



Tahoe Donner Association

Finance Reports

November 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: December 17, 2018
Re: **November 2018 Financial Results**



4 Financial Keynotes:

1. November results: Revenue of \$374,000 was favorable to Budget \$73,000/24%, NOR Loss of \$846,000 was favorable to Budget \$66,000.
2. YTD results: Revenue of \$11.4 million is favorable to Budget \$338,000/3%, NOR Loss of \$5.7 million is favorable to Budget \$92,000.
3. Operating Fund Members' Equity balance of \$1.9 million is \$632,000 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 - November

Month financials for the Association indicate that net operating results (before assessment revenues) for the month was a loss of (\$846,000) which was favorable to budget by \$66,000/7%. Month's operating revenues of \$374,000 were \$73,000/24% favorable to budget and total expenses of \$1,220,000 were \$7,000/1% unfavorable to budget. These results include winter season (1st month) incentive accrual over budget of \$82,000, which may reverse in a future period if results are below budget. Compared to last year same month, revenues are up \$104,000/38% and NOR is favorable \$20,000/2%.

Year to Date -

YTD financials for the Association indicate that net operating results (before assessment revenues) is a loss of (\$5,683,000) which is favorable to budget by \$92,000/2%. YTD operating revenues of \$11,388,000 are \$338,000/3% favorable to budget and total expenses of \$17,070,000 are \$246,000/1% unfavorable to budget. Compared to last year to date, revenues are down \$663,000/5%, expenses are up unfavorably \$284,000/2% and resulting NOR is unfavorable \$947,000/20%. 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.

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 \$2,354,000 were unfavorable \$70,000/3% to budget and unfavorable \$768,000/25% to prior year. YTD total expenses of \$2,213,000 were unfavorable \$84k/4% to budget and favorable \$256k/10% to prior year. YTD NOR of \$142,000 is unfavorable \$153k/52% to budget and unfavorable \$512k/78% 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 \$651,000 were unfavorable \$94k/13% to budget and unfavorable \$262k/29% to prior year. YTD NOR of \$64,000 is unfavorable \$14k/18% to budget and unfavorable \$109k/63% 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.

The Lodge. YTD revenues of \$2,320,000 were favorable \$229k/11% to budget and favorable \$55k/2% to prior year. YTD NOR of \$35,000 is favorable \$185k/124% to budget and favorable \$99k/155% to prior year. YTD cogs of 28% compares to budget 31% and prior year 30%.

Pizza. YTD revenues of \$546,000 are favorable \$75k/16% to budget and favorable \$72k/15% to prior year. YTD NOR loss of (\$64,000) is unfavorable \$4k/6% to budget and favorable \$1k/1% to prior year. YTD cogs of 30% compares to budget 30% and prior year 32%.

Alder Creek Café. YTD revenues of \$311,000 are favorable \$23k/8% to budget and unfavorable \$41k/12% to prior year. YTD total expenses of \$428,000 are unfavorable \$36k/9% to budget and favorable \$25k/6% to prior year. YTD NOR loss of (\$117,000) is unfavorable \$14k to budget and unfavorable \$16k to prior year. YTD cogs of 36% compares to budget 35% and prior year 37%.

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 11/30/2018, \$327,000/1179 versus prior year \$199,000/910 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.

- 11/30/2018 – **2018/2019** – sold 4,475 revenues of \$1,053,000, (vs py; volume up 2%, revenue up 1%)
- 11/30/2017 – 2017/2018 – sold 4,374, revenues of \$1,036,000

- 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 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

as of 08/31/xx:

08/31/18 - 2018 46 or 0.7% of units

08/31/17 - 2017 47 or 0.7% of units

08/31/16 - 2016 54 or 0.8% of units

08/31/15 - 2015 54 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:

Trout Creek Recreation Center

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
Jan-Aug16	114,849	21,523	19%							\$ 109,572
Jan-Aug17	104,988	22,564	21%							\$ 114,150
Jan-Aug18	102,107	17,934	18%	6,894	7%	38%	11,040	11%	62%	\$ 127,840
Sep16	9,985	1,262	13%							\$ 9,400
Sep17	10,841	1,639	15%							\$ 11,580
Sep18	9,704	1,302	13%	618	6%	47%	684	7%	53%	\$ 12,904
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
YTD Nov16	142,359	24,039	17%							\$ 177,652
YTD Nov17	133,060	25,962	20%							\$ 184,548
YTD Nov18	131,073	20,932	16%	8,311	6%	40%	12,621	10%	60%	\$ 213,354
2018/day 334	392	63		25			38			\$ 639

YTD - Trout Creek Visits Mix

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

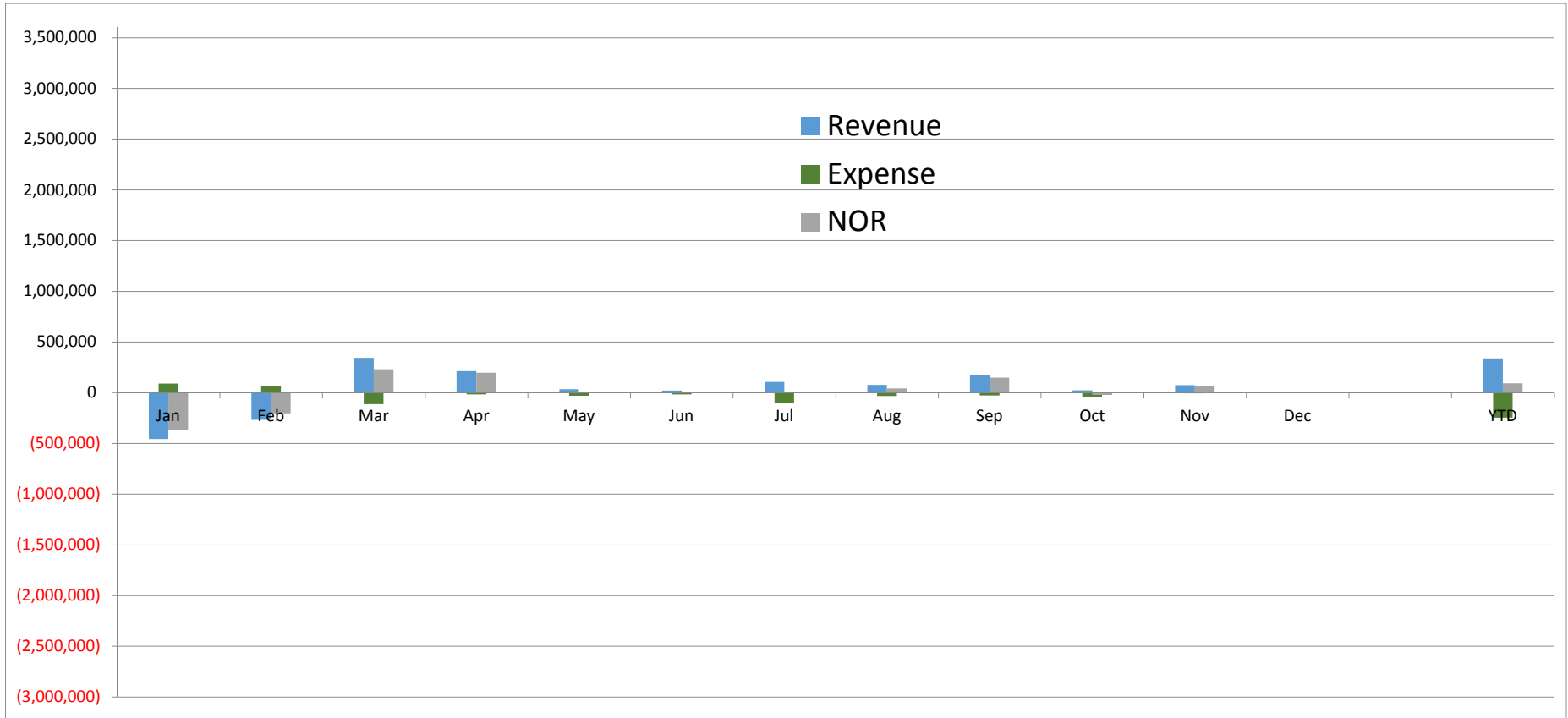
Beach Club Marina

	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	324	120		64			57			\$ 1,191
<i>opend May 25</i>		YTD								

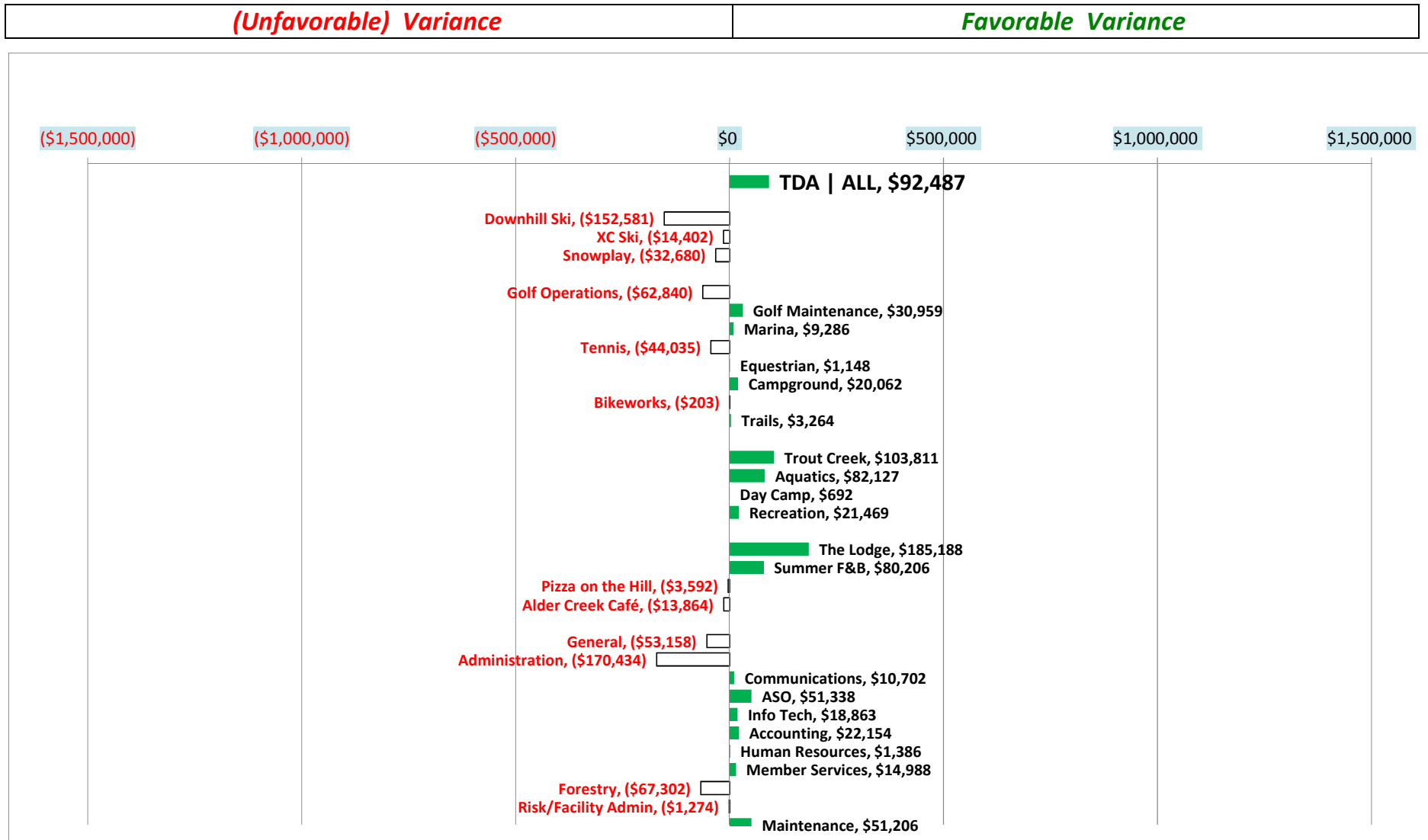
Tahoe Donner Association Operating Fund - excluding Annual Assessment Revenues

Variance to Budget - by Month - For the eleven months ending November 2018

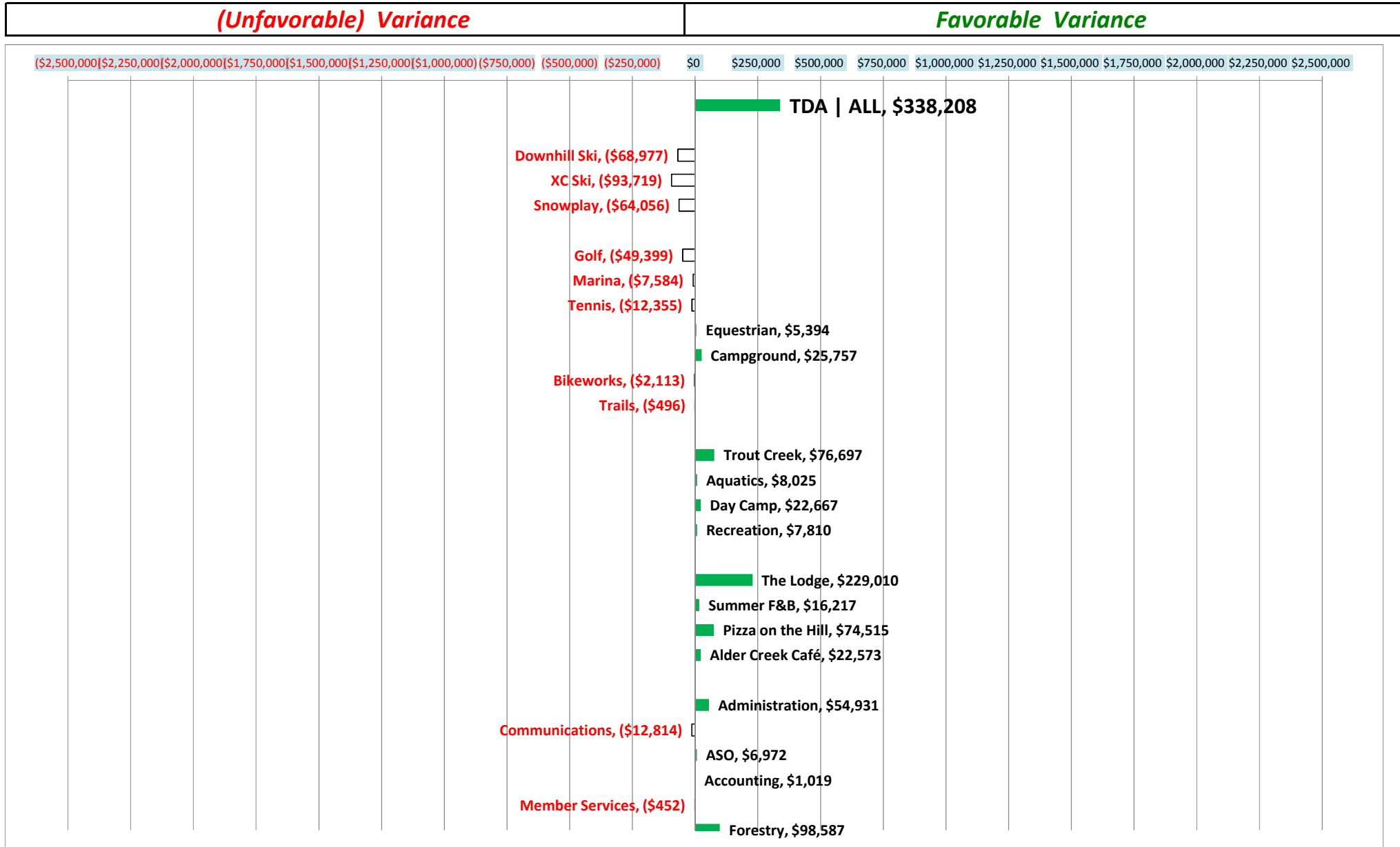
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Revenue	(458,790)	(268,828)	343,492	212,358	34,273	20,899	104,520	76,375	176,983	23,746	73,178	0	338,208
Expense	89,073	64,254	(114,197)	(17,486)	(30,865)	(16,480)	(102,512)	(34,658)	(28,649)	(46,814)	(7,388)	0	(245,721)
NOR	(369,717)	(204,574)	229,295	194,872	3,409	4,419	2,008	41,717	148,335	(23,068)	65,791	0	92,487



Tahoe Donner Association
Net Operating Results (NOR) Variances Report (operating revenue - operating costs = NOR)
Year to Date November 2018



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



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

Year to Date November 2018

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

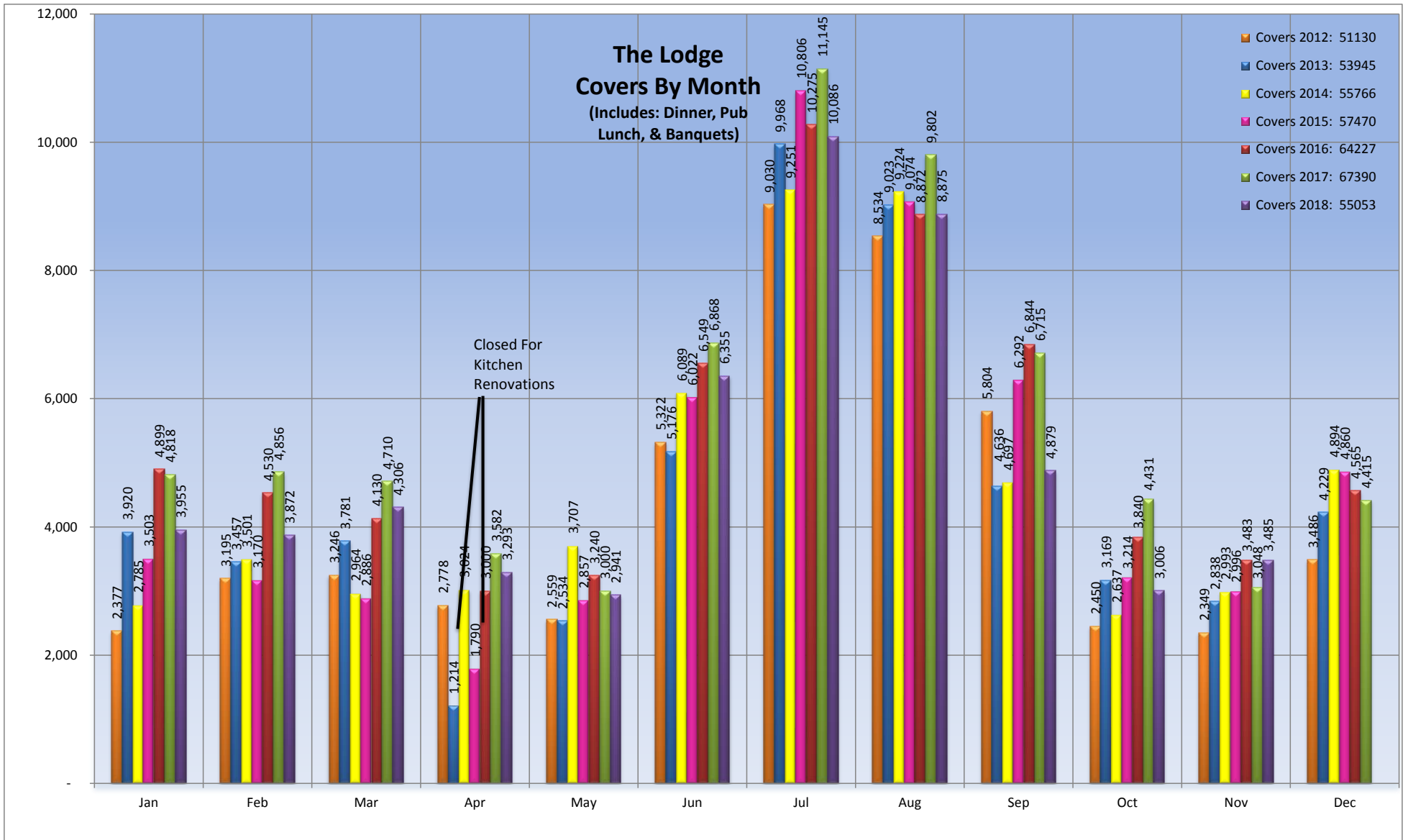
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ (369,717)	\$ (204,574)	\$ 229,295	\$ 194,872	\$ 3,409	\$ 4,419	\$ 2,008	\$ 41,717	\$ 148,335	\$ (23,068)	\$ 65,791	-	\$ 92,487
Downhill Ski	(282,324)	(119,247)	125,316	99,089	(4,046)	11,402	812	(5,652)	(7,255)	(132)	29,457	-	(152,581)
XC Ski	(34,019)	(73,347)	72,929	35,086	(3,582)	(6,334)	6,015	7,385	656	(11,841)	(7,350)	-	(14,402)
Snowplay	(30,424)	(28,244)	33,623	(10,429)	(451)	(1,025)	(8)	1,067	(72)	61	3,220	-	(32,680)
Golf Operations	322	(1,160)	(312)	2,056	3,609	3,754	(32,246)	(25,857)	4,099	(19,782)	2,678	-	(62,840)
Golf Maintenance	8,907	14,268	4,916	2,595	8,267	(9,017)	1,430	(7,254)	8,268	(3,412)	1,992	-	30,959
Marina	(121)	(629)	(300)	(3,532)	(3,210)	409	13,473	(3,408)	6,750	(161)	16	-	9,286
Tennis	(24)	(375)	(360)	(40,844)	1,885	(868)	(141)	370	(3,538)	803	(943)	-	(44,035)
Equestrian	(1,057)	(1,092)	(134)	(3,046)	3,687	5,901	3,797	(3,801)	5,621	(7,518)	(1,211)	-	1,148
Campground	(29)	(45)	164	193	(412)	744	6,602	8,350	4,531	(1,192)	1,155	-	20,062
Bikeworks	-	(58)	-	175	(1,055)	3,449	1,967	(4,233)	1,917	(1,853)	(511)	-	(203)
Trails	41	(426)	(707)	257	(2,684)	(1,449)	(8,401)	3,811	1,230	(11,006)	22,597	-	3,264
Trout Creek	4,629	(5,143)	3,914	69,810	(2,094)	6,792	5,569	4,442	11,790	1,691	2,410	-	103,811
Aquatics	2,649	3,285	(990)	24,315	10,483	6,904	6,774	12,274	9,042	6,821	571	-	82,127
Day Camp	(9)	(8)	(60)	37	4,637	(2,321)	(3,704)	1,778	1,244	(661)	(240)	-	692
Recreation	4,432	2,344	3,998	3,997	3,874	(2,018)	(18,599)	10,970	2,511	9,267	694	-	21,469
The Lodge	(16,319)	(13,185)	(6,819)	6,063	8,399	38,792	52,404	47,350	47,394	12,474	8,634	-	185,188
Summer F&B	125	148	188	280	10,832	17,269	21,562	13,189	14,752	5,024	(3,163)	-	80,206
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)	-	(3,592)
Alder Creek Café	(11,927)	(8,851)	2,173	353	4,797	(7,966)	(3,962)	(2,285)	6,011	3,088	4,705	-	(13,864)
General	11,671	4,706	(19,554)	(28,677)	(18,191)	(28,841)	(4,481)	(8,187)	11,528	(17,580)	44,448	-	(53,158)
Administration	7,226	1,606	9,391	13,578	(14,444)	(12,606)	(95,843)	(30,680)	8,557	16,465	(73,682)	-	(170,434)
Communications	(1,549)	(4,040)	(7,853)	2,221	13,378	(879)	843	6,954	(162)	194	1,595	-	10,702
ASO	(1,344)	6,463	1,848	(971)	6,734	8,887	8,223	7,896	9,072	5,835	(1,305)	-	51,338
Info Tech	(2,633)	(422)	(355)	3,410	(3,977)	(3,577)	10,162	3,406	6,296	4,044	2,510	-	18,863
Accounting	(7,641)	7,043	3,124	(4,376)	604	2,997	1,651	5,328	5,720	3,049	4,657	-	22,154
Human Resources	(5,507)	4,777	(5,592)	2,420	1,939	(2,286)	116	(354)	4,776	125	972	-	1,386
Member Services	3,330	1,826	(945)	(5,112)	(571)	4,677	6,994	3,019	(1,130)	418	2,483	-	14,988
Forestry	(5,378)	(2,962)	5,332	7,837	(19,926)	(24,091)	4,697	(15,238)	(10,456)	(13,429)	6,312	-	(67,302)
Risk/Facility Admin	(8,046)	(769)	(5,170)	6,353	4,031	(2,677)	4,228	2,142	(1,529)	(6,517)	6,680	-	(1,274)
Maintenance	(2,662)	11,621	10,043	9,844	(4,016)	(480)	2,595	9,050	10,049	(2,429)	7,591	-	51,206

Tahoe Donner Association Operating Revenue Variances Report

Year to Date November 2018

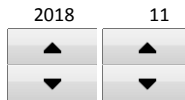
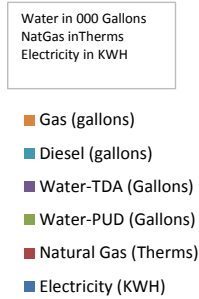
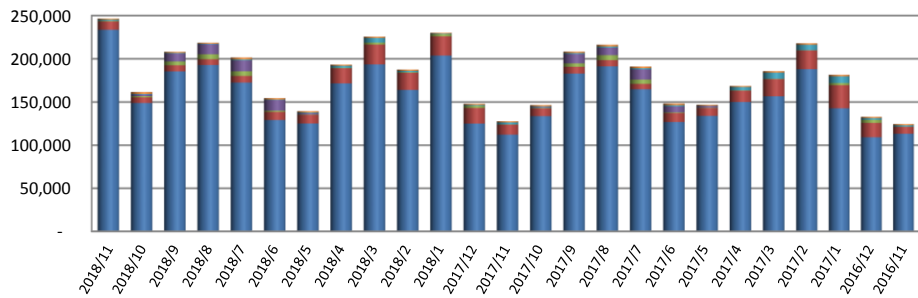
Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

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	-	\$ 338,208
Downhill Ski	(301,524)	(84,702)	184,343	128,813	308	563	450	-	1,088	1,075	611	-	(68,977)
XC Ski	(90,189)	(128,068)	93,583	37,716	201	-	-	-	-	620	(7,582)	-	(93,719)
Snowplay	(41,171)	(28,799)	27,460	(16,546)	-	-	-	-	-	-	(5,000)	-	(64,056)
Golf	(425)	(317)	(446)	1,213	5,299	5,471	(24,287)	(19,261)	6,644	(23,748)	458	-	(49,399)
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	-	76,697
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)	-	7,810
The Lodge	(8,715)	(12,315)	16,148	19,069	2,458	22,130	41,782	48,054	54,711	15,603	30,084	-	229,010
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	-	74,515
Alder Creek Café	(14,650)	(13,510)	14,966	1,270	1,973	(2,970)	(3,464)	(128)	15,596	6,584	16,906	-	22,573
Administration	2,205	842	6,872	4,628	18,376	(15,204)	6,178	6,975	7,824	8,131	8,103	-	54,931
Communications	(5,881)	(5,732)	(7,140)	(2,834)	21,781	(3,423)	(3,049)	-	-	(2,000)	(4,536)	-	(12,814)
ASO	(4,557)	1,706	(1,173)	(3,958)	(1,911)	862	3,739	4,304	5,259	924	1,777	-	6,972
Accounting	56	4	87	140	(4)	14	63	155	(10)	410	105	-	1,019
Member Services	(135)	(339)	(349)	325	105	526	406	(88)	(606)	(67)	(230)	-	(452)
Forestry	-	-	-	-	450	(350)	16,468	-	65,854	(577)	16,742	-	98,587



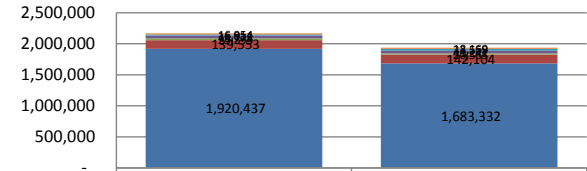
* The Lodge was closed from 4/20/2015 - 5/4/2015 for kitchen renovations
 ** The Lodge was closed from 4/15/2013 - 5/2/2013 for renovations
 *** All data excludes Lunch/Snack Bar (170 - Summer F&B)

Tahoe Donner Association Energy Consumption - Last 25 Months



Gasoline Cost / Gallon	Diesel Cost / Gallon	Propane Cost / Gallon
\$3.51 22% 3%	\$3.82 15% 1%	\$0.00 -100% -100%
LTM Trend Sparkline \$Cost Current Mth %Chg Same Mth PY %Chg Last Month		

Tahoe Donner Association Energy Consumption YTD



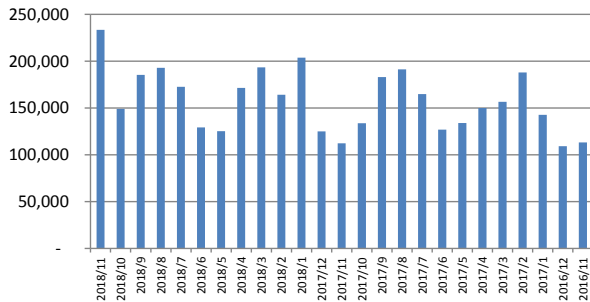
	2018/11	2017/11
Gasoline (gallons)	16,954	18,169
Diesel (gallons)	16,011	33,559
Water-TDA (Gallons)	48,778	41,242
Water-PUD (Gallons)	25,295	20,555
Natural Gas (Therms)	139,553	142,104
Electricity (KWH)	1,920,437	1,683,332

Data Available thru (yyyy/mm) - 2018/11

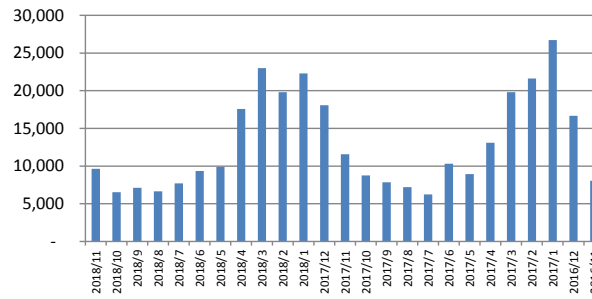
This Report is volumes not dollars

Note the scale varies with each Chart presented.

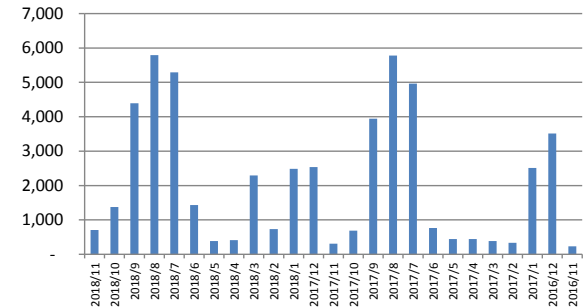
Electricity (KWH)



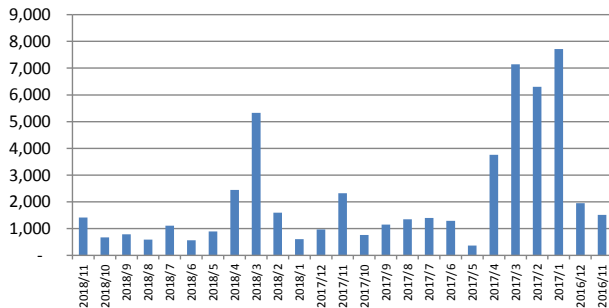
Natural Gas (Therms)



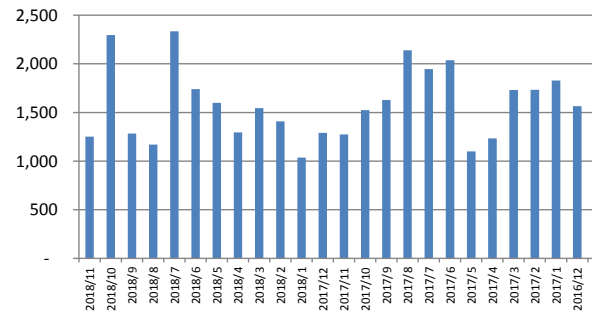
Water-PUD (000 Gallons)



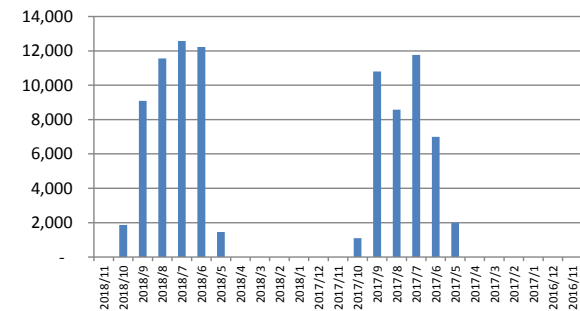
Diesel (gallons)



Gasoline (gallons)

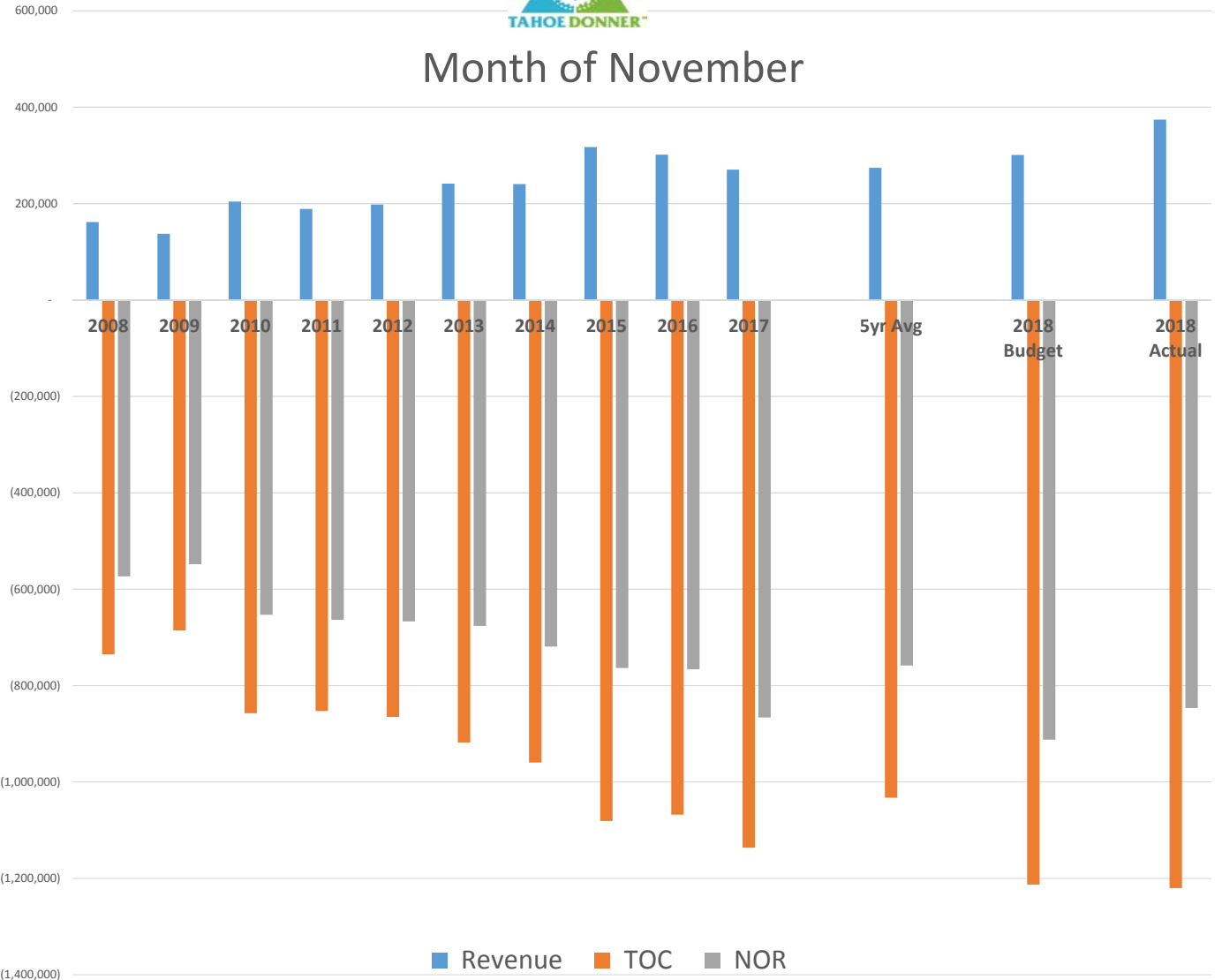


Water-TDA (000 Gallons)





Month of November



Month of November			
	Revenue	TOC	NOR
2008	161,688	(735,007)	(573,319)
2009	137,420	(685,436)	(548,016)
2010	204,147	(857,111)	(652,964)
2011	188,978	(852,533)	(663,556)
2012	198,039	(864,687)	(666,648)
2013	241,575	(917,717)	(676,142)
2014	240,624	(959,376)	(718,752)
2015	317,306	(1,080,731)	(763,424)
2016	301,666	(1,067,597)	(765,931)
2017	270,552	(1,136,424)	(865,872)
5yr Avg	274,345	(1,032,369)	(758,024)
2018 Budget	301,000	(1,213,000)	(912,000)
2018 Actual	374,178	(1,220,388)	(846,209)
Var to Bdg	73,178 24%	(7,388) -1%	65,791 7%
Var to PY	103,626 38%	(83,964) -7%	19,662 2%

PY Records
New Record(s) if applicable

**Tahoe Donner Association
Visitation Report
for the month of November 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		
11,054	9,300	9,977	1,754	19%	1,077	11%	Private Amenities	197,449	198,500	202,436	(1,051)	-1%	(4,987)	-2%	210,800
11,054	9,300	9,977	1,754	19%	1,077	11%	Trout Creek Rec Ctr	131,256	134,700	135,072	(3,444)	-3%	(3,816)	-3%	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
8,179	6,448	5,599	1,731	27%	2,580	46%	Public Amenities	218,449	230,096	251,034	(11,647)	-5%	(32,585)	-13%	259,960
-	-	-	-	0%	-	0%	DH Ski - Total Skier Visits	28,594	30,800	41,637	(2,206)	-7%	(13,043)	-31%	40,000
170	600	-	(430)	-72%	170	0%	XC Ski - Total Skier Visits	15,036	18,600	21,799	(3,564)	-19%	(6,763)	-31%	22,300
-	405	-	(405)	-100%	-	0%	Snowplay - Total Tubers	8,634	14,300	15,295	(5,666)	-40%	(6,661)	-44%	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%	-
3,485	3,030	3,048	455	15%	437	14%	The Lodge Covers	48,010	50,275	55,799	(2,265)	-5%	(7,789)	-14%	54,700
-	-	-	-	0%	-	0%	Summer Food and Bev	18,127	20,000	17,841	(1,873)	-9%	286	2%	20,000
2,194	1,617	1,822	577	36%	372	20%	Pizza on the Hill Covers	44,690	39,325	38,106	5,365	14%	6,584	17%	43,700
2,330	796	729	1,534	193%	1,601	220%	Alder Creek Café Covers	29,467	28,836	35,359	631	2%	(5,892)	-17%	31,300
19,233	15,748	15,576	3,485	22%	3,657	23%	Amenities Total	415,898	428,596	453,470	(12,698)	-3%	(37,572)	-8%	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 November 2018
variances presented as | Favorable -Unfavorable
12/17/2018

Revenue \$ 374,200 | 73,200 / 24% to Budget
| 103,600 / 38% to Prior Year

Variance amount & % versus Budget for the Dept

r1	30,100	25%	The Lodge. Continuation of strong banquet sales, compares favorably to PY by \$39k/35%. Extreme smoky conditions in other California areas due to wildfires contributing to increased visitation leading up to Thanksgiving weekend.
r2	16,900	214%	Alder Creek Café. Increase in banquets and general business. Up \$17k/239% to PY (see above).
r3	16,700	100%	Forestry. Timing of chip sales.
r4	8,300	12%	Trout Creek. Access and usage up \$7k to budget, \$8k to PY. Positive impact from smoky conditions (see above).
r5	8,100	84%	Administration. Interest up \$3k, transfer fees up \$3k. Interest compares favorably to PY by \$3k, transfer fees compare negatively to PY by \$1k.
r6	-7,600	-30%	Cross Country. Delayed opening due to lack of snow. Compares favorably to PY by \$14k.
r7	7,100	37%	POTH. Compares favorably to PY by \$5k/21%
r8	-5,000	100%	Snow Play. Unable to open in November due to lack of snow.
r9			
r10	-1,400	-	all other variances, net
tl	<u>73,200</u>	24%	

Expense \$ 1,220,400 | -7,400 / -1% to Budget
| -84,000 / -7% to Prior Year

Variance amount & % versus Budget for the Dept

e1	-81,800	-139%	Administration. Incentive Program accrual, NOR exceeding budget.
e2	44,400	63%	General. Reclass of capitalized projects from operating fund.
e3	28,800	17%	Downhill Ski. Employee housing favorable to budget by \$13k, flat to PY. All other variances timing between months.
e4	22,600	271%	Trails. Recognition of capitalized labor.
e5	-21,500	-13%	The Lodge. Increased revenue/volume increases cost of goods sold and payroll to service. Compares negatively to PY by \$27k/16%.
e6	-12,200	-51%	Alder Creek Café. Increased revenue/volume increases cost of goods sold and payroll to service.
e7	-10,400	-15%	Forestry. Timing between months.
e8	-8,300	-25%	POTH. Increased revenue/volume increases cost of goods sold and payroll to service. Compares negatively to PY by \$6k/19%.
e9	8,200	65%	Snowplay. Limited operating schedule due to lack of snow creating cost savings.
e10	22,800	-	all other variances, net (primarily timing variances between months)
tl	<u>-7,400</u>	-1%	

(7,400) Expense Variances to BDG co-wide recap

-28,700	-59%	Cogs
-21,800	-4%	Payroll Direct
21,200	-13%	Payroll Burden
21,900	6%	Expenses

(84,000) Expense Variances to Prior Year, co-wide

-21,900	-40%	Cogs
-57,100	-10%	Payroll Direct
-19,500	-13%	Payroll Burden
14,500	4%	Expenses

NOR \$ (846,200) | 65,800 / 7% to Budget
| 19,700 / 2% to Prior Year

Tahoe Donner Association Financial Highlights

Year to Date November 2018 {11 of 12 months }

variances presented as | Favorable -Unfavorable

12/17/2018

Revenue \$ 11,388,200 | 338,200 / 3% to Budget
| -662,700 / -5% to Prior Year

Variance amount & % versus Budget for the Dept

r1	229,000	11%	The Lodge. Benefiting from strong banquet sales, up \$142k/33% to budget. Overall revenue up \$55k/2% to PY.
r2	98,600	1972%	Forestry. Combination of recognition of Calfire Grants and Timber sales.
r3	-93,700	-13%	Cross Country Ski. Access down \$16k/3% to budget. Lessons and rentals unfavorable \$88k/39% to budget. Unseasonably dry conditions through February resulting in limited operations. Season ending early in April due to rain resulting in loss of terrain.
r4	76,700	8%	Trout Creek. Benefiting from \$60k re-allocation of 17/18 Recreation Fee.
r5	74,500	16%	Pizza on the Hill. Good momentum throughout winter continuing through summer season.
r6	-69,000	-3%	Downhill Ski. Access down \$165k/17% to budget, \$421k/34% to PY. Lessons & Rentals favorable \$89k/9% to budget. Operations significantly impacted by drought conditions, with nearly total reliance on snowmaking. Saw some pickup in revenue with March storms.
r7	-64,000	-33%	Snowplay. Access down \$48k/30% to budget. Challenging conditions throughout the season resulting in reduced operations.
r8	55,000	29%	Administration. Interest income up \$62k to budget, offset by decrease in delinquency fees, lien fees, and late charges.
r9	-49,400	-4%	Golf. Access and usage down \$99k/12%. Compares favorably \$56k to PY. Lesson and Rental revenue favorable to budget \$52k/28%.
r10	80,500	-	all other variances, net
tl	338,200	3%	

Expense \$ 17,070,700 | -245,700 / -1% to Budget
| -283,900 / -2% to Prior Year

Variance amount & % versus Budget for the Dept

e1	-225,400	-33%	Administration. Incentive Program accrual Summer 2018, NOR favorably over budget funding (not in Annual Assessment)
e2	-165,900	-20%	Forestry. Combination of timing between months and forest management related to work performed for Calfire grants.
e3	-83,600	-4%	Downhill Ski. Payroll unfavorable to budget \$92k/7%, favorable \$178k/11% PYTD.
e4	79,300	12%	Cross Country. Reduced costs due to limited operations. Down \$154k/21% to PY.
e5	-78,100	-15%	Pizza on the Hill. Increased costs with increased volumes/revenues.
e6	74,100	28%	Aquatics. Mix of payroll savings and timing of other expenses.
e7	64,000	17%	Summer F&B. Payroll savings of \$53k/24%. All other variances net.
e8	-53,200	-7%	General. Board expense up \$49k/309% to budget. Legal Services unfavorable to budget \$39k. All other variances net.
e9	51,200	7%	Maintenance. Timing variances between months.
e10	91,900	-	all other variances, net (mix of timing variances between months and real savings).
tl	-245,700	-1%	

(245,700) Expense Variances to BDG co-wide recap

-11,400	-1%	Cogs
-225,700	-3%	Payroll Direct
286,500	3%	Payroll Burden
-295,100	-7%	Expenses

(283,900) Expense Variances to Prior Year, co-wide

109,700	7%	Cogs
-424,100	-5%	Payroll Direct
79,300	3%	Payroll Burden
-48,800	-1%	Expenses

NOR \$ (5,682,500) | 92,500 / 2% to Budget
| -946,600 / -20% to Prior Year



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



Total Operating Fund - Month							Component	Amenities - Month				Homeowners Association - Month					
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
\$ 374,178	\$ 301,000	\$ 270,552	\$ 73,178	24%	\$ 103,626	38%	Revenue	\$ 311,517	\$ 51,217	20%	\$ 86,861	39%	\$ 62,661	\$ 21,961	54%	\$ 16,765	37%
60,000	60,000	56,000	-	0%	4,000	7%	Recreation Fee	60,000	-	0%	4,000	7%	-	-	0%	-	0%
29,426	33,100	9,694	(3,674)	-11%	19,732	204%	Access & Use Fees	29,426	(3,674)	-11%	19,732	204%	-	-	0%	-	0%
202,294	148,400	141,523	53,894	36%	60,771	43%	Food and Beverage	202,294	53,794	36%	60,771	43%	-	100	-100%	-	0%
23,067	3,900	5,996	19,167	491%	17,072	285%	Retail Product	5,654	2,554	82%	772	16%	17,414	16,614	2077%	16,300	1463%
12,541	14,900	11,453	(2,359)	-16%	1,089	10%	Lessons & Rentals	12,541	(2,359)	-16%	1,089	10%	-	-	0%	-	0%
46,850	40,700	45,886	6,150	15%	964	2%	Other	1,602	902	129%	498	45%	45,248	5,248	13%	466	1%
(77,080)	(48,358)	(55,191)	(28,722)	-59%	(21,889)	-40%	Cost of Goods Sold	(77,080)	(28,722)	-59%	(21,889)	-40%	-	-	0%	-	0%
(630,466)	(608,676)	(573,392)	(21,790)	-4%	(57,074)	-10%	Payroll Direct	(282,064)	1,057	0%	(3,447)	-1%	(348,402)	(22,847)	-7%	(53,628)	-18%
(165,227)	(186,390)	(145,683)	21,163	11%	(19,545)	-13%	Payroll Burden	(83,627)	8,727	9%	(6,059)	-8%	(81,600)	12,436	13%	(13,486)	-20%
(795,694)	(795,066)	(719,075)	(628)	0%	(76,619)	-11%	Payroll Total	(365,691)	9,784	3%	(9,506)	-3%	(430,003)	(10,412)	-2%	(67,114)	-18%
(347,615)	(369,576)	(362,159)	21,961	6%	14,544	4%	Expenses	(192,531)	31,249	14%	7,310	4%	(155,084)	(9,288)	-6%	7,234	4%
(29,676)	(45,900)	(39,900)	16,224	35%	10,224	26%	Personnel Costs	(12,559)	16,917	57%	6,889	35%	(17,117)	(692)	-4%	3,335	16%
(56,807)	(64,585)	(58,734)	7,778	12%	1,927	3%	Utilities	(41,614)	3,451	8%	(2,604)	-7%	(15,193)	4,327	22%	4,531	23%
(8,402)	(8,550)	(5,292)	148	2%	(3,109)	-59%	Fuel Costs	(2,382)	1,118	32%	(500)	-27%	(6,019)	(969)	-19%	(2,609)	-77%
(134,792)	(73,731)	(74,099)	(61,061)	-83%	(60,694)	-82%	Supplies	(52,089)	1,591	3%	(2,531)	-5%	(82,703)	(62,652)	-312%	(58,163)	-237%
(51,274)	(46,270)	(53,019)	(5,004)	-11%	1,744	3%	Repairs & Maintenance	(24,826)	7,394	23%	7,656	24%	(26,448)	(12,398)	-88%	(5,912)	-29%
(61,110)	(300)	(4,902)	(60,810)	#####	(56,208)	#####	Forestry Land Maint	-	-	0%	-	0%	(61,110)	(60,810)	#####	(56,208)	#####
(50,500)	(50,200)	(43,100)	(300)	-1%	(7,400)	-17%	Insurance	(36,000)	(300)	-1%	(5,200)	-17%	(14,500)	-	0%	(2,200)	-18%
(22,938)	(23,450)	(20,748)	512	2%	(2,190)	-11%	Taxes-Property&Income	-	-	0%	-	0%	(22,938)	512	2%	(2,190)	-11%
(8,451)	(8,150)	(5,264)	(301)	-4%	(3,187)	-61%	Credit Card Fees	(7,520)	(730)	-11%	(2,925)	-64%	(931)	429	32%	(262)	-39%
(12,135)	(6,265)	(13,598)	(5,870)	-94%	1,464	11%	Licenses Permits Fees	(7,733)	(4,933)	-176%	972	11%	(4,401)	(936)	-27%	492	10%
88,470	(42,175)	(43,502)	130,645	310%	131,972	303%	All other expenses	(7,808)	6,742	46%	5,552	42%	96,278	123,903	449%	126,421	419%
\$ (846,209)	\$ (912,000)	\$ (865,872)	\$ 65,791	7%	\$ 19,662	2%	Net Operating Result	\$ (323,784)	\$ 63,529	16%	\$ 62,776	16%	\$ (522,425)	\$ 2,262	0%	\$ (43,114)	-9%
<i>(1,220,388)</i>	<i>(1,213,000)</i>	<i>(1,136,424)</i>	<i>(7,388)</i>	<i>-1%</i>	<i>(83,964)</i>	<i>-7%</i>	<i>Total Operating Costs</i>	<i>(635,301)</i>	<i>12,312</i>	<i>2%</i>	<i>(24,085)</i>	<i>-4%</i>	<i>(585,087)</i>	<i>(19,700)</i>	<i>-3%</i>	<i>(59,879)</i>	<i>-11%</i>
912,000	912,000	868,000	-	0%	44,000	5%	Assessment Revenue						912,000	-	0%	44,000	5%
-	-	-	-	0%	-	0%	Replacement Reserve Fund						-	-	0%	-	0%
-	-	-	-	0%	-	0%	Development Fund						-	-	0%	-	0%
-	-	-	-	0%	-	0%	New Equipment Fund						-	-	0%	-	0%
912,000	912,000	868,000	-	0%	44,000	5%	Net, Operating Fund Portion						912,000	-	0%	44,000	5%
\$ 65,791	\$ -	\$ 2,128	\$ 65,791	NA	\$ 63,662	-2991%	Net Result	\$ (323,784)	\$ 63,529	-16%	\$ 62,776	16%	\$ 389,575	\$ 2,262	1%	\$ 886	0%

Tahoe Donner Association
Operating Fund - Consolidated P&L by Component
For the eleven months ending November 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
\$ 11,388,208	\$ 11,050,000	\$ 12,050,890	\$ 338,208	3%	\$ (662,682)	-5%	Revenue	\$ 10,628,565	\$ 189,965	2%	\$ (780,384)	-7%	\$ 759,643	\$ 148,243	24%	\$ 117,701	18%
998,610	973,000	980,288	25,610	3%	18,322	2%	Recreation Fee	998,610	25,610	3%	18,322	2%	-	-	0%	-	0%
2,975,839	3,282,698	3,505,616	(306,859)	-9%	(529,777)	-15%	Access & Use Fees	2,975,839	(306,859)	-9%	(529,777)	-15%	-	-	0%	-	0%
3,836,245	3,547,299	3,879,907	288,946	8%	(43,662)	-1%	Food and Beverage	3,844,229	295,030	8%	(42,212)	-1%	(7,985)	(6,085)	320%	(1,451)	22%
474,168	431,600	520,266	42,568	10%	(46,098)	-9%	Retail Product	423,855	8,455	2%	(59,359)	-12%	50,313	34,113	211%	13,262	36%
2,227,144	2,114,603	2,426,304	112,541	5%	(199,160)	-8%	Lessons & Rentals	2,214,494	99,891	5%	(211,810)	-9%	12,650	12,650	0%	12,650	0%
876,202	700,800	738,509	175,402	25%	137,693	19%	Other	171,537	67,837	65%	44,453	35%	704,665	107,565	18%	93,240	15%
(1,388,644)	(1,377,274)	(1,498,324)	(11,370)	-1%	109,680	7%	Cost of Goods Sold	(1,388,644)	(11,370)	-1%	109,680	7%	-	-	0%	-	0%
(8,789,559)	(8,563,870)	(8,365,457)	(225,689)	-3%	(424,102)	-5%	Payroll Direct	(5,120,626)	(44,277)	-1%	22,236	0%	(3,668,933)	(181,412)	-5%	(446,338)	-14%
(2,208,752)	(2,495,215)	(2,288,010)	286,463	11%	79,258	3%	Payroll Burden	(1,316,397)	152,000	10%	170,489	11%	(892,355)	134,463	13%	(91,231)	-11%
(10,998,311)	(11,059,085)	(10,653,467)	60,774	1%	(344,844)	-3%	Payroll Total	(6,437,023)	107,723	2%	192,724	3%	(4,561,288)	(46,949)	-1%	(537,569)	-13%
(4,683,765)	(4,388,641)	(4,635,024)	(295,124)	-7%	(48,741)	-1%	Expenses	(2,674,467)	(72,300)	-3%	(11,364)	0%	(2,009,298)	(222,824)	-12%	(37,378)	-2%
(358,651)	(387,782)	(401,617)	29,131	8%	42,966	11%	Personnel Costs	(209,718)	38,664	16%	10,992	5%	(148,932)	(9,532)	-7%	31,975	18%
(838,639)	(829,655)	(833,851)	(8,984)	-1%	(4,788)	-1%	Utilities	(640,760)	(28,465)	-5%	(44,620)	-7%	(197,879)	19,481	9%	39,832	17%
(132,647)	(128,350)	(144,568)	(4,297)	-3%	11,921	8%	Fuel Costs	(76,902)	(2,352)	-3%	16,710	18%	(55,744)	(1,944)	-4%	(4,789)	-9%
(1,321,373)	(1,099,061)	(1,259,786)	(222,312)	-20%	(61,586)	-5%	Supplies	(747,147)	(71,757)	-11%	(11,883)	-2%	(574,225)	(150,554)	-36%	(49,704)	-9%
(604,736)	(590,518)	(665,855)	(14,218)	-2%	61,118	9%	Repairs & Maintenance	(402,717)	10,158	2%	44,040	10%	(202,020)	(24,377)	-14%	17,079	8%
(335,054)	(190,900)	(337,318)	(144,154)	-76%	2,264	1%	Forestry Land Maint	(2,497)	(897)	-56%	(2,497)	0%	(332,557)	(143,257)	-76%	4,761	1%
(429,500)	(426,200)	(391,700)	(3,300)	-1%	(37,800)	-10%	Insurance	(270,000)	(3,300)	-1%	(13,600)	-5%	(159,500)	-	0%	(24,200)	-18%
(252,318)	(254,950)	(228,228)	2,632	1%	(24,090)	-11%	Taxes-Property&Income	-	-	0%	-	0%	(252,318)	2,632	1%	(24,090)	-11%
(240,017)	(219,190)	(242,695)	(20,827)	-10%	2,678	1%	Credit Card Fees	(225,393)	(19,513)	-9%	2,962	1%	(14,625)	(1,315)	-10%	(284)	-2%
(122,066)	(96,454)	(101,029)	(25,612)	-27%	(21,037)	-21%	Licenses Permits Fees	(47,394)	(6,204)	-15%	(5,240)	-12%	(74,672)	(19,408)	-35%	(15,798)	-27%
(48,765)	(165,581)	(28,377)	116,816	71%	(20,388)	-72%	All other expenses	(51,939)	11,366	18%	(8,228)	-19%	3,174	105,450	103%	(12,160)	79%
\$ (5,682,513)	\$ (5,775,000)	\$ (4,735,924)	\$ 92,487	2%	\$ (946,589)	20%	Net Operating Result	\$ 128,430	\$ 214,017	250%	\$ (489,344)	-79%	\$ (5,810,943)	\$ (121,530)	-2%	\$ (457,245)	-9%
(17,070,721)	(16,825,000)	(16,786,814)	(245,721)	-1%	(283,906)	-2%	<i>Total Operating Costs</i>	(10,500,134)	24,053	0%	291,040	3%	(6,570,586)	(269,773)	-4%	(574,946)	-10%
11,989,000	11,989,000	11,877,000	-	0%	112,000	1%	Assessment Revenue					11,989,000	-	0%	112,000	1%	
(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%	
5,775,000	5,775,000	5,889,000	-	0%	(114,000)	-2%	Net, Operating Fund Portion					5,775,000	-	0%	(114,000)	-2%	
\$ 92,487	\$ -	\$ 1,153,076	\$ 92,487	NA	\$ (1,060,589)	-92%	Net Result	\$ 128,430	\$ 214,017	-250%	\$ (489,344)	-79%	\$ (35,943)	\$ (121,530)	142%	\$ (571,245)	107%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
for the month of **November 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
\$ (22,881)	\$ (25,389)	\$ (19,046)	\$ 2,508	10%	\$ (3,836)	-20%	Private Amenities	\$ 89,554	\$ 8,154	10%	\$ 13,195	17%	\$ (112,435)	\$ (5,646)	-5%	\$ (17,031)	-18%
(6,551)	(8,961)	(6,348)	2,410	27%	(203)	-3%	Trout Creek Rec Ctr	76,946	8,346	12%	12,687	20%	(83,497)	(5,936)	-8%	(12,890)	-18%
4,221	3,650	1,781	571	16%	2,440	137%	Aquatics	12,000	-	0%	1,000	9%	(7,779)	571	7%	1,440	16%
(6,003)	(6,019)	(5,513)	16	0%	(491)	-9%	Beach Club Marina	-	-	0%	(8)	-100%	(6,003)	16	0%	(483)	-9%
(2,840)	(1,897)	(1,624)	(943)	-50%	(1,216)	-75%	Tennis Center	-	-	0%	-	0%	(2,840)	(943)	-50%	(1,216)	-75%
(310)	(70)	(77)	(240)	-343%	(234)	-305%	Day Camps	-	-	0%	-	0%	(310)	(240)	-343%	(234)	-305%
(11,398)	(12,092)	(7,265)	694	6%	(4,133)	-57%	Recreation Programs	608	(192)	-24%	(484)	-44%	(12,006)	886	7%	(3,649)	-44%
(300,903)	(361,924)	(367,515)	61,021	17%	66,612	18%	Public Amenities	221,963	43,063	24%	73,666	50%	(522,866)	17,958	3%	(7,054)	-1%
(143,139)	(172,596)	(149,620)	29,457	17%	6,481	4%	Downhill Ski	611	611	0%	161	36%	(143,750)	28,846	17%	6,320	4%
(49,516)	(42,166)	(57,632)	(7,350)	-17%	8,116	14%	Cross Country Ski	17,418	(7,582)	-30%	14,745	552%	(66,934)	232	0%	(6,629)	-11%
(4,398)	(7,618)	(7,582)	3,220	42%	3,184	42%	Snowplay	-	(5,000)	-100%	-	0%	(4,398)	8,220	65%	3,184	42%
(39,350)	(44,021)	(56,862)	4,671	11%	17,512	31%	Golf	958	458	92%	(1,971)	-67%	(40,308)	4,213	9%	19,483	33%
(1,312)	(2,467)	(3,083)	1,155	47%	1,771	57%	Campground	-	-	0%	-	0%	(1,312)	1,155	47%	1,771	57%
(6,183)	(4,972)	(5,781)	(1,211)	-24%	(402)	-7%	Equestrian	-	-	0%	170	100%	(6,183)	(1,211)	-24%	(572)	-10%
(511)	-	(150)	(511)	0%	(361)	-240%	Bikeworks	-	-	0%	-	0%	(511)	(511)	0%	(361)	-240%
14,257	(8,340)	(7,037)	22,597	271%	21,295	303%	Trails	-	-	0%	-	0%	14,257	22,597	271%	21,295	303%
(40,435)	(49,069)	(52,668)	8,634	18%	12,233	23%	The Lodge	151,184	30,084	25%	38,862	35%	(191,620)	(21,451)	-13%	(26,629)	-16%
(4,572)	(1,409)	(1,459)	(3,163)	-224%	(3,113)	-213%	Summer Food and Bev	500	500	0%	(374)	-43%	(5,072)	(3,663)	-260%	(2,739)	-117%
(14,395)	(13,211)	(12,465)	(1,184)	-9%	(1,930)	-15%	Pizza on the Hill	26,486	7,086	37%	4,559	21%	(40,881)	(8,270)	-25%	(6,489)	-19%
(11,350)	(16,055)	(13,175)	4,705	29%	1,825	14%	Alder Creek Café	24,806	16,906	214%	17,514	240%	(36,156)	(12,201)	-51%	(15,689)	-77%
(323,784)	(387,313)	(386,561)	63,529	16%	62,776	16%	Amenities Total	311,517	51,217	20%	86,861	39%	(635,301)	12,312	2%	(24,085)	-4%
(522,425)	(524,687)	(479,311)	2,262	0%	(43,114)	-9%	HOA & Amenities Support Services	62,661	21,961	54%	16,765	37%	(585,087)	(19,700)	-3%	(59,879)	-11%
(26,103)	(70,551)	(64,262)	44,448	63%	38,159	59%	General	-	-	0%	-	0%	(26,103)	44,448	63%	38,159	59%
(122,840)	(49,158)	(35,013)	(73,682)	-150%	(87,827)	-251%	Administration	17,703	8,103	84%	2,074	13%	(140,543)	(81,785)	-139%	(89,901)	-178%
(45,678)	(47,273)	(43,456)	1,595	3%	(2,222)	-5%	Communications	11,464	(4,536)	-28%	(4,159)	-27%	(57,142)	6,131	10%	1,937	3%
(51,688)	(54,198)	(48,919)	2,510	5%	(2,770)	-6%	Information Tech	-	-	0%	-	0%	(51,688)	2,510	5%	(2,770)	-6%
(60,183)	(64,840)	(58,797)	4,657	7%	(1,386)	-2%	Accounting	305	105	52%	131	75%	(60,487)	4,553	7%	(1,517)	-3%
(33,855)	(34,827)	(30,644)	972	3%	(3,211)	-10%	Human Resources	-	-	0%	-	0%	(33,855)	972	3%	(3,211)	-10%
(19,724)	(18,419)	(11,489)	(1,305)	-7%	(8,235)	-72%	Architectural Standards	15,377	1,777	13%	2,161	16%	(35,101)	(3,082)	-10%	(10,396)	-42%
(19,109)	(21,592)	(17,875)	2,483	11%	(1,235)	-7%	Member Services	1,070	(230)	-18%	141	15%	(20,179)	2,713	12%	(1,376)	-7%
(19,937)	(26,617)	(26,051)	6,680	25%	6,114	23%	Risk & Facility Admin	-	-	0%	-	0%	(19,937)	6,680	25%	6,114	23%
(64,886)	(71,198)	(77,189)	6,312	9%	12,304	16%	Forestry	16,742	16,742	0%	16,417	5051%	(81,628)	(10,430)	-15%	(4,113)	-5%
(58,423)	(66,014)	(65,618)	7,591	11%	7,195	11%	Maintenance	-	-	0%	-	0%	(58,423)	7,591	11%	7,195	11%
\$ (846,209)	\$ (912,000)	\$ (865,872)	\$ 65,791	7%	\$ 19,662	2%	TDA Operating Fund	\$ 374,178	\$ 73,178	24%	\$ 103,626	38%	\$ (1,220,388)	\$ (7,388)	-1%	\$ (83,964)	-7%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the eleven months ending November 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
\$ 398,165	\$ 224,814	\$ 441,764	\$ 173,351	77%	\$ (43,599)	-10%	Private Amenities	\$ 2,536,760	\$ 95,260	4%	\$ 100,703	4%	\$ (2,138,594)	\$ 78,092	4%	\$ (144,301)	-7%
143,560	39,749	135,128	103,811	261%	8,432	6%	Trout Creek Rec Ctr	982,997	76,697	8%	60,953	7%	(839,437)	27,114	3%	(52,521)	-7%
21,977	(60,150)	(10,216)	82,127	137%	32,193	315%	Aquatics	214,025	8,025	4%	19,704	10%	(192,047)	74,103	28%	12,489	6%
250,362	241,076	298,082	9,286	4%	(47,721)	-16%	Beach Club Marina	678,416	(7,584)	-1%	(7,880)	-1%	(428,054)	16,870	4%	(39,841)	-10%
(20,005)	24,030	1,297	(44,035)	-183%	(21,301)	#####	Tennis Center	222,645	(12,355)	-5%	(2,874)	-1%	(242,649)	(31,679)	-15%	(18,428)	-8%
30,562	29,870	34,057	692	2%	(3,495)	-10%	Day Camps	256,667	22,667	10%	31,952	14%	(226,105)	(21,975)	-11%	(35,447)	-19%
(28,292)	(49,761)	(16,584)	21,469	43%	(11,707)	-71%	Recreation Programs	182,010	7,810	4%	(1,153)	-1%	(210,302)	13,659	6%	(10,555)	-5%
(269,735)	(310,401)	176,009	40,666	13%	(445,745)	-253%	Public Amenities	8,091,805	94,705	1%	(881,086)	-10%	(8,361,540)	(54,039)	-1%	435,342	5%
141,738	294,319	653,453	(152,581)	-52%	(511,715)	-78%	Downhill Ski	2,354,923	(68,977)	-3%	(768,155)	-25%	(2,213,185)	(83,604)	-4%	256,440	10%
64,385	78,787	172,904	(14,402)	-18%	(108,519)	-63%	Cross Country Ski	651,281	(93,719)	-13%	(262,441)	-29%	(586,896)	79,317	12%	153,922	21%
33,085	65,765	136,062	(32,680)	-50%	(102,977)	-76%	Snowplay	128,944	(64,056)	-33%	(119,976)	-48%	(95,859)	31,376	25%	16,999	15%
(95,653)	(63,773)	(220,718)	(31,880)	-50%	125,065	57%	Golf	1,100,101	(49,399)	-4%	106,000	11%	(1,195,754)	17,519	1%	19,064	2%
12,628	(7,434)	(10,615)	20,062	270%	23,243	219%	Campground	86,757	25,757	42%	28,034	48%	(74,129)	(5,695)	-8%	(4,791)	-7%
(79,579)	(80,727)	(96,118)	1,148	1%	16,539	17%	Equestrian	227,394	5,394	2%	31,292	16%	(306,973)	(4,246)	-1%	(14,754)	-5%
997	1,200	(2,507)	(203)	-17%	3,505	140%	Bikeworks	106,887	(2,113)	-2%	(1,149)	-1%	(105,890)	1,910	2%	4,654	4%
(139,834)	(143,098)	(97,629)	3,264	2%	(42,205)	-43%	Trails	504	(496)	-50%	305	153%	(140,338)	3,760	3%	(42,510)	-43%
35,355	(149,833)	(63,854)	185,188	124%	99,209	155%	The Lodge	2,320,010	229,010	11%	55,274	2%	(2,284,655)	(43,822)	-2%	43,935	2%
(62,127)	(142,333)	(129,701)	80,206	56%	67,574	52%	Summer Food and Bev	258,217	16,217	7%	19,450	8%	(320,344)	63,989	17%	48,125	13%
(63,756)	(60,164)	(64,656)	(3,592)	-6%	900	1%	Pizza on the Hill	546,015	74,515	16%	71,583	15%	(609,771)	(78,107)	-15%	(70,683)	-13%
(116,974)	(103,110)	(100,611)	(13,864)	-13%	(16,363)	-16%	Alder Creek Café	310,773	22,573	8%	(41,303)	-12%	(427,746)	(36,436)	-9%	24,940	6%
128,430	(85,587)	617,774	214,017	250%	(489,344)	-79%	Amenities Total	10,628,565	189,965	2%	(780,384)	-7%	(10,500,134)	24,053	0%	291,040	3%
(5,810,943)	(5,689,413)	(5,353,698)	(121,530)	-2%	(457,245)	-9%	HOA & Amenities Support Services	759,643	148,243	24%	117,701	18%	(6,570,586)	(269,773)	-4%	(574,946)	-10%
(834,595)	(781,437)	(773,080)	(53,158)	-7%	(61,515)	-8%	General	-	-	0%	-	0%	(834,595)	(53,158)	-7%	(61,515)	-8%
(669,231)	(498,797)	(546,675)	(170,434)	-34%	(122,556)	-22%	Administration	246,331	54,931	29%	2,174	1%	(915,561)	(225,364)	-33%	(124,730)	-16%
(451,425)	(462,127)	(380,641)	10,702	2%	(70,784)	-19%	Communications	185,186	(12,814)	-6%	13,139	8%	(636,611)	23,516	4%	(83,922)	-15%
(581,061)	(599,924)	(564,062)	18,863	3%	(16,999)	-3%	Information Tech	-	-	0%	-	0%	(581,061)	18,863	3%	(16,999)	-3%
(703,417)	(725,571)	(640,037)	22,154	3%	(63,379)	-10%	Accounting	5,719	1,019	22%	68	1%	(709,135)	21,136	3%	(63,448)	-10%
(336,612)	(337,998)	(327,974)	1,386	0%	(8,637)	-3%	Human Resources	-	-	0%	-	0%	(336,612)	1,386	0%	(8,637)	-3%
(156,679)	(208,017)	(117,700)	51,338	25%	(38,979)	-33%	Architectural Standards	188,872	6,972	4%	26,365	16%	(345,552)	44,365	11%	(65,344)	-23%
(196,669)	(211,657)	(183,107)	14,988	7%	(13,562)	-7%	Member Services	29,948	(452)	-1%	(2,007)	-6%	(226,617)	15,440	6%	(11,556)	-5%
(303,451)	(302,177)	(252,410)	(1,274)	0%	(51,041)	-20%	Risk & Facility Admin	-	-	0%	-	0%	(303,451)	(1,274)	0%	(51,041)	-20%
(905,002)	(837,700)	(912,129)	(67,302)	-8%	7,127	1%	Forestry	103,587	98,587	1972%	77,961	304%	(1,008,589)	(165,889)	-20%	(70,834)	-8%
(672,802)	(724,008)	(655,882)	51,206	7%	(16,920)	-3%	Maintenance	-	-	0%	-	0%	(672,802)	51,206	7%	(16,920)	-3%
\$ (5,682,513)	\$ (5,775,000)	\$ (4,735,924)	\$ 92,487	2%	\$ (946,589)	-20%	TDA Operating Fund	\$ 11,388,208	\$ 338,208	3%	\$ (662,682)	-5%	\$ (17,070,721)	\$ (245,721)	-1%	\$ (283,906)	-2%

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 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 eleven months ending November 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%
\$ 398,165	\$ 224,814	\$ 441,764	\$ 173,351	77%	\$ (43,599)	-10%	Private Amenities	\$ 61.51	\$ 34.73	\$ 68.25	\$ 27	77%	\$ (7)	-10%
143,560	39,749	135,128	103,811	261%	8,432	6%	Trout Creek Rec Ctg	22.18	6.14	20.88	16	261%	1	6%
21,977	(60,150)	(10,216)	82,127	137%	32,193	315%	Aquatics	3.40	(9.29)	(1.58)	13	137%	5	315%
250,362	241,076	298,082	9,286	4%	(47,721)	-16%	Beach Club Marina	38.68	37.24	46.05	1	4%	(7)	-16%
(20,005)	24,030	1,297	(44,035)	-183%	(21,301)	-1643%	Tennis Center	(3.09)	3.71	0.20	(7)	-183%	(3)	#####
30,562	29,870	34,057	692	2%	(3,495)	-10%	Day Camps	4.72	4.61	5.26	0	2%	(1)	-10%
(28,292)	(49,761)	(16,584)	21,469	43%	(11,707)	-71%	Recreation Programs	(4.37)	(7.69)	(2.56)	3	43%	(2)	-71%
(269,735)	(310,401)	176,009	40,666	13%	(445,745)	-253%	Public Amenities	\$ (41.67)	\$ (47.95)	\$ 27.19	6	13%	(69)	-253%
141,738	294,319	653,453	(152,581)	-52%	(511,715)	-78%	Downhill Ski	21.90	45.47	100.95	(24)	-52%	(79)	-78%
64,385	78,787	172,904	(14,402)	-18%	(108,519)	-63%	Cross Country Ski	9.95	12.17	26.71	(2)	-18%	(17)	-63%
33,085	65,765	136,062	(32,680)	-50%	(102,977)	-76%	Snowplay	5.11	10.16	21.02	(5)	-50%	(16)	-76%
(95,653)	(63,773)	(220,718)	(31,880)	-50%	125,065	57%	Golf	(14.78)	(9.85)	(34.10)	(5)	-50%	19	57%
12,628	(7,434)	(10,615)	20,062	270%	23,243	219%	Campground	1.95	(1.15)	(1.64)	3	270%	4	219%
(79,579)	(80,727)	(96,118)	1,148	1%	16,539	17%	Equestrian	(12.29)	(12.47)	(14.85)	0	1%	3	17%
997	1,200	(2,507)	(203)	-17%	3,505	140%	Bikeworks	0.15	0.19	(0.39)	(0)	-17%	1	140%
(139,834)	(143,098)	(97,629)	3,264	2%	(42,205)	-43%	Trails	(21.60)	(22.11)	(15.08)	1	2%	(7)	-43%
35,355	(149,833)	(63,854)	185,188	124%	99,209	155%	The Lodge	5.46	(23.15)	(9.86)	29	124%	15	155%
(62,127)	(142,333)	(129,701)	80,206	56%	67,574	52%	Summer Food and Bev	(9.60)	(21.99)	(20.04)	12	56%	10	52%
(63,756)	(60,164)	(64,656)	(3,592)	-6%	900	1%	Pizza on the Hill	(9.85)	(9.29)	(9.99)	(1)	-6%	0	1%
(116,974)	(103,110)	(100,611)	(13,864)	-13%	(16,363)	-16%	Alder Creek Café	(18.07)	(15.93)	(15.54)	(2)	-13%	(3)	-16%
128,430	(85,587)	617,774	214,017	250%	(489,344)	-79%	Amenities Total	\$ 19.84	\$ (13.22)	\$ 95.44	33	250%	(76)	-79%
(5,810,943)	(5,689,413)	(5,353,698)	(121,530)	-2%	(457,245)	-9%	HOA & Amenities Support Services	\$ (897.72)	\$ (878.95)	\$ (827.08)	(19)	-2%	(71)	-9%
(834,595)	(781,437)	(773,080)	(53,158)	-7%	(61,515)	-8%	General	(128.93)	(120.72)	(119.43)	(8)	-7%	(10)	-8%
(669,231)	(498,797)	(546,675)	(170,434)	-34%	(122,556)	-22%	Administration	(103.39)	(77.06)	(84.45)	(26)	-34%	(19)	-22%
(451,425)	(462,127)	(380,641)	10,702	2%	(70,784)	-19%	Communications	(69.74)	(71.39)	(58.80)	2	2%	(11)	-19%
(581,061)	(599,924)	(564,062)	18,863	3%	(16,999)	-3%	Information Tech	(89.77)	(92.68)	(87.14)	3	3%	(3)	-3%
(703,417)	(725,571)	(640,037)	22,154	3%	(63,379)	-10%	Accounting	(108.67)	(112.09)	(98.88)	3	3%	(10)	-10%
(336,612)	(337,998)	(327,974)	1,386	0%	(8,637)	-3%	Human Resources	(52.00)	(52.22)	(50.67)	0	0%	(1)	-3%
(156,679)	(208,017)	(117,700)	51,338	25%	(38,979)	-33%	Architectural Standards	(24.21)	(32.14)	(18.18)	8	25%	(6)	-33%
(196,669)	(211,657)	(183,107)	14,988	7%	(13,562)	-7%	Member Services	(30.38)	(32.70)	(28.29)	2	7%	(2)	-7%
(303,451)	(302,177)	(252,410)	(1,274)	0%	(51,041)	-20%	Risk & Facility Admin	(46.88)	(46.68)	(38.99)	(0)	0%	(8)	-20%
(905,002)	(837,700)	(912,129)	(67,302)	-8%	7,127	1%	Forestry	(139.81)	(129.41)	(140.91)	(10)	-8%	1	1%
(672,802)	(724,008)	(655,882)	51,206	7%	(16,920)	-3%	Maintenance	(103.94)	(111.85)	(101.33)	8	7%	(3)	-3%
\$ (5,682,513)	\$ (5,775,000)	\$ (4,735,924)	\$ 92,487	2%	\$ (946,589)	20%	Net Operating Result	\$ (877.88)	\$ (892.17)	\$ (731.64)	\$ 14.29	2%	\$ (146.24)	-20%

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

Month			Variance to Budget		Variance to PriorYr		Department	Year to Date			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg
2,135	1,933	1,814	(202)	-10%	(320)	-18%	Private Amenities	48,153	53,082	48,573	4,929	9%	421	1%
1,873	1,701	1,666	(172)	-10%	(207)	-12%	Trout Creek Rec Ctr	16,524	19,016	16,479	2,492	13%	(45)	0%
-	-	8	-	0%	8	100%	Aquatics	3,769	6,757	3,770	2,988	44%	1	0%
-	-	-	-	0%	-	0%	Beach Club Marina	11,010	11,533	11,089	523	5%	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%
262	232	140	(30)	-13%	(122)	-87%	Recreation Programs	3,377	4,358	4,222	981	23%	845	20%
8,083	6,965	7,708	(1,118)	-16%	(375)	-5%	Public Amenities	184,382	176,792	201,635	(7,590)	-4%	17,253	9%
1,310	1,314	1,531	5	0%	221	14%	Downhill Ski Area	52,159	44,096	57,177	(8,064)	-18%	5,018	9%
1,318	625	842	(693)	-111%	(476)	-57%	Cross Country Ski Area	10,369	11,998	17,192	1,629	14%	6,824	40%
24	310	164	285	92%	140	85%	Snowplay - Total Tubers	2,328	3,454	2,549	1,126	33%	221	9%
-	120	10	120	100%	10	100%	Golf Operations	9,953	10,480	9,344	527	5%	(609)	-7%
691	424	792	(267)	-63%	101	13%	Golf Maintenance	23,074	21,717	23,913	(1,357)	-6%	839	4%
-	-	-	-	0%	-	0%	Campground	775	799	771	24	3%	(4)	0%
11	-	24	(11)	0%	13	55%	Equestrian	5,411	6,324	5,622	913	14%	211	4%
-	-	-	-	0%	-	0%	Bikeworks	1,489	1,142	1,078	(347)	-30%	(412)	-38%
16	-	27	(16)	0%	11	41%	Trails	4,170	3,041	3,444	(1,130)	-37%	(726)	-21%
3,284	3,100	3,229	(184)	-6%	(56)	-2%	The Lodge	44,024	41,299	48,899	(2,725)	-7%	4,875	10%
-	-	-	-	0%	-	0%	Summer Food and Bev	7,806	10,935	9,309	3,128	29%	1,503	16%
690	500	709	(189)	-38%	19	3%	Pizza on the Hill	13,318	11,100	11,867	(2,217)	-20%	(1,451)	-12%
739	572	381	(167)	-29%	(359)	-94%	Alder Creek Café	9,506	10,407	10,470	901	9%	965	9%
10,217	8,898	9,522	(1,319)	-15%	(695)	-7%	Amenities Total	232,535	229,874	250,209	(2,661)	-1%	17,674	7%
8,549	8,159	7,779	(390)	-5%	(770)	-10%	HOA & Amenities Support Services	83,658	84,406	81,695	748	1%	(1,964)	-2%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
466	365	342	(100)	-27%	(124)	-36%	Administration	4,405	4,300	5,266	(104)	-2%	861	16%
255	560	304	305	55%	49	16%	Communications	2,943	6,082	6,308	3,140	52%	3,365	53%
583	628	456	45	7%	(128)	-28%	Information Tech	6,267	6,673	5,211	406	6%	(1,056)	-20%
1,023	1,050	981	27	3%	(42)	-4%	Accounting	10,954	11,550	9,734	595	5%	(1,221)	-13%
200	176	214	(24)	-14%	13	6%	Human Resources	1,990	1,912	1,872	(78)	-4%	(118)	-6%
746	792	679	46	6%	(68)	-10%	Architectural Standards	8,358	10,339	6,709	1,981	19%	(1,648)	-25%
507	567	495	60	11%	(12)	-2%	Member Services	5,499	6,263	5,036	764	12%	(462)	-9%
357	336	356	(21)	-6%	(2)	-1%	Risk & Facility Admin	3,759	3,880	3,745	121	3%	(13)	0%
2,494	2,002	2,147	(492)	-25%	(347)	-16%	Forestry	19,902	15,001	18,664	(4,901)	-33%	(1,238)	-7%
1,917	1,682	1,806	(235)	-14%	(111)	-6%	Maintenance	19,582	18,406	19,149	(1,175)	-6%	(433)	-2%
18,766	17,057	17,301	(1,709)	-10%	(1,465)	-8%	Total Payroll Hours	316,193	314,280	331,903	(1,913)	-1%	15,710	5%

Hours are Pre-capitalization to capital project, if any

Tahoe Donner Association
Payroll Hours - Full Time Equivalents Schedule (nonExempt Employees)
for the month of **November 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	Actual	Prior Yr	Variance	
10	9	8	8	17	44	82	54	20	13	12	-	10	9	9	9	17	48	84	51	20	13	10	10	25	25	Amount	Pctg	
10	9	7	8	8	7	9	9	8	9	11	-	9	8	8	8	9	9	9	8	8	9	10	9	9	9	(0.0)	0%	
-	0	-	-	0	4	9	6	1	0	-	-	-	-	0	-	1	5	10	5	1	0	0	-	2	2	0.0	0%	
-	-	-	-	5	11	23	16	7	1	-	-	-	-	-	0	4	11	25	17	7	1	-	0	6	6	0.0	1%	
-	-	-	-	2	5	7	6	3	1	-	-	-	-	-	-	2	6	7	5	2	1	-	-	2	2	(0.1)	-5%	
-	-	-	-	0	14	25	14	-	-	-	-	-	-	-	-	1	14	25	11	1	1	-	-	5	5	(0.1)	-3%	
0	0	0	0	1	2	8	3	1	2	2	-	1	0	0	1	1	4	8	4	1	2	1	0	2	2	0.4	20%	
137	136	133	67	53	99	130	120	83	58	47	-	162	156	140	85	51	96	145	128	92	63	44	136	97	106	9.0	9%	
86	89	72	28	3	3	3	3	3	4	8	-	94	91	80	35	5	4	3	3	2	4	9	86	27	30	2.6	9%	
14	9	21	4	0	1	0	1	0	2	8	-	27	25	22	11	0	1	1	1	3	3	5	9	5	9	3.6	40%	
4	5	4	1	-	-	-	-	-	-	0	-	4	5	3	2	-	0	-	-	-	-	1	3	1	1	0.1	9%	
-	-	-	-	3	11	15	14	11	4	-	-	0	0	0	0	1	9	15	14	10	5	0	0	5	5	(0.3)	-7%	
1	1	3	8	20	22	20	22	17	15	4	-	1	1	3	6	18	21	22	24	21	16	5	1	12	13	0.4	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	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	(0.4)	-21%	
22	20	22	18	16	29	33	31	26	19	19	-	23	22	22	22	19	30	44	35	27	21	19	23	23	26	2.6	10%	
-	-	-	-	1	7	16	13	7	2	-	-	-	-	-	-	0	7	16	18	9	4	-	0	4	5	0.8	16%	
5	6	5	4	4	8	17	14	5	6	4	-	4	4	4	4	3	6	18	11	6	4	4	6	7	6	(0.8)	-12%	
7	6	7	4	2	5	7	5	5	3	4	-	9	8	7	5	4	5	7	6	4	3	2	6	5	5	0.5	9%	
147	144	141	75	70	144	212	174	103	72	59	-	171	165	149	94	68	145	229	179	112	77	55	145	122	131	9.3	7%	
38	31	34	33	47	49	51	51	45	53	49	-	34	32	35	34	40	48	52	54	48	49	45	41	44	43	(1.0)	-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	0.5	16%	
2	2	2	1	2	2	2	2	1	2	1	-	3	3	4	3	4	4	4	4	3	2	2	2	2	3	1.8	53%	
3	3	3	3	4	3	3	4	3	2	3	-	2	3	3	3	3	2	3	3	2	3	3	3	3	3	(0.6)	-20%	
6	5	5	5	6	6	6	6	5	6	6	-	5	5	6	4	5	5	5	5	5	6	6	6	6	5	(0.6)	-13%	
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	(0.1)	-6%	
4	3	4	4	4	4	5	6	5	5	4	-	3	3	3	3	4	4	3	4	4	4	4	4	4	4	(0.9)	-25%	
4	3	3	3	3	2	2	3	3	3	3	-	2	2	2	3	2	3	2	3	3	3	3	3	3	3	(0.2)	-9%	
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	-	1	1	1	1	5	15	19	20	17	17	12	7	10	10	(0.6)	-7%	
11	10	11	10	10	10	11	10	9	10	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	-	205	197	184	128	109	193	281	234	159	126	100	186	166	174	8.2	5%	

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

Month - FTEs			Variance Budget		Variance to PriorYr		Department	Year to Date - FTEs			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg
12.3	11.2	10.5	(1.2)	-10%	(1.8)	-18%	Private Amenities	25	28	25	3	9%	0	1%
10.8	9.8	9.6	(1)	-10%	(1)	-12%	Trout Creek Rec Ctr	9	10	9	1	13%	(0)	0%
-	-	0.0	-	0%	0	100%	Aquatics	2	4	2	2	44%	0	0%
-	-	-	-	0%	-	0%	Beach Club Marina	6	6	6	0	5%	0	1%
-	-	-	-	0%	-	0%	Tennis Center	2	2	2	(0)	-10%	(0)	-5%
-	-	-	-	0%	-	0%	Day Camps	5	4	5	(1)	-22%	(0)	-3%
1.5	1.3	0.8	(0)	-13%	(1)	-87%	Recreation Programs	2	2	2	1	23%	0	20%
46.6	40.2	44.5	(6.4)	-16%	(2.2)	-5%	Public Amenities	97	93	106	(4)	-4%	9	9%
7.6	7.6	8.8	0	0%	1	14%	Downhill Ski Area	27	23	30	(4)	-18%	3	9%
7.6	3.6	4.9	(4)	-111%	(3)	-57%	Cross Country Ski Area	5	6	9	1	14%	4	40%
0.1	1.8	0.9	2	92%	1	85%	Snowplay - Total Tubers	1	2	1	1	33%	0	9%
-	0.7	0.1	1	100%	0	100%	Golf Operations	5	5	5	0	5%	(0)	-7%
4.0	2.4	4.6	(2)	-63%	1	13%	Golf Maintenance	12	11	13	(1)	-6%	0	4%
-	-	-	-	0%	-	0%	Campground	0	0	0	0	3%	(0)	0%
0.1	-	0.1	(0)	0%	0	55%	Equestrian	3	3	3	0	14%	0	4%
-	-	-	-	0%	-	0%	Bikeworks	1	1	1	(0)	-30%	(0)	-38%
0.1	-	0.2	(0)	0%	0	41%	Trails	2	2	2	(1)	-37%	(0)	-21%
18.9	17.9	18.6	(1)	-6%	(0)	-2%	The Lodge	23	22	26	(1)	-7%	3	10%
-	-	-	-	0%	-	0%	Summer Food and Bev	4	6	5	2	29%	1	16%
4.0	2.9	4.1	(1)	-38%	0	3%	Pizza on the Hill	7	6	6	(1)	-20%	(1)	-12%
4.3	3.3	2.2	(1)	-29%	(2)	-94%	Alder Creek Café	5	5	5	0	9%	1	9%
58.9	51.3	54.9	(7.6)	-15%	(4.0)	-7%	Amenities Total	122	121	131	(1)	-1%	9	7%
49.3	47.1	44.9	(2)	-5%	(4.4)	-10%	HOA & Amenities Support Services	44	44	43	0	1%	(1)	-2%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
2.7	2.1	2.0	(1)	-27%	(1)	-36%	Administration	2	2	3	(0)	-2%	0	16%
1.5	3.2	1.8	2	55%	0	16%	Communications	2	3	3	2	52%	2	53%
3.4	3.6	2.6	0	7%	(1)	-28%	Information Tech	3	3	3	0	6%	(1)	-20%
5.9	6.1	5.7	0	3%	(0)	-4%	Accounting	6	6	5	0	5%	(1)	-13%
1.2	1.0	1.2	(0)	-14%	0	6%	Human Resources	1	1	1	(0)	-4%	(0)	-6%
4.3	4.6	3.9	0	6%	(0)	-10%	Architectural Standards	4	5	4	1	19%	(1)	-25%
2.9	3.3	2.9	0	11%	(0)	-2%	Member Services	3	3	3	0	12%	(0)	-9%
2.1	1.9	2.1	(0)	-6%	(0)	-1%	Risk & Facility Admin	2	2	2	0	3%	(0)	0%
14.4	11.6	12.4	(3)	-25%	(2)	-16%	Forestry	10	8	10	(3)	-33%	(1)	-7%
11.1	9.7	10.4	(1)	-14%	(1)	-6%	Maintenance	10	10	10	(1)	-6%	(0)	-2%
108.3	98.4	99.8	(9.9)	-10%	(8.5)	-8%	Total nonExempt FTEs	166	165	174	(1.0)	-0.6%	8.2	4.7%

Tahoe Donner Association
Overtime Payroll Hours Report
for the month of **November 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	
54	41	59	(12)	-29%	6	9%	Private Amenities	1,497	1,987	490	25%
49	25	59	(24)	-96%	11	18%	Trout Creek Rec Ctr	556	943	387	41%
-	-	-	-	0%	-	0%	Aquatics	162	400	238	60%
-	0	-	0	100%	-	0%	Beach Club Marina	393	200	(193)	-96%
-	3	-	3	100%	-	0%	Tennis Center	100	96	(3)	-3%
-	-	-	-	0%	-	0%	Day Camps	21	143	122	85%
5	13	-	8	63%	(5)	0%	Recreation Programs	265	205	(60)	-29%
140	218	91	79	36%	(49)	-54%	Public Amenities	8,419	10,936	2,517	23%
16	4	11	(12)	-261%	(5)	-44%	Downhill Ski Area	2,633	3,692	1,059	29%
20	0	5	(20)	#####	(15)	-313%	Cross Country Ski Area	446	1,275	829	65%
-	-	2	-	0%	2	100%	Snowplay - Total Tubers	152	50	(102)	-202%
-	-	-	-	0%	-	0%	Golf Operations	116	243	127	52%
14	131	10	117	90%	(3)	-31%	Golf Maintenance	2,063	2,077	14	1%
-	-	-	-	0%	-	0%	Campground	155	121	(34)	-28%
-	4	-	4	100%	-	0%	Equestrian	115	128	13	10%
-	-	-	-	0%	-	0%	Bikeworks	3	6	2	45%
-	2	-	2	100%	-	0%	Trails	60	49	(11)	-22%
70	57	58	(13)	-22%	(12)	-20%	The Lodge	1,352	1,642	290	18%
-	4	-	4	100%	-	0%	Summer Food and Bev	170	391	221	57%
12	9	3	(3)	-38%	(9)	-256%	Pizza on the Hill	986	555	(431)	-78%
9	8	2	(1)	-10%	(7)	-390%	Alder Creek Café	167	706	538	76%
193	260	150	66	26%	(43)	-29%	Amenities Total	9,915	12,922	3,007	23%
441	412	216	(29)	-7%	(225)	-104%	HOA & Amenities Support Services	3,011	2,274	(738)	-32%
-	-	-	-	0%	-	0%	General	-	-	-	0%
95	75	14	(20)	-26%	(81)	-571%	Administration	627	182	(445)	-245%
6	3	9	(4)	-130%	2	27%	Communications	76	108	33	30%
0	1	6	1	98%	6	99%	Information Tech	24	39	16	40%
8	17	10	9	52%	2	19%	Accounting	162	128	(34)	-27%
15	0	25	(15)	#####	9	37%	Human Resources	82	41	(41)	-101%
44	59	8	15	26%	(36)	-460%	Architectural Standards	320	79	(241)	-307%
5	2	1	(3)	-157%	(4)	-524%	Member Services	49	34	(14)	-42%
6	16	5	10	60%	(1)	-19%	Risk & Facility Admin	98	83	(15)	-18%
130	97	61	(33)	-33%	(69)	-111%	Forestry	701	719	19	3%
131	141	77	10	7%	(54)	-69%	Maintenance	873	859	(14)	-2%
635	672	366	37	6%	(268)	-73%	Total Payroll Hours	12,926	15,196	2,269	15%

**Tahoe Donner Association
Statement of Financial Position**

**Consolidated
November 2018**

	Current Month as of Nov 30, 2018	Last Month as of Oct 31, 2018	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2017	12Mths Ago as of Nov 30, 2017	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 347,069	\$ 320,808	\$ 318,190	\$ 343,139	26,261	8%	28,879	9%	3,931	1%
Cash & Investments, non-Restricted	21,024,377	21,260,406	21,792,776	19,670,402	(236,028)	-1%	(768,398)	-4%	1,353,975	7%
Cash and Investments total	21,371,447	21,581,213	22,110,966	20,013,541	(209,767)	-1%	(739,519)	-3%	1,357,906	7%
Member's Dues & Receivables, Net	11,979,127	217,728	217,504	11,633,302	11,761,399	5402%	11,761,623	5408%	345,825	3%
Other Receivables	224,238	226,838	327,219	112,956	(2,601)	-1%	(102,982)	-31%	111,281	99%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	337,728	287,996	346,433	343,196	49,732	17%	(8,705)	-3%	(5,468)	-2%
Prepaid Expenses & Other Assets	822,240	762,148	575,052	542,651	60,092	8%	247,188	43%	279,589	52%
Gross, Property & Equipment	76,343,050	76,343,050	76,343,050	74,227,627	-	0%	-	0%	2,115,423	3%
Less Accumulated Depreciation	(38,635,008)	(38,364,908)	(35,663,908)	(36,259,775)	(270,100)	-1%	(2,971,100)	-8%	(2,375,233)	-7%
NBV of Property & Equipment	37,708,041	37,978,141	40,679,141	37,967,852	(270,100)	-1%	(2,971,100)	-7%	(259,810)	-1%
Construction In Progress	3,463,019	3,243,703	42,991	2,806,984	219,316	7%	3,420,028	7955%	656,035	23%
Net Property and Equipment	41,171,060	41,221,844	40,722,132	40,774,836	(50,784)	0%	448,928	1%	396,225	1%
Total Assets	\$ 75,905,839	\$ 64,297,767	\$ 64,299,305	\$ 73,420,481	11,608,072	18%	11,606,534	18%	2,485,358	3%
Liabilities										
Accounts Payable	\$ 328,702	\$ 618,448	\$ 680,252	\$ 945,117	(289,746)	-47%	(351,550)	-52%	(616,415)	-65%
Accrued Liabilities	1,407,096	1,283,851	1,302,143	1,243,790	123,245	10%	104,952	8%	163,306	13%
Deferred Revenue, Annual Assessment	13,029,145	1,221,769	3,715,123	12,720,400	11,807,376	966%	9,314,022	251%	308,745	2%
Deferred Revenue, Recreation Fee	361,040	338,691	511,490	356,270	22,349	7%	(150,450)	-29%	4,770	1%
Deferred Revenue, All Other	331,116	218,240	486,733	384,727	112,877	52%	(155,617)	-32%	(53,610)	-14%
Deposits	615,863	471,901	498,125	526,662	143,962	31%	117,737	24%	89,200	17%
Total Liabilities	16,072,962	4,152,899	7,193,867	16,176,965	11,920,062	287%	8,879,095	123%	(104,004)	-1%
Members' Equity	59,832,878	60,144,868	57,105,439	57,243,516	(311,990)	-1%	2,727,439	5%	2,589,362	5%
Total Liabilities and Members' Equity	\$ 75,905,839	\$ 64,297,767	\$ 64,299,305	\$ 73,420,481	11,608,072	18%	11,606,534	18%	2,485,358	3%
Balance Check	-	-	-	-						
Members Equity Per Owner (#6473)	\$ 9,243	\$ 9,292	\$ 8,822	\$ 8,843	(48)	-1%	421	5%	400	5%

**Tahoe Donner Association
Statement of Financial Position**

Operating Fund

November 2018

	Current Month as of Nov 30, 2018	Last Month as of Oct 31, 2018	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2017	12Mths Ago as of Nov 30, 2017	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 347,069	\$ 320,808	\$ 318,190	\$ 343,139	26,261	8%	28,879	9%	3,931	1%
Cash & Investments, non-Restricted	3,757,574	4,022,954	5,896,952	4,988,174	(265,380)	-7%	(2,139,379)	-36%	(1,230,601)	-25%
Cash and Investments total	4,104,643	4,343,762	6,215,142	5,331,313	(239,119)	-6%	(2,110,500)	-34%	(1,226,670)	-23%
Member's Dues & Receivables, Net	11,978,412	217,013	216,789	11,632,587	11,761,399	5420%	11,761,623	5425%	345,825	3%
Other Receivables	118,416	118,782	138,396	41,489	(366)	0%	(19,980)	-14%	76,927	185%
Due From (To) Other Funds	560,243	205,551	(138,138)	528,144	354,692	173%	698,381	506%	32,099	6%
Inventory	337,728	287,996	346,433	343,196	49,732	17%	(8,705)	-3%	(5,468)	-2%
Prepaid Expenses & Other Assets	821,032	763,351	575,052	541,435	57,681	8%	245,980	43%	279,597	52%
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	\$ 17,920,474	\$ 5,936,454	\$ 7,353,674	\$ 18,418,164	11,984,020	202%	10,566,800	144%	(497,691)	-3%
Liabilities										
Accounts Payable	\$ 315,414	\$ 605,160	\$ 444,397	\$ 931,352	(289,746)	-48%	(128,983)	-29%	(615,938)	-66%
Accrued Liabilities	1,383,850	1,262,438	1,299,063	1,241,964	121,412	10%	84,786	7%	141,886	11%
Deferred Revenue, Annual Assessment	13,029,145	1,221,769	1,822,306	12,720,400	11,807,376	966%	11,206,839	615%	308,745	2%
Deferred Revenue, Recreation Fee	361,040	338,691	511,490	356,270	22,349	7%	(150,450)	-29%	4,770	1%
Deferred Revenue, All Other	331,116	218,240	486,733	384,727	112,877	52%	(155,617)	-32%	(53,610)	-14%
Deposits	615,863	471,901	498,125	526,662	143,962	31%	117,737	24%	89,200	17%
Total Liabilities	16,036,427	4,118,198	5,062,115	16,161,374	11,918,229	289%	10,974,313	217%	(124,947)	-1%
Members' Equity	1,884,046	1,818,256	2,291,559	2,256,790	65,790	4%	(407,513)	-18%	(372,744)	-17%
							(A)			
Total Liabilities and Members' Equity	\$ 17,920,474	\$ 5,936,454	\$ 7,353,674	\$ 18,418,164	11,984,020	202%	10,566,800	144%	(497,691)	-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	638,046	718,256	1,191,559	1,156,790	(80,210)	-11%	(553,513)	-46%	(518,744)	-45%

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

Operating Fund - Members' Equity Recon:	
YTD NOR results Favorable (Unfavorable)	92,488 F06 / F07.2
Annual Assessment revenue variance to Budget	-
Members' Equity Transfers In (Out)	(500,000) Board approved 10/28/2018 to RRF
Net Change in Members Equity	(407,512) (A)

**Financial Position (Balance Sheet)
OPERATING FUND**

F11.1

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

	Current Month as of Nov 30, 2018	Last Month as of Oct 31, 2018	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2017	12Mths Ago as of Nov 30, 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	11,500,212	11,483,129	11,380,557	10,670,959	17,083	0%	119,656	1%	829,253	8%	
Cash and Investments total	11,500,212	11,483,129	11,380,557	10,670,959	17,083	0%	119,656	1%	829,253	8%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	81,758	81,536	179,523	62,738	222	0%	(97,765)	-54%	19,020	30%	
Due From (To) Other Funds	(269,872)	(38,910)	130,105	(400,169)	(230,962)	-594%	(399,977)	-307%	130,297	33%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	1,208	(1,203)	-	1,215	2,411	200%	1,208	0%	(8)	-1%	
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	\$ 11,313,306	\$ 11,524,552	\$ 11,690,185	\$ 10,334,743	(211,246)	-2%	(376,879)	-3%	978,563	9%	
Liabilities											
Accounts Payable	\$ 13,288	\$ 13,288	\$ 224,438	\$ 8,268	-	0%	(211,150)	-94%	5,020	61%	
Accrued Liabilities	16,422	15,172	2,672	913	1,250	8%	13,750	515%	15,509	1699%	
Deferred Revenue, Annual Assessment	-	-	1,224,764	-	-	0%	(1,224,764)	-100%	-	0%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	29,710	28,460	1,451,874	9,181	1,250	4%	(1,422,164)	-98%	20,529	224%	
Members' Equity	11,283,596	11,496,092	10,238,311	10,325,562	(212,496)	-2%	1,045,285	10%	958,034	9%	
							(A)				
Total Liabilities and Members' Equity	\$ 11,313,306	\$ 11,524,552	\$ 11,690,185	\$ 10,334,743	(211,246)	-2%	(376,879)	-3%	978,563	9%	
Balance Check	-	-	-	-	-						

Replacement Reserve Fund - Members' Equity Recon:		
YTD Revenue less Expenditures	545,285	F14
Members' Equity Transfers In (Out)	500,000	Board approved 10/28/2018 from OPF
Net Change in Members Equity	1,045,285	(A)

Financial Position (Balance Sheet)
REPLACEMENT RESERVE FUND

F11.2

**Tahoe Donner Association
Statement of Financial Position**

Development Fund

November 2018

	Current Month as of Nov 30, 2018	Last Month as of Oct 31, 2018	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2017	12Mths Ago as of Nov 30, 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	5,570,131	5,557,894	4,346,399	3,892,405	12,237	0%	1,223,732	28%	1,677,726	43%	
Cash and Investments total	5,570,131	5,557,894	4,346,399	3,892,405	12,237	0%	1,223,732	28%	1,677,726	43%	
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%	
Other Receivables	23,204	25,898	8,925	8,291	(2,693)	-10%	14,279	160%	14,914	180%	
Due From (To) Other Funds	(215,775)	(98,845)	(3,244)	(130,315)	(116,930)	-118%	(212,531)	-6552%	(85,460)	-66%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	-	-	-	-	-	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	\$ 5,378,275	\$ 5,485,662	\$ 4,352,795	\$ 3,771,096	(107,387)	-2%	1,025,480	24%	1,607,180	43%	
Liabilities											
Accounts Payable	\$ (0)	\$ (0)	\$ 5,549	\$ 5,497	-	0%	(5,549)	-100%	(5,497)	-100%	
Accrued Liabilities	6,824	6,241	408	913	583	9%	6,416	1573%	5,911	647%	
Deferred Revenue, Annual Assessment	-	-	593,825	-	-	0%	(593,825)	-100%	-	0%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	6,824	6,241	599,782	6,410	583	9%	(592,958)	-99%	414	6%	
Members' Equity	5,371,451	5,479,421	3,753,013	3,764,686	(107,970)	-2%	1,618,438	43%	1,606,765	43%	
Total Liabilities and Members' Equity	\$ 5,378,275	\$ 5,485,662	\$ 4,352,795	\$ 3,771,096	(107,387)	-2%	1,025,480	24%	1,607,180	43%	
Balance Check	-	-	-	-							

Development Fund - Members' Equity Recon:		
YTD Revenue less Expenditures	1,618,438	F14
Members' Equity Transfers In (Out)	-	
Net Change in Members Equity	1,618,438	(A)

**Financial Position (Balance Sheet)
DEVELOPMENT FUND**

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

	Current Month as of Nov 30, 2018	Last Month as of Oct 31, 2018	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2017	12Mths Ago as of Nov 30, 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	196,461	196,428	168,867	118,864	33	0%	27,593	16%	77,597	65%	77,597	65%
Cash and Investments total	196,461	196,428	168,867	118,864	33	0%	27,593	16%	77,597	65%	77,597	65%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	859	623	375	439	237	38%	484	129%	420	96%	420	96%
Due From (To) Other Funds	(74,596)	(67,795)	11,277	2,341	(6,801)	-10%	(85,873)	-761%	(76,937)	-3287%	(76,937)	-3287%
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	\$ 122,724	\$ 129,255	\$ 180,519	\$ 121,643	(6,531)	-5%	(57,795)	-32%	1,081	1%	1,081	1%
Liabilities												
Accounts Payable	\$ -	\$ -	\$ 5,868	\$ -	-	0%	(5,868)	-100%	-	0%	-	0%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	-	-	74,228	-	-	0%	(74,228)	-100%	-	0%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Liabilities	-	-	80,096	-	-	0%	(80,096)	-100%	-	0%	-	0%
Members' Equity	122,724	129,255	100,423	121,643	(6,531)	-5%	22,301	22%	1,081	1%	1,081	1%
Total Liabilities and Members' Equity	\$ 122,724	\$ 129,255	\$ 180,519	\$ 121,643	(6,531)	-5%	(57,795)	-32%	1,081	1%	1,081	1%
Balance Check	-	-	-	-	-				-		-	

**Tahoe Donner Association
Statement of Financial Position**

Property Fund

November 2018

	Current Month as of Nov 30, 2018	Last Month as of Oct 31, 2018	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2017	12Mths Ago as of Nov 30, 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	-	-	-	-	-	0%	-	0%	-	0%
Cash and Investments total	-	-	-	-	-	0%	-	0%	-	0%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	-	-	-	-	-	0%	-	0%	-	0%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%
Gross, Property & Equipment	76,343,050	76,343,050	76,343,050	74,227,627	-	0%	-	0%	2,115,423	3%
Less Accumulated Depreciation	(38,635,008)	(38,364,908)	(35,663,908)	(36,259,775)	(270,100)	-1%	(2,971,100)	-8%	(2,375,233)	-7%
NBV of Property & Equipment	37,708,041	37,978,141	40,679,141	37,967,852	(270,100)	-1%	(2,971,100)	-7%	(259,810)	-1%
Construction In Progress	3,463,019	3,243,703	42,991	2,806,984	219,316	7%	3,420,028	7955%	656,035	23%
Net Property and Equipment	41,171,060	41,221,844	40,722,132	40,774,836	(50,784)	0%	448,928	1%	396,225	1%
Total Assets	\$ 41,171,060	\$ 41,221,844	\$ 40,722,132	\$ 40,774,836	(50,784)	0%	448,928	1%	396,225	1%
Liabilities										
Accounts Payable	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%
Total Liabilities	-	-	-	-	-	0%	-	0%	-	0%
Members' Equity	41,171,060	41,221,844	40,722,132	40,774,836	(50,784)	0%	448,928	1%	396,225	1%
Total Liabilities and Members' Equity	\$ 41,171,060	\$ 41,221,844	\$ 40,722,132	\$ 40,774,836	(50,784)	0%	448,928	1%	396,225	1%
Balance Check	-	-	-	-	-	-	-	-	-	-
Depreciation Expense YTD	2,971,100	2,701,000	3,118,291	2,901,800	270,100	10%	(147,191)	-5%	69,300	2%
Retirement/disposal of Fixed Assets	-	-	-	-	-	-	-	-	-	-
AD removal YTD	-	-	-	-	-	-	-	-	-	-
Net Change in Accum Deprec YTD	2,971,100	-	-	-	-	-	-	-	-	-

**Financial Position (Balance Sheet)
PROPERTY FUND**

Tahoe Donner Association
Cash and Investments Summary Report
as of 11/30/2018

	<i>current month</i> 11/30/2018	<i>last month</i> 10/31/2018	<i>last year - audited</i> 12/31/2017
Consolidated TDA Total	21,371,447	21,581,213	22,110,966
Cash/Money Market	3,565,885	2,585,005	1,483,122
Certificates of Deposit	2,339,580	2,589,314	5,089,053
US Treasuries/GovOblig	9,526,107	10,469,608	12,471,136
Bonds, Corporate/Municipals	5,854,074	5,851,736	2,984,604
Other/Trusts	85,801	85,551	83,051
Operating Fund	4,104,643	4,343,762	6,215,142
Cash/Money Market	2,181,779	1,774,902	1,074,872
Certificates of Deposit	339,580	339,314	339,053
US Treasuries/GovOblig	1,497,483	2,143,994	4,718,167
Trusts	85,801	85,551	83,051
Replacement Reserve Fund	11,500,213	11,483,129	11,380,557
Cash/Money Market	1,153,449	591,714	281,658
Certificates of Deposit	1,750,000	2,000,000	3,500,000
US Treasuries/GovOblig	5,247,171	5,544,160	4,614,294
Bonds, Corporate/Municipals	3,349,593	3,347,255	2,984,604
Development Fund	5,570,131	5,557,894	4,346,399
Cash/Money Market	183,609	171,372	57,600
Certificates of Deposit	250,000	250,000	1,250,000
US Treasuries/GovOblig	2,632,041	2,632,041	3,038,799
Bonds, Corporate/Municipals	2,504,481	2,504,481	-
New Machinery & Equipment Fund	196,461	196,428	168,867
Cash/Money Market	47,049	47,016	68,992
Certificates of Deposit	-	-	-
US Treasuries/GovOblig	149,412	149,412	99,875

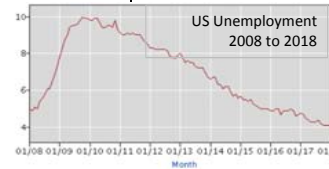
as of 11/30/2018 Balance Mix	
347,069	Restricted OF (ASO/457)
347,069	Restricted, all funds
21,024,378	Unrestricted, all funds
21,371,447	Total

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	(887)	(5,723)
CurrAssets Decr (incr)	(11,869)	(11,897)
CurrLiab Incr (decr)	85	(463)
CapFds Expenditures	(289)	(4,269)
CapFds IntInc/Taxes	27	229
CapFds Asset Sales	1	65
CapFds AAs Rev	-	6,214
OPFds AA Rev	912	5,775
DefRev AA change	11,807	9,314
AA 3rows subtotal	12,719	21,303
Other	3	15
Net Change in Cash and Investments	(210)	(740)

	11/30/2018	10/31/2018	12/31/2017	12/31/16	12/31/15	12/31/14
DJIA	25,538	25,116	24,719	19,763	17,425	17,823
Prime Rate	5.25%	5.25%	4.50%	3.75	3.50%	3.25%
CA Avg, Reg Unleaded (S)	\$3.56	\$3.69	\$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	8,244,145	6,756,535	44,673	72,771	0.6%	1.2%	0.4%	1.2%
RR Fund	11,945,520	13,084,747	134,808	195,987	1.2%	1.6%	1.5%	2.1%
DEV Fund	2,974,050	5,537,424	22,111	78,011	0.8%	1.5%	1.0%	2.1%
NE Fund	143,231	229,310	909	3,078	0.7%	1.5%	0.7%	1.6%
Combined Totals	23,306,946	25,608,017	202,501	349,847	0.9%	1.5%	1.2%	1.9%

FED Prime Rate (last 13):	
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%

FED BLS - Monthly - CPI-U - November 2018 - 1yr : 2.2%, US City (2.5% last month)
 FED BLS - Monthly - CPI-U - November 2018 - 1yr : 3.3%, West (3.5% last month)
 FED BLS - Bi-Monthly CPI-U - October 2018 - 1yr : 4.4%, SF-Oak-Hay (4.3% in August)

Unemployment,USA-3.7% / 3.7% / 4.1%
 Unemployment, CA - 4.1% / 4.1% / 4.5%
 USA Nov18/Oct17/Nov17
 CA Oct18/Sep18/Oct17
 Source: Fed, BLS.gov

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

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

	Last Three Months			12Mths Ago	Last YE	
	as of	as of	as of	as of	as of	
	Sep 30, 2018	Oct 31, 2018	Nov 30, 2018	Nov 30, 2017	Dec 31, 2017	
Total, ALL	260,022	287,894	337,627	343,196	346,433	
subtotal Food and Beverage accounts (F&B)	96,718	101,374	115,515	106,002	121,572	
subtotal Retail Merchandise accounts	163,303	186,521	222,112	237,193	224,860	
subtotal The Lodge F&B accounts	57,335	59,121	66,609	66,000	70,908	
Inventory Account						
11412	Inv Retail Trout Creek	14,276	13,519	14,523	11,911	11,634
11413	Inv Retail eStore	-	-	-	-	-
11414	Inv Retail Member Services	14,555	14,493	14,264	19,188	18,686
11415	Inv Retail Bikeworks	24,104	21,105	20,982	16,708	16,689
11416	Inv Retail The Lodge	-	-	-	-	-
11417	Inv Retail Alder Creek Cafe	200	262	283	66	16
11418	Inv Retail Vending Machine	-	-	-	-	-
11419	Inv Retail DHSki Shop	37,631	38,750	63,332	61,805	64,868
11422	Inv Retail Cross Country	28,397	57,037	67,937	69,185	66,429
11423	Inv Retail Snowplay	26	26	26	177	245
11424	Inv Retail Golf Pro Shop	35,344	30,925	30,915	33,429	34,048
11425	Inv Retail Tennis	5,851	6,801	6,801	9,124	9,124
11426	Inv Retail Marina	539	514	514	420	420
11427	Inv Retail Equestrian	2,248	2,379	2,379	2,740	2,636
11428	Inv Retail Recreation	132	158	158	67	64
11429	Inv Retail Golf Special Order	-	553	-	12,373	-
		-	-	-	-	-
11611	Inv DHS Food Meat	814	814	1,489	884	3,181
11612	Inv DHS Food Seafood	97	167	262	903	190
11613	Inv DHS Food Produce	35	60	60	91	754
11614	Inv DHS Food Dairy	372	381	670	802	919
11615	Inv DHS Food NABev	1,041	1,078	2,573	3,240	3,109
11616	Inv DHS Food Other	2,324	2,878	4,641	3,939	8,243
11617	Inv DHS Bev Beer	841	956	1,941	1,006	1,973
11618	Inv DHS Bev Liquor	6,797	6,890	8,023	6,725	8,913
11619	Inv DHS Bev Wine	952	952	1,037	970	1,971
11621	Inv Trailer Food Meat	162	162	162	0	46
11622	Inv Trailer Food Seafood	-	-	-	-	-
11623	Inv Trailer Food Produce	-	-	-	-	-
11624	Inv Trailer Food Dairy	(0)	(0)	(0)	0	0
11625	Inv Trailer Food NABev	-	-	-	-	-
11626	Inv Trailer Food Other	320	320	652	108	108
11631	Inv ACAC Food Meat	1,231	1,746	1,498	718	1,496
11632	Inv ACAC Food Seafood	157	166	186	200	14
11633	Inv ACAC Food Produce	448	631	805	718	624
11634	Inv ACAC Food Dairy	694	529	555	352	287
11635	Inv ACAC Food NABev	700	678	841	492	357
11636	Inv ACAC Food Other	2,705	2,998	4,272	2,203	3,875
11637	Inv ACAC Bev Beer	1,209	1,005	1,177	1,206	619
11639	Inv ACAC Bev Wine	1,404	1,149	1,579	1,441	2,032

Inventory Account	Last Three Months			12Mths Ago	Last YE	
	as of	as of	as of	as of	as of	
	Sep 30, 2018	Oct 31, 2018	Nov 30, 2018	Nov 30, 2017	Dec 31, 2017	
11641	Inv Marina Food Meat	-	-	-	(0)	(0)
11642	Inv Marina Food Seafood	70	0	0	40	40
11643	Inv Marina Food Produce	25	(0)	(0)	0	0
11644	Inv Marina Food Dairy	16	(0)	(0)	-	-
11645	Inv Marina Food NABev	446	0	0	15	15
11646	Inv Marina Food Other	1,178	346	346	763	763
11647	Inv Marina Bev Beer	117	0	0	0	0
11648	Inv Marina Bev Liquor	872	608	608	1,008	1,008
11649	Inv Marina Bev Wine	331	328	328	159	159
11661	Inv Pizza Food Meat	798	985	1,482	1,181	918
11663	Inv Pizza Food Produce	396	451	747	720	508
11664	Inv Pizza Food Dairy	1,480	1,583	1,918	1,520	1,297
11665	Inv Pizza Food NABev	1,270	1,108	1,304	1,206	1,087
11666	Inv Pizza Food Other	3,277	6,830	4,572	2,308	1,797
11667	Inv Pizza Bev Beer	1,380	1,739	1,628	1,036	916
11669	Inv Pizza Bev Wine	2,154	3,386	2,912	3,152	2,550
11671	Inv SMRFaB Food Meat	502	185	185	178	178
11672	Inv SMRFaB Food Seafood	45	0	0	-	-
11673	Inv SMRFaB Food Produce	46	-	-	(0)	(0)
11674	Inv SMRFaB Food Dairy	133	100	100	56	56
11675	Inv SMRFaB Food NABev	555	98	98	320	320
11676	Inv SMRFaB Food Other	736	396	226	309	309
11677	Inv SMRFaB Bev Beer	591	263	(0)	15	15
11678	Inv SMRFaB Bev Liquor	455	256	-	-	-
11679	Inv SMRFaB Bev Wine	6	3	(0)	18	18
11681	Inv Lodge Food Meat	2,018	1,695	4,080	3,902	4,490
11682	Inv Lodge Food Seafood	515	402	1,005	871	2,051
11683	Inv Lodge Food Produce	1,482	792	1,397	1,300	1,891
11684	Inv Lodge Food Dairy	1,632	1,736	2,448	1,429	1,803
11685	Inv Lodge Food NABev	953	906	942	970	955
11686	Inv Lodge Food Other	6,611	6,536	6,945	6,782	6,432
11687	Inv Lodge Bev Beer	2,668	2,219	3,396	2,637	3,753
11688	Inv Lodge Bev Liquor	19,111	17,950	19,081	17,448	18,669
11689	Inv Lodge Bev Wine	22,345	26,885	27,315	30,662	30,864
11695	Inventory-Tennis Beverage	200	28	28	0	0
11696	Inventory-Tennis Food	-	-	-	(0)	(0)
11411	Inv Transfer	-	-	-	-	-

TAHOE DONNER ASSOCIATION
Capital Funds Summary
For the Eleven Months Ending November 30, 2018

	11-months YTD	12-months		12-months w/Actual FBCF																														
	2018 YTD Actual	2018 Budget	YTD Actual vs Budget	2018 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	195,987	155,000	40,987	210,000	55,000	35%																												
SALVAGE RECEIPTS	65,304	30,000	35,304	66,000	36,000	120%																												
INCOME TAX EXPENSE	(13,750)	(15,000)	1,250	(17,000)	(2,000)	13%																												
BAD DEBT EXPENSE	(7,000)	(9,000)	2,000	(9,000)	-	0%																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(2,791,094)	(5,419,000)	2,627,906	(3,905,013) F	1,513,987	-28%																												
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(917,162)	(935,000)	17,838	(1,186,298)	(251,298)	27%																												
Replacement Reserve Fund Balance	\$ 11,283,596	\$ 7,826,000	\$ 3,457,596	\$ 9,910,000 F	\$ 2,084,000	27%																												
NEW MACHINERY AND 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	3,078	2,000	1,078	3,400	1,400	70%																												
INCOME TAX EXPENSE	-	-	-	(300)	(300)	na																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(174,777)	(213,000)	38,223	(233,523)	(20,523)	10%																												
NM&E Fund Balance	\$ 122,724	\$ 47,000	\$ 75,724	\$ 64,000	\$ 17,000	36%																												
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	78,011	80,000	(1,989)	85,000	5,000	6%																												
INCOME TAX EXPENSE	(6,416)	(7,000)	584	(7,000)	-	0%																												
BAD DEBT EXPENSE	(6,000)	(7,000)	1,000	(7,000)	-	0%																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(454,157)	(1,408,000)	953,843	(881,014) D	526,986	-37%																												
MAJOR R&M, PROJECTS & LEASE EXPENSES M	-	-	-	-	-	na																												
Development Fund Balance	\$ 5,371,452	\$ 4,265,000	\$ 1,106,452	\$ 4,950,000 F	\$ 685,000	16%																												
Development Fund Balance Components:																																		
Combined CAPITAL FUNDS ACTIVITY - Year to Date																																		
EXPENDITURES FOR CAPITAL ADDITIONS C	(3,420,028)	(7,040,000)	3,619,972	(5,019,550)	2,020,450																													
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(917,162)	(935,000)	17,838	(1,186,298)	(251,298)																													
YTD CAPITAL FUNDS TOTAL	(4,337,190)	(7,975,000)	3,637,810	(6,205,848)	1,769,152																													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">CIP beginning balance (@ 1/1/2017)</td> <td style="width: 10%;">\$</td> <td style="width: 10%;">42,991</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> <tr> <td>Net, CIP YTD Activity C</td> <td>\$</td> <td>3,420,028</td> <td></td> <td>\$ 3,463,019</td> <td></td> <td></td> </tr> <tr> <td>Less Capitalized/place in service to Property Fund - PP&E</td> <td></td> <td>-</td> <td></td> <td>Pre-ye Capitz JE</td> <td></td> <td></td> </tr> <tr> <td>CIP Balance (g/l # 904-16510)</td> <td>\$</td> <td>3,463,019</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>							CIP beginning balance (@ 1/1/2017)	\$	42,991					Net, CIP YTD Activity C	\$	3,420,028		\$ 3,463,019			Less Capitalized/place in service to Property Fund - PP&E		-		Pre-ye Capitz JE			CIP Balance (g/l # 904-16510)	\$	3,463,019				
CIP beginning balance (@ 1/1/2017)	\$	42,991																																
Net, CIP YTD Activity C	\$	3,420,028		\$ 3,463,019																														
Less Capitalized/place in service to Property Fund - PP&E		-		Pre-ye Capitz JE																														
CIP Balance (g/l # 904-16510)	\$	3,463,019																																

< downhill ski master plan and generators

F - see Recon, next page,
 RRF includes estimate of 2018 deferred projects.
 D - see page 3 for Development Fund Activity Schedule
 B'19 draft has \$500,000 transfer IN here in 2018.

Tahoe Donner Association
Capital Funds Ending Balance Reconciliation - Budget versus Forecast
For the Eleven Months Ending November 30, 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
151,289	2018 projects, net, capital	5,419,000	5,267,711	151,289 S
(104,256)	2018 projects, net, expense	935,000	1,039,256	(104,256)
(175,249)	2018 projects, net, capital, accelerations	-	175,249	(175,249)
(89,195)	2018 projects, net, expense, accelerations	-	89,195	(89,195)
(35,210)	2017 projects, net, capital	-	35,210	(35,210)
(167,236)	2017 projects, net, expense	-	167,236	(167,236)
(9,860)	2017 accelerations, capital	-	9,860	(9,860)
(2,486)	2017 accelerations, expense	-	2,486	(2,486)
(66,867)	2016 projects, net, capital	-	66,867	(66,867)
1,649,883	projects to carry-over to 2019+, capital	-	(1,649,883)	1,649,883
111,875	projects to carry-over to 2019+, expense	-	(111,875)	111,875
-	rounding/other			
36,000	Salvage Receipts Forecast adjustment, 2018	30,000	66,000	36,000
55,000	Interest Income Forecast adjustment, 2018	155,000	210,000	55,000
(2,000)	Income Tax Forecast adjustment, 2018	(15,000)	(17,000)	(2,000)
-	Bad Debt Exp Forecast adjustment, 2018	(9,000)	(9,000)	-
500,000	Transfer in from Operating Fund	-	500,000	500,000
S variance due to primarily to Snowbird lift replacement/scope greater				
2,084,000	Total, change schedule above			
		Budget	Forecast	diff
2,084,000	Variance of Ending Fund Balance 2018	7,826,000	9,910,000	2,084,000

(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
109,000	DOWNHILL SKI Facility & Lifts - Master Plan/Pl	200,000	91,000	109,000
300,000	TROUT CREEK REC CENTER, devfd expansion p	500,000	200,000	300,000
(36,000)	TRAILS Specific Projects df portion	20,000	56,000	(36,000)
150,000	Feasibility Studies for Priority 1 projects	150,000	-	150,000
-	TDA Capital Payroll Allocation	185,000	185,000	-
59,225	TDA Contingency	93,000	33,775	59,225
-	-	-	-	-
<i>Carry-Over Projects (not budgeted to carry-over) and Added Projects:</i>				
-	TCRC Dev Feasibility Study	-	-	-
6,617	Snowmaking Equipment	-	(6,617)	6,617
(70,000)	DHSki Eagle Rock Shrouding and Charlift Relocati	-	70,000	(70,000)
(5,856)	Association Master Plan	-	5,856	(5,856)
(26,000)	Crabtree Canyon land purchase	-	26,000	(26,000)
(20,000)	CASP Feasibility Study	-	20,000	(20,000)
Timing between years				
Board Approved in prior years				
-	Bad Debt Expense Forc vs Budget, 2018	(7,000)	(7,000)	-
5,000	Interest Income Forecast adjustment, 2018	80,000	85,000	5,000
-	Income Tax Forecast adjustment, 2018	(7,000)	(7,000)	-
-	other recon / rounding item			
685,000	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
685,000	Variance of Ending Fund Balance 2018	4,265,000	4,950,000	685,000

- Reconciliation difference

Above recons fund balance flux.

TAHOE DONNER ASSOCIATION
Capital Projection Schedule- Development Fund
For the Eleven Months Ending November 30, 2018
201811

	YYYY	Mo	2018	11	YTD Actual	2018	Budget (B)	2018	FORECAST	Forecast	vs Budget	
DEVELOPMENT FUND (903) -												
<i>w/Actual FBCF</i>												
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				78,011	ii		80,000		85,000		5,000	6%
INCOME TAX EXPENSE				(6,416)			(7,000)		(7,000)		-	0%
BAD DEBT EXPENSE				(6,000)			(7,000)		(7,000)		-	0%
EXPENDITURES FOR CAPITAL ADDITIONS				(454,157)	C		(1,408,000)		(881,014)		526,986	-37%
MAJOR R&M, PROJECTS & LEASE EXPENSES				-	E		-		-		-	na
Development Fund Balance			\$	5,371,452		\$	4,265,000	\$	4,950,000	(F)	685,000	16%

		YEAR 2018 SPEND				
Project YR		YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #	
Total, all below		454,157	1,408,000	881,014		
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	91,000	731-210-268	RRF?
TROUT CREEK REC CENTER, devfd expansion portion	2018 C	60,795	500,000	200,000	831-132-323	
Equestrian Improvements, Phase 3	2017 C	98,533	200,000	200,000	731-080-311	2017 project.
TRAILS Specific Projects df portion	2018 C	26,211	20,000	56,000	431-051-251	
Feasibility Studies for Priority 1 projects	2018 C	-	150,000	-		
TDA Capital Payroll Allocation	2018 C	169,585	185,000	185,000	831-165-313	
TDA Contingency	2018 C	-	93,000	33,775	contingency	
Carry-Over Projects (not budgeted to carry-over) and Added Projects:						
TCRC Dev Feasibility Study	2016 C	22,409	-	-	631-132-823	reccls to '1
Snowmaking Equipment	2015 C	(6,617)	-	(6,617)	531-210-480	deposit re:
DHSki Eagle Rock Shrouding and Charlift Relocation	2018 C	17,428	-	70,000	831-211-311	board app
Association Master Plan	2016 C	5,856	-	5,856	631-010-817	
Crabtree Canyon land purchase	2016 C	25,646	-	26,000	631-005-766	
CASP Feasibility Study	2018 C	18,415	-	20,000	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.

0	NM&E Fund TL, Capital	216,000	271,382	233,523	36,790	174,777	187,462	58,747	36,732	
1	2018 NMEF-CAP	216,000	217,371	180,279	36,023	123,015	123,015	57,265	36,732	Budget 2018 projects
0	2018 NMEF-ADD	-	54,011	52,486	1,525	51,004	48,013	1,482	-	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	-	-	728	(728)	728	16,404	-	-	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 Carryover\$ s	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	-	-	728	(728)	728	16,404	-	-	finishing project, project bdg TL \$18,000
851 010 294	2018 NMEF-CAP	HVAC for Mezzanine	Administration	C	12	25,000	36,476	36,476	-	29,416	29,416	7,060	-	
	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	(0)	-	
851 060 299	2018 NMEF-CAP	Artificial Turf - Complete along fence to Marina	Marina	C	12	15,000	20,000	20,800	(800)	19,888	19,888	912	(800)	
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 (Al MIS	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	(0)	-	
	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	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	Trails	C	12	15,000	13,149	13,149	-	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	5,000	-	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	0	-	
851 010 315	2018 NMEF-ADD	ASO workspace furniture computer	ASO	C	03	-	3,500	3,500	-	2,495	2,495	1,005	-	
851 150 318	2018 NMEF-ADD	Portable Fryer Filtration	Pizza	C	03	-	3,141	2,991	150	2,991	-	(0)	-	
851 210 319	2018 NMEF-ADD	Safety Stanchions	DHSKI	C	03	-	2,500	826	1,674	826	826	(0)	-	
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	2,000	-	1,952	1,952	48	-	
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	(0)	-	
851 155 342	2018 NMEF-ADD	Signage - Amenity - Interior	Alder Creek Cafe	C	07	-	2,200	2,200	-	2,200	2,200	(0)	-	
851 010 344	2018 NMEF-ADD	Administrative Storage Racking	Administration	C	08	-	2,500	2,965	(465)	2,965	2,965	(0)	-	
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	8,440	-	8,013	8,013	427	-	
851 050 351	2018 NMEF-ADD	Erskine Manual Rotating Grapple	Forestry	C	09	-	4,330	3,855	475	3,855	3,855	(0)	-	
851 025 361	2018 NMEF-ADD	Laptop and Software XC Manager	Cross Country	C	12	-	2,100	2,100	-	2,096	2,096	4	-	
	2018 NMEF-CAP	NME Contingency for ADDs Bdg'18	Various	C	99	55,400	41,900	46,173	(4,273)	-	-	46,173	-	incls est for 2017 carry-overs to 2018

Replacement Reserve TL	6,354,000	7,308,314	5,091,311	2,218,003	3,708,256	4,642,611	1,383,057	1,761,758
Capital	5,419,000	5,990,463	3,905,013	2,085,449	2,791,094	3,510,359	1,113,922	1,649,883
Expense	935,000	1,317,852	1,186,298	132,554	917,162	1,132,252	269,135	111,875

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

31	2016 RR-CAP					(6,287,948)	(6,942,496)	(4,732,449)	(2,211,047)	(3,422,586)	#####	(1,309,864)	(1,757,673)	
4	2016 RR-EXP					-	76,430	66,867	9,563	71,235	386,461	(4,368)	-	carry-over projects
0	2017 RR-CAP					-	-	-	-	-	-	-	-	carry-over projects
16	2017 RR-EXP					-	35,210	35,210	-	34,424	434,783	786	-	carry-over projects
7	2017 RR-ACC-CAP					-	158,782	167,236	(8,454)	92,947	274,966	74,289	-	carry-over projects
3	2017 RR-ACC-EXP					-	9,860	9,860	-	9,860	17,433	-	-	carry-over projects
1	2018 RR-CAP					-	2,486	2,486	-	-	17,764	2,486	-	carry-over projects
204	2018 RR-EXP					5,419,000	5,689,310	3,617,829	2,071,482	2,530,636	2,526,742	1,087,196	1,649,883	Budget 2018 projects
96	2018 RR-ACC-CAP					935,000	1,069,524	927,381	143,143	755,509	770,816	171,870	111,875	Budget 2018 projects
29	2018 RR-ACC-EXP					-	179,653	175,249	4,404	144,941	144,941	30,308	-	2018 projects added in 2018
10	2018 RR-ACC-EXP					-	87,060	89,195	(2,135)	68,706	68,706	20,490	-	2018 projects added in 2018

by Location

357	Administration					(66,052)	(83,052)	(77,204)	(5,847)	(77,205)	(77,205)	-	(4,085)	
15	Asphalt Maintenance					192,413	245,207	243,982	1,225	216,124	222,569	27,857	-	
0	Bikeworks					-	-	-	-	-	-	-	-	
2	Campground					26,095	26,095	18,654	7,441	18,653	18,653	-	-	
5	Cross Country					8,316	2,599	2,599	-	2,599	5,118	-	7,113	
0	Day Camps					-	-	-	-	-	-	-	-	
16	Equestrian Center					514,606	471,710	456,633	15,077	110,472	141,912	346,161	2,050	
0	Facilities Administration					-	-	-	-	-	-	-	-	
7	Forestry					92,303	92,303	26,686	65,617	26,686	26,686	-	48,590	
0	General					-	-	-	-	-	-	-	-	
8	General Maintenance					127,789	361,820	373,399	(11,579)	271,384	402,603	102,015	-	
3	Golf Course					(191)	35,640	46,126	(10,486)	20,831	20,831	25,295	-	
4	Golf Complex					113,293	113,293	15,518	97,775	12,469	12,469	3,049	97,838	
17	Maintenance					182,145	193,667	148,964	44,703	139,298	140,426	9,666	7,655	
0	Marina					-	-	-	-	-	-	-	-	
14	MIS					60,976	76,648	69,265	7,383	56,784	60,792	12,483	6,587	
17	No. Woods Pool-Bldg.					72,487	82,632	64,706	17,926	64,706	64,706	-	4,960	
46	Northwoods					312,412	350,224	378,857	(27,633)	326,691	472,375	52,165	6,852	
3	Northwoods Pool					18,645	18,645	13,900	4,745	13,900	13,900	-	5,438	
6	Pizza					26,326	26,326	23,061	3,265	20,062	20,062	3,000	2,046	
1	Recreation					-	31	31	-	31	12,477	-	-	
9	Ski Area-Mtn Ops					25,362	32,473	22,680	9,794	19,560	19,560	3,119	-	
4	Ski Area - Lift Maintenance					16,263	16,263	8,103	8,160	8,103	8,103	-	8,086	
24	Ski Area - Vehicle Maintenance					556,219	572,926	504,249	68,677	124,521	162,488	379,728	55,124	
1	Ski-Ops					97,150	97,150	97,150	-	-	-	97,150	-	
28	Ski-Ops					1,545,952	1,916,474	1,578,837	337,636	1,476,777	1,518,341	102,061	38,491	
1	Snowplay					19,074	19,074	15,637	3,437	15,637	15,637	-	-	
0	Tennis Complex					-	-	-	-	-	-	-	-	
8	The Lodge					56,160	63,660	52,983	10,677	52,984	52,984	-	5,065	
12	Trails					58,728	137,082	106,202	30,880	93,318	93,318	12,884	2,931	
20	Trout Creek BLDG					382,253	459,223	221,729	237,494	97,102	360,594	124,627	193,824	
54	Trout Creek POOLSPA					1,250,186	1,268,186	90,684	1,177,502	21,156	21,156	69,527	1,177,991	
24	Trout Creek FITNESSSEQ					352,257	352,658	320,364	32,295	308,204	564,645	12,160	5,061	
5	Trout Creek OTHER					81,969	95,469	14,146	81,323	14,146	14,146	-	81,969	
0	Various					-	-	-	-	-	-	-	-	
0	Vehicle Maintenance					-	-	-	-	-	-	-	-	
3	Vehicle/Fleet					98,760	97,786	98,964	(1,178)	98,855	98,855	110	-	
0	Winter Food-Beverage					-	-	-	-	-	-	-	-	

2017 & prior Carryovers in 2018 RR Expenditures Total - 169,722 169,722 carry-over variance

Replacement Reserve TL

Summary table for Replacement Reserve TL with columns for Capital and Expense, and rows for 2018 Budget, 2018 Revised Budget, and 2018 Forecast.

Main data table with columns: 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, 2019+ SPEND Reset in Study, Notes.

2018 RR Expenditures Total, per 2018 Budget Report 5,172,483

Detailed list of 2018 RR expenditures, including project numbers, categories like '2016 RR-CAP' and '2018 RR-CAP', components, locations, and budget/actual values.

Replacement Reserve TL

Capital
Expense

6,354,000 7,308,314 5,091,311 2,218,003 3,708,256 4,642,611 1,383,057 1,761,758
 5,419,000 5,990,463 3,905,013 2,085,449 2,791,094 3,510,359 1,113,922 1,649,883
 935,000 1,317,852 1,186,298 132,554 917,162 1,132,252 269,135 111,875

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
823 160 357	2018 RR-ACC-EXP	Vehicle 137 Transmission Repairs	Vehicle/Fleet	C	10	-	5,100	5,100	-	4,990	4,990	110	-	
823 160 358	2018 RR-ACC-EXP	Plow Blade Repairs	Maintenance	C	10	-	4,380	4,380	-	870	870	3,510	-	
821 110 026	2018 RR-CAP	Groomer - 2005 Prinoth 350 - no. 114	Cross Country	C	12	373,852	330,500	330,500	-	3,972	3,972	326,528	-	Board approved 7/21/2018
821 110 027	2018 RR-CAP	Groomer-Tiller no1	Cross Country	C	12	15,184	15,184	15,184	0	5,446	5,446	9,738	-	
821 110 028	2018 RR-CAP	Groomer-Tracks no2	Cross Country	C	12	12,148	12,148	12,193	(45)	12,193	12,193	-	-	
821 110 023	2018 RR-CAP	Signage - Exterior Trail Maps	Cross Country	C	12	8,205	8,205	3,700	4,505	3,531	3,531	169	-	
821 110 025	2018 RR-CAP	Ski- Boot- Poles Rental - 2018 only	Cross Country	C	12	12,466	12,466	12,466	-	11,533	11,533	933	-	
821 110 029	2018 RR-CAP	Snowblower - XC - 1332	Cross Country	C	12	3,037	3,037	3,063	(26)	3,063	3,063	-	-	
821 110 019	2018 RR-CAP	Trail maintenance 2018 only	Cross Country	C	12	23,313	23,313	23,313	-	18,066	18,066	5,247	-	
821 110 024	2018 RR-CAP	Wayfinding Signage - Winter	Cross Country	C	99	20,405	20,405	13,500	6,905	12,043	12,043	1,457	-	
821 080 030	2018 RR-CAP	Horses	Equestrian Center	C	12	5,748	5,748	3,200	2,548	3,200	3,200	-	-	
821 080 032	2018 RR-CAP	Prowler Travel trailer	Equestrian Center	C	12	6,580	6,580	6,827	(247)	6,827	6,827	-	-	
821 080 031	2018 RR-CAP	Round Pen and Paddocks Footing	Equestrian Center	C	12	3,041	3,041	3,041	-	3,041	3,041	-	-	
	2018 RR-CAP	South Arena Footing	Equestrian Center	C	99	48,590	48,590	-	48,590	-	-	-	48,590	Defer to 2024, potentially relocating as well, more tim
	2018 RR-CAP	Boat Strg. Access Rd - Remove-Repl	General Maintenance	C	99	13,818	13,818	-	13,818	-	-	-	13,818	Defer to 2023
	2018 RR-CAP	Boat Strg.-Remove-Repl	General Maintenance	C	99	84,020	84,020	-	84,020	-	-	-	84,020	Defer to 2023
821 120 047	2018 RR-CAP	Ball Picker Attachmt	Golf Complex	C	12	3,662	3,662	2,556	1,106	2,556	2,556	-	-	
821 120 048	2018 RR-CAP	Club Car - Driving Range Cart	Golf Complex	C	12	15,041	13,611	12,985	626	12,985	12,985	-	-	
821 120 049	2018 RR-CAP	Driving Range - Ball Washer - Floor Imp	Golf Complex	C	12	3,037	3,037	3,026	11	3,026	3,026	-	-	
821 120 050	2018 RR-CAP	Driving Range Balls	Golf Complex	C	12	13,725	13,725	13,336	389	13,336	13,336	-	-	
821 120 051	2018 RR-CAP	Golf Bag Push Carts	Golf Complex	C	12	3,052	3,052	2,415	637	2,415	2,415	-	-	
821 125 067	2018 RR-CAP	Bridges Year 1	Golf Course	C	10	21,258	21,258	20,694	564	20,694	20,694	-	-	
	2018 RR-CAP	Broyhill Greens Keeper	Golf Course	C	99	3,593	3,593	-	3,593	-	-	-	3,593	Defer to 2019
821 125 057	2018 RR-CAP	Bunker Sand	Golf Course	C	12	28,816	28,816	14,354	14,462	14,354	14,354	-	-	
821 125 061	2018 RR-CAP	Carryall Electric Batteries	Golf Course	C	12	5,085	5,085	4,386	699	4,386	4,386	-	-	
821 125 058	2018 RR-CAP	Club Car - Turf 1 gas	Golf Course	C	09	8,907	9,032	9,032	-	-	-	9,032	-	
821 125 063	2018 RR-CAP	Irrig. Pump Well no. 6	Golf Course	C	12	15,770	15,770	872	14,898	872	872	-	-	
821 125 064	2018 RR-CAP	Irrigation Heads	Golf Course	C	12	20,871	20,871	20,749	122	20,749	20,749	-	-	
	2018 RR-CAP	Sand - Seed Buckets	Golf Course	C	99	2,035	2,035	-	2,035	-	-	-	2,035	Defer to 2019
	2018 RR-CAP	Building - Flooring Vinyl/Carpet	Maintenance	C	99	3,712	3,712	-	3,712	-	-	-	3,712	Defer to 2019 for additional planning
821 160 069	2018 RR-CAP	Plow Blade- Loader REL 12 - JD	Maintenance	C	12	21,046	23,102	23,828	(726)	23,828	23,828	-	-	
821 160 073	2018 RR-CAP	Plumbers Helper RR	Maintenance	C	12	2,733	4,330	4,330	-	4,000	4,000	330	-	
	2018 RR-CAP	Safety - Fall Protection	Maintenance	C	12	2,030	2,030	2,030	-	-	-	2,030	-	
	2018 RR-CAP	SnapOn Software Upgrade	Maintenance	C	12	1,116	1,116	1,116	-	-	-	1,116	-	
	2018 RR-CAP	Ashpalt and Gate next to Dumpster	Marina	C	99	3,571	-	-	-	-	-	-	-	Reclassified as NMEF
821 060 086	2018 RR-CAP	Garbage Cans to Bear Box - 2 -	Marina	C	12	2,051	2,051	1,943	108	1,943	1,943	-	-	
821 060 079	2018 RR-CAP	Kayaks-Two Man (2)	Marina	C	12	2,610	2,610	2,724	(114)	2,724	2,724	-	-	
	2018 RR-CAP	Sailboat-Getaway Rig	Marina	C	99	2,227	2,227	-	2,227	-	-	-	2,227	Defer to 2019
	2018 RR-CAP	Sailboat-Wave Rigs (2)	Marina	C	99	2,733	2,733	-	2,733	-	-	-	2,733	Defer to 2019
821 060 082	2018 RR-CAP	Stand up Paddleboards (24)	Marina	C	12	28,344	28,344	28,008	336	28,008	28,008	-	-	
	2018 RR-CAP	State Land Commission Lease	Marina	C	12	3,508	-	-	-	-	-	-	-	classified incorrectly in B as C, see next row
823 060 087	2018 RR-EXP	State Land Commission Lease	Marina	E	12	-	3,508	3,477	31	3,477	3,477	-	-	changed from C to E
821 060 083	2018 RR-CAP	SUP Paddles	Marina	C	12	3,531	3,531	2,145	1,386	2,145	2,145	-	-	
821 060 089	2018 RR-CAP	Umbrellas/Stands	Marina	C	12	2,430	2,430	1,342	1,088	1,342	1,342	-	-	
	2018 RR-CAP	Adobe-Macromedia Software	MIS	C	12	7,654	-	-	-	-	-	-	-	changed from C to E
823 025 107	2018 RR-EXP	Adobe-Macromedia Software	MIS	E	12	-	7,654	7,654	-	7,424	7,424	230	-	changed from C to E
821 025 090	2018 RR-CAP	Board of Directors Computers - Ipads	MIS	C	12	3,745	3,745	3,745	-	3,194	3,194	552	-	
821 025 121	2018 RR-CAP	Cell Phones	MIS	C	12	8,048	8,048	8,048	-	5,445	5,445	2,603	-	
	2018 RR-CAP	Digital Board Portal	MIS	C	12	4,032	-	-	-	-	-	-	-	changed from C to E
823 025 118	2018 RR-EXP	Digital Board Portal	MIS	E	12	-	4,032	4,032	-	4,000	4,000	32	-	changed from C to E
	2018 RR-CAP	Goldmine - Lama - Maintenance	MIS	C	12	13,062	-	-	-	-	-	-	-	See E goldmine project
	2018 RR-CAP	LPMS - Risk - Case Management	MIS	C	12	9,005	9,005	9,005	-	-	-	9,005	-	
821 025 094	2018 RR-CAP	Network Attached Storage	MIS	C	12	7,026	7,026	7,180	(153)	7,180	7,180	-	-	
821 025 104	2018 RR-CAP	POS Hardware and Software	MIS	C	12	8,161	8,161	8,161	-	6,618	6,618	1,542	3,000	
821 025 113	2018 RR-CAP	POS Terminals - Outdoor Scanners (3)	MIS	C	12	4,578	4,578	4,578	-	2,234	2,234	2,344	-	
821 025 095	2018 RR-CAP	POS(1) Aloha	MIS	C	12	2,232	2,232	2,541	(309)	2,541	2,541	-	-	

Replacement Reserve TL

Capital
Expense

Summary table with 8 columns: 2018 BUDGET, 2018 REVISED BUDGET, 2018 FORECAST, 2018 Revised Budget vs Forecast, 2018 YTD Actual, ITD Actual, 2018 SPEND TO GO, 2019+ SPEND Carryover\$. Values range from 935,000 to 1,761,758.

Main data table with 16 columns: 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\$, Notes. Contains detailed project entries such as POS(1) ALOHA, Cart Pizza, Server Hardware, etc.

Replacement Reserve TL

Summary table for Replacement Reserve TL with columns for Capital and Expense, and corresponding budget and actual values.

Main project list table with columns: 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, and Notes.

Replacement Reserve TL

Capital
Expense

6,354,000 7,308,314 5,091,311 2,218,003 3,708,256 4,642,611 1,383,057 1,761,758
 5,419,000 5,990,463 3,905,013 2,085,449 2,791,094 3,510,359 1,113,922 1,649,883
 935,000 1,317,852 1,186,298 132,554 917,162 1,132,252 269,135 111,875

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 Reseset in Study	Notes	
821 132 226	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	-	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	5,150	-	548	548	4,602	-	-	
821 010 340	2018 RR-ACC-CAP	CASP Feasability Study	Administration	C	12	-	15,000	15,000	-	15,000	15,000	-	-	-	
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	9,000	-	8,366	8,366	634	-	-	
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	-	-	-	
821 132 326	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	58,908	-	39,630	61,363	19,278	-	work not completed in 2017	
723 160 053	2017 RR-EXP	Stormwater Dis System Containment Req	Maintenance	E	13	-	5,240	5,240	-	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	31	-	31	12,477	-	-	carryover	
723 035 262	2017 RR-ACC-EXP	Flex Timeclocks Lease	MIS	E	13	-	2,486	2,486	-	-	17,764	2,486	-	need to reclass to 2018 project #	
823 010 003	2018 RR-EXP	Copier Lease- Admin	Administration	E	13	23,239	23,239	34,011	(10,771)	34,011	34,011	-	-	now combined project with row below	
2018 RR-EXP	Copier Lease- ASO	Administration	E	13	10,631	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	-	-	-	
823 165 007	2018 RR-EXP	Reserve Payroll Allocation	Administration	E	13	126,537	130,000	130,000	-	119,165	119,165	10,835	-	-	
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	-	1,203	1,203	-	-	-	

Replacement Reserve TL

Capital	6,354,000	7,308,314	5,091,311	2,218,003	3,708,256	4,642,611	1,383,057	1,761,758
Expense	5,419,000	5,990,463	3,905,013	2,085,449	2,791,094	3,510,359	1,113,922	1,649,883
	935,000	1,317,852	1,186,298	132,554	917,162	1,132,252	269,135	111,875

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\$ Resat in Study	Notes
	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	-	10,799	10,799	-	-	-
	2018 RR-EXP	Forest Service Special Use Permit	Cross Country	E	13	2,089	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	-	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	6,716	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	-	15,184	15,184	-	-	-
823 050 039	2018 RR-EXP	Common Area Tree Damage	Forestry	E	13	10,139	153,929	153,929	-	122,195	122,195	31,734	-	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	26,320	-	14,338	14,338	11,983	-	-
723 050 288	2017 RR-EXP	Storm Damage Forestry	Forestry	E	10	-	75,601	75,601	-	20,590	94,989	55,011	-	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	3,049	0	-	-	3,049	-	-
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	-	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	-	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	-	25,307	25,307	-	-	-
	2018 RR-EXP	GC Tree Damage	Golf Course	E	99	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	-	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	5,775	-	550	550	5,225	-	-
	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	-	5,794	5,794	-	-	-
823 060 077	2018 RR-EXP	Marina Pthwys-Ramp Seal	Marina	E	13	255	255	255	-	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	12,000	-	10,980	10,980	1,020	-	-
823 025 091	2018 RR-EXP	Fiber Optic Leases	MIS	E	13	42,887	42,887	44,681	(1,794)	44,681	44,681	-	-	-
823 025 092	2018 RR-EXP	Gasboy - Maintenance Software License	MIS	E	13	1,665	1,665	1,665	-	-	-	1,665	-	-
823 025 117	2018 RR-EXP	Gold Mine Software	MIS	E	13	1,518	14,580	14,580	-	12,750	12,750	1,830	-	bdg revised from C to E
823 025 093	2018 RR-EXP	Golf Module- 4 tees	MIS	E	13	6,222	6,222	6,222	-	6,000	6,000	222	-	-
823 025 111	2018 RR-EXP	Maintenance Work Order-M+ Software	MIS	E	13	2,045	2,045	2,045	-	1,359	1,359	686	-	-
823 025 112	2018 RR-EXP	Marketing Interactive Web Features	MIS	E	13	3,112	3,112	3,112	-	1,086	1,086	2,026	-	-
823 025 114	2018 RR-EXP	Reserve Fund Software	MIS	E	13	3,003	3,003	3,003	-	2,400	2,400	603	-	-
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 - Paychex - Lease - SAAS	MIS	E	13	19,035	19,035	22,930	(3,894)	22,930	22,930	-	-	-
823 025 115	2018 RR-EXP	Trails User Smartphone App	MIS	E	13	7,409	7,409	7,409	-	7,000	7,000	409	-	-
823 025 100	2018 RR-EXP	VICOMAP - Website	MIS	E	13	1,581	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	-	-	-
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 Pking Seal-Stripe	Northwoods	E	13	11,121	11,121	11,121	-	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 Repair	Ski Area - Lift Maintenance	E	99	2,035	2,035	-	2,035	-	-	-	2,035	Deferred to 2020

Replacement Reserve TL
Capital
Expense

6,354,000	7,308,314	5,091,311	2,218,003	3,708,256	4,642,611	1,383,057	1,761,758
5,419,000	5,990,463	3,905,013	2,085,449	2,791,094	3,510,359	1,113,922	1,649,883
935,000	1,317,852	1,186,298	132,554	917,162	1,132,252	269,135	111,875

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
823 211 147	2018 RR-EXP	Loading Ramp Repairs / Go-Green/Red	Ski Area - Lift Maintenance	E	13	5,087	5,087	5,087	-	3,747	3,747	1,340	-	
	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	4,014	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	-	-	-	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	207	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	5,308	9,682	5,308	5,308	-	-	
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	-	-	-	2,055	-	
723 051 258	2017 RR-EXP	Trails 28- 30	Trails	E	10	-	11,802	20,001	(8,199)	20,001	31,613	-	-	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	7,359	-	3,365	3,365	3,994	-	
	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	13	17,855	17,855	17,855	-	-	-	17,855	-	
	2018 RR-EXP	Building Painting Interior (old)	Trout Creek BLDG	E	13	10,123	10,123	10,123	-	-	-	10,123	-	
	2018 RR-EXP	Concrete Curb Repairs	Trout Creek BLDG	E	13	10,218	10,218	10,218	-	-	-	10,218	-	
	2018 RR-EXP	Door Safety Upgrade	Trout Creek BLDG	E	13	8,098	8,098	8,098	-	-	-	8,098	-	
	2018 RR-EXP	Restrooms - Gymside Paint	Trout Creek BLDG	E	13	10,000	10,000	10,000	-	-	-	10,000	-	
	2018 RR-EXP	Roof Repair - Trout Creek	Trout Creek BLDG	E	13	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	-	-	-	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	5,629	(224)	5,629	5,629	-	-	
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	35,831	-	20,831	20,831	15,000	-	DP Required
	2018 RR-CAP	Contingency, capex	General	C	13	128	128	8,027	(7,899)	3,894	-	4,133	-	estproject deferrals/timing impacts, \$3894 Dec Recls
	2018 RR-EXP	Contingency, expen	General	E	13	(319)	(319)	2,268	(2,587)	(3,894)	-	6,162	-	estimated project deferrals/timing impacts

Tahoe Donner Association
Department P&L Detail (D01)
For the Eleven Months Ending November 30, 2018
Operating Fund Consolidated

November 2018

Year-to-Date November 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	
			\$	%	\$	%						\$	%	\$	%	
60,000	60,000	56,000	0	0%	4,000	7%	36053	Revenue	998,610	973,000	980,288	25,610	3%	18,322	2%	1,040,000
								ALLOCATED RECREATION FEES								
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	2,386	0	0%	-2,386	-100%	3503...	Golf Green Fees - Public	135,105	135,100	93,412	5	0%	41,694	45%	135,100
0	0	0	0	0%	0	0%	35560	Ski Lift Revenue - Public	620,729	816,400	1,020,964	-195,671	-24%	-400,235	-39%	1,040,800
0	0	0	0	0%	0	0%	35565	Ski Lift Revenue - P.O.	69,726	80,000	108,210	-10,274	-13%	-38,484	-36%	117,000
5,800	5,800	0	0	0%	5,800	0%	35570	Ski Passes - Public	165,901	94,200	159,889	71,701	76%	6,013	4%	119,900
8,200	8,200	0	0	0%	8,200	0%	35575	Ski Passes - P.O.	209,748	153,400	196,419	56,348	37%	13,329	7%	194,000
0	0	0	0	0%	0	0%	35597	Ski Team - Public	4,467	3,500	2,975	967	28%	1,492	50%	3,500
0	0	0	0	0%	0	0%	35598	Ski Team - P.O.	9,503	9,000	10,480	503	6%	-977	-9%	10,000
0	0	0	0	0%	0	0%	35599	Race Events	135	0	135	135	0%	0	0%	0
0	100	0	-100	-100%	0	0%	35594	Snowplay Member	750	3,500	1,737	-2,750	-79%	-987	-57%	4,900
0	1,300	0	-1,300	-100%	0	0%	35596	Snowplay Guest	33,572	45,800	69,825	-12,229	-27%	-36,254	-52%	64,300
0	3,300	0	-3,300	-100%	0	0%	35595	Snowplay Public	80,956	114,400	140,973	-33,445	-29%	-60,018	-43%	160,600
38	1,500	0	-1,462	-97%	38	0%	35610	P.O. Daily Trail Fee	19,670	34,000	35,665	-14,330	-42%	-15,995	-45%	46,000
118	3,300	0	-3,182	-96%	118	0%	35615	Public Daily Trail Fee	128,576	202,200	227,476	-73,624	-36%	-98,900	-43%	252,200
90	500	0	-410	-82%	90	0%	35620	Guest Daily Trail Fee	14,714	29,500	35,960	-14,786	-50%	-21,246	-59%	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
0	600	0	-600	-100%	0	0%	36012	Special Events Revenue	54,695	61,094	59,712	-6,399	-10%	-5,017	-8%	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
2,676	1,300	1,110	1,376	106%	1,566	141%	36054	Daily Usage Fee - Member	39,848	38,901	38,816	947	2%	1,032	3%	41,501
12,504	7,200	6,198	5,304	74%	6,306	102%	36055	Daily Usage Fee - Guest	404,076	393,203	363,494	10,873	3%	40,582	11%	414,203
0	0	0	0	0%	0	0%	38013	Campground Revenue	85,642	60,600	58,515	25,042	41%	27,127	46%	60,600
29,426	33,100	9,694	-3,674	-11%	19,732	204%		Total Direct Access & Use	2,912,871	3,236,698	3,473,072	-323,827	-10%	-560,200	-16%	3,727,698
161,579	116,560	112,377	45,019	39%	49,203	44%	3310...	Food	2,711,646	2,668,100	2,788,947	43,546	2%	-77,301	-3%	2,944,900
-14,031	-14,750	-12,837	719	5%	-1,194	-9%		Food Discounts	-234,514	-333,351	-259,887	98,837	30%	25,373	10%	-354,401
-4,325	-3,750	-3,673	-575	-15%	-652	-18%	33152	EE Discounts	-78,649	-97,001	-96,982	18,352	19%	18,332	19%	-107,901
-835	-1,800	-1,763	965	54%	928	53%	33154	Guest Relations aka Manager	-22,083	-42,200	-28,862	20,117	48%	6,779	23%	-45,000
-326	-200	-190	-126	-63%	-136	-72%	33156	InterDept Discounts	-6,935	-8,050	-7,111	1,115	14%	175	2%	-10,200
-8,545	-9,000	-7,212	455	5%	-1,333	-18%	3316...	Marketing Discounts	-126,847	-186,100	-126,933	59,253	32%	86	0%	-191,300
3,604	3,300	2,638	304	9%	966	37%	33180	Food NA Beverage	150,231	156,000	177,604	-5,769	-4%	-27,372	-15%	178,800
151,152	105,110	102,178	46,042	44%	48,974	48%		Food subtotal	2,627,364	2,490,749	2,706,664	136,615	5%	-79,300	-3%	2,769,299
12,542	9,620	9,531	2,922	30%	3,011	32%	3322...	Beer	330,025	296,760	342,844	33,265	11%	-12,819	-4%	326,200
-327	0	-370	43	12%	3322...	Beer Discounts	-7,143	0	-7,538	0	-7,538	0	0%	395	5%	0
14,790	9,910	13,027	4,880	49%	1,763	14%	33242	Liquor	319,567	229,410	308,221	90,157	39%	11,347	4%	254,400
-587	0	-817	230	28%	3324...	Liquor Discounts	-10,550	0	-11,306	0	-11,306	0	0%	756	7%	0
23,520	21,370	18,231	2,150	10%	5,290	29%	33262	Wine	375,036	406,090	383,181	-31,054	-8%	-8,145	-2%	444,100
-795	0	-868	73	8%	3326...	Wine Discounts	-13,161	0	-14,559	0	-14,559	0	0%	1,398	10%	0
1,837	0	1,139	698	61%	33268	Corkage Fees	18,922	0	18,659	0	18,922	0	0%	263	1%	0
-1,320	0	-782	-1,320	0%	33269	Corkage Fee Discounts	-7,827	0	-7,827	0	-12,323	-7,827	0%	4,496	36%	0
49,660	40,900	39,090	8,760	21%	10,570	27%		Beverage subtotal	1,004,870	932,260	1,007,180	72,610	8%	-2,310	0%	1,024,700
1,482	2,490	255	-1,008	-40%	3328...	Misc other F&B	208,003	122,390	169,331	85,613	70%	38,672	23%	130,300		
0	-100	0	100	100%	33299	InterDept Food Sales	-3,992	1,900	-3,267	-5,892	-310%	-7,25	-22%	1,800		
1,482	2,390	255	-908	-38%	1,227	48%		Other F&B subtotal	204,011	124,290	166,064	79,721	64%	37,427	23%	132,100
202,294	148,400	141,523	53,894	36%	60,771	43%		Total Food and Beverage	3,836,245	3,547,299	3,879,907	288,946	8%	-43,662	-1%	3,926,099
202,294	121,100	141,523	81,194	67%	60,771	43%		F&B Revenue by Segment:	3,409,974	2,333,000	3,322,402	1,076,974	46%	87,572	3%	2,542,000
153,646	68,100	91,009	85,546	126%	62,637	69%	33910	Lodge-Dining Room	1,536,931	1,016,800	1,553,345	520,131	51%	-16,414	-1%	1,130,000
9,936	43,700	43,519	-33,764	-77%	-33,583	-77%	33920	Lodge-Pub	646,082	643,200	731,871	2,882	0%	-85,789	-12%	710,000
17,199	9,300	6,900	7,899	85%	10,299	140%	33930	F&B-Banquets	665,553	431,000	564,222	234,553	54%	101,331	18%	460,000
0	0	0	0	0%	0	0%	33940	SmrF&B-Lunch	122,352	74,000	112,867	48,352	65%	9,486	8%	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
0	0	0	0	0%	0	0%	33980	Snowplay Food Truck	7,392	4,000	14,560	3,392	85%	-7,169	-49%	4,000
21,513	0	95	21,513	0%	21,418	22519%	33990	Cafeteria	261,024	0	205,723	261,024	0%	55,302	27%	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	-2,186	-1,985	0%	201	9%	33163	Mkt Discounts, Happy Hour Foo	-27,844	0	-31,381	-27,844	0%	3,537	11%	0
-66	0	-64	-66	0%	-2	-4%	33226	Mkt Discounts, Happy Hour Bev	-3,438	0	-1,257	-3,438	0%	-2,181	-174%	0
-113	0	-183	-113	0%	69	38%	33246	Mkt Discounts, Happy Hour Bev	-3,889	0	-3,462	-3,889	0%	-428	-12%	0
-602	0	-566	-602	0%	-36	-6%	33266	Mkt Discounts, Happy Hour Bev	-8,071	0	-7,980	-8,071	0%	-91	-1%	0
-782	0	-813	-782	0%	31	4%		Mkt Discounts, Happy Hour Bev,	-15,398	0	-12,698	-15,398	0%	-2,700	-21%	0
-2,767	0	-2,999	-2,767	0%	231	8%		Mkt Discounts, Happy Hour F	-43,241	0	-44,079	-43,241	0%	838	2%	0

Tahoe Donner Association
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November 2018

Year-to-Date November 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		
			\$	%	\$	%					\$	%	\$	%		\$
325	0	325	325	0%	0	0%	36015	Sales - Firewood	4,023	5,000	4,650	-977	-20%	-627	-13%	5,000
0	0	0	0	0%	0	0%	36016	Sales - Timber	18,178	0	1,469	18,178	0%	16,709	1138%	0
16,417	0	0	16,417	0%	16,417	0%	36017	Sales - Chips	16,417	0	17,863	16,417	0%	-1,445	-8%	0
7,336	4,600	6,515	2,736	59%	822	13%	36030	Sales - Retail	519,061	492,700	577,109	26,361	5%	-58,047	-10%	549,300
-285	-300	-437	15	5%	152	35%	38015	Employee Discounts	-12,948	-19,700	-21,207	6,752	34%	8,259	39%	-20,300
0	0	-4	0	0%	4	100%	38017	Homeowner Discounts	-4,704	-3,000	-6,589	-1,704	-57%	1,885	29%	-3,000
-726	-400	-404	-326	-81%	-322	-80%	38020	Discounts - Retail	-65,860	-43,400	-53,032	-22,460	-52%	-12,827	-24%	-47,300
0	0	-255	0	0%	255	100%	38025	Promotion Discounts	-2,521	-2,000	-2,467	-521	-26%	-54	-2%	-2,000
23,067	3,900	5,741	19,167	491%	17,327	302%		Total Retail Product Reven	471,647	429,600	517,794	42,047	10%	-46,148	-9%	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
0	600	231	-600	-100%	-231	-100%	35550	Lessons - Group	184,125	203,600	242,822	-19,475	-10%	-58,697	-24%	238,600
38	300	0	-263	-88%	38	0%	35580	Lessons - Private	285,602	206,400	310,229	79,202	38%	-24,628	-8%	297,300
0	0	0	0	0%	0	0%	35585	Lessons - Masters Program	2,699	2,300	2,699	399	17%	68	3%	2,500
0	0	0	0	0%	0	0%	35590	Snowflakes	181,873	141,900	185,003	39,973	28%	-3,130	-2%	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
732	3,000	614	-2,269	-76%	118	19%	3604...	Rentals	689,347	827,300	961,562	-137,953	-17%	-272,215	-28%	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
2,421	900	1,291	1,521	169%	1,130	88%	3604...	Child Care	14,790	13,500	15,716	1,291	10%	-926	-6%	15,000
7,378	8,500	7,492	-1,122	-13%	-114	-2%	36050	Aerobics	81,294	77,500	73,868	3,794	5%	7,426	10%	85,700
770	300	250	470	157%	520	208%	36056	Fitness/Training	8,240	2,600	2,600	5,640	217%	5,670	221%	2,900
0	100	0	-100	-100%	0	0%	36058	Rec Programs	18,365	5,900	11,306	12,465	211%	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
1,203	1,100	1,467	103	9%	-264	-18%	36051	Massage	16,033	16,200	18,492	-167	-1%	-2,459	-13%	17,900
0	100	320	-100	-100%	-320	-100%	36057	Towels/Lockers	780	1,200	1,249	-420	-35%	-799	-51%	1,200
0	0	0	0	0%	0	0%	36060	Lessons - Public	1,592	2,000	1,579	-408	-20%	348	28%	2,000
0	0	-43	0	0%	43	100%	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	-170	0	0%	170	100%	37090	Equestrian - Boarding	21,489	33,000	24,148	-11,511	-35%	-2,659	-11%	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
12,541	14,900	11,453	-2,359	-16%	1,089	10%		Total Lessons & Rental Re	2,290,112	2,160,603	2,458,849	129,509	6%	-168,737	-7%	2,524,603
1,960	3,700	1,965	-1,740	-47%	-5	0%	32010	Aso - Fees	63,831	73,800	51,045	-9,969	-14%	12,786	25%	77,000
1,615	2,000	1,190	-385	-19%	425	36%	32020	Inspection Fees	27,860	29,000	22,755	-1,140	-4%	5,105	22%	30,000
2,335	500	-850	1,835	367%	3,185	375%	32030	Fines	10,180	5,500	3,533	4,680	85%	6,648	188%	6,000
0	0	0	0	0%	0	0%	32040	Fines - Forestry	2,000	0	0	2,000	0%	2,000	0%	0
4,318	1,010	1,728	3,308	327%	2,589	150%	34010	Interest	72,771	11,110	44,673	61,661	555%	28,098	63%	12,120
2,589	2,000	1,718	589	29%	871	51%	34020	Late Charges	29,926	35,500	22,318	-5,574	-16%	7,608	34%	38,000
0	-400	185	400	100%	-185	-100%	34030	Lien Fees	8,695	15,300	16,835	-6,605	-43%	-8,140	-48%	15,000
0	-500	0	500	100%	0	0%	34040	Delinquency Fees	41,151	44,200	70,829	-3,049	-7%	-29,679	-42%	44,000
17,380	12,100	20,020	5,280	44%	-2,640	-13%	34050	Transfer Fees	152,005	127,800	150,150	24,205	19%	1,855	1%	139,000
10	0	0	10	0%	10	0%	34060	NSF Charges	50	0	100	50	0%	-50	-50%	0
0	0	0	0	0%	0	0%	34070	Shopping Bags	0	0	4	0	0%	-4	-100%	0
0	0	0	0	0%	0	0%	34075	Sponsorships	19,720	0	0	19,720	0%	19,720	0%	0
11,464	16,000	15,623	-4,536	-28%	-4,159	-27%	34080	Communications Ad Revenue	185,186	198,000	172,047	-12,814	-6%	13,139	8%	213,000
2,438	2,500	2,389	-62	-2%	49	2%	37018	Lease Revenue	34,450	27,500	22,256	6,950	25%	12,195	55%	30,000
2,080	1,790	1,298	290	16%	782	60%	37020	Other Revenue	71,429	80,090	94,807	-8,661	-11%	-23,378	-25%	86,780
661	0	874	661	0%	-214	-24%	38005	Employee Housing Revenue	94,499	55,000	67,983	39,499	72%	26,516	39%	69,000
0	0	0	0	0%	0	0%	37030	Forestry Grant Revenue	64,969	0	1,645	64,969	0%	63,324	3849%	0
46,850	40,700	46,141	6,150	15%	709	2%		Total Other Revenue	878,723	702,800	740,980	175,923	25%	137,743	19%	759,900
374,178	301,000	270,552	73,178	24%	103,626	38%		GROSS REVENUE (GREV)	11,388,208	11,050,000	12,050,890	338,208	3%	-662,682	-5%	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
-17,516	-11,390	-12,922	-6,126	-54%	-4,594	-36%	43110	Meat	-246,572	-274,750	-270,554	28,178	10%	23,982	9%	-301,880
-13,771	-8,560	-7,088	-5,211	-61%	-6,683	-94%	43120	Seafood	-141,906	-174,990	-158,890	33,084	19%	16,984	11%	-188,810
-12,943	-6,570	-9,047	-6,373	-97%	-3,896	-43%	43130	Produce	-179,791	-139,330	-197,971	-40,461	-29%	18,179	9%	-153,180
-5,711	-4,400	-4,890	-1,311	-30%	-820	-17%	43140	Dairy	-96,183	-114,030	-103,398	17,847	16%	7,215	7%	-125,210
-1,987	-1,380	-723	-607	-44%	-1,264	-175%	43150	NA Beverage	-51,542	-52,230	-52,330	688	1%	788	2%	-58,380
-16,806	-10,003	-12,121	-6,803	-68%	-4,685	-39%	43160	Food Other	-256,267	-222,046	-283,856	-34,221	-15%	27,589	10%	-250,561
4,725	4,330	4,954	395	9%	-229	-5%	43190	Mktg Discounts credit	67,329	79,660	78,807	-12,331	-15%	-11,478	-15%	86,410
2,730	2,775	2,100	-45	-2%	630	30%	43192	EE Meals credit	36,173	37,552	35,167	-1,380	-4%	1,006	3%	40,861
-61,280	-35,198	-39,739	-26,082	-74%	-21,541	-54%		Food Cogs	-869,802	-860,164	-953,024	-93,222	-1%	83,222	9%	-950,750
-3,950	-2,410	-3,178	-1,540	-64%	-773	-24%	43270	Beer	-80,612	-74,610	-84,019	-6,002	-8%	3,407	4%	-82,010

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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			
			\$	%	\$	%						\$	%			
-2,028	-2,030	-2,789	2	0%	761	27%	43280	Liquor	-63,904	-47,300	-57,251	-16,604	-35%	-6,653	-12%	-52,340
-7,308	-6,220	-7,065	-1,088	-17%	-243	-3%	43290	Wine	-115,648	-118,770	-119,510	3,122	3%	3,853	3%	-129,770
-13,286	-10,660	-13,032	-2,626	-25%	-254	-2%		Beverage Cogs	-260,164	-240,680	-260,771	-19,484	-8%	607	0%	-264,120
-2,514	-2,500	-2,420	-14	-1%	-93	-4%		Retail Product Cogs	-258,678	-276,430	-284,529	17,752	6%	25,851	9%	-305,130
-77,080	-48,358	-55,191	-28,722	-59%	-21,889	-40%		Total COGS	-1,388,644	-1,377,274	-1,498,324	-11,370	-1%	109,680	7%	-1,520,000
-20.6%	-16.1%	-20.4%	-04.5%	-28.2%	-00.2%	-01.0%		Total Cogs / GREV %	-12.2%	-12.5%	-12.4%	00.3%	02.2%	00.2%	01.9%	-12.2%
-10.9%	-64.1%	-42.2%	53.2%	83.0%	31.3%	74.2%		Retail Product Cogs / Retail R	-54.8%	-64.3%	-55.0%	09.5%	14.8%	00.1%	00.2%	-63.3%
-10.4%	-54.3%	-35.4%	43.9%	80.8%	24.9%	70.5%		Retail Product Cogs / Retail R	-46.4%	-55.5%	-47.3%	09.2%	16.5%	01.0%	02.0%	-55.0%
-36.9%	-30.9%	-37.3%	-06.0%	-19.3%	00.4%	01.1%		F&B Cogs / F&B Rev %	-29.5%	-31.0%	-31.0%	01.6%	05.1%	01.8%	05.8%	-30.9%
-37.1%	-29.4%	-34.6%	-07.7%	-26.3%	-02.5%	-07.4%		Food %, preDiscounts	-30.4%	-30.5%	-32.1%	00.1%	00.2%	01.7%	05.4%	-30.4%
-40.5%	-33.5%	-38.9%	-07.1%	-21.1%	-01.7%	-04.2%		Food %, postDiscounts	-33.1%	-34.5%	-35.2%	01.4%	04.1%	02.1%	06.0%	-34.3%
-55.1%	-41.8%	-27.4%	-13.3%	-31.8%	-27.7%	-101.2%		Food NA Beverage %	-34.3%	-33.5%	-29.5%	-00.8%	-02.5%	-04.8%	-16.4%	-32.7%
-26.8%	-26.1%	-33.3%	-00.7%	-02.7%	06.6%	19.7%		COGS % Beverage, incld CF,ne	-25.9%	-25.8%	-25.9%	-00.1%	-00.3%	00.0%	00.0%	-25.8%
-32.3%	-25.1%	-34.7%	-07.3%	-29.1%	02.3%	06.8%		COGS % Beer,net	-25.0%	-25.1%	-25.1%	00.2%	00.7%	00.1%	00.4%	-25.1%
-14.3%	-20.5%	-22.8%	06.2%	30.3%	08.6%	37.5%		COGS % Liquor,net	-20.7%	-20.6%	-19.3%	-00.1%	-00.3%	-01.4%	-07.2%	-20.6%
-32.2%	-29.1%	-40.7%	-03.1%	-10.5%	08.5%	21.0%		COGS % Wine,net	-32.0%	-29.2%	-32.4%	-02.7%	-09.3%	00.5%	01.4%	-29.2%
297,099	252,642	215,361	44,457	18%	81,737	38%		Gross Margin (GREV-COG)	9,999,564	9,672,726	10,552,567	326,838	3%	-553,003	-5%	10,940,000
PAYROLL																
SALARIES & WAGES																
-293,669	-301,586	-270,676	7,917	3%	-22,993	-8%	5110...	Salaries - Exempt - Regular	-3,386,465	-3,411,567	-3,039,041	25,102	1%	-347,424	-11%	-3,713,000
-406	0	0	-406	0%	-406	0%	51106	Salaries - Exempt - Commissions	-32,617	-23,000	-30,222	-9,617	-42%	-2,395	-8%	-23,000
-158,576	-165,517	-136,365	6,941	4%	-22,211	-16%	5122...	Wages - FTRRegular	-1,737,611	-1,850,914	-1,643,788	113,303	6%	-93,823	-6%	-2,015,978
-175,887	-141,723	-166,889	-34,164	-24%	-8,998	-5%	5124...	Wages - Seasonal	-3,416,052	-3,253,039	-3,555,432	-163,013	-5%	139,380	4%	-3,622,122
-1,146	-2,000	-100	854	43%	-1,046	-104.6%	5122...	Wages-FTR-Commissions	-41,181	-28,000	-27,448	-13,181	-47%	-13,733	-50%	-30,000
-6,619	-6,600	-7,018	-19	0%	399	6%	51246	Wages-Seasonal-Commissions	-89,178	-83,600	-80,918	-5,578	-7%	-8,260	-10%	-93,900
-67,777	-11,000	-7,830	-56,777	-516%	-59,947	-766%	5110...	Incentive Program, Exempt	-301,073	-121,000	-219,900	-180,073	-149%	-81,173	-37%	-132,000
-15,805	-3,000	-3,908	-12,805	-427%	-11,897	-304%	51227	Incentive Program, FTR, NonExe	-92,288	-33,000	-60,250	-59,288	-180%	-32,038	-53%	-36,000
-958	0	-2,624	-958	0%	1,667	64%	51247	Incentive Program, Seasonal, N	-43,168	-10,000	-65,287	-33,168	-332%	22,119	34%	-10,000
90,375	22,750	22,017	67,625	297%	68,358	310%	51299	Capitalized Payroll Direct S&W	350,075	250,250	356,829	99,825	40%	-6,755	-2%	273,000
-630,466	-608,676	-573,392	-21,790	-4%	-57,074	-10%		Total Salaries & Wages, DIRECT	-8,789,559	-8,563,870	-8,365,457	-225,689	-3%	-424,102	-5%	-9,403,000
-271,476	-289,836	-256,489	18,360	6%	-14,987	-6%		Salaries sub-total	-3,370,079	-3,305,317	-2,932,333	-64,762	-2%	-437,746	-15%	-3,595,000
-358,990	-318,840	-316,903	-40,150	-13%	-42,087	-13%		Wage sub-total	-5,419,480	-5,258,553	-5,433,124	-160,927	-3%	13,644	0%	-5,808,000
-175,527	-170,517	-140,373	-5,010	-3%	-35,154	-25%		Wage-FTR subtotal	-1,871,081	-1,911,914	-1,731,487	40,833	2%	-139,594	-8%	-2,081,978
-183,464	-148,323	-176,531	-35,141	-24%	-6,933	-4%		Wage-Seasonal subsubto	-3,548,399	-3,346,639	-3,701,637	-201,760	-6%	153,238	4%	-3,726,022
-168.5%	-202.2%	-211.9%	33.7%	16.7%	43.4%	20.5%		Payroll Direct as a % of	-77.2%	-77.5%	-69.4%	00.3%	00.4%	-07.8%	-11.2%	-75.5%
3,311	-1,300	11,107	4,611	355%	-7,796	-70%	51108	PTO net\$ accrual, in Salaries	-12,198	-16,690	-20,572	4,492	27%	8,374	41%	-17,349
8,179	-1,000	4,601	9,179	918%	3,578	78%	51228	PTO net\$ accrual, in Wages FTR	-6,255	-11,000	-8,481	4,745	43%	2,226	26%	-12,000
11,490	-2,300	15,707	13,790	600%	-4,217	-27%		PTO net accrual, in PD Total	-18,452	-27,690	-29,053	9,238	33%	10,601	36%	-29,349
-634.5	0.0	-366.2	-634.5	0.0	-268.4	-0.7		Wage Overtime Hours	-12926.5	0.0	-15195.8	-12926.5	0.0	2269.4	0.1	0.0
-18766.2	-17057.0	-17300.9	-1709.2	-0.1	-1465.3	-0.1		Wage Total Hours	-316193.0	-314280.2	-331903.5	-1912.8	0.0	15710.5	0.0	-346622.0
19.57	18.63	18.58	0.93	0.05	0.98	0.05		Wage ROP avg	17.12	16.70	16.34	0.42	0.03	0.78	0.05	16.72
PAYROLL BURDEN																
-59,414	-62,710	-49,381	3,296	5%	-10,033	-20%	5130...	Payroll Taxes	-912,300	-957,720	-891,713	45,420	5%	-20,588	-2%	-1,060,000
-28,737	-32,320	-28,214	3,583	11%	-524	-2%	5130...	Workers Compensation	-472,371	-526,400	-705,011	54,029	10%	232,640	33%	-595,000
-77,100	-77,828	-60,136	728	1%	-16,965	-28%	5130...	Group Insurance	-731,467	-861,855	-622,811	130,388	15%	-108,656	-17%	-940,000
-15,804	-17,032	-11,352	1,228	7%	-4,452	-39%	5130...	Retirement Plan	-149,236	-187,740	-132,272	38,504	21%	-16,964	-13%	-205,000
15,828	3,500	3,400	12,328	352%	12,428	366%	51499	Capitalized Payroll Burden	56,622	38,500	63,796	18,122	47%	-7,174	-11%	42,000
-165,227	-186,390	-145,683	21,163	11%	-19,545	-13%		PAYROLL BURDEN Total	-2,208,752	-2,495,215	-2,288,010	286,463	11%	79,258	3%	-2,758,000
-87,438	-89,203	-66,634	1,765	2%	-20,804	-31%	(513...	subtotal, Burden-Salary	-932,664	-1,016,764	-840,950	84,100	8%	-91,714	-11%	-1,106,400
-62,903	-71,177	-52,411	8,274	12%	-10,493	-20%	(514...	subtotal, Burden-Wage-FTR	-619,797	-791,461	-608,847	171,664	22%	-10,950	-2%	-861,400
-30,714	-29,510	-30,038	-1,204	-4%	-676	-2%	(514...	subtotal, Burden-Wage-Seasonal	-712,913	-725,490	-902,008	12,577	2%	189,095	21%	-832,200
26.2%	30.6%	25.4%	-04.4%	-14.4%	00.8%	03.1%		Burden % - on all Payroll	25.1%	29.1%	27.4%	-04.0%	-13.8%	-02.2%	-08.1%	29.3%
32.2%	30.8%	26.0%	01.4%	04.7%	06.2%	24.0%		Burden % - Salary	27.7%	30.8%	28.7%	-03.1%	-10.0%	-01.0%	-03.5%	30.8%
35.8%	41.7%	37.3%	-05.9%	-14.1%	-01.5%	-04.0%		Burden % - Wage-FTR	33.1%	41.4%	35.2%	-08.3%	-20.0%	-02.0%	-05.8%	41.4%
16.7%	19.9%	17.0%	-03.2%	-15.9%	-00.3%	-01.6%		Burden % - Wage-Season	20.1%	21.7%	24.4%	-01.6%	-07.3%	-04.3%	-17.6%	22.3%
26.1%	31.6%	26.0%	-05.5%	-17.4%	00.1%	00.2%		Burden % - Wage-FTR&Se	24.6%	28.8%	27.8%	-04.3%	-14.6%	-03.2%	-11.6%	29.2%
-795,694	-795,066	-719,075	-628	0%	-76,619	-11%		PAYROLL TOTAL (Direct&Burde	-10,998,311	-11,059,085	-10,653,467	60,774	1%	-344,844	-3%	-12,161,000
26.2%	30.6%	25.4%	-4.4%	-14.4%	0.8%	3.1%		Burden % TL	25.1%	29.1%	27.4%	-4.0%	-13.8%	-2.2%	-8.1%	29.3%
9.4%	10.3%	8.6%	-0.9%	-8.5%	0.8%	9.4%		Payroll Taxes %	10.4%	11.2%	10.7%	-0.8%	-7.2%	-0.3%	-2.6%	11.3%
4.6%	5.3%	4.9%	-0.8%	-14.2%	-0.4%	-7.4%		Workers Comp %	5.4%	6.1%	8.4%	-0.8%	-12.6%	-3.1%	-36.2%	6.3%
12.2%	12.8%	10.5%	-0.6%	-4.4%	1.7%	16.6%		Group Insurance %	8.3%	10.1%	7.4%	-1.7%	-17.3%	0.9%	11.8%	10.0%

Tahoe Donner Association
Department P&L Detail (D01)
 For the Eleven Months Ending November 30, 2018
Operating Fund Consolidated

November 2018

Year-to-Date November 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	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
2.5%	2.8%	2.0%	-0.3%	-10.4%	0.5%	26.6%						-0.5%	-22.6%	0.1%	7.4%	2.2%
-2.5%	-0.6%	-0.6%	-1.9%	-336.6%	-1.9%	-323.4%		Retirement %	1.7%	2.2%	1.6%	-0.2%	-43.3%	0.1%	15.5%	-0.4%
								Capz PB %	-0.6%	-0.4%	-0.8%					
OPERATING EXPENSES (OE)																
-2,854	-2,775	-2,100	-79	-3%	-754	-36%	50530	Employee Meals	-40,259	-39,552	-39,525	-707	-2%	-734	-2%	-43,211
-8,327	-17,500	-5,433	9,173	52%	-2,894	-53%	50605	Employee Housing expenses	-118,936	-123,500	-97,176	4,564	4%	-21,759	-22%	-141,000
-18	0	0	-18	0%	-18	0%	50610	Educational Reimbursement	-18	0	0	-18	0%	-18	0%	0
-768	-1,500	-1,497	732	49%	729	49%	50615	Employee Recruiting	-12,632	-10,000	-37,453	-2,632	-26%	24,821	66%	-11,000
-3,224	-3,887	-3,918	663	17%	694	18%	50620	Employee Dev/Training	-41,411	-34,527	-22,135	-6,884	-20%	-19,275	-87%	-36,794
-4,868	-4,904	-10,900	36	1%	6,032	55%	50625	Employee Relations	-40,674	-42,339	-51,388	1,665	4%	10,714	21%	-58,868
-5,694	-750	-1,444	-4,944	-659%	-4,249	-294%	50626	PreEmployment Testing	-22,849	-14,550	-9,441	-8,299	-57%	-13,408	-142%	-19,000
-370	-400	-939	30	7%	569	61%	50627	EAP Services	-6,348	-6,000	-11,162	-348	-6%	4,814	43%	-6,600
-2,038	-1,300	-1,094	-738	-57%	-944	-86%	50628	Benefit Administration Services	-30,554	-14,600	-19,027	-15,954	-109%	-11,527	-61%	-16,000
-226	-9,794	-10,097	9,568	98%	9,871	98%	50630	Uniforms	-23,114	-38,854	-35,996	15,740	41%	12,882	36%	-50,248
-270	-1,250	-30	980	78%	-240	-801%	51080	Seminars & Conferences	-5,602	-32,120	-8,801	26,518	83%	3,200	36%	-32,820
-734	-1,840	-2,447	1,106	60%	1,713	70%	51095	Travel/Meeting Expense	-12,454	-31,740	-29,401	19,286	61%	16,947	58%	-33,040
-29,391	-45,900	-39,900	16,509	36%	10,509	26%		Total Staff Expense	-354,852	-387,782	-361,507	32,930	8%	6,655	2%	-448,581
-6,777	-12,835	-12,779	6,058	47%	6,002	47%	51090	Telephone	-119,876	-140,555	-160,105	20,680	15%	40,229	25%	-153,500
-1,929	-2,190	-1,696	261	12%	-233	-14%	55003	Cable/Sat TV Service	-20,777	-23,640	-19,794	2,863	12%	-983	-5%	-25,840
-5,016	-5,600	-3,846	584	10%	-1,170	-30%	55005	Disposal Fees	-100,929	-85,790	-87,195	-15,139	-18%	-13,734	-16%	-92,590
-21,168	-19,030	-17,731	-2,138	-11%	-3,437	-19%	5501...	Electricity	-270,076	-251,230	-252,644	-18,846	-8%	-17,432	-7%	-278,750
-3,673	-5,500	-5,325	1,827	33%	1,653	31%	55020	Natural Gas - Pools	-54,019	-68,700	-63,571	14,681	21%	9,552	15%	-78,000
-4,969	-7,020	-5,201	2,051	29%	231	4%	55025	Natural Gas - Buildings	-61,592	-76,070	-73,699	14,478	19%	12,107	16%	-87,900
-8,402	-8,550	-5,292	148	2%	-3,109	-59%	(530,...	Fuel & Oil	-132,647	-128,350	-144,568	-4,297	-3%	11,921	8%	-145,290
-221	-230	-774	9	4%	553	71%	55027	Propane (LPG)	-6,867	-4,250	-6,009	-2,617	-62%	-857	-14%	-4,650
-7,343	-7,990	-7,165	647	8%	-178	-2%	55030	Sewer Fees	-79,704	-87,020	-78,010	7,316	8%	-1,694	-2%	-95,030
-3,406	-2,640	-2,463	-766	-29%	-943	-38%	5503...	Water - Building/Facility	-40,038	-37,550	-36,736	-2,488	-7%	-3,302	-9%	-40,380
-2,304	-1,550	-1,754	-754	-49%	-550	-31%	55040	Water - Grounds	-84,762	-84,850	-56,088	-29,912	-55%	-28,674	-51%	-75,000
-65,209	-73,135	-64,027	7,926	11%	-1,182	-2%		TOTAL UTILITIES	-971,286	-958,005	-978,419	-13,281	-1%	7,133	1%	-1,076,930
SUPPLIES & MAINTENANCE EXPENSE																
-768	-430	-411	-338	-79%	-357	-87%	56010	Security Exp	-12,302	-10,310	-15,198	-1,992	-19%	2,896	19%	-12,250
-12	-250	0	238	95%	-12	0%	52505	Hazardous Waste Clean Up	-132	-1,250	0	1,118	89%	-132	0%	-1,500
-12,395	-8,500	-8,691	-3,895	-46%	-3,704	-43%	56520	Linen Service	-125,879	-108,140	-108,456	-17,739	-16%	-17,424	-16%	-119,159
-7,766	-7,470	-9,286	-296	-4%	1,521	16%	56530	Janitorial Services & Supplies	-92,734	-81,470	-90,959	-11,264	-14%	-1,775	-2%	-88,450
-1,054	-740	-448	-314	-42%	-606	-135%	56535	Pest Control	-9,678	-9,875	-9,045	197	2%	-633	-7%	-10,455
-8,118	-4,386	-6,072	-3,732	-85%	-2,046	-34%	52020	Contract Fees	-74,225	-50,226	-20,662	-23,999	-48%	-53,563	-259%	-53,592
-285	0	0	-285	0%	-285	0%	50201	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	-5,570	-4,250	-5,287	-95%	-6,607	-155%	-5,720
0	0	0	0	0%	0	0%	52023	Equine Care Services	-8,601	-6,350	-7,090	-2,251	-35%	-1,511	-21%	-7,250
-2,400	-2,500	-2,234	100	4%	-166	-7%	52024	Offsite Pasturing	-14,136	-17,500	-14,702	3,364	19%	565	4%	-20,000
-4,970	-2,670	-6,691	-2,300	-86%	1,721	26%	53705	Equipment Rental	-23,360	-19,470	-22,266	-3,890	-20%	-1,094	-5%	-20,650
639	-140	0	779	557%	639	0%	57035	Rental Property Expense	0	-1,480	0	1,480	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
-229	-500	-410	271	54%	181	44%	51560	Mbr Srv - Retail COGS	-7,118	-6,900	-7,245	-218	-3%	127	2%	-7,400
-511	-5,300	0	4,789	90%	-511	0%	56503	Printed Forms/Ticket Stock	-9,587	-17,470	-12,742	7,883	45%	3,155	25%	-21,460
0	-400	-394	400	100%	394	100%	51037	Computer Software	-3,646	-4,750	-5,134	1,104	23%	1,488	29%	-5,300
0	-100	0	100	100%	0	0%	51038	Computer Hardware	-761	-2,100	-210	1,339	64%	-551	-262%	-2,200
-136	-2,695	-1,615	2,559	95%	1,479	92%	51050	Furniture and Office Equip	-7,970	-11,070	-12,511	3,100	28%	4,541	36%	-13,415
-2,954	-2,390	-3,961	-564	-24%	1,007	25%	51060	Office Supplies	-20,272	-27,100	-21,202	6,828	25%	931	4%	-30,040
-2,314	-2,130	-1,469	-184	-9%	-845	-58%	51061	Toner Cartridges	-17,959	-20,930	-22,557	2,971	14%	4,598	20%	-22,960
-1,199	-1,350	-774	151	11%	-425	-55%	53530	Signs	-8,564	-10,150	-9,920	1,586	16%	1,356	14%	-14,190
-4,693	-4,900	-5,071	207	4%	377	7%		Operating Supplies	-73,422	-61,840	-62,974	-11,582	-19%	-10,448	-17%	-66,860
-5,075	-3,700	-3,150	-1,375	-37%	-1,925	-61%	56502	Paper Products - Restaurant	-75,655	-67,910	-72,160	-7,745	-11%	-3,495	-5%	-77,360
0	-50	-213	50	100%	213	100%	56504	Candle & TableTop Supplies	-1,886	-550	-1,576	-1,336	-243%	-310	-20%	-600
-2,464	-2,500	-2,546	36	1%	82	3%	56511	Cleaning Supplies - Restaurant	-31,199	-29,550	-30,928	-1,649	-6%	-271	-1%	-32,750
-2,482	-2,530	-1,589	48	2%	-893	-56%	56540	Small Tools & Equipment	-29,061	-23,780	-32,821	-5,281	-22%	3,760	11%	-27,380
-975	-1,775	-2,289	800	45%	1,314	57%	56545	Safety Equipment	-10,910	-19,305	-19,557	8,395	43%	8,647	44%	-22,680
-271	0	-65	-271	0%	-206	-317%	56550	Spoilage	-6,020	0	-11,221	-6,020	0%	5,200	46%	0
-265	-3,200	0	2,935	92%	-265	0%	51025	Entertainment	-553	-10,950	-4,472	10,397	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
-4,751	-4,125	-6,489	-626	-15%	1,738	27%	55532	Special Programs	-52,730	-40,245	-51,167	-12,485	-31%	-1,562	-3%	-40,710
-120	0	-35	-120	0%	-84	-238%	55537	Catering Rentals	-10,557	-1,600	-10,677	-8,957	-560%	120	1%	-1,600
0	0	0	0	0%	0	0%	56013	Concert Expenses	-75,114	-73,600	-67,518	-1,514	-2%	-7,596	-11%	-73,600
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-1,730	-1,500	-945	-230	-15%	-786	-83%	-1,500
Repairs & Maintenance																
-2,265	-1,850	-6,534	-415	-22%	4,268	65%	54210	General/PM	-51,135	-30,150	-51,848	-20,985	-70%	713	1%	-33,400
-47	-120	-1,070	73	61%	1,023	96%	54220	Plumbing	-8,286	-2,220	-3,152	-6,066	-273%	-5,134	-163%	-3,090
-1,877	-725	-690	-1,152	-159%	-1,187	-172%	54240	Lighting and Electrical	-3,233	-3,610	-4,597	377	10%	1,364	30%	-4,080

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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			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
0	-50	0	50	100%	0	0%	54250	HVAC	-444	-650	-67	206	32%	-377	-563%	-800
0	-1,150	0	1,150	100%	0	0%	54252	Carpentry	0	-2,900	-121	2,900	100%	121	100%	-3,300
-571	-350	-1,092	-221	-63%	521	48%	54254	Elevators	-7,569	-3,850	-7,162	-3,719	-97%	-407	-6%	-4,200
-106	-3,850	-1,557	3,744	97%	1,451	93%	54256	Fire Suppression	-10,087	-11,150	-15,135	1,063	10%	5,048	33%	-11,450
0	0	0	0	0%	0	0%	54274	Painting	-218	-900	-132	682	76%	-86	-65%	-900
-1,656	-1,117	-403	-539	-48%	-1,252	-310%	54290	Other Building	-11,199	-19,837	-8,764	8,638	44%	-2,435	-28%	-21,450
-6,523	-9,212	-11,347	2,689	29%	4,824	43%		R&M Building	-92,172	-75,267	-90,978	-16,905	-22%	-1,194	-1%	-82,670
0	0	-115	115	100%	115	100%	54310	Asphalt	-988	0	-4,077	-988	0%	3,089	76%	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
-337	0	0	-337	0%	-337	0%	54350	Ski Trails	-1,209	0	-222	-1,209	0%	-987	-444%	0
-15,527	-15,615	-1,220	-14,307	-1173%	-14,307	-1173%	54380	Snow Removal	-105,611	-96,775	-110,987	-8,836	-9%	5,376	5%	-119,800
-129	0	-1,112	-129	0%	984	88%	54390	Other Grounds Maint	-45,369	-36,900	-40,240	-8,469	-23%	-5,129	-13%	-37,900
-15,993	-15,615	-2,447	-378	-2%	-13,546	-554%		R&M Grounds (nonGolf)	-154,330	-136,755	-155,953	-17,575	-13%	1,623	1%	-160,780
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-195	0	-195	-195	0%	-195	0%	0
-571	-500	-2,884	-71	-14%	2,313	80%	54412	Ski Lifts, Fixed Grip	-10,438	-8,800	-19,934	-1,638	-19%	9,495	48%	-9,300
-221	-500	-750	279	56%	529	71%	54416	Ski Lifts, Surface	-779	-3,100	-5,067	2,321	75%	4,289	85%	-3,600
0	0	-18	18	100%	18	100%	54418	Terrain Parks	-141	0	-1,257	-141	0%	1,116	89%	-500
-209	0	-747	-209	0%	538	72%	54419	Snowmaking	-2,724	-4,400	-1,747	1,676	38%	-1,977	-265%	-4,400
-4,547	-3,600	-5,744	-947	-26%	1,197	21%	54421	Snowcats	-48,390	-72,600	-94,137	24,210	33%	45,747	49%	-80,100
-1,660	-500	-1,299	-1,160	-232%	-362	-28%	54426	Snowmobiles	-10,470	-5,050	-9,822	-5,420	-107%	-648	-7%	-5,700
-1	-500	-643	499	100%	642	100%	54434	Golf Maint Eq	-10,278	-14,000	-14,307	3,722	27%	4,029	28%	-15,750
-204	0	0	-204	0%	-204	0%	54438	Golf Carts Fleet	-2,715	-900	-991	-1,815	-202%	-1,724	-174%	-900
-7,792	-3,125	-7,422	-4,667	-149%	-370	-5%	54443	Rolling, Heavy	-38,687	-41,305	-47,226	2,618	6%	8,539	18%	-44,830
-12,969	-2,995	-8,243	-9,974	-333%	-4,726	-57%	54448	Rolling, Car/Truck/Bus/Van	-85,786	-45,055	-62,977	-40,731	-90%	-22,809	-36%	-49,450
-884	-800	-859	-84	-11%	-26	-3%	54452	F&B Kitchen Equip	-13,715	-13,220	-13,112	-495	-4%	-603	-5%	-15,170
-108	-450	0	342	76%	-108	0%	54454	F&B GlassSilverChina	-490	-3,650	-345	3,160	87%	-145	-42%	-3,900
0	-300	0	300	100%	0	0%	54461	Bicycles	-1,866	-1,300	-1,128	-566	-44%	-738	-65%	-1,500
-377	-200	0	-177	-89%	-377	0%	54463	Fitness Equipment	-2,561	-3,900	-2,478	1,339	34%	-83	-3%	-4,300
0	-50	0	50	100%	0	0%	54470	Office Equip R&M	-16	-1,230	0	1,214	99%	-16	0%	-1,580
-4,694	-5,213	-3,872	519	10%	-822	-21%	54481	Computer Software Maint	-47,011	-58,116	-48,800	11,105	19%	1,589	3%	-63,330
-811	-810	-675	-1	-0%	-136	-20%	54483	Computer Hardware Maint	-4,358	-6,570	-5,666	2,212	34%	1,307	23%	-7,250
-15	-550	-210	535	97%	195	93%	54499	Other Operating Equip R&M	-5,974	-9,550	-5,456	3,576	37%	-519	-10%	-10,400
-35,066	-20,093	-33,365	-14,973	-75%	-1,701	-5%		R&M Equipment	-286,596	-292,746	-333,250	6,150	2%	46,654	14%	-321,960
463	0	0	463	0%	463	0%	54510	Seed & Sod	-4,900	-7,500	-10,380	2,600	35%	5,480	53%	-7,500
2,900	0	0	2,900	0%	2,900	0%	54520	Fertilizer	-16,054	-19,000	-18,630	2,946	16%	2,576	14%	-19,000
4,210	0	0	4,210	0%	4,210	0%	54530	Top Dressing	-7,525	-12,000	-11,583	4,475	37%	4,058	35%	-12,000
0	0	-1,683	0	0%	1,683	100%	54540	Sand, Gravel, Rock	-5,995	-4,000	-3,703	-1,995	-50%	-2,292	-62%	-4,000
138	0	0	138	0%	138	0%	54560	Pesticides	-9,757	-10,000	-7,358	243	2%	-2,399	-33%	-10,000
1,086	0	-2,476	1,086	0%	3,562	144%	54570	Irrigation and Drainage	-1,846	-3,000	-5,872	1,154	38%	4,026	69%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	-105	-500	-2,125	395	79%	2,020	95%	-500
8,798	0	-4,158	8,798	0%	12,956	312%		R&M Golf Course	-46,182	-56,000	-59,651	9,818	18%	13,469	23%	-56,000
-2,476	-1,200	-1,701	-1,276	-106%	-775	-46%	54710	chemicals	-25,356	-28,100	-24,851	2,744	10%	-505	-2%	-29,700
-14	-150	0	136	91%	-14	0%	54720	equipment	-14	-1,650	0	1,636	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
-2,490	-1,350	-1,701	-1,140	-84%	-789	-46%		R&M Pool Spa	-25,456	-29,750	-26,023	4,294	14%	567	2%	-31,500
-61,110	-300	-4,902	-60,810	-20270%	-56,208	-1147%	(575...	Forestry Management	-335,054	-190,900	-337,318	-144,154	-76%	2,264	1%	-191,100
-61,110	-300	-4,902	-60,810	-20270%	-56,208	-1147%		R&M Forestry	-335,054	-190,900	-337,318	-144,154	-76%	2,264	1%	-191,100
30,795	13,250	18,645	17,545	132%	12,150	65%	59010	Contra - Inter-Dept. Charges	197,933	174,550	226,706	23,383	13%	-28,773	-13%	192,280
-81,589	-33,320	-39,275	-48,269	-145%	-42,313	-108%		R&M subtotal	-741,858	-606,868	-776,467	-134,990	-22%	34,609	4%	-651,730
-147,155	-98,201	-103,179	-48,954	-50%	-43,975	-43%		TOTAL SUPPLIES & MAIN	-1,599,328	-1,386,679	-1,594,477	-212,649	-15%	-4,852	0%	-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	-1,793	0	1,793	100%	0	0%	52015	Consulting Expense	-4,857	-24,326	-12,276	19,469	80%	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
-408	-833	0	425	51%	-408	0%	52017	Po Survey	-4,492	-9,166	0	4,674	51%	-4,492	0%	-10,000
74,229	-9,200	-10,958	83,429	907%	85,187	777%	52030	Legal Services	-108,129	-101,200	-78,044	-6,929	-7%	-30,085	-39%	-110,000
-859	-500	-699	-359	-72%	-160	-23%	51070	Public Relations	-24,320	-6,500	-7,223	-17,820	-274%	-17,097	-237%	-7,150
-1,131	0	0	-1,131	0%	-1,131	0%	55520	Promotion Expense	-10,739	-5,500	-2,406	-5,239	-95%	-8,333	-346%	-7,500
-8,328	-13,450	-13,962	5,122	38%	5,634	40%	55540	Resort Advertising	-68,347	-109,150	-88,496	40,803	37%	20,150	23%	-121,950
0	-600	0	600	100%	850	100%	55545	Brochure Distribution	-3,000	-7,500	-4,896	4,500	60%	3,896	56%	-9,100
-330	0	-252	-330	0%	-78	-31%	55560	Sales specific	-2,771	0	-4,697	-2,771	0%	1,926	41%	0
-277	-350	-325	73	21%	48	15%	51520	Charitable Contributions	-11,698	-4,350	-8,517	-7,348	-169%	-3,181	-37%	-4,700
-1,675	-400	0	-1,275	-319%	-1,675	0%	51530	Community Relations	-14,621	-11,660	-1,534	-2,961	-25%	-13,087	-853%	-11,660

Tahoe Donner Association
Department P&L Detail (D01)
 For the Eleven Months Ending November 30, 2018
 Operating Fund Consolidated

November 2018

Year-to-Date November 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			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-976	-1,100	-689	124	11%	-288	-42%	55538	Reservation Services	-10,164	-10,400	-11,058	236	2%	894	8%	-11,500
-4,725	-4,330	-4,954	-395	-9%	229	5%	55525	Marketing Discounts CoGS	-67,269	-79,660	-78,807	12,391	16%	11,538	15%	-86,410
-1,355	-1,940	-6,281	585	30%	4,926	78%	51020	Dues & Subscriptions	-23,807	-20,565	-19,225	-3,242	-16%	-4,582	-24%	-23,280
-12,135	-6,265	-13,598	-5,870	-94%	1,464	11%	51035	Licenses, Permits, Fees	-122,066	-96,454	-101,029	-25,612	-27%	-21,037	-21%	-106,810
-186	-460	-453	274	60%	267	59%	51096	Mileage Reimbursement	-5,291	-7,090	-6,517	1,799	25%	1,226	19%	-7,760
-1,837	-400	-4,740	-1,437	-359%	2,902	61%	51515	Board Expense	-66,790	-16,000	-62,693	-50,790	-317%	-4,097	-7%	-16,400
-8,943	0	0	-8,943	0%	-8,943	0%	51516	Annual Meeting Expense	-47,955	-30,000	-39,068	-17,955	-60%	-8,886	-23%	-30,000
-2,106	-2,200	-2,048	94	4%	-58	-3%	51063	Postage - TDNews	-33,042	-26,250	-27,835	-6,792	-26%	-5,207	-19%	-30,450
-757	-1,195	-547	438	37%	-210	-38%	51065	Postage - General	-9,389	-13,400	-9,048	4,011	30%	-341	-4%	-14,570
-4,138	-9,000	-4,528	4,862	54%	391	9%	51510	Assessment Billing	-9,699	-9,000	-7,928	-699	-8%	-1,771	-22%	-9,000
-897	-524	-3,312	-373	-71%	2,415	73%	51535	Digital Content	-15,805	-5,764	-11,953	-10,041	-174%	-3,852	-32%	-6,288
-6,196	-6,200	-7,792	4	0%	1,597	20%	51545	Printing - TD News	-69,127	-73,200	-100,989	4,073	6%	31,862	32%	-84,400
-3,504	-7,500	-8,550	3,996	53%	5,046	59%	51546	Printing - Brochures	-18,945	-22,900	-45,638	3,955	17%	26,692	58%	-24,900
-11	0	-827	-11	0%	816	99%	51547	Printing - Other	-4,760	-100	-2,808	-4,660	-4660%	-1,952	-69%	-100
0	-400	-180	400	100%	180	100%	56601	Claims Expense	-5,772	-4,600	-51,067	-1,172	-25%	45,295	89%	-5,000
-39,184	0	0	-39,184	0%	-39,184	0%	52210	Bad Debt Expense	-12,000	-12,000	-20,000	0	0%	8,000	40%	-15,000
-8,451	-8,150	-5,264	-301	-4%	-3,187	-61%	52215	Collection Expense	-40,089	0	0	-40,089	0%	-40,089	0%	0
1,759	0	-395	1,759	0%	2,154	545%	52220	Credit Card Expense	-240,017	-219,190	-242,695	-20,827	-10%	2,678	1%	-249,060
0	100	0	-100	-100%	0	0%	52225	Over/Short	2,423	0	-7,311	2,423	0%	9,733	133%	0
0	-2,000	0	2,000	100%	0	0%	57009	Inter-Department Food Costs	3,507	1,100	3,267	2,407	219%	240	7%	1,200
-50,500	-50,200	-43,100	-300	-1%	-7,400	-17%	59999	Contingency	0	-22,000	0	22,000	100%	0	0%	-24,000
-19,188	-19,700	-16,998	512	3%	-2,190	-13%	52025	Insurance Expense	-429,500	-426,200	-391,700	-3,300	-1%	-37,800	-10%	-476,400
-3,750	-3,750	-3,750	0	0%	0	0%	57030	Taxes - Property	-211,068	-213,700	-186,978	2,632	1%	-24,090	-13%	-233,000
-105,860	-152,340	-155,053	46,480	31%	49,192	32%	5702...	Taxes - Income	-41,250	-41,250	-41,250	0	0%	0	0%	-45,000
-347,615	-369,576	-362,159	21,961	6%	14,544	4%		TOTAL ADMINISTRATIVE & OT	-1,758,300	-1,656,175	-1,700,621	-102,125	-6%	-57,679	-3%	-1,834,608
								TOTAL OPERATING EXPENSES	-4,683,765	-4,388,641	-4,635,024	-295,124	-7%	-48,741	-1%	-4,864,000
-1,143,308	-1,164,642	-1,081,233	21,334	2%	-62,075	-6%		TOTAL PAYROLL AND OPERATI	-15,682,077	-15,447,726	-15,288,491	-234,351	-2%	-393,586	-3%	-17,025,000
-846,209	-912,000	-865,872	65,791	7%	19,662	2%		N O R 1, before OH	-5,682,513	-5,775,000	-4,735,924	92,487	2%	-946,589	-20%	-6,085,000
-846,209	-912,000	-865,872	65,791	7%	19,662	2%		N O R 2, after OH	-5,682,513	-5,775,000	-4,735,924	92,487	2%	-946,589	-20%	-6,085,000
-1,220,388	-1,213,000	-1,136,424	-7,388	-1%	-83,964	-7%		T O C	-17,070,721	-16,825,000	-16,786,814	-245,721	-1%	-283,906	-2%	-18,545,000
								REV to TOC (CRR%)								
								Assessment Revenue, Operatin	5,775,000	5,775,000	5,889,000	0	0%	-114,000	-2%	6,085,000
								NOR AFTER Assessment Reven	92,487	0	1,153,076	92,487	0%	-1,060,589	-92%	0