536	-10,858	-10,438	-6,689	-14,534	-4,271	-12,186	-19,956	-10,000	-12,138	-11,527
Total Salaries & Wages, DIRECT	-485,516	-459,843	-564,098	-498,829	-506,061	-609,074	-562,952	-642,280	-598,898	-704,356	-506,200	-648,512	-623,512
Salaries sub-total	-408,210	-368,398	-407,235	-362,409	-362,090	-463,935	-417,577	-507,336	-458,513	-495,579	-321,900	-487,143	-468,588
Wage sub-total	-77,306	-91,445	-156,863	-136,420	-143,971	-145,139	-145,375	-134,945	-140,385	-208,777	-184,300	-161,369	-154,924
Wage-FTR subtotaltotal	-71,971	-85,511	-138,397	-117,435	-112,513	-134,442	-125,996	-120,931	-126,473	-183,566	-164,890	-143,657	-138,282
Wage-Seasonal subtotaltotal	-5,335	-5,934	-18,466	-18,985	-31,458	-10,698	-19,379	-14,013	-13,912	-25,211	-19,410	-17,712	-16,643
Payroll Direct as a % of Revenue	-150.7%	-208.7%	-255.2%	-243.7%	-267.4%	-293.3%	-267.9%	-297.2%	-267.8%	-223.1%	-266.4%	-262.7%	-269.8%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-27,375	-22,318	-47,254	-34,898	-37,006	-42,556	-40,218	-46,637	-41,462	-50,297	-37,900	-46,132	-44,234
Group Insurance	-52,807	-47,621	-41,331	-41,036	-37,890	-37,480	-40,307	-42,666	-26,299	-27,324	-44,400	-32,096	-34,815
Retirement Plan	-7,997	-7,743	-10,168	-9,233	-11,283	-22,838	-34,756	-31,204	-39,197	-35,073	-44,600	-35,158	-32,614
Total Payroll Taxes & Benefits	-88,178	-77,682	-98,753	-85,166	-86,179	-102,873	-115,280	-120,506	-106,958	-112,694	-126,900	-113,386	-111,662
PAYBDN, Workers Comp Insurance	-12,313	-6,191	-10,497	-14,232	-22,079	-15,001	-12,610	-24,185	-22,706	-19,518	-12,800	-22,136	-18,804
PAYROLL BURDEN Total	-100,491	-83,873	-109,250	-99,398	-108,258	-117,874	-127,890	-144,692	-129,665	-132,212	-139,700	-135,523	-130,466

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Administration (010)
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				
subtotal, Burden-Salary	0	0	-68,961	-58,400	-68,930	-78,672	-87,656	-104,032	-97,955	-91,481	-78,300	-97,822	-91,959	
subtotal, Burden-Wage-FTR	0	0	-39,189	-37,553	-34,690	-38,087	-37,567	-39,008	-29,875	-38,136	-60,090	-35,673	-36,535	
subtotal, Burden-Wage-Seasonal	0	0	-1,100	-3,446	-4,638	-1,114	-2,666	-1,652	-1,835	-2,595	-1,310	-2,027	-1,973	
Burden % - on all Payroll Direct	20.7%	18.2%	19.4%	19.9%	21.4%	19.4%	22.7%	22.5%	21.7%	18.8%	27.6%	21.0%	21.0%	
Burden % - Salary	00.0%	00.0%	16.9%	16.1%	19.0%	17.0%	21.0%	20.5%	21.4%	18.5%	24.3%	20.1%	19.7%	
Burden % - Wage-FTR	00.0%	00.0%	28.3%	32.0%	30.8%	28.3%	29.8%	32.3%	23.6%	20.8%	36.4%	25.6%	27.0%	
Burden % - Wage-Seasonal	00.0%	00.0%	06.0%	18.1%	14.7%	10.4%	13.8%	11.8%	13.2%	10.3%	06.7%	11.8%	11.9%	
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	25.7%	30.1%	27.3%	27.0%	27.7%	30.1%	22.6%	19.5%	33.3%	24.1%	25.4%	
PAYROLL TOTAL (Direct&Burden)	-586,007	-543,717	-673,349	-598,228	-614,319	-726,948	-690,842	-786,972	-728,563	-836,568	-645,900	-784,034	-753,979	
OPERATING EXPENSES (OE)														
Employee Recruiting	-449	0	-5,000	0	0	0	0	0	0	0	0	0	0	
Employee Dev/Training	0	0	0	0	0	0	0	0	-252	-934	0	-395	-237	
Employee Relations	-840	-344	-528	-236	-93	-141	-20	-602	-2,985	-131	-300	-1,239	-776	
Uniforms	-239	-774	-148	-413	-313	-481	-895	-105	-627	-753	-600	-495	-572	
Seminars & Conferences	-2,194	-5,781	-1,461	-2,012	-980	-2,446	-2,399	-5,151	-2,213	0	-4,350	-2,455	-2,442	
Travel/Meeting Expense	-1,087	-2,006	-973	-1,876	-3,952	-2,604	-8,223	-6,113	-6,185	-12,492	-2,750	-8,263	-7,123	
Total Staff Expense	-4,810	-8,905	-8,111	-4,537	-5,338	-5,672	-11,538	-11,971	-12,262	-14,309	-8,000	-12,847	-11,150	
Telephone	-9,922	-9,675	-10,569	-10,844	-14,650	-11,683	-11,792	-12,197	-15,967	-9,920	-14,400	-12,695	-12,312	
Natural Gas - Buildings	0	-1,149	0	-21	0	0	0	0	0	0	0	0	0	
Fuel & Oil	-5,676	-6,528	-5,038	-5,947	-7,924	-10,285	-9,701	-7,702	-4,230	-3,203	-9,600	-5,045	-7,024	
TOTAL UTILITIES	-15,598	-17,352	-15,607	-16,812	-22,574	-21,968	-21,493	-19,900	-20,196	-13,123	-24,000	-17,740	-19,336	
SUPPLIES & MAINTENANCE EXPENSE														
Security Exp	-8,604	-6,815	-7,281	-7,616	-8,377	-8,306	-11,423	-10,684	-10,997	-15,248	-12,000	-12,310	-11,332	
Janitorial Services & Supplies	0	-1,792	-3,480	-3,480	-2,700	-2,895	-2,986	-3,463	-4,129	-3,356	-3,000	-3,649	-3,366	
Pest Control	0	-750	-500	-397	-495	-248	-213	-272	0	-204	-600	-159	-187	
Contract Fees	-42	0	0	0	0	0	0	0	0	0	0	0	0	
Equipment Rental	0	0	0	-861	0	0	0	0	0	-722	0	-241	-144	
Furniture and Office Equip	-1,168	-1,680	-934	-1,764	-533	-45	0	0	-637	-2,472	-300	-1,036	-631	
Office Supplies	-1,909	-2,671	-4,459	-4,142	-4,637	-6,018	-5,549	-4,544	-4,780	-4,053	-5,400	-4,459	-4,989	
Toner Cartridges	0	0	0	0	0	0	0	-189	-455	-656	0	-433	-260	
Signs	0	-109	0	0	0	-28	-121	-274	-41	-118	0	-144	-116	
Operating Supplies	-2,741	-3,551	-2,590	-2,314	-3,156	-2,428	-1,765	-1,498	-2,001	-2,390	-3,600	-1,963	-2,016	
Small Tools & Equipment	-6	0	0	-371	0	-137	0	-180	-199	-600	-600	-681	-436	
Safety Equipment	0	-165	-13	-588	-299	-302	-381	-27	-17	-110	-800	-52	-168	
Spoilage	0	0	-2,851	0	0	0	0	0	0	0	0	0	0	
Recreation Programs	0	0	0	0	0	-142	0	0	0	0	0	0	-28	
Special Programs	0	0	0	0	-52	0	0	0	0	0	0	0	0	
Repairs & Maintenance														
General/PM	0	0	0	0	0	-288	-172	-620	-275	-582	0	-493	-387	
Plumbing	0	0	0	0	0	0	0	0	-60	0	0	-20	-12	
Lighting and Electrical	0	0	0	0	0	0	-120	0	-47	-8	0	-18	-35	
HVAC	0	0	0	0	0	-231	-606	0	-260	-81	0	-114	-236	
Elevators	0	0	0	0	0	-1,263	-2,943	-2,527	-2,475	-2,309	0	-2,437	-2,303	
Fire Suppression	0	0	0	0	0	-81	-603	-576	-525	-878	0	-660	-533	
Painting	0	0	0	0	0	-17	0	-175	0	0	0	-58	-38	
Other Building	-7,061	-6,251	-4,316	-1,534	-2,917	-3,659	-1,068	0	-567	0	-5,600	-189	-1,059	
R&M Building	-7,061	-6,251	-4,316	-1,534	-2,917	-5,522	-5,529	-3,723	-4,384	-3,859	-5,600	-3,988	-4,603	
Grass/Flowers/Seed/Fertilizers	0	0	0	0	-600	0	0	0	0	0	0	0	0	
Snow Removal	0	0	0	0	0	-84	-222	-249	-20	-457	0	-242	-206	
Other Grounds Maint	-798	0	-919	0	0	0	-737	-451	-149	0	0	-200	-267	
R&M Grounds (nonGolf)	-798	0	-919	0	-600	-84	-959	-700	-169	-457	0	-442	-474	
Rolling, Heavy	0	0	0	0	-37	-88	-498	-15	-325	0	0	-113	-185	
Rolling, Car/Truck/Bus/Van	-2,630	-1,738	-3,977	-1,629	-4,591	-4,195	-10,509	-9,171	-10,436	-7,862	-7,200	-9,156	-8,435	
Other Operating Equip R&M	-1,212	-724	-122	-53	0	-55	-526	-132	-54	-178	-600	-121	-189	
R&M Equipment	-3,842	-2,462	-4,099	-1,682	-4,628	-4,337	-11,533	-9,317	-10,815	-8,040	-7,800	-9,391	-8,809	
Fertilizer	0	0	0	0	-54	0	0	0	0	0	0	0	0	
R&M Golf Course	0	0	0	0	-54	0	0	0	0	0	0	0	0	
R&M subtotal	-11,700	-8,713	-9,334	-3,216	-8,199	-9,943	-18,021	-13,740	-15,367	-12,356	-13,400	-13,821	-13,885	
TOTAL SUPPLIES & MAINTENANC	-26,170	-26,246	-31,441	-24,748	-28,729	-30,493	-40,458	-34,871	-38,624	-43,351	-39,700	-38,949	-37,559	

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

	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													
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
Other Revenue	25	50	0	125	0	0	0	3,625	0	0	0	1,208	725
Total Other Revenue	214,604	182,777	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	203,000	195,157	188,578
GROSS REVENUE (GREV)	214,604	182,777	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	203,000	195,157	188,578
COST OF GOODS SOLD (COGS)													
Gross Margin (GREV-COGS)	214,604	182,777	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	203,000	195,157	188,578
PAYROLL													
SALARIES & WAGES													
Salaries - Exempt - Regular	-63,508	-70,517	-66,746	-122,527	-128,548	-84,136	-136,712	-138,580	-148,014	-151,420	-156,600	-146,005	-131,772
Wages - FTRRegular	-57,823	-73,460	-80,031	-71,507	-83,123	-56,439	-86,283	-83,790	-87,543	-95,051	-100,620	-88,795	-81,821
Wages - Seasonal	-681	0	0	0	-782	-47,559	-39,329	-28,651	-32,270	-31,230	-45,380	-30,717	-35,808
Wages-FTR-Commissions	0	0	0	0	0	0	0	0	0	-23,180	0	-7,727	-4,636
Wages-Seasonal-Commissions	0	0	0	0	0	-12,165	-18,464	-30,406	-31,064	-104	0	-20,525	-18,441
Incentive Program, FTR, NonExempt	0	0	-466	-548	-914	-187	-274	-575	-547	-547	0	-556	-426
Incentive Program, Seasonal, NonExempt	0	0	0	0	0	-402	-164	-274	6,879	-683	0	1,974	1,071
Total Salaries & Wages, DIRECT	-122,012	-143,977	-147,243	-194,582	-213,366	-200,888	-281,226	-282,276	-292,559	-302,215	-302,600	-292,350	-271,833
Salaries sub-total	-63,508	-70,517	-66,746	-122,527	-128,548	-84,136	-136,712	-138,580	-148,014	-151,420	-156,600	-146,005	-131,772
Wage sub-total	-58,504	-73,460	-80,497	-72,055	-84,818	-116,752	-144,514	-143,695	-144,545	-150,795	-146,000	-146,345	-140,060
Wage-FTR subsubtotal	-57,823	-73,460	-80,497	-72,055	-84,036	-56,627	-86,557	-84,365	-88,090	-118,778	-100,620	-97,078	-86,883
Wage-Seasonal subsubtotal	-681	0	0	0	-782	-60,125	-57,957	-59,330	-56,455	-32,017	-45,380	-49,268	-53,177
Payroll Direct as a % of Revenue	-56.9%	-78.8%	-82.3%	-101.5%	-110.1%	-107.9%	-164.3%	-134.7%	-148.1%	-169.5%	-149.1%	-150.8%	-144.9%
PAYROLL BURDEN, Taxes & Benefits													
Payroll Taxes	-10,549	-12,175	-12,501	-16,956	-18,860	-19,244	-25,290	-25,196	-25,380	-27,362	-27,300	-25,980	-24,495
Group Insurance	-19,273	-18,464	-37,963	-43,036	-39,366	-38,939	-41,434	-36,450	-32,463	-32,342	-46,200	-33,751	-36,325
Retirement Plan	-3,609	-3,153	-3,210	-3,331	-1,559	-625	-928	-2,198	-4,883	-4,865	-3,200	-3,982	-2,700
Total Payroll Taxes & Benefits	-33,431	-33,792	-53,674	-63,323	-59,784	-58,808	-67,652	-63,843	-62,726	-64,568	-76,700	-63,713	-63,520
PAYBDN, Workers Comp Insurance	-1,145	-1,068	-950	-1,083	-948	-988	-1,328	-2,041	-2,215	-2,075	-1,900	-2,110	-1,729
PAYROLL BURDEN Total	-34,575	-34,859	-54,624	-64,407	-60,732	-59,796	-68,981	-65,885	-64,941	-66,644	-78,600	-65,823	-65,249
subtotal, Burden-Salary	0	0	-22,337	-34,105	-32,125	-18,078	-32,434	-32,225	-32,698	-34,402	-39,800	-33,108	-29,967
subtotal, Burden-Wage-FTR	0	0	-32,287	-30,302	-28,490	-35,333	-30,150	-27,731	-25,502	-27,850	-34,110	-27,028	-29,313
subtotal, Burden-Wage-Seasonal	0	0	0	0	-117	-6,384	-6,397	-5,929	-6,742	-4,392	-4,690	-5,687	-5,969
Burden % - on all Payroll Direct	28.3%	24.2%	37.1%	33.1%	28.5%	29.8%	24.5%	23.3%	22.2%	22.1%	26.0%	22.5%	24.4%
Burden % - Salary	00.0%	00.0%	33.5%	27.8%	25.0%	21.5%	23.7%	23.3%	22.1%	22.7%	25.4%	22.7%	22.7%
Burden % - Wage-FTR	00.0%	00.0%	40.1%	42.1%	33.9%	62.4%	34.8%	32.9%	28.9%	23.4%	33.9%	28.4%	36.5%
Burden % - Wage-Seasonal	00.0%	00.0%	00.0%	00.0%	15.0%	10.6%	11.0%	10.0%	11.9%	13.7%	10.3%	11.9%	11.5%
Burden % - Wage-FTR&Seasonal	00.0%	00.0%	40.1%	42.1%	33.7%	35.7%	25.3%	23.4%	22.3%	21.4%	26.6%	22.4%	25.6%
PAYROLL TOTAL (Direct&Burden)	-156,587	-178,836	-201,867	-258,989	-274,098	-260,684	-350,207	-348,160	-357,500	-368,859	-381,200	-358,173	-337,082
OPERATING EXPENSES (OE)													
Employee Meals	0	0	0	0	0	-33	0	0	0	-24	0	-8	-11
Employee Dev/Training	0	-214	0	-789	90	0	-35	0	-360	-381	-400	-247	-155
Employee Relations	-179	-181	-133	-131	-405	-340	-682	-695	-427	-587	-320	-569	-546
Uniforms	-50	0	0	0	-232	-1,349	-1,070	-123	-126	-2,219	-400	-823	-977
Seminars & Conferences	-1,485	-198	-279	-367	-2,769	-629	-1,515	-298	-500	0	-1,200	-266	-588
Travel/Meeting Expense	-1,106	-136	-145	-114	-258	-88	-4,555	-946	-673	-886	-5,040	-835	-1,429
Total Staff Expense	-2,820	-728	-557	-1,402	-3,574	-2,440	-7,857	-2,061	-2,086	-4,096	-7,360	-2,748	-3,708
Telephone	0	0	0	-840	-943	-2,826	-2,594	-3,091	-2,252	-2,488	-2,880	-2,611	-2,650

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Communications (015)
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				
TOTAL UTILITIES	0	0	0	-840	-943	-2,826	-2,594	-3,091	-2,252	-2,488	-2,880	-2,611	-2,650	
SUPPLIES & MAINTENANCE EXPENSE														
Janitorial Services & Supplies	0	-2	-25	-3	-2,700	-2,700	-2,700	-2,700	-2,831	-2,837	-2,700	-2,789	-2,754	
Contract Fees	-6,861	-9,030	-10,132	-8,016	-21,393	-13,905	-14,582	-9,083	-7,467	-4,466	-12,800	-7,005	-9,900	
Computer Software	0	0	0	0	0	-180	-15	-10	0	-69	0	-26	-55	
Furniture and Office Equip	-1,437	-1,110	0	-1,889	-327	-411	-636	0	0	-262	-400	-87	-262	
Office Supplies	-7,037	-4,747	-4,999	-6,492	-4,961	-8,730	-10,332	-1,895	-3,079	-2,362	-3,000	-2,445	-5,279	
Toner Cartridges	0	0	0	0	0	0	0	-9,629	-12,332	-12,611	-13,000	-11,524	-6,914	
Signs	0	0	0	0	0	-450	-358	0	0	-120	0	-40	-186	
Operating Supplies	-2,325	-1,927	-199	-1,142	-742	0	-14	0	-13	0	0	-4	-5	
Small Tools & Equipment	0	0	0	0	0	-38	0	0	0	0	0	0	-8	
Entertainment	0	0	-32	0	0	0	0	0	0	0	0	0	0	
Special Programs	0	0	0	0	0	0	-19	0	0	0	0	0	-4	
Repairs & Maintenance														
General/PM	0	0	0	0	0	0	-8	-27	-74	0	0	-33	-22	
Lighting and Electrical	0	0	0	0	0	-43	0	-54	-20	0	0	-25	-23	
HVAC	0	0	0	0	0	-30	0	0	0	0	0	0	-6	
Painting	0	0	0	0	0	-29	0	0	0	0	0	0	-6	
Other Building	-7	-1	0	-65	-135	0	0	0	0	0	0	0	0	
R&M Building	-7	-1	0	-65	-135	-103	-8	-81	-94	0	0	-58	-57	
Office Equip R&M	0	0	0	0	0	-398	0	0	0	0	-600	0	-80	
Computer Software Maint	0	0	0	0	0	-3,380	0	-1,530	0	0	0	-510	-982	
Computer Hardware Maint	0	0	0	0	0	0	-77	0	0	0	0	0	-15	
Other Operating Equip R&M	0	-600	0	-314	0	0	0	0	0	0	0	0	0	
R&M Equipment	0	-600	0	-314	0	-3,778	-77	-1,530	0	0	-600	-510	-1,077	
R&M subtotal	-7	-601	0	-379	-135	-3,881	-85	-1,611	-94	0	-600	-568	-1,134	
TOTAL SUPPLIES & MAINTENANC	-17,668	-17,417	-15,387	-17,921	-30,258	-30,295	-28,741	-24,927	-25,815	-22,728	-32,500	-24,490	-26,501	
ADMINISTRATIVE & OTHER EXPENSE														
Audit & Tax Services	0	0	0	0	-409	0	0	0	0	0	0	0	0	
Consulting Expense	0	0	0	0	0	0	0	0	0	-1,785	0	-595	-357	
Po Survey	0	0	0	0	0	0	-429	0	0	0	0	0	-86	
Public Relations	0	0	0	0	0	-3,546	-6,148	-3,751	-3,720	-3,637	-2,000	-3,703	-4,161	
Promotion Expense	0	-51	-130	0	0	-893	-400	-325	-5	0	0	-110	-324	
Resort Advertising	-525	-1,793	-11,177	-6,366	-7,361	-18,412	-14,987	-6,717	-13,122	-18,832	-12,000	-12,890	-14,414	
Sales specific	0	0	0	0	0	-1,656	-2,790	-3,273	-3,047	-5,577	0	-3,965	-3,268	
Charitable Contributions	0	0	0	0	0	-25	-250	-22	0	0	0	-7	-59	
Community Relations	0	0	0	0	0	0	-3,850	-315	-1,433	-750	0	-833	-1,270	
Dues & Subscriptions	-177	-304	-307	-837	-1,625	-1,558	-1,224	-2,105	-1,146	-1,009	-1,600	-1,420	-1,408	
Licenses, Permits, Fees	-57	-76	0	0	0	0	-2	-7,430	-57	0	0	-2,496	-1,498	
Mileage Reimbursement	0	0	-206	-464	-321	-743	-2,119	-785	-1,283	-730	0	-933	-1,132	
Board Expense	-65	0	0	0	0	-23	0	0	0	0	0	0	-5	
Postage - TDNews	0	0	-24,875	-27,897	-25,910	-30,344	-29,367	-28,068	-31,817	-30,392	-30,450	-30,092	-29,998	
Postage - Value Line	0	0	-875	0	0	0	0	0	0	0	0	0	0	
Postage - General	-25,790	-20,636	-3,603	-374	-5	-5	-242	-121	-3	-17	-360	-47	-78	
Newsletter	0	0	0	0	0	0	0	0	0	-2,550	-10,000	-850	-510	
Printing - TD News	-116,960	-134,729	-100,450	-97,931	-113,366	-107,549	-116,980	-113,591	-107,622	-110,621	-111,850	-110,611	-111,273	
Printing - Brochures	0	0	-30,904	-32,507	-31,850	-36,485	-38,841	-34,297	-36,659	-29,817	-35,000	-33,591	-35,220	
Printing - Other	0	0	-753	-45	-1,990	-451	-2,094	-1,263	-542	-662	-100	-822	-1,002	
TOTAL ADMINISTRATIVE & OTHER EXP	-143,574	-157,588	-173,280	-166,420	-182,836	-201,690	-219,725	-202,064	-200,456	-206,380	-203,360	-202,966	-206,063	
TOTAL OPERATING EXPENSES (OE)	-164,062	-175,734	-189,224	-186,583	-217,612	-237,251	-258,917	-232,144	-230,609	-235,692	-246,100	-232,815	-238,922	
TOTAL PAYROLL AND OPERATING EXPE	-320,649	-354,570	-391,091	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-627,300	-590,988	-576,004	
N O R 1, before OH	-106,045	-171,793	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-424,300	-395,831	-387,426	
ALLOCATED OVERHEAD (OH)	101,165	104,026	0	0	0	0	0	0	0	0	0	0	0	
N O R 2, after OH	-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	

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Communications (015)

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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 Actual	2015 Actual	2016 Actual		3-Yr	5-Yr
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				2017 Budget	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	
Maint/Dept 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	-66,203	-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
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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				
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
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Accounting (030)
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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		
								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)
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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				2016 Actual	2014 Actual	2015 Actual	2017 Actual	3-Yr	5-Yr
								2014 Actual	2015 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	-13	0	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	
Total Other Revenue	750	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	
COST OF GOODS SOLD (COGS)														
Gross Margin (GREV-COGS)	750	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**

	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			
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 - FTRRegular	-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%	23.6%	23.6%	23.6%	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

	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				
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	
MaintDept 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	2015	2016		3-Yr	5-Yr
								Actual	Actual	Actual			
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 subsubtotal	-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 subsubtotal	-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	00.0%	00.0%	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	00.0%	00.0%	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	00.0%	00.0%	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	00.0%	00.0%	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	-3,059	-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	-71,252	0	0	-76,280	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	

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														
COST OF GOODS SOLD (COGS)														
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 subsubtotal	-69,755	-91,945	-83,863	-80,393	-14,276	0	0	0	0	0	0	0	0	0
Wage-Seasonal subsubtotal	-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	-38,089	-49,284	-57,147	-53,919	-41,342	0	0	0	0	0	0	0	0	0
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														
D0710 PNL10yrANN														
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	-1,284	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													
<hr/>													
COST OF GOODS SOLD (COGS)													
<hr/>													
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	-1,396	-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

	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				
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	-101	0	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	

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>		
						3 Year Average Years			2014 <i>Actual</i>	2015 <i>Actual</i>		2016 <i>Actual</i>	3-Yr	5-Yr
						2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <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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