Tahoe Donner Association
Finance Reports
May 2019

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MEMORANDUM

To: General Manager, Board of Directors, Finance Committee, and Members

Cc: Executive Assistant

From: Michael Salmon, Director of Finance and Accounting

Date: June 14, 2019

Re: **May 2019 – Operating Fund Financial Results**

Keynotes

1. May NOR loss of $948,000 was favorable $7,000 or 1% to Budget. YTD NOR loss of $1,282,000 is favorable $529,000/29% to Budget.
2. Operating Fund Members' Equity balance of $3 million is $1,549,000 over the policy peg balance of 10% of revenue budget.
3. Winter 18/19 snowfall/snowpack is 4th highest on record and approximately 200% of average for this region.
4. New expanded F12 Cash and Investments (now four pages). The comprehensive 2018 Annual Report released in May issue of TD News magazine.
5. **Record favorable Winter (Nov-Apr) 18/19 Season Revenue and NORBO**. Operating revenues of $8,715,000 are favorable to budget $1.4 million and favorable $1.2 million to prior season record in Winter 16/17. NORBO loss of 997,000 favorable to budget $1.1 million and favorable $350,000 to prior season record in Winter 12/13. The record winter 18/19 results are attributed to double whammy favorable impacts of great snow conditions and aggressive pricing increases (primarily Peak period premium pricing for Guests/Public, not Members) at Downhill, Cross Country and Snowplay; this revenue increase more than offsetting costs increases due to CA Minimum Wage increase and extreme weather costs burdens.
6. Summer Season (May-Oct) has record revenues Budget of $6.7 million and is not probable due to known delayed golf season start. Despite golf projected headwinds, the Summer currently forecasted to achieve Budgeted NORBO results loss of $3.7 million.

Month

Month financials for the Association indicate that net operating results before overhead allocation (NORBO) (and before assessment revenues) for the month was a loss of ($964,000) which was favorable to budget by $7,000/1%. Month's operating revenues of $369,000 were $72,000/16% unfavorable to budget and total expenses of $1,333,000 were $79,000/6% favorable to budget. Compared to last year same month, revenues are down $83,000/18% and NORBO is unfavorable $74,000/8%.

Year to Date

Five months in, the NORBO of loss of ($1,363,000) is favorable $529,000 or 28% to budget. These results are driven by excellent winter skiing conditions, with record snowfall for month of February for the region. Compared to the 1st five months of last year, revenue is up $1.8 million and NORBO is up $999,000 . The weather tapered just enough over the Presidents holiday week to have very strong visitations and record revenues. Similarly, while March also had variable weather conditions, visitation remained steady. April conditions allowed Cross Country to remain open two weeks beyond their scheduled closing date. May presented operational challenges due to excess winter snowfall hampering efforts to open the golf course.

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

10 KEY FINANCIAL Related METRICS

		for the month of May 2019			For the five months ending May 2019		
		Value	Variance to Budget		Value	Variance to Budget	
1	Operating Revenue	$ 368,530	$ (72,470)	-16%	$ 6,744,568	$ 722,568	12%
2	Operating Costs	$ (1,316,566)	$ 79,434	6%	$ (8,026,950)	$ (193,950)	-2%
3	Net Operating Result	$ (948,036)	$ 6,964	1%	$ (1,282,382)	$ 528,618	29%
	3.1 Flow-thru %		-10%			73%	
4	Operating Expenses	$ (327,177)	$ 56,846	15%	$ (2,121,916)	$ (57,692)	-3%
5	Payroll Direct	$ (766,977)	$ (31,058)	-4%	$ (4,235,484)	$ (180,456)	-4%
6	Payroll Direct % of Rev	-208%	(0.412)	-25%	-63%	0.045	7%
7	Non-Exempt FTEs	95	33.7	26%	162	(0.4)	0%
8	F&B COGS % of F&B Rev	-31.2%	(0.022)	-8%	-30.9%	(0.018)	-6%
9	Downhill Skier Visits	-	-	0%	36,567	(333)	-1%
10	OPFd Members' Equity Value and Variance to Policy 10%				$ 2,970,511	$ 1,549,011	109%

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Overall Operating Conditions

January saw a snow pack that was 115% of normal prompting strong visitation. January 2018 was in stark contrast with extreme drought conditions (snowpack only 22% of normal) and full reliance on snowmaking. **February** was inundated with powerful storms that brought record snowfall as well as some challenges for operations.

> **DEEP SNOWPACK CAUSES HEADACHES IN SIERRA NEVADA**
>
> While much media has focused on the avalanches in Colorado, snowfall in the Truckee-Lake Tahoe area of the Sierra Nevada has been both a thrill and a curse, says the San Jose Mercury News. February was a month for the history books. It wasn't just the whitest February on record. It was the whitest month, period. There have been bigger winters, but not bigger months - ever. Driving is difficult to impossible, and high wind and avalanches limit terrain access. Blissful conditions come with major headaches - nearly buried homes, unsafe driving, high avalanche danger, collapsed roofs and elevated risk of carbon monoxide poisoning due to clogged vents. And near constant shoveling. That shoveling includes roofs that are so loaded with snow that windows are shattering from stress. It seeps into cracks, then freezes, ripping roofs apart," said Tim Smith of Mountain Valley Roofing in Lake Tahoe. "These are the worst conditions that I've seen in 30 to 40 years," he added. But the snowpack will be good for California's reservoirs, which had not fully recovered from extended drought, despite a big, big winter just two years ago.
>
> **……THE SNOW INDUSTRY LETTER March 12, 2019**

March had unsettled weather, but fewer impacts to operations, and conditions that continued to drive favorable visitation.

April 1st snowpack measurements are reporting this winter as 4th highest on record, with Tahoe region approximately 200% of average and statewide approximately 162% of average. Squaw Valley USA's reported season total snowfall as of 4/15/19, 677 inches or 56 feet and Sugar Bowl 619"! Tahoe Donner Downhill Ski's reported season total snowfall 482" or 40 feet (17/18 season total was 246" or 20.5 feet). **April** conditions allowed for unencumbered operations and an extended (by two weeks) season for Cross Country. Downhill last day 4/14 as planned and Cross Country last day was 4/21 (planned 4/7). **May** proved to be unseasonably cold and wet, further postponing golf course operations. Similarly, rain and snow throughout much of the Memorial Day weekend negatively impacted operations at locations that were open.

Financial Notables of Operating Units

Downhill Ski. YTD NORBO of $1,620,000 is favorable $450k/38% to budget and favorable $1.1M/190% to prior year. This was driven by excellent snow conditions and momentum for 18/19 winter season, as well as, aggressive Public pricing increases (peak and nonpeak). For the 17/18 season, skiing opened on Friday, 12/8/2017 with thin limited terrain on Snowbird lift only, and would clearly not have opened at all without snowmaking. Reliance on snowmaking continued through January and February as dry and unseasonably warm conditions persisted. March saw record snowfall, creating increased volume and revenue. For 18/19 season, Downhill Ski managed to open on December 7th as planned and with the debut of new Snowbird Triple chairlift; primarily on snowmaking snow and Eagle Rock chair/terrain open, thin and ungroomed other than mile run trail. Downhill last day of 18/19 season was 4/14 as planned.

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Cross Country Ski. YTD NORBO of $345,000 is favorable $92k/36% to budget and favorable $124k/56% to prior year. For the 17/18 season, skiing opened on 12/21/2017 with thin limited terrain. Continued dry conditions forced the suspension of operations on 2/5/18, closed 18 days, reopening on 2/23rd. Season ending rain resulted in XC closing on 4/7/18. Skiing opened for the 18/19 season on November 30th with thin snow trails and fortunately colder temps holding the snow, particularly at higher elevations. XC last day for 18/19 was 4/21, two weeks after budgeted end date of 4/7.

The Lodge. YTD NORBO loss of ($220,000) is unfavorable $100k/83% to budget and unfavorable $3k/1% to prior year. YTD cogs of 32% compares to budget 29% and prior year 33%. Results versus budget driven primarily by unfavorable cogs, increased payroll cost, weather impacts of ~$10,000 (snow removal primarily) and the unexpected closure due to building repairs at the end of May. The cogs and payroll are being researched and addressed with management, with a portion of both these fluxes attributable to budget spread, which should offset in future months.

Pizza. YTD NORBO loss of ($44,000) is unfavorable $12k/38% to budget and favorable $10k/18% to prior year. YTD cogs of 27% compares to budget 28% and prior year 32%. Results versus budget driven primarily by the severe weather impacting customer volume (unable to see restaurant from Northwoods), with May closure benefiting financial results ~$5,000+.

Alder Creek Café. YTD NORBO loss of ($45,000) is favorable $9k/17% to budget and favorable $11k/20% to prior year. YTD cogs of 37% compares to budget 32% and prior year 34%. The Café benefited from the favorable cross country ski conditions and skier volumes.

Other

a) Season Pass Products

Winter 18/19 passes sold as of 04/30/2019, $632,000/2623 versus prior year $467,000/1994 passes. Revenue up $164,000/35% and passes sold up 572/21%. Passes went on sale 5/1/18 versus 3/1/17. Fall sale began 9/5/18 versus 9/1/17.

Winter 19/20 passes sold as of 04/30/2019, $231,000/1005 versus prior year $89,000/360 passes. Revenue up $142,000/159% and passes sold up 645/179%. Passes went on sale 3/19/19 versus 5/1/18. Based on days spring sale is open.

Golf 2019 Pass/Pack sales sold as of 5/15/2019, sales of $92,000 are $102,000 or 52% behind 2018 pace, attributed to the large winter impacting. Total golf pass/pack sales were $247,000 for 2018 season and $217,000 for 2017 season.

b) Recreation Fee.

- 05/31/2019 -- **2019/2020** – sold 3,489 revenues of $940,000, (vs py pace; volume down 2%, revenue up 8%)
- 05/31/2019 – **2018/2019** – sold 3,544 revenues of $873,000
- 18/19 Cycle (17/18 Cycle) Mix to 6473: 3595/56% (3581/55%) Base up to 4p | 845/13% (714/10%) 5th 6th | 142/2% (132/2%) 6th 7th
- 18/19 Cycle Quantity Variance to 17/18 Cycle: +14/0.3% for Base up to 4p, +131/18% for 5th 6th, +10/8% for 7th 8th

yellow
revision
7/12/19

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

For 2019/2020 cycle: $290 (7%) core up to 4p, $125 add 5&6, $125 add 7&8.
For 2018/2019 cycle: $270 (0%) core up to 4p, $100 add 5&6, $100 add 7&8.
For 2017/2018 cycle: $270 (0%) core up to 4p, $100 add 5&6, $100 add 7&8.
For 2016/2017 cycle: $270 (+4%) core up to 4p, $100 add 5&6, $100 add 7&8.
For 2015/2016 cycle: $260 (+6%) core up to 4p, $100 add 5&6, $100 add 7&8.
For 2014/2015 cycle: $245 (+9%) core up to 4p, $100 add 5&6, $100 add 7&8.

c) Assessment Receivable.

as of 05/31/xx:
05/31/19 - 2019 73 or 1.1% of units
05/31/18 - 2018 64 or 1.0% of units
05/31/17 - 2017 116 or 1.8% of units
05/31/16 - 2016 112 or 1.7% of units

as of 04/30/xx:
04/30/19 - 2019 90 or 1.4% of units
04/30/18 - 2018 84 or 1.3% of units
04/30/17 - 2017 116 or 1.8% of units
04/30/16 - 2016 112 or 1.7% of units

as of 03/31/xx:
03/31/19 - 2019 156 or 2.4% of units
03/31/18 - 2018 154 or 2.4% of units
03/31/17 - 2017 228 or 3.5% of units
03/31/16 - 2016 194 or 3.0% of units

as of 02/28/xx:
02/28/19 - 2019 793 or 12.3% of units
02/28/18 - 2018 781 or 12.1% of units
02/28/17 - 2017 1243 or 19.2% of units
02/28/16 - 2016 813 or 12.6% of units

For the Current Year's Assessment Only, Assessment Receivable balances:
Year to Date assessment lost to foreclosures amounts to $0. Note: while the assessment is due 1/1/xx, approximately 50% pay during the month of March, with the assessment becoming delinquent 3/1/xx.

d) Personnel Metrics

Tahoe Donner Association
Personnel Report May 2019

		Payroll Runs on 7th of Month			Y2Y Change		M2M Change		2018 May		2019 May	
	Status	6/7/2018	5/7/2019	6/7/2019	Change	%Chg	Change	%Chg	Terms	NewHires	Terms	NewHires
Exempt	101	43	43	46	3	7%	3	7%	0	0	0	0
NonExempt	102	42	41	40	-2	-5%	-1	-2%	0	0	0	0
NonExempt	103	208	159	157	-51	-25%	-2	-1%	12	31	7	23
NonExempt	104	21	19	20	-1	-5%	1	5%	0	1	0	0
Totals		314	262	263	-51	-16%	1	0%	12	32	7	23
Totals (FTYR)	101 + 102	85	84	86	1	1%	2	2%	0	0	0	0

101 - FT Exempt 102 - FT NonExmpt 103 - PT/Seasonal/Temp 104 - Contractor

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e) Guest Visitations - See F03.2 for Month/YTD for all locations. Below is presented for specific Guest Detail information

Trout Creek Recreation Center

	TL Visits	Mbr V	Mbrv %	Guest V	GstV %	Guest Mix and %tl %G						Member Mix and %tl %M						Guest Revenue
						w/Mbr			onGCard			Rec Fee			Non Rec Fee			
2018	144,626	30,218	21%	23,296	16%	9,354	6%	40%	13,942	10%	60%	23,504	16%	78%	6,714	5%	22%	$ 181,452
Jan17	9,623	6,436	67%	1,924	20%							6,244	65%	97%	192	2%	3%	$ 14,474
Jan18	12,619	8,704	69%	2,000	16%	849	7%	42%	1,151	9%	58%	8,395	67%	96%	309	2%	4%	$ 20,430
Jan19	12,102	8,149	67%	2,023	17%	857	7%	42%	1,166	10%	58%	7,734	64%	95%	415	3%	5%	$ 25,828
Feb17	10,182	6,454	63%	2,344	23%							6,159	60%	95%	295	3%	5%	$ 17,312
Feb18	10,170	7,094	70%	1,595	16%	547	5%	34%	1,048	10%	66%	6,788	67%	96%	306	3%	4%	$ 16,870
Feb19	8,274	5,424	66%	1,482	18%	581	7%	39%	901	11%	61%	5,131	62%	95%	293	4%	5%	$ 19,084
Mar17	10,196	6,755	66%	1,930	19%							6,444	63%	95%	311	3%	5%	$ 14,338
Mar18	9,915	6,865	69%	1,501	15%	639	6%	43%	862	9%	57%	6,539	66%	95%	326	3%	5%	$ 15,174
Mar19	10,671	7,187	67%	1,661	16%	693	6%	42%	968	9%	58%	6,835	64%	95%	352	3%	5%	$ 21,023
Apr17	9,859	6,803	69%	1,692	25%							6,537	66%	96%	266	3%	4%	$ 12,824
Apr18	8,893	6,414	72%	1,012	11%	420	5%	42%	592	7%	58%	6,172	69%	96%	242	3%	4%	$ 10,346
Apr19	9,124	6,462	71%	1,085	12%	400	4%	37%	685	8%	63%	6,157	67%	95%	305	3%	5%	$ 14,087
May17	8,661	6,131	71%	1,135	19%							5,826	67%	95%	305	4%	5%	$ 8,196
May18	8,414	6,286	75%	683	8%	378	4%	55%	305	4%	45%	6,013	71%	96%	273	3%	4%	$ 6,424
May19	7,820	6,443	82%	670	9%	394	5%	59%	276	4%	41%	6,235	80%	97%	208	3%	3%	$ 7,830
YTD May17	48,521	32,579	67%	7,333	15%							31,210	64%	96%	1,369	3%	4%	$ 67,144
YTD May18	50,011	35,363	71%	5,779	12%	2,833	6%	49%	3,958	8%	68%	33,907	68%	96%	1,456	3%	4%	$ 69,244
YTD May19	47,991	33,665	70%	6,921	14%	2,925	6%	42%	3,996	8%	58%	32,092	67%	95%	1,573	3%	5%	$ 87,852
2018/day 150	*320*	*224*		*46*		*20*			*27*			*214*			*10*			*$ 586*

YTD - Trout Creek Visits Mix

70%	Member
6%	Guests with Member
8%	Guests on Guest Card
8%	Employee
7%	Fitness/Childcare/Massage

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Beach Club Marina

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G w/Mbr			Guest Mix and %tl %G onGCard			Guest Revenue
2016 Total	39,743	14,555	37%							$ 116,314
2017 Total	43,787	20,051	46%							$ 141,176
2018 Total	41,852	15,540	37%	8,251	20%	53%	7,289	17%	47%	$ 153,678
May17	1,316	305	23%							$ 2,374
May18	781	192	25%	170	22%	89%	22	3%	11%	$ 1,814
May19	140	4	3%	4	3%	1%	-	0%	0%	$ 260
YTD May17	1,316	305	23%							$ 2,374
YTD May18	781	192	25%	170	22%	89%	22	3%	11%	$ 1,814
YTD May19	140	4	3%	4	3%	100%	-	0%	0%	$ 260
2018/day 8	*18*	*1*		*1*			*0*			$ 33

opend May 24

	YTD
Member	97%
Guest w/member	3%
Guest on Guest Card	0%

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Tennis

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G w/Mbr			Guest Mix and %tl %G onGCard			Guest Revenue
May17	1,313	330	25%							$ 2,572
May18	1,428	422	30%		0%	0%		0%	0%	$ 3,326
May19	844	246	29%	243	29%	99%	3	0%	1%	$ 2,439
YTD May17	1,313	330	25%							$ 2,572
YTD May18	1,428	192	13%	-	0%	0%	22	3%	11%	$ 3,326
YTD May19	844	246	29%	243	29%	99%	3	0%	0%	$ 2,439
2019/day 22	*38*	*11*		*11*			*0.13636*			*$ 1,191*
opened May 10		YTD								$ 54

Member	46%
Guest w/member	29%
Guest on Guest Card	0%
Employee	0%
Other	24%

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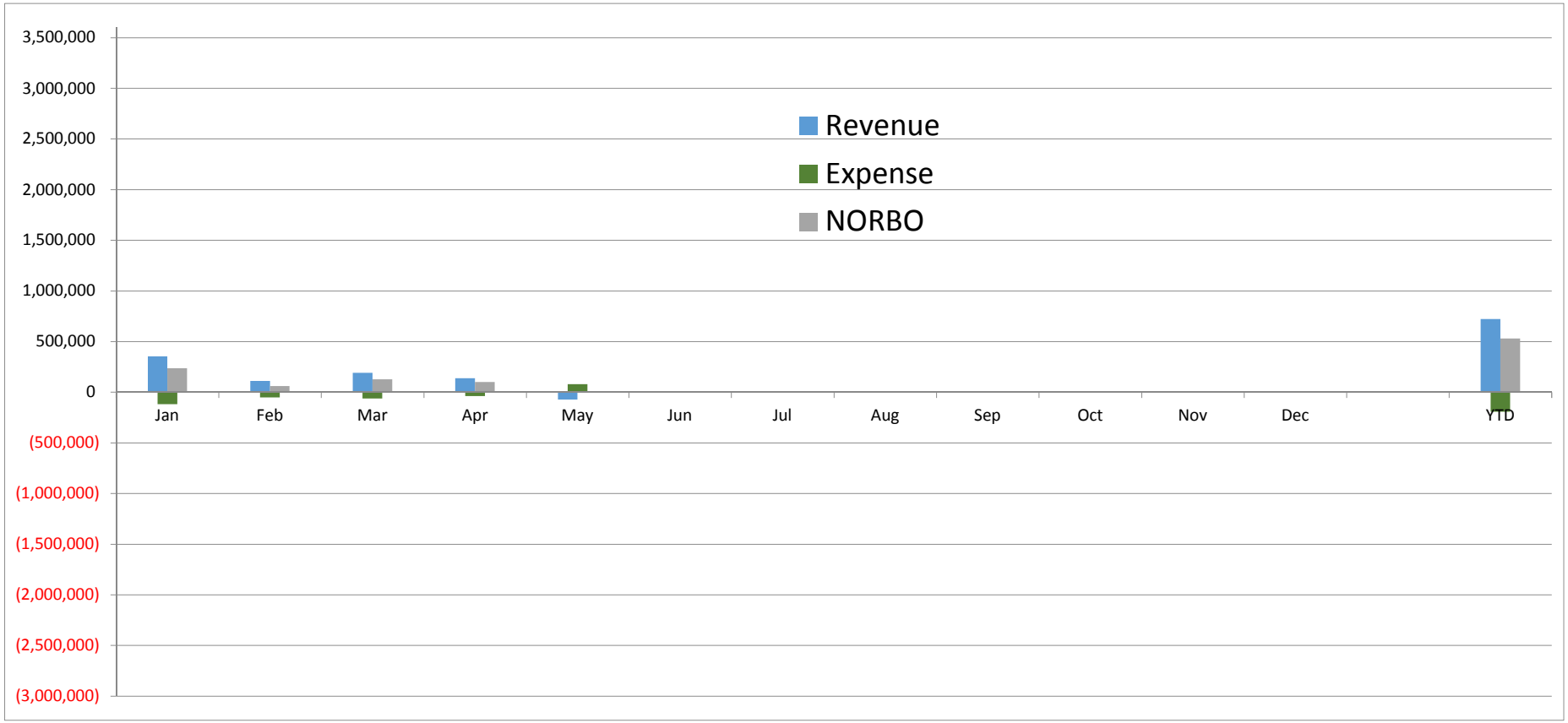
Tahoe Donner Association

Operating Fund - excluding Annual Assessment Revenues

Variance to Budget - by Month - For the five months ending May 2019

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Revenue	354,499	111,765	190,309	138,465	(72,470)	0	0	0	0	0	0	0	722,568
Expense	(118,682)	(52,251)	(63,432)	(39,020)	79,434	0	0	0	0	0	0	0	(193,950)
NORBO	235,817	59,514	126,877	99,445	6,964	0	0	0	0	0	0	0	528,618



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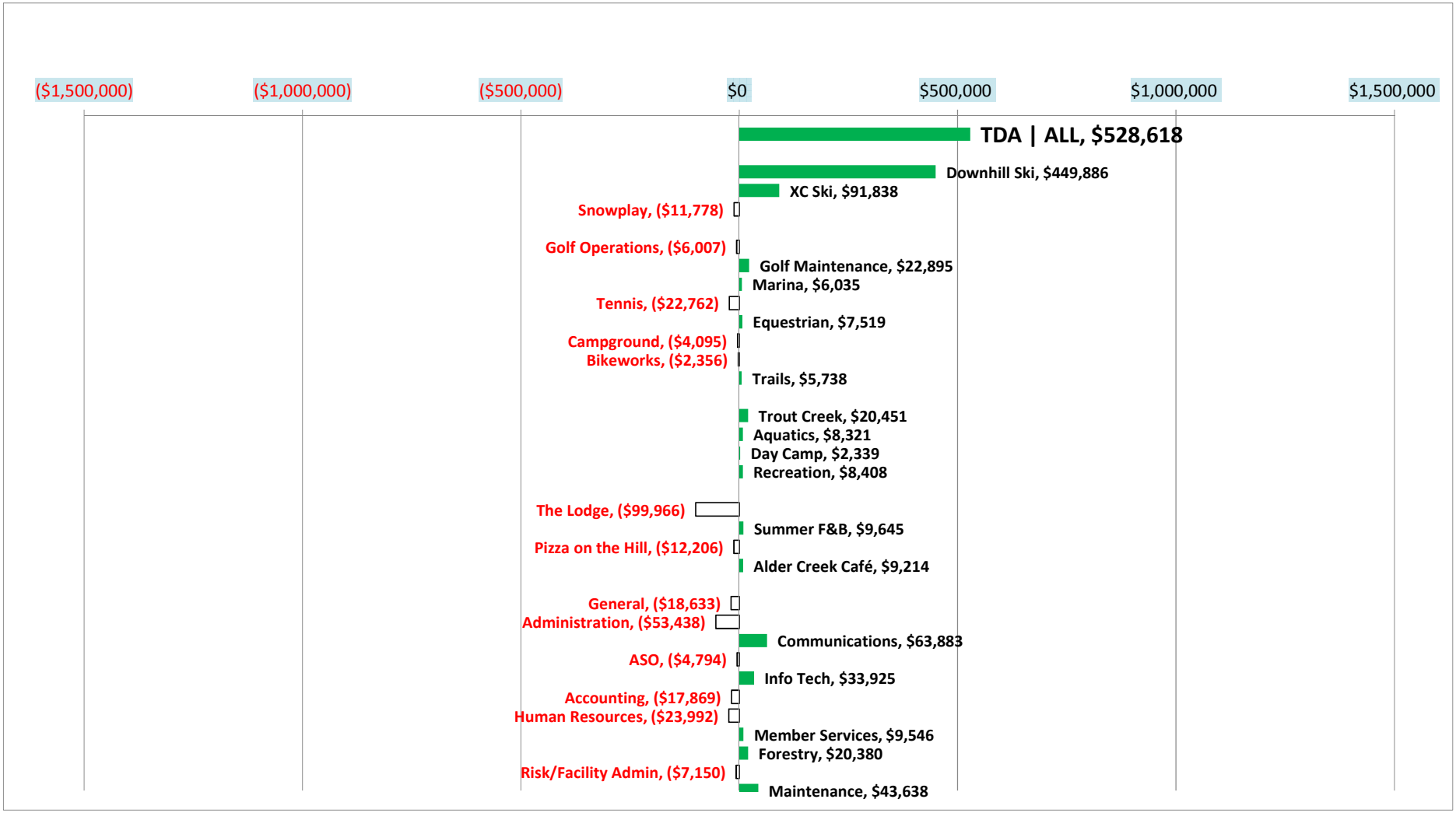
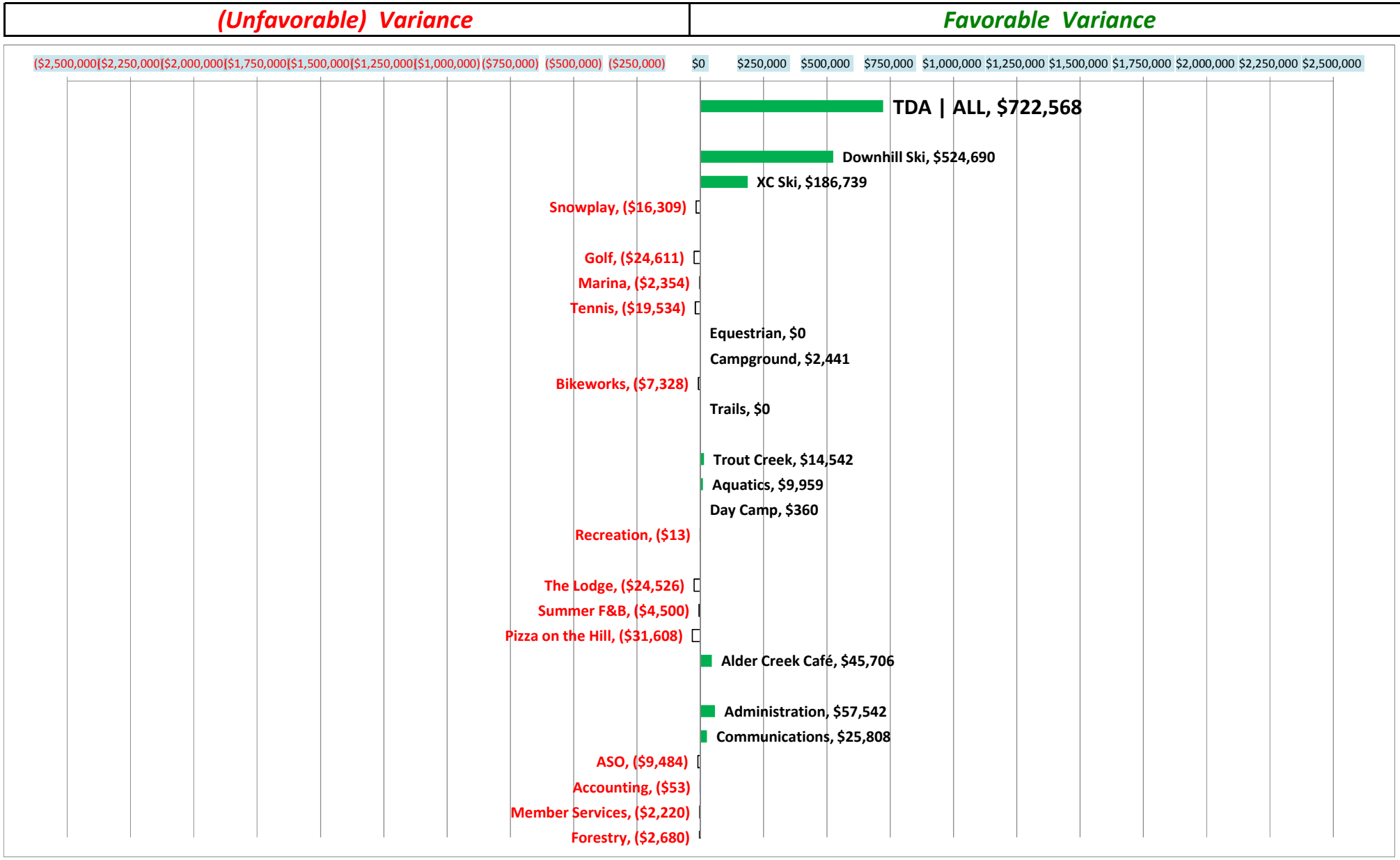
Net Operating Results Before Overhead (NORBO) Variances Report (operating revenue - operating costs = NORBO)

Year to Date May 2019

(Unfavorable) Variance	*Favorable Variance*



Tahoe Donner Association
Operating Revenue Variances Report
Year to Date May 2019



Tahoe Donner Association

Net Operating Results Before Overhead (NORBO) Variances Report (operating revenue - operating costs = NORBO)

Year to Date May 2019

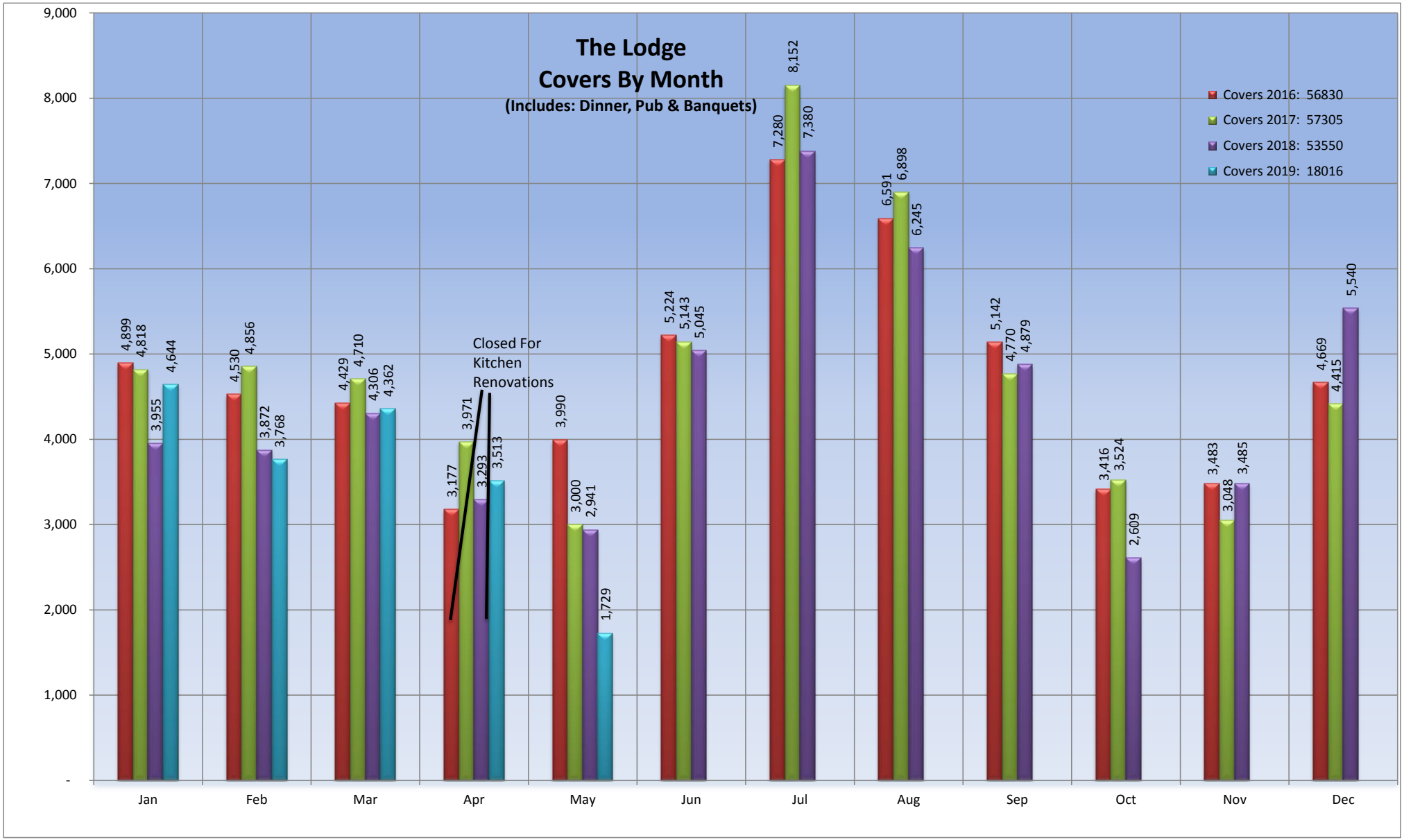
Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA | ALL	**$ 235,817**	**$ 59,514**	**$ 126,877**	**$ 99,445**	**$ 6,964**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 528,618**
Downhill Ski	198,348	132,393	91,309	19,245	8,591	-	-	-	-	-	-	-	449,886
XC Ski	57,449	10,401	33,939	(8,168)	(1,783)	-	-	-	-	-	-	-	91,838
Snowplay	(13,754)	(29,753)	13,310	14,817	3,603	-	-	-	-	-	-	-	(11,778)
Golf Operations	(404)	(1,736)	(1,267)	(1,515)	(1,086)	-	-	-	-	-	-	-	(6,007)
Golf Maintenance	602	(2,954)	(2,037)	5,920	21,366	-	-	-	-	-	-	-	22,895
Marina	(125)	342	52	5,913	(146)	-	-	-	-	-	-	-	6,035
Tennis	(285)	93	(22)	(19,863)	(2,685)	-	-	-	-	-	-	-	(22,762)
Equestrian	(646)	(72)	1,808	(1,556)	7,986	-	-	-	-	-	-	-	7,519
Campground	(391)	(53)	(5)	(467)	(3,179)	-	-	-	-	-	-	-	(4,095)
Bikeworks	-	-	-	76	(2,432)	-	-	-	-	-	-	-	(2,356)
Trails	(364)	211	(177)	1,206	4,862	-	-	-	-	-	-	-	5,738
Trout Creek	3,414	(11,593)	(256)	30,978	(2,092)	-	-	-	-	-	-	-	20,451
Aquatics	564	458	(3,303)	8,022	2,581	-	-	-	-	-	-	-	8,321
Day Camp	(307)	(11)	(11)	(553)	3,220	-	-	-	-	-	-	-	2,339
Recreation	7	525	973	(678)	7,581	-	-	-	-	-	-	-	8,408
The Lodge	(13,596)	(31,089)	(7,872)	(3,090)	(44,319)	-	-	-	-	-	-	-	(99,966)
Summer F&B	173	329	222	498	8,423	-	-	-	-	-	-	-	9,645
Pizza on the Hill	(5,388)	(10,596)	(839)	825	3,791	-	-	-	-	-	-	-	(12,206)
Alder Creek Café	2,178	(2,836)	3,404	6,134	334	-	-	-	-	-	-	-	9,214
General	8,948	(22,701)	(9,976)	(918)	6,014	-	-	-	-	-	-	-	(18,633)
Administration	4,798	10,942	16,485	24,972	(110,635)	-	-	-	-	-	-	-	(53,438)
Communications	1,521	5,854	12,074	12,493	31,941	-	-	-	-	-	-	-	63,883
ASO	(3,569)	890	(8,050)	(6,390)	12,325	-	-	-	-	-	-	-	(4,794)
Info Tech	2,748	12,572	15,282	1,818	1,505	-	-	-	-	-	-	-	33,925
Accounting	(8,128)	(5,560)	(2,409)	(3,375)	1,604	-	-	-	-	-	-	-	(17,869)
Human Resources	29	(17,477)	(11,970)	1,555	3,871	-	-	-	-	-	-	-	(23,992)
Member Services	2,657	172	(1,913)	1,273	7,357	-	-	-	-	-	-	-	9,546
Forestry	3,144	7,098	(14,273)	(3,939)	28,350	-	-	-	-	-	-	-	20,380
Risk/Facility Admin	(5,727)	(1,421)	(3,676)	1,682	1,993	-	-	-	-	-	-	-	(7,150)
Maintenance	1,920	15,087	6,077	12,531	8,022	-	-	-	-	-	-	-	43,638

Tahoe Donner Association
Operating Revenue Variances Report
Year to Date May 2019

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

Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA | ALL	**$ 354,499**	**$ 111,765**	**$ 190,309**	**$ 138,465**	**$ (72,470)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 722,568**
Downhill Ski	245,612	122,781	103,706	52,642	(50)	-	-	-	-	-	-	-	524,690
XC Ski	73,149	32,507	51,368	29,715	-	-	-	-	-	-	-	-	186,739
Snowplay	(12,291)	(23,910)	10,978	8,915	-	-	-	-	-	-	-	-	(16,309)
Golf	(500)	(500)	(450)	(450)	(22,711)	-	-	-	-	-	-	-	(24,611)
Marina	-	-	-	5,985	(8,338)	-	-	-	-	-	-	-	(2,354)
Tennis	-	-	-	(19,643)	109	-	-	-	-	-	-	-	(19,534)
Equestrian	-	-	-	-	-	-	-	-	-	-	-	-	-
Campground	-	-	-	-	2,441	-	-	-	-	-	-	-	2,441
Bikeworks	-	-	-	7,009	(14,337)	-	-	-	-	-	-	-	(7,328)
Trails	-	-	-	-	-	-	-	-	-	-	-	-	-
Trout Creek	4,140	(8,830)	252	23,603	(4,623)	-	-	-	-	-	-	-	14,542
Aquatics	-	-	-	9,959	-	-	-	-	-	-	-	-	9,959
Day Camp	-	-	-	120	240	-	-	-	-	-	-	-	360
Recreation	-	-	-	(71)	58	-	-	-	-	-	-	-	(13)
The Lodge	30,180	(9,329)	5,132	12,051	(62,561)	-	-	-	-	-	-	-	(24,526)
Summer F&B	-	-	-	-	(4,500)	-	-	-	-	-	-	-	(4,500)
Pizza on the Hill	(1,706)	(9,811)	3,711	(802)	(23,000)	-	-	-	-	-	-	-	(31,608)
Alder Creek Café	16,978	(202)	17,111	4,861	6,957	-	-	-	-	-	-	-	45,706
	-	-	-	-	-	-	-	-	-	-	-	-	
Administration	3,471	6,852	9,046	8,610	29,563	-	-	-	-	-	-	-	57,542
Communications	(4,178)	1,973	1,000	3,057	23,956	-	-	-	-	-	-	-	25,808
ASO	(47)	1,488	(8,932)	(6,893)	4,900	-	-	-	-	-	-	-	(9,484)
Accounting	3	(53)	(3)	54	(53)	-	-	-	-	-	-	-	(53)
Member Services	57	(490)	(581)	(271)	(935)	-	-	-	-	-	-	-	(2,220)
Forestry	(370)	(710)	(2,030)	15	415	-	-	-	-	-	-	-	(2,680)



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6/5/2019 | 1:32 PM

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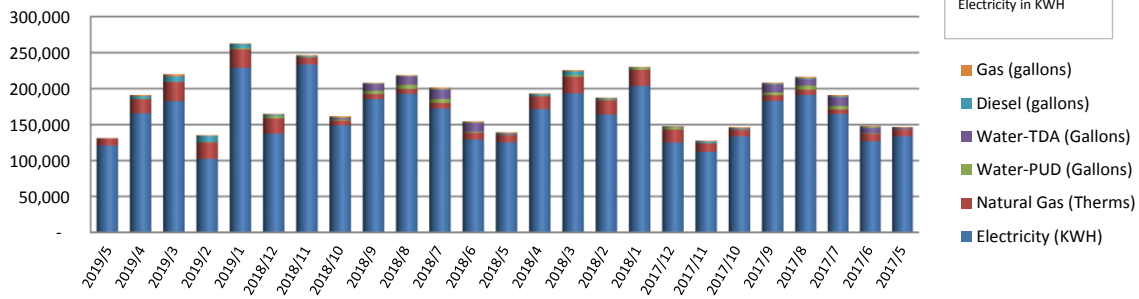
Tahoe Donner Association
Energy Consumption - Last 25Months

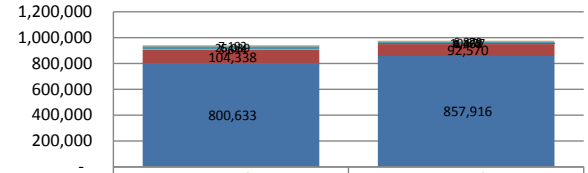


Gasoline Cost / Gallon	Diesel Cost / Gallon	Propane Cost / Gallon
$3.26 | 5% | -7%	$3.80 | 7% | -4%	$3.59 | -2% | 0%

LTM Trend Sparkline | $Cost Current Mth | %Chg Same Mth PY | %Chg Last Month

2019 05

Tahoe Donner Association
Energy Consumption YTD



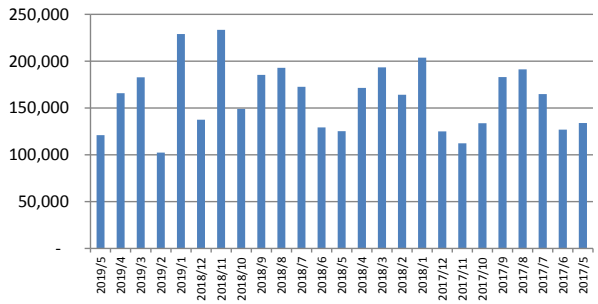
	2019/5	2018/5
Gasoline (gallons)	7,102	6,879
Diesel (gallons)	25,039	10,877
Water-TDA (Gallons)	-	1,461
Water-PUD (Gallons)	3,644	6,308
Natural Gas (Therms)	104,338	92,570
Electricity (KWH)	800,633	857,916

Data Available thru (yyyy/mm) - 2019/05

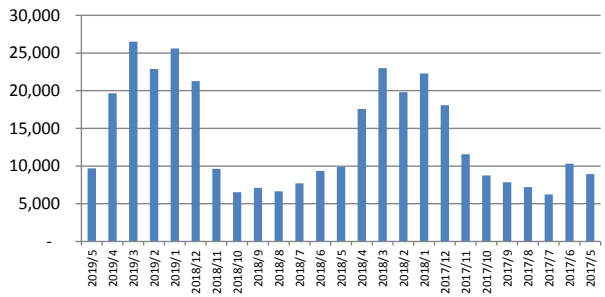
This Report is volumes not dollars

Note the scale varies with each Chart presented.

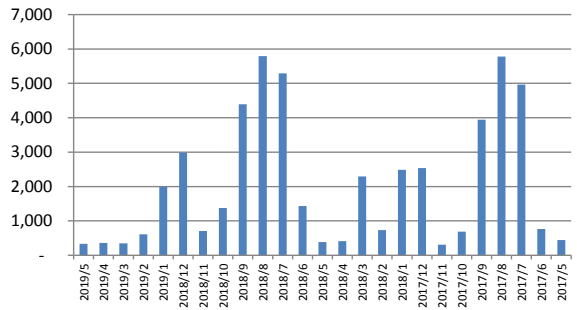
Electricity (KWH)



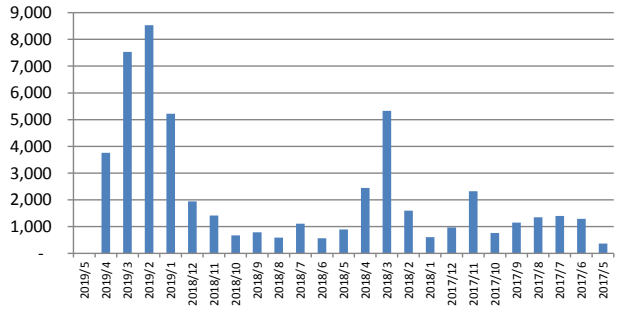
Natural Gas (Therms)



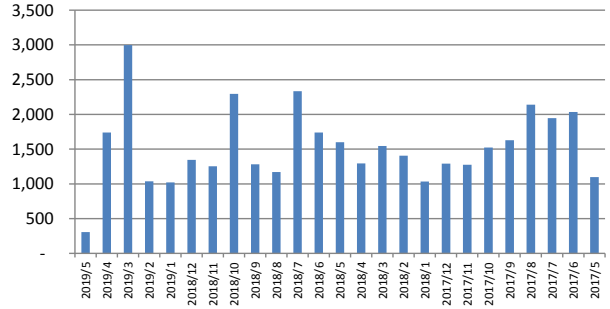
Water-PUD (000 Gallons)



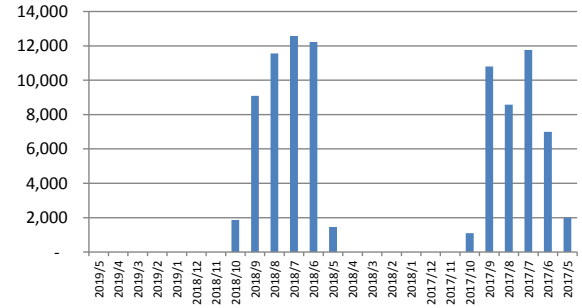
Diesel (gallons)



Gasoline (gallons)



Water-TDA (000 Gallons)

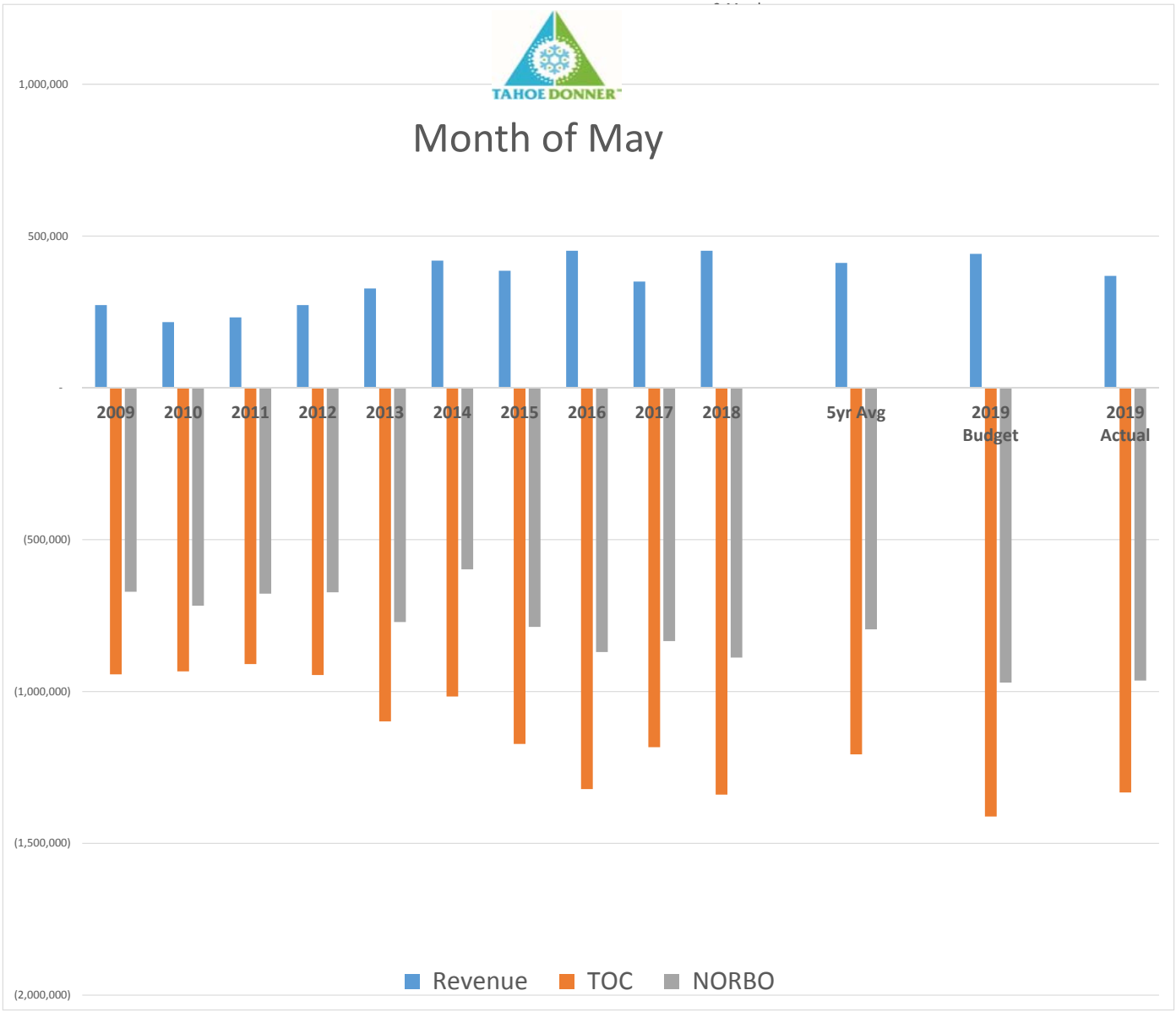


Month of May

	Revenue	TOC	NORBO
2009	272,302	(943,785)	(671,484)
2010	216,200	(933,752)	(717,552)
2011	231,863	(909,725)	(677,863)
2012	272,530	(945,773)	(673,243)
2013	327,312	(1,098,556)	(771,244)
2014	418,914	(1,016,785)	(597,871)
2015	385,401	(1,172,804)	(787,403)
2016	451,254	(1,321,670)	(870,416)
2017	349,800	(1,183,760)	(833,960)
2018	451,273	(1,339,865)	(888,591)
5yr Avg	411,328	(1,206,977)	(795,648)
2019 Budget	441,000	(1,412,000)	(971,000)
2019 Actual	368,530	(1,332,566)	(964,036)
Var to Bdg	(72,470)	79,434	6,964
	-16%	6%	1%
Var to PY	(82,743)	7,299	(75,444)
	-18%	1%	-8%

Variance FlowThru
vs Bdg -10%
vs PY 91%

PY Records
New Record(s) *if applicable*



Tahoe Donner Association
Visitation Report
May 2019

Month							Department	Year to Date							
			Variance to Budget		Variance to PriorYr						Variance to Budget		Variance to PriorYr		ANNUAL
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg	BUDGET
8,804	**11,500**	**10,623**	**(2,696)**	**-23%**	**(1,819)**	**-17%**	**Private Amenities**	**48,975**	**51,600**	**52,220**	**(2,625)**	**-5%**	**(3,245)**	**-6%**	**216,300**
7,820	8,700	8,414	(880)	-10%	(594)	-7%	Trout Creek Rec Ctr	47,991	48,800	50,011	(809)	-2%	(2,020)	-4%	143,000
-	100	-	(100)	-100%	-	0%	NW Pool	-	100	-	(100)	-100%	-	0%	8,100
140	1,300	781	(1,160)	-89%	(641)	-82%	Beach Club Marina	140	1,300	781	(1,160)	-89%	(641)	-82%	42,000
844	1,400	1,428	(556)	-40%	(584)	-41%	Tennis Center	844	1,400	1,428	(556)	-40%	(584)	-41%	18,500
-	-	-	-	0%	-	0%	Day Camps	-	-	-	-	0%	-	0%	4,700
3,375	**6,975**	**6,926**	**(3,600)**	**-52%**	**(3,551)**	**-51%**	**Public Amenities**	**120,219**	**112,535**	**97,506**	**7,684**	**7%**	**22,713**	**23%**	**270,000**
-	-	-	-	0%	-	0%	DH Ski - Total Skier Visits	36,567	36,900	28,594	(333)	-1%	7,973	28%	45,000
-	-	-	-	0%	-	0%	XC Ski - Total Skier Visits	28,727	17,700	14,866	11,027	62%	13,861	93%	22,000
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	9,667	12,375	8,634	(2,708)	-22%	1,033	12%	18,000
-	650	585	(650)	-100%	(585)	-100%	Golf Rounds	-	650	585	(650)	-100%	(585)	-100%	18,000
67	-	-	67	0%	67	0%	Campground Campers	67	-	-	67	0%	67	0%	1,700
-	-	-	-	0%	-	0%	Equestrian Visitors	-	-	-	-	0%	-	0%	5,300
-	100	111	(100)	-100%	(111)	-100%	Bikeworks Rentals	-	100	111	(100)	-100%	(111)	-100%	2,500
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
1,729	3,195	2,941	(1,466)	-46%	(1,212)	-41%	The Lodge Covers	18,016	18,645	18,367	(629)	-3%	(351)	-2%	56,000
-	360	-	(360)	-100%	-	0%	Summer Food and Bev	-	360	-	(360)	-100%	-	0%	20,800
-	1,660	1,965	(1,660)	-100%	(1,965)	-100%	Pizza on the Hill Covers	9,975	12,280	13,560	(2,305)	-19%	(3,585)	-26%	43,000
1,579	1,010	1,324	569	56%	255	19%	Alder Creek Café Covers	17,200	13,525	12,789	3,675	27%	4,411	34%	37,700
12,179	**18,475**	**17,549**	**(6,296)**	**-34%**	**(5,370)**	**-31%**	**Amenities Total**	**169,194**	**164,135**	**149,726**	**5,059**	**3%**	**19,468**	**13%**	**486,300**
35	**-**	**-**	**35**	**0%**	**35**	**0%**	**HOA & Amenities Support Services**	**7,294**	**7,173**	**6,473**	**121**	**2%**	**821**	**13%**	**7,173**
-	-	-	-	0%	-	0%	General - # of Assessments	6,473	6,473	6,473	-	0%	-	0%	6,473
-	-	-	-	0%	-	0%	Administration	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Communications	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Information Tech	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Accounting	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Human Resources	-	-	-	-	0%	-	0%	-
35	-	-	35	0%	35	0%	STR Registrants	821	700	-	121	17%	821	0%	700
-	-	-	-	0%	-	0%	Member Services	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Risk & Facility Admin	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Forestry	-	-	-	-	0%	-	0%	-
-	-	-	-	0%	-	0%	Maintenance	-	-	-	-	0%	-	0%	-

Tahoe Donner Association
Financial Highlights
for the Month of May 2019

variances presented as | Favorable -Unfavorable

6/14/2019

Revenue $ 368,500

| -72,500 / -16% to Budget
| -82,700 / -18% to Prior Year

Variance amount & % versus Budget for the Dept

r1	-62,600	-43%	The Lodge. Direct result of unplanned closure beginning May 24th, continuing into June.
r2	29,600	128%	Administration. Interest income up $10k/236% to budget, $6k/70% to PY. $16k collection cost recovery.
r3	24,000	97%	Communications. Timing of ad revenue, compares favorably to PY by $8k/19%.
r4	-23,000	-100%	POTH. Operations suspended for the entire month of May.
r5	-22,700	-68%	Golf. Impacted by above average snowfall over the winter delaying course opening.
r6	-14,300	-97%	Bikeworks. Impacted by above average snowfall over the winter, resulting in closed trails and loss of rental revenue.
r7	-8,300	-36%	Marina. Direct result of inclement weather over Memorial Day weekend. Compares negatively to PY by $2k/14%.
r8	7,000	58%	Alder Creek Cafe. Benefitting from the addition of nightly dinners, due to Lodge closure. Compares favorably to PY by $5k/37%.
r9	-4,600	-6%	Trout Creek. Weather impacts directly affecting access and retail sales. Compares favorably to PY by $4k/6%.
r10	2,400	-	all other variances, net
tl	-72,500	-16%	

Expense $ 1,316,600

| 79,400 / 6% to Budget
| 23,300 / 2% to Prior Year

Variance amount & % versus Budget for the Dept

e1	-140,200	-206%	Administration. Summer Incentive Program accrual, NOR exceeding budget. Full accrual, reverses if off bdg(Jun-Oct).
e2	43,000	28%	Golf. Cost savings due to not opening.
e3	27,900	30%	Forestry. Primarily payroll savings (timing).
e4	26,800	73%	POTH. Cost savings due to suspended operations for the month of May.
e5	18,200	11%	The Lodge. Cost savings due to unscheduled closure.
e6	13,000	52%	Summer F&B. Costs savings due to golf course not being open.
e7	11,900	80%	Bikeworks. Cost savings due to limited operations, primarily payroll.
e8	8,600	11%	Downhill Ski. Payroll down $7k/12%. Compares favorably to PY by $4k/8%.
e9	8,300	31%	Member Services. Payroll favorable to budget by $4k/22% (position vacancy), all other variances timing between months.
e10	61,900	-	all other variances, net (primarily timing variances between months)
tl	79,400	6%	

79,400	*Expense Variances to BDG co-wide recap*	
37,300	*51%*	*Cogs*
-31,100	*-4%*	*Payroll Direct*
16,400	*-4%*	*Payroll Burden*
56,800	*15%*	*Expenses*

23,300	*Expense Variances to Prior Year, co-wide*	
38,300	*52%*	*Cogs*
-68,100	*-10%*	*Payroll Direct*
-7,500	*-4%*	*Payroll Burden*
60,600	*16%*	*Expenses*

N O R $ (948,000)

| 7,000 / 1% to Budget
| -59,400 / -7% to Prior Year

Tahoe Donner Association
Financial Highlights

Year to Date May 2019 {5 of 12 months }

variances presented as | Favorable -Unfavorable

6/14/2019

Revenue $ 6,744,600

| 722,600 / 12% to Budget

| 1,800,100 / 36% to Prior Year

Variance amount & % versus Budget for the Dept

r1	524,700	17%	Downhill Ski. Access and usage up $353k/30% to budget, comparing favorably $735k/91% to PY. Lessons & Rentals favorable $139k/10% to budget, favorable $423k to PY.
r2	186,700	24%	Cross Country . Access and usage up $87k/18% to budget, up $151k/36% to PY. Lessons and Rentals favorable to budget by $72k/33%, compares favorably to PY by $152k/112%.
r3	57,500	50%	Administration. Interest income up $42k to budget, $32k PYTD. Yields improving.
r4	-31,600	-18%	POTH. Directly impacted by May closure.
r5	25,800	33%	Communications. Strong ad sales in the month of May. Compares favorably to PYTD by $17k/19%.
r6	-24,600	-69%	Golf. Unable to open course in May due to record snowfall over the winter.
r7	-24,500	-3%	The Lodge. Heavily impacted by the loss of sales during unscheduled May closure.
r8	-19,500	-99%	Tennis. Negatively impacted by re-allocation of 2018/2019 Recreation Fee, based on actual scan usage.
r9	-16,300	-8%	Snowplay. Weather challenges resulting in reduced visitation. Up $49k/38% PYTD.
r10	44,400	-	all other variances, net
tl	722,600	12%	

Expense $ 8,027,000

| -194,000 / -2% to Budget

| -719,700 / -10% to Prior Year

Variance amount & % versus Budget for the Dept

e1	-111,000	-34%	Administration. Direct result of $140k Incentive Program accrual.
e2	-94,900	-18%	Cross Country. Payroll up $53k/17% to budget due to increased visitation and extended season. Snow removal up $9k to budget, $12k PYTD.
e3	-75,400	-8%	The Lodge. Payroll up $32k/6% to budget. COGS unfavorable to budget by $16k/7%. Some cost savings in May due to reduced operations.
e4	-74,800	-7%	Downhill Ski. Increased costs with increased volumes/revenues. Payroll up $70k, compares unfavorably to PY by $150k/13%.
e5	43,600	13%	Maintenance. Timing between months.
e6	41,500	13%	Golf. Cost savings due to delayed opening.
e7	38,000	12%	Communications. Payroll down $15k/48% due to position vacancy. Contract fees favorable $10k/46%.
e8	-36,500	-17%	Alder Creek Café. COGS up $25k/48% to budget, compares negatively PYTD by $31k/69%. Direct result of increased revenue (up $77k PYTD).
e9	34,000	12%	Information Tech. Payroll savings of $17k/8% due to vacancies. All other variances timing between months.
e10	41,500	-	all other variances, net (mix of timing variances between months and real savings).
tl	-194,000	-2%	

(194,000) ExpenseVariances to BDG co-wide recap

-22,100	*-4%*	*Cogs*
-180,500	*-4%*	*Payroll Direct*
66,300	*-8%*	*Payroll Burden*
-57,700	*-3%*	*Expenses*

(719,700) ExpenseVariances to Prior Year, co-wide

-53,600	*-10%*	*Cogs*
-468,200	*-12%*	*Payroll Direct*
-77,000	*-8%*	*Payroll Burden*
-120,900	*-6%*	*Expenses*

N O R $ (1,282,400)

| 528,600 / 29% to Budget

| 1,080,300 / 46% to Prior Year

Tahoe Donner Association
Operating Fund - Consolidated P&L by Component
for the month of May 2019

Total Operating Fund - Month							Component	Amenities - Month					Homeowners Association - Month				
			Variance to Budget		Variance to PriorYr				Variance to Budget		Variance to PriorYr			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
$ 368,530	$ 441,000	$ 451,273	$ (72,470)	-16%	$ (82,743)	-18%	**Revenue**	$ 235,885	$ (130,315)	-36%	$ (113,893)	-33%	$ 132,645	$ 57,845	77%	$ 31,150	31%
86,000	86,000	78,000	-	0%	8,000	10%	Recreation Fee	86,000	-	0%	8,000	10%	-	-	0%	-	0%
24,541	43,900	45,484	(19,359)	-44%	(20,944)	-46%	Access & Use Fees	24,541	(19,359)	-44%	(20,944)	-46%	-	-	0%	-	0%
102,527	187,800	173,965	(85,273)	-45%	(71,439)	-41%	Food and Beverage	102,527	(85,473)	-45%	(71,439)	-41%	-	200	-100%	-	0%
4,575	24,200	26,065	(19,625)	-81%	(21,490)	-82%	Retail Product	4,045	(18,855)	-82%	(20,319)	-83%	530	(770)	-59%	(1,171)	-69%
20,892	24,650	38,879	(3,758)	-15%	(17,987)	-46%	Lessons & Rentals	18,200	(4,050)	-18%	(8,404)	-32%	2,692	292	12%	(9,583)	-78%
129,995	74,450	88,879	55,545	75%	41,116	46%	Other	572	(2,578)	-82%	(787)	-58%	129,423	58,123	82%	41,903	48%
(35,510)	**(72,800)**	**(73,856)**	**37,290**	**51%**	**38,346**	**52%**	**Cost of Goods Sold**	**(35,510)**	**37,290**	**51%**	**38,346**	**52%**	**-**	**-**	**0%**	**-**	**0%**
(766,977)	**(735,919)**	**(698,918)**	**(31,058)**	**-4%**	**(68,060)**	**-10%**	**Payroll Direct**	**(315,032)**	**61,002**	**16%**	**27,903**	**8%**	**(451,945)**	**(92,060)**	**-26%**	**(95,963)**	**-27%**
(186,901)	**(203,258)**	**(179,439)**	**16,357**	**8%**	**(7,462)**	**-4%**	**Payroll Burden**	**(88,180)**	**18,385**	**17%**	**6,071**	**6%**	**(98,722)**	**(2,029)**	**-2%**	**(13,533)**	**-16%**
(953,879)	**(939,177)**	**(878,357)**	**(14,702)**	**-2%**	**(75,522)**	**-9%**	**Payroll Total**	**(403,212)**	**79,387**	**16%**	**33,974**	**8%**	**(550,667)**	**(94,089)**	**-21%**	**(109,496)**	**-25%**
(327,177)	**(384,023)**	**(387,652)**	**56,846**	**15%**	**60,475**	**16%**	**Expenses**	**(413,764)**	**28,254**	**6%**	**(211,460)**	**-105%**	**86,586**	**28,591**	**-49%**	**271,935**	**147%**
(33,246)	(51,603)	(27,238)	18,357	36%	(6,008)	-22%	Personnel Costs	(20,613)	9,940	33%	(2,509)	-14%	(12,633)	8,417	40%	(3,499)	-38%
(60,399)	(66,970)	(64,073)	6,571	10%	3,674	6%	Utiliites	(44,446)	4,194	9%	1,349	3%	(15,953)	2,377	13%	2,324	13%
(7,386)	(6,640)	(8,477)	(746)	-11%	1,091	13%	Fuel Costs	(3,423)	(373)	-12%	555	14%	(3,963)	(373)	-10%	536	12%
(65,666)	(81,184)	(86,841)	15,518	19%	21,174	24%	Supplies	(53,707)	5,286	9%	1,125	2%	(11,960)	10,231	46%	20,049	63%
(54,135)	(64,275)	(65,821)	10,140	16%	11,687	18%	Repairs & Maintenance	(37,396)	6,369	15%	8,356	18%	(16,739)	3,771	18%	3,331	17%
(1,100)	(400)	(3,796)	(700)	-175%	2,696	71%	Forestry Land Maint	-	100	100%	835	100%	(1,100)	(800)	-267%	1,861	63%
(37,800)	(37,800)	(29,500)	-	0%	(8,300)	-28%	Insurance	(15,400)	-	0%	(400)	-3%	(22,400)	-	0%	(7,900)	-54%
(23,463)	(23,800)	(22,938)	337	1%	(525)	-2%	Taxes-Property&Income	-	-	0%	-	0%	(23,463)	337	1%	(525)	-2%
(10,233)	(10,740)	(19,126)	507	5%	8,893	46%	Credit Card Fees	(7,252)	1,098	13%	8,705	55%	(2,981)	(591)	-25%	188	6%
(12,185)	(8,920)	(16,131)	(3,265)	-37%	3,945	24%	Licenses Permits Fees	(5,235)	(285)	-6%	(987)	-23%	(6,950)	(2,980)	-75%	4,932	42%
(37,564)	(47,691)	(43,712)	10,127	21%	6,148	14%	All other expenses	(211)	1,924	90%	(2,407)	110%	(37,354)	8,202	18%	8,555	19%
16,000	16,000	-	-	0%	16,000	######	Allocated Overhead	(226,082)	-	0%	(226,082)	0%	242,082	-	0%	242,082	######
$ (948,036)	**$ (955,000)**	**$ (888,591)**	**$ 6,964**	**1%**	**$ (59,444)**	**7%**	**Net Operating Result**	**$ (616,601)**	**$ 14,616**	**2%**	**$ (253,033)**	**70%**	**$ (331,435)**	**$ (7,652)**	**-2%**	**$ 193,589**	**-37%**
(1,316,566)	*(1,396,000)*	*(1,339,865)*	*79,434*	*6%*	*23,299*	*2%*	*Total Operating Costs*	*(852,485)*	*144,932*	*15%*	*(139,140)*	*-20%*	*(464,080)*	*(65,497)*	*-16%*	*162,439*	*26%*
955,000	**955,000**	**892,000**	**-**	**0%**	**63,000**	**7%**	**Assessment Revenue**						**955,000**	**-**	**0%**	**63,000**	**7%**
-	-	-	-	0%	-	0%	Replacement Reserve Fund						-	-	0%	-	0%
-	-	-	-	0%	-	0%	Development Fund						-	-	0%	-	0%
-	-	-	-	0%	-	0%	New Equipment Fund						-	-	0%	-	0%
955,000	**955,000**	**892,000**	**-**	**0%**	**63,000**	**7%**	**Net, Operating Fund Portion**						**955,000**	**-**	**0%**	**63,000**	**7%**
$ 6,964	**$ -**	**$ 3,409**	**$ 6,964**	**NA**	**$ 3,556**	**-104%**	**Net Result**	**$ (616,601)**	**$ 14,616**	**-2%**	**$ (253,033)**	**70%**	**$ 623,565**	**$ (7,652)**	**1%**	**$ 256,589**	**70%**

Tahoe Donner Association
Operating Fund - Consolidated P&L by Component
For the five months ending May 2019

Total Operating Fund - YTD							Component	Amenities - YTD					Homeowners Association - YTD				
			Variance to Budget		Variance to PriorYr				Variance to Budget		Variance to PriorYr			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
$ 6,744,568	$ 6,022,000	$ 4,944,505	$ 722,568	12%	$ 1,800,062	36%	**Revenue**	$ 6,383,854	$ 653,654	11%	$ 1,751,813	38%	$ 360,713	$ 68,913	24%	$ 48,250	15%
320,450	297,000	309,610	23,450	8%	10,840	4%	Recreation Fee	320,450	23,450	8%	10,840	4%	-	-	0%	-	0%
2,378,369	1,970,300	1,459,196	408,069	21%	919,173	63%	Access & Use Fees	2,378,369	408,069	21%	919,173	63%	-	-	0%	-	0%
1,496,556	1,527,600	1,274,175	(31,044)	-2%	222,381	17%	Food and Beverage	1,497,114	(31,286)	-2%	222,939	17%	(559)	241	-30%	(559)	0%
229,989	214,800	198,934	15,189	7%	31,055	16%	Retail Product	227,095	16,295	8%	33,659	17%	2,894	(1,106)	-28%	(2,604)	-47%
1,865,696	1,662,750	1,315,465	202,946	12%	550,231	42%	Lessons & Rentals	1,863,004	202,654	12%	560,189	43%	2,692	292	12%	(9,958)	-79%
453,508	349,550	387,125	103,958	30%	66,383	17%	Other	97,822	34,472	54%	5,013	5%	355,686	69,486	24%	61,370	21%
(582,703)	(560,580)	(529,079)	(22,123)	-4%	(53,624)	-10%	**Cost of Goods Sold**	(582,703)	(22,123)	-4%	(53,624)	-10%	-	-	0%	-	0%
(4,235,484)	(4,055,028)	(3,767,275)	(180,456)	-4%	(468,209)	-12%	**Payroll Direct**	(2,551,220)	(112,735)	-5%	(304,795)	-14%	(1,684,263)	(67,720)	-4%	(163,413)	-11%
(1,086,848)	(1,153,168)	(1,009,843)	66,320	6%	(77,005)	-8%	**Payroll Burden**	(653,408)	34,489	5%	(42,213)	-7%	(433,440)	31,831	7%	(34,792)	-9%
(5,322,332)	(5,208,196)	(4,777,118)	(114,136)	-2%	(545,213)	-11%	**Payroll Total**	(3,204,629)	(78,247)	-3%	(347,008)	-12%	(2,117,703)	(35,889)	-2%	(198,205)	-10%
(2,121,916)	(2,064,224)	(2,001,023)	(57,692)	-3%	(120,892)	-6%	**Expenses**	(2,523,905)	(70,165)	-3%	(1,286,539)	-104%	401,990	12,474	-3%	1,165,647	153%
(229,282)	(218,980)	(193,642)	(10,302)	-5%	(35,640)	-18%	Personnel Costs	(162,186)	(15,596)	-11%	(23,721)	-17%	(67,096)	5,294	7%	(11,919)	-22%
(388,571)	(379,410)	(387,291)	(9,161)	-2%	(1,280)	0%	Utiliites	(299,870)	(21,710)	-8%	(13,290)	-5%	(88,701)	12,549	12%	12,009	12%
(115,596)	(81,900)	(64,870)	(33,696)	-41%	(50,726)	-78%	Fuel Costs	(89,073)	(27,623)	-45%	(42,151)	-90%	(26,523)	(6,073)	-30%	(8,576)	-48%
(416,574)	(413,773)	(365,512)	(2,801)	-1%	(51,062)	-14%	Supplies	(313,792)	(11,304)	-4%	(55,896)	-22%	(102,782)	8,503	8%	4,834	4%
(347,013)	(309,810)	(284,044)	(37,203)	-12%	(62,969)	-22%	Repairs & Maintenance	(223,004)	(20,769)	-10%	(30,514)	-16%	(124,009)	(16,434)	-15%	(32,455)	-35%
(22,017)	(8,000)	(4,801)	(14,017)	-175%	(17,216)	-359%	Forestry Land Maint	(580)	(480)	-480%	255	31%	(21,437)	(13,537)	-171%	(17,471)	-440%
(279,800)	(279,800)	(231,500)	-	0%	(48,300)	-21%	Insurance	(167,800)	-	0%	(8,800)	-6%	(112,000)	-	0%	(39,500)	-54%
(117,315)	(119,000)	(114,690)	1,685	1%	(2,625)	-2%	Taxes-Property&Income	-	-	0%	-	0%	(117,315)	1,685	1%	(2,625)	-2%
(162,306)	(135,260)	(113,976)	(27,046)	-20%	(48,330)	-42%	Credit Card Fees	(155,892)	(25,012)	-19%	(48,781)	-46%	(6,413)	(2,033)	-46%	450	7%
(57,492)	(41,572)	(54,844)	(15,920)	-38%	(2,648)	-5%	Licenses Permits Fees	(14,796)	4,054	22%	2,073	12%	(42,696)	(19,974)	-88%	(4,721)	-12%
(66,950)	(157,719)	(185,854)	90,769	58%	118,904	64%	All other expenses	31,033	48,273	280%	62,232	199%	(97,983)	42,496	30%	56,672	37%
81,000	81,000	-	-	0%	81,000	######	Allocated Overhead	(1,127,947)	-	0%	(1,127,947)	0%	1,208,947	-	0%	1,208,947	######
$ (1,282,382)	$ (1,811,000)	$ (2,362,715)	$ 528,618	29%	$ 1,080,333	46%	**Net Operating Result**	$ 72,617	$ 483,119	118%	$ 64,641	-810%	$ (1,355,000)	$ 45,498	-3%	$ 1,015,691	-43%
(8,026,950)	*(7,833,000)*	*(7,307,221)*	*(193,950)*	*-2%*	*(719,730)*	*-10%*	*Total Operating Costs*	*(6,311,237)*	*(170,535)*	*-3%*	*(1,687,171)*	*-36%*	*(1,715,713)*	*(23,415)*	*-1%*	*967,442*	*36%*
8,834,000	8,834,000	8,430,000	-	0%	404,000	5%	**Assessment Revenue**						8,834,000	-	0%	404,000	5%
(4,661,000)	(4,661,000)	(4,013,000)	-	0%	(648,000)	16%	Replacement Reserve Fund						(4,661,000)	-	0%	(648,000)	16%
(194,000)	(194,000)	(194,000)	-	0%	-	0%	Development Fund						(194,000)	-	0%	-	0%
(2,168,000)	(2,168,000)	(2,007,000)	-	0%	(161,000)	8%	New Equipment Fund						(2,168,000)	-	0%	(161,000)	8%
1,811,000	1,811,000	2,216,000	-	0%	(405,000)	-18%	**Net, Operating Fund Portion**						1,811,000	-	0%	(405,000)	-18%
$ 528,618	$ -	$ (146,715)	$ 528,618	NA	$ 675,333	460%	**Net Result**	$ 72,617	$ 483,119	-118%	$ 64,641	-810%	$ 456,000	$ 45,498	11%	$ 610,691	-395%

Tahoe Donner Association
Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - MONTH
for the month of May 2019

Including Allocated Overhead: Net Operating Results (NOR)				Department	Revenue				Including Allocated Overhead: Total Operating Expenses			
		Variance to Budget					Variance to Budget				Variance to Budget	
Actual	Budget	Amount	Pctg		Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg
$ (138,417)	$ (146,876)	$ 8,459	6%	**Private Amenities**	$ 119,745	$ 132,300	$ (12,555)	-9%	$ (258,162)	$ (279,176)	$ 21,014	8%
(31,573)	(29,481)	(2,092)	-7%	Trout Creek Rec Ctr	68,977	73,600	(4,623)	-6%	(100,550)	(103,081)	2,531	2%
(19,502)	(22,083)	2,581	12%	Aquatics	16,000	16,000	-	0%	(35,502)	(38,083)	2,581	7%
(34,588)	(34,442)	(146)	0%	Beach Club Marina	14,662	23,000	(8,338)	-36%	(49,250)	(57,442)	8,192	14%
(16,251)	(13,566)	(2,685)	-20%	Tennis Center	19,809	19,700	109	1%	(36,060)	(33,266)	(2,794)	-8%
(20,309)	(23,529)	3,220	14%	Day Camps	240	-	240	0%	(20,549)	(23,529)	2,980	13%
(16,194)	(23,775)	7,581	32%	Recreation Programs	58	-	58	0%	(16,252)	(23,775)	7,523	32%
(478,184)	**(484,341)**	**6,157**	**1%**	**Public Amenities**	**116,139**	**$ 233,900**	**(117,761)**	**-50%**	**(594,323)**	**$ (718,241)**	**123,918**	**17%**
(107,677)	(116,268)	8,591	7%	Downhill Ski	(50)	-	(50)	0%	(107,627)	(116,268)	8,641	7%
(34,518)	(32,735)	(1,783)	-5%	Cross Country Ski	-	-	-	0%	(34,518)	(32,735)	(1,783)	-5%
(3,390)	(6,993)	3,603	52%	Snowplay	-	-	-	0%	(3,390)	(6,993)	3,603	52%
(117,580)	(137,859)	20,279	15%	Golf	10,789	33,500	(22,711)	-68%	(128,369)	(171,359)	42,990	25%
(9,746)	(6,567)	(3,179)	-48%	Campground	2,441	-	2,441	0%	(12,186)	(6,567)	(5,619)	-86%
(30,332)	(38,318)	7,986	21%	Equestrian	-	-	-	0%	(30,332)	(38,318)	7,986	21%
(5,228)	(2,796)	(2,432)	-87%	Bikeworks	463	14,800	(14,337)	-97%	(5,691)	(17,596)	11,905	68%
(16,060)	(20,922)	4,862	23%	Trails	-	-	-	0%	(16,060)	(20,922)	4,862	23%
(96,185)	(51,866)	(44,319)	-85%	The Lodge	83,539	146,100	(62,561)	-43%	(179,724)	(197,966)	18,242	9%
(16,106)	(24,529)	8,423	34%	Summer Food and Bev	-	4,500	(4,500)	-100%	(16,106)	(29,029)	12,923	45%
(19,353)	(23,144)	3,791	16%	Pizza on the Hill	-	23,000	(23,000)	-100%	(19,353)	(46,144)	26,791	58%
(22,010)	(22,344)	334	1%	Alder Creek Café	18,957	12,000	6,957	58%	(40,967)	(34,344)	(6,623)	-19%
(616,601)	**(631,217)**	**14,616**	**2%**	**Amenities Total**	**235,885**	**366,200**	**(130,315)**	**-36%**	**(852,485)**	**(997,417)**	**144,932**	**15%**
(331,435)	**(323,783)**	**(7,652)**	**-2%**	**HOA & Amenities Support Services**	**132,645**	**$ 74,800**	**57,845**	**77%**	**(464,080)**	**$ (398,583)**	**(65,497)**	**-16%**
(182,285)	(188,299)	6,014	3%	General	-	-	-	0%	(182,285)	(188,299)	6,014	3%
(110,635)	-	(110,635)	######	Administration	52,663	23,100	29,563	128%	(163,299)	(23,100)	(140,199)	-607%
31,941	-	31,941	######	Communications	48,556	24,600	23,956	97%	(16,615)	(24,600)	7,985	32%
1,505	-	1,505	######	Information Tech	-	-	-	0%	1,505	-	1,505	######
1,604	-	1,604	######	Accounting	147	200	(53)	-27%	1,457	(200)	1,657	828%
3,871	-	3,871	######	Human Resources	-	-	-	0%	3,871	-	3,871	######
(18,987)	(31,312)	12,325	39%	Architectural Standards	23,900	19,000	4,900	26%	(42,886)	(50,312)	7,426	15%
7,357	-	7,357	######	Member Services	3,465	4,400	(935)	-21%	3,892	(4,400)	8,292	188%
1,993	-	1,993	######	Risk & Facility Admin	-	-	-	0%	1,993	-	1,993	######
(75,822)	(104,172)	28,350	27%	Forestry	3,915	3,500	415	12%	(79,737)	(107,672)	27,935	26%
8,022	-	8,022	######	Maintenance	-	-	-	0%	8,022	-	8,022	######
$ (948,036)	$ (955,000)	$ 6,964	1%	**TDA Operating Fund**	$ 368,530	$ 441,000	$ (72,470)	-16%	$ (1,316,566)	$ (1,396,000)	$ 79,434	6%

Tahoe Donner Association
Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - YTD
For the five months ending May 2019

Including Allocated Overhead: Net Operating Results (NOR)				Department	Revenue				Including Allocated Overhead: Total Operating Expenses				Including Allocated Overhead: ANNUAL BUDGET AMOUNTS		
		Variance to Budget					Variance to Budget				Variance to Budget		Revenue	T O E	N O R
Actual	Budget	Amount	Pctg		Actual	Budget	Amount	Pctg	Actual	Budget	Amount	Pctg	BUDGET	BUDGET	BUDGET
$ (515,873)	$ (538,665)	$ 22,792	4%	**Private Amenities**	$ 459,060	$ 456,100	$ 2,960	1%	$ (974,933)	$ (994,765)	$ 19,832	2%	$ 2,753,000	$ (3,310,800)	$ (557,800)
(156,550)	(177,001)	20,451	12%	Trout Creek Rec Ctr	361,842	347,300	14,542	4%	(518,392)	(524,301)	5,909	1%	1,094,000	(1,281,600)	(187,600)
(77,226)	(85,547)	8,321	10%	Aquatics	75,959	66,000	9,959	15%	(153,185)	(151,547)	(1,638)	-1%	241,000	(450,200)	(209,200)
(95,069)	(101,104)	6,035	6%	Beach Club Marina	20,646	23,000	(2,354)	-10%	(115,716)	(124,104)	8,388	7%	750,000	(602,700)	147,300
(72,893)	(50,131)	(22,762)	-45%	Tennis Center	166	19,700	(19,534)	-99%	(73,059)	(69,831)	(3,228)	-5%	213,000	(306,300)	(93,300)
(43,335)	(45,674)	2,339	5%	Day Camps	360	-	360	0%	(43,695)	(45,674)	1,979	4%	275,000	(305,900)	(30,900)
(70,800)	(79,208)	8,408	11%	Recreation Programs	87	100	(13)	-13%	(70,887)	(79,308)	8,421	11%	180,000	(364,100)	(184,100)
588,490	**128,163**	**460,327**	**359%**	**Public Amenities**	**5,924,794**	**$ 5,274,100**	**650,694**	**12%**	**(5,336,304)**	**$ (5,145,937)**	**(190,367)**	**-4%**	**10,776,000**	**(12,017,300)**	**(1,241,300)**
1,423,159	973,273	449,886	46%	Downhill Ski	3,648,690	3,124,000	524,690	17%	(2,225,532)	(2,150,727)	(74,805)	-3%	3,895,000	(3,600,900)	294,100
254,899	163,061	91,838	56%	Cross Country Ski	967,339	780,600	186,739	24%	(712,440)	(617,539)	(94,901)	-15%	1,043,000	(1,065,600)	(22,600)
61,605	73,383	(11,778)	-16%	Snowplay	177,691	194,000	(16,309)	-8%	(116,087)	(120,617)	4,530	4%	282,000	(222,600)	59,400
(355,466)	(372,354)	16,888	5%	Golf	10,889	35,500	(24,611)	-69%	(366,356)	(407,854)	41,498	10%	1,160,000	(1,487,300)	(327,300)
(32,329)	(28,234)	(4,095)	-15%	Campground	2,441	-	2,441	0%	(34,770)	(28,234)	(6,536)	-23%	70,000	(111,600)	(41,600)
(78,932)	(86,451)	7,519	9%	Equestrian	-	-	-	0%	(78,932)	(86,451)	7,519	9%	255,000	(395,500)	(140,500)
(16,168)	(13,812)	(2,356)	-17%	Bikeworks	7,472	14,800	(7,328)	-50%	(23,640)	(28,612)	4,972	17%	117,000	(146,500)	(29,500)
(67,169)	(72,907)	5,738	8%	Trails	-	-	-	0%	(67,169)	(72,907)	5,738	8%	1,000	(234,700)	(233,700)
(390,091)	(290,125)	(99,966)	-34%	The Lodge	763,474	788,000	(24,526)	-3%	(1,153,565)	(1,078,125)	(75,440)	-7%	2,630,000	(2,967,000)	(337,000)
(37,664)	(47,309)	9,645	20%	Summer Food and Bev	-	4,500	(4,500)	-100%	(37,664)	(51,809)	14,145	27%	270,000	(409,200)	(139,200)
(92,214)	(80,008)	(12,206)	-15%	Pizza on the Hill	140,392	172,000	(31,608)	-18%	(232,606)	(252,008)	19,402	8%	603,000	(754,700)	(151,700)
(81,140)	(90,354)	9,214	10%	Alder Creek Café	206,406	160,700	45,706	28%	(287,546)	(251,054)	(36,492)	-15%	450,000	(621,700)	(171,700)
72,617	**(410,502)**	**483,119**	**118%**	**Amenities Total**	**6,383,854**	**5,730,200**	**653,654**	**11%**	**(6,311,237)**	**(6,140,702)**	**(170,535)**	**-3%**	**13,529,000**	**(15,328,100)**	**(1,799,100)**
(1,355,000)	**(1,400,498)**	**45,498**	**3%**	**HOA & Amenities Support Services**	**360,713**	**$ 291,800**	**68,913**	**24%**	**(1,715,713)**	**$ (1,692,298)**	**(23,415)**	**-1%**	**686,000**	**(4,582,900)**	**(3,896,900)**
(955,817)	(937,184)	(18,633)	-2%	General	-	-	-	0%	(955,817)	(937,184)	(18,633)	-2%	-	(2,267,800)	(2,267,800)
(53,438)	-	(53,438)	######	Administration	173,042	115,500	57,542	50%	(226,480)	(115,500)	(110,980)	-96%	184,000	(184,000)	-
63,883	-	63,883	######	Communications	103,908	78,100	25,808	33%	(40,025)	(78,100)	38,075	49%	210,000	(210,000)	-
33,925	-	33,925	######	Information Tech	-	-	-	0%	33,925	-	33,925	######	-	-	-
(17,869)	-	(17,869)	######	Accounting	2,147	2,200	(53)	-2%	(20,015)	(2,200)	(17,815)	-810%	6,000	(6,000)	-
(23,992)	-	(23,992)	######	Human Resources	-	-	-	0%	(23,992)	-	(23,992)	######	-	-	-
(162,168)	(157,374)	(4,794)	-3%	Architectural Standards	58,916	68,400	(9,484)	-14%	(221,084)	(225,774)	4,690	2%	196,000	(561,700)	(365,700)
9,546	-	9,546	######	Member Services	7,580	9,800	(2,220)	-23%	1,966	(9,800)	11,766	120%	34,000	(34,000)	-
(7,150)	-	(7,150)	######	Risk & Facility Admin	-	-	-	0%	(7,150)	-	(7,150)	######	-	-	-
(285,560)	(305,940)	20,380	7%	Forestry	15,120	17,800	(2,680)	-15%	(300,680)	(323,740)	23,060	7%	56,000	(1,319,400)	(1,263,400)
43,638	-	43,638	######	Maintenance	-	-	-	0%	43,638	-	43,638	######	-	-	-
$ (1,282,382)	$ (1,811,000)	$ 528,618	29%	**TDA Operating Fund**	$ 6,744,568	$ 6,022,000	$ 722,568	12%	$ (8,026,950)	$ (7,833,000)	$ (193,950)	-2%	$ 14,215,000	$ (19,911,000)	$ (5,696,000)

Tahoe Donner Association
Operating Fund - Summary P&L by Department - NORBO - MONTH
for the month of May 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue					Total Operating Expenses (Before Allocated Overhead)				
			Variance to Budget		Variance to PriorYr				Variance to Budget		Variance to PriorYr			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
$ (64,668)	$ (73,127)	$ (63,793)	$ 8,459	12%	$ (875)	-1%	**Private Amenities**	$ 119,745	$ (12,555)	-9%	$ 2,734	2%	$ (184,413)	$ 21,014	10%	$ (3,608)	-2%
(8,640)	(6,548)	(8,432)	(2,092)	-32%	(208)	-2%	Trout Creek Rec Ctr	68,977	(4,623)	-6%	3,911	6%	(77,617)	2,531	3%	(4,119)	-6%
(3,342)	(5,923)	(1,743)	2,581	44%	(1,599)	-92%	Aquatics	16,000	-	0%	3,988	33%	(19,342)	2,581	12%	(5,587)	-41%
(23,657)	(23,511)	(27,902)	(146)	-1%	4,245	15%	Beach Club Marina	14,662	(8,338)	-36%	(2,327)	-14%	(38,319)	8,192	18%	6,572	15%
(8,890)	(6,205)	(3,368)	(2,685)	-43%	(5,522)	-164%	Tennis Center	19,809	109	1%	(2,896)	-13%	(28,699)	(2,794)	-11%	(2,626)	-10%
(14,835)	(18,055)	(14,831)	3,220	18%	(4)	0%	Day Camps	240	240	0%	-	0%	(15,075)	2,980	17%	(4)	0%
(5,304)	(12,885)	(7,517)	7,581	59%	2,214	29%	Recreation Programs	58	58	0%	58	0%	(5,362)	7,523	58%	2,156	29%
(325,851)	**(332,008)**	**(299,774)**	**6,157**	**2%**	**(26,076)**	**-9%**	**Public Amenities**	**116,139**	**(117,761)**	**-50%**	**(116,627)**	**-50%**	**(441,990)**	**123,918**	**22%**	**90,550**	**17%**
(68,225)	(76,816)	(67,052)	8,591	11%	(1,173)	-2%	Downhill Ski	(50)	(50)	0%	(358)	-116%	(68,175)	8,641	11%	(815)	-1%
(16,520)	(14,737)	(17,789)	(1,783)	-12%	1,269	7%	Cross Country Ski	-	-	0%	(201)	-100%	(16,520)	(1,783)	-12%	1,470	8%
1,242	(2,361)	(2,735)	3,603	153%	3,977	145%	Snowplay	-	-	0%	-	0%	1,242	3,603	153%	3,977	145%
(99,370)	(119,649)	(98,852)	20,279	17%	(517)	-1%	Golf	10,789	(22,711)	-68%	(34,809)	-76%	(110,159)	42,990	28%	34,292	24%
(6,797)	(3,618)	(3,729)	(3,179)	-88%	(3,068)	-82%	Campground	2,441	2,441	0%	2,441	0%	(9,237)	(5,619)	-155%	(5,509)	-148%
(24,164)	(32,150)	(25,934)	7,986	25%	1,770	7%	Equestrian	-	-	0%	(196)	-100%	(24,164)	7,986	25%	1,965	8%
(2,467)	(35)	(392)	(2,432)	-6947%	(2,074)	-529%	Bikeworks	463	(14,337)	-97%	(13,065)	-97%	(2,930)	11,905	80%	10,991	79%
(11,027)	(15,889)	(16,602)	4,862	31%	5,575	34%	Trails	-	-	0%	(15)	-100%	(11,027)	4,862	31%	5,590	34%
(62,117)	(17,798)	(22,818)	(44,319)	-249%	(39,299)	-172%	The Lodge	83,539	(62,561)	-43%	(48,119)	-37%	(145,656)	18,242	11%	8,820	6%
(11,923)	(20,346)	(17,295)	8,423	41%	5,372	31%	Summer Food and Bev	-	(4,500)	-100%	(3,806)	-100%	(11,923)	12,923	52%	9,179	43%
(9,672)	(13,463)	(18,022)	3,791	28%	8,351	46%	Pizza on the Hill	-	(23,000)	-100%	(23,581)	-100%	(9,672)	26,791	73%	31,932	77%
(14,812)	(15,146)	(8,553)	334	2%	(6,259)	-73%	Alder Creek Café	18,957	6,957	58%	5,084	37%	(33,769)	(6,623)	-24%	(11,343)	-51%
(390,519)	**(405,135)**	**(363,568)**	**14,616**	**4%**	**(26,951)**	**-7%**	**Amenities Total**	**235,885**	**(130,315)**	**-36%**	**(113,893)**	**-33%**	**(626,403)**	**144,932**	**19%**	**86,942**	**12%**
(573,517)	**(565,865)**	**(525,024)**	**(7,652)**	**-1%**	**(48,493)**	**-9%**	**HOA & Amenities Support Services**	**132,645**	**57,845**	**77%**	**31,150**	**31%**	**(706,162)**	**(65,497)**	**-10%**	**(79,643)**	**-13%**
(83,563)	(89,577)	(82,086)	6,014	7%	(1,476)	-2%	General	-	-	0%	-	0%	(83,563)	6,014	7%	(1,476)	-2%
(155,712)	(45,077)	(64,539)	(110,635)	-245%	(91,173)	-141%	Administration	52,663	29,563	128%	23,888	83%	(208,376)	(140,199)	-206%	(115,061)	-123%
(10,687)	(42,628)	(33,618)	31,941	75%	22,931	68%	Communications	48,556	23,956	97%	7,775	19%	(59,243)	7,985	12%	15,156	20%
(54,913)	(56,418)	(57,539)	1,505	3%	2,626	5%	Information Tech	-	-	0%	-	0%	(54,913)	1,505	3%	2,626	5%
(66,616)	(68,220)	(65,728)	1,604	2%	(888)	-1%	Accounting	147	(53)	-27%	(49)	-25%	(66,763)	1,657	2%	(839)	-1%
(26,349)	(30,220)	(26,900)	3,871	13%	551	2%	Human Resources	-	-	0%	-	0%	(26,349)	3,871	13%	551	2%
(8,848)	(21,173)	(12,639)	12,325	58%	3,792	30%	Architectural Standards	23,900	4,900	26%	6,411	37%	(32,747)	7,426	18%	(2,619)	-9%
(15,350)	(22,707)	(9,617)	7,357	32%	(5,733)	-60%	Member Services	3,465	(935)	-21%	(10,340)	-75%	(18,815)	8,292	31%	4,606	20%
(26,297)	(28,290)	(23,312)	1,993	7%	(2,985)	-13%	Risk & Facility Admin	-	-	0%	-	0%	(26,297)	1,993	7%	(2,985)	-13%
(60,765)	(89,115)	(80,799)	28,350	32%	20,034	25%	Forestry	3,915	415	12%	3,465	770%	(64,680)	27,935	30%	16,569	20%
(64,418)	(72,440)	(68,245)	8,022	11%	3,827	6%	Maintenance	-	-	0%	-	0%	(64,418)	8,022	11%	3,827	6%
$ (964,036)	$ (971,000)	$ (888,591)	$ 6,964	1%	$ (75,444)	-8%	**TDA Operating Fund**	$ 368,530	$ (72,470)	-16%	$ (82,743)	-18%	$ (1,332,566)	$ 79,434	6%	$ 7,299	1%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the five months ending May 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue					Total Operating Expenses				
			Variance to Budget		Variance to PriorYr				Variance to Budget		Variance to PriorYr			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
$ (147,933)	$ (170,725)	$ (114,124)	$ 22,792	13%	$ (33,809)	-30%	**Private Amenities**	$ 459,060	$ 2,960	1%	$ 87	0%	$ (606,993)	$ 19,832	3%	$ (33,895)	-6%
(42,136)	(62,587)	6,941	20,451	33%	(49,078)	-707%	Trout Creek Rec Ctr	361,842	14,542	4%	(18,819)	-5%	(403,978)	5,909	1%	(30,259)	-8%
3,398	(4,923)	21,506	8,321	169%	(18,108)	-84%	Aquatics	75,959	9,959	15%	(5,155)	-6%	(72,561)	(1,638)	-2%	(12,953)	-22%
(40,532)	(46,567)	(56,731)	6,035	13%	16,198	29%	Beach Club Marina	20,646	(2,354)	-10%	6,985	51%	(61,179)	8,388	12%	9,213	13%
(36,169)	(13,407)	(51,260)	(22,762)	-170%	15,091	29%	Tennis Center	166	(19,534)	-99%	17,169	101%	(36,335)	(3,228)	-10%	(2,078)	-6%
(16,026)	(18,365)	(15,181)	2,339	13%	(844)	-6%	Day Camps	360	360	0%	105	41%	(16,386)	1,979	11%	(949)	-6%
(16,468)	(24,876)	(19,400)	8,408	34%	2,932	15%	Recreation Programs	87	(13)	-13%	(198)	-70%	(16,555)	8,421	34%	3,131	16%
1,348,497	**888,170**	**122,100**	**460,327**	**52%**	**1,226,397**	**1004%**	**Public Amenities**	**5,924,794**	**650,694**	**12%**	**1,751,726**	**42%**	**(4,576,297)**	**(190,367)**	**-4%**	**(525,329)**	**-13%**
1,619,989	1,170,103	559,260	449,886	38%	1,060,728	190%	Downhill Ski	3,648,690	524,690	17%	1,297,553	55%	(2,028,702)	(74,805)	-4%	(236,825)	-13%
344,692	252,854	221,065	91,838	36%	123,627	56%	Cross Country Ski	967,339	186,739	24%	334,096	53%	(622,647)	(94,901)	-18%	(210,469)	-51%
84,716	96,494	49,879	(11,778)	-12%	34,837	70%	Snowplay	177,691	(16,309)	-8%	48,748	38%	(92,976)	4,530	5%	(13,910)	-18%
(264,614)	(281,502)	(252,195)	16,888	6%	(12,420)	-5%	Golf	10,889	(24,611)	-69%	(36,734)	-77%	(275,504)	41,498	13%	24,315	8%
(17,615)	(13,520)	(13,183)	(4,095)	-30%	(4,432)	-34%	Campground	2,441	2,441	0%	2,441	0%	(20,056)	(6,536)	-48%	(6,872)	-52%
(48,159)	(55,678)	(53,350)	7,519	14%	5,192	10%	Equestrian	-	-	0%	(211)	-100%	(48,159)	7,519	14%	5,403	10%
(2,391)	(35)	(275)	(2,356)	######	(2,115)	-768%	Bikeworks	7,472	(7,328)	-50%	(9,938)	-57%	(9,863)	4,972	34%	7,822	44%
(42,061)	(47,799)	(39,167)	5,738	12%	(2,894)	-7%	Trails	-	-	0%	(15)	-100%	(42,061)	5,738	12%	(2,879)	-7%
(220,122)	(120,156)	(217,608)	(99,966)	-83%	(2,514)	-1%	The Lodge	763,474	(24,526)	-3%	66,628	10%	(983,596)	(75,440)	-8%	(69,142)	-8%
(16,795)	(26,440)	(22,230)	9,645	36%	5,435	24%	Summer Food and Bev	-	(4,500)	-100%	(3,806)	-100%	(16,795)	14,145	46%	9,241	35%
(43,914)	(31,708)	(53,414)	(12,206)	-38%	9,500	18%	Pizza on the Hill	140,392	(31,608)	-18%	(23,093)	-14%	(184,306)	19,402	10%	32,592	15%
(45,229)	(54,443)	(56,682)	9,214	17%	11,453	20%	Alder Creek Café	206,406	45,706	28%	76,057	58%	(251,635)	(36,492)	-17%	(64,604)	-35%
1,200,564	**717,445**	**7,976**	**483,119**	**67%**	**1,192,588**	**######**	**Amenities Total**	**6,383,854**	**653,654**	**11%**	**1,751,813**	**38%**	**(5,183,290)**	**(170,535)**	**-3%**	**(559,224)**	**-12%**
(2,563,947)	**(2,609,445)**	**(2,370,691)**	**45,498**	**2%**	**(193,256)**	**-8%**	**HOA & Amenities Support Services**	**360,713**	**68,913**	**24%**	**48,250**	**15%**	**(2,924,660)**	**(23,415)**	**-1%**	**(241,505)**	**-9%**
(464,467)	(445,834)	(396,560)	(18,633)	-4%	(67,907)	-17%	General	-	-	0%	-	0%	(464,467)	(18,633)	-4%	(67,907)	-17%
(268,322)	(214,884)	(184,341)	(53,438)	-25%	(83,980)	-46%	Administration	173,042	57,542	50%	34,019	24%	(441,364)	(110,980)	-34%	(118,000)	-36%
(171,278)	(235,161)	(216,362)	63,883	27%	45,084	21%	Communications	103,908	25,808	33%	16,714	19%	(275,186)	38,075	12%	28,370	9%
(250,762)	(284,687)	(278,385)	33,925	12%	27,623	10%	Information Tech	-	-	0%	-	0%	(250,762)	33,925	12%	27,623	10%
(355,495)	(337,626)	(330,279)	(17,869)	-5%	(25,215)	-8%	Accounting	2,147	(53)	-2%	64	3%	(357,641)	(17,815)	-5%	(25,280)	-8%
(180,018)	(156,026)	(149,514)	(23,992)	-15%	(30,504)	-20%	Human Resources	-	-	0%	-	0%	(180,018)	(23,992)	-15%	(30,504)	-20%
(111,585)	(106,791)	(80,819)	(4,794)	-4%	(30,766)	-38%	Architectural Standards	58,916	(9,484)	-14%	(5,491)	-9%	(170,501)	4,690	3%	(25,275)	-17%
(98,142)	(107,688)	(89,378)	9,546	9%	(8,763)	-10%	Member Services	7,580	(2,220)	-23%	(11,727)	-61%	(105,722)	11,766	10%	2,963	3%
(148,883)	(141,733)	(141,622)	(7,150)	-5%	(7,261)	-5%	Risk & Facility Admin	-	-	0%	-	0%	(148,883)	(7,150)	-5%	(7,261)	-5%
(210,440)	(230,820)	(201,969)	20,380	9%	(8,471)	-4%	Forestry	15,120	(2,680)	-15%	14,670	3260%	(225,560)	23,060	9%	(23,141)	-11%
(304,557)	(348,195)	(301,463)	43,638	13%	(3,095)	-1%	Maintenance	-	-	0%	-	0%	(304,557)	43,638	13%	(3,095)	-1%
$ (1,363,382)	$ (1,892,000)	$ (2,362,715)	$ 528,618	28%	$ 999,333	42%	**TDA Operating Fund**	$ 6,744,568	$ 722,568	12%	$ 1,800,062	36%	$ (8,107,950)	$ (193,950)	-2%	$ (800,730)	-11%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the Four Winter Months (Jan-Apr) 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue					Total Operating Expenses				
			Variance to Budget		Variance to PriorYr				Variance to Budget		Variance to PriorYr			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
$ (83,265)	**$ (97,598)**	**$ (50,331)**	**$ 14,333**	**15%**	**$ (32,934)**	**-65%**	**Private Amenities**	**$ 339,315**	**$ 15,515**	**5%**	**$ (2,647)**	**-1%**	**$ (422,579)**	**$ (1,181)**	**0%**	**$ (30,287)**	**-8%**
(33,496)	(56,039)	15,373	22,543	40%	(48,869)	-318%	Trout Creek Rec Ctr	292,865	19,165	7%	(22,730)	-7%	(326,361)	3,378	1%	(26,140)	-9%
6,740	1,000	23,249	5,740	574%	(16,509)	-71%	Aquatics	59,959	9,959	20%	(9,143)	-13%	(53,218)	(4,218)	-9%	(7,366)	-16%
(16,875)	(23,056)	(28,828)	6,181	27%	11,953	41%	Beach Club Marina	5,985	5,985	0%	9,312	280%	(22,860)	196	1%	2,641	10%
(27,279)	(7,202)	(47,891)	(20,077)	-279%	20,612	43%	Tennis Center	(19,643)	(19,643)	0%	20,065	51%	(7,636)	(434)	-6%	547	7%
(1,191)	(310)	(351)	(881)	-284%	(840)	-239%	Day Camps	120	120	0%	105	700%	(1,311)	(1,001)	-323%	(945)	-258%
(11,164)	(11,991)	(11,883)	827	7%	719	6%	Recreation Programs	29	(71)	-71%	(256)	-90%	(11,193)	898	7%	975	8%
1,674,348	**1,220,178**	**421,874**	**454,170**	**37%**	**1,252,473**	**297%**	**Public Amenities**	**5,808,655**	**768,455**	**15%**	**1,868,352**	**47%**	**(4,134,307)**	**(314,285)**	**-8%**	**(615,879)**	**-18%**
1,688,214	1,246,919	626,313	441,295	35%	1,061,901	170%	Downhill Ski	3,648,740	524,740	17%	1,297,911	55%	(1,960,527)	(83,446)	-4%	(236,011)	-14%
361,212	267,591	238,855	93,621	35%	122,357	51%	Cross Country Ski	967,339	186,739	24%	334,297	53%	(606,127)	(93,118)	-18%	(211,940)	-54%
83,474	98,855	52,613	(15,381)	-16%	30,860	59%	Snowplay	177,691	(16,309)	-8%	48,748	38%	(94,218)	927	1%	(17,887)	-23%
(165,244)	(161,853)	(153,342)	(3,391)	-2%	(11,902)	-8%	Golf	100	(1,900)	-95%	(1,925)	-95%	(165,344)	(1,491)	-1%	(9,977)	-6%
(10,818)	(9,902)	(9,455)	(916)	-9%	(1,364)	-14%	Campground	-	-	0%	-	0%	(10,818)	(916)	-9%	(1,364)	-14%
(23,994)	(23,528)	(27,416)	(466)	-2%	3,422	12%	Equestrian	-	-	0%	(15)	-100%	(23,994)	(466)	-2%	3,437	13%
76	-	117	76	######	(41)	-35%	Bikeworks	7,009	7,009	0%	3,128	81%	(6,933)	(6,933)	######	(3,168)	-84%
(31,034)	(31,910)	(22,565)	876	3%	(8,469)	-38%	Trails	-	-	0%	-	0%	(31,034)	876	3%	(8,469)	-38%
(158,005)	(102,358)	(194,790)	(55,647)	-54%	36,785	19%	The Lodge	679,935	38,035	6%	114,747	20%	(837,940)	(93,682)	-13%	(77,962)	-10%
(4,872)	(6,094)	(4,935)	1,222	20%	63	1%	Summer Food and Bev	-	-	0%	-	0%	(4,872)	1,222	20%	63	1%
(34,243)	(18,245)	(35,392)	(15,998)	-88%	1,149	3%	Pizza on the Hill	140,392	(8,608)	-6%	489	0%	(174,634)	(7,389)	-4%	660	0%
(30,417)	(39,297)	(48,129)	8,880	23%	17,711	37%	Alder Creek Café	187,448	38,748	26%	70,973	61%	(217,866)	(29,869)	-16%	(53,261)	-32%
1,591,083	**1,122,580**	**371,543**	**468,503**	**42%**	**1,219,539**	**328%**	**Amenities Total**	**6,147,969**	**783,969**	**15%**	**1,865,705**	**44%**	**(4,556,887)**	**(315,467)**	**-7%**	**(646,166)**	**-17%**
(1,990,430)	**(2,043,580)**	**(1,845,667)**	**53,150**	**3%**	**(144,763)**	**-8%**	**HOA & Amenities Support Services**	**228,068**	**11,068**	**5%**	**17,100**	**8%**	**(2,218,498)**	**42,082**	**2%**	**(161,863)**	**-8%**
(380,904)	(356,257)	(314,474)	(24,647)	-7%	(66,431)	-21%	General	-	-	0%	-	0%	(380,904)	(24,647)	-7%	(66,431)	-21%
(112,609)	(169,807)	(119,802)	57,198	34%	7,193	6%	Administration	120,379	27,979	30%	10,132	9%	(232,988)	29,219	11%	(2,939)	-1%
(160,591)	(192,533)	(182,743)	31,942	17%	22,153	12%	Communications	55,352	1,852	3%	8,939	19%	(215,943)	30,090	12%	13,213	6%
(195,849)	(228,269)	(220,846)	32,420	14%	24,997	11%	Information Tech	-	-	0%	-	0%	(195,849)	32,420	14%	24,997	11%
(288,878)	(269,406)	(264,551)	(19,472)	-7%	(24,327)	-9%	Accounting	2,000	0	0%	113	6%	(290,878)	(19,472)	-7%	(24,440)	-9%
(153,669)	(125,806)	(122,614)	(27,863)	-22%	(31,055)	-25%	Human Resources	-	-	0%	-	0%	(153,669)	(27,863)	-22%	(31,055)	-25%
(102,737)	(85,618)	(68,179)	(17,119)	-20%	(34,558)	-51%	Architectural Standards	35,016	(14,384)	-29%	(11,902)	-25%	(137,753)	(2,735)	-2%	(22,656)	-20%
(82,791)	(84,981)	(79,761)	2,190	3%	(3,030)	-4%	Member Services	4,115	(1,285)	-24%	(1,387)	-25%	(86,907)	3,474	4%	(1,643)	-2%
(122,586)	(113,443)	(118,310)	(9,143)	-8%	(4,276)	-4%	Risk & Facility Admin	-	-	0%	-	0%	(122,586)	(9,143)	-8%	(4,276)	-4%
(149,675)	(141,705)	(121,169)	(7,970)	-6%	(28,506)	-24%	Forestry	11,205	(3,095)	-22%	11,205	0%	(160,880)	(4,875)	-3%	(39,711)	-33%
(240,140)	(275,755)	(233,218)	35,615	13%	(6,922)	-3%	Maintenance	-	-	0%	-	0%	(240,140)	35,615	13%	(6,922)	-3%
$ (399,347)	$ (921,000)	$ (1,474,124)	$ 521,653	57%	$ 1,074,777	73%	**TDA Operating Fund**	$ 6,376,037	$ 795,037	14%	$ 1,882,805	42%	$ (6,775,384)	$ (273,384)	-4%	$ (808,029)	-14%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the One Summer Month (May) 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue					Total Operating Expenses				
			Variance to Budget		Variance to PriorYr				Variance to Budget		Variance to PriorYr			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
$ (64,668)	$ (73,127)	$ (63,793)	$ 8,459	12%	$ (875)	-1%	**Private Amenities**	$ 119,745	$ (12,555)	-9%	$ 2,734	2%	$ (184,413)	$ 21,014	10%	$ (3,608)	-2%
(8,640)	(6,548)	(8,432)	(2,092)	-32%	(208)	-2%	Trout Creek Rec Ctr	68,977	(4,623)	-6%	3,911	6%	(77,617)	2,531	3%	(4,119)	-6%
(3,342)	(5,923)	(1,743)	2,581	44%	(1,599)	-92%	Aquatics	16,000	-	0%	3,988	33%	(19,342)	2,581	12%	(5,587)	-41%
(23,657)	(23,511)	(27,902)	(146)	-1%	4,245	15%	Beach Club Marina	14,662	(8,338)	-36%	(2,327)	-14%	(38,319)	8,192	18%	6,572	15%
(8,890)	(6,205)	(3,368)	(2,685)	-43%	(5,522)	-164%	Tennis Center	19,809	109	1%	(2,896)	-13%	(28,699)	(2,794)	-11%	(2,626)	-10%
(14,835)	(18,055)	(14,831)	3,220	18%	(4)	0%	Day Camps	240	240	0%	-	0%	(15,075)	2,980	17%	(4)	0%
(5,304)	(12,885)	(7,517)	7,581	59%	2,214	29%	Recreation Programs	58	58	0%	58	0%	(5,362)	7,523	58%	2,156	29%
(325,851)	**(332,008)**	**(299,774)**	**6,157**	**2%**	**(26,076)**	**-9%**	**Public Amenities**	**116,139**	**(117,761)**	**-50%**	**(116,627)**	**-50%**	**(441,990)**	**123,918**	**22%**	**90,550**	**17%**
(68,225)	(76,816)	(67,052)	8,591	11%	(1,173)	-2%	Downhill Ski	(50)	(50)	0%	(358)	-116%	(68,175)	8,641	11%	(815)	-1%
(16,520)	(14,737)	(17,789)	(1,783)	-12%	1,269	7%	Cross Country Ski	-	-	0%	(201)	-100%	(16,520)	(1,783)	-12%	1,470	8%
1,242	(2,361)	(2,735)	3,603	153%	3,977	145%	Snowplay	-	-	0%	-	0%	1,242	3,603	153%	3,977	145%
(99,370)	(119,649)	(98,852)	20,279	17%	(517)	-1%	Golf	10,789	(22,711)	-68%	(34,809)	-76%	(110,159)	42,990	28%	34,292	24%
(6,797)	(3,618)	(3,729)	(3,179)	-88%	(3,068)	-82%	Campground	2,441	2,441	0%	2,441	0%	(9,237)	(5,619)	-155%	(5,509)	-148%
(24,164)	(32,150)	(25,934)	7,986	25%	1,770	7%	Equestrian	-	-	0%	(196)	-100%	(24,164)	7,986	25%	1,965	8%
(2,467)	(35)	(392)	(2,432)	######	(2,074)	-529%	Bikeworks	463	(14,337)	-97%	(13,065)	-97%	(2,930)	11,905	80%	10,991	79%
(11,027)	(15,889)	(16,602)	4,862	31%	5,575	34%	Trails	-	-	0%	(15)	-100%	(11,027)	4,862	31%	5,590	34%
(62,117)	(17,798)	(22,818)	(44,319)	-249%	(39,299)	-172%	The Lodge	83,539	(62,561)	-43%	(48,119)	-37%	(145,656)	18,242	11%	8,820	6%
(11,923)	(20,346)	(17,295)	8,423	41%	5,372	31%	Summer Food and Bev	-	(4,500)	-100%	(3,806)	-100%	(11,923)	12,923	52%	9,179	43%
(9,672)	(13,463)	(18,022)	3,791	28%	8,351	46%	Pizza on the Hill	-	(23,000)	-100%	(23,581)	-100%	(9,672)	26,791	73%	31,932	77%
(14,812)	(15,146)	(8,553)	334	2%	(6,259)	-73%	Alder Creek Café	18,957	6,957	58%	5,084	37%	(33,769)	(6,623)	-24%	(11,343)	-51%
(390,519)	**(405,135)**	**(363,568)**	**14,616**	**4%**	**(26,951)**	**-7%**	**Amenities Total**	**235,885**	**(130,315)**	**-36%**	**(113,893)**	**-33%**	**(626,403)**	**144,932**	**19%**	**86,942**	**12%**
(573,517)	**(565,865)**	**(525,024)**	**(7,652)**	**-1%**	**(48,493)**	**-9%**	**HOA & Amenities Support Services**	**132,645**	**57,845**	**77%**	**31,150**	**31%**	**(706,162)**	**(65,497)**	**-10%**	**(79,643)**	**-13%**
(83,563)	(89,577)	(82,086)	6,014	7%	(1,476)	-2%	General	-	-	0%	-	0%	(83,563)	6,014	7%	(1,476)	-2%
(155,712)	(45,077)	(64,539)	(110,635)	-245%	(91,173)	-141%	Administration	52,663	29,563	128%	23,888	83%	(208,376)	(140,199)	-206%	(115,061)	-123%
(10,687)	(42,628)	(33,618)	31,941	75%	22,931	68%	Communications	48,556	23,956	97%	7,775	19%	(59,243)	7,985	12%	15,156	20%
(54,913)	(56,418)	(57,539)	1,505	3%	2,626	5%	Information Tech	-	-	0%	-	0%	(54,913)	1,505	3%	2,626	5%
(66,616)	(68,220)	(65,728)	1,604	2%	(888)	-1%	Accounting	147	(53)	-27%	(49)	-25%	(66,763)	1,657	2%	(839)	-1%
(26,349)	(30,220)	(26,900)	3,871	13%	551	2%	Human Resources	-	-	0%	-	0%	(26,349)	3,871	13%	551	2%
(8,848)	(21,173)	(12,639)	12,325	58%	3,792	30%	Architectural Standards	23,900	4,900	26%	6,411	37%	(32,747)	7,426	18%	(2,619)	-9%
(15,350)	(22,707)	(9,617)	7,357	32%	(5,733)	-60%	Member Services	3,465	(935)	-21%	(10,340)	-75%	(18,815)	8,292	31%	4,606	20%
(26,297)	(28,290)	(23,312)	1,993	7%	(2,985)	-13%	Risk & Facility Admin	-	-	0%	-	0%	(26,297)	1,993	7%	(2,985)	-13%
(60,765)	(89,115)	(80,799)	28,350	32%	20,034	25%	Forestry	3,915	415	12%	3,465	770%	(64,680)	27,935	30%	16,569	20%
(64,418)	(72,440)	(68,245)	8,022	11%	3,827	6%	Maintenance	-	-	0%	-	0%	(64,418)	8,022	11%	3,827	6%
$ (964,036)	$ (971,000)	$ (888,591)	$ 6,964	1%	$ (75,444)	-8%	**TDA Operating Fund**	$ 368,530	$ (72,470)	-16%	$ (82,743)	-18%	$ (1,332,566)	$ 79,434	6%	$ 7,299	1%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
For the Six Months (Nov-Apr) 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue					Total Operating Expenses				
			Variance to Budget		Variance to PriorYr				Variance to Budget		Variance to PriorYr			Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Amount	Pctg	Amount	Pctg	Actual	Amount	Pctg	Amount	Pctg
$ (116,226)	**$ (131,801)**	**$ (94,386)**	**$ 15,575**	**12%**	**$ (21,840)**	**-23%**	**Private Amenities**	**$ 534,207**	**$ 28,507**	**6%**	**$ 26,038**	**5%**	**$ (650,433)**	**$ (12,932)**	**-2%**	**$ (47,878)**	**-8%**
(35,445)	(59,049)	481	23,604	40%	(35,927)	######	Trout Creek Rec Ctr	463,514	33,514	8%	5,092	1%	(498,959)	(9,910)	-2%	(41,019)	-9%
9,124	3,400	23,953	5,724	168%	(14,830)	-62%	Aquatics	83,959	9,959	13%	(7,143)	-8%	(74,835)	(4,235)	-6%	(7,687)	-11%
(27,809)	(35,451)	(43,599)	7,642	22%	15,790	36%	Beach Club Marina	5,985	5,985	0%	9,304	280%	(33,794)	1,657	5%	6,486	16%
(31,263)	(10,929)	(51,435)	(20,334)	-186%	20,171	39%	Tennis Center	(19,643)	(19,643)	0%	19,807	50%	(11,620)	(691)	-6%	364	3%
(829)	(450)	(796)	(379)	-84%	(33)	-4%	Day Camps	120	120	0%	105	700%	(949)	(499)	-111%	(138)	-17%
(30,003)	(29,322)	(22,991)	(681)	-2%	(7,012)	-31%	Recreation Programs	272	(1,428)	-84%	(1,127)	-81%	(30,275)	747	2%	(5,886)	-24%
2,017,652	**1,057,655**	**(8,289)**	**959,997**	**91%**	**2,025,941**	**######**	**Public Amenities**	**7,824,608**	**1,334,608**	**21%**	**2,805,753**	**56%**	**(5,806,956)**	**(374,611)**	**-7%**	**(779,812)**	**-16%**
2,057,128	1,251,004	501,456	806,124	64%	1,555,672	310%	Downhill Ski	4,725,449	873,349	23%	1,829,644	63%	(2,668,321)	(67,225)	-3%	(273,971)	-11%
445,477	273,638	181,343	171,839	63%	264,134	146%	Cross Country Ski	1,290,639	305,039	31%	563,249	77%	(845,162)	(133,200)	-19%	(299,115)	-55%
118,558	129,672	38,678	(11,114)	-9%	79,880	207%	Snowplay	250,320	(24,680)	-9%	106,755	74%	(131,762)	13,566	9%	(26,875)	-26%
(222,088)	(240,101)	(243,508)	18,013	8%	21,420	9%	Golf	3,781	781	26%	(1,271)	-25%	(225,869)	17,232	7%	22,691	9%
(14,695)	(14,835)	(9,612)	140	1%	(5,083)	-53%	Campground	-	-	0%	(5,510)	-100%	(14,695)	140	1%	428	3%
(35,163)	(34,773)	(40,229)	(390)	-1%	5,066	13%	Equestrian	-	-	0%	495	100%	(35,163)	(390)	-1%	4,571	12%
(114)	-	(259)	(114)	######	145	56%	Bikeworks	7,009	7,009	0%	1,009	17%	(7,122)	(7,122)	######	(864)	-14%
(24,743)	(44,752)	(33,440)	20,009	45%	8,698	26%	Trails	-	-	0%	(752)	-100%	(24,743)	20,009	45%	9,450	28%
(204,973)	(155,594)	(275,494)	(49,379)	-32%	70,521	26%	The Lodge	1,045,752	73,752	8%	188,125	22%	(1,250,725)	(123,131)	-11%	(117,604)	-10%
(8,101)	(8,970)	(7,168)	869	10%	(934)	-13%	Summer Food and Bev	500	500	0%	(374)	-43%	(8,601)	369	4%	(559)	-7%
(59,312)	(29,092)	(54,462)	(30,220)	-104%	(4,850)	-9%	Pizza on the Hill	211,785	(9,115)	-4%	6,384	3%	(271,097)	(21,105)	-8%	(11,234)	-4%
(34,323)	(68,542)	(65,595)	34,219	50%	31,272	48%	Alder Creek Café	289,374	107,974	60%	118,001	69%	(323,696)	(73,754)	-30%	(86,729)	-37%
1,901,426	**925,854**	**(102,675)**	**975,572**	**105%**	**2,004,101**	**1952%**	**Amenities Total**	**8,358,815**	**1,363,115**	**19%**	**2,831,791**	**51%**	**(6,457,389)**	**(387,543)**	**-6%**	**(827,690)**	**-15%**
(2,898,835)	**(3,068,854)**	**(2,624,251)**	**170,019**	**6%**	**(274,584)**	**-10%**	**HOA & Amenities Support Services**	**356,239**	**59,939**	**20%**	**53,809**	**18%**	**(3,255,075)**	**110,079**	**3%**	**(328,394)**	**-11%**
(405,554)	(493,171)	(385,608)	87,617	18%	(19,946)	-5%	General	-	-	0%	-	0%	(405,554)	87,617	18%	(19,946)	-5%
(340,788)	(273,068)	(206,706)	(67,720)	-25%	(134,083)	-65%	Administration	136,781	24,181	21%	(5,964)	-4%	(477,569)	(91,901)	-24%	(128,119)	-37%
(248,651)	(288,279)	(273,374)	39,628	14%	24,723	9%	Communications	83,996	(504)	-1%	9,073	12%	(332,647)	40,132	11%	15,650	4%
(298,282)	(337,543)	(324,810)	39,261	12%	26,528	8%	Information Tech	-	-	0%	-	0%	(298,282)	39,261	12%	26,528	8%
(406,561)	(401,075)	(388,601)	(5,486)	-1%	(17,960)	-5%	Accounting	2,872	372	15%	552	24%	(409,434)	(5,859)	-1%	(18,512)	-5%
(224,877)	(204,835)	(197,787)	(20,042)	-10%	(27,090)	-14%	Human Resources	-	-	0%	-	0%	(224,877)	(20,042)	-10%	(27,090)	-14%
(140,665)	(123,620)	(92,860)	(17,045)	-14%	(47,804)	-51%	Architectural Standards	63,204	(10,896)	-15%	(11,084)	-15%	(203,869)	(6,149)	-3%	(36,720)	-22%
(117,523)	(128,916)	(118,749)	11,393	9%	1,226	1%	Member Services	7,616	(684)	-8%	(200)	-3%	(125,139)	12,077	9%	1,426	1%
(167,824)	(168,183)	(171,796)	359	0%	3,972	2%	Risk & Facility Admin	-	-	0%	-	0%	(167,824)	359	0%	3,972	2%
(186,204)	(240,403)	(95,960)	54,199	23%	(90,245)	-94%	Forestry	61,770	47,470	332%	61,432	######	(247,974)	6,729	3%	(151,677)	-158%
(361,905)	(409,761)	(367,999)	47,856	12%	6,094	2%	Maintenance	-	-	0%	-	0%	(361,905)	47,856	12%	6,094	2%
$ (997,409)	$ (2,143,000)	$ (2,726,926)	$ 1,145,591	53%	$ 1,729,517	63%	**TDA Operating Fund**	$ 8,715,054	$ 1,423,054	20%	$ 2,885,600	50%	$ (9,712,463)	$ (277,463)	-3%	$ (1,156,084)	-14%

Tahoe Donner Association
Operating Fund - NOR and Per Property Metrics
For the five months ending May 2019

Net Operating Results (NOR)				Department	Per Property Metrics			
		Variance to Budget					Variance to Budget	
Actual	Budget	Amount	Pctg		Actual	Budget	Amount	Pctg
				# of Assessed Lots	6473	6473	-	0%
$ (515,873)	$ (538,665)	$ 22,792	4%	**Private Amenities**	$ (79.70)	$ (83.22)	$ 4	4%
(156,550)	(177,001)	20,451	12%	Trout Creek Rec Ctg	(24.19)	(27.34)	3	12%
(77,226)	(85,547)	8,321	10%	Aquatics	(11.93)	(13.22)	1	10%
(95,069)	(101,104)	6,035	6%	Beach Club Marina	(14.69)	(15.62)	1	6%
(72,893)	(50,131)	(22,762)	-45%	Tennis Center	(11.26)	(7.74)	(4)	-45%
(43,335)	(45,674)	2,339	5%	Day Camps	(6.69)	(7.06)	0	5%
(70,800)	(79,208)	8,408	11%	Recreation Programs	(10.94)	(12.24)	1	11%
588,490	128,163	460,327	359%	**Public Amenities**	$ 90.91	$ 19.80	71	359%
1,423,159	973,273	449,886	46%	Downhill Ski	219.86	150.36	70	46%
254,899	163,061	91,838	56%	Cross Country Ski	39.38	25.19	14	56%
61,605	73,383	(11,778)	-16%	Snowplay	9.52	11.34	(2)	-16%
(355,466)	(372,354)	16,888	5%	Golf	(54.92)	(57.52)	3	5%
(32,329)	(28,234)	(4,095)	-15%	Campground	(4.99)	(4.36)	(1)	-15%
(78,932)	(86,451)	7,519	9%	Equestrian	(12.19)	(13.36)	1	9%
(16,168)	(13,812)	(2,356)	-17%	Bikeworks	(2.50)	(2.13)	(0)	-17%
(67,169)	(72,907)	5,738	8%	Trails	(10.38)	(11.26)	1	8%
(390,091)	(290,125)	(99,966)	-34%	The Lodge	(60.26)	(44.82)	(15)	-34%
(37,664)	(47,309)	9,645	20%	Summer Food and Bev	(5.82)	(7.31)	1	20%
(92,214)	(80,008)	(12,206)	-15%	Pizza on the Hill	(14.25)	(12.36)	(2)	-15%
(81,140)	(90,354)	9,214	10%	Alder Creek Café	(12.54)	(13.96)	1	10%
72,617	(410,502)	483,119	118%	**Amenities Total**	$ 11.22	$ (63.42)	75	118%
(1,355,000)	(1,400,498)	45,498	3%	**HOA & Amenities Support Services**	$ (209.33)	$ (216.36)	7	3%
(955,817)	(937,184)	(18,633)	-2%	General	(147.66)	(144.78)	(3)	-2%
(53,438)	-	(53,438)	######	Administration	(8.26)	-	(8)	0%
63,883	-	63,883	######	Communications	9.87	-	10	0%
33,925	-	33,925	######	Information Tech	5.24	-	5	0%
(17,869)	-	(17,869)	######	Accounting	(2.76)	-	(3)	0%
(23,992)	-	(23,992)	######	Human Resources	(3.71)	-	(4)	0%
(162,168)	(157,374)	(4,794)	-3%	Architectural Standards	(25.05)	(24.31)	(1)	-3%
9,546	-	9,546	######	Member Services	1.47	-	1	0%
(7,150)	-	(7,150)	######	Risk & Facility Admin	(1.10)	-	(1)	0%
(285,560)	(305,940)	20,380	7%	Forestry	(44.12)	(47.26)	3	7%
43,638	-	43,638	######	Maintenance	6.74	-	7	0%
$ (1,282,382)	$ (1,811,000)	$ 528,618	29%	**Net Operating Result**	$ (198.11)	$ (279.78)	$ 81.67	29%

Tahoe Donner Association
Payroll Hours for nonExempt Employees
for the month of May 2019

Month							Department	Year to Date						
			Variance to Budget		Variance to PriorYr						Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg
2,746	**3,395**	**2,938**	**648**	**19%**	**191**	**7%**	**Private Amenities**	**9,424**	**9,499**	**9,002**	**76**	**1%**	**(422)**	**-5%**
1,597	1,617	1,382	20	1%	(215)	-16%	Trout Creek Rec Ctr	8,154	7,616	7,301	(537)	-7%	(853)	-12%
217	211	39	(6)	-3%	(177)	-449%	Aquatics	217	211	44	(6)	-3%	(173)	-393%
511	845	853	334	39%	341	40%	Beach Club Marina	511	845	853	334	39%	341	40%
217	322	365	105	33%	148	41%	Tennis Center	217	322	365	105	33%	148	41%
131	108	85	(23)	-21%	(46)	-55%	Day Camps	131	108	85	(23)	-21%	(46)	-55%
74	292	215	218	75%	141	66%	Recreation Programs	194	397	355	203	51%	161	45%
6,698	**10,017**	**9,256**	**3,319**	**33%**	**2,558**	**28%**	**Public Amenities**	**100,167**	**96,262**	**91,328**	**(3,905)**	**-4%**	**(8,839)**	**-10%**
557	676	597	120	18%	40	7%	Downhill Ski Area	52,564	48,074	48,162	(4,490)	-9%	(4,402)	-9%
34	-	30	(34)	0%	(4)	-12%	Cross Country Ski Area	14,913	11,984	8,387	(2,929)	-24%	(6,527)	-78%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	3,006	2,982	2,303	(24)	-1%	(703)	-31%
15	865	538	850	98%	523	97%	Golf Operations	21	1,009	538	988	98%	517	96%
2,092	3,559	3,485	1,467	41%	1,393	40%	Golf Maintenance	3,578	5,721	5,692	2,143	37%	2,114	37%
160	-	-	(160)	0%	(160)	0%	Campground	160	-	-	(160)	0%	(160)	0%
45	160	186	115	72%	141	76%	Equestrian	74	270	284	196	73%	210	74%
58	74	73	16	22%	15	21%	Bikeworks	58	74	73	16	22%	15	21%
-	338	278	338	100%	278	100%	Trails	-	338	282	338	100%	282	100%
3,055	3,000	2,838	(55)	-2%	(217)	-8%	The Lodge	16,786	17,000	16,969	213	1%	183	1%
-	240	222	240	100%	222	100%	Summer Food and Bev	-	240	222	240	100%	222	100%
94	534	616	440	82%	522	85%	Pizza on the Hill	3,553	3,190	3,954	(363)	-11%	401	10%
589	571	392	(18)	-3%	(197)	-50%	Alder Creek Café	5,454	5,381	4,462	(73)	-1%	(992)	-22%
9,444	**13,411**	**12,194**	**3,967**	**30%**	**2,750**	**23%**	**Amenities Total**	**109,591**	**105,762**	**100,330**	**(3,829)**	**-4%**	**(9,261)**	**-9%**
6,951	**8,823**	**8,133**	**1,872**	**21%**	**1,182**	**15%**	**HOA & Amenities Support Services**	**30,507**	**34,020**	**31,946**	**3,513**	**10%**	**1,439**	**5%**
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
216	396	418	180	45%	202	48%	Administration	1,525	2,016	1,977	491	24%	452	23%
550	349	276	(201)	-58%	(274)	-99%	Communications	2,165	1,633	1,348	(532)	-33%	(817)	-61%
635	652	618	17	3%	(17)	-3%	Information Tech	2,524	3,110	2,976	586	19%	451	15%
1,058	975	1,079	(83)	-8%	21	2%	Accounting	5,149	5,208	4,970	59	1%	(180)	-4%
-	212	187	212	100%	187	100%	Human Resources	298	940	898	642	68%	600	67%
814	1,104	674	290	26%	(139)	-21%	Architectural Standards	4,110	4,204	3,276	94	2%	(834)	-25%
416	536	579	120	22%	163	28%	Member Services	2,293	2,609	2,765	316	12%	472	17%
25	189	382	164	87%	357	93%	Risk & Facility Admin	821	875	1,753	54	6%	932	53%
1,452	2,680	2,153	1,228	46%	701	33%	Forestry	2,492	4,568	2,975	2,076	45%	483	16%
1,786	1,731	1,768	(55)	-3%	(18)	-1%	Maintenance	9,129	8,857	9,009	(272)	-3%	(121)	-1%
16,395	22,234	20,327	5,839	26%	3,932	19%	**Total Payroll Hours**	140,098	139,782	132,276	(316)	0%	(7,822)	-6%

Hours are Pre-capitalization to capital project, if any

Tahoe Donner Association
Payroll Hours - Full Time Equivalents Schedule (nonExempt Employees)
for the month of May 2019

Current Year Actual - by month												Department	Prior Year Actual - by month												Year to Date - Averages			
1	2	3	4	5	6	7	8	9	10	11	12		1	2	3	4	5	6	7	8	9	10	11	12	Actual	Prior Yr	Variance Amount	Variance Pctg
11	**9**	**9**	**10**	**16**	-	-	-	-	-	-	-	**Private Amenities**	**10**	**9**	**8**	**8**	**17**	**44**	**82**	**54**	**20**	**13**	**12**	**12**	**11**	**10**	**(0.5)**	**-5%**
11	9	9	9	9	-	-	-	-	-	-	-	Trout Creek Rec Ctr	10	9	7	8	8	7	9	9	8	9	11	11	9	8	(1.0)	-12%
-	-	-	-	1	-	-	-	-	-	-	-	Aquatics	-	0	-	-	0	4	9	6	1	0	-	-	0	0	(0.2)	-393%
-	-	-	-	3	-	-	-	-	-	-	-	Beach Club Marina	-	-	-	-	5	11	23	16	7	1	-	0	1	1	0.4	40%
-	-	-	-	1	-	-	-	-	-	-	-	Tennis Center	-	-	-	-	2	5	7	6	3	1	-	-	0	0	0.2	41%
-	-	-	-	1	-	-	-	-	-	-	-	Day Camps	-	-	-	-	0	14	25	14	-	-	-	-	0	0	(0.1)	-55%
0	0	-	1	0	-	-	-	-	-	-	-	Recreation Programs	0	0	0	0	1	2	8	3	1	2	2	1	0	0	0.2	45%
178	**153**	**136**	**72**	**39**	-	-	-	-	-	-	-	**Public Amenities**	**137**	**136**	**133**	**67**	**53**	**99**	**130**	**120**	**83**	**58**	**47**	**160**	**116**	**105**	**(10.2)**	**-10%**
103	91	74	32	3	-	-	-	-	-	-	-	Downhill Ski Area	86	89	72	28	3	3	3	3	3	4	8	90	61	56	(5.1)	-9%
29	22	23	11	0	-	-	-	-	-	-	-	Cross Country Ski Area	14	9	21	4	0	1	0	1	0	2	8	27	17	10	(7.5)	-78%
6	6	4	1	-	-	-	-	-	-	-	-	Snowplay	4	5	4	1	-	-	-	-	-	-	0	6	3	3	(0.8)	-31%
-	0	-	-	0	-	-	-	-	-	-	-	Golf Operations	-	-	-	-	3	11	15	14	11	4	-	-	0	1	0.6	96%
1	1	2	4	12	-	-	-	-	-	-	-	Golf Maintenance	1	1	3	8	20	22	20	22	17	15	4	1	4	7	2.4	37%
-	-	-	-	1	-	-	-	-	-	-	-	Campground	-	-	-	-	-	1	1	1	1	-	-	-	0	-	(0.2)	0%
0	-	0	0	0	-	-	-	-	-	-	-	Equestrian	-	0	0	0	1	6	11	8	4	1	0	0	0	0	0.2	74%
-	-	-	-	0	-	-	-	-	-	-	-	Bikeworks	-	-	-	-	0	2	3	2	1	0	-	-	0	0	0.0	21%
-	-	-	-	-	-	-	-	-	-	-	-	Trails	0	-	-	-	2	6	5	5	4	3	0	-	-	0	0.3	100%
22	19	21	17	18	-	-	-	-	-	-	-	The Lodge	22	20	22	18	16	29	33	31	26	19	19	22	19	20	0.2	1%
-	-	-	-	-	-	-	-	-	-	-	-	Summer Food and Bev	-	-	-	-	1	7	16	13	7	2	-	-	-	0	0.3	100%
7	6	4	3	1	-	-	-	-	-	-	-	Pizza on the Hill	5	6	5	4	4	8	17	14	5	6	4	7	4	5	0.5	10%
10	8	8	3	3	-	-	-	-	-	-	-	Alder Creek Café	7	6	7	4	2	5	7	5	5	3	4	9	6	5	(1.1)	-22%
																											-	
188	**162**	**145**	**82**	**54**	-	-	-	-	-	-	-	**Amenities Total**	**147**	**144**	**141**	**75**	**70**	**144**	**212**	**174**	**103**	**72**	**59**	**172**	**126**	**116**	**(10.7)**	**-9%**
37	**32**	**34**	**33**	**40**	-	-	-	-	-	-	-	**HOA & Amenities Support Services**	**38**	**31**	**34**	**33**	**47**	**49**	**51**	**51**	**45**	**53**	**49**	**37**	**35**	**37**	**1.7**	**5%**
-	-	-	-	-	-	-	-	-	-	-	-	General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
3	2	2	1	1	-	-	-	-	-	-	-	Administration	2	2	2	2	2	2	2	2	2	3	3	3	2	2	0.5	23%
2	2	3	3	3	-	-	-	-	-	-	-	Communications	2	2	2	1	2	2	2	2	1	2	1	1	2	2	(0.9)	-61%
3	2	2	3	4	-	-	-	-	-	-	-	Information Tech	3	3	3	3	4	3	3	4	3	2	3	4	3	3	0.5	15%
6	5	6	6	6	-	-	-	-	-	-	-	Accounting	6	5	5	5	6	6	6	6	5	6	6	6	6	6	(0.2)	-4%
1	1	-	-	-	-	-	-	-	-	-	-	Human Resources	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0.7	67%
5	4	5	5	5	-	-	-	-	-	-	-	Architectural Standards	4	3	4	4	4	4	5	6	5	5	4	5	5	4	(1.0)	-25%
2	3	3	3	2	-	-	-	-	-	-	-	Member Services	4	3	3	3	3	2	2	3	3	3	3	2	3	3	0.5	17%
2	1	1	1	0	-	-	-	-	-	-	-	Risk & Facility Admin	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1.1	53%
2	1	2	2	8	-	-	-	-	-	-	-	Forestry	3	1	0	1	12	17	17	16	15	19	14	3	3	3	0.6	16%
11	11	11	9	10	-	-	-	-	-	-	-	Maintenance	11	10	11	10	10	10	11	10	9	10	11	11	11	10	(0.1)	-1%
																											-	
225	194	179	115	95	-	-	-	-	-	-	-	**Total Payroll Hours**	186	176	176	109	117	193	263	224	148	125	108	209	162	153	(9.0)	-6%

Tahoe Donner Association

FTE - NonExempt Employees [note, this report excludes Exempt Employees (salaried)

for the period May 2019

Month - FTEs							Department	Year to Date - FTEs						
			Variance Budget		Variance to PriorYr						Variance to Budget		Variance to PriorYr	
Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Budget	Prior Yr	Amount	Pctg	Amount	Pctg
15.8	**19.6**	**16.9**	**3.7**	**19%**	**1.1**	**7%**	**Private Amenities**	**11**	**11**	**10**	**0**	**1%**	**(0)**	**-5%**
9.2	9.3	8.0	0	1%	(1)	-16%	Trout Creek Rec Ctr	9	9	8	(1)	-7%	(1)	-12%
1.3	1.2	0.2	(0)	-3%	(1)	-449%	Aquatics	0	0	0	(0)	-3%	(0)	-393%
2.9	4.9	4.9	2	39%	2	40%	Beach Club Marina	1	1	1	0	39%	0	40%
1.3	1.9	2.1	1	33%	1	41%	Tennis Center	0	0	0	0	33%	0	41%
0.8	0.6	0.5	(0)	-21%	(0)	-55%	Day Camps	0	0	0	(0)	-21%	(0)	-55%
0.4	1.7	1.2	1	75%	1	66%	Recreation Programs	0	0	0	0	51%	0	45%
38.6	**57.8**	**53.4**	**19.1**	**33%**	**14.8**	**28%**	**Public Amenities**	**116**	**111**	**105**	**(5)**	**-4%**	**(10)**	**-10%**
3.2	3.9	3.4	1	18%	0	7%	Downhill Ski Area	61	55	56	(5)	-9%	(5)	-9%
0.2	-	0.2	(0)	0%	(0)	-12%	Cross Country Ski Area	17	14	10	(3)	-24%	(8)	-78%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	3	3	3	(0)	-1%	(1)	-31%
0.1	5.0	3.1	5	98%	3	97%	Golf Operations	0	1	1	1	98%	1	96%
12.1	20.5	20.1	8	41%	8	40%	Golf Maintenance	4	7	7	2	37%	2	37%
0.9	-	-	(1)	0%	(1)	0%	Campground	0	-	-	(0)	0%	(0)	0%
0.3	0.9	1.1	1	72%	1	76%	Equestrian	0	0	0	0	73%	0	74%
0.3	0.4	0.4	0	22%	0	21%	Bikeworks	0	0	0	0	22%	0	21%
-	2.0	1.6	2	100%	2	100%	Trails	-	0	0	0	100%	0	100%
17.6	17.3	16.4	(0)	-2%	(1)	-8%	The Lodge	19	20	20	0	1%	0	1%
-	1.4	1.3	1	100%	1	100%	Summer Food and Bev	-	0	0	0	100%	0	100%
0.5	3.1	3.6	3	82%	3	85%	Pizza on the Hill	4	4	5	(0)	-11%	0	10%
3.4	3.3	2.3	(0)	-3%	(1)	-50%	Alder Creek Café	6	6	5	(0)	-1%	(1)	-22%
54.5	**77.4**	**70.4**	**22.9**	**30%**	**15.9**	**23%**	**Amenities Total**	**126**	**122**	**116**	**(4)**	**-4%**	**(11)**	**-9%**
40.1	**50.9**	**46.9**	**11**	**21%**	**6.8**	**15%**	**HOA & Amenities Support Services**	**35**	**39**	**37**	**4**	**10%**	**2**	**5%**
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
1.2	2.3	2.4	1	45%	1	48%	Administration	2	2	2	1	24%	1	23%
3.2	2.0	1.6	(1)	-58%	(2)	-99%	Communications	2	2	2	(1)	-33%	(1)	-61%
3.7	3.8	3.6	0	3%	(0)	-3%	Information Tech	3	4	3	1	19%	1	15%
6.1	5.6	6.2	(0)	-8%	0	2%	Accounting	6	6	6	0	1%	(0)	-4%
-	1.2	1.1	1	100%	1	100%	Human Resources	0	1	1	1	68%	1	67%
4.7	6.4	3.9	2	26%	(1)	-21%	Architectural Standards	5	5	4	0	2%	(1)	-25%
2.4	3.1	3.3	1	22%	1	28%	Member Services	3	3	3	0	12%	1	17%
0.1	1.1	2.2	1	87%	2	93%	Risk & Facility Admin	1	1	2	0	6%	1	53%
8.4	15.5	12.4	7	46%	4	33%	Forestry	3	5	3	2	45%	1	16%
10.3	10.0	10.2	(0)	-3%	(0)	-1%	Maintenance	11	10	10	(0)	-3%	(0)	-1%
94.6	**128.3**	**117.3**	33.7	26%	22.7	19%	**Total nonExempt FTEs**	162	161	153	(0.4)	-0.2%	(9.0)	-5.9%

Tahoe Donner Association
Overtime Payroll Hours Report
for the month of May 2019

Month							Department	Year to Date			
			Variance Last Month		Variance to PriorYr					Variance to PriorYr	
Actual	Last Month	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Prior Yr	Amount	Pctg
47	**64**	**55**	**16**	**26%**	**7**	**14%**	**Private Amenities**	**197**	**334**	**137**	**41%**
30	64	46	34	53%	16	34%	Trout Creek Rec Ctr	179	325	145	45%
9	-	-	(9)	0%	(9)	0%	Aquatics	9	-	(9)	0%
-	-	2	-	0%	2	100%	Beach Club Marina	-	2	2	100%
8	-	7	(8)	0%	(1)	-17%	Tennis Center	8	7	(1)	-17%
-	-	0	-	0%	0	100%	Day Camps	-	0	0	100%
0	-	-	(0)	0%	(0)	0%	Recreation Programs	0	-	(0)	0%
349	**439**	**536**	**90**	**20%**	**186**	**35%**	**Public Amenities**	**6,059**	**4,818**	**(1,241)**	**-26%**
6	289	13	283	98%	8	58%	Downhill Ski Area	3,817	2,586	(1,230)	-48%
-	54	-	54	100%	-	0%	Cross Country Ski Area	798	424	(374)	-88%
-	2	-	2	100%	-	0%	Snowplay - Total Tubers	206	152	(54)	-36%
-	-	1	-	0%	1	100%	Golf Operations	-	1	1	100%
263	25	460	(238)	-949%	197	43%	Golf Maintenance	343	628	285	45%
52	-	-	(52)	0%	(52)	0%	Campground	52	-	(52)	0%
-	2	10	2	100%	10	100%	Equestrian	2	22	20	91%
-	-	-	-	0%	-	0%	Bikeworks	-	-	-	0%
-	-	1	-	0%	1	100%	Trails	-	1	1	100%
18	57	24	39	69%	7	28%	The Lodge	396	345	(51)	-15%
-	-	2	-	0%	2	100%	Summer Food and Bev	-	2	2	100%
-	2	24	2	100%	24	100%	Pizza on the Hill	136	572	436	76%
11	8	-	(3)	-42%	(11)	0%	Alder Creek Café	310	85	(225)	-265%
397	**503**	**591**	**106**	**21%**	**194**	**33%**	**Amenities Total**	**6,256**	**5,152**	**(1,104)**	**-21%**
280	**175**	**246**	**(105)**	**-60%**	**(34)**	**-14%**	**HOA & Amenities Support Services**	**1,404**	**944**	**(460)**	**-49%**
-	-	-	-	0%	-	0%	General	-	-	-	0%
38	29	39	(9)	-33%	1	2%	Administration	288	266	(21)	-8%
2	4	11	2	44%	9	80%	Communications	15	42	27	65%
4	1	6	(2)	-186%	2	34%	Information Tech	7	18	10	58%
14	13	32	(1)	-7%	18	56%	Accounting	90	76	(14)	-18%
-	-	4	-	0%	4	100%	Human Resources	3	42	38	92%
8	35	18	27	76%	9	54%	Architectural Standards	206	98	(108)	-111%
17	7	1	(10)	-145%	(16)	-1150%	Member Services	42	11	(30)	-273%
1	13	9	12	90%	8	87%	Risk & Facility Admin	39	29	(10)	-34%
72	30	56	(43)	-145%	(17)	-30%	Forestry	132	70	(61)	-87%
123	44	70	(79)	-181%	(53)	-75%	Maintenance	583	293	(290)	-99%
676	678	836	2	0%	160	19%	**Total Payroll Hours**	7,660	6,096	(1,564)	-26%

Tahoe Donner Association
Statement of Financial Position
Consolidated
May 2019

	Current Month as of May 31, 2019	Last Month as of Apr 30, 2019	Audited Last Year End as of Dec 31, 2018	12Mths Ago as of May 31, 2018	Variance of Current Month Increase (Decrease) to Last Month Amount	to Last Month Pctg	to Last Year End Amount	to Last Year End Pctg	to 12 Months Ago Amount	to 12 Months Ago Pctg
Assets										
Cash & Investments, Restricted	$ 338,889	$ 338,626	$ 337,615	$ 319,498	263	0%	1,274	0%	19,391	6%
Cash & Investments, non-Restricted	31,119,199	31,887,288	23,669,418	27,315,318	(768,090)	-2%	7,449,781	31%	3,803,880	14%
Cash and Investments total	31,458,088	32,225,914	24,007,033	27,634,817	(767,827)	-2%	7,451,055	31%	3,823,271	14%
Member's Dues & Receivables, Net	352,897	371,757	241,528	302,624	(18,860)	-5%	111,369	46%	50,273	17%
Other Receivables	300,321	308,247	259,249	232,166	(7,927)	-3%	41,072	16%	68,154	29%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	274,500	246,462	314,923	302,960	28,039	11%	(40,423)	-13%	(28,459)	-9%
Prepaid Expenses & Other Assets	486,067	494,129	748,910	412,139	(8,061)	-2%	(262,842)	-35%	73,929	18%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(39,639,352)	(39,364,352)	(38,264,352)	(37,014,408)	(275,000)	-1%	(1,375,000)	-4%	(2,624,944)	-7%
NBV of Property & Equipment	40,161,706	40,436,706	41,536,706	39,328,641	(275,000)	-1%	(1,375,000)	-3%	833,065	2%
Construction In Progress	1,001,137	655,873	18,147	1,055,308	345,264	53%	982,989	5417%	(54,171)	-5%
Net Property and Equipment	41,162,843	41,092,579	41,554,854	40,383,949	70,264	0%	(392,011)	-1%	778,894	2%
Total Assets	**$ 74,034,716**	**$ 74,739,088**	**$ 67,126,497**	**$ 69,268,655**	(704,372)	-1%	6,908,219	10%	4,766,061	7%
Liabilities										
Accounts Payable	$ 319,097	$ 243,620	$ 487,502	$ 504,055	75,476	31%	(168,406)	-35%	(184,958)	-37%
Accrued Liabilities	1,459,974	1,255,537	1,488,616	1,177,852	204,437	16%	(28,642)	-2%	282,121	24%
Deferred Revenue, Annual Assessment	3,885,445	4,838,840	3,653,015	3,868,769	(953,395)	-20%	232,430	6%	16,676	0%
Deferred Revenue, Recreation Fee	853,760	810,665	529,630	795,401	43,095	5%	324,130	61%	58,359	7%
Deferred Revenue, All Other	983,807	818,038	619,597	804,438	165,769	20%	364,209	59%	179,369	22%
Deposits	660,502	595,726	532,931	483,370	64,776	11%	127,571	24%	177,132	37%
Total Liabilities	8,162,584	8,562,426	7,311,291	7,633,886	(399,842)	-5%	851,292	12%	528,698	7%
Members' Equity	65,872,132	66,176,662	59,815,205	61,634,769	(304,530)	0%	6,056,927	10%	4,237,363	7%
Total Liabilities and Members' Equity	**$ 74,034,716**	**$ 74,739,088**	**$ 67,126,497**	**$ 69,268,655**	(704,372)	-1%	6,908,219	10%	4,766,061	7%
Balance Check	-	-	-	-						
Members Equity Per Owner (#6473)	$ 10,176	$ 10,223	$ 9,241	$ 9,522	(47)	0%	936	10%	655	7%

Tahoe Donner Association
Statement of Financial Position
Operating Fund
May 2019

	TB REF	Current Month as of May 31, 2019	Last Month as of Apr 30, 2019	Audited Last Year End as of Dec 31, 2018	12Mths Ago as of May 31, 2018	Variance of Current Month Increase (Decrease) to Last Month Amount	Pctg	to Last Year End Amount	Pctg	to 12 Months Ago Amount	Pctg
Assets											
Cash & Investments, Restricted	2	$ 338,889	$ 338,626	$ 337,615	$ 319,498	263	0%	1,274	0%	19,391	6%
Cash & Investments, non-Restricted	1	8,307,910	9,128,922	5,619,298	8,015,643	(821,013)	-9%	2,688,612	48%	292,267	4%
Cash and Investments total		8,646,799	9,467,548	5,956,913	8,335,141	(820,749)	-9%	2,689,885	45%	311,658	4%
Member's Dues & Receivables, Net	3	352,182	371,042	240,813	301,909	(18,860)	-5%	111,369	46%	50,273	17%
Other Receivables	4	165,286	163,156	165,962	62,138	2,131	1%	(676)	0%	103,148	166%
Due From (To) Other Funds	5	1,163,669	738,676	130,684	333,639	424,993	58%	1,032,985	790%	830,030	249%
Inventory	6	274,500	246,462	314,923	302,960	28,039	11%	(40,423)	-13%	(28,459)	-9%
Prepaid Expenses & Other Assets	7	484,829	491,666	748,910	410,952	(6,837)	-1%	(264,081)	-35%	73,877	18%
Gross, Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
Less Accumulated Depreciation		-	-	-	-	-	0%	-	0%	-	0%
NBV of Property & Equipment		-	-	-	-	-	0%	-	0%	-	0%
Construction In Progress		-	-	-	-	-	0%	-	0%	-	0%
Net Property and Equipment		-	-	-	-	-	0%	-	0%	-	0%
Total Assets		**$ 11,087,265**	**$ 11,478,548**	**$ 7,558,205**	**$ 9,746,738**	(391,283)	-3%	3,529,060	47%	1,340,527	14%
Liabilities											
Accounts Payable	11	$ 295,617	$ 216,796	$ 315,280	$ 484,410	78,821	36%	(19,663)	-6%	(188,792)	-39%
Accrued Liabilities	12	1,437,623	1,234,937	1,475,017	1,165,606	202,686	16%	(37,394)	-3%	272,016	23%
Deferred Revenue, Annual Assessment	13	3,885,445	4,838,840	1,643,857	3,868,769	(953,395)	-20%	2,241,588	136%	16,676	0%
Deferred Revenue, Recreation Fee	14	853,760	810,665	529,630	795,401	43,095	5%	324,130	61%	58,359	7%
Deferred Revenue, All Other	15	983,807	818,038	619,597	804,438	165,769	20%	364,209	59%	179,369	22%
Deposits	16	660,502	595,726	532,931	483,270	64,776	11%	127,571	24%	177,232	37%
Total Liabilities		8,116,754	8,515,002	5,116,312	7,601,894	(398,248)	-5%	3,000,442	59%	514,859	7%
Members' Equity	17	2,970,511	2,963,546	2,441,893	2,144,844	6,965	0%	528,618 (A)	22%	825,667	38%
Total Liabilities and Members' Equity		**$ 11,087,265**	**$ 11,478,548**	**$ 7,558,205**	**$ 9,746,738**	(391,283)	-3%	3,529,060	47%	1,340,527	14%
Balance Check		-	-	-	-						
Members' Equity policy target(t) balance		1,421,500	1,421,500	1,100,000	1,100,000	-	0%	321,500	29%	321,500	29%
Members' Equity variance to target		1,549,011	1,542,046	1,341,893	1,044,844	6,965	0%	207,118	15%	504,167	48%

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

Operating Fund - Members' Equity Recon:		
YTD NOR results Favorable (Unfavorable)	528,618	F06.2
Annual Assessment revenue variance to Budget	-	
Members' Equity Transfers In (Out)	-	< GPC CFP Forecast has $1.0m OUT toDVF
Net Change in Members Equity	**528,618**	**(A)**

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Financial Position (Balance Sheet)
OPERATING FUND

Tahoe Donner Association
Statement of Financial Position
Replacement Reserve Fund
May 2019

	Current Month as of May 31, 2019	Last Month as of Apr 30, 2019	Audited Last Year End as of Dec 31, 2018	12Mths Ago as of May 31, 2018	Variance of Current Month Increase (Decrease) to Last Month Amount	to Last Month Pctg	to Last Year End Amount	to Last Year End Pctg	to 12 Months Ago Amount	to 12 Months Ago Pctg
Assets										
Cash & Investments, Restricted	$ -	$ -	$ -	$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	14,843,271	14,809,648	11,879,903	13,237,783	33,623	0%	2,963,368	25%	1,605,488	12%
Cash and Investments total	14,843,271	14,809,648	11,879,903	13,237,783	33,623	0%	2,963,368	25%	1,605,488	12%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	88,270	93,864	68,988	157,117	(5,594)	-6%	19,282	28%	(68,847)	-44%
Due From (To) Other Funds	(729,712)	(385,276)	(23,640)	(53,756)	(344,436)	-89%	(706,072)	-2987%	(675,956)	-1257%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	1,239	2,463	(0)	1,187	(1,225)	-50%	1,239	#######	51	4%
Gross, Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Less Accumulated Depreciation	-	-	-	-	-	0%	-	0%	-	0%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%
Total Assets	**$ 14,203,067**	**$ 14,520,699**	**$ 11,925,251**	**$ 13,342,331**	(317,632)	-2%	2,277,816	19%	860,736	6%
Liabilities										
Accounts Payable	$ 19,986	$ 25,106	$ 162,533	$ 11,578	(5,120)	-20%	(142,547)	-88%	8,408	73%
Accrued Liabilities	16,289	15,122	10,454	8,922	1,167	8%	5,835	56%	7,367	83%
Deferred Revenue, Annual Assessment	-	-	1,351,616	-	-	0%	(1,351,616)	-100%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	100	-	0%	-	0%	(100)	-100%
Total Liabilities	36,275	40,228	1,524,603	20,600	(3,953)	-10%	(1,488,328)	-98%	15,675	76%
Members' Equity	14,166,792	14,480,471	10,400,648	13,321,731	(313,679)	-2%	3,766,144 (A)	36%	845,061	6%
Total Liabilities and Members' Equity	**$ 14,203,067**	**$ 14,520,699**	**$ 11,925,251**	**$ 13,342,331**	(317,632)	-2%	2,277,816	19%	860,736	6%
Balance Check	-	-	-	-						

Replacement Reserve Fund - Members' Equity Recon:		
YTD Revenue less Expenditures	3,766,143	F14
Members' Equity Transfers In (Out)		
Net Change in Members Equity	**3,766,143**	**(A)**

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Financial Position (Balance Sheet)
REPLACEMENT RESERVE FUND

Tahoe Donner Association
Statement of Financial Position
Development Fund
May 2019

	Current Month as of May 31, 2019	Last Month as of Apr 30, 2019	Audited Last Year End as of Dec 31, 2018	12Mths Ago as of May 31, 2018	Variance of Current Month Increase (Decrease) to Last Month Amount	to Last Month Pctg	to Last Year End Amount	to Last Year End Pctg	to 12 Months Ago Amount	to 12 Months Ago Pctg
Assets										
Cash & Investments, Restricted	$ -	$ -	$ -	$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	7,592,902	7,574,466	5,991,735	5,767,613	18,436	0%	1,601,168	27%	1,825,289	32%
Cash and Investments total	7,592,902	7,574,466	5,991,735	5,767,613	18,436	0%	1,601,168	27%	1,825,289	32%
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%
Other Receivables	45,557	49,846	23,535	11,457	(4,289)	-9%	22,023	94%	34,100	298%
Due From (To) Other Funds	(349,934)	(271,418)	(77,349)	(185,997)	(78,516)	-29%	(272,585)	-352%	(163,937)	-88%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%
Gross, Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Less Accumulated Depreciation	-	-	-	-	-	0%	-	0%	-	0%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%
Total Assets	**$ 7,289,241**	**$ 7,353,609**	**$ 5,938,635**	**$ 5,593,789**	(64,369)	-1%	1,350,605	23%	1,695,452	30%
Liabilities										
Accounts Payable	$ 3,493	$ 1,718	$ 9,689	$ 8,068	1,775	103%	(6,196)	-64%	(4,575)	-57%
Accrued Liabilities	6,062	5,478	3,145	3,324	584	11%	2,917	93%	2,738	82%
Deferred Revenue, Annual Assessment	-	-	621,013	-	-	0%	(621,013)	-100%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%
Total Liabilities	9,555	7,196	633,847	11,392	2,359	33%	(624,292)	-98%	(1,837)	-16%
Members' Equity	7,279,686	7,346,414	5,304,789	5,582,397	(66,728)	-1%	1,974,897 (A)	37%	1,697,288	30%
Total Liabilities and Members' Equity	**$ 7,289,241**	**$ 7,353,609**	**$ 5,938,635**	**$ 5,593,789**	(64,369)	-1%	1,350,605	23%	1,695,452	30%
Balance Check	-	-	-	-						

Development Fund - Members' Equity Recon:		
YTD Revenue less Expenditures	1,974,897	F14
Members' Equity Transfers In (Out)	-	< GPC's CFP Forecast has $1.0m IN
Net Change in Members Equity	**1,974,897**	(A)

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Financial Position (Balance Sheet)
DEVELOPMENT FUND

F11.3

Tahoe Donner Association
Statement of Financial Position
New Equipment Fund
May 2019

	Current Month as of May 31, 2019	Last Month as of Apr 30, 2019	Audited Last Year End as of Dec 31, 2018	12Mths Ago as of May 31, 2018	Variance of Current Month Increase (Decrease) to Last Month Amount	to Last Month Pctg	to Last Year End Amount	to Last Year End Pctg	to 12 Months Ago Amount	to 12 Months Ago Pctg
Assets										
Cash & Investments, Restricted	$ -	$ -	$ -	$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	375,116	374,252	178,482	294,280	864	0%	196,634	110%	80,836	27%
Cash and Investments total	375,116	374,252	178,482	294,280	864	0%	196,634	110%	80,836	27%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	1,207	1,382	765	1,454	(174)	-13%	443	58%	(247)	-17%
Due From (To) Other Funds	(84,022)	(81,983)	(29,695)	(93,886)	(2,039)	-2%	(54,327)	-183%	9,864	11%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%
Gross, Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Less Accumulated Depreciation	-	-	-	-	-	0%	-	0%	-	0%
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%
Total Assets	**$ 292,301**	**$ 293,651**	**$ 149,551**	**$ 201,848**	(1,350)	0%	142,750	95%	90,453	45%
Liabilities										
Accounts Payable	$ -	$ -	$ -	$ -	-	0%	-	0%	-	0%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	-	-	36,530	-	-	0%	(36,530)	-100%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%
Total Liabilities	-	-	36,530	-	-	0%	(36,530)	-100%	-	0%
Members' Equity	292,301	293,651	113,021	201,848	(1,350)	0%	179,280	159%	90,453	45%
Total Liabilities and Members' Equity	**$ 292,301**	**$ 293,651**	**$ 149,551**	**$ 201,848**	(1,350)	0%	142,750	95%	90,453	45%
Balance Check	-	-	-	-						

Tahoe Donner Association
Statement of Financial Position
Property Fund
May 2019

	Current Month as of May 31, 2019	Last Month as of Apr 30, 2019	Audited Last Year End as of Dec 31, 2018	12Mths Ago as of May 31, 2018	Variance of Current Month Increase (Decrease) to Last Month Amount	to Last Month Pctg	to Last Year End Amount	to Last Year End Pctg	to 12 Months Ago Amount	to 12 Months Ago Pctg
Assets										
Cash & Investments, Restricted	$ -	$ -	$ -	$ -	-	0%	-	0%	-	0%
Cash & Investments, non-Restricted	-	-	-	-	-	0%	-	0%	-	0%
Cash and Investments total	-	-	-	-	-	0%	-	0%	-	0%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%
Other Receivables	-	-	-	-	-	0%	-	0%	-	0%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	-	-	-	-	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(39,639,352)	(39,364,352)	(38,264,352)	(37,014,408)	(275,000)	-1%	(1,375,000)	-4%	(2,624,944)	-7%
NBV of Property & Equipment	40,161,706	40,436,706	41,536,706	39,328,641	(275,000)	-1%	(1,375,000)	-3%	833,065	2%
Construction In Progress	1,001,137	655,873	18,147	1,055,308	345,264	53%	982,989	5417%	(54,171)	-5%
Net Property and Equipment	41,162,843	41,092,579	41,554,854	40,383,949	70,264	0%	(392,011)	-1%	778,894	2%
Total Assets	**$ 41,162,843**	**$ 41,092,579**	**$ 41,554,854**	**$ 40,383,949**	70,264	0%	(392,011)	-1%	778,894	2%
Liabilities										
Accounts Payable	$ -	$ -	$ -	$ -	-	0%	-	0%	-	0%
Accrued Liabilities	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, Annual Assessment	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, Recreation Fee	-	-	-	-	-	0%	-	0%	-	0%
Deferred Revenue, All Other	-	-	-	-	-	0%	-	0%	-	0%
Deposits	-	-	-	-	-	0%	-	0%	-	0%
Total Liabilities	-	-	-	-	-	0%	-	0%	-	0%
Members' Equity	41,162,843	41,092,579	41,554,854	40,383,949	70,264	0%	(392,011)	-1%	778,894	2%
Total Liabilities and Members' Equity	**$ 41,162,843**	**$ 41,092,579**	**$ 41,554,854**	**$ 40,383,949**	70,264	0%	(392,011)	-1%	778,894	2%
Balance Check	-	-	-	-						
Depreciation Expense YTD	1,375,000	1,100,000	3,284,225	1,350,500	275,000	25%	(1,909,225)	-58%	24,500	2%
Retirement/disposal of Fixed Assets	-									
AD removal YTD										
Net Change in Accum Deprec YTD	1,375,000									

Tahoe Donner Association
Cash and Investments Summary Report
Report for May 2019

		last year end - audited 12/31/2018	1/31/2019	2/28/2019	3/31/2019	4/30/2019	5/31/2019
Consolidated TDA Total		24,007,033	27,067,997	31,734,854	32,714,206	32,225,914	31,458,088
Cash/Money Market		1,786,473	2,227,224	2,007,895	2,684,285	1,500,406	2,104,939
Certificates of Deposit		2,340,160	2,590,160	1,629,239	1,629,197	1,629,197	1,629,197
US Treasuries/GovOblig		13,681,624	16,051,574	21,892,621	22,192,602	22,887,968	21,565,795
Bonds, Corporate		3,552,534	3,552,534	3,558,330	3,558,330	3,558,330	3,507,881
Bonds, Municipal		2,308,627	2,308,627	2,308,627	2,311,388	2,311,388	2,311,388
Restricted Other		337,615	337,878	338,142	338,405	338,626	338,889
Operating Fund	(O)	5,956,913	8,392,104	9,005,806	9,970,547	9,467,548	8,646,799
Cash/Money Market		1,504,482	2,162,611	1,402,282	1,669,072	966,601	987,821
Certificates of Deposit		340,160	340,160	129,239	129,197	129,197	129,197
US Treasuries/GovOblig		3,774,657	5,551,455	7,136,144	7,833,874	8,033,124	7,190,892
Bonds, Corporate		-	-	-	-	-	-
Bonds, Municipals		-	-	-	-	-	-
Restricted Other		337,615	337,878	338,142	338,405	338,626	338,889
Replacement Reserve Fund	(R)	11,879,903	12,504,155	14,793,338	14,801,083	14,809,648	14,843,271
Cash/Money Market		141,863	(77,037)	469,372	872,107	186,875	303,749
Certificates of Deposit		1,750,000	2,000,000	1,250,000	1,250,000	1,250,000	1,250,000
US Treasuries/GovOblig		6,631,359	7,224,511	9,711,489	9,313,739	10,007,536	9,924,285
Bonds, Corporate		1,806,952	1,806,952	1,812,748	1,812,748	1,812,748	1,812,748
Bonds, Municipals		1,549,729	1,549,729	1,549,729	1,552,489	1,552,489	1,552,489
Development Fund	(D)	5,991,735	5,993,248	7,561,475	7,568,332	7,574,466	7,592,902
Cash/Money Market		111,058	112,572	108,787	115,645	319,460	784,256
Certificates of Deposit		250,000	250,000	250,000	250,000	250,000	250,000
US Treasuries/GovOblig		3,126,196	3,126,196	4,698,206	4,698,206	4,500,525	4,104,615
Bonds, Corporate		1,745,582	1,745,582	1,745,582	1,745,582	1,745,582	1,695,133
Bonds, Municipals		758,899	758,899	758,899	758,899	758,899	758,899
New Equipment Fund	(N)	178,482	178,491	374,236	374,244	374,252	375,116
Cash/Money Market		29,070	29,079	27,454	27,462	27,470	29,113
Certificates of Deposit		-	-	-	-	-	-
US Treasuries/GovOblig		149,412	149,412	346,782	346,782	346,782	346,003

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

(R)Stifel, EatonVance & Wells Fargo Securities

(D) (N) Stifel

	YTD 2018	YTD 2019	YTD 2018	YTD 2019	YTD 2018	YTD 2019	For the Month 2018	For the Month 2019
	AVG ME BALANCE		INT INCOME		Earnings %		Earnings %	
OP Fund	7,390,963	8,622,045	34,646	65,991	1.1%	1.8%	1.3%	2.0%
RR Fund	13,599,788	13,938,566	76,639	127,888	1.4%	2.2%	1.8%	2.2%
DEV Fund	5,289,631	7,047,026	23,747	73,190	1.1%	2.5%	1.5%	2.2%
NE Fund	252,539	309,137	1,491	3,077	1.4%	2.4%	1.6%	2.2%
Combined Totals	26,532,921	29,916,775	136,523	270,146	1.2%	2.2%	1.6%	2.1%

CASH FLOW RECON

$ Thousands

	Month	YTD
OPF NOR Gain (Loss)	(948)	(1,282)
CurrAssets Decr (incr)	(12)	262
CurrLiab Incr (decr)	553	619
CapFds Expenditures	(406)	(1,224)
CapFds AAs Rev	-	7,023
OPFds AA Rev	955	1,811
AR/DefRevAA change	(934)	121
AA 3rows subtotal	*21*	*8,955*
All other changes, net	24	121
Net Change in Cash and Investments	$ (768)	$ 7,451

Cash & Investments - Current Balance Flow Thru:

Current Month End Balance	31,458
OPF NOR Loss (remaining Mths @ Bdg)	(3,885)
RRF Spend 2019	(5,021)
NEF Spend 2019	(245)
DVF Spend 2019	(2,158)
All other cash flow changes, net	(1,613)
Raw Ending Balance *	**18,536**

Distribution of Raw Ending Balance:

YE Forecasted Members Equity, RRF	10,180
YE Forecasted Members Equity, NEF	65
YE Forecasted Members Equity, DVF	5,320
PYE Members Equity, OPF	2,442
YTD NOR Performance to Bdg, OPF	529
OPF ME excess to target $1.5m	
* Raw Ending Balance * - excludes misc	**18,536**
working capital items and AA pmts FNY	-

Director of Finance and Accounting

Board Treasurer

Tahoe Donner Association
Cash and Investments Sub Summary Report
Report Date 5/31/2019

Consolidated TDA Total

		Stifel	WFBrkr	EatonV	Plumas Bk	MutOmh	TriCoBk	Bkf West	WF Bank	Trusts	Internal	**Total**
last month	4/30/2019	19,339,125	8,500,907	3,126,674	-	129,197	757,714	56,265	261,624	82,051	(27,642)	**32,225,914**
Transfers IN (Out)		-	(900,000)	-	-	-	900,000	-	-	-	-	**-**
All other Activities		29,790	21,835	11,579	-	-	(894,456)	3	3	250	63,169	**(767,827)**
current month	5/31/2019	19,368,915	7,622,742	3,138,254	-	129,197	763,258	56,268	261,627	82,301	35,526	**31,458,088**

Replacement Reserve Fund

	Stifel	WFBrkr	EatonCB	EatonMB	Total
4/30/2019	7,134,995	4,547,979	1,549,527	1,577,148	14,809,648
Transfers IN (Out)					-
All other Activities	6,920	15,124	5,577	6,002	33,623
5/31/2019	7,141,915	4,563,103	1,555,104	1,583,150	14,843,271

Development Fund

	Stifel
4/30/2019	7,574,466
All other Activities	18,436
5/31/2019	7,592,902

New Equipment Fund

	Stifel
4/30/2019	374,252
All other Activities	864
5/31/2019	375,116

Operating Fund

	Stifel	WFBrkr	PlumasBk	MutOmh	TriCoBk	Bkf West	WF Bank	WFB ASO	Trusts	Internal	Total
4/30/2019	4,255,412	3,952,928	-	129,197	757,714	56,265	5,049	256,575	82,051	(27,642)	9,467,548
Transfers IN (Out)		(900,000)			900,000						-
All other Activities	3,570	6,711	-	-	(894,456)	3	(10)	13	250	63,169	(820,749)
5/31/2019	4,258,982	3,059,639	-	129,197	763,258	56,268	5,039	256,588	82,301	35,526	8,646,799

see next page for Maturities by Fund

FUND	Investment Category	Investment Description	Yield To Maturity	ALL FUNDS - Maturity Values by # of Months from 05/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1	0	
				1	2	3	6	12	24	36	48	60	72	72	
			wgt avgs												
ALL FUNDS	cash/mm	cash and money market funds	0.5%	1,244,847	-	-	-	-	-	-	-	-	-	1,244,847	4%
ALL FUNDS	UST	US Treasuries	2.2%	4,900,000	4,550,000	7,850,000	2,200,000	1,300,000	1,000,000	-	-	-	-	21,800,000	72%
ALL FUNDS	CD	Bank Certificates of Deposit	2.0%	-	750,000	250,000	250,000	133,166	250,000	-	-	-	-	1,633,166	5%
ALL FUNDS	Bonds-M	Municipal Bonds	2.4%	-	-	-	-	-	390,000	530,000	845,000	365,000	15,000	2,145,000	7%
ALL FUNDS	Bonds-C	Corporate Bonds	2.8%	-	-	-	300,000	250,000	925,000	551,000	693,000	703,000	134,000	3,556,000	12%
			2.2%	6,144,847	5,300,000	8,100,000	2,750,000	1,683,166	2,565,000	1,081,000	1,538,000	1,068,000	149,000	30,379,013	100%
		10.8 WghtAvg Maturity in Months		20%	17%	27%	9%	6%	8%	4%	5%	4%	0%	100%	
		Wght Avg Yield by Maturity Range	2.2%	1.9%	2.2%	2.2%	2.3%	2.4%	2.1%	2.5%	2.7%	3.0%	3.3%		

Note1 - Operating Cash Accounts excluded from this Maturities Report Note2 - cash funds in investment accounts vary in part to near end of month maturities, as well as, upcoming transfers Out for working capital needs.

Tahoe Donner Association - Investments Report - Maturity Bands Schedule as of May 31, 2019

Replacement Reserve Fund

FUND	Investment Category	Investment Description	Yield To Maturity	0 1	1.1 2	2.1 3	3.1 6	6.1 12	12.1 24	24.1 36	36.1 48	48.1 60	60.1 72	TOTAL 0 72	
			wgt avgs												
RRF	cash/mm	cash and money market funds	0.5%	303,749	-	-	-	-	-	-	-	-	-	303,749	2%
RRF	UST	US Treasuries	2.2%	1,300,000	2,500,000	4,300,000	1,650,000	300,000	-	-	-	-	-	10,050,000	68%
RRF	CD	Bank Certificates of Deposit	2.0%	-	750,000	250,000	-	-	250,000	-	-	-	-	1,250,000	8%
RRF	Bonds-M	Municipal Bonds	2.0%	-	-	-	-	-	390,000	330,000	515,000	145,000	15,000	1,395,000	9%
RRF	Bonds-C	Corporate Bonds	2.7%	-	-	-	300,000	-	175,000	401,000	368,000	428,000	134,000	1,806,000	12%
			2.2%	1,603,749	3,250,000	4,550,000	1,950,000	300,000	815,000	731,000	883,000	573,000	149,000	14,804,749	100%
	11.5	*WghtAvg Maturity in Months*		*11%*	*22%*	*31%*	*13%*	*2%*	*6%*	*5%*	*6%*	*4%*	*1%*	*100%*	
		Wght Avg Yield by Maturity Range	2.2%	2.0%	2.1%	2.1%	2.4%	2.2%	2.1%	2.2%	2.5%	2.9%	3.3%		

Maturity Values by # of Months from 05/31/2019

Development Fund

FUND	Investment Category	Investment Description	Yield To Maturity	0 1	1.1 2	2.1 3	3.1 6	6.1 12	12.1 24	24.1 36	36.1 48	48.1 60	60.1 72	TOTAL 0 72	
			wgt avgs												
DVF	cash/mm	cash and money market funds	0.5%	784,256	-	-	-	-	-	-	-	-	-	784,256	10%
DVF	UST	US Treasuries	2.1%	1,300,000	-	1,850,000	-	1,000,000	-	-	-	-	-	4,150,000	54%
DVF	CD	Bank Certificates of Deposit	1.8%	-	-	-	250,000	-	-	-	-	-	-	250,000	3%
DVF	Bonds-M	Municipal Bonds	3.0%	-	-	-	-	-	-	200,000	330,000	220,000	-	750,000	10%
DVF	Bonds-C	Corporate Bonds	2.9%	-	-	-	-	250,000	750,000	150,000	325,000	275,000	-	1,750,000	23%
			2.2%	2,084,256	-	1,850,000	250,000	1,250,000	750,000	350,000	655,000	495,000	-	7,684,256	100%
	15.1	*WghtAvg Maturity in Months*		27%	0%	24%	3%	16%	10%	5%	9%	6%	0%	100%	
		Wght Avg Yield by Maturity Range	2.2%	1.2%	0.0%	2.4%	1.8%	2.4%	2.7%	3.0%	3.0%	3.2%	0.0%		

Maturity Values by # of Months from 05/31/2019

New Equipment Fund

FUND	Investment Category	Investment Description	Yield To Maturity	0 1	1.1 2	2.1 3	3.1 6	6.1 12	12.1 24	24.1 36	36.1 48	48.1 60	60.1 72	TOTAL 0 72	
			wgt avgs												
NEF	cash/mm	cash and money market funds	0.5%	29,113	-	-	-	-	-	-	-	-	-	29,113	8%
NEF	UST	US Treasuries	2.3%	-	-	200,000	150,000	-	-	-	-	-	-	350,000	92%
NEF	CD	Bank Certificates of Deposit	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
NEF	Bonds-M	Municipal Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
NEF	Bonds-C	Corporate Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
			2.2%	29,113	-	200,000	150,000	-	-	-	-	-	-	379,113	100%
	4.0	*WghtAvg Maturity in Months*		8%	0%	53%	40%	0%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	2.2%	0.5%	0.0%	2.4%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

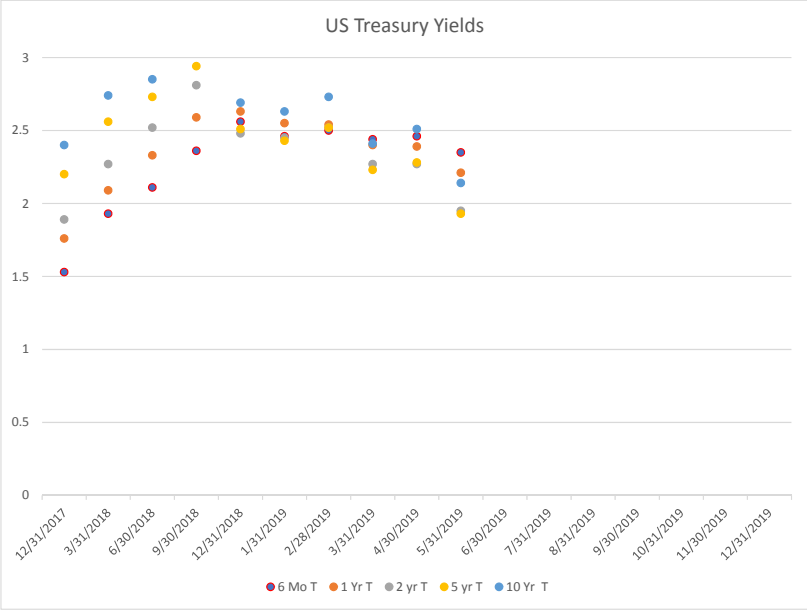
Maturity Values by # of Months from 05/31/2019

Operating Fund

FUND	Investment Category	Investment Description	Yield To Maturity	0 1	1.1 2	2.1 3	3.1 6	6.1 12	12.1 24	24.1 36	36.1 48	48.1 60	60.1 72	TOTAL 0 72	
			wgt avgs												
OPF	cash/mm	cash and money market funds	0.5%	127,729	-	-	-	-	-	-	-	-	-	127,729	2%
OPF	UST	US Treasuries	2.2%	2,300,000	2,050,000	1,500,000	400,000	-	1,000,000	-	-	-	-	7,250,000	97%
OPF	CD	Bank Certificates of Deposit	2.3%	-	-	-	-	133,166	-	-	-	-	-	133,166	2%
OPF	Bonds-M	Municipal Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
OPF	Bonds-C	Corporate Bonds	0.0%	-	-	-	-	-	-	-	-	-	-	-	0%
			2.1%	2,427,729	2,050,000	1,500,000	400,000	133,166	1,000,000	-	-	-	-	7,510,895	100%
	5.2	*WghtAvg Maturity in Months*		32%	27%	20%	5%	2%	13%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	2.1%	2.3%	2.3%	2.0%	2.4%	2.3%	1.6%	0.0%	0.0%	0.0%	0.0%		

Maturity Values by # of Months from 05/31/2019

Note1 - Operating Cash Accounts excluded from this Maturities Report Note2 - cash funds in investment accounts vary in part to near end of month maturies, as well as, upcoming transfers Out for working capital needs.



Source: Vanguard 6/14/2019

New Issue CDs	Yield 1 - 3 months	6 month	9 month	1 year	18 month	2 year	3 year	4 year	5 year	7 year	10 year
New Issue CDs	2.35%	2.35%	2.25%	2.25%	2.20%	2.30%	2.40%	2.45%	2.35%	—	—

Bonds	Yield 1 year	2 year	3 year	5 year	7 year	10 year	20 year	30 year
Treasuries	2.21%	2.00%	1.83%	1.86%	1.97%	2.09%	2.51%	2.59%
Agencies	2.33%	2.35%	2.46%	2.51%	2.94%	3.07%	3.56%	3.20%
Municipals highest grade	1.53%	1.60%	1.69%	1.70%	2.10%	2.41%	3.18%	3.16%
Municipals high grade	1.69%	1.70%	1.78%	2.24%	2.40%	2.72%	3.16%	3.35%
Municipals upper-medium grade	1.72%	1.73%	2.01%	2.76%	2.50%	3.24%	3.45%	3.26%
Municipals investment grade	1.71%	2.18%	2.29%	2.65%	2.89%	3.36%	3.68%	3.57%
Corporates highest grade	2.16%	2.05%	2.08%	2.13%	2.45%	2.65%	3.41%	3.34%
Corporates high grade	2.24%	2.42%	2.40%	2.50%	2.78%	2.84%	3.72%	3.72%
Corporates upper-medium grade	2.55%	2.64%	2.56%	2.95%	3.29%	3.65%	4.54%	4.58%
Corporates investment grade	3.14%	4.24%	4.94%	5.45%	6.47%	5.99%	7.53%	7.69%

DJIA	**26089.61**	**-17.16**	**-0.07%**
S&P 500	2886.98	-4.66	-0.16%

<<<< June 14, 2019

Kiplinger's - as of 6/14/2019

GDP	2.6% growth in '19 More »
JOBS	Job gains about 160,000 per month in '19 More »
INTEREST RATES	10-year T-notes at 2.8% by end '19 More »
INFLATION	Up 2.2% in '19 More »
BUSINESS SPENDING	Up 5% in '19 as global growth slows More »
ENERGY	Crude trading from $60 to $65 per barrel in August More »
HOUSING	5.35 million existing-home sales in '19, up 0.2% More »
RETAIL SALES	Growing 4.3% in '19 (excluding gas and autos) More »
TRADE DEFICIT	Widening 7%-8% in '19 More »

CA Avg, Reg Unleaded (S)

5/31/2018	12/31/2018	2/28/2019	3/31/2019	4/30/2019	5/31/2019	Currrent Month Change to LTM	PYE	Last Mth
$ 3.62	$ 3.29	$ 3.16	$ 3.27	$3.82	$3.95	$ 0.33	$ 0.66	$0.13
						9%	20%	3%

(S) source = average for month - regular

https://www.eia.gov/dnav/pet/pet_pri_gnd_dcus_sca_m.htm

C P I

FED BLS - Monthly - CPI-U - May 2019 - 1yr : 1.8%, US City (2.0% last month)
FED BLS - Monthly - CPI-U - May 2019 - 1yr : 2.9%, West (2.9% last month)
FED BLS - Bi-Monthly CPI-U - April 2019 - 1yr : 4.0%, **SF-Oak-Hay** (3.5% Feb19)

Unemployment, USA	3.6% / 3.6% / 3.8%	< *USA May19/Apr19/May18*
Unemployment, CA	4.3% / 4.3% / 4.3%	< *CA Apr19/Mar19/Apr18*

Tahoe Donner Association
Inventory Balances Report
May 2019

		Last Three Months			12Mths Ago	Last YE
		as of Mar 31, 2019	as of Apr 30, 2019	as of May 31, 2019	as of May 31, 2018	as of Dec 31, 2018
Total, ALL		**251,885**	**246,360**	**274,399**	**302,960**	**314,822**
subtotal	**Food and Beverage accounts (F&B)**	109,377	102,449	112,261	108,715	119,438
subtotal	**Retail Merchandise accounts**	142,508	143,912	162,138	194,245	195,383
subtotal	**The Lodge F&B accounts**	63,446	66,300	69,405	64,701	64,590
	Inventory Account					
11412	Inv Retail Trout Creek	13,465	13,678	13,846	17,046	13,154
11413	Inv Retail eStore	-	-	-	-	-
11414	Inv Retail Member Services	14,163	13,727	13,451	17,120	13,510
11415	Inv Retail Bikeworks	21,105	21,015	24,876	17,986	21,105
11416	Inv Retail The Lodge	-	-	-	-	-
11417	Inv Retail Alder Creek Cafe	105	187	202	123	155
11418	Inv Retail Vending Machine	-	-	-	-	-
11419	Inv Retail DHSki Shop	37,891	33,260	33,260	37,631	60,043
11422	Inv Retail Cross Country	13,306	10,321	9,420	28,397	46,281
11423	Inv Retail Snowplay	329	325	0	26	370
11424	Inv Retail Golf Pro Shop	32,294	41,547	53,554	56,589	30,915
11425	Inv Retail Tennis	6,801	6,801	10,084	14,258	6,801
11426	Inv Retail Marina	514	514	907	468	514
11427	Inv Retail Equestrian	2,379	2,379	2,379	4,422	2,379
11428	Inv Retail Recreation	158	158	158	179	158
11429	Inv Retail Golf Special Order	-	-	-	-	-
		-	-	-	-	-
11611	Inv DHS Food Meat	1,858	1,190	616	396	2,340
11612	Inv DHS Food Seafood	198	151	4	97	241
11613	Inv DHS Food Produce	65	0	0	35	290
11614	Inv DHS Food Dairy	702	138	(19)	268	983
11615	Inv DHS Food NABev	1,851	1,217	929	1,041	2,745
11616	Inv DHS Food Other	4,756	1,990	1,155	2,023	8,518
11617	Inv DHS Bev Beer	979	204	204	841	1,191
11618	Inv DHS Bev Liquor	8,360	7,476	7,455	6,847	8,346
11619	Inv DHS Bev Wine	2,224	1,455	1,455	952	1,910
11621	Inv Trailer Food Meat	122	122	122	162	161
11622	Inv Trailer Food Seafood	-	-	-	-	-
11623	Inv Trailer Food Produce	-	-	-	-	-
11624	Inv Trailer Food Dairy	58	58	58	(0)	97
11625	Inv Trailer Food NABev	110	110	110	-	76
11626	Inv Trailer Food Other	422	422	422	320	359
11631	Inv ACAC Food Meat	783	616	993	1,156	1,239
11632	Inv ACAC Food Seafood	216	126	552	179	518
11633	Inv ACAC Food Produce	806	144	579	507	1,306
11634	Inv ACAC Food Dairy	521	416	470	589	667
11635	Inv ACAC Food NABev	638	575	681	784	672
11636	Inv ACAC Food Other	3,851	2,823	3,544	4,145	4,621
11637	Inv ACAC Bev Beer	689	984	1,257	1,079	1,232
11639	Inv ACAC Bev Wine	1,776	2,005	1,747	1,608	1,377

		Last Three Months			12Mths Ago	Last YE
		as of Mar 31, 2019	as of Apr 30, 2019	as of May 31, 2019	as of May 31, 2018	as of Dec 31, 2018
	Inventory Account					
11641	Inv Marina Food Meat	-	-	846	1,119	-
11642	Inv Marina Food Seafood	-	-	147	110	0
11643	Inv Marina Food Produce	-	-	37	3	(0)
11644	Inv Marina Food Dairy	-	-	377	165	(0)
11645	Inv Marina Food NABev	-	-	1,134	1,148	0
11646	Inv Marina Food Other	202	202	2,694	2,507	346
11647	Inv Marina Bev Beer	-	-	717	489	0
11648	Inv Marina Bev Liquor	524	524	1,237	1,420	524
11649	Inv Marina Bev Wine	328	328	412	427	328
11661	Inv Pizza Food Meat	1,579	977	977	942	2,057
11663	Inv Pizza Food Produce	396	145	145	640	642
11664	Inv Pizza Food Dairy	587	706	706	1,288	1,481
11665	Inv Pizza Food NABev	1,153	558	558	936	1,123
11666	Inv Pizza Food Other	4,494	5,165	5,165	2,293	4,169
11667	Inv Pizza Bev Beer	1,663	1,036	908	1,069	1,671
11669	Inv Pizza Bev Wine	2,801	3,066	3,012	3,043	2,984
11671	Inv SMRFaB Food Meat	308	308	308	505	185
11672	Inv SMRFaB Food Seafood	-	-	-	15	0
11673	Inv SMRFaB Food Produce	-	-	-	63	-
11674	Inv SMRFaB Food Dairy	129	129	129	242	100
11675	Inv SMRFaB Food NABev	93	93	93	304	93
11676	Inv SMRFaB Food Other	660	660	660	1,444	226
11677	Inv SMRFaB Bev Beer	-	-	-	307	(0)
11678	Inv SMRFaB Bev Liquor	-	-	-	168	-
11679	Inv SMRFaB Bev Wine	-	-	-	18	(0)
11681	Inv Lodge Food Meat	2,672	3,033	3,417	2,914	5,766
11682	Inv Lodge Food Seafood	770	932	1,110	967	3,004
11683	Inv Lodge Food Produce	938	1,272	441	1,374	1,895
11684	Inv Lodge Food Dairy	1,391	1,546	1,382	1,428	1,636
11685	Inv Lodge Food NABev	631	805	781	1,239	972
11686	Inv Lodge Food Other	6,490	6,965	7,147	6,318	6,124
11687	Inv Lodge Bev Beer	2,882	2,054	2,243	2,663	2,672
11688	Inv Lodge Bev Liquor	16,553	16,589	15,886	19,562	17,282
11689	Inv Lodge Bev Wine	31,120	33,105	36,998	28,236	25,239
11695	Inventory-Tennis Beverage	28	28	186	174	28
11696	Inventory-Tennis Food	-	-	73	145	-
11411	Inv Transfer	-	-	-	-	-

TAHOE DONNER ASSOCIATION
Capital Funds Summary
For the Five Months Ending May 31, 2019

		5-months YTD 2019 YTD Actual	12-months 2019 Budget	YTD Actual vs Budget	12-months w/Actual FBCF 2019 FORECAST		Forecast vs Budget	
REPLACEMENT RESERVE FUND (902)								
2018 YEAR END 12/31/2018, Beginning Balance		$ 10,400,649	$ 9,900,000	$ 500,649	$ 10,400,649		$ 500,649	5%
ASSESSMENT CONTRIBUTION		4,661,000	4,661,000	-	4,661,000		-	0%
Operating Fund Balance Transfer - IN		-	-	-	-		-	na
INTEREST INCOME		127,888	172,000	(44,112)	200,000		*28,000*	16%
SALVAGE RECEIPTS		12,401	30,000	(17,599)	30,000		-	0%
INCOME TAX EXPENSE		(5,835)	(14,000)	8,165	(2,000)		*12,000*	-86%
BAD DEBT EXPENSE		(4,000)	(12,000)	8,000	(12,000)		-	0%
ALLOCATED OVERHEAD		(31,385)	(77,000)	45,615	(77,000)		-	0%
EXPENDITURES FOR CAPITAL ADDITIONS	C	(753,240)	(3,721,000)	2,967,760	(3,770,705)	F	*(49,705)*	1%
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES	M	(240,686)	(1,319,000)	1,078,314	(1,249,944)		*69,056*	-5%
Replacement Reserve Fund Balance		**$ 14,166,792**	**$ 9,620,000**	**$ 4,546,792**	**$ 10,180,000**	F	**$ 560,000**	**6%**
NEW EQUIPMENT FUND (905)								
2018 YEAR END 12/31/2018, Beginning Balance		$ 113,021	$ 54,000	$ 59,021	$ 113,021		$ 59,021	109%
ASSESSMENT CONTRIBUTION		194,000	194,000	-	194,000		-	0%
INTEREST INCOME		3,077	3,000	77	3,000		-	0%
INCOME TAX EXPENSE		-	-	-	-		-	na
EXPENDITURES FOR CAPITAL ADDITIONS	C	(17,797)	(187,000)	169,203	(245,021)		(58,021)	31%
NM&E Fund Balance		**$ 292,301**	**$ 64,000**	**$ 228,301**	**$ 65,000**		**$ 1,000**	**2%**
DEVELOPMENT FUND (903) -								
2018 YEAR END 12/31/2018, Beginning Balance		$ 5,304,788	$ 4,950,000	$ 354,788	$ 5,304,788		$ 354,788	7%
ASSESSMENT CONTRIBUTION - Regular		2,168,000	2,168,000	-	2,168,000		-	0%
Operating Fund Balance Transfer - IN		-	-	-	-		-	na
INTEREST INCOME		73,190	86,000 -	(12,810)	140,000		54,000	63%
INCOME TAX EXPENSE		(2,917)	(7,000)	4,083	(11,000)		(4,000)	57%
BAD DEBT EXPENSE		(1,500)	(5,000)	3,500	(5,000)		-	0%
ALLOCATED OVERHEAD		(49,615)	(120,000)	70,385	(120,000)		-	0%
EXPENDITURES FOR CAPITAL ADDITIONS	C	(211,952)	(1,850,000)	1,638,048	(2,136,788)	D	(286,788)	16%
MAJOR R&M, PROJECTS & LEASE EXPENSES	M	(309)	(50,000)	49,691	(20,000)		30,000	-60%
Development Fund Balance		**$ 7,279,685**	**$ 5,172,000**	**$ 2,107,685**	**$ 5,320,000**	F	**$ 148,000**	**3%**
			DHSki Lodge replacement designed savings		**$ 2,075,000**	< subject to review		
			All other DVF Projects designed savings		**$ 3,245,000**	< subject to review		
Combined CAPITAL FUNDS ACTIVITY - Year to Date								
EXPENDITURES FOR CAPITAL ADDITIONS	C	(982,989)	(5,758,000)	4,775,011	(6,152,514)		(394,514)	
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES	M	(240,995)	(1,369,000)	1,128,005	(1,269,944)		99,056	
YTD CAPITAL FUNDS TOTAL		**(1,223,985)**	**(7,127,000)**	**5,903,015**	**(7,422,458)**		**(295,458)**	

CIP beginning balance (@ 1/1/2019)		$ 18,147
Net, CIP YTD Activity	C	$ 982,989
Less Capitalized/place in service to Property Fund - PP&E		-
CIP Balance (g/l # 904-16510)		**$ 1,001,137**

F - see Recon, next page,

D - see page 3 for Development Fund Activity Schedule
D Forecast to updated in March for February Reporting

Tahoe Donner Association

Capital Funds Ending Balance Reconcilation - Budget versus Forecast

For the Five Months Ending May 31, 2019

Replacement Reserve Fund

Change		Budget	Actual	diff	
500,649	2019 Beginning Fund Balance > Budget	9,900,000	10,400,649	500,649	
		Budget	Forecast	diff	
-	2019 projects, net, capital	-	-	-	
(268,870)	2018 projects, net, capital	3,721,000	3,989,870	(268,870)	
22,583	2018 projects, net, expense	1,319,000	1,296,417	22,583	
(26,485)	2018 projects, net, capital, accellerations	-	26,485	(26,485)	
(1,200)	2018 projects, net, expense, accellerations	-	1,200	(1,200)	
(85,196)	2017 projects, net, capital	-	85,196	(85,196)	S
-	2017 projects, net, expense	-	-	-	
-	2017 accellerations, capital	-	-	-	
-	2017 accellerations, expense	-	-	-	
-	2016 projects, net, capital	-	-	-	
330,846	projects to carry-over to 2019+, capital	-	(330,846)	330,846	
47,673	projects to carry-over to 2019+, expense	-	(47,673)	47,673	
-	rounding/other				
-	Salvage Receipts Forecast adjustment, 201	30,000	30,000	-	
28,000	Interest Income Forecast adjustment, 2019	172,000	200,000	28,000	
12,000	Income Tax Forecast adjustment, 2019	(14,000)	(2,000)	12,000	
-	Bad Debt Exp Forecast adjustment, 2019	(12,000)	(12,000)	-	
-	Transfer in from Operating Fund	-	-	-	
	S *2018 carryovers, TBD refine for February Reporting, rough estimate currently*				
560,000	Total, change schedule above				
		Budget	Forecast	diff	
560,000	Variance of Ending Fund Balance 2019	9,620,000	10,180,000	560,000	
(0)	*Reconciliation difference*		**Above recons fund balance flux.**		

Development Fund

Change		Budget	Actual	diff
354,788	2019 Beginning Fund Balance > Budget	4,950,000	5,304,788	354,788
		Budget	Forecast	diff
-	Association, New Accessability ImprovementSS	50,000	50,000	-
30,000	Association, Member Surveys	50,000	20,000	30,000
-	Alder Creek Adventure Center, Master Plan	10,000	10,000	-
-	Cross Country Ski, Snowmaking	100,000	100,000	-
-	Northwoods Clubhouse, Master Plan	10,000	10,000	-
-	Downhill Ski - Daylodge/SkierServices/Lifts, soft cc	200,000	200,000	-
-	Downhill Ski - Snowmaking phase 2	600,000	600,000	-
-	Downhill Ski - regrading mile run, soft costs	50,000	50,000	-
-	Beach Club Marina, Master Plan	10,000	10,000	-
(50,000)	The Lodge, covered walkway in parking lot	75,000	125,000	(50,000)
-	Trails, new trail(s) per trails master plan	100,000	100,000	-
-	Trout Creek Recreation Facility, Master Plan	10,000	10,000	-
(121,000)	Trout Creek Recreation Facility, Remodel 2019 DF	275,000	396,000	(121,000)
-	Snowplay, snowmaking	100,000	100,000	-
-	Association, Feasability Studies	10,000	10,000	-
-	Direct Payroll Charge	191,000	191,000	-
(78,984)	Land Acquisition, Other Projects, Contingency	59,000	137,984	(78,984)
Carry-Over Projects (not budgeted to carry-over) and Added Projects:				
(7,304)	DHSki Eagle Rock Shrouding and Charilift Relocati	-	7,304	(7,304)
(4,500)	Alder Creek Adv Center, Building (PUD deposit mi	-	4,500	(4,500)
(25,000)	Equine Campus - Asphalt Parking/Walkways (permi	-	25,000	(25,000)
			Timing between years	
			Board Approved in prior years	
-	Bad Debt Expense Forc vs Budget, 2019	(5,000)	(5,000)	-
-	Allocated Overhead Expense Forc vs Budget, 2019	(120,000)	(120,000)	-
54,000	Interest Income Forecast adjustment, 2019	86,000	140,000	54,000
(4,000)	Income Tax Forecast adjustment, 2019	(7,000)	(11,000)	(4,000)
-	other recon / rounding item			
148,000	Total, change schedule above			

note - not all DF projects listed above, only this with flux. See next page for full DF spend report.

		Budget	Forecast	diff
148,000	Variance of Ending Fund Balance 2019	5,172,000	5,320,000	148,000
0	*Reconciliation difference*		**Above recons fund balance flux.**	

TAHOE DONNER ASSOCIATION

Capital Projection Schedule- Development Fund

For the Five Months Ending May 31, 2019
201905

YYYY	Mo
2019	5

		5-months YTD 2019 YTD Actual	12-months 2019 Budget (B	12-months 2019 FORECAST w/Actual FBCF		Forecast vs Budget	
DEVELOPMENT FUND (903) -							
2018 YEAR END 12/31/2018, Beginning Balance		$ 5,304,788	$ 4,950,000	$ 5,304,788		$ 354,788	7%
ASSESSMENT CONTRIBUTION - Regular		2,168,000	2,168,000	2,168,000		-	0%
Operating Fund Balance Transfer - IN		-	-	-		-	na
INTEREST INCOME		73,190	86,000	140,000		54,000	63%
INCOME TAX EXPENSE		(2,917)	(7,000)	(11,000)		(4,000)	57%
BAD DEBT EXPENSE		(1,500)	(5,000)	(5,000)		-	0%
ALLOCATED OVERHEAD		(49,615)	(120,000)	(120,000)		-	0%
EXPENDITURES FOR CAPITAL ADDITIONS	C	(211,952)	(1,850,000)	(2,136,788)		(286,788)	16%
MAJOR R&M, PROJECTS & LEASE EXPENSES	E	(309)	(50,000)	(20,000)		30,000	-60%
Development Fund Balance		**$ 7,279,685**	**$ 5,172,000**	**$ 5,320,000**	**(F**	**$ 148,000**	**3%**
				see Blue shade note below			

	Project YR		YEAR 2019 SPEND YTD Actual	BUDGET (B	FORECAST (F		PROJECT #
Total, all below			**212,261**	**1,900,000**	**2,156,788**		
Association, New Accessability ImprovementSS	2019	C	8,914	50,000	50,000		931-010-277
Association, Member Surveys	2019	E	309	50,000	20,000		933-005-281
Alder Creek Adventure Center, Master Plan	2019	C	-	10,000	10,000		
Cross Country Ski, Snowmaking	2019	C	3,550	100,000	100,000		931-110-271
Northwoods Clubhouse, Master Plan	2019	C	-	10,000	10,000		
Downhill Ski - Daylodge/SkierServices/Lifts, soft costs	2019	C	-	200,000	200,000		
Downhill Ski - Snowmaking phase 2	2019	C	4,350	600,000	600,000		931-210-272
Downhill Ski - regrading mile run, soft costs	2019	C	10,466	50,000	50,000		931-210-275
Beach Club Marina, Master Plan	2019	C	-	10,000	10,000		
The Lodge, covered walkway in parking lot	2019	C	-	75,000	125,000	< project scope WIP	
Trails, new trail(s) per trails master plan	2019	C	1,318	100,000	100,000		931-051-276
Trout Creek Recreation Facility, Master Plan	2019	C	-	10,000	10,000		831-132-323
Trout Creek Recreation Facility, Remodel 2019 DF portion	2019	C	90,610	275,000	396,000	(T	931-132-256
Snowplay, snowmaking	2019	C	400	100,000	100,000		931-216-273
Association, Feasability Studies	2019	C	-	10,000	10,000		
Direct Payroll Charge	2019	C	79,585	191,000	191,000		931-165-267
Land Acquisition, Other Projects, Contingency	2019	C	-	59,000	137,984		
Carry-Over Projects (not budgeted to carry-over) and Added Projects:							
DHSki Eagle Rock Shrouding and Charilift Relocation	2018	C	7,304	-	7,304		831-211-311
Alder Creek Adv Center, Building (PUD deposit misapplied)	2012	C	4,500	-	4,500		231-110-554
Equine Campus - Asphalt Parking/Walkways (permit reqm)	2017	C	955	-	25,000		731-080-311
							-

(T) more in 2019 due to not spent in 2018

B) - Budget as approved in fall and published in Budget Report

F) - Forecast Spend and YE Balance Projection are current estimates.

4/2019 CFP by GPC has $1m transfer in from OPF to DVF

Year	Month	2019 05	Tahoe Donner Asssociatic	2019 Capital Spending Master Scl	65,000	Act>Forc	:Date Last Modified	:Date Last Modified
2019	05	< Report Month		New Machinery & Equipment Fund			6/13/19	6/13/2019

0	**NEF Fund TL, Capital**	**240,800**	**241,266**	**245,021**	**(3,755)**	**17,797**	**49,708**	**227,224**	**(40)**		
1	2019 NMEF-CAP	240,800	240,800	244,555	(3,755)	17,331	17,331	227,224	(40)	Budget 2019 projects	
0	2019 NMEF-ADD	-	-	-	-	-	-	-	-	projects added (via contingency) in 2019	
0	2018 NMEF-CAP	-	466	466	-	466	32,378	-	-	carry over projects	
0	2017 NMEF-CAP	-	-	-	-	-	-	-	-	carry over projects	
0	2016 NMEF-CAP	-	-	-	-	-	-	-	-	carry over projects	

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2019 SPEND Carryover$s	Notes
851 010 315	2018 NMEF-CAP	ASO Workstation	ASO	C	12	-	271	271	-	271	2,766	-	-	carryover project from py
851 010 294	2018 NMEF-CAP	HVAC for Mezzanine	ASO	C	12	-	196	196	-	196	29,612	-	-	carryover project from py
951 025 257	2019 NMEF-CAP	CRM Software - Marketing	MIS	C	12	30,000	30,000	30,000	-	10,398	10,398	19,602	-	
951 025 258	2019 NMEF-CAP	Cellphone Booster - Trout Creek	Trout Creek	C	12	30,000	30,000	30,000	-	1,894	1,894	28,106	-	Changed from The Lodge during TCRC remc
951 025 259	2019 NMEF-CAP	Forestry Workstation - Defensible Space	Forestry	C	12	2,800	2,800	2,800	-	-	-	2,800	-	
951 050 260	2019 NMEF-CAP	Chipper Brush Bandit Model 250XP	Forestry	C	03	54,000	54,000	54,000	-	-	-	54,000	-	
951 051 261	2019 NMEF-CAP	Trail Counters	Trails	C	12	5,000	5,000	5,000	-	-	-	5,000	-	
951 080 262	2019 NMEF-CAP	Toro Workman (1 New) - Equestrian	Equestrian	C	12	31,000	31,000	31,000	-	-	-	31,000	-	
951 090 263	2019 NMEF-CAP	Pickleball windscreen	Tennis	C	12	2,000	2,000	2,040	(40)	2,040	2,040	-	(40)	
951 100 264	2019 NMEF-CAP	Bear Boxes	Campground	C	12	8,000	8,000	8,000	-	-	-	8,000	-	
951 145 265	2019 NMEF-CAP	Rolling Canoe Racks	Day Camps	C	12	3,000	3,000	3,000	-	2,998	2,998	2	-	
	2019 NMEF-CAP			C	12	-	-	-	-	-	-	-	-	
	2019 NMEF-CAP	NEF Contingency 2019	Various	C	99	75,000	75,000	78,715	(3,715)	-	-	78,715	-	

Year	Month	2019 05	Tahoe Donner Asssociation	2019 Capital Spending Master Schedule	Act>Forc	:Date Last Modified	:Date Last Modified
2019	05	< Report Month		Replacement Reserve Fund 10,180,000		6/13/19	6/13/2019

Replacement Reserve TL				**5,040,000**	**5,003,987**	**5,020,649**	**(16,661)**	**993,926**	**2,755,269**	**4,026,720**	**378,519**		
Capital				**3,721,000**	**3,755,603**	**3,770,705**	**(15,102)**	**753,240**	**2,440,979**	**3,017,465**	**330,846**		
Expense				**1,319,000**	**1,248,385**	**1,249,944**	**(1,559)**	**240,686**	**314,290**	**1,009,255**	**47,673**		
Project #	**Category**	**Component**	**Location**	**Type**	**2019 Planned Month**	**2019 BUDGET**	**2019 REVISED BUDGET**	**2019 FORECAST**	**2019 Revised Budget vs Forecast**	**2019 YTD Actual**	**ITD Actual**	**2019 SPEND TO GO**	**2020+ SPEND Carryover$s Reset in Study**	**Notes**
# of Projects													
17		**by Project Yr/Fund Type**				-	-	-	-	-	-	-	-	
0		2016 RR-CAP				-	-	-	-	-	-	-	-	carry-over projects
0		2017 RR-CAP				-	-	-	-	-	-	-	-	carry-over projects
14		2018 RR-CAP				-	85,196	85,196	-	30,196	1,708,786	55,000	-	carry-over projects
3		2018 RR-EXP				-	-	-	-	3,781	40,342	(3,781)	-	carry-over projects
0		2018 RR-ACC-CAP				-	-	-	-	-	-	-	-	carry-over projects
0		2018 RR-ACC-EXP				-	-	-	-	-	-	-	-	carry-over projects
207		2019 RR-CAP				3,721,000	3,643,921	3,659,024	(15,102)	720,847	729,994	2,938,177	330,846	Budget 2018 projects
106		2019 RR-EXP				1,319,000	1,248,385	1,248,744	(359)	235,705	272,748	1,013,036	47,673	Budget 2018 projects
3		2019 RR-ACC-CAP				-	26,485	26,485	-	2,198	2,198	24,288	-	2018 projects added in 2018
1		2019 RR-ACC-EXP				-	-	1,200	(1,200)	1,200	1,200	-	-	2018 projects added in 2018
334		**by Location**				-	-	-	-	-	-	-	-	
16		Administration				880,499	577,019	577,019	-	75,171	127,909	501,848	-	
2		Alder Creek Café				7,121	7,121	7,121	-	490	490	6,631	-	
2		Bikeworks				26,187	26,187	26,187	-	-	-	26,187	-	
4		Campground				28,549	28,549	28,549	-	1,391	1,391	27,158	-	
3		Chalet House				24,891	24,891	24,891	-	-	-	24,891	-	
15		Cross Country				113,583	137,645	137,645	-	33,186	77,997	104,459	-	
0		Day Camps				-	-	-	-	-	-	-	-	
4		Equestrian Center				17,660	17,660	17,660	-	1,290	1,290	16,369	-	
0		Facilities Administration				-	-	-	-	-	-	-	-	
9		Forestry				382,264	382,444	393,134	(10,690)	86,940	138,133	306,194	-	
3		General				1,849	51,849	53,395	(1,546)	-	-	53,395	-	
6		General Maintenance				30,382	30,382	30,382	-	4,235	4,235	26,148	-	
17		Golf Course				736,358	741,358	741,358	-	45,383	55,750	695,972	-	
1		Golf Complex				13,675	13,675	13,675	-	12,596	12,596	1,079	-	
10		Maintenance				101,435	101,435	101,435	-	-	-	101,434	-	
19		Marina				109,542	50,915	51,045	(131)	29,301	29,301	21,743	59,508	
51		IT				480,841	484,760	485,060	(300)	198,771	198,771	286,289	7,152	
3		No.Woods Pool-Bldg.				59,134	59,134	59,134	-	-	-	59,134	53,696	
8		Northwoods				46,470	261,470	264,224	(2,754)	209,530	223,258	54,694	-	
0		Northwoods Pool				-	-	-	-	-	-	-	-	
9		Pizza				38,430	44,051	44,051	-	6,543	7,428	37,508	20,346	
3		Recreation				29,100	29,100	29,141	(41)	27,092	27,092	2,050	-	
13		Ski Area-Mtn Ops				114,667	121,200	121,200	-	6,532	85,185	114,667	-	
8		Ski Area Rentl-Rtl				84,428	84,428	84,428	-	-	-	84,429	-	
7		Ski Area - Lift Maintenance				92,531	94,184	94,184	-	10,695	1,436,160	83,489	-	
3		Ski Area - Vehicle Maintenance				43,806	43,806	43,806	-	-	-	43,807	-	
0		Ski-Ops				-	-	-	-	-	-	-	-	
3		Snowplay				31,303	31,303	31,303	-	-	-	31,304	-	
7		Tennis Complex				48,882	48,882	48,882	-	13,336	13,336	35,546	-	
22		The Lodge				85,425	95,457	96,657	(1,200)	17,441	82,555	79,215	12,739	
19		Trails				348,456	352,551	352,551	-	4,095	22,485	348,457	145,324	
52		Trout Creek BLDG				869,002	869,002	869,002	-	199,809	199,809	669,193	19,016	
15		Trout Creek POOLSPA				193,530	193,530	193,530	-	10,099	10,099	183,430	60,738	
0		Trout Creek FITNESSEQ				-	-	-	-	-	-	-	-	
0		Trout Creek OTHER				-	-	-	-	-	-	-	-	
0		Various				-	-	-	-	-	-	-	-	
0		Vehicle Maintenance				-	-	-	-	-	-	-	-	
0		Vehicle/Fleet				-	-	-	-	-	-	-	-	
0		Winter Food-Beverge				-	-	-	-	-	-	-	-	
2018 & prior Carryovers in 2019 RR Expenditures Total						-	-	*0,000 carry-over variance*						

2019	05	< Report Month

Replacement Reserve Fund *10,180,000* 6/13/19 6/13/2019

Replacement Reserve TL					**5,040,000**	**5,003,987**	**5,020,649**	**(16,661)**	**993,926**	**2,755,269**	**4,026,720**	**378,519**	
Capital					**3,721,000**	**3,755,603**	**3,770,705**	**(15,102)**	**753,240**	**2,440,979**	**3,017,465**	**330,846**	
Expense					**1,319,000**	**1,248,385**	**1,249,944**	**(1,559)**	**240,686**	**314,290**	**1,009,255**	**47,673**	

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryover$s Reset in Study	Notes
	2019 RR Expenditures Total, per 2019 Budget Report					5,040,000								
Project #	Category	Component	Location	Type	2019 Plan	2019 BUDG	2019 REVIS	2019 FOREC	2019 Revised E	2019 YTD Act	ITD Actual	2019 SPEND	2020+ SPEND Carryover$s Reset in Study	
821 128 314	2018 RR-CAP	White Tent 40x80	The Lodge	C	12	-	7,532	7,532	-	7,532	62,968	-	-	
821 051 207	2018 RR-CAP	Trail TC Trailhead Remodel	Trails	C	12	-	4,095	4,095	-	4,095	22,485	-	-	
821 110 024	2018 RR-CAP	Wayfinding Signage Winter	Cross Country	C	12	-	62	62	-	62	13,608	-	-	
821 010 291	2018 RR-CAP	Com Dep Office Furniture	Administration	C	12	-	-	-	-	-	2,538	-	-	
821 110 023	2018 RR-CAP	Signage Exterior Trail Maps	Cross Country	C	12	-	521	521	-	521	4,572	-	-	
821 210 182	2018 RR-CAP	Trail Map Signage 4	Ski Area-Mtn Ops	C	12	-	1,081	1,081	-	1,081	3,594	-	-	
821 150 364	2018 RR-CAP	Prep snk and refurbish - Ice Machine Ro	Pizza	C	12	-	3,087	3,087	-	3,087	3,972	-	-	
821 150 131	2018 RR-CAP	Service Station Cabinets -2	Pizza	C	12	-	2,533	2,533	-	2,533	2,533	-	-	
	2018 RR-CAP	Placeholder Estimate (all locations)	General	C	12	-	50,000	50,000	-	-	-	50,000	-	need to review carryovers with Capital Projects
821 125 359	2018 RR-CAP	Fairways/Rough Remodel - Agency and (	Golf Course	C	12	-	5,000	5,000	-	-	10,366	5,000	-	
821 211 310	2018 RR-CAP	Snowbird Chairlift	Ski Area - Lift Maintenance	C	12	-	1,653	1,653	-	1,653	1,427,118	-	-	
821 110 019	2018 RR-CAP	Trail Improvements - 2018	Cross Country	C	12	-	4,000	4,000	-	4,000	22,066	-	-	
821 050 038	2018 RR-CAP	Chipper Brush Bandit 250 xp 2008	Forestry	C	12	-	180	180	-	180	51,373	-	-	
821 215 167	2018 RR-CAP	Rental Equipment	Ski Area-Mtn Ops	C	12	-	5,451	5,451	-	5,451	81,591	-	-	to research, may be 2019 project?
921 010 001	2019 RR-CAP	CASp Improvements Year 1	Administration	C	12	509,930	294,930	294,930	-	-	-	294,930	-	
921 010 270	2019 RR-CAP	NWCH Exterior Restrooms CASp Impro	Northwoods	C	12	-	215,000	215,000	-	192,276	192,276	22,724	-	
921 010 002	2019 RR-CAP	Holiday Decorations	Administration	C	12	3,082	3,082	3,082	-	-	-	3,082	-	
921 010 003	2019 RR-CAP	Radio Equipment -5-	Administration	C	12	3,536	3,536	3,536	-	-	-	3,536	-	
921 010 282	2019 RR-ACC-CAP	Radio Repeater Equipment	Administration	C	06		12,750	12,750	-	23	23	12,728	-	DP-Accel
921 010 004	2019 RR-CAP	Managerial Desk Replacement	Administration	C	12	5,027	5,027	5,027	-	2,983	2,983	2,045	-	
921 010 005	2019 RR-CAP	NW & NW Monument Sign Landscape	Administration	C	12	7,459	7,459	7,459	-	-	-	7,459	-	
921 010 012	2019 RR-CAP	Association Signage - General	Administration	C	12	2,035	2,035	2,035	-	-	-	2,035	-	
921 010 013	2019 RR-CAP	No. 141 - Ford 15 - Explorer Sport - 7K(	Administration	C	12	67,474	67,474	67,474	-	-	-	67,474	-	
921 155 014	2019 RR-CAP	China / Glassware	Alder Creek Café	C	12	5,087	5,087	5,087	-	457	457	4,629	-	
921 155 015	2019 RR-CAP	Smallwares / Flatware	Alder Creek Café	C	12	2,035	2,035	2,035	-	32	32	2,002	-	
921 141 016	2019 RR-CAP	Bike Rentals	Bikeworks	C	12	21,989	21,989	21,989	-	-	-	21,989	-	
921 141 017	2019 RR-CAP	Bikes - Day Camps	Bikeworks	C	12	4,198	4,198	4,198	-	-	-	4,198	-	
921 100 019	2019 RR-CAP	Tables-Picnic - Supplemental	Campground	C	12	5,087	5,087	5,087	-	-	-	5,087	-	
923 010 023	2019 RR-CAP	Building - Roof & Decking Repairs	Chalet House	C	12	15,107	15,107	15,107	-	-	-	15,107	-	
923 010 024	2019 RR-CAP	Building - Siding Repairs	Chalet House	C	12	5,087	5,087	5,087	-	-	-	5,087	-	
921 110 027	2019 RR-CAP	Trail maintenance 2019 only	Cross Country	C	12	28,786	28,786	28,786	-	-	-	28,786	-	
921 110 030	2019 RR-CAP	Umbrellas / Stands	Cross Country	C	12	2,052	2,052	2,052	-	-	-	2,052	-	
921 110 031	2019 RR-CAP	Wayfinding Signage - Winter - Suppleme	Cross Country	C	12	3,054	3,054	3,054	-	503	503	2,551	-	
921 110 032	2019 RR-CAP	Ski- Boot- Poles Rental - 2019 only	Cross Country	C	12	20,243	20,243	20,243	-	-	-	20,243	-	
921 110 033	2019 RR-CAP	Biathlon Equipment	Cross Country	C	12	9,224	9,224	9,224	-	-	9,148	9,224	-	
921 110 034	2019 RR-CAP	Groomer Tracks no3	Cross Country	C	12	15,313	15,313	15,313	-	-	-	15,313	-	
921 110 035	2019 RR-CAP	Skandic Skidoo	Cross Country	C	12	17,750	17,750	17,750	-	15,575	15,575	2,175	-	
921 110 269	2019 RR-ACC-CAP	Building-Rental Room-Exterior Doors	Cross Country	C	06		11,235	11,235	-	26	26	11,210	-	DP-Accel
921 080 036	2019 RR-CAP	English Tack	Equestrian Center	C	12	4,538	4,538	4,538	-	-	-	4,538	-	
921 080 037	2019 RR-CAP	Horses	Equestrian Center	C	12	5,817	5,817	5,817	-	1,290	1,290	4,527	-	
921 080 038	2019 RR-CAP	Paddock Sets - 4 -	Equestrian Center	C	12	3,255	3,255	3,255	-	-	-	3,255	-	
921 050 040	2019 RR-CAP	Gate: Alder Creek/Euer Valley - 2	Forestry	C	12	11,961	11,961	11,961	-	-	-	11,961	-	
921 050 041	2019 RR-CAP	Gate: Crabtree Access - 2	Forestry	C	12	11,844	11,844	11,844	-	-	-	11,844	-	
921 050 042	2019 RR-CAP	Gate: Lower Carpenter Valley	Forestry	C	12	6,074	6,074	6,074	-	-	-	6,074	-	
921 050 047	2019 RR-CAP	No. 089 - Ford 03 - F550 Chip Truck - 7	Forestry	C	12	77,137	77,137	87,827	(10,690)	86,760	86,760	1,067	-	DP-Increase
921 005 053	2019 RR-CAP	Signage-Boat & Trailer - Spaces	General Maintenance	C	12	2,036	2,036	2,036	-	1,330	1,330	705	-	
921 125 057	2019 RR-CAP	Tee Markers	Golf Course	C	12	5,555	5,555	5,555	-	-	-	5,555	-	
921 125 058	2019 RR-CAP	Broyhill Greens Keeper	Golf Course	C	12	4,787	4,787	4,787	-	-	-	4,787	-	
921 125 059	2019 RR-CAP	Mower Walk Bhnd Grns -1a-	Golf Course	C	12	11,438	11,438	11,438	-	-	-	11,438	-	
921 125 060	2019 RR-CAP	Mower Walk Bhnd Grns -1b-	Golf Course	C	12	11,438	11,438	11,438	-	-	-	11,438	-	
921 125 061	2019 RR-CAP	Mower Walk Bhnd Grns -1c-	Golf Course	C	12	11,438	11,438	11,438	-	-	-	11,438	-	
921 125 062	2019 RR-CAP	Rollers Greens Turfs -3-	Golf Course	C	12	18,063	18,063	18,063	-	-	-	18,063	-	
921 125 063	2019 RR-CAP	Sand - Seed Buckets	Golf Course	C	12	10,413	10,413	10,413	-	-	-	10,413	-	

2019	05	< Report Month

Replacement Reserve Fund *10,180,000* 6/13/19 6/13/2019

		Replacement Reserve TL				**5,040,000**	**5,003,987**	**5,020,649**	**(16,661)**	**993,926**	**2,755,269**	**4,026,720**	**378,519**	
		Capital				**3,721,000**	**3,755,603**	**3,770,705**	**(15,102)**	**753,240**	**2,440,979**	**3,017,465**	**330,846**	
		Expense				**1,319,000**	**1,248,385**	**1,249,944**	**(1,559)**	**240,686**	**314,290**	**1,009,255**	**47,673**	
Project #	**Category**	**Component**	**Location**	**Type**	**2019 Planned Month**	**2019 BUDGET**	**2019 REVISED BUDGET**	**2019 FORECAST**	**2019 Revised Budget vs Forecast**	**2019 YTD Actual**	**ITD Actual**	**2019 SPEND TO GO**	**2020+ SPEND Carryover$s Reset in Study**	**Notes**
921 125 064	2019 RR-CAP	Toro Workman hd-xd	Golf Course	C	12	30,605	30,605	30,605	-	-	-	30,605	-	
921 125 065	2019 RR-CAP	Irrigation Heads	Golf Course	C	12	21,126	21,126	21,126	-	21,065	21,065	60	-	
921 125 066	2019 RR-CAP	Fairways/Rough Remodel - Agency and (	Golf Course	C	12	500,207	500,207	500,207	-	22,254	22,254	477,953	-	probable delay to 2020
921 125 069	2019 RR-CAP	Bridges Year 2	Golf Course	C	12	21,258	21,258	21,258	-	-	-	21,258	-	
921 125 070	2019 RR-CAP	No. 137 - Ford 07 - F150 - 8M11322 - C	Golf Course	C	12	49,400	49,400	49,400	-	-	-	49,400	-	
921 025 071	2019 RR-CAP	Desktop Printers -10-	IT	C	12	3,216	3,216	3,216	-	1,245	1,245	1,971	-	
921 025 075	2019 RR-CAP	POS Hardware	IT	C	12	4,337	4,337	4,337	-	4,109	4,109	228	-	
921 025 076	2019 RR-CAP	POS Terminal	IT	C	12	11,331	11,331	11,331	-	10,190	10,190	1,140	-	
921 025 077	2019 RR-CAP	POS(1) Aloha	IT	C	12	2,259	2,259	2,259	-	518	518	1,741	-	
921 025 078	2019 RR-CAP	RTP Systems(2) Hardware and Software	IT	C	12	8,098	8,098	8,098	-	-	-	8,098	-	
921 025 079	2019 RR-CAP	Server- Hardware - B	IT	C	12	6,036	6,036	6,036	-	3,623	3,623	2,413	-	
921 025 082	2019 RR-CAP	UPS Units- Network	IT	C	12	6,470	6,470	6,470	-	1,862	1,862	4,608	-	
921 025 083	2019 RR-CAP	UPS Units- Workstation	IT	C	12	3,444	3,444	3,444	-	1,236	1,236	2,208	-	
921 025 085	2019 RR-CAP	Workstations- Communics.	IT	C	12	9,596	9,596	9,596	-	5,243	5,243	4,353	-	
921 025 086	2019 RR-CAP	Workstations- Managers (A)	IT	C	12	25,307	25,307	25,307	-	14,264	14,264	11,044	-	
921 025 087	2019 RR-CAP	ACAC -TIVO TV controllers (9)	IT	C	12	2,025	2,025	2,025	-	-	-	2,025	-	
921 025 088	2019 RR-CAP	AV Systems Amenities - Meadow Room	IT	C	12	10,629	10,629	10,629	-	9,900	9,900	729	-	
921 025 089	2019 RR-CAP	Digital Signage - TV's	IT	C	12	20,424	20,424	20,424	-	16,931	16,931	3,493	-	
921 025 090	2019 RR-CAP	VOIP-Physical Phones	IT	C	12	36,443	36,443	36,443	-	2,325	2,325	34,118	-	
921 025 091	2019 RR-CAP	Weather Station - Marina	IT	C	12	2,100	2,100	2,100	-	-	-	2,100	-	
921 025 092	2019 RR-CAP	Workstations- Laptop (B)	IT	C	12	3,387	3,387	3,387	-	2,594	2,594	793	-	
921 025 093	2019 RR-CAP	Network Wiring - Amenity Fiber	IT	C	12	10,123	10,123	10,123	-	-	-	10,123	-	
921 025 096	2019 RR-CAP	Annual Conference Room Improvements	IT	C	12	5,002	5,002	5,002	-	3,651	3,651	1,351	-	
923 025 103	2019 RR-CAP	Loyalty Software	IT	C	12	12,510	12,510	12,510	-	-	-	12,510	-	
921 025 107	2019 RR-CAP	Marketing Webcam	IT	C	12	4,112	4,112	4,112	-	-	-	4,112	-	
921 025 108	2019 RR-CAP	Ntwrk Softwr- OS	IT	C	12	2,596	2,596	2,596	-	19	19	2,576	-	
921 025 109	2019 RR-CAP	POS Equip- Barcode Scanners	IT	C	12	3,084	3,084	3,084	-	1,494	1,494	1,590	3,000	
921 025 111	2019 RR-CAP	POS Terminals- Hardware	IT	C	12	18,523	18,523	18,523	-	5,508	5,508	13,015	-	
921 025 113	2019 RR-CAP	Security Video Systems	IT	C	12	24,056	24,056	24,056	-	3,947	3,947	20,109	700	
921 025 116	2019 RR-CAP	Unitrends Enterprise Backup	IT	C	12	6,087	6,087	6,087	-	-	-	6,087	-	
	2019 RR-CAP	Zendesk - Member Services	IT	C	12	11,743	-	-	-	-	-	-	300	reclass to E, see E section
921 025 118	2019 RR-CAP	Cell Phones - Supplemental	IT	C	12	3,847	3,847	3,847	-	2,239	2,239	1,608	-	
921 160 122	2019 RR-CAP	Fuel Tanks	Maintenance	C	12	48,084	48,084	48,084	-	-	-	48,084	-	
921 160 123	2019 RR-CAP	Tire Chains Ldr no. HE102	Maintenance	C	12	7,971	7,971	7,971	-	-	-	7,971	-	
921 160 124	2019 RR-CAP	Tool - Bandsaw-metal / Wet Saw	Maintenance	C	12	2,834	2,834	2,834	-	-	-	2,834	-	
921 160 125	2019 RR-CAP	Tool Inventory	Maintenance	C	12	2,039	2,039	2,039	-	-	-	2,039	-	
923 160 126	2019 RR-CAP	Building - Flooring Epoxy	Maintenance	C	12	10,123	10,123	10,123	-	-	-	10,123	-	
923 160 127	2019 RR-CAP	Vehicle Maint Bay - Epoxy Flooring	Maintenance	C	12	11,190	11,190	11,190	-	-	-	11,190	-	
921 160 128	2019 RR-CAP	Office Furniture	Maintenance	C	12	5,281	5,281	5,281	-	-	-	5,281	-	
923 160 129	2019 RR-CAP	SnapOn Software Upgrade	Maintenance	C	12	1,130	1,130	1,130	-	-	-	1,130	-	
921 060 132	2019 RR-CAP	Kayaks-One Man (2)	Marina	C	12	2,025	2,025	2,025	-	4,079	4,079	(2,054)	-	
921 060 133	2019 RR-CAP	Kayaks-Two Man (2)	Marina	C	12	2,610	2,610	2,610	-	229	229	2,381	-	
921 060 134	2019 RR-CAP	Sailboat-Getaway Rig	Marina	C	12	2,227	2,227	2,227	-	2,210	2,210	17	-	
921 060 135	2019 RR-CAP	Sailboat-Wave Rigs (2)	Marina	C	12	2,733	2,733	2,864	(131)	2,864	2,864	-	-	
921 060 136	2019 RR-CAP	Windsurfer Rigs	Marina	C	12	2,030	2,030	2,030	-	1,918	1,918	111	-	
921 060 138	2019 RR-CAP	Inflatables - WIBIT	Marina	C	12	2,024	2,024	2,024	-	1,514	1,514	511	-	
921 060 139	2019 RR-CAP	Tool Inventory - Marina	Marina	C	12	2,050	2,050	2,050	-	528	528	1,521	-	
921 060 142	2019 RR-CAP	Marina Beach Repairs	Marina	C	12	2,300	-	-	-	-	-	-	-	*reclass to E, see E section*
921 060 143	2019 RR-CAP	State Land Commission Lease	Marina	C	12	3,527	-	-	-	-	-	-	-	*reclass to E, see E section*
921 060 145	2019 RR-CAP	Furniture- Beach - Chaises	Marina	C	99	45,605	540	540	-	540	540	-	45,065	*Defer to 2020*
921 060 146	2019 RR-CAP	Furniture- Beach - Tables & Chairs	Marina	C	99	15,202	759	759	-	759	759	-	14,443	*Defer to 2020*
921 130 147	2019 RR-CAP	NWDS Furniture- Pool Deck - Chaise	No.Woods Pool-Bldg.	C	99	35,798	35,798	35,798	-	-	-	35,798	35,798	*Defer to 2020*
921 130 148	2019 RR-CAP	NWDS Furniture- Pool Deck - Tables &	No.Woods Pool-Bldg.	C	99	17,898	17,898	17,898	-	-	-	17,898	17,898	*Defer to 2020*
921 130 149	2019 RR-CAP	Pool Cover - Winter	No.Woods Pool-Bldg.	C	12	5,438	5,438	5,438	-	-	-	5,438	-	
921 005 153	2019 RR-CAP	Furniture Banq-Meet- Chairs	Northwoods	C	12	6,074	6,074	6,074	-	5,869	5,869	205	-	
921 005 154	2019 RR-CAP	Air Compressor - Sprinkler System	Northwoods	C	12	2,046	2,046	4,800	(2,754)	4,345	4,345	455	-	*DP - Increase*

2019	05	< Report Month

Replacement Reserve Fund *10,180,000* 6/13/19 6/13/2019

Replacement Reserve TL					**5,040,000**	**5,003,987**	**5,020,649**	**(16,661)**	**993,926**	**2,755,269**	**4,026,720**	**378,519**	
Capital					**3,721,000**	**3,755,603**	**3,770,705**	**(15,102)**	**753,240**	**2,440,979**	**3,017,465**	**330,846**	
Expense					**1,319,000**	**1,248,385**	**1,249,944**	**(1,559)**	**240,686**	**314,290**	**1,009,255**	**47,673**	

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryover$s Reset in Study	Notes
923 005 155	2019 RR-CAP	Design costs - NWCH - 1-Office	Northwoods	C	12	14,265	14,265	14,265	-	-	-	14,265	-	
921 150 156	2019 RR-CAP	Flooring Kitchen	Pizza	C	99	20,346	20,346	20,346	-	-	-	20,346	20,346	*Deferred*
921 150 157	2019 RR-CAP	Cold Box Sandwch Prp - Large and Sma	Pizza	C	12	3,087	3,087	3,087	-	-	-	3,087	-	
921 150 158	2019 RR-CAP	Cold Box Sandwch Prp - Medium	Pizza	C	12	2,025	2,025	2,025	-	-	-	2,025	-	
921 150 159	2019 RR-CAP	Ice Cream-Freezer	Pizza	C	12	1,316	1,316	1,316	-	-	-	1,316	-	
921 150 160	2019 RR-CAP	Smallwares / Flatware	Pizza	C	12	2,039	2,039	2,039	-	524	524	1,515	-	or is this China and Glassware? ACC
921 150 161	2019 RR-CAP	Tableware	Pizza	C	12	7,592	7,592	7,592	-	398	398	7,194	-	
921 150 162	2019 RR-CAP	Warming Cabinet	Pizza	C	12	2,025	2,025	2,025	-	-	-	2,025	-	
921 140 163	2019 RR-CAP	Event Sound & Communication System	Recreation	C	12	6,061	6,061	6,102	(41)	6,102	6,102	-	-	
921 140 164	2019 RR-CAP	EZ Up - Logo'd Event Equipment - incl I	Recreation	C	12	21,003	21,003	21,003	-	18,955	18,955	2,048	-	
921 140 165	2019 RR-CAP	Umbrellas/Stands - Bocce courts	Recreation	C	12	2,037	2,037	2,037	-	2,035	2,035	2	-	
921 211 167	2019 RR-CAP	Eagle Rock Chair Pads	Ski Area - Lift Maintenance	C	12	16,277	16,277	16,277	-	-	-	16,277	-	
921 211 168	2019 RR-CAP	Eagle Rock Grips (10)	Ski Area - Lift Maintenance	C	12	15,271	15,271	15,271	-	-	-	15,271	-	
921 211 169	2019 RR-CAP	Eagle Rock Sheaves	Ski Area - Lift Maintenance	C	12	10,195	10,195	10,195	-	9,042	9,042	1,153	-	
921 211 171	2019 RR-CAP	Rhino Utility Vehicle 2008	Ski Area - Lift Maintenance	C	12	18,221	18,221	18,221	-	-	-	18,221	-	
921 210 173	2019 RR-CAP	Groomer - Tiller no 2	Ski Area - Vehicle Maintenance	C	12	16,197	16,197	16,197	-	-	-	16,197	-	
921 210 174	2019 RR-CAP	Groomer Tracks no. 1	Ski Area - Vehicle Maintenance	C	12	12,307	12,307	12,307	-	-	-	12,307	-	
921 215 175	2019 RR-CAP	AD Skis and Bindings - A (Starting 2019	Ski Area Rentl-Rtl	C	12	16,096	16,096	16,096	-	-	-	16,096	-	
921 215 176	2019 RR-CAP	Child Skis & Bindings - A (Starting 2019	Ski Area Rentl-Rtl	C	12	9,786	9,786	9,786	-	-	-	9,786	-	
921 215 177	2019 RR-CAP	Demo Skis - A (Starting 2019 - 5 yr cycl	Ski Area Rentl-Rtl	C	12	10,244	10,244	10,244	-	-	-	10,244	-	
921 215 178	2019 RR-CAP	Poles - A (Starting 2019 - 5 yr cycle)	Ski Area Rentl-Rtl	C	12	4,122	4,122	4,122	-	-	-	4,122	-	
921 215 179	2019 RR-CAP	Ski Boots - A (Starting 2019 - 5 yr cycle	Ski Area Rentl-Rtl	C	12	12,926	12,926	12,926	-	-	-	12,926	-	
921 215 180	2019 RR-CAP	Snowboard Bindings - A (Starting 2019 -	Ski Area Rentl-Rtl	C	12	16,584	16,584	16,584	-	-	-	16,584	-	
921 215 181	2019 RR-CAP	Snowboard Boots - A (Starting 2019 - 5	Ski Area Rentl-Rtl	C	12	5,220	5,220	5,220	-	-	-	5,220	-	
921 215 182	2019 RR-CAP	Snowboards - A (Starting 2019 - 5 yr cy	Ski Area Rentl-Rtl	C	12	9,451	9,451	9,451	-	-	-	9,451	-	
923 210 183	2019 RR-CAP	DSL Asphalt Repairs	Ski Area-Mtn Ops	C	12	10,085	10,085	10,085	-	-	-	10,085	-	
921 210 190	2019 RR-CAP	Trail maintenance 2019 only	Ski Area-Mtn Ops	C	12	39,915	39,915	39,915	-	-	-	39,915	-	
921 210 192	2019 RR-CAP	Ski Area Signage - Supplemental	Ski Area-Mtn Ops	C	12	5,087	5,087	5,087	-	-	-	5,087	-	
921 210 193	2019 RR-CAP	Ski School Learning Equipment	Ski Area-Mtn Ops	C	12	20,246	20,246	20,246	-	-	-	20,246	-	
921 216 194	2019 RR-CAP	Snowplay Fencing	Snowplay	C	12	2,648	2,648	2,648	-	-	-	2,648	-	
921 216 196	2019 RR-CAP	Snowplay Fire Pits - 4 -	Snowplay	C	12	3,473	3,473	3,473	-	-	-	3,473	-	
921 090 199	2019 RR-CAP	Furn Lounge	Tennis Complex	C	12	9,111	9,111	9,111	-	5,539	5,539	3,571	-	
921 090 200	2019 RR-CAP	Furn Patio Umbrella	Tennis Complex	C	12	3,044	3,044	3,044	-	-	-	3,044	-	
921 090 201	2019 RR-CAP	Outdoor Patio and Deck Furniture Repai	Tennis Complex	C	12	3,037	3,037	3,037	-	2,998	2,998	38	-	
923 090 203	2019 RR-CAP	Court Resurf. 10-11	Tennis Complex	C	12	18,930	18,930	18,930	-	-	-	18,930	-	
921 128 204	2019 RR-CAP	Appliance - Ice Maker - Manitowoc	The Lodge	C	99	3,454	3,454	3,454	-	-	-	3,454	3,454	deferred to 2020
921 128 205	2019 RR-CAP	Appliance - Kegerator - Banquets	The Lodge	C	12	3,242	3,242	3,242	-	-	-	3,242	-	
921 128 206	2019 RR-CAP	Appliance - Remote Condenser - Refi	The Lodge	C	12	4,792	4,792	4,792	-	-	-	4,792	-	
see notes	2019 RR-CAP	Appliance - Drop-In - Cold - Bar	The Lodge	C	12	4,079	4,079	4,079	-	-	-	4,079	-	Accelerated in 2018
921 128 208	2019 RR-CAP	Art and Accessories - Lodge and Banque	The Lodge	C	12	5,649	5,649	5,649	-	2,190	2,190	3,459	-	
	2019 RR-CAP	Bar - Mahogany	The Lodge	C	99	5,099	5,099	5,099	-	-	-	5,099	5,099	Defer to 2020
923 128 211	2019 RR-CAP	Deck - Pavers - Grotto and Walkway	The Lodge	C	12	11,167	11,167	11,167	-	-	-	11,167	-	
921 128 213	2019 RR-CAP	Furniture - Bar - Bar Stools	The Lodge	C	99	4,186	4,186	4,186	-	-	-	4,186	4,186	Defer to 2020
923 128 214	2019 RR-CAP	Landscaping Supplemental	The Lodge	C	12	5,087	5,087	5,087	-	-	-	5,087	-	
921 128 216	2019 RR-CAP	Furniture - Deck - Umbrellas	The Lodge	C	12	2,061	2,061	2,061	-	-	-	2,061	-	
921 128 218	2019 RR-CAP	Banquet Service - trays and plate covers	The Lodge	C	12	2,200	2,200	2,200	-	-	-	2,200	-	
921 128 219	2019 RR-CAP	China and Glassware	The Lodge	C	12	7,405	7,405	7,405	-	938	938	6,467	-	
921 128 220	2019 RR-CAP	Menu Covers	The Lodge	C	12	2,528	2,528	2,528	-	1,940	1,940	589	-	
921 128 266	2019 RR-ACC-CAP	Wine Rack - The Pub	The Lodge	C	06	-	2,500	2,500	-	2,150	2,150	350	-	DP
921 051 222	2019 RR-CAP	Trails Master Plan - Consultant	Trails	C	12	45,553	45,553	45,553	-	-	-	45,553	-	
	2019 RR-CAP	Picnic Tables-Bnchs - Supplemental	Trails	C	99	2,547	2,547	2,547	-	-	-	2,547	2,547	Defer to 2020
921 051 224	2019 RR-CAP	Trail - Nature Loop Bridge	Trails	C	12	48,530	48,530	48,530	-	-	-	48,530	-	
923 051 225	2019 RR-CAP	Trail - Euer Valley - Coyote Creek Cross	Trails	C	12	35,430	35,430	35,430	-	-	-	35,430	-	
923 051 226	2019 RR-CAP	Trail - Glacier Way Trailhead Remodel (	Trails	C	99	15,303	15,303	15,303	-	-	-	15,303	15,303	Deferred
923 051 227	2019 RR-CAP	Trail - Nature Loop Construction	Trails	C	99	76,465	76,465	76,465	-	-	-	76,465	76,465	Deferred
923 051 228	2019 RR-CAP	Trail - Trout Creek Trailhead Remodel -	Trails	C	99	20,404	20,404	20,404	-	-	-	20,404	20,404	Deferred

2019	05	< Report Month

Replacement Reserve Fund *10,180,000* 6/13/19 6/13/2019

		Replacement Reserve TL				**5,040,000**	**5,003,987**	**5,020,649**	**(16,661)**	**993,926**	**2,755,269**	**4,026,720**	**378,519**	
		Capital				**3,721,000**	**3,755,603**	**3,770,705**	**(15,102)**	**753,240**	**2,440,979**	**3,017,465**	**330,846**	
		Expense				**1,319,000**	**1,248,385**	**1,249,944**	**(1,559)**	**240,686**	**314,290**	**1,009,255**	**47,673**	
Project #	**Category**	**Component**	**Location**	**Type**	**2019 Planned Month**	**2019 BUDGET**	**2019 REVISED BUDGET**	**2019 FORECAST**	**2019 Revised Budget vs Forecast**	**2019 YTD Actual**	**ITD Actual**	**2019 SPEND TO GO**	**2020+ SPEND Carryover$s Reset in Study**	**Notes**
923 051 233	2019 RR-CAP	Trail 46 Remodel Schussing Crossing - S	Trails	C	99	5,101	5,101	5,101	-	-	-	5,101	5,101	Deferred
923 051 235	2019 RR-CAP	Trail 7-12 Remodel - Alder Creek - Soft	Trails	C	12	15,303	15,303	15,303	-	-	-	15,303	-	
921 132 241	2019 RR-CAP	TCRC Expansion Project	Trout Creek BLDG	C	12	-	760,347	760,347	-	195,912	195,912	564,435	-	need to group the projects using this code in Feb'19
	2019 RR-CAP	Court S-S Basketball & Path	Trout Creek BLDG	C	12	3,543			-	-	-	-	-	
	2019 RR-CAP	Audio System -PA System - TCRC	Trout Creek BLDG	C	12	5,637			-	-	-	-	-	
	2019 RR-CAP	Building Doors- Exterior -7-	Trout Creek BLDG	C	12	20,246			-	-	-	-	-	
	2019 RR-CAP	Building Doors- Interior -7-	Trout Creek BLDG	C	12	7,086			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Doors	Trout Creek BLDG	C	12	4,001			-	-	-	-	-	
	2019 RR-CAP	Parking Lot Post Lamps -10-	Trout Creek BLDG	C	12	45,553			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Lighting & Electri	Trout Creek BLDG	C	12	35,430			-	-	-	-	-	
	2019 RR-CAP	Building Lighting	Trout Creek BLDG	C	12	14,577			-	-	-	-	-	
	2019 RR-CAP	Audio System - Fitness Classroom	Trout Creek BLDG	C	12	2,746			-	-	-	-	-	
	2019 RR-CAP	Fence Repairs	Trout Creek BLDG	C	12	25,507			-	-	-	-	-	
	2019 RR-CAP	Lobby-Hallway Flooring	Trout Creek BLDG	C	12	40,492			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Epoxy Flooring	Trout Creek BLDG	C	12	20,246			-	-	-	-	-	
	2019 RR-CAP	Flooring - Aerobic Room - Refinish	Trout Creek BLDG	C	12	8,562			-	-	-	-	-	
	2019 RR-CAP	Flooring- Mateflex	Trout Creek BLDG	C	12	6,571			-	-	-	-	-	
	2019 RR-CAP	Carpet Trout Crk - Kids Club, Office, Bı	Trout Creek BLDG	C	12	5,082			-	-	-	-	-	
	2019 RR-CAP	Furniture - Lounge	Trout Creek BLDG	C	12	10,574			-	-	-	-	-	
	2019 RR-CAP	Office Furniture	Trout Creek BLDG	C	12	4,049			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside HVAC	Trout Creek BLDG	C	12	10,123			-	-	-	-		
	2019 RR-CAP	HVAC	Trout Creek BLDG	C	12	9,508			-	-	-	-	-	
	2019 RR-CAP	Landscaping-Lawns-Ir - Phase 1	Trout Creek BLDG	C	12	17,715			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside FF&E	Trout Creek BLDG	C	12	41,504			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Partitions	Trout Creek BLDG	C	12	12,148			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Counters	Trout Creek BLDG	C	12	10,123			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Mirrors	Trout Creek BLDG	C	12	6,580			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Plumbing & Fixtur	Trout Creek BLDG	C	12	40,492			-	-	-	-	-	
	2019 RR-CAP	Water Fountain and Bottle Filler - 2 -	Trout Creek BLDG	C	12	6,074			-	-	-	-	-	
	2019 RR-CAP	Alarm Detection Control Panel - Trout C	Trout Creek BLDG	C	12	2,627			-	-	-	-	-	
	2019 RR-CAP	Retail Fixtures	Trout Creek BLDG	C	12	2,035			-	-	-	-	-	
	2019 RR-CAP	Signage - Facility Int and Ext	Trout Creek BLDG	C	12	7,651			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Signage	Trout Creek BLDG	C	12	2,025			-	-	-	-	-	
	2019 RR-CAP	Building Siding (new)	Trout Creek BLDG	C	12	76,304			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Structural Remode	Trout Creek BLDG	C	12	32,393			-	-	-	-	-	
	2019 RR-CAP	Concrete Capping Entryway/ADA	Trout Creek BLDG	C	12	12,779			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Tile	Trout Creek BLDG	C	12	80,984			-	-	-	-	-	
	2019 RR-CAP	Building - Int Trim	Trout Creek BLDG	C	12	15,184			-	-	-	-	-	
	2019 RR-CAP	Window Screens	Trout Creek BLDG	C	12	2,278			-	-	-	-	-	
	2019 RR-CAP	Building Windows - (new)	Trout Creek BLDG	C	12	45,553			-	-	-	-	-	
	2019 RR-CAP	Steam Room/Sauna Area - Windows & T	Trout Creek BLDG	C	12	35,736			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gymside Windows	Trout Creek BLDG	C	12	15,315			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Poolside Windows	Trout Creek BLDG	C	12	15,315			-	-	-	-	-	
921 132 239	2019 RR-CAP	Playground Furniture & Umbrellas	Trout Creek BLDG	C	12	9,920	9,920	9,920	-	3,897	3,897	6,024	-	
921 132 242	2019 RR-CAP	Rec Pool - Electrical/FRP Upgrade/Repl	Trout Creek POOLSPA	C	12	7,850	7,850	7,850	-	-	-	7,850	-	
921 132 244	2019 RR-CAP	Contrllr- Chem Spas	Trout Creek POOLSPA	C	12	2,952	2,952	2,952	-	-	-	2,952	-	
921 132 245	2019 RR-CAP	Furn Patio Umbr-Stnd	Trout Creek POOLSPA	C	12	3,133	3,133	3,133	-	-	-	3,133	-	
921 132 246	2019 RR-CAP	Furniture - Patio - Lap -	Trout Creek POOLSPA	C	12	27,332	27,332	27,332	-	10,099	10,099	17,232	-	
921 132 247	2019 RR-CAP	Furniture - Patio - Rec - Chaise	Trout Creek POOLSPA	C	99	45,553	45,553	45,553	-	-	-	45,553	45,553	deferred to 2020
921 132 248	2019 RR-CAP	Furniture - Patio - Rec - Tables & Chairs	Trout Creek POOLSPA	C	99	15,184	15,184	15,184	-	-	-	15,184	15,184	deferred to 2020
921 132 249	2019 RR-CAP	Dolphin 2x2 Pool Sweeper	Trout Creek POOLSPA	C	12	5,519	5,519	5,519	-	-	-	5,519	-	
921 132 250	2019 RR-CAP	Filter Sand - L- K-Spa	Trout Creek POOLSPA	C	12	5,199	5,199	5,199	-	-	-	5,199	-	
see notes	2019 RR-CAP	Filter Sand - REC Pool	Trout Creek POOLSPA	C	12	5,199	5,199	5,199	-	-	-	5,199	-	Accelerated in 2018
921 132 251	2019 RR-CAP	Filters Sand - Rec- Hdwr Replace	Trout Creek POOLSPA	C	12	20,246	20,246	20,246	-	-	-	20,246	-	
921 132 252	2019 RR-CAP	Heat Exchangers - Rec Pool -2 backup-	Trout Creek POOLSPA	C	12	5,445	5,445	5,445	-	-	-	5,445	-	
921 132 253	2019 RR-CAP	Heater- Rec Pool -4-	Trout Creek POOLSPA	C	12	29,589	29,589	29,589	-	-	-	29,589	-	

2019	05	< Report Month

Replacement Reserve Fund *10,180,000* 6/13/19 6/13/2019

Replacement Reserve TL					**5,040,000**	**5,003,987**	**5,020,649**	**(16,661)**	**993,926**	**2,755,269**	**4,026,720**	**378,519**	
Capital					**3,721,000**	**3,755,603**	**3,770,705**	**(15,102)**	**753,240**	**2,440,979**	**3,017,465**	**330,846**	
Expense					**1,319,000**	**1,248,385**	**1,249,944**	**(1,559)**	**240,686**	**314,290**	**1,009,255**	**47,673**	

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryover$s Reset in Study	Notes
921 132 254	2019 RR-CAP	Inflatable - WIBIT Aquatrack Elements I	Trout Creek POOLSPA	C	12	8,125	8,125	8,125	-	-	-	8,125	-	
921 132 255	2019 RR-CAP	Pool Cover- Rec Pool	Trout Creek POOLSPA	C	12	6,627	6,627	6,627	-	-	-	6,627	-	
823 025 109	2018 RR-EXP	E-Store	Administration	E	12	-	-	-	-	-	13,156	-	-	to reclass in Feb to 2019 Project
823 010 003	2019 RR-EXP	Copier Lease- Admin/ASO	Administration	E	12	-	-	-	-	-	37,044	-	-	to reclass in Feb to 2019 Project
723 010 259	2018 RR-EXP	Northwoods Poolside Restromm Design	Northwoods	E	12	-	-	-	-	2,600	16,327	(2,600)	-	needs to be reclassed to 2019 Project C
723 128 260	2018 RR-EXP	Engrng Svcs and Constr Docs - Covrd W	The Lodge	E	12	-	-	-	-	1,181	10,858	(1,181)	-	needs to be reclassed to 2019 Project C
923 025 117	2019 RR-EXP	Zendesk - Member Services	IT	C	12	-	11,743	11,743	-	6,340	6,340	5,403	300	reclassed to E from C
923 025 096	2019 RR-EXP	Conference Room Improvements	IT	E	12	-	-	-	-	934	934	(934)	-	to reclass to 2019 Project 'C'
923 010 006	2019 RR-EXP	Copier Lease- Admin/ASO	Administration	E	12	33,908	33,908	33,908	-	14,150	14,150	19,758	-	
923 010 007	2019 RR-EXP	Mail Machine - Lease	Administration	E	12	4,117	4,117	4,117	-	2,157	2,157	1,960	-	
923 165 268	2019 RR-EXP	Reserve Payroll Allocation	Administration	E	12	136,650	136,650	136,650	-	55,835	55,835	80,815	-	
923 010 009	2019 RR-EXP	Governing Document Complete Redo	Administration	E	12	101,230	-	-	-	-	-	-	-	4/2019, the Board change to OPF Expense
923 010 011	2019 RR-EXP	Amenity Signage Maintenance	Administration	E	12	6,050	6,050	6,050	-	24	24	6,026	-	
923 100 018	2019 RR-EXP	Campground - Asphalt - Seal-Stripe	Campground	E	12	8,429	8,429	8,429	-	-	-	8,429	-	
923 100 020	2019 RR-EXP	Bath House - Int. Paint	Campground	E	12	2,885	2,885	2,885	-	1,391	1,391	1,494	-	
923 100 021	2019 RR-EXP	Plumbing Fixtures Repairs	Campground	E	12	12,148	12,148	12,148	-	-	-	12,148	-	
923 010 022	2019 RR-EXP	Building Paint and Stain - Exterior	Chalet House	E	12	4,697	4,697	4,697	-	-	-	4,697	-	
923 110 025	2019 RR-EXP	Asphalt - ACAC Stripe	Cross Country	E	12	2,045	2,045	2,045	-	1,890	1,890	155	-	
923 110 026	2019 RR-EXP	Fencing - repair	Cross Country	E	12	10,969	10,969	10,969	-	269	269	10,700	-	
923 110 028	2019 RR-EXP	Forest Service Special Use Permit	Cross Country	E	12	2,096	10,341	10,341	-	10,341	10,341	-	-	incld 3yrs back billing
923 110 029	2019 RR-EXP	Stormwater - Containment- Repair	Cross Country	E	12	2,050	2,050	2,050	-	-	-	2,050	-	
923 080 039	2019 RR-EXP	South Arena rock removal	Equestrian Center	E	12	4,049	4,049	4,049	-	-	-	4,049	-	
923 050 043	2019 RR-EXP	Common Area Tree Damage	Forestry	E	12	10,286	10,286	10,286	-	-	-	10,286	-	
923 050 044	2019 RR-EXP	Mastication - Plantation Management	Forestry	E	12	84,893	84,893	84,893	-	-	-	84,893	-	
923 050 045	2019 RR-EXP	Mastication - Small Equipment	Forestry	E	12	26,793	26,793	26,793	-	-	-	26,793	-	
923 050 046	2019 RR-EXP	Year 3 - Forestry Storm Damage	Forestry	E	12	153,276	153,276	153,276	-	-	-	153,276	-	
923 005 048	2019 RR-EXP	Boat Strg. Stripe	General Maintenance	E	12	2,970	2,970	2,970	-	1,910	1,910	1,060	-	
923 005 049	2019 RR-EXP	Misc. Pav. Crack Repairs	General Maintenance	E	12	12,516	12,516	12,516	-	-	-	12,516	-	
923 005 050	2019 RR-EXP	Postal Sites Seal - 4 locations	General Maintenance	E	12	4,657	4,657	4,657	-	795	795	3,862	-	
923 005 051	2019 RR-EXP	Mailbox Cluster Repair-Replace	General Maintenance	E	12	3,116	3,116	3,116	-	-	-	3,116	-	
923 005 052	2019 RR-EXP	Boat and Trailer Storage Fence repairs	General Maintenance	E	12	5,089	5,089	5,089	-	200	200	4,889	-	
923 120 054	2019 RR-EXP	GC Pking Seal-Stripe	Golf Complex	E	12	13,675	13,675	13,675	-	12,596	12,596	1,079	-	
923 125 055	2019 RR-EXP	Asphalt Cart Path Repair	Golf Course	E	12	11,565	11,565	11,565	-	-	-	11,565	-	
923 125 056	2019 RR-EXP	Sod Repair	Golf Course	E	12	20,855	20,855	20,855	-	-	-	20,855	-	
923 125 067	2019 RR-EXP	Fuel Tank Cleaning	Golf Course	E	12	6,144	6,144	6,144	-	-	-	6,144	-	
923 125 068	2019 RR-EXP	GC Tree Damage	Golf Course	E	12	2,064	2,064	2,064	-	2,064	2,064	-	-	
923 025 072	2019 RR-EXP	Fiber Optic Leases	IT	E	12	43,414	43,414	43,414	-	19,549	19,549	23,865	-	
923 025 073	2019 RR-EXP	Gasboy - Maintenance Software License	IT	E	12	1,685	1,685	1,685	-	-	-	1,685	-	
923 025 074	2019 RR-EXP	Golf Module- 4 tees	IT	E	12	6,298	6,298	6,298	-	-	-	6,298	-	
923 025 080	2019 RR-EXP	Service Microsoft 365 license	IT	E	12	33,912	33,912	33,912	-	29,418	29,418	4,494	-	
923 025 081	2019 RR-EXP	Timeclocks - Paychex - Lease	IT	E	12	19,269	19,269	19,269	-	13,958	13,958	5,311	-	
923 025 084	2019 RR-EXP	VICOMAP - Website	IT	E	12	1,600	1,600	1,600	-	-	-	1,600	-	
923 025 094	2019 RR-EXP	Security Cameras Repairs	IT	E	12	5,087	5,087	5,087	-	362	362	4,725	-	
923 025 095	2019 RR-EXP	Adobe-Macromedia Software	IT	E	12	7,673	7,673	7,673	-	607	607	7,066	-	
923 025 097	2019 RR-EXP	Arc GIS - Forestry - Software	IT	E	12	1,100	1,100	1,100	-	-	-	1,100	-	
923 025 098	2019 RR-EXP	ConnectWise Automate Software	IT	E	12	7,213	7,213	7,213	-	2,963	2,963	4,251	-	
923 025 099	2019 RR-EXP	Digital Board Portal	IT	E	12	4,082	8,000	8,000	-	8,000	8,000	-	-	
923 025 100	2019 RR-EXP	E-Store	IT	E	12	27,332	27,332	27,332	-	8,214	8,214	19,118	-	
923 025 101	2019 RR-EXP	Gold Mine Software	IT	E	12	1,537	1,537	1,537	-	-	-	1,537	-	
923 025 102	2019 RR-EXP	Goldmine - Lama - Maintenance	IT	E	12	13,223	13,223	13,223	-	-	-	13,223	-	
923 025 104	2019 RR-EXP	LPMS - Risk - Case Mngmnt	IT	E	12	6,937	6,937	6,937	-	6,780	6,780	157	-	
923 025 105	2019 RR-EXP	Maintenance Work Order-M+ Software I	IT	E	12	2,070	2,070	2,070	-	1,631	1,631	439	-	
923 025 106	2019 RR-EXP	Marketing Interactive Web Features	IT	E	12	3,150	3,150	3,150	-	119	119	3,032	-	
923 025 110	2019 RR-EXP	POS Licenses	IT	E	12	8,351	8,351	8,351	-	-	-	8,351	-	
923 025 112	2019 RR-EXP	Reserve Fund Software	IT	E	12	3,040	3,040	3,040	-	1,200	1,200	1,840	-	
923 025 114	2019 RR-EXP	Stored Value Software	IT	E	12	14,548	14,548	14,548	-	-	-	14,548	-	

2019	05	< Report Month

Replacement Reserve Fund *10,180,000* 6/13/19 6/13/2019

		Replacement Reserve TL				**5,040,000**	**5,003,987**	**5,020,649**	**(16,661)**	**993,926**	**2,755,269**	**4,026,720**	**378,519**	
		Capital				**3,721,000**	**3,755,603**	**3,770,705**	**(15,102)**	**753,240**	**2,440,979**	**3,017,465**	**330,846**	
		Expense				**1,319,000**	**1,248,385**	**1,249,944**	**(1,559)**	**240,686**	**314,290**	**1,009,255**	**47,673**	
Project #	**Category**	**Component**	**Location**	**Type**	**2019 Planned Month**	**2019 BUDGET**	**2019 REVISED BUDGET**	**2019 FORECAST**	**2019 Revised Budget vs Forecast**	**2019 YTD Actual**	**ITD Actual**	**2019 SPEND TO GO**	**2020+ SPEND Carryover$s Reset in Study**	**Notes**
923 025 115	2019 RR-EXP	Trails User Smartphone App	IT	E	12	7,500	7,500	7,800	(300)	7,800	7,800	-	1,652	
923 025 119	2019 RR-EXP	IT Wiring Upgrades - Amenities Non Fib	IT	E	12	5,037	5,037	5,037	-	-	-	5,037	1,200	
923 160 120	2019 RR-EXP	Maint.Yd. Asphalt Repairs	Maintenance	E	12	5,087	5,087	5,087	-	-	-	5,087	-	
923 160 121	2019 RR-EXP	Maint.Yd. Seal-Stripe	Maintenance	E	12	7,695	7,695	7,695	-	-	-	7,695	-	
923 060 130	2019 RR-EXP	Marina Asphalt Repairs	Marina	E	12	5,087	5,087	5,087	-	3,440	3,440	1,647	-	
923 060 131	2019 RR-EXP	Marina Pkg-Stripe	Marina	E	12	1,524	1,524	1,524	-	880	880	644	-	
923 060 137	2019 RR-EXP	Dock Repairs	Marina	E	12	6,188	6,188	6,188	-	5,933	5,933	255	-	
923 060 140	2019 RR-EXP	Fencing- Repairs	Marina	E	12	2,026	2,026	2,026	-	-	-	2,026	-	
923 060 141	2019 RR-EXP	Landscaping-Lawns-Irrigation - Repairs	Marina	E	12	8,138	8,138	8,138	-	-	-	8,138	-	
923 060 144	2019 RR-EXP	Stormwater - Containment- Repair	Marina	E	12	4,246	4,246	4,246	-	-	-	4,246	-	
923 060 143	2019 RR-EXP	State Land Commission Lease	Marina	E	12	-	4,408	4,408	-	4,408	4,408	-	-	*budget was C in error*
923 060 142	2019 RR-EXP	Marina Beach Repairs	Marina	C	12	-	2,300	2,300	-	-	-	2,300	-	*budget was C in error*
923 005 150	2019 RR-EXP	NWDS Asphalt Repairs	Northwoods	E	12	5,087	5,087	5,087	-	4,440	4,440	647	-	
923 005 151	2019 RR-EXP	NWDS Prking Seal-Stripe	Northwoods	E	12	11,844	11,844	11,844	-	-	-	11,844	-	
923 005 152	2019 RR-EXP	Deck-Pavers Repair	Northwoods	E	12	7,154	7,154	7,154	-	-	-	7,154	-	
923 211 166	2019 RR-EXP	Eagle Rock - Haul Rope Splice	Ski Area - Lift Maintenance	E	12	12,208	12,208	12,208	-	-	-	12,208	-	
923 211 170	2019 RR-EXP	Tower Painting - Eagle Rock	Ski Area - Lift Maintenance	E	12	20,359	20,359	20,359	-	-	-	20,359	-	
923 210 172	2019 RR-EXP	Building/Fence Stain - Top Shop	Ski Area - Vehicle Maintenance	E	12	15,303	15,303	15,303	-	-	-	15,303	-	
923 210 184	2019 RR-EXP	DSL Lower 500 Dr Seal (35%)	Ski Area-Mtn Ops	E	12	1,711	1,711	1,711	-	-	-	1,711	-	
923 210 185	2019 RR-EXP	DSL Prking Seal-Stripe	Ski Area-Mtn Ops	E	12	17,294	17,294	17,294	-	-	-	17,294	-	
923 210 186	2019 RR-EXP	DSL-AccRd. Seal (45%)	Ski Area-Mtn Ops	E	12	4,733	4,733	4,733	-	-	-	4,733	-	
923 210 187	2019 RR-EXP	DSL-Fire Lane Seal	Ski Area-Mtn Ops	E	12	5,438	5,438	5,438	-	-	-	5,438	-	
923 210 188	2019 RR-EXP	DSL Deck Concrete Urethane Coating	Ski Area-Mtn Ops	E	12	3,038	3,038	3,038	-	-	-	3,038	-	
923 210 189	2019 RR-EXP	Yurt Deck Repair/Stain	Ski Area-Mtn Ops	E	12	2,059	2,059	2,059	-	-	-	2,059	-	
923 210 191	2019 RR-EXP	Stormwater - Containment- Clean out Lo	Ski Area-Mtn Ops	E	12	5,061	5,061	5,061	-	-	-	5,061	-	
923 216 195	2019 RR-EXP	Snowplay ADA Ramp, Stairs, Walkway	Snowplay	E	12	25,183	25,183	25,183	-	-	-	25,183	-	
923 090 197	2019 RR-EXP	Tennis Access Rd. - Parking - Seal -Strip	Tennis Complex	E	12	6,309	6,309	6,309	-	4,798	4,798	1,511	-	
923 090 198	2019 RR-EXP	Display Case-Counter Repairs	Tennis Complex	E	12	2,035	2,035	2,035	-	-	-	2,035	-	
923 090 202	2019 RR-EXP	Court Crack Repairs	Tennis Complex	E	12	6,417	6,417	6,417	-	-	-	6,417	-	
923 128 207	2019 RR-EXP	Appliance - Walk-in Refrigeration Re	The Lodge	E	12	2,039	2,039	2,039	-	-	-	2,039	-	
923 128 210	2019 RR-EXP	Concrete Repairs	The Lodge	E	12	10,087	10,087	10,087	-	311	311	9,776	-	
923 128 212	2019 RR-EXP	Deck - Pavers - Repairs	The Lodge	E	12	8,078	8,078	8,078	-	-	-	8,078	-	
923 128 215	2019 RR-EXP	Stormwater - Containment- Repair	The Lodge	E	12	2,055	2,055	2,055	-	-	-	2,055	-	
923 128 217	2019 RR-EXP	Paint - Exterior Deck, Railing & West El	The Lodge	E	12	2,216	2,216	2,216	-	-	-	2,216	-	
923 051 222	2019 RR-EXP	Trails Master Plan - Consultant	Trails	E	12	-	-	-	-	-	-	-	-	needs to be reclassed to C project, as Budgeted
923 051 221	2019 RR-EXP	Wildland Perimeter Fencing Repair	Trails	E	12	2,050	2,050	2,050	-	-	-	2,050	-	
923 051 229	2019 RR-EXP	Trail 23-24 Repair - Glacier Way - Cons	Trails	E	12	3,061	3,061	3,061	-	-	-	3,061	-	
923 051 230	2019 RR-EXP	Trail 25-26 Repair - Const	Trails	E	12	2,041	2,041	2,041	-	-	-	2,041	-	
923 051 231	2019 RR-EXP	Trail 27-28 Repair - Teton Way - Const	Trails	E	12	2,040	2,040	2,040	-	-	-	2,040	-	
923 051 232	2019 RR-EXP	Trail 42-43 repair - E. Perimeter near Mı	Trails	E	12	3,569	3,569	3,569	-	-	-	3,569	-	
923 051 234	2019 RR-EXP	Trail 6-7 Repair - Hansel to Campgrounc	Trails	E	99	25,505	25,505	25,505	-	-	-	25,505	25,505	deferred
923 051 236	2019 RR-EXP	Trail 7-8 Repair - Alder Creek Trail - So	Trails	E	12	25,505	25,505	25,505	-	-	-	25,505	-	
923 051 237	2019 RR-EXP	Trail Repair/Improvement	Trails	E	12	20,050	20,050	20,050	-	-	-	20,050	-	
923 132 241	2019 RR-EXP	TCRC Expansion Project	Trout Creek BLDG	E	12	-	77,663	77,663	-	-	-	77,663	-	
	2019 RR-EXP	Asphalt Repairs	Trout Creek BLDG	E	12	11,092			-	-	-	-	-	
	2019 RR-EXP	Concrete Curb Repairs	Trout Creek BLDG	E	12	10,218			-	-	-	-	-	
	2019 RR-EXP	Door Safety Upgrade	Trout Creek BLDG	E	12	8,098			-	-	-	-	-	
	2019 RR-EXP	Building Painting Exterior	Trout Creek BLDG	E	12	17,855			-	-	-	-	-	
	2019 RR-EXP	Building Painting Interior (old)	Trout Creek BLDG	E	12	10,123			-	-	-	-	-	
	2019 RR-EXP	Restrooms - Gymside Paint	Trout Creek BLDG	E	12	10,123			-	-	-	-	-	
	2019 RR-EXP	Roof Repair - Trout Creek	Trout Creek BLDG	E	12	10,152			-	-	-	-	-	
	2019 RR-EXP	Trout Creek Seal-Stripe	Trout Creek BLDG	E	99	19,016	19,016	19,016	-	-	-	19,016	19,016	Defer to 2020
923 132 238	2019 RR-EXP	Stormwater - Containment- Repair	Trout Creek BLDG	E	12	2,055	2,055	2,055	-	-	-	2,055	-	
923 132 243	2019 RR-EXP	Chemical Probes (12)	Trout Creek POOLSPA	E	12	5,577	5,577	5,577	-	-	-	5,577	-	
923 128 283	2019 RR-ACC-EXP	Golf Pro Shop Closet Remediation	The Lodge	E	12		-	1,200	(1,200)	1,200	1,200	-	-	to net to zero, insurance claim item
	2019 RR-CAP	Contingency, capex	General	C	12	(38)	(38)	1,449	(1,487)	-	-	1,449	-	rounding in Forecast

2019	05	< Report Month

Replacement Reserve Fund *10,180,000* 6/13/19 6/13/2019

Replacement Reserve TL					**5,040,000**	**5,003,987**	**5,020,649**	**(16,661)**	**993,926**	**2,755,269**	**4,026,720**	**378,519**	
Capital					**3,721,000**	**3,755,603**	**3,770,705**	**(15,102)**	**753,240**	**2,440,979**	**3,017,465**	**330,846**	
Expense					**1,319,000**	**1,248,385**	**1,249,944**	**(1,559)**	**240,686**	**314,290**	**1,009,255**	**47,673**	

Project #	Category	Component	Location	Type	2019 Planned Month	2019 BUDGET	2019 REVISED BUDGET	2019 FORECAST	2019 Revised Budget vs Forecast	2019 YTD Actual	ITD Actual	2019 SPEND TO GO	2020+ SPEND Carryover$s Reset in Study	Notes
	2019 RR-EXP	Contingency, expense	General	E	12	1,887	1,887	1,946	(59)	-	-	1,946	-	rounding in Forecast

Tahoe Donner Association

Department P&L Detail (D01)

For the Five Months Ending May 31, 2019

Operating Fund Consolidated

May 2019									Year-to-Date May 2019								
			Actual vs Budget		Actual vs Prior Yr		Account					Actual vs Budget		Actual vs Prior Yr		Full Year
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Number			Actual	Budget	Prior Year	Variance	Var	Variance	Var	Budget
$	$	$	$	%	$	%				$	$	$	$	%	$	%	$
									Revenue								
86,000	**86,000**	**78,000**	**0**	**0%**	**8,000**	**10%**	**36053**		**ALLOCATED RECREATION FEES**	**320,450**	**297,000**	**309,610**	**23,450**	**8%**	**10,840**	**4%**	**1,110,000**
9,445	8,100	10,475	1,345	17%	-1,029	-10%	(350...		Golf Passes	9,445	8,100	10,475	1,345	17%	-1,029	-10%	135,000
0	1,600	2,700	-1,600	-100%	-2,700	-100%	3502...		Golf Passes - Packs	0	1,600	2,700	-1,600	-100%	-2,700	-100%	85,000
0	7,300	9,350	-7,300	-100%	-9,350	-100%	35035		Golf Green Fees - Member	0	7,300	9,350	-7,300	-100%	-9,350	-100%	229,000
0	2,900	3,570	-2,900	-100%	-3,570	-100%	35025		Golf Green Fees - Guest	0	2,900	3,570	-2,900	-100%	-3,570	-100%	238,000
0	1,800	1,011	-1,800	-100%	-1,011	-100%	3503...		Golf Green Fees - Public	0	1,800	1,011	-1,800	-100%	-1,011	-100%	154,000
0	0	-54	0	0%	54	100%	35560		Ski Lift Revenue - Public	1,161,772	1,033,400	620,729	128,372	12%	541,043	87%	1,271,800
0	0	0	0	0%	0	0%	35562		Ski Lift Revenue - Guest	46,017	0	0	46,017	0%	46,017	0%	0
0	0	0	0	0%	0	0%	35565		Ski Lift Revenue - P.O.	136,184	80,000	69,726	56,184	70%	66,458	95%	117,000
0	0	0	0	0%	0	0%	35570		Ski Passes - Public	216,626	116,800	160,026	99,826	85%	56,599	35%	156,000
0	0	-50	0	0%	50	100%	35575		Ski Passes - P.O.	210,735	169,900	201,548	40,835	24%	9,187	5%	224,000
0	0	0	0	0%	0	0%	35597		Ski Team - Public	8,863	3,500	4,467	5,363	153%	4,396	98%	4,000
0	0	0	0	0%	0	0%	35598		Ski Team - P.O.	13,766	9,000	9,503	4,766	53%	4,264	45%	10,000
0	0	0	0	0%	0	0%	35599		Race Events	0	0	135	0	0%	-135	-100%	0
0	0	0	0	0%	0	0%	35594		Snowplay Member	1,474	3,500	750	-2,026	-58%	724	97%	5,100
0	0	0	0	0%	0	0%	35596		Snowplay Guest	58,409	46,100	33,572	12,309	27%	24,838	74%	67,400
0	0	0	0	0%	0	0%	35595		Snowplay Public	89,682	118,600	80,956	-28,918	-24%	8,727	11%	173,600
0	0	72	0	0%	-72	-100%	35610		P.O. Daily Trail Fee	44,527	32,700	19,632	11,827	36%	24,895	127%	45,000
0	0	15	0	0%	-15	-100%	35615		Public Daily Trail Fee	202,813	199,400	127,969	3,413	2%	74,844	58%	244,000
0	0	0	0	0%	0	0%	35620		Guest Daily Trail Fee	73,000	27,800	14,624	45,200	163%	58,376	399%	42,000
0	0	0	0	0%	0	0%	37040		P.O. Trail Rides	0	0	0	0	0%	0	0%	50,000
0	0	0	0	0%	0	0%	37060		Guest Trail Rides	0	0	0	0	0%	0	0%	52,000
0	0	0	0	0%	0	0%	37080		Public Trail Rides	0	0	0	0	0%	0	0%	17,000
1,041	900	910	141	16%	131	14%	36012		Special Events Revenue	1,230	2,500	970	-1,270	-51%	260	27%	63,000
0	0	0	0	0%	0	0%	36013		Concert Revenue	0	0	0	0	0%	0	0%	135,000
1,632	2,400	1,400	-768	-32%	232	17%	36054		Daily Usage Fee - Member	12,296	11,200	8,420	1,096	10%	3,876	46%	53,950
10,289	15,200	11,378	-4,911	-32%	-1,089	-10%	36055		Daily Usage Fee - Guest	90,321	90,500	74,358	-179	0%	15,963	21%	494,650
2,134	0	0	2,134	0%	2,134	0%	38013		Campground Revenue	2,134	0	0	2,134	0%	2,134	0%	69,300
24,541	**40,200**	**40,776**	**-15,659**	**-39%**	**-16,236**	**-40%**			**Total Direct Access & Use**	**2,379,293**	**1,966,600**	**1,454,488**	**412,693**	**21%**	**924,805**	**64%**	**4,135,800**
71,597	142,231	126,053	-70,634	-50%	-54,455	-43%	3310...		Food	1,117,348	1,132,066	976,759	-14,718	-1%	140,589	14%	3,354,400
-8,462	*-20,100*	*-13,748*	*11,638*	*58%*	*5,286*	*38%*			*Food Discounts*	*-96,521*	*-102,200*	*-102,241*	*5,679*	*6%*	*5,720*	*6%*	*-297,800*
-2,364	-4,350	-3,235	1,986	46%	871	27%	33152		EE Discounts	-41,399	-44,550	-35,462	3,151	7%	-5,937	-17%	-103,600
-283	-1,700	-1,639	1,417	83%	1,356	83%	33154		Guest Relations aka Manager	-3,469	-8,800	-8,296	5,331	61%	4,827	58%	-31,800
0	-50	-188	50	100%	188	100%	33156		InterDept Discounts	-559	-250	-855	-309	-124%	296	35%	-2,000
-5,815	-14,000	-8,687	8,185	58%	2,872	33%	3316...		Marketing Discounts	-51,095	-48,600	-57,629	-2,495	-5%	6,534	11%	-160,400
1,386	4,100	3,264	-2,714	-66%	-1,878	-58%	33180		Food NA Beverage	85,802	96,300	69,022	-10,498	-11%	16,780	24%	201,900
64,522	***126,231***	***115,569***	***-61,709***	***-49%***	***-51,047***	***-44%***			***Food subtotal***	***1,106,629***	***1,126,166***	***943,540***	***-19,537***	***-2%***	***163,089***	***17%***	***3,258,500***
7,357	13,887	13,798	-6,530	-47%	-6,442	-47%	3322...		Beer	128,903	128,293	103,682	610	0%	25,221	24%	376,000
-445	0	-416	-445	0%	-29	-7%	3322...		Beer Discounts	-2,957	0	-2,208	-2,957	0%	-750	-34%	0
9,479	13,110	15,291	-3,631	-28%	-5,812	-38%	33242		Liquor	122,532	102,270	97,035	20,262	20%	25,497	26%	292,100
-483	0	-823	-483	0%	340	41%	3324...		Liquor Discounts	-3,181	0	-3,671	-3,181	0%	490	13%	0
12,587	27,982	20,488	-15,395	-55%	-7,901	-39%	33262		Wine	130,679	156,211	121,636	-25,532	-16%	9,043	7%	505,100
-370	0	-1,126	-370	0%	756	67%	3326...		Wine Discounts	-3,828	0	-5,819	-3,828	0%	1,991	34%	0
860	0	567	860	0%	293	52%	33268		Corkage Fees	8,735	0	4,815	8,735	0%	3,921	81%	0
-660	0	-340	-660	0%	-320	-94%	33269		Corkage Fee Discounts	-6,240	0	-2,989	-6,240	0%	-3,252	-109%	0
28,325	***54,979***	***47,439***	***-26,654***	***-48%***	***-19,114***	***-40%***			***Beverage subtotal***	***374,643***	***386,774***	***312,481***	***-12,131***	***-3%***	***62,161***	***20%***	***1,173,200***
9,680	6,790	10,958	2,890	43%	-1,278	-12%	3328...		Misc other F&B	15,284	13,960	18,154	1,324	9%	-2,870	-16%	162,100
0	-200	0	200	100%	0	0%	33299		InterDept Food Sales	0	700	0	-700	-100%	0	0%	0
9,680	***6,590***	***10,958***	***3,090***	***47%***	***-1,278***	***-12%***			***Other F&B subtotal***	***15,284***	***14,660***	***18,154***	***624***	***4%***	***-2,870***	***-16%***	***162,100***
102,527	**187,800**	**173,965**	**-85,273**	**-45%**	**-71,439**	**-41%**			**Total Food and Beverage**	**1,496,556**	**1,527,600**	**1,274,175**	**-31,044**	**-2%**	**222,381**	**17%**	**4,593,800**
102,399	***162,600***	***172,378***	***-60,201***	***-37%***	***-69,979***	***-41%***			***F&B Revenue by Segment:***	***1,114,020***	***953,200***	***1,000,271***	***160,820***	***17%***	***113,749***	***11%***	***3,350,000***
26,252	*64,900*	*76,532*	*-38,648*	*-60%*	*-50,280*	*-66%*	*33910*		*F&B-Dining Room*	*566,613*	*440,500*	*542,741*	*126,113*	*29%*	*23,872*	*4%*	*1,262,000*
34,071	*55,200*	*51,508*	*-21,129*	*-38%*	*-17,437*	*-34%*	*33920*		*F&B-Pub*	*300,196*	*302,500*	*271,124*	*-2,304*	*-1%*	*29,072*	*11%*	*793,000*
28,826	*29,100*	*31,209*	*-274*	*-1%*	*-2,383*	*-8%*	*33930*		*F&B-Banquets*	*44,172*	*58,200*	*53,558*	*-14,028*	*-24%*	*-9,386*	*-18%*	*730,000*
0	*0*	*0*	*0*	*0%*	*0*	*0%*	*33940*		*F&B-Lunch*	*2,558*	*0*	*4,287*	*2,558*	*0%*	*-1,729*	*-40%*	*86,000*
0	*3,000*	*3,431*	*-3,000*	*-100%*	*-3,431*	*-100%*	*33950*		*SmrF&B-Snack Bar*	*0*	*3,000*	*3,431*	*-3,000*	*-100%*	*-3,431*	*-100%*	*107,000*
0	*0*	*0*	*0*	*0%*	*0*	*0%*	*33970*		*SmrF&B-Pool BBQ*	*0*	*0*	*0*	*0*	*0%*	*0*	*0%*	*58,000*
0	0	0	0	0%	0	0%	33980		Snowplay Food Truck	5,629	0	7,392	5,629	0%	-1,762	-24%	0
13,250	*8,900*	*9,698*	*4,350*	*49%*	*3,552*	*37%*	*33990*		*Cafeteria*	*194,852*	*147,500*	*117,739*	*47,352*	*32%*	*77,114*	*65%*	*295,000*
0	*1,500*	*0*	*-1,500*	*-100%*	*0*	*0%*	*33989*		*Employee Housing*	*0*	*1,500*	*0*	*-1,500*	*-100%*	*0*	*0%*	*19,000*
-1,484	*0*	*-2,575*	*-1,484*	*0%*	*1,091*	*42%*	*33163*		*Mkt Discounts, Happy Hour Foo*	*-12,056*	*0*	*-14,202*	*-12,056*	*0%*	*2,146*	*15%*	*0*
-321	*0*	*-242*	*-321*	*0%*	*-80*	*-33%*	*33226*		*Mkt Discounts, Happy Hour Bev*	*-1,903*	*0*	*-670*	*-1,903*	*0%*	*-1,233*	*-184%*	*0*
-45	*0*	*-291*	*-45*	*0%*	*246*	*85%*	*33246*		*Mkt Discounts, Happy Hour Bev*	*-286*	*0*	*-1,163*	*-286*	*0%*	*877*	*75%*	*0*
-290	*0*	*-629*	*-290*	*0%*	*339*	*54%*	*33266*		*Mkt Discounts, Happy Hour Bev*	*-1,728*	*0*	*-3,087*	*-1,728*	*0%*	*1,359*	*44%*	*0*
-657	*0*	*-1,162*	*-657*	*0%*	*505*	*43%*			*Mkt Discounts, Happy Hour Bev,*	*-3,917*	*0*	*-4,920*	*-3,917*	*0%*	*1,003*	*20%*	*0*

Department P&L Detail (D01)

For the Five Months Ending May 31, 2019

Operating Fund Consolidated

May 2019									Year-to-Date May 2019							
			Actual vs Budget		Actual vs Prior Yr		Account					Actual vs Budget		Actual vs Prior Yr		Full Year
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Number		Actual	Budget	Prior Year	Variance	Var	Variance	Var	Budget
$	$	$	$	%	$	%			$	$	$	$	%	$	%	$
-2,141	0	-3,737	-2,141	0%	1,596	43%		*Mkt Discounts, Happy Hour F*	-15,973	0	-19,122	-15,973	0%	3,149	16%	0
0	0	450	0	0%	-450	-100%	36015	Sales - Firewood	0	0	450	0	0%	-450	-100%	5,000
5,482	30,300	34,235	-24,818	-82%	-28,752	-84%	36030	Sales - Retail	263,685	251,600	241,168	12,085	5%	22,517	9%	605,400
-548	-3,300	-3,257	2,752	83%	2,709	83%	38015	Employee Discounts	-6,837	-6,100	-7,296	-737	-12%	459	6%	-12,900
0	-400	-259	400	100%	259	100%	38017	Homeowner Discounts	0	-400	-259	400	100%	259	100%	-4,000
-358	-2,400	-5,103	2,042	85%	4,745	93%	38020	Discounts - Retail	-26,859	-30,300	-35,129	3,441	11%	8,270	24%	-62,000
0	0	-35	0	0%	35	100%	38025	Promotion Discounts	-1,244	-2,000	-2,556	756	38%	1,312	51%	-2,000
4,575	**24,200**	**26,030**	**-19,625**	**-81%**	**-21,455**	**-82%**		**Total Retail Product Reven**	**228,745**	**212,800**	**196,378**	**15,945**	**7%**	**32,367**	**16%**	**529,500**
1,344	3,700	5,947	-2,356	-64%	-4,603	-77%	(350...	Golf Cart Rentals	1,344	3,700	6,372	-2,356	-64%	-5,028	-79%	161,000
0	0	320	0	0%	-320	-100%	35018	Golf Club Set Rentals	0	0	320	0	0%	-320	-100%	0
0	3,700	4,388	-3,700	-100%	-4,388	-100%	35020	Golf - Driving Range	0	3,700	4,388	-3,700	-100%	-4,388	-100%	53,000
0	0	179	0	0%	-179	-100%	(355...	Lessons - Group	301,382	305,200	183,505	-3,818	-1%	117,877	64%	370,800
0	0	0	0	0%	0	0%	(355...	Lessons - Private	395,272	271,600	285,564	123,672	46%	109,708	38%	360,500
0	0	0	0	0%	0	0%	35585	Lessons - Masters Program	3,694	2,300	2,699	1,394	61%	996	37%	2,500
0	0	0	0	0%	0	0%	35590	Snowflakes	268,140	198,700	181,873	69,440	35%	86,268	47%	260,800
0	0	0	0	0%	0	0%	(355...	TD Tykes	48,970	26,400	31,764	22,570	85%	17,206	54%	26,400
1,468	4,000	4,555	-2,532	-63%	-3,086	-68%	3604...	Rentals	795,859	800,400	556,162	-4,541	-1%	239,697	43%	1,145,000
4,622	2,400	13,310	2,222	93%	-8,688	-65%	36042	Rentals, Storage	4,622	2,400	13,685	2,222	93%	-9,063	-66%	12,000
0	1,500	1,253	-1,500	-100%	-1,253	-100%	36043	Rentals, Bikes	0	1,500	1,253	-1,500	-100%	-1,253	-100%	44,000
-320	800	799	-1,120	-140%	-1,119	-140%	3604...	Child Care	-201	5,500	6,178	-5,701	-104%	-6,379	-103%	14,000
7,312	7,300	6,978	12	0%	334	5%	36050	Aerobics	30,273	32,100	31,119	-1,827	-6%	-847	-3%	87,000
820	400	970	420	105%	-150	-15%	36056	Fitness/Training	3,530	2,100	3,490	1,430	68%	40	1%	5,000
0	0	0	0	0%	0	0%	36058	Rec Programs	0	0	0	0	0%	0	0%	11,000
100	0	0	100	0%	100	0%	36059	Day Camps	100	0	0	100	0%	100	0%	275,000
881	1,200	1,154	-320	-27%	-273	-24%	36051	Massage	5,847	7,200	7,831	-1,353	-19%	-1,984	-25%	18,000
190	100	120	90	90%	70	58%	36057	Towels/Lockers	1,465	400	340	1,065	266%	1,125	331%	1,000
0	50	8	-50	-100%	-8	-100%	36060	Lessons - Public	0	50	8	-50	-100%	-8	-100%	2,300
66	1,900	903	-1,834	-97%	-837	-93%	36070	Lessons - P.O.	66	1,900	903	-1,834	-97%	-837	-93%	48,500
4,410	1,300	2,675	3,110	239%	1,735	65%	36080	Lessons - Guest	4,410	1,300	2,675	3,110	239%	1,735	65%	38,000
0	0	0	0	0%	0	0%	37090	Equestrian - Boarding	0	0	0	0	0%	0	0%	27,000
0	0	30	0	0%	-30	-100%	37095	Equestrian - Camps	0	0	45	0	0%	-45	-100%	67,000
20,892	**28,350**	**43,587**	**-7,458**	**-26%**	**-22,695**	**-52%**		**Total Lessons & Rental Re**	**1,864,772**	**1,666,450**	**1,320,173**	**198,322**	**12%**	**544,599**	**41%**	**3,029,800**
12,835	9,900	6,920	2,935	30%	5,915	85%	32010	Aso - Fees	19,955	31,600	23,545	-11,645	-37%	-3,590	-15%	79,000
3,600	3,000	3,240	600	20%	360	11%	32020	Inspection Fees	6,010	9,000	9,920	-2,991	-33%	-3,911	-39%	30,000
988	500	175	488	98%	813	464%	32030	Fines	5,338	2,500	1,408	2,838	114%	3,930	279%	6,000
14,782	4,410	8,714	10,372	235%	6,068	70%	34010	Interest	65,991	24,050	34,646	41,941	174%	31,344	90%	49,120
16,150	0	0	16,150	0%	16,150	0%	32042	Collection Costs Recovery	16,150	0	0	16,150	0%	16,150	0%	0
3,431	3,600	3,315	-169	-5%	116	4%	34020	Late Charges	14,491	15,900	13,799	-1,409	-9%	692	5%	34,000
14,310	11,500	9,620	2,810	24%	4,690	49%	34030	Lien Fees	14,310	11,100	9,620	3,210	29%	4,690	49%	9,000
-590	-200	-950	-390	-195%	361	38%	34040	Delinquency Fees	41,093	45,300	42,101	-4,207	-9%	-1,007	-2%	42,000
12,150	10,100	11,850	2,050	20%	300	3%	34050	Transfer Fees	49,320	48,300	53,255	1,020	2%	-3,935	-7%	148,000
10	0	0	10	0%	10	0%	34060	NSF Charges	70	0	30	70	0%	40	133%	0
0	0	0	0	0%	0	0%	34075	Sponsorships	1,000	0	0	1,000	0%	1,000	0%	5,000
48,556	24,600	40,781	23,956	97%	7,775	19%	34080	Communications Ad Revenue	102,908	78,100	87,194	24,808	32%	15,714	18%	210,000
2,438	2,500	2,389	-62	-2%	49	2%	37018	Lease Revenue	12,191	12,500	11,945	-309	-2%	246	2%	30,000
1,835	3,040	2,485	-1,205	-40%	-650	-26%	37020	Other Revenue	36,166	35,700	28,495	466	1%	7,670	27%	104,980
-500	1,500	375	-2,000	-133%	-875	-233%	38005	Employee Housing Revenue	69,760	37,500	73,722	32,260	86%	-3,962	-5%	69,000
129,995	**74,450**	**88,914**	**55,545**	**75%**	**41,081**	**46%**		**Total Other Revenue**	**454,752**	**351,550**	**389,681**	**103,202**	**29%**	**65,071**	**17%**	**816,100**
368,530	**441,000**	**451,273**	**-72,470**	**-16%**	**-82,743**	**-18%**		**GROSS REVENUE (GREV)**	**6,744,568**	**6,022,000**	**4,944,505**	**722,568**	**12%**	**1,800,062**	**36%**	**14,215,000**
								COST OF GOODS SOLD (COGS)								
-6,890	-13,130	-13,872	6,240	48%	6,982	50%	43110	Meat	-104,782	-111,920	-96,618	7,138	6%	-8,164	-8%	-321,400
-5,903	-10,880	-9,310	4,977	46%	3,407	37%	43120	Seafood	-55,882	-55,320	-49,477	-562	-1%	-6,405	-13%	-205,270
-6,466	-6,970	-9,783	504	7%	3,317	34%	43130	Produce	-67,436	-50,630	-62,430	-16,806	-33%	-5,006	-8%	-154,280
-2,055	-5,650	-4,181	3,595	64%	2,126	51%	43140	Dairy	-35,938	-46,760	-36,138	10,822	23%	200	1%	-143,250
-752	-1,660	-1,420	908	55%	668	47%	43150	NA Beverage	-23,294	-25,730	-19,419	2,436	9%	-3,875	-20%	-68,010
-5,626	-8,738	-11,973	3,112	36%	6,347	53%	43160	Food Other	-113,659	-93,085	-104,619	-20,574	-22%	-9,040	-9%	-226,891
2,674	3,750	5,305	-1,076	-29%	-2,631	-50%	43190	Mktg Discounts credit	22,862	22,110	27,648	752	3%	-4,787	-17%	76,200
2,058	3,378	3,109	-1,320	-39%	-1,051	-34%	43192	EE Meals credit	12,912	16,645	14,029	-3,734	-22%	-1,118	-8%	41,951
-22,960	***-39,900***	***-42,126***	***16,940***	***42%***	***19,165***	***45%***		***Food Cogs***	***-365,218***	***-344,690***	***-327,023***	***-20,528***	***-6%***	***-38,195***	***-12%***	***-1,000,950***
-2,888	-3,390	-3,170	502	15%	282	9%	43270	Beer	-31,546	-32,140	-27,273	594	2%	-4,274	-16%	-92,070
-1,937	-2,700	-3,436	763	28%	1,499	44%	43280	Liquor	-23,370	-20,550	-21,988	-2,820	-14%	-1,382	-6%	-60,190
-4,322	-8,410	-5,311	4,088	49%	990	19%	43290	Wine	-41,743	-47,120	-38,509	5,377	11%	-3,234	-8%	-151,980
-9,147	***-14,500***	***-11,918***	***5,353***	***37%***	***2,771***	***23%***		***Beverage Cogs***	***-96,659***	***-99,810***	***-87,769***	***3,151***	***3%***	***-8,890***	***-10%***	***-304,240***
-3,402	***-18,400***	***-19,813***	***14,998***	***82%***	***16,410***	***83%***		***Retail Product Cogs***	***-120,826***	***-116,080***	***-114,286***	***-4,746***	***-4%***	***-6,539***	***-6%***	***-307,810***

Department P&L Detail (D01)

For the Five Months Ending May 31, 2019

Operating Fund Consolidated

May 2019									Year-to-Date May 2019							
			Actual vs Budget		Actual vs Prior Yr		Account					Actual vs Budget		Actual vs Prior Yr		Full Year
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Number		Actual	Budget	Prior Year	Variance	Var	Variance	Var	Budget
$	$	$	$	%	$	%			$	$	$	$	%	$	%	$
-35,510	**-72,800**	**-73,856**	**37,290**	**51%**	**38,346**	**52%**		**Total COGS**	**-582,703**	**-560,580**	**-529,079**	**-22,123**	**-4%**	**-53,624**	**-10%**	**-1,613,000**
-09.6%	-16.5%	-16.4%	06.9%	41.6%	06.7%	41.1%		Total Cogs / GREV %	-08.6%	-09.3%	-10.7%	00.7%	07.2%	02.1%	19.3%	-11.3%
-74.4%	-76.0%	-76.1%	01.7%	02.2%	01.8%	02.3%		Retail Product Cogs / Retail R	-52.8%	-54.5%	-58.2%	01.7%	03.2%	05.4%	09.2%	-58.1%
-62.1%	-60.7%	-57.1%	-01.3%	-02.2%	-04.9%	-08.6%		Retail Product Cogs / Retail R	-45.8%	-46.1%	-47.3%	00.3%	00.7%	01.5%	03.1%	-50.4%
-31.3%	-29.0%	-31.1%	-02.3%	-08.1%	-00.3%	-00.8%		F&B Cogs / F&B Rev %	-30.9%	-29.1%	-32.6%	-01.8%	-06.1%	01.7%	05.2%	-28.4%
-31.5%	-27.3%	-32.6%	-04.2%	-15.4%	01.1%	03.4%		Food %, preDiscounts	-30.4%	-28.1%	-31.3%	-02.3%	-08.2%	00.9%	02.9%	-28.1%
-35.6%	-31.6%	-36.5%	-04.0%	-12.6%	00.9%	02.4%		Food %, postDiscounts	-33.0%	-30.6%	-34.7%	-02.4%	-07.8%	01.7%	04.8%	-30.7%
-54.2%	-40.5%	-43.5%	-13.7%	-33.9%	-10.7%	-24.7%		Food NA Beverage %	-27.1%	-26.7%	-28.1%	-00.4%	-01.6%	01.0%	03.5%	-33.7%
-32.3%	-26.4%	-25.1%	-05.9%	-22.4%	-07.2%	-28.5%		COGS % Beverage, incld CF,ne	-25.8%	-25.8%	-28.1%	00.0%	00.0%	02.3%	08.1%	-25.9%
-41.8%	-24.4%	-23.7%	-17.4%	-71.2%	-18.1%	-76.4%		COGS % Beer,net	-25.0%	-25.1%	-26.9%	00.0%	00.0%	01.8%	06.8%	-24.5%
-21.5%	-20.6%	-23.7%	-00.9%	-04.5%	02.2%	09.3%		COGS % Liquor,net	-19.6%	-20.1%	-23.6%	00.5%	02.6%	04.0%	16.9%	-20.6%
-35.4%	-30.1%	-27.4%	-05.3%	-17.7%	-07.9%	-29.0%		COGS % Wine,net	-32.9%	-30.2%	-33.3%	-02.7%	-09.1%	00.3%	01.0%	-30.1%
333,021	**368,200**	**377,417**	**-35,179**	**-10%**	**-44,397**	**-12%**		**Gross Margin (GREV-COG**	**6,161,865**	**5,461,420**	**4,415,427**	**700,445**	**13%**	**1,746,438**	**40%**	**12,602,000**
								PAYROLL								
								SALARIES & WAGES								
-326,125	-331,841	-309,520	5,716	2%	-16,604	-5%	5110...	Salaries - Exempt - Regular & Ot	-1,638,804	-1,605,325	-1,526,050	-33,479	-2%	-112,753	-7%	-3,918,000
-4,490	-3,200	-3,284	-1,290	-40%	-1,205	-37%	51106	Salaries - Exempt - Commissions	-4,490	-3,200	-3,284	-1,290	-40%	-1,205	-37%	-23,000
-139,334	-179,658	-154,112	40,324	22%	14,778	10%	5122...	Wages - FTRegular	-813,110	-871,896	-770,788	58,786	7%	-42,323	-5%	-2,107,637
-162,368	-224,703	-204,418	62,335	28%	42,051	21%	5124...	Wages - Seasonal	-1,603,869	-1,575,523	-1,406,296	-28,346	-2%	-197,573	-14%	-4,163,463
0	-500	-872	500	100%	872	100%	5122...	Wages-FTR-Commissions	-849	-900	-5,481	51	6%	4,632	85%	-30,000
-5,941	-5,100	-5,576	-841	-16%	-365	-7%	51246	Wages-Seasonal-Commissions	-43,102	-38,600	-47,082	-4,502	-12%	3,980	8%	-89,900
-119,977	-11,917	-31,837	-108,060	-907%	-88,140	-277%	5110...	Incentive Program, Exempt	-168,740	-59,584	-79,512	-109,156	-183%	-89,228	-112%	-143,000
-27,591	-2,500	-9,910	-25,091	-1004%	-17,680	-178%	51227	Incentive Program, FTR, NonExe	-48,593	-12,500	-27,603	-36,093	-289%	-20,990	-76%	-30,000
-4,880	0	-2,605	-4,880	0%	-2,275	-87%	51247	Incentive Program, Seasonal, N	-31,655	-5,000	-16,638	-26,655	-533%	-15,017	-90%	-10,000
23,728	23,500	23,217	228	1%	511	2%	51299	Capitalized Payroll Direct S&W	117,728	117,500	115,459	228	0%	2,269	2%	282,000
-766,977	**-735,919**	**-698,918**	**-31,058**	**-4%**	**-68,060**	**-10%**		**Total Salaries & Wages, DIRECT**	**-4,235,484**	**-4,055,028**	**-3,767,275**	**-180,456**	**-4%**	**-468,209**	**-12%**	**-10,233,000**
-426,864	-323,458	-321,424	-103,406	-32%	-105,439	-33%		Salaries sub-total	-1,694,305	-1,550,609	-1,493,387	-143,696	-9%	-200,918	-13%	-3,802,000
-340,114	-412,461	-377,494	72,347	18%	37,380	10%		Wage sub-total	-2,541,179	-2,504,419	-2,273,888	-36,760	-1%	-267,291	-12%	-6,431,000
-166,925	-182,658	-164,894	15,733	9%	-2,031	-1%		Wage-FTR subsubtotal	-862,553	-885,296	-803,872	22,744	3%	-58,680	-7%	-2,167,637
-173,189	-229,803	-212,599	56,614	25%	39,410	19%		Wage-Seasonal subsubto	-1,678,626	-1,619,123	-1,470,016	-59,503	-4%	-208,610	-14%	-4,263,363
-208.1%	-166.9%	-154.9%	-41.2%	-24.7%	-53.2%	-34.4%		PayrollDirect %ofRevenue	-62.8%	-67.3%	-76.2%	04.5%	06.7%	13.4%	17.6%	-72.0%
1,991	-1,200	-5,748	3,191	266%	7,739	135%	51108	PTO net$ accrual, in Salaries	-28,276	-9,100	-25,542	-19,176	-211%	-2,734	-11%	-17,909
5,528	-1,000	3,581	6,528	653%	1,947	54%	51228	PTO net$ accrual, in Wages FTR	-1,354	-5,000	-2,492	3,646	73%	1,138	46%	-12,000
7,519	-2,200	-2,166	9,719	442%	9,685	447%		PTO net accrual, in PD Total	-29,630	-14,100	-28,034	-15,530	-110%	-1,596	-6%	-29,909
-676.3	0.0	-836.4	-676.3	0.0	160.0	0.2		Wage Overtime Hours	-7659.8	0.0	-6095.8	-7659.8	0.0	-1564.0	-0.3	0.0
-16395.2	-22234.3	-20326.8	5839.1	0.3	3931.6	0.2		Wage Total Hours	-140098.1	-139781.9	-132276.1	-316.2	0.0	-7822.0	-0.1	-362184.4
21.08	18.51	18.75	2.58	0.14	2.33	0.12		Wage ROP avg	18.13	17.88	17.17	0.25	0.01	0.96	0.06	17.72
								PAYROLL BURDEN								
-68,654	-75,730	-71,406	7,076	9%	2,751	4%	5130...	Payroll Taxes	-431,134	-460,890	-405,909	29,756	6%	-25,225	-6%	-1,149,000
-30,354	-35,420	-32,782	5,066	14%	2,428	7%	5130...	Workers Compensation	-218,886	-235,610	-226,482	16,724	7%	7,596	3%	-569,000
-74,869	-78,650	-65,558	3,781	5%	-9,311	-14%	5130...	Group Insurance	-383,535	-389,778	-332,363	6,243	2%	-51,172	-15%	-937,000
-16,648	-17,042	-13,277	394	2%	-3,371	-25%	5130...	Retirement Plan	-71,253	-84,810	-62,896	13,557	16%	-8,357	-13%	-205,000
3,625	3,584	3,584	41	1%	41	1%	51499	Capitalized Payroll Burden	17,961	17,920	17,808	41	0%	153	1%	43,000
-186,901	**-203,258**	**-179,439**	**16,357**	**8%**	**-7,462**	**-4%**		**PAYROLL BURDEN Total**	**-1,086,848**	**-1,153,168**	**-1,009,843**	**66,320**	**6%**	**-77,005**	**-8%**	**-2,817,000**
-103,468	-94,585	-86,288	-8,883	-9%	-17,180	-20%	(513...	subtotal, Burden-Salary	-462,385	-468,511	-422,441	6,126	1%	-39,944	-9%	-1,130,000
-57,262	-70,087	-53,567	12,825	18%	-3,695	-7%	(514...	subtotal, Burden-Wage-FTR	-311,866	-358,637	-288,094	46,771	13%	-23,772	-8%	-853,700
-29,796	-42,170	-43,168	12,374	29%	13,372	31%	(514...	subtotal, Burden-Wage-Seasonal	-330,559	-343,940	-317,117	13,381	4%	-13,442	-4%	-876,300
24.4%	**27.6%**	**25.7%**	**-03.3%**	**-11.8%**	**-01.3%**	**-05.1%**		**Burden % - on all Payroll**	**25.7%**	**28.4%**	**26.8%**	**-02.8%**	**-09.8%**	**-01.1%**	**-04.3%**	**27.5%**
24.2%	29.2%	26.8%	-05.0%	-17.1%	-02.6%	-09.7%		Burden % - Salary	27.3%	30.2%	28.3%	-02.9%	-09.7%	-01.0%	-03.5%	29.7%
34.3%	38.4%	32.5%	-04.1%	-10.6%	01.8%	05.6%		Burden % - Wage-FTR	36.2%	40.5%	35.8%	-04.4%	-10.7%	00.3%	00.9%	39.4%
17.2%	18.4%	20.3%	-01.1%	-06.2%	-03.1%	-15.3%		Burden % - Wage-Season	19.7%	21.2%	21.6%	-01.6%	-07.3%	-01.9%	-08.7%	20.6%
25.6%	*27.2%*	*25.6%*	*-01.6%*	*-06.0%*	*00.0%*	*-00.1%*		*Burden % - Wage-FTR&Se*	*25.3%*	*28.1%*	*26.6%*	*-02.8%*	*-09.9%*	*-01.3%*	*-05.0%*	*26.9%*
-953,879	**-939,177**	**-878,357**	**-14,702**	**-2%**	**-75,522**	**-9%**		**PAYROLL TOTAL (Direct&Burde**	**-5,322,332**	**-5,208,196**	**-4,777,118**	**-114,136**	**-2%**	**-545,213**	**-11%**	**-13,050,000**
24.4%	**27.6%**	**25.7%**	**-3.3%**	**-11.8%**	**-1.3%**	**-5.1%**		**Burden % TL**	**25.7%**	**28.4%**	**26.8%**	**-2.8%**	**-9.8%**	**-1.1%**	**-4.3%**	**27.5%**
9.0%	10.3%	10.2%	-1.3%	-13.0%	-1.3%	-12.4%		Payroll Taxes %	10.2%	11.4%	10.8%	-1.2%	-10.4%	-0.6%	-5.5%	11.2%
4.0%	4.8%	4.7%	-0.9%	-17.8%	-0.7%	-15.6%		Workers Comp %	5.2%	5.8%	6.0%	-0.6%	-11.1%	-0.8%	-14.0%	5.6%
9.8%	10.7%	9.4%	-0.9%	-8.7%	0.4%	4.1%		Group Insurance %	9.1%	9.6%	8.8%	-0.6%	-5.8%	0.2%	2.6%	9.2%
2.2%	2.3%	1.9%	-0.1%	-6.3%	0.3%	14.3%		Retirement %	1.7%	2.1%	1.7%	-0.4%	-19.6%	0.0%	0.8%	2.0%
-0.5%	-0.5%	-0.5%	0.0%	3.0%	0.0%	7.8%		Capz PB %	-0.4%	-0.4%	-0.5%	0.0%	4.0%	0.0%	10.3%	-0.4%
								OPERATING EXPENSES (OE)								

Department P&L Detail (D01)

For the Five Months Ending May 31, 2019

Operating Fund Consolidated

May 2019									Year-to-Date May 2019							
			Actual vs Budget		Actual vs Prior Yr		Account					Actual vs Budget		Actual vs Prior Yr		Full Year
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Number		Actual	Budget	Prior Year	Variance	Var	Variance	Var	Budget
$	$	$	$	%	$	%			$	$	$	$	%	$	%	$
-2,097	-3,428	-3,109	1,331	39%	1,012	33%	50530	Employee Meals	-16,173	-17,595	-16,899	1,422	8%	726	4%	-44,301
-7,945	-5,400	-1,472	-2,545	-47%	-6,472	-440%	50605	Employee Housing expenses	-102,973	-75,400	-87,977	-27,573	-37%	-14,996	-17%	-137,400
0	0	0	0	0%	0	0%	50610	Educational Reimbursement	-240	0	0	-240	0%	-240	0%	0
-794	-300	-591	-494	-165%	-204	-34%	50615	Employee Recruiting	-5,520	-2,600	-8,176	-2,920	-112%	2,656	32%	-10,100
-2,122	-8,075	-2,286	5,953	74%	164	7%	50620	Employee Dev/Training	-20,984	-22,875	-12,548	1,891	8%	-8,436	-67%	-56,900
-3,659	-2,890	-1,395	-769	-27%	-2,263	-162%	50625	Employee Relations	-33,154	-24,560	-20,830	-8,594	-35%	-12,325	-59%	-61,750
-1,441	-1,700	-1,537	259	15%	96	6%	50626	PreEmployment Testing	-5,045	-6,700	-3,652	1,655	25%	-1,394	-38%	-22,400
-370	-400	-939	30	7%	569	61%	50627	EAP Services	-1,851	-2,700	-4,127	849	31%	2,277	55%	-6,600
-2,190	-1,000	-1,821	-1,190	-119%	-368	-20%	50628	Benefit Adminstration Services	-13,267	-11,800	-15,511	-1,467	-12%	2,244	14%	-33,200
-9,072	-18,850	-10,601	9,778	52%	1,529	14%	50630	Uniforms	-13,634	-22,030	-13,828	8,396	38%	193	1%	-47,050
-2,337	-4,870	-890	2,533	52%	-1,447	-163%	51080	Seminars & Conferences	-7,566	-15,700	-3,377	8,134	52%	-4,190	-124%	-30,520
-1,220	-4,690	-2,597	3,470	74%	1,377	53%	51095	Travel/Meeting Expense	-8,873	-17,020	-6,718	8,147	48%	-2,155	-32%	-32,090
-33,246	**-51,603**	**-27,238**	**18,357**	**36%**	**-6,008**	**-22%**		**Total Staff Expense**	**-229,282**	**-218,980**	**-193,642**	**-10,302**	**-5%**	**-35,640**	**-18%**	**-482,311**
-9,601	-11,850	-12,437	2,249	19%	2,836	23%	51090	Telephone	-45,253	-60,640	-65,206	15,387	25%	19,953	31%	-144,760
-1,993	-2,135	-1,590	142	7%	-404	-25%	55003	Cable/Sat TV Service	-9,475	-10,875	-8,362	1,400	13%	-1,114	-13%	-25,900
-6,122	-9,675	-8,765	3,553	37%	2,643	30%	55005	Disposal Fees	-38,768	-41,375	-37,775	2,607	6%	-993	-3%	-105,200
-20,580	-20,060	-19,863	-520	-3%	-716	-4%	5501...	Electricity	-130,997	-118,030	-120,978	-12,967	-11%	-10,019	-8%	-299,410
-4,444	-4,200	-3,355	-244	-6%	-1,089	-32%	55020	Natural Gas - Pools	-44,392	-35,700	-33,995	-8,692	-24%	-10,396	-31%	-70,000
-4,831	-5,090	-4,532	259	5%	-300	-7%	55025	Natural Gas - Buildings	-54,227	-49,880	-41,526	-4,347	-9%	-12,701	-31%	-83,750
-7,386	**-6,640**	**-8,477**	**-746**	**-11%**	**1,091**	**13%**	**(530...**	**Fuel & Oil**	**-115,596**	**-81,900**	**-64,870**	**-33,696**	**-41%**	**-50,726**	**-78%**	**-158,740**
-759	-1,800	-1,543	1,041	58%	784	51%	55027	Propane (LPG)	-2,485	-3,320	-3,315	835	25%	830	25%	-6,750
-7,343	-7,500	-7,165	157	2%	-178	-2%	55030	Sewer Fees	-36,715	-37,100	-35,824	385	1%	-891	-2%	-91,570
-2,940	-3,010	-2,865	70	2%	-75	-3%	5503...	Water - Building/Facility	-17,470	-15,260	-15,367	-2,210	-14%	-2,104	-14%	-43,090
-1,786	-1,650	-1,958	-136	-8%	172	9%	55040	Water - Grounds	-8,790	-7,230	-24,943	-1,560	-22%	16,153	65%	-97,170
-67,785	**-73,610**	**-72,550**	**5,825**	**8%**	**4,764**	**7%**		**TOTAL UTILITIES**	**-504,167**	**-461,310**	**-452,161**	**-42,857**	**-9%**	**-52,006**	**-12%**	**-1,126,340**
								SUPPLIES & MAINTENANCE EXPENSE								
-106	-410	-148	304	74%	42	29%	56010	Security Exp	-6,835	-3,830	-3,897	-3,005	-78%	-2,938	-75%	-12,250
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	-4,183	-1,000	0	-3,183	-318%	-4,183	0%	-1,500
-9,114	-7,600	-8,663	-1,514	-20%	-451	-5%	56520	Linen Service	-48,707	-45,940	-51,312	-2,767	-6%	2,605	5%	-128,159
-7,058	-7,925	-8,117	867	11%	1,059	13%	56530	Janitorial Services & Supplies	-40,067	-37,575	-38,191	-2,492	-7%	-1,877	-5%	-94,050
-1,094	-1,343	-1,165	249	19%	71	6%	56535	Pest Control	-3,687	-4,433	-3,789	746	17%	101	3%	-10,575
-1,550	-6,091	-14,898	4,541	75%	13,348	90%	52020	Contract Fees	-13,623	-29,895	-38,702	16,273	54%	25,080	65%	-70,852
0	-300	-858	300	100%	858	100%	52022	Veterinary Services	-432	-800	-2,266	368	46%	1,834	81%	-5,800
0	-200	-473	200	100%	473	100%	52023	Equine Care Services	-1,249	-1,900	-1,590	651	34%	341	21%	-9,300
-2,380	-1,600	0	-780	-49%	-2,380	0%	52024	Offsite Pasturing	-11,900	-9,800	-8,937	-2,100	-21%	-2,963	-33%	-17,100
-3,411	-3,410	-3,127	-1	0%	-284	-9%	53705	Equipment Rental	-6,388	-8,140	-6,429	1,752	22%	41	1%	-20,650
-2,318	-4,000	-1,335	1,682	42%	-983	-74%	56505	Feed Hay Grain	-2,974	-4,000	-1,335	1,026	26%	-1,639	-123%	-13,500
-212	-800	-881	588	74%	669	76%	51560	Mbr Srv - Retail COGS	-1,616	-2,700	-2,764	1,084	40%	1,148	42%	-8,400
0	-1,210	0	1,210	100%	0	0%	56503	Printed Forms/Ticket Stock	-6,243	-13,320	-8,337	7,077	53%	2,094	25%	-19,860
276	-400	-394	676	169%	670	170%	51037	Computer Software	-1,677	-2,100	-1,576	423	20%	-101	-6%	-5,300
0	-100	0	100	100%	0	0%	51038	Computer Hardware	-150	-1,300	-394	1,150	88%	244	62%	-2,200
-2,692	-1,920	-1,609	-772	-40%	-1,083	-67%	51050	Furniture and Office Equip	-4,382	-5,900	-4,750	1,518	26%	368	8%	-13,115
-2,310	-2,500	-1,648	190	8%	-661	-40%	51060	Office Supplies	-8,985	-11,610	-7,386	2,625	23%	-1,599	-22%	-28,510
-3,708	-1,955	-973	-1,753	-90%	-2,734	-281%	51061	Toner Cartridges	-11,449	-11,575	-8,094	126	1%	-3,355	-41%	-27,360
-990	-1,800	-956	810	45%	-34	-4%	53530	Signs	-3,967	-3,750	-3,018	-217	-6%	-949	-31%	-12,290
-6,904	**-15,135**	**-14,353**	**8,231**	**54%**	**7,449**	**52%**	**56501**	**Operating Supplies**	**-18,308**	**-35,085**	**-31,215**	**16,777**	**48%**	**12,907**	**41%**	**-71,770**
-2,454	-4,200	-4,832	1,746	42%	2,377	49%	56502	Paper Products - Restaurant	-31,571	-31,100	-29,027	-471	-2%	-2,544	-9%	-83,520
0	0	0	0	0%	0	0%	56504	Candle & TableTop Supplies	-847	-700	-813	-147	-21%	-34	-4%	-2,000
-1,653	-2,600	-3,057	947	36%	1,404	46%	56511	Cleaning Supplies - Restaurant	-11,201	-12,850	-13,538	1,649	13%	2,337	17%	-34,550
-2,895	-3,970	-3,395	1,075	27%	500	15%	56540	Small Tools & Equipment	-10,310	-17,020	-10,284	6,710	39%	-26	0%	-34,930
-1,636	-2,750	-1,704	1,114	41%	68	4%	56545	Safety Equipment	-6,329	-10,375	-4,101	4,046	39%	-2,228	-54%	-28,100
-3,900	0	-409	-3,900	0%	-3,492	-854%	56550	Spoilage	-9,163	0	-3,080	-9,163	0%	-6,083	-197%	0
-132	-300	0	168	56%	-132	0%	51025	Entertainment	-132	-4,350	0	4,218	97%	-132	0%	-7,850
0	0	-319	0	0%	319	100%	55530	Recreation Programs	0	-100	-319	100	100%	319	100%	-24,200
-537	-1,025	-1,210	488	48%	673	56%	55532	Special Programs	-10,362	-10,625	-7,932	263	2%	-2,430	-31%	-56,070
-380	-600	-673	220	37%	294	44%	55537	Catering Rentals	-380	-600	-817	220	37%	437	54%	-7,400
0	0	628	0	0%	-628	-100%	56013	Concert Expenses	-22	0	-219	-22	0%	197	90%	-77,000
-23	0	0	-23	0%	-23	0%	55550	Ski Team Expense	-1,821	-1,500	-1,730	-321	-21%	-91	-5%	-1,500
								Repairs & Maintenance								
-281	0	0	-281	0%	-281	0%	54200	R&M Building (non-posting)	-281	0	0	-281	0%	-281	0%	0
-6,489	-5,000	-4,862	-1,489	-30%	-1,627	-33%	54210	General/PM	-20,394	-17,200	-19,944	-3,194	-19%	-450	-2%	-46,500
0	-100	-34	100	100%	34	100%	54220	Plumbing	-2,121	-1,280	-2,108	-841	-66%	-13	-1%	-3,520
0	-225	-183	225	100%	183	100%	54240	Lighting and Electrical	-1,410	-1,595	-603	185	12%	-807	-134%	-4,080
0	0	-97	0	0%	97	100%	54250	HVAC	-989	-250	-310	-739	-296%	-679	-219%	-800
0	-300	0	300	100%	0	0%	54252	Carpentry	-35	-1,150	0	1,115	97%	-35	0%	-3,000
-592	-650	-571	58	9%	-21	-4%	54254	Elevators	-3,742	-2,950	-3,264	-792	-27%	-478	-15%	-7,200
-1,811	-3,300	-5,931	1,489	45%	4,120	69%	54256	Fire Suppression	-4,204	-5,050	-7,108	846	17%	2,904	41%	-12,000
0	-300	0	300	100%	0	0%	54274	Painting	-47	-400	0	353	88%	-47	0%	-900

Department P&L Detail (D01)

For the Five Months Ending May 31, 2019

Operating Fund Consolidated

May 2019									Year-to-Date May 2019							
			Actual vs Budget		Actual vs Prior Yr		Account					Actual vs Budget		Actual vs Prior Yr		Full Year
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Number		Actual	Budget	Prior Year	Variance	Var	Variance	Var	Budget
$	$	$	$	%	$	%			$	$	$	$	%	$	%	$
-487	-1,917	-1,808	1,430	75%	1,321	73%	54290	Other Building	-2,128	-7,165	-4,731	5,037	70%	2,603	55%	-19,730
-9,659	**-11,792**	**-13,486**	**2,133**	**18%**	**3,826**	**28%**		**R&M Building**	**-35,353**	**-37,040**	**-38,069**	**1,687**	**5%**	**2,716**	**7%**	**-97,730**
-10	0	0	-10	0%	-10	0%	54310	Asphalt	-119	0	-876	-119	0%	756	86%	0
-81	0	0	-81	0%	-81	0%	54320	Irrigation and Drainage	-81	0	0	-81	0%	-81	0%	0
-677	-1,350	-435	673	50%	-241	-55%	54340	GrassFlowersSeedFertilizers	-677	-1,350	-435	673	50%	-241	-55%	-2,500
0	0	-59	0	0%	59	100%	54350	Ski Trails	-208	-600	-206	392	65%	-1	-1%	-1,000
0	0	0	0	0%	0	0%	54380	Snow Removal	-139,218	-96,060	-90,079	-43,158	-45%	-49,139	-55%	-134,100
-5,869	-6,900	-11,823	1,031	15%	5,954	50%	54390	Other Grounds Maint	-9,006	-9,900	-14,823	894	9%	5,817	39%	-37,700
-6,637	**-8,250**	**-12,317**	**1,613**	**20%**	**5,681**	**46%**		**R&M Grounds (nonGolf)**	**-149,309**	**-107,910**	**-106,419**	**-41,399**	**-38%**	**-42,890**	**-40%**	**-175,300**
-1,737	0	0	-1,737	0%	-1,737	0%	54400	R&M Equipment (non-posting)	-1,737	0	0	-1,737	0%	-1,737	0%	0
-135	-1,000	0	865	87%	-135	0%	54412	Ski Lifts, Fixed Grip	-2,854	-2,200	-2,005	-654	-30%	-849	-42%	-9,300
0	-100	0	100	100%	0	0%	54416	Ski Lifts, Surface	-646	-500	-159	-146	-29%	-487	-306%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
0	0	0	0	0%	0	0%	54419	Snowmaking	-379	-500	-165	121	24%	-214	-130%	-5,400
-395	-2,500	0	2,105	84%	-395	0%	54421	Snowcats	-37,590	-31,300	-15,115	-6,290	-20%	-22,475	-149%	-92,000
-420	-600	0	180	30%	-420	0%	54426	Snowmobiles	-1,116	-5,750	-3,400	4,634	81%	2,284	67%	-12,600
-456	-500	-123	44	9%	-332	-269%	54434	Golf Maint Eq	-1,007	-1,300	-397	293	23%	-610	-154%	-14,000
0	-100	0	100	100%	0	0%	54438	Golf Carts Fleet	-204	-100	0	-104	-104%	-204	0%	-2,000
-3,941	-2,500	-2,136	-1,441	-58%	-1,805	-84%	54443	Rolling, Heavy	-25,672	-15,100	-13,560	-10,572	-70%	-12,113	-89%	-40,400
-5,268	-9,190	-14,468	3,922	43%	9,200	64%	54448	Rolling, Car/Truck/Bus/Van	-24,468	-29,574	-39,645	5,106	17%	15,177	38%	-67,840
-1,830	-500	-576	-1,330	-266%	-1,254	-218%	54452	F&B Kitchen Equip	-6,105	-6,000	-5,622	-105	-2%	-483	-9%	-16,200
-195	-175	0	-20	-11%	-195	0%	54454	F&B GlassSilverChina	-195	-875	-138	680	78%	-56	-41%	-2,100
0	-200	-106	200	100%	106	100%	54461	Bicycles	0	-700	-779	700	100%	779	100%	-1,400
-17	-400	0	383	96%	-17	0%	54463	Fitness Equipment	-115	-1,200	-632	1,085	90%	517	82%	-3,000
0	-90	0	90	100%	0	0%	54470	Office Equip R&M	0	-510	0	510	100%	0	0%	-1,580
-4,577	-5,738	-4,380	1,161	20%	-196	-4%	54481	Computer Software Maint	-24,206	-29,261	-19,779	5,055	17%	-4,427	-22%	-69,730
-557	-500	-1,094	-57	-11%	537	49%	54483	Computer Hardware Maint	-580	-2,910	-2,428	2,330	80%	1,848	76%	-7,250
-50	-1,700	-50	1,650	97%	0	0%	54499	Other Operating Equip R&M	-3,077	-3,600	-1,507	523	15%	-1,569	-104%	-8,600
-19,578	**-25,793**	**-22,935**	**6,215**	**24%**	**3,356**	**15%**		**R&M Equipment**	**-129,951**	**-131,380**	**-105,473**	**1,429**	**1%**	**-24,477**	**-23%**	**-356,300**
-1,500	-1,500	-688	0	0%	-812	-118%	54510	Seed & Sod	-3,000	-3,000	-2,188	0	0%	-812	-37%	-7,500
-6,200	-6,200	-7,181	0	0%	981	14%	54520	Fertilizer	-6,200	-6,300	-7,281	100	2%	1,081	15%	-16,500
-3,500	-3,500	-3,500	0	0%	0	0%	54530	Top Dressing	-3,500	-3,500	-6,000	0	0%	2,500	42%	-9,000
-500	-500	0	0	0%	-500	0%	54540	Sand, Gravel, Rock	-3,449	-2,500	-3,000	-949	-38%	-449	-15%	-3,000
-2,700	-2,700	-2,958	0	0%	258	9%	54560	Pesticides	-6,300	-6,300	-6,558	0	0%	258	4%	-9,300
-114	-240	-326	126	53%	213	65%	54570	Irrigation and Drainage	-1,054	-1,180	-1,266	126	11%	213	17%	-3,000
0	-250	0	250	100%	0	0%	54590	All Other Golf Course	0	-250	0	250	100%	0	0%	-500
-14,514	**-14,890**	**-14,653**	**376**	**3%**	**140**	**1%**		**R&M Golf Course**	**-23,503**	**-23,030**	**-26,293**	**-473**	**-2%**	**2,790**	**11%**	**-48,800**
-3,746	-3,400	-2,430	-346	-10%	-1,316	-54%	54710	chemicals	-8,898	-9,700	-7,703	802	8%	-1,195	-16%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-750	0	750	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
-3,746	**-3,550**	**-2,430**	**-196**	**-6%**	**-1,316**	**-54%**		**R&M Pool Spa**	**-8,898**	**-10,450**	**-7,789**	**1,552**	**15%**	**-1,109**	**-14%**	**-29,800**
-1,100	-300	-2,961	-800	-267%	1,861	63%	(575...	Forestry Management	-21,437	-7,900	-3,965	-13,537	-171%	-17,472	-441%	-262,560
0	-100	-835	100	100%	835	100%	57528	Trails Maintenance	-580	-100	-836	-480	-480%	256	31%	-1,600
-1,100	**-400**	**-3,796**	**-700**	**-175%**	**2,696**	**71%**		**R&M Forestry/Trails**	**-22,017**	**-8,000**	**-4,801**	**-14,017**	**-175%**	**-17,216**	**-359%**	**-264,160**
12,338	10,370	13,988	1,968	19%	-1,650	-12%	59010	Contra - Inter-Dept. Charges	126,320	83,170	89,283	43,150	52%	37,037	41%	187,910
-42,897	**-54,305**	**-55,629**	**11,408**	**21%**	**12,732**	**23%**		**R&M subtotal**	**-242,711**	**-234,640**	**-199,562**	**-8,071**	**-3%**	**-43,148**	**-22%**	**-784,180**
-100,078	**-128,449**	**-130,198**	**28,371**	**22%**	**30,120**	**23%**		**TOTAL SUPPLIES & MAIN**	**-521,672**	**-558,513**	**-495,404**	**36,841**	**7%**	**-26,268**	**-5%**	**-1,713,841**
								ADMINISTRATIVE & OTHER EXPENSE								
-5,950	-5,000	0	-950	-19%	-5,950	0%	52010	Audit & Tax Services	-27,950	-27,000	-22,000	-950	-4%	-5,950	-27%	-27,000
0	-9,325	0	9,325	100%	0	0%	52015	Consulting Expense	-997	-28,125	-4,157	27,128	96%	3,160	76%	-56,100
0	-833	-408	833	100%	408	100%	52017	Po Survey	0	-4,166	-2,042	4,166	100%	2,042	100%	-10,000
-5,736	-8,750	-18,970	3,014	34%	13,234	70%	52030	Legal Services	-47,936	-43,750	-55,258	-4,186	-10%	7,323	13%	-105,000
-8,995	0	0	-8,995	0%	-8,995	0%	52035	Governing Docs	-8,995	0	0	-8,995	0%	-8,995	0%	0
0	-500	-100	500	100%	100	100%	51070	Public Relations	-2,946	-3,600	-16,184	654	18%	13,237	82%	-11,950
-180	0	-192	-180	0%	12	6%	55520	Promotion Expense	-855	-4,500	-6,426	3,645	81%	5,570	87%	-6,500
-2,651	-7,510	-2,042	4,859	65%	-609	-30%	55540	Resort Advertising	-30,835	-53,710	-33,763	22,875	43%	2,928	9%	-119,130
0	0	0	0	0%	0	0%	55545	Brochure Distribution	0	-4,800	-3,000	4,800	100%	3,000	100%	-7,000
-222	-300	-272	78	26%	50	18%	55560	Sales specific	-2,190	-1,300	-1,173	-890	-68%	-1,018	-87%	-3,700
50	-1,300	-306	1,350	104%	356	116%	51520	Charitable Contributions	-872	-4,000	-3,404	3,128	78%	2,532	74%	-12,400
-50	0	-200	-50	0%	150	75%	51530	Community Relations	-401	-3,334	-497	2,933	88%	96	19%	-20,000
-446	-900	-757	455	51%	312	41%	55538	Reservation Services	-4,745	-4,900	-5,086	155	3%	341	7%	-11,200
-2,674	-3,750	-5,245	1,076	29%	2,571	49%	55525	Marketing Discounts CoGS	-22,862	-22,110	-27,588	-752	-3%	4,727	17%	-76,200
-1,129	-1,100	-1,241	-29	-3%	113	9%	51020	Dues & Subscriptions	-10,435	-10,975	-10,052	540	5%	-382	-4%	-27,840
-12,185	-8,920	-16,131	-3,265	-37%	3,945	24%	51035	Licenses, Permits, Fees	-57,492	-41,572	-54,844	-15,920	-38%	-2,648	-5%	-119,050
-210	-705	-319	495	70%	109	34%	51096	Mileage Reimbursement	-2,302	-2,585	-2,798	283	11%	496	18%	-8,010
-328	-3,100	-13,825	2,772	89%	13,497	98%	51515	Board Expense	-9,442	-14,700	-53,522	5,258	36%	44,080	82%	-36,000

Tahoe Donner Association

Department P&L Detail (D01)

For the Five Months Ending May 31, 2019

Operating Fund Consolidated

May 2019									Year-to-Date May 2019							
			Actual vs Budget		Actual vs Prior Yr		Account					Actual vs Budget		Actual vs Prior Yr		Full Year
Actual	Budget	Prior Yr	Variance	Var	Variance	Var	Number		Actual	Budget	Prior Year	Variance	Var	Variance	Var	Budget
$	$	$	$	%	$	%			$	$	$	$	%	$	%	$
-81	0	-163	-81	0%	82	50%	51516	Annual Meeting Expense	-1,016	0	-328	-1,016	0%	-688	-210%	-41,000
-6,062	-4,250	-7,110	-1,812	-43%	1,048	15%	51063	Postage - TDNews	-14,635	-13,050	-19,091	-1,585	-12%	4,456	23%	-30,450
-1,124	-1,580	-1,021	456	29%	-102	-10%	51065	Postage - General	-4,302	-6,245	-3,743	1,943	31%	-559	-15%	-15,450
0	0	0	0	0%	0	0%	51510	Assessment Billing	-3,744	-1,400	-4,682	-2,344	-167%	939	20%	-10,400
-599	-774	-1,641	175	23%	1,042	64%	51535	Digital Content	-7,091	-3,870	-9,986	-3,221	-83%	2,895	29%	-9,288
-9,174	-11,200	-8,524	2,026	18%	-650	-8%	51545	Printing - TD News	-33,957	-36,000	-32,012	2,043	6%	-1,945	-6%	-84,400
-2,832	-1,000	-2,319	-1,832	-183%	-514	-22%	51546	Printing - Brochures	-20,123	-13,300	-11,619	-6,823	-51%	-8,504	-73%	-28,400
-430	0	-1,078	-430	0%	648	60%	51547	Printing - Other	-1,115	0	-1,322	-1,115	0%	207	16%	-100
-9,183	-400	-4,150	-8,783	-2196%	-5,033	-121%	56601	Claims Expense	-64,190	-2,200	-9,477	-61,990	-2818%	-54,714	-577%	-5,000
0	0	0	0	0%	0	0%	52210	Bad Debt Expense	-5,000	-5,000	-5,000	0	0%	0	0%	-14,000
0	-833	0	833	100%	0	0%	52215	Collection Expense	-156	-4,166	-338	4,010	96%	181	54%	-10,000
-10,233	-10,740	-19,126	507	5%	8,893	46%	52220	Credit Card Expense	-162,306	-135,260	-113,976	-27,046	-20%	-48,330	-42%	-307,140
-383	0	-89	-383	0%	-294	-329%	52225	Over/Short	-537	0	-261	-537	0%	-275	-105%	0
0	100	0	-100	-100%	0	0%	57009	Inter-Department Food Costs	-1,253	500	0	-1,753	-351%	-1,253	0%	1,200
0	-2,091	0	2,091	100%	0	0%	59999	Contingency	0	-12,503	0	12,503	100%	0	0%	-30,000
-37,800	*-37,800*	*-29,500*	*0*	*0%*	*-8,300*	*-28%*	*52025*	*Insurance Expense*	*-279,800*	*-279,800*	*-231,500*	*0*	*0%*	*-48,300*	*-21%*	*-590,000*
-19,713	*-20,050*	*-19,188*	*337*	*2%*	*-525*	*-3%*	*57030*	*Taxes - Property*	*-98,565*	*-100,250*	*-95,940*	*1,685*	*2%*	*-2,625*	*-3%*	*-246,000*
-3,750	*-3,750*	*-3,750*	*0*	*0%*	*0*	*0%*	*5702...*	*Taxes - Income*	*-18,750*	*-18,750*	*-18,750*	*0*	*0%*	*0*	*0%*	*-45,000*
-142,069	**-146,361**	**-157,667**	**4,292**	**3%**	**15,598**	**10%**		**TOTAL ADMINISTRATIVE & OT**	**-947,795**	**-906,421**	**-859,817**	**-41,374**	**-5%**	**-87,978**	**-10%**	**-2,122,508**
-343,177	**-400,023**	**-387,652**	**56,846**	**14%**	**44,475**	**11%**		**TOTAL OPERATING EXPENSES**	**-2,202,916**	**-2,145,224**	**-2,001,023**	**-57,692**	**-3%**	**-201,892**	**-10%**	**-5,445,000**
-1,297,056	**-1,339,200**	**-1,266,009**	**42,144**	**3%**	**-31,047**	**-2%**		**TOTAL PAYROLL AND OPERATI**	**-7,525,247**	**-7,353,420**	**-6,778,142**	**-171,827**	**-2%**	**-747,105**	**-11%**	**-18,495,000**
-964,036	**-971,000**	**-888,591**	**6,964**	**1%**	**-75,444**	**-8%**		**NORBO (before AO)**	**-1,363,382**	**-1,892,000**	**-2,362,715**	**528,618**	**28%**	**999,333**	**42%**	**-5,893,000**
16,000	**16,000**	**0**	**0**	**0%**	**16,000**	**0%**	**59025**	**ALLOCATED OVERHEAD (AO)**	**81,000**	**81,000**	**0**	**0**	**0%**	**81,000**	**0%**	**197,000**
-948,036	**-955,000**	**-888,591**	**6,964**	**1%**	**-59,444**	**-7%**		**NOR (after AO)**	**-1,282,382**	**-1,811,000**	**-2,362,715**	**528,618**	**29%**	**1,080,333**	**46%**	**-5,696,000**
-1,316,566	-1,396,000	-1,339,865	79,434	6%	23,299	2%		T O C post AO	-8,026,950	-7,833,000	-7,307,221	-193,950	-2%	-719,730	-10%	-19,911,000
-1,332,566	**-1,412,000**	**-1,339,865**	**79,434**	**6%**	**7,299**	**1%**		**T O C pre AO**	**-8,107,950**	**-7,914,000**	**-7,307,221**	**-193,950**	**-2%**	**-800,730**	**-11%**	**-20,108,000**
-28.0%	-31.6%	-33.7%	03.6%	11.4%	05.7%	16.9%		REV to TOC (CRR%)	-84.0%	-76.9%	-67.7%	-07.1%	-09.3%	-16.4%	-24.2%	-71.4%
955,000	**955,000**	**892,000**	**0**	**0%**	**63,000**	**7%**		**Asssessment Revenue, Operatin**	**1,811,000**	**1,811,000**	**2,216,000**	**0**	**0%**	**-405,000**	**-18%**	**5,696,000**
6,964	**0**	**3,409**	**6,964**	**0%**	**3,556**	**104%**		**NOR AFTER Asssessment Reven**	**528,618**	**0**	**-146,715**	**528,618**	**0%**	**675,333**	**460%**	**0**