



Tahoe Donner Association

Finance Reports

December 2018

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MEMORANDUM

To: General Manager, Board of Directors, Finance Committee, and Members
Cc: Megan Rodman, Executive Assistant
From: Michael Salmon, Director of Finance and Accounting
Date: January 18, 2019
Re: **December 2018 Financial Results**



4 Financial Keynotes:

1. December results: Revenue of \$1,965,000 was favorable to Budget \$555,000/39%, NOR Gain of \$203,000 was favorable to Budget \$513,000.
2. YTD results: Revenue of \$13.4 million is favorable to Budget \$893,000/7%, NOR Loss of \$5.5 million is favorable to Budget \$606,000.
3. Operating Fund Members' Equity balance of \$2.4 million is \$1,151,000 over the policy peg balance.
4. Item 3 above is post-October 27, 2018 board approved \$500,000 transfer of members equity from Operating Fund to Replacement Reserve Fund.

Month - December

Month financials for the Association indicate that net operating results (before assessment revenues) for the month was a gain of \$203,000 which was favorable to budget by \$513,000/166%. Month's operating revenues of \$1,965,000 were \$555,000/39% favorable to budget and total expenses of \$1,762,000 were \$42,000/2% unfavorable to budget. These results include winter season (2nd month) incentive accrual over budget of \$75,000, which may reverse in a future period if results are below budget. Compared to last year same month, revenues are up \$899,000/84% and NOR is favorable \$590,000/153%.

Year to Date -

YTD financials for the Association indicate that net operating results (before assessment revenues) is a loss of (\$5,479,000) which is favorable to budget by \$606,000/10%. YTD operating revenues of \$13,353,000 are \$893,000/7% favorable to budget and total expenses of \$18,832,000 are \$287,000/2% unfavorable to budget. Compared to last year to date, revenues are up \$236,000/2%, expenses are up unfavorably \$593,000/3% and resulting NOR is unfavorable \$357,000/7%. There was nominal natural snowfall in December 2017, or in January and February 2018, and Downhill Ski primarily operated the Snowbird lift due to snowmaking efforts.

Refer to Key Metrics (F-2) for summary information related to month performance and see Variance to Budget Report (F-4) for more detailed variance report. Consolidated Operating Fund P&L (F-15) provides details by line item. Section F07 provides by amenity/department financial performance. All monthly financials and other key financial reports can be reference at www.tahoedonner.com. **The internal monthly financial statements are unaudited and subject to change. The Association's financial statements are audited for each calendar year annual basis in 1st quarter. The Annual Report is published in the May issue of Tahoe Donner News and online.**

Overall Operating Conditions

January experienced a severe drought with virtually no snowfall. January 2017 experienced record snowfalls and rain events, with the MLKing holiday good ski conditions with record revenues. **February** the drought continued, with cross country ski closing 2/5/2018, reopening on the 23rd. Downhill ski's snowmaking snow held up, despite the above average warm temps. **March** was an extreme weather month with significant storm events throughout the month insuring sufficient snow for the duration of the season. **April** saw heavy rains early in the month forcing the closure of XC for the season on 4/7/18, however conditions throughout the rest of the month allowed downhill to operate through 4/15/18. **May** was normal weather month with cooler/wet Memorial holiday weekend, and last year warm clear holiday weekend. **June** saw below average temps and windy conditions the first half of the month, impacting some operations. **July** and **August** weather was average, with some smoky conditions impacting golf. **September** weather conditions were primarily warm and summerlike with minimal impacts to operations. **October** had cool, wet weather in the beginning of the month, which negatively affected golf operations. **November** weather was mild, and while much of the state was severely impacted by smoke from wildfires, the Tahoe area was less effected resulting in an increase in visitation leading up to the Thanksgiving Holiday weekend. **December** had snowfall early in the month as well as temperatures that facilitated snowmaking efforts, allowing for record revenues.

SIERRA NEVADA SNOWPACK IMPROVES TO 93 PERCENT OF AVERAGE IN MARCH 2018

KELSEY LONGERBEAM / NEVADA APPEAL APRIL 5, 2018

MT. ROSE — **MARCH 2018 WILL GO DOWN AS THE FOURTH LARGEST MARCH SNOW TOTAL SINCE 1980.**

The snowfall amount was confirmed Monday from measuring the snowpack with Jeff Anderson, hydrologist for the Natural Resources Conservation Services.

Monday's snowpack data was 101 measured inches of snow depth and 34.2 inches of water content, which is 93 percent of the median amount. For the Carson Basin, snowpack on March 1 was at 36 percent of median spring peak amount, and increased by 46 percent to 82 percent median spring peak by April 1. "So if you melt down all these inches of snow, you'd be standing in almost 3 feet of water," Anderson said on a sunny spring day. "We definitely had a miracle March. Just last month, on March 1, the snowpack here at Mt. Rose was only 48 percent of the median peak, so it almost doubled in one month."

The term "Miracle March" comes from when there's a dry winter with little snow up until March 1, and then March comes in and the snowfall totals increase. The classic example for this is 1991. Snowpacks in the Sierra were just 15 percent of the normal peak on March 1, 1991, and increased by 70 percent by April 1. This year had similar numbers to 1991. Snowpacks in the basins were 32 percent of the median peak on March 1 and increased to 77 percent by April 1.

The biggest recorded Miracle March was in 1995 with a snow water increase of 27.5 inches. That year there was a 60-70 percent increase.

<https://www.tahoedailytribune.com/news/local/sierra-nevada-snowpack-improves-to-93-percent-of-average-in-march-2018/>

Financial Notables of Operating Units

Downhill Ski. YTD revenues of \$3,431,000 were favorable \$279,000/9% to budget and unfavorable \$237,000/6% to prior year. YTD total expenses of \$2,777,000 were unfavorable \$96k/4% to budget and favorable \$213k/7% to prior year. YTD NOR of \$654,000 is favorable \$183k/39% to budget and unfavorable \$24k/4% to prior year. For the 17/18 season, skiing opened on Friday, 12/8/2017 with thin limited terrain on Snowbird lift only, and would clearly not have opened at all without snowmaking. Reliance on snowmaking continued through January and February as dry and unseasonably warm conditions persisted. March saw record snowfall, creating increased volume and revenue. For 18/19 season, Downhill Ski managed to open on December 7th as planned and with the debut of new Snowbird Triple chairlift; primarily on snowmaking snow and Eagle Rock chair/terrain open, thin and ungroomed other than mile run trail.

Cross Country Ski. YTD revenues of \$957,000 were favorable \$32k/3% to budget and unfavorable \$48k/5% to prior year. YTD NOR of \$196,000 is favorable \$69k/54% to budget and favorable \$23k/13% to prior year. For the 17/18 season, skiing opened on 12/21/2017 with thin limited terrain. Continued dry conditions forced the suspension of operations on 2/5/18, closed 18 days, reopening on 2/23rd. Season ending rain resulted in XC closing on 4/7/18. Skiing opened for the 18/19 season on November 30th with thin snow trails and fortunately colder temps holding the snow, particularly at higher elevations.

Golf. YTD revenues of \$1,103,000 were unfavorable \$47k/4% to budget and favorable \$109k/11% to prior year. YTD NOR loss of (\$117,000) is unfavorable \$19k/16% to budget and favorable \$137k/54% to PY.

The Lodge. YTD revenues of \$2,535,000 were favorable \$235k/10% to budget and favorable \$90k/4% to prior year. YTD NOR of \$23,000 is favorable \$177k/115% to budget and favorable \$115k/125% to prior year. YTD cogs of 29% compares to budget 31% and prior year 31%.

Pizza. YTD revenues of \$591,000 are favorable \$67k/13% to budget and favorable \$73k/14% to prior year. YTD NOR loss of (\$76,000) is unfavorable \$18k/32% to budget and unfavorable \$5k/7% to prior year. YTD cogs of 30% compares to budget 30% and prior year 33%.

Alder Creek Café. YTD revenues of \$388,000 are favorable \$75k/24% to budget and unfavorable \$12k/3% to prior year. YTD total expenses of \$499,000 are unfavorable \$69k/16% to budget and favorable \$6k/1% to prior year. YTD NOR loss of (\$111,000) is favorable \$5k to budget and unfavorable \$6k to prior year. YTD cogs of 36% compares to budget 35% and prior year 36%.

Other

a) Season Pass Products

Winter 17/18 passes sold as of 2/25/2018, \$465,000/1953 versus prior year \$467,000/1969 passes. Revenue down \$15,000/0% and passes sold down 16/1%.

Golf 2018 pass/packs sold as of 9/19/2018, \$247,000/356 versus prior year \$217,000/295 passes/packs. Revenue up \$30,000/14% and passes/packs sold up 61/21%.

Winter 18/19 passes sold as of 12/26/2018, \$500,000/1999 versus prior year \$315,000/1332 passes. Revenue up \$128,000/64% and passes sold up 122/10%. Passes went on sale 5/1/18 versus 3/1/17. Fall sale began 9/5/18 versus 9/1/17.

b) Recreation Fee. New cycle started 5/1/2018.

- 12/31/2018 – **2018/2019** – sold 4,096 revenues of \$1,062,000, (vs py; volume down 7%, revenue up 1%)
- 12/31/2017 – 2017/2018 – sold 4,406, revenues of \$1,048,000
- 18/19 Cycle (17/18 Cycle) Mix to 6473: 3580/55% (3571/55%) Base up to 4p | 815/12% (705/10%) 5th 6th | 139/2% (131/2%) 6th 7th
- 18/19 Cycle Quantity Variance to 17/18 Cycle: +16/0.4% for Base up to 4p, +37/5% for 5th 6th, +6/4% for 7th 8th

- 4/30/18 – 2017/2018 – sold 4,426, revenues of \$1,051,000 | Base up to 4p – 3581 or 55% of 6473 | 714 or 11% add 5th 6th | 131 or 2% add 6th 7th
- 4/30/17 – 2016/2017 – sold 4,366, revenues of \$1,042,000 | Base up to 4p – 3561 or 55% of 6473 | 688 or 11% add 5th 6th | 117 or 2% add 6th 7th
- 4/30/16 – 2015/2016 – sold 4,156, revenues of \$972,000 | Base up to 4p – 3475 or 54% of 6473 | 580 or 9% add 5th 6th | 101 or 2% add 6th 7th
- 4/30/15 – 2014/2015 – sold 4,170, revenues of \$928,000
- 4/30/14 – 2013/2014 – sold 4,224, revenues of \$867,000
- 4/30/13 – 2012/2013 – sold 4,051, revenues of \$845,000

For 2018/2019 cycle: \$270 (0%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

For 2017/2018 cycle: \$270 (0%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

For 2016/2017 cycle: \$270 (+4%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

For 2015/2016 cycle: \$260 (+6%) core up to 4p, \$100 add 5&6, \$100 add 7&8.

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

For 2013/2014 cycle: \$225 core up to 4p, \$100 add 5&6, \$100 add 7&8.

c) Assessment Receivable.

as of 12/31/xx:

12/31/18 - 2018 26 or 0.4% of units

12/31/17 - 2017 24 or 0.4% of units

12/31/16 - 2016 31 or 0.5% of units

12/31/15 - 2015 36 or 0.6% of units

as of 11/30/xx:

11/30/18 - 2018 28 or 0.4% of units

11/30/17 - 2017 28 or 0.4% of units

11/30/16 - 2016 39 or 0.6% of units

11/30/15 - 2015 43 or 0.7% of units

as of 10/31/xx:

10/31/18 - 2018 31 or 0.5% of units

10/31/17 - 2017 31 or 0.5% of units

10/31/16 - 2016 44 or 0.7% of units

10/31/15 - 2015 46 or 0.7% of units

as of 09/30/xx:

09/30/18 - 2018 38 or 0.6% of units

09/30/17 - 2017 37 or 0.6% of units

09/30/16 - 2016 48 or 0.7% of units

09/30/15 - 2015 50 or 0.8% of units

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

Year to Date assessment lost to foreclosures amounts to \$0. Note: while the assessment is due 1/1/xx, approximately 50% pay during the month of March, with the assessment becoming delinquent 3/1/xx.

d) Guest Visitations –

With the new guest pricing differentiation in 2018, below is subject information:

Beach Club Marina	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
May-Jun16	7,700	2,339	30%							\$ 19,726
May-Jun17	8,476	2,636	31%							\$ 21,034
May-Jun18	7,773	2,361	30%	1,387	18%	59%	974	13%	41%	\$ 23,848
Jul16	16,599	6,755	41%							\$ 53,428
Jul17	19,560	8,608	44%							\$ 68,520
Jul18	18,732	7,726	41%	4,191	22%	54%	3,535	19%	46%	\$ 75,274
Aug16	12,080	4,533	38%							\$ 35,844
Aug17	11,157	4,721	42%							\$ 37,706
Aug18	11,197	4,224	38%	1,939	17%	46%	2,285	20%	54%	\$ 42,612
Sep16	3,332	927	28%							\$ 7,308
Sep17	4,386	1,718	39%							\$ 13,626
Sep18	4,065	1,229	30%	734	18%	60%	495	12%	40%	\$ 11,944
Oct16	32	1	3%							\$ 8
Oct17	208	37	18%							\$ 290
Oct18	85	-	0%	-			-			\$ -
YTD Oct16	39,743	14,555	37%							\$ 116,314
YTD Oct17	43,787	20,051	46%							\$ 141,176
YTD Oct18	41,852	15,540	37%	8,251	20%	53%	7,289	17%	47%	\$ 153,678
2018/day 129 open May 25	324	120		64			57			\$ 1,191
		YTD								

Trout Creek Recreation Center

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
Jan-Sep16	124,834	22,785	18%							\$ 118,972
Jan-Sep17	115,829	24,203	21%							\$ 125,730
Jan-Sep18	111,811	19,236	17%	7,512	7%	39%	11,724	10%	61%	\$ 140,744
Oct16	8,032	475	6%							\$ 3,678
Oct17	8,109	540	7%							\$ 4,240
Oct18	8,208	457	6%	257	3%	56%	200	2%	44%	\$ 4,316
Nov16	9,493	779	8%							\$ 5,978
Nov17	9,978	797	8%							\$ 6,190
Nov18	11,054	1,239	11%	542	5%	44%	697	6%	56%	\$ 12,504
Dec16	13,960	2,536	18%							\$ 19,718
Dec17	12,726	2,270	18%							\$ 17,958
Dec18	13,553	2,364	17%	1,043	8%	44%	1,321	10%	56%	\$ 23,888
YTD Dec16	156,319	26,575	17%							\$ 197,370
YTD Dec17	145,786	28,232	19%							\$ 202,506
YTD Dec18	144,626	23,296	16%	9,354	6%	40%	13,942	10%	60%	\$ 237,242
2018/day 365	396	64		26			38			\$ 650

YTD - Trout Creek Visits Mix

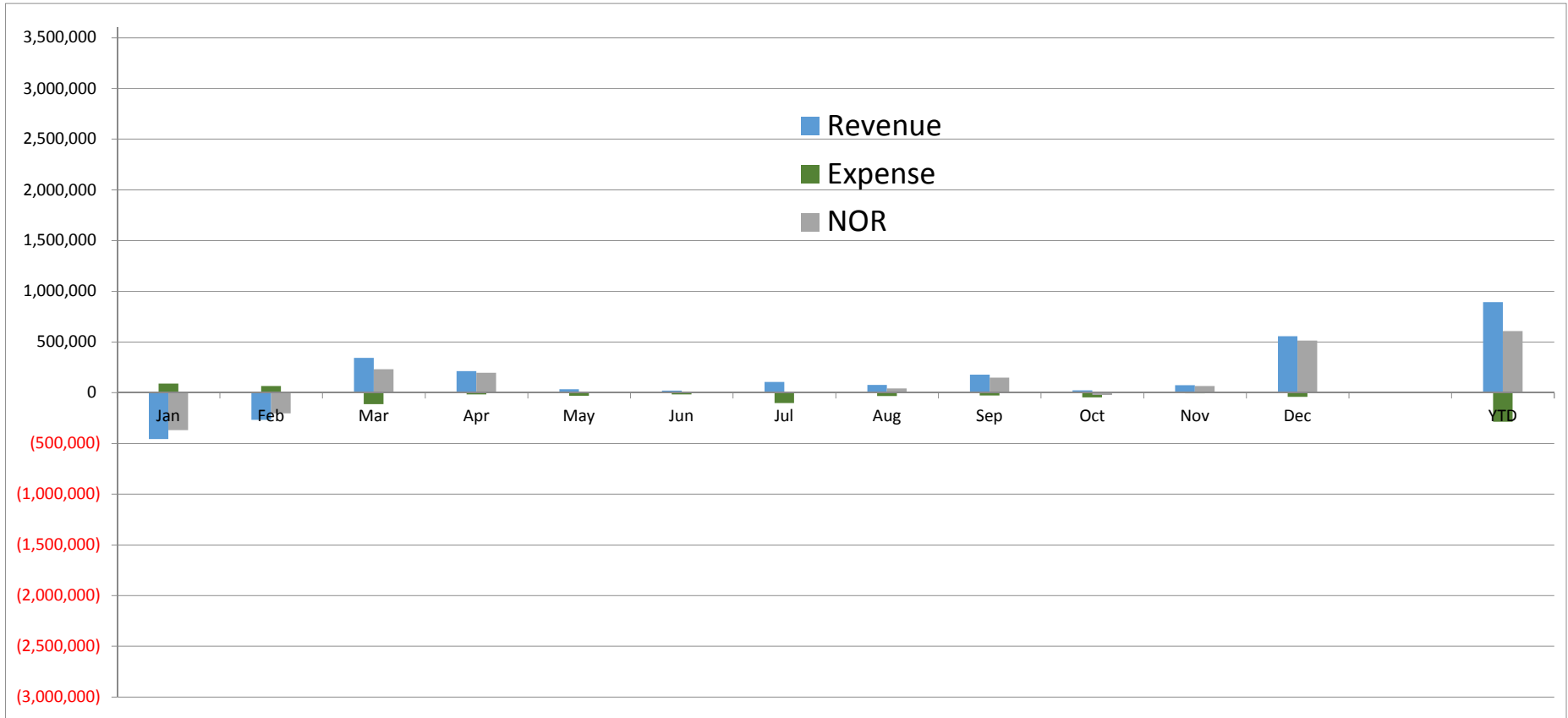
- 70% Member
- 6% Guests with Member
- 10% Guests on Guest Card
- 5% Employee
- 9% Fitness/Childcare/Massage

Tahoe Donner Association

Operating Fund - excluding Annual Assessment Revenues

Variance to Budget - by Month - For the twelve months ending December 2018

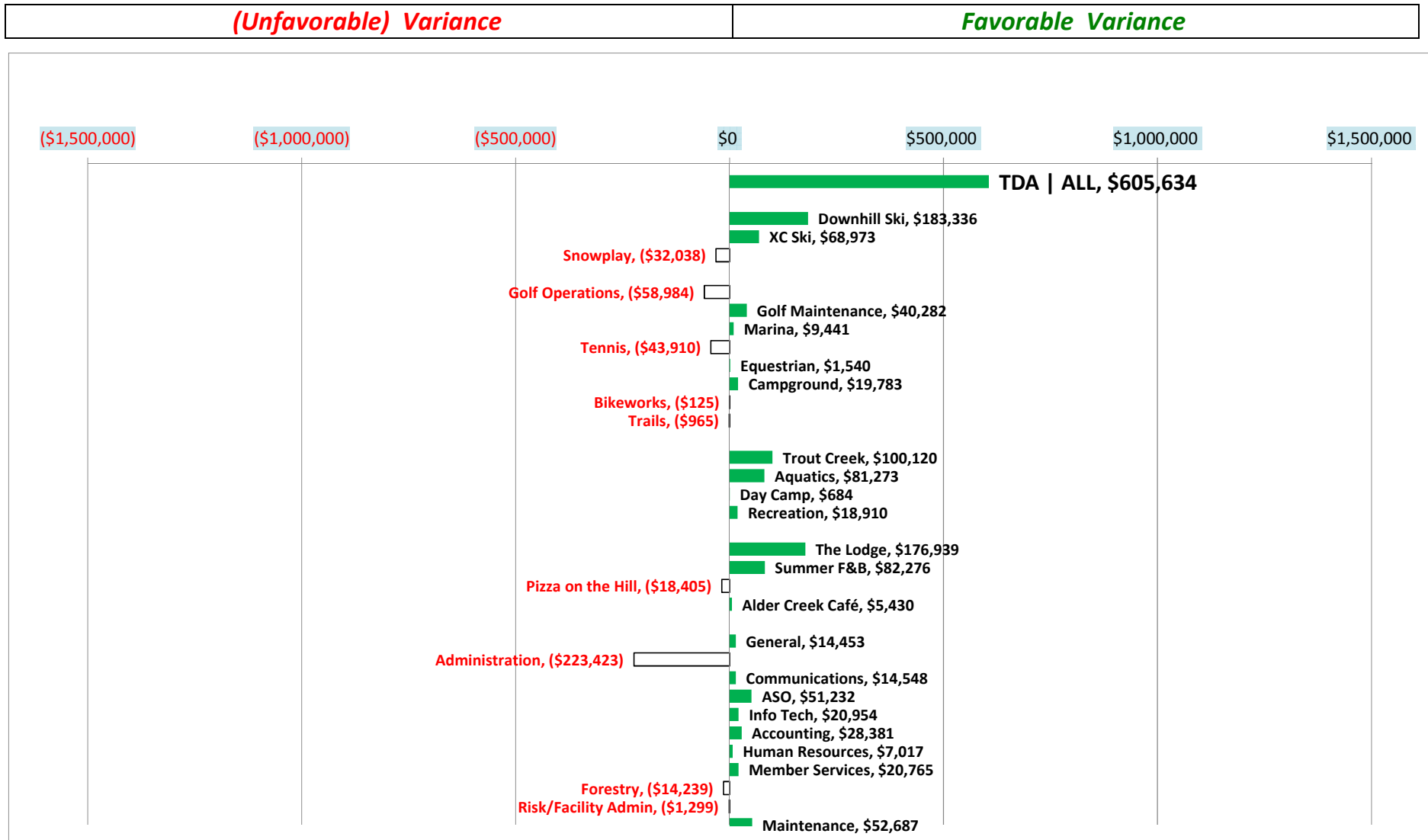
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Revenue	(458,790)	(268,828)	343,492	212,358	34,273	20,899	104,520	76,375	176,983	23,746	73,178	554,838	893,046
Expense	89,073	64,254	(114,197)	(17,486)	(30,865)	(16,480)	(102,512)	(34,658)	(28,649)	(46,814)	(7,388)	(41,691)	(287,412)
NOR	(369,717)	(204,574)	229,295	194,872	3,409	4,419	2,008	41,717	148,335	(23,068)	65,791	513,147	605,634



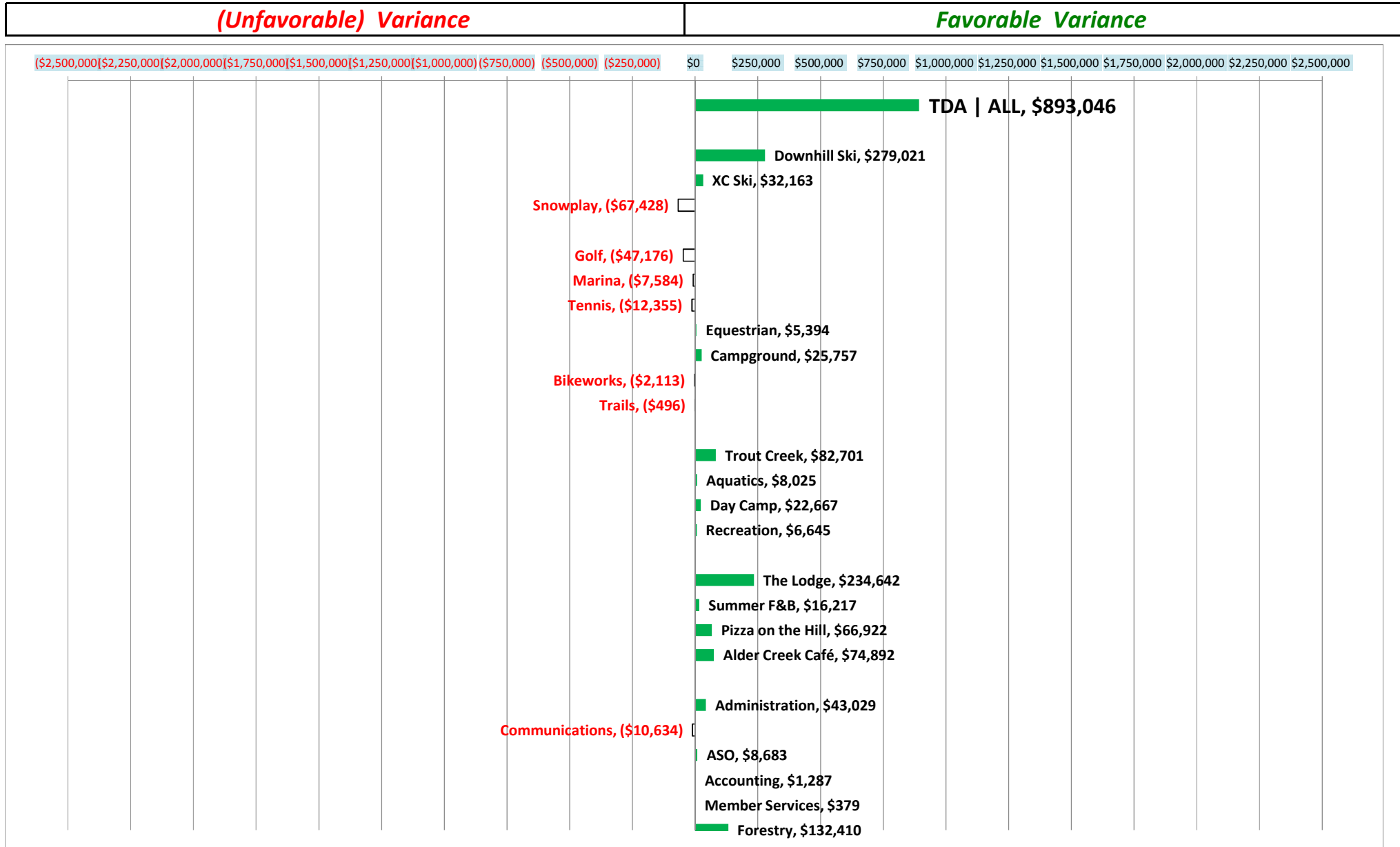
Tahoe Donner Association

Net Operating Results (NOR) Variances Report (operating revenue - operating costs = NOR)

Year to Date December 2018



Tahoe Donner Association Operating Revenue Variances Report Year to Date December 2018



Tahoe Donner Association
Net Operating Results (NOR) Variances Report (operating revenue - operating costs = NOR)

Year to Date December 2018

Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

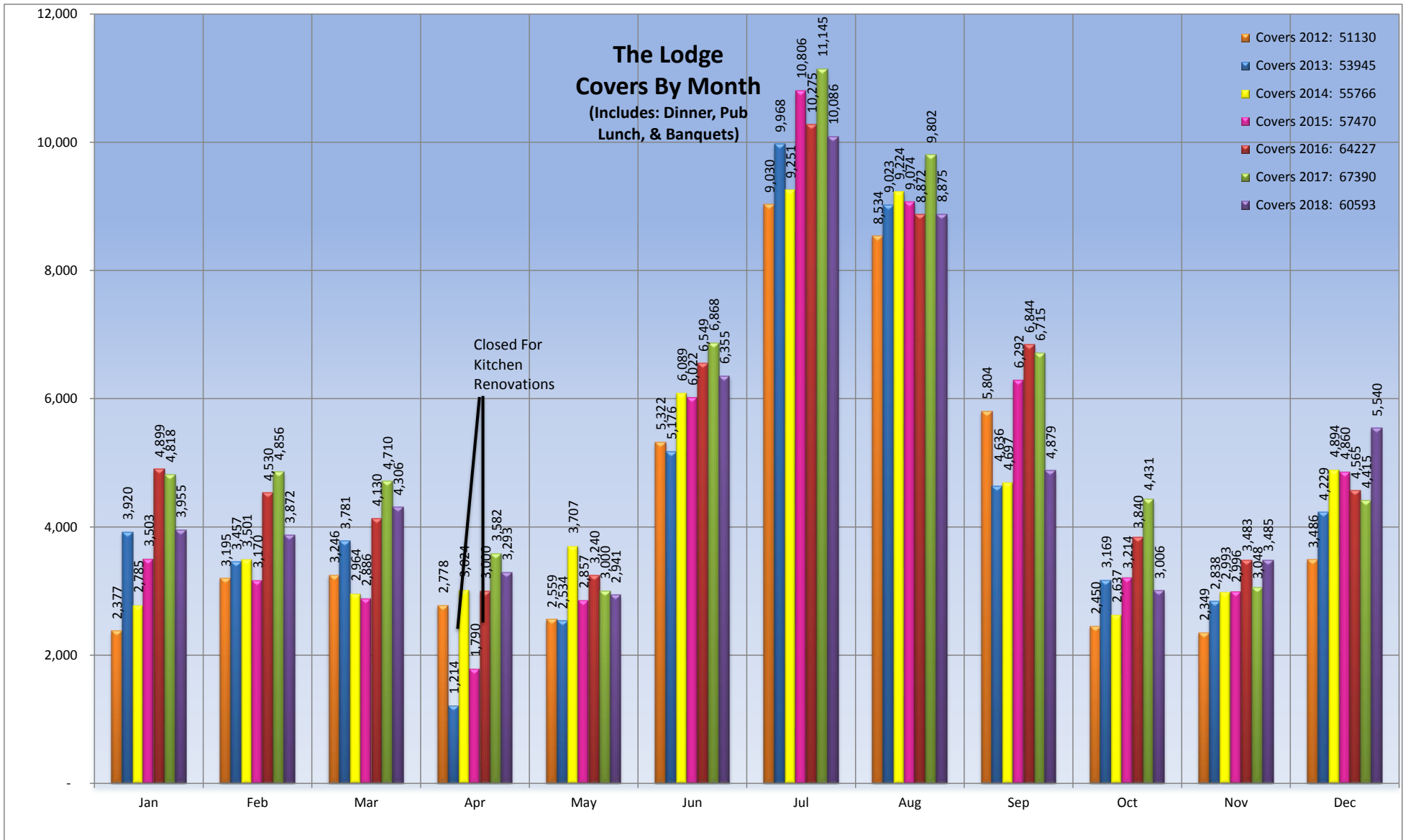
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ (369,717)	\$ (204,574)	\$ 229,295	\$ 194,872	\$ 3,409	\$ 4,419	\$ 2,008	\$ 41,717	\$ 148,335	\$ (23,068)	\$ 65,791	\$ 513,147	\$ 605,634
Downhill Ski	(282,324)	(119,247)	125,316	99,089	(4,046)	11,402	812	(5,652)	(7,255)	(132)	29,457	335,917	183,336
XC Ski	(34,019)	(73,347)	72,929	35,086	(3,582)	(6,334)	6,015	7,385	656	(11,841)	(7,350)	83,374	68,973
Snowplay	(30,424)	(28,244)	33,623	(10,429)	(451)	(1,025)	(8)	1,067	(72)	61	3,220	642	(32,038)
Golf Operations	322	(1,160)	(312)	2,056	3,609	3,754	(32,246)	(25,857)	4,099	(19,782)	2,678	3,856	(58,984)
Golf Maintenance	8,907	14,268	4,916	2,595	8,267	(9,017)	1,430	(7,254)	8,268	(3,412)	1,992	9,323	40,282
Marina	(121)	(629)	(300)	(3,532)	(3,210)	409	13,473	(3,408)	6,750	(161)	16	155	9,441
Tennis	(24)	(375)	(360)	(40,844)	1,885	(868)	(141)	370	(3,538)	803	(943)	124	(43,910)
Equestrian	(1,057)	(1,092)	(134)	(3,046)	3,687	5,901	3,797	(3,801)	5,621	(7,518)	(1,211)	392	1,540
Campground	(29)	(45)	164	193	(412)	744	6,602	8,350	4,531	(1,192)	1,155	(279)	19,783
Bikeworks	-	(58)	-	175	(1,055)	3,449	1,967	(4,233)	1,917	(1,853)	(511)	77	(125)
Trails	41	(426)	(707)	257	(2,684)	(1,449)	(8,401)	3,811	1,230	(11,006)	22,597	(4,228)	(965)
Trout Creek	4,629	(5,143)	3,914	69,810	(2,094)	6,792	5,569	4,442	11,790	1,691	2,410	(3,691)	100,120
Aquatics	2,649	3,285	(990)	24,315	10,483	6,904	6,774	12,274	9,042	6,821	571	(854)	81,273
Day Camp	(9)	(8)	(60)	37	4,637	(2,321)	(3,704)	1,778	1,244	(661)	(240)	(8)	684
Recreation	4,432	2,344	3,998	3,997	3,874	(2,018)	(18,599)	10,970	2,511	9,267	694	(2,560)	18,910
The Lodge	(16,319)	(13,185)	(6,819)	6,063	8,399	38,792	52,404	47,350	47,394	12,474	8,634	(8,249)	176,939
Summer F&B	125	148	188	280	10,832	17,269	21,562	13,189	14,752	5,024	(3,163)	2,070	82,276
Pizza on the Hill	(2,036)	(2,658)	1,486	1,892	(5,085)	(1,120)	9,482	(116)	(9,339)	5,085	(1,184)	(14,813)	(18,405)
Alder Creek Café	(11,927)	(8,851)	2,173	353	4,797	(7,966)	(3,962)	(2,285)	6,011	3,088	4,705	19,294	5,430
General	11,671	4,706	(19,554)	(28,677)	(18,191)	(28,841)	(4,481)	(8,187)	11,528	(17,580)	44,448	67,611	14,453
Administration	7,226	1,606	9,391	13,578	(14,444)	(12,606)	(95,843)	(30,680)	8,557	16,465	(73,682)	(52,989)	(223,423)
Communications	(1,549)	(4,040)	(7,853)	2,221	13,378	(879)	843	6,954	(162)	194	1,595	3,847	14,548
ASO	(1,344)	6,463	1,848	(971)	6,734	8,887	8,223	7,896	9,072	5,835	(1,305)	(106)	51,232
Info Tech	(2,633)	(422)	(355)	3,410	(3,977)	(3,577)	10,162	3,406	6,296	4,044	2,510	2,091	20,954
Accounting	(7,641)	7,043	3,124	(4,376)	604	2,997	1,651	5,328	5,720	3,049	4,657	6,226	28,381
Human Resources	(5,507)	4,777	(5,592)	2,420	1,939	(2,286)	116	(354)	4,776	125	972	5,630	7,017
Member Services	3,330	1,826	(945)	(5,112)	(571)	4,677	6,994	3,019	(1,130)	418	2,483	5,777	20,765
Forestry	(5,378)	(2,962)	5,332	7,837	(19,926)	(24,091)	4,697	(15,238)	(10,456)	(13,429)	6,312	53,063	(14,239)
Risk/Facility Admin	(8,046)	(769)	(5,170)	6,353	4,031	(2,677)	4,228	2,142	(1,529)	(6,517)	6,680	(24)	(1,299)
Maintenance	(2,662)	11,621	10,043	9,844	(4,016)	(480)	2,595	9,050	10,049	(2,429)	7,591	1,481	52,687

Tahoe Donner Association
Operating Revenue Variances Report

Year to Date December 2018

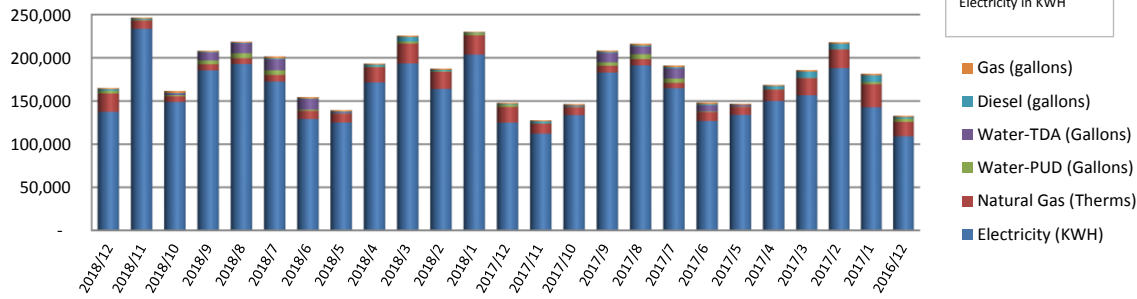
Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ (458,790)	\$ (268,828)	\$ 343,492	\$ 212,358	\$ 34,273	\$ 20,899	\$ 104,520	\$ 76,375	\$ 176,983	\$ 23,746	\$ 73,178	\$ 554,838	\$ 893,046
Downhill Ski	(301,524)	(84,702)	184,343	128,813	308	563	450	-	1,088	1,075	611	347,998	279,021
XC Ski	(90,189)	(128,068)	93,583	37,716	201	-	-	-	-	620	(7,582)	125,882	32,163
Snowplay	(41,171)	(28,799)	27,460	(16,546)	-	-	-	-	-	-	(5,000)	(3,371)	(67,428)
Golf	(425)	(317)	(446)	1,213	5,299	5,471	(24,287)	(19,261)	6,644	(23,748)	458	2,223	(47,176)
Marina	-	-	-	(3,327)	(5,012)	(7,297)	11,618	(12,447)	8,636	244	-	-	(7,584)
Tennis	-	-	-	(39,708)	(1,795)	6,672	6,836	7,530	5,586	2,524	-	-	(12,355)
Equestrian	-	-	-	15	196	5,073	2,622	(3,857)	977	369	-	-	5,394
Campground	-	-	-	-	-	3,443	8,065	8,976	5,273	-	-	-	25,757
Bikeworks	-	-	-	3,881	(2,272)	2,438	650	(3,444)	(2,467)	(899)	-	-	(2,113)
Trails	-	-	-	-	15	(175)	(111)	(226)	(31)	32	-	-	(496)
Trout Creek	4,726	(3,028)	(95)	58,592	(3,634)	868	4,245	3,367	1,389	1,921	8,346	6,003	82,701
Aquatics	-	-	24	21,078	(1,788)	(2,744)	(4,724)	(4,034)	213	-	-	-	8,025
Day Camp	-	-	-	15	240	924	5,480	15,398	610	-	-	-	22,667
Recreation	(400)	(400)	(300)	(15)	(700)	(1,597)	(813)	399	(1,050)	12,879	(192)	(1,165)	6,645
The Lodge	(8,715)	(12,315)	16,148	19,069	2,458	22,130	41,782	48,054	54,711	15,603	30,084	5,632	234,642
Summer F&B	-	-	-	-	(3,194)	4,531	9,948	1,952	7,668	(5,189)	500	-	16,217
Pizza on the Hill	1,870	5,829	9,511	1,993	3,181	1,146	22,418	22,750	(6,181)	4,911	7,086	(7,593)	66,922
Alder Creek Café	(14,650)	(13,510)	14,966	1,270	1,973	(2,970)	(3,464)	(128)	15,596	6,584	16,906	52,319	74,892
Administration	2,205	842	6,872	4,628	18,376	(15,204)	6,178	6,975	7,824	8,131	8,103	(11,902)	43,029
Communications	(5,881)	(5,732)	(7,140)	(2,834)	21,781	(3,423)	(3,049)	-	-	(2,000)	(4,536)	2,180	(10,634)
ASO	(4,557)	1,706	(1,173)	(3,958)	(1,911)	862	3,739	4,304	5,259	924	1,777	1,711	8,683
Accounting	56	4	87	140	(4)	14	63	155	(10)	410	105	268	1,287
Member Services	(135)	(339)	(349)	325	105	526	406	(88)	(606)	(67)	(230)	831	379
Forestry	-	-	-	-	450	(350)	16,468	-	65,854	(577)	16,742	33,823	132,410



* The Lodge was closed from 4/20/2015 - 5/4/2015 for kitchen renovations
 ** The Lodge was closed from 4/15/2013 - 5/2/2013 for renovations
 *** All data excludes Lunch/Snack Bar (170 - Summer F&B)

Tahoe Donner Association Energy Consumption - Last 25Months



Water in 000 Gallons
NatGas in Therms
Electricity in KWH

- Gas (gallons)
- Diesel (gallons)
- Water-TDA (Gallons)
- Water-PUD (Gallons)
- Natural Gas (Therms)
- Electricity (KWH)

2018

▲

▼

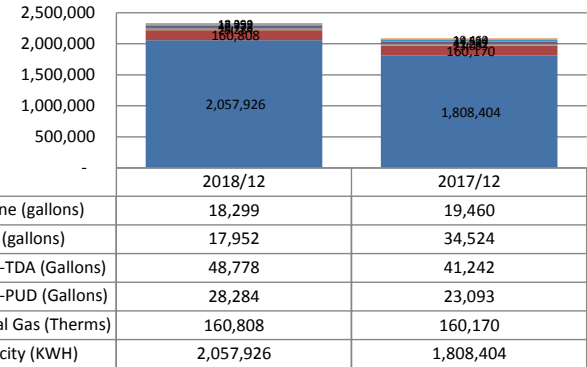
12

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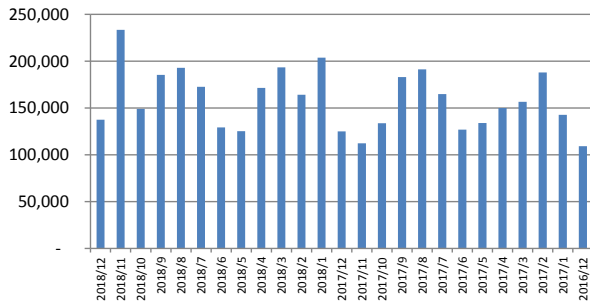
Gasoline Cost / Gallon	Diesel Cost / Gallon	Propane Cost / Gallon
 \$3.31 15% -6%	 \$3.52 7% -8%	 \$3.16 22% 0%
LTM Trend Sparkline \$Cost Current Mth %Chg Same Mth PY %Chg Last Month		

Tahoe Donner Association Energy Consumption YTD

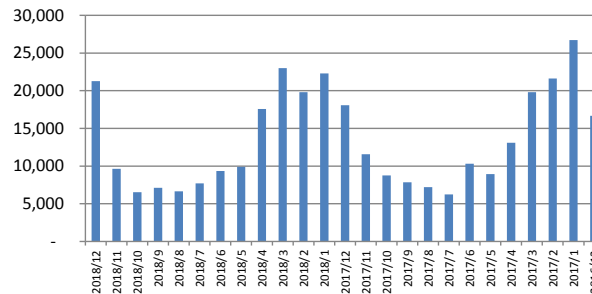


Data Available thru (yyyy/mm) - 2018/12
This Report is volumes not dollars
Note the scale varies with each Chart presented.

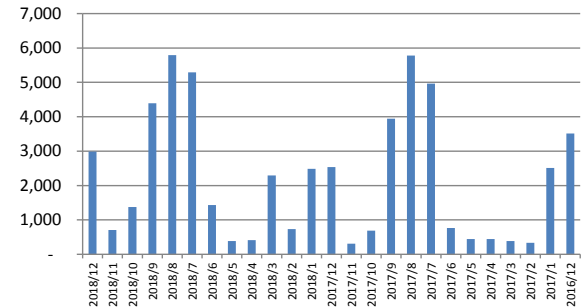
Electricity (KWH)



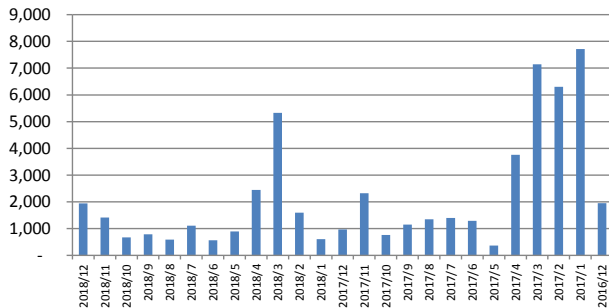
Natural Gas (Therms)



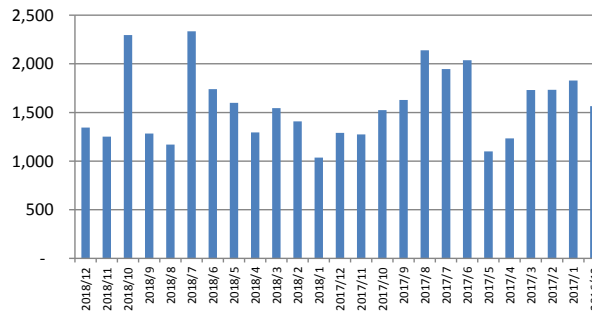
Water-PUD (000 Gallons)



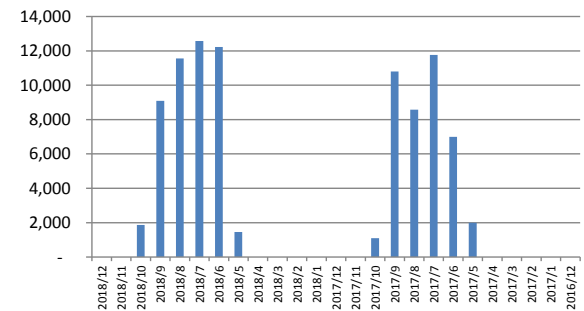
Diesel (gallons)



Gasoline (gallons)



Water-TDA (000 Gallons)

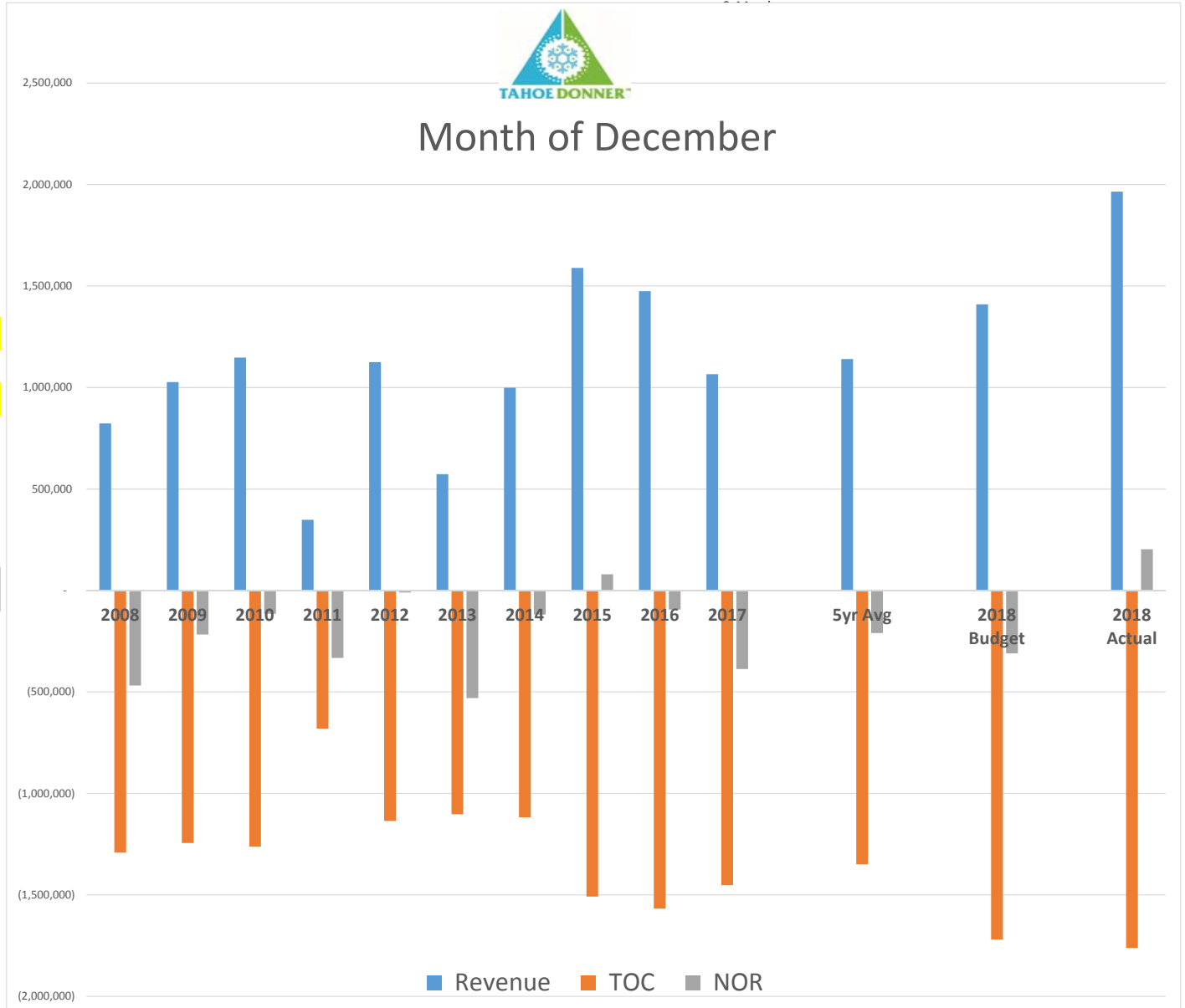




Month of December

	Revenue	TOC	NOR
2008	822,724	(1,291,107)	(468,382)
2009	1,026,681	(1,243,862)	(217,182)
2010	1,147,464	(1,262,000)	(114,536)
2011	348,233	(680,562)	(332,328)
2012	1,125,263	(1,135,119)	(9,856)
2013	572,800	(1,102,539)	(529,739)
2014	999,022	(1,117,700)	(118,677)
2015	1,588,866	(1,508,792)	80,074
2016	1,474,386	(1,568,154)	(93,768)
2017	1,065,670	(1,452,600)	(386,931)
5yr Avg	1,140,149	(1,349,957)	(209,808)
2018 Budget	1,410,000	(1,720,000)	(310,000)
2018 Actual	1,964,838	(1,761,691)	203,147
Var to Bdg	554,838 39%	(41,691) -2%	513,147 166%
Var to PY	899,169 84%	(309,091) -21%	590,078 153%

PY Records
New Record(s) *if applicable*



**Tahoe Donner Association
Visitation Report
December 2018**

Month							Department	Year to Date						ANNUAL BUDGET	
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg		
13,553	12,300	12,726	1,253	10%	827	6%	Private Amenities	211,002	210,800	215,162	202	0%	(4,160)	-2%	210,800
13,553	12,300	12,726	1,253	10%	827	6%	Trout Creek Rec Ctr	144,809	147,000	147,798	(2,191)	-1%	(2,989)	-2%	147,000
-	-	-	-	0%	-	0%	Beach Club Marina	41,852	41,600	44,059	252	1%	(2,207)	-5%	41,600
-	-	-	-	0%	-	0%	Tennis Center	19,531	17,500	18,675	2,031	12%	856	5%	17,500
-	-	-	-	0%	-	0%	Day Camps	4,810	4,700	4,630	110	2%	180	4%	4,700
39,890	29,864	21,325	10,026	34%	18,565	87%	Public Amenities	258,339	259,960	272,359	(1,621)	-1%	(14,020)	-5%	259,960
10,215	9,200	5,879	1,015	11%	4,336	74%	DH Ski - Total Skier Visits	38,809	40,000	47,516	(1,191)	-3%	(8,707)	-18%	40,000
8,592	3,700	1,144	4,892	132%	7,448	651%	XC Ski - Total Skier Visits	23,628	22,300	22,943	1,328	6%	685	3%	22,300
4,089	5,700	1,523	(1,611)	-28%	2,566	168%	Snowplay - Total Tubers	12,723	20,000	16,818	(7,277)	-36%	(4,095)	-24%	20,000
-	-	-	-	0%	-	0%	Golf Rounds	17,276	19,200	17,010	(1,924)	-10%	266	2%	19,200
-	-	-	-	0%	-	0%	Campground Campers	2,096	1,700	1,681	396	23%	415	25%	1,700
-	-	-	-	0%	-	0%	Equestrian Visitors	4,048	5,000	4,524	(952)	-19%	(476)	-11%	5,000
-	-	-	-	0%	-	0%	Bikeworks Rentals	2,471	2,060	1,983	411	20%	488	25%	2,060
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
5,540	4,425	4,415	1,115	25%	1,125	25%	The Lodge Covers	53,550	54,700	60,214	(1,150)	-2%	(6,664)	-11%	54,700
-	-	-	-	0%	-	0%	Summer Food and Bev	18,127	20,000	17,841	(1,873)	-9%	286	2%	20,000
3,742	4,375	3,614	(633)	-14%	128	4%	Pizza on the Hill Covers	48,432	43,700	41,720	4,732	11%	6,712	16%	43,700
7,712	2,464	4,750	5,248	213%	2,962	62%	Alder Creek Café Covers	37,179	31,300	40,109	5,879	19%	(2,930)	-7%	31,300
53,443	42,164	34,051	11,279	27%	19,392	57%	Amenities Total	469,341	470,760	487,521	(1,419)	0%	(18,180)	-4%	470,760
-	-	-	-	0%	-	0%	HOA & Amenities Support Services	6,473	6,473	6,473	-	0%	-	0%	6,473
-	-	-	-	0%	-	0%	General - # of Assessments	6,473	6,473	6,473	-	0%	-	0%	6,473
-	-	-	-	0%	-	0%	Administration	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Communications	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Information Tech	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Accounting	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Human Resources	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Architectural Standards	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Member Services	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Risk & Facility Admin	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Forestry	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Maintenance	-	-	-	-	0%	-	0%	-

Tahoe Donner Association
 Financial Highlights
 for the Month of December 2018
 variances presented as | Favorable -Unfavorable
 1/18/2019

Revenue \$ 1,964,800 | 554,800 / 39% to Budget
 | 899,200 / 84% to Prior Year

Variance amount & % versus Budget for the Dept

r1	348,000	48%	Downhill Ski. Access up \$168k/48% to budget, \$286k/183% to PY. Lessons and Rentals up \$145k/46% to budget, comparing favorably to PY by \$174k/61%.
r2	125,900	70%	Cross Country. Strong sales across all segments. Access up \$33k/26% to budget, \$106k/200% to PY. Lessons and Rentals up \$56k/155% to budget, \$72k/343% to PY. Retail up \$33k/194% to budget, \$33k to PY.
r3	52,300	211%	Alder Creek Café. Continued increase in banquets and general business. Up \$30k/62% to PY.
r4	33,800	100%	Forestry. Recognition of Cal Fire grant revenue.
r5	-11,900	-112%	Administration. \$9k year end interest true-up. Transfer fees down by \$3k, compares negatively to PY by \$5k.
r6	-7,600	-14%	POTH. Food revenue unfavorable to budget by \$6k. Overall compares favorably to PY by \$1k/3%.
r7	6,000	7%	Trout Creek. Access up \$4k/19%, Lessons up \$2k. Compares favorably to PY by \$15k/19%.
r8	5,600	3%	The Lodge. Good momentum through the holidays. Compares favorably to PY by \$35k/19%.
r9	-3,400	-4%	Snowplay. Access down \$2k/4%. Up \$58k/397% to PY.
r10	6,100	-	all other variances, net
tl	<u>554,800</u>	39%	

Expense \$ 1,761,700 | -41,700 / -2% to Budget
 | -309,100 / -21% to Prior Year

Variance amount & % versus Budget for the Dept

e1	67,600	102%	General. \$32k year end income tax adjustment and \$29k adjustment to claims expense.
e2	-42,600	-32%	Cross Country. Increased revenue/volume increases cost of goods sold and payroll to service.
e3	-41,100	-64%	Administration. Incentive Program accrual, NOR exceeding budget.
e4	-33,000	-87%	Alder Creek Café. Increased revenue/volume increases cost of goods sold and payroll to service. Compares negatively to PY by \$19k/37%.
e5	19,200	70%	Forestry. Timing between months.
e6	-13,900	-7%	The Lodge. Increased revenue/volume increases cost of goods sold and payroll to service. Compares negatively to PY by \$19k/9%.
e7	-12,100	-2%	Downhill Ski. Payroll unfavorable to budget by \$20k/6%. All other variances net. Overall compares negatively to PY by \$44k/8%.
e8	11,000	32%	Golf. Payroll down \$9k/32% to budget. Flat to PY.
e9	-9,700	-12%	Trout Creek. Payroll unfavorable to budget by \$5k/9%. All other variances net.
e10	<u>12,900</u>	-	all other variances, net (primarily timing variances between months)
tl	<u>-41,700</u>	-2%	

(41,700) Expense Variances to BDG co-wide recap

-42,200	-30%	Cogs
-124,600	-15%	Payroll Direct
29,200	5%	Payroll Burden
95,900	20%	Expenses

(309,100) Expense Variances to Prior Year, co-wide

-48,600	-36%	Cogs
-140,400	-17%	Payroll Direct
11,900	5%	Payroll Burden
-132,000	-53%	Expenses

NOR \$ 203,100 | 513,100 / 166% to Budget
 | 590,100 / 153% to Prior Year

Tahoe Donner Association Financial Highlights

Year to Date December 2018 {12 of 12 months }

variances presented as | Favorable -Unfavorable

1/18/2019

Revenue \$ 13,353,000 | 893,000 / 7% to Budget
| 236,500 / 2% to Prior Year

<i>Variance amount & % versus Budget for the Dept</i>			
r1	279,000	9%	Downhill Ski. Lessons & Rentals favorable \$243k/18% to budget. Employee housing revenue favorable to budget by \$46k/64%. Overall compares negatively to PY by \$237k/6%.
r2	234,600	10%	The Lodge. Benefitting from strong banquet sales, up \$138k/30% to budget. Overall revenue up 93k/4% to PY.
r3	137,400	2648%	Forestry. Combination of Cal Fire grants and timber sales.
r4	82,700	8%	Trout Creek. Benefitting from \$60k re-allocation of 17/18 Recreation Fee.
r5	74,900	24%	Alder Creek Café. Increased banquet sales and general business. Compares negatively to PY by \$15k/4%.
r6	-67,400	-25%	Snowplay. Access down \$51k/22% to budget. Challenging conditions throughout the season resulting in reduced operations.
r7	66,900	13%	POTH. Good momentum throughout the year. Compares favorably to PY by \$73k/14%.
r8	-47,200	-4%	Golf. Access and usage down \$99k/12%. Compares favorably \$54k to PY. Lesson and Rental revenue favorable to budget \$52k/26%.
r9	43,000	21%	Administration. Interest income up \$52k to budget, offset by decrease in delinquency fees, lien fees, and late charges.
r10	89,100	-	all other variances, net
tl	893,000	7%	

Expense \$ 18,832,400 | -287,400 / -2% to Budget
| -593,000 / -3% to Prior Year

<i>Variance amount & % versus Budget for the Dept</i>			
e1	-266,500	-35%	Administration. Incentive Program accrual , NOR favorably over budget funding (not in Annual Assessment)
e2	-146,600	-17%	Forestry. Combination of timing between months and forest management related to work performed for Calfire grants.
e3	-95,700	-4%	Downhill Ski. Payroll unfavorable to budget \$112k/6%, favorable \$148k/7% PYTD.
e4	-85,300	-15%	Pizza on the Hill. Increased costs with increased volumes/revenues.
e5	7,300	26%	Aquatics. Mix of payroll savings and timing of other expenses.
e6	-69,500	-16%	Alder Creek Café. Increased costs with increased volumes/revenues.
e7	66,100	17%	Summer F&B. Payroll savings of \$53k/24%. All other variances net.
e8	-57,700	-2%	The Lodge. Increased costs with increased volumes/revenues.
e9	52,700	7%	Maintenance. Timing variances between months.
e10	307,800	-	all other variances, net (mix of timing variances between months and real savings).
tl	-287,400	-2%	

<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="text-align: left;"><i>(287,400) Expense Variances to BDG co-wide recap</i></th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">-53,500</td> <td style="text-align: right;">-4%</td> <td>Cogs</td> </tr> <tr> <td style="text-align: right;">-350,300</td> <td style="text-align: right;">-4%</td> <td>Payroll Direct</td> </tr> <tr> <td style="text-align: right;">315,600</td> <td style="text-align: right;">4%</td> <td>Payroll Burden</td> </tr> <tr> <td style="text-align: right;">-199,200</td> <td style="text-align: right;">-4%</td> <td>Expenses</td> </tr> </tbody> </table>	<i>(287,400) Expense Variances to BDG co-wide recap</i>			-53,500	-4%	Cogs	-350,300	-4%	Payroll Direct	315,600	4%	Payroll Burden	-199,200	-4%	Expenses	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="text-align: left;"><i>(593,000) Expense Variances to Prior Year, co-wide</i></th> </tr> </thead> <tbody> <tr> <td style="text-align: right;">61,100</td> <td style="text-align: right;">4%</td> <td>Cogs</td> </tr> <tr> <td style="text-align: right;">-564,500</td> <td style="text-align: right;">-6%</td> <td>Payroll Direct</td> </tr> <tr> <td style="text-align: right;">91,100</td> <td style="text-align: right;">4%</td> <td>Payroll Burden</td> </tr> <tr> <td style="text-align: right;">-180,700</td> <td style="text-align: right;">-4%</td> <td>Expenses</td> </tr> </tbody> </table>	<i>(593,000) Expense Variances to Prior Year, co-wide</i>			61,100	4%	Cogs	-564,500	-6%	Payroll Direct	91,100	4%	Payroll Burden	-180,700	-4%	Expenses
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91,100	4%	Payroll Burden																													
-180,700	-4%	Expenses																													

NOR \$ (5,479,400) | 605,600 / 10% to Budget
| -356,500 / -7% to Prior Year



Tahoe Donner Association
Operating Fund - Consolidated P&L by Component
for the month of **December 2018**



Total Operating Fund - Month							Component	Amenities - Month				Homeowners Association - Month					
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Component	Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 1,964,838	\$ 1,410,000	\$ 1,065,670	\$ 554,838	39%	\$ 899,169	84%	Revenue	\$ 1,899,328	\$ 527,928	38%	\$ 879,225	86%	\$ 65,510	\$ 26,910	70%	\$ 19,944	44%
67,000	67,000	59,000	-	0%	8,000	14%	Recreation Fee	67,000	-	0%	8,000	14%	-	-	0%	-	0%
693,770	491,000	247,580	202,770	41%	446,189	180%	Access & Use Fees	693,770	202,770	41%	446,189	180%	-	-	0%	-	0%
446,494	378,800	333,385	67,694	18%	113,109	34%	Food and Beverage	446,494	67,594	18%	113,109	34%	-	100	-100%	-	0%
96,450	52,100	42,661	44,350	85%	53,789	126%	Retail Product	91,839	40,539	79%	50,031	120%	4,610	3,810	476%	3,758	441%
567,455	364,000	318,714	203,455	56%	248,741	78%	Lessons & Rentals	567,455	203,455	56%	248,741	78%	-	-	0%	-	0%
93,669	57,100	64,329	36,569	64%	29,340	46%	Other	32,770	13,570	71%	13,154	67%	60,899	22,999	61%	16,186	36%
(184,879)	(142,726)	(136,289)	(42,153)	-30%	(48,591)	-36%	Cost of Goods Sold	(184,879)	(42,153)	-30%	(48,591)	-36%	-	-	0%	-	0%
(963,718)	(839,130)	(823,315)	(124,588)	-15%	(140,403)	-17%	Payroll Direct	(628,118)	(79,867)	-15%	(113,915)	-22%	(335,600)	(44,721)	-15%	(26,488)	-9%
(233,621)	(262,785)	(245,473)	29,164	11%	11,852	5%	Payroll Burden	(160,811)	11,792	7%	477	0%	(72,810)	17,372	19%	11,375	14%
(1,197,338)	(1,101,915)	(1,068,788)	(95,423)	-9%	(128,550)	-12%	Payroll Total	(788,929)	(68,075)	-9%	(113,438)	-17%	(408,410)	(27,349)	-7%	(15,112)	-4%
(379,473)	(475,359)	(247,523)	95,886	20%	(131,950)	-53%	Expenses	(314,393)	2,840	1%	(18,411)	-6%	(65,080)	93,046	59%	(113,539)	234%
(54,617)	(60,799)	(85,520)	6,182	10%	30,903	36%	Personnel Costs	(32,137)	5,312	14%	24,030	43%	(22,479)	871	4%	6,872	23%
(87,341)	(101,985)	(78,580)	14,644	14%	(8,761)	-11%	Utilities	(71,273)	9,882	12%	(13,203)	-23%	(16,068)	4,762	23%	4,443	22%
(14,533)	(16,940)	(10,602)	2,407	14%	(3,930)	-37%	Fuel Costs	(10,712)	1,238	10%	(4,783)	-81%	(3,820)	1,170	23%	853	18%
(80,655)	(89,480)	55,460	8,825	10%	(136,116)	245%	Supplies	(73,717)	(5,738)	-8%	(4,619)	-7%	(6,939)	14,562	68%	(131,497)	106%
(55,469)	(62,392)	(59,093)	6,923	11%	3,624	6%	Repairs & Maintenance	(36,941)	7,514	17%	3,864	9%	(18,528)	(591)	-3%	(239)	-1%
14,164	(200)	150,000	14,364	7182%	(135,836)	91%	Forestry Land Maint	-	-	0%	-	0%	14,164	14,364	7182%	(135,836)	91%
(47,375)	(50,200)	(40,835)	2,825	6%	(6,540)	-16%	Insurance	(36,000)	(300)	-1%	(5,200)	-17%	(11,375)	3,125	22%	(1,340)	-13%
9,343	(23,050)	9,195	32,393	141%	148	-2%	Taxes-Property&Income	-	-	0%	-	0%	9,343	32,393	141%	148	-2%
(47,096)	(29,870)	(23,542)	(17,226)	-58%	(23,554)	-100%	Credit Card Fees	(46,118)	(17,438)	-61%	(23,298)	-102%	(978)	212	18%	(256)	-35%
(10,019)	(10,356)	(7,242)	337	3%	(2,777)	-38%	Licenses Permits Fees	(1,752)	1,408	45%	(351)	-25%	(8,267)	(1,071)	-15%	(2,426)	-42%
(5,876)	(30,087)	(156,765)	24,211	80%	150,889	96%	All other expenses	(5,743)	962	14%	5,150	47%	(133)	23,249	99%	145,739	100%
\$ 203,147	\$ (310,000)	\$ (386,931)	\$ 513,147	166%	\$ 590,078	153%	Net Operating Result	\$ 611,127	\$ 420,540	-221%	\$ 698,785	797%	\$ (407,980)	\$ 92,607	-18%	\$ (108,708)	-36%
<i>(1,761,691)</i>	<i>(1,720,000)</i>	<i>(1,452,600)</i>	<i>(41,691)</i>	<i>-2%</i>	<i>(309,091)</i>	<i>-21%</i>	<i>Total Operating Costs</i>	<i>(1,288,201)</i>	<i>(107,388)</i>	<i>-9%</i>	<i>(180,439)</i>	<i>-16%</i>	<i>(473,490)</i>	<i>65,697</i>	<i>12%</i>	<i>(128,652)</i>	<i>-37%</i>
309,700	310,000	421,700	(300)	0%	(112,000)	-27%	Assessment Revenue						309,700	(300)	0%	(112,000)	-27%
-	-	-	-	0%	-	0%	Replacement Reserve Fund						-	-	0%	-	0%
-	-	-	-	0%	-	0%	Development Fund						-	-	0%	-	0%
-	-	-	-	0%	-	0%	New Equipment Fund						-	-	0%	-	0%
309,700	310,000	421,700	(300)	0%	(112,000)	-27%	Net, Operating Fund Portion						309,700	(300)	0%	(112,000)	-27%
\$ 512,847	\$ -	\$ 34,769	\$ 512,847	NA	\$ 478,078	-1375%	Net Result	\$ 611,127	\$ 420,540	221%	\$ 698,785	797%	\$ (98,280)	\$ 92,307	-48%	\$ (220,708)	180%

Tahoe Donner Association
Operating Fund - Consolidated P&L by Component
For the twelve months ending December 2018

Total Operating Fund - YTD							Component	Amenities - YTD					Homeowners Association - YTD				
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 13,353,046	\$ 12,460,000	\$ 13,116,560	\$ 893,046	7%	\$ 236,486	2%	Revenue	\$ 12,527,893	\$ 717,893	6%	\$ 98,841	1%	\$ 825,153	\$ 175,153	27%	\$ 137,645	20%
1,065,610	1,040,000	1,039,288	25,610	2%	26,322	3%	Recreation Fee	1,065,610	25,610	2%	26,322	3%	-	-	0%	-	0%
3,669,609	3,773,698	3,753,197	(104,089)	-3%	(83,588)	-2%	Access & Use Fees	3,669,609	(104,089)	-3%	(83,588)	-2%	-	-	0%	-	0%
4,282,739	3,926,099	4,213,292	356,640	9%	69,447	2%	Food and Beverage	4,290,723	362,624	9%	70,897	2%	(7,985)	(5,985)	299%	(1,451)	22%
570,618	483,700	562,926	86,918	18%	7,691	1%	Retail Product	515,694	48,994	10%	(9,328)	-2%	54,924	37,924	223%	17,019	45%
2,794,599	2,478,603	2,745,018	315,996	13%	49,581	2%	Lessons & Rentals	2,781,949	303,346	12%	36,931	1%	12,650	12,650	0%	12,650	0%
969,871	757,900	802,838	211,971	28%	167,033	21%	Other	204,307	81,407	66%	57,606	39%	765,564	130,564	21%	109,426	17%
(1,573,523)	(1,520,000)	(1,634,612)	(53,523)	-4%	61,089	4%	Cost of Goods Sold	(1,573,523)	(53,523)	-4%	61,089	4%	-	-	0%	-	0%
(9,753,277)	(9,403,000)	(9,188,772)	(350,277)	-4%	(564,505)	-6%	Payroll Direct	(5,748,744)	(124,144)	-2%	(91,679)	-2%	(4,004,533)	(226,133)	-6%	(472,826)	-13%
(2,442,373)	(2,758,000)	(2,533,483)	315,627	11%	91,110	4%	Payroll Burden	(1,477,208)	163,792	10%	170,966	10%	(965,165)	151,835	14%	(79,855)	-9%
(12,195,650)	(12,161,000)	(11,722,255)	(34,650)	0%	(473,395)	-4%	Payroll Total	(7,225,952)	39,648	1%	79,286	1%	(4,969,698)	(74,298)	-2%	(552,681)	-13%
(5,063,239)	(4,864,000)	(4,882,547)	(199,239)	-4%	(180,691)	-4%	Expenses	(2,988,860)	(69,460)	-2%	(29,775)	-1%	(2,074,378)	(129,778)	-7%	(150,917)	-8%
(413,633)	(448,581)	(487,136)	34,948	8%	73,504	15%	Personnel Costs	(241,856)	43,975	15%	35,022	13%	(171,777)	(9,027)	-6%	38,482	18%
(925,979)	(931,640)	(912,431)	5,661	1%	(13,549)	-1%	Utilities	(712,033)	(18,583)	-3%	(57,823)	-9%	(213,947)	24,244	10%	44,274	17%
(147,179)	(145,290)	(155,171)	(1,889)	-1%	7,991	5%	Fuel Costs	(87,615)	(1,115)	-1%	11,927	12%	(59,565)	(775)	-1%	(3,936)	-7%
(1,402,028)	(1,188,541)	(1,204,326)	(213,487)	-18%	(197,702)	-16%	Supplies	(820,864)	(77,495)	-10%	(16,501)	-2%	(581,164)	(135,992)	-31%	(181,201)	-45%
(660,205)	(652,910)	(724,948)	(7,295)	-1%	64,743	9%	Repairs & Maintenance	(439,657)	17,673	4%	47,904	10%	(220,548)	(24,968)	-13%	16,839	7%
(320,890)	(191,100)	(187,318)	(129,790)	-68%	(133,572)	-71%	Forestry Land Maint	(2,497)	(897)	-56%	(2,497)	0%	(318,392)	(128,892)	-68%	(131,075)	-70%
(476,875)	(476,400)	(432,535)	(475)	0%	(44,340)	-10%	Insurance	(306,000)	(3,600)	-1%	(18,800)	-7%	(170,875)	3,125	2%	(25,540)	-18%
(242,975)	(278,000)	(219,033)	35,025	13%	(23,943)	-11%	Taxes-Property&Income	-	-	0%	-	0%	(242,975)	35,025	13%	(23,943)	-11%
(287,114)	(249,060)	(266,238)	(38,054)	-15%	(20,876)	-8%	Credit Card Fees	(271,511)	(36,951)	-16%	(20,336)	-8%	(15,603)	(1,103)	-8%	(540)	-4%
(132,085)	(106,810)	(108,270)	(25,275)	-24%	(23,815)	-22%	Licenses Permits Fees	(49,146)	(4,796)	-11%	(5,591)	-13%	(82,939)	(20,479)	-33%	(18,224)	-28%
(54,276)	(195,668)	(185,142)	141,392	72%	130,866	71%	All other expenses	(57,682)	12,328	18%	(3,079)	-6%	3,406	129,064	103%	133,945	103%
\$ (5,479,366)	\$ (6,085,000)	\$ (5,122,855)	\$ 605,634	10%	\$ (356,511)	7%	Net Operating Result	\$ 739,558	\$ 634,558	-604%	\$ 209,442	-40%	\$ (6,218,923)	\$ (28,923)	0%	\$ (565,953)	-10%
(18,832,412)	(18,545,000)	(18,239,414)	(287,412)	-2%	(592,997)	-3%	<i>Total Operating Costs</i>	(11,788,335)	(83,335)	-1%	110,601	1%	(7,044,076)	(204,076)	-3%	(703,598)	-11%
12,298,700	12,299,000	12,298,700	(300)	0%	-	0%	Assessment Revenue					12,298,700	(300)	0%	-	0%	
(4,013,000)	(4,013,000)	(3,852,000)	-	0%	(161,000)	4%	Replacement Reserve Fund					(4,013,000)	-	0%	(161,000)	4%	
(194,000)	(194,000)	(194,000)	-	0%	-	0%	Development Fund					(194,000)	-	0%	-	0%	
(2,007,000)	(2,007,000)	(1,942,000)	-	0%	(65,000)	3%	New Equipment Fund					(2,007,000)	-	0%	(65,000)	3%	
6,084,700	6,085,000	6,310,700	(300)	0%	(226,000)	-4%	Net, Operating Fund Portion					6,084,700	(300)	0%	(226,000)	-4%	
\$ 605,334	\$ -	\$ 1,187,845	\$ 605,334	NA	\$ (582,511)	-49%	Net Result	\$ 739,558	\$ 634,558	604%	\$ 209,442	-40%	\$ (134,223)	\$ (29,223)	-28%	\$ (791,953)	120%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
for the month of **December 2018**

Net Operating Results (NOR)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ (15,648)	\$ (8,814)	\$ (25,010)	\$ (6,834)	-78%	\$ 9,361	37%	Private Amenities	\$ 105,338	\$ 4,838	5%	\$ 15,490	17%	\$ (120,987)	\$ (11,673)	-11%	\$ (6,129)	-5%
2,260	5,951	(8,544)	(3,691)	-62%	10,804	126%	Trout Creek Rec Ctr	93,703	6,003	7%	15,134	19%	(91,444)	(9,695)	-12%	(4,331)	-5%
(2,104)	(1,250)	(1,077)	(854)	-68%	(1,027)	-95%	Aquatics	12,000	-	0%	1,000	9%	(14,104)	(854)	-6%	(2,027)	-17%
(6,221)	(6,376)	(9,258)	155	2%	3,037	33%	Beach Club Marina	-	-	0%	-	0%	(6,221)	155	2%	3,037	33%
(1,706)	(1,830)	(1,920)	124	7%	214	11%	Tennis Center	-	-	0%	(258)	-100%	(1,706)	124	7%	472	22%
(78)	(70)	(369)	(8)	-12%	291	79%	Day Camps	-	-	0%	-	0%	(78)	(8)	-12%	291	79%
(7,799)	(5,239)	(3,842)	(2,560)	-49%	(3,956)	-103%	Recreation Programs	(365)	(1,165)	-146%	(386)	#####	(7,434)	(1,395)	-23%	(3,570)	-92%
626,776	199,401	(62,648)	427,375	214%	689,424	1100%	Public Amenities	1,793,990	523,090	41%	863,735	93%	(1,167,214)	(95,715)	-9%	(174,311)	-18%
512,598	176,681	24,763	335,917	190%	487,834	1970%	Downhill Ski	1,076,098	347,998	48%	531,571	98%	(563,500)	(12,081)	-2%	(43,737)	-8%
131,587	48,213	120	83,374	173%	131,467	#####	Cross Country Ski	305,882	125,882	70%	214,207	234%	(174,294)	(42,507)	-32%	(82,740)	-90%
39,077	38,435	(6,353)	642	2%	45,430	715%	Snowplay	72,629	(3,371)	-4%	58,007	397%	(33,552)	4,013	11%	(12,577)	-60%
(21,048)	(34,227)	(33,303)	13,179	39%	12,255	37%	Golf	2,723	2,223	445%	2,625	2666%	(23,771)	10,956	32%	9,630	29%
(2,745)	(2,466)	2,926	(279)	-11%	(5,671)	-194%	Campground	-	-	0%	(5,510)	-100%	(2,745)	(279)	-11%	(161)	-6%
(5,881)	(6,273)	(7,031)	392	6%	1,151	16%	Equestrian	-	-	0%	340	100%	(5,881)	392	6%	811	12%
77	-	(226)	77	0%	303	134%	Bikeworks	-	-	0%	(2,119)	-100%	77	77	0%	2,422	103%
(8,730)	(4,502)	(3,838)	(4,228)	-94%	(4,892)	-127%	Trails	-	-	0%	(752)	-100%	(8,730)	(4,228)	-94%	(4,140)	-90%
(12,416)	(4,167)	(28,036)	(8,249)	-198%	15,619	56%	The Lodge	214,632	5,632	3%	34,515	19%	(227,049)	(13,882)	-7%	(18,896)	-9%
603	(1,467)	(774)	2,070	141%	1,377	178%	Summer Food and Bev	-	-	0%	-	0%	603	2,070	141%	1,377	178%
(12,449)	2,364	(6,606)	(14,813)	-627%	(5,843)	-88%	Pizza on the Hill	44,907	(7,593)	-14%	1,337	3%	(57,356)	(7,220)	-14%	(7,180)	-14%
6,104	(13,190)	(4,291)	19,294	146%	10,395	242%	Alder Creek Café	77,119	52,319	211%	29,514	62%	(71,016)	(33,026)	-87%	(19,119)	-37%
611,127	190,587	(87,658)	420,540	221%	698,785	797%	Amenities Total	1,899,328	527,928	38%	879,225	86%	(1,288,201)	(107,388)	-9%	(180,439)	-16%
(407,980)	(500,587)	(299,273)	92,607	18%	(108,708)	-36%	HOA & Amenities Support Services	65,510	26,910	70%	19,944	44%	(473,490)	65,697	12%	(128,652)	-37%
1,248	(66,363)	(6,873)	67,611	102%	8,121	118%	General	-	-	0%	-	0%	1,248	67,611	102%	8,121	118%
(107,092)	(54,103)	(51,891)	(52,989)	-98%	(55,201)	-106%	Administration	(1,302)	(11,902)	-112%	(18,169)	-108%	(105,790)	(41,087)	-64%	(37,032)	-54%
(44,626)	(48,473)	(47,174)	3,847	8%	2,548	5%	Communications	17,180	2,180	15%	4,293	33%	(61,806)	1,667	3%	(1,745)	-3%
(52,985)	(55,076)	(55,046)	2,091	4%	2,060	4%	Information Tech	-	-	0%	-	0%	(52,985)	2,091	4%	2,060	4%
(60,603)	(66,829)	(65,254)	6,226	9%	4,651	7%	Accounting	568	268	89%	308	119%	(61,170)	5,959	9%	4,343	7%
(38,572)	(44,202)	(44,530)	5,630	13%	5,958	13%	Human Resources	-	-	0%	-	0%	(38,572)	5,630	13%	5,958	13%
(19,689)	(19,583)	(13,192)	(106)	-1%	(6,496)	-49%	Architectural Standards	12,811	1,711	15%	(1,344)	-9%	(32,499)	(1,816)	-6%	(5,152)	-19%
(16,566)	(22,343)	(21,113)	5,777	26%	4,547	22%	Member Services	2,431	831	52%	1,046	75%	(18,997)	4,946	21%	3,501	16%
(28,147)	(28,123)	(27,435)	(24)	0%	(712)	-3%	Risk & Facility Admin	-	-	0%	-	0%	(28,147)	(24)	0%	(712)	-3%
25,563	(27,500)	102,399	53,063	193%	(76,836)	-75%	Forestry	33,823	33,823	0%	33,810	#####	(8,260)	19,240	70%	(110,646)	-108%
(66,511)	(67,992)	(69,164)	1,481	2%	2,653	4%	Maintenance	-	-	0%	-	0%	(66,511)	1,481	2%	2,653	4%
\$ 203,147	\$ (310,000)	\$ (386,931)	\$ 513,147	166%	\$ 590,078	153%	TDA Operating Fund	\$ 1,964,838	\$ 554,838	39%	\$ 899,169	84%	\$ (1,761,691)	\$ (41,691)	-2%	\$ (309,091)	-21%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the twelve months ending December 2018

Net Operating Results (NOR)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 382,517	\$ 216,000	\$ 416,755	\$ 166,517	77%	\$ (34,237)	-8%	Private Amenities	\$ 2,642,098	\$ 100,098	4%	\$ 116,193	5%	\$ (2,259,581)	\$ 66,419	3%	\$ (150,430)	-7%
145,820	45,700	126,585	100,120	219%	19,236	15%	Trout Creek Rec Ctr	1,076,701	82,701	8%	76,087	8%	(930,880)	17,420	2%	(56,852)	-7%
19,873	(61,400)	(11,293)	81,273	132%	31,166	276%	Aquatics	226,025	8,025	4%	20,704	10%	(206,152)	73,248	26%	10,462	5%
244,141	234,700	288,824	9,441	4%	(44,684)	-15%	Beach Club Marina	678,416	(7,584)	-1%	(7,880)	-1%	(434,275)	17,025	4%	(36,804)	-9%
(21,710)	22,200	(623)	(43,910)	-198%	(21,087)	#####	Tennis Center	222,645	(12,355)	-5%	(3,132)	-1%	(244,355)	(31,555)	-15%	(17,955)	-8%
30,484	29,800	33,688	684	2%	(3,204)	-10%	Day Camps	256,667	22,667	10%	31,952	14%	(226,183)	(21,983)	-11%	(35,156)	-18%
(36,090)	(55,000)	(20,427)	18,910	34%	(15,664)	-77%	Recreation Programs	181,645	6,645	4%	(1,539)	-1%	(217,736)	12,264	5%	(14,125)	-7%
357,040	(111,000)	113,361	468,040	422%	243,679	215%	Public Amenities	9,885,795	617,795	7%	(17,352)	0%	(9,528,754)	(149,754)	-2%	261,031	3%
654,336	471,000	678,217	183,336	39%	(23,881)	-4%	Downhill Ski	3,431,021	279,021	9%	(236,584)	-6%	(2,776,685)	(95,685)	-4%	212,703	7%
195,973	127,000	173,025	68,973	54%	22,948	13%	Cross Country Ski	957,163	32,163	3%	(48,234)	-5%	(761,190)	36,810	5%	71,183	9%
72,162	104,200	129,708	(32,038)	-31%	(57,547)	-44%	Snowplay	201,572	(67,428)	-25%	(61,969)	-24%	(129,411)	35,389	21%	4,422	3%
(116,702)	(98,000)	(254,021)	(18,702)	-19%	137,319	54%	Golf	1,102,824	(47,176)	-4%	108,625	11%	(1,219,526)	28,474	2%	28,695	2%
9,883	(9,900)	(7,690)	19,783	200%	17,572	229%	Campground	86,757	25,757	42%	22,523	35%	(76,874)	(5,974)	-8%	(4,951)	-7%
(85,460)	(87,000)	(103,149)	1,540	2%	17,689	17%	Equestrian	227,394	5,394	2%	31,632	16%	(312,854)	(3,854)	-1%	(13,943)	-5%
1,075	1,200	(2,733)	(125)	-10%	3,808	139%	Bikeworks	106,887	(2,113)	-2%	(3,268)	-3%	(105,812)	1,988	2%	7,076	6%
(148,565)	(147,600)	(101,467)	(965)	-1%	(47,098)	-46%	Trails	504	(496)	-50%	(447)	-47%	(149,069)	(469)	0%	(46,651)	-46%
22,939	(154,000)	(91,890)	176,939	115%	114,828	125%	The Lodge	2,534,642	234,642	10%	89,789	4%	(2,511,704)	(57,704)	-2%	25,039	1%
(61,524)	(143,800)	(130,475)	82,276	57%	68,951	53%	Summer Food and Bev	258,217	16,217	7%	19,450	8%	(319,741)	66,059	17%	49,502	13%
(76,205)	(57,800)	(71,261)	(18,405)	-32%	(4,943)	-7%	Pizza on the Hill	590,922	66,922	13%	72,920	14%	(667,127)	(85,327)	-15%	(77,863)	-13%
(110,870)	(116,300)	(104,902)	5,430	5%	(5,968)	-6%	Alder Creek Café	387,892	74,892	24%	(11,790)	-3%	(498,762)	(69,462)	-16%	5,821	1%
739,558	105,000	530,116	634,558	604%	209,442	40%	Amenities Total	12,527,893	717,893	6%	98,841	1%	(11,788,335)	(83,335)	-1%	110,601	1%
(6,218,923)	(6,190,000)	(5,652,970)	(28,923)	0%	(565,953)	-10%	HOA & Amenities Support Services	825,153	175,153	27%	137,645	20%	(7,044,076)	(204,076)	-3%	(703,598)	-11%
(833,347)	(847,800)	(779,953)	14,453	2%	(53,394)	-7%	General	-	-	0%	-	0%	(833,347)	14,453	2%	(53,394)	-7%
(776,323)	(552,900)	(598,566)	(223,423)	-40%	(177,757)	-30%	Administration	245,029	43,029	21%	(15,995)	-6%	(1,021,352)	(266,452)	-35%	(161,762)	-19%
(496,052)	(510,600)	(427,816)	14,548	3%	(68,236)	-16%	Communications	202,366	(10,634)	-5%	17,432	9%	(698,418)	25,182	3%	(85,667)	-14%
(634,046)	(655,000)	(619,108)	20,954	3%	(14,938)	-2%	Information Tech	-	-	0%	-	0%	(634,046)	20,954	3%	(14,938)	-2%
(764,019)	(792,400)	(705,291)	28,381	4%	(58,728)	-8%	Accounting	6,287	1,287	26%	377	6%	(770,306)	27,094	3%	(59,105)	-8%
(375,183)	(382,200)	(372,504)	7,017	2%	(2,679)	-1%	Human Resources	-	-	0%	-	0%	(375,183)	7,017	2%	(2,679)	-1%
(176,368)	(227,600)	(130,893)	51,232	23%	(45,475)	-35%	Architectural Standards	201,683	8,683	4%	25,022	14%	(378,051)	42,549	10%	(70,497)	-23%
(213,235)	(234,000)	(204,219)	20,765	9%	(9,016)	-4%	Member Services	32,379	379	1%	(961)	-3%	(245,614)	20,386	8%	(8,055)	-3%
(331,599)	(330,300)	(279,845)	(1,299)	0%	(51,753)	-18%	Risk & Facility Admin	-	-	0%	-	0%	(331,599)	(1,299)	0%	(51,753)	-18%
(879,439)	(865,200)	(809,730)	(14,239)	-2%	(69,709)	-9%	Forestry	137,410	132,410	2648%	111,771	436%	(1,016,849)	(146,649)	-17%	(181,480)	-22%
(739,313)	(792,000)	(725,045)	52,687	7%	(14,268)	-2%	Maintenance	-	-	0%	-	0%	(739,313)	52,687	7%	(14,268)	-2%
\$ (5,479,366)	\$ (6,085,000)	\$ (5,122,855)	\$ 605,634	10%	\$ (356,511)	-7%	TDA Operating Fund	\$ 13,353,046	\$ 893,046	7%	\$ 236,486	2%	\$ (18,832,412)	\$ (287,412)	-2%	\$ (592,997)	-3%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the Four Winter Months (Jan-Apr) 2018

Net Operating Results (NOR)						Department	Revenue				Total Operating Expenses						
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ (50,331)	\$ (121,345)	\$ (59,127)	\$ 71,014	59%	\$ 8,796	15%	Private Amenities	\$ 341,962	\$ 37,162	12%	\$ 33,327	11%	\$ (392,293)	\$ 33,852	8%	\$ (24,531)	-7%
15,373	(57,837)	40,075	73,210	127%	(24,702)	-62%	Trout Creek Rec Ctr	315,595	60,195	24%	2,306	1%	(300,221)	13,016	4%	(27,007)	-10%
23,249	(6,010)	6,136	29,259	487%	17,113	279%	Aquatics	69,102	21,102	44%	10,933	19%	(45,853)	8,157	15%	6,180	12%
(28,828)	(24,246)	(35,032)	(4,582)	-19%	6,204	18%	Beach Club Marina	(3,327)	(3,327)	0%	10,774	76%	(25,501)	(1,255)	-5%	(4,571)	-22%
(47,891)	(6,288)	(55,160)	(41,603)	-662%	7,269	13%	Tennis Center	(39,708)	(39,708)	0%	9,089	19%	(8,183)	(1,895)	-30%	(1,820)	-29%
(351)	(310)	(1,101)	(41)	-13%	750	68%	Day Camps	15	15	0%	(60)	-80%	(366)	(56)	-18%	810	69%
(11,883)	(26,654)	(14,046)	14,771	55%	2,163	15%	Recreation Programs	285	(1,115)	-80%	285	0%	(12,168)	15,886	57%	1,877	13%
421,874	657,122	1,242,439	(235,248)	-36%	(820,565)	-66%	Public Amenities	3,940,302	(193,698)	-5%	(1,306,064)	-25%	(3,518,428)	(41,550)	-1%	485,499	12%
626,313	803,479	1,144,367	(177,166)	-22%	(518,054)	-45%	Downhill Ski	2,350,829	(73,071)	-3%	(768,730)	-25%	(1,724,516)	(104,095)	-6%	250,676	13%
238,855	238,206	361,940	649	0%	(123,085)	-34%	Cross Country Ski	633,042	(86,958)	-12%	(277,545)	-30%	(394,187)	87,607	18%	154,459	28%
52,613	88,087	156,987	(35,474)	-40%	(104,374)	-66%	Snowplay	128,944	(59,056)	-31%	(119,976)	-48%	(76,330)	23,583	24%	15,602	17%
(153,342)	(184,934)	(171,851)	31,592	17%	18,509	11%	Golf	2,025	25	1%	643	47%	(155,367)	31,567	17%	17,865	10%
(9,455)	(9,738)	(9,752)	283	3%	298	3%	Campground	-	-	0%	-	0%	(9,455)	283	3%	298	3%
(27,416)	(22,088)	(21,164)	(5,328)	-24%	(6,252)	-30%	Equestrian	15	15	0%	(305)	-95%	(27,431)	(5,343)	-24%	(5,947)	-28%
117	-	(2,536)	117	#####	2,652	105%	Bikeworks	3,881	3,881	0%	3,881	0%	(3,764)	(3,764)	#####	(1,229)	-48%
(22,565)	(21,730)	(17,383)	(835)	-4%	(5,181)	-30%	Trails	-	-	0%	-	0%	(22,565)	(835)	-4%	(5,181)	-30%
(194,790)	(164,531)	(134,344)	(30,259)	-18%	(60,447)	-45%	The Lodge	565,188	14,188	3%	(94,653)	-14%	(759,978)	(44,447)	-6%	34,207	4%
(4,935)	(5,676)	(4,317)	741	13%	(618)	-14%	Summer Food and Bev	-	-	0%	-	0%	(4,935)	741	13%	(618)	-14%
(35,392)	(34,077)	(26,786)	(1,315)	-4%	(8,606)	-32%	Pizza on the Hill	139,903	19,203	16%	8,529	6%	(175,295)	(20,518)	-13%	(17,135)	-11%
(48,129)	(29,876)	(32,722)	(18,253)	-61%	(15,407)	-47%	Alder Creek Café	116,476	(11,924)	-9%	(57,909)	-33%	(164,604)	(6,328)	-4%	42,502	21%
371,543	535,777	1,183,312	(164,234)	-31%	(811,769)	-69%	Amenities Total	4,282,264	(156,536)	-4%	(1,272,736)	-23%	(3,910,721)	(7,698)	0%	460,967	11%
(1,845,667)	(1,859,777)	(1,773,761)	14,110	1%	(71,906)	-4%	HOA & Amenities	210,968	(15,232)	-7%	(8,569)	-4%	(2,056,635)	29,342	1%	(63,337)	-3%
(314,474)	(282,620)	(302,081)	(31,854)	-11%	(12,393)	-4%	Support Services	-	-	0%	-	0%	(314,474)	(31,854)	-11%	(12,393)	-4%
(119,802)	(151,602)	(96,499)	31,800	21%	(23,303)	-24%	General	110,248	14,548	15%	(19,300)	-15%	(230,050)	17,252	7%	(4,002)	-2%
(182,743)	(171,523)	(130,828)	(11,220)	-7%	(51,915)	-40%	Administration	46,413	(21,587)	-32%	(2,785)	-6%	(229,156)	10,367	4%	(49,130)	-27%
(220,846)	(220,846)	(202,270)	(0)	0%	(18,576)	-9%	Communications	-	-	0%	-	0%	(220,846)	(0)	0%	(18,576)	-9%
(264,551)	(262,700)	(236,322)	(1,851)	-1%	(28,229)	-12%	Information Tech	-	-	0%	-	0%	(220,846)	(0)	0%	(18,576)	-9%
(122,614)	(118,712)	(96,560)	(3,902)	-3%	(26,054)	-27%	Accounting	1,887	287	18%	(234)	-11%	(266,438)	(2,138)	-1%	(27,995)	-12%
(68,179)	(74,174)	(60,811)	5,995	8%	(7,368)	-12%	Human Resources	-	-	0%	-	0%	(122,614)	(3,902)	-3%	(26,054)	-27%
(79,761)	(78,860)	(71,714)	(901)	-1%	(8,048)	-11%	Architectural Standards	46,918	(7,982)	-15%	12,723	37%	(115,097)	13,977	11%	(20,091)	-21%
(118,310)	(110,678)	(85,623)	(7,632)	-7%	(32,687)	-38%	Member Services	5,502	(498)	-8%	1,027	23%	(85,264)	(404)	0%	(9,075)	-12%
(121,169)	(125,999)	(255,569)	4,830	4%	134,400	53%	Risk & Facility Admin	-	-	0%	-	0%	(118,310)	(7,632)	-7%	(32,687)	-38%
(233,218)	(262,063)	(235,483)	28,845	11%	2,265	1%	Forestry	-	-	0%	-	0%	(121,169)	4,830	4%	134,400	53%
							Maintenance	-	-	0%	-	0%	(233,218)	28,845	11%	2,265	1%
\$ (1,474,124)	\$ (1,324,000)	\$ (590,449)	\$ (150,124)	11%	\$ (883,675)	-150%	TDA Operating Fund	\$ 4,493,232	\$ (171,768)	-4%	\$ (1,281,305)	-22%	\$ (5,967,356)	\$ 21,644	0%	\$ 397,630	6%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the Six Summer Months (May-Oct) 2018

Net Operating Results (NOR)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 471,378	\$ 371,548	\$ 519,937	\$ 99,830	27%	\$ (48,559)	-9%	Private Amenities	\$ 2,105,244	\$ 49,944	2%	\$ 54,180	3%	\$ (1,633,866)	\$ 49,886	3%	\$ (102,739)	-7%
134,738	106,547	101,401	28,191	26%	33,336	33%	Trout Creek Rec Ctr	590,456	8,156	1%	45,960	8%	(455,718)	20,035	4%	(12,623)	-3%
(5,493)	(57,790)	(18,133)	52,297	90%	12,641	70%	Aquatics	132,923	(13,077)	-9%	7,771	6%	(138,416)	65,374	32%	4,870	3%
285,194	271,341	338,627	13,853	5%	(53,433)	-16%	Beach Club Marina	681,743	(4,257)	-1%	(18,646)	-3%	(396,549)	18,110	4%	(34,787)	-10%
30,726	32,215	58,081	(1,489)	-5%	(27,354)	-47%	Tennis Center	262,353	27,353	12%	(11,963)	-4%	(231,627)	(28,842)	-14%	(15,391)	-7%
31,223	30,250	35,234	973	3%	(4,011)	-11%	Day Camps	256,652	22,652	10%	32,012	14%	(225,429)	(21,679)	-11%	(36,023)	-19%
(5,010)	(11,015)	4,727	6,005	55%	(9,737)	-206%	Recreation Programs	181,117	9,117	5%	(954)	-1%	(186,128)	(3,113)	-2%	(8,783)	-5%
(390,707)	(605,599)	(698,915)	214,892	35%	308,208	44%	Public Amenities	3,929,539	245,339	7%	351,311	10%	(4,320,246)	(30,447)	-1%	(43,103)	-1%
(341,436)	(336,564)	(341,293)	(4,872)	-1%	(143)	0%	Downhill Ski	3,483	3,483	0%	414	13%	(344,919)	(8,355)	-2%	(556)	0%
(124,954)	(117,253)	(131,404)	(7,701)	-7%	6,451	5%	Cross Country Ski	821	821	0%	359	78%	(125,775)	(8,522)	-7%	6,092	5%
(15,131)	(14,704)	(13,343)	(427)	-3%	(1,788)	-13%	Snowplay	-	-	0%	-	0%	(15,131)	(427)	-3%	(1,788)	-13%
97,040	165,182	7,995	(68,142)	-41%	89,044	1114%	Golf	1,097,118	(49,882)	-4%	107,328	11%	(1,000,079)	(18,261)	-2%	(18,284)	-2%
23,395	4,771	2,220	18,624	390%	21,174	954%	Campground	86,757	25,757	42%	28,034	48%	(63,362)	(7,133)	-13%	(6,859)	-12%
(45,980)	(53,667)	(69,172)	7,687	14%	23,193	34%	Equestrian	227,379	5,379	2%	31,427	16%	(273,359)	2,308	1%	(8,235)	-3%
1,391	1,200	178	191	16%	1,213	681%	Bikeworks	103,006	(5,994)	-5%	(5,030)	-5%	(101,615)	6,185	6%	6,243	6%
(131,527)	(113,028)	(73,208)	(18,499)	-16%	(58,319)	-80%	Trails	504	(496)	-50%	305	153%	(132,031)	(18,003)	-16%	(58,624)	-80%
270,580	63,767	123,158	206,813	324%	147,423	120%	The Lodge	1,603,638	184,738	13%	111,065	7%	(1,333,057)	22,076	2%	36,358	3%
(52,620)	(135,248)	(123,926)	82,628	61%	71,306	58%	Summer Food and Bev	257,717	15,717	6%	19,824	8%	(310,337)	66,911	18%	51,482	14%
(13,970)	(12,876)	(25,405)	(1,094)	-8%	11,435	45%	Pizza on the Hill	379,626	48,226	15%	58,495	18%	(393,595)	(49,319)	-14%	(47,060)	-14%
(57,495)	(57,179)	(54,714)	(316)	-1%	(2,781)	-5%	Alder Creek Café	169,491	17,591	12%	(909)	-1%	(226,986)	(17,907)	-9%	(1,872)	-1%
80,671	(234,051)	(178,978)	314,722	134%	259,649	145%	Amenities Total	6,034,783	295,283	5%	405,491	7%	(5,954,112)	19,439	0%	(145,842)	-3%
(3,442,850)	(3,304,949)	(3,100,626)	(137,901)	-4%	(342,225)	-11%	HOA & Amenities	486,014	141,514	41%	109,505	29%	(3,928,864)	(279,415)	-8%	(451,730)	-13%
(494,018)	(428,266)	(406,738)	(65,752)	-15%	(87,281)	-21%	Support Services	-	-	0%	-	0%	(494,018)	(65,752)	-15%	(87,281)	-21%
(426,589)	(298,037)	(415,163)	(128,552)	-43%	(11,426)	-3%	General	118,380	32,280	37%	19,401	20%	(544,969)	(160,832)	-42%	(30,827)	-6%
(223,004)	(243,331)	(206,357)	20,327	8%	(16,647)	-8%	Administration	127,309	13,309	12%	20,082	19%	(350,313)	7,018	2%	(36,729)	-12%
(308,526)	(324,880)	(312,873)	16,354	5%	4,347	1%	Communications	-	-	0%	-	0%	(308,526)	16,354	5%	4,347	1%
(378,683)	(398,031)	(344,919)	19,348	5%	(33,764)	-10%	Information Tech	3,527	627	22%	172	5%	(382,210)	18,721	5%	(33,936)	-10%
(180,143)	(184,459)	(200,771)	4,316	2%	20,628	10%	Accounting	-	-	0%	-	0%	(180,143)	4,316	2%	20,628	10%
(68,777)	(115,424)	(45,400)	46,647	40%	(23,376)	-51%	Human Resources	126,577	13,177	12%	11,481	10%	(195,354)	33,470	15%	(34,858)	-22%
(97,798)	(111,205)	(93,518)	13,407	12%	(4,280)	-5%	Architectural Standards	23,376	276	1%	(3,175)	-12%	(121,174)	13,131	10%	(1,105)	-1%
(165,205)	(164,882)	(140,736)	(323)	0%	(24,468)	-17%	Member Services	-	-	0%	-	0%	(165,205)	(323)	0%	(24,468)	-17%
(718,947)	(640,503)	(579,370)	(78,444)	-12%	(139,577)	-24%	Risk & Facility Admin	86,845	81,845	1637%	61,544	243%	(805,792)	(160,289)	-25%	(201,120)	-33%
(381,161)	(395,931)	(354,781)	14,770	4%	(26,381)	-7%	Forestry	-	-	0%	-	0%	(381,161)	14,770	4%	(26,381)	-7%
							Maintenance	-	-	0%	-	0%					
\$ (3,362,179)	\$ (3,539,000)	\$ (3,279,604)	\$ 176,821	5%	\$ (82,576)	-3%	TDA Operating Fund	\$ 6,520,797	\$ 436,797	7%	\$ 514,996	9%	\$ (9,882,977)	\$ (259,977)	-3%	\$ (597,572)	-6%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the Two Winter Months (Nov-Dec) 2018

Net Operating Results (NOR)								Department	Revenue					Total Operating Expenses				
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual		Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg		
\$ (38,530)	\$ (34,203)	\$ (44,055)	\$ (4,327)	-13%	\$ 5,526	13%	Private Amenities	\$ 194,892	\$ 12,992	7%	\$ 28,686	17%	\$ (233,422)	\$ (17,319)	-8%	\$ (23,160)	-11%	
(4,291)	(3,010)	(14,892)	(1,281)	-43%	10,601	71%	Trout Creek Rec Ctr	170,649	14,349	9%	27,822	19%	(174,940)	(15,630)	-10%	(17,221)	-11%	
2,117	2,400	704	(283)	-12%	1,413	201%	Aquatics	24,000	-	0%	2,000	9%	(21,883)	(283)	-1%	(587)	-3%	
(12,225)	(12,395)	(14,771)	170	1%	2,546	17%	Beach Club Marina	-	-	0%	(8)	-100%	(12,225)	170	1%	2,554	17%	
(4,545)	(3,727)	(3,544)	(818)	-22%	(1,002)	-28%	Tennis Center	-	-	0%	(258)	-100%	(4,545)	(818)	-22%	(744)	-20%	
(388)	(140)	(445)	(248)	-177%	57	13%	Day Camps	-	-	0%	-	0%	(388)	(248)	-177%	57	13%	
(19,197)	(17,331)	(11,108)	(1,866)	-11%	(8,089)	-73%	Recreation Programs	243	(1,357)	-85%	(870)	-78%	(19,440)	(509)	-3%	(7,219)	-59%	
325,873	(162,523)	(430,163)	488,396	301%	756,036	176%	Public Amenities	2,015,953	566,153	39%	937,400	87%	(1,690,080)	(77,757)	-5%	(181,365)	-12%	
369,458	4,085	(124,857)	365,373	8944%	494,315	396%	Downhill Ski	1,076,709	348,609	48%	531,732	98%	(707,251)	16,764	2%	(37,417)	-6%	
82,071	6,047	(57,512)	76,024	1257%	139,583	243%	Cross Country Ski	323,300	118,300	58%	228,951	243%	(241,228)	(42,275)	-21%	(89,369)	-59%	
34,679	30,817	(13,935)	3,862	13%	48,614	349%	Snowplay	72,629	(8,371)	-10%	58,007	397%	(37,949)	12,234	24%	(9,393)	-33%	
(60,399)	(78,248)	(90,165)	17,849	23%	29,767	33%	Golf	3,681	2,681	268%	654	22%	(64,080)	15,168	19%	29,113	31%	
(4,058)	(4,933)	(158)	875	18%	(3,900)	#####	Campground	-	-	0%	(5,510)	-100%	(4,058)	875	18%	1,610	28%	
(12,064)	(11,245)	(12,812)	(819)	-7%	749	6%	Equestrian	-	-	0%	510	100%	(12,064)	(819)	-7%	239	2%	
(433)	-	(376)	(433)	#####	(58)	-15%	Bikeworks	-	-	0%	(2,119)	-100%	(433)	(433)	#####	2,061	83%	
5,527	(12,842)	(10,875)	18,369	143%	16,402	151%	Trails	-	-	0%	(752)	-100%	5,527	18,369	143%	17,154	148%	
(52,852)	(53,236)	(80,704)	384	1%	27,852	35%	The Lodge	365,817	35,717	11%	73,378	25%	(418,668)	(35,332)	-9%	(45,526)	-12%	
(3,969)	(2,876)	(2,233)	(1,093)	-38%	(1,736)	-78%	Summer Food and Bev	500	500	0%	(374)	-43%	(4,469)	(1,593)	-55%	(1,362)	-44%	
(26,843)	(10,847)	(19,071)	(15,996)	-147%	(7,773)	-41%	Pizza on the Hill	71,393	(507)	-1%	5,896	9%	(98,236)	(15,489)	-19%	(13,668)	-16%	
(5,246)	(29,245)	(17,466)	23,999	82%	12,220	70%	Alder Creek Café	101,925	69,225	212%	47,028	86%	(107,171)	(45,226)	-73%	(34,808)	-48%	
287,343	(196,726)	(474,218)	484,069	246%	761,562	161%	Amenities Total	2,210,846	579,146	35%	966,086	78%	(1,923,502)	(95,076)	-5%	(204,524)	-12%	
(930,406)	(1,025,274)	(778,584)	94,868	9%	(151,822)	-19%	HOA & Amenities											
							Support Services	128,171	48,871	62%	36,709	40%	(1,058,577)	45,997	4%	(188,531)	-22%	
(24,855)	(136,914)	(71,135)	112,059	82%	46,280	65%	General	-	-	0%	-	0%	(24,855)	112,059	82%	46,280	65%	
(229,932)	(103,261)	(86,904)	(126,671)	-123%	(143,028)	-165%	Administration	16,402	(3,798)	-19%	(16,095)	-50%	(246,333)	(122,872)	-100%	(126,933)	-106%	
(90,304)	(95,746)	(90,630)	5,442	6%	326	0%	Communications	28,644	(2,356)	-8%	134	0%	(118,948)	7,798	6%	192	0%	
(104,674)	(109,274)	(103,964)	4,600	4%	(710)	-1%	Information Tech	-	-	0%	-	0%	(104,674)	4,600	4%	(710)	-1%	
(120,785)	(131,669)	(124,051)	10,884	8%	3,265	3%	Accounting	872	372	74%	439	101%	(121,658)	10,511	8%	2,826	2%	
(72,427)	(79,029)	(75,174)	6,602	8%	2,747	4%	Human Resources	-	-	0%	-	0%	(72,427)	6,602	8%	2,747	4%	
(39,412)	(38,002)	(24,681)	(1,410)	-4%	(14,731)	-60%	Architectural Standards	28,188	3,488	14%	817	3%	(67,600)	(4,898)	-8%	(15,548)	-30%	
(35,676)	(43,935)	(38,987)	8,259	19%	3,312	8%	Member Services	3,501	601	21%	1,187	51%	(39,176)	7,659	16%	2,125	5%	
(48,084)	(54,740)	(53,486)	6,656	12%	5,402	10%	Risk & Facility Admin	-	-	0%	-	0%	(48,084)	6,656	12%	5,402	10%	
(39,323)	(98,698)	25,210	59,375	60%	(64,532)	-256%	Forestry	50,565	50,565	0%	50,227	#####	(89,887)	8,811	9%	(114,759)	-461%	
(124,934)	(134,006)	(134,781)	9,072	7%	9,848	7%	Maintenance	-	-	0%	-	0%	(124,934)	9,072	7%	9,848	7%	
\$ (643,062)	\$ (1,222,000)	\$ (1,252,802)	\$ 578,938	47%	\$ 609,740	49%	TDA Operating Fund	\$ 2,339,017	\$ 628,017	37%	\$ 1,002,795	75%	\$ (2,982,079)	\$ (49,079)	-2%	\$ (393,055)	-15%	

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the Six Months (Nov-Apr) 2018

Net Operating Results (NOR)							Department	Revenue					Total Operating Expenses				
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg	
\$ (94,386)	\$ (177,545)	\$ (62,446)	\$ 83,159	47%	\$ (31,940)	-51%	Private Amenities	\$ 508,169	\$ 38,169	8%	\$ 27,880	6%	\$ (602,555)	\$ 44,990	7%	\$ (59,821)	-11%
481	(70,629)	53,871	71,110	101%	(53,390)	-99%	Trout Creek Rec Ctr	458,422	61,422	15%	(3,804)	-1%	(457,941)	9,688	2%	(49,585)	-12%
23,953	(17,730)	14,224	41,683	235%	9,729	68%	Aquatics	91,102	21,102	30%	10,867	14%	(67,149)	20,581	23%	(1,138)	-2%
(43,599)	(35,814)	(38,774)	(7,785)	-22%	(4,825)	-12%	Beach Club Marina	(3,319)	(3,319)	0%	10,727	76%	(40,280)	(4,466)	-12%	(15,552)	-63%
(51,435)	(9,629)	(58,890)	(41,806)	-434%	7,455	13%	Tennis Center	(39,450)	(39,450)	0%	9,347	19%	(11,985)	(2,356)	-24%	(1,892)	-19%
(796)	(553)	(1,056)	(243)	-44%	260	25%	Day Camps	15	15	0%	(60)	-80%	(811)	(258)	-47%	320	28%
(22,991)	(43,190)	(31,820)	20,199	47%	8,830	28%	Recreation Programs	1,399	(1,601)	-53%	803	135%	(24,389)	21,801	47%	8,026	25%
(8,289)	378,305	1,291,289	(386,594)	-102%	(1,299,578)	-101%	Public Amenities	5,018,855	(260,613)	-5%	(1,736,584)	-26%	(5,027,144)	(125,981)	-3%	437,007	8%
501,456	702,703	1,237,943	(201,247)	-29%	(736,487)	-59%	Downhill Ski	2,895,806	(17,249)	-1%	(972,027)	-25%	(2,394,350)	(183,998)	-8%	235,540	9%
181,343	237,168	419,012	(55,825)	-24%	(237,668)	-57%	Cross Country Ski	727,391	(152,609)	-17%	(428,264)	-37%	(546,047)	96,785	15%	190,595	26%
38,678	109,322	205,701	(70,644)	-65%	(167,023)	-81%	Snowplay	143,565	(115,435)	-45%	(180,970)	-56%	(104,887)	44,791	30%	13,948	12%
(243,508)	(269,185)	(234,059)	25,677	10%	(9,449)	-4%	Golf	5,052	2,052	68%	2,745	119%	(248,560)	23,625	9%	(12,194)	-5%
(9,612)	(14,335)	(13,791)	4,723	33%	4,179	30%	Campground	5,510	5,510	0%	5,510	0%	(15,122)	(787)	-5%	(1,331)	-10%
(40,229)	(32,057)	(33,725)	(8,172)	-25%	(6,504)	-19%	Equestrian	(495)	(495)	0%	(815)	-255%	(39,734)	(7,677)	-24%	(5,689)	-17%
(259)	-	(1,312)	(259)	#####	1,053	80%	Bikeworks	6,000	6,000	0%	5,486	1067%	(6,259)	(6,259)	#####	(4,433)	-243%
(33,440)	(34,179)	(34,947)	739	2%	1,507	4%	Trails	752	752	0%	752	0%	(34,192)	(13)	0%	755	2%
(275,494)	(222,203)	(175,439)	(53,291)	-24%	(100,055)	-57%	The Lodge	857,627	(25,373)	-3%	(116,288)	-12%	(1,133,121)	(27,918)	-3%	16,233	1%
(7,168)	(7,790)	(4,784)	622	8%	(2,383)	-50%	Summer Food and Bev	874	874	0%	874	0%	(8,042)	(252)	-3%	(3,257)	-68%
(54,462)	(37,946)	(32,617)	(16,516)	-44%	(21,846)	-67%	Pizza on the Hill	205,400	14,000	7%	10,874	6%	(259,863)	(30,517)	-13%	(32,720)	-14%
(65,595)	(53,193)	(40,694)	(12,402)	-23%	(24,901)	-61%	Alder Creek Café	171,373	21,360	14%	(64,462)	-27%	(236,967)	(33,761)	-17%	39,561	14%
(102,675)	200,760	1,228,843	(303,435)	-151%	(1,331,518)	-108%	Amenities Total	5,527,024	(222,444)	-4%	(1,708,704)	-24%	(5,629,699)	(80,991)	-1%	377,186	6%
(2,624,251)	(2,814,760)	(2,678,991)	190,509	7%	54,740	2%	HOA & Amenities Support Services	302,430	4,430	1%	(12,432)	-4%	(2,926,681)	186,079	6%	67,172	2%
(385,608)	(411,104)	(357,955)	25,496	6%	(27,654)	-8%	General	-	-	0%	-	0%	(385,608)	25,496	6%	(27,654)	-8%
(206,706)	(255,480)	(295,150)	48,774	19%	88,444	30%	Administration	142,744	27,944	24%	(30,873)	-18%	(349,450)	20,830	6%	119,317	25%
(273,374)	(258,469)	(193,288)	(14,905)	-6%	(80,085)	-41%	Communications	74,923	(22,077)	-23%	(6,106)	-8%	(348,297)	7,172	2%	(73,979)	-27%
(324,810)	(324,991)	(280,175)	181	0%	(44,635)	-16%	Information Tech	-	-	0%	-	0%	(324,810)	181	0%	(44,635)	-16%
(388,601)	(392,109)	(368,511)	3,508	1%	(20,090)	-5%	Accounting	2,320	220	10%	(316)	-12%	(390,922)	3,287	1%	(19,774)	-5%
(197,787)	(184,891)	(174,043)	(12,896)	-7%	(23,744)	-14%	Human Resources	-	-	0%	-	0%	(197,787)	(12,896)	-7%	(23,744)	-14%
(92,860)	(105,382)	(92,375)	12,522	12%	(485)	-1%	Architectural Standards	74,288	(912)	-1%	27,407	58%	(167,149)	13,433	7%	(27,892)	-20%
(118,749)	(129,741)	(104,145)	10,992	8%	(14,604)	-14%	Member Services	7,816	(1,084)	-12%	(1,029)	-12%	(126,565)	12,076	9%	(13,575)	-12%
(171,796)	(153,807)	(126,173)	(17,989)	-12%	(45,623)	-36%	Risk & Facility Admin	-	-	0%	-	0%	(171,796)	(17,989)	-12%	(45,623)	-36%
(95,960)	(202,996)	(348,945)	107,036	53%	252,985	72%	Forestry	338	338	0%	(1,515)	-82%	(96,297)	106,699	53%	254,500	73%
(367,999)	(395,790)	(338,230)	27,791	7%	(29,770)	-9%	Maintenance	-	-	0%	-	0%	(367,999)	27,791	7%	(29,770)	-9%
\$ (2,726,926)	\$ (2,614,000)	\$ (1,450,148)	\$ (112,926)	4%	\$ (1,276,778)	-88%	TDA Operating Fund	\$ 5,829,454	\$ (218,014)	-4%	\$ (1,721,136)	-23%	\$ (8,556,380)	\$ 105,088	1%	\$ 444,358	5%

F07.5 N/A

Tahoe Donner Association
Operating Fund - NOR and Per Property Metrics
For the twelve months ending December 2018

Net Operating Results (NOR)							Department	Per Property Metrics						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
							# of Assessed Lots	6473	6473	6473	-	0%	-	0%
\$ 382,517	\$ 216,000	\$ 416,755	\$ 166,517	77%	\$ (34,237)	-8%	Private Amenities	\$ 59.09	\$ 33.37	\$ 64.38	\$ 26	77%	\$ (5)	-8%
145,820	45,700	126,585	100,120	219%	19,236	15%	Trout Creek Rec Ctg	22.53	7.06	19.56	15	219%	3	15%
19,873	(61,400)	(11,293)	81,273	132%	31,166	276%	Aquatics	3.07	(9.49)	(1.74)	13	132%	5	276%
244,141	234,700	288,824	9,441	4%	(44,684)	-15%	Beach Club Marina	37.72	36.26	44.62	1	4%	(7)	-15%
(21,710)	22,200	(623)	(43,910)	-198%	(21,087)	-3385%	Tennis Center	(3.35)	3.43	(0.10)	(7)	-198%	(3)	#####
30,484	29,800	33,688	684	2%	(3,204)	-10%	Day Camps	4.71	4.60	5.20	0	2%	(0)	-10%
(36,090)	(55,000)	(20,427)	18,910	34%	(15,664)	-77%	Recreation Programs	(5.58)	(8.50)	(3.16)	3	34%	(2)	-77%
357,040	(111,000)	113,361	468,040	422%	243,679	215%	Public Amenities	\$ 55.16	\$ (17.15)	\$ 17.51	72	422%	38	215%
654,336	471,000	678,217	183,336	39%	(23,881)	-4%	Downhill Ski	101.09	72.76	104.78	28	39%	(4)	-4%
195,973	127,000	173,025	68,973	54%	22,948	13%	Cross Country Ski	30.28	19.62	26.73	11	54%	4	13%
72,162	104,200	129,708	(32,038)	-31%	(57,547)	-44%	Snowplay	11.15	16.10	20.04	(5)	-31%	(9)	-44%
(116,702)	(98,000)	(254,021)	(18,702)	-19%	137,319	54%	Golf	(18.03)	(15.14)	(39.24)	(3)	-19%	21	54%
9,883	(9,900)	(7,690)	19,783	200%	17,572	229%	Campground	1.53	(1.53)	(1.19)	3	200%	3	229%
(85,460)	(87,000)	(103,149)	1,540	2%	17,689	17%	Equestrian	(13.20)	(13.44)	(15.94)	0	2%	3	17%
1,075	1,200	(2,733)	(125)	-10%	3,808	139%	Bikeworks	0.17	0.19	(0.42)	(0)	-10%	1	139%
(148,565)	(147,600)	(101,467)	(965)	-1%	(47,098)	-46%	Trails	(22.95)	(22.80)	(15.68)	(0)	-1%	(7)	-46%
22,939	(154,000)	(91,890)	176,939	115%	114,828	125%	The Lodge	3.54	(23.79)	(14.20)	27	115%	18	125%
(61,524)	(143,800)	(130,475)	82,276	57%	68,951	53%	Summer Food and Bev	(9.50)	(22.22)	(20.16)	13	57%	11	53%
(76,205)	(57,800)	(71,261)	(18,405)	-32%	(4,943)	-7%	Pizza on the Hill	(11.77)	(8.93)	(11.01)	(3)	-32%	(1)	-7%
(110,870)	(116,300)	(104,902)	5,430	5%	(5,968)	-6%	Alder Creek Café	(17.13)	(17.97)	(16.21)	1	5%	(1)	-6%
739,558	105,000	530,116	634,558	604%	209,442	40%	Amenities Total	\$ 114.25	\$ 16.22	\$ 81.90	98	604%	32	40%
(6,218,923)	(6,190,000)	(5,652,970)	(28,923)	0%	(565,953)	-10%	HOA & Amenities Support Services	\$ (960.75)	\$ (956.28)	\$ (873.32)	(4)	0%	(87)	-10%
(833,347)	(847,800)	(779,953)	14,453	2%	(53,394)	-7%	General	(128.74)	(130.97)	(120.49)	2	2%	(8)	-7%
(776,323)	(552,900)	(598,566)	(223,423)	-40%	(177,757)	-30%	Administration	(119.93)	(85.42)	(92.47)	(35)	-40%	(27)	-30%
(496,052)	(510,600)	(427,816)	14,548	3%	(68,236)	-16%	Communications	(76.63)	(78.88)	(66.09)	2	3%	(11)	-16%
(634,046)	(655,000)	(619,108)	20,954	3%	(14,938)	-2%	Information Tech	(97.95)	(101.19)	(95.64)	3	3%	(2)	-2%
(764,019)	(792,400)	(705,291)	28,381	4%	(58,728)	-8%	Accounting	(118.03)	(122.42)	(108.96)	4	4%	(9)	-8%
(375,183)	(382,200)	(372,504)	7,017	2%	(2,679)	-1%	Human Resources	(57.96)	(59.05)	(57.55)	1	2%	(0)	-1%
(176,368)	(227,600)	(130,893)	51,232	23%	(45,475)	-35%	Architectural Standards	(27.25)	(35.16)	(20.22)	8	23%	(7)	-35%
(213,235)	(234,000)	(204,219)	20,765	9%	(9,016)	-4%	Member Services	(32.94)	(36.15)	(31.55)	3	9%	(1)	-4%
(331,599)	(330,300)	(279,845)	(1,299)	0%	(51,753)	-18%	Risk & Facility Admin	(51.23)	(51.03)	(43.23)	(0)	0%	(8)	-18%
(879,439)	(865,200)	(809,730)	(14,239)	-2%	(69,709)	-9%	Forestry	(135.86)	(133.66)	(125.09)	(2)	-2%	(11)	-9%
(739,313)	(792,000)	(725,045)	52,687	7%	(14,268)	-2%	Maintenance	(114.21)	(122.35)	(112.01)	8	7%	(2)	-2%
\$ (5,479,366)	\$ (6,085,000)	\$ (5,122,855)	\$ 605,634	10%	\$ (356,511)	7%	Net Operating Result	\$ (846.50)	\$ (940.06)	\$ (791.42)	\$ 93.56	10%	\$ (55.08)	-7%

Tahoe Donner Association
Payroll Hours for nonExempt Employees
for the month of **December 2018**

Month							Department	Year to Date						
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg					Amount	Pctg	Amount	Pctg
2,079	2,035	1,663	(44)	-2%	(416)	-25%	Private Amenities	50,232	55,116	50,237	4,885	9%	5	0%
1,938	1,859	1,626	(79)	-4%	(311)	-19%	Trout Creek Rec Ctr	18,462	20,875	18,105	2,413	12%	(356)	-2%
-	-	-	-	0%	-	0%	Aquatics	3,769	6,757	3,770	2,988	44%	1	0%
12	-	12	(12)	0%	(0)	-3%	Beach Club Marina	11,022	11,533	11,100	511	4%	79	1%
-	-	-	-	0%	-	0%	Tennis Center	4,130	3,762	3,948	(368)	-10%	(182)	-5%
-	-	-	-	0%	-	0%	Day Camps	9,343	7,656	9,065	(1,687)	-22%	(278)	-3%
129	176	25	47	27%	(104)	-408%	Recreation Programs	3,506	4,534	4,248	1,028	23%	742	17%
27,816	23,928	23,532	(3,888)	-16%	(4,283)	-18%	Public Amenities	212,198	200,720	225,167	(11,478)	-6%	12,970	6%
15,532	13,452	14,886	(2,080)	-15%	(647)	-4%	Downhill Ski Area	67,692	57,548	72,063	(10,144)	-18%	4,371	6%
4,635	3,206	1,573	(1,430)	-45%	(3,062)	-195%	Cross Country Ski Area	15,004	15,204	18,766	199	1%	3,762	20%
1,046	1,204	602	158	13%	(443)	-74%	Snowplay - Total Tubers	3,373	4,658	3,151	1,285	28%	(222)	-7%
-	124	5	124	100%	5	100%	Golf Operations	9,953	10,604	9,349	651	6%	(604)	-6%
156	142	259	(14)	-10%	103	40%	Golf Maintenance	23,230	21,860	24,172	(1,370)	-6%	942	4%
-	-	-	-	0%	-	0%	Campground	775	799	771	24	3%	(4)	0%
25	-	28	(25)	0%	3	11%	Equestrian	5,436	6,324	5,650	888	14%	214	4%
-	-	-	-	0%	-	0%	Bikeworks	1,489	1,142	1,078	(347)	-30%	(412)	-38%
-	-	-	-	0%	-	0%	Trails	4,170	3,041	3,444	(1,130)	-37%	(726)	-21%
3,736	3,700	4,045	(36)	-1%	309	8%	The Lodge	47,760	45,000	52,944	(2,761)	-6%	5,184	10%
-	-	18	-	0%	18	100%	Summer Food and Bev	7,806	10,935	9,326	3,128	29%	1,520	16%
1,163	1,000	1,064	(163)	-16%	(99)	-9%	Pizza on the Hill	14,480	12,100	12,930	(2,381)	-20%	(1,550)	-12%
1,522	1,100	1,053	(422)	-38%	(469)	-45%	Alder Creek Café	11,028	11,507	11,523	479	4%	495	4%
29,894	25,962	25,196	(3,932)	-15%	(4,699)	-19%	Amenities Total	262,429	255,836	275,404	(6,593)	-3%	12,975	5%
6,409	6,379	7,034	(30)	0%	625	9%	HOA & Amenities Support Services	90,068	90,786	88,729	718	1%	(1,339)	-2%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
461	472	357	11	2%	(104)	-29%	Administration	4,866	4,772	5,622	(94)	-2%	757	13%
241	522	262	281	54%	21	8%	Communications	3,184	6,605	6,570	3,421	52%	3,386	52%
619	664	573	45	7%	(46)	-8%	Information Tech	6,886	7,337	5,784	451	6%	(1,102)	-19%
1,018	1,017	969	(0)	0%	(49)	-5%	Accounting	11,972	12,567	10,703	595	5%	(1,269)	-12%
201	167	217	(35)	-21%	16	7%	Human Resources	2,192	2,079	2,090	(113)	-5%	(102)	-5%
781	733	667	(48)	-7%	(113)	-17%	Architectural Standards	9,138	11,072	7,377	1,933	17%	(1,762)	-24%
369	693	529	324	47%	160	30%	Member Services	5,868	6,956	5,565	1,088	16%	(303)	-5%
319	373	336	54	14%	17	5%	Risk & Facility Admin	4,078	4,253	4,081	175	4%	3	0%
539	47	1,230	(491)	#####	692	56%	Forestry	20,441	15,048	19,895	(5,393)	-36%	(546)	-3%
1,862	1,691	1,894	(170)	-10%	32	2%	Maintenance	21,443	20,098	21,042	(1,346)	-7%	(401)	-2%
36,304	32,342	32,230	(3,962)	-12%	(4,074)	-13%	Total Payroll Hours	352,497	346,622	364,133	(5,875)	-2%	11,636	3%

Hours are Pre-capitalization to capital project, if any

Tahoe Donner Association
Payroll Hours - Full Time Equivalents Schedule (nonExempt Employees)
for the month of **December 2018**

Current Year Actual - by month												Department	Prior Year Actual - by month												Year to Date - Averages			
1	2	3	4	5	6	7	8	9	10	11	12		1	2	3	4	5	6	7	8	9	10	11	12			Variance	
10	9	8	8	17	44	82	54	20	13	12	12	10	9	9	9	17	48	84	51	20	13	10	10	Actual	Prior Yr	Amount	Pctg	
10	9	7	8	8	7	9	9	8	9	11	11	9	8	8	8	9	9	9	8	8	9	10	9	24	24	0.0	0%	
-	0	-	-	0	4	9	6	1	0	-	-	-	-	0	-	1	5	10	5	1	0	0	-	9	9	(0.2)	-2%	
-	-	-	-	5	11	23	16	7	1	-	0	-	-	-	0	4	11	25	17	7	1	-	0	2	2	0.0	0%	
-	-	-	-	2	5	7	6	3	1	-	-	-	-	-	-	2	6	7	5	2	1	-	-	5	5	0.0	1%	
-	-	-	-	0	14	25	14	-	-	-	-	-	-	-	-	1	14	25	11	1	1	-	-	2	2	(0.1)	-5%	
0	0	0	0	1	2	8	3	1	2	2	1	1	0	0	1	1	4	8	4	1	2	1	0	4	4	(0.1)	-3%	
																								2	2	0.4	17%	
137	136	133	67	53	99	130	120	83	58	47	160	162	156	140	85	51	96	145	128	92	63	44	136	102	108	6.2	6%	
86	89	72	28	3	3	3	3	3	4	8	90	94	91	80	35	5	4	3	3	2	4	9	86	33	35	2.1	6%	
14	9	21	4	0	1	0	1	0	2	8	27	27	25	22	11	0	1	1	1	3	3	5	9	7	9	1.8	20%	
4	5	4	1	-	-	-	-	-	-	0	6	4	5	3	2	-	0	-	-	-	-	1	3	2	2	(0.1)	-7%	
-	-	-	-	3	11	15	14	11	4	-	-	0	0	0	0	1	9	15	14	10	5	0	0	5	4	(0.3)	-6%	
1	1	3	8	20	22	20	22	17	15	4	1	1	1	3	6	18	21	22	24	21	16	5	1	11	12	0.5	4%	
-	-	-	-	1	1	1	1	1	-	-	-	-	-	-	-	-	1	1	1	1	-	-	-	0	0	(0.0)	0%	
-	0	0	0	1	6	11	8	4	1	0	0	0	0	0	0	0	8	11	8	4	1	0	0	3	3	0.1	4%	
-	-	-	-	0	2	3	2	1	0	-	-	-	-	-	-	0	1	2	2	1	0	-	-	1	1	(0.2)	-38%	
0	-	-	-	2	6	5	5	4	3	0	-	-	-	-	-	-	3	5	5	4	3	0	-	2	2	(0.3)	-21%	
22	20	22	18	16	29	33	31	26	19	19	22	23	22	22	22	19	30	44	35	27	21	19	23	23	25	2.5	10%	
-	-	-	-	1	7	16	13	7	2	-	-	-	-	-	-	0	7	16	18	9	4	-	0	4	4	0.7	16%	
5	6	5	4	4	8	17	14	5	6	4	7	4	4	4	4	3	6	18	11	6	4	4	6	7	6	(0.7)	-12%	
7	6	7	4	2	5	7	5	5	3	4	9	9	8	7	5	4	5	7	6	4	3	2	6	5	6	0.2	4%	
147	144	141	75	70	144	212	174	103	72	59	172	171	165	149	94	68	145	229	179	112	77	55	145	126	132	6.2	5%	
38	31	34	33	47	49	51	51	45	53	49	37	34	32	35	34	40	48	52	54	48	49	45	41	43	43	(0.6)	-2%	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	
2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	2	2	2	2	3	0.4	13%		
2	2	2	1	2	2	2	2	1	2	1	1	3	3	4	3	4	4	4	4	3	2	2	2	2	3	1.6	52%	
3	3	3	3	4	3	3	4	3	2	3	4	2	3	3	3	3	2	3	3	2	3	3	3	3	3	(0.5)	-19%	
6	5	5	5	6	6	6	6	5	6	6	6	5	5	6	4	5	5	5	5	5	6	6	6	6	5	(0.6)	-12%	
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	(0.0)	-5%	
4	3	4	4	4	4	5	6	5	5	4	5	3	3	3	3	4	4	3	4	4	4	4	4	4	4	(0.8)	-24%	
4	3	3	3	3	2	2	3	3	3	3	2	2	2	2	3	2	3	2	3	3	3	3	3	3	3	(0.1)	-5%	
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	0.0	0%	
3	1	0	1	12	17	17	16	15	19	14	3	1	1	1	1	5	15	19	20	17	17	12	7	10	10	(0.3)	-3%	
11	10	11	10	10	10	11	10	9	10	11	11	12	10	10	10	11	10	9	10	9	9	10	11	10	10	(0.2)	-2%	
186	176	176	109	117	193	263	224	148	125	108	209	205	197	184	128	109	193	281	234	159	126	100	186	169	175	5.6	3%	

Tahoe Donner Association
FTE - NonExempt Employees [note, this report excludes Exempt Employees (salaried)]
for the period December 2018

Month - FTEs							Department	Year to Date - FTEs						
Actual	Budget	Prior Yr	Variance Budget		Variance to PriorYr			Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
12.0	11.7	9.6	(0.3)	-2%	(2.4)	-25%	Private Amenities	24	26	24	2	9%	0	0%
11.2	10.7	9.4	(0)	-4%	(2)	-19%	Trout Creek Rec Ctr	9	10	9	1	12%	(0)	-2%
-	-	-	-	0%	-	0%	Aquatics	2	3	2	1	44%	0	0%
0.1	-	0.1	(0)	0%	(0)	-3%	Beach Club Marina	5	6	5	0	4%	0	1%
-	-	-	-	0%	-	0%	Tennis Center	2	2	2	(0)	-10%	(0)	-5%
-	-	-	-	0%	-	0%	Day Camps	4	4	4	(1)	-22%	(0)	-3%
0.7	1.0	0.1	0	27%	(1)	-408%	Recreation Programs	2	2	2	0	23%	0	17%
160.5	138.0	135.8	(22.4)	-16%	(24.7)	-18%	Public Amenities	102	96	108	(6)	-6%	6	6%
89.6	77.6	85.9	(12)	-15%	(4)	-4%	Downhill Ski Area	33	28	35	(5)	-18%	2	6%
26.7	18.5	9.1	(8)	-45%	(18)	-195%	Cross Country Ski Area	7	7	9	0	1%	2	20%
6.0	6.9	3.5	1	13%	(3)	-74%	Snowplay - Total Tubers	2	2	2	1	28%	(0)	-7%
-	0.7	0.0	1	100%	0	100%	Golf Operations	5	5	4	0	6%	(0)	-6%
0.9	0.8	1.5	(0)	-10%	1	40%	Golf Maintenance	11	11	12	(1)	-6%	0	4%
-	-	-	-	0%	-	0%	Campground	0	0	0	0	3%	(0)	0%
0.1	-	0.2	(0)	0%	0	11%	Equestrian	3	3	3	0	14%	0	4%
-	-	-	-	0%	-	0%	Bikeworks	1	1	1	(0)	-30%	(0)	-38%
-	-	-	-	0%	-	0%	Trails	2	1	2	(1)	-37%	(0)	-21%
21.6	21.3	23.3	(0)	-1%	2	8%	The Lodge	23	22	25	(1)	-6%	2	10%
-	-	0.1	-	0%	0	100%	Summer Food and Bev	4	5	4	2	29%	1	16%
6.7	5.8	6.1	(1)	-16%	(1)	-9%	Pizza on the Hill	7	6	6	(1)	-20%	(1)	-12%
8.8	6.3	6.1	(2)	-38%	(3)	-45%	Alder Creek Café	5	6	6	0	4%	0	4%
172.5	149.8	145.4	(22.7)	-15%	(27.1)	-19%	Amenities Total	126	123	132	(3)	-3%	6	5%
37.0	36.8	40.6	(0)	0%	3.6	9%	HOA & Amenities Support Services	43	44	43	0	1%	(1)	-2%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
2.7	2.7	2.1	0	2%	(1)	-29%	Administration	2	2	3	(0)	-2%	0	13%
1.4	3.0	1.5	2	54%	0	8%	Communications	2	3	3	2	52%	2	52%
3.6	3.8	3.3	0	7%	(0)	-8%	Information Tech	3	4	3	0	6%	(1)	-19%
5.9	5.9	5.6	(0)	0%	(0)	-5%	Accounting	6	6	5	0	5%	(1)	-12%
1.2	1.0	1.3	(0)	-21%	0	7%	Human Resources	1	1	1	(0)	-5%	(0)	-5%
4.5	4.2	3.9	(0)	-7%	(1)	-17%	Architectural Standards	4	5	4	1	17%	(1)	-24%
2.1	4.0	3.0	2	47%	1	30%	Member Services	3	3	3	1	16%	(0)	-5%
1.8	2.2	1.9	0	14%	0	5%	Risk & Facility Admin	2	2	2	0	4%	0	0%
3.1	0.3	7.1	(3)	#####	4	56%	Forestry	10	7	10	(3)	-36%	(0)	-3%
10.7	9.8	10.9	(1)	-10%	0	2%	Maintenance	10	10	10	(1)	-7%	(0)	-2%
209.4	186.6	185.9	(22.9)	-12%	(23.5)	-13%	Total nonExempt FTEs	169	167	175	(2.8)	-1.7%	5.6	3.2%

**Tahoe Donner Association
Overtime Payroll Hours Report
for the month of December 2018**

Month							Department	Year to Date			
Actual	Last Month	Prior Yr	Variance Last Month		Variance to PriorYr		Actual	Prior Yr	Variance to PriorYr		
			Amount	Pctg	Amount	Pctg			Amount	Pctg	
88	54	93	(34)	-63%	6	6%	Private Amenities	1,584	2,080	496	24%
77	49	93	(28)	-59%	16	17%	Trout Creek Rec Ctr	633	1,036	403	39%
-	-	-	-	0%	-	0%	Aquatics	162	400	238	60%
-	-	-	-	0%	-	0%	Beach Club Marina	393	200	(193)	-96%
-	-	-	-	0%	-	0%	Tennis Center	100	96	(3)	-3%
-	-	-	-	0%	-	0%	Day Camps	21	143	122	85%
10	5	-	(6)	-112%	(10)	0%	Recreation Programs	275	205	(70)	-34%
1,821	140	1,060	(1,681)	#####	(760)	-72%	Public Amenities	10,240	11,996	1,756	15%
1,226	16	826	(1,210)	#####	(400)	-48%	Downhill Ski Area	3,860	4,519	659	15%
248	20	22	(228)	#####	(226)	-1020%	Cross Country Ski Area	693	1,297	603	47%
90	-	7	(90)	0%	(83)	-1148%	Snowplay - Total Tubers	242	57	(184)	-321%
-	-	-	-	0%	-	0%	Golf Operations	116	243	127	52%
0	14	1	13	98%	1	71%	Golf Maintenance	2,064	2,078	14	1%
-	-	-	-	0%	-	0%	Campground	155	121	(34)	-28%
-	-	2	-	0%	2	100%	Equestrian	115	130	15	12%
-	-	-	-	0%	-	0%	Bikeworks	3	6	2	45%
-	-	-	-	0%	-	0%	Trails	60	49	(11)	-22%
158	70	116	(88)	-126%	(42)	-36%	The Lodge	1,510	1,758	248	14%
-	-	-	-	0%	-	0%	Summer Food and Bev	170	391	221	57%
45	12	63	(33)	-274%	18	29%	Pizza on the Hill	1,031	618	(413)	-67%
54	9	23	(45)	-528%	(31)	-131%	Alder Creek Café	221	729	508	70%
1,908	193	1,154	(1,715)	-886%	(755)	-65%	Amenities Total	11,824	14,076	2,252	16%
356	441	171	85	19%	(185)	-108%	HOA & Amenities Support Services	3,367	2,445	(922)	-38%
-	-	-	-	0%	-	0%	General	-	-	-	0%
96	95	30	(1)	-1%	(66)	-220%	Administration	723	212	(511)	-241%
9	6	11	(3)	-40%	2	16%	Communications	84	119	34	29%
11	0	9	(11)	#####	(2)	-18%	Information Tech	35	49	14	29%
17	8	8	(8)	-99%	(9)	-112%	Accounting	179	136	(43)	-32%
38	15	44	(23)	-146%	6	14%	Human Resources	120	85	(35)	-41%
47	44	18	(4)	-8%	(30)	-169%	Architectural Standards	367	96	(271)	-281%
7	5	2	(3)	-56%	(5)	-275%	Member Services	56	36	(20)	-55%
7	6	7	(0)	-6%	0	3%	Risk & Facility Admin	105	90	(15)	-16%
27	130	0	103	79%	(27)	#####	Forestry	728	720	(8)	-1%
97	131	43	34	26%	(54)	-127%	Maintenance	970	902	(68)	-8%
2,264	635	1,325	(1,630)	-257%	(939)	-71%	Total Payroll Hours	15,191	16,521	1,330	8%

**Tahoe Donner Association
Statement of Financial Position**

Consolidated

December 2018

	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 337,615	\$ 347,069	\$ 318,190	\$ 318,190	(9,454)	-3%	19,425	6%	19,425	6%
Cash & Investments, non-Restricted	23,669,418	21,024,377	21,792,776	21,792,776	2,645,040	13%	1,876,642	9%	1,876,642	9%
Cash and Investments total	24,007,033	21,371,447	22,110,966	22,110,966	2,635,587	12%	1,896,068	9%	1,896,068	9%
Member's Dues & Receivables, Net	241,528	11,979,127	217,504	217,504	(11,737,599)	-98%	24,024	11%	24,024	11%
Other Receivables	259,249	224,238	327,219	327,219	35,011	16%	(67,970)	-21%	(67,970)	-21%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	314,923	337,728	346,433	346,433	(22,805)	-7%	(31,510)	-9%	(31,510)	-9%
Prepaid Expenses & Other Assets	748,910	822,240	575,052	575,052	(73,330)	-9%	173,858	30%	173,858	30%
Gross, Property & Equipment	79,783,394	76,343,050	76,343,050	76,343,050	3,440,345	5%	3,440,345	5%	3,440,345	5%
Less Accumulated Depreciation	(38,264,352)	(38,635,008)	(35,663,908)	(35,663,908)	370,656	1%	(2,600,444)	-7%	(2,600,444)	-7%
NBV of Property & Equipment	41,519,042	37,708,041	40,679,141	40,679,141	3,811,001	10%	839,901	2%	839,901	2%
Construction In Progress	18,147	3,463,019	42,991	42,991	(3,444,872)	-99%	(24,843)	-58%	(24,843)	-58%
Net Property and Equipment	41,537,190	41,171,060	40,722,132	40,722,132	366,129	1%	815,058	2%	815,058	2%
Total Assets	\$ 67,108,833	\$ 75,905,839	\$ 64,299,305	\$ 64,299,305	(8,797,007)	-12%	2,809,527	4%	2,809,527	4%
Liabilities										
Accounts Payable	\$ 469,838	\$ 328,702	\$ 680,252	\$ 680,252	141,136	43%	(210,413)	-31%	(210,413)	-31%
Accrued Liabilities	1,533,616	1,407,096	1,302,143	1,302,143	126,520	9%	231,473	18%	231,473	18%
Deferred Revenue, Annual Assessment	3,653,015	13,029,145	3,715,123	3,715,123	(9,376,130)	-72%	(62,108)	-2%	(62,108)	-2%
Deferred Revenue, Recreation Fee	529,630	361,040	511,490	511,490	168,590	47%	18,140	4%	18,140	4%
Deferred Revenue, All Other	619,597	331,116	486,733	486,733	288,481	87%	132,864	27%	132,864	27%
Deposits	532,931	615,863	498,125	498,125	(82,932)	-13%	34,805	7%	34,805	7%
Total Liabilities	7,338,627	16,072,962	7,193,867	7,193,867	(8,734,334)	-54%	144,761	2%	144,761	2%
Members' Equity	59,770,205	59,832,878	57,105,439	57,105,439	(62,672)	0%	2,664,767	5%	2,664,767	5%
Total Liabilities and Members' Equity	\$ 67,108,833	\$ 75,905,839	\$ 64,299,305	\$ 64,299,305	(8,797,007)	-12%	2,809,527	4%	2,809,527	4%
Balance Check	-	-	-	-	-	-	-	-	-	-
Members Equity Per Owner (#6473)	\$ 9,234	\$ 9,243	\$ 8,822	\$ 8,822	(10)	0%	412	5%	412	5%

**Tahoe Donner Association
Statement of Financial Position**

**Operating Fund
December 2018**

TB REF	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
	Cash & Investments, Restricted	2	\$ 337,615	\$ 347,069	\$ 318,190	\$ 318,190	(9,454)	-3%	19,425	6%	19,425	6%
	Cash & Investments, non-Restricted	1	5,619,298	3,757,574	5,896,952	5,896,952	1,861,724	50%	(277,655)	-5%	(277,655)	-5%
	Cash and Investments total		5,956,913	4,104,643	6,215,142	6,215,142	1,852,271	45%	(258,229)	-4%	(258,229)	-4%
	Member's Dues & Receivables, Net	3	240,813	11,978,412	216,789	216,789	(11,737,599)	-98%	24,024	11%	24,024	11%
	Other Receivables	4	165,962	118,416	138,396	138,396	47,546	40%	27,566	20%	27,566	20%
	Due From (To) Other Funds	5	130,684	560,243	(138,138)	(138,138)	(429,559)	-77%	268,822	195%	268,822	195%
	Inventory	6	314,923	337,728	346,433	346,433	(22,805)	-7%	(31,510)	-9%	(31,510)	-9%
	Prepaid Expenses & Other Assets	7	748,910	821,032	575,052	575,052	(72,123)	-9%	173,858	30%	173,858	30%
	Gross, Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Less Accumulated Depreciation		-	-	-	-	-	0%	-	0%	-	0%
	NBV of Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Construction In Progress		-	-	-	-	-	0%	-	0%	-	0%
	Net Property and Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Total Assets		\$ 7,558,205	\$ 17,920,474	\$ 7,353,674	\$ 7,353,674	(10,362,269)	-58%	204,531	3%	204,531	3%
Liabilities												
	Accounts Payable	11	\$ 315,280	\$ 315,414	\$ 444,397	\$ 444,397	(134)	0%	(129,116)	-29%	(129,116)	-29%
	Accrued Liabilities	12	1,520,017	1,383,850	1,299,063	1,299,063	136,167	10%	220,954	17%	220,954	17%
	Deferred Revenue, Annual Assessment	13	1,643,857	13,029,145	1,822,306	1,822,306	(11,385,288)	-87%	(178,449)	-10%	(178,449)	-10%
	Deferred Revenue, Recreation Fee	14	529,630	361,040	511,490	511,490	168,590	47%	18,140	4%	18,140	4%
	Deferred Revenue, All Other	15	619,597	331,116	486,733	486,733	288,481	87%	132,864	27%	132,864	27%
	Deposits	16	532,931	615,863	498,125	498,125	(82,932)	-13%	34,805	7%	34,805	7%
	Total Liabilities		5,161,312	16,036,427	5,062,115	5,062,115	(10,875,116)	-68%	99,197	2%	99,197	2%
	Members' Equity	17	2,396,893	1,884,046	2,291,559	2,291,559	512,847	27%	105,334	5%	105,334	5%
	Total Liabilities and Members' Equity		\$ 7,558,205	\$ 17,920,474	\$ 7,353,674	\$ 7,353,674	(10,362,269)	-58%	204,531	3%	204,531	3%
	Balance Check		-	-	-	-						
	Members' Equity policy target(t) balance		1,246,000	1,100,000	1,100,000	1,100,000	146,000	13%	146,000	13%	146,000	13%
	Members' Equity variance to target		1,150,893	784,046	1,191,559	1,191,559	366,847	47%	(40,666)	-3%	(40,666)	-3%

(t) Operating Fund's policy target balance is 10% of budgeted revenues

Operating Fund - Members' Equity Recon:	
YTD NOR results Favorable (Unfavorable)	605,634 F06 / F07.2
Annual Assessment revenue variance to Budget	(300)
Members' Equity Transfers In (Out)	(500,000) Board approved 10/28/2018 to RRF
Net Change in Members Equity	105,334 (A)

Tahoe Donner Association
Statement of Financial Position
Replacement Reserve Fund
December 2018

	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago		
					Amount	Pctg	Amount	Pctg	Amount	Pctg	
Assets											
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Cash & Investments, non-Restricted	11,879,903	11,500,212	11,380,557	11,380,557	379,691	3%	499,347	4%	499,347	4%	
Cash and Investments total	11,879,903	11,500,212	11,380,557	11,380,557	379,691	3%	499,347	4%	499,347	4%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	68,988	81,758	179,523	179,523	(12,770)	-16%	(110,535)	-62%	(110,535)	-62%	
Due From (To) Other Funds	(23,640)	(269,872)	130,105	130,105	246,232	91%	(153,745)	-118%	(153,745)	-118%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	(0)	1,208	-	-	(1,208)	-100%	(0)	0%	(0)	0%	
Gross, Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Less Accumulated Depreciation	-	-	-	-	-	0%	-	0%	-	0%	
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Total Assets	\$ 11,925,251	\$ 11,313,306	\$ 11,690,185	\$ 11,690,185	611,945	5%	235,066	2%	235,066	2%	
Liabilities											
Accounts Payable	\$ 144,869	\$ 13,288	\$ 224,438	\$ 224,438	131,581	990%	(79,569)	-35%	(79,569)	-35%	
Accrued Liabilities	10,454	16,422	2,672	2,672	(5,968)	-36%	7,782	291%	7,782	291%	
Deferred Revenue, Annual Assessment	1,351,616	-	1,224,764	1,224,764	1,351,616	0%	126,852	10%	126,852	10%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	1,506,939	29,710	1,451,874	1,451,874	1,477,229	4972%	55,065	4%	55,065	4%	
Members' Equity	10,418,312	11,283,596	10,238,311	10,238,311	(865,284)	-8%	180,002	2%	180,002	2%	
Total Liabilities and Members' Equity	\$ 11,925,251	\$ 11,313,306	\$ 11,690,185	\$ 11,690,185	611,945	5%	235,066	2%	235,066	2%	
Balance Check	-	-	-	-							

Replacement Reserve Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	(319,998) F14
Members' Equity Transfers In (Out)	500,000 Board approved 10/28/2018 from OPF
Net Change in Members Equity	180,002 (A)

Financial Position (Balance Sheet)
REPLACEMENT RESERVE FUND

Tahoe Donner Association
Statement of Financial Position

Development Fund

December 2018

	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	5,991,735	5,570,131	4,346,399	4,346,399	421,604	8%	1,645,335	38%	1,645,335	38%	1,645,335	38%
Cash and Investments total	5,991,735	5,570,131	4,346,399	4,346,399	421,604	8%	1,645,335	38%	1,645,335	38%	1,645,335	38%
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%	-	0%
Other Receivables	23,535	23,204	8,925	8,925	330	1%	14,610	164%	14,610	164%	14,610	164%
Due From (To) Other Funds	(77,349)	(215,775)	(3,244)	(3,244)	138,426	64%	(74,105)	-2284%	(74,105)	-2284%	(74,105)	-2284%
Inventory	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Gross, Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Less Accumulated Depreciation	-	-	-	-	-	0%	-	0%	-	0%	-	0%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Assets	\$ 5,938,635	\$ 5,378,275	\$ 4,352,795	\$ 4,352,795	560,360	10%	1,585,840	36%	1,585,840	36%	1,585,840	36%
Liabilities												
Accounts Payable	\$ 9,689	\$ (0)	\$ 5,549	\$ 5,549	9,689	#####	4,140	75%	4,140	75%	4,140	75%
Accrued Liabilities	3,145	6,824	408	408	(3,679)	-54%	2,737	671%	2,737	671%	2,737	671%
Deferred Revenue, Annual Assessment	621,013	-	593,825	593,825	621,013	0%	27,188	5%	27,188	5%	27,188	5%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Liabilities	633,847	6,824	599,782	599,782	627,023	9189%	34,065	6%	34,065	6%	34,065	6%
Members' Equity	5,304,789	5,371,451	3,753,013	3,753,013	(66,663)	-1%	1,551,775	41%	1,551,775	41%	1,551,775	41%
Total Liabilities and Members' Equity	\$ 5,938,635	\$ 5,378,275	\$ 4,352,795	\$ 4,352,795	560,360	10%	1,585,840	36%	1,585,840	36%	1,585,840	36%
Balance Check	-	-	-	-								

Development Fund - Members' Equity Recon:		
YTD Revenue less Expenditures	1,551,775	F14
Members' Equity Transfers In (Out)	-	
Net Change in Members Equity	1,551,775	(A)

Financial Position (Balance Sheet)
DEVELOPMENT FUND

Tahoe Donner Association
Statement of Financial Position
New Equipment Fund
December 2018

	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	178,482	196,461	168,867	168,867	(17,979)	-9%	9,615	6%	9,615	6%	9,615	6%
Cash and Investments total	178,482	196,461	168,867	168,867	(17,979)	-9%	9,615	6%	9,615	6%	9,615	6%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	765	859	375	375	(95)	-11%	390	104%	390	104%	390	104%
Due From (To) Other Funds	(29,695)	(74,596)	11,277	11,277	44,901	60%	(40,972)	-363%	(40,972)	-363%	(40,972)	-363%
Inventory	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Gross, Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Less Accumulated Depreciation	-	-	-	-	-	0%	-	0%	-	0%	-	0%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Assets	\$ 149,551	\$ 122,724	\$ 180,519	\$ 180,519	26,828	22%	(30,968)	-17%	(30,968)	-17%	(30,968)	-17%
Liabilities												
Accounts Payable	\$ -	\$ -	\$ 5,868	\$ 5,868	-	0%	(5,868)	-100%	(5,868)	-100%	(5,868)	-100%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	36,530	-	74,228	74,228	36,530	0%	(37,698)	-51%	(37,698)	-51%	(37,698)	-51%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Liabilities	36,530	-	80,096	80,096	36,530	0%	(43,566)	-54%	(43,566)	-54%	(43,566)	-54%
Members' Equity	113,021	122,724	100,423	100,423	(9,703)	-8%	12,598	13%	12,598	13%	12,598	13%
Total Liabilities and Members' Equity	\$ 149,551	\$ 122,724	\$ 180,519	\$ 180,519	26,828	22%	(30,968)	-17%	(30,968)	-17%	(30,968)	-17%
Balance Check	-	-	-	-	-				-		-	

Tahoe Donner Association
Statement of Financial Position

Property Fund

December 2018

	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month Increase (Decrease)									
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago					
					Amount	Pctg	Amount	Pctg	Amount	Pctg				
Assets														
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Cash and Investments total	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Other Receivables	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Inventory	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Gross, Property & Equipment	79,783,394	76,343,050	76,343,050	76,343,050	3,440,345	5%	3,440,345	5%	3,440,345	5%				
Less Accumulated Depreciation	(38,264,352)	(38,635,008)	(35,663,908)	(35,663,908)	370,656	1%	(2,600,444)	-7%	(2,600,444)	-7%				
NBV of Property & Equipment	41,519,042	37,708,041	40,679,141	40,679,141	3,811,001	10%	839,901	2%	839,901	2%				
Construction In Progress	18,147	3,463,019	42,991	42,991	(3,444,872)	-99%	(24,843)	-58%	(24,843)	-58%				
Net Property and Equipment	41,537,190	41,171,060	40,722,132	40,722,132	366,129	1%	815,058	2%	815,058	2%				
Total Assets	\$ 41,537,190	\$ 41,171,060	\$ 40,722,132	\$ 40,722,132	366,129	1%	815,058	2%	815,058	2%				
Liabilities														
Accounts Payable	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%	-	0%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Total Liabilities	-	-	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Members' Equity	41,537,190	41,171,060	40,722,132	40,722,132	366,129	1%	815,058	2%	815,058	2%				
Total Liabilities and Members' Equity	\$ 41,537,190	\$ 41,171,060	\$ 40,722,132	\$ 40,722,132	366,129	1%	815,058	2%	815,058	2%				
Balance Check	-	-	-	-										
Depreciation Expense YTD	3,284,225	2,971,100	3,118,291	3,118,291	313,125	11%	165,934	5%	165,934	5%				
Retirement/disposal of Fixed Assets AD removal YTD	(683,782)													
Net Change in Accum Deprec YTD	2,600,444													

Tahoe Donner Association
Cash and Investments Summary Report
as of 12/31/2018

	current month <u>12/31/2018</u>	last month <u>11/30/2018</u>	last year - audited <u>12/31/2017</u>
Consolidated TDA Total	24,007,033	21,371,447	22,110,966
Cash/Money Market	2,032,633	3,565,885	1,483,122
Certificates of Deposit	2,340,160	2,339,580	5,089,053
US Treasuries/GovOblig	13,681,624	9,526,107	12,471,136
Bonds, Corporate/Municipals	5,871,566	5,854,074	2,984,604
Other/Trusts	81,051	85,801	83,051
Operating Fund	5,956,913	4,104,643	6,215,142
Cash/Money Market	1,761,046	2,181,779	1,074,872
Certificates of Deposit	340,160	339,580	339,053
US Treasuries/GovOblig	3,774,657	1,497,483	4,718,167
Trusts	81,051	85,801	83,051
Replacement Reserve Fund	11,879,903	11,500,213	11,380,557
Cash/Money Market	131,459	1,153,449	281,658
Certificates of Deposit	1,750,000	1,750,000	3,500,000
US Treasuries/GovOblig	6,631,359	5,247,171	4,614,294
Bonds, Corporate/Municipals	3,367,085	3,349,593	2,984,604
Development Fund	5,991,735	5,570,131	4,346,399
Cash/Money Market	111,058	183,609	57,600
Certificates of Deposit	250,000	250,000	1,250,000
US Treasuries/GovOblig	3,126,196	2,632,041	3,038,799
Bonds, Corporate/Municipals	2,504,481	2,504,481	-
New Machinery & Equipment Fund	178,482	196,461	168,867
Cash/Money Market	29,070	47,049	68,992
Certificates of Deposit	-	-	-
US Treasuries/GovOblig	149,412	149,412	99,875

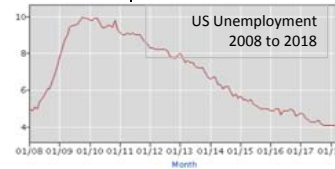
as of 12/31/2018 Balance Mix	
337,615	Restricted OF (ASO/457)
337,615	Restricted, all funds
23,669,418	Unrestricted, all funds
24,007,033	Total

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

Stifel, AssetMark & Wells Fargo Securities

Stifel (all accounts)

Stifel (all accounts)



CASH FLOW RECON

\$ Thousands		
	Month	YTD
OPF NOR Loss	203	(5,479)
CurrAssets Decr (incr)	61	(166)
CurrLiab Incr (decr)	642	207
CapFds Expenditures	(982)	(5,320)
CapFds IntInc/Taxes	15	259
CapFds Asset Sales	25	91
CapFds AAs Rev	-	6,214
OPFds AA Rev	310	6,085
DefRev AA change	2,362	62
AA 3rows subtotal	2,672	12,361
Other	(0)	(57)
Net Change in Cash and Investments	2,636	1,896

	12/31/2018	11/30/2018	12/31/2017	12/31/16	12/31/15	12/31/14
DJIA	23,327	25,538	24,719	19,763	17,425	17,823
Prime Rate	5.50%	5.25%	4.50%	3.75	3.50%	3.25%
CA Avg, Reg Unleaded (S)	\$3.29	\$3.56	\$3.13	\$2.68	\$2.72	\$2.87

	YTD 2017	YTD 2018	YTD 2017	YTD 2018	YTD 2017	YTD 2018	For the Month 2017	For the Month 2018
	AVG ME BALANCE		INT INCOME		Earnings %		Earnings %	
OP Fund	8,075,062	6,696,888	50,433	63,862	0.6%	1.0%	1.2%	-2.1%
RR Fund	11,898,439	12,984,343	137,726	211,998	1.2%	1.6%	0.3%	1.6%
DEV Fund	3,088,413	5,575,284	26,848	91,945	0.9%	1.6%	1.4%	2.9%
NE Fund	145,367	225,075	848	3,004	0.6%	1.3%	-0.5%	-0.5%
Combined Totals	23,207,281	25,481,590	215,857	370,809	0.9%	1.5%	0.8%	1.1%

FED BLS - Monthly - CPI-U - December 2018 - 1yr : 1.9%, US City (2.2% last month)
 FED BLS - Monthly - CPI-U - December 2018 - 1yr : 3.1%, West (3.3% last month)
 FED BLS - Bi-Monthly CPI-U - December 2018 - 1yr : 4.5%, SF-Oak-Hay (4.4% Oct)

Unemployment,USA-3.9% / 3.7% / 4.1%
 Unemployment, CA - 4.1% / 4.1% / 4.5%
 USA Dec18/Nov18/Dec17
 CA Nov18/Oct18/Nov17
 Source: Fed, BLS.gov

FED Prime Rate (last 15):	
12/20/2018	5.50%
9/27/2018	5.25%
6/14/2018	5.00%
3/22/2018	4.75%
12/14/2017	4.50%
6/15/2017	4.25%
3/16/2017	4.00%
12/15/2016	3.75%
12/17/2015	3.50%
12/16/2008	3.25%
10/29/2008	4.00%
10/8/2008	4.50%
4/30/2008	5.00%
3/18/2008	5.25%
1/30/2008	6.00%

(S) source = average for month - regular
https://www.eia.gov/dnav/pet/pet_pri_gnd_dcus_sca_m.htm

Month Dec includes year-end true-up adjustments for Accrued Interest Receivable.

**Tahoe Donner Association
Inventory Balances Report
December 2018**

	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Oct 31, 2018	Nov 30, 2018	Dec 31, 2018	Dec 31, 2017	Dec 31, 2017
Total, ALL	287,894	337,627	314,822	346,433	346,433
subtotal Food and Beverage accounts (F&B)	101,374	115,515	119,438	121,572	121,572
subtotal Retail Merchandise accounts	186,521	222,112	195,383	224,860	224,860
subtotal The Lodge F&B accounts	59,121	66,609	64,590	70,908	70,908
Inventory Account					
11412 Inv Retail Trout Creek	13,519	14,523	13,154	11,634	11,634
11413 Inv Retail eStore	-	-	-	-	-
11414 Inv Retail Member Services	14,493	14,264	13,510	18,686	18,686
11415 Inv Retail Bikeworks	21,105	20,982	21,105	16,689	16,689
11416 Inv Retail The Lodge	-	-	-	-	-
11417 Inv Retail Alder Creek Cafe	262	283	155	16	16
11418 Inv Retail Vending Machine	-	-	-	-	-
11419 Inv Retail DHSki Shop	38,750	63,332	60,043	64,868	64,868
11422 Inv Retail Cross Country	57,037	67,937	46,281	66,429	66,429
11423 Inv Retail Snowplay	26	26	370	245	245
11424 Inv Retail Golf Pro Shop	30,925	30,915	30,915	34,048	34,048
11425 Inv Retail Tennis	6,801	6,801	6,801	9,124	9,124
11426 Inv Retail Marina	514	514	514	420	420
11427 Inv Retail Equestrian	2,379	2,379	2,379	2,636	2,636
11428 Inv Retail Recreation	158	158	158	64	64
11429 Inv Retail Golf Special Order	553	-	-	-	-
11611 Inv DHS Food Meat	814	1,489	2,340	3,181	3,181
11612 Inv DHS Food Seafood	167	262	241	190	190
11613 Inv DHS Food Produce	60	60	290	754	754
11614 Inv DHS Food Dairy	381	670	983	919	919
11615 Inv DHS Food NABev	1,078	2,573	2,745	3,109	3,109
11616 Inv DHS Food Other	2,878	4,641	8,518	8,243	8,243
11617 Inv DHS Bev Beer	956	1,941	1,191	1,973	1,973
11618 Inv DHS Bev Liquor	6,890	8,023	8,346	8,913	8,913
11619 Inv DHS Bev Wine	952	1,037	1,910	1,971	1,971
11621 Inv Trailer Food Meat	162	162	161	46	46
11622 Inv Trailer Food Seafood	-	-	-	-	-
11623 Inv Trailer Food Produce	-	-	-	-	-
11624 Inv Trailer Food Dairy	(0)	(0)	97	0	0
11625 Inv Trailer Food NABev	-	-	76	-	-
11626 Inv Trailer Food Other	320	652	359	108	108
11631 Inv ACAC Food Meat	1,746	1,498	1,239	1,496	1,496
11632 Inv ACAC Food Seafood	166	186	518	14	14
11633 Inv ACAC Food Produce	631	805	1,306	624	624
11634 Inv ACAC Food Dairy	529	555	667	287	287
11635 Inv ACAC Food NABev	678	841	672	357	357
11636 Inv ACAC Food Other	2,998	4,272	4,621	3,875	3,875
11637 Inv ACAC Bev Beer	1,005	1,177	1,232	619	619
11639 Inv ACAC Bev Wine	1,149	1,579	1,377	2,032	2,032

Inventory Account	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	Oct 31, 2018	Nov 30, 2018	Dec 31, 2018	Dec 31, 2017	Dec 31, 2017
11641 Inv Marina Food Meat	-	-	-	(0)	(0)
11642 Inv Marina Food Seafood	0	0	0	40	40
11643 Inv Marina Food Produce	(0)	(0)	(0)	0	0
11644 Inv Marina Food Dairy	(0)	(0)	(0)	-	-
11645 Inv Marina Food NABev	0	0	0	15	15
11646 Inv Marina Food Other	346	346	346	763	763
11647 Inv Marina Bev Beer	0	0	0	0	0
11648 Inv Marina Bev Liquor	608	608	524	1,008	1,008
11649 Inv Marina Bev Wine	328	328	328	159	159
11661 Inv Pizza Food Meat	985	1,482	2,057	918	918
11663 Inv Pizza Food Produce	451	747	642	508	508
11664 Inv Pizza Food Dairy	1,583	1,918	1,481	1,297	1,297
11665 Inv Pizza Food NABev	1,108	1,304	1,123	1,087	1,087
11666 Inv Pizza Food Other	6,830	4,572	4,169	1,797	1,797
11667 Inv Pizza Bev Beer	1,739	1,628	1,671	916	916
11669 Inv Pizza Bev Wine	3,386	2,912	2,984	2,550	2,550
11671 Inv SMRFaB Food Meat	185	185	185	178	178
11672 Inv SMRFaB Food Seafood	0	0	0	-	-
11673 Inv SMRFaB Food Produce	-	-	-	(0)	(0)
11674 Inv SMRFaB Food Dairy	100	100	100	56	56
11675 Inv SMRFaB Food NABev	98	98	93	320	320
11676 Inv SMRFaB Food Other	396	226	226	309	309
11677 Inv SMRFaB Bev Beer	263	(0)	(0)	15	15
11678 Inv SMRFaB Bev Liquor	256	-	-	-	-
11679 Inv SMRFaB Bev Wine	3	(0)	(0)	18	18
11681 Inv Lodge Food Meat	1,695	4,080	5,766	4,490	4,490
11682 Inv Lodge Food Seafood	402	1,005	3,004	2,051	2,051
11683 Inv Lodge Food Produce	792	1,397	1,895	1,891	1,891
11684 Inv Lodge Food Dairy	1,736	2,448	1,636	1,803	1,803
11685 Inv Lodge Food NABev	906	942	972	955	955
11686 Inv Lodge Food Other	6,536	6,945	6,124	6,432	6,432
11687 Inv Lodge Bev Beer	2,219	3,396	2,672	3,753	3,753
11688 Inv Lodge Bev Liquor	17,950	19,081	17,282	18,669	18,669
11689 Inv Lodge Bev Wine	26,885	27,315	25,239	30,864	30,864
11695 Inventory-Tennis Beverage	28	28	28	0	0
11696 Inventory-Tennis Food	-	-	-	(0)	(0)
11411 Inv Transfer	-	-	-	-	-

TAHOE DONNER ASSOCIATION
Capital Funds Summary
For the Twelve Months Ending December 31, 2018

	12-months YTD	12-months	12-months	12-months																														
	2018	2018	YTD Actual	w/Actual FBCF	2018	Forecast																												
	YTD Actual	Budget	vs Budget	FORECAST	FORECAST	vs Budget																												
REPLACEMENT RESERVE FUND (902)																																		
2017 YEAR END 12/31/2017, Beginning Balance	\$ 10,238,311	\$ 10,006,000	\$ 232,311	\$ 10,238,311	\$ 232,311	2%																												
ASSESSMENT CONTRIBUTION	4,013,000	4,013,000	-	4,013,000	-	0%																												
Operating Fund Balance Transfer - IN	500,000	-	500,000	500,000	500,000	na																												
INTEREST INCOME	211,998	155,000	56,998	211,998	56,998	37%																												
SALVAGE RECEIPTS	90,537	30,000	60,537	90,537	60,537	202%																												
INCOME TAX EXPENSE	(27,010)	(15,000)	(12,010)	(27,010)	(12,010)	80%																												
BAD DEBT EXPENSE	(6,611)	(9,000)	2,389	(6,611)	2,389	-27%																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(3,584,149)	(5,419,000)	1,834,851	(3,584,149)	F 1,834,851	-34%																												
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(1,017,763)	(935,000)	(82,763)	(1,017,763)	(82,763)	9%																												
Replacement Reserve Fund Balance	\$ 10,418,313	\$ 7,826,000	\$ 2,592,313	\$ 10,418,313	F \$ 2,592,313	33%																												
NEW EQUIPMENT FUND (905)																																		
2017 YEAR END 12/31/2017, Beginning Balance	\$ 100,423	\$ 64,000	\$ 36,423	\$ 100,423	\$ 36,423	57%																												
ASSESSMENT CONTRIBUTION	194,000	194,000	-	194,000	-	0%																												
INTEREST INCOME	3,004	2,000	1,004	3,004	1,004	50%																												
INCOME TAX EXPENSE	-	-	-	-	-	na																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(184,406)	(213,000)	28,594	(184,406)	28,594	-13%																												
NM&E Fund Balance	\$ 113,021	\$ 47,000	\$ 66,021	\$ 113,021	\$ 66,021	140%																												
DEVELOPMENT FUND (903) -																																		
2017 YEAR END 12/31/2017, Beginning Balance	\$ 3,753,014	\$ 3,600,000	\$ 153,014	\$ 3,753,014	\$ 153,014	4%																												
ASSESSMENT CONTRIBUTION - Regular	2,007,000	2,007,000	-	2,007,000	-	0%																												
Operating Fund Balance Transfer - IN	-	-	-	-	-	na																												
INTEREST INCOME	91,945	80,000	11,945	91,945	11,945	15%																												
INCOME TAX EXPENSE	(8,128)	(7,000)	(1,128)	(8,128)	(1,128)	16%																												
BAD DEBT EXPENSE	(5,812)	(7,000)	1,188	(5,812)	1,188	-17%																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(533,231)	(1,408,000)	874,769	(533,231)	D 874,769	-62%																												
MAJOR R&M, PROJECTS & LEASE EXPENSES M	-	-	-	-	-	na																												
Development Fund Balance	\$ 5,304,788	\$ 4,265,000	\$ 1,039,788	\$ 5,304,788	F \$ 1,039,788	24%																												
Development Fund Balance Components:																																		
Combined CAPITAL FUNDS ACTIVITY - Year to Date																																		
EXPENDITURES FOR CAPITAL ADDITIONS C	(4,301,786)	(7,040,000)	2,738,214	(4,301,786)	2,738,214																													
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(1,017,763)	(935,000)	(82,763)	(1,017,763)	(82,763)																													
YTD CAPITAL FUNDS TOTAL	(5,319,549)	(7,975,000)	2,655,451	(5,319,549)	2,655,451																													
<table border="1" style="width: 100%;"> <tr> <td>CIP beginning balance (@ 1/1/2017)</td> <td>\$ 42,991</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net, CIP YTD Activity C</td> <td>\$ 4,301,786</td> <td></td> <td>\$ 4,344,776</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Less Capitalized/place in service to Property Fund - PP&E</td> <td>(4,326,629)</td> <td></td> <td>Pre-ye Capitz JE</td> <td></td> <td></td> <td></td> </tr> <tr> <td>CIP Balance (g/l # 904-16510)</td> <td>\$ 18,147</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>							CIP beginning balance (@ 1/1/2017)	\$ 42,991						Net, CIP YTD Activity C	\$ 4,301,786		\$ 4,344,776				Less Capitalized/place in service to Property Fund - PP&E	(4,326,629)		Pre-ye Capitz JE				CIP Balance (g/l # 904-16510)	\$ 18,147					
CIP beginning balance (@ 1/1/2017)	\$ 42,991																																	
Net, CIP YTD Activity C	\$ 4,301,786		\$ 4,344,776																															
Less Capitalized/place in service to Property Fund - PP&E	(4,326,629)		Pre-ye Capitz JE																															
CIP Balance (g/l # 904-16510)	\$ 18,147																																	

F - see Recon, next page,

D - see page 3 for Development Fund Activity Schedule

< downhill ski master plan and generators

Tahoe Donner Association
Capital Funds Ending Balance Reconciliation - Budget versus Forecast
For the Twelve Months Ending December 31, 2018

Replacement Reserve Fund				
Change		Budget	Actual	diff
232,311	2018 Beginning Fund Balance > Budget	10,006,000	10,238,311	232,311
		Budget	Forecast	diff
(9,148)	2019 projects, net, capital	-	9,148	(9,148)
406,249	2018 projects, net, capital	5,419,000	5,012,751	406,249 S
(61,218)	2018 projects, net, expense	935,000	996,218	(61,218)
(156,639)	2018 projects, net, capital, accelerations	-	156,639	(156,639)
(94,200)	2018 projects, net, expense, accelerations	-	94,200	(94,200)
(38,969)	2017 projects, net, capital	-	38,969	(38,969)
(103,640)	2017 projects, net, expense	-	103,640	(103,640)
(9,860)	2017 accelerations, capital	-	9,860	(9,860)
-	2017 accelerations, expense	-	-	-
(66,867)	2016 projects, net, capital	-	66,867	(66,867)
1,710,083	projects to carry-over to 2019+, capital	-	(1,710,083)	1,710,083
176,294	projects to carry-over to 2019+, expense	-	(176,294)	176,294
-	rounding/other			
60,537	Salvage Receipts Forecast adjustment, 2018	30,000	90,537	60,537
56,998	Interest Income Forecast adjustment, 2018	155,000	211,998	56,998
(12,010)	Income Tax Forecast adjustment, 2018	(15,000)	(27,010)	(12,010)
2,389	Bad Debt Exp Forecast adjustment, 2018	(9,000)	(6,611)	2,389
500,000	Transfer in from Operating Fund	-	500,000	500,000
S variance due to primarily to Snowbird lift replacement/scope greater				
2,592,313	Total, change schedule above			
		Budget	Forecast	diff
2,592,313	Variance of Ending Fund Balance 2018	7,826,000	10,418,313	2,592,313

(0) Reconciliation difference

Above recons fund balance flux.

Development Fund				
Change		Budget	Actual	diff
153,014	2018 Beginning Fund Balance > Budget	3,600,000	3,753,014	153,014
		Budget	Forecast	diff
25,000	Mailbox Consolidation & Improvements (feasibility)	25,000	-	25,000
10,000	Employee Housing, planning	10,000	-	10,000
25,000	Association Wide, Member Surveys	25,000	-	25,000
184,104	DOWNHILL SKI Facility & Lifts - Master Plan/Pl	200,000	15,897	184,104
421,165	TROUT CREEK REC CENTER, devfd expansion p	500,000	78,835	421,165
101,467	Equestrian Improvements, Phase 3	200,000	98,533	101,467
(6,211)	TRAILS Specific Projects df portion	20,000	26,211	(6,211)
150,000	Feasibility Studies for Priority 1 projects	150,000	-	150,000
-	TDA Capital Payroll Allocation	185,000	185,000	-
93,000	TDA Contingency	93,000	-	93,000
-		-	-	-
<i>Carry-Over Projects (not budgeted to carry-over) and Added Projects:</i>				
(16,316)	TCRC Dev Feasibility Study	-	16,316	(16,316)
6,617	Snowmaking Equipment	-	(6,617)	6,617
(62,274)	DHSki Eagle Rock Shrouding and Charlift Relocati	-	62,274	(62,274)
(5,856)	Association Master Plan	-	5,856	(5,856)
(29,925)	Crabtree Canyon land purchase	-	29,925	(29,925)
(21,001)	CASP Feasibility Study	-	21,001	(21,001)
Timing between years				
Board Approved in prior years				
1,188	Bad Debt Expense Forc vs Budget, 2018	(7,000)	(5,812)	1,188
11,945	Interest Income Forecast adjustment, 2018	80,000	91,945	11,945
(1,128)	Income Tax Forecast adjustment, 2018	(7,000)	(8,128)	(1,128)
-	other recon / rounding item			
1,039,788	Total, change schedule above			
<i>note - not all DF projects listed above, only this with flux. See next page for full DF spend report.</i>				
		Budget	Forecast	diff
1,039,788	Variance of Ending Fund Balance 2018	4,265,000	5,304,788	1,039,788

- Reconciliation difference

Above recons fund balance flux.

TAHOE DONNER ASSOCIATION
Capital Projection Schedule- Development Fund
For the Twelve Months Ending December 31, 2018
201812

	YYYY Mo		2018	12-months YTD	12-months	12-months	Forecast
	2018	12	YTD Actual	Budget (B)	FORECAST	w/Actual FBCF	vs Budget
DEVELOPMENT FUND (903) -							
2017 YEAR END 12/31/2017, Beginning Balance			\$ 3,753,014	\$ 3,600,000	\$ 3,753,014		\$ 153,014 4%
ASSESSMENT CONTRIBUTION - Regular			2,007,000	2,007,000	2,007,000		- 0%
Operating Fund Balance Transfer - IN			-	-	-		- na
INTEREST INCOME			91,945 ii	80,000	91,945		11,945 15%
INCOME TAX EXPENSE			(8,128)	(7,000)	(8,128)		(1,128) 16%
BAD DEBT EXPENSE			(5,812)	(7,000)	(5,812)		1,188 -17%
EXPENDITURES FOR CAPITAL ADDITIONS		C	(533,231)	(1,408,000)	(533,231)		874,769 -62%
MAJOR R&M, PROJECTS & LEASE EXPENSES		E	-	-	-		- na
Development Fund Balance			\$ 5,304,788	\$ 4,265,000	\$ 5,304,788 (F)		\$ 1,039,788 24%

	Project	YR	YEAR 2018 SPEND				
			YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #	
Total, all below			533,231	1,408,000	533,231		
Mailbox Consolidation & Improvements (feasibility study)	2018	C	-	25,000	-		
Employee Housing, planning	2018	C	-	10,000	-		
Association Wide, Member Surveys	2018	C	-	25,000	-		
DOWNHILL SKI Facility & Lifts - Master Plan/Planning	2018	C	15,897	200,000	15,897	731-210-268 RRF?	
TROUT CREEK REC CENTER, devfd expansion portion	2018	C	78,835	500,000	78,835 x	831-132-323	
Equestrian Improvements, Phase 3	2017	C	98,533	200,000	98,533	731-080-311 2017 project.	
TRAILS Specific Projects df portion	2018	C	26,211	20,000	26,211	431-051-251	
Feasibility Studies for Priority 1 projects	2018	C	-	150,000	-		
TDA Capital Payroll Allocation	2018	C	185,000	185,000	185,000	831-165-313	
TDA Contingency	2018	C	-	93,000	-	contingency	
Carry-Over Projects (not budgeted to carry-over) and Added Projects:							
TCRC Dev Feasibility Study	2016	C	16,316	-	16,316 x	631-132-823 reclis to '1	
Snowmaking Equipment	2015	C	(6,617)	-	(6,617)	531-210-480 deposit re	
DHSki Eagle Rock Shrouding and Charlift Relocation	2018	C	62,274	-	62,274	831-211-311 board app	
Association Master Plan	2016	C	5,856	-	5,856	631-010-817	
Crabtree Canyon land purchase	2016	C	29,925	-	29,925 r	631-005-766	
CASP Feasibility Study	2018	C	21,001	-	21,001 r	831-010-340 RRF?	
						-	

B) - Budget as approved in fall and published in Budget Report
F) - Forecast Spend and YE Balance Projection are current estimates.

Year	Month	2018 12
2018	12	< Report Month

Tahoe Donner Association 2018 Capital Spending Master Schedule
New Machinery & Equipment Fund

113,021 Act>Forc

:Date Last Modified :Date Last Modified
1/18/19 1/18/2019

0	NM&E Fund TL, Capital		216,000	271,382	184,406	85,907	184,406	200,083	-	40,764	
1	2018 NMEF-CAP		216,000	207,896	123,015	83,812	123,015	123,015	-	40,764	Budget 2018 projects
0	2018 NMEF-ADD		-	63,486	59,351	4,135	59,351	59,351	-	-	projects added (via contingency) in 2018
0	2017 NMEF-CAP		-	-	-	-	-	-	-	-	carry over projects
0	2017 NMEF-ADD		-	-	30	(30)	30	30	-	-	carry over projects
0	2016 NMEF-ADD		-	-	2,010	(2,010)	2,010	17,687	-	-	carry over projects

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2018 SPEND Carryovers	Notes
751 025 326	2017 NMEF-ADD	Digital Menus - DHSki 2 - ACC 1	MIS	C	01	-	-	30	(30)	30	30	-	-	misc carryover cost
651 025 775	2016 NMEF-ADD	Amenity Security Cameras	MIS	C	01	-	-	2,010	(2,010)	2,010	17,687	-	-	finishing project, project bdg TL \$18,000
851 010 294	2018 NMEF-CAP	HVAC for Mezzanine	Administration	C	12	25,000	36,476	29,416	7,060	29,416	29,416	-	-	
	2018 NMEF-CAP	Bear Boxes	Campground	C	99	8,000	8,000	-	8,000	-	-	-	8,000	Deferred to 2019
	2018 NMEF-CAP	Rolling Canoe Racks	Day Camps	C	99	3,000	3,000	-	3,000	-	-	-	3,000	Deferred to 2019
851 210 297	2018 NMEF-CAP	Bollards and Chains (Lots 1 and 4)	DHSKI	C	12	8,000	8,000	4,848	3,152	4,848	4,848	-	-	
851 120 298	2018 NMEF-CAP	Driving Range Mats - Lower Tier	Golf Ops	C	12	4,600	4,600	4,189	411	4,189	4,189	-	-	
851 060 299	2018 NMEF-CAP	Artificial Turf - Complete along fence to Marina	Marina	C	12	15,000	20,000	19,888	112	19,888	19,888	-	112	
851 025 300	2018 NMEF-CAP	Cellphone Booster - Alder Creek	MIS	C	12	30,000	30,000	27,467	2,533	27,467	27,467	-	2,533	
	2018 NMEF-CAP	Quick Service Digital Menu Signage (Alm)	MIS	C	12	7,000	7,000	-	7,000	-	-	-	7,000	see 751-025-326
	2018 NMEF-CAP	Pickleball windscreen	Tennis	C	99	2,000	2,000	-	2,000	-	-	-	2,000	Deferred to 2019
851 090 302	2018 NMEF-CAP	Water Fountain/Bottle Filler/Utility Sink	Tennis	C	12	3,000	3,000	1,931	-	1,931	1,931	-	-	
	2018 NMEF-CAP	Banquet - Sound Buffering Walls	The Lodge	C	12	5,000	5,000	-	5,000	-	-	-	5,000	
	2018 NMEF-CAP	VHF Handheld Radios - 6	Trails	C	12	5,000	5,000	-	5,000	-	-	-	5,000	Deferred to 2019
851 051 304	2018 NMEF-CAP	4x4 S/S Work Utility Vehicle - Summer/	Trails	C	12	15,000	15,246	15,246	(0)	15,246	15,246	-	(0)	
851 051 305	2018 NMEF-CAP	4x4 S/S Attachments for Summer/Winter	Trails	C	12	15,000	13,149	11,398	1,751	11,398	11,398	-	1,751	
851 051 306	2018 NMEF-CAP	Phone App - Summer Trail Map	Trails	C	12	5,000	5,000	5,000	-	5,000	5,000	-	-	
	2018 NMEF-CAP	New Gate - Crabtree/ 7 C's	Trails	C	99	5,000	5,000	-	5,000	-	-	-	5,000	Deferred to 2019
851 132 308	2018 NMEF-CAP	Marco Polo Grill Sunsetter Shade Cover	Trout Creek	C	12	5,000	5,000	3,630	1,370	3,630	3,630	-	1,370	
851 130 312	2018 NMEF-ADD	UV Disinfection System for 3 spas	Aquatics	C	03	-	7,500	7,352	148	7,352	7,352	-	-	
851 010 315	2018 NMEF-ADD	ASO workspace furniture computer	ASO	C	03	-	3,500	2,495	1,005	2,495	2,495	-	-	
851 150 318	2018 NMEF-ADD	Portable Fryer Filtration	Pizza	C	03	-	3,141	2,991	150	2,991	2,991	-	-	
851 210 319	2018 NMEF-ADD	Safety Stanchions	DHSKI	C	03	-	2,500	826	1,674	826	826	-	-	
851 060 327	2018 NMEF-ADD	Asphalt & Gate at Marina	Marina	C	05	-	6,300	6,335	(35)	6,335	6,335	-	-	
851 025 328	2018 NMEF-ADD	Risk & ASO Laptop & Printer	Administration	C	05	-	2,000	1,952	48	1,952	1,952	-	-	
851 132 334	2018 NMEF-ADD	Cantilever Umbrellas - 5	Trout Creek	C	06	-	5,500	5,526	(26)	5,526	5,526	-	-	
851 051 338	2018 NMEF-ADD	Water Tank Sprayer	Trails	C	07	-	2,000	1,961	39	1,961	1,961	-	-	
851 155 342	2018 NMEF-ADD	Signage - Amenity - Interior	Alder Creek Cafe	C	07	-	2,200	2,200	(0)	2,200	2,200	-	-	
851 010 344	2018 NMEF-ADD	Administrative Storage Racking	Administration	C	08	-	2,500	2,965	(465)	2,965	2,965	-	-	
851 025 348	2018 NMEF-ADD	Marketing Workstation	MIS	C	09	-	2,000	2,436	(436)	2,436	2,436	-	-	
851 025 349	2018 NMEF-ADD	Tablesafe EMV CC Processing	MIS	C	09	-	8,440	8,163	277	8,163	8,163	-	-	
851 050 351	2018 NMEF-ADD	Erskine Manual Rotating Grapple	Forestry	C	09	-	4,330	3,855	475	3,855	3,855	-	-	
851 025 361	2018 NMEF-ADD	Laptop and Software XC Manager	Cross Country	C	12	-	2,100	2,096	4	2,096	2,096	-	-	
851 025 365	2018 NMEF-ADD	Likemoji Computer Hardware	MIS	C	12	-	6,475	5,915	560	5,915	5,915	-	-	
851 025 363	2018 NMEF-ADD	Loss Prevention Computer Hardware	MIS	C	12	-	3,000	2,282	718	2,282	2,282	-	-	
	2018 NMEF-CAP	NME Contingency for ADDS Bdg'18	Various	C	99	55,400	32,425	-	32,425	-	-	-	-	inclds est for 2017 carry-overs to 2018

Year	Month	2018 12
2018	12	< Report Month

Tahoe Donner Association

2018 Capital Spending Master Schedule
Replacement Reserve Fund **10,418,313**

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:Date Last Modified :Date Last Modified
1/18/19 1/18/2019

Replacement Reserve TL	6,354,000	7,318,817	4,601,912	2,717,905	4,601,912	5,544,894	-	1,886,378
Capital	5,419,000	6,003,937	3,584,149	2,419,788	3,584,149	4,307,308	-	1,710,083
Expense	935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover\$ Reset in Study	Notes
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of Projects

by Project Yr/Fund Type		(6,287,948)	(6,952,402)	(4,296,224)	(2,657,178)	(4,296,224)	#####	-	(1,882,293)	
33	2016 RR-CAP	-	76,430	66,867	9,563	66,867	382,093	-	-	carry-over projects
4	2019 RR-ACC-CAP	-	9,224	9,148	76	9,148	-	-	-	carry-over projects
1	2017 RR-CAP	-	35,210	38,969	(3,759)	38,969	439,328	-	-	carry-over projects
16	2017 RR-EXP	-	150,155	103,640	46,515	103,640	294,286	-	-	carry-over projects
8	2017 RR-ACC-CAP	-	9,860	9,860	-	9,860	17,433	-	-	carry-over projects
3	2017 RR-ACC-EXP	-	2,486	-	2,486	-	17,764	-	-	carry-over projects
1	2018 RR-CAP	5,419,000	5,689,310	3,302,667	2,386,643	3,302,667	1,710,083	-	-	Budget 2018 projects
204	2018 RR-EXP	935,000	1,069,524	819,923	250,601	819,923	176,294	-	-	Budget 2018 projects
96	2018 RR-ACC-CAP	-	183,903	156,639	27,264	156,639	-	-	-	2018 projects added in 2018
30	2018 RR-ACC-EXP	-	92,716	94,200	(1,484)	94,200	-	-	-	2018 projects added in 2018
11										

by Location		(66,052)	(83,052)	(77,205)	(5,846)	(77,205)	(77,205)	-	(4,085)	
361	Administration	192,413	245,207	231,240	13,968	231,240	237,685	-	-	
15	Asphalt Maintenance	-	-	-	-	-	-	-	-	
0	Bikeworks	26,095	26,095	18,653	7,442	18,653	-	-	-	
2	Campground	8,316	2,599	2,599	0	2,599	5,118	-	7,113	
5	Chalet Record Storage Building	-	-	-	-	-	-	-	-	
0	Cross Country	514,606	480,934	443,350	37,583	443,350	474,790	-	2,050	
17	Day Camps	-	-	-	-	-	-	-	-	
0	Equestrian Center	92,303	92,303	26,686	65,618	26,686	48,590	-	-	
7	Facilities Administration	-	-	-	-	-	-	-	-	
0	Forestry	127,789	361,820	320,714	41,107	320,714	451,933	-	-	
8	General	(191)	35,640	37,607	(1,967)	37,607	-	-	-	
3	General Maintenance	113,293	113,293	12,569	100,724	12,569	97,838	-	-	
4	Golf Course	182,145	193,667	152,357	41,309	152,357	5,627	-	-	
17	Golf Complex	-	-	-	-	-	-	-	-	
0	Maintenance	60,976	68,021	55,468	12,552	55,468	6,587	-	-	
15	Marina	72,487	82,632	64,706	17,925	64,706	4,960	-	-	
17	MIS	312,412	350,224	342,845	8,379	342,845	6,852	-	-	
46	No. Woods Pool-Bldg.	18,645	18,645	13,900	4,745	13,900	5,438	-	-	
3	Northwoods	26,326	26,326	19,906	6,421	19,906	2,046	-	-	
6	Northwoods Pool	-	31	1,281	(1,250)	1,281	-	-	-	
1	Pizza	25,362	36,723	20,445	16,278	20,445	-	-	-	
10	Recreation	16,263	16,263	8,103	8,160	8,103	8,086	-	-	
4	Ski Area-Mtn Ops	556,219	572,926	495,063	77,863	495,063	54,797	-	-	
24	Ski Area Rentl-Rtl	97,150	97,150	76,140	21,011	76,140	-	-	-	
1	Ski Area - Lift Maintenance	1,545,952	1,916,474	1,440,587	475,886	1,440,587	38,491	-	-	
28	Ski Area - Vehicle Maintenance	19,074	19,074	15,637	3,437	15,637	-	-	-	
1	Ski-Ops	-	-	-	-	-	-	-	-	
0	Snowplay	-	-	-	-	-	-	-	-	
8	Tennis Complex	56,160	63,660	52,984	10,677	52,984	5,065	-	-	
0	The Lodge	58,728	137,082	96,320	40,762	96,320	2,931	-	-	
12	Trails	382,253	459,223	120,787	338,436	120,787	254,352	-	-	
20	Trout Creek BLDG	1,250,186	1,268,186	21,156	1,247,030	21,156	1,244,439	-	-	
54	Trout Creek POOLSPA	352,257	352,658	315,770	36,889	315,770	5,061	-	-	
24	Trout Creek FITNESSSEQ	81,969	95,469	14,146	81,323	14,146	81,969	-	-	
5	Trout Creek OTHER	-	-	-	-	-	-	-	-	
0	Various	-	-	-	-	-	-	-	-	
0	Vehicle Maintenance	-	-	-	-	-	-	-	-	
0	Vehicle/Fleet	98,760	103,442	103,691	(249)	103,691	-	-	-	
4	Winter Food-Beverge	-	-	-	-	-	-	-	-	
0										

2017 & prior Carryovers in 2018 RR Expenditures Total - 103,640 103,640 carry-over variance

Replacement Reserve TL

Capital	6,354,000	7,318,817	4,601,912	2,717,905	4,601,912	5,544,894	-	1,886,378
Expense	5,419,000	6,003,937	3,584,149	2,419,788	3,584,149	4,307,308	-	1,710,083
	935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover\$ Resett in Study	Notes	
821 132 226	2018 RR-CAP	Restrooms - Gymside Partitions	Trout Creek BLDG	C	99	12,000	12,000	-	12,000	-	-	-	12,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Plumbing & Fixtur	Trout Creek BLDG	C	99	40,000	40,000	-	40,000	-	-	-	40,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Signage	Trout Creek BLDG	C	99	2,000	2,000	-	2,000	-	-	-	2,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Structural Remode	Trout Creek BLDG	C	99	32,000	32,000	-	32,000	-	-	-	32,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Tile	Trout Creek BLDG	C	99	80,000	80,000	-	80,000	-	-	-	80,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Windows	Trout Creek BLDG	C	99	15,000	15,000	-	15,000	-	-	-	15,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Poolside Windows	Trout Creek BLDG	C	99	15,315	15,315	-	15,315	-	-	-	15,315	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Retail Fixtures	Trout Creek BLDG	C	99	2,035	2,035	-	2,035	-	-	-	2,035	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Signage - Facility Int and Ext	Trout Creek BLDG	C	99	7,651	7,651	-	7,651	-	-	-	7,651	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Snowblower	Trout Creek BLDG	C	12	3,692	3,692	3,723	(31)	3,723	3,723	-	-	-	-
	2018 RR-CAP	Steam Room/Sauna Area - Windows & T	Trout Creek BLDG	C	99	35,736	35,736	-	35,736	-	-	-	-	35,736	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Storage Shed	Trout Creek BLDG	C	99	5,287	5,287	-	5,287	-	-	-	-	5,287	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Water Fountain and Bottle Filler - 2 -	Trout Creek BLDG	C	99	6,074	6,074	-	6,074	-	-	-	-	6,074	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Window Screens	Trout Creek BLDG	C	99	2,278	2,278	-	2,278	-	-	-	-	2,278	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Windscreen Fencing	Trout Creek BLDG	C	99	3,040	3,040	-	3,040	-	-	-	-	3,040	Deferred to 2019 due to TC expans/remodel project
821 130 341	2018 RR-CAP	Pools Repairs & Improvements Phs 2	Trout Creek POOLSPA	C	12	-	292,445	269,233	23,212	269,233	269,233	-	-	-	Pools Repairs & Improvements Phs 2
	2018 RR-CAP	Covered Spa - Coping + Tile	Trout Creek POOLSPA	C	12	10,652	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Covered Spa - Entry Rails	Trout Creek POOLSPA	C	12	2,340	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Covered Spa - Lighting	Trout Creek POOLSPA	C	12	2,106	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Covered Spa - Plaster - Permit - VGB Dr	Trout Creek POOLSPA	C	12	12,249	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Covered Spa - Skimmers	Trout Creek POOLSPA	C	12	2,574	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Kiddy Pool - Coping + Tile	Trout Creek POOLSPA	C	12	11,409	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Kiddy Pool - Plaster - Permit - VGB Dra	Trout Creek POOLSPA	C	12	15,184	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Kiddy Pool - Skimmers	Trout Creek POOLSPA	C	12	2,035	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Rec Pool - Coping + Tile	Trout Creek POOLSPA	C	12	73,399	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Rec Pool - Grabrails (4)	Trout Creek POOLSPA	C	12	14,325	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Rec Pool - Handrails (5)	Trout Creek POOLSPA	C	12	5,873	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Rec Pool - Lighting	Trout Creek POOLSPA	C	12	12,836	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Rec Pool - Plaster - Permit - VGB Drain	Trout Creek POOLSPA	C	12	118,509	-	-	-	-	-	-	-	-	see project 341 above
	2018 RR-CAP	Rec Pool - Skimmers	Trout Creek POOLSPA	C	12	30,733	-	-	-	-	-	-	-	-	TL \$314,000 Budget, Approved was \$292,445
2018 RR-CAP	Cover Wheel Asmb Lap	Trout Creek POOLSPA	C	99	5,061	5,061	-	5,061	-	-	-	-	5,061	Defer to 2019	
821 130 268	2018 RR-CAP	Pool Paver Repairs	Trout Creek POOLSPA	C	12	15,304	15,304	14,455	849	14,455	14,455	-	-	-	
821 130 285	2018 RR-CAP	Inflatable - WIBIT Aquatrack Elements	Trout Creek POOLSPA	C	12	12,187	12,187	11,498	689	11,498	11,498	-	-	-	
821 160 286	2018 RR-CAP	No. 128 - Ford F-150 - Forestry	Vehicle/Fleet	C	12	49,096	45,358	46,536	(1,178)	46,536	46,536	-	-	-	
821 160 287	2018 RR-CAP	No. 138 - Ford 07 F150 - Maint	Vehicle/Fleet	C	12	49,664	47,328	47,328	(0)	47,328	47,328	-	-	-	
821 010 345	2018 RR-ACC-CAP	NW Monument Sign Landscape	Administration	C	12	-	6,269	6,289	(20)	6,289	6,289	-	-	-	
821 128 346	2018 RR-ACC-CAP	Remote Condenser Refrigeration Unit	The Lodge	C	12	-	4,700	4,546	154	4,546	4,546	-	-	-	
821 060 347	2018 RR-ACC-CAP	Marina - Range	Marina	C	12	-	10,245	9,964	281	9,964	9,964	-	-	-	
821 010 350	2018 RR-ACC-CAP	Fire Signs	Administration	C	12	-	5,150	548	4,602	548	548	-	-	-	
821 010 340	2018 RR-ACC-CAP	CASP Feasibility Study	Administration	C	12	-	15,000	15,021	(21)	15,021	15,021	-	-	-	
821 010 316	2018 RR-ACC-CAP	HR Office Paint and Furniture	Administration	C	12	-	3,900	4,370	(470)	4,370	4,370	-	-	-	
821 125 359	2018 RR-ACC-CAP	Fairways Rough Remodel	Golf Course	C	12	-	9,000	10,366	(1,366)	10,366	10,366	-	-	-	
821 210 331	2018 RR-ACC-CAP	400 Amp Breaker Snowmaking	Ski Area-Mtn Ops	C	12	-	4,100	4,066	34	4,066	4,066	-	-	-	
821 150 364	2018 RR-ACC-CAP	Prep Sink and refurbish - Ice Machine ro	Pizza	C	12	-	4,250	885	3,365	885	885	-	-	-	CIP at Year-end, project in progress at ye
921 110 033	2019 RR-ACC-CAP	Biathlon Equipment	Cross Country	C	12	-	9,224	9,148	76	9,148	9,148	-	-	-	order from EU, had to order/pay in '18 due to timing
821 132 326	2018 RR-ACC-CAP	100-Gallon Water Heater - poolside	Trout Creek BLDG	C	12	-	6,000	5,690	310	5,690	5,690	-	-	-	
821 132 362	2018 RR-ACC-CAP	100-Gallon Water Heater - gymside	Trout Creek BLDG	C	12	-	10,000	10,768	(768)	10,768	10,768	-	-	-	
723 051 148	2017 RR-EXP	Trail - Nature Loop Repair	Trails	E	10	-	58,908	50,842	8,066	50,842	72,575	-	-	-	work not completed in 2017
723 160 053	2017 RR-EXP	Stormwater Dis System Containment Rej	Maintenance	E	13	-	5,240	-	5,240	-	-	-	-	-	carryover
723 051 151	2017 RR-EXP	Trail Repairs	Trails	E	13	-	4,560	4,560	-	4,560	9,568	-	-	-	carryover
723 010 259	2017 RR-EXP	Northwoods Poolside Restroom Design	Northwoods Pool	E	13	-	31	1,281	(1,250)	1,281	13,727	-	-	-	carryover
723 160 323	2017 RR-EXP	Maint Yard Sand Oil Separator	Maintenance	E	13	-	(8,627)	(8,627)	-	(8,627)	-	-	-	-	insurance proceeds in 2018, cost incurred 2017
723 035 262	2017 RR-ACC-EXP	Flex Timeclocks Lease	MIS	E	13	-	2,486	-	2,486	-	17,764	-	-	-	need to reclass to 2018 project #
823 010 003	2018 RR-EXP	Copier Lease- Admin	Administration	E	13	23,239	23,239	37,044	(13,804)	37,044	37,044	-	-	-	now combined project with row below
823 010 003	2018 RR-EXP	Copier Lease- ASO	Administration	E	13	10,631	10,631	-	10,631	-	-	-	-	-	now combined project with row above
823 010 005	2018 RR-EXP	Mail Machine - Lease	Administration	E	13	4,096	4,096	4,984	(888)	4,984	4,984	-	-	-	

Replacement Reserve TL

Capital	6,354,000	7,318,817	4,601,912	2,717,905	4,601,912	5,544,894	-	1,886,378
Expense	5,419,000	6,003,937	3,584,149	2,419,788	3,584,149	4,307,308	-	1,710,083
	935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover\$ Resett in Study	Notes
823 165 007	2018 RR-EXP	Reserve Payroll Allocation	Administration	E	13	126,537	130,000	130,000	-	130,000	130,000	-	-	
	2018 RR-EXP	Bath House - Ext Paint	Campground	E	99	2,544	-	-	-	-	-	-	2,544	Deferred painting to 2019 for plumbing repairs
	2018 RR-EXP	Bath House - Int. Paint	Campground	E	99	2,544	-	-	-	-	-	-	2,544	Deferred painting to 2019 for plumbing repairs
823 100 010	2018 RR-EXP	Campground - Asphalt - Stripe	Campground	E	13	1,203	1,203	1,203	0	1,203	1,203	-	-	
	2018 RR-EXP	Plumbing Fixtures Repairs	Campground	E	99	2,025	-	-	-	-	-	-	2,025	Defer to 2019 for additional planning
	2018 RR-EXP	Building Paint and Stain - Exterior	Chalet House	E	99	4,085	-	-	-	-	-	-	4,085	Defer to 2019
823 010 014	2018 RR-EXP	Natural Gas line to replace propane tank	Chalet House	E	13	15,304	-	-	-	-	-	-	-	changed from E to C
821 010 014	2018 RR-CAP	Natural Gas line to replace propane tank	Chalet House	C	13	-	15,304	13,785	1,519	13,785	13,785	-	-	changed from E to C
823 110 016	2018 RR-EXP	Asphalt - ACAC Seal-Stripe	Cross Country	E	13	18,808	18,808	18,802	6	18,802	18,802	-	-	
823 110 022	2018 RR-EXP	Building Paint and Stain - Interior	Cross Country	E	13	10,199	10,199	6,440	3,759	6,440	6,440	-	-	
823 110 017	2018 RR-EXP	Fencing - repair	Cross Country	E	13	10,799	10,799	10,799	0	10,799	10,799	-	-	
	2018 RR-EXP	Forest Service Special Use Permit	Cross Country	E	13	2,089	2,089	-	2,089	-	-	-	-	
	2018 RR-EXP	Stormwater - Containment- Repair	Cross Country	E	99	2,050	-	-	-	-	-	-	2,050	Defer to 2019
823 080 033	2018 RR-EXP	Perimeter Fencing repair	Equestrian Center	E	13	5,061	5,061	5,061	0	5,061	5,061	-	-	
823 080 035	2018 RR-EXP	Tack Sheds/Cargo Containers - Paint Ex	Equestrian Center	E	13	15,184	15,184	7,175	8,009	7,175	7,175	-	-	
823 080 036	2018 RR-EXP	Tack Sheds/Cargo Containers - Repairs	Equestrian Center	E	13	8,098	8,098	1,382	6,717	1,382	1,382	-	-	
823 050 037	2018 RR-EXP	Asphalt - Seal/Stripe - Gate to Building	Forestry	E	13	15,184	15,184	15,184	0	15,184	15,184	-	-	
823 050 039	2018 RR-EXP	Common Area Tree Damage	Forestry	E	13	10,139	153,929	151,227	2,702	151,227	151,227	-	-	Board Approved Increase 6/26/2018
823 050 041	2018 RR-EXP	Mastication - Large Equipment	Forestry	E	13	33,395	33,395	33,395	-	33,395	33,395	-	-	
823 050 040	2018 RR-EXP	Mastication - Small Equipment	Forestry	E	13	26,320	26,320	14,338	11,983	14,338	14,338	-	-	
723 050 288	2017 RR-EXP	Storm Damage Forestry	Forestry	E	10	-	75,601	40,887	34,714	40,887	115,286	-	-	apprv bdg in '17 of \$150,000 total
723 050 097	2017 RR-EXP	Mastication	Forestry	E	10	-	2,640	2,895	(255)	2,895	59,715	-	-	apprv bdg in '17 of \$59,715 total
823 160 045	2018 RR-EXP	Mailbox Cluster Repair-Replace	General Maintenance	E	09	3,049	3,049	100	2,949	100	100	-	-	
823 160 044	2018 RR-EXP	Misc. Pav. Crack Repairs	General Maintenance	E	13	12,406	12,406	12,469	(63)	12,469	12,469	-	-	
823 120 046	2018 RR-EXP	GC Pking Stripe	Golf Complex	E	13	5,925	5,925	5,925	(0)	5,925	5,925	-	-	
823 120 052	2018 RR-EXP	Golf Pro Shop Paint repair	Golf Complex	E	13	2,221	2,741	2,741	-	2,741	2,741	-	-	DP Approved
823 125 053	2018 RR-EXP	Asphalt Cart Path Repair	Golf Course	E	13	10,401	10,401	10,391	10	10,391	10,391	-	-	
823 125 054	2018 RR-EXP	GC Drvg Rg Pth-Park-Brdg Seal-Stripe	Golf Course	E	13	1,787	1,787	1,787	(0)	1,787	1,787	-	-	
823 125 055	2018 RR-EXP	GC Paths Seal-18 holes	Golf Course	E	13	25,307	25,307	25,307	0	25,307	25,307	-	-	
823 125 065	2018 RR-EXP	GC Tree Damage	Golf Course	E	13	2,028	2,028	2,028	-	2,028	2,028	-	-	Defer to 2019
823 125 056	2018 RR-EXP	GCM Yard Seal-Stripe	Golf Course	E	13	6,074	6,074	6,074	(0)	6,074	6,074	-	-	
823 125 066	2018 RR-EXP	Paint Building Siding Staining - Rprs	Golf Course	E	13	9,617	9,617	3,750	5,867	3,750	3,750	-	-	
823 125 059	2018 RR-EXP	Sod Repair	Golf Course	E	13	20,597	20,597	20,171	426	20,171	20,171	-	-	
823 160 072	2018 RR-EXP	Building - Painting Interior	Maintenance	E	13	15,478	5,775	5,500	275	5,500	5,500	-	-	
	2018 RR-EXP	Fencing - Repair	Maintenance	E	99	2,875	2,875	-	2,875	-	-	-	2,875	Deferred to 2019 - No repairs needed
823 160 068	2018 RR-EXP	Maint.Yd. Seal-Stripe	Maintenance	E	13	11,987	11,987	10,891	1,096	10,891	10,891	-	-	
823 060 084	2018 RR-EXP	Dock Repairs	Marina	E	13	6,108	6,108	2,072	4,036	2,072	2,072	-	-	
823 060 085	2018 RR-EXP	Fencing- Repairs	Marina	E	13	5,090	5,090	208	4,882	208	208	-	-	
823 060 076	2018 RR-EXP	Marina Pkg Seal-Stripe	Marina	E	13	5,794	5,794	5,794	(0)	5,794	5,794	-	-	
823 060 077	2018 RR-EXP	Marina Pthwys-Ramp Seal	Marina	E	13	255	255	255	0	255	255	-	-	
823 060 088	2018 RR-EXP	Stormwater - Containment- Repair	Marina	E	13	4,235	4,235	3,985	250	3,985	3,985	-	-	
823 025 108	2018 RR-EXP	Arc GIS - Forestry - Software	MIS	E	13	1,087	1,087	1,083	4	1,083	1,083	-	-	
723 025 197	2018 RR-EXP	E-Store	MIS	E	13	-	-	-	-	-	11,413	-	-	needs reclass to x109 project#
823 025 109	2018 RR-EXP	E-Store	MIS	E	13	12,000	12,000	13,156	(1,156)	13,156	13,156	-	-	
823 025 091	2018 RR-EXP	Fiber Optic Leases	MIS	E	13	42,887	42,887	48,591	(5,703)	48,591	48,591	-	-	
823 025 092	2018 RR-EXP	Gasboy - Maintenance Software License	MIS	E	13	1,665	1,665	-	1,665	-	-	-	-	
823 025 117	2018 RR-EXP	Gold Mine Software	MIS	E	13	1,518	14,580	12,750	1,830	12,750	12,750	-	-	bdg revised from C to E
823 025 093	2018 RR-EXP	Golf Module- 4 tees	MIS	E	13	6,222	6,222	6,000	222	6,000	6,000	-	-	
823 025 111	2018 RR-EXP	Maintenance Work Order-M+ Software 1	MIS	E	13	2,045	2,045	1,359	686	1,359	1,359	-	-	
823 025 112	2018 RR-EXP	Marketing Interactive Web Features	MIS	E	13	3,112	3,112	1,489	1,623	1,489	1,489	-	-	
823 025 114	2018 RR-EXP	Reserve Fund Software	MIS	E	13	3,003	3,003	2,400	603	2,400	2,400	-	-	
823 025 097	2018 RR-EXP	Service Microsoft 365 license	MIS	E	13	27,329	27,329	28,924	(1,595)	28,924	28,924	-	-	
823 025 098	2018 RR-EXP	Timeclocks - Psychex - Lease - SAAS	MIS	E	13	19,035	19,035	25,506	(6,471)	25,506	25,506	-	-	
823 025 115	2018 RR-EXP	Trails User Smartphone App	MIS	E	13	7,409	7,409	7,000	409	7,000	7,000	-	-	
823 025 100	2018 RR-EXP	VICOMAP - Website	MIS	E	13	1,581	1,581	-	1,581	-	-	-	-	
823 130 124	2018 RR-EXP	Furniture - Pool Deck - repair	No.Woods Pool-Bldg.	E	13	10,204	10,204	9,852	352	9,852	9,852	-	-	

Replacement Reserve TL
Capital
Expense

6,354,000	7,318,817	4,601,912	2,717,905	4,601,912	5,544,894	-	1,886,378
5,419,000	6,003,937	3,584,149	2,419,788	3,584,149	4,307,308	-	1,710,083
935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover\$ Reset in Study	Notes
823 010 127	2018 RR-EXP	Deck-Pavers Repair	Northwoods	E	13	7,085	7,085	6,440	645	6,440	6,440	-	-	
823 010 126	2018 RR-EXP	NWDS Prking Seal-Stripe	Northwoods	E	13	11,121	11,121	11,121	0	11,121	11,121	-	-	
	2018 RR-EXP	Bocce Courts Repair	Recreation	E	99	8,086	8,086	-	8,086	-	-	-	-	8,086 Deferred to 2020 for NWCH planning
	2018 RR-EXP	Eagle Rock Communication Lines Repai	Ski Area - Lift Maintenance	E	99	2,035	2,035	-	2,035	-	-	-	-	2,035 Deferred to 2020
823 211 147	2018 RR-EXP	Loading Ramp Repairs / Go-Green/Red	Ski Area - Lift Maintenance	E	13	5,087	5,087	3,747	1,340	3,747	3,747	-	-	
	2018 RR-EXP	Snowbird Drive Repairs	Ski Area - Lift Maintenance	E	13	2,008	-	-	-	-	-	-	-	see project 310 above
	2018 RR-EXP	Snowbird Motor Room - Structural Repa	Ski Area - Lift Maintenance	E	13	6,276	-	-	-	-	-	-	-	see project 310 above
823 210 173	2018 RR-EXP	DSL Deck Concrete Urethane Coating	Ski Area-Mtn Ops	E	13	3,038	5,038	5,000	38	5,000	5,000	-	-	
823 210 168	2018 RR-EXP	DSL Lower 500 Dr Seal (35%)	Ski Area-Mtn Ops	E	13	1,720	1,720	1,766	(46)	1,766	1,766	-	-	
823 210 169	2018 RR-EXP	DSL Prking - Stripe	Ski Area-Mtn Ops	E	13	7,020	7,020	3,006	4,013	3,006	3,006	-	-	
823 210 170	2018 RR-EXP	DSL-AccRd. Seal (35%)	Ski Area-Mtn Ops	E	13	3,701	3,701	3,802	(101)	3,802	3,802	-	-	
823 210 171	2018 RR-EXP	DSL-Fire Lane Seal (35%)	Ski Area-Mtn Ops	E	13	1,898	1,898	1,949	(51)	1,949	1,949	-	-	
823 210 179	2018 RR-EXP	Stormwater - Containment- Clean out Lo	Ski Area-Mtn Ops	E	13	5,061	3,968	-	3,968	-	-	-	-	
823 210 172	2018 RR-EXP	Yurt Deck Repair/Stain	Ski Area-Mtn Ops	E	13	2,031	1,950	1,950	-	1,950	1,950	-	-	
823 090 187	2018 RR-EXP	Building Paint-Exter.	Tennis Complex	E	13	11,120	11,120	8,074	3,046	8,074	8,074	-	-	
823 090 188	2018 RR-EXP	Building Paint-Interior - Proshop - Restr	Tennis Complex	E	13	12,148	12,148	11,941	206	11,941	11,941	-	-	
823 090 190	2018 RR-EXP	Court Crack Repairs	Tennis Complex	E	13	6,351	6,351	6,200	151	6,200	6,200	-	-	
	2018 RR-EXP	Fence Perim Repairs	Tennis Complex	E	99	5,065	5,065	-	5,065	-	-	-	-	5,065 Deferred to 2019 - No repairs needed
823 090 189	2018 RR-EXP	Handrail Repairs	Tennis Complex	E	13	3,053	3,053	1,500	1,553	1,500	1,500	-	-	
823 128 196	2018 RR-EXP	Paint - Bar-Dining	The Lodge	E	13	14,990	14,990	5,922	9,068	5,922	5,922	-	-	
823 128 197	2018 RR-EXP	Paint -Hallwy-Banq-Restrooms	The Lodge	E	13	14,624	14,624	6,156	8,468	6,156	6,156	-	-	
	2018 RR-EXP	Stormwater - Containment- Repair	The Lodge	E	13	2,055	2,055	-	2,055	-	-	-	-	
723 051 258	2017 RR-EXP	Trails 28- 30	Trails	E	10	-	11,802	11,802	0	11,802	23,414	-	-	apprv bdg in '17 of \$23,414 total. Needs Research
	2018 RR-EXP	Trail 6-7 Repair - Hansel to Campground	Trails	E	99	40,808	40,808	-	40,808	-	-	-	-	40,808 Defer to 2019 for additional planning
	2018 RR-EXP	Trail 7-8 Repair - Alder Creek Trail	Trails	E	99	35,707	35,707	-	35,707	-	-	-	-	35,707 Defer to 2019 for additional planning
823 051 213	2018 RR-EXP	Trail Repair/Improvement	Trails	E	13	7,359	7,359	3,365	3,994	3,365	3,365	-	-	
	2018 RR-EXP	Wildland Perimeter Fencing Repair	Trails	E	99	2,025	2,025	-	2,025	-	-	-	-	2,025 Defer to 2019 for additional planning
	2018 RR-EXP	Building Painting Exterior	Trout Creek BLDG	E	99	17,855	17,855	-	17,855	-	-	-	-	17,855
	2018 RR-EXP	Building Painting Interior (old)	Trout Creek BLDG	E	99	10,123	10,123	-	10,123	-	-	-	-	10,123
	2018 RR-EXP	Concrete Curb Repairs	Trout Creek BLDG	E	99	10,218	10,218	-	10,218	-	-	-	-	10,218
	2018 RR-EXP	Door Safety Upgrade	Trout Creek BLDG	E	99	8,098	8,098	-	8,098	-	-	-	-	8,098
	2018 RR-EXP	Restrooms - Gymside Paint	Trout Creek BLDG	E	99	10,000	10,000	-	10,000	-	-	-	-	10,000
	2018 RR-EXP	Roof Repair - Trout Creek	Trout Creek BLDG	E	99	10,152	10,152	-	10,152	-	-	-	-	10,152
	2018 RR-EXP	Stormwater - Containment- Repair	Trout Creek BLDG	E	13	2,055	2,055	-	2,055	-	-	-	-	
823 130 269	2018 RR-EXP	Chemical Probes (12)	Trout Creek POOLSPA	E	13	5,479	5,479	2,996	2,483	2,996	2,996	-	-	
823 025 336	2018 RR-ACC-EXP	Management Software-ConnectWise	MIS	E	06	-	5,405	6,222	(817)	6,222	6,222	-	-	
823 025 360	2018 RR-ACC-EXP	Navori Software Upgrade- digital signag	MIS	E	06	-	3,644	3,644	-	3,644	3,644	-	-	
823 005 367	2018 RR-ACC-EXP	Governing Documents update	General	E	06	-	35,831	37,607	(1,776)	37,607	37,607	-	-	DP Required
	2018 RR-CAP	Contingency, capex	General	C	13	128	128	-	128	-	-	-	-	estproject deferrals/timing impacts, \$3894 Dec Recls
	2018 RR-EXP	Contingency, expen	General	E	13	(319)	(319)	-	(319)	-	-	-	-	estimated project deferrals/timing impacts

Tahoe Donner Association
Department P&L Detail (D01)
 For the Twelve Months Ending December 31, 2018
 Operating Fund Consolidated

December 2018

Year-to-Date December 2018

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var						Variance	Var				
			\$	%	\$	%						\$	%	\$	%		
67,000	67,000	59,000	0	0%	8,000	14%	36053	Revenue									
								ALLOCATED RECREATION FEE	1,065,610	1,040,000	1,039,288	25,610	2%	26,322	3%	1,040,000	
0	0	0	0	0%	0	0%	(350...	Golf Passes	133,031	162,900	127,924	-29,869	-18%	5,107	4%	162,900	
0	0	0	0	0%	0	0%	3502...	Golf Passes - Packs	91,694	83,000	71,489	8,694	10%	20,205	28%	83,000	
0	0	0	0	0%	0	0%	35035	Golf Green Fees - Member	208,705	236,000	210,385	-27,295	-12%	-1,680	-1%	236,000	
0	0	0	0	0%	0	0%	35025	Golf Green Fees - Guest	182,021	233,000	193,280	-50,979	-22%	-11,259	-6%	233,000	
0	0	0	0	0%	0	0%	3503...	Golf Green Fees - Public	135,105	135,100	93,412	5	0%	41,694	45%	135,100	
331,478	224,400	126,727	107,078	48%	204,751	162%	35560	Ski Lift Revenue - Public	952,207	1,040,800	1,147,691	-88,593	-9%	-195,483	-17%	1,040,800	
16,363	0	0	16,363	0%	16,363	0%	35562	Ski Lift Revenue - Guest	16,363	0	0	16,363	0%	16,363	0%	0	
64,160	37,000	13,012	27,160	73%	51,148	393%	35565	Ski Lift Revenue - P.O.	133,886	117,000	121,222	16,886	14%	12,664	10%	117,000	
39,748	25,700	21,916	14,048	55%	17,833	81%	35570	Ski Passes - Public	205,650	119,900	181,804	85,750	72%	23,846	13%	119,900	
45,186	40,600	31,517	4,586	11%	13,669	43%	35575	Ski Passes - P.O.	254,934	194,000	227,936	60,934	31%	26,998	12%	194,000	
677	0	507	677	0%	170	33%	35597	Ski Team - Public	5,144	3,500	3,482	1,644	47%	1,661	48%	3,500	
1,023	1,000	417	23	2%	605	145%	35598	Ski Team - P.O.	10,525	10,000	10,897	525	5%	-372	-3%	10,000	
0	0	0	0	0%	0	0%	35599	Race Events	135	0	135	135	0%	0	0%	0	
1,164	1,400	67	-236	-17%	1,097	1637%	35594	Snowplay Member	1,914	4,900	1,804	-2,986	-61%	110	6%	4,900	
17,560	18,500	2,995	-940	-5%	14,566	486%	35596	Snowplay Guest	51,132	64,300	72,820	-13,169	-20%	-21,688	-30%	64,300	
44,918	46,200	8,205	-1,282	-3%	36,714	447%	35595	Snowplay Public	125,874	160,600	149,178	-34,727	-22%	-23,304	-16%	160,600	
19,082	12,000	1,379	7,082	59%	17,703	1284%	35610	P.O. Daily Trail Fee	38,752	46,000	37,044	-7,249	-16%	1,708	5%	46,000	
56,212	50,000	13,092	6,212	12%	43,120	329%	35615	Public Daily Trail Fee	184,788	252,200	240,568	-67,412	-27%	-55,780	-23%	252,200	
27,695	10,000	288	17,695	177%	27,407	9516%	35620	Guest Daily Trail Fee	42,409	39,500	36,248	2,909	7%	6,161	17%	39,500	
0	0	0	0	0%	0	0%	37040	P.O. Trail Rides	41,048	50,000	40,922	-8,952	-18%	126	0%	50,000	
0	0	0	0	0%	0	0%	37060	Guest Trail Rides	49,458	41,000	45,996	8,458	21%	3,462	8%	41,000	
0	0	0	0	0%	0	0%	37080	Public Trail Rides	11,733	16,000	15,114	-4,267	-27%	-3,381	-22%	16,000	
835	600	1,352	235	39%	-517	-38%	36012	Special Events Revenue	55,530	61,694	61,064	-6,164	-10%	-5,534	-9%	61,694	
0	0	0	0	0%	0	0%	36013	Concert Revenue	117,370	140,000	143,307	-22,630	-16%	-25,937	-18%	140,000	
4,164	2,600	2,622	1,564	60%	1,542	59%	36054	Daily Usage Fee - Member	44,012	41,501	41,438	2,511	6%	2,574	6%	41,501	
23,908	21,000	17,974	2,908	14%	5,934	33%	36055	Daily Usage Fee - Guest	427,984	414,203	381,468	13,781	3%	46,516	12%	414,203	
0	0	5,510	0	0%	-5,510	-100%	38013	Campground Revenue	85,642	60,600	64,025	25,042	41%	21,616	34%	60,600	
694,173	491,000	247,580	203,173	41%	446,592	180%		Total Direct Access & Use	3,607,044	3,727,698	3,720,652	-120,654	-3%	-113,608	-3%	3,727,698	
328,675	276,800	251,055	51,875	19%	77,621	31%	3310...	Food	3,040,322	2,944,900	3,040,002	95,422	3%	320	0%	2,944,900	
-18,226	-21,050	-15,848	2,824	13%	-2,378	-15%		Food Discounts	-252,740	-354,401	-275,734	101,661	29%	22,995	8%	-354,401	
-8,248	-10,900	-7,256	2,652	24%	-992	-14%	33152	EE Discounts	-86,897	-107,901	-104,237	21,004	19%	17,341	17%	-107,901	
-579	-2,800	-1,526	2,221	79%	948	62%	33154	Guest Relations aka Manager	-22,661	-45,000	-30,388	22,339	50%	7,727	25%	-45,000	
0	-2,150	-357	2,150	100%	357	100%	33156	InterDept Discounts	-6,935	-10,200	-7,468	3,265	32%	532	7%	-10,200	
-9,400	-5,200	-6,708	-4,200	-81%	-2,691	-40%	3316...	Marketing Discounts	-136,246	-191,300	-133,641	55,054	29%	-2,605	-2%	-191,300	
27,307	22,800	15,321	4,507	20%	11,985	78%	33180	Food NA Beverage	177,538	178,800	192,925	-1,262	-1%	-15,387	-8%	178,800	
337,756	278,550	250,529	59,206	21%	87,227	35%		Food subtotal	2,965,120	2,769,299	2,957,192	195,821	7%	7,927	0%	2,769,299	
36,508	29,440	29,529	7,068	24%	6,979	24%	3322...	Beer	366,533	326,200	372,373	40,333	12%	-5,840	-2%	326,200	
-596	0	-405	-596	0%	-191	-47%	3322...	Beer Discounts	-7,739	0	-7,943	-7,739	0%	204	3%	0	
34,246	24,990	23,271	9,256	37%	10,975	47%	33242	Liquor	353,813	254,400	331,492	99,413	39%	22,321	7%	254,400	
-725	0	-549	-725	0%	-176	-32%	3324...	Liquor Discounts	-11,275	0	-11,855	-11,275	0%	580	5%	0	
38,106	38,010	30,669	96	0%	7,437	24%	33262	Wine	413,142	444,100	413,851	-30,958	-7%	-708	0%	444,100	
-536	0	-684	-536	0%	148	22%	3326...	Wine Discounts	-13,697	0	-15,243	-13,697	0%	1,546	10%	0	
1,906	0	1,029	1,906	0%	877	85%	33268	Corkage Fees	20,829	0	19,688	20,829	0%	1,140	6%	0	
-740	0	-306	-740	0%	-434	-142%	33269	Corkage Fee Discounts	-8,567	0	-12,629	-8,567	0%	4,062	32%	0	
108,168	92,440	82,553	15,728	17%	25,615	31%		Beverage subtotal	1,113,038	1,024,700	1,089,733	88,338	9%	23,306	2%	1,024,700	
570	7,910	304	-7,340	-93%	266	88%	3328...	Misc other F&B	208,573	130,300	169,334	78,273	60%	38,939	23%	130,300	
0	-1,000	100	100	100%	0	0%	33299	InterDept Food Sales	-3,992	1,800	-3,267	-5,792	-322%	-725	-22%	1,800	
570	7,910	304	-7,240	-93%	266	88%		Other F&B subtotal	204,581	132,100	166,367	72,481	55%	38,214	23%	132,100	
446,494	378,800	333,385	67,694	18%	113,109	34%		Total Food and Beverage	4,282,739	3,926,099	4,213,292	356,640	9%	69,447	2%	3,926,099	
339,837	209,000	271,191	130,837	63%	68,646	25%		F&B Revenue by Segment:	3,749,811	2,542,000	3,593,593	1,207,811	48%	156,218	4%	2,542,000	
161,870	113,200	176,468	48,670	43%	-14,598	-8%	33910	Lodge-Dining Room	1,698,800	1,130,000	1,729,813	568,800	50%	-31,013	-2%	1,130,000	
67,895	66,800	56,602	1,095	2%	11,293	20%	33920	Lodge-Pub	713,976	710,000	788,473	3,976	1%	-74,996	-9%	710,000	
42,039	29,000	37,923	13,039	45%	4,117	11%	33930	F&B-Banquets	707,592	460,000	602,145	247,592	54%	105,447	18%	460,000	
4,721	0	0	4,721	0%	4,721	0%	33940	SmrF&B-Lunch	127,073	74,000	112,867	53,073	72%	14,207	13%	74,000	
0	0	0	0	0%	0	0%	33950	SmrF&B-Snack Bar	114,143	92,000	85,284	22,143	24%	28,859	34%	92,000	
0	0	0	0	0%	0	0%	33970	SmrF&B-Pool BBQ	56,498	53,000	54,531	3,498	7%	1,967	4%	53,000	
3,613	0	0	3,613	0%	3,613	0%	33980	Snowplay Food Truck	11,005	4,000	14,560	7,005	175%	-3,555	-24%	4,000	
59,699	0	199	59,699	0%	59,500	29972%	33990	Cafeteria	320,723	0	205,921	320,723	0%	114,802	56%	0	
0	0	0	0	0%	0	0%	33989	Employee Housing	0	19,000	0	-19,000	-100%	0	0%	19,000	
-1,985	0	-1,302	-1,985	0%	-684	-53%	33163	Mkt Discounts, Happy Hour Fo	-29,829	0	-32,683	-29,829	0%	2,854	9%	0	
-273	0	-53	-273	0%	-220	-418%	33226	Mkt Discounts, Happy Hour Bev	-3,711	0	-1,309	-3,711	0%	-2,401	-183%	0	
-53	0	-168	-53	0%	115	68%	33246	Mkt Discounts, Happy Hour Bev	-3,942	0	-3,630	-3,942	0%	-313	-9%	0	
-218	0	-426	-218	0%	207	49%											

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December 2018

Year-to-Date December 2018

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var	Variance	Var		
			\$	%	\$	%					\$	%	\$	%		
-2,530	0	-1,948	-2,530	0%	-582	-30%										
							Mkt Discounts, Happy Hour	-45,771	0	-46,027	-45,771	0%	256	1%	0	
250	0	13	250	0%	238	1900%	36015	Sales - Firewood	4,273	5,000	4,663	-727	-15%	-389	-8%	5,000
2,849	0	0	2,849	0%	2,849	0%	36016	Sales - Timber	21,027	0	1,469	21,027	0%	19,558	1332%	0
0	0	0	0	0%	0	0%	36017	Sales - Chips	16,417	0	17,863	16,417	0%	-1,445	-8%	0
102,616	56,600	47,787	46,016	81%	54,829	115%	36030	Sales - Retail	621,677	549,300	624,896	72,377	13%	-3,219	-1%	549,300
-1,627	-600	-2,157	-1,027	-171%	530	25%	38015	Employee Discounts	-14,575	-20,300	-23,363	5,725	28%	8,788	38%	-20,300
0	0	-2	0	0%	2	100%	38017	Homeowner Discounts	-4,704	-3,000	-6,591	-1,704	-57%	1,887	29%	-3,000
-7,638	-3,900	-2,981	-3,738	-96%	-4,657	-156%	38020	Discounts - Retail	-73,498	-47,300	-56,013	-26,198	-55%	-17,485	-31%	-47,300
-68	0	-8	-68	0%	-60	-750%	38025	Promotion Discounts	-2,589	-2,000	-2,475	-589	-29%	-114	-5%	-2,000
96,381	52,100	42,653	44,281	85%	53,729	126%		Total Retail Product Reve	568,028	481,700	560,447	86,328	18%	7,581	1%	481,700
0	0	0	0	0%	0	0%	(350...	Golf Cart Rentals	187,906	152,000	162,227	35,906	24%	25,679	16%	152,000
0	0	0	0	0%	0	0%	35018	Golf Club Set Rentals	11,440	0	0	11,440	0%	11,440	0%	0
0	0	0	0	0%	0	0%	35020	Golf - Driving Range	51,528	46,000	32,545	5,528	12%	18,983	58%	46,000
95,646	35,000	53,126	60,646	173%	42,520	80%	(355...	Lessons - Group	279,772	238,600	295,948	41,172	17%	-16,176	-5%	238,600
125,161	90,900	72,560	34,261	38%	52,601	72%	(355...	Lessons - Private	410,762	297,300	382,789	113,462	38%	27,973	7%	297,300
431	200	266	231	115%	164	62%	35585	Lessons - Masters Program	3,129	2,500	2,897	629	25%	233	8%	2,500
78,203	55,100	58,635	23,103	42%	19,568	33%	35590	Snowflakes	260,076	197,000	243,638	63,076	32%	16,438	7%	197,000
0	0	0	0	0%	0	0%	(355...	TD Tykes	31,764	21,000	25,593	10,764	51%	6,171	24%	21,000
254,120	171,000	123,366	83,120	49%	130,754	106%	3604...	Rentals	943,467	998,300	1,084,928	-54,833	-5%	-141,461	-13%	998,300
0	0	0	0	0%	0	0%	36042	Rentals, Storage	33,198	0	0	33,198	0%	33,198	0%	0
0	0	0	0	0%	0	0%	36043	Rentals, Bikes	42,751	33,000	32,725	9,751	30%	10,026	31%	33,000
1,288	1,500	1,510	-212	-14%	-222	-15%	3604...	Child Care	16,078	15,000	17,226	1,078	7%	-1,148	-7%	15,000
9,007	8,200	7,987	807	13%	1,020	13%	36050	Aerobics	90,300	85,700	81,855	4,600	5%	8,446	10%	85,700
950	300	190	650	217%	760	400%	36056	Fitness/Training	9,190	2,900	2,760	6,290	217%	6,430	233%	2,900
0	100	0	-100	-100%	0	0%	36058	Rec Programs	18,365	6,000	11,306	12,365	206%	7,059	62%	6,000
0	0	0	0	0%	0	0%	36059	Day Camps	255,512	234,000	223,485	21,512	9%	32,027	14%	234,000
2,007	1,700	1,415	307	18%	593	42%	36051	Massage	17,900	17,900	19,907	140	1%	-1,867	-9%	17,900
240	0	0	240	0%	240	0%	36057	Towels/Lockers	1,020	1,200	1,579	-180	-15%	-559	-35%	1,200
0	0	0	0	0%	0	0%	36060	Lessons - Public	1,592	2,000	1,244	-408	-20%	348	28%	2,000
0	0	0	0	0%	0	0%	36070	Lessons - P.O.	49,292	57,503	48,427	-8,211	-14%	865	2%	57,503
0	0	0	0	0%	0	0%	36080	Lessons - Guest	56,123	34,700	38,128	21,423	62%	17,994	47%	34,700
0	0	-340	0	0%	340	100%	37090	Equestrian - Boarding	21,489	33,000	23,808	-11,511	-35%	-2,319	-10%	33,000
0	0	0	0	0%	0	0%	37095	Equestrian - Camps	64,369	49,000	44,549	15,369	31%	19,820	44%	49,000
567,052	364,000	318,714	203,052	56%	248,338	78%		Total Lessons & Rental R	2,857,164	2,524,603	2,777,563	332,561	13%	79,601	3%	2,524,603
585	3,200	3,385	-2,615	-82%	-2,800	-83%	32010	Aso - Fees	64,416	77,000	54,430	-12,584	-16%	9,986	18%	77,000
-180	1,000	1,380	-1,180	-118%	-1,560	-113%	32020	Inspection Fees	27,680	30,000	24,135	-2,320	-8%	3,545	15%	30,000
4,988	500	213	4,488	898%	4,775	2247%	32030	Fines	15,168	6,000	3,745	9,168	153%	11,423	305%	6,000
0	0	0	0	0%	0	0%	32040	Fines - Forestry	2,000	0	0	2,000	0%	2,000	0%	0
-8,910	1,010	5,760	-9,920	-982%	-14,670	-255%	34010	Interest	63,862	12,120	50,433	51,742	427%	13,428	27%	12,120
2,499	2,500	1,886	-1	0%	612	32%	34020	Late Charges	32,425	38,000	24,205	-5,575	-15%	8,221	34%	38,000
0	-300	-370	370	100%	370	100%	34030	Lien Fees	8,695	15,000	16,465	-6,305	-42%	-7,770	-47%	15,000
0	-200	-380	200	100%	380	100%	34040	Delinquency Fees	41,151	44,000	70,449	-2,849	-6%	-29,299	-42%	44,000
9,480	11,200	15,785	-1,720	-15%	-6,305	-40%	34050	Transfer Fees	161,485	139,000	165,935	22,485	16%	-4,450	-3%	139,000
30	0	10	30	0%	20	200%	34060	NSF Charges	80	0	110	80	0%	-30	-27%	0
0	0	0	0	0%	0	0%	34070	Shopping Bags	0	0	4	0	0%	-4	-93%	0
-1,200	0	0	-1,200	0%	-1,200	0%	34075	Sponsorships	18,520	0	0	18,520	0%	18,520	0%	0
17,180	15,000	12,887	2,180	15%	4,293	33%	34080	Communications Ad Revenue	202,366	213,000	184,934	-10,634	-5%	17,432	9%	213,000
2,438	2,500	2,389	-62	-2%	49	2%	37018	Lease Revenue	36,889	30,000	24,645	6,889	23%	12,244	50%	30,000
13,869	6,690	5,102	7,179	107%	8,767	172%	37020	Other Revenue	85,298	86,780	99,909	-1,482	-2%	-14,611	-15%	86,780
22,235	14,000	16,290	8,235	59%	5,945	36%	38005	Employee Housing Revenue	116,734	69,000	84,273	47,734	69%	32,461	39%	69,000
30,724	0	0	30,724	0%	30,724	0%	37030	Forestry Grant Revenue	95,693	0	1,645	95,693	0%	94,048	5717%	0
93,738	57,100	64,337	36,638	64%	29,400	46%		Total Other Revenue	972,461	759,900	805,317	212,561	28%	167,143	21%	759,900
1,964,838	1,410,000	1,065,670	554,838	39%	899,169	84%		GROSS REVENUE (GREV)	13,353,046	12,460,000	13,116,560	893,046	7%	236,486	2%	12,460,000
COST OF GOODS SOLD (COGS)																
0	0	0	0	0%	0	0%	4310...	Food	-1,042	0	0	-1,042	0%	-1,042	0%	0
-30,585	-27,130	-24,461	-3,455	-13%	-6,124	-25%	43110	Meat	-277,157	-301,880	-295,015	24,723	8%	17,858	6%	-301,880
-15,436	-13,820	-12,744	-1,616	-12%	-2,692	-21%	43120	Seafood	-157,342	-188,810	-171,634	31,468	17%	14,292	8%	-188,810
-21,013	-13,850	-17,749	-7,163	-52%	-3,264	-18%	43130	Produce	-200,804	-153,180	-215,720	-47,624	-31%	14,915	7%	-153,180
-11,153	-11,180	-10,335	27	-8%	-818	-8%	43140	Dairy	-107,336	-125,210	-113,733	17,874	14%	6,397	6%	-125,210
-6,716	-6,150	-4,746	-566	-9%	-1,971	-42%	43150	NA Beverage	-58,258	-58,380	-57,075	122	0%	-1,183	-2%	-58,380
-31,264	-28,515	-20,674	-2,749	-10%	-10,590	-51%	43160	Food Other	-287,531	-250,561	-304,530	-36,970	-15%	17,000	6%	-250,561
3,514	6,750	3,086	-3,236	-48%	427	14%	43190	Mktg Discounts credit	70,843	86,410	81,894	-15,567	-18%	-11,051	-13%	86,410
2,804	3,309	3,451	-506	-15%	-648	-19%	43192	EE Meals credit	38,976	40,861	38,618	-1,885	-5%	358	1%	40,861
-109,850	-90,586	-84,171	-19,264	-21%	-25,679	-31%		Food Cogs	-979,652	-950,750	-1,037,195	-28,902	-3%	57,543	6%	-950,750

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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
			\$	%	\$	%						\$	%	\$	%	
-8,978	-7,400	-5,463	-1,578	-21%	-3,515	-64%	43270	Beer	-89,589	-82,010	-89,482	-7,579	-9%	-108	0%	-82,010
-7,607	-5,040	-4,999	-2,567	-51%	-2,608	-52%	43280	Liquor	-71,511	-52,340	-62,250	-19,171	-37%	-9,262	-15%	-52,340
-11,711	-11,000	-11,423	-711	-6%	-288	-3%	43290	Wine	-127,359	-129,770	-130,924	2,411	2%	3,564	3%	-129,770
-28,296	-23,440	-21,884	-4,856	-21%	-6,411	-29%		Beverage Cogs	-288,460	-264,120	-282,655	-24,340	-9%	-5,805	-2%	-264,120
-46,734	-28,700	-30,233	-18,034	-63%	-16,501	-55%		Retail Product Cogs	-305,412	-305,130	-314,762	-282	0%	9,350	3%	-305,130
-184,879	-142,726	-136,289	-42,153	-30%	-48,591	-36%		Total COGS	-1,573,523	-1,520,000	-1,634,612	-53,523	-4%	61,089	4%	-1,520,000
-09.4%	-10.1%	-12.8%	00.7%	07.0%	03.4%	26.4%		Total Cogs / GREV %	-11.8%	-12.2%	-12.5%	00.4%	03.4%	00.7%	05.4%	-12.2%
-48.5%	-55.1%	-70.9%	06.6%	12.0%	22.4%	31.6%		Retail Product Cogs / Retail R	-53.8%	-63.3%	-56.2%	09.6%	15.1%	02.4%	04.3%	-63.3%
-44.2%	-50.7%	-63.2%	06.5%	12.8%	19.0%	30.1%		Retail Product Cogs / Retail R	-46.0%	-55.0%	-48.5%	09.0%	16.4%	02.5%	05.1%	-55.0%
-30.9%	-30.1%	-31.8%	-00.8%	-02.8%	00.9%	02.7%		F&B Cogs / F&B Rev %	-29.6%	-30.9%	-31.3%	01.3%	04.3%	01.7%	05.5%	-30.9%
-30.9%	-30.2%	-31.6%	-00.6%	-02.1%	00.7%	02.3%		Food %, preDiscounts	-30.4%	-30.4%	-32.1%	00.0%	00.0%	01.6%	05.1%	-30.4%
-32.5%	-32.5%	-33.6%	00.0%	00.0%	01.1%	03.2%		Food %, postDiscounts	-33.0%	-34.3%	-35.1%	01.3%	03.8%	02.0%	05.8%	-34.3%
-24.6%	-27.0%	-31.0%	02.4%	08.8%	06.4%	20.6%		Food NA Beverage %	-32.8%	-32.7%	-29.6%	-00.2%	-00.5%	-03.2%	-10.9%	-32.7%
-26.2%	-25.4%	-26.5%	-00.8%	-03.2%	00.4%	01.3%		COGS % Beverage, incld CF,n	-25.9%	-25.8%	-25.9%	-00.1%	-00.5%	00.0%	00.1%	-25.8%
-25.0%	-25.1%	-18.8%	00.1%	00.5%	-06.2%	-33.3%		COGS % Beer,net	-25.0%	-25.1%	-24.6%	00.2%	00.7%	-00.4%	-01.7%	-25.1%
-22.7%	-20.2%	-22.0%	-02.5%	-12.5%	-00.7%	-03.1%		COGS % Liquor,net	-20.9%	-20.6%	-19.5%	-00.3%	-01.5%	-01.4%	-07.2%	-20.6%
-31.2%	-28.9%	-38.1%	-02.2%	-07.7%	06.9%	18.2%		COGS % Wine,net	-31.9%	-29.2%	-32.8%	-02.7%	-09.1%	-01.0%	02.9%	-29.2%
1,779,959	1,267,274	929,381	512,685	40%	850,578	92%		Gross Margin (GREV-COG)	11,779,523	10,940,000	11,481,948	839,523	8%	297,575	3%	10,940,000
PAYROLL																
SALARIES & WAGES																
-308,800	-301,433	-297,685	-7,367	-2%	-11,115	-4%	5110...	Salaries - Exempt - Regular	-3,695,265	-3,713,000	-3,336,726	17,735	0%	-358,539	-11%	-3,713,000
0	0	-342	0	0%	342	100%	51106	Salaries - Exempt - Commissions	-32,617	-23,000	-30,564	-9,617	-42%	-2,053	-7%	-23,000
-178,926	-165,064	-171,175	-13,862	-8%	-7,751	-5%	5122...	Wages - FTRRegular	-1,916,538	-2,015,978	-1,814,963	99,440	5%	-101,575	-6%	-2,015,978
-446,815	-369,083	-354,096	-77,732	-21%	-92,718	-26%	5124...	Wages - Seasonal	-3,862,867	-3,622,122	-3,909,528	-240,745	-7%	46,661	1%	-3,622,122
-2,949	-2,000	516	-949	-47%	-3,465	-67.2%	5122...	Wages-FTR-Commissions	-44,131	-30,000	-26,933	-14,131	-47%	-17,198	-64%	-30,000
-7,789	-10,300	-9,993	2,511	24%	2,204	22%	5124...	Wages-Seasonal-Commissions	-96,967	-93,900	-90,911	-3,067	-3%	-6,057	-7%	-93,900
-49,094	-11,000	-6,602	-38,094	-346%	-42,492	-644%	5110...	Incentive Program, Exempt	-350,167	-132,000	-226,502	-218,167	-165%	-123,665	-55%	-132,000
-12,830	-3,000	-5,213	-9,830	-328%	-7,617	-146%	51227	Incentive Program, FTR, NonEx	-105,118	-36,000	-65,463	-69,118	-192%	-39,655	-61%	-36,000
-3,867	0	-5,010	-3,867	0%	1,143	23%	51247	Incentive Program, Seasonal, N	-47,035	-10,000	-70,297	-37,035	-370%	23,262	33%	-10,000
47,353	22,750	26,285	24,603	108%	21,068	80%	51299	Capitalized Payroll Direct S&W	397,428	273,000	383,114	124,428	46%	14,314	4%	273,000
-963,718	-839,130	-823,315	-124,588	-15%	-140,403	-17%		Total Salaries & Wages, DIRECT	-9,753,277	-9,403,000	-9,188,772	-350,277	-4%	-564,505	-6%	-9,403,000
-310,541	-289,683	-278,344	-20,858	-7%	-32,197	-12%		Salaries sub-total	-3,680,621	-3,595,000	-3,210,677	-85,621	-2%	-469,943	-15%	-3,595,000
-653,176	-549,447	-544,971	-103,729	-19%	-108,205	-20%		Wage sub-total	-6,072,656	-5,808,000	-5,978,095	-264,656	-5%	-94,562	-2%	-5,808,000
-194,706	-170,064	-175,872	-24,642	-14%	-18,833	-11%		Wage-FTR subsubtotal	-2,065,787	-2,081,978	-1,907,359	16,191	1%	-158,428	-8%	-2,081,978
-458,471	-379,383	-369,099	-79,088	-21%	-89,372	-24%		Wage-Seasonal subsubtot	-4,006,870	-3,726,022	-4,070,736	-280,848	-8%	63,866	2%	-3,726,022
-49.0%	-59.5%	-77.3%	10.5%	17.6%	28.2%	36.5%		Payroll Direct as a % of	-73.0%	-75.5%	-70.1%	02.4%	03.2%	-03.0%	-04.3%	-75.5%
-12,220	-659	-11,128	-11,561	-1754%	-1,092	-10%	51108	PTO net\$ accrual, in Salaries	-24,418	-17,349	-31,700	-7,069	-41%	7,283	23%	-17,349
-3,539	-1,000	-3,528	-2,539	-254%	-11	0%	51228	PTO net\$ accrual, in Wages FTR	-9,794	-12,000	-12,009	2,206	18%	2,215	18%	-12,000
-15,759	-1,659	-14,656	-14,100	-850%	-1,103	-8%		PTO net accrual, in PD Total	-34,211	-29,349	-43,709	-4,862	-17%	9,498	22%	-29,349
-2264.1	0.0	-1324.7	-2264.1	0.0	-939.4	-0.7		Wage Overtime Hours	-15190.6	0.0	-16520.5	-15190.6	0.0	1330.0	0.1	0.0
-36303.9	-32341.8	-32229.7	-3962.1	-0.1	-4074.1	-0.1		Wage Total Hours	-352496.8	-346622.0	-364133.2	-5874.8	0.0	11636.4	0.0	-346622.0
17.89	16.96	16.80	0.94	0.06	1.09	0.07		Wage ROP avg	17.20	16.72	16.38	0.48	0.03	0.82	0.05	16.72
PAYROLL BURDEN																
-115,141	-102,280	-98,146	-12,861	-13%	-16,996	-17%	5130...	Payroll Taxes	-1,027,442	-1,060,000	-989,858	32,558	3%	-37,583	-4%	-1,060,000
-56,129	-68,600	-69,081	12,471	18%	12,952	19%	5130...	Workers Compensation	-528,500	-595,000	-774,092	66,500	11%	245,592	32%	-595,000
-67,286	-78,145	-74,455	10,859	14%	7,169	10%	5130...	Group Insurance	-798,753	-940,000	-697,265	141,247	15%	-101,488	-15%	-940,000
-2,993	-17,260	-7,960	14,267	83%	4,967	62%	5130...	Retirement Plan	-152,229	-205,000	-140,232	52,771	26%	-11,997	-9%	-205,000
7,929	3,500	4,168	4,429	127%	3,760	90%	51499	Capitalized Payroll Burden	64,551	42,000	67,965	22,551	54%	-3,414	-5%	42,000
-233,621	-262,785	-245,473	29,164	11%	11,852	5%		PAYROLL BURDEN Total	-2,442,373	-2,758,000	-2,533,483	315,627	11%	91,110	4%	-2,758,000
-80,948	-89,636	-99,472	8,688	10%	18,524	19%	(513...	subtotal, Burden-Salary	-1,013,613	-1,106,400	-940,423	92,787	8%	-73,190	-8%	-1,106,400
-62,631	-69,939	-67,514	7,308	10%	4,882	7%	(514...	subtotal, Burden-Wage-FTR	-682,428	-861,400	-676,361	178,972	21%	-6,068	-1%	-861,400
-97,970	-106,710	-82,656	8,740	8%	-15,314	-19%	(514...	subtotal, Burden-Wage-Seasona	-810,883	-832,200	-984,664	21,317	3%	173,781	18%	-832,200
24.2%	31.3%	29.8%	-07.1%	-22.6%	-05.6%	-18.7%		Burden % - on all Payroll	25.0%	29.3%	27.6%	-04.3%	-14.6%	-02.5%	-09.2%	29.3%
26.1%	30.9%	35.7%	-04.9%	-15.8%	-09.7%	-27.1%		Burden % - Salary	27.5%	30.8%	29.3%	-03.2%	-10.5%	-01.8%	-06.0%	30.8%
32.2%	41.1%	38.4%	-09.0%	-21.8%	-06.2%	-16.2%		Burden % - Wage-FTR	33.0%	41.4%	35.5%	-08.3%	-20.2%	-02.4%	-06.8%	41.4%
21.4%	28.1%	22.4%	-06.8%	-24.0%	-01.0%	-04.6%		Burden % - Wage-Season	20.2%	22.3%	24.2%	-02.1%	-09.4%	-04.0%	-16.3%	22.3%
24.6%	32.2%	27.6%	-07.6%	-23.5%	-03.0%	-10.8%		Burden % - Wage-FTR&S	24.6%	29.2%	27.8%	-04.6%	-15.7%	-03.2%	-11.5%	29.2%
-1,197,338	-1,101,915	-1,068,788	-95,423	-9%	-128,550	-12%		PAYROLL TOTAL (Direct&Burde	-12,195,650	-12,161,000	-11,722,255	-34,650	0%	-473,395	-4%	-12,161,000
24.2%	31.3%	29.8%	-7.1%	-22.6%	-5.6%	-18.7%		Burden % TL	25.0%	29.3%	27.6%	-4.3%	-14.6%	-2.5%	-9.2%	29.3%
11.9%	12.2%	11.9%	-0.2%	-2.0%	0.0%	0.2%		Payroll Taxes %	10.5%	11.3%	10.8%	-0.7%	-6.6%	-0.2%	-2.2%	11.3%

Tahoe Donner Association
Department P&L Detail (D01)
 For the Twelve Months Ending December 31, 2018
 Operating Fund Consolidated

December 2018

Year-to-Date December 2018

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var	Variance	Var		
			\$	%	\$	%					\$	%	\$	%		
5.8%	8.2%	8.4%	-2.4%	-28.8%	-2.6%	-30.6%		Workers Comp %	5.4%	6.3%	8.4%	-0.9%	-14.4%	-3.0%	-35.7%	6.3%
7.0%	9.3%	9.0%	-2.3%	-25.0%	-2.1%	-22.8%		Group Insurance %	8.2%	10.0%	7.6%	-1.8%	-18.1%	0.6%	7.9%	10.0%
0.3%	2.1%	1.0%	-1.7%	-84.9%	-0.7%	-67.9%		Retirement %	1.6%	2.2%	1.5%	-0.6%	-28.4%	0.0%	2.3%	2.2%
-0.8%	-0.4%	-0.5%	-0.4%	-97.2%	-0.3%	-62.5%		Capz PB %	-0.7%	-0.4%	-0.7%	-0.2%	-48.2%	0.1%	10.5%	-0.4%
								OPERATING EXPENSES (OE)								
-3,290	-3,659	-4,223	369	10%	933	22%	50530	Employee Meals	-43,550	-43,211	-43,748	-339	-1%	199	0%	-43,211
-18,653	-17,500	-44,024	-1,153	-7%	25,370	58%	50605	Employee Housing expenses	-137,589	-141,000	-141,200	3,411	2%	3,611	3%	-141,000
0	0	0	0	0%	0	0%	50610	Educational Reimbursement	-18	0	0	-18	0%	-18	0%	0
-1,535	-1,000	-2,024	-535	-53%	490	24%	50615	Employee Recruiting	-14,532	-11,000	-39,477	-3,532	-32%	24,945	63%	-11,000
-2,225	-2,267	-1,577	42	2%	-648	-41%	50620	Employee Dev/Training	-43,636	-36,794	-23,712	-6,842	-19%	-19,924	-84%	-36,794
-16,517	-16,529	-15,630	12	0%	-887	-6%	50625	Employee Relations	-57,191	-58,868	-67,019	1,677	3%	9,828	15%	-58,868
-2,949	-4,450	-2,643	1,501	34%	-306	-12%	50626	PreEmployment Testing	-25,798	-19,000	-12,084	-6,798	-36%	-13,714	-113%	-19,000
-370	-600	-939	230	38%	569	61%	50627	EAP Services	-6,719	-6,600	-12,101	-119	-2%	5,383	44%	-6,600
-2,667	-1,400	-11,529	-1,267	-90%	8,863	77%	50628	Benefit Administration Services	-33,221	-16,000	-30,557	-17,221	-108%	-2,664	-9%	-16,000
-5,467	-11,394	-2,256	5,927	52%	-3,211	-142%	50630	Uniforms	-28,581	-50,248	-21,667	-21,667	43%	9,671	25%	-50,248
-658	-700	-26	42	6%	-632	-2426%	51080	Seminars & Conferences	-6,260	-32,820	-8,827	26,560	81%	2,568	29%	-32,820
-285	-1,300	-647	1,015	78%	362	56%	51095	Travel/Meeting Expense	-12,740	-33,040	-30,048	20,300	61%	17,309	58%	-33,040
-54,617	-60,799	-85,520	6,182	10%	30,903	36%		Total Staff Expense	-409,834	-448,581	-447,027	38,747	9%	37,193	8%	-448,581
-7,918	-12,945	-12,523	5,027	39%	4,606	37%	51090	Telephone	-127,793	-153,500	-172,628	25,707	17%	44,835	26%	-153,500
-1,941	-2,200	-1,521	259	12%	-420	-28%	55003	Cable/Sat TV Service	-22,718	-25,840	-21,314	3,122	12%	-1,403	-7%	-25,840
-8,269	-6,800	-5,117	-1,469	-22%	-3,152	-62%	55005	Disposal Fees	-109,198	-92,590	-92,312	-16,608	-18%	-16,886	-18%	-92,590
-21,660	-27,520	-23,667	5,860	21%	2,007	8%	5501...	Electricity	-291,736	-278,750	-276,311	-12,986	-5%	-15,425	-6%	-278,750
-9,152	-9,300	-7,796	148	2%	-1,356	-17%	55020	Natural Gas - Pools	-63,171	-78,000	-71,367	14,829	19%	8,196	11%	-78,000
-10,638	-11,830	-8,478	1,192	10%	-2,160	-25%	55025	Natural Gas - Buildings	-72,230	-87,900	-82,177	15,670	18%	9,947	12%	-87,900
-14,533	-16,940	-10,602	2,407	14%	-3,930	-37%		Fuel & Oil	-147,179	-145,290	-155,171	-1,889	-1%	7,991	5%	-145,290
-140	-400	-126	260	65%	-14	-1%	55027	Propane (LPG)	-7,007	-4,650	-4,650	-2,357	-51%	-871	-14%	-4,650
-7,787	-8,010	-7,165	223	3%	-623	-9%	55030	Sewer Fees	-87,491	-95,030	-85,175	7,539	8%	-2,317	-3%	-95,030
-2,685	-2,830	-3,004	145	5%	319	11%	5503...	Water - Building/Facility	-42,723	-40,380	-39,740	-2,343	-6%	-2,983	-8%	-40,380
-17,151	-20,150	-9,183	2,999	15%	-7,968	-87%	55040	Water - Grounds	-101,913	-75,000	-65,271	-26,913	-36%	-36,641	-56%	-75,000
-101,873	-118,925	-89,182	17,052	14%	-12,691	-14%		TOTAL UTILITIES	-1,073,159	-1,076,930	-1,067,602	3,771	0%	-5,557	-1%	-1,076,930
								SUPPLIES & MAINTENANCE EXPENSE								
-172	-1,940	-2,899	1,768	91%	2,726	94%	56010	Security Exp	-12,474	-12,250	-18,097	-224	-2%	5,622	31%	-12,250
-187	-250	0	63	25%	-187	0%	52505	Hazardous Waste Clean Up	-319	-1,500	0	1,181	79%	-319	0%	-1,500
-10,803	-11,019	-11,218	216	2%	414	4%	56520	Linen Service	-136,683	-119,159	-119,674	-17,524	-15%	-17,009	-14%	-119,159
-8,893	-6,980	-8,132	-1,913	-27%	-760	-9%	56530	Janitorial Services & Supplies	-101,627	-88,450	-99,091	-13,177	-15%	-2,535	-3%	-88,450
-286	-580	-558	294	51%	273	49%	56535	Pest Control	-9,963	-10,455	-9,603	492	5%	-360	-4%	-10,455
-5,253	-3,366	-4,838	-1,887	-56%	-415	-9%	52020	Contract Fees	-79,477	-53,592	-25,500	-25,885	-48%	-53,978	-212%	-53,592
0	0	0	0	0%	0	0%	52021	Contract Labor	-3,799	0	-40,110	-3,799	0%	36,311	91%	0
0	-150	0	150	100%	0	0%	52022	Veterinary Services	-10,857	-5,720	-4,250	-5,137	-90%	-6,607	-155%	-5,720
-1,125	-900	-990	-225	-25%	-135	-14%	52023	Equine Care Services	-9,726	-7,250	-8,080	-2,476	-34%	-1,646	-20%	-7,250
-2,400	-2,500	-2,234	100	4%	-166	-7%	52024	Offsite Pasturing	-16,536	-20,000	-16,936	3,464	17%	400	2%	-20,000
-666	-1,180	-1,400	514	44%	734	52%	53705	Equipment Rental	-24,026	-20,650	-23,665	-3,376	-16%	-361	-2%	-20,650
0	-620	0	620	100%	0	0%	57035	Rental Property Expense	0	-2,100	0	2,100	100%	0	0%	-2,100
0	0	0	0	0%	0	0%	56505	Feed Hay Grain	-13,440	-13,500	-13,397	60	0%	-42	0%	-13,500
-824	-500	-391	-324	-65%	-433	-111%	51560	Mbr Srv - Retail COGS	-7,942	-7,400	-7,637	-542	-7%	-306	-4%	-7,400
-1,969	-3,990	-2,472	2,021	51%	503	20%	56503	Printed Forms/Ticket Stock	-11,556	-21,460	-15,214	9,904	46%	3,657	24%	-21,460
-394	-550	-601	156	28%	207	34%	51037	Computer Software	-4,040	-5,300	-5,735	1,260	24%	1,695	30%	-5,300
0	-100	0	100	100%	0	0%	51038	Computer Hardware	-761	-2,200	-210	1,439	65%	-551	-262%	-2,200
-428	-2,345	-1,942	1,917	82%	1,514	78%	51050	Furniture and Office Equip	-8,398	-13,415	-14,452	5,017	37%	6,055	42%	-13,415
-2,265	-2,940	-6,389	675	23%	4,124	65%	51060	Office Supplies	-22,537	-30,040	-27,591	7,503	25%	5,055	18%	-30,040
-3,974	-2,030	-2,843	-1,944	-96%	-1,131	-40%	51061	Toner Cartridges	-21,933	-22,960	-25,400	1,027	4%	3,467	14%	-22,960
-1,116	-4,040	-855	2,924	72%	-262	-31%	53530	Signs	-9,680	-14,190	-10,775	4,510	32%	1,094	10%	-14,190
-4,611	-5,020	-5,554	409	8%	943	17%		Operating Supplies	-78,033	-66,860	-68,528	-11,173	-17%	-9,505	-14%	-66,860
-10,905	-9,450	-7,583	-1,455	-15%	-3,322	-44%	56502	Paper Products - Restaurant	-86,560	-77,360	-79,743	-9,200	-12%	-6,817	-9%	-77,360
0	-50	-713	50	100%	713	100%	56504	Candle & TableTop Supplies	-1,886	-600	-2,289	-1,286	-214%	403	18%	-600
-2,581	-3,200	-2,378	619	19%	-203	-9%	56511	Cleaning Supplies - Restaurant	-33,780	-32,750	-33,306	-1,030	-3%	-475	-1%	-32,750
-5,204	-3,600	-5,391	-1,604	-45%	187	3%	56540	Small Tools & Equipment	-34,265	-27,380	-38,211	-6,885	-25%	3,947	10%	-27,380
-7,455	-3,375	-4,225	-4,080	-121%	-3,231	-76%	56545	Safety Equipment	-18,365	-22,680	-23,781	4,315	19%	5,416	23%	-22,680
-424	0	-820	396	48%	56550	Spillage	-6,445	0	-12,041	-6,445	0	-6,445	0%	5,596	46%	0
0	-1,200	0	1,200	100%	0	0%	51025	Entertainment	-553	-12,150	-4,472	11,597	95%	3,920	88%	-12,150
0	0	0	0	0%	0	0%	55530	Recreation Programs	-23,614	-23,370	-14,338	-244	-1%	-9,275	-65%	-23,370
-6,998	-465	-7,301	-6,533	-1405%	303	4%	55532	Special Programs	-59,727	-40,710	-58,468	-19,017	-47%	-1,259	-2%	-40,710
-180	0	-706	-180	0%	526	75%	55537	Catering Rentals	-10,737	-1,600	-11,383	-9,137	-571%	646	6%	-1,600
-1,053	0	-1,053	0	0%	0	0%	56013	Concert Expenses	-76,168	-73,600	-68,572	-2,568	-3%	-7,596	-11%	-73,600
-121	0	-452	331	73%	55550	Ski Team Expense	-1,852	-1,500	-1,397	-352	-23%	-455	-33%	-1,500		
								Repairs & Maintenance								
-6,269	-3,250	-4,171	-3,019	-93%	-2,098	-50%	54210	General/PM	-57,403	-33,400	-56,018	-24,003	-72%	-1,385	-2%	-33,400
-516	-870	0	354	41%	-516	0%	54220	Plumbing	-8,802	-3,090	-3,152	-5,712	-185%	-5,650	-179%	-3

Tahoe Donner Association
Department P&L Detail (D01)
 For the Twelve Months Ending December 31, 2018
 Operating Fund Consolidated

December 2018

Year-to-Date December 2018

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var	Variance	Var	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-1,394	-470	-1,041	-924	-197%	-354	-34%	54240	Lighting and Electrical	-4,627	-4,080	-5,638	-547	-13%	1,010	18%	-4,080
-364	-150	0	-214	-143%	-364	0%	54250	HVAC	-809	-800	-67	-9	-1%	-742	-1107%	-800
0	-400	0	400	100%	0	0%	54252	Carpentry	0	-3,300	-121	3,300	100%	121	100%	-3,300
-592	-350	-539	-242	-69%	-53	-10%	54254	Elevators	-8,161	-4,200	-7,701	-3,961	-94%	-460	-6%	-4,200
-1,676	-300	0	-1,376	-459%	-1,676	0%	54256	Fire Suppression	-11,763	-11,450	-11,450	-313	-3%	3,372	22%	-11,450
0	0	0	0	0%	0	0%	54274	Painting	-218	-900	-132	682	76%	-86	-65%	-900
-256	-1,613	-4,481	1,357	84%	4,225	94%	54290	Other Building	-11,456	-21,450	-13,245	9,994	47%	1,790	14%	-21,450
-11,068	-7,403	-10,231	-3,665	-50%	-837	-8%		R&M Building	-103,239	-82,670	-101,209	-20,569	-25%	-2,031	-2%	-82,670
-72	0	0	-72	0%	-72	0%	54310	Asphalt	-1,060	0	-4,077	3,017	74%	0	0%	0
0	0	0	0	0%	0	0%	54320	Irrigation and Drainage	-270	0	-280	-270	0%	10	4%	0
0	0	0	0	0%	0	0%	54340	GrassFlowersSeedFertilizers	-883	-3,080	-147	2,197	71%	-736	-502%	-3,080
0	0	0	0	0%	0	0%	54350	Ski Trails	-1,209	0	-222	-1,209	0%	-987	-444%	0
-22,349	-23,025	-26,311	677	3%	3,962	15%	54380	Snow Removal	-127,959	-119,800	-137,298	-8,159	-7%	9,338	7%	-119,800
-1,000	-1,000	-1,115	0	0%	115	10%	54390	Other Grounds Maint	-46,369	-37,900	-41,355	-8,469	-22%	-5,015	-12%	-37,900
-23,420	-24,025	-27,425	605	3%	4,005	15%		R&M Grounds (nonGolf)	-177,751	-160,780	-183,379	-16,971	-11%	5,628	3%	-160,780
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-195	0	-195	-195	0%	-195	0%	0
-1,311	-500	-1,081	-811	-162%	-231	-21%	54412	Ski Lifts, Fixed Grip	-11,750	-9,300	-21,014	-2,450	-26%	9,265	44%	-9,300
-158	-500	-25	342	68%	-133	-536%	54416	Ski Lifts, Surface	-937	-3,600	-5,092	2,663	74%	4,155	82%	-3,600
0	-500	0	500	100%	0	0%	54418	Terrain Parks	-141	-500	-1,257	359	72%	1,116	89%	-500
0	0	-58	0	0%	58	100%	54419	Snowmaking	-2,724	-4,400	-4,500	1,676	38%	-1,919	-238%	-4,400
2,001	-7,500	-1,178	9,501	127%	3,179	270%	54421	Snowcats	-46,389	-80,100	-95,315	33,711	42%	48,926	51%	-80,100
-586	-650	-366	64	10%	-221	-60%	54426	Snowmobiles	-11,056	-5,700	-10,188	-5,356	-94%	-869	-9%	-5,700
-19	-1,750	-378	1,731	99%	359	95%	54434	Golf Maint Eq	-10,297	-15,750	-14,685	5,453	35%	4,389	30%	-15,750
0	0	0	0	0%	0	0%	54438	Golf Carts Fleet	-2,715	-900	-991	-1,815	-202%	-1,724	-174%	-900
-5,305	-3,525	-4,497	-1,780	-51%	-809	-18%	54443	Rolling, Heavy	-43,993	-44,830	-51,722	837	2%	7,730	15%	-44,830
-4,726	-4,395	-8,539	-331	-8%	3,813	45%	54448	Rolling, Car/Truck/Bus/Van	-90,512	-49,450	-71,517	-41,062	-83%	-18,995	-27%	-49,450
-2,743	-1,950	-2,889	-793	-41%	146	5%	54452	F&B Kitchen Equip	-16,458	-15,170	-16,001	-1,288	-8%	-457	-3%	-15,170
-67	-250	-206	183	73%	138	67%	54454	F&B GlassSilverChina	-558	-3,900	-550	3,342	86%	-7	-1%	-3,900
0	-200	0	200	100%	0	0%	54461	Bicycles	-1,866	-1,500	-1,128	-366	-24%	-738	-65%	-1,500
-1,203	-400	-353	-803	-201%	-850	-241%	54463	Fitness Equipment	-3,764	-4,300	-2,831	536	12%	-933	-33%	-4,300
0	-350	0	350	100%	0	0%	54470	Office Equip R&M	-16	-1,580	0	1,564	99%	-16	0%	-1,580
-3,574	-5,214	-4,497	1,640	31%	923	21%	54481	Computer Software Maint	-50,586	-63,330	-53,097	12,744	20%	2,512	5%	-63,330
-979	-680	-217	-299	-44%	-762	-352%	54483	Computer Hardware Maint	-5,338	-7,250	-5,883	1,912	26%	545	9%	-7,250
-87	-850	-476	763	90%	388	82%	54499	Other Operating Equip R&M	-6,062	-10,400	-5,931	4,338	42%	-130	-2%	-10,400
-18,759	-29,214	-24,758	10,455	36%	5,999	24%		R&M Equipment	-305,356	-321,960	-358,009	16,604	5%	52,653	15%	-321,960
0	0	0	0	0%	0	0%	54510	Seed & Sod	-4,900	-7,500	-10,380	2,600	35%	5,480	53%	-7,500
0	0	0	0	0%	0	0%	54520	Fertilizer	-16,054	-19,000	-18,630	2,946	16%	2,576	14%	-19,000
0	0	0	0	0%	0	0%	54530	Top Dressing	-7,525	-12,000	-11,583	4,475	37%	4,058	35%	-12,000
0	0	2,683	0	0%	-2,683	-100%	54540	Sand, Gravel, Rock	-5,995	-4,000	-1,021	-1,995	-50%	-4,974	-487%	-4,000
0	0	0	0	0%	0	0%	54560	Pesticides	-9,757	-10,000	-7,358	243	2%	-2,399	-33%	-10,000
0	0	1,850	0	0%	-1,850	-100%	54570	Irrigation and Drainage	-1,846	-3,000	-4,021	1,154	38%	2,176	54%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	-105	-500	-2,125	395	79%	2,020	95%	-500
0	0	4,533	0	0%	-4,533	-100%		R&M Golf Course	-46,182	-56,000	-55,118	9,818	18%	8,936	16%	-56,000
-2,221	-1,600	-1,211	-621	-39%	-1,010	-83%	54710	chemicals	-27,577	-29,700	-26,062	2,123	7%	-1,515	-6%	-29,700
0	-150	0	150	100%	0	0%	54720	equipment	-14	-1,800	0	1,786	99%	-14	0%	-1,800
0	0	0	0	0%	0	0%	54730	service, regular	0	0	46	0	0%	46	100%	0
0	0	0	0	0%	0	0%	54740	service, special	0	0	-897	0	0%	897	100%	0
0	0	0	0	0%	0	0%	54790	other	-86	0	-230	-86	0%	144	63%	0
-2,221	-1,750	-1,211	-471	-27%	-1,010	-83%		R&M Pool Spa	-27,677	-31,500	-27,234	3,823	12%	-443	-2%	-31,500
14,164	-200	150,000	14,364	7182%	-135,836	-91%	(575...	Forestry Management	-320,890	-191,100	-187,318	-129,790	-68%	-133,572	-71%	-191,100
14,164	-200	150,000	14,364	7182%	-135,836	-91%		R&M Forestry	-320,890	-191,100	-187,318	-129,790	-68%	-133,572	-71%	-191,100
18,345	17,730	14,832	615	3%	3,513	24%	59010	Contra - Inter-Dept. Charges	216,278	192,280	241,538	23,998	12%	-25,260	-10%	192,280
-22,959	-44,862	105,739	21,903	49%	-128,698	-122%		R&M subtotal	-764,817	-651,720	-670,728	-113,087	-17%	-94,089	-14%	-651,720
-103,246	-117,202	21,802	13,956	12%	-125,048	-574%		TOTAL SUPPLIES & MAIN	-1,702,574	-1,503,881	-1,572,674	-198,693	-13%	-129,900	-8%	-1,503,881
ADMINISTRATIVE & OTHER EXPENSE																
0	0	0	0	0%	0	0%	52010	Audit & Tax Services	-27,450	-27,000	-27,027	-450	-2%	-424	-2%	-27,000
0	-1,894	0	1,894	100%	0	0%	52015	Consulting Expense	-4,857	-26,220	-12,276	21,363	81%	7,419	60%	-26,220
0	0	0	0	0%	0	0%	52016	Environmental Services / Fees	0	-1,200	-1,176	1,200	100%	1,176	100%	-1,200
0	-834	-408	834	100%	408	100%	52017	Po Survey	-4,492	-10,000	-408	5,508	55%	-4,083	-1000%	-10,000
-17,925	-8,800	10,734	-9,125	-104%	-28,658	-267%	52030	Legal Services	-126,053	-110,000	-67,310	-16,053	-15%	-58,743	-87%	-110,000
-524	-650	-173	126	19%	-351	-203%	51070	Public Relations	-24,844	-7,150	-7,397	-17,694	-247%	-17,448	-236%	-7,150
-550	-2,000	-550	1,450	73%	0	0%	55520	Promotion Expense	-11,289	-7,500	-2,955	-3,789	-51%	-8,334	-282%	-7,500
-12,491	-12,800	-7,811	309	2%	-4,679	-60%	55540	Resort Advertising	-80,472	-121,950	-96,308	41,478	34%	15,836	16%	-121,950
0	-1,600	-1,000	1,600	100%	1,000	100%	55545	Brochure Distribution	-3,000	-9,100	-7,896	6,100	67%	4,896	62%	-9,100
-203	0	-374	-203	0%	171	46%	55560	Sales specific	-2,974	0	-5,071	-2,974	0%	2,097	41%	0
-360	-350	-122	-10	-3%	-238	-195%	51520	Charitable Contributions	-12,058	-4,700	-8,639	-7,358	-157%	-3,419	-40%	-4,700

Tahoe Donner Association
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December 2018						Year-to-Date December 2018										
Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var	Variance	Var		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
-300	0	-10,041	-300	0%	9,741	97%	51530	Community Relations	-14,921	-11,660	-11,575	-3,261	-28%	-3,347	-29%	-11,660
-1,029	-1,100	-1,069	71	6%	41	4%	55538	Reservation Services	-11,192	-11,500	-12,127	308	3%	934	8%	-11,500
-3,514	-6,750	-3,446	3,236	48%	-67	-2%	55525	Marketing Discounts CoGS	-70,783	-86,410	-82,254	15,627	18%	11,471	14%	-86,410
-4,619	-2,715	-5,209	-1,904	-70%	590	11%	51020	Dues & Subscriptions	-28,426	-23,280	-24,434	-5,146	-22%	-3,992	-16%	-23,280
-10,019	-10,356	-7,242	337	3%	-2,777	-38%	51035	Licenses, Permits, Fees	-132,085	-106,810	-108,270	-25,275	-24%	-23,815	-22%	-106,810
-390	-670	-565	280	42%	175	31%	51096	Mileage Reimbursement	-5,681	-7,760	-7,082	2,079	27%	1,401	20%	-7,760
-4,759	-400	-337	-4,359	-1090%	-4,422	-1312%	51515	Board Expense	-71,549	-16,400	-63,030	-55,149	-336%	-8,519	-14%	-16,400
0	0	0	0	0%	0	0%	51516	Annual Meeting Expense	-47,955	-30,000	-39,068	-17,955	-60%	-8,886	-23%	-30,000
-2,275	-4,200	-2,046	1,925	46%	-229	-11%	51063	Postage - TDNews	-35,318	-30,450	-29,881	-4,868	-16%	-5,436	-18%	-30,450
-616	-1,170	-735	554	47%	119	16%	51065	Postage - General	-10,005	-14,570	-9,783	4,565	31%	-222	-2%	-14,570
-277	0	0	-277	0%	-277	0%	51510	Assessment Billing	-9,976	-9,000	-7,928	-976	-11%	-2,048	-26%	-9,000
-996	-524	-1,690	-472	-90%	694	41%	51535	Digital Content	-16,801	-6,288	-13,643	-10,513	-167%	-3,158	-23%	-6,288
-8,477	-11,200	-8,104	2,723	24%	-373	-5%	51545	Printing - TD News	-77,604	-84,400	-109,093	6,796	8%	31,489	29%	-84,400
-1,330	-2,000	-3,831	670	34%	2,501	65%	51546	Printing - Brochures	-20,275	-24,900	-49,468	4,625	19%	29,193	59%	-24,900
-132	0	-625	-132	0%	493	79%	51547	Printing - Other	-4,892	-100	-3,433	-4,792	-4792%	-1,459	-42%	-100
33,516	-400	-14,543	33,916	8479%	48,059	330%	56601	Claims Expense	27,744	-5,000	-65,610	32,744	655%	93,354	142%	-5,000
2,551	-3,000	19,179	5,551	185%	-16,627	-87%	52210	Bad Debt Expense	-9,449	-15,000	-822	5,551	37%	-8,627	-1050%	-15,000
110	0	0	110	0%	110	0%	52215	Collection Expense	-39,979	0	0	-39,979	0%	-39,979	0%	0
-47,096	-29,870	-23,542	-17,226	-58%	-23,554	-100%	52220	Credit Card Expense	-287,114	-249,060	-266,238	-38,054	-15%	-20,876	-8%	-249,060
0	0	568	0	0%	-568	-100%	52225	Over/Short	2,423	0	-6,743	2,423	0%	9,165	136%	0
0	100	0	-100	-100%	0	0%	57009	Inter-Department Food Costs	3,507	1,200	3,267	2,307	192%	240	7%	1,200
0	-2,000	0	2,000	100%	0	0%	59999	Contingency	0	-24,000	0	24,000	100%	0	0%	-24,000
-47,375	-50,200	-40,835	2,825	6%	-6,540	-16%	52025	Insurance Expense	-476,875	-476,400	-432,535	-475	0%	-44,340	-10%	-476,400
-21,175	-19,300	-31,390	-1,875	-10%	10,215	33%	57030	Taxes - Property	-232,243	-233,000	-218,368	757	0%	-13,875	-6%	-233,000
30,518	-3,750	40,585	34,268	914%	-10,067	-25%	5702...	Taxes - Income	-10,732	-45,000	-665	34,268	76%	-10,067	-1515%	-45,000
-119,737	-178,433	-94,624	58,696	33%	-25,114	-27%		TOTAL ADMINISTRATIVE & O	-1,877,672	-1,834,608	-1,795,245	-43,064	-2%	-82,427	-5%	-1,834,608
-379,473	-475,359	-247,523	95,886	20%	-131,950	-53%		TOTAL OPERATING EXPENSES	-5,063,239	-4,864,000	-4,882,547	-199,239	-4%	-180,691	-4%	-4,864,000
-1,576,812	-1,577,274	-1,316,311	462	0%	-260,500	-20%		TOTAL PAYROLL AND OPERAT	-17,258,889	-17,025,000	-16,604,802	-233,889	-1%	-654,086	-4%	-17,025,000
203,147	-310,000	-386,931	513,147	166%	590,078	153%		N O R 1, before OH	-5,479,366	-6,085,000	-5,122,855	605,634	10%	-356,511	-7%	-6,085,000
203,147	-310,000	-386,931	513,147	166%	590,078	153%		N O R 2, after OH	-5,479,366	-6,085,000	-5,122,855	605,634	10%	-356,511	-7%	-6,085,000
-1,761,691	-1,720,000	-1,452,600	-41,691	-2%	-309,091	-21%		T O C	-18,832,412	-18,545,000	-18,239,414	-287,412	-2%	-592,997	-3%	-18,545,000
-111.5%	-82.0%	-73.4%	-29.6%	-36.1%	-38.2%	-52.0%		REV to TOC (CRR%)	-70.9%	-67.2%	-71.9%	-03.7%	-05.5%	01.0%	01.4%	-67.2%
309,700	310,000	421,700	-300	0%	-112,000	-27%		Assessment Revenue, Operati	6,084,700	6,085,000	6,310,700	-300	0%	-226,000	-4%	6,085,000
512,847	0	34,769	512,847	0%	478,078	1375%		NOR AFTER Assessment Reve	605,334	0	1,187,845	605,334	0%	-582,511	-49%	0