



# Tahoe Donner Association

## Finance Reports

### December 2018

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# MEMORANDUM

To: General Manager, Board of Directors, Finance Committee, and Members  
Cc: Megan Rodman, Executive Assistant  
From: Michael Salmon, Director of Finance and Accounting  
Date: January 18, 2019 - **UPDATED 2/15/2018 for 3 Final Adjustments**  
Re: **December 2018 Financial Results**



## 4 Financial Keynotes:

1. December results: Revenue of \$1,965,000 was favorable to Budget \$555,000/39%, NOR Gain of \$248,000 was favorable to Budget \$548,000.
2. YTD results: Revenue of \$13.4 million is favorable to Budget \$893,000/7%, NOR Loss of \$5.4 million is favorable to Budget \$651,000.
3. Operating Fund Members' Equity balance of \$2.4 million is \$1,196,000 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.
5. **Final YE Adjustments:** a) Reversal of \$54,000 payroll taxes liability estimate b) Accrual of \$9000 Snowmaking Electricity; net favorable NOR impact of \$45,000 and c) Accrual of \$17,664 capital project invoice; net impact decreasing RRF Members Equity and increasing Property Fund Members Equity. Consolidated TDA Impact: Increase Assets \$17,664, Increase Liabilities \$17,664, and Increase Members Equity \$45,000.

## Month - December

Month financials for the Association indicate that net operating results (before assessment revenues) for the month was a gain of \$248,000 which was favorable to budget by \$558,000/180%. Month's operating revenues of \$1,965,000 were \$555,000/39% favorable to budget and total expenses of \$1,717,000 were \$3,000/0% favorable to budget. These results include winter season (2<sup>nd</sup> month) incentive accrual over budget of \$75,000, which may reverse in a future period if results are below budget. Compared to last year same month, revenues are up \$899,000/84% and NOR is favorable \$635,000/164%.

## Year to Date -

YTD financials for the Association indicate that net operating results (before assessment revenues) is a loss of (\$5,434,000) which is favorable to budget by \$651,000/11%. YTD operating revenues of \$13,353,000 are \$893,000/7% favorable to budget and total expenses of \$18,787,000 are \$242,000/1% unfavorable to budget. Compared to last year to date, revenues are up \$236,000/2%, expenses are up unfavorably \$548,000/3% and resulting NOR is unfavorable \$312,000/6%. 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](http://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 1<sup>st</sup> 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 23<sup>rd</sup>. Downhill ski's snowmaking snow held up, despite the above average warm temps. **March** was an extreme weather month with significant storm events throughout the month insuring sufficient snow for the duration of the season. **April** saw heavy rains early in the month forcing the closure of XC for the season on 4/7/18, however conditions throughout the rest of the month allowed downhill to operate through 4/15/18. **May** was normal weather month with cooler/wet Memorial holiday weekend, and last year warm clear holiday weekend. **June** saw below average temps and windy conditions the first half of the month, impacting some operations. **July** and **August** weather was average, with some smoky conditions impacting golf. **September** weather conditions were primarily warm and summerlike with minimal impacts to operations. **October** had cool, wet weather in the beginning of the month, which negatively affected golf operations. **November** weather was mild, and while much of the state was severely impacted by smoke from wildfires, the Tahoe area was less effected resulting in an increase in visitation leading up to the Thanksgiving Holiday weekend. **December** had snowfall early in the month as well as temperatures that facilitated snowmaking efforts, allowing for record revenues.

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

KELSEY LONGERBEAM / NEVADA APPEAL APRIL 5, 2018

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

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

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

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

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

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

## Financial Notables of Operating Units

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

**Cross Country Ski.** YTD revenues of \$957,000 were favorable \$32k/3% to budget and unfavorable \$48k/5% to prior year. YTD NOR of \$198,000 is favorable \$71k/56% to budget and favorable \$25k/15% 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 2/23<sup>rd</sup>. Season ending rain resulted in XC closing on 4/7/18. Skiing opened for the 18/19 season on November 30<sup>th</sup> with thin snow trails and fortunately colder temps holding the snow, particularly at higher elevations.

**Golf.** YTD revenues of \$1,103,000 were unfavorable \$47k/4% to budget and favorable \$109k/11% to prior year. YTD NOR loss of (\$113,000) is unfavorable \$15k/15% to budget and favorable \$141k/55% to PY.

**The Lodge.** YTD revenues of \$2,535,000 were favorable \$235k/10% to budget and favorable \$90k/4% to prior year. YTD NOR of \$29,000 is favorable \$183k/119% to budget and favorable \$121k/131% to prior year. YTD cogs of 29% compares to budget 31% and prior year 31%.

**Pizza.** YTD revenues of \$591,000 are favorable \$67k/13% to budget and favorable \$73k/14% to prior year. YTD NOR loss of (\$74,000) is unfavorable \$17k/29% to budget and unfavorable \$3k/4% to prior year. YTD cogs of 30% compares to budget 30% and prior year 33%.

**Alder Creek Café.** YTD revenues of \$388,000 are favorable \$75k/24% to budget and unfavorable \$12k/3% to prior year. YTD total expenses of \$497,000 are unfavorable \$68k/16% to budget and favorable \$7k/1% to prior year. YTD NOR loss of (\$110,000) is favorable \$7k to budget and unfavorable \$5k to prior year. YTD cogs of 36% compares to budget 35% and prior year 36%.

## Other

### a) Season Pass Products

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

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

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

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

- 12/31/2018 – **2018/2019** – sold 4,096 revenues of \$1,062,000, (vs py; volume down 7%, revenue up 1%)
- 12/31/2017 – 2017/2018 – sold 4,406, revenues of \$1,048,000
- 18/19 Cycle (17/18 Cycle) Mix to 6473: 3580/55% (3571/55%) Base up to 4p | 815/12% (705/10%) 5<sup>th</sup> 6<sup>th</sup> | 139/2% (131/2%) 6<sup>th</sup> 7<sup>th</sup>
- 18/19 Cycle Quantity Variance to 17/18 Cycle: +16/0.4% for Base up to 4p, +37/5% for 5<sup>th</sup> 6<sup>th</sup>, +6/4% for 7<sup>th</sup> 8<sup>th</sup>
  
- 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 5<sup>th</sup> 6<sup>th</sup> | 131 or 2% add 6<sup>th</sup> 7<sup>th</sup>
- 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 5<sup>th</sup> 6<sup>th</sup> | 117 or 2% add 6<sup>th</sup> 7<sup>th</sup>
- 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 5<sup>th</sup> 6<sup>th</sup> | 101 or 2% add 6<sup>th</sup> 7<sup>th</sup>
- 4/30/15 – 2014/2015 – sold 4,170, revenues of \$928,000
- 4/30/14 – 2013/2014 – sold 4,224, revenues of \$867,000
- 4/30/13 – 2012/2013 – sold 4,051, revenues of \$845,000

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

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

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

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

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

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

**c) Assessment Receivable.**

as of 12/31/xx:

12/31/18 - 2018 26 or 0.4% of units  
 12/31/17 - 2017 24 or 0.4% of units  
 12/31/16 - 2016 31 or 0.5% of units  
 12/31/15 - 2015 36 or 0.6% of units

as of 11/30/xx:

11/30/18 - 2018 28 or 0.4% of units  
 11/30/17 - 2017 28 or 0.4% of units  
 11/30/16 - 2016 39 or 0.6% of units  
 11/30/15 - 2015 43 or 0.7% of units

as of 10/31/xx:

10/31/18 - 2018 31 or 0.5% of units  
 10/31/17 - 2017 31 or 0.5% of units  
 10/31/16 - 2016 44 or 0.7% of units  
 10/31/15 - 2015 46 or 0.7% of units

as of 09/30/xx:

09/30/18 - 2018 38 or 0.6% of units  
 09/30/17 - 2017 37 or 0.6% of units  
 09/30/16 - 2016 48 or 0.7% of units  
 09/30/15 - 2015 50 or 0.8% of units

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

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

**d) Guest Visitations –**

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

**Beach Club Marina**

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

## Trout Creek Recreation Center

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

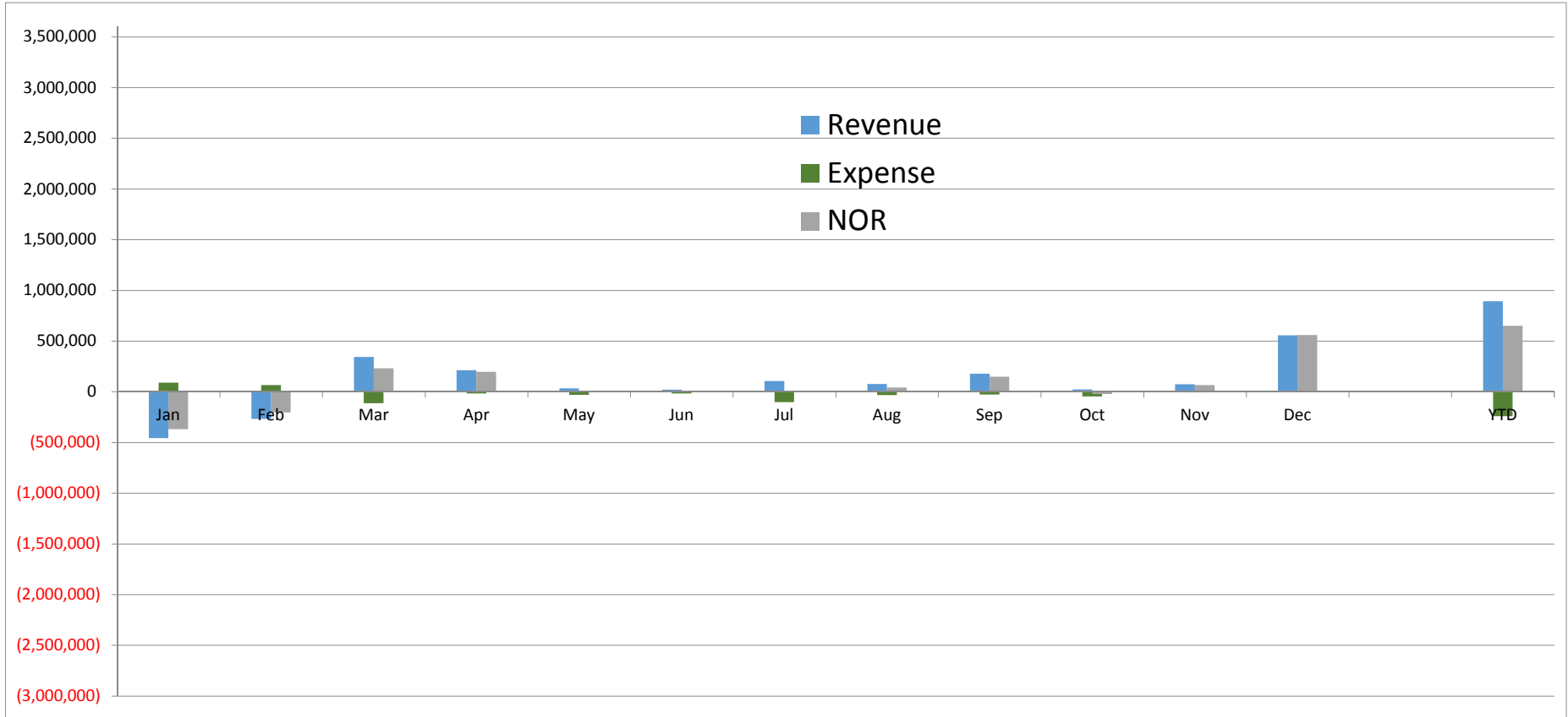
### YTD - Trout Creek Visits Mix

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

## Tahoe Donner Association Operating Fund - excluding Annual Assessment Revenues

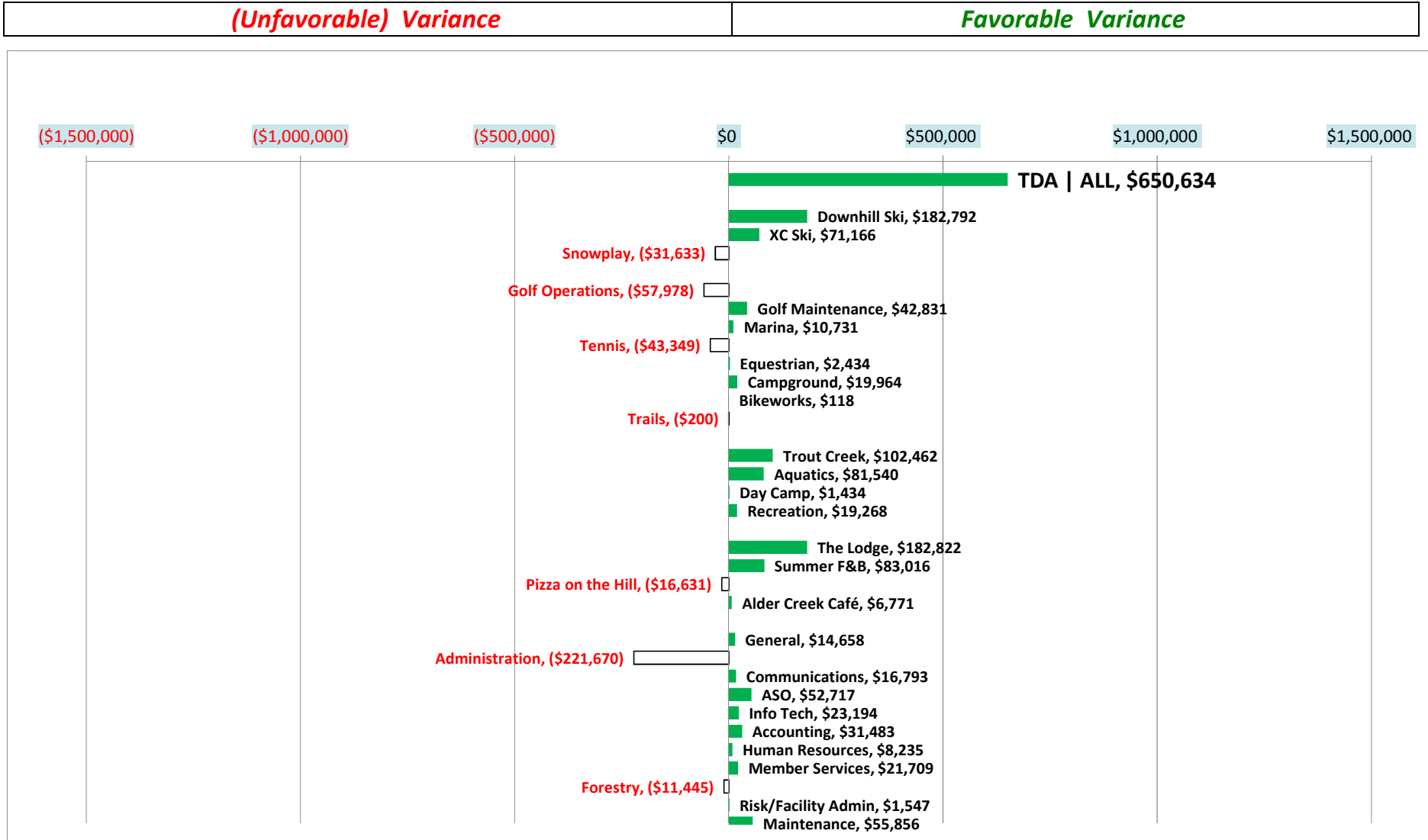
### Variance to Budget - by Month - For the twelve months ending December 2018

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>Revenue</b>	(458,790)	(268,828)	343,492	212,358	34,273	20,899	104,520	76,375	176,983	23,746	73,178	554,838	893,046
<b>Expense</b>	89,073	64,254	(114,197)	(17,486)	(30,865)	(16,480)	(102,512)	(34,658)	(28,649)	(46,814)	(7,388)	3,309	(242,412)
<b>NOR</b>	(369,717)	(204,574)	229,295	194,872	3,409	4,419	2,008	41,717	148,335	(23,068)	65,791	558,147	650,634

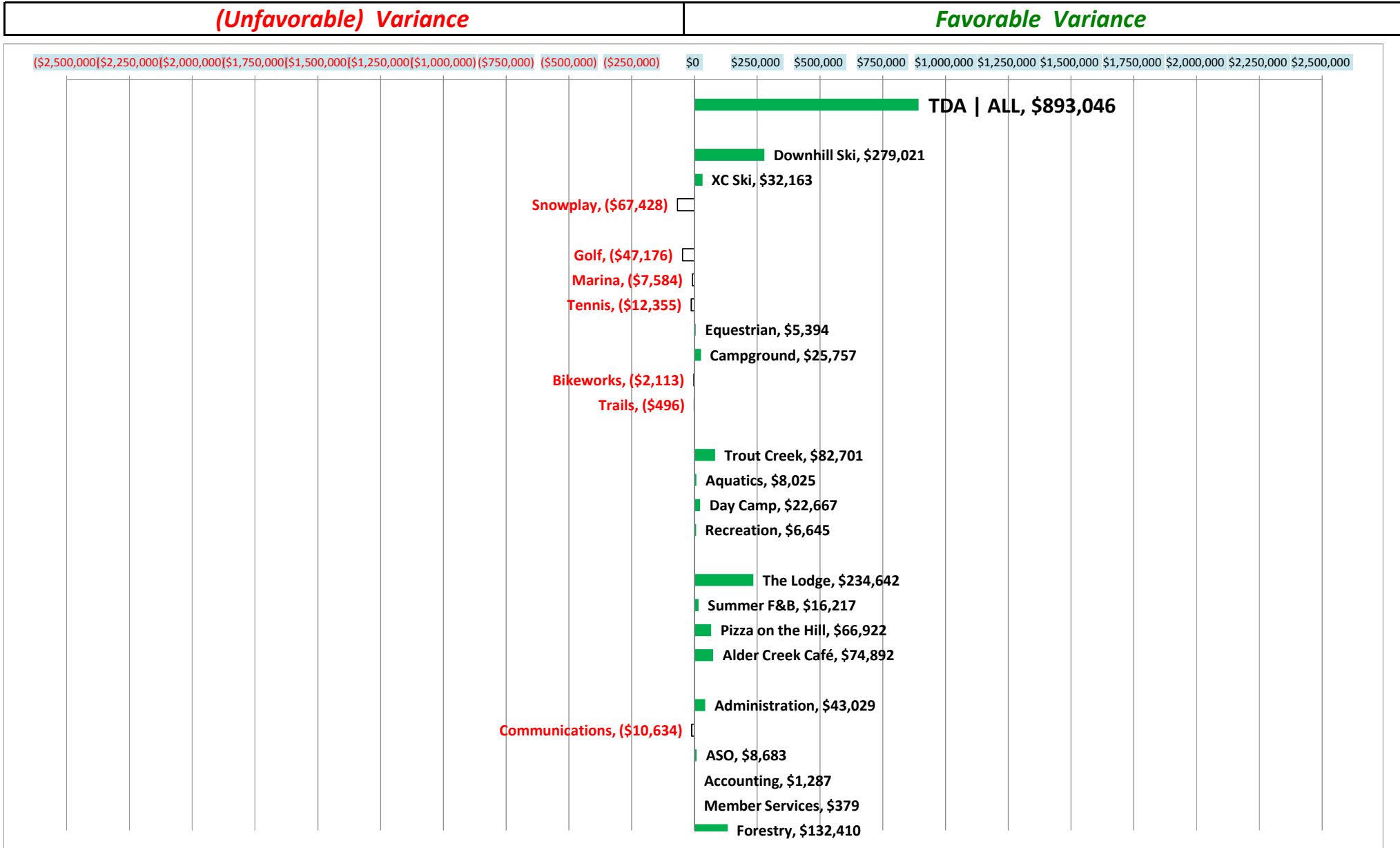




**Tahoe Donner Association**  
**Net Operating Results (NOR) Variances Report**      (operating revenue - operating costs = NOR)  
 Year to Date December 2018



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



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

**Year to Date December 2018**

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

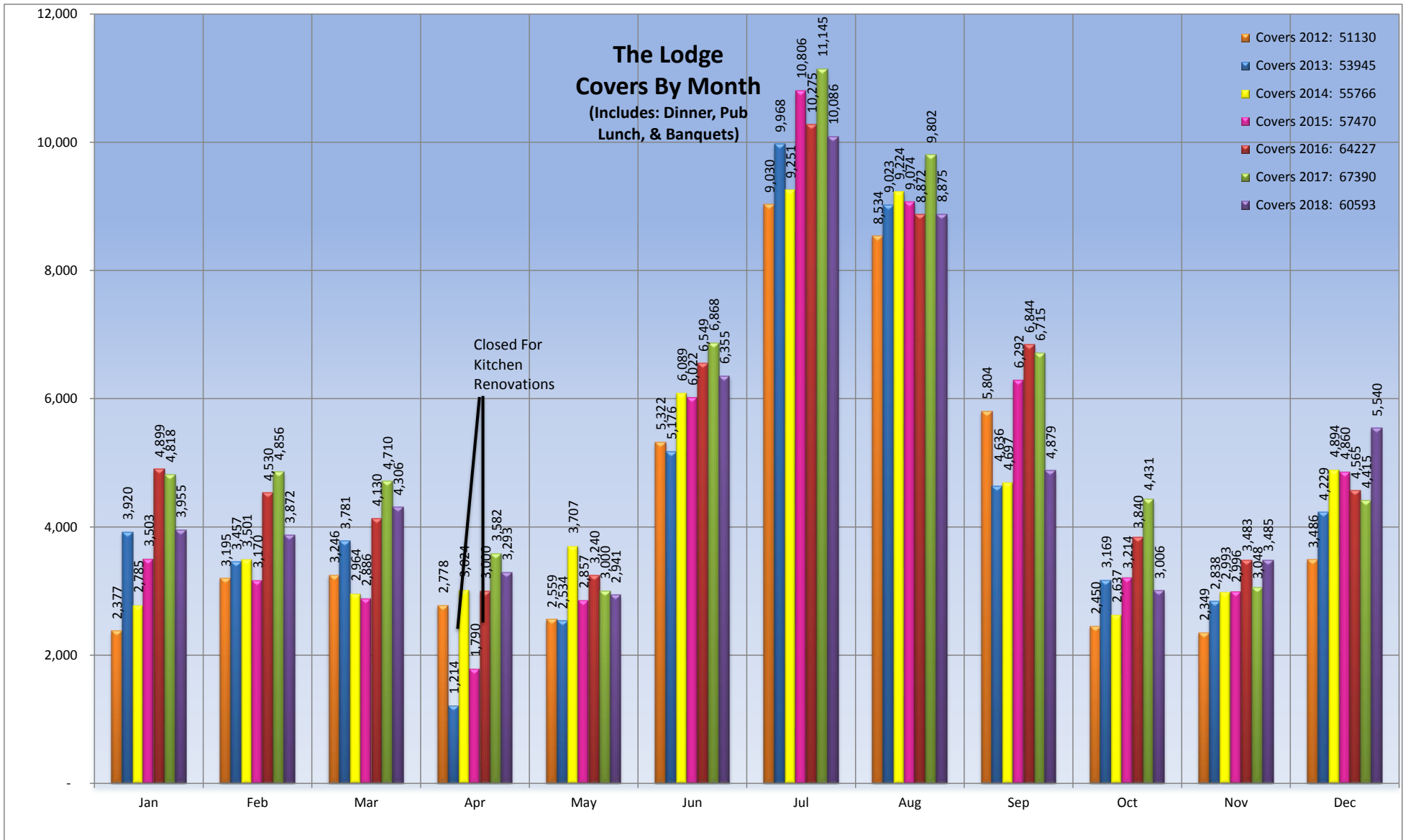
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
<b>TDA   ALL</b>	<b>\$ (369,717)</b>	<b>\$ (204,574)</b>	<b>\$ 229,295</b>	<b>\$ 194,872</b>	<b>\$ 3,409</b>	<b>\$ 4,419</b>	<b>\$ 2,008</b>	<b>\$ 41,717</b>	<b>\$ 148,335</b>	<b>\$ (23,068)</b>	<b>\$ 65,791</b>	<b>\$ 558,147</b>	<b>\$ 650,634</b>
Downhill Ski	(282,324)	(119,247)	125,316	99,089	(4,046)	11,402	812	(5,652)	(7,255)	(132)	29,457	335,373	182,792
XC Ski	(34,019)	(73,347)	72,929	35,086	(3,582)	(6,334)	6,015	7,385	656	(11,841)	(7,350)	85,568	71,166
Snowplay	(30,424)	(28,244)	33,623	(10,429)	(451)	(1,025)	(8)	1,067	(72)	61	3,220	1,047	(31,633)
Golf Operations	322	(1,160)	(312)	2,056	3,609	3,754	(32,246)	(25,857)	4,099	(19,782)	2,678	4,862	(57,978)
Golf Maintenance	8,907	14,268	4,916	2,595	8,267	(9,017)	1,430	(7,254)	8,268	(3,412)	1,992	11,872	42,831
Marina	(121)	(629)	(300)	(3,532)	(3,210)	409	13,473	(3,408)	6,750	(161)	16	1,445	10,731
Tennis	(24)	(375)	(360)	(40,844)	1,885	(868)	(141)	370	(3,538)	803	(943)	685	(43,349)
Equestrian	(1,057)	(1,092)	(134)	(3,046)	3,687	5,901	3,797	(3,801)	5,621	(7,518)	(1,211)	1,287	2,434
Campground	(29)	(45)	164	193	(412)	744	6,602	8,350	4,531	(1,192)	1,155	(98)	19,964
Bikeworks	-	(58)	-	175	(1,055)	3,449	1,967	(4,233)	1,917	(1,853)	(511)	321	118
Trails	41	(426)	(707)	257	(2,684)	(1,449)	(8,401)	3,811	1,230	(11,006)	22,597	(3,464)	(200)
Trout Creek	4,629	(5,143)	3,914	69,810	(2,094)	6,792	5,569	4,442	11,790	1,691	2,410	(1,349)	102,462
Aquatics	2,649	3,285	(990)	24,315	10,483	6,904	6,774	12,274	9,042	6,821	571	(588)	81,540
Day Camp	(9)	(8)	(60)	37	4,637	(2,321)	(3,704)	1,778	1,244	(661)	(240)	742	1,434
Recreation	4,432	2,344	3,998	3,997	3,874	(2,018)	(18,599)	10,970	2,511	9,267	694	(2,201)	19,268
The Lodge	(16,319)	(13,185)	(6,819)	6,063	8,399	38,792	52,404	47,350	47,394	12,474	8,634	(2,366)	182,822
Summer F&B	125	148	188	280	10,832	17,269	21,562	13,189	14,752	5,024	(3,163)	2,810	83,016
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)	(13,039)	(16,631)
Alder Creek Café	(11,927)	(8,851)	2,173	353	4,797	(7,966)	(3,962)	(2,285)	6,011	3,088	4,705	20,635	6,771
General	11,671	4,706	(19,554)	(28,677)	(18,191)	(28,841)	(4,481)	(8,187)	11,528	(17,580)	44,448	67,816	14,658
Administration	7,226	1,606	9,391	13,578	(14,444)	(12,606)	(95,843)	(30,680)	8,557	16,465	(73,682)	(51,236)	(221,670)
Communications	(1,549)	(4,040)	(7,853)	2,221	13,378	(879)	843	6,954	(162)	194	1,595	6,091	16,793
ASO	(1,344)	6,463	1,848	(971)	6,734	8,887	8,223	7,896	9,072	5,835	(1,305)	1,379	52,717
Info Tech	(2,633)	(422)	(355)	3,410	(3,977)	(3,577)	10,162	3,406	6,296	4,044	2,510	4,331	23,194
Accounting	(7,641)	7,043	3,124	(4,376)	604	2,997	1,651	5,328	5,720	3,049	4,657	9,329	31,483
Human Resources	(5,507)	4,777	(5,592)	2,420	1,939	(2,286)	116	(354)	4,776	125	972	6,849	8,235
Member Services	3,330	1,826	(945)	(5,112)	(571)	4,677	6,994	3,019	(1,130)	418	2,483	6,721	21,709
Forestry	(5,378)	(2,962)	5,332	7,837	(19,926)	(24,091)	4,697	(15,238)	(10,456)	(13,429)	6,312	55,856	(11,445)
Risk/Facility Admin	(8,046)	(769)	(5,170)	6,353	4,031	(2,677)	4,228	2,142	(1,529)	(6,517)	6,680	2,821	1,547
Maintenance	(2,662)	11,621	10,043	9,844	(4,016)	(480)	2,595	9,050	10,049	(2,429)	7,591	4,650	55,856

## Tahoe Donner Association Operating Revenue Variances Report

Year to Date December 2018

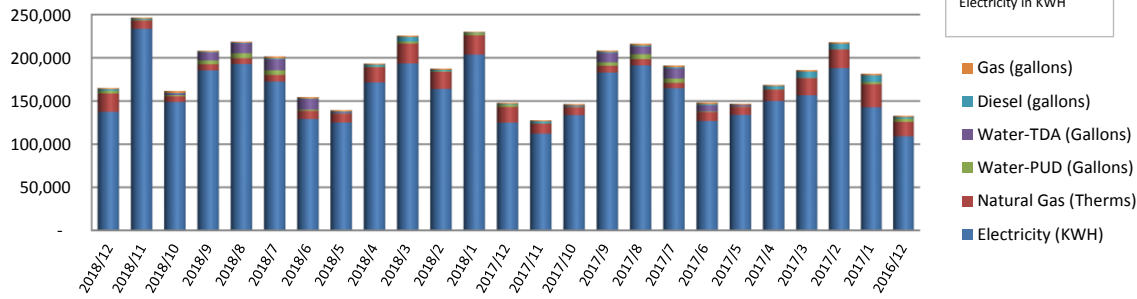
Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

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



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

## Tahoe Donner Association Energy Consumption - Last 25 Months



Water in 000 Gallons  
NatGas in Therms  
Electricity in KWH

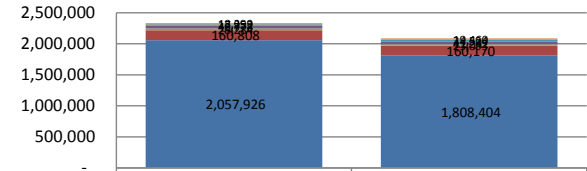
- Gas (gallons)
- Diesel (gallons)
- Water-TDA (Gallons)
- Water-PUD (Gallons)
- Natural Gas (Therms)
- Electricity (KWH)

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

2018  
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12  
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## Tahoe Donner Association Energy Consumption YTD



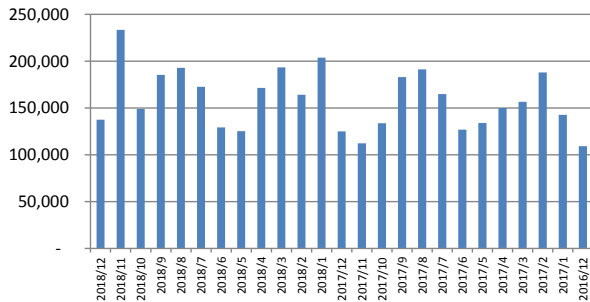
	2018/12	2017/12
Gasoline (gallons)	18,299	19,460
Diesel (gallons)	17,952	34,524
Water-TDA (Gallons)	48,778	41,242
Water-PUD (Gallons)	28,284	23,093
Natural Gas (Therms)	160,808	160,170
Electricity (KWH)	2,057,926	1,808,404

Data Available thru (yyyy/mm) - 2018/12

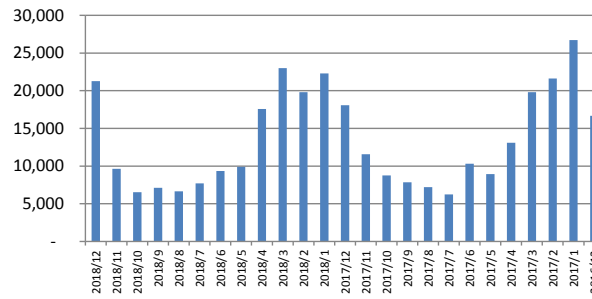
This Report is volumes not dollars

Note the scale varies with each Chart presented.

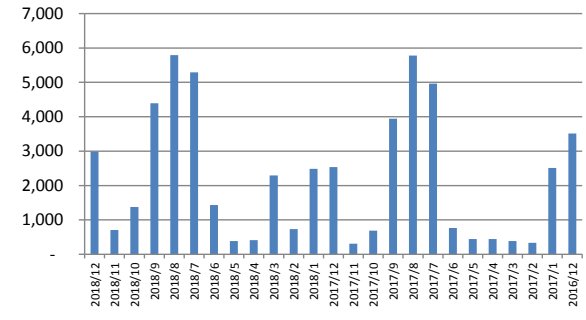
### Electricity (KWH)



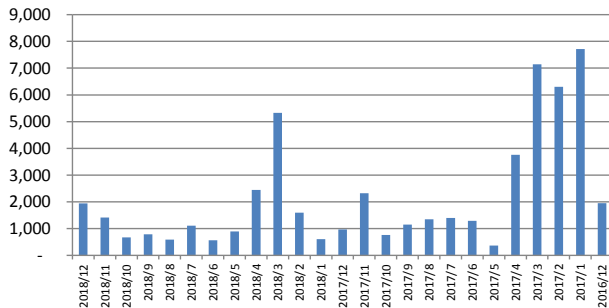
### Natural Gas (Therms)



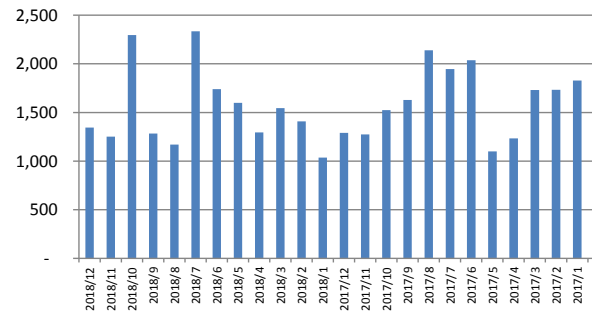
### Water-PUD (000 Gallons)



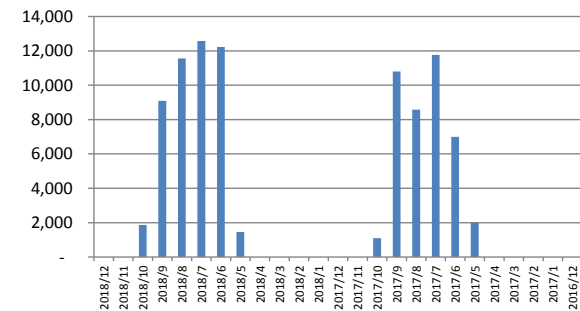
### Diesel (gallons)



### Gasoline (gallons)



### Water-TDA (000 Gallons)

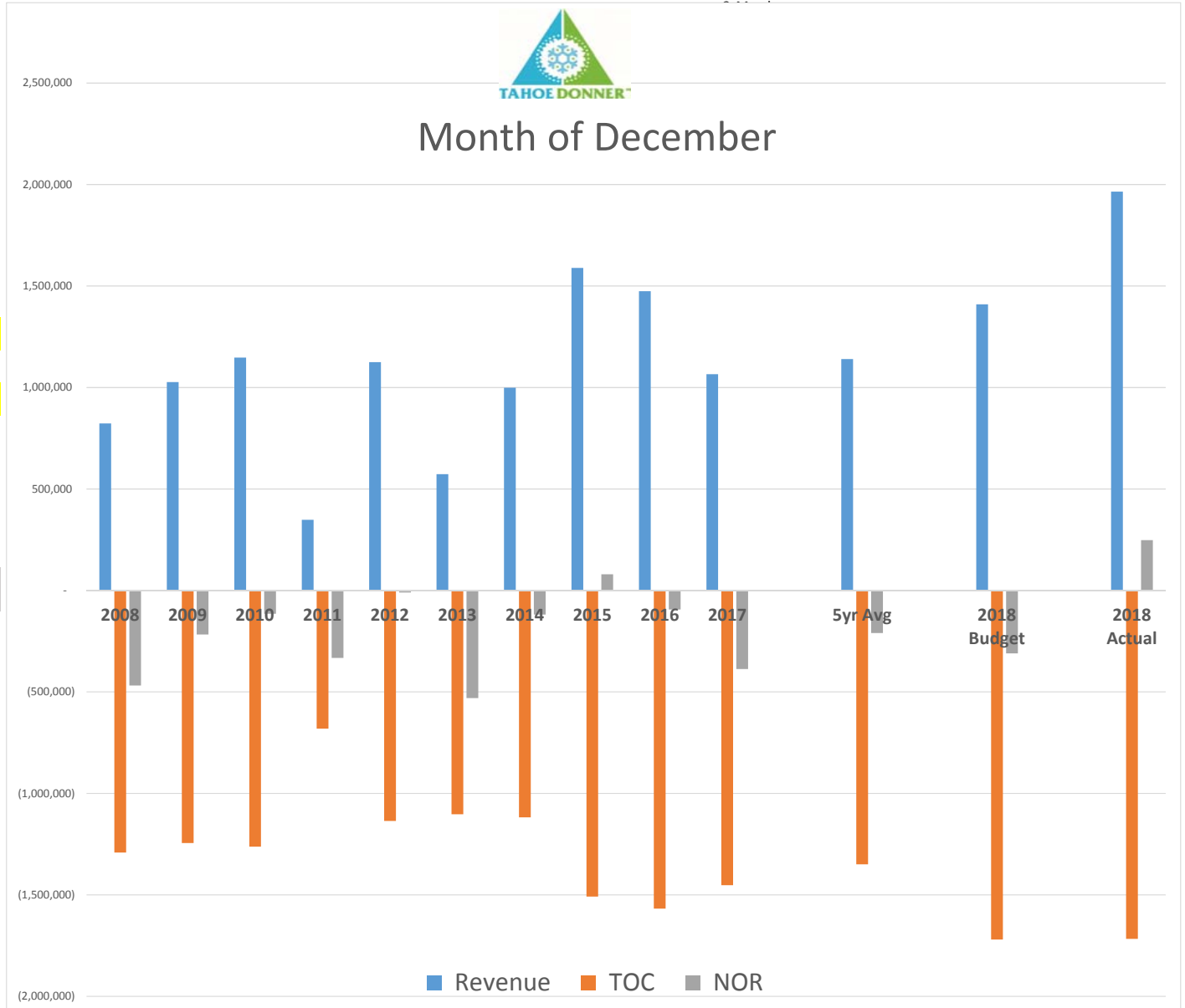




## Month of December

	Revenue	TOC	NOR
2008	822,724	(1,291,107)	(468,382)
2009	1,026,681	(1,243,862)	(217,182)
2010	1,147,464	(1,262,000)	(114,536)
2011	348,233	(680,562)	(332,328)
2012	1,125,263	(1,135,119)	(9,856)
2013	572,800	(1,102,539)	(529,739)
2014	999,022	(1,117,700)	(118,677)
2015	1,588,866	(1,508,792)	80,074
2016	1,474,386	(1,568,154)	(93,768)
2017	1,065,670	(1,452,600)	(386,931)
5yr Avg	1,140,149	(1,349,957)	(209,808)
2018 Budget	1,410,000	(1,720,000)	(310,000)
2018 Actual	1,964,838	(1,716,691)	248,147
Var to Bdg	554,838 39%	3,309 0%	558,147 180%
Var to PY	899,169 84%	(264,091) -18%	635,078 164%

PY Records  
New Record(s) *if applicable*



**Tahoe Donner Association  
Visitation Report  
December 2018**

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



Tahoe Donner Association  
Financial Highlights  
for the Month of December 2018  
variances presented as | Favorable -Unfavorable  
2/15/2019

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

*Variance amount & % versus Budget for the Dept*

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

**Expense \$ 1,716,700** | 3,300 / 0% to Budget  
| -264,100 / -18% to Prior Year

*Variance amount & % versus Budget for the Dept*

e1	67,600	102%	General. \$32k year end income tax adjustment and \$29k adjustment to claims expense.
e2	54,000	NA	Payrol Tax Accrual Reversal of CA liability to FED for unemployment, not required for 2018. Impacts all departments.
e3	-42,600	-32%	Cross Country. Increased revenue/volume increases cost of goods sold and payroll to service.
e4	-41,100	-64%	Administration. Incentive Program accrual, NOR exceeding budget.
e5	-33,000	-87%	Alder Creek Café. Increased revenue/volume increases cost of goods sold and payroll to service. Compares negatively to PY by \$19k/37%.
e6	19,200	70%	Forestry. Timing between months.
e7	-13,900	-7%	The Lodge. Increased revenue/volume increases cost of goods sold and payroll to service. Compares negatively to PY by \$19k/9%.
e8	-12,100	-2%	Downhill Ski. Payroll unfavorable to budget by \$20k/6%. All other variances net. Overall compares negatively to PY by \$44k/8%.
e9	11,000	32%	Golf. Payroll down \$9k/32% to budget. Flat to PY.
e10	-9,700	-12%	Trout Creek. Payroll unfavorable to budget by \$5k/9%. All other variances net.
e11	3,900	-	all other variances, net (primarily timing variances between months)
tl	3,300	0%	

3,300	<i>Expense Variances to BDG co-wide recap</i>		(264,100)	<i>Expense Variances to Prior Year, co-wide</i>	
-42,200	-30%	Cogs	-48,600	-36%	Cogs
-124,600	-15%	Payroll Direct	-140,400	-17%	Payroll Direct
83,200	27%	Payroll Burden	65,900	27%	Payroll Burden
86,900	18%	Expenses	-141,000	-57%	Expenses

**NOR \$ 248,100** | 558,100 / 180% to Budget  
| 635,100 / 164% to Prior Year

## Tahoe Donner Association Financial Highlights

Year to Date December 2018 {12 of 12 months }

variances presented as | Favorable -Unfavorable

2/15/2019

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

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

**Expense \$ 18,787,400** | -242,400 / -1% to Budget  
| -548,000 / -3% to Prior Year

Variance amount & % versus Budget for the Dept			
e1	-264,700	-35%	Administration. Incentive Program accrual , NOR favorably over budget funding (not in Annual Assessment)
e2	-143,900	-17%	Forestry. Combination of timing between months and forest management related to work performed for Calfire grants.
e3	-96,200	-4%	Downhill Ski. Payroll unfavorable to budget \$112k/6%, favorable \$148k/7% PYTD.
e4	-83,600	-14%	Pizza on the Hill. Increased costs with increased volumes/revenues.
e5	73,500	26%	Aquatics. Mix of payroll savings and timing of other expenses.
e6	-68,100	-16%	Alder Creek Café. Increased costs with increased volumes/revenues.
e7	66,800	17%	Summer F&B. Payroll savings of \$53k/24%. All other variances net.
e8	-51,800	-2%	The Lodge. Increased costs with increased volumes/revenues.
e9	55,900	7%	Maintenance. Timing variances between months.
e10	269,700	-	all other variances, net (mix of timing variances between months and real savings).
tl	-242,400	-1%	

(242,400) Expense Variances to BDG co-wide recap			(548,000) Expense Variances to Prior Year, co-wide		
-53,500	-4%	Cogs	61,100	4%	Cogs
-350,300	-4%	Payroll Direct	-564,500	-6%	Payroll Direct
369,600	6%	Payroll Burden	145,100	6%	Payroll Burden
-208,200	-4%	Expenses	-189,700	-4%	Expenses

**NOR \$ (5,434,400)** | 650,600 / 11% to Budget  
| -311,500 / -6% to Prior Year



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



Total Operating Fund - Month							Component	Amenities - Month				Homeowners Association - Month					
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 1,964,838	\$ 1,410,000	\$ 1,065,670	\$ 554,838	39%	\$ 899,169	84%	<b>Revenue</b>	\$ 1,899,328	\$ 527,928	38%	\$ 879,225	86%	\$ 65,510	\$ 26,910	70%	\$ 19,944	44%
67,000	67,000	59,000	-	0%	8,000	14%	Recreation Fee	67,000	-	0%	8,000	14%	-	-	0%	-	0%
693,770	491,000	247,580	202,770	41%	446,189	180%	Access & Use Fees	693,770	202,770	41%	446,189	180%	-	-	0%	-	0%
446,494	378,800	333,385	67,694	18%	113,109	34%	Food and Beverage	446,494	67,594	18%	113,109	34%	-	100	-100%	-	0%
96,450	52,100	42,661	44,350	85%	53,789	126%	Retail Product	91,839	40,539	79%	50,031	120%	4,610	3,810	476%	3,758	441%
567,455	364,000	318,714	203,455	56%	248,741	78%	Lessons & Rentals	567,455	203,455	56%	248,741	78%	-	-	0%	-	0%
93,669	57,100	64,329	36,569	64%	29,340	46%	Other	32,770	13,570	71%	13,154	67%	60,899	22,999	61%	16,186	36%
<b>(184,879)</b>	<b>(142,726)</b>	<b>(136,289)</b>	<b>(42,153)</b>	<b>-30%</b>	<b>(48,591)</b>	<b>-36%</b>	<b>Cost of Goods Sold</b>	<b>(184,879)</b>	<b>(42,153)</b>	<b>-30%</b>	<b>(48,591)</b>	<b>-36%</b>	-	-	0%	-	0%
<b>(963,718)</b>	<b>(839,130)</b>	<b>(823,315)</b>	<b>(124,588)</b>	<b>-15%</b>	<b>(140,403)</b>	<b>-17%</b>	<b>Payroll Direct</b>	<b>(628,118)</b>	<b>(79,867)</b>	<b>-15%</b>	<b>(113,915)</b>	<b>-22%</b>	<b>(335,600)</b>	<b>(44,721)</b>	<b>-15%</b>	<b>(26,488)</b>	<b>-9%</b>
<b>(179,621)</b>	<b>(262,785)</b>	<b>(245,473)</b>	<b>83,164</b>	<b>32%</b>	<b>65,852</b>	<b>27%</b>	<b>Payroll Burden</b>	<b>(128,811)</b>	<b>43,792</b>	<b>25%</b>	<b>32,477</b>	<b>20%</b>	<b>(50,810)</b>	<b>39,372</b>	<b>44%</b>	<b>33,375</b>	<b>40%</b>
<b>(1,143,338)</b>	<b>(1,101,915)</b>	<b>(1,068,788)</b>	<b>(41,423)</b>	<b>-4%</b>	<b>(74,550)</b>	<b>-7%</b>	<b>Payroll Total</b>	<b>(756,929)</b>	<b>(36,075)</b>	<b>-5%</b>	<b>(81,438)</b>	<b>-12%</b>	<b>(386,410)</b>	<b>(5,349)</b>	<b>-1%</b>	<b>6,888</b>	<b>2%</b>
<b>(388,473)</b>	<b>(475,359)</b>	<b>(247,523)</b>	<b>86,886</b>	<b>18%</b>	<b>(140,950)</b>	<b>-57%</b>	<b>Expenses</b>	<b>(323,393)</b>	<b>(6,160)</b>	<b>-2%</b>	<b>(27,411)</b>	<b>-9%</b>	<b>(65,080)</b>	<b>93,046</b>	<b>59%</b>	<b>(113,539)</b>	<b>234%</b>
(54,617)	(60,799)	(85,520)	6,182	10%	30,903	36%	Personnel Costs	(32,137)	5,312	14%	24,030	43%	(22,479)	871	4%	6,872	23%
(96,341)	(101,985)	(78,580)	5,644	6%	(17,761)	-23%	Utilities	(80,273)	882	1%	(22,203)	-38%	(16,068)	4,762	23%	4,443	22%
(14,533)	(16,940)	(10,602)	2,407	14%	(3,930)	-37%	Fuel Costs	(10,712)	1,238	10%	(4,783)	-81%	(3,820)	1,170	23%	853	18%
(80,655)	(89,480)	55,460	8,825	10%	(136,116)	245%	Supplies	(73,717)	(5,738)	-8%	(4,619)	-7%	(6,939)	14,562	68%	(131,497)	106%
(55,469)	(62,392)	(59,093)	6,923	11%	3,624	6%	Repairs & Maintenance	(36,941)	7,514	17%	3,864	9%	(18,528)	(591)	-3%	(239)	-1%
14,164	(200)	150,000	14,364	7182%	(135,836)	91%	Forestry Land Maint	-	-	0%	-	0%	14,164	14,364	7182%	(135,836)	91%
(47,375)	(50,200)	(40,835)	2,825	6%	(6,540)	-16%	Insurance	(36,000)	(300)	-1%	(5,200)	-17%	(11,375)	3,125	22%	(1,340)	-13%
9,343	(23,050)	9,195	32,393	141%	148	-2%	Taxes-Property&Income	-	-	0%	-	0%	9,343	32,393	141%	148	-2%
(47,096)	(29,870)	(23,542)	(17,226)	-58%	(23,554)	-100%	Credit Card Fees	(46,118)	(17,438)	-61%	(23,298)	-102%	(978)	212	18%	(256)	-35%
(10,019)	(10,356)	(7,242)	337	3%	(2,777)	-38%	Licenses Permits Fees	(1,752)	1,408	45%	(351)	-25%	(8,267)	(1,071)	-15%	(2,426)	-42%
(5,876)	(30,087)	(156,765)	24,211	80%	150,889	96%	All other expenses	(5,743)	962	14%	5,150	47%	(133)	23,249	99%	145,739	100%
<b>\$ 248,147</b>	<b>\$ (310,000)</b>	<b>\$ (386,931)</b>	<b>\$ 558,147</b>	<b>180%</b>	<b>\$ 635,078</b>	<b>164%</b>	<b>Net Operating Result</b>	<b>\$ 634,127</b>	<b>\$ 443,540</b>	<b>-233%</b>	<b>\$ 721,785</b>	<b>823%</b>	<b>\$ (385,980)</b>	<b>\$ 114,607</b>	<b>-23%</b>	<b>\$ (86,708)</b>	<b>-29%</b>
<i>(1,716,691)</i>	<i>(1,720,000)</i>	<i>(1,452,600)</i>	<i>3,309</i>	<i>0%</i>	<i>(264,091)</i>	<i>-18%</i>	<i>Total Operating Costs</i>	<i>(1,265,201)</i>	<i>(84,388)</i>	<i>-7%</i>	<i>(157,439)</i>	<i>-14%</i>	<i>(451,490)</i>	<i>87,697</i>	<i>16%</i>	<i>(106,652)</i>	<i>-31%</i>
<b>309,700</b>	<b>310,000</b>	<b>421,700</b>	<b>(300)</b>	<b>0%</b>	<b>(112,000)</b>	<b>-27%</b>	<b>Assessment Revenue</b>						<b>309,700</b>	<b>(300)</b>	<b>0%</b>	<b>(112,000)</b>	<b>-27%</b>
-	-	-	-	0%	-	0%	Replacement Reserve Fund						-	-	0%	-	0%
-	-	-	-	0%	-	0%	Development Fund						-	-	0%	-	0%
-	-	-	-	0%	-	0%	New Equipment Fund						-	-	0%	-	0%
<b>309,700</b>	<b>310,000</b>	<b>421,700</b>	<b>(300)</b>	<b>0%</b>	<b>(112,000)</b>	<b>-27%</b>	<b>Net, Operating Fund Portion</b>						<b>309,700</b>	<b>(300)</b>	<b>0%</b>	<b>(112,000)</b>	<b>-27%</b>
<b>\$ 557,847</b>	<b>\$ -</b>	<b>\$ 34,769</b>	<b>\$ 557,847</b>	<b>NA</b>	<b>\$ 523,078</b>	<b>-1504%</b>	<b>Net Result</b>	<b>\$ 634,127</b>	<b>\$ 443,540</b>	<b>233%</b>	<b>\$ 721,785</b>	<b>823%</b>	<b>\$ (76,280)</b>	<b>\$ 114,307</b>	<b>-60%</b>	<b>\$ (198,708)</b>	<b>162%</b>

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

Total Operating Fund - YTD							Component	Amenities - YTD					Homeowners Association - YTD				
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 13,353,046	\$ 12,460,000	\$ 13,116,560	\$ 893,046	7%	\$ 236,486	2%	<b>Revenue</b>	\$ 12,527,893	\$ 717,893	6%	\$ 98,841	1%	\$ 825,153	\$ 175,153	27%	\$ 137,645	20%
1,065,610	1,040,000	1,039,288	25,610	2%	26,322	3%	Recreation Fee	1,065,610	25,610	2%	26,322	3%	-	-	0%	-	0%
3,669,609	3,773,698	3,753,197	(104,089)	-3%	(83,588)	-2%	Access & Use Fees	3,669,609	(104,089)	-3%	(83,588)	-2%	-	-	0%	-	0%
4,282,739	3,926,099	4,213,292	356,640	9%	69,447	2%	Food and Beverage	4,290,723	362,624	9%	70,897	2%	(7,985)	(5,985)	299%	(1,451)	22%
570,618	483,700	562,926	86,918	18%	7,691	1%	Retail Product	515,694	48,994	10%	(9,328)	-2%	54,924	37,924	223%	17,019	45%
2,794,599	2,478,603	2,745,018	315,996	13%	49,581	2%	Lessons & Rentals	2,781,949	303,346	12%	36,931	1%	12,650	12,650	0%	12,650	0%
969,871	757,900	802,838	211,971	28%	167,033	21%	Other	204,307	81,407	66%	57,606	39%	765,564	130,564	21%	109,426	17%
(1,573,523)	(1,520,000)	(1,634,612)	(53,523)	-4%	61,089	4%	<b>Cost of Goods Sold</b>	(1,573,523)	(53,523)	-4%	61,089	4%	-	-	0%	-	0%
(9,753,277)	(9,403,000)	(9,188,772)	(350,277)	-4%	(564,505)	-6%	<b>Payroll Direct</b>	(5,748,744)	(124,144)	-2%	(91,679)	-2%	(4,004,533)	(226,133)	-6%	(472,826)	-13%
(2,388,373)	(2,758,000)	(2,533,483)	369,627	13%	145,110	6%	<b>Payroll Burden</b>	(1,445,208)	195,792	12%	202,966	12%	(943,165)	173,835	16%	(57,855)	-7%
(12,141,650)	(12,161,000)	(11,722,255)	19,350	0%	(419,395)	-4%	<b>Payroll Total</b>	(7,193,952)	71,648	1%	111,286	2%	(4,947,698)	(52,298)	-1%	(530,681)	-12%
(5,072,239)	(4,864,000)	(4,882,547)	(208,239)	-4%	(189,691)	-4%	<b>Expenses</b>	(2,997,860)	(78,460)	-3%	(38,775)	-1%	(2,074,378)	(129,778)	-7%	(150,917)	-8%
(413,633)	(448,581)	(487,136)	34,948	8%	73,504	15%	Personnel Costs	(241,856)	43,975	15%	35,022	13%	(171,777)	(9,027)	-6%	38,482	18%
(934,979)	(931,640)	(912,431)	(3,339)	0%	(22,549)	-2%	Utilities	(721,033)	(27,583)	-4%	(66,823)	-10%	(213,947)	24,244	10%	44,274	17%
(147,179)	(145,290)	(155,171)	(1,889)	-1%	7,991	5%	Fuel Costs	(87,615)	(1,115)	-1%	11,927	12%	(59,565)	(775)	-1%	(3,936)	-7%
(1,402,028)	(1,188,541)	(1,204,326)	(213,487)	-18%	(197,702)	-16%	Supplies	(820,864)	(77,495)	-10%	(16,501)	-2%	(581,164)	(135,992)	-31%	(181,201)	-45%
(660,205)	(652,910)	(724,948)	(7,295)	-1%	64,743	9%	Repairs & Maintenance	(439,657)	17,673	4%	47,904	10%	(220,548)	(24,968)	-13%	16,839	7%
(320,890)	(191,100)	(187,318)	(129,790)	-68%	(133,572)	-71%	Forestry Land Maint	(2,497)	(897)	-56%	(2,497)	0%	(318,392)	(128,892)	-68%	(131,075)	-70%
(476,875)	(476,400)	(432,535)	(475)	0%	(44,340)	-10%	Insurance	(306,000)	(3,600)	-1%	(18,800)	-7%	(170,875)	3,125	2%	(25,540)	-18%
(242,975)	(278,000)	(219,033)	35,025	13%	(23,943)	-11%	Taxes-Property&Income	-	-	0%	-	0%	(242,975)	35,025	13%	(23,943)	-11%
(287,114)	(249,060)	(266,238)	(38,054)	-15%	(20,876)	-8%	Credit Card Fees	(271,511)	(36,951)	-16%	(20,336)	-8%	(15,603)	(1,103)	-8%	(540)	-4%
(132,085)	(106,810)	(108,270)	(25,275)	-24%	(23,815)	-22%	Licenses Permits Fees	(49,146)	(4,796)	-11%	(5,591)	-13%	(82,939)	(20,479)	-33%	(18,224)	-28%
(54,276)	(195,668)	(185,142)	141,392	72%	130,866	71%	All other expenses	(57,682)	12,328	18%	(3,079)	-6%	3,406	129,064	103%	133,945	103%
\$ (5,434,366)	\$ (6,085,000)	\$ (5,122,855)	\$ 650,634	11%	\$ (311,511)	6%	<b>Net Operating Result</b>	\$ 762,558	\$ 657,558	-626%	\$ 232,442	-44%	\$ (6,196,923)	\$ (6,923)	0%	\$ (543,953)	-10%
(18,787,412)	(18,545,000)	(18,239,414)	(242,412)	-1%	(547,997)	-3%	<i>Total Operating Costs</i>	(11,765,335)	(60,335)	-1%	133,601	1%	(7,022,076)	(182,076)	-3%	(681,598)	-11%
12,298,700	12,299,000	12,298,700	(300)	0%	-	0%	<b>Assessment Revenue</b>					12,298,700	(300)	0%	-	0%	
(4,013,000)	(4,013,000)	(3,852,000)	-	0%	(161,000)	4%	Replacement Reserve Fund					(4,013,000)	-	0%	(161,000)	4%	
(194,000)	(194,000)	(194,000)	-	0%	-	0%	Development Fund					(194,000)	-	0%	-	0%	
(2,007,000)	(2,007,000)	(1,942,000)	-	0%	(65,000)	3%	New Equipment Fund					(2,007,000)	-	0%	(65,000)	3%	
6,084,700	6,085,000	6,310,700	(300)	0%	(226,000)	-4%	<b>Net, Operating Fund Portion</b>					6,084,700	(300)	0%	(226,000)	-4%	
\$ 650,334	\$ -	\$ 1,187,845	\$ 650,334	NA	\$ (537,511)	-45%	<b>Net Result</b>	\$ 762,558	\$ 657,558	626%	\$ 232,442	-44%	\$ (112,223)	\$ (7,223)	-7%	\$ (769,953)	117%

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

Net Operating Results (NOR)						Department	Revenue				Total Operating Expenses						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount			Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg	Amount	Pctg
\$ (10,080)	\$ (8,814)	\$ (25,010)	\$ (1,266)	-14%	\$ 14,930	60%	\$ 105,338	\$ 4,838	5%	\$ 15,490	17%	\$ (115,418)	\$ (6,104)	-6%	\$ (560)	0%	
4,602	5,951	(8,544)	(1,349)	-23%	13,146	154%	Private Amenities					(89,102)	(7,353)	-9%	(1,989)	-2%	
(1,838)	(1,250)	(1,077)	(588)	-47%	(761)	-71%	Trout Creek Rec Ctr	93,703	6,003	7%	15,134	19%	(13,838)	(588)	-4%	(1,761)	-15%
(4,931)	(6,376)	(9,258)	1,445	23%	4,327	47%	Aquatics	12,000	-	0%	1,000	9%	(4,931)	1,445	23%	4,327	47%
(1,145)	(1,830)	(1,920)	685	37%	775	40%	Beach Club Marina	-	-	0%	-	0%	(1,145)	685	37%	1,033	47%
672	(70)	(369)	742	1060%	1,041	282%	Tennis Center	-	-	0%	(258)	-100%	672	742	1060%	1,041	282%
(7,440)	(5,239)	(3,842)	(2,201)	-42%	(3,598)	-94%	Day Camps	-	-	0%	-	0%	(7,075)	(1,036)	-17%	(3,212)	-83%
							Recreation Programs	(365)	(1,165)	-146%	(386)	#####					
<b>644,207</b>	<b>199,401</b>	<b>(62,648)</b>	<b>444,806</b>	<b>223%</b>	<b>706,855</b>	<b>1128%</b>	<b>Public Amenities</b>	<b>1,793,990</b>	<b>523,090</b>	<b>41%</b>	<b>863,735</b>	<b>93%</b>	<b>(1,149,783)</b>	<b>(78,284)</b>	<b>-7%</b>	<b>(156,879)</b>	<b>-16%</b>
512,054	176,681	24,763	335,373	190%	487,290	1968%	Downhill Ski	1,076,098	347,998	48%	531,571	98%	(564,044)	(12,625)	-2%	(44,281)	-9%
133,781	48,213	120	85,568	177%	133,660	#####	Cross Country Ski	305,882	125,882	70%	214,207	234%	(172,101)	(40,314)	-31%	(80,546)	-88%
39,482	38,435	(6,353)	1,047	3%	45,835	721%	Snowplay	72,629	(3,371)	-4%	58,007	397%	(33,146)	4,419	12%	(12,172)	-58%
(17,493)	(34,227)	(33,303)	16,734	49%	15,810	47%	Golf	2,723	2,223	445%	2,625	2666%	(20,216)	14,511	42%	13,185	39%
(2,564)	(2,466)	2,926	(98)	-4%	(5,490)	-188%	Campground	-	-	0%	(5,510)	-100%	(2,564)	(98)	-4%	20	1%
(4,986)	(6,273)	(7,031)	1,287	21%	2,045	29%	Equestrian	-	-	0%	340	100%	(4,986)	1,287	21%	1,705	25%
321	-	(226)	321	0%	547	242%	Bikeworks	-	-	0%	(2,119)	-100%	321	321	0%	2,665	114%
(7,966)	(4,502)	(3,838)	(3,464)	-77%	(4,128)	-108%	Trails	-	-	0%	(752)	-100%	(7,966)	(3,464)	-77%	(3,376)	-74%
(6,533)	(4,167)	(28,036)	(2,366)	-57%	21,503	77%	The Lodge	214,632	5,632	3%	34,515	19%	(221,165)	(7,998)	-4%	(13,013)	-6%
1,343	(1,467)	(774)	2,810	192%	2,117	273%	Summer Food and Bev	-	-	0%	-	0%	1,343	2,810	192%	2,117	273%
(10,675)	2,364	(6,606)	(13,039)	-552%	(4,069)	-62%	Pizza on the Hill	44,907	(7,593)	-14%	1,337	3%	(55,582)	(5,446)	-11%	(5,406)	-11%
7,445	(13,190)	(4,291)	20,635	156%	11,736	273%	Alder Creek Café	77,119	52,319	211%	29,514	62%	(69,675)	(31,685)	-83%	(17,778)	-34%
<b>634,127</b>	<b>190,587</b>	<b>(87,658)</b>	<b>443,540</b>	<b>233%</b>	<b>721,785</b>	<b>823%</b>	<b>Amenities Total</b>	<b>1,899,328</b>	<b>527,928</b>	<b>38%</b>	<b>879,225</b>	<b>86%</b>	<b>(1,265,201)</b>	<b>(84,388)</b>	<b>-7%</b>	<b>(157,439)</b>	<b>-14%</b>
<b>(385,980)</b>	<b>(500,587)</b>	<b>(299,273)</b>	<b>114,607</b>	<b>23%</b>	<b>(86,708)</b>	<b>-29%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>65,510</b>	<b>26,910</b>	<b>70%</b>	<b>19,944</b>	<b>44%</b>	<b>(451,490)</b>	<b>87,697</b>	<b>16%</b>	<b>(106,652)</b>	<b>-31%</b>
1,453	(66,363)	(6,873)	67,816	102%	8,326	121%	General	-	-	0%	-	0%	1,453	67,816	102%	8,326	121%
(105,339)	(54,103)	(51,891)	(51,236)	-95%	(53,448)	-103%	Administration	(1,302)	(11,902)	-112%	(18,169)	-108%	(104,038)	(39,335)	-61%	(35,279)	-51%
(42,382)	(48,473)	(47,174)	6,091	13%	4,792	10%	Communications	17,180	2,180	15%	4,293	33%	(59,562)	3,911	6%	499	1%
(50,745)	(55,076)	(55,046)	4,331	8%	4,301	8%	Information Tech	-	-	0%	-	0%	(50,745)	4,331	8%	4,301	8%
(57,500)	(66,829)	(65,254)	9,329	14%	7,754	12%	Accounting	568	268	89%	308	119%	(58,068)	9,061	13%	7,445	11%
(37,353)	(44,202)	(44,530)	6,849	15%	7,177	16%	Human Resources	-	-	0%	-	0%	(37,353)	6,849	15%	7,177	16%
(18,204)	(19,583)	(13,192)	1,379	7%	(5,011)	-38%	Architectural Standards	12,811	1,711	15%	(1,344)	-9%	(31,014)	(331)	-1%	(3,667)	-13%
(15,622)	(22,343)	(21,113)	6,721	30%	5,491	26%	Member Services	2,431	831	52%	1,046	75%	(18,053)	5,890	25%	4,445	20%
(25,302)	(28,123)	(27,435)	2,821	10%	2,133	8%	Risk & Facility Admin	-	-	0%	-	0%	(25,302)	2,821	10%	2,133	8%
28,356	(27,500)	102,399	55,856	203%	(74,043)	-72%	Forestry	33,823	33,823	0%	33,810	#####	(5,466)	22,034	80%	(107,853)	-105%
(63,342)	(67,992)	(69,164)	4,650	7%	5,821	8%	Maintenance	-	-	0%	-	0%	(63,342)	4,650	7%	5,821	8%
<b>\$ 248,147</b>	<b>\$ (310,000)</b>	<b>\$ (386,931)</b>	<b>\$ 558,147</b>	<b>180%</b>	<b>\$ 635,078</b>	<b>164%</b>	<b>TDA Operating Fund</b>	<b>\$ 1,964,838</b>	<b>\$ 554,838</b>	<b>39%</b>	<b>\$ 899,169</b>	<b>84%</b>	<b>\$ (1,716,691)</b>	<b>\$ 3,309</b>	<b>0%</b>	<b>\$ (264,091)</b>	<b>-18%</b>

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

Net Operating Results (NOR)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
<b>\$ 388,086</b>	<b>\$ 216,000</b>	<b>\$ 416,755</b>	<b>\$ 172,086</b>	<b>80%</b>	<b>\$ (28,669)</b>	<b>-7%</b>	<b>Private Amenities</b>	<b>\$ 2,642,098</b>	<b>\$ 100,098</b>	<b>4%</b>	<b>\$ 116,193</b>	<b>5%</b>	<b>\$ (2,254,013)</b>	<b>\$ 71,987</b>	<b>3%</b>	<b>\$ (144,862)</b>	<b>-7%</b>
148,162	45,700	126,585	102,462	224%	21,577	17%	Trout Creek Rec Ctr	1,076,701	82,701	8%	76,087	8%	(928,538)	19,762	2%	(54,510)	-6%
20,140	(61,400)	(11,293)	81,540	133%	31,433	278%	Aquatics	226,025	8,025	4%	20,704	10%	(205,885)	73,515	26%	10,729	-5%
245,431	234,700	288,824	10,731	5%	(43,393)	-15%	Beach Club Marina	678,416	(7,584)	-1%	(7,880)	-1%	(432,985)	18,315	4%	(35,513)	-9%
(21,149)	22,200	(623)	(43,349)	-195%	(20,526)	#####	Tennis Center	222,645	(12,355)	-5%	(3,132)	-1%	(243,794)	(30,994)	-15%	(17,394)	-8%
31,234	29,800	33,688	1,434	5%	(2,454)	-7%	Day Camps	256,667	22,667	10%	31,952	14%	(225,433)	(21,233)	-10%	(34,406)	-18%
(35,732)	(55,000)	(20,427)	19,268	35%	(15,305)	-75%	Recreation Programs	181,645	6,645	4%	(1,539)	-1%	(217,377)	12,623	5%	(13,767)	-7%
<b>374,472</b>	<b>(111,000)</b>	<b>113,361</b>	<b>485,472</b>	<b>437%</b>	<b>261,111</b>	<b>230%</b>	<b>Public Amenities</b>	<b>9,885,795</b>	<b>617,795</b>	<b>7%</b>	<b>(17,352)</b>	<b>0%</b>	<b>(9,511,323)</b>	<b>(132,323)</b>	<b>-1%</b>	<b>278,462</b>	<b>3%</b>
653,792	471,000	678,217	182,792	39%	(24,425)	-4%	Downhill Ski	3,431,021	279,021	9%	(236,584)	-6%	(2,777,229)	(96,229)	-4%	212,159	7%
198,166	127,000	173,025	71,166	56%	25,142	15%	Cross Country Ski	957,163	32,163	3%	(48,234)	-5%	(758,997)	39,003	5%	73,376	9%
72,567	104,200	129,708	(31,633)	-30%	(57,142)	-44%	Snowplay	201,572	(67,428)	-25%	(61,969)	-24%	(129,005)	35,795	22%	4,827	4%
(113,147)	(98,000)	(254,021)	(15,147)	-15%	140,874	55%	Golf	1,102,824	(47,176)	-4%	108,625	11%	(1,215,971)	32,029	3%	32,249	3%
10,064	(9,900)	(7,690)	19,964	202%	17,753	231%	Campground	86,757	25,757	42%	22,523	35%	(76,693)	(5,793)	-8%	(4,770)	-7%
(84,566)	(87,000)	(103,149)	2,434	3%	18,584	18%	Equestrian	227,394	5,394	2%	31,632	16%	(311,960)	(2,960)	-1%	(13,049)	-4%
1,318	1,200	(2,733)	118	10%	4,051	148%	Bikeworks	106,887	(2,113)	-2%	(3,268)	-3%	(105,569)	2,231	2%	7,319	6%
(147,800)	(147,600)	(101,467)	(200)	0%	(46,333)	-46%	Trails	504	(496)	-50%	(447)	-47%	(148,304)	296	0%	(45,886)	-45%
28,822	(154,000)	(91,890)	182,822	119%	120,712	131%	The Lodge	2,534,642	234,642	10%	89,789	4%	(2,505,820)	(51,820)	-2%	30,922	1%
(60,784)	(143,800)	(130,475)	83,016	58%	69,691	53%	Summer Food and Bev	258,217	16,217	7%	19,450	8%	(319,001)	66,799	17%	50,242	14%
(74,431)	(57,800)	(71,261)	(16,631)	-29%	(3,169)	-4%	Pizza on the Hill	590,922	66,922	13%	72,920	14%	(665,353)	(83,553)	-14%	(76,089)	-13%
(109,529)	(116,300)	(104,902)	6,771	6%	(4,627)	-4%	Alder Creek Café	387,892	74,892	24%	(11,790)	-3%	(497,421)	(68,121)	-16%	7,162	1%
<b>762,558</b>	<b>105,000</b>	<b>530,116</b>	<b>657,558</b>	<b>626%</b>	<b>232,442</b>	<b>44%</b>	<b>Amenities Total</b>	<b>12,527,893</b>	<b>717,893</b>	<b>6%</b>	<b>98,841</b>	<b>1%</b>	<b>(11,765,335)</b>	<b>(60,335)</b>	<b>-1%</b>	<b>133,601</b>	<b>1%</b>
<b>(6,196,923)</b>	<b>(6,190,000)</b>	<b>(5,652,970)</b>	<b>(6,923)</b>	<b>0%</b>	<b>(543,953)</b>	<b>-10%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>825,153</b>	<b>175,153</b>	<b>27%</b>	<b>137,645</b>	<b>20%</b>	<b>(7,022,076)</b>	<b>(182,076)</b>	<b>-3%</b>	<b>(681,598)</b>	<b>-11%</b>
(833,142)	(847,800)	(779,953)	14,658	2%	(53,189)	-7%	General	-	-	0%	-	0%	(833,142)	14,658	2%	(53,189)	-7%
(774,570)	(552,900)	(598,566)	(221,670)	-40%	(176,004)	-29%	Administration	245,029	43,029	21%	(15,995)	-6%	(1,019,599)	(264,699)	-35%	(160,010)	-19%
(493,807)	(510,600)	(427,816)	16,793	3%	(65,992)	-15%	Communications	202,366	(10,634)	-5%	17,432	9%	(696,173)	27,427	4%	(83,423)	-14%
(631,806)	(655,000)	(619,108)	23,194	4%	(12,698)	-2%	Information Tech	-	-	0%	-	0%	(631,806)	23,194	4%	(12,698)	-2%
(760,917)	(792,400)	(705,291)	31,483	4%	(55,626)	-8%	Accounting	6,287	1,287	26%	377	6%	(767,203)	30,197	4%	(56,002)	-8%
(373,965)	(382,200)	(372,504)	8,235	2%	(1,461)	0%	Human Resources	-	-	0%	-	0%	(373,965)	8,235	2%	(1,461)	0%
(174,883)	(227,600)	(130,893)	52,717	23%	(43,990)	-34%	Architectural Standards	201,683	8,683	4%	25,022	14%	(376,566)	44,034	10%	(69,012)	-22%
(212,291)	(234,000)	(204,219)	21,709	9%	(8,071)	-4%	Member Services	32,379	379	1%	(961)	-3%	(244,669)	21,331	8%	(7,110)	-3%
(328,753)	(330,300)	(279,845)	1,547	0%	(48,907)	-17%	Risk & Facility Admin	-	-	0%	-	0%	(328,753)	1,547	0%	(48,907)	-17%
(876,645)	(865,200)	(809,730)	(11,445)	-1%	(66,915)	-8%	Forestry	137,410	132,410	2648%	111,771	436%	(1,014,055)	(143,855)	-17%	(178,686)	-21%
(736,144)	(792,000)	(725,045)	55,856	7%	(11,099)	-2%	Maintenance	-	-	0%	-	0%	(736,144)	55,856	7%	(11,099)	-2%
<b>\$ (5,434,366)</b>	<b>\$ (6,085,000)</b>	<b>\$ (5,122,855)</b>	<b>\$ 650,634</b>	<b>11%</b>	<b>\$ (311,511)</b>	<b>-6%</b>	<b>TDA Operating Fund</b>	<b>\$ 13,353,046</b>	<b>\$ 893,046</b>	<b>7%</b>	<b>\$ 236,486</b>	<b>2%</b>	<b>\$ (18,787,412)</b>	<b>\$ (242,412)</b>	<b>-1%</b>	<b>\$ (547,997)</b>	<b>-3%</b>

**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%	\$ 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%
<b>421,874</b>	<b>657,122</b>	<b>1,242,439</b>	<b>(235,248)</b>	<b>-36%</b>	<b>(820,565)</b>	<b>-66%</b>	<b>Public Amenities</b>	<b>3,940,302</b>	<b>(193,698)</b>	<b>-5%</b>	<b>(1,306,064)</b>	<b>-25%</b>	<b>(3,518,428)</b>	<b>(41,550)</b>	<b>-1%</b>	<b>485,499</b>	<b>12%</b>
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%
<b>371,543</b>	<b>535,777</b>	<b>1,183,312</b>	<b>(164,234)</b>	<b>-31%</b>	<b>(811,769)</b>	<b>-69%</b>	<b>Amenities Total</b>	<b>4,282,264</b>	<b>(156,536)</b>	<b>-4%</b>	<b>(1,272,736)</b>	<b>-23%</b>	<b>(3,910,721)</b>	<b>(7,698)</b>	<b>0%</b>	<b>460,967</b>	<b>11%</b>
<b>(1,845,667)</b>	<b>(1,859,777)</b>	<b>(1,773,761)</b>	<b>14,110</b>	<b>1%</b>	<b>(71,906)</b>	<b>-4%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>210,968</b>	<b>(15,232)</b>	<b>-7%</b>	<b>(8,569)</b>	<b>-4%</b>	<b>(2,056,635)</b>	<b>29,342</b>	<b>1%</b>	<b>(63,337)</b>	<b>-3%</b>
(314,474)	(282,620)	(302,081)	(31,854)	-11%	(12,393)	-4%	General	-	-	0%	-	0%	(314,474)	(31,854)	-11%	(12,393)	-4%
(119,802)	(151,602)	(96,499)	31,800	21%	(23,303)	-24%	Administration	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%	Communications	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%	Information Tech	-	-	0%	-	0%	(220,846)	(0)	0%	(18,576)	-9%
(264,551)	(262,700)	(236,322)	(1,851)	-1%	(28,229)	-12%	Accounting	1,887	287	18%	(234)	-11%	(266,438)	(2,138)	-1%	(27,995)	-12%
(122,614)	(118,712)	(96,560)	(3,902)	-3%	(26,054)	-27%	Human Resources	-	-	0%	-	0%	(122,614)	(3,902)	-3%	(26,054)	-27%
(68,179)	(74,174)	(60,811)	5,995	8%	(7,368)	-12%	Architectural Standards	46,918	(7,982)	-15%	12,723	37%	(115,097)	13,977	11%	(20,091)	-21%
(79,761)	(78,860)	(71,714)	(901)	-1%	(8,048)	-11%	Member Services	5,502	(498)	-8%	1,027	23%	(85,264)	(404)	0%	(9,075)	-12%
(118,310)	(110,678)	(85,623)	(7,632)	-7%	(32,687)	-38%	Risk & Facility Admin	-	-	0%	-	0%	(118,310)	(7,632)	-7%	(32,687)	-38%
(121,169)	(125,999)	(255,569)	4,830	4%	134,400	53%	Forestry	-	-	0%	-	0%	(121,169)	4,830	4%	134,400	53%
(233,218)	(262,063)	(235,483)	28,845	11%	2,265	1%	Maintenance	-	-	0%	-	0%	(233,218)	28,845	11%	2,265	1%
<b>\$ (1,474,124)</b>	<b>\$ (1,324,000)</b>	<b>\$ (590,449)</b>	<b>\$ (150,124)</b>	<b>11%</b>	<b>\$ (883,675)</b>	<b>-150%</b>	<b>TDA Operating Fund</b>	<b>\$ 4,493,232</b>	<b>\$ (171,768)</b>	<b>-4%</b>	<b>\$ (1,281,305)</b>	<b>-22%</b>	<b>\$ (5,967,356)</b>	<b>\$ 21,644</b>	<b>0%</b>	<b>\$ 397,630</b>	<b>6%</b>

**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	
\$	\$	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	Pctg	\$	\$	Pctg	\$	Pctg	
<b>471,378</b>	<b>371,548</b>	<b>519,937</b>	<b>99,830</b>	<b>27%</b>	<b>(48,559)</b>	<b>-9%</b>	<b>Private Amenities</b>	<b>2,105,244</b>	<b>49,944</b>	<b>2%</b>	<b>54,180</b>	<b>3%</b>	<b>(1,633,866)</b>	<b>49,886</b>	<b>3%</b>	<b>(102,739)</b>	<b>-7%</b>
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%
<b>(390,707)</b>	<b>(605,599)</b>	<b>(698,915)</b>	<b>214,892</b>	<b>35%</b>	<b>308,208</b>	<b>44%</b>	<b>Public Amenities</b>	<b>3,929,539</b>	<b>245,339</b>	<b>7%</b>	<b>351,311</b>	<b>10%</b>	<b>(4,320,246)</b>	<b>(30,447)</b>	<b>-1%</b>	<b>(43,103)</b>	<b>-1%</b>
(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%
<b>80,671</b>	<b>(234,051)</b>	<b>(178,978)</b>	<b>314,722</b>	<b>134%</b>	<b>259,649</b>	<b>145%</b>	<b>Amenities Total</b>	<b>6,034,783</b>	<b>295,283</b>	<b>5%</b>	<b>405,491</b>	<b>7%</b>	<b>(5,954,112)</b>	<b>19,439</b>	<b>0%</b>	<b>(145,842)</b>	<b>-3%</b>
<b>(3,442,850)</b>	<b>(3,304,949)</b>	<b>(3,100,626)</b>	<b>(137,901)</b>	<b>-4%</b>	<b>(342,225)</b>	<b>-11%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>486,014</b>	<b>141,514</b>	<b>41%</b>	<b>109,505</b>	<b>29%</b>	<b>(3,928,864)</b>	<b>(279,415)</b>	<b>-8%</b>	<b>(451,730)</b>	<b>-13%</b>
(494,018)	(428,266)	(406,738)	(65,752)	-15%	(87,281)	-21%	General	-	-	0%	-	0%	(494,018)	(65,752)	-15%	(87,281)	-21%
(426,589)	(298,037)	(415,163)	(128,552)	-43%	(11,426)	-3%	Administration	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%	Communications	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%	Information Tech	-	-	0%	-	0%	(308,526)	16,354	5%	4,347	1%
(378,683)	(398,031)	(344,919)	19,348	5%	(33,764)	-10%	Accounting	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%	Human Resources	-	-	0%	-	0%	(180,143)	4,316	2%	20,628	10%
(68,777)	(115,424)	(45,400)	46,647	40%	(23,376)	-51%	Architectural Standards	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%	Member Services	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%	Risk & Facility Admin	-	-	0%	-	0%	(165,205)	(323)	0%	(24,468)	-17%
(718,947)	(640,503)	(579,370)	(78,444)	-12%	(139,577)	-24%	Forestry	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%	Maintenance	-	-	0%	-	0%	(381,161)	14,770	4%	(26,381)	-7%
<b>\$ (3,362,179)</b>	<b>\$ (3,539,000)</b>	<b>\$ (3,279,604)</b>	<b>\$ 176,821</b>	<b>5%</b>	<b>\$ (82,576)</b>	<b>-3%</b>	<b>TDA Operating Fund</b>	<b>\$ 6,520,797</b>	<b>\$ 436,797</b>	<b>7%</b>	<b>\$ 514,996</b>	<b>9%</b>	<b>\$ (9,882,977)</b>	<b>\$ (259,977)</b>	<b>-3%</b>	<b>\$ (597,572)</b>	<b>-6%</b>



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

Net Operating Results (NOR)								Department	Revenue					Total Operating Expenses				
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual		Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg		
\$ (32,961)	\$ (34,203)	\$ (44,055)	\$ 1,242	4%	\$ 11,094	25%	<b>Private Amenities</b>	\$ 194,892	\$ 12,992	7%	\$ 28,686	17%	\$ (227,853)	\$ (11,750)	-5%	\$ (17,591)	-8%	
(1,949)	(3,010)	(14,892)	1,061	35%	12,943	87%	Trout Creek Rec Ctr	170,649	14,349	9%	27,822	19%	(172,599)	(13,289)	-8%	(14,879)	-9%	
2,383	2,400	704	(17)	-1%	1,679	239%	Aquatics	24,000	-	0%	2,000	9%	(21,617)	(17)	0%	(321)	-2%	
(10,934)	(12,395)	(14,771)	1,461	12%	3,837	26%	Beach Club Marina	-	-	0%	(8)	-100%	(10,934)	1,461	12%	3,845	26%	
(3,984)	(3,727)	(3,544)	(257)	-7%	(441)	-12%	Tennis Center	-	-	0%	(258)	-100%	(3,984)	(257)	-7%	(183)	-5%	
362	(140)	(445)	502	358%	807	181%	Day Camps	-	-	0%	-	0%	362	502	358%	807	181%	
(18,839)	(17,331)	(11,108)	(1,508)	-9%	(7,731)	-70%	Recreation Programs	243	(1,357)	-85%	(870)	-78%	(19,082)	(151)	-1%	(6,861)	-56%	
<b>343,304</b>	<b>(162,523)</b>	<b>(430,163)</b>	<b>505,827</b>	<b>311%</b>	<b>773,467</b>	<b>180%</b>	<b>Public Amenities</b>	<b>2,015,953</b>	<b>566,153</b>	<b>39%</b>	<b>937,400</b>	<b>87%</b>	<b>(1,672,649)</b>	<b>(60,326)</b>	<b>-4%</b>	<b>(163,933)</b>	<b>-11%</b>	
368,915	4,085	(124,857)	364,830	8931%	493,771	395%	Downhill Ski	1,076,709	348,609	48%	531,732	98%	(707,794)	16,221	2%	(37,961)	-6%	
84,265	6,047	(57,512)	78,218	1293%	141,776	247%	Cross Country Ski	323,300	118,300	58%	228,951	243%	(239,035)	(40,082)	-20%	(87,175)	-57%	
35,085	30,817	(13,935)	4,268	14%	49,020	352%	Snowplay	72,629	(8,371)	-10%	58,007	397%	(37,544)	12,639	25%	(8,987)	-31%	
(56,844)	(78,248)	(90,165)	21,404	27%	33,322	37%	Golf	3,681	2,681	268%	654	22%	(60,525)	18,723	24%	32,668	35%	
(3,877)	(4,933)	(158)	1,056	21%	(3,719)	#####	Campground	-	-	0%	(5,510)	-100%	(3,877)	1,056	21%	1,791	32%	
(11,169)	(11,245)	(12,812)	76	1%	1,643	13%	Equestrian	-	-	0%	510	100%	(11,169)	76	1%	1,133	9%	
(190)	-	(376)	(190)	#####	186	50%	Bikeworks	-	-	0%	(2,119)	-100%	(190)	(190)	#####	2,305	92%	
6,291	(12,842)	(10,875)	19,133	149%	17,167	158%	Trails	-	-	0%	(752)	-100%	6,291	19,133	149%	17,919	154%	
(46,968)	(53,236)	(80,704)	6,268	12%	33,736	42%	The Lodge	365,817	35,717	11%	73,378	25%	(412,785)	(29,449)	-8%	(39,642)	-11%	
(3,229)	(2,876)	(2,233)	(353)	-12%	(996)	-45%	Summer Food and Bev	500	500	0%	(374)	-43%	(3,729)	(853)	-30%	(622)	-20%	
(25,070)	(10,847)	(19,071)	(14,223)	-131%	(5,999)	-31%	Pizza on the Hill	71,393	(507)	-1%	5,896	9%	(96,463)	(13,716)	-17%	(11,895)	-14%	
(3,905)	(29,245)	(17,466)	25,340	87%	13,561	78%	Alder Creek Café	101,925	69,225	212%	47,028	86%	(105,830)	(43,885)	-71%	(33,467)	-46%	
<b>310,343</b>	<b>(196,726)</b>	<b>(474,218)</b>	<b>507,069</b>	<b>258%</b>	<b>784,562</b>	<b>165%</b>	<b>Amenities Total</b>	<b>2,210,846</b>	<b>579,146</b>	<b>35%</b>	<b>966,086</b>	<b>78%</b>	<b>(1,900,502)</b>	<b>(72,076)</b>	<b>-4%</b>	<b>(181,524)</b>	<b>-11%</b>	
<b>(908,406)</b>	<b>(1,025,274)</b>	<b>(778,584)</b>	<b>116,868</b>	<b>11%</b>	<b>(129,822)</b>	<b>-17%</b>	<b>HOA &amp; Amenities</b>											
							<b>Support Services</b>	<b>128,171</b>	<b>48,871</b>	<b>62%</b>	<b>36,709</b>	<b>40%</b>	<b>(1,036,577)</b>	<b>67,997</b>	<b>6%</b>	<b>(166,531)</b>	<b>-19%</b>	
(24,650)	(136,914)	(71,135)	112,264	82%	46,485	65%	General	-	-	0%	-	0%	(24,650)	112,264	82%	46,485	65%	
(228,179)	(103,261)	(86,904)	(124,918)	-121%	(141,275)	-163%	Administration	16,402	(3,798)	-19%	(16,095)	-50%	(244,581)	(121,120)	-98%	(125,180)	-105%	
(88,060)	(95,746)	(90,630)	7,686	8%	2,570	3%	Communications	28,644	(2,356)	-8%	134	0%	(116,704)	10,042	8%	2,436	2%	
(102,433)	(109,274)	(103,964)	6,841	6%	1,531	1%	Information Tech	-	-	0%	-	0%	(102,433)	6,841	6%	1,531	1%	
(117,683)	(131,669)	(124,051)	13,986	11%	6,367	5%	Accounting	872	372	74%	439	101%	(118,555)	13,614	10%	5,929	5%	
(71,208)	(79,029)	(75,174)	7,821	10%	3,965	5%	Human Resources	-	-	0%	-	0%	(71,208)	7,821	10%	3,965	5%	
(37,927)	(38,002)	(24,681)	75	0%	(13,246)	-54%	Architectural Standards	28,188	3,488	14%	817	3%	(66,115)	(3,413)	-5%	(14,064)	-27%	
(34,731)	(43,935)	(38,987)	9,204	21%	4,256	11%	Member Services	3,501	601	21%	1,187	51%	(38,232)	8,603	18%	3,069	7%	
(45,239)	(54,740)	(53,486)	9,501	17%	8,248	15%	Risk & Facility Admin	-	-	0%	-	0%	(45,239)	9,501	17%	8,248	15%	
(36,529)	(98,698)	25,210	62,169	63%	(61,739)	-245%	Forestry	50,565	50,565	0%	50,227	#####	(87,094)	11,604	12%	(111,966)	-450%	
(121,765)	(134,006)	(134,781)	12,241	9%	13,016	10%	Maintenance	-	-	0%	-	0%	(121,765)	12,241	9%	13,016	10%	
<b>\$ (598,062)</b>	<b>\$ (1,222,000)</b>	<b>\$ (1,252,802)</b>	<b>\$ 623,938</b>	<b>51%</b>	<b>\$ 654,740</b>	<b>52%</b>	<b>TDA Operating Fund</b>	<b>\$ 2,339,017</b>	<b>\$ 628,017</b>	<b>37%</b>	<b>\$ 1,002,795</b>	<b>75%</b>	<b>\$ (2,937,079)</b>	<b>\$ (4,079)</b>	<b>0%</b>	<b>\$ (348,055)</b>	<b>-13%</b>	

**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	Amount
\$ (94,386)	\$ (177,545)	\$ (62,446)	\$ 83,159	47%	\$ (31,940)	-51%	<b>Private Amenities</b>	\$ 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%
<b>(8,289)</b>	<b>378,305</b>	<b>1,291,289</b>	<b>(386,594)</b>	<b>-102%</b>	<b>(1,299,578)</b>	<b>-101%</b>	<b>Public Amenities</b>	<b>5,018,855</b>	<b>(260,613)</b>	<b>-5%</b>	<b>(1,736,584)</b>	<b>-26%</b>	<b>(5,027,144)</b>	<b>(125,981)</b>	<b>-3%</b>	<b>437,007</b>	<b>8%</b>
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%
<b>(102,675)</b>	<b>200,760</b>	<b>1,228,843</b>	<b>(303,435)</b>	<b>-151%</b>	<b>(1,331,518)</b>	<b>-108%</b>	<b>Amenities Total</b>	<b>5,527,024</b>	<b>(222,444)</b>	<b>-4%</b>	<b>(1,708,704)</b>	<b>-24%</b>	<b>(5,629,699)</b>	<b>(80,991)</b>	<b>-1%</b>	<b>377,186</b>	<b>6%</b>
<b>(2,624,251)</b>	<b>(2,814,760)</b>	<b>(2,678,991)</b>	<b>190,509</b>	<b>7%</b>	<b>54,740</b>	<b>2%</b>	<b>HOA &amp; Amenities</b>	<b>302,430</b>	<b>4,430</b>	<b>1%</b>	<b>(12,432)</b>	<b>-4%</b>	<b>(2,926,681)</b>	<b>186,079</b>	<b>6%</b>	<b>67,172</b>	<b>2%</b>
(385,608)	(411,104)	(357,955)	25,496	6%	(27,654)	-8%	Support Services	-	-	0%	-	0%	(385,608)	25,496	6%	(27,654)	-8%
(206,706)	(255,480)	(295,150)	48,774	19%	88,444	30%	General	-	-	0%	-	0%	(349,450)	20,830	6%	119,317	25%
(273,374)	(258,469)	(193,288)	(14,905)	-6%	(80,085)	-41%	Administration	142,744	27,944	24%	(30,873)	-18%	(348,297)	7,172	2%	(73,979)	-27%
(324,810)	(324,991)	(280,175)	181	0%	(44,635)	-16%	Communications	74,923	(22,077)	-23%	(6,106)	-8%	(324,810)	181	0%	(44,635)	-16%
(388,601)	(392,109)	(368,511)	3,508	1%	(20,090)	-5%	Information Tech	-	-	0%	-	0%	(390,922)	3,287	1%	(19,774)	-5%
(197,787)	(184,891)	(174,043)	(12,896)	-7%	(23,744)	-14%	Accounting	2,320	220	10%	(316)	-12%	(197,787)	(12,896)	-7%	(23,744)	-14%
(92,860)	(105,382)	(92,375)	12,522	12%	(485)	-1%	Human Resources	-	-	0%	-	0%	(167,149)	13,433	7%	(27,892)	-20%
(118,749)	(129,741)	(104,145)	10,992	8%	(14,604)	-14%	Architectural Standards	74,288	(912)	-1%	27,407	58%	(126,565)	12,076	9%	(13,575)	-12%
(171,796)	(153,807)	(126,173)	(17,989)	-12%	(45,623)	-36%	Member Services	7,816	(1,084)	-12%	(1,029)	-12%	(171,796)	(17,989)	-12%	(45,623)	-36%
(95,960)	(202,996)	(348,945)	107,036	53%	252,985	72%	Risk & Facility Admin	-	-	0%	-	0%	(96,297)	106,699	53%	254,500	73%
(367,999)	(395,790)	(338,230)	27,791	7%	(29,770)	-9%	Forestry	338	338	0%	(1,515)	-82%	(367,999)	27,791	7%	(29,770)	-9%
							Maintenance	-	-	0%	-	0%					
<b>\$ (2,726,926)</b>	<b>\$ (2,614,000)</b>	<b>\$ (1,450,148)</b>	<b>\$ (112,926)</b>	<b>4%</b>	<b>\$ (1,276,778)</b>	<b>-88%</b>	<b>TDA Operating Fund</b>	<b>\$ 5,829,454</b>	<b>\$ (218,014)</b>	<b>-4%</b>	<b>\$ (1,721,136)</b>	<b>-23%</b>	<b>\$ (8,556,380)</b>	<b>\$ 105,088</b>	<b>1%</b>	<b>\$ 444,358</b>	<b>5%</b>

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

Net Operating Results (NOR)							Department	Per Property Metrics						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
							<b># of Assessed Lots</b>	<b>6473</b>	<b>6473</b>	<b>6473</b>	-	0%	-	0%
<b>\$ 388,086</b>	<b>\$ 216,000</b>	<b>\$ 416,755</b>	<b>\$ 172,086</b>	<b>80%</b>	<b>\$ (28,669)</b>	<b>-7%</b>	<b>Private Amenities</b>	<b>\$ 59.95</b>	<b>\$ 33.37</b>	<b>\$ 64.38</b>	<b>\$ 27</b>	<b>80%</b>	<b>\$ (4)</b>	<b>-7%</b>
148,162	45,700	126,585	102,462	224%	21,577	17%	Trout Creek Rec Ctg	22.89	7.06	19.56	16	224%	3	17%
20,140	(61,400)	(11,293)	81,540	133%	31,433	278%	Aquatics	3.11	(9.49)	(1.74)	13	133%	5	278%
245,431	234,700	288,824	10,731	5%	(43,393)	-15%	Beach Club Marina	37.92	36.26	44.62	2	5%	(7)	-15%
(21,149)	22,200	(623)	(43,349)	-195%	(20,526)	-3294%	Tennis Center	(3.27)	3.43	(0.10)	(7)	-195%	(3)	#####
31,234	29,800	33,688	1,434	5%	(2,454)	-7%	Day Camps	4.83	4.60	5.20	0	5%	(0)	-7%
(35,732)	(55,000)	(20,427)	19,268	35%	(15,305)	-75%	Recreation Programs	(5.52)	(8.50)	(3.16)	3	35%	(2)	-75%
<b>374,472</b>	<b>(111,000)</b>	<b>113,361</b>	<b>485,472</b>	<b>437%</b>	<b>261,111</b>	<b>230%</b>	<b>Public Amenities</b>	<b>\$ 57.85</b>	<b>\$ (17.15)</b>	<b>\$ 17.51</b>	<b>75</b>	<b>437%</b>	<b>40</b>	<b>230%</b>
653,792	471,000	678,217	182,792	39%	(24,425)	-4%	Downhill Ski	101.00	72.76	104.78	28	39%	(4)	-4%
198,166	127,000	173,025	71,166	56%	25,142	15%	Cross Country Ski	30.61	19.62	26.73	11	56%	4	15%
72,567	104,200	129,708	(31,633)	-30%	(57,142)	-44%	Snowplay	11.21	16.10	20.04	(5)	-30%	(9)	-44%
(113,147)	(98,000)	(254,021)	(15,147)	-15%	140,874	55%	Golf	(17.48)	(15.14)	(39.24)	(2)	-15%	22	55%
10,064	(9,900)	(7,690)	19,964	202%	17,753	231%	Campground	1.55	(1.53)	(1.19)	3	202%	3	231%
(84,566)	(87,000)	(103,149)	2,434	3%	18,584	18%	Equestrian	(13.06)	(13.44)	(15.94)	0	3%	3	18%
1,318	1,200	(2,733)	118	10%	4,051	148%	Bikeworks	0.20	0.19	(0.42)	0	10%	1	148%
(147,800)	(147,600)	(101,467)	(200)	0%	(46,333)	-46%	Trails	(22.83)	(22.80)	(15.68)	(0)	0%	(7)	-46%
28,822	(154,000)	(91,890)	182,822	119%	120,712	131%	The Lodge	4.45	(23.79)	(14.20)	28	119%	19	131%
(60,784)	(143,800)	(130,475)	83,016	58%	69,691	53%	Summer Food and Bev	(9.39)	(22.22)	(20.16)	13	58%	11	53%
(74,431)	(57,800)	(71,261)	(16,631)	-29%	(3,169)	-4%	Pizza on the Hill	(11.50)	(8.93)	(11.01)	(3)	-29%	(0)	-4%
(109,529)	(116,300)	(104,902)	6,771	6%	(4,627)	-4%	Alder Creek Café	(16.92)	(17.97)	(16.21)	1	6%	(1)	-4%
<b>762,558</b>	<b>105,000</b>	<b>530,116</b>	<b>657,558</b>	<b>626%</b>	<b>232,442</b>	<b>44%</b>	<b>Amenities Total</b>	<b>\$ 117.81</b>	<b>\$ 16.22</b>	<b>\$ 81.90</b>	<b>102</b>	<b>626%</b>	<b>36</b>	<b>44%</b>
<b>(6,196,923)</b>	<b>(6,190,000)</b>	<b>(5,652,970)</b>	<b>(6,923)</b>	<b>0%</b>	<b>(543,953)</b>	<b>-10%</b>	<b>HOA &amp; Amenities Support Services</b>	<b>\$ (957.35)</b>	<b>\$ (956.28)</b>	<b>\$ (873.32)</b>	<b>(1)</b>	<b>0%</b>	<b>(84)</b>	<b>-10%</b>
(833,142)	(847,800)	(779,953)	14,658	2%	(53,189)	-7%	General	(128.71)	(130.97)	(120.49)	2	2%	(8)	-7%
(774,570)	(552,900)	(598,566)	(221,670)	-40%	(176,004)	-29%	Administration	(119.66)	(85.42)	(92.47)	(34)	-40%	(27)	-29%
(493,807)	(510,600)	(427,816)	16,793	3%	(65,992)	-15%	Communications	(76.29)	(78.88)	(66.09)	3	3%	(10)	-15%
(631,806)	(655,000)	(619,108)	23,194	4%	(12,698)	-2%	Information Tech	(97.61)	(101.19)	(95.64)	4	4%	(2)	-2%
(760,917)	(792,400)	(705,291)	31,483	4%	(55,626)	-8%	Accounting	(117.55)	(122.42)	(108.96)	5	4%	(9)	-8%
(373,965)	(382,200)	(372,504)	8,235	2%	(1,461)	0%	Human Resources	(57.77)	(59.05)	(57.55)	1	2%	(0)	0%
(174,883)	(227,600)	(130,893)	52,717	23%	(43,990)	-34%	Architectural Standards	(27.02)	(35.16)	(20.22)	8	23%	(7)	-34%
(212,291)	(234,000)	(204,219)	21,709	9%	(8,071)	-4%	Member Services	(32.80)	(36.15)	(31.55)	3	9%	(1)	-4%
(328,753)	(330,300)	(279,845)	1,547	0%	(48,907)	-17%	Risk & Facility Admin	(50.79)	(51.03)	(43.23)	0	0%	(8)	-17%
(876,645)	(865,200)	(809,730)	(11,445)	-1%	(66,915)	-8%	Forestry	(135.43)	(133.66)	(125.09)	(2)	-1%	(10)	-8%
(736,144)	(792,000)	(725,045)	55,856	7%	(11,099)	-2%	Maintenance	(113.73)	(122.35)	(112.01)	9	7%	(2)	-2%
<b>\$ (5,434,366)</b>	<b>\$ (6,085,000)</b>	<b>\$ (5,122,855)</b>	<b>\$ 650,634</b>	<b>11%</b>	<b>\$ (311,511)</b>	<b>6%</b>	<b>Net Operating Result</b>	<b>\$ (839.54)</b>	<b>\$ (940.06)</b>	<b>\$ (791.42)</b>	<b>\$ 100.52</b>	<b>11%</b>	<b>\$ (48.12)</b>	<b>-6%</b>

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

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

Hours are Pre-capitalization to capital project, if any

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

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

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

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

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

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

**Tahoe Donner Association  
Statement of Financial Position**

**Consolidated**

**December 2018**

	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month <b>Increase (Decrease)</b>					
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
<b>Assets</b>										
Cash & Investments, Restricted	\$ 337,615	\$ 347,069	\$ 318,190	\$ 318,190	(9,454)	-3%	19,425	6%	19,425	6%
Cash & Investments, non-Restricted	23,669,418	21,024,377	21,792,776	21,792,776	2,645,040	13%	1,876,642	9%	1,876,642	9%
Cash and Investments total	24,007,033	21,371,447	22,110,966	22,110,966	2,635,587	12%	1,896,068	9%	1,896,068	9%
Member's Dues & Receivables, Net	241,528	11,979,127	217,504	217,504	(11,737,599)	-98%	24,024	11%	24,024	11%
Other Receivables	259,249	224,238	327,219	327,219	35,011	16%	(67,970)	-21%	(67,970)	-21%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	314,923	337,728	346,433	346,433	(22,805)	-7%	(31,510)	-9%	(31,510)	-9%
Prepaid Expenses & Other Assets	748,910	822,240	575,052	575,052	(73,330)	-9%	173,858	30%	173,858	30%
Gross, Property & Equipment	79,801,058	76,343,050	76,343,050	76,343,050	3,458,009	5%	3,458,009	5%	3,458,009	5%
Less Accumulated Depreciation	(38,264,352)	(38,635,008)	(35,663,908)	(35,663,908)	370,656	1%	(2,600,444)	-7%	(2,600,444)	-7%
NBV of Property & Equipment	41,536,706	37,708,041	40,679,141	40,679,141	3,828,665	10%	857,565	2%	857,565	2%
Construction In Progress	18,147	3,463,019	42,991	42,991	(3,444,872)	-99%	(24,843)	-58%	(24,843)	-58%
Net Property and Equipment	41,554,854	41,171,060	40,722,132	40,722,132	383,793	1%	832,722	2%	832,722	2%
<b>Total Assets</b>	<b>\$ 67,126,497</b>	<b>\$ 75,905,839</b>	<b>\$ 64,299,305</b>	<b>\$ 64,299,305</b>	<b>(8,779,343)</b>	<b>-12%</b>	<b>2,827,191</b>	<b>4%</b>	<b>2,827,191</b>	<b>4%</b>
<b>Liabilities</b>										
Accounts Payable	\$ 487,502	\$ 328,702	\$ 680,252	\$ 680,252	158,800	48%	(192,749)	-28%	(192,749)	-28%
Accrued Liabilities	1,488,616	1,407,096	1,302,143	1,302,143	81,520	6%	186,473	14%	186,473	14%
Deferred Revenue, Annual Assessment	3,653,015	13,029,145	3,715,123	3,715,123	(9,376,130)	-72%	(62,108)	-2%	(62,108)	-2%
Deferred Revenue, Recreation Fee	529,630	361,040	511,490	511,490	168,590	47%	18,140	4%	18,140	4%
Deferred Revenue, All Other	619,597	331,116	486,733	486,733	288,481	87%	132,864	27%	132,864	27%
Deposits	532,931	615,863	498,125	498,125	(82,932)	-13%	34,805	7%	34,805	7%
<b>Total Liabilities</b>	<b>7,311,291</b>	<b>16,072,962</b>	<b>7,193,867</b>	<b>7,193,867</b>	<b>(8,761,670)</b>	<b>-55%</b>	<b>117,425</b>	<b>2%</b>	<b>117,425</b>	<b>2%</b>
<b>Members' Equity</b>	<b>59,815,205</b>	<b>59,832,878</b>	<b>57,105,439</b>	<b>57,105,439</b>	<b>(17,672)</b>	<b>0%</b>	<b>2,709,767</b>	<b>5%</b>	<b>2,709,767</b>	<b>5%</b>
<b>Total Liabilities and Members' Equity</b>	<b>\$ 67,126,497</b>	<b>\$ 75,905,839</b>	<b>\$ 64,299,305</b>	<b>\$ 64,299,305</b>	<b>(8,779,343)</b>	<b>-12%</b>	<b>2,827,191</b>	<b>4%</b>	<b>2,827,191</b>	<b>4%</b>
Balance Check	-	-	-	-						
Members Equity Per Owner (#6473)	\$ 9,241	\$ 9,243	\$ 8,822	\$ 8,822	(3)	0%	419	5%	419	5%



**Tahoe Donner Association  
Statement of Financial Position**

**Operating Fund  
December 2018**

TB REF	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month <span style="color: green;">Increase</span> <span style="color: red;">(Decrease)</span>							
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
<b>Assets</b>												
	Cash & Investments, Restricted	2	\$ 337,615	\$ 347,069	\$ 318,190	\$ 318,190	(9,454)	-3%	19,425	6%	19,425	6%
	Cash & Investments, non-Restricted	1	5,619,298	3,757,574	5,896,952	5,896,952	1,861,724	50%	(277,655)	-5%	(277,655)	-5%
	Cash and Investments total		5,956,913	4,104,643	6,215,142	6,215,142	1,852,271	45%	(258,229)	-4%	(258,229)	-4%
	Member's Dues & Receivables, Net	3	240,813	11,978,412	216,789	216,789	(11,737,599)	-98%	24,024	11%	24,024	11%
	Other Receivables	4	165,962	118,416	138,396	138,396	47,546	40%	27,566	20%	27,566	20%
	Due From (To) Other Funds	5	130,684	560,243	(138,138)	(138,138)	(429,559)	-77%	268,822	195%	268,822	195%
	Inventory	6	314,923	337,728	346,433	346,433	(22,805)	-7%	(31,510)	-9%	(31,510)	-9%
	Prepaid Expenses & Other Assets	7	748,910	821,032	575,052	575,052	(72,123)	-9%	173,858	30%	173,858	30%
	Gross, Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Less Accumulated Depreciation		-	-	-	-	-	0%	-	0%	-	0%
	NBV of Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
	Construction In Progress		-	-	-	-	-	0%	-	0%	-	0%
	Net Property and Equipment		-	-	-	-	-	0%	-	0%	-	0%
	<b>Total Assets</b>		<b>\$ 7,558,205</b>	<b>\$ 17,920,474</b>	<b>\$ 7,353,674</b>	<b>\$ 7,353,674</b>	<b>(10,362,269)</b>	<b>-58%</b>	<b>204,531</b>	<b>3%</b>	<b>204,531</b>	<b>3%</b>
<b>Liabilities</b>												
	Accounts Payable	11	\$ 315,280	\$ 315,414	\$ 444,397	\$ 444,397	(134)	0%	(129,116)	-29%	(129,116)	-29%
	Accrued Liabilities	12	1,475,017	1,383,850	1,299,063	1,299,063	91,167	7%	175,954	14%	175,954	14%
	Deferred Revenue, Annual Assessment	13	1,643,857	13,029,145	1,822,306	1,822,306	(11,385,288)	-87%	(178,449)	-10%	(178,449)	-10%
	Deferred Revenue, Recreation Fee	14	529,630	361,040	511,490	511,490	168,590	47%	18,140	4%	18,140	4%
	Deferred Revenue, All Other	15	619,597	331,116	486,733	486,733	288,481	87%	132,864	27%	132,864	27%
	Deposits	16	532,931	615,863	498,125	498,125	(82,932)	-13%	34,805	7%	34,805	7%
	<b>Total Liabilities</b>		<b>5,116,312</b>	<b>16,036,427</b>	<b>5,062,115</b>	<b>5,062,115</b>	<b>(10,920,116)</b>	<b>-68%</b>	<b>54,197</b>	<b>1%</b>	<b>54,197</b>	<b>1%</b>
	<b>Members' Equity</b>	17	<b>2,441,893</b>	<b>1,884,046</b>	<b>2,291,559</b>	<b>2,291,559</b>	<b>557,847</b>	<b>30%</b>	<b>150,334</b>	<b>7%</b>	<b>150,334</b>	<b>7%</b>
	<b>Total Liabilities and Members' Equity</b>		<b>\$ 7,558,205</b>	<b>\$ 17,920,474</b>	<b>\$ 7,353,674</b>	<b>\$ 7,353,674</b>	<b>(10,362,269)</b>	<b>-58%</b>	<b>204,531</b>	<b>3%</b>	<b>204,531</b>	<b>3%</b>
	Balance Check		-	-	-	-						
	Members' Equity policy target(t) balance		1,246,000	1,100,000	1,100,000	1,100,000	146,000	13%	146,000	13%	146,000	13%
	Members' Equity variance to target		1,195,893	784,046	1,191,559	1,191,559	411,847	53%	4,334	0%	4,334	0%

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

Operating Fund - Members' Equity Recon:	
YTD NOR results Favorable (Unfavorable)	650,634 <span style="color: red;">F06 / F07.2</span>
Annual Assessment revenue variance to Budget	(300)
Members' Equity Transfers In (Out)	(500,000) Board approved 10/28/2018 to RRF
<b>Net Change in Members Equity</b>	<b>150,334 (A)</b>

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

	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month <b>Increase (Decrease)</b>						
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago		
					Amount	Pctg	Amount	Pctg	Amount	Pctg	
<b>Assets</b>											
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Cash & Investments, non-Restricted	11,879,903	11,500,212	11,380,557	11,380,557	379,691	3%	499,347	4%	499,347	4%	
Cash and Investments total	11,879,903	11,500,212	11,380,557	11,380,557	379,691	3%	499,347	4%	499,347	4%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	68,988	81,758	179,523	179,523	(12,770)	-16%	(110,535)	-62%	(110,535)	-62%	
Due From (To) Other Funds	(23,640)	(269,872)	130,105	130,105	246,232	91%	(153,745)	-118%	(153,745)	-118%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	(0)	1,208	-	-	(1,208)	-100%	(0)	0%	(0)	0%	
Gross, Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Less Accumulated Depreciation	-	-	-	-	-	0%	-	0%	-	0%	
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	
<b>Total Assets</b>	<b>\$ 11,925,251</b>	<b>\$ 11,313,306</b>	<b>\$ 11,690,185</b>	<b>\$ 11,690,185</b>	<b>611,945</b>	<b>5%</b>	<b>235,066</b>	<b>2%</b>	<b>235,066</b>	<b>2%</b>	
<b>Liabilities</b>											
Accounts Payable	\$ 162,533	\$ 13,288	\$ 224,438	\$ 224,438	149,245	1123%	(61,905)	-28%	(61,905)	-28%	
Accrued Liabilities	10,454	16,422	2,672	2,672	(5,968)	-36%	7,782	291%	7,782	291%	
Deferred Revenue, Annual Assessment	1,351,616	-	1,224,764	1,224,764	1,351,616	0%	126,852	10%	126,852	10%	
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	
Deposits	-	-	-	-	-	0%	-	0%	-	0%	
<b>Total Liabilities</b>	<b>1,524,603</b>	<b>29,710</b>	<b>1,451,874</b>	<b>1,451,874</b>	<b>1,494,893</b>	<b>5032%</b>	<b>72,729</b>	<b>5%</b>	<b>72,729</b>	<b>5%</b>	
<b>Members' Equity</b>	<b>10,400,648</b>	<b>11,283,596</b>	<b>10,238,311</b>	<b>10,238,311</b>	<b>(882,948)</b>	<b>-8%</b>	<b>162,338</b>	<b>2%</b>	<b>162,338</b>	<b>2%</b>	
							(A)				
<b>Total Liabilities and Members' Equity</b>	<b>\$ 11,925,251</b>	<b>\$ 11,313,306</b>	<b>\$ 11,690,185</b>	<b>\$ 11,690,185</b>	<b>611,945</b>	<b>5%</b>	<b>235,066</b>	<b>2%</b>	<b>235,066</b>	<b>2%</b>	
Balance Check	-	-	-	-							

Replacement Reserve Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	(337,662) F14
Members' Equity Transfers In (Out)	500,000 Board approved 10/28/2018 from OPF
Net Change in Members Equity	<b>162,338 (A)</b>

**Financial Position (Balance Sheet)**  
**REPLACEMENT RESERVE FUND**

Tahoe Donner Association  
Statement of Financial Position

Development Fund

December 2018

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

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

Financial Position (Balance Sheet)  
DEVELOPMENT FUND

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

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

**Tahoe Donner Association  
Statement of Financial Position**

**Property Fund**

**December 2018**

	Current Month as of Dec 31, 2018	Last Month as of Nov 30, 2018	Audited		Variance of Current Month <span style="color: green;">Increase</span> <span style="color: red;">(Decrease)</span>							
			Last Year End as of Dec 31, 2017	12Mths Ago as of Dec 31, 2017	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
<b>Assets</b>												
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Cash and Investments total	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Inventory	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Gross, Property & Equipment	79,801,058	76,343,050	76,343,050	76,343,050	3,458,009	5%	3,458,009	5%	3,458,009	5%		
Less Accumulated Depreciation	(38,264,352)	(38,635,008)	(35,663,908)	(35,663,908)	370,656	1%	(2,600,444)	-7%	(2,600,444)	-7%		
NBV of Property & Equipment	41,536,706	37,708,041	40,679,141	40,679,141	3,828,665	10%	857,565	2%	857,565	2%		
Construction In Progress	18,147	3,463,019	42,991	42,991	(3,444,872)	-99%	(24,843)	-58%	(24,843)	-58%		
Net Property and Equipment	41,554,854	41,171,060	40,722,132	40,722,132	383,793	1%	832,722	2%	832,722	2%		
<b>Total Assets</b>	<b>\$ 41,554,854</b>	<b>\$ 41,171,060</b>	<b>\$ 40,722,132</b>	<b>\$ 40,722,132</b>	<b>383,793</b>	<b>1%</b>	<b>832,722</b>	<b>2%</b>	<b>832,722</b>	<b>2%</b>		
<b>Liabilities</b>												
Accounts Payable	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	-	0%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%	-	0%
<b>Total Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>
<b>Members' Equity</b>	<b>41,554,854</b>	<b>41,171,060</b>	<b>40,722,132</b>	<b>40,722,132</b>	<b>383,793</b>	<b>1%</b>	<b>832,722</b>	<b>2%</b>	<b>832,722</b>	<b>2%</b>		
<b>Total Liabilities and Members' Equity</b>	<b>\$ 41,554,854</b>	<b>\$ 41,171,060</b>	<b>\$ 40,722,132</b>	<b>\$ 40,722,132</b>	<b>383,793</b>	<b>1%</b>	<b>832,722</b>	<b>2%</b>	<b>832,722</b>	<b>2%</b>		
Balance Check	-	-	-	-								
Depreciation Expense YTD	3,284,225	2,971,100	3,118,291	3,118,291	313,125	11%	165,934	5%	165,934	5%		
Retirement/disposal of Fixed Assets AD removal YTD	(683,782)											
Net Change in Accum Deprec YTD	2,600,444											

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

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

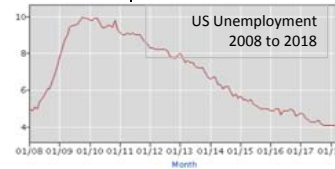
as of 12/31/2018 Balance Mix	
337,615	Restricted OF (ASO/457)
337,615	Restricted, all funds
23,669,418	Unrestricted, all funds
24,007,033	Total

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

Stifel, AssetMark & Wells Fargo Securities

Stifel (all accounts)

Stifel (all accounts)



**CASH FLOW RECON**

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

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

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

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

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

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

(S) source = average for month - regular  
[https://www.eia.gov/dnav/pet/pet\\_pri\\_gnd\\_dcus\\_sca\\_m.htm](https://www.eia.gov/dnav/pet/pet_pri_gnd_dcus_sca_m.htm)

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

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

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

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

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

	12-months YTD	12-months	12-months	12-months	Forecast																													
	2018	2018	YTD Actual	w/Actual FBCF	2018	Forecast																												
	YTD Actual	Budget	vs Budget	FORECAST	FORECAST	vs Budget																												
<b>REPLACEMENT RESERVE FUND (902)</b>																																		
2017 YEAR END 12/31/2017, Beginning Balance	\$ 10,238,311	\$ 10,006,000	\$ 232,311	\$ 10,238,311	\$ 232,311	2%																												
ASSESSMENT CONTRIBUTION	4,013,000	4,013,000	-	4,013,000	-	0%																												
Operating Fund Balance Transfer - IN	500,000	-	500,000	500,000	500,000	na																												
INTEREST INCOME	211,998	155,000	56,998	211,998	56,998	37%																												
SALVAGE RECEIPTS	90,537	30,000	60,537	90,537	60,537	202%																												
INCOME TAX EXPENSE	(27,010)	(15,000)	(12,010)	(27,010)	(12,010)	80%																												
BAD DEBT EXPENSE	(6,611)	(9,000)	2,389	(6,611)	2,389	-27%																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(3,601,813)	(5,419,000)	1,817,187	(3,601,813) F	1,817,187	-34%																												
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(1,017,763)	(935,000)	(82,763)	(1,017,763)	(82,763)	9%																												
<b>Replacement Reserve Fund Balance</b>	<b>\$ 10,400,649</b>	<b>\$ 7,826,000</b>	<b>\$ 2,574,649</b>	<b>\$ 10,400,649</b>	<b>F \$ 2,574,649</b>	<b>33%</b>																												
<b>NEW EQUIPMENT FUND (905)</b>																																		
2017 YEAR END 12/31/2017, Beginning Balance	\$ 100,423	\$ 64,000	\$ 36,423	\$ 100,423	\$ 36,423	57%																												
ASSESSMENT CONTRIBUTION	194,000	194,000	-	194,000	-	0%																												
INTEREST INCOME	3,004	2,000	1,004	3,004	1,004	50%																												
INCOME TAX EXPENSE	-	-	-	-	-	na																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(184,406)	(213,000)	28,594	(184,406)	28,594	-13%																												
<b>NM&amp;E Fund Balance</b>	<b>\$ 113,021</b>	<b>\$ 47,000</b>	<b>\$ 66,021</b>	<b>\$ 113,021</b>	<b>\$ 66,021</b>	<b>140%</b>																												
<b>DEVELOPMENT FUND (903) -</b>																																		
2017 YEAR END 12/31/2017, Beginning Balance	\$ 3,753,014	\$ 3,600,000	\$ 153,014	\$ 3,753,014	\$ 153,014	4%																												
ASSESSMENT CONTRIBUTION - Regular	2,007,000	2,007,000	-	2,007,000	-	0%																												
Operating Fund Balance Transfer - IN	-	-	-	-	-	na																												
INTEREST INCOME	91,945	80,000	11,945	91,945	11,945	15%																												
INCOME TAX EXPENSE	(8,128)	(7,000)	(1,128)	(8,128)	(1,128)	16%																												
BAD DEBT EXPENSE	(5,812)	(7,000)	1,188	(5,812)	1,188	-17%																												
EXPENDITURES FOR CAPITAL ADDITIONS C	(533,231)	(1,408,000)	874,769	(533,231) D	874,769	-62%																												
MAJOR R&M, PROJECTS & LEASE EXPENSES M	-	-	-	-	-	na																												
<b>Development Fund Balance</b>	<b>\$ 5,304,788</b>	<b>\$ 4,265,000</b>	<b>\$ 1,039,788</b>	<b>\$ 5,304,788</b>	<b>F \$ 1,039,788</b>	<b>24%</b>																												
<b>Development Fund Balance Components:</b>																																		
<b>Combined CAPITAL FUNDS ACTIVITY - Year to Date</b>																																		
EXPENDITURES FOR CAPITAL ADDITIONS C	(4,319,450)	(7,040,000)	2,720,550	(4,319,450)	2,720,550																													
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(1,017,763)	(935,000)	(82,763)	(1,017,763)	(82,763)																													
<b>YTD CAPITAL FUNDS TOTAL</b>	<b>(5,337,213)</b>	<b>(7,975,000)</b>	<b>2,637,787</b>	<b>(5,337,213)</b>	<b>2,637,787</b>																													
<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>4,319,450</td> <td></td> <td>\$ 4,362,440</td> <td></td> <td></td> </tr> <tr> <td>Less Capitalized/place in service to Property Fund - PP&amp;E</td> <td></td> <td>(4,344,293)</td> <td></td> <td>Pre-ye Capitz JE</td> <td></td> <td></td> </tr> <tr> <td><b>CIP Balance (g/l # 904-16510)</b></td> <td><b>\$</b></td> <td><b>18,147</b></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>							CIP beginning balance (@ 1/1/2017)	\$	42,991					Net, CIP YTD Activity C	\$	4,319,450		\$ 4,362,440			Less Capitalized/place in service to Property Fund - PP&E		(4,344,293)		Pre-ye Capitz JE			<b>CIP Balance (g/l # 904-16510)</b>	<b>\$</b>	<b>18,147</b>				
CIP beginning balance (@ 1/1/2017)	\$	42,991																																
Net, CIP YTD Activity C	\$	4,319,450		\$ 4,362,440																														
Less Capitalized/place in service to Property Fund - PP&E		(4,344,293)		Pre-ye Capitz JE																														
<b>CIP Balance (g/l # 904-16510)</b>	<b>\$</b>	<b>18,147</b>																																

F - see Recon, next page,

D - see page 3 for Development Fund Activity Schedule

< downhill ski master plan and generators



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

Replacement Reserve Fund				
Change		Budget	Actual	diff
232,311	2018 Beginning Fund Balance > Budget	10,006,000	10,238,311	232,311
		Budget	Forecast	diff
(9,148)	2019 projects, net, capital	-	9,148	(9,148)
388,585	2018 projects, net, capital	5,419,000	5,030,415	388,585 <b>S</b>
(61,218)	2018 projects, net, expense	935,000	996,218	(61,218)
(156,639)	2018 projects, net, capital, accelerations	-	156,639	(156,639)
(94,200)	2018 projects, net, expense, accelerations	-	94,200	(94,200)
(38,969)	2017 projects, net, capital	-	38,969	(38,969)
(103,640)	2017 projects, net, expense	-	103,640	(103,640)
(9,860)	2017 accelerations, capital	-	9,860	(9,860)
-	2017 accelerations, expense	-	-	-
(66,867)	2016 projects, net, capital	-	66,867	(66,867)
1,710,083	projects to carry-over to 2019+, capital	-	(1,710,083)	1,710,083
176,294	projects to carry-over to 2019+, expense	-	(176,294)	176,294
-	rounding/other			
60,537	Salvage Receipts Forecast adjustment, 2018	30,000	90,537	60,537
56,998	Interest Income Forecast adjustment, 2018	155,000	211,998	56,998
(12,010)	Income Tax Forecast adjustment, 2018	(15,000)	(27,010)	(12,010)
2,389	Bad Debt Exp Forecast adjustment, 2018	(9,000)	(6,611)	2,389
500,000	Transfer in from Operating Fund	-	500,000	500,000
<b>S variance due to primarily to Snowbird lift replacement/scope greater</b>				
2,574,649	Total, change schedule above			
		Budget	Forecast	diff
2,574,649	Variance of Ending Fund Balance 2018	7,826,000	10,400,649	2,574,649

(0) Reconciliation difference

**Above recons fund balance flux.**

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

- Reconciliation difference

**Above recons fund balance flux.**

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

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

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

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

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

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

Replacement Reserve TL	6,354,000	7,318,817	4,619,576	2,700,241	4,619,576	5,544,894	-	1,886,378
Capital	5,419,000	6,003,937	3,601,813	2,402,124	3,601,813	4,307,308	-	1,710,083
Expense	935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

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

by Project Yr/Fund Type		(6,287,948)	(6,952,402)	(4,313,888)	(2,639,514)	(4,313,888)	(4,307,637)	-	(1,882,293)
33	2016 RR-CAP	-	76,430	66,867	9,563	66,867	382,093	-	-
1	2019 RR-ACC-CAP	-	9,224	9,148	76	9,148	9,148	-	-
16	2017 RR-CAP	-	35,210	38,969	(3,759)	38,969	439,328	-	-
8	2017 RR-EXP	-	150,155	103,640	46,515	103,640	294,286	-	-
3	2017 RR-ACC-CAP	-	9,860	9,860	-	9,860	17,433	-	-
1	2017 RR-ACC-EXP	-	2,486	-	2,486	-	17,764	-	-
204	2018 RR-CAP	5,419,000	5,689,310	3,320,331	2,368,979	3,320,331	3,302,667	-	1,710,083
96	2018 RR-EXP	935,000	1,069,524	819,923	250,601	819,923	831,336	-	176,294
30	2018 RR-ACC-CAP	-	183,903	156,639	27,264	156,639	156,639	-	-
11	2018 RR-ACC-EXP	-	92,716	94,200	(1,484)	94,200	94,200	-	-
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by Location		(66,052)	(83,052)	(77,205)	(5,846)	(77,205)	(77,205)	-	(4,085)
15	Administration	192,413	245,207	231,240	13,968	231,240	237,685	-	-
0	Asphalt Maintenance	-	-	-	-	-	-	-	-
2	Bikeworks	26,095	26,095	18,653	7,442	18,653	18,653	-	-
5	Campground	8,316	2,599	2,599	0	2,599	5,118	-	7,113
0	Chalet Record Storage Building	-	-	-	-	-	-	-	-
17	Cross Country	514,606	480,934	443,350	37,583	443,350	474,790	-	2,050
0	Day Camps	-	-	-	-	-	-	-	-
7	Equestrian Center	92,303	92,303	26,686	65,618	26,686	26,686	-	48,590
0	Facilities Administration	-	-	-	-	-	-	-	-
8	Forestry	127,789	361,820	320,714	41,107	320,714	451,933	-	-
3	General	(191)	35,640	37,607	(1,967)	37,607	37,607	-	-
4	General Maintenance	113,293	113,293	12,569	100,724	12,569	12,569	-	97,838
17	Golf Course	182,145	193,667	152,357	41,309	152,357	153,485	-	5,627
0	Golf Complex	-	-	-	-	-	-	-	-
15	Maintenance	60,976	68,021	55,468	12,552	55,468	68,104	-	6,587
17	Marina	72,487	82,632	64,706	17,925	64,706	64,706	-	4,960
46	MIS	312,412	350,224	360,509	(9,285)	360,509	488,529	-	6,852
3	No. Woods Pool-Bldg.	18,645	18,645	13,900	4,745	13,900	13,900	-	5,438
6	Northwoods	26,326	26,326	19,906	6,421	19,906	19,906	-	2,046
1	Northwoods Pool	-	31	1,281	(1,250)	1,281	13,727	-	-
10	Pizza	25,362	36,723	20,445	16,278	20,445	20,445	-	-
4	Recreation	16,263	16,263	8,103	8,160	8,103	8,103	-	8,086
24	Ski Area-Mtn Ops	556,219	572,926	495,063	77,863	495,063	533,030	-	54,797
1	Ski Area Rentl-Rtl	97,150	97,150	76,140	21,011	76,140	76,140	-	-
28	Ski Area - Lift Maintenance	1,545,952	1,916,474	1,440,587	475,886	1,440,587	1,482,151	-	38,491
1	Ski Area - Vehicle Maintenance	19,074	19,074	15,637	3,437	15,637	15,637	-	-
0	Ski-Ops	-	-	-	-	-	-	-	-
0	Snowplay	-	-	-	-	-	-	-	-
8	Tennis Complex	56,160	63,660	52,984	10,677	52,984	52,984	-	5,065
12	The Lodge	58,728	137,082	96,320	40,762	96,320	96,320	-	2,931
20	Trails	382,253	459,223	120,787	338,436	120,787	384,279	-	254,352
54	Trout Creek BLDG	1,250,186	1,268,186	21,156	1,247,030	21,156	1,244,439	-	1,244,439
24	Trout Creek POOLSPA	352,257	352,658	315,770	36,889	315,770	572,211	-	5,061
5	Trout Creek FITNESSSEQ	81,969	95,469	14,146	81,323	14,146	14,146	-	81,969
0	Trout Creek OTHER	-	-	-	-	-	-	-	-
0	Various	-	-	-	-	-	-	-	-
0	Vehicle Maintenance	-	-	-	-	-	-	-	-
4	Vehicle/Fleet	98,760	103,442	103,691	(249)	103,691	103,691	-	-
0	Winter Food-Beverge	-	-	-	-	-	-	-	-
<b>2017 &amp; prior Carryovers in 2018 RR Expenditures Total</b>		-	103,640	103,640	carry-over variance	-	-	-	-

Replacement Reserve TL  
Capital  
Expense

6,354,000	7,318,817	4,619,576	2,700,241	4,619,576	5,544,894	-	1,886,378
5,419,000	6,003,937	3,601,813	2,402,124	3,601,813	4,307,308	-	1,710,083
935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover Resnet in Study	Notes
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2018 RR Expenditures Total, per 2018 Budget Report 5,172,483

521 051 526	2016 RR-CAP	Trails Master Plan (2015 Project yr)	Trails	C	01	-	-	-	-	-	219,438	-	-	needs reclass
621 025 611	2016 RR-CAP	Website Framework	MIS	C	01	-	7,131	7,131	-	7,131	30,598	-	-	carryover, project budget \$31,000
621 025 825	2016 RR-CAP	ASO CRM Software project	MIS	C	01	-	4,299	4,299	-	4,299	76,620	-	-	\$ in 2018 to complete the initial project scope
821 128 314	2016 RR-CAP	White Tent 40x80	The Lodge	C	04	-	65,000	55,437	9,563	55,437	55,437	-	-	2015 project , deferred to 2018...
721 025 211	2017 RR-CAP	PA - Sound System - Marina	MIS	C	13	-	70	70	-	70	2,134	-	-	\$2,138 total budget
721 211 137	2017 RR-CAP	SB Sheave Assembly Walkways	Ski Area - Lift Maintenance	C	10	-	-	-	-	-	41,564	-	-	\$48,590 total budget
721 025 195	2017 RR-CAP	UPS Units- Network	MIS	C	13	-	1,680	1,680	-	1,680	2,881	-	-	\$ 6,390.92
721 010 310	2017 RR-ACC-CAP	NWCH post replacement and addition of Administration	Administration	C	09	-	2,452	2,452	-	2,452	5,556	-	-	\$ 3,750.00
721 160 004	2017 RR-CAP	Tool Inventory	Maintenance	C	09	-	2,401	2,401	-	2,401	5,519	-	-	\$ 5,100.54
721 110 002	2017 RR-CAP	Ski- Boot- Poles Rental - 2017 only	Cross Country	C	09	-	2,193	2,193	-	2,193	27,976	-	-	\$ 24,250.97
721 125 307	2017 RR-ACC-CAP	Alarm and Detection systems - control pe	Golf Course	C	09	-	2,397	2,397	-	2,397	3,525	-	-	\$ 2,300.00
721 110 121	2017 RR-CAP	Uniforms-shirts/pants	Cross Country	C	10	-	313	313	-	313	5,970	-	-	\$ 6,274.66
721 010 327	2017 RR-ACC-CAP	Risk Mngmnt Ofc Space	Administration	C	12	-	5,010	5,010	-	5,010	8,352	-	-	\$ 7,500.00
721 100 094	2017 RR-CAP	Facility Signage	Campground	C	06	-	1,396	1,396	-	1,396	3,915	-	-	\$ 4,069.55
721 160 054	2017 RR-CAP	Lumber Rack/Truck Tool Boxes	Maintenance	C	09	-	790	790	-	790	1,681	-	-	\$ 3,768.29
721 210 079	2017 RR-CAP	Snowflake Vests	Ski Area-Mtn Ops	C	10	-	10,141	10,141	-	10,141	10,141	-	-	\$ 10,141.00
721 051 154	2017 RR-CAP	Trail 31A-32A Remodel S Euer vally tra	Trails	C	10	-	1,450	5,995	(4,545)	5,995	5,995	-	-	\$ 51,009.51
721 051 143	2017 RR-CAP	Trails Wayfinding	Trails	C	01	-	250	250	-	250	5,950	-	-	\$ 7,500.00
721 025 225	2017 RR-CAP	Storage Area Network (SAN) Hardware	MIS	C	10	-	2,814	2,028	786	2,028	19,481	-	-	\$2814 carryover on \$20,267 project
721 130 312	2017 RR-CAP	Pool Repairs and Improv Phase 1	Trout Creek POOLSPA	C	01	-	3,418	3,418	-	3,418	250,179	-	-	Needs reclass to 2018 project
721 130 157	2017 RR-CAP	Filter Sand - L- K-Spa	Trout Creek POOLSPA	C	01	-	1,819	1,819	-	1,819	4,842	-	-	project not completed in 2017
721 130 162	2017 RR-CAP	Filters - Sand L-K-Spa Hdwr Replace	Trout Creek POOLSPA	C	01	-	2,310	2,310	-	2,310	8,967	-	-	project not completed in 2017
721 210 077	2017 RR-CAP	Trail maintenance 2017 only	Ski Area-Mtn Ops	C	01	-	4,165	4,165	-	4,165	42,133	-	-	Needs reclass to 2018 project
821 130 309	2018 RR-ACC-CAP	Chem Feed Controllers	Trout Creek POOLSPA	C	02	-	11,760	7,566	4,194	7,566	7,566	-	-	\$ 7,566
823 210 288	2018 RR-ACC-EXP	Bus 140 - Flooring Repairs	Ski Area-Mtn Ops	E	02	-	10,000	12,808	(2,808)	12,808	12,808	-	-	Posting adjustment needed see 823-210-289
821 210 289	2018 RR-ACC-CAP	Bus 140 - Seat Belts	Ski Area-Mtn Ops	C	02	-	3,425	(2,068)	5,493	(2,068)	(2,068)	-	-	Posting adjustment needed see 823-210-288
823 210 290	2018 RR-ACC-EXP	Bus 142 - Flooring Repairs	Ski Area-Mtn Ops	E	02	-	10,000	9,491	509	9,491	9,491	-	-	\$ 9,491
821 010 291	2018 RR-ACC-CAP	Com Dep - Office Furniture	Administration	C	02	-	3,100	2,538	562	2,538	2,538	-	-	\$ 2,538
821 010 292	2018 RR-ACC-CAP	Com Dep - Office Remodel	Administration	C	02	-	4,400	4,382	18	4,382	4,382	-	-	\$ 4,382
821 010 006	2018 RR-CAP	AED Medical Devices and Signage	Administration	C	01	18,424	18,424	5,272	13,152	5,272	5,272	-	-	\$ 5,272
821 010 002	2018 RR-CAP	Managerial Desk Replacement	Administration	C	01	4,424	8,474	8,394	80	8,394	8,394	-	-	\$ 8,394
821 010 001	2018 RR-CAP	Radio Equipment -5-	Administration	C	01	5,061	5,061	4,936	125	4,936	4,936	-	-	discuss budget change (MS)
821 141 008	2018 RR-CAP	Bike Rentals	Bikeworks	C	04	21,911	21,911	15,764	6,148	15,764	15,764	-	-	\$ 15,764
821 141 009	2018 RR-CAP	Bikes - Day Camps	Bikeworks	C	04	4,183	4,183	2,890	1,294	2,890	2,890	-	-	\$ 2,890
821 110 018	2018 RR-CAP	Umbrellas / Stands	Cross Country	C	04	2,050	2,050	2,078	(28)	2,078	2,078	-	-	\$ 2,078
821 120 317	2018 RR-ACC-CAP	Golf Pro Shop Carpeting	Golf Complex	C	04	-	7,750	7,401	349	7,401	7,401	-	-	\$ 7,401
823 150 321	2018 RR-ACC-EXP	Servers Station Repairs	Pizza	E	04	-	2,100	1,721	379	1,721	1,721	-	-	\$ 1,721
821 060 329	2018 RR-ACC-CAP	Exit Traffic Spikes	Marina	C	04	-	3,470	2,789	681	2,789	2,789	-	-	\$ 2,789
821 150 330	2018 RR-ACC-CAP	Kegeerator	Pizza	C	05	-	2,000	1,160	840	1,160	1,160	-	-	\$ 1,160
823 025 324	2018 RR-ACC-EXP	IT Wiring Upgrade	Tennis Complex	E	04	-	5,000	4,991	9	4,991	4,991	-	-	\$ 4,991
821 050 038	2018 RR-CAP	Chipper Brush Bandit 250 xp 2008	Forestry	C	05	42,751	42,751	51,193	(8,443)	51,193	51,193	-	-	disposal acg separate
821 132 325	2018 RR-ACC-CAP	Precor AMT's - 2	Trout Creek FITNESSEQ	C	05	-	13,500	14,146	(646)	14,146	14,146	-	-	\$ 14,146
821 090 332	2018 RR-ACC-CAP	Window Coverings	Tennis Complex	C	06	-	2,500	2,077	423	2,077	2,077	-	-	\$ 2,077
821 180 333	2018 RR-ACC-CAP	Range	Winter F&B	C	06	-	10,245	9,821	424	9,821	9,821	-	-	\$ 9,821
821 025 335	2018 RR-ACC-CAP	Milestone Security Camera Licenses	MIS	C	06	-	8,100	2,556	5,544	2,556	2,556	-	-	\$ 2,556
821 050 337	2018 RR-ACC-CAP	Truck Mounted Water Tank & Sprayer	Forestry	C	07	-	12,000	11,594	406	11,594	11,594	-	-	\$ 11,594
821 160 339	2018 RR-ACC-CAP	Signage - Monument	Maintenance	C	07	-	2,900	2,474	427	2,474	2,474	-	-	\$ 2,474
821 150 343	2018 RR-ACC-CAP	Signage - Complex	Pizza	C	07	-	2,200	2,382	(182)	2,382	2,382	-	-	\$ 2,382
821 180 320	2018 RR-ACC-CAP	Deep Fryer #2	Winter F&B	C	09	-	4,000	3,213	787	3,213	3,213	-	-	\$ 3,213
821 160 352	2018 RR-ACC-CAP	Wheel Loader HE101 - Tire Chains	Maintenance	C	09	-	6,010	5,739	271	5,739	5,739	-	-	\$ 5,739
821 132 353	2018 RR-ACC-CAP	Light Pole Replacement	Trout Creek BLDG	C	10	-	2,000	974	1,026	974	974	-	-	\$ 974
821 128 354	2018 RR-ACC-CAP	Back Bar Refrigerated Cabinet	The Lodge	C	10	-	3,054	2,908	146	2,908	2,908	-	-	\$ 2,908
823 128 355	2018 RR-ACC-EXP	Epoxy Floors Repairs - The Bar	The Lodge	C	10	-	5,600	3,730	1,870	3,730	3,730	-	-	\$ 3,730
821 130 356	2018 RR-ACC-CAP	Filter Sand - Rec Pool - TCRC	Trout Creek POOLSPA	C	10	-	2,875	2,475	400	2,475	2,475	-	-	\$ 2,475

Replacement Reserve TL

Capital  
Expense

6,354,000	7,318,817	4,619,576	2,700,241	4,619,576	5,544,894	-	1,886,378
5,419,000	6,003,937	3,601,813	2,402,124	3,601,813	4,307,308	-	1,710,083
935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover\$\$ Reset in Study	Notes
823 160 357	2018 RR-ACC-EXP	Vehicle 137 Transmission Repairs	Vehicle/Fleet	C	10	-	5,100	4,990	110	4,990	4,990	-	-	
823 160 366	2018 RR-ACC-EXP	Vehicle 138 Transmission Repairs	Vehicle/Fleet	C	10	-	5,656	4,836	820	4,836	4,836	-	-	
823 160 358	2018 RR-ACC-EXP	Plow Blade Repairs	Maintenance	C	10	-	4,380	4,160	220	4,160	4,160	-	-	
821 110 026	2018 RR-CAP	Groomer - 2005 Prinoth 350 - no. 114	Cross Country	C	12	373,852	330,500	324,859	5,641	324,859	324,859	-	-	Board approved 7/21/2018
821 110 027	2018 RR-CAP	Groomer-Tiller no1	Cross Country	C	12	15,184	15,184	5,446	9,738	5,446	5,446	-	-	
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	4,052	4,153	4,052	4,052	-	-	
821 110 025	2018 RR-CAP	Ski- Boot- Poles Rental - 2018 only	Cross Country	C	12	12,466	12,466	12,352	114	12,352	12,352	-	-	
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	18,066	5,247	18,066	18,066	-	-	
821 110 024	2018 RR-CAP	Wayfinding Signage - Winter	Cross Country	C	99	20,405	20,405	13,546	6,859	13,546	13,546	-	-	
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	(0)	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	388	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	9,031	1	9,031	9,031	-	-	
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	4,000	330	4,000	4,000	-	-	
821 160 074	2018 RR-CAP	Safety - Fall Protection	Maintenance	C	12	2,030	2,030	2,122	(93)	2,122	2,122	-	-	
821 160 075	2018 RR-CAP	SnapOn Software Upgrade	Maintenance	C	12	1,116	1,116	2,189	(1,073)	2,189	2,189	-	-	
	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	1,087	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	8,286	(632)	8,286	8,286	-	-	changed from C to E
821 025 090	2018 RR-CAP	Board of Directors Computers - Ipads	MIS	C	12	3,745	3,745	3,194	552	3,194	3,194	-	-	
821 025 121	2018 RR-CAP	Cell Phones	MIS	C	12	8,048	8,048	5,458	2,590	5,458	5,458	-	-	
	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	4,000	32	4,000	4,000	-	-	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	-	-	-	-	
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	8,089	72	8,089	8,089	-	3,000	
821 025 113	2018 RR-CAP	POS Terminals - Outdoor Scanners (3)	MIS	C	12	4,578	4,578	3,498	1,080	3,498	3,498	-	-	

Replacement Reserve TL

Capital Expense

Summary table with columns for Budget, Revised Budget, Forecast, YTD Actual, and Spend to Go.

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, and Notes.

Replacement Reserve TL  
Capital  
Expense

6,354,000 7,318,817 4,619,576 2,700,241 4,619,576 5,544,894 - 1,886,378  
5,419,000 6,003,937 3,601,813 2,402,124 3,601,813 4,307,308 - 1,710,083  
935,000 1,314,881 1,017,763 298,117 1,017,763 1,237,586 - 176,294

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover Reser in Study	Notes
821 210 177	2018 RR-CAP	Rescue Trauma Equipment	Ski Area-Mtn Ops	C	12	5,089	5,089	4,966	123	4,966	4,966	-	-	
	2018 RR-CAP	Ski Area Signage - Building/Parking	Ski Area-Mtn Ops	C	99	15,518	15,518	-	15,518	-	-	-	15,518	Deferred to 2019 for DHSki planning
821 210 184	2018 RR-CAP	Snowblower	Ski Area-Mtn Ops	C	12	3,138	3,138	3,165	(27)	3,165	3,165	-	-	
821 210 185	2018 RR-CAP	Snowblower	Ski Area-Mtn Ops	C	12	3,138	3,138	3,165	(27)	3,165	3,165	-	-	
821 210 174	2018 RR-CAP	Sound System Portable - Bose L1 Model	Ski Area-Mtn Ops	C	12	4,039	4,039	4,223	(184)	4,223	4,223	-	-	
821 210 175	2018 RR-CAP	Trail maintenance 2018 only	Ski Area-Mtn Ops	C	12	59,549	59,549	48,870	10,680	48,870	48,870	-	-	\$10,269 moved to 2019
821 210 182	2018 RR-CAP	Trail Map Signage (4)	Ski Area-Mtn Ops	C	99	10,123	10,123	2,513	7,610	2,513	2,513	-	7,610	Majority Deferred to 2019
821 090 191	2018 RR-CAP	Court Resurf. 4-5-6	Tennis Complex	C	12	18,424	18,424	18,200	224	18,200	18,200	-	-	
	2018 RR-CAP	Appliance - Griddle - Counter Unit - Gas	The Lodge	C	99	2,931	2,931	-	2,931	-	-	-	2,931	Deferred to 2019
821 128 193	2018 RR-CAP	Furniture - Deck - Umbrellas	The Lodge	C	12	2,050	2,050	2,051	(1)	2,051	2,051	-	-	
821 128 195	2018 RR-CAP	Marco Polo Grill Furniture/Umbrellas	The Lodge	C	12	2,025	2,025	1,942	83	1,942	1,942	-	-	
821 128 198	2018 RR-CAP	Plumbing Fixtures	The Lodge	C	12	14,278	14,278	6,991	7,287	6,991	6,991	-	-	
821 128 199	2018 RR-CAP	Smallwares (kitchen & banquet)	The Lodge	C	12	5,775	5,775	6,637	(862)	6,637	6,637	-	-	
	2018 RR-CAP	Glacier Way Prkg R-R	Trails	C	99	38,354	38,354	-	38,354	-	-	-	38,354	Deferred to 2019 for additional planning
821 051 205	2018 RR-CAP	Trail - Glacier Way Trailhead Remodel ( Trails	Trails	C	12	2,544	2,544	2,486	58	2,486	2,486	-	-	
	2018 RR-CAP	Trail - Glacier Way Trailhead Remodel ( Trails	Trails	C	99	40,808	40,808	-	40,808	-	-	-	40,808	Deferred to 2019 for additional planning
	2018 RR-CAP	Trail - Nature Loop - Interpretive Signa	Trails	C	99	5,061	5,061	-	5,061	-	-	-	5,061	Deferred to 2019 for additional planning
821 051 204	2018 RR-CAP	Trail - Nature Loop - Elevated Walkway	Trails	C	12	5,061	5,061	853	4,208	853	853	-	-	carryover
821 051 207	2018 RR-CAP	Trail - Trout Creek Trailhead Remodel	Trails	C	12	76,514	76,514	18,390	58,125	18,390	18,390	-	-	carryover
821 051 208	2018 RR-CAP	Trail 56-57 Remodel E. Perimeter - Nor	Trails	C	99	20,404	20,404	10,928	9,476	10,928	10,928	-	9,476	Deferred to 2019 for additional planning
821 051 209	2018 RR-CAP	Trail 58 Remodel - Clubhouse to Lausan	Trails	C	12	25,494	25,494	11,316	14,178	11,316	11,316	-	-	carryover
	2018 RR-CAP	Trail 7-12 Remodel - Alder Creek	Trails	C	99	15,303	15,303	-	15,303	-	-	-	15,303	Deferred to 2019 for additional planning
	2018 RR-CAP	Wildland Perimeter Fencing	Trails	C	99	66,811	66,811	-	66,811	-	-	-	66,811	requesting \$15,000
821 132 322	2018 RR-CAP	TCRC Expansion & Casp Improvements	Trout Creek BLDG	C	99	-	-	-	-	-	-	-	-	2018 \$ 100% to DF. RRF 70% of Project '19&20
	2018 RR-CAP	Alarm Detection Control Panel - Trout C	Trout Creek BLDG	C	99	2,627	2,627	-	2,627	-	-	-	2,627	Deferred to 2019
	2018 RR-CAP	Asphalt Trout Creek R-R	Trout Creek BLDG	C	99	397,028	397,028	-	397,028	-	-	-	397,028	Deferred to 2020
	2018 RR-CAP	Audio System -PA System - TCRC	Trout Creek BLDG	C	99	5,637	5,637	-	5,637	-	-	-	5,637	Deferred to 2019
	2018 RR-CAP	Building - Int Trim	Trout Creek BLDG	C	99	15,146	15,146	-	15,146	-	-	-	15,146	Deferred to 2019
	2018 RR-CAP	Building Doors- Exterior -7-	Trout Creek BLDG	C	99	20,246	20,246	-	20,246	-	-	-	20,246	Deferred to 2019
	2018 RR-CAP	Building Doors- Interior -7-	Trout Creek BLDG	C	99	7,086	7,086	-	7,086	-	-	-	7,086	Deferred to 2019
	2018 RR-CAP	Building Lighting	Trout Creek BLDG	C	99	14,577	14,577	-	14,577	-	-	-	14,577	Deferred to 2019
	2018 RR-CAP	Building Siding (new)	Trout Creek BLDG	C	99	76,304	76,304	-	76,304	-	-	-	76,304	Deferred to 2019
	2018 RR-CAP	Building Windows - (new)	Trout Creek BLDG	C	99	45,782	45,782	-	45,782	-	-	-	45,782	Deferred to 2019
	2018 RR-CAP	Carpet Trout Crk - Kids Club, Office, Bi	Trout Creek BLDG	C	99	6,074	6,074	-	6,074	-	-	-	6,074	Deferred to 2019
	2018 RR-CAP	Concrete Capping Entryway/ADA	Trout Creek BLDG	C	99	12,779	12,779	-	12,779	-	-	-	12,779	Deferred to 2019
	2018 RR-CAP	Court S-S Basketball & Path	Trout Creek BLDG	C	99	3,543	3,543	-	3,543	-	-	-	3,543	Deferred to 2019
	2018 RR-CAP	Exercise Equip- Strength	Trout Creek FITNESSEQ	C	99	53,652	53,652	-	53,652	-	-	-	53,652	Deferred to 2020 due to TC expans/remodel project
	2018 RR-CAP	Exercise Equipment - Recumbent Bike-1	Trout Creek FITNESSEQ	C	99	9,483	9,483	-	9,483	-	-	-	9,483	Deferred to 2020 due to TC expans/remodel project
	2018 RR-CAP	Exercise Equipment - Treadmills -2-	Trout Creek FITNESSEQ	C	99	13,623	13,623	-	13,623	-	-	-	13,623	Deferred to 2020 due to TC expans/remodel project
	2018 RR-CAP	Exercise Equipment - Upright Bicycle	Trout Creek FITNESSEQ	C	99	5,211	5,211	-	5,211	-	-	-	5,211	Deferred to 2020 due to TC expans/remodel project
	2018 RR-CAP	Fence Repairs	Trout Creek BLDG	C	99	25,507	25,507	-	25,507	-	-	-	25,507	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Flooring - Aerobic Room - Refinish	Trout Creek BLDG	C	99	8,562	8,562	-	8,562	-	-	-	8,562	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Flooring- Matflex	Trout Creek BLDG	C	99	6,571	6,571	-	6,571	-	-	-	6,571	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Furniture - Lounge	Trout Creek BLDG	C	99	10,574	10,574	-	10,574	-	-	-	10,574	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	HVAC	Trout Creek BLDG	C	99	9,508	9,508	-	9,508	-	-	-	9,508	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Landscaping-Lawns-1r	Trout Creek BLDG	C	99	35,430	35,430	-	35,430	-	-	-	35,430	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Lobby-Hallway Flooring	Trout Creek BLDG	C	99	40,492	40,492	-	40,492	-	-	-	40,492	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Office Furniture	Trout Creek BLDG	C	99	4,049	4,049	-	4,049	-	-	-	4,049	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Parking Lot Post Lamps -10-	Trout Creek BLDG	C	99	45,553	45,553	-	45,553	-	-	-	45,553	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Restrooms - Gynside Counters	Trout Creek BLDG	C	99	10,000	10,000	-	10,000	-	-	-	10,000	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Restrooms - Gynside Doors	Trout Creek BLDG	C	99	4,000	4,000	-	4,000	-	-	-	4,000	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Restrooms - Gynside Epoxy Flooring	Trout Creek BLDG	C	99	20,000	20,000	-	20,000	-	-	-	20,000	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Restrooms - Gynside FF&E	Trout Creek BLDG	C	99	41,000	41,000	-	41,000	-	-	-	41,000	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Restrooms - Gynside HVAC	Trout Creek BLDG	C	99	10,000	10,000	-	10,000	-	-	-	10,000	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Restrooms - Gynside Lighting & Electr	Trout Creek BLDG	C	99	35,000	35,000	-	35,000	-	-	-	35,000	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Restrooms - Gynside Mirrors	Trout Creek BLDG	C	99	6,500	6,500	-	6,500	-	-	-	6,500	Deferred to 2019 due to TC expans/remodel project



Replacement Reserve TL

Capital	6,354,000	7,318,817	4,619,576	2,700,241	4,619,576	5,544,894	-	1,886,378
Expense	5,419,000	6,003,937	3,601,813	2,402,124	3,601,813	4,307,308	-	1,710,083
	935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover Resett in Study	Notes	
821 132 226	2018 RR-CAP	Restrooms - Gymside Partitions	Trout Creek BLDG	C	99	12,000	12,000	-	12,000	-	-	-	12,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Plumbing & Fixtur	Trout Creek BLDG	C	99	40,000	40,000	-	40,000	-	-	-	40,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Signage	Trout Creek BLDG	C	99	2,000	2,000	-	2,000	-	-	-	2,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Structural Remode	Trout Creek BLDG	C	99	32,000	32,000	-	32,000	-	-	-	32,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Tile	Trout Creek BLDG	C	99	80,000	80,000	-	80,000	-	-	-	80,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Gymside Windows	Trout Creek BLDG	C	99	15,000	15,000	-	15,000	-	-	-	15,000	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Restrooms - Poolside Windows	Trout Creek BLDG	C	99	15,315	15,315	-	15,315	-	-	-	15,315	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Retail Fixtures	Trout Creek BLDG	C	99	2,035	2,035	-	2,035	-	-	-	2,035	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Signage - Facility Int and Ext	Trout Creek BLDG	C	99	7,651	7,651	-	7,651	-	-	-	7,651	Deferred to 2019 due to TC expans/remodel project	
	2018 RR-CAP	Snowblower	Trout Creek BLDG	C	12	3,692	3,692	3,723	(31)	3,723	3,723	-	-	-	-
	2018 RR-CAP	Steam Room/Sauna Area - Windows & T	Trout Creek BLDG	C	99	35,736	35,736	-	35,736	-	-	-	-	35,736	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Storage Shed	Trout Creek BLDG	C	99	5,287	5,287	-	5,287	-	-	-	-	5,287	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Water Fountain and Bottle Filler - 2 -	Trout Creek BLDG	C	99	6,074	6,074	-	6,074	-	-	-	-	6,074	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Window Screens	Trout Creek BLDG	C	99	2,278	2,278	-	2,278	-	-	-	-	2,278	Deferred to 2019 due to TC expans/remodel project
	2018 RR-CAP	Windscreen Fencing	Trout Creek BLDG	C	99	3,040	3,040	-	3,040	-	-	-	-	3,040	Deferred to 2019 due to TC expans/remodel project
	821 130 341	2018 RR-CAP	Pools Repairs & Improvements Phs 2	Trout Creek POOLSPA	C	12	-	292,445	269,233	23,212	269,233	269,233	-	-	- Pools Repairs & Improvements Phs 2
		2018 RR-CAP	Covered Spa - Coping + Tile	Trout Creek POOLSPA	C	12	10,652	-	-	-	-	-	-	-	see project 341 above
		2018 RR-CAP	Covered Spa - Entry Rails	Trout Creek POOLSPA	C	12	2,340	-	-	-	-	-	-	-	see project 341 above
2018 RR-CAP		Covered Spa - Lighting	Trout Creek POOLSPA	C	12	2,106	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Covered Spa - Plaster - Permit - VGB Dr	Trout Creek POOLSPA	C	12	12,249	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Covered Spa - Skimmers	Trout Creek POOLSPA	C	12	2,574	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Kiddy Pool - Coping + Tile	Trout Creek POOLSPA	C	12	11,409	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Kiddy Pool - Plaster - Permit - VGB Dra	Trout Creek POOLSPA	C	12	15,184	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Kiddy Pool - Skimmers	Trout Creek POOLSPA	C	12	2,035	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Rec Pool - Coping + Tile	Trout Creek POOLSPA	C	12	73,399	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Rec Pool - Grabrails (4)	Trout Creek POOLSPA	C	12	14,325	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Rec Pool - Handrails (5)	Trout Creek POOLSPA	C	12	5,873	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Rec Pool - Lighting	Trout Creek POOLSPA	C	12	12,836	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Rec Pool - Plaster - Permit - VGB Drain	Trout Creek POOLSPA	C	12	118,509	-	-	-	-	-	-	-	see project 341 above	
2018 RR-CAP		Rec Pool - Skimmers	Trout Creek POOLSPA	C	12	30,733	-	-	-	-	-	-	-	TL \$314,000 Budget, Approved was \$292,445	
2018 RR-CAP		Cover Wheel Asmb Lap	Trout Creek POOLSPA	C	99	5,061	5,061	-	5,061	-	-	-	5,061	Defer to 2019	
821 130 268		2018 RR-CAP	Pool Paver Repairs	Trout Creek POOLSPA	C	12	15,304	15,304	14,455	849	14,455	14,455	-	-	
821 130 285		2018 RR-CAP	Inflatable - WIBIT Aquatrack Elements	Trout Creek POOLSPA	C	12	12,187	12,187	11,498	689	11,498	11,498	-	-	
821 160 286	2018 RR-CAP	No. 128 - Ford F-150 - Forestry	Vehicle/Fleet	C	12	49,096	45,358	46,536	(1,178)	46,536	46,536	-	-		
821 160 287	2018 RR-CAP	No. 138 - Ford 07 F150 - Maint	Vehicle/Fleet	C	12	49,664	47,328	47,328	(0)	47,328	47,328	-	-		
821 010 345	2018 RR-ACC-CAP	NW Monument Sign Landscape	Administration	C	12	-	6,269	6,289	(20)	6,289	6,289	-	-		
821 128 346	2018 RR-ACC-CAP	Remote Condenser Refrigeration Unit	The Lodge	C	12	-	4,700	4,546	154	4,546	4,546	-	-		
821 060 347	2018 RR-ACC-CAP	Marina - Range	Marina	C	12	-	10,245	9,964	281	9,964	9,964	-	-		
821 010 350	2018 RR-ACC-CAP	Fire Signs	Administration	C	12	-	5,150	548	4,602	548	548	-	-		
821 010 340	2018 RR-ACC-CAP	CASP Feasibility Study	Administration	C	12	-	15,000	15,021	(21)	15,021	15,021	-	-		
821 010 316	2018 RR-ACC-CAP	HR Office Paint and Furniture	Administration	C	12	-	3,900	4,370	(470)	4,370	4,370	-	-		
821 125 359	2018 RR-ACC-CAP	Fairways Rough Remodel	Golf Course	C	12	-	9,000	10,366	(1,366)	10,366	10,366	-	-		
821 210 331	2018 RR-ACC-CAP	400 Amp Breaker Snowmaking	Ski Area-Mtn Ops	C	12	-	4,100	4,066	34	4,066	4,066	-	-		
821 150 364	2018 RR-ACC-CAP	Prep Sink and refurbish - Ice Machine ro	Pizza	C	12	-	4,250	885	3,365	885	885	-	-		
921 110 033	2019 RR-ACC-CAP	Biathlon Equipment	Cross Country	C	12	-	9,224	9,148	76	9,148	9,148	-	-		
821 132 326	2018 RR-ACC-CAP	100-Gallon Water Heater - poolside	Trout Creek BLDG	C	12	-	6,000	5,690	310	5,690	5,690	-	-		
821 132 362	2018 RR-ACC-CAP	100-Gallon Water Heater - gymside	Trout Creek BLDG	C	12	-	10,000	10,768	(768)	10,768	10,768	-	-		
723 051 148	2017 RR-EXP	Trail - Nature Loop Repair	Trails	E	10	-	58,908	50,842	8,066	50,842	72,575	-	-		
723 160 053	2017 RR-EXP	Stormwater Dis System Containment Rej	Maintenance	E	13	-	5,240	-	5,240	-	-	-	-		
723 051 151	2017 RR-EXP	Trail Repairs	Trails	E	13	-	4,560	4,560	-	4,560	9,568	-	-		
723 010 259	2017 RR-EXP	Northwoods Poolside Restroom Design	Northwoods Pool	E	13	-	31	1,281	(1,250)	1,281	13,727	-	-		
723 160 323	2017 RR-EXP	Maint Yard Sand Oil Separator	Maintenance	E	13	-	(8,627)	(8,627)	-	(8,627)	-	-	-		
723 035 262	2017 RR-ACC-EXP	Flex Timeclocks Lease	MIS	E	13	-	2,486	-	2,486	-	17,764	-	-		
823 010 003	2018 RR-EXP	Copier Lease- Admin	Administration	E	13	23,239	23,239	37,044	(13,804)	37,044	37,044	-	-		
823 010 003	2018 RR-EXP	Copier Lease- ASO	Administration	E	13	10,631	10,631	-	10,631	-	-	-	-		
823 010 005	2018 RR-EXP	Mail Machine - Lease	Administration	E	13	4,096	4,096	4,984	(888)	4,984	4,984	-	-		

Replacement Reserve TL

Capital	6,354,000	7,318,817	4,619,576	2,700,241	4,619,576	5,544,894	-	1,886,378
Expense	5,419,000	6,003,937	3,601,813	2,402,124	3,601,813	4,307,308	-	1,710,083
	935,000	1,314,881	1,017,763	298,117	1,017,763	1,237,586	-	176,294

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

Replacement Reserve TL  
Capital  
Expense

6,354,000	7,318,817	4,619,576	2,700,241	4,619,576	5,544,894	-	1,886,378
5,419,000	6,003,937	3,601,813	2,402,124	3,601,813	4,307,308	-	1,710,083
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Project #	Category	Component	Location	Type	2018 Planned Month	2018 BUDGET	2018 REVISED BUDGET	2018 FORECAST	2018 Revised Budget vs Forecast	2018 YTD Actual	ITD Actual	2018 SPEND TO GO	2019+ SPEND Carryover\$ Reset in Study	Notes
823 010 127	2018 RR-EXP	Deck-Pavers Repair	Northwoods	E	13	7,085	7,085	6,440	645	6,440	6,440	-	-	
823 010 126	2018 RR-EXP	NWDS Prking Seal-Stripe	Northwoods	E	13	11,121	11,121	11,121	0	11,121	11,121	-	-	
	2018 RR-EXP	Bocce Courts Repair	Recreation	E	99	8,086	8,086	-	8,086	-	-	-	8,086	Deferred to 2020 for NWCH planning
	2018 RR-EXP	Eagle Rock Communication Lines Repair	Ski Area - Lift Maintenance	E	99	2,035	2,035	-	2,035	-	-	-	2,035	Deferred to 2020
823 211 147	2018 RR-EXP	Loading Ramp Repairs / Go-Green/Red	Ski Area - Lift Maintenance	E	13	5,087	5,087	3,747	1,340	3,747	3,747	-	-	
	2018 RR-EXP	Snowbird Drive Repairs	Ski Area - Lift Maintenance	E	13	2,008	-	-	-	-	-	-	-	see project 310 above
	2018 RR-EXP	Snowbird Motor Room - Structural Repa	Ski Area - Lift Maintenance	E	13	6,276	-	-	-	-	-	-	-	see project 310 above
823 210 173	2018 RR-EXP	DSL Deck Concrete Urethane Coating	Ski Area-Mtn Ops	E	13	3,038	5,038	5,000	38	5,000	5,000	-	-	
823 210 168	2018 RR-EXP	DSL Lower 500 Dr Seal (35%)	Ski Area-Mtn Ops	E	13	1,720	1,720	1,766	(46)	1,766	1,766	-	-	
823 210 169	2018 RR-EXP	DSL Prking - Stripe	Ski Area-Mtn Ops	E	13	7,020	7,020	3,006	4,013	3,006	3,006	-	-	
823 210 170	2018 RR-EXP	DSL-AccRd. Seal (35%)	Ski Area-Mtn Ops	E	13	3,701	3,701	3,802	(101)	3,802	3,802	-	-	
823 210 171	2018 RR-EXP	DSL-Fire Lane Seal (35%)	Ski Area-Mtn Ops	E	13	1,898	1,898	1,949	(51)	1,949	1,949	-	-	
823 210 179	2018 RR-EXP	Stormwater - Containment- Clean out Lo	Ski Area-Mtn Ops	E	13	5,061	3,968	-	3,968	-	-	-	-	
823 210 172	2018 RR-EXP	Yurt Deck Repair/Stain	Ski Area-Mtn Ops	E	13	2,031	1,950	-	1,950	-	1,950	-	-	
823 090 187	2018 RR-EXP	Building Paint-Exter.	Tennis Complex	E	13	11,120	11,120	8,074	3,046	8,074	8,074	-	-	
823 090 188	2018 RR-EXP	Building Paint-Interior - Proshop - Restr	Tennis Complex	E	13	12,148	12,148	11,941	206	11,941	11,941	-	-	
823 090 190	2018 RR-EXP	Court Crack Repairs	Tennis Complex	E	13	6,351	6,351	6,200	151	6,200	6,200	-	-	
	2018 RR-EXP	Fence Perim Repairs	Tennis Complex	E	99	5,065	5,065	-	5,065	-	-	-	5,065	Deferred to 2019 - No repairs needed
823 090 189	2018 RR-EXP	Handrail Repairs	Tennis Complex	E	13	3,053	3,053	1,500	1,553	1,500	1,500	-	-	
823 128 196	2018 RR-EXP	Paint - Bar-Dining	The Lodge	E	13	14,990	14,990	5,922	9,068	5,922	5,922	-	-	
823 128 197	2018 RR-EXP	Paint -Hallwy-Banq-Restrooms	The Lodge	E	13	14,624	14,624	6,156	8,468	6,156	6,156	-	-	
	2018 RR-EXP	Stormwater - Containment- Repair	The Lodge	E	13	2,055	2,055	-	2,055	-	-	-	-	
723 051 258	2017 RR-EXP	Trails 28- 30	Trails	E	10	-	11,802	11,802	0	11,802	23,414	-	-	apprv bdg in '17 of \$23,414 total. Needs Research
	2018 RR-EXP	Trail 6-7 Repair - Hansel to Campground	Trails	E	99	40,808	40,808	-	40,808	-	-	-	40,808	Defer to 2019 for additional planning
	2018 RR-EXP	Trail 7-8 Repair - Alder Creek Trail	Trails	E	99	35,707	35,707	-	35,707	-	-	-	35,707	Defer to 2019 for additional planning
823 051 213	2018 RR-EXP	Trail Repair/Improvement	Trails	E	13	7,359	7,359	3,365	3,994	3,365	3,365	-	-	
	2018 RR-EXP	Wildland Perimeter Fencing Repair	Trails	E	99	2,025	2,025	-	2,025	-	-	-	2,025	Defer to 2019 for additional planning
	2018 RR-EXP	Building Painting Exterior	Trout Creek BLDG	E	99	17,855	17,855	-	17,855	-	-	-	17,855	
	2018 RR-EXP	Building Painting Interior (old)	Trout Creek BLDG	E	99	10,123	10,123	-	10,123	-	-	-	10,123	
	2018 RR-EXP	Concrete Curb Repairs	Trout Creek BLDG	E	99	10,218	10,218	-	10,218	-	-	-	10,218	
	2018 RR-EXP	Door Safety Upgrade	Trout Creek BLDG	E	99	8,098	8,098	-	8,098	-	-	-	8,098	
	2018 RR-EXP	Restrooms - Gynside Paint	Trout Creek BLDG	E	99	10,000	10,000	-	10,000	-	-	-	10,000	
	2018 RR-EXP	Roof Repair - Trout Creek	Trout Creek BLDG	E	99	10,152	10,152	-	10,152	-	-	-	10,152	
	2018 RR-EXP	Stormwater - Containment- Repair	Trout Creek BLDG	E	13	2,055	2,055	-	2,055	-	-	-	-	
823 130 269	2018 RR-EXP	Chemical Probes (12)	Trout Creek POOLSPA	E	13	5,479	5,479	2,996	2,483	2,996	2,996	-	-	
823 025 336	2018 RR-ACC-EXP	Management Software-ConnectWise	MIS	E	06	-	5,405	6,222	(817)	6,222	6,222	-	-	
823 025 360	2018 RR-ACC-EXP	Navori Software Upgrade- digital signag	MIS	E	06	-	3,644	3,644	-	3,644	3,644	-	-	
823 005 367	2018 RR-ACC-EXP	Governing Documents update	General	E	06	-	35,831	37,607	(1,776)	37,607	37,607	-	-	DP Required
	2018 RR-CAP	Contingency, capex	General	C	13	128	128	-	128	-	-	-	-	estproject deferrals/timing impacts, \$3894 Dec Recls
	2018 RR-EXP	Contingency, expen	General	E	13	(319)	(319)	-	(319)	-	-	-	-	estimated project deferrals/timing impacts













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

December 2018

Year-to-Date December 2018

Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
-300	0	-10,041	-300	0%	9,741	97%	51530	Community Relations	-14,921	-11,660	-11,575	-3,261	-28%	-3,347	-29%	-11,660
-1,029	-1,100	-1,069	71	6%	41	4%	55538	Reservation Services	-11,192	-11,500	-12,127	308	3%	934	8%	-11,500
-3,514	-6,750	-3,446	3,236	48%	-67	-2%	55525	Marketing Discounts CoGS	-70,783	-86,410	-82,254	15,627	18%	11,471	14%	-86,410
-4,619	-2,715	-5,209	-1,904	-70%	590	11%	51020	Dues & Subscriptions	-28,426	-23,280	-24,434	-5,146	-22%	-3,992	-16%	-23,280
-10,019	-10,356	-7,242	337	3%	-2,777	-38%	51035	Licenses, Permits, Fees	-132,085	-106,810	-108,270	-25,275	-24%	-23,815	-22%	-106,810
-390	-670	-565	280	42%	175	31%	51096	Mileage Reimbursement	-5,681	-7,760	-7,082	2,079	27%	1,401	20%	-7,760
-4,759	-400	-337	-4,359	-1090%	-4,422	-1312%	51515	Board Expense	-71,549	-16,400	-63,030	-55,149	-336%	-8,519	-14%	-16,400
0	0	0	0	0%	0	0%	51516	Annual Meeting Expense	-47,965	-30,000	-39,068	-17,955	-60%	-8,886	-23%	-30,000
-2,275	-4,200	-2,046	1,925	46%	-229	-11%	51063	Postage - TDNews	-35,318	-30,450	-29,881	-4,868	-16%	-5,436	-18%	-30,450
-616	-1,170	-735	554	47%	119	16%	51065	Postage - General	-10,005	-14,570	-9,783	4,565	31%	-222	-2%	-14,570
-277	0	0	-277	0%	-277	0%	51510	Assessment Billing	-9,976	-9,000	-7,928	-976	-11%	-2,048	-26%	-9,000
-996	-524	-1,690	-472	-90%	694	41%	51535	Digital Content	-16,801	-6,288	-13,643	-10,513	-167%	-3,158	-23%	-6,288
-8,477	-11,200	-8,104	2,723	24%	-373	-5%	51545	Printing - TD News	-77,604	-84,400	-109,093	6,796	8%	31,489	29%	-84,400
-1,330	-2,000	-3,831	670	34%	2,501	65%	51546	Printing - Brochures	-20,275	-24,900	-49,468	4,625	19%	29,193	59%	-24,900
-132	0	-625	-132	0%	493	79%	51547	Printing - Other	-4,892	-100	-3,433	-4,792	-4792%	-1,459	-42%	-100
33,516	-400	-14,543	33,916	8479%	48,059	330%	56601	Claims Expense	27,744	-5,000	-65,610	32,744	655%	93,354	142%	-5,000
2,551	-3,000	19,179	5,551	185%	-16,627	-87%	52210	Bad Debt Expense	-9,449	-15,000	-822	5,551	37%	-8,627	-1050%	-15,000
110	0	0	110	0%	110	0%	52215	Collection Expense	-39,979	0	0	-39,979	0%	-39,979	0%	0
-47,096	-29,870	-23,542	-17,226	-58%	-23,554	-100%	52220	Credit Card Expense	-287,114	-249,060	-266,238	-38,054	-15%	-20,876	-8%	-249,060
0	0	568	0	0%	-568	-100%	52225	Over/Short	2,423	0	-6,743	2,423	0%	9,165	136%	0
0	100	0	-100	-100%	0	0%	57009	Inter-Department Food Costs	3,507	1,200	3,267	2,307	192%	240	7%	1,200
0	-2,000	0	2,000	100%	0	0%	59999	Contingency	0	-24,000	0	24,000	100%	0	0%	-24,000
-47,375	-50,200	-40,835	2,825	6%	-6,540	-16%	52025	Insurance Expense	-476,875	-476,400	-432,535	-475	0%	-44,340	-10%	-476,400
-21,175	-19,300	-31,390	-1,875	-10%	10,215	33%	57030	Taxes - Property	-232,243	-233,000	-218,368	757	0%	-13,875	-6%	-233,000
30,518	-3,750	40,585	34,268	914%	-10,067	-25%	5702...	Taxes - Income	-10,732	-45,000	-665	34,268	76%	-10,067	-1515%	-45,000
<b>-119,737</b>	<b>-178,433</b>	<b>-94,624</b>	<b>58,696</b>	<b>33%</b>	<b>-25,114</b>	<b>-27%</b>		<b>TOTAL ADMINISTRATIVE &amp; OT</b>	<b>-1,877,672</b>	<b>-1,834,608</b>	<b>-1,795,245</b>	<b>-43,064</b>	<b>-2%</b>	<b>-82,427</b>	<b>-5%</b>	<b>-1,834,608</b>
<b>-388,473</b>	<b>-475,359</b>	<b>-247,523</b>	<b>86,886</b>	<b>18%</b>	<b>-140,950</b>	<b>-57%</b>		<b>TOTAL OPERATING EXPENSES</b>	<b>-5,072,239</b>	<b>-4,864,000</b>	<b>-4,882,547</b>	<b>-208,239</b>	<b>-4%</b>	<b>-189,691</b>	<b>-4%</b>	<b>-4,864,000</b>
<b>-1,531,812</b>	<b>-1,577,274</b>	<b>-1,316,311</b>	<b>45,462</b>	<b>3%</b>	<b>-215,500</b>	<b>-16%</b>		<b>TOTAL PAYROLL AND OPERATI</b>	<b>-17,213,889</b>	<b>-17,025,000</b>	<b>-16,604,802</b>	<b>-188,889</b>	<b>-1%</b>	<b>-609,086</b>	<b>-4%</b>	<b>-17,025,000</b>
<b>248,147</b>	<b>-310,000</b>	<b>-386,931</b>	<b>558,147</b>	<b>180%</b>	<b>635,078</b>	<b>164%</b>		<b>NORBO (before AO)</b>	<b>-5,434,366</b>	<b>-6,085,000</b>	<b>-5,122,855</b>	<b>650,634</b>	<b>11%</b>	<b>-311,511</b>	<b>-6%</b>	<b>-6,085,000</b>
<b>248,147</b>	<b>-310,000</b>	<b>-386,931</b>	<b>558,147</b>	<b>180%</b>	<b>635,078</b>	<b>164%</b>		<b>NOR (after AO)</b>	<b>-5,434,366</b>	<b>-6,085,000</b>	<b>-5,122,855</b>	<b>650,634</b>	<b>11%</b>	<b>-311,511</b>	<b>-6%</b>	<b>-6,085,000</b>
<b>-1,716,691</b>	<b>-1,720,000</b>	<b>-1,452,600</b>	<b>3,309</b>	<b>0%</b>	<b>-264,091</b>	<b>-18%</b>		<b>T O C</b>	<b>-18,787,412</b>	<b>-18,545,000</b>	<b>-18,239,414</b>	<b>-242,412</b>	<b>-1%</b>	<b>-547,997</b>	<b>-3%</b>	<b>-18,545,000</b>
<b>-114.5%</b>	<b>-82.0%</b>	<b>-73.4%</b>	<b>-32.5%</b>	<b>-39.6%</b>	<b>-41.1%</b>	<b>-56.0%</b>		<b>REV to TOC (CRR%)</b>	<b>-71.1%</b>	<b>-67.2%</b>	<b>-71.9%</b>	<b>-03.9%</b>	<b>-05.8%</b>	<b>00.8%</b>	<b>01.2%</b>	<b>-67.2%</b>
<b>309,700</b>	<b>310,000</b>	<b>421,700</b>	<b>-300</b>	<b>0%</b>	<b>-112,000</b>	<b>-20%</b>		<b>Assessment Revenue, Operatin</b>	<b>6,084,700</b>	<b>6,085,000</b>	<b>6,310,700</b>	<b>-300</b>	<b>0%</b>	<b>-226,000</b>	<b>-4%</b>	<b>6,085,000</b>
<b>557,847</b>	<b>0</b>	<b>34,769</b>	<b>557,847</b>	<b>0%</b>	<b>523,078</b>	<b>1504%</b>		<b>NOR AFTER Assessment Reven</b>	<b>650,334</b>	<b>0</b>	<b>1,187,845</b>	<b>650,334</b>	<b>0%</b>	<b>-537,511</b>	<b>-45%</b>	<b>0</b>