



Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Operating Fund Consolidated
 For the Twelve Months Ending

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2018 Forecast	3-Yr	5-Yr
								2016	2017	2018				
								Actual	Actual	FORECAST				
								Jan-Jul Act	Aug-Dec Bdg					
REVENUE														
Recreation Fee	828,935	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,039,288	1,065,610	1,040,000	1,042,661	1,000,218	
Direct Access & Use Fees	2,679,635	2,965,618	2,558,116	2,472,462	2,754,855	1,927,529	2,250,668	3,717,152	3,753,197	3,529,383	3,773,698	3,666,577	3,035,586	
Food and Beverage	1,842,925	2,170,726	2,227,721	2,385,288	2,747,846	2,741,561	3,024,254	4,034,585	4,213,292	3,996,316	3,926,099	4,081,398	3,602,002	
Retail Product	511,358	462,523	392,623	383,315	453,124	331,938	416,482	530,022	562,926	514,821	483,700	535,923	471,238	
Lessons & Rental	1,640,945	1,951,830	1,716,783	1,599,560	2,088,995	1,182,027	1,422,679	2,705,881	2,745,018	2,549,079	2,478,603	2,666,659	2,120,937	
Other Revenue	594,792	510,894	566,914	524,058	600,591	585,921	604,062	760,308	802,838	792,715	757,900	785,287	709,169	
Total Revenue	8,098,589	8,861,592	8,277,243	8,205,037	9,505,010	7,679,146	8,681,085	12,771,032	13,116,560	12,447,924	12,460,000	12,778,505	10,939,149	
COST OF GOODS SOLD (COGS)	-910,415	-1,000,731	-989,552	-1,024,719	-1,173,523	-1,053,005	-1,198,922	-1,552,972	-1,634,612	-1,509,480	-1,520,000	-1,565,688	-1,389,798	
GROSS MARGIN (GM)	7,188,174	7,860,861	7,287,691	7,180,318	8,331,487	6,626,142	7,482,163	11,218,060	11,481,948	10,938,444	10,940,000	11,212,817	9,549,351	
PAYROLL														
Salaries and Wages	-6,366,197	-6,529,861	-6,577,184	-6,665,006	-7,377,007	-6,752,256	-7,309,399	-8,676,357	-9,188,772	-9,565,084	-9,403,000	-9,143,404	-8,298,374	
Payroll Taxes & Benefits	-1,652,291	-1,661,921	-1,611,223	-1,679,057	-1,864,774	-1,929,673	-2,039,058	-2,440,231	-2,533,483	-2,581,680	-2,758,000	-2,518,465	-2,304,825	
Total Payroll	-8,018,488	-8,191,782	-8,188,408	-8,344,064	-9,241,781	-8,681,928	-9,348,458	-11,116,588	-11,722,255	-12,146,764	-12,161,000	-11,661,869	-10,603,199	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	0	-40,110	-1,654	0	-13,921	-8,353	
Staff Expense	-301,646	-240,380	-218,126	-186,226	-224,345	-150,200	-194,365	-297,148	-447,027	-426,140	-448,581	-390,105	-302,976	
Utilities Expense	-764,512	-769,446	-777,521	-774,019	-806,180	-778,166	-789,742	-914,593	-912,431	-943,731	-931,640	-923,585	-867,733	
Supplies & Maintenance Expense	-1,438,468	-1,452,643	-1,568,857	-1,043,320	-1,501,470	-858,452	-1,215,744	-1,728,097	-1,687,735	-1,679,299	-1,649,171	-1,698,377	-1,433,865	
Insurance Expense	-411,971	-312,889	-306,333	-305,843	-406,943	-359,443	-401,718	-412,454	-432,535	-478,500	-476,400	-441,163	-416,930	
Administration & Other Expense	-981,830	-914,946	-911,438	-911,722	-1,127,895	-897,729	-1,132,878	-1,252,791	-1,362,710	-1,487,644	-1,358,208	-1,367,715	-1,226,750	
Total Expense	-3,898,427	-3,690,304	-3,782,275	-3,221,130	-4,066,833	-3,043,990	-3,734,448	-4,605,082	-4,882,547	-5,016,968	-4,864,000	-4,834,866	-4,256,607	
PAYROLL & EXPENSE TOTAL	-11,916,915	-11,882,086	-11,970,682	-11,565,194	-13,308,614	-11,725,918	-13,082,905	-15,721,670	-16,604,802	-17,163,732	-17,025,000	-16,496,735	-14,859,805	
NOR BEFORE AllocOverhead (NORBO)	-4,728,741	-4,021,225	-4,682,991	-4,384,875	-4,977,127	-5,099,776	-5,600,743	-4,503,610	-5,122,855	-6,225,288	-6,085,000	-5,283,917	-5,310,454	
NET OPERATING RESULTS (NOR)	-4,728,741	-4,021,225	-4,682,991	-4,384,875	-4,977,127	-5,099,776	-5,600,743	-4,503,610	-5,122,855	-6,225,288	-6,085,000	-5,283,917	-5,310,454	
Contributions to Capital Funds	-3,269,000	-3,914,000	-4,110,000	-4,401,000	-4,621,000	-4,906,000	-5,217,000	-5,346,000	-5,988,000	-6,214,000	-6,214,000	-5,849,333	-5,534,200	
NET RESULTS BEFORE ASSESSMENT (N)	-7,997,741	-7,935,225	-8,792,991	-8,785,875	-9,598,127	-10,005,776	-10,817,743	-9,849,610	-11,110,855	-12,439,288	-12,299,000	-11,133,251	-10,844,654	
ASSESSMENT REVENUE														
Operating Fund Assessment Contribution	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,085,000	6,085,000	6,449,582	6,245,429	
Replacement Reserve Fund Assessment Co	2,162,000	2,251,000	2,330,000	2,589,000	2,809,000	3,094,000	3,405,000	3,534,000	3,852,000	4,013,000	4,013,000	3,799,667	3,579,600	
NMEFF Fund Assessment Contribution	162,000	162,000	162,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	
Development Fund Assessment Contribution	945,000	1,501,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,942,000	2,007,000	2,007,000	1,855,667	1,760,600	
TOTAL ASSESSMENT REVENUE (AREV)	7,762,800	8,412,192	8,608,000	8,899,000	9,738,855	10,353,600	11,647,800	12,299,045	12,298,700	12,299,000	12,299,000	12,298,915	11,779,629	
NET RESULTS (NR)	-234,941	476,966	-184,991	113,125	140,728	347,824	830,057	2,449,435	1,187,845	-140,288	0	1,165,664	934,975	
CHANGE IN MEMBERS' EQUITY (CME)	-234,941	476,966	-184,991	113,125	140,728	347,824	830,057	2,449,435	1,187,845	-140,288	0	1,165,664	934,975	
Total Expenses (TE), (COGS+PAYROLL+E	-12,827,330	-12,882,817	-12,960,234	-12,589,912	-14,482,137	-12,778,923	-14,281,827	-17,274,642	-18,239,414	-18,673,212	-18,545,000	-18,062,423	-16,249,604	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Amenities Consolidated
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals		
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>		Average		
												3-Yr	5-Yr	
REVENUE														
Recreation Fee	828,935	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,039,288	1,065,610	1,040,000	1,042,661	1,000,218	
Direct Access & Use Fees	2,679,635	2,965,618	2,558,116	2,472,462	2,754,855	1,927,529	2,250,668	3,717,152	3,753,197	3,529,383	3,773,698	3,666,577	3,035,586	
Food and Beverage	1,842,925	2,178,042	2,235,491	2,386,802	2,751,013	2,741,561	3,026,354	4,034,585	4,219,826	4,005,101	3,928,099	4,086,504	3,605,485	
Retail Product	477,395	413,351	352,998	368,045	412,860	308,524	373,947	499,241	525,022	479,986	466,700	501,416	437,344	
Lessons & Rental	1,640,945	1,951,830	1,716,783	1,599,560	2,088,995	1,182,027	1,422,679	2,705,881	2,745,018	2,536,429	2,478,603	2,662,443	2,118,407	
Other Revenue	14,558	23,460	23,409	33,909	34,475	32,836	37,205	78,412	146,701	151,621	122,900	125,578	89,355	
Total Revenue	7,484,393	8,332,301	7,701,884	7,701,131	8,901,798	7,102,647	8,073,792	12,058,354	12,429,052	11,768,131	11,810,000	12,085,179	10,286,395	
COST OF GOODS SOLD (COGS)	-907,823	-1,000,731	-989,392	-1,024,719	-1,173,523	-1,053,005	-1,198,922	-1,552,972	-1,634,612	-1,509,480	-1,520,000	-1,565,688	-1,389,798	
GROSS MARGIN (GM)	6,576,570	7,331,570	6,712,492	6,676,412	7,728,275	6,049,642	6,874,870	10,505,382	10,794,440	10,258,650	10,290,000	10,519,491	8,896,597	
PAYROLL														
Salaries and Wages	-3,631,956	-3,746,278	-3,748,692	-3,707,569	-4,196,673	-3,573,526	-3,982,987	-5,232,705	-5,657,064	-5,647,985	-5,624,600	-5,512,585	-4,818,853	
Payroll Taxes & Benefits	-873,062	-904,616	-866,954	-920,632	-1,018,286	-1,080,939	-1,181,740	-1,559,177	-1,648,174	-1,540,347	-1,641,000	-1,582,566	-1,402,075	
Total Payroll	-4,505,018	-4,650,894	-4,615,645	-4,628,202	-5,214,959	-4,654,465	-5,164,727	-6,791,882	-7,305,238	-7,188,331	-7,265,600	-7,095,151	-6,220,929	
EXPENSE														
Staff Expense	-96,905	-96,373	-96,405	-77,733	-107,145	-64,662	-81,281	-156,085	-276,878	-270,766	-285,831	-234,576	-169,934	
Utilities Expense	-583,047	-569,533	-564,309	-563,447	-582,038	-528,663	-532,079	-668,442	-654,210	-708,739	-693,450	-677,131	-618,427	
Supplies & Maintenance Expense	-923,807	-910,275	-964,064	-853,725	-1,019,236	-745,385	-891,950	-1,209,405	-1,212,508	-1,151,122	-1,116,719	-1,191,011	-1,042,074	
Insurance Expense	-252,600	-195,919	-194,200	-186,014	-260,300	-222,579	-246,336	-279,950	-287,200	-304,500	-302,400	-290,550	-268,113	
Administration & Other Expense	-276,019	-330,678	-354,896	-313,012	-431,720	-348,112	-441,590	-531,110	-528,290	-530,457	-521,000	-529,953	-475,912	
Total Expense	-2,132,378	-2,102,777	-2,173,875	-1,993,931	-2,400,439	-1,909,401	-2,193,236	-2,844,992	-2,959,086	-2,965,584	-2,919,400	-2,923,220	-2,574,460	
PAYROLL & EXPENSE TOTAL	-6,637,396	-6,753,671	-6,789,520	-6,622,133	-7,615,398	-6,563,865	-7,357,963	-9,636,874	-10,264,324	-10,153,915	-10,185,000	-10,018,371	-8,795,388	
NOR BEFORE AllocOverhead (NORBO)	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	104,735	105,000	501,120	101,209	
NET OPERATING RESULTS (NOR)	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	104,735	105,000	501,120	101,209	
NET RESULTS BEFORE ASSESSMENT (N)	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	104,735	105,000	501,120	101,209	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	104,735	105,000	501,120	101,209	
CHANGE IN MEMBERS' EQUITY (CME)	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	104,735	105,000	501,120	101,209	
Total Expenses (TE), (COGS+PAYROLL+E	-7,545,219	-7,754,402	-7,778,912	-7,646,852	-8,788,921	-7,616,870	-8,556,885	-11,189,846	-11,898,936	-11,663,395	-11,705,000	-11,584,059	-10,185,186	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Private Amenities Consolidated
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals		
								3 Year Average Years				2018 <u>Forecast</u>	2018 <u>Actual</u>	2018 <u>Actual</u>
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Forecast</u>				
										Jan-Jul Act				
										Aug-Dec Bdg				
REVENUE														
Recreation Fee	828,935	800,000	815,086	830,349	840,121	903,083	952,926	995,062	1,014,830	1,055,155	1,018,000	1,021,683	984,211	
Direct Access & Use Fees	336,875	345,273	437,844	428,062	452,008	474,644	478,197	578,777	610,329	624,545	638,398	604,550	553,298	
Food and Beverage	85,172	92,534	77,065	95,455	100,858	116,971	124,448	143,337	171,129	164,112	164,499	159,526	143,999	
Retail Product	96,677	92,063	125,542	131,013	164,396	155,317	137,093	117,983	117,045	106,664	105,200	113,897	126,820	
Lessons & Rental	294,993	352,530	408,728	445,914	556,116	582,253	574,896	585,494	610,581	631,804	612,703	609,293	597,006	
Other Revenue	8,297	9,934	6,552	5,976	7,777	10,521	2,950	3,158	1,992	3,661	3,200	2,937	4,456	
Total Revenue	1,650,949	1,692,335	1,870,817	1,936,769	2,121,277	2,242,790	2,270,509	2,423,811	2,525,906	2,585,941	2,542,000	2,511,886	2,409,791	
COST OF GOODS SOLD (COGS)	-90,449	-79,672	-103,654	-105,028	-128,914	-128,750	-129,918	-115,053	-124,283	-118,387	-131,300	-119,241	-123,278	
GROSS MARGIN (GM)	1,560,500	1,612,663	1,767,163	1,831,741	1,992,363	2,114,040	2,140,591	2,308,758	2,401,623	2,467,555	2,410,700	2,392,645	2,286,513	
PAYROLL														
Salaries and Wages	-787,809	-793,995	-873,675	-893,222	-996,170	-928,965	-930,794	-996,498	-1,035,230	-1,116,919	-1,161,100	-1,049,549	-1,001,681	
Payroll Taxes & Benefits	-203,268	-197,547	-191,655	-191,581	-220,839	-244,522	-230,366	-240,586	-265,416	-282,379	-301,500	-262,794	-252,654	
Total Payroll	-991,078	-991,542	-1,065,330	-1,084,803	-1,217,009	-1,173,487	-1,161,160	-1,237,084	-1,300,645	-1,399,298	-1,462,600	-1,312,343	-1,254,335	
EXPENSE														
Staff Expense	-13,049	-17,733	-17,124	-12,771	-17,756	-9,215	-10,125	-14,464	-16,986	-19,970	-21,760	-17,140	-14,152	
Utilities Expense	-192,234	-206,057	-213,154	-189,720	-201,740	-195,834	-211,864	-223,587	-235,064	-235,018	-245,640	-231,223	-220,273	
Supplies & Maintenance Expense	-287,549	-236,487	-327,058	-344,631	-376,768	-302,495	-358,041	-419,534	-364,577	-413,755	-388,550	-399,289	-371,680	
Insurance Expense	-28,200	-21,286	-22,800	-22,200	-26,200	-23,043	-26,400	-26,924	-27,000	-30,900	-28,800	-28,275	-26,854	
Administration & Other Expense	-26,565	-22,945	-31,114	-28,263	-39,863	-30,330	-37,900	-41,607	-40,595	-53,755	-47,350	-45,319	-40,837	
Total Expense	-547,597	-504,508	-611,251	-597,585	-662,326	-560,916	-644,330	-726,116	-684,223	-753,399	-732,100	-721,246	-673,797	
PAYROLL & EXPENSE TOTAL	-1,538,674	-1,496,050	-1,676,580	-1,682,388	-1,879,335	-1,734,403	-1,805,489	-1,963,200	-1,984,868	-2,152,697	-2,194,700	-2,033,588	-1,928,132	
NOR BEFORE AllocOverhead (NORBO)	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	314,858	216,000	359,057	358,382	
NET OPERATING RESULTS (NOR)	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	314,858	216,000	359,057	358,382	
NET RESULTS BEFORE ASSESSMENT (N)	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	314,858	216,000	359,057	358,382	
ASSESSMENT REVENUE														
NET RESULTS (NR)	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	314,858	216,000	359,057	358,382	
CHANGE IN MEMBERS' EQUITY (CME)	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	314,858	216,000	359,057	358,382	
Total Expenses (TE), (COGS+PAYROLL+E	-1,629,124	-1,575,722	-1,780,234	-1,787,416	-2,008,249	-1,863,152	-1,935,407	-2,078,254	-2,109,151	-2,271,083	-2,326,000	-2,152,829	-2,051,410	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Tennis (090)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average					
								2016 Actual	2017 Actual	2018 FORECAST		2018 Budget	3-Yr	5-Yr			
															3 Year Average Years		
															Jan-Jul Act	Aug-Dec Bdg	
REVENUE																	
Recreation Fee	65,835	62,000	79,878	79,241	59,314	104,893	135,055	120,875	78,203	68,292	108,000	89,123	101,464				
Direct Access & Use Fees	29,887	24,461	30,923	31,742	40,210	39,108	40,415	40,140	39,506	37,812	37,000	39,153	39,396				
Food and Beverage	9,013	6,552	0	0	0	0	0	0	0	0	0	0	0				
Retail Product	35,032	30,861	55,708	56,439	60,388	52,961	57,642	41,708	47,194	39,272	39,000	42,725	47,755				
Lessons & Rental	40,310	66,149	54,139	47,020	55,466	53,651	57,041	50,750	60,822	61,629	51,000	57,734	56,779				
Other Revenue	4,453	4,610	2,590	0	14	0	5	0	52	0	0	17	11				
Total Revenue	184,530	194,634	223,238	214,442	215,392	250,613	290,157	253,474	225,777	207,005	235,000	228,752	245,405				
COST OF GOODS SOLD (COGS)	-28,277	-23,548	-39,114	-38,333	-42,548	-35,867	-42,061	-30,657	-35,789	-32,906	-38,200	-33,118	-35,456				
GROSS MARGIN (GM)	156,253	171,086	184,125	176,109	172,844	214,746	248,096	222,816	189,987	174,098	196,800	195,634	209,949				
PAYROLL																	
Salaries and Wages	-96,599	-106,440	-102,246	-106,123	-121,380	-100,365	-116,183	-109,732	-121,351	-119,166	-110,700	-116,750	-113,359				
Payroll Taxes & Benefits	-14,997	-16,927	-15,641	-14,999	-19,436	-19,998	-22,897	-20,458	-22,886	-22,356	-21,000	-21,900	-21,719				
Total Payroll	-111,595	-123,367	-117,887	-121,122	-140,816	-120,363	-139,080	-130,191	-144,237	-141,522	-131,700	-138,650	-135,079				
EXPENSE																	
Staff Expense	-1,036	-848	-331	0	-784	-228	0	-668	-220	-780	-520	-556	-379				
Utilities Expense	-9,940	-10,303	-12,489	-9,937	-13,064	-11,212	-10,924	-11,714	-14,127	-13,774	-12,200	-13,205	-12,350				
Supplies & Maintenance Expense	-34,986	-20,795	-31,638	-30,261	-35,650	-28,260	-26,245	-22,548	-26,412	-28,922	-23,890	-25,961	-26,477				
Insurance Expense	-2,400	-1,800	-2,400	-1,800	-2,400	-2,095	-2,400	-2,127	-2,400	-3,000	-3,000	-2,509	-2,404				
Administration & Other Expense	-3,975	-3,056	-3,888	-2,407	-3,053	-3,332	-4,214	-3,740	-3,214	-4,628	-3,290	-3,861	-3,826				
Total Expense	-52,337	-36,802	-50,747	-44,405	-54,951	-45,127	-43,782	-40,796	-46,373	-51,104	-42,900	-46,091	-45,437				
PAYROLL & EXPENSE TOTAL	-163,932	-160,169	-168,634	-165,527	-195,767	-165,491	-182,862	-170,987	-190,610	-192,626	-174,600	-184,741	-180,515				
NOR BEFORE AllocOverhead (NORBO)	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-18,527	22,200	10,893	29,434				
NET OPERATING RESULTS (NOR)	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-18,527	22,200	10,893	29,434				
NET RESULTS BEFORE ASSESSMENT (N)	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-18,527	22,200	10,893	29,434				
ASSESSMENT REVENUE																	
NET RESULTS (NR)	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-18,527	22,200	10,893	29,434				
CHANGE IN MEMBERS' EQUITY (CME)	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-18,527	22,200	10,893	29,434				
Total Expenses (TE), (COGS+PAYROLL+E	-192,209	-183,717	-207,747	-203,860	-238,315	-201,358	-224,923	-201,644	-226,400	-225,532	-212,800	-217,859	-215,971				

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Marina (060)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals		
								3 Year Average Years				2018 <u>Budget</u>	Average	
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>			3-Yr	5-Yr
								Aug-Dec Bdq						
REVENUE														
Recreation Fee	123,454	122,000	132,859	140,003	141,836	152,269	181,685	194,269	175,899	180,601	184,000	183,590	176,945	
Direct Access & Use Fees	86,948	93,732	111,601	110,012	121,236	131,598	123,668	129,478	154,580	166,752	157,298	150,270	141,215	
Food and Beverage	71,737	81,844	77,102	95,479	100,858	116,971	124,448	143,441	171,166	164,113	164,499	159,573	144,028	
Retail Product	1,698	741	12,640	15,204	14,833	15,255	13,854	13,781	16,763	17,186	15,900	15,910	15,368	
Lessons & Rental	68,574	87,113	107,133	120,746	138,324	150,791	147,431	146,683	167,888	153,331	164,303	155,967	153,225	
Other Revenue	602	2,000	360	480	727	1,840	0	0	0	0	0	0	368	
Total Revenue	353,012	387,430	441,694	481,924	517,815	568,723	591,086	627,652	686,296	681,982	686,000	665,310	631,148	
COST OF GOODS SOLD (COGS)	-23,577	-21,071	-30,989	-33,400	-37,229	-45,323	-50,995	-48,733	-58,614	-53,027	-57,100	-53,458	-51,339	
GROSS MARGIN (GM)	329,435	366,359	410,706	448,524	480,586	523,400	540,090	578,919	627,682	628,954	628,900	611,852	579,809	
PAYROLL														
Salaries and Wages	-125,043	-128,280	-136,385	-144,612	-145,118	-154,120	-161,739	-187,149	-214,485	-249,627	-252,400	-217,087	-193,424	
Payroll Taxes & Benefits	-31,755	-31,350	-26,522	-29,723	-29,129	-35,343	-39,501	-46,958	-52,754	-62,644	-70,000	-54,119	-47,440	
Total Payroll	-156,798	-159,631	-162,907	-174,335	-174,247	-189,464	-201,240	-234,107	-267,240	-312,271	-322,400	-271,206	-240,864	
EXPENSE														
Staff Expense	-1,514	-2,416	-2,054	-2,014	-1,917	-1,441	-1,457	-2,754	-3,549	-3,302	-3,300	-3,202	-2,501	
Utilities Expense	-17,334	-19,805	-20,935	-20,249	-22,489	-21,073	-21,771	-21,738	-22,503	-21,713	-23,540	-21,984	-21,759	
Supplies & Maintenance Expense	-27,322	-27,407	-30,406	-32,305	-29,978	-22,762	-29,497	-33,135	-29,686	-33,814	-29,260	-32,211	-29,779	
Insurance Expense	-4,800	-3,600	-4,300	-3,600	-4,200	-4,190	-4,800	-4,624	-4,800	-5,400	-5,400	-4,941	-4,763	
Administration & Other Expense	-8,554	-5,701	-6,222	-5,685	-7,209	-7,425	-10,629	-8,921	-11,080	-11,666	-10,300	-10,556	-9,944	
Total Expense	-59,523	-58,929	-63,916	-63,853	-65,793	-56,890	-68,155	-71,171	-71,618	-75,895	-71,800	-72,894	-68,746	
PAYROLL & EXPENSE TOTAL	-216,322	-218,560	-226,823	-238,188	-240,040	-246,354	-269,395	-305,278	-338,857	-388,165	-394,200	-344,100	-309,610	
NOR BEFORE AllocOverhead (NORBO)	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	240,789	234,700	267,752	270,199	
NET OPERATING RESULTS (NOR)	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	240,789	234,700	267,752	270,199	
NET RESULTS BEFORE ASSESSMENT (N)	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	240,789	234,700	267,752	270,199	
ASSESSMENT REVENUE														
NET RESULTS (NR)	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	240,789	234,700	267,752	270,199	
CHANGE IN MEMBERS' EQUITY (CME)	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	240,789	234,700	267,752	270,199	
Total Expenses (TE), (COGS+PAYROLL+E	-239,898	-239,631	-257,811	-271,588	-277,269	-291,678	-320,390	-354,011	-397,471	-441,193	-451,300	-397,558	-360,949	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
TC/Aquatics/Camps/Recreation
 For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average			
								3 Year Average Years				2018 <u>Forecast</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016	2017	2018					
								<u>Actual</u>	<u>Actual</u>	<u>FORECAST</u>					
REVENUE															
Recreation Fee	639,646	616,000	602,349	611,105	638,971	645,922	636,186	679,918	760,728	806,263	726,000	748,970	705,803		
Direct Access & Use Fees	220,041	227,080	295,320	286,308	290,562	303,938	314,114	409,159	416,243	419,981	444,100	415,127	372,687		
Food and Beverage	4,422	4,138	-37	-23	0	0	0	-104	-37	-1	0	-47	-28		
Retail Product	59,947	60,461	57,194	59,370	89,175	87,101	65,597	62,494	53,089	50,206	50,300	55,263	63,697		
Lessons & Rental	186,109	199,268	247,455	278,148	362,325	377,811	370,424	388,061	381,871	416,844	397,400	395,592	387,002		
Other Revenue	3,241	3,324	3,602	5,496	7,037	8,681	2,945	3,158	1,940	3,661	3,200	2,920	4,077		
Total Revenue	1,113,407	1,110,271	1,205,884	1,240,402	1,388,070	1,423,453	1,389,266	1,542,685	1,613,833	1,696,955	1,621,000	1,617,824	1,533,238		
COST OF GOODS SOLD (COGS)	-38,596	-35,054	-33,552	-33,294	-49,137	-47,559	-36,862	-35,663	-29,879	-32,453	-36,000	-32,665	-36,483		
GROSS MARGIN (GM)	1,074,811	1,075,218	1,172,332	1,207,108	1,338,933	1,375,894	1,352,405	1,507,022	1,583,954	1,664,502	1,585,000	1,585,159	1,496,755		
PAYROLL															
Salaries and Wages	-566,167	-559,274	-635,044	-642,488	-729,672	-674,480	-652,872	-699,617	-699,393	-748,126	-798,000	-715,712	-694,898		
Payroll Taxes & Benefits	-156,517	-149,270	-149,492	-146,859	-172,274	-189,180	-167,968	-173,170	-189,775	-197,379	-210,500	-186,775	-183,494		
Total Payroll	-722,684	-708,544	-784,536	-789,346	-901,947	-863,660	-820,840	-872,787	-889,168	-945,506	-1,008,500	-902,487	-878,392		
EXPENSE															
Staff Expense	-10,498	-14,469	-14,739	-10,757	-15,054	-7,545	-8,668	-11,042	-13,217	-15,889	-17,940	-13,383	-11,272		
Utilities Expense	-164,960	-175,948	-179,730	-159,534	-166,187	-163,549	-179,169	-190,135	-198,435	-199,531	-209,900	-196,034	-186,164		
Supplies & Maintenance Expense	-225,241	-188,286	-265,014	-282,065	-311,139	-251,473	-302,299	-363,851	-308,480	-351,019	-335,400	-341,117	-315,424		
Insurance Expense	-21,000	-15,886	-16,100	-16,800	-19,600	-16,759	-19,200	-20,174	-19,800	-22,500	-20,400	-20,825	-19,687		
Administration & Other Expense	-14,037	-14,188	-21,005	-20,172	-29,601	-19,572	-23,057	-28,947	-26,301	-37,461	-33,760	-30,903	-27,068		
Total Expense	-435,736	-408,777	-496,588	-489,328	-541,581	-458,899	-532,393	-614,148	-566,233	-626,400	-617,400	-602,260	-559,614		
PAYROLL & EXPENSE TOTAL	-1,158,420	-1,117,321	-1,281,124	-1,278,674	-1,443,528	-1,322,558	-1,353,233	-1,486,935	-1,455,401	-1,571,906	-1,625,900	-1,504,747	-1,438,007		
NOR BEFORE AllocOverhead (NORBO)	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	92,596	-40,900	80,412	58,749		
NET OPERATING RESULTS (NOR)	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	92,596	-40,900	80,412	58,749		
NET RESULTS BEFORE ASSESSMENT (N)	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	92,596	-40,900	80,412	58,749		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	92,596	-40,900	80,412	58,749		
CHANGE IN MEMBERS' EQUITY (CME)	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	92,596	-40,900	80,412	58,749		
Total Expenses (TE), (COGS+PAYROLL+E	-1,197,016	-1,152,374	-1,314,676	-1,311,968	-1,492,665	-1,370,117	-1,390,094	-1,522,598	-1,485,280	-1,604,359	-1,661,900	-1,537,412	-1,474,490		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Trout Creek Recreation Center (132)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals			
								3 Year Average Years				2018 <u>Forecast</u>	2018 <u>Budget</u>	Average 3-Yr	Average 5-Yr
								2016	2017	2018					
								<u>Actual</u>	<u>Actual</u>	<u>FORECAST</u>					
			Jan-Jul Act												
			Aug-Dec Bdg												
REVENUE															
Recreation Fee	621,477	600,000	470,630	479,122	500,597	504,469	497,566	531,524	602,560	629,245	570,000	587,776	553,073		
Direct Access & Use Fees	202,946	205,234	210,928	198,892	212,244	201,286	199,616	221,864	227,590	252,830	255,000	234,095	220,637		
Food and Beverage	1,192	0	0	-23	0	0	0	0	0	0	0	0	0		
Retail Product	60,201	60,734	53,578	52,838	69,522	64,898	61,012	57,734	47,317	45,475	46,300	50,175	55,287		
Lessons & Rental	92,076	95,946	91,879	94,950	101,373	116,790	126,335	126,652	123,147	128,125	122,700	125,974	124,210		
Other Revenue	1,719	33	155	85	0	281	1,245	0	0	0	0	0	305		
Total Revenue	979,611	961,947	827,170	825,863	883,736	887,724	885,774	937,774	1,000,613	1,055,674	994,000	998,021	953,512		
COST OF GOODS SOLD (COGS)	-36,890	-33,591	-30,301	-29,834	-40,017	-36,884	-35,331	-33,335	-27,127	-29,052	-32,000	-29,838	-32,346		
GROSS MARGIN (GM)	942,722	928,356	796,869	796,029	843,719	850,840	850,443	904,440	973,486	1,026,622	962,000	968,183	921,166		
PAYROLL															
Salaries and Wages	-455,208	-353,605	-384,533	-396,994	-397,583	-392,060	-405,999	-419,863	-448,848	-466,846	-493,300	-445,186	-426,723		
Payroll Taxes & Benefits	-128,024	-100,093	-94,354	-97,382	-106,224	-117,401	-105,982	-106,029	-129,957	-131,820	-138,300	-122,602	-118,238		
Total Payroll	-583,232	-453,698	-478,887	-494,376	-503,807	-509,461	-511,981	-525,892	-578,805	-598,666	-631,600	-567,788	-544,961		
EXPENSE															
Staff Expense	-9,579	-6,784	-3,463	-2,336	-1,109	-884	-2,675	-3,386	-3,393	-4,294	-5,100	-3,691	-2,926		
Utilities Expense	-153,129	-163,595	-98,110	-95,370	-98,821	-100,008	-105,033	-102,242	-102,496	-107,266	-108,560	-104,001	-103,409		
Supplies & Maintenance Expense	-199,207	-137,010	-101,085	-116,123	-141,829	-119,024	-162,634	-188,618	-138,821	-159,171	-148,060	-162,203	-153,654		
Insurance Expense	-18,000	-13,606	-10,100	-10,800	-13,000	-10,474	-12,000	-11,454	-12,000	-14,100	-12,000	-12,518	-12,006		
Administration & Other Expense	-10,050	-10,429	-10,392	-9,396	-11,090	-10,530	-10,043	-11,782	-11,386	-13,948	-10,980	-12,372	-11,538		
Total Expense	-389,964	-331,423	-223,150	-234,025	-265,849	-240,921	-292,385	-317,482	-268,096	-298,779	-284,700	-294,786	-283,533		
PAYROLL & EXPENSE TOTAL	-973,197	-785,121	-702,038	-728,401	-769,655	-750,382	-804,365	-843,374	-846,901	-897,445	-916,300	-862,573	-828,493		
NOR BEFORE AllocOverhead (NORBO)	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	129,178	45,700	105,609	92,673		
NET OPERATING RESULTS (NOR)	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	129,178	45,700	105,609	92,673		
NET RESULTS BEFORE ASSESSMENT (N)	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	129,178	45,700	105,609	92,673		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	129,178	45,700	105,609	92,673		
CHANGE IN MEMBERS' EQUITY (CME)	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	129,178	45,700	105,609	92,673		
Total Expenses (TE), (COGS+PAYROLL+E	-1,010,086	-818,712	-732,338	-758,234	-809,672	-787,266	-839,696	-876,709	-874,028	-926,497	-948,300	-892,411	-860,839		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Aquatics (130)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average			
								3 Year Average Years				2018 Forecast	2018 Budget	3-Yr	5-Yr
								2016	2017	2018					
								Actual	Actual	FORECAST					
REVENUE															
Recreation Fee	18,169	16,000	131,719	131,983	138,374	141,453	138,620	148,393	158,169	177,018	156,000	161,193	152,730		
Direct Access & Use Fees	13,712	17,202	17,662	17,046	17,686	20,812	20,170	22,474	26,302	23,832	27,100	24,203	22,718		
Food and Beverage	0	0	-37	0	0	0	0	0	0	0	0	0	0		
Lessons & Rental	0	0	35,092	43,404	48,010	45,517	36,559	40,480	20,174	27,680	34,200	29,445	34,082		
Other Revenue	675	1,200	1,640	1,520	1,040	1,965	30	2,016	676	1,316	700	1,336	1,201		
Total Revenue	32,556	34,402	186,076	193,953	205,110	209,747	195,379	213,363	205,321	229,846	218,000	216,176	210,731		
GROSS MARGIN (GM)	32,556	34,402	186,076	193,953	205,110	209,747	195,379	213,363	205,321	229,846	218,000	216,176	210,731		
PAYROLL															
Salaries and Wages	-16,600	-84,381	-104,490	-103,882	-132,688	-102,279	-90,171	-95,089	-59,965	-74,944	-98,700	-76,666	-84,490		
Payroll Taxes & Benefits	-2,710	-13,912	-18,027	-17,291	-23,132	-31,085	-20,956	-21,247	-12,071	-14,761	-18,600	-16,027	-20,024		
Total Payroll	-19,310	-98,292	-122,517	-121,172	-155,821	-133,363	-111,127	-116,336	-72,037	-89,705	-117,300	-92,693	-104,514		
EXPENSE															
Staff Expense	0	-4,807	-7,990	-5,109	-8,222	-3,924	-3,601	-4,987	-4,688	-6,950	-7,250	-5,542	-4,830		
Utilities Expense	-10,244	-10,259	-79,418	-61,518	-64,422	-61,127	-72,246	-83,572	-91,941	-89,166	-98,640	-88,226	-79,610		
Supplies & Maintenance Expense	-198	-7,773	-53,890	-50,688	-46,218	-33,101	-41,809	-38,994	-39,523	-41,392	-44,300	-39,970	-38,964		
Insurance Expense	-600	-480	-4,200	-4,200	-4,800	-4,190	-4,800	-4,246	-5,400	-6,000	-6,000	-5,215	-4,927		
Administration & Other Expense	-292	-385	-1,297	-1,498	-2,137	-531	-4,007	-3,931	-3,025	-4,612	-5,910	-3,856	-3,221		
Total Expense	-11,334	-23,704	-146,795	-123,012	-125,799	-102,873	-126,463	-135,729	-144,577	-148,121	-162,100	-142,809	-131,552		
PAYROLL & EXPENSE TOTAL	-30,644	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-216,614	-237,826	-279,400	-235,502	-236,066		
NOR BEFORE AllocOverhead (NORBO)	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	-7,980	-61,400	-19,325	-25,335		
NET OPERATING RESULTS (NOR)	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	-7,980	-61,400	-19,325	-25,335		
NET RESULTS BEFORE ASSESSMENT (N)	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	-7,980	-61,400	-19,325	-25,335		
ASSESSMENT REVENUE															
NET RESULTS (NR)	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	-7,980	-61,400	-19,325	-25,335		
CHANGE IN MEMBERS' EQUITY (CME)	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	-7,980	-61,400	-19,325	-25,335		
Total Expenses (TE), (COGS+PAYROLL+E	-30,644	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-216,614	-237,826	-279,400	-235,502	-236,066		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Day Camp (145)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average			
								3 Year Average Years				2018 <u>Forecast</u>	2018 <u>Budget</u>	Actuals 3-Yr	Actuals 5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Forecast</u>					
								Jan-Jul Act		Aug-Dec Bdg					
REVENUE															
Lessons & Rental	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	239,579	234,000	222,597	209,622		
Other Revenue	340	250	350	490	930	660	680	1,125	1,230	1,080	0	1,145	955		
Total Revenue	91,873	99,327	106,961	114,733	165,633	183,423	198,237	205,851	224,715	240,659	234,000	223,742	210,577		
GROSS MARGIN (GM)	91,873	99,327	106,961	114,733	165,633	183,423	198,237	205,851	224,715	240,659	234,000	223,742	210,577		
PAYROLL															
Salaries and Wages	-57,047	-64,902	-52,825	-55,719	-77,448	-74,078	-87,851	-103,049	-120,305	-132,133	-125,100	-118,495	-103,483		
Payroll Taxes & Benefits	-15,035	-16,431	-14,335	-9,572	-14,443	-16,896	-20,282	-22,269	-29,131	-30,034	-30,200	-27,145	-23,722		
Total Payroll	-72,082	-81,334	-67,160	-65,290	-91,890	-90,974	-108,133	-125,318	-149,436	-162,166	-155,300	-145,640	-127,205		
EXPENSE															
Staff Expense	-695	-1,589	-621	-1,460	-2,878	-1,497	-1,800	-2,426	-3,571	-3,053	-2,990	-3,017	-2,469		
Utilities Expense	-1,407	-1,914	-1,888	-2,239	-2,018	-1,791	-1,479	-3,871	-3,638	-2,759	-2,100	-3,423	-2,708		
Supplies & Maintenance Expense	-10,348	-13,227	-14,357	-16,067	-28,093	-29,980	-25,640	-29,089	-25,675	-34,624	-35,990	-29,796	-29,002		
Insurance Expense	-1,800	-1,200	-1,200	-1,200	-1,200	-1,571	-1,800	-1,688	-1,800	-1,800	-1,800	-1,763	-1,732		
Administration & Other Expense	-3,260	-2,345	-3,032	-4,473	-5,260	-4,794	-5,915	-9,396	-6,907	-7,886	-6,020	-8,063	-6,979		
Total Expense	-17,510	-20,274	-21,099	-25,439	-39,449	-39,634	-36,633	-46,470	-41,591	-50,122	-48,900	-46,061	-42,890		
PAYROLL & EXPENSE TOTAL	-89,593	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-191,027	-212,288	-204,200	-191,701	-170,095		
NOR BEFORE AllocOverhead (NORBO)	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	28,371	29,800	32,041	40,482		
NET OPERATING RESULTS (NOR)	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	28,371	29,800	32,041	40,482		
NET RESULTS BEFORE ASSESSMENT (N)	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	28,371	29,800	32,041	40,482		
ASSESSMENT REVENUE															
NET RESULTS (NR)	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	28,371	29,800	32,041	40,482		
CHANGE IN MEMBERS' EQUITY (CME)	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	28,371	29,800	32,041	40,482		
Total Expenses (TE), (COGS+PAYROLL+E	-89,593	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-191,027	-212,288	-204,200	-191,701	-170,095		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Recreation (140)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals <u>Average</u>				
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>		2018 <u>Budget</u>	3-Yr	5-Yr		
															3 Year Average Years	
															Jan-Jul Act	Aug-Dec Bdg
REVENUE																
Direct Access & Use Fees	3,383	4,644	66,730	70,370	60,632	81,840	94,328	164,821	162,351	143,319	162,000	156,830	129,332			
Food and Beverage	3,230	4,138	0	0	0	0	0	-104	-37	-1	0	-47	-28			
Retail Product	-254	-273	3,616	6,532	19,653	22,203	4,586	4,760	5,772	4,731	4,000	5,088	8,410			
Lessons & Rental	2,500	4,245	13,874	25,552	48,239	32,742	9,973	16,204	15,065	21,461	6,500	17,577	19,089			
Other Revenue	507	1,841	1,457	3,401	5,067	5,775	990	17	34	1,265	2,500	439	1,616			
Total Revenue	9,367	14,596	85,677	105,854	133,592	142,560	109,876	185,697	183,184	170,775	175,000	179,886	158,419			
COST OF GOODS SOLD (COGS)	-1,706	-1,463	-3,251	-3,461	-9,120	-10,675	-1,531	-2,328	-2,752	-3,401	-4,000	-2,827	-4,137			
GROSS MARGIN (GM)	7,661	13,133	82,426	102,393	124,471	131,885	108,345	183,369	180,433	167,374	171,000	177,059	154,281			
PAYROLL																
Salaries and Wages	-37,312	-56,386	-93,196	-85,894	-121,953	-106,063	-68,852	-81,617	-70,274	-74,205	-80,900	-75,365	-80,202			
Payroll Taxes & Benefits	-10,747	-18,834	-22,777	-22,614	-28,475	-23,798	-20,748	-23,624	-18,616	-20,764	-23,400	-21,002	-21,510			
Total Payroll	-48,059	-75,220	-115,972	-108,507	-150,428	-129,861	-89,600	-105,241	-88,890	-94,969	-104,300	-96,366	-101,712			
EXPENSE																
Staff Expense	-224	-1,289	-2,664	-1,853	-2,845	-1,240	-592	-243	-1,565	-1,591	-2,600	-1,133	-1,046			
Utilities Expense	-180	-180	-314	-407	-926	-623	-411	-450	-360	-340	-600	-383	-437			
Supplies & Maintenance Expense	-15,489	-30,277	-95,682	-99,187	-94,999	-69,367	-72,216	-107,150	-104,461	-115,832	-107,050	-109,147	-93,805			
Insurance Expense	-600	-600	-600	-600	-600	-524	-600	-2,785	-600	-600	-600	-1,328	-1,022			
Administration & Other Expense	-435	-1,030	-6,283	-4,805	-11,114	-3,717	-3,092	-3,839	-4,983	-11,015	-10,850	-6,612	-5,329			
Total Expense	-16,928	-33,376	-105,543	-106,852	-110,485	-75,472	-76,912	-114,467	-111,969	-129,378	-121,700	-118,605	-101,640			
PAYROLL & EXPENSE TOTAL	-64,987	-108,596	-221,515	-215,359	-260,914	-205,333	-166,512	-219,708	-200,859	-224,347	-226,000	-214,971	-203,352			
NOR BEFORE AllocOverhead (NORBO)	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-56,972	-55,000	-37,913	-49,070			
NET OPERATING RESULTS (NOR)	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-56,972	-55,000	-37,913	-49,070			
NET RESULTS BEFORE ASSESSMENT (N)	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-56,972	-55,000	-37,913	-49,070			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-56,972	-55,000	-37,913	-49,070			
CHANGE IN MEMBERS' EQUITY (CME)	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-56,972	-55,000	-37,913	-49,070			
Total Expenses (TE), (COGS+PAYROLL+E	-66,693	-110,059	-224,767	-218,820	-270,034	-216,008	-168,042	-222,036	-203,611	-227,748	-230,000	-217,798	-207,489			

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Public Amenities Consolidated
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals			
								3 Year Average Years				2018 <u>Forecast</u>	2018 <u>Budget</u>	Average 3-Yr	Average 5-Yr
								2016	2017	2018					
								<u>Actual</u>	<u>Actual</u>	<u>FORECAST</u>					
REVENUE															
Recreation Fee	0	0	0	10,005	19,478	7,087	10,013	28,022	24,458	10,455	22,000	20,978	16,007		
Direct Access & Use Fees	2,342,760	2,620,345	2,120,272	2,044,400	2,302,847	1,452,885	1,772,471	3,138,375	3,142,868	2,904,838	3,135,300	3,062,027	2,482,287		
Food and Beverage	1,757,753	2,085,508	2,158,426	2,291,346	2,650,155	2,624,591	2,901,906	3,891,248	4,048,697	3,840,989	3,763,600	3,926,978	3,461,486		
Retail Product	380,718	321,288	227,457	237,032	248,464	153,207	236,854	381,257	407,977	373,322	361,500	387,519	310,523		
Lessons & Rental	1,345,952	1,599,300	1,308,055	1,153,645	1,532,880	599,773	847,783	2,120,387	2,134,437	1,904,625	1,865,900	2,053,150	1,521,401		
Other Revenue	6,261	13,525	16,857	27,933	26,697	22,315	34,256	75,254	144,709	147,960	119,700	122,641	84,899		
Total Revenue	5,833,444	6,639,966	5,831,067	5,764,362	6,780,521	4,859,858	5,803,283	9,634,543	9,903,146	9,182,189	9,268,000	9,573,293	7,876,604		
COST OF GOODS SOLD (COGS)	-817,374	-921,059	-885,738	-919,691	-1,044,609	-924,255	-1,069,004	-1,437,919	-1,510,330	-1,391,094	-1,388,700	-1,446,447	-1,266,520		
GROSS MARGIN (GM)	5,016,070	5,718,908	4,945,329	4,844,671	5,735,912	3,935,602	4,734,278	8,196,624	8,392,817	7,791,096	7,879,300	8,126,846	6,610,084		
PAYROLL															
Salaries and Wages	-2,844,147	-2,952,283	-2,875,017	-2,814,347	-3,200,503	-2,644,561	-3,052,193	-4,236,207	-4,621,835	-4,531,066	-4,463,500	-4,463,036	-3,817,172		
Payroll Taxes & Benefits	-669,794	-707,069	-675,299	-729,052	-797,447	-836,417	-951,374	-1,318,591	-1,382,758	-1,257,968	-1,339,500	-1,319,772	-1,149,422		
Total Payroll	-3,513,940	-3,659,352	-3,550,316	-3,543,399	-3,997,950	-3,480,978	-4,003,567	-5,554,798	-6,004,593	-5,789,033	-5,803,000	-5,782,808	-4,966,594		
EXPENSE															
Staff Expense	-83,856	-78,639	-79,282	-64,961	-89,389	-55,447	-71,156	-141,621	-259,891	-250,795	-264,071	-217,436	-155,782		
Utilities Expense	-390,814	-363,477	-351,155	-373,728	-380,299	-332,829	-320,215	-444,855	-419,146	-473,722	-447,810	-445,908	-398,153		
Supplies & Maintenance Expense	-636,258	-673,788	-637,006	-509,094	-642,469	-442,891	-533,909	-789,871	-847,931	-737,367	-728,169	-791,723	-670,393		
Insurance Expense	-224,400	-174,633	-171,400	-163,814	-234,100	-199,536	-219,936	-253,025	-260,200	-273,600	-273,600	-262,275	-241,259		
Administration & Other Expense	-249,454	-307,733	-323,781	-284,749	-391,857	-317,782	-403,690	-489,503	-487,695	-476,701	-473,650	-484,633	-435,075		
Total Expense	-1,584,781	-1,598,269	-1,562,624	-1,396,346	-1,738,113	-1,348,484	-1,548,907	-2,118,876	-2,274,863	-2,212,185	-2,187,300	-2,201,975	-1,900,663		
PAYROLL & EXPENSE TOTAL	-5,098,722	-5,257,621	-5,112,940	-4,939,745	-5,736,063	-4,829,462	-5,552,474	-7,673,673	-8,279,456	-8,001,218	-7,990,300	-7,984,782	-6,867,257		
NOR BEFORE AllocOverhead (NORBO)	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	-210,123	-111,000	142,063	-257,173		
NET OPERATING RESULTS (NOR)	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	-210,123	-111,000	142,063	-257,173		
NET RESULTS BEFORE ASSESSMENT (N)	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	-210,123	-111,000	142,063	-257,173		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	-210,123	-111,000	142,063	-257,173		
CHANGE IN MEMBERS' EQUITY (CME)	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	-210,123	-111,000	142,063	-257,173		
Total Expenses (TE), (COGS+PAYROLL+E	-5,916,096	-6,178,680	-5,998,678	-5,859,436	-6,780,672	-5,753,718	-6,621,478	-9,111,592	-9,789,785	-9,392,312	-9,379,000	-9,431,230	-8,133,777		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Consolidated Golf
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average		
								3 Year Average Years				2018 Budget	3-Yr	5-Yr
								2016	2017	2018				
								Actual	Actual	FORECAST				
			Jan-Jul Act											
			Aug-Dec Bdq											
REVENUE														
Direct Access & Use Fees	848,642	785,900	707,408	760,079	798,174	841,369	830,043	841,682	729,034	875,238	896,000	815,318	823,473	
Food and Beverage	0	0	0	0	0	0	0	0	-3	0	0	-1	-1	
Retail Product	95,862	84,510	98,080	102,193	104,598	99,440	93,423	88,812	88,970	97,073	89,000	91,618	93,544	
Lessons & Rental	179,536	158,865	137,112	143,108	160,536	190,773	181,764	179,397	166,058	179,126	156,000	174,860	179,424	
Other Revenue	4,532	7,275	5,754	7,935	9,662	7,503	3,773	9,217	10,140	-14,930	9,000	1,476	3,141	
Total Revenue	1,128,572	1,036,549	948,354	1,013,315	1,072,970	1,139,086	1,109,002	1,119,109	994,199	1,136,508	1,150,000	1,083,272	1,099,581	
COST OF GOODS SOLD (COGS)	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-64,613	-61,000	-60,965	-63,331	
GROSS MARGIN (GM)	1,055,506	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	934,622	1,071,895	1,089,000	1,022,307	1,036,249	
PAYROLL														
Salaries and Wages	-791,220	-733,624	-699,121	-718,788	-723,588	-639,007	-660,533	-672,075	-675,512	-674,434	-705,000	-674,007	-664,312	
Payroll Taxes & Benefits	-174,589	-156,288	-145,358	-153,767	-157,883	-163,582	-162,504	-173,077	-178,404	-163,191	-166,300	-171,557	-168,152	
Total Payroll	-965,808	-889,912	-844,479	-872,555	-881,470	-802,589	-823,037	-845,151	-853,917	-837,625	-871,300	-845,564	-832,464	
EXPENSE														
Staff Expense	-18,723	-15,709	-14,358	-8,244	-13,844	-9,147	-9,727	-12,124	-13,706	-8,012	-12,980	-11,281	-10,543	
Utilities Expense	-154,123	-116,168	-111,116	-159,710	-145,918	-141,125	-107,287	-133,565	-123,086	-134,175	-121,840	-130,275	-127,848	
Supplies & Maintenance Expense	-165,614	-141,781	-132,417	-74,167	-141,120	-124,728	-116,395	-98,327	-113,902	-91,264	-96,710	-101,164	-108,923	
Insurance Expense	-48,000	-35,880	-33,900	-35,600	-44,000	-39,802	-45,600	-40,531	-46,200	-54,000	-54,000	-46,910	-45,227	
Administration & Other Expense	-29,118	-32,150	-27,076	-29,968	-30,955	-28,869	-32,616	-29,249	-37,833	-37,432	-30,170	-34,838	-33,200	
Total Expense	-415,577	-341,687	-318,867	-307,689	-375,838	-343,672	-311,625	-313,796	-334,726	-324,882	-315,700	-324,468	-325,740	
PAYROLL & EXPENSE TOTAL	-1,381,386	-1,231,599	-1,163,346	-1,180,244	-1,257,308	-1,146,261	-1,134,663	-1,158,947	-1,188,643	-1,162,507	-1,187,000	-1,170,033	-1,158,204	
NOR BEFORE AllocOverhead (NORBO)	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-90,612	-98,000	-147,726	-121,955	
NET OPERATING RESULTS (NOR)	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-90,612	-98,000	-147,726	-121,955	
NET RESULTS BEFORE ASSESSMENT (N)	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-90,612	-98,000	-147,726	-121,955	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-90,612	-98,000	-147,726	-121,955	
CHANGE IN MEMBERS' EQUITY (CME)	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-90,612	-98,000	-147,726	-121,955	
Total Expenses (TE), (COGS+PAYROLL+E	-1,454,452	-1,295,610	-1,240,946	-1,260,128	-1,339,208	-1,215,638	-1,199,046	-1,217,653	-1,248,220	-1,227,120	-1,248,000	-1,230,998	-1,221,536	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Golf Course Operations (120)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals <u>Average</u>			
								3 Year Average Years				2018 <u>FORECAST</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016	2017	2018					
								<u>Actual</u>	<u>Actual</u>	<u>FORECAST</u>					
REVENUE															
Direct Access & Use Fees	848,642	785,900	707,408	760,079	798,174	841,369	830,043	841,682	729,034	875,238	896,000	815,318	823,473		
Food and Beverage	0	0	0	0	0	0	0	0	-3	0	0	-1	-1		
Retail Product	95,862	84,510	98,080	102,193	104,598	99,440	93,423	88,812	88,970	97,073	89,000	91,618	93,544		
Lessons & Rental	179,536	158,865	137,112	143,108	160,536	190,773	181,764	179,397	166,058	179,126	156,000	174,860	179,424		
Other Revenue	4,532	7,275	5,754	7,935	9,662	7,503	3,773	9,217	10,140	-14,930	9,000	1,476	3,141		
Total Revenue	1,128,572	1,036,549	948,354	1,013,315	1,072,970	1,139,086	1,109,002	1,119,109	994,199	1,136,508	1,150,000	1,083,272	1,099,581		
COST OF GOODS SOLD (COGS)	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-64,613	-61,000	-60,965	-63,331		
GROSS MARGIN (GM)	1,055,506	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	934,622	1,071,895	1,089,000	1,022,307	1,036,249		
PAYROLL															
Salaries and Wages	-257,842	-228,197	-208,899	-213,832	-215,730	-171,883	-190,293	-163,619	-163,132	-176,881	-184,600	-167,877	-173,162		
Payroll Taxes & Benefits	-55,972	-49,924	-45,517	-48,104	-48,354	-45,211	-42,168	-42,472	-42,895	-45,446	-47,400	-43,605	-43,639		
Total Payroll	-313,814	-278,121	-254,416	-261,936	-264,085	-217,095	-232,461	-206,091	-206,028	-222,327	-232,000	-211,482	-216,800		
EXPENSE															
Staff Expense	-5,555	-4,431	-197	-2,331	-3,503	-1,501	-1,820	-2,453	-2,742	-1,465	-2,200	-2,220	-1,996		
Utilities Expense	-12,196	-11,435	-11,136	-12,144	-12,231	-12,022	-12,383	-13,540	-12,861	-19,562	-12,920	-15,321	-14,074		
Supplies & Maintenance Expense	-18,432	-20,304	-15,024	-17,624	-18,698	-18,136	-20,847	-25,046	-18,106	-17,775	-14,680	-20,309	-19,982		
Insurance Expense	-26,400	-19,800	-17,900	-18,800	-24,800	-21,996	-25,200	-22,486	-25,800	-30,000	-30,000	-26,095	-25,096		
Administration & Other Expense	-27,163	-29,467	-23,426	-26,139	-27,374	-25,862	-26,702	-23,865	-33,301	-34,543	-27,000	-30,569	-28,854		
Total Expense	-89,747	-85,437	-67,683	-77,039	-86,605	-79,517	-86,952	-87,390	-92,811	-103,346	-86,800	-94,515	-90,003		
PAYROLL & EXPENSE TOTAL	-403,561	-363,558	-322,099	-338,975	-350,690	-296,612	-319,414	-293,481	-298,838	-325,673	-318,800	-305,997	-306,804		
NOR BEFORE AllocOverhead (NORBO)	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	746,222	770,200	716,309	729,446		
NET OPERATING RESULTS (NOR)	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	746,222	770,200	716,309	729,446		
NET RESULTS BEFORE ASSESSMENT (N)	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	746,222	770,200	716,309	729,446		
ASSESSMENT REVENUE															
NET RESULTS (NR)	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	746,222	770,200	716,309	729,446		
CHANGE IN MEMBERS' EQUITY (CME)	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	746,222	770,200	716,309	729,446		
Total Expenses (TE), (COGS+PAYROLL+E	-476,628	-427,569	-399,698	-418,858	-432,589	-365,989	-383,797	-352,187	-358,416	-390,286	-379,800	-366,963	-370,135		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Golf Course Maintenance (125)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals Average			
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years				2018 <u>FORECAST</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>					
									Jan-Jul Act	Aug-Dec Bdg					
REVENUE															
PAYROLL															
Salaries and Wages	-533,377	-505,427	-490,222	-504,956	-507,857	-467,123	-470,240	-508,456	-512,380	-497,552	-520,400	-506,129	-491,150		
Payroll Taxes & Benefits	-118,617	-106,364	-99,842	-105,663	-109,528	-118,371	-120,336	-130,604	-135,509	-117,746	-118,900	-127,953	-124,513		
Total Payroll	-651,994	-611,791	-590,063	-610,619	-617,386	-585,494	-590,576	-639,060	-647,889	-615,298	-639,300	-634,082	-615,664		
EXPENSE															
Staff Expense	-13,168	-11,278	-14,161	-5,913	-10,342	-7,646	-7,907	-9,671	-10,963	-6,547	-10,780	-9,060	-8,547		
Utilities Expense	-141,926	-104,734	-99,980	-147,566	-133,688	-129,104	-94,903	-120,025	-110,225	-114,613	-108,920	-114,954	-113,774		
Supplies & Maintenance Expense	-147,182	-121,477	-117,393	-56,543	-122,422	-106,592	-95,548	-73,281	-95,795	-73,488	-82,030	-80,855	-88,941		
Insurance Expense	-21,600	-16,080	-16,000	-16,800	-19,200	-17,806	-20,400	-18,045	-20,400	-24,000	-24,000	-20,815	-20,130		
Administration & Other Expense	-1,954	-2,682	-3,651	-3,828	-3,582	-3,008	-5,914	-5,385	-4,532	-2,889	-3,170	-4,269	-4,346		
Total Expense	-325,830	-256,250	-251,184	-230,651	-289,233	-264,155	-224,673	-226,406	-241,916	-221,537	-228,900	-229,953	-235,737		
PAYROLL & EXPENSE TOTAL	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
NOR BEFORE AllocOverhead (NORBO)	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
NET OPERATING RESULTS (NOR)	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
NET RESULTS BEFORE ASSESSMENT (N)	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
CHANGE IN MEMBERS' EQUITY (CME)	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		
Total Expenses (TE), (COGS+PAYROLL+E	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-836,835	-868,200	-864,035	-851,401		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Cross Country Center (110)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals		
								3 Year Average Years				2018 <u>Budget</u>	Average	
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>			3-Yr	5-Yr
								Aug-Dec Bdq						
REVENUE														
Direct Access & Use Fees	438,710	511,602	404,718	386,334	412,201	304,405	245,198	559,814	627,099	568,028	578,600	584,980	460,909	
Food and Beverage	42,829	53,980	33,267	33,336	55,760	11,510	1,635	0	0	0	0	0	2,629	
Retail Product	43,267	44,657	31,975	37,107	48,141	23,377	61,937	110,800	95,671	88,520	81,000	98,331	76,061	
Lessons & Rental	150,164	185,585	120,976	113,291	173,444	98,102	124,014	301,168	277,873	176,773	262,400	251,938	195,586	
Other Revenue	1,457	1,113	1,218	1,359	2,789	1,511	2,979	6,306	4,755	4,922	3,000	5,327	4,094	
Total Revenue	676,427	796,939	592,154	571,427	692,335	438,906	435,764	978,088	1,005,397	838,243	925,000	940,576	739,280	
COST OF GOODS SOLD (COGS)	-45,223	-48,602	-31,591	-36,448	-50,200	-19,290	-37,527	-65,781	-52,080	-56,377	-54,000	-58,079	-46,211	
GROSS MARGIN (GM)	631,204	748,336	560,563	534,979	642,135	419,616	398,237	912,307	953,318	781,866	871,000	882,497	693,069	
PAYROLL														
Salaries and Wages	-218,544	-250,005	-213,631	-211,923	-286,600	-191,283	-232,493	-376,558	-396,649	-333,805	-372,400	-369,004	-306,157	
Payroll Taxes & Benefits	-52,358	-57,018	-48,907	-52,249	-63,019	-52,517	-60,632	-93,294	-92,412	-79,276	-88,500	-88,327	-75,626	
Total Payroll	-270,902	-307,024	-262,538	-264,171	-349,619	-243,799	-293,125	-469,852	-489,061	-413,081	-460,900	-457,331	-381,783	
EXPENSE														
Staff Expense	-7,296	-4,715	-4,507	-1,713	-7,212	-1,825	-4,334	-7,985	-5,376	-5,445	-7,470	-6,268	-4,993	
Utilities Expense	-22,432	-22,210	-22,290	-17,457	-20,508	-12,635	-13,544	-36,344	-32,870	-29,268	-38,650	-32,827	-24,932	
Supplies & Maintenance Expense	-98,407	-99,775	-81,487	-81,820	-105,397	-33,643	-55,883	-123,985	-161,807	-121,210	-145,830	-135,667	-99,305	
Insurance Expense	-34,800	-27,389	-24,100	-24,068	-33,800	-28,804	-30,787	-33,826	-39,200	-39,600	-39,600	-37,542	-34,443	
Administration & Other Expense	-36,166	-42,816	-31,139	-25,721	-34,109	-18,309	-26,212	-36,068	-51,980	-49,515	-51,550	-45,854	-36,417	
Total Expense	-199,102	-196,906	-163,523	-150,779	-201,026	-95,216	-130,758	-238,207	-291,232	-245,037	-283,100	-258,159	-200,090	
PAYROLL & EXPENSE TOTAL	-470,004	-503,929	-426,061	-414,951	-550,646	-339,015	-423,883	-708,059	-780,293	-658,118	-744,000	-715,490	-581,874	
NOR BEFORE AllocOverhead (NORBO)	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	123,748	127,000	167,007	111,195	
NET OPERATING RESULTS (NOR)	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	123,748	127,000	167,007	111,195	
NET RESULTS BEFORE ASSESSMENT (N)	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	123,748	127,000	167,007	111,195	
ASSESSMENT REVENUE														
NET RESULTS (NR)	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	123,748	127,000	167,007	111,195	
CHANGE IN MEMBERS' EQUITY (CME)	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	123,748	127,000	167,007	111,195	
Total Expenses (TE), (COGS+PAYROLL+E	-515,227	-552,532	-457,652	-451,399	-600,846	-358,306	-461,410	-773,840	-832,373	-714,496	-798,000	-773,570	-628,085	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Consolidated Downhill Ski
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals		
								3 Year Average Years				2018 <u>Budget</u>	Average	
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>			3-Yr	5-Yr
								Jan-Jul Act						
Aug-Dec Bdg														
REVENUE														
Direct Access & Use Fees	901,406	1,109,174	806,233	704,882	836,199	194,171	455,317	1,326,690	1,382,930	1,080,374	1,245,300	1,263,331	887,896	
Food and Beverage	298,244	352,568	266,046	218,177	292,471	80,506	154,524	462,509	455,172	362,152	393,900	426,611	302,973	
Retail Product	153,748	127,164	92,454	86,546	83,625	28,830	44,204	130,160	149,219	115,124	115,000	131,501	93,508	
Lessons & Rental	935,530	1,185,091	983,174	880,326	1,139,004	297,980	460,711	1,540,830	1,585,616	1,416,212	1,327,500	1,514,219	1,060,270	
Other Revenue	15,528	9,314	9,952	18,642	13,945	12,954	13,152	41,980	94,668	106,387	70,300	81,011	53,828	
Total Revenue	2,304,456	2,783,311	2,157,859	1,908,574	2,365,245	614,440	1,127,909	3,502,168	3,667,605	3,080,249	3,152,000	3,416,674	2,398,474	
COST OF GOODS SOLD (COGS)	-197,073	-195,308	-145,076	-130,813	-131,735	-40,872	-66,063	-205,359	-205,947	-168,144	-178,800	-193,150	-137,277	
GROSS MARGIN (GM)	2,107,383	2,588,002	2,012,783	1,777,761	2,233,510	573,568	1,061,846	3,296,809	3,461,658	2,912,106	2,973,200	3,223,524	2,261,197	
PAYROLL														
Salaries and Wages	-896,192	-966,600	-953,377	-861,897	-991,205	-567,420	-666,354	-1,335,985	-1,478,043	-1,422,558	-1,314,100	-1,412,195	-1,094,072	
Payroll Taxes & Benefits	-224,843	-265,781	-269,058	-282,376	-307,326	-267,694	-296,047	-541,527	-525,952	-404,705	-429,900	-490,728	-407,185	
Total Payroll	-1,121,035	-1,232,381	-1,222,435	-1,144,273	-1,298,531	-835,114	-962,401	-1,877,512	-2,003,995	-1,827,263	-1,744,000	-1,902,923	-1,501,257	
EXPENSE														
Staff Expense	-32,372	-28,108	-29,240	-21,416	-30,989	-12,580	-23,478	-78,855	-161,751	-158,275	-157,841	-132,960	-86,988	
Utilities Expense	-89,732	-94,231	-92,034	-76,721	-81,603	-58,794	-70,504	-115,690	-106,378	-140,975	-116,860	-121,014	-98,468	
Supplies & Maintenance Expense	-144,930	-202,239	-206,260	-132,587	-131,416	-62,999	-79,897	-207,166	-217,215	-189,490	-178,409	-204,624	-151,353	
Insurance Expense	-114,600	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-132,048	-134,800	-138,600	-138,600	-135,149	-124,212	
Administration & Other Expense	-80,854	-120,009	-141,437	-100,982	-171,787	-125,502	-179,953	-217,746	-159,301	-155,502	-166,490	-177,517	-167,601	
Total Expense	-462,489	-534,396	-559,970	-417,506	-543,996	-364,095	-465,223	-751,504	-779,446	-782,842	-758,200	-771,264	-628,622	
PAYROLL & EXPENSE TOTAL	-1,583,523	-1,766,776	-1,782,405	-1,561,778	-1,842,527	-1,199,209	-1,427,624	-2,629,016	-2,783,441	-2,610,105	-2,502,200	-2,674,187	-2,129,879	
NOR BEFORE AllocOverhead (NORBO)	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	302,001	471,000	549,337	131,318	
NET OPERATING RESULTS (NOR)	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	302,001	471,000	549,337	131,318	
NET RESULTS BEFORE ASSESSMENT (N)	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	302,001	471,000	549,337	131,318	
ASSESSMENT REVENUE														
NET RESULTS (NR)	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	302,001	471,000	549,337	131,318	
CHANGE IN MEMBERS' EQUITY (CME)	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	302,001	471,000	549,337	131,318	
Total Expenses (TE), (COGS+PAYROLL+E	-1,780,596	-1,962,085	-1,927,481	-1,692,591	-1,974,262	-1,240,080	-1,493,687	-2,834,375	-2,989,388	-2,778,249	-2,681,000	-2,867,337	-2,267,156	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Winter F & B (180)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals		
								3 Year Average Years				2018 <u>Budget</u>	Average	
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>			3-Yr	5-Yr
								Aug-Dec Bdg						
REVENUE														
Food and Beverage	298,244	352,568	266,046	218,177	292,471	80,506	154,524	462,509	455,315	362,152	393,900	426,659	303,001	
Retail Product	-16,582	-17,533	0	-1	0	0	0	0	17	0	0	6	3	
Other Revenue	1,623	1,682	600	26	770	900	820	740	840	200	1,100	593	700	
Total Revenue	283,285	336,717	266,646	218,202	293,241	81,406	155,344	463,249	456,172	362,352	395,000	427,258	303,705	
COST OF GOODS SOLD (COGS)	-85,758	-104,016	-88,555	-81,123	-87,542	-24,985	-44,209	-141,452	-131,727	-111,730	-118,800	-128,303	-90,821	
GROSS MARGIN (GM)	197,527	232,702	178,090	137,079	205,699	56,421	111,135	321,797	324,445	250,622	276,200	298,955	212,884	
PAYROLL														
Salaries and Wages	-98,122	-91,399	-86,695	-80,745	-87,005	-55,156	-69,479	-117,220	-138,554	-137,098	-129,300	-130,957	-103,501	
Payroll Taxes & Benefits	-18,696	-20,794	-18,886	-22,196	-26,593	-26,474	-32,397	-50,729	-48,426	-43,052	-49,200	-47,402	-40,216	
Total Payroll	-116,818	-112,193	-105,581	-102,942	-113,598	-81,629	-101,876	-167,949	-186,980	-180,150	-178,500	-178,360	-143,717	
EXPENSE														
Staff Expense	-377	-254	-391	-197	-703	-90	-499	-2,199	-4,333	-3,890	-4,051	-3,474	-2,202	
Utilities Expense	-329	-120	0	-60	-150	-180	-180	-206	-180	-120	0	-169	-173	
Supplies & Maintenance Expense	-21,840	-28,100	-22,665	-19,976	-19,890	-10,519	-15,858	-31,051	-28,241	-22,748	-23,309	-27,347	-21,684	
Administration & Other Expense	-4,916	-5,074	-5,859	-4,995	-6,614	-3,446	-4,923	-11,016	-12,162	-11,399	-10,740	-11,526	-8,589	
Total Expense	-27,462	-33,548	-28,916	-25,229	-27,357	-14,235	-21,460	-44,473	-44,917	-38,158	-38,100	-42,516	-32,648	
PAYROLL & EXPENSE TOTAL	-144,280	-145,741	-134,496	-128,170	-140,954	-95,865	-123,336	-212,422	-231,897	-218,308	-216,600	-220,875	-176,365	
NOR BEFORE AllocOverhead (NORBO)	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	32,314	59,600	78,079	36,519	
NET OPERATING RESULTS (NOR)	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	32,314	59,600	78,079	36,519	
NET RESULTS BEFORE ASSESSMENT (N)	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	32,314	59,600	78,079	36,519	
ASSESSMENT REVENUE														
NET RESULTS (NR)	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	32,314	59,600	78,079	36,519	
CHANGE IN MEMBERS' EQUITY (CME)	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	32,314	59,600	78,079	36,519	
Total Expenses (TE), (COGS+PAYROLL+E	-230,038	-249,757	-223,051	-209,293	-228,496	-120,849	-167,545	-353,873	-363,624	-330,038	-335,400	-349,178	-267,186	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Marketing (200)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals Average		
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Jan-Jul Act				
REVENUE														
Other Revenue	0	0	0	0	0	0	0	0	0	703	0	234	141	
Total Revenue	0	0	0	0	0	0	0	0	0	703	0	234	141	
GROSS MARGIN (GM)	0	0	0	0	0	0	0	0	0	703	0	234	141	
PAYROLL														
EXPENSE														
Staff Expense	0	0	0	0	-600	-86	-974	0	0	0	0	0	0	-212
Utilities Expense	-621	-695	-683	-989	-753	-687	-215	0	0	-350	-950	-117	-250	
Supplies & Maintenance Expense	-5,720	-2,999	-194	-3,195	-5,073	-960	-2,743	-8,384	-14,477	-5,791	-2,550	-9,551	-6,471	
Administration & Other Expense	-16,219	-39,518	-61,744	-37,105	-92,874	-86,598	-127,549	-107,660	-52,732	-62,287	-65,500	-74,226	-87,365	
Total Expense	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-68,429	-69,000	-83,894	-94,298	
PAYROLL & EXPENSE TOTAL	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-68,429	-69,000	-83,894	-94,298	
NOR BEFORE AllocOverhead (NORBO)	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-67,726	-69,000	-83,659	-94,158	
NET OPERATING RESULTS (NOR)	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-67,726	-69,000	-83,659	-94,158	
NET RESULTS BEFORE ASSESSMENT (N)	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-67,726	-69,000	-83,659	-94,158	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-67,726	-69,000	-83,659	-94,158	
CHANGE IN MEMBERS' EQUITY (CME)	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-67,726	-69,000	-83,659	-94,158	
Total Expenses (TE), (COGS+PAYROLL+E	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-68,429	-69,000	-83,894	-94,298	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Mountain Operations (210)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average			
								3 Year Average Years				2018 Forecast	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Forecast					
REVENUE															
Other Revenue	0	0	0	0	0	0	0	13,082	67,863	87,347	50,000	56,097	33,658		
Total Revenue	0	0	0	0	0	0	0	13,082	67,863	87,347	50,000	56,097	33,658		
GROSS MARGIN (GM)	0	0	0	0	0	0	0	13,082	67,863	87,347	50,000	56,097	33,658		
PAYROLL															
Salaries and Wages	-288,012	-274,281	-231,264	-304,991	-354,229	-195,172	-224,647	-499,723	-526,748	-480,005	-471,200	-502,159	-385,259		
Payroll Taxes & Benefits	-65,739	-69,901	-70,204	-97,326	-111,008	-85,876	-96,298	-193,333	-183,238	-128,771	-144,000	-168,447	-137,503		
Total Payroll	-353,751	-344,183	-301,468	-402,317	-465,237	-281,048	-320,945	-693,056	-709,986	-608,777	-615,200	-670,606	-522,762		
EXPENSE															
Staff Expense	-19,704	-22,249	-24,528	-13,944	-21,396	-6,001	-19,323	-65,395	-147,455	-142,943	-134,240	-118,598	-76,223		
Utilities Expense	-86,096	-90,126	-87,311	-71,797	-74,249	-51,832	-56,204	-78,482	-79,964	-80,531	-77,610	-79,659	-69,403		
Supplies & Maintenance Expense	-82,644	-140,303	-152,920	-111,110	-106,028	-42,461	-56,021	-147,950	-169,314	-157,740	-145,820	-158,335	-114,697		
Insurance Expense	-114,600	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-122,635	-134,800	-138,600	-138,600	-132,012	-122,329		
Administration & Other Expense	-14,042	-16,450	-21,948	-22,206	-20,541	-21,045	-25,290	-28,410	-23,484	-22,794	-25,630	-24,896	-24,205		
Total Expense	-317,085	-358,937	-377,708	-304,857	-350,414	-225,558	-268,229	-442,872	-555,017	-542,608	-521,900	-513,499	-406,857		
PAYROLL & EXPENSE TOTAL	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-1,265,002	-1,151,384	-1,137,100	-1,184,105	-929,619		
NOR BEFORE AllocOverhead (NORBO)	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,064,037	-1,087,100	-1,128,008	-895,961		
NET OPERATING RESULTS (NOR)	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,064,037	-1,087,100	-1,128,008	-895,961		
NET RESULTS BEFORE ASSESSMENT (NOR)	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,064,037	-1,087,100	-1,128,008	-895,961		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,064,037	-1,087,100	-1,128,008	-895,961		
CHANGE IN MEMBERS' EQUITY (CME)	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,064,037	-1,087,100	-1,128,008	-895,961		
Total Expenses (TE), (COGS+PAYROLL+E)	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-1,265,002	-1,151,384	-1,137,100	-1,184,105	-929,619		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Lift Maintenance (211)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average			
								3 Year Average Years				2018 <u>FORECAST</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>					
REVENUE															
PAYROLL															
Salaries and Wages	-75,196	-125,972	-197,968	-105,015	-113,467	-104,641	-108,748	-184,949	-162,042	-155,661	-149,900	-167,551	-143,208		
Payroll Taxes & Benefits	-30,784	-50,447	-67,100	-56,032	-48,043	-56,064	-56,094	-81,014	-66,577	-53,762	-54,300	-67,118	-62,702		
Total Payroll	-105,981	-176,418	-265,068	-161,047	-161,509	-160,705	-164,842	-265,963	-228,619	-209,423	-204,200	-234,668	-205,910		
EXPENSE															
Staff Expense	-2,385	-46	-501	-2,847	-2,987	-3,942	-951	-7,145	-1,581	-3,176	-8,550	-3,967	-3,359		
Utilities Expense	-2,370	-2,931	-3,490	-3,443	-5,912	-5,409	-5,774	-7,854	-6,614	-6,371	-8,350	-6,946	-6,404		
Supplies & Maintenance Expense	-12,400	-7,183	-10,977	20,600	9,067	3,124	2,177	-596	13,599	19,876	22,350	10,960	7,636		
Administration & Other Expense	-2,147	-2,383	-2,608	-3,367	-5,435	-3,517	-626	-5,068	-6,269	-5,120	-6,650	-5,486	-4,120		
Total Expense	-19,301	-12,543	-17,575	10,942	-5,266	-9,745	-5,174	-20,662	-865	5,209	-1,200	-5,439	-6,247		
PAYROLL & EXPENSE TOTAL	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158		
NOR BEFORE AllocOverhead (NORBO)	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158		
NET OPERATING RESULTS (NOR)	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158		
NET RESULTS BEFORE ASSESSMENT (N)	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158		
CHANGE IN MEMBERS' EQUITY (CME)	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158		
Total Expenses (TE), (COGS+PAYROLL+E	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-204,214	-205,400	-240,108	-212,158		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Snowmaking (212)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals Average			
						2014 Actual	2015 Actual	3 Year Average Years				2018 FORECAST	3-Yr	5-Yr	
								2016 Actual	2017 Actual	2018 FORECAST					
											Jan-Jul Act	Aug-Dec Bdg			
REVENUE															
PAYROLL															
Salaries and Wages	0	0	0	0	0	0	-937	-3,720	-13,597	-23,134	-20,600	-13,484	-8,278		
Payroll Taxes & Benefits	0	0	0	0	0	0	-135	-1,333	-4,525	-7,239	-6,500	-4,365	-2,646		
Total Payroll	0	0	0	0	0	0	-1,072	-5,053	-18,122	-30,372	-27,100	-17,849	-10,924		
EXPENSE															
Staff Expense	0	0	0	0	0	0	0	0	0	-500	-500	-167	-100		
Utilities Expense	0	0	0	0	0	0	-7,142	-28,236	-18,068	-52,557	-28,000	-32,954	-21,201		
Supplies & Maintenance Expense	0	0	0	0	0	0	-830	-1,525	-1,355	-2,948	-4,700	-1,943	-1,332		
Administration & Other Expense	0	0	0	0	0	0	0	-11	-15	-2	0	-9	-6		
Total Expense	0	0	0	0	0	0	-7,972	-29,772	-19,439	-56,007	-33,200	-35,073	-22,638		
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
ASSESSMENT REVENUE															
NET RESULTS (NR)	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	0	0	0	-9,044	-34,825	-37,561	-86,380	-60,300	-52,922	-33,562		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Ski Retail (214)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average			
								3 Year Average Years				2018 Forecast	2018 Budget	3-Yr	5-Yr
								2016	2017	2018					
								Actual	Actual	FORECAST					
										Jan-Jul Act					
										Aug-Dec Bdg					
REVENUE															
Food and Beverage	0	0	0	0	0	0	0	0	-58	0	0	-19	-12		
Retail Product	170,495	145,153	93,089	86,870	84,724	29,334	44,277	131,573	150,213	115,980	115,000	132,589	94,276		
Other Revenue	13,493	14,894	11,353	8,360	9,967	955	3,663	13,116	14,701	10,017	13,000	12,611	8,490		
Total Revenue	183,988	160,047	104,442	95,230	94,691	30,289	47,940	144,689	164,857	125,996	128,000	145,181	102,754		
COST OF GOODS SOLD (COGS)	-111,315	-91,338	-56,521	-49,690	-44,193	-15,887	-21,853	-63,907	-74,265	-56,414	-60,000	-64,862	-46,465		
GROSS MARGIN (GM)	72,673	68,710	47,920	45,540	50,499	14,403	26,087	80,782	90,591	69,583	68,000	80,319	56,289		
PAYROLL															
Salaries and Wages	-46,862	-36,312	-38,470	-36,833	-38,978	-25,197	-21,315	-31,886	-30,792	-28,036	-30,500	-30,238	-27,445		
Payroll Taxes & Benefits	-16,710	-14,294	-15,036	-14,937	-15,717	-17,137	-8,937	-12,786	-14,094	-11,870	-12,700	-12,917	-12,965		
Total Payroll	-63,571	-50,607	-53,506	-51,770	-54,696	-42,335	-30,253	-44,672	-44,886	-39,907	-43,200	-43,155	-40,410		
EXPENSE															
Staff Expense	-172	0	0	0	0	0	0	0	0	0	0	0	0		
Utilities Expense	-316	-359	-390	-432	-539	-686	-989	-715	-777	-500	-1,200	-664	-734		
Supplies & Maintenance Expense	-412	-797	-137	-221	-471	-329	-624	91	-220	-605	-480	-244	-337		
Administration & Other Expense	-4,403	-5,921	-4,483	-3,381	-2,911	-537	-1,124	-8,355	-4,732	-2,987	-4,720	-5,358	-3,547		
Total Expense	-5,303	-7,077	-5,009	-4,034	-3,921	-1,552	-2,737	-8,979	-5,729	-4,092	-6,400	-6,266	-4,618		
PAYROLL & EXPENSE TOTAL	-68,875	-57,684	-58,515	-55,804	-58,616	-43,887	-32,990	-53,650	-50,615	-43,998	-49,600	-49,421	-45,028		
NOR BEFORE AllocOverhead (NORBO)	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	25,585	18,400	30,897	11,261		
NET OPERATING RESULTS (NOR)	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	25,585	18,400	30,897	11,261		
NET RESULTS BEFORE ASSESSMENT (N)	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	25,585	18,400	30,897	11,261		
ASSESSMENT REVENUE															
NET RESULTS (NR)	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	25,585	18,400	30,897	11,261		
CHANGE IN MEMBERS' EQUITY (CME)	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	25,585	18,400	30,897	11,261		
Total Expenses (TE), (COGS+PAYROLL+E	-180,189	-149,022	-115,036	-105,494	-102,809	-59,773	-54,843	-117,558	-124,881	-100,412	-109,600	-114,283	-91,493		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Ski Rental (215)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals <u>Average</u>			
								3 Year Average Years				2018 <u>Forecast</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016	2017	2018					
								<u>Actual</u>	<u>Actual</u>	<u>FORECAST</u>					
		Jan-Jul Act													
										Aug-Dec Bdg					
REVENUE															
Retail Product	0	-377	-635	-323	-1,099	-505	-73	-1,194	-918	-856	0	-989	-709		
Lessons & Rental	441,839	534,039	390,753	379,510	483,595	121,970	233,649	752,029	714,659	606,082	639,000	690,924	485,678		
Other Revenue	7,154	3,556	2,200	5,654	1,591	1,265	2,432	7,295	5,534	4,556	4,000	5,795	4,216		
Total Revenue	448,993	537,219	392,317	384,842	484,087	122,730	236,008	758,129	719,275	609,783	643,000	695,729	489,185		
COST OF GOODS SOLD (COGS)	0	0	0	0	0	0	0	0	45	0	0	15	9		
GROSS MARGIN (GM)	448,993	537,219	392,317	384,842	484,087	122,730	236,008	758,129	719,320	609,783	643,000	695,744	489,194		
PAYROLL															
Salaries and Wages	-81,095	-105,500	-82,156	-75,810	-83,405	-32,822	-51,065	-103,641	-97,166	-104,854	-96,200	-101,887	-77,909		
Payroll Taxes & Benefits	-27,081	-30,810	-21,407	-22,618	-22,773	-14,272	-21,362	-41,698	-32,757	-26,059	-25,200	-33,504	-27,230		
Total Payroll	-108,176	-136,310	-103,562	-98,428	-106,178	-47,095	-72,427	-145,338	-129,923	-130,913	-121,400	-135,391	-105,139		
EXPENSE															
Staff Expense	-3,010	-1,343	-2,688	-1,407	-568	-774	-786	-303	-549	-1,661	-2,050	-838	-814		
Supplies & Maintenance Expense	-3,854	-5,180	-3,804	-4,340	-2,675	-119	-1,092	-2,183	-2,474	-4,120	-5,300	-2,926	-1,997		
Administration & Other Expense	-12,339	-14,808	-13,518	-9,688	-13,727	-1,920	-5,821	-18,309	-16,244	-9,675	-14,350	-14,743	-10,394		
Total Expense	-19,203	-21,331	-20,010	-15,434	-16,969	-2,813	-7,698	-20,794	-19,267	-15,456	-21,700	-18,506	-13,205		
PAYROLL & EXPENSE TOTAL	-127,379	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-149,190	-146,368	-143,100	-153,897	-118,345		
NOR BEFORE AllocOverhead (NORBO)	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	463,414	499,900	541,847	370,849		
NET OPERATING RESULTS (NOR)	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	463,414	499,900	541,847	370,849		
NET RESULTS BEFORE ASSESSMENT (N)	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	463,414	499,900	541,847	370,849		
ASSESSMENT REVENUE															
NET RESULTS (NR)	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	463,414	499,900	541,847	370,849		
CHANGE IN MEMBERS' EQUITY (CME)	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	463,414	499,900	541,847	370,849		
Total Expenses (TE), (COGS+PAYROLL+E	-127,379	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-149,144	-146,368	-143,100	-153,882	-118,336		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Ski School (220)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average		
								3 Year Average Years				2018 <u>Forecast</u>	2018 <u>3-Yr</u>	2018 <u>5-Yr</u>
								2016	2017	2018				
								<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>				
REVENUE														
Direct Access & Use Fees	10,964	16,749	22,395	12,524	8,570	0	302	10,550	14,515	15,104	13,500	13,390	8,094	
Retail Product	0	-80	0	0	0	0	0	-144	0	0	0	-48	-29	
Lessons & Rental	277,131	365,770	335,821	292,557	419,413	111,915	227,062	788,800	870,957	810,129	688,500	823,296	561,773	
Other Revenue	-2,383	-5,635	-1,605	-562	-4,383	-240	0	0	0	0	0	0	-48	
Total Revenue	285,712	376,804	356,611	304,519	423,599	111,675	227,364	799,206	885,472	825,233	702,000	836,637	569,790	
GROSS MARGIN (GM)	285,712	376,804	356,611	304,519	423,599	111,675	227,364	799,206	885,472	825,233	702,000	836,637	569,790	
PAYROLL														
Salaries and Wages	-165,952	-158,212	-161,847	-147,751	-179,691	-82,994	-143,287	-309,990	-414,508	-398,796	-323,900	-374,431	-269,915	
Payroll Taxes & Benefits	-34,436	-36,512	-38,449	-44,668	-51,155	-37,311	-61,847	-127,007	-143,218	-109,188	-109,100	-126,471	-95,714	
Total Payroll	-200,388	-194,724	-200,296	-192,419	-230,847	-120,305	-205,133	-436,997	-557,726	-507,984	-433,000	-500,902	-365,629	
EXPENSE														
Staff Expense	-5,363	-2,834	-1,087	-1,910	-4,563	-1,630	-882	-3,786	-7,366	-5,456	-7,650	-5,536	-3,824	
Utilities Expense	0	0	0	0	0	0	0	-198	-776	-545	-750	-506	-304	
Supplies & Maintenance Expense	-4,869	-3,232	-3,984	-2,835	-1,494	-2,354	-2,314	-5,264	-3,683	-7,812	-9,150	-5,587	-4,286	
Insurance Expense	0	0	0	0	0	0	0	-6,228	0	0	0	-2,076	-1,246	
Administration & Other Expense	-573	-353	-592	-751	-844	-741	-1,123	-2,609	-1,098	-1,998	-1,450	-1,901	-1,514	
Total Expense	-10,805	-6,418	-5,663	-5,496	-6,902	-4,725	-4,319	-18,085	-12,922	-15,811	-19,000	-15,606	-11,172	
PAYROLL & EXPENSE TOTAL	-211,193	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-570,648	-523,795	-452,000	-516,508	-376,802	
NOR BEFORE AllocOverhead (NORBO)	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	301,438	250,000	320,129	192,989	
NET OPERATING RESULTS (NOR)	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	301,438	250,000	320,129	192,989	
NET RESULTS BEFORE ASSESSMENT (N)	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	301,438	250,000	320,129	192,989	
ASSESSMENT REVENUE														
NET RESULTS (NR)	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	301,438	250,000	320,129	192,989	
CHANGE IN MEMBERS' EQUITY (CME)	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	301,438	250,000	320,129	192,989	
Total Expenses (TE), (COGS+PAYROLL+E	-211,193	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-570,648	-523,795	-452,000	-516,508	-376,802	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Snowflakes (230)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average			
								3 Year Average Years				2018 FORECAST	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual					
								Jan-Jul Act							
Aug-Dec Bdg															
REVENUE															
Lessons & Rental	216,560	285,282	256,600	208,259	235,996	63,964	0	0	0	0	0	0	0	12,793	
Other Revenue	-407	-685	0	-33	-264	0	0	0	0	0	0	0	0	0	
Total Revenue	216,153	284,597	256,600	208,226	235,732	63,964	0	0	0	0	0	0	0	12,793	
GROSS MARGIN (GM)	216,153	284,597	256,600	208,226	235,732	63,964	0	0	0	0	0	0	0	12,793	
PAYROLL															
Salaries and Wages	-92,758	-106,629	-96,040	-57,764	-64,517	-33,153	0	0	0	0	0	0	0	-6,631	
Payroll Taxes & Benefits	-23,530	-31,776	-28,494	-13,210	-16,324	-14,513	0	0	0	0	0	0	0	-2,903	
Total Payroll	-116,288	-138,405	-124,534	-70,974	-80,841	-47,666	0	0	0	0	0	0	0	-9,533	
EXPENSE															
Staff Expense	-1,297	-1,232	-85	-756	-53	0	0	0	0	0	0	0	0	0	
Utilities Expense	0	0	-160	0	0	0	0	0	0	0	0	0	0	0	
Supplies & Maintenance Expense	-1,096	-859	-832	-1,154	-1,558	-55	0	0	0	0	0	0	0	-11	
Administration & Other Expense	-890	-327	-729	-116	0	0	0	0	0	0	0	0	0	0	
Total Expense	-3,283	-2,418	-1,806	-2,026	-1,610	-55	0	0	0	0	0	0	0	-11	
PAYROLL & EXPENSE TOTAL	-119,572	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	0	0	0	0	-9,544	
NOR BEFORE AllocOverhead (NORBO)	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249	
NET OPERATING RESULTS (NOR)	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249	
NET RESULTS BEFORE ASSESSMENT (NOR)	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249	
ASSESSMENT REVENUE															
NET RESULTS (NR)	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249	
CHANGE IN MEMBERS' EQUITY (CME)	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249	
Total Expenses (TE), (COGS+PAYROLL+E)	-119,572	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	0	0	0	0	-9,544	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Ticket Office Administration (240)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average			
								3 Year Average Years				2018 Forecast	2018 Budget	3-Yr	5-Yr
								2016	2017	2018					
								Actual	Actual	Forecast					
REVENUE															
Direct Access & Use Fees	890,442	1,092,425	783,838	692,359	827,630	194,171	455,015	1,316,140	1,368,415	1,065,270	1,231,800	1,249,942	879,802		
Food and Beverage	0	0	0	0	0	0	0	0	-86	0	0	-29	-17		
Retail Product	-165	0	0	0	0	0	0	-75	-92	0	0	-56	-33		
Lessons & Rental	0	0	0	0	0	132	0	0	0	0	0	0	26		
Other Revenue	-3,952	-4,498	-2,595	5,197	6,265	10,074	6,237	7,747	5,730	3,565	2,200	5,680	6,670		
Total Revenue	886,325	1,087,927	781,243	697,555	833,895	204,376	461,252	1,323,812	1,373,967	1,068,835	1,234,000	1,255,538	886,448		
COST OF GOODS SOLD (COGS)	0	45	0	0	0	0	0	0	0	0	0	0	0		
GROSS MARGIN (GM)	886,325	1,087,971	781,243	697,555	833,895	204,376	461,252	1,323,812	1,373,967	1,068,835	1,234,000	1,255,538	886,448		
PAYROLL															
Salaries and Wages	-48,195	-68,295	-58,938	-52,988	-69,913	-38,284	-46,876	-84,856	-94,637	-94,974	-92,500	-91,489	-71,925		
Payroll Taxes & Benefits	-7,867	-11,246	-9,482	-11,387	-15,713	-16,047	-18,977	-33,629	-33,117	-24,763	-28,900	-30,503	-25,307		
Total Payroll	-56,062	-79,541	-68,420	-64,375	-85,626	-54,331	-65,853	-118,485	-127,754	-119,737	-121,400	-121,992	-97,232		
EXPENSE															
Staff Expense	-63	-150	41	-355	-120	-56	-63	-27	-467	-650	-800	-381	-253		
Supplies & Maintenance Expense	-12,096	-13,586	-10,747	-10,357	-3,294	-9,327	-2,593	-10,303	-11,050	-7,602	-9,450	-9,652	-8,175		
Insurance Expense	0	0	0	0	0	0	0	-3,184	0	0	0	-1,061	-637		
Administration & Other Expense	-25,327	-35,174	-29,956	-19,372	-28,843	-7,698	-13,498	-36,308	-42,564	-39,240	-37,450	-39,371	-27,862		
Total Expense	-37,486	-48,909	-40,662	-30,085	-32,257	-17,082	-16,153	-49,822	-54,082	-47,492	-47,700	-50,465	-36,926		
PAYROLL & EXPENSE TOTAL	-93,548	-128,451	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-181,835	-167,229	-169,100	-172,457	-134,158		
NOR BEFORE AllocOverhead (NORBO)	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	901,606	1,064,900	1,083,081	752,290		
NET OPERATING RESULTS (NOR)	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	901,606	1,064,900	1,083,081	752,290		
NET RESULTS BEFORE ASSESSMENT (N)	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	901,606	1,064,900	1,083,081	752,290		
ASSESSMENT REVENUE															
NET RESULTS (NR)	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	901,606	1,064,900	1,083,081	752,290		
CHANGE IN MEMBERS' EQUITY (CME)	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	901,606	1,064,900	1,083,081	752,290		
Total Expenses (TE), (COGS+PAYROLL+E	-93,548	-128,406	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-181,835	-167,229	-169,100	-172,457	-134,158		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Snowplay (216)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average					
								2016 Actual	2017 Actual	2018 FORECAST		2018 Budget	3-Yr	5-Yr			
															3 Year Average Years		
															Jan-Jul Act	Aug-Dec Bdg	
REVENUE																	
Recreation Fee	0	0	0	10,005	19,478	7,087	10,013	28,022	24,458	10,455	22,000	20,978	16,007				
Direct Access & Use Fees	45,773	97,480	97,603	82,363	137,253	61,093	105,874	238,419	223,801	186,077	229,800	216,099	163,053				
Food and Beverage	0	0	0	0	0	0	7,574	19,486	11,676	10,256	9,700	13,806	9,798				
Retail Product	0	-18	0	3,337	4,498	1,560	2,785	4,239	3,606	3,156	7,500	3,667	3,069				
Other Revenue	0	0	-132	0	0	150	0	0	0	0	0	0	30				
Total Revenue	45,773	97,462	97,471	95,706	161,229	69,890	126,246	290,166	263,541	209,944	269,000	254,550	191,957				
COST OF GOODS SOLD (COGS)	0	0	0	-860	-1,786	-511	-3,465	-6,895	-5,365	-4,345	-7,400	-5,535	-4,116				
GROSS MARGIN (GM)	45,773	97,462	97,471	94,846	159,443	69,379	122,781	283,271	258,176	205,599	261,600	249,015	187,841				
PAYROLL																	
Salaries and Wages	-8,572	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-70,956	-78,278	-89,200	-64,520	-44,396				
Payroll Taxes & Benefits	-1,625	-3,994	-4,588	-5,047	-9,163	-5,086	-7,268	-17,369	-21,051	-21,195	-25,000	-19,872	-14,394				
Total Payroll	-10,197	-25,019	-29,070	-23,535	-42,413	-16,021	-24,752	-61,695	-92,007	-99,473	-114,200	-84,392	-58,790				
EXPENSE																	
Staff Expense	-119	-1,106	-2,780	-266	-1,233	-142	35	-352	-926	-1,293	-1,500	-857	-536				
Utilities Expense	0	0	-156	-160	-1,220	-1,191	-1,934	-8,094	-7,129	-7,865	-7,600	-7,696	-5,242				
Supplies & Maintenance Expense	-3,705	-13,874	-18,182	-14,256	-22,352	-8,974	-15,079	-27,275	-17,071	-20,085	-23,800	-21,477	-17,697				
Insurance Expense	-2,400	-2,548	-3,000	-2,600	-5,000	-3,142	-3,359	-4,720	-4,600	-4,200	-4,200	-4,507	-4,004				
Administration & Other Expense	0	-252	-2,637	-1,845	-2,945	-859	-2,749	-6,194	-6,734	-5,440	-6,100	-6,123	-4,395				
Total Expense	-6,224	-17,781	-26,755	-19,127	-32,749	-14,308	-23,086	-46,635	-36,460	-38,883	-43,200	-40,660	-31,874				
PAYROLL & EXPENSE TOTAL	-16,421	-42,799	-55,825	-42,662	-75,162	-30,329	-47,838	-108,330	-128,468	-138,356	-157,400	-125,051	-90,664				
NOR BEFORE AllocOverhead (NORBO)	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	67,242	104,200	123,964	97,177				
NET OPERATING RESULTS (NOR)	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	67,242	104,200	123,964	97,177				
NET RESULTS BEFORE ASSESSMENT (N)	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	67,242	104,200	123,964	97,177				
ASSESSMENT REVENUE																	
NET RESULTS (NR)	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	67,242	104,200	123,964	97,177				
CHANGE IN MEMBERS' EQUITY (CME)	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	67,242	104,200	123,964	97,177				
Total Expenses (TE), (COGS+PAYROLL+E	-16,421	-42,799	-55,825	-43,522	-76,948	-30,839	-51,304	-115,225	-133,832	-142,701	-164,800	-130,586	-94,780				

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Campground (100)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average				
								2016 Actual	2017 Actual	2018 FORECAST		2018 Budget	3-Yr	5-Yr		
															3 Year Average Years	
															Jan-Jul Act	Aug-Dec Bdg
REVENUE																
Direct Access & Use Fees	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	64,025	72,233	60,600	65,043	59,904			
Other Revenue	180	202	85	207	301	197	184	172	208	275	400	218	207			
Total Revenue	31,268	35,079	42,693	39,931	45,927	52,044	52,729	59,042	64,233	72,508	61,000	65,261	60,111			
GROSS MARGIN (GM)	31,268	35,079	42,693	39,931	45,927	52,044	52,729	59,042	64,233	72,508	61,000	65,261	60,111			
PAYROLL																
Salaries and Wages	-31,689	-28,388	-23,414	-24,563	-25,889	-25,836	-26,967	-29,138	-33,429	-33,532	-32,300	-32,033	-29,780			
Payroll Taxes & Benefits	-6,221	-5,377	-4,565	-4,888	-5,090	-5,419	-6,163	-5,560	-6,305	-7,277	-7,000	-6,381	-6,145			
Total Payroll	-37,910	-33,765	-27,980	-29,451	-30,980	-31,255	-33,130	-34,697	-39,734	-40,810	-39,300	-38,414	-35,925			
EXPENSE																
Staff Expense	-75	-226	0	-479	-604	-464	-389	0	-37	-20	-90	-19	-182			
Utilities Expense	-19,541	-21,327	-22,369	-21,986	-23,545	-22,560	-25,305	-25,559	-25,286	-26,190	-25,500	-25,678	-24,980			
Supplies & Maintenance Expense	-6,048	-3,727	-2,302	-2,617	-5,456	-4,546	-3,783	-3,308	-4,587	-6,510	-3,400	-4,802	-4,547			
Insurance Expense	-600	-600	-600	-600	-600	-524	-600	-607	-600	-600	-600	-602	-586			
Administration & Other Expense	-1,500	-1,406	-1,336	-682	-1,699	-1,657	-1,172	-1,599	-1,679	-1,060	-2,010	-1,446	-1,434			
Total Expense	-27,763	-27,285	-26,607	-26,364	-31,905	-29,751	-31,250	-31,073	-32,189	-34,380	-31,600	-32,547	-31,729			
PAYROLL & EXPENSE TOTAL	-65,673	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-71,923	-75,190	-70,900	-70,961	-67,654			
NOR BEFORE AllocOverhead (NORBO)	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	-2,682	-9,900	-5,700	-7,543			
NET OPERATING RESULTS (NOR)	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	-2,682	-9,900	-5,700	-7,543			
NET RESULTS BEFORE ASSESSMENT (N)	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	-2,682	-9,900	-5,700	-7,543			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	-2,682	-9,900	-5,700	-7,543			
CHANGE IN MEMBERS' EQUITY (CME)	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	-2,682	-9,900	-5,700	-7,543			
Total Expenses (TE), (COGS+PAYROLL+E	-65,673	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-71,923	-75,190	-70,900	-70,961	-67,654			

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Equestrian (080)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average			
								3 Year Average Years				2018 Forecast	2018 Budget	3-Yr	5-Yr
								2016	2017	2018					
								Actual	Actual	Forecast					
REVENUE															
Direct Access & Use Fees	77,141	81,312	61,702	71,018	73,394	0	83,390	112,594	115,028	122,158	124,000	116,593	86,634		
Retail Product	7,174	5,020	4,949	7,848	7,602	0	5,921	9,089	8,428	14,246	11,000	10,588	7,537		
Lessons & Rental	80,722	69,759	66,792	16,920	59,895	12,918	58,621	64,747	71,986	92,201	87,000	76,311	60,095		
Other Revenue	-899	-90	0	-210	0	0	0	350	320	1,300	0	657	394		
Total Revenue	164,138	156,001	133,443	95,576	140,891	12,918	147,932	186,780	195,762	229,905	222,000	204,149	154,659		
COST OF GOODS SOLD (COGS)	-5,572	-3,244	-3,621	-4,785	-4,730	0	-3,393	-4,694	-6,111	-6,852	-5,000	-5,886	-4,210		
GROSS MARGIN (GM)	158,566	152,757	129,822	90,791	136,161	12,918	144,539	182,086	189,650	223,053	217,000	198,263	150,449		
PAYROLL															
Salaries and Wages	-130,121	-122,808	-121,910	-106,918	-118,070	-68,595	-118,628	-133,560	-153,373	-161,407	-159,600	-149,447	-127,113		
Payroll Taxes & Benefits	-37,513	-33,202	-31,952	-28,146	-30,673	-20,159	-32,371	-40,070	-46,039	-49,475	-51,200	-45,195	-37,623		
Total Payroll	-167,633	-156,011	-153,861	-135,064	-148,743	-88,754	-150,999	-173,630	-199,412	-210,881	-210,800	-194,641	-164,735		
EXPENSE															
Staff Expense	-2,856	-2,084	-1,982	-1,261	-1,959	-239	-1,239	-873	-1,729	-1,334	-1,450	-1,312	-1,083		
Utilities Expense	-27,439	-26,902	-21,191	-16,705	-17,601	-10,564	-12,514	-18,208	-15,791	-16,868	-18,380	-16,956	-14,789		
Supplies & Maintenance Expense	-60,413	-57,737	-50,509	-47,737	-49,552	-33,418	-50,303	-53,955	-59,536	-57,324	-57,920	-56,939	-50,907		
Insurance Expense	-5,400	-4,200	-4,400	-4,200	-4,800	-4,713	-5,400	-5,906	-5,400	-6,000	-6,000	-5,769	-5,484		
Administration & Other Expense	-9,447	-8,455	-7,271	-4,982	-8,022	-1,718	-4,561	-12,962	-10,931	-9,588	-9,450	-11,160	-7,952		
Total Expense	-105,555	-99,378	-85,353	-74,885	-81,934	-50,652	-74,017	-91,905	-93,387	-91,115	-93,200	-92,136	-80,215		
PAYROLL & EXPENSE TOTAL	-273,188	-255,388	-239,214	-209,949	-230,676	-139,406	-225,016	-265,535	-292,800	-301,996	-304,000	-286,777	-244,951		
NOR BEFORE AllocOverhead (NORBO)	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-78,943	-87,000	-88,514	-94,501		
NET OPERATING RESULTS (NOR)	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-78,943	-87,000	-88,514	-94,501		
NET RESULTS BEFORE ASSESSMENT (N)	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-78,943	-87,000	-88,514	-94,501		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-78,943	-87,000	-88,514	-94,501		
CHANGE IN MEMBERS' EQUITY (CME)	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-78,943	-87,000	-88,514	-94,501		
Total Expenses (TE), (COGS+PAYROLL+E	-278,760	-258,633	-242,835	-214,734	-235,406	-139,406	-228,409	-270,229	-298,911	-308,849	-309,000	-292,663	-249,161		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Trails (051)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals Average			
						2014 Actual	2015 Actual	3 Year Average Years				2018 Forecast	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Forecast					
REVENUE															
Direct Access & Use Fees	0	0	0	0	0	0	103	307	951	729	1,000	662	418		
Total Revenue	0	0	0	0	0	0	103	307	951	729	1,000	662	418		
GROSS MARGIN (GM)	0	0	0	0	0	0	103	307	951	729	1,000	662	418		
PAYROLL															
Salaries and Wages	0	0	0	0	0	-47,506	-49,660	-75,744	-68,284	-109,943	-104,000	-84,657	-70,227		
Payroll Taxes & Benefits	0	0	0	0	0	-21,734	-18,767	-23,140	-16,940	-27,288	-27,600	-22,456	-21,574		
Total Payroll	0	0	0	0	0	-69,240	-68,428	-98,884	-85,224	-137,231	-131,600	-107,113	-91,801		
EXPENSE															
Staff Expense	0	0	0	0	0	-17	-1,434	-1,424	-1,685	-1,859	-1,480	-1,656	-1,284		
Utilities Expense	0	0	0	0	0	-630	-315	-809	-427	-805	-660	-680	-597		
Supplies & Maintenance Expense	0	0	0	0	0	9,191	3,974	-4,146	-11,167	-11,566	-9,740	-8,960	-2,743		
Insurance Expense	0	0	0	0	0	-3,142	-3,600	-3,187	-3,600	-4,800	-4,800	-3,862	-3,666		
Administration & Other Expense	0	0	0	0	0	-409	-373	-1,019	-314	-5,437	-320	-2,257	-1,511		
Total Expense	0	0	0	0	0	4,993	-1,749	-10,584	-17,194	-24,468	-17,000	-17,415	-9,800		
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	-64,248	-70,177	-109,468	-102,418	-161,698	-148,600	-124,528	-101,602		
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-160,969	-147,600	-123,866	-101,184		
NET OPERATING RESULTS (NOR)	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-160,969	-147,600	-123,866	-101,184		
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-160,969	-147,600	-123,866	-101,184		
ASSESSMENT REVENUE															
NET RESULTS (NR)	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-160,969	-147,600	-123,866	-101,184		
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-160,969	-147,600	-123,866	-101,184		
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	0	0	-64,248	-70,177	-109,468	-102,418	-161,698	-148,600	-124,528	-101,602		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Bikeworks (141)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average					
								2016 Actual	2017 Actual	2018 FORECAST		2018 Budget	3-Yr	5-Yr			
															3 Year Average Years		
															Jan-Jul Act	Aug-Dec Bdg	
REVENUE																	
Food and Beverage	0	0	0	0	0	0	0	-10	0	0	0	0	-3	-2			
Retail Product	0	0	0	0	0	0	28,583	35,424	59,043	52,279	58,000	48,915	35,066				
Lessons & Rental	0	0	0	0	0	0	22,673	34,245	32,904	40,313	33,000	35,821	26,027				
Other Revenue	0	0	0	0	0	0	14,168	17,229	18,208	21,105	18,000	18,847	14,142				
Total Revenue	0	0	0	0	0	0	65,424	86,888	110,155	113,697	109,000	103,580	75,233				
COST OF GOODS SOLD (COGS)	0	0	0	0	0	0	-21,098	-28,589	-44,402	-37,912	-39,000	-36,967	-26,400				
GROSS MARGIN (GM)	0	0	0	0	0	0	44,326	58,299	65,753	75,785	70,000	66,613	48,833				
PAYROLL																	
Salaries and Wages	0	0	0	0	0	0	-31,755	-37,808	-38,800	-44,208	-40,000	-40,272	-30,514				
Payroll Taxes & Benefits	0	0	0	0	0	0	-9,081	-9,152	-9,700	-11,295	-11,300	-10,049	-7,846				
Total Payroll	0	0	0	0	0	0	-40,836	-46,960	-48,500	-55,503	-51,300	-50,321	-38,360				
EXPENSE																	
Staff Expense	0	0	0	0	0	0	-101	-1,445	-2,520	-80	-800	-1,348	-829				
Utilities Expense	0	0	0	0	0	0	0	-6,901	-5,806	-5,872	-6,500	-6,193	-3,716				
Supplies & Maintenance Expense	0	0	0	0	0	0	-1,748	-3,151	-2,096	-1,970	-1,500	-2,405	-1,793				
Insurance Expense	0	0	0	0	0	0	-1,800	-3,237	-1,800	-2,400	-2,400	-2,479	-1,847				
Administration & Other Expense	0	0	0	0	0	0	-1,849	-2,607	-7,764	-4,283	-6,300	-4,885	-3,301				
Total Expense	0	0	0	0	0	0	-5,498	-17,340	-19,986	-14,605	-17,500	-17,310	-11,486				
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	-46,334	-64,301	-68,486	-70,108	-68,800	-67,632	-49,846				
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	-2,008	-6,001	-2,733	5,677	1,200	-1,019	-1,013				
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	-2,008	-6,001	-2,733	5,677	1,200	-1,019	-1,013				
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	-2,008	-6,001	-2,733	5,677	1,200	-1,019	-1,013				
ASSESSMENT REVENUE																	
NET RESULTS (NR)	0	0	0	0	0	0	-2,008	-6,001	-2,733	5,677	1,200	-1,019	-1,013				
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	-2,008	-6,001	-2,733	5,677	1,200	-1,019	-1,013				
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	0	0	0	-67,432	-92,889	-112,888	-108,020	-107,800	-104,599	-76,246				

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Lodge and Summer F&B Combined
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average		
								3 Year Average Years				2018 <u>Budget</u>	3-Yr	5-Yr
								2016	2017	2018				
								<u>Actual</u>	<u>Actual</u>	<u>FORECAST</u>				
			Jan-Jul Act											
			Aug-Dec Bdq											
REVENUE														
Food and Beverage	1,209,039	1,418,199	1,601,805	1,774,236	1,993,139	2,185,555	2,198,292	2,540,238	2,667,209	2,604,942	2,523,000	2,604,130	2,439,247	
Retail Product	94,991	65,267	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	231	0	0	0	0	0	0	0	16,411	28,901	19,000	15,104	9,062	
Total Revenue	1,304,262	1,483,466	1,601,805	1,774,236	1,993,139	2,185,555	2,198,292	2,540,238	2,683,620	2,633,843	2,542,000	2,619,234	2,448,309	
COST OF GOODS SOLD (COGS)	-428,633	-511,748	-537,743	-587,256	-657,676	-685,951	-708,505	-792,055	-825,351	-778,747	-780,000	-798,717	-758,122	
GROSS MARGIN (GM)	875,629	971,718	1,064,062	1,186,980	1,335,463	1,499,604	1,489,787	1,748,183	1,858,269	1,855,096	1,762,000	1,820,516	1,690,188	
PAYROLL														
Salaries and Wages	-641,320	-676,051	-693,845	-730,655	-857,092	-925,832	-973,483	-1,113,516	-1,214,319	-1,171,999	-1,171,800	-1,166,611	-1,079,830	
Payroll Taxes & Benefits	-140,228	-150,870	-140,276	-166,361	-184,049	-253,251	-278,589	-300,626	-349,653	-354,172	-388,000	-334,817	-307,258	
Total Payroll	-781,548	-826,921	-834,122	-897,017	-1,041,141	-1,179,083	-1,252,072	-1,414,142	-1,563,971	-1,526,171	-1,559,800	-1,501,428	-1,387,088	
EXPENSE														
Staff Expense	-21,644	-20,468	-21,662	-26,333	-27,910	-26,291	-24,821	-27,731	-56,394	-57,694	-63,510	-47,273	-38,586	
Utilities Expense	-73,784	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,597	-85,370	-89,925	-93,260	-86,964	-84,430	
Supplies & Maintenance Expense	-131,942	-124,889	-123,828	-136,019	-159,544	-157,287	-162,049	-195,676	-180,017	-167,521	-155,470	-181,071	-172,510	
Insurance Expense	-16,200	-12,969	-13,200	-9,746	-16,500	-14,140	-16,200	-20,180	-17,200	-18,600	-18,600	-18,660	-17,264	
Administration & Other Expense	-83,671	-90,769	-103,014	-111,585	-131,410	-130,105	-135,724	-154,908	-177,682	-173,246	-169,160	-168,612	-154,333	
Total Expense	-327,242	-325,892	-337,709	-358,113	-418,941	-406,784	-421,089	-484,092	-516,663	-506,986	-500,000	-502,580	-467,123	
PAYROLL & EXPENSE TOTAL	-1,108,790	-1,152,813	-1,171,831	-1,255,130	-1,460,082	-1,585,867	-1,673,161	-1,898,234	-2,080,634	-2,033,157	-2,059,800	-2,004,008	-1,854,211	
NOR BEFORE AllocOverhead (NORBO)	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-178,060	-297,800	-183,492	-164,023	
NET OPERATING RESULTS (NOR)	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-178,060	-297,800	-183,492	-164,023	
NET RESULTS BEFORE ASSESSMENT (N)	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-178,060	-297,800	-183,492	-164,023	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-178,060	-297,800	-183,492	-164,023	
CHANGE IN MEMBERS' EQUITY (CME)	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-178,060	-297,800	-183,492	-164,023	
Total Expenses (TE), (COGS+PAYROLL+E	-1,537,423	-1,664,562	-1,709,574	-1,842,386	-2,117,758	-2,271,817	-2,381,666	-2,690,289	-2,905,985	-2,811,903	-2,839,800	-2,802,726	-2,612,332	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
The Lodge (128)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average		
								3 Year Average Years				2018 <u>Budget</u>	3-Yr	5-Yr
								2016	2017	2018				
								<u>Actual</u>	<u>Actual</u>	<u>FORECAST</u>				
			Jan-Jul Act											
			Aug-Dec Bdg											
REVENUE														
Food and Beverage	1,155,714	1,329,246	1,464,248	1,621,754	1,825,480	2,001,709	1,997,593	2,312,246	2,444,853	2,380,557	2,300,000	2,379,219	2,227,392	
Other Revenue	231	0	0	0	0	0	0	0	0	0	0	0	0	
Total Revenue	1,155,945	1,329,246	1,464,248	1,621,754	1,825,480	2,001,709	1,997,593	2,312,246	2,444,853	2,380,557	2,300,000	2,379,219	2,227,392	
COST OF GOODS SOLD (COGS)	-370,987	-449,179	-484,090	-528,576	-592,279	-625,873	-636,962	-716,951	-749,702	-708,859	-706,000	-725,171	-687,670	
GROSS MARGIN (GM)	784,958	880,067	980,158	1,093,178	1,233,200	1,375,836	1,360,630	1,595,295	1,695,151	1,671,699	1,594,000	1,654,048	1,539,722	
PAYROLL														
Salaries and Wages	-507,536	-551,864	-578,872	-596,028	-682,127	-788,147	-825,372	-959,933	-1,044,169	-1,016,793	-994,000	-1,006,965	-926,883	
Payroll Taxes & Benefits	-121,274	-133,296	-128,162	-148,268	-162,508	-228,470	-250,576	-269,787	-314,282	-319,254	-347,000	-301,108	-276,474	
Total Payroll	-628,810	-685,160	-707,033	-744,297	-844,635	-1,016,617	-1,075,948	-1,229,720	-1,358,452	-1,336,047	-1,341,000	-1,308,073	-1,203,357	
EXPENSE														
Staff Expense	-21,444	-20,280	-20,569	-20,675	-20,740	-20,113	-18,852	-22,332	-20,865	-20,184	-22,100	-21,127	-20,469	
Utilities Expense	-73,784	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,527	-85,370	-89,908	-93,260	-86,935	-84,412	
Supplies & Maintenance Expense	-94,777	-91,927	-94,330	-103,064	-120,769	-123,549	-128,207	-162,299	-145,136	-133,942	-121,470	-147,126	-138,627	
Insurance Expense	-15,600	-12,369	-12,600	-9,146	-15,900	-13,617	-15,600	-19,351	-16,600	-18,000	-18,000	-17,984	-16,634	
Administration & Other Expense	-78,230	-85,171	-94,026	-103,573	-120,533	-119,991	-119,518	-139,972	-160,618	-158,281	-152,170	-152,957	-139,676	
Total Expense	-283,834	-286,543	-297,531	-310,887	-361,519	-356,232	-364,472	-429,480	-428,589	-420,315	-407,000	-426,128	-399,818	
PAYROLL & EXPENSE TOTAL	-912,644	-971,703	-1,004,564	-1,055,183	-1,206,154	-1,372,849	-1,440,420	-1,659,200	-1,787,040	-1,756,363	-1,748,000	-1,734,201	-1,603,174	
NOR BEFORE AllocOverhead (NORBO)	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	-84,664	-154,000	-80,153	-63,452	
NET OPERATING RESULTS (NOR)	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	-84,664	-154,000	-80,153	-63,452	
NET RESULTS BEFORE ASSESSMENT (N	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	-84,664	-154,000	-80,153	-63,452	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	-84,664	-154,000	-80,153	-63,452	
CHANGE IN MEMBERS' EQUITY (CME)	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	-84,664	-154,000	-80,153	-63,452	
Total Expenses (TE), (COGS+PAYROLL+E	-1,283,631	-1,420,882	-1,488,654	-1,583,760	-1,798,433	-1,998,722	-2,077,382	-2,376,152	-2,536,743	-2,465,221	-2,454,000	-2,459,372	-2,290,844	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Summer Food and Beverage (170)
 For the Twelve Months Ending

	5 Year Average Years										2018 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2018 Forecast	3-Yr	5-Yr
								2016	2017	2018				
								Actual	Actual	Forecast				
			Jan-Jul Act	Aug-Dec Bdg										
REVENUE														
Food and Beverage	53,325	88,953	137,557	152,482	167,660	183,846	200,699	227,992	222,356	224,384	223,000	224,911	211,855	
Retail Product	94,991	65,267	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	0	0	0	0	0	0	0	0	16,411	28,901	19,000	15,104	9,062	
Total Revenue	148,316	154,220	137,557	152,482	167,660	183,846	200,699	227,992	238,767	253,286	242,000	240,015	220,918	
COST OF GOODS SOLD (COGS)	-57,646	-62,569	-53,653	-58,680	-65,397	-60,077	-71,542	-75,103	-75,649	-69,888	-74,000	-73,547	-70,452	
GROSS MARGIN (GM)	90,671	91,651	83,904	93,802	102,263	123,768	129,157	152,888	163,119	183,398	168,000	166,468	150,466	
PAYROLL														
Salaries and Wages	-133,784	-124,187	-114,973	-134,627	-174,965	-137,685	-148,110	-153,583	-170,150	-155,206	-177,800	-159,646	-152,947	
Payroll Taxes & Benefits	-18,954	-17,574	-12,115	-18,093	-21,541	-24,780	-28,013	-30,839	-35,370	-34,918	-41,000	-33,709	-30,784	
Total Payroll	-152,738	-141,761	-127,088	-152,720	-196,506	-162,466	-176,124	-184,422	-205,520	-190,124	-218,800	-193,355	-183,731	
EXPENSE														
Staff Expense	-200	-188	-1,093	-5,658	-7,169	-6,177	-5,970	-5,399	-35,529	-37,510	-41,410	-26,146	-18,117	
Utilities Expense	0	0	0	0	0	0	0	-70	0	-18	0	-29	-18	
Supplies & Maintenance Expense	-37,166	-32,962	-29,498	-32,955	-38,775	-33,737	-33,842	-33,377	-34,881	-33,579	-34,000	-33,946	-33,883	
Insurance Expense	-600	-600	-600	-600	-600	-524	-600	-829	-600	-600	-600	-676	-630	
Administration & Other Expense	-5,442	-5,598	-8,987	-8,013	-10,877	-10,114	-16,206	-14,937	-17,064	-14,965	-16,990	-15,655	-14,657	
Total Expense	-43,408	-39,349	-40,179	-47,226	-57,422	-50,552	-56,618	-54,612	-88,074	-86,670	-93,000	-76,452	-67,305	
PAYROLL & EXPENSE TOTAL	-196,146	-181,110	-167,267	-199,946	-253,928	-213,018	-232,742	-239,034	-293,594	-276,794	-311,800	-269,807	-251,036	
NOR BEFORE AllocOverhead (NORBO)	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-93,396	-143,800	-103,339	-100,570	
NET OPERATING RESULTS (NOR)	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-93,396	-143,800	-103,339	-100,570	
NET RESULTS BEFORE ASSESSMENT (N)	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-93,396	-143,800	-103,339	-100,570	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-93,396	-143,800	-103,339	-100,570	
CHANGE IN MEMBERS' EQUITY (CME)	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-93,396	-143,800	-103,339	-100,570	
Total Expenses (TE), (COGS+PAYROLL+E	-253,792	-243,679	-220,920	-258,626	-319,325	-273,095	-304,284	-314,137	-369,243	-346,682	-385,800	-343,354	-321,488	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Pizza on the Hill (150)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals		
								3 Year Average Years				2018 <u>Forecast</u>	Average	
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Forecast</u>			3-Yr	5-Yr
								Aug-Dec Bdg						
REVENUE														
Food and Beverage	207,640	260,761	257,309	265,598	308,785	347,020	473,254	518,060	518,002	569,949	524,000	535,337	485,257	
Retail Product	-14,324	-5,312	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	-14,768	-4,289	-20	0	0	0	0	0	0	0	0	0	0	
Total Revenue	178,548	251,161	257,288	265,598	308,785	347,020	473,254	518,060	518,002	569,949	524,000	535,337	485,257	
COST OF GOODS SOLD (COGS)	-67,807	-98,144	-90,107	-79,646	-116,583	-108,255	-134,980	-155,956	-168,174	-166,505	-155,500	-163,545	-146,774	
GROSS MARGIN (GM)	110,741	153,017	167,181	185,952	192,201	238,765	338,275	362,103	349,828	403,443	368,500	371,792	338,483	
PAYROLL														
Salaries and Wages	-126,490	-153,783	-145,236	-141,115	-164,808	-168,149	-240,469	-240,173	-266,031	-291,396	-264,200	-265,867	-241,244	
Payroll Taxes & Benefits	-32,417	-34,537	-30,595	-36,219	-40,244	-46,975	-72,640	-73,957	-78,026	-83,023	-84,800	-78,335	-70,924	
Total Payroll	-158,907	-188,320	-175,831	-177,334	-205,053	-215,124	-313,109	-314,130	-344,057	-374,419	-349,000	-344,202	-312,168	
EXPENSE														
Staff Expense	-769	-6,224	-4,753	-5,249	-5,637	-4,743	-5,654	-6,513	-7,510	-7,891	-7,770	-7,304	-6,462	
Utilities Expense	-3,763	-5,842	-5,994	-6,560	-6,326	-6,367	-6,518	-4,829	-4,877	-6,317	-6,620	-5,341	-5,782	
Supplies & Maintenance Expense	-25,199	-29,766	-22,021	-19,891	-27,632	-26,487	-46,457	-40,028	-37,731	-42,287	-35,710	-40,015	-38,598	
Insurance Expense	-2,400	-1,237	-1,200	-1,200	-1,200	-1,047	-1,200	-4,238	-3,400	-2,400	-2,400	-3,346	-2,457	
Administration & Other Expense	-8,698	-11,876	-9,872	-8,983	-10,930	-10,353	-17,966	-20,110	-23,514	-25,969	-24,800	-23,198	-19,582	
Total Expense	-40,830	-54,945	-43,840	-41,883	-51,725	-48,998	-77,795	-75,717	-77,032	-84,863	-77,300	-79,204	-72,881	
PAYROLL & EXPENSE TOTAL	-199,737	-243,265	-219,671	-219,217	-256,777	-264,122	-390,903	-389,847	-421,089	-459,282	-426,300	-423,406	-385,049	
NOR BEFORE AllocOverhead (NORBO)	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-55,839	-57,800	-51,615	-46,566	
NET OPERATING RESULTS (NOR)	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-55,839	-57,800	-51,615	-46,566	
NET RESULTS BEFORE ASSESSMENT (N)	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-55,839	-57,800	-51,615	-46,566	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-55,839	-57,800	-51,615	-46,566	
CHANGE IN MEMBERS' EQUITY (CME)	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-55,839	-57,800	-51,615	-46,566	
Total Expenses (TE), (COGS+PAYROLL+E	-267,544	-341,409	-309,779	-298,863	-373,361	-372,377	-525,883	-545,803	-589,263	-625,787	-581,800	-586,951	-531,823	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Alder Creek Cafe (155)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average		
								2016 Actual	2017 Actual	2018 FORECAST		3-Yr	5-Yr	
														3 Year Average Years
												Jan-Jul Act	Aug-Dec Bdg	
REVENUE														
Food and Beverage	0	0	0	0	0	0	66,626	350,965	396,641	293,690	313,000	347,099	221,584	
Retail Product	0	0	0	0	0	0	0	2,733	3,040	2,924	0	2,899	1,739	
Total Revenue	0	0	0	0	0	0	66,626	353,697	399,681	296,615	313,000	349,998	223,324	
COST OF GOODS SOLD (COGS)	0	0	0	0	0	0	-29,590	-119,884	-143,323	-107,598	-108,000	-123,602	-80,079	
GROSS MARGIN (GM)	0	0	0	0	0	0	37,036	233,814	256,358	189,017	205,000	226,396	143,245	
PAYROLL														
Salaries and Wages	0	0	0	0	0	0	-34,367	-177,324	-226,437	-209,506	-210,900	-204,422	-129,527	
Payroll Taxes & Benefits	0	0	0	0	0	0	-7,311	-40,820	-58,276	-57,071	-59,900	-52,056	-32,695	
Total Payroll	0	0	0	0	0	0	-41,678	-218,144	-284,713	-266,577	-270,800	-256,478	-162,222	
EXPENSE														
Staff Expense	0	0	0	0	0	0	-13	-4,322	-8,259	-8,892	-9,180	-7,157	-4,297	
Utilities Expense	0	0	0	0	0	0	0	-9,261	-12,125	-15,461	-11,940	-12,282	-7,369	
Supplies & Maintenance Expense	0	0	0	0	0	0	-6,290	-32,855	-42,801	-28,141	-19,680	-34,599	-22,017	
Insurance Expense	0	0	0	0	0	0	0	-4,546	-3,400	-2,400	-2,400	-3,449	-2,069	
Administration & Other Expense	0	0	0	0	0	0	-514	-7,039	-9,962	-9,231	-7,300	-8,744	-5,349	
Total Expense	0	0	0	0	0	0	-6,817	-58,022	-76,547	-64,124	-50,500	-66,231	-41,102	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	-48,495	-276,167	-361,260	-330,701	-321,300	-322,709	-203,324	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	-11,459	-42,353	-104,902	-141,684	-116,300	-96,313	-60,080	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	-11,459	-42,353	-104,902	-141,684	-116,300	-96,313	-60,080	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	-11,459	-42,353	-104,902	-141,684	-116,300	-96,313	-60,080	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	0	0	0	0	0	-11,459	-42,353	-104,902	-141,684	-116,300	-96,313	-60,080	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	-11,459	-42,353	-104,902	-141,684	-116,300	-96,313	-60,080	
Total Expenses (TE), (COGS+PAYROLL+E	0	0	0	0	0	0	-78,085	-396,050	-504,583	-438,299	-429,300	-446,311	-283,403	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Homeowners Association Consolidated
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average					
								2016 Actual	2017 Actual	2018 FORECAST		2018 Budget	3-Yr	5-Yr			
															3 Year Average Years		
															Jan-Jul Act	Aug-Dec Bdg	
REVENUE																	
Food and Beverage	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-6,534	-8,785	-2,000	-5,106	-3,484				
Retail Product	33,962	49,172	39,624	15,271	40,263	23,414	42,536	30,781	37,904	34,834	17,000	34,507	33,894				
Lessons & Rental	0	0	0	0	0	0	0	0	0	12,650	0	4,217	2,530				
Other Revenue	580,234	487,434	543,505	490,149	566,116	553,085	566,857	681,896	656,137	641,094	635,000	659,709	619,814				
Total Revenue	614,196	529,291	575,359	503,906	603,212	576,499	607,293	712,678	687,508	679,794	650,000	693,327	652,754				
COST OF GOODS SOLD (COGS)	-2,592	0	-160	0	0	0	0	0	0	0	0	0	0				
GROSS MARGIN (GM)	611,604	529,291	575,199	503,906	603,212	576,499	607,293	712,678	687,508	679,794	650,000	693,327	652,754				
PAYROLL																	
Salaries and Wages	-2,734,241	-2,783,583	-2,828,493	-2,957,437	-3,180,334	-3,178,730	-3,326,412	-3,443,652	-3,531,708	-3,917,099	-3,778,400	-3,630,820	-3,479,520				
Payroll Taxes & Benefits	-779,229	-757,306	-744,270	-758,425	-846,488	-848,734	-857,318	-881,053	-885,309	-1,041,334	-1,117,000	-935,899	-902,750				
Total Payroll	-3,513,470	-3,540,889	-3,572,762	-3,715,862	-4,026,822	-4,027,464	-4,183,731	-4,324,706	-4,417,017	-4,958,433	-4,895,400	-4,566,718	-4,382,270				
EXPENSE																	
Contract Labor Expense	0	0	0	0	0	0	0	0	-40,110	-1,654	0	-13,921	-8,353				
Staff Expense	-204,741	-144,007	-121,721	-108,493	-117,200	-85,539	-113,084	-141,063	-170,149	-155,375	-162,750	-155,529	-133,042				
Utilities Expense	-181,465	-199,913	-213,211	-210,571	-224,142	-249,503	-257,663	-246,150	-258,221	-234,992	-238,190	-246,454	-249,306				
Supplies & Maintenance Expense	-514,661	-542,368	-604,793	-189,595	-482,234	-113,067	-323,794	-518,692	-475,228	-528,177	-532,452	-507,366	-391,792				
Insurance Expense	-159,371	-116,970	-112,133	-119,829	-146,643	-136,864	-155,382	-132,504	-145,335	-174,000	-174,000	-150,613	-148,817				
Administration & Other Expense	-705,811	-584,268	-556,542	-598,710	-696,175	-549,617	-691,288	-721,681	-834,419	-957,187	-837,208	-837,762	-750,838				
Total Expense	-1,766,049	-1,587,526	-1,608,400	-1,227,198	-1,666,394	-1,134,589	-1,541,211	-1,760,090	-1,923,461	-2,051,384	-1,944,600	-1,911,645	-1,682,147				
PAYROLL & EXPENSE TOTAL	-5,279,519	-5,128,415	-5,181,162	-4,943,060	-5,693,216	-5,162,053	-5,724,942	-6,084,796	-6,340,478	-7,009,817	-6,840,000	-6,478,364	-6,064,417				
NOR BEFORE AllocOverhead (NORBO)	-4,667,915	-4,599,125	-4,605,963	-4,439,154	-5,090,003	-4,585,554	-5,117,649	-5,372,118	-5,652,970	-6,330,023	-6,190,000	-5,785,037	-5,411,663				
NET OPERATING RESULTS (NOR)	-4,667,915	-4,599,125	-4,605,963	-4,439,154	-5,090,003	-4,585,554	-5,117,649	-5,372,118	-5,652,970	-6,330,023	-6,190,000	-5,785,037	-5,411,663				
Contributions to Capital Funds	-3,269,000	-3,914,000	-4,110,000	-4,401,000	-4,621,000	-4,906,000	-5,217,000	-5,346,000	-5,988,000	-6,214,000	-6,214,000	-5,849,333	-5,534,200				
NET RESULTS BEFORE ASSESSMENT (N)	-7,936,915	-8,513,125	-8,715,963	-8,840,154	-9,711,003	-9,491,554	-10,334,649	-10,718,118	-11,640,970	-12,544,023	-12,404,000	-11,634,371	-10,945,863				
ASSESSMENT REVENUE																	
Operating Fund Assessment Contribution	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,085,000	6,085,000	6,449,582	6,245,429				
Replacement Reserve Fund Assessment Co	2,162,000	2,251,000	2,330,000	2,589,000	2,809,000	3,094,000	3,405,000	3,534,000	3,852,000	4,013,000	4,013,000	3,799,667	3,579,600				
NMEFF Fund Assessment Contribution	162,000	162,000	162,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000				
Development Fund Assessment Contribution	945,000	1,501,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,942,000	2,007,000	2,007,000	1,855,667	1,760,600				
TOTAL ASSESSMENT REVENUE (AREV)	7,762,800	8,412,192	8,608,000	8,899,000	9,738,855	10,353,600	11,647,800	12,299,045	12,298,700	12,299,000	12,299,000	12,298,915	11,779,629				
NET RESULTS (NR)	-174,115	-100,933	-107,963	58,846	27,852	862,046	1,313,151	1,580,927	657,730	-245,023	-105,000	664,544	833,766				
CHANGE IN MEMBERS' EQUITY (CME)	-174,115	-100,933	-107,963	58,846	27,852	862,046	1,313,151	1,580,927	657,730	-245,023	-105,000	664,544	833,766				
Total Expenses (TE), (COGS+PAYROLL+E	-5,282,111	-5,128,415	-5,181,322	-4,943,060	-5,693,216	-5,162,053	-5,724,942	-6,084,796	-6,340,478	-7,009,817	-6,840,000	-6,478,364	-6,064,417				

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
General (005)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals		
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years				2018 <u>Forecast</u>	2018 <u>Average</u>	2018 <u>Average</u>
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Forecast</u>				
REVENUE														
PAYROLL														
Salaries and Wages	-54,679	-68,302	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-41,162	-47,740	-64,800	-41,559	-38,257	
Payroll Taxes & Benefits	-19,649	-18,991	-2,733	-4,088	-7,982	-7,178	-9,470	-8,109	-4,228	-5,612	-8,000	-5,983	-6,919	
Total Payroll	-74,328	-87,293	-28,608	-31,634	-39,431	-40,115	-43,141	-43,882	-45,391	-53,351	-72,800	-47,541	-45,176	
EXPENSE														
Staff Expense	-55,906	-442	-120	-142	0	0	0	0	-307	-81	0	-129	-78	
Utilities Expense	-65,096	-66,930	-67,491	-62,732	-62,809	-62,388	-65,037	-65,597	-67,738	-70,898	-69,300	-68,078	-66,332	
Supplies & Maintenance Expense	-8,270	-12,305	-24,960	-29,584	-34,558	-35,917	-37,729	-37,520	-56,433	-40,997	-30,200	-44,983	-41,719	
Insurance Expense	-113,771	-81,346	-77,133	-85,120	-105,843	-101,252	-114,582	-95,530	-104,535	-127,200	-127,200	-109,088	-108,620	
Administration & Other Expense	-430,884	-323,281	-274,557	-313,965	-370,020	-245,370	-382,870	-396,131	-505,549	-638,640	-548,300	-513,440	-433,712	
Total Expense	-673,926	-484,304	-444,261	-491,543	-573,229	-444,927	-600,217	-594,778	-734,563	-877,816	-775,000	-735,719	-650,460	
PAYROLL & EXPENSE TOTAL	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-931,167	-847,800	-783,260	-695,636	
NOR BEFORE AllocOverhead (NORBO)	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-931,167	-847,800	-783,260	-695,636	
NET OPERATING RESULTS (NOR)	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-931,167	-847,800	-783,260	-695,636	
Contributions to Capital Funds	-3,269,000	-3,914,000	-4,110,000	-4,401,000	-4,621,000	-4,906,000	-5,217,000	-5,346,000	-5,988,000	-6,214,000	-6,214,000	-5,849,333	-5,534,200	
NET RESULTS BEFORE ASSESSMENT (N)	-4,017,254	-4,485,598	-4,582,868	-4,924,177	-5,233,660	-5,391,042	-5,860,358	-5,984,660	-6,767,953	-7,145,167	-7,061,800	-6,632,594	-6,229,836	
ASSESSMENT REVENUE														
Operating Fund Assessment Contribution	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,085,000	6,085,000	6,449,582	6,245,429	
Replacement Reserve Fund Assessment Co	2,162,000	2,251,000	2,330,000	2,589,000	2,809,000	3,094,000	3,405,000	3,534,000	3,852,000	4,013,000	4,013,000	3,799,667	3,579,600	
NMEFF Fund Assessment Contribution	162,000	162,000	162,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	
Development Fund Assessment Contribution	945,000	1,501,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,942,000	2,007,000	2,007,000	1,855,667	1,760,600	
TOTAL ASSESSMENT REVENUE (AREV)	7,762,800	8,412,192	8,608,000	8,899,000	9,738,855	10,353,600	11,647,800	12,299,045	12,298,700	12,299,000	12,299,000	12,298,915	11,779,629	
NET RESULTS (NR)	3,745,546	3,926,594	4,025,132	3,974,823	4,505,195	4,962,558	5,787,442	6,314,385	5,530,747	5,153,833	5,237,200	5,666,321	5,549,793	
CHANGE IN MEMBERS' EQUITY (CME)	3,745,546	3,926,594	4,025,132	3,974,823	4,505,195	4,962,558	5,787,442	6,314,385	5,530,747	5,153,833	5,237,200	5,666,321	5,549,793	
Total Expenses (TE), (COGS+PAYROLL+E	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-931,167	-847,800	-783,260	-695,636	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Administration (010)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average		
								2016 Actual	2017 Actual	2018 FORECAST		2018 Budget	3-Yr	5-Yr
									Jan-Jul Act	Aug-Dec Bdg				
REVENUE														
Food and Beverage	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-6,534	-8,785	-2,000	-5,106	-3,484	
Other Revenue	221,059	211,996	197,052	209,201	213,304	216,094	225,776	315,704	267,558	234,682	204,000	272,648	251,963	
Total Revenue	221,059	204,681	189,282	207,687	210,138	216,094	223,676	315,704	261,024	225,898	202,000	267,542	248,479	
GROSS MARGIN (GM)	221,059	204,681	189,282	207,687	210,138	216,094	223,676	315,704	261,024	225,898	202,000	267,542	248,479	
PAYROLL														
Salaries and Wages	-564,098	-498,829	-506,061	-609,074	-562,952	-642,280	-598,898	-704,356	-612,073	-610,801	-510,500	-642,410	-633,682	
Payroll Taxes & Benefits	-109,250	-99,398	-108,258	-117,874	-127,890	-144,692	-129,665	-132,212	-141,435	-138,518	-129,400	-137,388	-137,304	
Total Payroll	-673,349	-598,228	-614,319	-726,948	-690,842	-786,972	-728,563	-836,568	-753,509	-749,319	-639,900	-779,798	-770,986	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	0	0	-1,474	0	-491	-295	
Staff Expense	-8,111	-4,537	-5,338	-5,672	-11,538	-11,971	-12,262	-14,309	-14,394	-15,647	-18,800	-14,784	-13,717	
Utilities Expense	-10,569	-10,865	-14,650	-11,683	-11,792	-12,197	-15,967	-9,920	-11,151	-10,484	-14,400	-10,518	-11,944	
Supplies & Maintenance Expense	-36,479	-30,695	-36,653	-40,778	-50,159	-42,573	-42,854	-46,553	-50,941	-45,722	-50,500	-47,739	-45,729	
Insurance Expense	-4,800	-3,711	-3,600	-3,629	-3,600	-4,190	-4,800	-4,246	-4,800	-4,800	-4,800	-4,615	-4,567	
Administration & Other Expense	-10,991	-4,577	-1,671	-9,034	-15,621	-16,574	-20,685	-25,529	-24,794	-42,446	-26,500	-30,923	-26,006	
Total Expense	-70,950	-54,384	-61,912	-70,796	-92,710	-87,505	-96,567	-100,557	-106,081	-120,573	-115,000	-109,070	-102,257	
PAYROLL & EXPENSE TOTAL	-744,298	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-859,589	-869,891	-754,900	-888,869	-873,243	
NOR BEFORE AllocOverhead (NORBO)	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-643,994	-552,900	-621,327	-624,764	
NET OPERATING RESULTS (NOR)	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-643,994	-552,900	-621,327	-624,764	
NET RESULTS BEFORE ASSESSMENT (N)	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-643,994	-552,900	-621,327	-624,764	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-643,994	-552,900	-621,327	-624,764	
CHANGE IN MEMBERS' EQUITY (CME)	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-643,994	-552,900	-621,327	-624,764	
Total Expenses (TE), (COGS+PAYROLL+E	-744,298	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-859,589	-869,891	-754,900	-888,869	-873,243	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Communications (015)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years		2018 <u>Budget</u>	Actuals <u>Average</u>				
								3 Year Average Years			2018 <u>FORECAST</u>	2018 <u>Budget</u>	Actuals <u>Average</u>	5-Yr	
								2016 <u>Actual</u>	2017 <u>Actual</u>						2018 <u>FORECAST</u>
											Jan-Jul Act	Aug-Dec Bdg			
REVENUE															
Other Revenue	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	206,722	213,000	189,978	195,425		
Total Revenue	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	206,722	213,000	189,978	195,425		
GROSS MARGIN (GM)	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	206,722	213,000	189,978	195,425		
PAYROLL															
Salaries and Wages	-147,243	-194,582	-213,366	-200,888	-281,226	-282,276	-292,559	-302,215	-304,680	-377,072	-382,000	-327,989	-311,760		
Payroll Taxes & Benefits	-54,624	-64,407	-60,732	-59,796	-68,981	-65,885	-64,941	-66,644	-62,734	-79,523	-93,600	-69,634	-67,945		
Total Payroll	-201,867	-258,989	-274,098	-260,684	-350,207	-348,160	-357,500	-368,859	-367,414	-456,596	-475,600	-397,623	-379,706		
EXPENSE															
Staff Expense	-557	-1,402	-3,574	-2,440	-7,857	-2,061	-2,086	-4,096	-1,577	-3,795	-7,360	-3,156	-2,723		
Utilities Expense	0	-840	-943	-2,826	-2,594	-3,091	-2,252	-2,488	-1,807	-1,658	-2,520	-1,984	-2,259		
Supplies & Maintenance Expense	-15,387	-17,921	-30,258	-30,295	-28,741	-24,927	-25,815	-22,728	-37,358	-82,515	-71,812	-47,534	-38,669		
Administration & Other Expense	-173,280	-166,420	-182,836	-201,690	-219,725	-202,064	-200,456	-206,380	-204,595	-170,638	-166,308	-193,871	-196,826		
Total Expense	-189,224	-186,583	-217,612	-237,251	-258,917	-232,144	-230,609	-235,692	-245,336	-258,605	-248,000	-246,545	-240,477		
PAYROLL & EXPENSE TOTAL	-391,091	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-612,750	-715,201	-723,600	-644,167	-620,183		
NOR BEFORE AllocOverhead (NORBO)	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-508,479	-510,600	-454,189	-424,757		
NET OPERATING RESULTS (NOR)	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-508,479	-510,600	-454,189	-424,757		
NET RESULTS BEFORE ASSESSMENT (N)	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-508,479	-510,600	-454,189	-424,757		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-508,479	-510,600	-454,189	-424,757		
CHANGE IN MEMBERS' EQUITY (CME)	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-508,479	-510,600	-454,189	-424,757		
Total Expenses (TE), (COGS+PAYROLL+E	-391,091	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-612,750	-715,201	-723,600	-644,167	-620,183		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Member Services (040)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average		
								3 Year Average Years				2018 Budget	3-Yr	5-Yr
								2016	2017	2018				
								Actual	Actual	FORECAST				
REVENUE														
Retail Product	2,392	2,426	4,727	6,243	8,940	11,314	10,047	17,165	13,911	13,267	12,000	14,781	13,141	
Lessons & Rental	0	0	0	0	0	0	0	0	0	12,650	0	4,217	2,530	
Other Revenue	20,165	21,007	18,833	19,767	17,733	19,750	17,398	19,578	19,429	6,622	20,000	15,210	16,555	
Total Revenue	22,558	23,433	23,560	26,010	26,673	31,064	27,445	36,743	33,340	32,539	32,000	34,207	32,226	
COST OF GOODS SOLD (COGS)	-2,592	0	-160	0	0	0	0	0	0	0	0	0	0	
GROSS MARGIN (GM)	19,966	23,433	23,400	26,010	26,673	31,064	27,445	36,743	33,340	32,539	32,000	34,207	32,226	
PAYROLL														
Salaries and Wages	-133,709	-120,683	-131,973	-132,462	-154,357	-159,104	-154,516	-141,786	-153,397	-165,270	-168,500	-153,484	-154,815	
Payroll Taxes & Benefits	-51,734	-45,894	-44,402	-35,301	-38,849	-43,335	-42,285	-39,653	-40,995	-50,480	-54,500	-43,709	-43,349	
Total Payroll	-185,443	-166,578	-176,375	-167,763	-193,206	-202,439	-196,801	-181,439	-194,392	-215,750	-223,000	-197,194	-198,164	
EXPENSE														
Staff Expense	-528	-51	-161	-98	-1,849	-1,069	-478	-1,922	-1,120	-1,609	-3,380	-1,550	-1,240	
Utilities Expense	0	0	0	0	0	-30	-360	-360	-360	-360	-360	-360	-294	
Supplies & Maintenance Expense	-12,229	-7,240	-10,641	-12,503	-22,410	-18,213	-21,064	-24,564	-28,156	-24,856	-25,660	-25,859	-23,370	
Administration & Other Expense	-10,612	-9,381	-10,410	-10,867	-14,134	-13,023	-14,374	-12,356	-13,531	-13,765	-13,600	-13,217	-13,410	
Total Expense	-23,369	-16,672	-21,213	-23,468	-38,393	-32,335	-36,276	-39,201	-43,167	-40,590	-43,000	-40,986	-38,314	
PAYROLL & EXPENSE TOTAL	-208,812	-183,250	-197,588	-191,231	-231,599	-234,774	-233,077	-220,640	-237,559	-256,340	-266,000	-238,180	-236,478	
NOR BEFORE AllocOverhead (NORBO)	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-223,801	-234,000	-203,973	-204,252	
NET OPERATING RESULTS (NOR)	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-223,801	-234,000	-203,973	-204,252	
NET RESULTS BEFORE ASSESSMENT (N)	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-223,801	-234,000	-203,973	-204,252	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-223,801	-234,000	-203,973	-204,252	
CHANGE IN MEMBERS' EQUITY (CME)	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-223,801	-234,000	-203,973	-204,252	
Total Expenses (TE), (COGS+PAYROLL+E	-211,404	-183,250	-197,748	-191,231	-231,599	-234,774	-233,077	-220,640	-237,559	-256,340	-266,000	-238,180	-236,478	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
ASO (020)
 For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average				
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>		2018 <u>Budget</u>	3-Yr	5-Yr		
															3 Year Average Years	
															Jan-Jul Act	Aug-Dec Bdg
REVENUE																
Other Revenue	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	187,708	193,000	161,202	142,698			
Total Revenue	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	187,708	193,000	161,202	142,698			
GROSS MARGIN (GM)	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	187,708	193,000	161,202	142,698			
PAYROLL																
Salaries and Wages	-185,904	-127,951	-131,568	-124,931	-127,739	-148,219	-174,838	-193,768	-216,468	-267,816	-286,100	-226,018	-200,222			
Payroll Taxes & Benefits	-58,576	-35,700	-43,194	-42,792	-44,445	-44,345	-45,309	-65,013	-63,917	-91,535	-108,500	-73,488	-62,024			
Total Payroll	-244,480	-163,652	-174,761	-167,724	-172,184	-192,564	-220,147	-258,781	-280,385	-359,351	-394,600	-299,506	-262,246			
EXPENSE																
Staff Expense	-174	-351	-92	-108	-178	-1,439	-936	-1,812	-1,658	-4,155	-5,840	-2,542	-2,000			
Utilities Expense	-1,050	-1,210	-1,242	-1,525	-1,276	-1,264	-1,024	-671	-2,288	-1,685	-2,520	-1,548	-1,386			
Supplies & Maintenance Expense	-7,467	-7,309	-7,803	-6,793	-7,762	-7,937	-8,643	-8,576	-14,679	-10,332	-8,690	-11,196	-10,033			
Insurance Expense	-1,200	-990	-1,200	-1,080	-1,200	-1,047	-1,200	-1,061	-1,200	-1,200	-1,200	-1,154	-1,142			
Administration & Other Expense	-5,420	-3,204	-3,428	-1,765	-3,927	-2,550	-4,619	-5,526	-7,344	-8,746	-7,750	-7,205	-5,757			
Total Expense	-15,311	-13,064	-13,765	-11,272	-14,343	-14,237	-16,422	-17,647	-27,169	-26,117	-26,000	-23,644	-20,318			
PAYROLL & EXPENSE TOTAL	-259,791	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-307,554	-385,468	-420,600	-323,150	-282,564			
NOR BEFORE AllocOverhead (NORBO)	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-197,761	-227,600	-161,948	-139,866			
NET OPERATING RESULTS (NOR)	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-197,761	-227,600	-161,948	-139,866			
NET RESULTS BEFORE ASSESSMENT (NOR)	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-197,761	-227,600	-161,948	-139,866			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-197,761	-227,600	-161,948	-139,866			
CHANGE IN MEMBERS' EQUITY (CME)	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-197,761	-227,600	-161,948	-139,866			
Total Expenses (TE), (COGS+PAYROLL+E)	-259,791	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-307,554	-385,468	-420,600	-323,150	-282,564			

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
MIS (025)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals <u>Average</u>		
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years				2018 <u>FORECAST</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Jan-Jul Act</u> <u>Aug-Dec Bdg</u>				
REVENUE														
PAYROLL														
Salaries and Wages	-225,455	-214,430	-244,473	-245,831	-260,665	-279,603	-295,559	-322,252	-339,624	-384,288	-382,800	-348,721	-324,265	
Payroll Taxes & Benefits	-60,802	-54,035	-53,396	-55,172	-60,984	-66,077	-67,781	-70,727	-68,358	-93,900	-102,900	-77,661	-73,369	
Total Payroll	-286,257	-268,465	-297,868	-301,003	-321,648	-345,680	-363,340	-392,978	-407,982	-478,188	-485,700	-426,383	-397,634	
EXPENSE														
Staff Expense	-4,787	-8,157	-8,170	-6,006	-4,195	-111	-2,199	-2,784	-4,971	-2,866	-4,740	-3,540	-2,586	
Utilities Expense	-53,302	-66,604	-65,941	-74,944	-82,821	-116,051	-124,293	-119,833	-129,484	-107,329	-96,000	-118,882	-119,398	
Supplies & Maintenance Expense	-43,497	-56,152	-61,144	-56,989	-63,189	-53,777	-63,794	-60,176	-63,771	-57,419	-62,430	-60,455	-59,787	
Administration & Other Expense	-6,384	-9,285	-1,840	-3,509	-5,869	-2,385	-2,988	-3,723	-12,899	-6,590	-6,130	-7,737	-5,717	
Total Expense	-107,970	-140,198	-137,096	-141,448	-156,075	-172,325	-193,274	-186,516	-211,126	-174,204	-169,300	-190,615	-187,489	
PAYROLL & EXPENSE TOTAL	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
NOR BEFORE AllocOverhead (NORBO)	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
NET OPERATING RESULTS (NOR)	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
NET RESULTS BEFORE ASSESSMENT (N)	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
CHANGE IN MEMBERS' EQUITY (CME)	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	
Total Expenses (TE), (COGS+PAYROLL+E	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-652,392	-655,000	-616,998	-585,123	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Accounting (030)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average			
								3 Year Average Years				2018 <u>FORECAST</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>					
										Jan-Jul Act					
										Aug-Dec Bdg					
REVENUE															
Other Revenue	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	5,360	5,000	5,456	4,043		
Total Revenue	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	5,360	5,000	5,456	4,043		
GROSS MARGIN (GM)	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	5,360	5,000	5,456	4,043		
PAYROLL															
Salaries and Wages	-365,576	-374,227	-424,443	-425,181	-455,810	-449,249	-469,688	-510,887	-507,082	-558,827	-552,300	-525,599	-499,146		
Payroll Taxes & Benefits	-103,191	-102,205	-112,426	-112,654	-140,291	-129,279	-141,118	-140,134	-141,902	-158,059	-169,700	-146,698	-142,098		
Total Payroll	-468,767	-476,431	-536,869	-537,835	-596,101	-578,528	-610,806	-651,021	-648,984	-716,886	-722,000	-672,297	-641,245		
EXPENSE															
Staff Expense	-4,748	-5,104	-4,621	-4,037	-5,308	-1,848	-3,398	-12,875	-5,012	-3,951	-7,200	-7,279	-5,417		
Utilities Expense	-2,604	-3,274	-3,940	-5,133	-5,942	-6,073	-6,441	-5,730	-4,218	-4,075	-6,260	-4,674	-5,308		
Supplies & Maintenance Expense	-18,149	-21,995	-20,854	-18,851	-16,203	-11,020	-13,404	-15,550	-14,513	-21,906	-25,940	-17,323	-15,278		
Administration & Other Expense	-42,980	-47,281	-45,715	-35,881	-36,655	-40,658	-34,983	-43,037	-38,474	-47,541	-36,000	-43,018	-40,939		
Total Expense	-68,480	-77,655	-75,128	-63,902	-64,109	-59,599	-58,226	-77,192	-62,217	-77,473	-75,400	-72,294	-66,941		
PAYROLL & EXPENSE TOTAL	-537,247	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-711,201	-794,359	-797,400	-744,591	-708,186		
NOR BEFORE AllocOverhead (NORBO)	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-788,999	-792,400	-739,134	-704,143		
NET OPERATING RESULTS (NOR)	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-788,999	-792,400	-739,134	-704,143		
NET RESULTS BEFORE ASSESSMENT (N)	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-788,999	-792,400	-739,134	-704,143		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-788,999	-792,400	-739,134	-704,143		
CHANGE IN MEMBERS' EQUITY (CME)	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-788,999	-792,400	-739,134	-704,143		
Total Expenses (TE), (COGS+PAYROLL+E	-537,247	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-711,201	-794,359	-797,400	-744,591	-708,186		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Human Resources (035)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2018 <u>Budget</u>	Actuals Average			
								3 Year Average Years				2018 <u>FORECAST</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>					
REVENUE															
PAYROLL															
Salaries and Wages	-153,630	-144,244	-131,019	-128,729	-136,977	-131,159	-143,192	-162,298	-158,280	-210,907	-207,000	-177,161	-161,167		
Payroll Taxes & Benefits	-39,060	-37,172	-35,262	-34,869	-36,922	-31,844	-33,112	-38,859	-38,466	-53,654	-63,200	-43,660	-39,187		
Total Payroll	-192,690	-181,416	-166,281	-163,598	-173,899	-163,003	-176,305	-201,157	-196,746	-264,561	-270,200	-220,821	-200,354		
EXPENSE															
Contract Labor Expense	0	0	0	0	0	0	0	0	-40,110	-180	0	-13,430	-8,058		
Staff Expense	-119,364	-112,058	-89,419	-80,149	-72,883	-55,618	-79,747	-89,715	-121,584	-105,481	-95,800	-105,593	-90,429		
Utilities Expense	-805	-564	-740	-1,084	-1,325	-1,324	-1,012	-935	-801	-760	-1,080	-832	-966		
Supplies & Maintenance Expense	-10,781	-9,924	-6,604	-6,615	-7,414	-7,134	-6,184	-8,691	-9,114	-8,951	-9,420	-8,918	-8,015		
Administration & Other Expense	-16,073	-10,585	-19,638	-4,544	-11,267	-6,713	-10,460	-7,309	-4,150	-6,399	-5,700	-5,953	-7,006		
Total Expense	-147,023	-133,130	-116,401	-92,392	-92,889	-70,788	-97,404	-106,649	-175,758	-121,772	-112,000	-134,726	-114,474		
PAYROLL & EXPENSE TOTAL	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
NOR BEFORE AllocOverhead (NORBO)	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
NET OPERATING RESULTS (NOR)	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
NET RESULTS BEFORE ASSESSMENT (N)	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
CHANGE IN MEMBERS' EQUITY (CME)	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		
Total Expenses (TE), (COGS+PAYROLL+E	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-386,333	-382,200	-355,548	-314,828		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Facility Administration (165)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals Average			
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years				2018 <u>FORECAST</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>					
REVENUE															
PAYROLL															
Salaries and Wages	-109,911	-186,969	-157,344	-286,783	-315,139	-324,484	-348,529	-155,535	-199,911	-231,337	-219,500	-195,594	-251,959		
Payroll Taxes & Benefits	-34,394	-53,709	-40,795	-63,088	-79,646	-83,556	-84,655	-58,245	-53,277	-75,795	-85,800	-62,439	-71,106		
Total Payroll	-144,304	-240,678	-198,139	-349,871	-394,784	-408,040	-433,184	-213,780	-253,188	-307,133	-305,300	-258,034	-323,065		
EXPENSE															
Staff Expense	-573	-902	-694	-3,377	-3,717	-3,455	-6,994	-7,293	-11,096	-9,075	-5,900	-9,155	-7,582		
Utilities Expense	-1,633	-2,673	-2,425	-3,685	-4,783	-3,897	-3,092	-3,576	-3,891	-4,014	-4,200	-3,827	-3,694		
Supplies & Maintenance Expense	-1,501	-1,051	9,783	127,217	199,852	204,368	219,382	-3,305	-4,186	-4,975	-3,280	-4,155	82,257		
Administration & Other Expense	-1,802	-882	-1,265	-1,005	-2,079	-5,373	-5,330	-6,831	-7,485	-7,153	-11,620	-7,156	-6,434		
Total Expense	-5,509	-5,508	5,399	119,151	189,273	191,643	203,967	-21,004	-26,658	-25,217	-25,000	-24,293	64,546		
PAYROLL & EXPENSE TOTAL	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
NOR BEFORE AllocOverhead (NORBO)	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
NET OPERATING RESULTS (NOR)	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
NET RESULTS BEFORE ASSESSMENT (N)	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
CHANGE IN MEMBERS' EQUITY (CME)	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		
Total Expenses (TE), (COGS+PAYROLL+E	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-332,350	-330,300	-282,327	-258,519		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Forestry (050)
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2018 Budget	Actuals Average			
								3 Year Average Years				2018 Forecast	2018 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Forecast					
								Jan-Jul Act		Aug-Dec Bdg					
REVENUE															
Retail Product	31,570	46,746	34,897	9,028	31,323	12,100	32,489	13,616	23,994	21,568	5,000	19,726	20,753		
Other Revenue	69,756	0	76,280	25,600	74,114	0	0	44,000	1,645	0	0	15,215	9,129		
Total Revenue	101,326	46,746	111,177	34,628	105,437	12,100	32,489	57,616	25,639	21,568	5,000	34,941	29,882		
GROSS MARGIN (GM)	101,326	46,746	111,177	34,628	105,437	12,100	32,489	57,616	25,639	21,568	5,000	34,941	29,882		
PAYROLL															
Salaries and Wages	-331,657	-362,573	-375,229	-354,489	-407,933	-324,718	-348,055	-421,786	-448,270	-493,527	-459,500	-454,528	-407,271		
Payroll Taxes & Benefits	-67,958	-78,225	-76,869	-80,712	-89,440	-82,247	-86,489	-103,141	-106,669	-112,334	-109,300	-107,381	-98,176		
Total Payroll	-399,615	-440,797	-452,098	-435,200	-497,373	-406,965	-434,544	-524,927	-554,939	-605,861	-568,800	-561,909	-505,447		
EXPENSE															
Staff Expense	-2,364	-2,356	-3,757	-3,365	-4,906	-1,453	-742	-2,110	-811	-1,817	-3,600	-1,580	-1,387		
Utilities Expense	-5,230	-5,022	-5,780	-7,858	-9,676	-6,401	-5,303	-7,114	-5,947	-6,927	-7,180	-6,663	-6,338		
Supplies & Maintenance Expense	-392,767	-372,076	-415,326	-139,605	-466,379	-149,446	-381,470	-346,431	-252,138	-281,079	-265,420	-293,216	-282,113		
Insurance Expense	-19,200	-14,843	-13,800	-14,400	-16,800	-12,569	-14,400	-13,622	-14,400	-16,800	-16,800	-14,941	-14,358		
Administration & Other Expense	-4,026	-5,404	-6,579	-7,957	-8,301	-6,774	-6,711	-7,450	-7,133	-8,775	-8,400	-7,786	-7,369		
Total Expense	-423,587	-399,702	-445,242	-173,185	-506,062	-176,644	-408,626	-376,727	-280,429	-315,398	-301,400	-324,185	-311,565		
PAYROLL & EXPENSE TOTAL	-823,202	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-835,369	-921,259	-870,200	-886,094	-817,012		
NOR BEFORE AllocOverhead (NORBO)	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-899,691	-865,200	-851,153	-787,130		
NET OPERATING RESULTS (NOR)	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-899,691	-865,200	-851,153	-787,130		
NET RESULTS BEFORE ASSESSMENT (N)	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-899,691	-865,200	-851,153	-787,130		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-899,691	-865,200	-851,153	-787,130		
CHANGE IN MEMBERS' EQUITY (CME)	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-899,691	-865,200	-851,153	-787,130		
Total Expenses (TE), (COGS+PAYROLL+E	-823,202	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-835,369	-921,259	-870,200	-886,094	-817,012		

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Vehicle Maintenance
For the Twelve Months Ending

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2018 Budget	Actuals Average		
						2014 Actual	2015 Actual	3 Year Average Years				2018 Forecast	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Forecast				
												Jan-Jul Act	Aug-Dec Bdg	
REVENUE														
PAYROLL														
Salaries and Wages	-150,365	-153,383	-87,059	0	0	0	0	0	0	0	0	0	0	
Payroll Taxes & Benefits	-57,147	-53,919	-41,342	0	0	0	0	0	0	0	0	0	0	
Total Payroll	-207,512	-207,302	-128,401	0	0	0	0	0	0	0	0	0	0	
EXPENSE														
Staff Expense	-5,830	-6,780	-4,386	0	0	0	0	0	0	0	0	0	0	
Utilities Expense	-14,601	-14,575	-14,740	0	0	0	0	0	0	0	0	0	0	
Supplies & Maintenance Expense	23,422	32,900	29,542	0	0	0	0	0	0	0	0	0	0	
Insurance Expense	-3,600	-3,711	-3,600	0	0	0	0	0	0	0	0	0	0	
Administration & Other Expense	-1,530	-1,738	-2,351	0	0	0	0	0	0	0	0	0	0	
Total Expense	-2,139	6,096	4,465	0	0	0	0	0	0	0	0	0	0	
PAYROLL & EXPENSE TOTAL	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	
NOR BEFORE AllocOverhead (NORBO)	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	
NET OPERATING RESULTS (NOR)	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	
NET RESULTS BEFORE ASSESSMENT (N)	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	
CHANGE IN MEMBERS' EQUITY (CME)	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	
Total Expenses (TE), (COGS+PAYROLL+E	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	

Tahoe Donner Association
Operating Fund 9-Year Actuals, 1-year Forecast, and CY Budget
Maintenance (160)
For the Twelve Months Ending

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	5 Year Average Years					2018 <u>Budget</u>	Actuals Average			
						2014 <u>Actual</u>	2015 <u>Actual</u>	3 Year Average Years				2018 <u>FORECAST</u>	2018 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>FORECAST</u>					
REVENUE															
PAYROLL															
Salaries and Wages	-312,014	-337,410	-400,083	-421,523	-446,088	-404,701	-466,906	-492,997	-550,759	-569,513	-545,400	-537,757	-496,975		
Payroll Taxes & Benefits	-122,844	-113,649	-124,863	-152,079	-151,058	-150,297	-152,494	-158,318	-163,328	-181,923	-192,100	-167,856	-161,272		
Total Payroll	-434,858	-451,060	-524,946	-573,602	-597,147	-554,998	-619,400	-651,315	-714,088	-751,437	-737,500	-705,613	-658,247		
EXPENSE															
Staff Expense	-1,800	-1,868	-1,388	-3,100	-4,769	-6,513	-4,243	-4,147	-7,619	-6,897	-10,130	-6,221	-5,884		
Utilities Expense	-26,577	-27,357	-35,320	-39,102	-41,124	-36,785	-32,883	-29,926	-30,536	-26,801	-34,370	-29,088	-31,386		
Supplies & Maintenance Expense	8,445	-38,598	-29,875	25,202	14,730	33,509	57,781	55,401	56,062	50,574	20,900	54,012	50,665		
Insurance Expense	-16,800	-12,369	-12,800	-15,600	-19,200	-17,806	-20,400	-18,045	-20,400	-24,000	-24,000	-20,815	-20,130		
Administration & Other Expense	-1,829	-2,229	-6,252	-8,494	-8,576	-8,132	-7,813	-7,410	-8,464	-6,494	-6,900	-7,456	-7,663		
Total Expense	-38,562	-82,421	-85,635	-41,093	-58,939	-35,728	-7,558	-4,127	-10,958	-13,619	-54,500	-9,568	-14,398		
PAYROLL & EXPENSE TOTAL	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
NOR BEFORE AllocOverhead (NORBO)	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
NET OPERATING RESULTS (NOR)	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
NET RESULTS BEFORE ASSESSMENT (N)	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
ASSESSMENT REVENUE															
NET RESULTS (NR)	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
CHANGE IN MEMBERS' EQUITY (CME)	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		
Total Expenses (TE), (COGS+PAYROLL+E	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-765,056	-792,000	-715,181	-672,645		