

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Operating Fund Consolidated
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years										2019 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Recreation Fee	535,000	533,000	540,000	555,000	558,200	599,000	654,000	704,000	704,000	707,000	762,000	705,000	673,600	
Direct Access & Use Fees	1,210,068	1,160,545	1,164,376	1,221,117	1,276,748	1,281,156	1,363,731	1,502,297	1,417,714	1,521,261	1,699,200	1,480,424	1,417,232	
Food and Beverage	997,723	1,111,327	1,231,631	1,431,714	1,569,402	1,799,103	1,907,532	2,218,124	2,369,091	2,533,741	2,655,200	2,373,652	2,165,518	
Retail Product	302,420	256,382	245,103	237,152	294,374	254,296	284,247	258,890	293,579	278,232	267,100	276,900	273,849	
Lessons & Rental	530,288	550,837	572,003	555,667	725,108	733,865	774,893	797,318	823,519	949,456	895,300	856,764	815,810	
Other Revenue	316,030	275,318	328,544	284,027	341,694	272,863	333,447	403,113	397,898	531,106	429,200	444,039	387,685	
Total Revenue	3,891,529	3,887,409	4,081,657	4,284,677	4,765,527	4,940,283	5,317,851	5,883,743	6,005,801	6,520,797	6,708,000	6,136,780	5,733,695	
COST OF GOODS SOLD (COGS)	-473,646	-508,597	-540,416	-594,924	-683,362	-694,402	-758,146	-826,115	-873,068	-856,341	-916,470	-851,841	-801,614	
GROSS MARGIN (GM)	3,417,883	3,378,812	3,541,241	3,689,753	4,082,165	4,245,881	4,559,705	5,057,628	5,132,733	5,664,456	5,791,530	5,284,939	4,932,081	
PAYROLL														
Salaries and Wages	-3,376,918	-3,351,108	-3,515,160	-3,640,988	-4,008,693	-3,757,809	-4,087,175	-4,433,304	-4,713,305	-5,090,736	-5,317,947	-4,745,782	-4,416,466	
Payroll Taxes & Benefits	-859,609	-801,735	-780,694	-835,313	-938,338	-948,693	-1,119,169	-1,178,829	-1,194,723	-1,213,120	-1,401,810	-1,195,557	-1,130,907	
Total Payroll	-4,236,528	-4,152,842	-4,295,853	-4,476,301	-4,947,031	-4,706,503	-5,206,344	-5,612,133	-5,908,028	-6,303,856	-6,719,757	-5,941,339	-5,547,373	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	0	-40,110	-3,514	0	-14,541	-8,725	
Staff Expense	-137,493	-116,114	-109,176	-100,368	-110,680	-75,422	-82,651	-121,298	-168,887	-159,260	-201,835	-149,815	-121,503	
Utilities Expense	-411,301	-403,280	-398,086	-432,401	-438,176	-428,374	-425,833	-465,468	-463,396	-458,614	-475,345	-462,492	-448,337	
Supplies & Maintenance Expense	-956,493	-865,344	-1,065,847	-653,646	-983,255	-650,102	-858,367	-1,052,753	-985,155	-1,151,306	-1,104,368	-1,063,071	-939,536	
Insurance Expense	-156,000	-114,960	-125,500	-114,975	-135,000	-153,600	-155,400	-158,800	-151,200	-177,000	-226,800	-162,333	-159,200	
Administration & Other Expense	-430,241	-372,507	-414,343	-482,414	-568,273	-566,830	-576,471	-611,039	-695,561	-773,087	-763,425	-693,229	-644,597	
Total Expense	-2,091,528	-1,872,206	-2,112,952	-1,783,804	-2,235,384	-1,874,328	-2,098,721	-2,409,357	-2,504,308	-2,722,780	-2,771,773	-2,545,482	-2,321,899	
PAYROLL & EXPENSE TOTAL	-6,328,056	-6,025,048	-6,408,805	-6,260,105	-7,182,415	-6,580,831	-7,305,065	-8,021,489	-8,412,336	-9,026,636	-9,491,530	-8,486,820	-7,869,271	
NOR BEFORE AllocOverhead (NORBO)	-2,910,173	-2,646,236	-2,867,564	-2,570,352	-3,100,251	-2,334,950	-2,745,361	-2,963,861	-3,279,604	-3,362,179	-3,700,000	-3,201,882	-2,937,191	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	99,000	0	0	
NET OPERATING RESULTS (NOR)	-2,910,173	-2,646,236	-2,867,564	-2,570,352	-3,100,251	-2,334,950	-2,745,361	-2,963,861	-3,279,604	-3,362,179	-3,601,000	-3,201,882	-2,937,191	
NET RESULTS BEFORE ASSESSMENT (N)	-2,910,173	-2,646,236	-2,867,564	-2,570,352	-3,100,251	-2,334,950	-2,745,361	-2,963,861	-3,279,604	-3,362,179	-3,601,000	-3,201,882	-2,937,191	
ASSESSMENT REVENUE														
Operating Fund Assessment Contribution	2,571,862	2,646,948	2,885,413	2,953,867	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	3,384,667	3,363,919	
TOTAL ASSESSMENT REVENUE (AREV)	2,571,862	2,646,948	2,885,413	2,953,867	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	3,384,667	3,363,919	
NET RESULTS (NR)	-338,311	712	17,849	383,515	60,266	943,647	641,639	370,139	1,396	176,821	0	182,785	426,728	
CHANGE IN MEMBERS' EQUITY (CME)	-338,311	712	17,849	383,515	60,266	943,647	641,639	370,139	1,396	176,821	0	182,785	426,728	
Total Expenses (TE), (COGS+PAYROLL+)	-6,801,702	-6,533,645	-6,949,221	-6,855,029	-7,865,778	-7,275,233	-8,063,211	-8,847,604	-9,285,404	-9,882,977	-10,408,000	-9,338,662	-8,670,886	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Amenities Consolidated
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years										2019 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Recreation Fee	535,000	533,000	540,000	555,000	558,200	599,000	654,000	704,000	704,000	707,000	762,000	705,000	673,600	
Direct Access & Use Fees	1,210,068	1,160,545	1,164,376	1,221,117	1,276,748	1,281,156	1,363,731	1,502,297	1,417,714	1,521,261	1,699,200	1,480,424	1,417,232	
Food and Beverage	997,723	1,115,111	1,233,993	1,433,227	1,570,813	1,799,103	1,909,632	2,218,124	2,375,625	2,541,726	2,656,400	2,378,492	2,168,842	
Retail Product	269,421	225,429	207,718	224,336	257,165	235,172	247,404	235,394	259,720	249,130	253,000	248,081	245,364	
Lessons & Rental	530,288	550,837	572,003	555,667	725,108	733,865	774,893	797,318	823,519	937,181	883,300	852,673	813,355	
Other Revenue	1,444	16,528	12,358	16,095	21,456	20,806	23,232	30,427	48,713	78,485	75,700	52,542	40,333	
Total Revenue	3,543,944	3,601,450	3,730,448	4,005,442	4,409,491	4,669,102	4,972,893	5,487,560	5,629,292	6,034,783	6,329,600	5,717,212	5,358,726	
COST OF GOODS SOLD (COGS)	-472,826	-508,597	-540,256	-594,924	-683,362	-694,402	-758,146	-826,115	-873,068	-856,341	-916,470	-851,841	-801,614	
GROSS MARGIN (GM)	3,071,118	3,092,853	3,190,192	3,410,518	3,726,128	3,974,700	4,214,747	4,661,445	4,756,224	5,178,442	5,413,130	4,865,370	4,557,112	
PAYROLL														
Salaries and Wages	-1,943,417	-1,910,390	-1,968,302	-2,048,693	-2,264,774	-2,173,838	-2,306,615	-2,663,416	-2,825,085	-2,935,072	-3,146,586	-2,807,858	-2,580,805	
Payroll Taxes & Benefits	-453,022	-428,223	-407,717	-456,988	-504,096	-555,626	-656,982	-735,668	-736,882	-715,825	-819,676	-729,458	-680,196	
Total Payroll	-2,396,439	-2,338,612	-2,376,018	-2,505,682	-2,768,870	-2,729,464	-2,963,597	-3,399,083	-3,561,967	-3,650,897	-3,966,262	-3,537,316	-3,261,002	
EXPENSE														
Staff Expense	-45,291	-42,001	-49,698	-43,906	-58,866	-42,103	-40,065	-68,616	-83,496	-76,799	-97,900	-76,304	-62,216	
Utilities Expense	-327,483	-306,721	-302,052	-334,211	-330,919	-308,640	-286,740	-344,823	-335,067	-358,361	-361,615	-346,084	-326,726	
Supplies & Maintenance Expense	-502,486	-433,767	-535,208	-502,409	-567,116	-479,249	-510,493	-627,513	-633,838	-672,967	-625,780	-644,773	-584,812	
Insurance Expense	-72,000	-53,880	-62,400	-54,746	-66,000	-72,600	-74,400	-83,400	-77,400	-90,000	-92,400	-83,600	-79,560	
Administration & Other Expense	-137,334	-140,934	-169,205	-149,687	-215,559	-210,689	-249,367	-232,231	-243,434	-248,746	-262,660	-241,470	-236,893	
Total Expense	-1,084,593	-977,304	-1,118,563	-1,084,959	-1,238,460	-1,113,282	-1,161,065	-1,356,583	-1,373,235	-1,446,874	-1,440,355	-1,392,231	-1,290,208	
PAYROLL & EXPENSE TOTAL	-3,481,032	-3,315,916	-3,494,581	-3,590,640	-4,007,330	-3,842,746	-4,124,662	-4,755,667	-4,935,202	-5,097,771	-5,406,617	-4,929,547	-4,551,209	
NOR BEFORE AllocOverhead (NORBO)	-409,913	-223,064	-304,389	-180,122	-281,202	131,955	90,085	-94,221	-178,978	80,671	6,513	-64,176	5,902	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-1,378,735	0	0	
NET OPERATING RESULTS (NOR)	-409,913	-223,064	-304,389	-180,122	-281,202	131,955	90,085	-94,221	-178,978	80,671	-1,372,222	-64,176	5,902	
NET RESULTS BEFORE ASSESSMENT (NOR)	-409,913	-223,064	-304,389	-180,122	-281,202	131,955	90,085	-94,221	-178,978	80,671	-1,372,222	-64,176	5,902	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-409,913	-223,064	-304,389	-180,122	-281,202	131,955	90,085	-94,221	-178,978	80,671	-1,372,222	-64,176	5,902	
CHANGE IN MEMBERS' EQUITY (CME)	-409,913	-223,064	-304,389	-180,122	-281,202	131,955	90,085	-94,221	-178,978	80,671	-1,372,222	-64,176	5,902	
Total Expenses (TE), (COGS+PAYROLL+)	-3,953,857	-3,824,513	-4,034,837	-4,185,564	-4,690,692	-4,537,147	-4,882,807	-5,581,782	-5,808,270	-5,954,112	-6,323,087	-5,781,388	-5,352,824	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Private Amenities Consolidated
6 SUMMER MONTHS (may-oct)

	5 Year Average Years										2019 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Recreation Fee	535,000	533,000	540,000	555,000	558,200	599,000	654,000	704,000	704,000	707,000	762,000	705,000	673,600	
Direct Access & Use Fees	253,182	258,496	352,062	350,251	359,555	391,578	400,951	486,615	517,381	512,282	592,900	505,426	461,761	
Food and Beverage	84,485	92,534	77,065	95,479	100,858	116,971	124,448	143,337	171,129	162,763	172,000	159,076	143,729	
Retail Product	81,063	73,185	105,309	114,709	145,540	136,615	120,125	101,815	104,443	101,790	98,800	102,683	112,958	
Lessons & Rental	269,655	322,214	365,030	395,679	504,835	530,174	512,728	519,439	552,194	599,064	573,500	556,899	542,720	
Other Revenue	7,575	9,799	6,532	5,896	7,667	9,123	2,880	3,038	1,917	22,345	27,000	9,100	7,860	
Total Revenue	1,230,960	1,289,228	1,445,999	1,517,012	1,676,655	1,783,460	1,815,131	1,958,243	2,051,064	2,105,244	2,226,200	2,038,184	1,942,629	
COST OF GOODS SOLD (COGS)	-75,580	-69,236	-91,190	-95,711	-116,294	-117,761	-118,876	-104,364	-117,667	-106,280	-111,470	-109,437	-112,990	
GROSS MARGIN (GM)	1,155,380	1,219,992	1,354,810	1,421,301	1,560,361	1,665,700	1,696,255	1,853,879	1,933,397	1,998,964	2,114,730	1,928,747	1,829,639	
PAYROLL														
Salaries and Wages	-584,184	-589,659	-655,628	-663,510	-752,700	-697,912	-686,760	-743,858	-773,104	-827,486	-930,693	-781,482	-745,824	
Payroll Taxes & Benefits	-141,047	-135,107	-131,863	-131,275	-157,725	-164,277	-175,188	-177,405	-186,605	-187,396	-231,114	-183,802	-178,174	
Total Payroll	-725,232	-724,766	-787,491	-794,786	-910,426	-862,188	-861,949	-921,262	-959,708	-1,014,882	-1,161,807	-965,284	-923,998	
EXPENSE														
Staff Expense	-11,114	-12,620	-15,661	-11,591	-15,250	-9,152	-8,595	-10,371	-14,498	-15,134	-18,120	-13,334	-11,550	
Utilities Expense	-90,191	-100,256	-110,156	-98,990	-108,462	-102,295	-105,710	-111,751	-115,964	-111,752	-117,960	-113,156	-109,494	
Supplies & Maintenance Expense	-180,740	-152,325	-242,481	-249,985	-278,498	-227,856	-257,387	-309,121	-268,909	-312,555	-286,310	-296,861	-275,166	
Insurance Expense	-19,200	-14,280	-18,000	-16,800	-19,200	-20,400	-20,400	-21,400	-21,000	-24,600	-25,200	-22,333	-21,560	
Administration & Other Expense	-22,154	-18,349	-27,493	-24,878	-33,770	-25,297	-32,162	-36,356	-33,381	-48,664	-44,760	-39,467	-35,172	
Total Expense	-323,398	-297,831	-413,791	-402,244	-455,180	-385,000	-424,254	-488,998	-453,752	-512,704	-492,350	-485,152	-452,942	
PAYROLL & EXPENSE TOTAL	-1,048,630	-1,022,597	-1,201,282	-1,197,029	-1,365,605	-1,247,188	-1,286,203	-1,410,261	-1,413,461	-1,527,586	-1,654,157	-1,450,436	-1,376,940	
NOR BEFORE AllocOverhead (NORBO)	106,751	197,395	153,528	224,272	194,756	418,511	410,052	443,619	519,937	471,378	460,573	478,311	452,699	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-449,746	0	0	
NET OPERATING RESULTS (NOR)	106,751	197,395	153,528	224,272	194,756	418,511	410,052	443,619	519,937	471,378	10,827	478,311	452,699	
NET RESULTS BEFORE ASSESSMENT (N	106,751	197,395	153,528	224,272	194,756	418,511	410,052	443,619	519,937	471,378	10,827	478,311	452,699	
ASSESSMENT REVENUE														
NET RESULTS (NR)	106,751	197,395	153,528	224,272	194,756	418,511	410,052	443,619	519,937	471,378	10,827	478,311	452,699	
CHANGE IN MEMBERS' EQUITY (CME)	106,751	197,395	153,528	224,272	194,756	418,511	410,052	443,619	519,937	471,378	10,827	478,311	452,699	
Total Expenses (TE), (COGS+PAYROLL+)	-1,124,210	-1,091,833	-1,292,472	-1,292,740	-1,481,899	-1,364,949	-1,405,079	-1,514,625	-1,531,127	-1,633,866	-1,765,627	-1,559,873	-1,489,929	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Tennis (090)
6 SUMMER MONTHS (may-oct)

	5 Year Average Years										2019 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Recreation Fee	51,000	62,000	61,000	60,000	60,000	65,000	110,000	138,000	127,000	108,000	85,000	124,333	109,600	
Direct Access & Use Fees	29,766	24,461	30,923	31,742	40,210	39,108	40,003	40,140	39,248	35,794	32,600	38,394	38,859	
Food and Beverage	9,013	6,552	0	0	0	0	0	0	0	0	0	0	0	
Retail Product	35,032	30,861	55,708	56,439	60,388	52,961	57,538	41,708	47,194	45,338	40,400	44,747	48,948	
Lessons & Rental	40,310	66,149	54,139	47,020	55,466	53,651	57,041	50,750	60,822	73,221	55,000	61,598	59,097	
Other Revenue	4,453	4,610	2,590	0	14	0	5	0	52	0	0	17	11	
Total Revenue	169,574	194,634	204,360	195,201	216,077	210,720	264,587	270,599	274,316	262,353	213,000	269,089	256,515	
COST OF GOODS SOLD (COGS)	-27,765	-23,560	-39,114	-38,333	-42,272	-35,922	-42,010	-30,217	-35,869	-31,801	-32,900	-32,629	-35,164	
GROSS MARGIN (GM)	141,810	171,074	165,247	156,868	173,806	174,798	222,577	240,382	238,447	230,552	180,100	236,460	221,351	
PAYROLL														
Salaries and Wages	-90,508	-101,070	-97,127	-100,801	-115,738	-95,750	-109,788	-102,680	-115,416	-127,165	-111,774	-115,087	-110,160	
Payroll Taxes & Benefits	-14,168	-15,969	-14,792	-14,340	-19,029	-18,571	-23,356	-20,223	-22,103	-21,890	-20,468	-21,405	-21,228	
Total Payroll	-104,676	-117,040	-111,919	-115,141	-134,767	-114,321	-133,144	-122,903	-137,518	-149,055	-132,242	-136,492	-131,388	
EXPENSE														
Staff Expense	-1,036	-848	0	0	-784	-228	0	-668	-220	-582	-800	-490	-340	
Utilities Expense	-6,795	-7,721	-9,606	-7,368	-8,763	-8,282	-8,042	-8,360	-11,365	-12,315	-11,520	-10,680	-9,673	
Supplies & Maintenance Expense	-30,059	-18,449	-29,586	-28,465	-34,728	-27,804	-25,698	-21,378	-25,875	-29,004	-20,910	-25,419	-25,952	
Insurance Expense	-2,400	-1,800	-2,400	-1,800	-2,400	-2,400	-2,400	-2,400	-2,400	-3,000	-3,000	-2,600	-2,520	
Administration & Other Expense	-3,947	-2,906	-3,753	-2,404	-3,037	-3,319	-4,223	-3,723	-2,988	-5,870	-4,070	-4,194	-4,025	
Total Expense	-44,237	-31,724	-45,345	-40,037	-49,713	-42,034	-40,363	-36,529	-42,848	-50,771	-40,300	-43,383	-42,509	
PAYROLL & EXPENSE TOTAL	-148,913	-148,764	-157,265	-155,178	-184,480	-156,354	-173,507	-159,432	-180,367	-199,826	-172,542	-179,875	-173,897	
NOR BEFORE AllocOverhead (NORBO)	-7,103	22,310	7,982	1,690	-10,674	18,444	49,070	80,950	58,081	30,726	7,558	56,586	47,454	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-44,889	0	0	
NET OPERATING RESULTS (NOR)	-7,103	22,310	7,982	1,690	-10,674	18,444	49,070	80,950	58,081	30,726	-37,331	56,586	47,454	
NET RESULTS BEFORE ASSESSMENT (N)	-7,103	22,310	7,982	1,690	-10,674	18,444	49,070	80,950	58,081	30,726	-37,331	56,586	47,454	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-7,103	22,310	7,982	1,690	-10,674	18,444	49,070	80,950	58,081	30,726	-37,331	56,586	47,454	
CHANGE IN MEMBERS' EQUITY (CME)	-7,103	22,310	7,982	1,690	-10,674	18,444	49,070	80,950	58,081	30,726	-37,331	56,586	47,454	
Total Expenses (TE), (COGS+PAYROLL+)	-176,677	-172,324	-196,378	-193,512	-226,751	-192,277	-215,517	-189,649	-216,235	-231,627	-205,442	-212,504	-209,061	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marina (060)
6 SUMMER MONTHS (may-oct)**

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals <u>Average</u>		
								3 Year Average Years				2019 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>				
REVENUE														
Recreation Fee	105,000	122,000	124,000	130,000	132,000	142,000	157,000	190,000	190,000	184,000	200,000	188,000	172,600	
Direct Access & Use Fees	86,948	93,732	111,601	110,012	121,220	131,526	123,660	129,478	154,572	166,924	200,000	150,325	141,232	
Food and Beverage	71,737	81,844	77,102	95,479	100,858	116,971	124,448	143,441	171,166	162,764	172,000	159,124	143,758	
Retail Product	1,698	741	12,640	15,204	14,833	15,255	13,854	13,781	16,763	17,629	17,000	16,058	15,456	
Lessons & Rental	68,574	87,113	107,133	120,746	138,324	150,791	147,431	146,628	167,888	150,426	140,000	154,980	152,633	
Other Revenue	602	2,000	360	480	727	640	0	0	0	0	21,000	0	128	
Total Revenue	334,558	387,430	432,835	471,921	507,963	557,183	566,393	623,328	700,389	681,743	750,000	668,487	625,807	
COST OF GOODS SOLD (COGS)	-23,635	-21,071	-30,930	-33,400	-36,576	-45,365	-50,995	-48,733	-58,614	-52,259	-53,000	-53,202	-51,193	
GROSS MARGIN (GM)	310,923	366,359	401,906	438,521	471,387	511,817	515,397	574,594	641,775	629,484	697,000	615,284	574,614	
PAYROLL														
Salaries and Wages	-115,663	-119,460	-129,168	-136,585	-137,640	-147,001	-152,922	-178,076	-192,615	-218,043	-245,397	-196,245	-177,731	
Payroll Taxes & Benefits	-31,006	-30,016	-25,274	-28,831	-28,747	-33,103	-40,643	-47,441	-45,733	-46,841	-68,616	-46,671	-42,752	
Total Payroll	-146,669	-149,476	-154,442	-165,415	-166,387	-180,104	-193,565	-225,517	-238,347	-264,884	-314,013	-242,916	-220,483	
EXPENSE														
Staff Expense	-1,514	-2,416	-2,054	-2,014	-1,917	-1,441	-970	-1,999	-3,536	-3,328	-3,300	-2,954	-2,255	
Utilities Expense	-12,502	-14,845	-15,043	-15,692	-15,613	-14,884	-15,659	-15,849	-17,376	-17,329	-18,060	-16,851	-16,219	
Supplies & Maintenance Expense	-22,626	-26,230	-29,844	-31,909	-29,211	-22,093	-28,134	-31,940	-28,680	-40,654	-27,530	-33,758	-30,300	
Insurance Expense	-4,800	-3,600	-4,200	-3,600	-4,200	-4,800	-4,800	-4,800	-4,800	-5,400	-6,000	-5,000	-4,920	
Administration & Other Expense	-7,211	-4,343	-5,999	-5,347	-6,639	-7,573	-9,828	-8,810	-10,408	-12,696	-12,450	-10,638	-9,863	
Total Expense	-48,654	-51,434	-57,140	-58,562	-57,580	-50,792	-59,390	-63,398	-64,800	-79,406	-67,340	-69,202	-63,557	
PAYROLL & EXPENSE TOTAL	-195,322	-200,910	-211,581	-223,978	-223,968	-230,895	-252,956	-288,915	-303,148	-344,290	-381,353	-312,118	-284,041	
NOR BEFORE AllocOverhead (NORBO)	115,600	165,449	190,324	214,543	247,420	280,922	262,441	285,679	338,627	285,194	315,647	303,167	290,573	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-66,662	0	0	
NET OPERATING RESULTS (NOR)	115,600	165,449	190,324	214,543	247,420	280,922	262,441	285,679	338,627	285,194	248,985	303,167	290,573	
NET RESULTS BEFORE ASSESSMENT (N)	115,600	165,449	190,324	214,543	247,420	280,922	262,441	285,679	338,627	285,194	248,985	303,167	290,573	
ASSESSMENT REVENUE														
NET RESULTS (NR)	115,600	165,449	190,324	214,543	247,420	280,922	262,441	285,679	338,627	285,194	248,985	303,167	290,573	
CHANGE IN MEMBERS' EQUITY (CME)	115,600	165,449	190,324	214,543	247,420	280,922	262,441	285,679	338,627	285,194	248,985	303,167	290,573	
Total Expenses (TE), (COGS+PAYROLL+)	-218,958	-221,981	-242,511	-257,378	-260,543	-276,261	-303,951	-337,648	-361,762	-396,549	-434,353	-365,320	-335,234	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
TC/Aquatics/Camps/Recreation
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years										2019 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Recreation Fee	379,000	349,000	355,000	365,000	366,200	392,000	387,000	376,000	387,000	415,000	477,000	392,667	391,400	
Direct Access & Use Fees	136,469	140,303	209,539	208,497	198,125	220,944	237,288	316,996	323,561	309,564	360,300	316,707	281,671	
Food and Beverage	3,735	4,138	-37	0	0	0	0	-104	-37	-1	0	-47	-28	
Retail Product	44,333	41,582	36,961	43,065	70,318	68,398	48,733	46,326	40,487	38,822	41,400	41,878	48,553	
Lessons & Rental	160,771	168,951	203,758	227,913	311,044	325,732	308,257	322,061	323,484	375,418	378,500	340,321	330,990	
Other Revenue	2,520	3,189	3,582	5,416	6,927	8,483	2,875	3,038	1,865	22,345	6,000	9,083	7,721	
Total Revenue	726,828	707,164	808,803	849,890	952,615	1,015,557	984,151	1,064,317	1,076,359	1,161,148	1,263,200	1,100,608	1,060,307	
COST OF GOODS SOLD (COGS)	-24,180	-24,605	-21,146	-23,978	-37,447	-36,473	-25,870	-25,414	-23,184	-22,220	-25,570	-23,606	-26,632	
GROSS MARGIN (GM)	702,648	682,559	787,657	825,912	915,168	979,084	958,281	1,038,903	1,053,175	1,138,928	1,237,630	1,077,002	1,033,674	
PAYROLL														
Salaries and Wages	-378,013	-369,128	-429,333	-426,125	-499,322	-455,160	-424,050	-463,102	-465,073	-482,278	-573,522	-470,151	-457,933	
Payroll Taxes & Benefits	-95,874	-89,122	-91,797	-88,104	-109,949	-112,603	-111,190	-109,740	-118,769	-118,666	-142,030	-115,725	-114,194	
Total Payroll	-473,887	-458,251	-521,130	-514,229	-609,271	-567,764	-535,239	-572,842	-583,843	-600,944	-715,552	-585,876	-572,126	
EXPENSE														
Staff Expense	-8,564	-9,356	-13,608	-9,577	-12,548	-7,483	-7,625	-7,704	-10,742	-11,224	-14,020	-9,890	-8,956	
Utilities Expense	-70,893	-77,690	-85,507	-75,930	-84,086	-79,129	-82,009	-87,542	-87,223	-82,107	-88,380	-85,624	-83,602	
Supplies & Maintenance Expense	-128,055	-107,646	-183,051	-189,610	-214,559	-177,959	-203,555	-255,803	-214,354	-242,897	-237,870	-237,685	-218,914	
Insurance Expense	-12,000	-8,880	-11,400	-11,400	-12,600	-13,200	-13,200	-14,200	-13,800	-16,200	-16,200	-14,733	-14,120	
Administration & Other Expense	-10,996	-11,101	-17,740	-17,127	-24,094	-14,404	-18,112	-23,823	-19,985	-30,098	-28,240	-24,635	-21,284	
Total Expense	-230,508	-214,673	-311,306	-303,644	-347,887	-292,175	-324,501	-389,071	-346,103	-382,527	-384,710	-372,567	-346,875	
PAYROLL & EXPENSE TOTAL	-704,395	-672,923	-832,436	-817,873	-957,158	-859,939	-859,740	-961,914	-929,946	-983,470	-1,100,262	-958,443	-919,002	
NOR BEFORE AllocOverhead (NORBO)	-1,747	9,636	-44,779	8,039	-41,990	119,146	98,541	76,990	123,229	155,458	137,368	118,559	114,673	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-338,195	0	0	
NET OPERATING RESULTS (NOR)	-1,747	9,636	-44,779	8,039	-41,990	119,146	98,541	76,990	123,229	155,458	-200,827	118,559	114,673	
NET RESULTS BEFORE ASSESSMENT (N)	-1,747	9,636	-44,779	8,039	-41,990	119,146	98,541	76,990	123,229	155,458	-200,827	118,559	114,673	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-1,747	9,636	-44,779	8,039	-41,990	119,146	98,541	76,990	123,229	155,458	-200,827	118,559	114,673	
CHANGE IN MEMBERS' EQUITY (CME)	-1,747	9,636	-44,779	8,039	-41,990	119,146	98,541	76,990	123,229	155,458	-200,827	118,559	114,673	
Total Expenses (TE), (COGS+PAYROLL+)	-728,575	-697,528	-853,582	-841,851	-994,605	-896,412	-885,610	-987,328	-953,130	-1,005,690	-1,125,832	-982,049	-945,634	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Trout Creek Recreation Center (132)
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals <u>Average</u>				
								3 Year Average Years				2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>						
REVENUE																
Recreation Fee	358,000	333,000	280,000	288,000	289,000	310,000	305,000	298,000	309,000	331,000	361,000	312,667	310,600			
Direct Access & Use Fees	119,858	118,884	126,680	122,630	123,198	121,588	126,030	130,400	134,908	152,960	182,100	139,423	133,177			
Food and Beverage	682	0	0	0	0	0	0	0	0	0	0	0	0			
Retail Product	44,587	41,855	33,333	36,533	50,665	46,358	44,635	42,101	35,828	36,070	37,000	38,000	40,998			
Lessons & Rental	67,218	66,904	48,326	48,818	51,345	64,911	64,941	62,293	64,760	70,427	64,500	65,826	65,466			
Other Revenue	998	33	135	5	0	281	1,245	0	0	0	0	0	305			
Total Revenue	591,343	560,676	488,475	495,986	514,208	543,138	541,851	532,794	544,496	590,456	644,600	555,915	550,547			
COST OF GOODS SOLD (COGS)	-22,902	-23,142	-17,895	-20,260	-28,179	-25,530	-24,386	-23,086	-20,438	-20,689	-22,000	-21,405	-22,826			
GROSS MARGIN (GM)	568,441	537,535	470,580	475,726	486,029	517,608	517,465	509,707	524,058	569,767	622,600	534,511	527,721			
PAYROLL																
Salaries and Wages	-272,587	-180,203	-197,528	-198,825	-199,977	-194,564	-201,251	-211,402	-226,713	-225,750	-259,582	-221,288	-211,936			
Payroll Taxes & Benefits	-71,273	-48,806	-45,220	-46,774	-53,087	-54,555	-54,905	-50,544	-62,470	-60,882	-71,478	-57,965	-56,671			
Total Payroll	-343,860	-229,009	-242,748	-245,600	-253,063	-249,120	-256,156	-261,946	-289,183	-286,632	-331,060	-279,253	-268,607			
EXPENSE																
Staff Expense	-7,644	-1,832	-2,919	-1,421	-585	-1,047	-1,722	-1,605	-994	-1,567	-3,400	-1,389	-1,387			
Utilities Expense	-62,465	-69,283	-47,115	-46,633	-47,756	-47,942	-48,440	-47,963	-49,461	-50,363	-52,010	-49,263	-48,834			
Supplies & Maintenance Expense	-105,932	-68,906	-47,652	-59,289	-75,971	-64,126	-88,194	-101,462	-70,545	-79,802	-71,420	-83,936	-80,826			
Insurance Expense	-9,000	-6,600	-5,400	-5,400	-6,000	-6,000	-6,000	-6,000	-6,000	-7,800	-7,800	-6,600	-6,360			
Administration & Other Expense	-7,118	-7,517	-7,695	-7,032	-7,045	-6,916	-6,190	-7,499	-6,474	-8,866	-8,360	-7,613	-7,189			
Total Expense	-192,158	-154,138	-110,781	-119,775	-137,357	-126,030	-150,546	-164,530	-133,474	-148,397	-142,990	-148,800	-144,595			
PAYROLL & EXPENSE TOTAL	-536,018	-383,147	-353,529	-365,375	-390,420	-375,150	-406,702	-426,475	-422,657	-435,029	-474,050	-428,054	-413,203			
NOR BEFORE AllocOverhead (NORBO)	32,423	154,387	117,051	110,351	95,609	142,459	110,763	83,232	101,401	134,738	148,550	106,457	114,519			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-139,852	0	0			
NET OPERATING RESULTS (NOR)	32,423	154,387	117,051	110,351	95,609	142,459	110,763	83,232	101,401	134,738	8,698	106,457	114,519			
NET RESULTS BEFORE ASSESSMENT (N)	32,423	154,387	117,051	110,351	95,609	142,459	110,763	83,232	101,401	134,738	8,698	106,457	114,519			
ASSESSMENT REVENUE																
NET RESULTS (NR)	32,423	154,387	117,051	110,351	95,609	142,459	110,763	83,232	101,401	134,738	8,698	106,457	114,519			
CHANGE IN MEMBERS' EQUITY (CME)	32,423	154,387	117,051	110,351	95,609	142,459	110,763	83,232	101,401	134,738	8,698	106,457	114,519			
Total Expenses (TE), (COGS+PAYROLL+)	-558,920	-406,289	-371,424	-385,635	-418,599	-400,680	-431,088	-449,562	-443,095	-455,718	-496,050	-449,458	-436,029			

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Aquatics (130)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Recreation Fee	21,000	16,000	75,000	77,000	77,200	82,000	82,000	78,000	78,000	84,000	116,000	80,000	80,800	
Direct Access & Use Fees	13,712	17,202	17,662	17,046	17,686	20,812	20,170	22,474	26,302	21,454	24,000	23,410	22,242	
Food and Beverage	0	0	-37	0	0	0	0	0	0	0	0	0	0	
Lessons & Rental	0	0	35,462	40,050	48,010	45,782	36,559	40,414	20,174	26,055	24,000	28,881	33,797	
Other Revenue	675	1,200	1,640	1,520	1,030	1,945	30	2,016	676	1,414	1,000	1,369	1,216	
Total Revenue	35,387	34,402	129,727	135,616	143,926	150,539	138,759	142,904	125,152	132,923	165,000	133,660	138,055	
GROSS MARGIN (GM)	35,387	34,402	129,727	135,616	143,926	150,539	138,759	142,904	125,152	132,923	165,000	133,660	138,055	
PAYROLL														
Salaries and Wages	-16,600	-84,381	-104,303	-102,064	-125,096	-100,535	-90,072	-94,613	-58,807	-57,672	-88,400	-70,364	-80,340	
Payroll Taxes & Benefits	-2,710	-13,632	-17,682	-16,844	-22,129	-25,711	-21,887	-21,626	-11,872	-11,593	-17,600	-15,030	-18,538	
Total Payroll	-19,310	-98,013	-121,985	-118,908	-147,225	-126,246	-111,959	-116,239	-70,680	-69,265	-106,000	-85,394	-98,878	
EXPENSE														
Staff Expense	0	-4,781	-7,488	-5,109	-6,427	-3,699	-3,601	-4,987	-4,688	-5,406	-5,980	-5,027	-4,476	
Utilities Expense	-7,537	-7,102	-36,992	-27,513	-34,382	-29,748	-32,527	-36,142	-34,279	-28,812	-34,540	-33,078	-32,302	
Supplies & Maintenance Expense	-178	-5,766	-32,576	-29,188	-27,286	-25,801	-27,833	-26,836	-25,235	-24,795	-26,750	-25,622	-26,100	
Insurance Expense	-600	-480	-4,200	-4,200	-4,800	-4,800	-4,800	-4,800	-5,400	-6,000	-6,000	-5,400	-5,160	
Administration & Other Expense	-292	-385	-1,103	-1,477	-1,565	-351	-3,967	-3,737	-3,003	-4,138	-4,110	-3,626	-3,039	
Total Expense	-8,607	-18,513	-82,359	-67,487	-74,460	-64,399	-72,728	-76,502	-72,605	-69,151	-77,380	-72,753	-71,077	
PAYROLL & EXPENSE TOTAL	-27,917	-116,526	-204,344	-186,395	-221,685	-190,646	-184,687	-192,740	-143,285	-138,416	-183,380	-158,147	-169,955	
NOR BEFORE AllocOverhead (NORBO)	7,470	-82,124	-74,616	-50,779	-77,759	-40,107	-45,928	-49,837	-18,133	-5,493	-18,380	-24,488	-31,899	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-98,549	0	0	
NET OPERATING RESULTS (NOR)	7,470	-82,124	-74,616	-50,779	-77,759	-40,107	-45,928	-49,837	-18,133	-5,493	-116,929	-24,488	-31,899	
NET RESULTS BEFORE ASSESSMENT (N)	7,470	-82,124	-74,616	-50,779	-77,759	-40,107	-45,928	-49,837	-18,133	-5,493	-116,929	-24,488	-31,899	
ASSESSMENT REVENUE														
NET RESULTS (NR)	7,470	-82,124	-74,616	-50,779	-77,759	-40,107	-45,928	-49,837	-18,133	-5,493	-116,929	-24,488	-31,899	
CHANGE IN MEMBERS' EQUITY (CME)	7,470	-82,124	-74,616	-50,779	-77,759	-40,107	-45,928	-49,837	-18,133	-5,493	-116,929	-24,488	-31,899	
Total Expenses (TE), (COGS+PAYROLL+)	-27,917	-116,526	-204,344	-186,395	-221,685	-190,646	-184,687	-192,740	-143,285	-138,416	-183,380	-158,147	-169,955	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Day Camp (145)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Lessons & Rental	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	255,512	275,000	227,908	212,809	
Other Revenue	340	250	350	490	830	600	610	1,005	1,155	1,140	0	1,100	902	
Total Revenue	91,873	99,327	106,961	114,733	165,533	183,363	198,167	205,731	224,640	256,652	275,000	229,008	213,711	
GROSS MARGIN (GM)	91,873	99,327	106,961	114,733	165,533	183,363	198,167	205,731	224,640	256,652	275,000	229,008	213,711	
PAYROLL														
Salaries and Wages	-57,485	-64,476	-52,825	-55,145	-76,722	-74,013	-87,617	-102,393	-120,305	-142,168	-153,500	-121,622	-105,299	
Payroll Taxes & Benefits	-15,173	-16,202	-14,166	-9,407	-14,448	-16,058	-21,196	-22,645	-29,177	-31,329	-34,000	-27,717	-24,081	
Total Payroll	-72,657	-80,679	-66,991	-64,552	-91,170	-90,071	-108,813	-125,038	-149,483	-173,497	-187,500	-149,339	-129,380	
EXPENSE														
Staff Expense	-695	-1,589	-621	-1,460	-2,848	-1,497	-1,800	-1,043	-3,571	-2,960	-2,990	-2,525	-2,174	
Utilities Expense	-712	-1,125	-1,221	-1,539	-1,352	-1,139	-862	-3,167	-3,182	-2,846	-1,650	-3,065	-2,239	
Supplies & Maintenance Expense	-10,265	-12,554	-14,357	-16,067	-28,089	-26,896	-25,640	-28,587	-25,067	-33,948	-35,610	-29,201	-28,028	
Insurance Expense	-1,800	-1,200	-1,200	-1,200	-1,200	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	
Administration & Other Expense	-3,260	-2,345	-3,032	-4,109	-5,260	-4,445	-5,262	-9,357	-6,303	-10,377	-8,900	-8,679	-7,149	
Total Expense	-16,732	-18,813	-20,431	-24,375	-38,749	-35,777	-35,364	-43,953	-39,923	-51,932	-50,950	-45,269	-41,390	
PAYROLL & EXPENSE TOTAL	-89,390	-99,492	-87,423	-88,927	-129,919	-125,848	-144,177	-168,992	-189,406	-225,429	-238,450	-194,609	-170,770	
NOR BEFORE AllocOverhead (NORBO)	2,483	-165	19,538	25,806	35,614	57,514	53,990	36,739	35,234	31,223	36,550	34,399	42,940	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-33,381	0	0	
NET OPERATING RESULTS (NOR)	2,483	-165	19,538	25,806	35,614	57,514	53,990	36,739	35,234	31,223	3,169	34,399	42,940	
NET RESULTS BEFORE ASSESSMENT (N)	2,483	-165	19,538	25,806	35,614	57,514	53,990	36,739	35,234	31,223	3,169	34,399	42,940	
ASSESSMENT REVENUE														
NET RESULTS (NR)	2,483	-165	19,538	25,806	35,614	57,514	53,990	36,739	35,234	31,223	3,169	34,399	42,940	
CHANGE IN MEMBERS' EQUITY (CME)	2,483	-165	19,538	25,806	35,614	57,514	53,990	36,739	35,234	31,223	3,169	34,399	42,940	
Total Expenses (TE), (COGS+PAYROLL+)	-89,390	-99,492	-87,423	-88,927	-129,919	-125,848	-144,177	-168,992	-189,406	-225,429	-238,450	-194,609	-170,770	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Recreation (140)
6 SUMMER MONTHS (may-oct)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Direct Access & Use Fees	2,899	4,217	65,197	68,821	57,241	78,544	91,088	164,122	162,351	135,150	154,200	153,874	126,251	
Food and Beverage	3,053	4,138	0	0	0	0	0	-104	-37	-1	0	-47	-28	
Retail Product	-254	-273	3,628	6,532	19,653	22,040	4,098	4,225	4,659	2,752	4,400	3,879	7,555	
Lessons & Rental	2,020	2,970	13,359	24,802	46,987	32,277	9,199	14,629	15,065	23,425	15,000	17,706	18,919	
Other Revenue	507	1,706	1,457	3,401	5,067	5,657	990	17	34	19,791	5,000	6,614	5,298	
Total Revenue	8,225	12,758	83,641	103,555	128,948	138,517	105,374	182,889	182,071	181,117	178,600	182,026	157,994	
COST OF GOODS SOLD (COGS)	-1,279	-1,463	-3,251	-3,718	-9,268	-10,943	-1,484	-2,328	-2,746	-1,531	-3,570	-2,201	-3,806	
GROSS MARGIN (GM)	6,947	11,296	80,389	99,837	119,680	127,574	103,890	180,561	179,325	179,586	175,030	179,824	154,187	
PAYROLL														
Salaries and Wages	-31,342	-40,068	-74,677	-70,091	-97,528	-86,048	-45,110	-54,694	-59,248	-56,688	-72,040	-56,877	-60,358	
Payroll Taxes & Benefits	-6,718	-10,481	-14,729	-15,079	-20,285	-16,279	-13,202	-14,926	-15,249	-14,862	-18,952	-15,012	-14,903	
Total Payroll	-38,059	-50,549	-89,406	-85,170	-117,813	-102,326	-58,312	-69,620	-74,498	-71,550	-90,992	-71,889	-75,261	
EXPENSE														
Staff Expense	-224	-1,154	-2,579	-1,587	-2,688	-1,240	-502	-69	-1,488	-1,291	-1,650	-949	-918	
Utilities Expense	-180	-180	-180	-244	-596	-300	-180	-270	-300	-86	-180	-219	-227	
Supplies & Maintenance Expense	-11,680	-20,420	-88,466	-85,065	-83,213	-61,136	-61,888	-98,918	-93,507	-104,352	-104,090	-98,926	-83,960	
Insurance Expense	-600	-600	-600	-600	-600	-600	-600	-1,600	-600	-600	-600	-933	-800	
Administration & Other Expense	-326	-855	-5,911	-4,509	-10,224	-2,693	-2,692	-3,230	-4,205	-6,718	-6,870	-4,718	-3,908	
Total Expense	-13,010	-23,209	-97,736	-92,006	-97,321	-65,969	-65,863	-104,087	-100,101	-113,047	-113,390	-105,745	-89,813	
PAYROLL & EXPENSE TOTAL	-51,069	-73,759	-187,141	-177,176	-215,134	-168,295	-124,174	-173,706	-174,599	-184,597	-204,382	-177,634	-165,074	
NOR BEFORE AllocOverhead (NORBO)	-44,122	-62,463	-106,752	-77,339	-95,454	-40,721	-20,284	6,855	4,727	-5,010	-29,352	2,190	-10,887	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-66,413	0	0	
NET OPERATING RESULTS (NOR)	-44,122	-62,463	-106,752	-77,339	-95,454	-40,721	-20,284	6,855	4,727	-5,010	-95,765	2,190	-10,887	
NET RESULTS BEFORE ASSESSMENT (N)	-44,122	-62,463	-106,752	-77,339	-95,454	-40,721	-20,284	6,855	4,727	-5,010	-95,765	2,190	-10,887	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-44,122	-62,463	-106,752	-77,339	-95,454	-40,721	-20,284	6,855	4,727	-5,010	-95,765	2,190	-10,887	
CHANGE IN MEMBERS' EQUITY (CME)	-44,122	-62,463	-106,752	-77,339	-95,454	-40,721	-20,284	6,855	4,727	-5,010	-95,765	2,190	-10,887	
Total Expenses (TE), (COGS+PAYROLL+)	-52,348	-75,221	-190,393	-180,894	-224,402	-179,238	-125,659	-176,034	-177,344	-186,128	-207,952	-179,835	-168,881	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Public Amenities Consolidated
6 SUMMER MONTHS (may-oct)**

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals Average				
								3 Year Average Years				2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>						
REVENUE																
Direct Access & Use Fees	956,886	902,049	812,314	870,866	917,194	889,578	962,780	1,015,682	900,334	1,008,979	1,106,300	974,998	955,471			
Food and Beverage	913,238	1,022,577	1,156,928	1,337,749	1,469,955	1,682,132	1,785,184	2,074,787	2,204,496	2,378,963	2,484,400	2,219,415	2,025,113			
Retail Product	188,357	152,244	102,409	109,627	111,625	98,557	127,280	133,578	155,277	147,340	154,200	145,399	132,407			
Lessons & Rental	260,634	228,623	206,972	159,989	220,274	203,691	262,165	277,879	271,325	338,117	309,800	295,774	270,635			
Other Revenue	-6,132	6,729	5,825	10,199	13,788	11,683	20,352	27,390	46,796	56,140	48,700	43,442	32,472			
Total Revenue	2,312,984	2,312,222	2,284,449	2,488,430	2,732,836	2,885,642	3,157,762	3,529,317	3,578,228	3,929,539	4,103,400	3,679,028	3,416,097			
COST OF GOODS SOLD (COGS)	-397,245	-439,361	-449,066	-499,213	-567,068	-576,641	-639,270	-721,751	-755,401	-750,061	-805,000	-742,404	-688,625			
GROSS MARGIN (GM)	1,915,738	1,872,861	1,835,383	1,989,217	2,165,767	2,309,001	2,518,492	2,807,566	2,822,826	3,179,478	3,298,400	2,936,623	2,727,472			
PAYROLL																
Salaries and Wages	-1,359,232	-1,320,731	-1,312,674	-1,385,183	-1,512,074	-1,475,926	-1,619,855	-1,919,558	-2,051,982	-2,107,587	-2,215,893	-2,026,375	-1,834,981			
Payroll Taxes & Benefits	-311,975	-293,116	-275,854	-325,713	-346,371	-391,349	-481,794	-558,263	-550,277	-528,429	-588,562	-545,656	-502,022			
Total Payroll	-1,671,207	-1,613,846	-1,588,528	-1,710,896	-1,858,445	-1,867,275	-2,101,648	-2,477,821	-2,602,259	-2,636,015	-2,804,455	-2,572,032	-2,337,004			
EXPENSE																
Staff Expense	-34,177	-29,381	-34,037	-32,314	-43,616	-32,951	-31,470	-58,245	-68,998	-61,665	-79,780	-62,970	-50,666			
Utilities Expense	-237,292	-206,465	-191,895	-235,221	-222,457	-206,345	-181,030	-233,072	-219,103	-246,609	-243,655	-232,928	-217,232			
Supplies & Maintenance Expense	-321,746	-281,443	-292,727	-252,424	-288,618	-251,393	-253,106	-318,393	-364,929	-360,413	-339,470	-347,911	-309,647			
Insurance Expense	-52,800	-39,600	-44,400	-37,946	-46,800	-52,200	-54,000	-62,000	-56,400	-65,400	-67,200	-61,267	-58,000			
Administration & Other Expense	-115,180	-122,585	-141,713	-124,810	-181,789	-185,393	-217,204	-195,875	-210,053	-200,082	-217,900	-202,003	-201,721			
Total Expense	-761,195	-679,473	-704,772	-682,715	-783,280	-728,282	-736,811	-867,585	-919,482	-934,169	-948,005	-907,079	-837,266			
PAYROLL & EXPENSE TOTAL	-2,432,402	-2,293,319	-2,293,299	-2,393,611	-2,641,725	-2,595,557	-2,838,459	-3,345,406	-3,521,741	-3,570,185	-3,752,460	-3,479,111	-3,174,270			
NOR BEFORE AllocOverhead (NORBO)	-516,664	-420,459	-457,917	-404,394	-475,957	-286,557	-319,967	-537,840	-698,915	-390,707	-454,060	-542,487	-446,797			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-928,989	0	0			
NET OPERATING RESULTS (NOR)	-516,664	-420,459	-457,917	-404,394	-475,957	-286,557	-319,967	-537,840	-698,915	-390,707	-1,383,049	-542,487	-446,797			
NET RESULTS BEFORE ASSESSMENT (N)	-516,664	-420,459	-457,917	-404,394	-475,957	-286,557	-319,967	-537,840	-698,915	-390,707	-1,383,049	-542,487	-446,797			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-516,664	-420,459	-457,917	-404,394	-475,957	-286,557	-319,967	-537,840	-698,915	-390,707	-1,383,049	-542,487	-446,797			
CHANGE IN MEMBERS' EQUITY (CME)	-516,664	-420,459	-457,917	-404,394	-475,957	-286,557	-319,967	-537,840	-698,915	-390,707	-1,383,049	-542,487	-446,797			
Total Expenses (TE), (COGS+PAYROLL+)	-2,829,648	-2,732,681	-2,742,366	-2,892,824	-3,208,793	-3,172,198	-3,477,729	-4,067,157	-4,277,143	-4,320,246	-4,557,460	-4,221,515	-3,862,894			

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Consolidated Golf
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals <u>Average</u>		
								3 Year Average Years				2019 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>				
REVENUE														
Direct Access & Use Fees	848,642	785,900	707,368	760,124	798,174	837,910	836,323	841,682	726,648	802,084	894,000	790,138	808,929	
Retail Product	95,182	84,209	97,461	101,779	104,024	98,557	93,166	86,715	87,962	92,285	90,000	88,987	91,737	
Lessons & Rental	179,536	158,865	137,112	143,108	160,536	190,773	181,624	178,887	165,561	202,214	165,000	182,220	183,812	
Other Revenue	4,532	7,275	5,754	7,935	9,662	7,503	3,093	6,707	9,620	536	8,000	5,621	5,492	
Total Revenue	1,127,892	1,036,248	947,695	1,012,947	1,072,395	1,134,744	1,114,206	1,113,991	989,791	1,097,118	1,157,000	1,066,967	1,089,970	
COST OF GOODS SOLD (COGS)	-72,514	-63,864	-77,160	-79,767	-78,766	-69,373	-64,420	-57,360	-45,544	-61,461	-61,000	-54,788	-59,632	
GROSS MARGIN (GM)	1,055,379	972,384	870,536	933,180	993,630	1,065,371	1,049,785	1,056,631	944,247	1,035,657	1,096,000	1,012,178	1,030,338	
PAYROLL														
Salaries and Wages	-609,258	-558,114	-530,495	-573,695	-563,173	-519,964	-514,284	-526,868	-542,188	-543,268	-583,537	-537,441	-529,314	
Payroll Taxes & Benefits	-122,350	-107,575	-98,735	-110,072	-111,604	-114,467	-125,147	-131,478	-130,725	-115,314	-129,512	-125,839	-123,426	
Total Payroll	-731,608	-665,689	-629,230	-683,767	-674,777	-634,430	-639,430	-658,347	-672,912	-658,581	-713,049	-663,280	-652,740	
EXPENSE														
Staff Expense	-12,795	-10,802	-10,943	-7,554	-9,078	-8,175	-6,157	-8,283	-9,399	-6,401	-8,500	-8,028	-7,683	
Utilities Expense	-128,100	-92,330	-87,143	-135,318	-118,915	-115,022	-81,331	-106,016	-95,518	-109,448	-106,730	-103,660	-101,467	
Supplies & Maintenance Expense	-118,321	-98,576	-102,013	-53,768	-108,392	-100,209	-84,364	-77,550	-86,725	-84,861	-73,695	-83,045	-86,742	
Insurance Expense	-37,200	-27,600	-31,200	-28,800	-33,000	-35,400	-35,400	-35,400	-36,000	-42,000	-43,200	-37,800	-36,840	
Administration & Other Expense	-26,607	-28,536	-25,241	-25,036	-29,447	-26,203	-29,696	-27,157	-35,697	-37,326	-27,190	-33,393	-31,216	
Total Expense	-323,023	-257,843	-256,540	-250,476	-298,832	-285,008	-236,949	-254,405	-263,339	-280,036	-259,315	-265,927	-263,947	
PAYROLL & EXPENSE TOTAL	-1,054,630	-923,532	-885,770	-934,243	-973,609	-919,438	-876,379	-912,752	-936,251	-938,618	-972,364	-929,207	-916,687	
NOR BEFORE AllocOverhead (NORBO)	749	48,852	-15,234	-1,063	20,021	145,933	173,406	143,880	7,995	97,040	123,636	82,972	113,651	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-111,053	0	0	
NET OPERATING RESULTS (NOR)	749	48,852	-15,234	-1,063	20,021	145,933	173,406	143,880	7,995	97,040	12,583	82,972	113,651	
NET RESULTS BEFORE ASSESSMENT (N)	749	48,852	-15,234	-1,063	20,021	145,933	173,406	143,880	7,995	97,040	12,583	82,972	113,651	
ASSESSMENT REVENUE														
NET RESULTS (NR)	749	48,852	-15,234	-1,063	20,021	145,933	173,406	143,880	7,995	97,040	12,583	82,972	113,651	
CHANGE IN MEMBERS' EQUITY (CME)	749	48,852	-15,234	-1,063	20,021	145,933	173,406	143,880	7,995	97,040	12,583	82,972	113,651	
Total Expenses (TE), (COGS+PAYROLL+)	-1,127,144	-987,396	-962,929	-1,014,010	-1,052,374	-988,811	-940,799	-970,112	-981,795	-1,000,079	-1,033,364	-983,995	-976,319	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Operations (120)
6 SUMMER MONTHS (may-oct)**

	5 Year Average Years										2019 Budget	Actuals Average	
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual			
REVENUE													
Direct Access & Use Fees	848,642	785,900	707,368	760,124	798,174	837,910	836,323	841,682	726,648	802,084	894,000	790,138	808,929
Retail Product	95,182	84,209	97,461	101,779	104,024	98,557	93,166	86,715	87,962	92,285	90,000	88,987	91,737
Lessons & Rental	179,536	158,865	137,112	143,108	160,536	190,773	181,624	178,887	165,561	202,214	165,000	182,220	183,812
Other Revenue	4,532	7,275	5,754	7,935	9,662	7,503	3,093	6,707	9,620	536	8,000	5,621	5,492
Total Revenue	1,127,892	1,036,248	947,695	1,012,947	1,072,395	1,134,744	1,114,206	1,113,991	989,791	1,097,118	1,157,000	1,066,967	1,089,970
COST OF GOODS SOLD (COGS)	-72,514	-63,864	-77,160	-79,767	-78,766	-69,373	-64,420	-57,360	-45,544	-61,461	-61,000	-54,788	-59,632
GROSS MARGIN (GM)	1,055,379	972,384	870,536	933,180	993,630	1,065,371	1,049,785	1,056,631	944,247	1,035,657	1,096,000	1,012,178	1,030,338
PAYROLL													
Salaries and Wages	-206,704	-188,801	-167,802	-176,887	-180,243	-157,634	-162,249	-138,142	-149,721	-163,259	-175,207	-150,374	-154,201
Payroll Taxes & Benefits	-42,747	-37,825	-33,691	-36,840	-37,119	-36,357	-38,514	-37,119	-38,552	-38,333	-42,684	-38,001	-37,775
Total Payroll	-249,452	-226,627	-201,493	-213,727	-217,361	-193,991	-200,762	-175,261	-188,273	-201,593	-217,891	-188,375	-191,976
EXPENSE													
Staff Expense	-5,101	-4,293	-2,495	-2,331	-3,113	-1,367	-1,584	-2,243	-3,227	-1,439	-1,800	-2,303	-1,972
Utilities Expense	-9,182	-8,542	-8,025	-9,203	-8,636	-8,792	-8,781	-9,282	-8,919	-10,499	-8,660	-9,567	-9,255
Supplies & Maintenance Expense	-17,220	-16,907	-15,024	-17,328	-17,651	-17,182	-20,461	-23,561	-16,512	-19,033	-17,440	-19,702	-19,350
Insurance Expense	-26,400	-19,800	-22,200	-20,400	-23,400	-25,200	-25,200	-25,200	-25,800	-30,000	-30,600	-27,000	-26,280
Administration & Other Expense	-25,037	-27,290	-22,446	-22,821	-26,410	-23,505	-25,405	-22,813	-32,608	-34,256	-25,830	-29,892	-27,717
Total Expense	-82,939	-76,832	-70,190	-72,083	-79,210	-76,046	-81,430	-83,099	-87,065	-95,228	-84,330	-88,464	-84,574
PAYROLL & EXPENSE TOTAL	-332,391	-303,458	-271,683	-285,810	-296,571	-270,037	-282,192	-258,360	-275,338	-296,820	-302,221	-276,839	-276,550
NOR BEFORE AllocOverhead (NORBO)	722,988	668,926	598,852	647,370	697,059	795,333	767,593	798,271	668,909	738,837	793,779	735,339	753,789
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-69,353	0	0
NET OPERATING RESULTS (NOR)	722,988	668,926	598,852	647,370	697,059	795,333	767,593	798,271	668,909	738,837	724,426	735,339	753,789
NET RESULTS BEFORE ASSESSMENT (N	722,988	668,926	598,852	647,370	697,059	795,333	767,593	798,271	668,909	738,837	724,426	735,339	753,789
ASSESSMENT REVENUE													
NET RESULTS (NR)	722,988	668,926	598,852	647,370	697,059	795,333	767,593	798,271	668,909	738,837	724,426	735,339	753,789
CHANGE IN MEMBERS' EQUITY (CME)	722,988	668,926	598,852	647,370	697,059	795,333	767,593	798,271	668,909	738,837	724,426	735,339	753,789
Total Expenses (TE), (COGS+PAYROLL+)	-404,904	-367,323	-348,843	-365,577	-375,336	-339,411	-346,613	-315,720	-320,882	-358,281	-363,221	-331,628	-336,181

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Golf Course Maintenance (125)
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals		
								3 Year Average Years				Average		
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>		3-Yr	5-Yr	
REVENUE														
PAYROLL														
Salaries and Wages	-402,554	-369,312	-362,693	-396,807	-382,930	-362,329	-352,035	-388,726	-392,466	-380,009	-408,330	-387,067	-375,113	
Payroll Taxes & Benefits	-79,602	-69,750	-65,044	-73,232	-74,486	-78,109	-86,633	-94,359	-92,173	-76,980	-86,828	-87,838	-85,651	
Total Payroll	-482,156	-439,062	-427,737	-470,040	-457,416	-440,439	-438,668	-483,085	-484,640	-456,989	-495,158	-474,905	-460,764	
EXPENSE														
Staff Expense	-7,693	-6,510	-8,448	-5,224	-5,965	-6,807	-4,573	-6,040	-6,173	-4,962	-6,700	-5,725	-5,711	
Utilities Expense	-118,918	-83,788	-79,118	-126,115	-110,279	-106,230	-72,551	-96,734	-86,599	-98,948	-98,070	-94,094	-92,212	
Supplies & Maintenance Expense	-101,102	-81,668	-86,989	-36,440	-90,741	-83,027	-63,903	-53,989	-70,213	-65,829	-56,255	-63,344	-67,392	
Insurance Expense	-10,800	-7,800	-9,000	-8,400	-9,600	-10,200	-10,200	-10,200	-10,200	-12,000	-12,600	-10,800	-10,560	
Administration & Other Expense	-1,570	-1,246	-2,796	-2,214	-3,037	-2,698	-4,291	-4,344	-3,088	-3,070	-1,360	-3,501	-3,498	
Total Expense	-240,083	-181,012	-186,350	-178,393	-219,622	-208,962	-155,519	-171,306	-176,274	-184,809	-174,985	-177,463	-179,374	
PAYROLL & EXPENSE TOTAL	-722,240	-620,074	-614,087	-648,433	-677,038	-649,401	-594,187	-654,391	-660,913	-641,797	-670,143	-652,367	-640,138	
NOR BEFORE AllocOverhead (NORBO)	-722,240	-620,074	-614,087	-648,433	-677,038	-649,401	-594,187	-654,391	-660,913	-641,797	-670,143	-652,367	-640,138	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-41,700	0	0	
NET OPERATING RESULTS (NOR)	-722,240	-620,074	-614,087	-648,433	-677,038	-649,401	-594,187	-654,391	-660,913	-641,797	-711,843	-652,367	-640,138	
NET RESULTS BEFORE ASSESSMENT (NOR)	-722,240	-620,074	-614,087	-648,433	-677,038	-649,401	-594,187	-654,391	-660,913	-641,797	-711,843	-652,367	-640,138	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-722,240	-620,074	-614,087	-648,433	-677,038	-649,401	-594,187	-654,391	-660,913	-641,797	-711,843	-652,367	-640,138	
CHANGE IN MEMBERS' EQUITY (CME)	-722,240	-620,074	-614,087	-648,433	-677,038	-649,401	-594,187	-654,391	-660,913	-641,797	-711,843	-652,367	-640,138	
Total Expenses (TE), (COGS+PAYROLL+)	-722,240	-620,074	-614,087	-648,433	-677,038	-649,401	-594,187	-654,391	-660,913	-641,797	-670,143	-652,367	-640,138	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Cross Country Center (110)
6 SUMMER MONTHS (may-oct)

	5 Year Average Years										2019 Budget	Actuals Average	
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual			
REVENUE													
Direct Access & Use Fees	15	0	241	0	0	0	-244	792	0	22	0	271	114
Lessons & Rental	0	0	0	0	0	0	0	0	462	799	0	420	252
Total Revenue	15	0	241	0	0	0	-244	792	462	821	0	692	366
COST OF GOODS SOLD (COGS)	554	-111	344	429	199	0	-496	271	281	-47	0	168	2
GROSS MARGIN (GM)	569	-111	585	429	199	0	-740	1,063	743	774	0	860	368
PAYROLL													
Salaries and Wages	-29,425	-38,713	-40,314	-35,173	-40,794	-43,118	-51,822	-68,819	-60,854	-64,221	-62,473	-64,631	-57,767
Payroll Taxes & Benefits	-10,290	-11,640	-11,080	-11,890	-12,197	-14,368	-18,325	-19,928	-15,742	-18,186	-15,340	-17,952	-17,310
Total Payroll	-39,715	-50,354	-51,394	-47,063	-52,992	-57,486	-70,147	-88,747	-76,596	-82,408	-77,813	-82,584	-75,077
EXPENSE													
Staff Expense	-793	-242	-1,219	0	-2,395	-21	0	-393	214	-949	-100	-376	-230
Utilities Expense	-1,636	-2,384	-2,101	-2,325	-2,222	-2,175	-2,742	-2,078	-873	-618	-25	-1,190	-1,697
Supplies & Maintenance Expense	-29,677	-8,733	-23,727	-42,626	-16,417	-10,410	3,376	-170	-50,855	-33,326	-38,500	-28,117	-18,277
Administration & Other Expense	-9,779	-8,253	-5,025	-1,256	-7,516	-4,517	-1,455	583	-4,037	-8,426	-8,440	-3,960	-3,571
Total Expense	-41,885	-19,612	-32,072	-46,207	-28,551	-17,124	-821	-2,057	-55,551	-43,320	-47,065	-33,643	-23,775
PAYROLL & EXPENSE TOTAL	-81,601	-69,966	-83,465	-93,270	-81,543	-74,610	-70,968	-90,804	-132,147	-125,727	-124,878	-116,226	-98,851
NOR BEFORE AllocOverhead (NORBO)	-81,032	-70,077	-82,880	-92,841	-81,344	-74,610	-71,708	-89,741	-131,404	-124,954	-124,878	-115,366	-98,483
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-109,759	0	0
NET OPERATING RESULTS (NOR)	-81,032	-70,077	-82,880	-92,841	-81,344	-74,610	-71,708	-89,741	-131,404	-124,954	-234,637	-115,366	-98,483
NET RESULTS BEFORE ASSESSMENT (N)	-81,032	-70,077	-82,880	-92,841	-81,344	-74,610	-71,708	-89,741	-131,404	-124,954	-234,637	-115,366	-98,483
ASSESSMENT REVENUE													
NET RESULTS (NR)	-81,032	-70,077	-82,880	-92,841	-81,344	-74,610	-71,708	-89,741	-131,404	-124,954	-234,637	-115,366	-98,483
CHANGE IN MEMBERS' EQUITY (CME)	-81,032	-70,077	-82,880	-92,841	-81,344	-74,610	-71,708	-89,741	-131,404	-124,954	-234,637	-115,366	-98,483
Total Expenses (TE), (COGS+PAYROLL+)	-81,047	-70,077	-83,121	-92,841	-81,344	-74,610	-71,464	-90,533	-131,866	-125,775	-124,878	-116,058	-98,850

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Consolidated Downhill Ski
6 SUMMER MONTHS (may-oct)

	5 Year Average Years										2019 Budget	Actuals Average	
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual			
REVENUE													
Direct Access & Use Fees	0	0	395	0	0	-179	-9,337	1,438	-56	21	0	468	-1,623
Food and Beverage	353	359	1,307	828	992	453	496	413	0	0	0	138	272
Lessons & Rental	0	0	3,068	-40	-158	0	-339	0	-98	-88	0	-62	-105
Other Revenue	70	0	7	2,267	3,825	3,983	3,118	3,150	3,224	3,550	0	3,308	3,405
Total Revenue	423	359	4,776	3,055	4,659	4,256	-6,062	5,001	3,069	3,483	0	3,851	1,949
COST OF GOODS SOLD (COGS)	-109	202	-87	1,742	-307	-107	291	0	1,929	-298	0	544	363
GROSS MARGIN (GM)	314	561	4,689	4,797	4,353	4,149	-5,771	5,001	4,998	3,185	0	4,395	2,312
PAYROLL													
Salaries and Wages	-96,261	-93,758	-112,148	-127,737	-145,534	-146,947	-120,091	-193,976	-188,344	-198,931	-210,395	-193,751	-169,658
Payroll Taxes & Benefits	-37,962	-37,146	-42,200	-56,189	-59,802	-65,238	-64,301	-88,597	-72,066	-66,533	-70,638	-75,732	-71,347
Total Payroll	-134,222	-130,904	-154,349	-183,926	-205,336	-212,185	-184,392	-282,573	-260,411	-265,464	-281,033	-269,483	-241,005
EXPENSE													
Staff Expense	-6,010	-2,702	-5,451	-3,154	-7,456	-4,511	-4,317	-22,502	-4,515	340	-8,040	-8,892	-7,101
Utilities Expense	-30,678	-32,222	-28,820	-27,626	-26,170	-22,850	-23,136	-29,310	-30,154	-33,245	-32,240	-30,903	-27,739
Supplies & Maintenance Expense	-24,484	-37,498	-38,739	-19,175	-4,060	-15,061	-18,907	-44,595	-29,178	-28,127	-35,220	-33,967	-27,174
Administration & Other Expense	-10,827	-15,499	-38,318	-21,598	-49,642	-67,376	-80,851	-51,101	-22,033	-18,126	-29,070	-30,420	-47,897
Total Expense	-71,999	-87,921	-111,328	-71,554	-87,328	-109,799	-127,211	-147,508	-85,881	-79,157	-104,570	-104,182	-109,911
PAYROLL & EXPENSE TOTAL	-206,221	-218,825	-265,676	-255,479	-292,663	-321,984	-311,604	-430,081	-346,291	-344,621	-385,603	-373,664	-350,916
NOR BEFORE AllocOverhead (NORBO)	-205,907	-218,264	-260,987	-250,682	-288,310	-317,834	-317,375	-425,080	-341,293	-341,436	-385,603	-369,270	-348,604
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-240,593	0	0
NET OPERATING RESULTS (NOR)	-205,907	-218,264	-260,987	-250,682	-288,310	-317,834	-317,375	-425,080	-341,293	-341,436	-626,196	-369,270	-348,604
NET RESULTS BEFORE ASSESSMENT (N)	-205,907	-218,264	-260,987	-250,682	-288,310	-317,834	-317,375	-425,080	-341,293	-341,436	-626,196	-369,270	-348,604
ASSESSMENT REVENUE													
NET RESULTS (NR)	-205,907	-218,264	-260,987	-250,682	-288,310	-317,834	-317,375	-425,080	-341,293	-341,436	-626,196	-369,270	-348,604
CHANGE IN MEMBERS' EQUITY (CME)	-205,907	-218,264	-260,987	-250,682	-288,310	-317,834	-317,375	-425,080	-341,293	-341,436	-626,196	-369,270	-348,604
Total Expenses (TE), (COGS+PAYROLL+)	-206,330	-218,623	-265,763	-253,738	-292,970	-322,090	-311,312	-430,081	-344,362	-344,919	-385,603	-373,121	-350,553

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Winter F & B (180)
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals <u>Average</u>		
								3 Year Average Years				2019 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>				
REVENUE														
Food and Beverage	353	359	1,307	828	992	453	496	413	0	0	0	138	272	
Other Revenue	70	0	0	0	0	0	0	0	0	0	0	0	0	
Total Revenue	423	359	1,307	828	992	453	496	413	0	0	0	138	272	
COST OF GOODS SOLD (COGS)	-109	202	-3	1,740	-308	-107	0	0	0	-342	0	-114	-90	
GROSS MARGIN (GM)	314	561	1,304	2,569	685	346	496	413	0	-342	0	24	183	
PAYROLL														
Salaries and Wages	-3,559	-3,821	-3,917	-4,199	-3,888	-4,355	-4,626	-4,556	-10,687	-10,630	-11,776	-8,624	-6,971	
Payroll Taxes & Benefits	-600	-721	-825	-952	-1,132	-1,304	-1,981	-1,606	-3,113	-4,962	-6,184	-3,227	-2,593	
Total Payroll	-4,159	-4,541	-4,742	-5,150	-5,019	-5,658	-6,607	-6,162	-13,800	-15,591	-17,960	-11,851	-9,564	
EXPENSE														
Staff Expense	-43	-90	0	0	0	0	0	0	0	0	0	0	0	
Utilities Expense	0	-120	0	0	0	0	0	-26	0	0	0	-9	-5	
Supplies & Maintenance Expense	-563	-1,823	-240	-1,204	-465	-278	-1,183	-369	-492	-1,192	-900	-684	-703	
Administration & Other Expense	-1,581	-786	-1,563	-1,504	-1,067	-904	-1,550	-1,229	-1,984	-1,832	-1,040	-1,682	-1,500	
Total Expense	-2,187	-2,819	-1,803	-2,708	-1,532	-1,182	-2,733	-1,624	-2,476	-3,024	-1,940	-2,375	-2,208	
PAYROLL & EXPENSE TOTAL	-6,347	-7,360	-6,544	-7,858	-6,552	-6,841	-9,340	-7,786	-16,276	-18,615	-19,900	-14,226	-11,771	
NOR BEFORE AllocOverhead (NORBO)	-6,032	-6,799	-5,241	-5,290	-5,867	-6,495	-8,844	-7,373	-16,276	-18,957	-19,900	-14,202	-11,589	
NET OPERATING RESULTS (NOR)	-6,032	-6,799	-5,241	-5,290	-5,867	-6,495	-8,844	-7,373	-16,276	-18,957	-19,900	-14,202	-11,589	
NET RESULTS BEFORE ASSESSMENT (NOR)	-6,032	-6,799	-5,241	-5,290	-5,867	-6,495	-8,844	-7,373	-16,276	-18,957	-19,900	-14,202	-11,589	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-6,032	-6,799	-5,241	-5,290	-5,867	-6,495	-8,844	-7,373	-16,276	-18,957	-19,900	-14,202	-11,589	
CHANGE IN MEMBERS' EQUITY (CME)	-6,032	-6,799	-5,241	-5,290	-5,867	-6,495	-8,844	-7,373	-16,276	-18,957	-19,900	-14,202	-11,589	
Total Expenses (TE), (COGS+PAYROLL+)	-6,456	-7,158	-6,547	-6,118	-6,859	-6,948	-9,340	-7,786	-16,276	-18,957	-19,900	-14,340	-11,861	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Marketing (200)
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals <u>Average</u>		
								3 Year Average Years				2019 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>				
REVENUE														
PAYROLL														
EXPENSE														
Staff Expense	0	0	0	0	-49	0	-19	0	0	-15	0	-5	-7	
Utilities Expense	-295	-310	-341	-600	-329	-347	0	0	0	0	-350	0	-69	
Supplies & Maintenance Expense	0	-9	-71	-40	-340	0	0	-88	-213	0	0	-100	-60	
Administration & Other Expense	-1,143	-4,417	-23,284	-6,516	-37,978	-56,495	-67,710	-32,809	-9,760	-3,337	-11,800	-15,302	-34,022	
Total Expense	-1,438	-4,736	-23,697	-7,156	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-12,150	-15,407	-34,158	
PAYROLL & EXPENSE TOTAL	-1,438	-4,736	-23,697	-7,156	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-12,150	-15,407	-34,158	
NOR BEFORE AllocOverhead (NORBO)	-1,438	-4,736	-23,697	-7,156	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-12,150	-15,407	-34,158	
NET OPERATING RESULTS (NOR)	-1,438	-4,736	-23,697	-7,156	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-12,150	-15,407	-34,158	
NET RESULTS BEFORE ASSESSMENT (N)	-1,438	-4,736	-23,697	-7,156	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-12,150	-15,407	-34,158	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-1,438	-4,736	-23,697	-7,156	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-12,150	-15,407	-34,158	
CHANGE IN MEMBERS' EQUITY (CME)	-1,438	-4,736	-23,697	-7,156	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-12,150	-15,407	-34,158	
Total Expenses (TE), (COGS+PAYROLL+)	-1,438	-4,736	-23,697	-7,156	-38,695	-56,841	-67,729	-32,896	-9,973	-3,352	-12,150	-15,407	-34,158	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Mountain Operations (210)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Other Revenue	0	0	0	0	0	0	0	0	299	0	0	100	60	
Total Revenue	0	0	0	0	0	0	0	0	299	0	0	100	60	
GROSS MARGIN (GM)	0	0	0	0	0	0	0	0	299	0	0	100	60	
PAYROLL														
Salaries and Wages	-22,413	-21,190	-42,822	-53,915	-53,471	-55,535	-36,050	-64,312	-69,201	-69,225	-72,345	-67,579	-58,865	
Payroll Taxes & Benefits	-12,879	-10,897	-16,663	-22,076	-24,730	-25,594	-21,387	-30,911	-25,947	-24,435	-23,592	-27,098	-25,655	
Total Payroll	-35,292	-32,087	-59,485	-75,991	-78,201	-81,129	-57,437	-95,223	-95,148	-93,659	-95,937	-94,677	-84,519	
EXPENSE														
Staff Expense	-3,344	-2,602	-5,266	-570	-5,126	-1,378	-1,209	-18,135	-3,816	1,424	-4,550	-6,842	-4,623	
Utilities Expense	-29,719	-30,830	-27,599	-25,903	-23,649	-20,848	-21,461	-24,473	-25,634	-28,821	-29,130	-26,309	-24,247	
Supplies & Maintenance Expense	-12,463	-30,506	-32,137	-27,889	-4,660	-12,742	-15,483	-33,537	-30,175	-30,867	-33,640	-31,526	-24,561	
Administration & Other Expense	-6,755	-7,687	-10,098	-9,784	-7,908	-6,948	-10,979	-15,449	-8,530	-11,608	-15,330	-11,862	-10,703	
Total Expense	-52,282	-71,626	-75,100	-64,146	-41,343	-41,917	-49,133	-91,594	-68,155	-69,872	-82,650	-76,540	-64,134	
PAYROLL & EXPENSE TOTAL	-87,574	-103,713	-134,585	-140,137	-119,544	-123,046	-106,570	-186,817	-163,303	-163,531	-178,587	-171,217	-148,653	
NOR BEFORE AllocOverhead (NORBO)	-87,574	-103,713	-134,585	-140,137	-119,544	-123,046	-106,570	-186,817	-163,004	-163,531	-178,587	-171,118	-148,594	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-240,593	0	0	
NET OPERATING RESULTS (NOR)	-87,574	-103,713	-134,585	-140,137	-119,544	-123,046	-106,570	-186,817	-163,004	-163,531	-419,180	-171,118	-148,594	
NET RESULTS BEFORE ASSESSMENT (N)	-87,574	-103,713	-134,585	-140,137	-119,544	-123,046	-106,570	-186,817	-163,004	-163,531	-419,180	-171,118	-148,594	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-87,574	-103,713	-134,585	-140,137	-119,544	-123,046	-106,570	-186,817	-163,004	-163,531	-419,180	-171,118	-148,594	
CHANGE IN MEMBERS' EQUITY (CME)	-87,574	-103,713	-134,585	-140,137	-119,544	-123,046	-106,570	-186,817	-163,004	-163,531	-419,180	-171,118	-148,594	
Total Expenses (TE), (COGS+PAYROLL+)	-87,574	-103,713	-134,585	-140,137	-119,544	-123,046	-106,570	-186,817	-163,303	-163,531	-178,587	-171,217	-148,653	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Lift Maintenance (211)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE														
PAYROLL														
Salaries and Wages	-45,383	-44,722	-39,002	-47,137	-59,329	-59,105	-48,684	-90,762	-69,183	-82,472	-85,653	-80,806	-70,041	
Payroll Taxes & Benefits	-16,579	-19,919	-18,825	-26,396	-25,641	-25,890	-25,359	-39,527	-30,225	-25,164	-28,808	-31,639	-29,233	
Total Payroll	-61,962	-64,641	-57,827	-73,533	-84,970	-84,995	-74,044	-130,288	-99,408	-107,637	-114,461	-112,444	-99,274	
EXPENSE														
Staff Expense	-1,386	-10	-185	-1,999	-2,240	-2,703	-2,444	-4,237	-349	-969	-3,190	-1,852	-2,140	
Utilities Expense	-505	-785	-652	-908	-1,919	-1,309	-1,168	-2,131	-1,598	-1,398	-1,560	-1,709	-1,521	
Supplies & Maintenance Expense	-11,378	-3,992	-6,195	10,892	1,123	-2,080	-2,241	-9,785	2,599	6,833	3,720	-118	-935	
Administration & Other Expense	-1,013	-1,633	-2,608	-3,336	-2,436	-2,940	-610	0	-1,572	-775	-800	-782	-1,179	
Total Expense	-14,282	-6,420	-9,640	4,649	-5,474	-9,032	-6,463	-16,152	-920	3,692	-1,830	-4,460	-5,775	
PAYROLL & EXPENSE TOTAL	-76,245	-71,061	-67,467	-68,884	-90,444	-94,027	-80,506	-146,440	-100,328	-103,945	-116,291	-116,905	-105,049	
NOR BEFORE AllocOverhead (NORBO)	-76,245	-71,061	-67,467	-68,884	-90,444	-94,027	-80,506	-146,440	-100,328	-103,945	-116,291	-116,905	-105,049	
NET OPERATING RESULTS (NOR)	-76,245	-71,061	-67,467	-68,884	-90,444	-94,027	-80,506	-146,440	-100,328	-103,945	-116,291	-116,905	-105,049	
NET RESULTS BEFORE ASSESSMENT (N	-76,245	-71,061	-67,467	-68,884	-90,444	-94,027	-80,506	-146,440	-100,328	-103,945	-116,291	-116,905	-105,049	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-76,245	-71,061	-67,467	-68,884	-90,444	-94,027	-80,506	-146,440	-100,328	-103,945	-116,291	-116,905	-105,049	
CHANGE IN MEMBERS' EQUITY (CME)	-76,245	-71,061	-67,467	-68,884	-90,444	-94,027	-80,506	-146,440	-100,328	-103,945	-116,291	-116,905	-105,049	
Total Expenses (TE), (COGS+PAYROLL+)	-76,245	-71,061	-67,467	-68,884	-90,444	-94,027	-80,506	-146,440	-100,328	-103,945	-116,291	-116,905	-105,049	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowmaking (212)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
PAYROLL														
EXPENSE														
Utilities Expense	0	0	0	0	0	0	0	-2,386	-2,368	-3,025	-600	-2,593	-1,556	
Supplies & Maintenance Expense	0	0	0	0	0	0	0	-1,301	0	-2,767	-4,400	-1,356	-814	
Administration & Other Expense	0	0	0	0	0	0	0	0	0	-1	0	0	0	
Total Expense	0	0	0	0	0	0	0	-3,687	-2,368	-5,793	-5,000	-3,949	-2,370	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	0	-3,687	-2,368	-5,793	-5,000	-3,949	-2,370	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	0	-3,687	-2,368	-5,793	-5,000	-3,949	-2,370	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	0	-3,687	-2,368	-5,793	-5,000	-3,949	-2,370	
NET RESULTS BEFORE ASSESSMENT (N	0	0	0	0	0	0	0	-3,687	-2,368	-5,793	-5,000	-3,949	-2,370	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	0	0	0	0	0	0	-3,687	-2,368	-5,793	-5,000	-3,949	-2,370	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	0	-3,687	-2,368	-5,793	-5,000	-3,949	-2,370	
Total Expenses (TE), (COGS+PAYROLL+	0	0	0	0	0	0	0	-3,687	-2,368	-5,793	-5,000	-3,949	-2,370	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski Retail (214)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
COST OF GOODS SOLD (COGS)	0	0	-84	2	1	0	291	0	1,929	44	0	658	453	
GROSS MARGIN (GM)	0	0	-84	2	1	0	291	0	1,929	44	0	658	453	
PAYROLL														
Salaries and Wages	-5,125	-3,684	-3,796	-2,107	-4,454	-3,029	-4,626	-6,245	-5,808	-4,904	-5,543	-5,653	-4,922	
Payroll Taxes & Benefits	-816	-695	-907	-952	-1,315	-1,262	-1,794	-2,364	-1,810	-1,524	-1,338	-1,899	-1,751	
Total Payroll	-5,942	-4,379	-4,703	-3,059	-5,769	-4,291	-6,419	-8,609	-7,619	-6,428	-6,881	-7,552	-6,673	
EXPENSE														
Utilities Expense	-158	-178	-188	-216	-273	-346	-508	-295	-554	0	-600	-283	-341	
Supplies & Maintenance Expense	-13	0	0	-20	0	0	0	206	0	-38	0	56	33	
Administration & Other Expense	19	-180	-125	0	0	0	0	0	0	0	0	0	0	
Total Expense	-152	-358	-313	-236	-273	-346	-508	-89	-554	-38	-600	-227	-307	
PAYROLL & EXPENSE TOTAL	-6,094	-4,737	-5,017	-3,295	-6,042	-4,637	-6,927	-8,698	-8,172	-6,467	-7,481	-7,779	-6,980	
NOR BEFORE AllocOverhead (NORBO)	-6,094	-4,737	-5,101	-3,293	-6,041	-4,637	-6,636	-8,698	-6,243	-6,422	-7,481	-7,121	-6,527	
NET OPERATING RESULTS (NOR)	-6,094	-4,737	-5,101	-3,293	-6,041	-4,637	-6,636	-8,698	-6,243	-6,422	-7,481	-7,121	-6,527	
NET RESULTS BEFORE ASSESSMENT (NOR)	-6,094	-4,737	-5,101	-3,293	-6,041	-4,637	-6,636	-8,698	-6,243	-6,422	-7,481	-7,121	-6,527	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-6,094	-4,737	-5,101	-3,293	-6,041	-4,637	-6,636	-8,698	-6,243	-6,422	-7,481	-7,121	-6,527	
CHANGE IN MEMBERS' EQUITY (CME)	-6,094	-4,737	-5,101	-3,293	-6,041	-4,637	-6,636	-8,698	-6,243	-6,422	-7,481	-7,121	-6,527	
Total Expenses (TE), (COGS+PAYROLL+)	-6,094	-4,737	-5,101	-3,293	-6,041	-4,637	-6,636	-8,698	-6,243	-6,422	-7,481	-7,121	-6,527	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski Rental (215)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Lessons & Rental	0	0	322	0	0	0	0	0	-83	-88	0	-57	-34	
Other Revenue	0	0	7	0	0	0	0	0	0	0	0	0	0	
Total Revenue	0	0	329	0	0	0	0	0	-83	-88	0	-57	-34	
GROSS MARGIN (GM)	0	0	329	0	0	0	0	0	-83	-88	0	-57	-34	
PAYROLL														
Salaries and Wages	-3,559	-4,068	-4,058	-3,863	-5,083	-4,438	-4,862	-5,906	-4,876	-5,723	-6,237	-5,502	-5,161	
Payroll Taxes & Benefits	-2,610	-799	-864	-1,027	-1,244	-1,329	-1,954	-2,317	-1,853	-1,694	-1,388	-1,955	-1,829	
Total Payroll	-6,169	-4,867	-4,922	-4,890	-6,327	-5,767	-6,817	-8,223	-6,730	-7,417	-7,625	-7,456	-6,991	
EXPENSE														
Staff Expense	-1,153	0	0	-585	-40	-430	-645	-130	0	-100	-300	-77	-261	
Supplies & Maintenance Expense	-33	0	0	-914	346	39	0	225	-216	0	0	3	10	
Administration & Other Expense	17	-293	-125	-12	0	0	0	-1	-1	-8	-100	-3	-2	
Total Expense	-1,169	-293	-125	-1,511	306	-391	-645	94	-217	-108	-400	-77	-253	
PAYROLL & EXPENSE TOTAL	-7,338	-5,160	-5,047	-6,402	-6,021	-6,158	-7,462	-8,128	-6,947	-7,525	-8,025	-7,533	-7,244	
NOR BEFORE AllocOverhead (NORBO)	-7,338	-5,160	-4,718	-6,402	-6,021	-6,158	-7,462	-8,128	-7,030	-7,613	-8,025	-7,590	-7,278	
NET OPERATING RESULTS (NOR)	-7,338	-5,160	-4,718	-6,402	-6,021	-6,158	-7,462	-8,128	-7,030	-7,613	-8,025	-7,590	-7,278	
NET RESULTS BEFORE ASSESSMENT (N)	-7,338	-5,160	-4,718	-6,402	-6,021	-6,158	-7,462	-8,128	-7,030	-7,613	-8,025	-7,590	-7,278	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-7,338	-5,160	-4,718	-6,402	-6,021	-6,158	-7,462	-8,128	-7,030	-7,613	-8,025	-7,590	-7,278	
CHANGE IN MEMBERS' EQUITY (CME)	-7,338	-5,160	-4,718	-6,402	-6,021	-6,158	-7,462	-8,128	-7,030	-7,613	-8,025	-7,590	-7,278	
Total Expenses (TE), (COGS+PAYROLL+)	-7,338	-5,160	-5,047	-6,402	-6,021	-6,158	-7,462	-8,128	-6,947	-7,525	-8,025	-7,533	-7,244	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ski School (220)
6 SUMMER MONTHS (may-oct)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Lessons & Rental	0	0	826	-40	-79	0	-339	-170	-15	0	0	-62	-105	
Total Revenue	0	0	826	-40	-79	0	-339	-170	-15	0	0	-62	-105	
GROSS MARGIN (GM)	0	0	826	-40	-79	0	-339	-170	-15	0	0	-62	-105	
PAYROLL														
Salaries and Wages	-9,129	-8,906	-9,234	-9,250	-10,266	-12,039	-16,617	-17,377	-23,833	-20,936	-23,298	-20,716	-18,161	
Payroll Taxes & Benefits	-2,597	-2,219	-2,128	-2,427	-2,413	-7,229	-9,602	-9,517	-7,651	-7,193	-7,630	-8,120	-8,238	
Total Payroll	-11,725	-11,125	-11,362	-11,677	-12,679	-19,268	-26,219	-26,895	-31,485	-28,129	-30,928	-28,836	-26,399	
EXPENSE														
Staff Expense	0	0	0	0	0	0	0	0	-350	0	0	-117	-70	
Supplies & Maintenance Expense	-20	-1,167	-100	0	0	0	0	117	-681	-96	0	-220	-132	
Administration & Other Expense	-488	-350	-448	0	0	0	-1	-886	-113	-472	0	-490	-294	
Total Expense	-508	-1,517	-548	0	0	0	-1	-769	-1,145	-567	0	-827	-496	
PAYROLL & EXPENSE TOTAL	-12,233	-12,642	-11,910	-11,677	-12,679	-19,268	-26,220	-27,663	-32,629	-28,697	-30,928	-29,663	-26,895	
NOR BEFORE AllocOverhead (NORBO)	-12,233	-12,642	-11,084	-11,717	-12,758	-19,268	-26,559	-27,833	-32,645	-28,697	-30,928	-29,725	-27,000	
NET OPERATING RESULTS (NOR)	-12,233	-12,642	-11,084	-11,717	-12,758	-19,268	-26,559	-27,833	-32,645	-28,697	-30,928	-29,725	-27,000	
NET RESULTS BEFORE ASSESSMENT (N)	-12,233	-12,642	-11,084	-11,717	-12,758	-19,268	-26,559	-27,833	-32,645	-28,697	-30,928	-29,725	-27,000	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-12,233	-12,642	-11,084	-11,717	-12,758	-19,268	-26,559	-27,833	-32,645	-28,697	-30,928	-29,725	-27,000	
CHANGE IN MEMBERS' EQUITY (CME)	-12,233	-12,642	-11,084	-11,717	-12,758	-19,268	-26,559	-27,833	-32,645	-28,697	-30,928	-29,725	-27,000	
Total Expenses (TE), (COGS+PAYROLL+)	-12,233	-12,642	-11,910	-11,677	-12,679	-19,268	-26,220	-27,663	-32,629	-28,697	-30,928	-29,663	-26,895	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowflakes (230)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2019 Budget	Actuals Average		
						2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Lessons & Rental	0	0	1,920	0	-79	0	0	170	0	0	0	57	34	
Total Revenue	0	0	1,920	0	-79	0	0	170	0	0	0	57	34	
GROSS MARGIN (GM)	0	0	1,920	0	-79	0	0	170	0	0	0	57	34	
PAYROLL														
Salaries and Wages	-2,996	-3,684	-3,958	-3,633	-4,454	-4,223	0	0	0	0	0	0	-845	
Payroll Taxes & Benefits	-461	-695	-688	-952	-1,789	-1,315	0	0	0	0	0	0	-263	
Total Payroll	-3,456	-4,379	-4,647	-4,585	-6,242	-5,538	0	0	0	0	0	0	-1,108	
EXPENSE														
Staff Expense	-85	0	0	0	0	0	0	0	0	0	0	0	0	
Utilities Expense	0	0	-40	0	0	0	0	0	0	0	0	0	0	
Administration & Other Expense	-4	-2	-1	0	0	0	0	0	0	0	0	0	0	
Total Expense	-89	-2	-41	0	0	0	0	0	0	0	0	0	0	
PAYROLL & EXPENSE TOTAL	-3,545	-4,381	-4,688	-4,585	-6,242	-5,538	0	0	0	0	0	0	-1,108	
NOR BEFORE AllocOverhead (NORBO)	-3,545	-4,381	-2,768	-4,585	-6,321	-5,538	0	170	0	0	0	57	-1,074	
NET OPERATING RESULTS (NOR)	-3,545	-4,381	-2,768	-4,585	-6,321	-5,538	0	170	0	0	0	57	-1,074	
NET RESULTS BEFORE ASSESSMENT (N)	-3,545	-4,381	-2,768	-4,585	-6,321	-5,538	0	170	0	0	0	57	-1,074	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-3,545	-4,381	-2,768	-4,585	-6,321	-5,538	0	170	0	0	0	57	-1,074	
CHANGE IN MEMBERS' EQUITY (CME)	-3,545	-4,381	-2,768	-4,585	-6,321	-5,538	0	170	0	0	0	57	-1,074	
Total Expenses (TE), (COGS+PAYROLL+)	-3,545	-4,381	-4,688	-4,585	-6,242	-5,538	0	0	0	0	0	0	-1,108	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Ticket Office Administration (240)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Direct Access & Use Fees	0	0	395	0	0	-179	-9,337	1,438	-56	21	0	468	-1,623	
Other Revenue	0	0	0	2,267	3,825	3,983	3,118	3,150	2,925	3,550	0	3,208	3,345	
Total Revenue	0	0	395	2,267	3,825	3,804	-6,219	4,588	2,869	3,571	0	3,676	1,722	
GROSS MARGIN (GM)	0	0	395	2,267	3,825	3,804	-6,219	4,588	2,869	3,571	0	3,676	1,722	
PAYROLL														
Salaries and Wages	-4,096	-3,683	-5,360	-3,633	-4,590	-4,223	-4,626	-4,817	-4,756	-5,041	-5,543	-4,871	-4,693	
Payroll Taxes & Benefits	-1,420	-1,202	-1,300	-1,407	-1,537	-1,315	-2,224	-2,356	-1,466	-1,562	-1,698	-1,795	-1,785	
Total Payroll	-5,516	-4,885	-6,660	-5,040	-6,128	-5,538	-6,850	-7,173	-6,222	-6,603	-7,241	-6,666	-6,477	
EXPENSE														
Supplies & Maintenance Expense	-13	0	4	0	-64	0	0	-65	0	0	0	-22	-13	
Administration & Other Expense	120	-151	-67	-447	-253	-89	0	-726	-73	-94	0	-298	-196	
Total Expense	107	-151	-62	-447	-317	-89	0	-791	-73	-94	0	-319	-209	
PAYROLL & EXPENSE TOTAL	-5,409	-5,035	-6,723	-5,487	-6,444	-5,627	-6,850	-7,965	-6,296	-6,696	-7,241	-6,985	-6,687	
NOR BEFORE AllocOverhead (NORBO)	-5,409	-5,035	-6,328	-3,220	-2,619	-1,823	-13,069	-3,377	-3,427	-3,125	-7,241	-3,310	-4,964	
NET OPERATING RESULTS (NOR)	-5,409	-5,035	-6,328	-3,220	-2,619	-1,823	-13,069	-3,377	-3,427	-3,125	-7,241	-3,310	-4,964	
NET RESULTS BEFORE ASSESSMENT (N)	-5,409	-5,035	-6,328	-3,220	-2,619	-1,823	-13,069	-3,377	-3,427	-3,125	-7,241	-3,310	-4,964	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-5,409	-5,035	-6,328	-3,220	-2,619	-1,823	-13,069	-3,377	-3,427	-3,125	-7,241	-3,310	-4,964	
CHANGE IN MEMBERS' EQUITY (CME)	-5,409	-5,035	-6,328	-3,220	-2,619	-1,823	-13,069	-3,377	-3,427	-3,125	-7,241	-3,310	-4,964	
Total Expenses (TE), (COGS+PAYROLL+)	-5,409	-5,035	-6,723	-5,487	-6,444	-5,627	-6,850	-7,965	-6,296	-6,696	-7,241	-6,985	-6,687	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Snowplay (216)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
COST OF GOODS SOLD (COGS)	0	0	0	20	-194	-183	-310	0	76	130	0	69	-57	
GROSS MARGIN (GM)	0	0	0	20	-194	-183	-310	0	76	130	0	69	-57	
PAYROLL														
Salaries and Wages	0	0	0	-68	0	0	0	0	-10,418	-10,918	-11,556	-7,112	-4,267	
Payroll Taxes & Benefits	0	0	0	-10	0	0	0	0	-2,267	-2,350	-2,610	-1,539	-923	
Total Payroll	0	0	0	-77	0	0	0	0	-12,684	-13,268	-14,166	-8,651	-5,190	
EXPENSE														
Staff Expense	0	0	0	0	0	0	0	-53	-30	0	0	-28	-17	
Utilities Expense	0	0	0	0	0	0	0	-248	-300	-22	0	-190	-114	
Supplies & Maintenance Expense	0	112	-407	-2,197	-766	0	0	-1,465	-350	-1,765	-1,000	-1,193	-716	
Administration & Other Expense	0	-7	0	1	-9	0	0	-427	-54	-206	0	-229	-137	
Total Expense	0	104	-407	-2,196	-775	0	0	-2,192	-735	-1,994	-1,000	-1,640	-984	
PAYROLL & EXPENSE TOTAL	0	104	-407	-2,273	-775	0	0	-2,192	-13,419	-15,261	-15,166	-10,291	-6,174	
NOR BEFORE AllocOverhead (NORBO)	0	104	-407	-2,254	-969	-183	-310	-2,192	-13,343	-15,131	-15,166	-10,222	-6,232	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-28,250	0	0	
NET OPERATING RESULTS (NOR)	0	104	-407	-2,254	-969	-183	-310	-2,192	-13,343	-15,131	-43,416	-10,222	-6,232	
NET RESULTS BEFORE ASSESSMENT (N)	0	104	-407	-2,254	-969	-183	-310	-2,192	-13,343	-15,131	-43,416	-10,222	-6,232	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	104	-407	-2,254	-969	-183	-310	-2,192	-13,343	-15,131	-43,416	-10,222	-6,232	
CHANGE IN MEMBERS' EQUITY (CME)	0	104	-407	-2,254	-969	-183	-310	-2,192	-13,343	-15,131	-43,416	-10,222	-6,232	
Total Expenses (TE), (COGS+PAYROLL+)	0	104	-407	-2,254	-969	-183	-310	-2,192	-13,343	-15,131	-15,166	-10,222	-6,232	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Campground (100)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average				
								3 Year Average Years				2016 Actual	2017 Actual	2018 Actual	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual						
REVENUE																
Direct Access & Use Fees	31,088	34,837	42,608	39,724	45,626	51,847	52,545	58,870	58,515	85,642	69,300	67,675	61,484			
Other Revenue	180	202	85	207	301	197	184	172	208	1,115	700	498	375			
Total Revenue	31,268	35,039	42,693	39,931	45,927	52,044	52,729	59,042	58,723	86,757	70,000	68,174	61,859			
GROSS MARGIN (GM)	31,268	35,039	42,693	39,931	45,927	52,044	52,729	59,042	58,723	86,757	70,000	68,174	61,859			
PAYROLL																
Salaries and Wages	-29,270	-25,852	-20,855	-21,902	-23,161	-23,273	-24,057	-26,113	-28,078	-28,811	-29,474	-27,667	-26,066			
Payroll Taxes & Benefits	-5,929	-4,974	-4,195	-4,606	-4,847	-4,916	-6,140	-5,420	-5,536	-5,327	-6,078	-5,427	-5,468			
Total Payroll	-35,199	-30,826	-25,051	-26,508	-28,008	-28,189	-30,197	-31,533	-33,613	-34,138	-35,552	-33,095	-31,534			
EXPENSE																
Staff Expense	-75	-226	0	-479	-604	-464	-389	0	-37	0	-90	-12	-178			
Utilities Expense	-13,195	-14,368	-15,120	-15,081	-16,210	-15,370	-17,866	-18,099	-17,436	-22,286	-19,900	-19,274	-18,211			
Supplies & Maintenance Expense	-4,846	-3,694	-2,295	-2,573	-4,364	-3,677	-2,952	-2,810	-3,659	-6,354	-3,400	-4,274	-3,890			
Insurance Expense	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600			
Administration & Other Expense	-991	-954	-868	-680	-793	-1,344	-1,175	-1,281	-1,158	16	-1,030	-808	-988			
Total Expense	-19,707	-19,841	-18,883	-19,413	-22,572	-21,455	-22,982	-22,789	-22,890	-29,224	-25,020	-24,968	-23,868			
PAYROLL & EXPENSE TOTAL	-54,906	-50,667	-43,934	-45,920	-50,580	-49,644	-53,179	-54,323	-56,503	-63,362	-60,572	-58,062	-55,402			
NOR BEFORE AllocOverhead (NORBO)	-23,638	-15,629	-1,241	-5,989	-4,653	2,400	-450	4,719	2,220	23,395	9,428	10,111	6,457			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-17,985	0	0			
NET OPERATING RESULTS (NOR)	-23,638	-15,629	-1,241	-5,989	-4,653	2,400	-450	4,719	2,220	23,395	-8,557	10,111	6,457			
NET RESULTS BEFORE ASSESSMENT (N)	-23,638	-15,629	-1,241	-5,989	-4,653	2,400	-450	4,719	2,220	23,395	-8,557	10,111	6,457			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-23,638	-15,629	-1,241	-5,989	-4,653	2,400	-450	4,719	2,220	23,395	-8,557	10,111	6,457			
CHANGE IN MEMBERS' EQUITY (CME)	-23,638	-15,629	-1,241	-5,989	-4,653	2,400	-450	4,719	2,220	23,395	-8,557	10,111	6,457			
Total Expenses (TE), (COGS+PAYROLL+)	-54,906	-50,667	-43,934	-45,920	-50,580	-49,644	-53,179	-54,323	-56,503	-63,362	-60,572	-58,062	-55,402			

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Equestrian (080)
6 SUMMER MONTHS (may-oct)**

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals <u>Average</u>				
								3 Year Average Years				2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>						
REVENUE																
Direct Access & Use Fees	77,141	81,312	61,702	71,018	73,394	0	83,390	112,594	115,028	120,706	142,000	116,109	86,344			
Retail Product	7,174	5,020	4,949	7,848	7,602	0	5,921	9,089	8,428	12,432	12,200	9,983	7,174			
Lessons & Rental	81,097	69,759	66,792	16,920	59,895	12,918	58,621	64,747	72,496	92,441	100,800	76,561	60,245			
Other Revenue	-899	-90	0	-210	0	0	0	350	0	1,800	0	717	430			
Total Revenue	164,513	156,001	133,443	95,576	140,891	12,918	147,932	186,780	195,952	227,379	255,000	203,370	154,192			
COST OF GOODS SOLD (COGS)	-4,744	-3,244	-3,883	-4,627	-4,730	0	-3,486	-4,694	-6,215	-6,040	-6,500	-5,650	-4,087			
GROSS MARGIN (GM)	159,769	152,757	129,560	90,949	136,161	12,918	144,446	182,086	189,737	221,339	248,500	197,720	150,105			
PAYROLL																
Salaries and Wages	-125,154	-114,521	-112,740	-97,958	-108,707	-59,682	-106,064	-120,860	-137,964	-142,633	-154,670	-133,819	-113,440			
Payroll Taxes & Benefits	-36,794	-31,370	-30,310	-27,287	-31,089	-18,310	-32,566	-39,602	-43,625	-41,879	-46,280	-41,702	-35,197			
Total Payroll	-161,948	-145,891	-143,050	-125,245	-139,796	-77,992	-138,630	-160,462	-181,589	-184,512	-200,950	-175,521	-148,637			
EXPENSE																
Staff Expense	-1,967	-2,084	-1,982	-1,261	-1,959	-239	-1,239	-840	-1,395	-1,227	-1,450	-1,154	-988			
Utilities Expense	-26,145	-25,582	-19,794	-15,358	-16,127	-9,218	-10,841	-15,603	-15,791	-19,798	-18,980	-17,064	-14,250			
Supplies & Maintenance Expense	-46,209	-46,121	-41,505	-38,074	-41,923	-23,323	-35,029	-39,920	-44,507	-46,765	-41,620	-43,731	-37,909			
Insurance Expense	-5,400	-4,200	-4,800	-4,200	-4,800	-5,400	-5,400	-6,400	-5,400	-6,000	-6,600	-5,933	-5,720			
Administration & Other Expense	-8,263	-6,884	-6,213	-3,178	-6,615	-348	-4,492	-8,240	-10,226	-9,017	-9,250	-9,161	-6,464			
Total Expense	-87,984	-84,871	-74,292	-62,071	-71,424	-38,527	-57,001	-71,002	-77,320	-82,808	-77,900	-77,043	-65,331			
PAYROLL & EXPENSE TOTAL	-249,932	-230,762	-217,343	-187,316	-211,220	-116,520	-195,630	-231,464	-258,909	-267,319	-278,850	-252,564	-213,968			
NOR BEFORE AllocOverhead (NORBO)	-90,163	-78,006	-87,783	-96,367	-75,059	-103,602	-51,184	-49,378	-69,172	-45,980	-30,350	-54,843	-63,863			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-37,615	0	0			
NET OPERATING RESULTS (NOR)	-90,163	-78,006	-87,783	-96,367	-75,059	-103,602	-51,184	-49,378	-69,172	-45,980	-67,965	-54,843	-63,863			
NET RESULTS BEFORE ASSESSMENT (N)	-90,163	-78,006	-87,783	-96,367	-75,059	-103,602	-51,184	-49,378	-69,172	-45,980	-67,965	-54,843	-63,863			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-90,163	-78,006	-87,783	-96,367	-75,059	-103,602	-51,184	-49,378	-69,172	-45,980	-67,965	-54,843	-63,863			
CHANGE IN MEMBERS' EQUITY (CME)	-90,163	-78,006	-87,783	-96,367	-75,059	-103,602	-51,184	-49,378	-69,172	-45,980	-67,965	-54,843	-63,863			
Total Expenses (TE), (COGS+PAYROLL+)	-254,676	-234,006	-221,226	-191,944	-215,950	-116,520	-199,116	-236,158	-265,124	-273,359	-285,350	-258,214	-218,055			

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Trails (051)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2019 Budget	Actuals Average		
						2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Direct Access & Use Fees	0	0	0	0	0	0	103	307	199	504	1,000	337	223	
Total Revenue	0	0	0	0	0	0	103	307	199	504	1,000	337	223	
GROSS MARGIN (GM)	0	0	0	0	0	0	103	307	199	504	1,000	337	223	
PAYROLL														
Salaries and Wages	0	0	0	0	0	-31,894	-33,644	-60,392	-49,038	-92,766	-89,587	-67,399	-53,547	
Payroll Taxes & Benefits	0	0	0	0	0	-11,873	-11,243	-15,741	-10,983	-18,368	-22,002	-15,031	-13,642	
Total Payroll	0	0	0	0	0	-43,768	-44,887	-76,133	-60,022	-111,134	-111,589	-82,429	-67,188	
EXPENSE														
Staff Expense	0	0	0	0	0	-17	-771	-1,005	-895	-973	-700	-957	-732	
Utilities Expense	0	0	0	0	0	-480	-180	-471	-451	-1,464	-480	-795	-609	
Supplies & Maintenance Expense	0	0	0	0	0	6,746	2,965	-3,575	-9,944	-10,122	-7,160	-7,880	-2,786	
Insurance Expense	0	0	0	0	0	-1,800	-1,800	-1,800	-1,800	-2,400	-2,400	-2,000	-1,920	
Administration & Other Expense	0	0	0	0	0	-333	0	-1,019	-295	-5,939	-3,220	-2,418	-1,517	
Total Expense	0	0	0	0	0	4,116	214	-7,869	-13,386	-20,897	-13,960	-14,050	-7,564	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	-39,651	-44,673	-84,001	-73,407	-132,031	-125,549	-96,480	-74,753	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	-39,651	-44,570	-83,694	-73,208	-131,527	-124,549	-96,143	-74,530	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-30,690	0	0	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	-39,651	-44,570	-83,694	-73,208	-131,527	-155,239	-96,143	-74,530	
NET RESULTS BEFORE ASSESSMENT (NOR)	0	0	0	0	0	-39,651	-44,570	-83,694	-73,208	-131,527	-155,239	-96,143	-74,530	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	0	0	0	0	-39,651	-44,570	-83,694	-73,208	-131,527	-155,239	-96,143	-74,530	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	-39,651	-44,570	-83,694	-73,208	-131,527	-155,239	-96,143	-74,530	
Total Expenses (TE), (COGS+PAYROLL+)	0	0	0	0	0	-39,651	-44,673	-84,001	-73,407	-132,031	-125,549	-96,480	-74,753	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Bikeworks (141)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Food and Beverage	0	0	0	0	0	0	0	-10	0	0	0	0	-3	-2
Retail Product	0	0	0	0	0	0	28,192	35,129	56,924	39,607	52,000	43,886	31,970	
Lessons & Rental	0	0	0	0	0	0	22,259	34,245	32,904	42,751	44,000	36,634	26,432	
Other Revenue	0	0	0	0	0	0	13,958	17,010	18,208	20,648	21,000	18,622	13,965	
Total Revenue	0	0	0	0	0	0	64,409	86,374	108,036	103,006	117,000	99,139	72,365	
COST OF GOODS SOLD (COGS)	0	0	0	0	0	0	-20,980	-30,205	-42,288	-29,741	-39,000	-34,078	-24,643	
GROSS MARGIN (GM)	0	0	0	0	0	0	43,429	56,169	65,749	73,265	78,000	65,061	47,722	
PAYROLL														
Salaries and Wages	0	0	0	0	0	0	-31,566	-37,658	-38,787	-46,274	-45,800	-40,906	-30,857	
Payroll Taxes & Benefits	0	0	0	0	0	0	-9,332	-9,291	-9,670	-10,755	-11,700	-9,905	-7,810	
Total Payroll	0	0	0	0	0	0	-40,898	-46,949	-48,456	-57,029	-57,500	-50,811	-38,667	
EXPENSE														
Staff Expense	0	0	0	0	0	0	-101	-1,445	0	-30	-800	-492	-315	
Utilities Expense	0	0	0	0	0	0	0	-6,901	-5,806	-5,641	-6,580	-6,116	-3,670	
Supplies & Maintenance Expense	0	0	0	0	0	0	-1,748	-2,703	-1,946	-3,030	-1,500	-2,559	-1,885	
Insurance Expense	0	0	0	0	0	0	-1,800	-2,800	-1,800	-2,400	-2,400	-2,333	-1,760	
Administration & Other Expense	0	0	0	0	0	0	-1,815	-2,597	-7,562	-3,744	-4,920	-4,634	-3,144	
Total Expense	0	0	0	0	0	0	-5,464	-16,445	-17,114	-14,846	-16,200	-16,135	-10,774	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	-46,362	-63,394	-65,571	-71,874	-73,700	-66,946	-49,440	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	-2,933	-7,225	178	1,391	4,300	-1,885	-1,718	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-16,840	0	0	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	-2,933	-7,225	178	1,391	-12,540	-1,885	-1,718	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	-2,933	-7,225	178	1,391	-12,540	-1,885	-1,718	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	0	0	0	0	0	-2,933	-7,225	178	1,391	-12,540	-1,885	-1,718	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	-2,933	-7,225	178	1,391	-12,540	-1,885	-1,718	
Total Expenses (TE), (COGS+PAYROLL+)	0	0	0	0	0	0	-67,343	-93,599	-107,858	-101,615	-112,700	-101,024	-74,083	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Lodge and Summer F&B Combined
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Food and Beverage	780,736	867,229	989,091	1,159,742	1,282,705	1,456,030	1,471,947	1,604,769	1,714,929	1,832,863	1,873,400	1,717,520	1,616,108	
Retail Product	94,991	65,267	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	151	0	0	0	0	0	0	0	15,537	28,491	19,000	14,676	8,806	
Total Revenue	875,878	932,496	989,091	1,159,742	1,282,705	1,456,030	1,471,947	1,604,769	1,730,466	1,861,354	1,892,400	1,732,196	1,624,913	
COST OF GOODS SOLD (COGS)	-279,394	-313,347	-314,141	-366,223	-411,246	-438,509	-463,686	-478,394	-504,054	-481,816	-519,600	-488,088	-473,292	
GROSS MARGIN (GM)	596,484	619,149	674,950	793,519	871,458	1,017,521	1,008,262	1,126,375	1,226,411	1,379,539	1,372,800	1,244,108	1,151,622	
PAYROLL														
Salaries and Wages	-394,170	-405,183	-414,397	-447,595	-538,553	-553,019	-593,726	-659,148	-733,830	-688,699	-725,254	-693,892	-645,684	
Payroll Taxes & Benefits	-80,551	-83,428	-73,364	-94,736	-104,952	-137,987	-171,414	-186,026	-191,639	-177,516	-203,844	-185,061	-172,916	
Total Payroll	-474,721	-488,610	-487,762	-542,331	-643,505	-691,006	-765,140	-845,174	-925,468	-866,216	-929,098	-878,953	-818,601	
EXPENSE														
Staff Expense	-11,827	-10,522	-11,935	-16,787	-18,991	-16,993	-15,494	-17,452	-44,786	-43,092	-51,410	-35,110	-27,563	
Utilities Expense	-35,488	-36,680	-36,028	-36,357	-39,776	-38,195	-41,774	-44,114	-42,314	-43,181	-46,640	-43,203	-41,916	
Supplies & Maintenance Expense	-80,175	-69,571	-71,321	-80,964	-97,086	-89,110	-88,829	-104,523	-96,590	-103,259	-97,270	-101,457	-96,462	
Insurance Expense	-8,400	-6,600	-7,200	-3,746	-7,800	-8,400	-8,400	-10,400	-8,400	-9,600	-9,600	-9,467	-9,040	
Administration & Other Expense	-53,197	-54,720	-59,753	-67,599	-80,400	-78,594	-86,370	-89,117	-109,621	-96,231	-111,540	-98,323	-91,987	
Total Expense	-189,087	-178,093	-186,238	-205,453	-244,053	-231,291	-240,867	-265,607	-301,711	-295,363	-316,460	-287,560	-266,968	
PAYROLL & EXPENSE TOTAL	-663,808	-666,704	-673,999	-747,784	-887,558	-922,297	-1,006,007	-1,110,781	-1,227,180	-1,161,579	-1,245,558	-1,166,513	-1,085,569	
NOR BEFORE AllocOverhead (NORBO)	-67,323	-47,554	951	45,735	-16,099	95,223	2,255	15,594	-768	217,960	127,242	77,595	66,053	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-233,270	0	0	
NET OPERATING RESULTS (NOR)	-67,323	-47,554	951	45,735	-16,099	95,223	2,255	15,594	-768	217,960	-106,028	77,595	66,053	
NET RESULTS BEFORE ASSESSMENT (N)	-67,323	-47,554	951	45,735	-16,099	95,223	2,255	15,594	-768	217,960	-106,028	77,595	66,053	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-67,323	-47,554	951	45,735	-16,099	95,223	2,255	15,594	-768	217,960	-106,028	77,595	66,053	
CHANGE IN MEMBERS' EQUITY (CME)	-67,323	-47,554	951	45,735	-16,099	95,223	2,255	15,594	-768	217,960	-106,028	77,595	66,053	
Total Expenses (TE), (COGS+PAYROLL+)	-943,202	-980,050	-988,140	-1,114,007	-1,298,804	-1,360,806	-1,469,693	-1,589,175	-1,731,234	-1,643,395	-1,765,158	-1,654,601	-1,558,860	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
The Lodge (128)
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals		
								3 Year Average Years				2019 <u>Budget</u>	Average	
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>			3-Yr	5-Yr
REVENUE														
Food and Beverage	727,411	778,276	851,534	1,007,260	1,115,045	1,272,184	1,271,248	1,376,777	1,492,572	1,603,638	1,622,400	1,490,996	1,403,284	
Other Revenue	151	0	0	0	0	0	0	0	0	0	0	0	0	
Total Revenue	727,562	778,276	851,534	1,007,260	1,115,045	1,272,184	1,271,248	1,376,777	1,492,572	1,603,638	1,622,400	1,490,996	1,403,284	
COST OF GOODS SOLD (COGS)	-221,752	-251,395	-260,542	-307,543	-345,849	-378,444	-392,143	-403,290	-428,406	-411,228	-449,600	-414,308	-402,702	
GROSS MARGIN (GM)	505,811	526,881	590,991	699,717	769,196	893,740	879,105	973,487	1,064,167	1,192,409	1,172,800	1,076,688	1,000,582	
PAYROLL														
Salaries and Wages	-260,386	-280,996	-299,424	-313,015	-363,588	-415,333	-445,616	-505,702	-569,932	-559,019	-574,699	-544,884	-499,120	
Payroll Taxes & Benefits	-61,597	-66,191	-61,247	-76,746	-83,080	-113,635	-142,050	-155,258	-157,547	-148,686	-165,920	-153,830	-143,435	
Total Payroll	-321,983	-347,187	-360,670	-389,761	-446,668	-528,968	-587,666	-660,960	-727,479	-707,705	-740,619	-698,714	-642,556	
EXPENSE														
Staff Expense	-11,627	-10,334	-10,842	-11,129	-11,821	-10,816	-9,524	-12,053	-9,706	-10,258	-12,360	-10,672	-10,472	
Utilities Expense	-35,488	-36,680	-36,028	-36,357	-39,776	-38,195	-41,774	-44,044	-42,314	-43,164	-46,640	-43,174	-41,898	
Supplies & Maintenance Expense	-43,081	-36,618	-41,824	-48,008	-58,532	-55,391	-55,191	-71,168	-61,752	-69,911	-64,110	-67,610	-62,683	
Insurance Expense	-7,800	-6,000	-6,600	-3,146	-7,200	-7,800	-7,800	-9,800	-7,800	-9,000	-9,000	-8,867	-8,440	
Administration & Other Expense	-47,830	-49,122	-50,772	-59,586	-69,523	-68,480	-70,188	-74,213	-91,958	-81,792	-93,950	-82,654	-77,326	
Total Expense	-145,826	-138,754	-146,065	-158,227	-186,852	-180,682	-184,478	-211,278	-213,530	-214,125	-226,060	-212,977	-200,818	
PAYROLL & EXPENSE TOTAL	-467,808	-485,941	-506,736	-547,988	-633,520	-709,650	-772,144	-872,237	-941,009	-921,829	-966,679	-911,692	-843,374	
NOR BEFORE AllocOverhead (NORBO)	38,002	40,940	84,256	151,729	135,676	184,090	106,961	101,250	123,158	270,580	206,121	164,996	157,208	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-207,760	0	0	
NET OPERATING RESULTS (NOR)	38,002	40,940	84,256	151,729	135,676	184,090	106,961	101,250	123,158	270,580	-1,639	164,996	157,208	
NET RESULTS BEFORE ASSESSMENT (N)	38,002	40,940	84,256	151,729	135,676	184,090	106,961	101,250	123,158	270,580	-1,639	164,996	157,208	
ASSESSMENT REVENUE														
NET RESULTS (NR)	38,002	40,940	84,256	151,729	135,676	184,090	106,961	101,250	123,158	270,580	-1,639	164,996	157,208	
CHANGE IN MEMBERS' EQUITY (CME)	38,002	40,940	84,256	151,729	135,676	184,090	106,961	101,250	123,158	270,580	-1,639	164,996	157,208	
Total Expenses (TE), (COGS+PAYROLL+)	-689,560	-737,336	-767,278	-855,530	-979,369	-1,088,094	-1,164,287	-1,275,527	-1,369,415	-1,333,057	-1,416,279	-1,326,000	-1,246,076	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Summer Food and Beverage (170)
6 SUMMER MONTHS (may-oct)

	5 Year Average Years										2019 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Food and Beverage	53,325	88,953	137,557	152,482	167,660	183,846	200,699	227,992	222,356	229,226	251,000	226,525	212,824	
Retail Product	94,991	65,267	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	0	0	0	0	0	0	0	0	15,537	28,491	19,000	14,676	8,806	
Total Revenue	148,316	154,220	137,557	152,482	167,660	183,846	200,699	227,992	237,893	257,717	270,000	241,201	221,629	
COST OF GOODS SOLD (COGS)	-57,642	-61,951	-53,598	-58,680	-65,397	-60,065	-71,542	-75,103	-75,649	-70,588	-70,000	-73,780	-70,589	
GROSS MARGIN (GM)	90,674	92,269	83,959	93,802	102,263	123,780	129,157	152,888	162,244	187,129	200,000	167,421	151,040	
PAYROLL														
Salaries and Wages	-133,784	-124,187	-114,973	-134,580	-174,965	-137,685	-148,110	-153,446	-163,898	-129,681	-150,555	-149,008	-146,564	
Payroll Taxes & Benefits	-18,954	-17,236	-12,118	-17,990	-21,872	-24,352	-29,363	-30,768	-34,092	-28,830	-37,924	-31,230	-29,481	
Total Payroll	-152,738	-141,424	-127,091	-152,570	-196,837	-162,037	-177,474	-184,215	-197,989	-158,511	-188,479	-180,238	-176,045	
EXPENSE														
Staff Expense	-200	-188	-1,093	-5,658	-7,169	-6,177	-5,970	-5,399	-35,079	-32,834	-39,050	-24,437	-17,092	
Utilities Expense	0	0	0	0	0	0	0	-70	0	-18	0	-29	-18	
Supplies & Maintenance Expense	-37,094	-32,953	-29,498	-32,955	-38,554	-33,718	-33,637	-33,355	-34,838	-33,348	-33,160	-33,847	-33,779	
Insurance Expense	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600	-600	
Administration & Other Expense	-5,367	-5,598	-8,981	-8,013	-10,877	-10,114	-16,182	-14,905	-17,664	-14,439	-17,590	-15,669	-14,661	
Total Expense	-43,261	-39,339	-40,173	-47,226	-57,201	-50,609	-56,390	-54,329	-88,181	-81,239	-90,400	-74,583	-66,150	
PAYROLL & EXPENSE TOTAL	-195,999	-180,763	-167,264	-199,797	-254,038	-212,647	-233,863	-238,544	-286,170	-239,750	-278,879	-254,821	-242,195	
NOR BEFORE AllocOverhead (NORBO)	-105,325	-88,494	-83,305	-105,995	-151,775	-88,867	-104,706	-85,656	-123,926	-52,620	-78,879	-87,401	-91,155	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-25,510	0	0	
NET OPERATING RESULTS (NOR)	-105,325	-88,494	-83,305	-105,995	-151,775	-88,867	-104,706	-85,656	-123,926	-52,620	-104,389	-87,401	-91,155	
NET RESULTS BEFORE ASSESSMENT (N)	-105,325	-88,494	-83,305	-105,995	-151,775	-88,867	-104,706	-85,656	-123,926	-52,620	-104,389	-87,401	-91,155	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-105,325	-88,494	-83,305	-105,995	-151,775	-88,867	-104,706	-85,656	-123,926	-52,620	-104,389	-87,401	-91,155	
CHANGE IN MEMBERS' EQUITY (CME)	-105,325	-88,494	-83,305	-105,995	-151,775	-88,867	-104,706	-85,656	-123,926	-52,620	-104,389	-87,401	-91,155	
Total Expenses (TE), (COGS+PAYROLL+)	-253,642	-242,714	-220,862	-258,476	-319,435	-272,712	-305,406	-313,647	-361,819	-310,337	-348,879	-328,601	-312,784	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Pizza on the Hill (150)
6 SUMMER MONTHS (may-oct)

	5 Year Average Years										2019 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Food and Beverage	132,149	154,989	166,531	177,179	186,258	225,650	312,741	328,689	321,131	379,626	381,000	343,148	313,567	
Retail Product	-8,990	-2,252	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	-10,165	-658	-20	0	0	0	0	0	0	0	0	0	0	
Total Revenue	112,994	152,080	166,510	177,179	186,258	225,650	312,741	328,689	321,131	379,626	381,000	343,148	313,567	
COST OF GOODS SOLD (COGS)	-41,039	-58,997	-54,140	-50,787	-72,025	-68,468	-86,183	-97,400	-99,254	-108,142	-104,600	-101,599	-91,890	
GROSS MARGIN (GM)	71,955	93,083	112,370	126,392	114,233	157,182	226,558	231,289	221,877	271,483	276,400	241,550	221,678	
PAYROLL														
Salaries and Wages	-75,694	-84,590	-81,724	-81,057	-92,152	-98,029	-144,602	-144,326	-159,317	-188,384	-182,985	-164,009	-146,932	
Payroll Taxes & Benefits	-18,099	-16,982	-15,969	-20,923	-21,880	-24,189	-43,326	-42,991	-42,552	-46,028	-48,536	-43,857	-39,817	
Total Payroll	-93,793	-101,572	-97,693	-101,980	-114,032	-122,219	-187,929	-187,316	-201,869	-234,412	-231,521	-207,866	-186,749	
EXPENSE														
Staff Expense	-710	-2,804	-2,508	-3,079	-3,134	-2,531	-3,002	-3,335	-4,231	-4,385	-4,130	-3,984	-3,497	
Utilities Expense	-2,051	-2,899	-2,891	-3,155	-3,036	-3,036	-3,159	-2,463	-2,447	-3,150	-3,410	-2,687	-2,851	
Supplies & Maintenance Expense	-18,034	-17,363	-12,721	-13,046	-15,609	-16,349	-27,618	-25,218	-22,679	-27,111	-21,720	-25,002	-23,795	
Insurance Expense	-1,200	-600	-600	-600	-600	-600	-600	-2,600	-1,200	-1,200	-1,200	-1,667	-1,240	
Administration & Other Expense	-5,517	-7,730	-6,294	-5,464	-7,367	-6,678	-11,350	-11,683	-14,856	-15,195	-17,250	-13,911	-11,952	
Total Expense	-27,511	-31,396	-25,013	-25,345	-29,746	-29,194	-45,729	-45,300	-45,412	-51,041	-47,710	-47,251	-43,335	
PAYROLL & EXPENSE TOTAL	-121,305	-132,968	-122,705	-127,325	-143,778	-151,413	-233,657	-232,616	-247,281	-285,453	-279,231	-255,117	-230,084	
NOR BEFORE AllocOverhead (NORBO)	-49,350	-39,885	-10,335	-933	-29,545	5,769	-7,099	-1,327	-25,405	-13,970	-2,831	-13,567	-8,406	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-59,040	0	0	
NET OPERATING RESULTS (NOR)	-49,350	-39,885	-10,335	-933	-29,545	5,769	-7,099	-1,327	-25,405	-13,970	-61,871	-13,567	-8,406	
NET RESULTS BEFORE ASSESSMENT (N)	-49,350	-39,885	-10,335	-933	-29,545	5,769	-7,099	-1,327	-25,405	-13,970	-61,871	-13,567	-8,406	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-49,350	-39,885	-10,335	-933	-29,545	5,769	-7,099	-1,327	-25,405	-13,970	-61,871	-13,567	-8,406	
CHANGE IN MEMBERS' EQUITY (CME)	-49,350	-39,885	-10,335	-933	-29,545	5,769	-7,099	-1,327	-25,405	-13,970	-61,871	-13,567	-8,406	
Total Expenses (TE), (COGS+PAYROLL+)	-162,343	-191,965	-176,846	-178,112	-215,803	-219,881	-319,840	-330,016	-346,535	-393,595	-383,831	-356,715	-321,973	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Alder Creek Cafe (155)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Food and Beverage	0	0	0	0	0	0	0	140,926	168,436	166,474	230,000	158,612	95,167	
Retail Product	0	0	0	0	0	0	0	2,645	1,963	3,017	0	2,542	1,525	
Total Revenue	0	0	0	0	0	0	0	143,571	170,400	169,491	230,000	161,154	96,692	
COST OF GOODS SOLD (COGS)	0	0	0	0	0	0	0	-53,970	-60,332	-62,646	-74,300	-58,983	-35,390	
GROSS MARGIN (GM)	0	0	0	0	0	0	0	89,602	110,067	106,845	155,700	102,171	61,303	
PAYROLL														
Salaries and Wages	0	0	0	0	0	0	0	-81,398	-103,164	-102,683	-120,162	-95,748	-57,449	
Payroll Taxes & Benefits	0	0	0	0	0	0	0	-19,189	-25,473	-26,172	-32,022	-23,611	-14,167	
Total Payroll	0	0	0	0	0	0	0	-100,587	-128,637	-128,855	-152,184	-119,360	-71,616	
EXPENSE														
Staff Expense	0	0	0	0	0	0	0	-2,938	-3,924	-4,949	-4,560	-3,937	-2,362	
Utilities Expense	0	0	0	0	0	0	0	-7,770	-8,012	-7,756	-8,670	-7,846	-4,708	
Supplies & Maintenance Expense	0	0	0	0	0	0	0	-15,866	-18,496	-15,692	-18,385	-16,684	-10,011	
Insurance Expense	0	0	0	0	0	0	0	-2,000	-1,200	-1,200	-1,200	-1,467	-880	
Administration & Other Expense	0	0	0	0	0	0	0	-3,837	-4,513	-5,888	-5,990	-4,746	-2,848	
Total Expense	0	0	0	0	0	0	0	-32,412	-36,145	-35,485	-38,805	-34,681	-20,808	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	0	-132,999	-164,782	-164,340	-190,989	-154,040	-92,424	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	0	-43,397	-54,714	-57,495	-35,289	-51,869	-31,121	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-43,894	0	0	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	0	-43,397	-54,714	-57,495	-79,183	-51,869	-31,121	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	0	-43,397	-54,714	-57,495	-79,183	-51,869	-31,121	
ASSESSMENT REVENUE														
NET RESULTS (NR)	0	0	0	0	0	0	0	-43,397	-54,714	-57,495	-79,183	-51,869	-31,121	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	0	-43,397	-54,714	-57,495	-79,183	-51,869	-31,121	
Total Expenses (TE), (COGS+PAYROLL+)	0	0	0	0	0	0	0	-186,968	-225,114	-226,986	-265,289	-213,023	-127,814	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Homeowners Association Consolidated
6 SUMMER MONTHS (may-oct)

	5 Year Average Years										2019 Budget	Actuals Average		
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Food and Beverage	0	-3,784	-2,362	-1,513	-1,411	0	-2,100	0	-6,534	-7,985	-1,200	-4,840	-3,324	
Retail Product	32,999	30,954	37,385	12,817	37,209	19,124	36,842	23,497	33,859	29,102	14,100	28,819	28,485	
Lessons & Rental	0	0	0	0	0	0	0	0	0	12,275	12,000	4,092	2,455	
Other Revenue	314,586	258,789	316,187	267,932	320,238	252,058	310,216	372,686	349,184	452,621	353,500	391,497	347,353	
Total Revenue	347,585	285,959	351,209	279,235	356,036	271,181	344,958	396,182	376,509	486,014	378,400	419,568	374,969	
COST OF GOODS SOLD (COGS)	-820	0	-160	0	0	0	0	0	0	0	0	0	0	
GROSS MARGIN (GM)	346,765	285,959	351,049	279,235	356,036	271,181	344,958	396,182	376,509	486,014	378,400	419,568	374,969	
PAYROLL														
Salaries and Wages	-1,433,502	-1,440,718	-1,546,858	-1,592,295	-1,743,919	-1,583,972	-1,780,560	-1,769,888	-1,888,220	-2,155,663	-2,171,361	-1,937,924	-1,835,661	
Payroll Taxes & Benefits	-406,587	-373,512	-372,977	-378,324	-434,242	-393,067	-462,187	-443,161	-457,841	-497,295	-582,134	-466,099	-450,710	
Total Payroll	-1,840,089	-1,814,230	-1,919,835	-1,970,619	-2,178,161	-1,977,039	-2,242,747	-2,213,049	-2,346,061	-2,652,958	-2,753,495	-2,404,023	-2,286,371	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	0	-40,110	-3,514	0	-14,541	-8,725	
Staff Expense	-92,202	-74,113	-59,478	-56,462	-51,814	-33,319	-42,586	-52,681	-85,391	-82,460	-103,935	-73,511	-59,287	
Utilities Expense	-83,819	-96,559	-96,034	-98,190	-107,257	-119,734	-139,093	-120,645	-128,329	-100,253	-113,730	-116,409	-121,611	
Supplies & Maintenance Expense	-454,008	-431,577	-530,640	-151,238	-416,140	-170,853	-347,874	-425,240	-351,317	-478,338	-478,588	-418,298	-354,724	
Insurance Expense	-84,000	-61,080	-63,100	-60,229	-69,000	-81,000	-81,000	-75,400	-73,800	-87,000	-134,400	-78,733	-79,640	
Administration & Other Expense	-292,908	-231,573	-245,137	-332,727	-352,714	-356,140	-327,104	-378,808	-452,128	-524,341	-500,765	-451,759	-407,704	
Total Expense	-1,006,936	-894,902	-994,389	-698,845	-996,925	-761,046	-937,657	-1,052,773	-1,131,074	-1,275,906	-1,331,418	-1,153,251	-1,031,691	
PAYROLL & EXPENSE TOTAL	-2,847,024	-2,709,132	-2,914,224	-2,669,464	-3,175,085	-2,738,085	-3,180,404	-3,265,823	-3,477,135	-3,928,864	-4,084,913	-3,557,274	-3,318,062	
NOR BEFORE AllocOverhead (NORBO)	-2,500,260	-2,423,173	-2,563,174	-2,390,229	-2,819,049	-2,466,904	-2,835,446	-2,869,640	-3,100,626	-3,442,850	-3,706,513	-3,137,705	-2,943,093	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	1,477,735	0	0	
NET OPERATING RESULTS (NOR)	-2,500,260	-2,423,173	-2,563,174	-2,390,229	-2,819,049	-2,466,904	-2,835,446	-2,869,640	-3,100,626	-3,442,850	-2,228,778	-3,137,705	-2,943,093	
NET RESULTS BEFORE ASSESSMENT (N)	-2,500,260	-2,423,173	-2,563,174	-2,390,229	-2,819,049	-2,466,904	-2,835,446	-2,869,640	-3,100,626	-3,442,850	-2,228,778	-3,137,705	-2,943,093	
ASSESSMENT REVENUE														
Operating Fund Assessment Contribution	2,571,862	2,646,948	2,885,413	2,953,867	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	3,384,667	3,363,919	
TOTAL ASSESSMENT REVENUE (AREV)	2,571,862	2,646,948	2,885,413	2,953,867	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	3,384,667	3,363,919	
NET RESULTS (NR)	71,602	223,775	322,239	563,638	341,468	811,693	551,554	464,360	180,374	96,150	1,372,222	246,961	420,826	
CHANGE IN MEMBERS' EQUITY (CME)	71,602	223,775	322,239	563,638	341,468	811,693	551,554	464,360	180,374	96,150	1,372,222	246,961	420,826	
Total Expenses (TE), (COGS+PAYROLL+)	-2,847,844	-2,709,132	-2,914,384	-2,669,464	-3,175,085	-2,738,085	-3,180,404	-3,265,823	-3,477,135	-3,928,864	-4,084,913	-3,557,274	-3,318,062	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
General (005)
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals Average		
								3 Year Average Years				2019 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>				
REVENUE														
PAYROLL														
Salaries and Wages	-41,813	-40,790	-47,809	-14,138	-15,931	-16,003	-15,840	-18,082	-22,827	-18,792	-31,523	-19,900	-18,309	
Payroll Taxes & Benefits	-9,354	-9,225	-1,185	-1,274	-3,641	-3,121	-5,451	-3,907	-1,878	-1,427	-3,850	-2,404	-3,157	
Total Payroll	-51,168	-50,014	-48,994	-15,412	-19,572	-19,124	-21,292	-21,989	-24,705	-20,219	-35,373	-22,304	-21,466	
EXPENSE														
Staff Expense	-12,359	0	-35	-142	0	0	0	0	-80	0	0	-27	-16	
Utilities Expense	-32,144	-32,569	-31,442	-31,023	-30,928	-30,154	-31,144	-31,686	-32,541	-34,972	-37,740	-33,067	-32,100	
Supplies & Maintenance Expense	-3,071	-2,687	-14,628	-16,750	-16,119	-17,517	-18,884	-16,200	-17,456	-20,878	-19,800	-18,178	-18,187	
Insurance Expense	-61,200	-43,800	-43,900	-42,860	-48,600	-60,600	-60,600	-54,000	-53,400	-63,600	-111,000	-57,000	-58,440	
Administration & Other Expense	-157,812	-108,463	-117,951	-201,116	-196,828	-205,023	-180,829	-217,234	-278,555	-354,349	-335,608	-283,379	-247,198	
Total Expense	-266,585	-187,518	-207,955	-291,891	-292,476	-313,294	-291,457	-319,120	-382,033	-473,800	-504,148	-391,651	-355,941	
PAYROLL & EXPENSE TOTAL	-317,752	-237,533	-256,949	-307,303	-312,048	-332,418	-312,749	-341,109	-406,738	-494,018	-539,521	-413,955	-377,406	
NOR BEFORE AllocOverhead (NORBO)	-317,752	-237,533	-256,949	-307,303	-312,048	-332,418	-312,749	-341,109	-406,738	-494,018	-539,521	-413,955	-377,406	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-600,611	0	0	
NET OPERATING RESULTS (NOR)	-317,752	-237,533	-256,949	-307,303	-312,048	-332,418	-312,749	-341,109	-406,738	-494,018	-1,140,132	-413,955	-377,406	
NET RESULTS BEFORE ASSESSMENT (N)	-317,752	-237,533	-256,949	-307,303	-312,048	-332,418	-312,749	-341,109	-406,738	-494,018	-1,140,132	-413,955	-377,406	
ASSESSMENT REVENUE														
Operating Fund Assessment Contribution	2,571,862	2,646,948	2,885,413	2,953,867	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	3,384,667	3,363,919	
TOTAL ASSESSMENT REVENUE (AREV)	2,571,862	2,646,948	2,885,413	2,953,867	3,160,517	3,278,597	3,387,000	3,334,000	3,281,000	3,539,000	3,601,000	3,384,667	3,363,919	
NET RESULTS (NR)	2,254,110	2,409,416	2,628,464	2,646,564	2,848,469	2,946,179	3,074,251	2,992,891	2,874,262	3,044,982	2,460,868	2,970,712	2,986,513	
CHANGE IN MEMBERS' EQUITY (CME)	2,254,110	2,409,416	2,628,464	2,646,564	2,848,469	2,946,179	3,074,251	2,992,891	2,874,262	3,044,982	2,460,868	2,970,712	2,986,513	
Total Expenses (TE), (COGS+PAYROLL+)	-317,752	-237,533	-256,949	-307,303	-312,048	-332,418	-312,749	-341,109	-406,738	-494,018	-539,521	-413,955	-377,406	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Administration (010)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								2016	2017	2018		3-Yr	5-Yr	
								Actual	Actual	Actual				
REVENUE														
Food and Beverage	0	-3,784	-2,362	-1,513	-1,411	0	-2,100	0	-6,534	-7,985	-1,200	-4,840	-3,324	
Other Revenue	93,235	88,892	75,098	92,119	83,721	92,545	108,548	136,307	105,513	126,364	73,900	122,728	113,855	
Total Revenue	93,235	85,109	72,735	90,605	82,310	92,545	106,448	136,307	98,979	118,380	72,700	117,888	110,532	
GROSS MARGIN (GM)	93,235	85,109	72,735	90,605	82,310	92,545	106,448	136,307	98,979	118,380	72,700	117,888	110,532	
PAYROLL														
Salaries and Wages	-258,177	-211,805	-299,428	-315,464	-334,554	-239,395	-377,587	-323,898	-377,653	-375,734	-266,501	-359,095	-338,853	
Payroll Taxes & Benefits	-68,446	-43,509	-61,906	-56,475	-66,751	-52,976	-77,859	-61,390	-83,071	-75,079	-66,208	-73,180	-70,075	
Total Payroll	-326,623	-255,314	-361,334	-371,939	-401,305	-292,371	-455,446	-385,288	-460,725	-450,813	-332,709	-432,275	-408,928	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	0	0	-1,474	0	-491	-295	
Staff Expense	-5,728	-2,453	-2,570	-2,704	-5,124	-3,964	-5,520	-12,095	-6,836	-24,710	-29,600	-14,547	-10,625	
Utilities Expense	-5,439	-5,795	-7,506	-6,029	-5,582	-6,413	-7,502	-3,824	-6,626	-2,745	-4,000	-4,398	-5,422	
Supplies & Maintenance Expense	-19,942	-13,637	-20,803	-21,494	-25,439	-20,764	-19,425	-25,031	-24,337	-25,208	-22,770	-24,859	-22,953	
Insurance Expense	-2,400	-1,800	-1,800	-1,829	-1,800	-2,400	-2,400	-2,400	-2,400	-2,400	-2,400	-2,400	-2,400	
Administration & Other Expense	-4,671	-4,650	-3,813	-3,910	-9,681	-8,349	-6,231	-15,938	-13,217	-37,619	-30,950	-22,258	-16,271	
Total Expense	-38,181	-28,336	-36,492	-35,966	-47,625	-41,890	-41,079	-59,288	-53,417	-94,156	-89,720	-68,953	-57,966	
PAYROLL & EXPENSE TOTAL	-364,804	-283,650	-397,826	-407,905	-448,930	-334,261	-496,525	-444,575	-514,142	-544,969	-422,429	-501,229	-466,894	
NOR BEFORE AllocOverhead (NORBO)	-271,568	-198,541	-325,091	-317,300	-366,620	-241,716	-390,077	-308,269	-415,163	-426,589	-349,729	-383,340	-356,363	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	349,729	0	0	
NET OPERATING RESULTS (NOR)	-271,568	-198,541	-325,091	-317,300	-366,620	-241,716	-390,077	-308,269	-415,163	-426,589	0	-383,340	-356,363	
NET RESULTS BEFORE ASSESSMENT (N)	-271,568	-198,541	-325,091	-317,300	-366,620	-241,716	-390,077	-308,269	-415,163	-426,589	0	-383,340	-356,363	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-271,568	-198,541	-325,091	-317,300	-366,620	-241,716	-390,077	-308,269	-415,163	-426,589	0	-383,340	-356,363	
CHANGE IN MEMBERS' EQUITY (CME)	-271,568	-198,541	-325,091	-317,300	-366,620	-241,716	-390,077	-308,269	-415,163	-426,589	0	-383,340	-356,363	
Total Expenses (TE), (COGS+PAYROLL+)	-364,804	-283,650	-397,826	-407,905	-448,930	-334,261	-496,525	-444,575	-514,142	-544,969	-422,429	-501,229	-466,894	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Communications (015)
6 SUMMER MONTHS (may-oct)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Other Revenue	92,384	100,071	104,373	102,799	104,833	91,190	115,535	100,272	107,227	127,309	123,800	111,603	108,307	
Total Revenue	92,384	100,071	104,373	102,799	104,833	91,190	115,535	100,272	107,227	127,309	123,800	111,603	108,307	
GROSS MARGIN (GM)	92,384	100,071	104,373	102,799	104,833	91,190	115,535	100,272	107,227	127,309	123,800	111,603	108,307	
PAYROLL														
Salaries and Wages	-73,358	-98,403	-109,785	-87,407	-150,131	-153,071	-156,379	-162,946	-151,263	-189,574	-198,853	-167,927	-162,646	
Payroll Taxes & Benefits	-26,562	-30,902	-29,213	-27,587	-33,225	-32,214	-33,444	-33,414	-29,962	-34,011	-43,624	-32,462	-32,609	
Total Payroll	-99,921	-129,305	-138,998	-114,994	-183,356	-185,285	-189,823	-196,359	-181,224	-223,585	-242,477	-200,390	-195,255	
EXPENSE														
Staff Expense	-401	-313	-1,736	-245	-3,274	-833	-975	-1,663	-705	-429	-3,870	-933	-921	
Utilities Expense	0	-456	-471	-1,809	-1,358	-1,472	-1,081	-1,300	-786	-1,080	-1,260	-1,055	-1,144	
Supplies & Maintenance Expense	-6,053	-9,851	-13,449	-17,580	-18,992	-14,077	-14,793	-12,802	-19,893	-46,907	-37,906	-26,534	-21,695	
Administration & Other Expense	-87,908	-72,537	-79,495	-89,909	-99,066	-97,541	-96,104	-103,508	-110,975	-78,311	-83,734	-97,598	-97,288	
Total Expense	-94,362	-83,156	-95,151	-109,543	-122,690	-113,923	-112,952	-119,274	-132,359	-126,727	-126,770	-126,120	-121,047	
PAYROLL & EXPENSE TOTAL	-194,282	-212,462	-234,149	-224,537	-306,046	-299,208	-302,775	-315,633	-313,584	-350,313	-369,247	-326,510	-316,302	
NOR BEFORE AllocOverhead (NORBO)	-101,898	-112,391	-129,776	-121,738	-201,213	-208,018	-187,240	-215,360	-206,357	-223,004	-245,447	-214,907	-207,996	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	245,447	0	0	
NET OPERATING RESULTS (NOR)	-101,898	-112,391	-129,776	-121,738	-201,213	-208,018	-187,240	-215,360	-206,357	-223,004	0	-214,907	-207,996	
NET RESULTS BEFORE ASSESSMENT (N)	-101,898	-112,391	-129,776	-121,738	-201,213	-208,018	-187,240	-215,360	-206,357	-223,004	0	-214,907	-207,996	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-101,898	-112,391	-129,776	-121,738	-201,213	-208,018	-187,240	-215,360	-206,357	-223,004	0	-214,907	-207,996	
CHANGE IN MEMBERS' EQUITY (CME)	-101,898	-112,391	-129,776	-121,738	-201,213	-208,018	-187,240	-215,360	-206,357	-223,004	0	-214,907	-207,996	
Total Expenses (TE), (COGS+PAYROLL+)	-194,282	-212,462	-234,149	-224,537	-306,046	-299,208	-302,775	-315,633	-313,584	-350,313	-369,247	-326,510	-316,302	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Member Services (040)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
Retail Product	1,429	1,332	3,456	4,349	5,966	7,749	6,422	11,733	10,202	7,226	9,100	9,720	8,666	
Lessons & Rental	0	0	0	0	0	0	0	0	0	12,275	12,000	4,092	2,455	
Other Revenue	16,531	16,482	15,235	16,740	15,998	16,145	15,772	16,373	16,348	3,875	3,900	12,199	13,703	
Total Revenue	17,961	17,814	18,691	21,088	21,963	23,894	22,194	28,106	26,551	23,376	25,000	26,011	24,824	
COST OF GOODS SOLD (COGS)	-820	0	-160	0	0	0	0	0	0	0	0	0	0	
GROSS MARGIN (GM)	17,140	17,814	18,531	21,088	21,963	23,894	22,194	28,106	26,551	23,376	25,000	26,011	24,824	
PAYROLL														
Salaries and Wages	-68,573	-62,583	-68,722	-71,575	-79,289	-87,872	-75,715	-72,207	-76,390	-80,030	-88,492	-76,209	-78,443	
Payroll Taxes & Benefits	-24,966	-22,437	-21,026	-17,143	-19,079	-21,139	-21,496	-19,478	-19,745	-22,435	-33,018	-20,553	-20,859	
Total Payroll	-93,538	-85,020	-89,748	-88,717	-98,368	-109,011	-97,211	-91,685	-96,135	-102,465	-121,510	-96,762	-99,301	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	0	0	-420	0	-140	-84	
Staff Expense	-192	-34	-39	-10	-967	-612	-331	-280	-817	-62	-2,390	-387	-421	
Utilities Expense	0	0	0	0	0	0	-180	-180	-180	-180	-180	-180	-144	
Supplies & Maintenance Expense	-3,696	-3,560	-6,258	-7,975	-11,763	-9,668	-10,967	-12,661	-14,755	-11,185	-14,410	-12,867	-11,847	
Administration & Other Expense	-8,028	-6,920	-7,140	-8,478	-10,084	-8,722	-9,762	-7,084	-8,181	-6,861	-7,820	-7,375	-8,122	
Total Expense	-11,916	-10,514	-13,437	-16,463	-22,814	-19,002	-21,240	-20,205	-23,934	-18,709	-24,800	-20,949	-20,618	
PAYROLL & EXPENSE TOTAL	-105,454	-95,534	-103,185	-105,180	-121,182	-128,013	-118,451	-111,890	-120,069	-121,174	-146,310	-117,711	-119,919	
NOR BEFORE AllocOverhead (NORBO)	-88,313	-77,720	-84,653	-84,092	-99,219	-104,119	-96,257	-83,783	-93,518	-97,798	-121,310	-91,700	-95,095	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	121,310	0	0	
NET OPERATING RESULTS (NOR)	-88,313	-77,720	-84,653	-84,092	-99,219	-104,119	-96,257	-83,783	-93,518	-97,798	0	-91,700	-95,095	
NET RESULTS BEFORE ASSESSMENT (N)	-88,313	-77,720	-84,653	-84,092	-99,219	-104,119	-96,257	-83,783	-93,518	-97,798	0	-91,700	-95,095	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-88,313	-77,720	-84,653	-84,092	-99,219	-104,119	-96,257	-83,783	-93,518	-97,798	0	-91,700	-95,095	
CHANGE IN MEMBERS' EQUITY (CME)	-88,313	-77,720	-84,653	-84,092	-99,219	-104,119	-96,257	-83,783	-93,518	-97,798	0	-91,700	-95,095	
Total Expenses (TE), (COGS+PAYROLL+)	-106,274	-95,534	-103,345	-105,180	-121,182	-128,013	-118,451	-111,890	-120,069	-121,174	-146,310	-117,711	-119,919	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
ASO (020)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average	
								3 Year Average Years				3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual			
REVENUE													
Other Revenue	41,750	41,664	44,575	29,635	58,664	50,929	68,944	72,909	115,096	126,577	121,000	104,861	86,891
Total Revenue	41,750	41,664	44,575	29,635	58,664	50,929	68,944	72,909	115,096	126,577	121,000	104,861	86,891
GROSS MARGIN (GM)	41,750	41,664	44,575	29,635	58,664	50,929	68,944	72,909	115,096	126,577	121,000	104,861	86,891
PAYROLL													
Salaries and Wages	-97,946	-64,122	-66,712	-64,943	-72,443	-79,340	-95,802	-107,142	-113,009	-140,084	-166,319	-120,078	-107,076
Payroll Taxes & Benefits	-28,877	-16,893	-20,753	-20,829	-22,897	-21,492	-23,672	-35,504	-31,001	-40,035	-50,486	-35,513	-30,341
Total Payroll	-126,823	-81,015	-87,465	-85,772	-95,340	-100,832	-119,474	-142,646	-144,010	-180,119	-216,805	-155,592	-137,416
EXPENSE													
Staff Expense	-132	-30	-2	0	0	-1,325	-450	-33	-502	-1,333	-1,680	-623	-729
Utilities Expense	-559	-636	-619	-743	-606	-619	-402	-325	-2,018	-432	-1,260	-925	-759
Supplies & Maintenance Expense	-3,722	-3,977	-4,487	-3,426	-3,876	-3,558	-4,493	-4,538	-9,062	-6,577	-11,880	-6,726	-5,646
Insurance Expense	-600	-480	-600	-540	-600	-600	-600	-600	-600	-600	-600	-600	-600
Administration & Other Expense	-3,723	-1,743	-1,781	-1,029	-2,655	-1,325	-3,016	-2,694	-4,304	-6,294	-3,940	-4,430	-3,526
Total Expense	-8,736	-6,866	-7,489	-5,738	-7,736	-7,427	-8,960	-8,189	-16,486	-15,235	-19,360	-13,303	-11,260
PAYROLL & EXPENSE TOTAL	-135,559	-87,880	-94,954	-91,510	-103,076	-108,259	-128,434	-150,836	-160,496	-195,354	-236,165	-168,895	-148,676
NOR BEFORE AllocOverhead (NORBO)	-93,809	-46,217	-50,379	-61,875	-44,412	-57,331	-59,490	-77,926	-45,400	-68,777	-115,165	-64,034	-61,785
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-61,831	0	0
NET OPERATING RESULTS (NOR)	-93,809	-46,217	-50,379	-61,875	-44,412	-57,331	-59,490	-77,926	-45,400	-68,777	-176,996	-64,034	-61,785
NET RESULTS BEFORE ASSESSMENT (N)	-93,809	-46,217	-50,379	-61,875	-44,412	-57,331	-59,490	-77,926	-45,400	-68,777	-176,996	-64,034	-61,785
ASSESSMENT REVENUE													
NET RESULTS (NR)	-93,809	-46,217	-50,379	-61,875	-44,412	-57,331	-59,490	-77,926	-45,400	-68,777	-176,996	-64,034	-61,785
CHANGE IN MEMBERS' EQUITY (CME)	-93,809	-46,217	-50,379	-61,875	-44,412	-57,331	-59,490	-77,926	-45,400	-68,777	-176,996	-64,034	-61,785
Total Expenses (TE), (COGS+PAYROLL+)	-135,559	-87,880	-94,954	-91,510	-103,076	-108,259	-128,434	-150,836	-160,496	-195,354	-236,165	-168,895	-148,676

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
MIS (025)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
PAYROLL														
Salaries and Wages	-110,959	-112,166	-119,909	-130,107	-130,522	-139,833	-143,497	-164,177	-165,675	-188,191	-201,054	-172,681	-160,274	
Payroll Taxes & Benefits	-29,864	-26,798	-25,434	-26,955	-29,708	-31,001	-33,581	-35,221	-33,114	-41,739	-49,570	-36,691	-34,931	
Total Payroll	-140,823	-138,964	-145,343	-157,062	-160,231	-170,834	-177,078	-199,398	-198,789	-229,929	-250,624	-209,372	-195,206	
EXPENSE														
Staff Expense	-4,389	-7,657	-3,923	-6,202	-381	-27	-764	-698	-3,877	-3,927	-3,520	-2,834	-1,859	
Utilities Expense	-27,367	-34,687	-31,443	-36,853	-40,621	-59,014	-80,039	-65,671	-67,362	-45,051	-48,600	-59,361	-63,428	
Supplies & Maintenance Expense	-22,407	-27,329	-31,346	-30,219	-33,008	-27,110	-25,798	-30,851	-37,448	-26,569	-34,190	-31,622	-29,555	
Administration & Other Expense	-2,309	-4,542	-1,463	-2,596	-2,968	-436	-163	-2,009	-5,397	-3,050	-860	-3,485	-2,211	
Total Expense	-56,472	-74,215	-68,176	-75,869	-76,979	-86,587	-106,764	-99,229	-114,084	-78,597	-87,170	-97,304	-97,052	
PAYROLL & EXPENSE TOTAL	-197,295	-213,179	-213,519	-232,931	-237,209	-257,421	-283,842	-298,627	-312,873	-308,526	-337,794	-306,675	-292,258	
NOR BEFORE AllocOverhead (NORBO)	-197,295	-213,179	-213,519	-232,931	-237,209	-257,421	-283,842	-298,627	-312,873	-308,526	-337,794	-306,675	-292,258	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	337,794	0	0	
NET OPERATING RESULTS (NOR)	-197,295	-213,179	-213,519	-232,931	-237,209	-257,421	-283,842	-298,627	-312,873	-308,526	0	-306,675	-292,258	
NET RESULTS BEFORE ASSESSMENT (N)	-197,295	-213,179	-213,519	-232,931	-237,209	-257,421	-283,842	-298,627	-312,873	-308,526	0	-306,675	-292,258	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-197,295	-213,179	-213,519	-232,931	-237,209	-257,421	-283,842	-298,627	-312,873	-308,526	0	-306,675	-292,258	
CHANGE IN MEMBERS' EQUITY (CME)	-197,295	-213,179	-213,519	-232,931	-237,209	-257,421	-283,842	-298,627	-312,873	-308,526	0	-306,675	-292,258	
Total Expenses (TE), (COGS+PAYROLL+)	-197,295	-213,179	-213,519	-232,931	-237,209	-257,421	-283,842	-298,627	-312,873	-308,526	-337,794	-306,675	-292,258	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Accounting (030)
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals <u>Average</u>		
								3 Year Average Years				2019 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>				
REVENUE														
Other Revenue	927	680	626	1,040	1,031	1,248	1,417	2,825	3,355	3,527	3,400	3,236	2,474	
Total Revenue	927	680	626	1,040	1,031	1,248	1,417	2,825	3,355	3,527	3,400	3,236	2,474	
GROSS MARGIN (GM)	927	680	626	1,040	1,031	1,248	1,417	2,825	3,355	3,527	3,400	3,236	2,474	
PAYROLL														
Salaries and Wages	-183,027	-185,846	-214,858	-221,913	-223,632	-225,162	-228,516	-254,477	-250,018	-270,389	-288,003	-258,295	-245,712	
Payroll Taxes & Benefits	-50,257	-49,505	-53,655	-54,739	-67,741	-59,831	-73,374	-66,514	-66,870	-71,642	-81,574	-68,342	-67,646	
Total Payroll	-233,284	-235,351	-268,514	-276,652	-291,373	-284,993	-301,890	-320,991	-316,888	-342,031	-369,577	-326,637	-313,359	
EXPENSE														
Staff Expense	-3,039	-2,775	-2,883	-3,576	-3,091	-998	-1,192	-3,111	-1,880	-1,843	-5,900	-2,278	-1,805	
Utilities Expense	-1,295	-1,843	-1,959	-2,596	-2,896	-3,022	-2,737	-2,178	-2,249	-962	-3,380	-1,796	-2,230	
Supplies & Maintenance Expense	-10,249	-11,834	-9,827	-10,000	-7,405	-6,412	-7,604	-4,391	-6,440	-12,503	-12,832	-7,778	-7,470	
Administration & Other Expense	-20,463	-19,805	-21,365	-12,247	-17,542	-22,276	-16,260	-19,095	-20,817	-24,871	-20,103	-21,594	-20,664	
Total Expense	-35,046	-36,257	-36,035	-28,420	-30,934	-32,708	-27,793	-28,775	-31,386	-40,179	-42,215	-33,447	-32,168	
PAYROLL & EXPENSE TOTAL	-268,330	-271,609	-304,549	-305,072	-322,307	-317,701	-329,683	-349,766	-348,274	-382,210	-411,792	-360,083	-345,527	
NOR BEFORE AllocOverhead (NORBO)	-267,403	-270,928	-303,923	-304,031	-321,276	-316,453	-328,266	-346,942	-344,919	-378,683	-408,392	-356,848	-343,053	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	408,392	0	0	
NET OPERATING RESULTS (NOR)	-267,403	-270,928	-303,923	-304,031	-321,276	-316,453	-328,266	-346,942	-344,919	-378,683	0	-356,848	-343,053	
NET RESULTS BEFORE ASSESSMENT (N)	-267,403	-270,928	-303,923	-304,031	-321,276	-316,453	-328,266	-346,942	-344,919	-378,683	0	-356,848	-343,053	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-267,403	-270,928	-303,923	-304,031	-321,276	-316,453	-328,266	-346,942	-344,919	-378,683	0	-356,848	-343,053	
CHANGE IN MEMBERS' EQUITY (CME)	-267,403	-270,928	-303,923	-304,031	-321,276	-316,453	-328,266	-346,942	-344,919	-378,683	0	-356,848	-343,053	
Total Expenses (TE), (COGS+PAYROLL+)	-268,330	-271,609	-304,549	-305,072	-322,307	-317,701	-329,683	-349,766	-348,274	-382,210	-411,792	-360,083	-345,527	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Human Resources (035)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
PAYROLL														
Salaries and Wages	-78,548	-68,877	-63,803	-65,518	-68,056	-64,611	-72,664	-76,471	-68,803	-105,613	-110,347	-83,629	-77,632	
Payroll Taxes & Benefits	-19,394	-17,530	-16,745	-16,884	-17,930	-14,789	-16,796	-18,254	-18,166	-22,474	-31,526	-19,631	-18,096	
Total Payroll	-97,942	-86,407	-80,548	-82,403	-85,985	-79,400	-89,459	-94,724	-86,969	-128,087	-141,873	-103,260	-95,728	
EXPENSE														
Contract Labor Expense	0	0	0	0	0	0	0	0	-40,110	-1,620	0	-13,910	-8,346	
Staff Expense	-60,261	-52,829	-41,238	-37,628	-32,290	-18,829	-30,185	-28,617	-66,310	-43,665	-46,450	-46,197	-37,521	
Utilities Expense	-445	-252	-365	-611	-679	-680	-425	-469	-375	-240	-540	-361	-438	
Supplies & Maintenance Expense	-6,513	-5,978	-4,243	-4,300	-4,919	-3,670	-3,157	-5,786	-5,971	-5,539	-6,940	-5,765	-4,825	
Administration & Other Expense	-2,702	-6,039	-2,583	-1,906	-2,273	-3,800	-5,317	-3,120	-1,036	-991	-1,910	-1,716	-2,853	
Total Expense	-69,921	-65,098	-48,428	-44,446	-40,160	-26,979	-39,084	-37,992	-113,802	-52,055	-55,840	-67,950	-53,982	
PAYROLL & EXPENSE TOTAL	-167,863	-151,505	-128,977	-126,848	-126,145	-106,379	-128,543	-132,716	-200,771	-180,143	-197,713	-171,210	-149,710	
NOR BEFORE AllocOverhead (NORBO)	-167,863	-151,505	-128,977	-126,848	-126,145	-106,379	-128,543	-132,716	-200,771	-180,143	-197,713	-171,210	-149,710	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	197,713	0	0	
NET OPERATING RESULTS (NOR)	-167,863	-151,505	-128,977	-126,848	-126,145	-106,379	-128,543	-132,716	-200,771	-180,143	0	-171,210	-149,710	
NET RESULTS BEFORE ASSESSMENT (NOR)	-167,863	-151,505	-128,977	-126,848	-126,145	-106,379	-128,543	-132,716	-200,771	-180,143	0	-171,210	-149,710	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-167,863	-151,505	-128,977	-126,848	-126,145	-106,379	-128,543	-132,716	-200,771	-180,143	0	-171,210	-149,710	
CHANGE IN MEMBERS' EQUITY (CME)	-167,863	-151,505	-128,977	-126,848	-126,145	-106,379	-128,543	-132,716	-200,771	-180,143	0	-171,210	-149,710	
Total Expenses (TE), (COGS+PAYROLL+)	-167,863	-151,505	-128,977	-126,848	-126,145	-106,379	-128,543	-132,716	-200,771	-180,143	-197,713	-171,210	-149,710	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Facility Administration (165)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2019 Budget	Actuals Average		
						2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
								2016 Actual	2017 Actual	2018 Actual				
REVENUE														
PAYROLL														
Salaries and Wages	-55,053	-94,714	-72,749	-145,273	-155,942	-164,927	-168,715	-83,413	-105,400	-122,716	-119,997	-103,843	-129,034	
Payroll Taxes & Benefits	-16,774	-26,595	-18,453	-29,935	-40,029	-38,570	-44,118	-30,353	-29,464	-33,047	-36,868	-30,955	-35,110	
Total Payroll	-71,827	-121,309	-91,202	-175,208	-195,972	-203,497	-212,833	-113,765	-134,864	-155,763	-156,865	-134,797	-164,144	
EXPENSE														
Staff Expense	-28	-564	-349	-2,054	-1,725	-2,343	-1,930	-2,813	-2,666	-1,365	-3,200	-2,282	-2,224	
Utilities Expense	-979	-1,325	-1,043	-1,780	-2,958	-1,952	-1,492	-1,874	-1,971	-1,971	-2,100	-1,939	-1,852	
Supplies & Maintenance Expense	-1,028	-433	-312	64,213	99,706	102,700	109,614	-1,446	-728	-4,885	-1,610	-2,353	41,051	
Administration & Other Expense	-143	-605	-278	-532	-1,246	-1,487	-437	-1,238	-507	-1,220	-5,680	-988	-978	
Total Expense	-2,177	-2,927	-1,981	59,847	93,777	96,917	105,756	-7,371	-5,872	-9,442	-12,590	-7,562	35,998	
PAYROLL & EXPENSE TOTAL	-74,004	-124,236	-93,183	-115,361	-102,195	-106,580	-107,077	-121,136	-140,736	-165,205	-169,455	-142,359	-128,147	
NOR BEFORE AllocOverhead (NORBO)	-74,004	-124,236	-93,183	-115,361	-102,195	-106,580	-107,077	-121,136	-140,736	-165,205	-169,455	-142,359	-128,147	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	169,455	0	0	
NET OPERATING RESULTS (NOR)	-74,004	-124,236	-93,183	-115,361	-102,195	-106,580	-107,077	-121,136	-140,736	-165,205	0	-142,359	-128,147	
NET RESULTS BEFORE ASSESSMENT (N)	-74,004	-124,236	-93,183	-115,361	-102,195	-106,580	-107,077	-121,136	-140,736	-165,205	0	-142,359	-128,147	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-74,004	-124,236	-93,183	-115,361	-102,195	-106,580	-107,077	-121,136	-140,736	-165,205	0	-142,359	-128,147	
CHANGE IN MEMBERS' EQUITY (CME)	-74,004	-124,236	-93,183	-115,361	-102,195	-106,580	-107,077	-121,136	-140,736	-165,205	0	-142,359	-128,147	
Total Expenses (TE), (COGS+PAYROLL+)	-74,004	-124,236	-93,183	-115,361	-102,195	-106,580	-107,077	-121,136	-140,736	-165,205	-169,455	-142,359	-128,147	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Forestry (050)
6 SUMMER MONTHS (may-oct)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
								2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
														3 Year Average Years
REVENUE														
Retail Product	31,570	29,621	33,928	8,468	31,243	11,375	30,420	11,764	23,656	21,876	5,000	19,099	19,818	
Other Revenue	69,757	11,000	76,280	25,600	55,992	0	0	44,000	1,645	64,969	27,500	36,871	22,123	
Total Revenue	101,327	40,621	110,208	34,068	87,235	11,375	30,420	55,764	25,301	86,845	32,500	55,970	41,941	
GROSS MARGIN (GM)	101,327	40,621	110,208	34,068	87,235	11,375	30,420	55,764	25,301	86,845	32,500	55,970	41,941	
PAYROLL														
Salaries and Wages	-256,923	-272,388	-281,464	-264,862	-297,066	-214,240	-223,972	-275,402	-297,806	-379,647	-420,476	-317,619	-278,213	
Payroll Taxes & Benefits	-47,526	-51,367	-51,776	-54,550	-60,650	-48,515	-55,590	-64,991	-69,683	-74,545	-91,746	-69,739	-62,665	
Total Payroll	-304,448	-323,755	-333,241	-319,412	-357,716	-262,755	-279,561	-340,394	-367,489	-454,192	-512,222	-387,358	-340,878	
EXPENSE														
Staff Expense	-607	-1,644	-2,420	-2,465	-3,416	-324	-98	-1,553	-42	-1,843	-3,175	-1,146	-772	
Utilities Expense	-2,448	-2,249	-2,734	-2,846	-4,046	-2,704	-2,507	-2,894	-2,646	-3,228	-3,340	-2,923	-2,796	
Supplies & Maintenance Expense	-387,593	-357,205	-425,725	-123,555	-390,334	-177,446	-361,744	-324,833	-222,617	-332,504	-319,430	-293,318	-283,829	
Insurance Expense	-9,600	-7,200	-7,800	-7,200	-8,400	-7,200	-7,200	-8,200	-7,200	-8,400	-8,400	-7,933	-7,640	
Administration & Other Expense	-3,313	-3,796	-5,030	-6,054	-5,926	-3,901	-5,485	-4,062	-4,678	-5,625	-5,760	-4,788	-4,750	
Total Expense	-403,561	-372,093	-443,709	-142,120	-412,122	-191,574	-377,034	-341,542	-237,183	-351,600	-340,105	-310,108	-299,878	
PAYROLL & EXPENSE TOTAL	-708,010	-695,849	-776,950	-461,532	-769,838	-454,329	-656,596	-681,935	-604,672	-805,792	-852,327	-697,466	-640,665	
NOR BEFORE AllocOverhead (NORBO)	-606,683	-655,228	-666,742	-427,464	-682,603	-442,954	-626,175	-626,172	-579,370	-718,947	-819,827	-641,496	-598,724	
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	-91,823	0	0	
NET OPERATING RESULTS (NOR)	-606,683	-655,228	-666,742	-427,464	-682,603	-442,954	-626,175	-626,172	-579,370	-718,947	-911,650	-641,496	-598,724	
NET RESULTS BEFORE ASSESSMENT (N)	-606,683	-655,228	-666,742	-427,464	-682,603	-442,954	-626,175	-626,172	-579,370	-718,947	-911,650	-641,496	-598,724	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-606,683	-655,228	-666,742	-427,464	-682,603	-442,954	-626,175	-626,172	-579,370	-718,947	-911,650	-641,496	-598,724	
CHANGE IN MEMBERS' EQUITY (CME)	-606,683	-655,228	-666,742	-427,464	-682,603	-442,954	-626,175	-626,172	-579,370	-718,947	-911,650	-641,496	-598,724	
Total Expenses (TE), (COGS+PAYROLL+)	-708,010	-695,849	-776,950	-461,532	-769,838	-454,329	-656,596	-681,935	-604,672	-805,792	-852,327	-697,466	-640,665	

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Vehicle Maintenance
6 SUMMER MONTHS (may-oct)

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	5 Year Average Years			2019 <u>Budget</u>	Actuals Average		
								3 Year Average Years				2019 <u>Budget</u>	3-Yr	5-Yr
								2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>				
REVENUE														
PAYROLL														
Salaries and Wages	-72,979	-72,075	-14,912	0	0	0	0	0	0	0	0	0	0	
Payroll Taxes & Benefits	-27,094	-25,624	-15,205	0	0	0	0	0	0	0	0	0	0	
Total Payroll	-100,073	-97,699	-30,116	0	0	0	0	0	0	0	0	0	0	
EXPENSE														
Staff Expense	-3,463	-5,005	-2,617	0	0	0	0	0	0	0	0	0	0	
Utilities Expense	-4,814	-5,002	-4,887	0	0	0	0	0	0	0	0	0	0	
Supplies & Maintenance Expense	10,919	17,740	15,684	0	0	0	0	0	0	0	0	0	0	
Insurance Expense	-1,800	-1,800	-1,800	0	0	0	0	0	0	0	0	0	0	
Administration & Other Expense	-1,016	-1,320	-1,202	0	0	0	0	0	0	0	0	0	0	
Total Expense	-173	4,612	5,178	0	0	0	0	0	0	0	0	0	0	
PAYROLL & EXPENSE TOTAL	-100,246	-93,087	-24,938	0	0	0	0	0	0	0	0	0	0	
NOR BEFORE AllocOverhead (NORBO)	-100,246	-93,087	-24,938	0	0	0	0	0	0	0	0	0	0	
NET OPERATING RESULTS (NOR)	-100,246	-93,087	-24,938	0	0	0	0	0	0	0	0	0	0	
NET RESULTS BEFORE ASSESSMENT (NOR)	-100,246	-93,087	-24,938	0	0	0	0	0	0	0	0	0	0	
ASSESSMENT REVENUE														
NET RESULTS (NR)	-100,246	-93,087	-24,938	0	0	0	0	0	0	0	0	0	0	
CHANGE IN MEMBERS' EQUITY (CME)	-100,246	-93,087	-24,938	0	0	0	0	0	0	0	0	0	0	
Total Expenses (TE), (COGS+PAYROLL+)	-100,246	-93,087	-24,938	0	0	0	0	0	0	0	0	0	0	

**Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Maintenance (160)
6 SUMMER MONTHS (may-oct)**

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average				
								3 Year Average Years				2018 Actual	2017 Actual	2016 Actual	3-Yr	5-Yr
								2018 Actual	2017 Actual	2016 Actual						
REVENUE																
PAYROLL																
Salaries and Wages	-136,146	-156,950	-186,707	-211,095	-216,353	-199,519	-221,872	-231,675	-259,376	-284,893	-279,796	-258,648	-239,467			
Payroll Taxes & Benefits	-57,473	-53,126	-57,625	-71,953	-72,590	-69,418	-76,808	-74,135	-74,888	-80,862	-93,664	-76,629	-75,222			
Total Payroll	-193,619	-210,076	-244,332	-283,049	-288,943	-268,937	-298,680	-305,810	-334,263	-365,756	-373,460	-335,276	-314,689			
EXPENSE																
Staff Expense	-1,604	-811	-1,665	-1,437	-1,548	-4,064	-1,142	-1,818	-1,674	-3,281	-4,150	-2,258	-2,396			
Utilities Expense	-8,328	-11,744	-13,565	-13,900	-17,584	-13,703	-11,583	-10,244	-11,573	-9,392	-11,330	-10,403	-11,299			
Supplies & Maintenance Expense	-653	-12,825	-15,247	19,850	-3,990	6,670	9,378	13,299	7,391	14,418	3,180	11,703	10,231			
Insurance Expense	-8,400	-6,000	-7,200	-7,800	-9,600	-10,200	-10,200	-10,200	-10,200	-12,000	-12,000	-10,800	-10,560			
Administration & Other Expense	-821	-1,153	-3,036	-4,950	-4,444	-3,281	-3,502	-2,827	-4,462	-5,151	-4,400	-4,147	-3,845			
Total Expense	-19,806	-32,533	-40,714	-8,237	-37,165	-24,578	-17,049	-11,790	-20,517	-15,406	-28,700	-15,904	-17,868			
PAYROLL & EXPENSE TOTAL	-213,425	-242,609	-285,045	-291,286	-326,108	-293,515	-315,729	-317,600	-354,781	-381,161	-402,160	-351,181	-332,557			
NOR BEFORE AllocOverhead (NORBO)	-213,425	-242,609	-285,045	-291,286	-326,108	-293,515	-315,729	-317,600	-354,781	-381,161	-402,160	-351,181	-332,557			
Allocated Overhead (OH)	0	0	0	0	0	0	0	0	0	0	402,160	0	0			
NET OPERATING RESULTS (NOR)	-213,425	-242,609	-285,045	-291,286	-326,108	-293,515	-315,729	-317,600	-354,781	-381,161	0	-351,181	-332,557			
NET RESULTS BEFORE ASSESSMENT (NOR)	-213,425	-242,609	-285,045	-291,286	-326,108	-293,515	-315,729	-317,600	-354,781	-381,161	0	-351,181	-332,557			
ASSESSMENT REVENUE																
NET RESULTS (NR)	-213,425	-242,609	-285,045	-291,286	-326,108	-293,515	-315,729	-317,600	-354,781	-381,161	0	-351,181	-332,557			
CHANGE IN MEMBERS' EQUITY (CME)	-213,425	-242,609	-285,045	-291,286	-326,108	-293,515	-315,729	-317,600	-354,781	-381,161	0	-351,181	-332,557			
Total Expenses (TE), (COGS+PAYROLL+)	-213,425	-242,609	-285,045	-291,286	-326,108	-293,515	-315,729	-317,600	-354,781	-381,161	-402,160	-351,181	-332,557			

Tahoe Donner Association
Operating Fund 10-Year Actuals and CY Budget
Operating Fund Consolidated
 6 SUMMER MONTHS (may-oct)
 Exception Report - Missing and Duplicate Accounts

<u>Account Code</u>	<u>Occurrences</u>	<u>Row Number (dups)</u>	<u>Row Code (dups)</u>
Unit:TDA:Golf Course Main Missing: 59991-125	0	0	
Unit:TDA:Mountain Operati Missing: 59991-210	0	0	
Unit:TDA:Administration Missing: 32042-010	0	0	
Unit:TDA:Forestry Missing: 59991-050	0	0	