



Tahoe Donner Association Finance Reports

July 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: August 19, 2019
Re: **July 2019 – Operating Fund Financial Results**



Keynotes

1. July NOR loss of \$95,000 was favorable \$1,000 or 1% to Budget. YTD NOR loss of \$2,035,000 is favorable \$530,000/21% to Budget.
2. Operating Fund Members' Equity balance of \$3.0 million is \$1,560,000 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. **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.
5. 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.
6. F04 – Repurposed, now latest Quarterly Financial Update. F14– Capital Funds reporting revised to include RRF Expenditure sub-schedule (last page).

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 (\$112,000) which was favorable to budget by \$1,000/1%. Month's operating revenues of \$1,892,000 were \$265,000/12% unfavorable to budget and total expenses of \$2,000,000 were \$266,000/12% favorable to budget. Compared to last year same month, revenues are down \$161,000/8% and NORBO is unfavorable \$7,000/7%. Golf NORBO off \$161,000 due to conditions and corresponding reduced pricing; offset by summer incentive accrual made in May, reversal in July of \$42,000 and approximately \$30,000 favorable Concert results.

Year to Date

Seven months in, the NORBO of loss of (\$2,149,000) is favorable \$530,000 or 20% 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 seven months of last year, revenue is up \$1.5 million and NORBO is up \$955,000. 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, whereas May presented operational challenges due to excess winter snowfall that hampered efforts to open the golf course. Unfortunately, these same challenges continued into June, forcing the further postponement of golf course operations to June 21st.

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 July 2019			For the seven months ending July 2019		
	Value	Variance to Budget		Value	Variance to Budget	
1 Operating Revenue	\$ 1,892,333	\$ (264,667)	-12%	\$ 9,530,820	\$ 261,820	3%
2 Operating Costs	\$ (1,987,470)	\$ 265,530	12%	\$ (11,565,407)	\$ 268,593	2%
3 Net Operating Result	\$ (95,137)	\$ 863	1%	\$ (2,034,588)	\$ 530,412	21%
<i>3.1 Flow-thru %</i>		0%		203%		
4 Operating Expenses	\$ (503,061)	\$ 62,232	11%	\$ (3,055,622)	\$ 13,540	0%
5 Payroll Direct	\$ (1,009,361)	\$ 134,700	12%	\$ (6,041,464)	\$ 71,699	1%
6 Payroll Direct % of Rev	-53%	(0.003)	-1%	-63%	0.026	4%
7 Non-Exempt FTEs	259	19.4	7%	179	4.7	3%
8 F&B COGS % of F&B Rev	-29.4%	(0.007)	-2%	-29.7%	(0.008)	-3%
9 Downhill Ski NOR	(93,248)	4,389	4%	1,232,415	449,017	57%
10 OPFd Members' Equity Value and Variance to Policy 10%				\$ 2,971,142	\$ 1,549,642	109%

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. Cooler daytime highs and cold overnight lows throughout much of **June** directly impacted Marina visitation and more importantly delayed the opening of the Golf Course, which opened on June 21st with reduced pricing. **July** saw a return to more average weather conditions with minimal impact to operations.

Financial Notables of Operating Units

Downhill Ski. YTD NORBO of \$1,509,000 is favorable \$449k/42% to budget and favorable \$1M/220% 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.

Cross Country Ski. YTD NORBO of \$312,000 is favorable \$96k/44% to budget and favorable \$129k/70% 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 (\$103,000) is unfavorable \$76k to budget and unfavorable \$14k/15% to prior year. YTD cogs of 29% compares to budget 29% and prior year 30%. Results versus budget driven primarily by unfavorable cogs, increased payroll cost, weather impacts of ~\$10,000 (snow removal primarily) and extreme weather in key month of February (off \$30k net in Feb) 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. With strong banquet business this summer/fall and a good December, Lodge is forecasted to achieve Budget for year.

Pizza. YTD NORBO loss of (\$45,000) is unfavorable \$27k to budget and unfavorable \$13k to prior year. YTD cogs of 29% compares to budget 28% and prior year 29%. 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+. Closed 1st ½ of June, results for June beat budget by \$2k, however, July struggled due primarily to turnover of both Chef and Front Service Supervisor position. Management continues to evaluate options for improving financial performance of this operation.

Alder Creek Café. YTD NORBO loss of (\$46,000) is favorable \$10k to budget and favorable \$36k to prior year. YTD cogs of 35% compares to budget 32% and prior year 36%. The Café benefited from the favorable cross country ski conditions and skier volumes. Summer is performing ok, however, not meeting the banquet business expectations set in Budget, attributed primarily to turnover in event sales position. The Café's favorable to budget ytd \$10k will likely erode over remainder of this year.

Other Financial Noteworthy items:

- Defensible Space dumpster at Northwoods, not budgeted – Cost is approximately \$8k for summer.
- Governing Documents – YTD Actual \$27,000 – Cost charged to Operating Fund, Budgeted in Replacement Reserve Fund.
- Day Camps – Revenue not achieving budget expectations. Kid enrollments down, both Member and Guest. Researching reasons, but we may have hit price elasticity mark on rates charged.
- Pool Chemicals – The cost of chemicals, primarily Chlorine has nearly doubled over last year. This was not budgeted to occur. YTD July actual of \$29,000 is over budget \$10k and forecast for year is to be over budget ~20,000.

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 6/27/2019, sales of \$202,000 are \$33,000 or 14% 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.

- 07/31/2019 -- **2019/2020** – sold 4,389 revenues of \$1,131,000, (vs py pace; volume up 2%, revenue up 11%)
- For full year cycle **2018/2019** – sold 4,582 revenues of \$1,069,000, (vs py cycle; volume up 4%, revenue up 2%)
- 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

- 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 07/31/xx:	as of 06/30/xx:
07/31/19 - 2019 52 or 0.8% of units	06/30/19 - 2019 62 or 1.0% of units
07/31/18 - 2018 51 or 0.8% of units	06/30/18 - 2018 59 or 0.9% of units
07/31/17 - 2017 53 or 0.8% of units	06/30/17 - 2017 64 or 1.0% of units
07/31/16 - 2016 61 or 0.9% of units	06/30/16 - 2016 73 or 1.1% of units
as of 05/31/xx:	as of 04/30/xx:
05/31/19 - 2019 73 or 1.1% of units	04/30/19 - 2019 90 or 1.4% of units
05/31/18 - 2018 64 or 1.0% of units	04/30/18 - 2018 84 or 1.3% of units
05/31/17 - 2017 116 or 1.8% of units	04/30/17 - 2017 116 or 1.8% of units
05/31/16 - 2016 112 or 1.7% of units	04/30/16 - 2016 112 or 1.7% 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

Personnel Report July 2019

	Payroll Runs on 7th of Month				Y2Y Change		M2M Change		2018 July		2019 July	
	Status	8/7/2018	7/7/2019	8/7/2019	Change	%Chg	Change	%Chg	Terms	NewHires	Terms	NewHires
Exempt	101	45	47	44	-1	-2%	-3	-6%	0	0	1	0
NonExempt	102	43	41	38	-5	-12%	-3	-7%	0	0	2	0
NonExempt	103	363	343	366	3	1%	23	7%	24	10	21	17
NonExempt	104	18	21	19	1	6%	-2	-10%	0	0	0	0
Totals	Total	469	452	467	-2	0%	15	3%	24	10	24	17
Totals (FTYR)	101 + 102	88	88	82	-6	-7%	-6	-7%	0	0	3	0

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

- Seasonal Employment – all operating departments/amenities were adequately staffed this winter 18/19 and summer 2019. Bus drivers, lift operators, and custodians are the three most challenging areas to fill adequately.
- Full Time Year Round Employment – coming out of this heavy winter, we are noting an increase in FTYR personnel turnover. The reasons vary, with for Q2 approximately 10 positions, 5 of these due to relocations to other areas, and the other 5; 1 retirement, 1 lasted less than a month due to performance, 1 worked out due to performance, 1 lifestyle choice (did not want to work summers), and 1 went to work for a competitor where spouse worked, for same rate of pay.

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

	Trout Creek Recreation Center					Guest Mix and %tl %G						Member Mix and %tl %M						Guest Revenue
	TL Visits	Mbr V	Mbrv %	Guest V	GstV %	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
Jan-Mar17	30,001	19,645	65%	6,198	19%	0			0	0%	0%	18,847	63%	96%	798	3%	4%	\$ 46,124
Jan-Mar18	32,704	22,663	69%	5,096	15%	2,035	6%	40%	3,061	9%	60%	21,722	66%	96%	941	3%	4%	\$ 52,474
Jan-Mar19	31,047	20,760	67%	5,166	16%	2,131	7%	41%	3,035	10%	59%	19,700	63%	95%	1,060	3%	5%	\$ 65,935
Apr17	9,859	6,803	69%	1,692	17%							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	13%							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
Jun17	13,762	10,144	74%	2,846	21%							8,843	64%	87%	1,301	9%	13%	\$ 19,164
Jun18	13,426	9,795	73%	1,996	15%	911	7%	46%	1,085	8%	54%	8,810	66%	90%	985	7%	10%	\$ 19,626
Jun19	12,834	9,731	76%	2,129	17%	1,068	8%	50%	1,061	8%	50%	9,382	73%	96%	349	3%	4%	\$ 26,243
Jul17	25,508	16,036	63%	6,474	25%							12,977	51%	81%	3,059	12%	19%	\$ 48,388
Jul18	21,486	14,129	66%	5,351	25%	1,841	9%	34%	3,510	16%	66%	12,770	59%	90%	1,359	6%	10%	\$ 55,790
Jul19	21,276	14,871	70%	5,389	25%	2,356	11%	44%	3,033	14%	56%	13,261	62%	89%	1,610	8%	11%	\$ 67,148
YTD Jul17	87,791	58,759	67%	16,653	19%							53,030	60%	90%	5,729	7%	10%	\$ 134,696
YTD Jul18	84,923	59,287	70%	13,126	15%	5,585	7%	43%	8,553	10%	65%	55,487	65%	94%	3,800	4%	6%	\$ 144,660
YTD Jul19	82,101	58,267	71%	14,439	18%	6,349	8%	44%	8,090	10%	56%	54,735	67%	94%	3,532	4%	6%	\$ 181,243
2019/day 212	387	275		68		30			38			258			17			\$ 855

YTD - Trout Creek Visits Mix
 71% Member
 8% Guests with Member
 10% Guests on Guest Card
 7% Employee
 4% Fitness/Childcare/Massage

Beach Club Marina

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
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%	100%	-	0%	0%	\$ 260
Jun17	7,160	2,331	23%							\$ 18,660
Jun18	6,992	2,169	25%	1,217	22%	56%	952	3%	44%	\$ 22,034
Jun19	5,471	1,504	27%	956	17%	64%	548	10%	36%	\$ 18,773
Jul 17	16,926	6,763	23%							\$ 68,520
Jul 18	18,732	7,726	25%	4,191	22%	54%	3,535	3%	46%	\$ 75,274
Jul 19	16,188	6,497	40%	3,382	21%	52%	3,115	19%	48%	\$ 80,232
YTD Jul17	25,402	9,399	23%							\$ 89,554
YTD Jul18	26,505	10,087	25%	5,578	22%	55%	4,509	3%	45%	\$ 99,122
YTD Jul19	21,799	8,005	37%	4,342	20%	54%	3,663	17%	46%	\$ 99,265
2019/day 69	316	116		63			53			\$ 1,439
YTD										
Member		63%								
Guest w/member		20%								
Guest on Guest Card		17%								

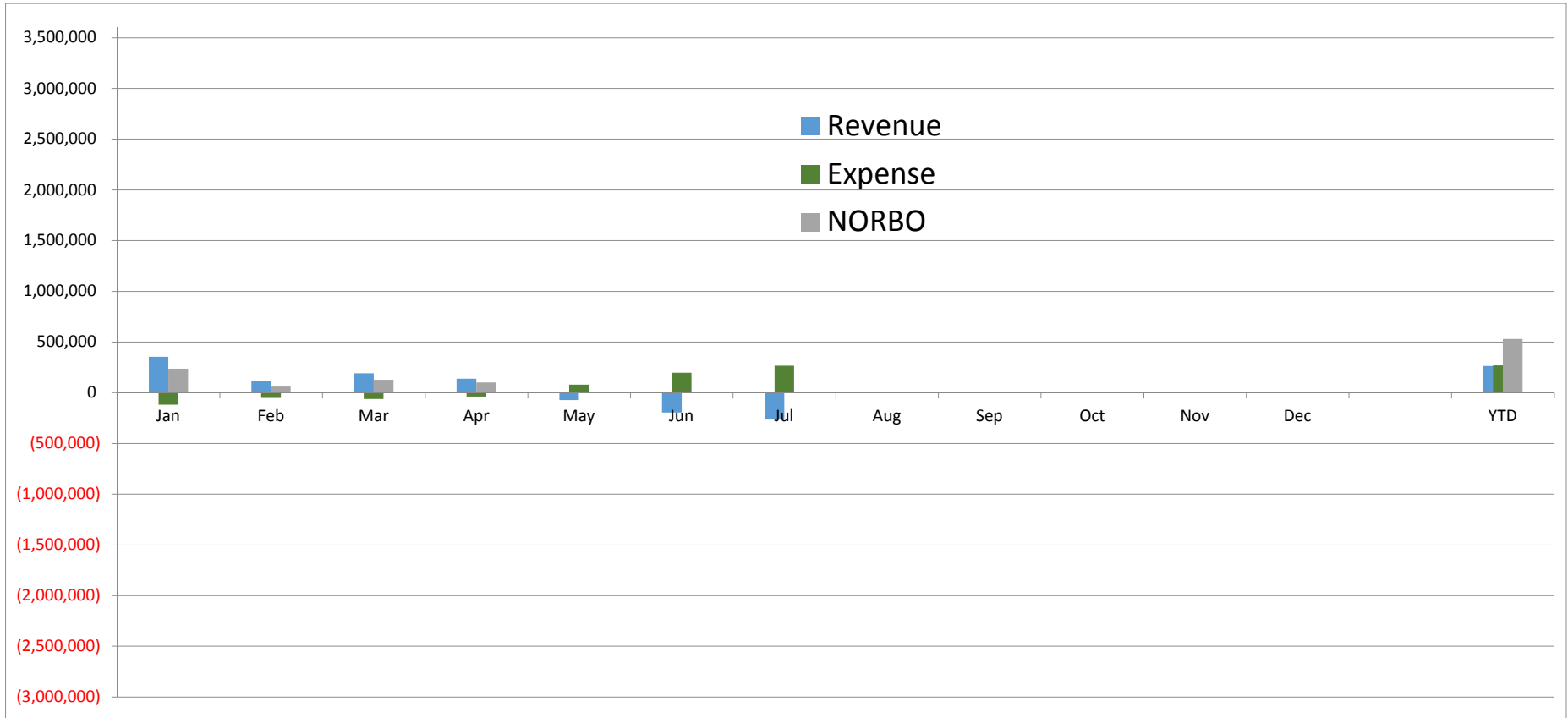
opened May 24

Tennis

	TL Visits	Guest V	GstV %	Guest Mix and %tl %G						Guest Revenue
				w/Mbr			onGCard			
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
Jun17	3,654	439	12%							\$ 3,308
Jun18	3,432	285	8%	234	7%	82%	51	1%	18%	\$ 2,390
Jun19	2,862	453	16%	418	15%	92%	35	1%	8%	\$ 4,574
Jul17	5,763	471	8%							\$ 3,584
Jul18	5,619	702	12%	590	11%	84%	112	2%	16%	\$ 5,819
Jul19	6,111	681	11%	574	9%	84%	107	2%	16%	\$ 7,001
YTD Jul17	10,730	1,240	12%							\$ 9,464
YTD Jul18	10,479	1,409	13%	824	8%	58%	163	2%	12%	\$ 11,535
YTD Jul19	9,817	1,380	14%	1,235	13%	89%	145	1%	11%	\$ 14,014
2019/day 83	118	17		15			2			\$ 169
<i>opened May 10</i>		YTD								
	Member	78%								
	Guest w/member	13%								
	Guest on Guest Card	1%								
	Employee	2%								
	Other	6%								

Tahoe Donner Association
Operating Fund - excluding Annual Assessment Revenues
Variance to Budget - by Month - For the seven months ending July 2019

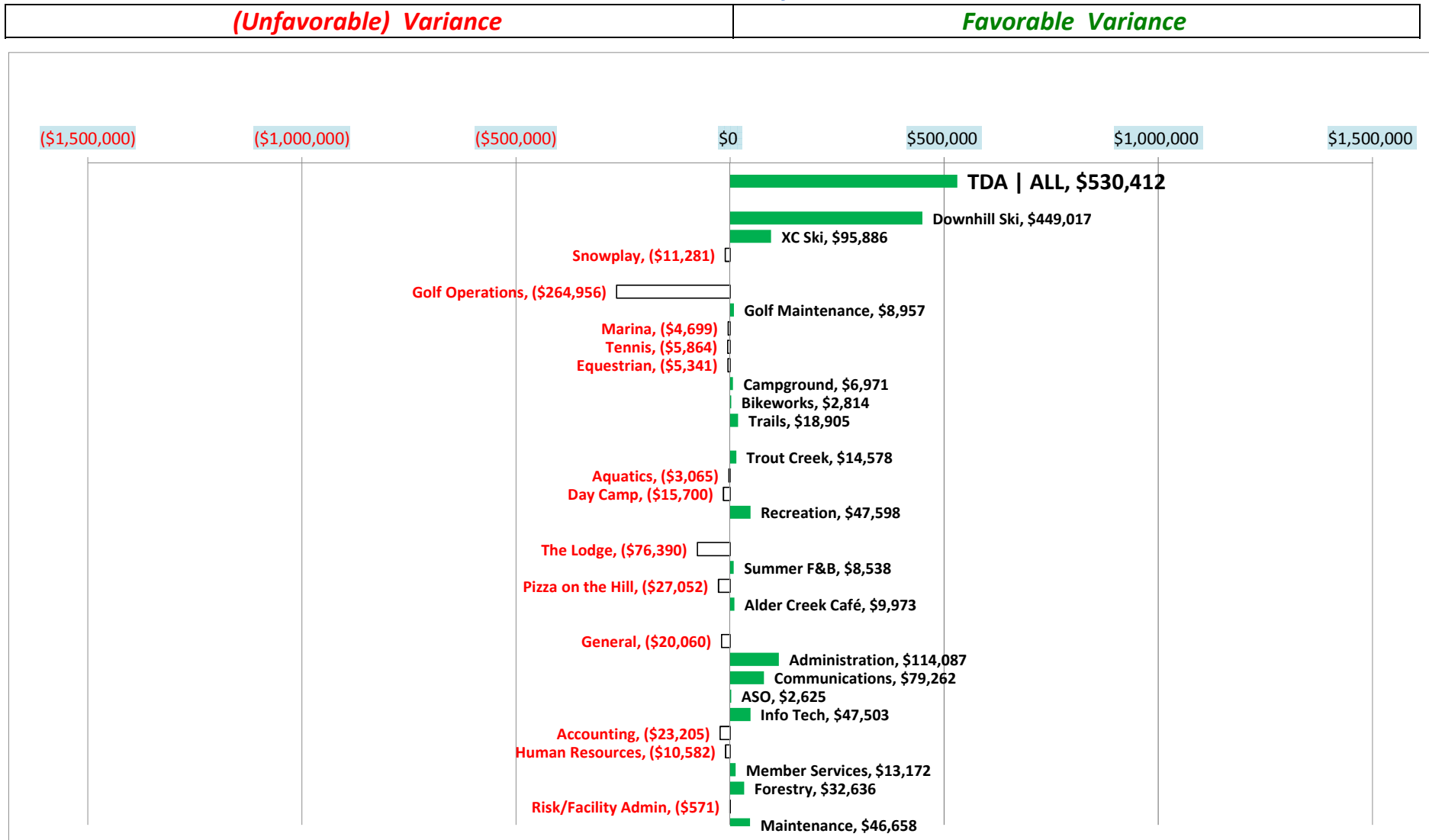
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Revenue	354,499	111,765	190,309	138,465	(72,470)	(196,081)	(264,667)	0	0	0	0	0	261,820
Expense	(118,682)	(52,251)	(63,432)	(39,020)	79,434	197,013	265,530	0	0	0	0	0	268,593
NORBO	235,817	59,514	126,877	99,445	6,964	932	863	0	0	0	0	0	530,412



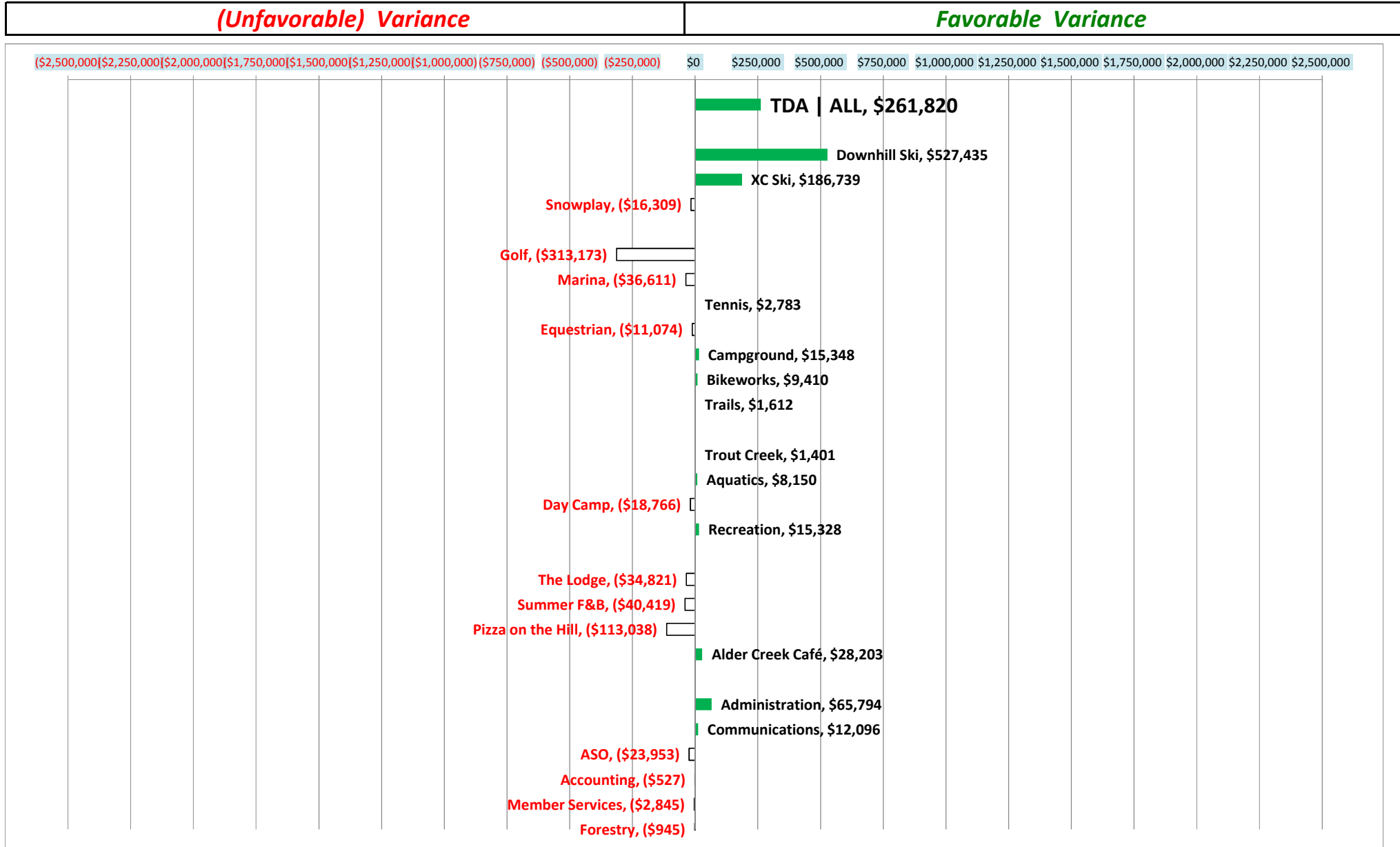
Tahoe Donner Association

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

Year to Date July 2019



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



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

Year to Date July 2019

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

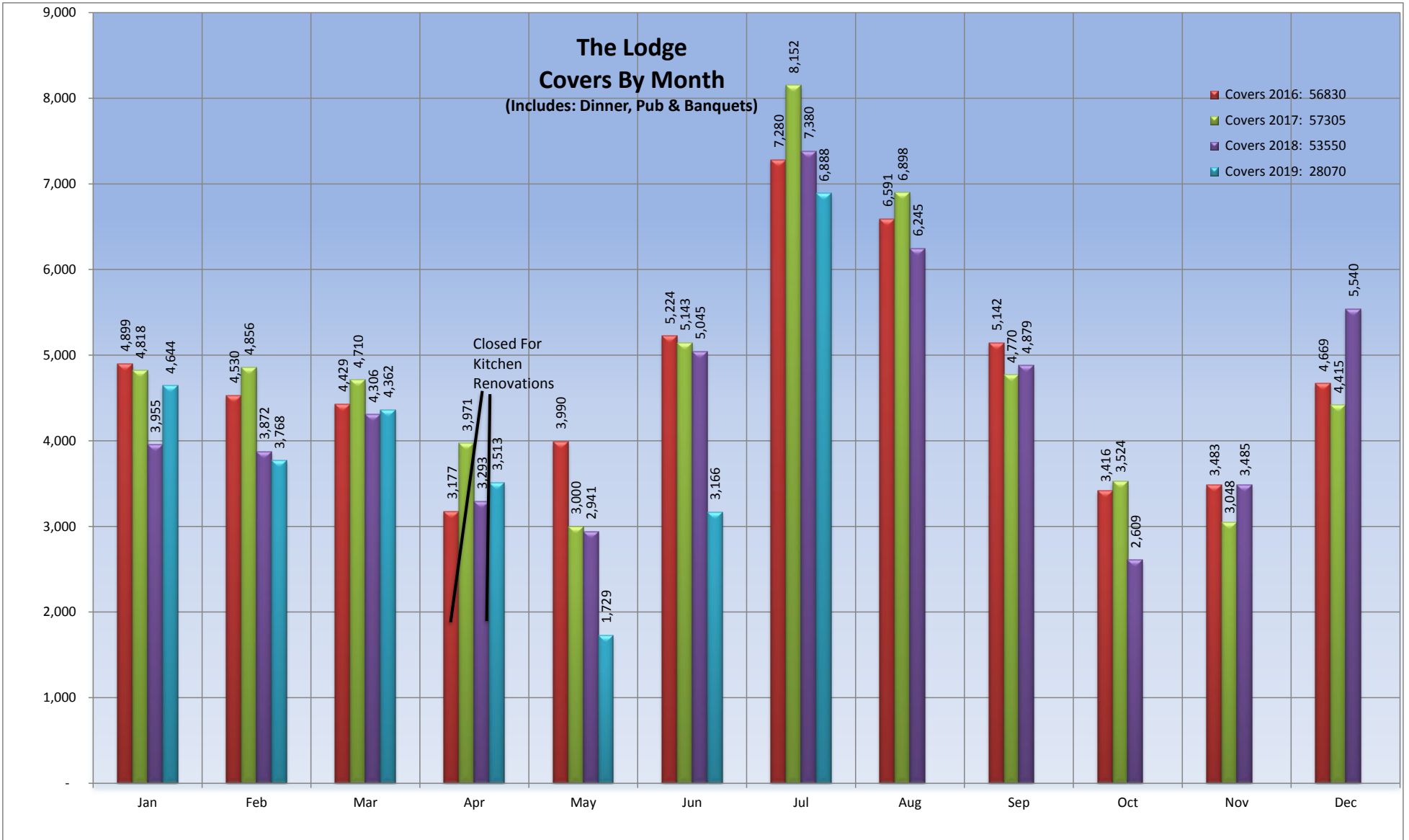
Department	January	February	March	April	May	June	July	August	September	October	November	December	Year to Date
TDA ALL	\$ 235,817	\$ 59,514	\$ 126,877	\$ 99,445	\$ 6,964	\$ 932	\$ 863	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 530,412
Downhill Ski	198,348	132,393	91,309	19,245	8,591	(5,258)	4,389	-	-	-	-	-	449,017
XC Ski	57,449	10,401	33,939	(8,168)	(1,783)	201	3,847	-	-	-	-	-	95,886
Snowplay	(13,754)	(29,753)	13,310	14,817	3,603	280	217	-	-	-	-	-	(11,281)
Golf Operations	(404)	(1,736)	(1,267)	(1,515)	(1,086)	(104,963)	(153,985)	-	-	-	-	-	(264,956)
Golf Maintenance	602	(2,954)	(2,037)	5,920	21,366	(7,535)	(6,404)	-	-	-	-	-	8,957
Marina	(125)	342	52	5,913	(146)	(2,049)	(8,685)	-	-	-	-	-	(4,699)
Tennis	(285)	93	(22)	(19,863)	(2,685)	4,999	11,899	-	-	-	-	-	(5,864)
Equestrian	(646)	(72)	1,808	(1,556)	7,986	(10,301)	(2,560)	-	-	-	-	-	(5,341)
Campground	(391)	(53)	(5)	(467)	(3,179)	6,957	4,109	-	-	-	-	-	6,971
Bikeworks	-	-	-	76	(2,432)	2,510	2,660	-	-	-	-	-	2,814
Trails	(364)	211	(177)	1,206	4,862	9,139	4,028	-	-	-	-	-	18,905
Trout Creek	3,414	(11,593)	(256)	30,978	(2,092)	(2,209)	(3,664)	-	-	-	-	-	14,578
Aquatics	564	458	(3,303)	8,022	2,581	(2,547)	(8,839)	-	-	-	-	-	(3,065)
Day Camp	(307)	(11)	(11)	(553)	3,220	(6,414)	(11,626)	-	-	-	-	-	(15,700)
Recreation	7	525	973	(678)	7,581	2,597	36,593	-	-	-	-	-	47,598
The Lodge	(13,596)	(31,089)	(7,872)	(3,090)	(44,319)	8,597	14,979	-	-	-	-	-	(76,390)
Summer F&B	173	329	222	498	8,423	(1,248)	141	-	-	-	-	-	8,538
Pizza on the Hill	(5,388)	(10,596)	(839)	825	3,791	1,746	(16,592)	-	-	-	-	-	(27,052)
Alder Creek Café	2,178	(2,836)	3,404	6,134	334	(2,127)	2,887	-	-	-	-	-	9,973
General	8,948	(22,701)	(9,976)	(918)	6,014	(23,966)	22,538	-	-	-	-	-	(20,060)
Administration	4,798	10,942	16,485	24,972	(110,635)	116,074	51,451	-	-	-	-	-	114,087
Communications	1,521	5,854	12,074	12,493	31,941	916	14,463	-	-	-	-	-	79,262
ASO	(3,569)	890	(8,050)	(6,390)	12,325	5,617	1,802	-	-	-	-	-	2,625
Info Tech	2,748	12,572	15,282	1,818	1,505	1,890	11,688	-	-	-	-	-	47,503
Accounting	(8,128)	(5,560)	(2,409)	(3,375)	1,604	(1,234)	(4,103)	-	-	-	-	-	(23,205)
Human Resources	29	(17,477)	(11,970)	1,555	3,871	9,751	3,658	-	-	-	-	-	(10,582)
Member Services	2,657	172	(1,913)	1,273	7,357	1,996	1,630	-	-	-	-	-	13,172
Forestry	3,144	7,098	(14,273)	(3,939)	28,350	(2,821)	15,077	-	-	-	-	-	32,636
Risk/Facility Admin	(5,727)	(1,421)	(3,676)	1,682	1,993	(1,190)	7,769	-	-	-	-	-	(571)
Maintenance	1,920	15,087	6,077	12,531	8,022	1,522	1,498	-	-	-	-	-	46,658

Tahoe Donner Association Operating Revenue Variances Report

Year to Date July 2019

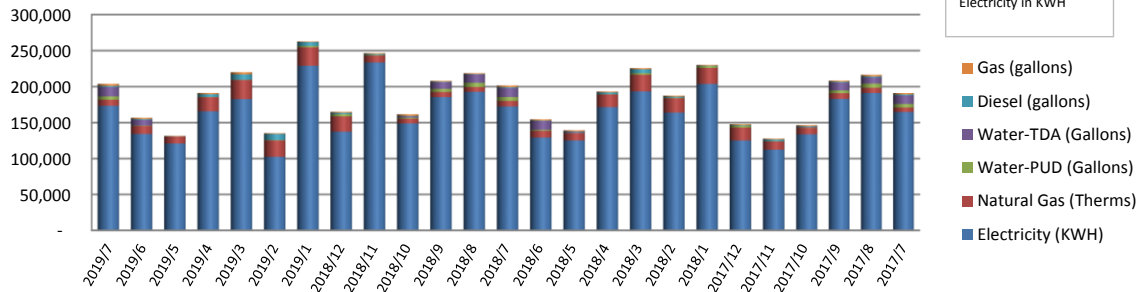
Operating Revenue excludes Annual Assessment | All amounts are variances to Budget | Favorable (Unfavorable)

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)	\$ (196,081)	\$ (264,667)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 261,820
Downhill Ski	245,612	122,781	103,706	52,642	(50)	2,241	504	-	-	-	-	-	527,435
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)	(127,836)	(160,726)	-	-	-	-	-	(313,173)
Marina	-	-	-	5,985	(8,338)	(9,757)	(24,501)	-	-	-	-	-	(36,611)
Tennis	-	-	-	(19,643)	109	5,325	16,992	-	-	-	-	-	2,783
Equestrian	-	-	-	-	-	(1,868)	(9,206)	-	-	-	-	-	(11,074)
Campground	-	-	-	-	2,441	8,297	4,610	-	-	-	-	-	15,348
Bikeworks	-	-	-	7,009	(14,337)	12,491	4,248	-	-	-	-	-	9,410
Trails	-	-	-	-	-	835	777	-	-	-	-	-	1,612
Trout Creek	4,140	(8,830)	252	23,603	(4,623)	(2,958)	(10,183)	-	-	-	-	-	1,401
Aquatics	-	-	-	9,959	-	(3,727)	1,919	-	-	-	-	-	8,150
Day Camp	-	-	-	120	240	(3,009)	(16,117)	-	-	-	-	-	(18,766)
Recreation	-	-	-	(71)	58	571	14,770	-	-	-	-	-	15,328
The Lodge	30,180	(9,329)	5,132	12,051	(62,561)	(21,784)	11,489	-	-	-	-	-	(34,821)
Summer F&B	-	-	-	-	(4,500)	(24,475)	(11,445)	-	-	-	-	-	(40,419)
Pizza on the Hill	(1,706)	(9,811)	3,711	(802)	(23,000)	(13,416)	(68,013)	-	-	-	-	-	(113,038)
Alder Creek Café	16,978	(202)	17,111	4,861	6,957	(7,919)	(9,584)	-	-	-	-	-	28,203
Administration	3,471	6,852	9,046	8,610	29,563	9,360	(1,108)	-	-	-	-	-	65,794
Communications	(4,178)	1,973	1,000	3,057	23,956	(13,431)	(280)	-	-	-	-	-	12,096
ASO	(47)	1,488	(8,932)	(6,893)	4,900	(5,329)	(9,139)	-	-	-	-	-	(23,953)
Accounting	3	(53)	(3)	54	(53)	(263)	(211)	-	-	-	-	-	(527)
Member Services	57	(490)	(581)	(271)	(935)	(626)	1	-	-	-	-	-	(2,845)
Forestry	(370)	(710)	(2,030)	15	415	1,195	540	-	-	-	-	-	(945)



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

Tahoe Donner Association Energy Consumption - Last 25Months



Water in 000 Gallons
NatGas in Therms
Electricity in KWH

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

2019

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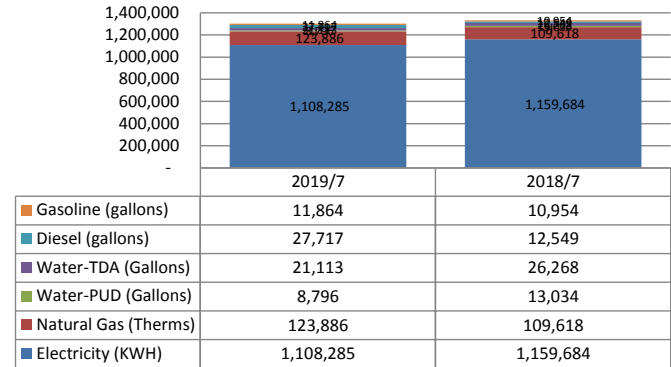
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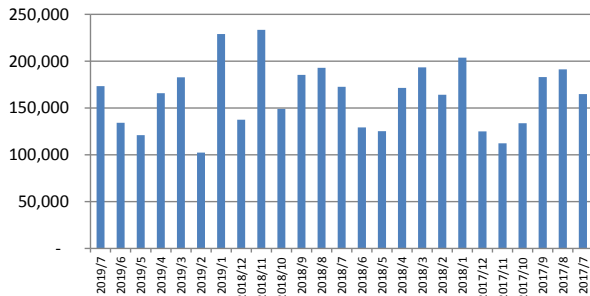
Gasoline Cost / Gallon	Diesel Cost / Gallon	Propane Cost / Gallon
 \$3.56 9% -3%	 \$4.08 10% 3%	 \$3.20 10% -11%
LTM Trend Sparkline \$Cost Current Mth %Chg Same Mth PY %Chg Last Month		

Tahoe Donner Association Energy Consumption YTD

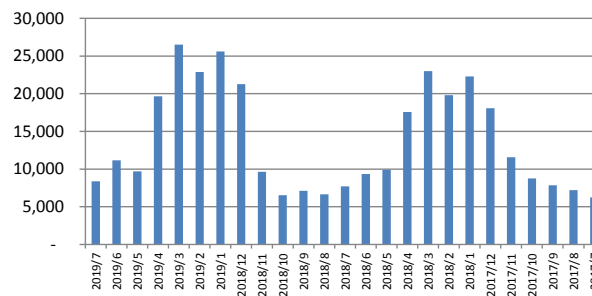


Data Available thru (yyyy/mm) - 2019/07
This Report is volumes not dollars
Note the scale varies with each Chart presented.

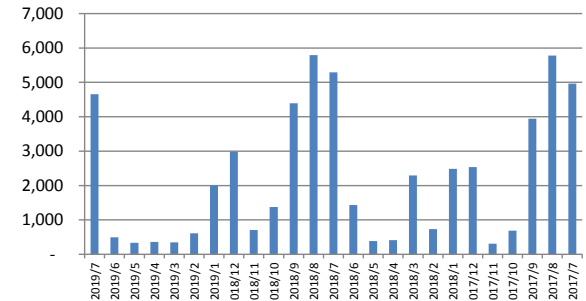
Electricity (KWH)



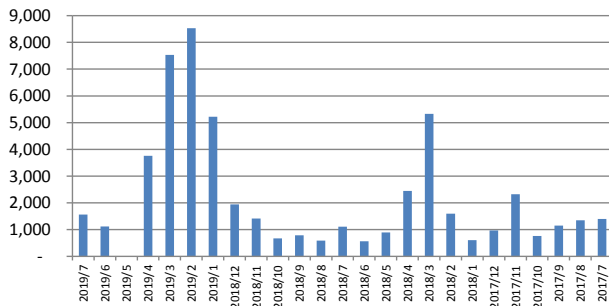
Natural Gas (Therms)



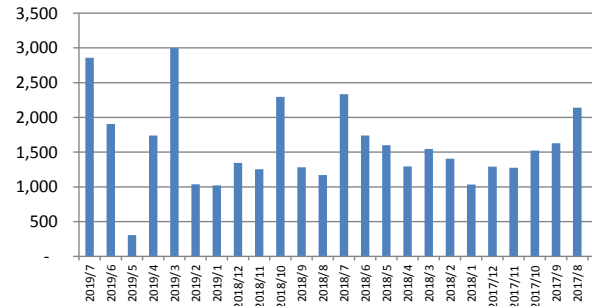
Water-PUD (000 Gallons)



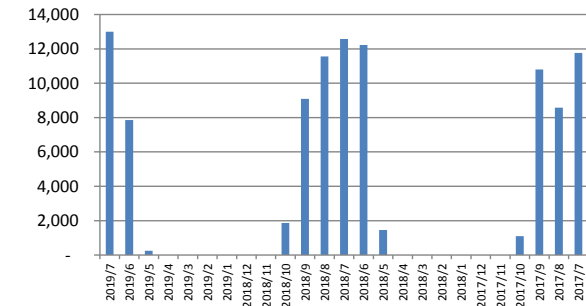
Diesel (gallons)



Gasoline (gallons)

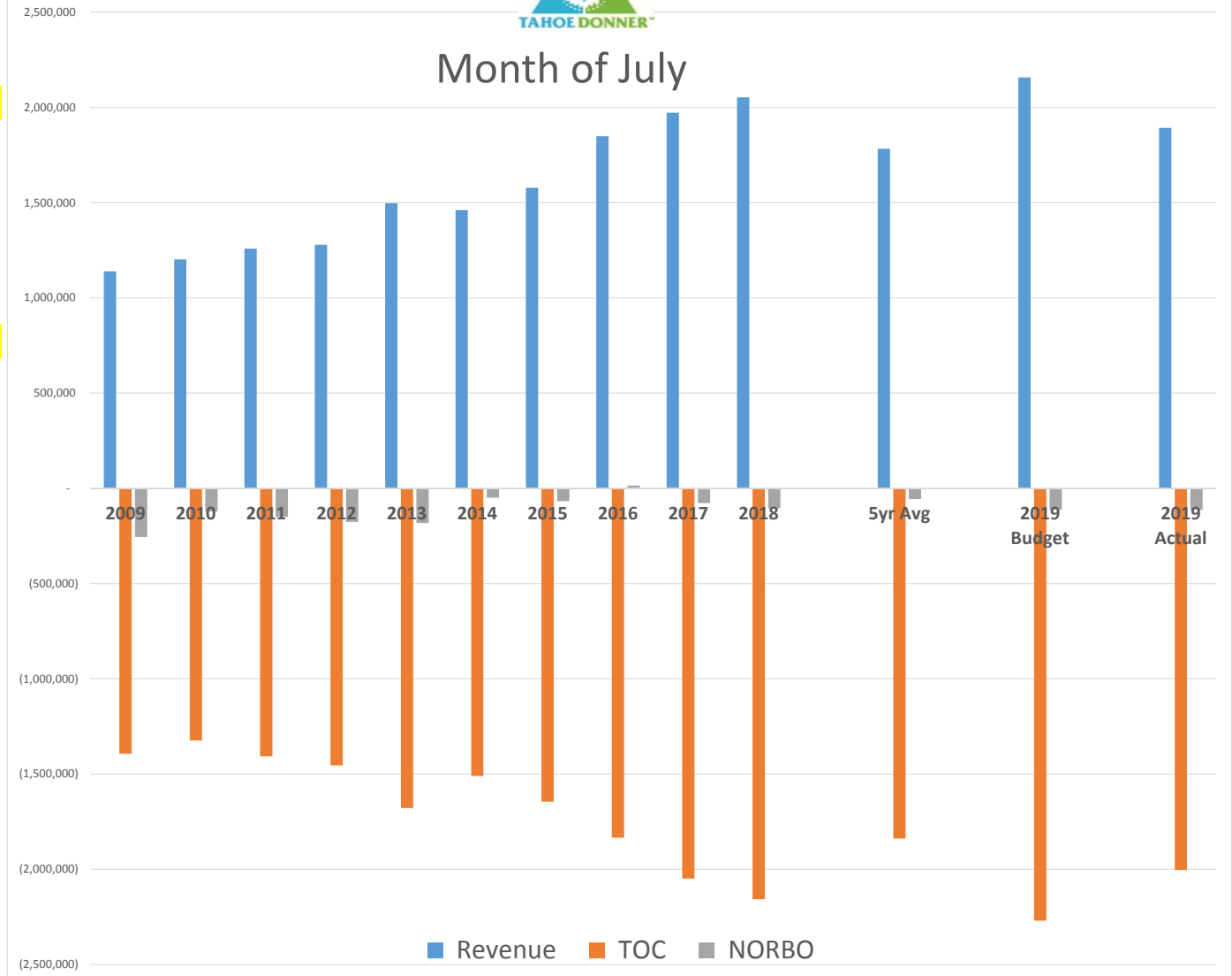


Water-TDA (000 Gallons)





Month of July



	Revenue	TOC	NORBO
2009	1,138,164	(1,394,178)	(256,014)
2010	1,202,003	(1,324,144)	(122,142)
2011	1,257,456	(1,407,522)	(150,065)
2012	1,278,533	(1,454,774)	(176,242)
2013	1,496,134	(1,678,623)	(182,488)
2014	1,460,553	(1,509,971)	(49,418)
2015	1,577,601	(1,645,002)	(67,400)
2016	1,848,599	(1,834,505)	14,093
2017	1,971,200	(2,049,214)	(78,014)
2018	2,052,520	(2,157,512)	(104,992)
5yr Avg	1,782,095	(1,839,241)	(57,146)
2019 Budget	2,157,000	(2,270,000)	(113,000)
2019 Actual	1,892,333	(2,004,538)	(112,205)

Var to Bdg	(264,667) -12%	265,462 12%	795 1%
Var to PY	(160,187) -8%	152,974 7%	(7,213) -7%

Variance FlowThru
vs Bdg 0%
vs PY 5%

PY Records
New Record(s) if applicable

**Tahoe Donner Association
Visitation Report
July 2019**

Month							Department	Year to Date							ANNUAL BUDGET
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg		
49,109	52,010	51,451	(2,901)	-6%	(2,342)	-5%	Private Amenities	120,278	133,340	128,936	(13,062)	-10%	(8,658)	-7%	216,300
21,636	22,600	21,486	(964)	-4%	150	1%	Trout Creek Rec Ctr	82,461	86,800	84,923	(4,339)	-5%	(2,462)	-3%	143,000
2,344	4,100	2,584	(1,756)	-43%	(240)	-9%	NW Pool	2,551	5,200	3,129	(2,649)	-51%	(578)	-18%	8,100
16,188	17,300	18,732	(1,112)	-6%	(2,544)	-14%	Beach Club Marina	21,799	27,400	26,505	(5,601)	-20%	(4,706)	-18%	42,000
6,111	5,000	5,619	1,111	22%	492	9%	Tennis Center	9,817	10,100	10,479	(283)	-3%	(662)	-6%	18,500
2,830	3,010	3,030	(180)	-6%	(200)	-7%	Day Camps	3,650	3,840	3,900	(190)	-5%	(250)	-6%	4,700
30,737	39,714	38,041	(8,977)	-23%	(7,304)	-19%	Public Amenities	163,377	173,395	154,474	(10,018)	-6%	8,903	6%	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
4,059	4,850	4,708	(791)	-16%	(649)	-14%	Golf Rounds	4,977	8,800	8,385	(3,823)	-43%	(3,408)	-41%	18,000
773	719	715	54	8%	58	8%	Campground Campers	1,370	990	1,275	380	38%	95	7%	1,700
2,390	2,235	1,683	155	7%	707	42%	Equestrian Visitors	3,104	3,065	2,246	39	1%	858	38%	5,300
974	1,000	1,001	(26)	-3%	(27)	-3%	Bikeworks Rentals	1,361	1,400	1,559	(39)	-3%	(198)	-13%	2,500
-	-	-	-	0%	-	0%	Trails Access Tickets	-	-	-	-	0%	-	0%	-
6,888	7,455	7,380	(567)	-8%	(492)	-7%	The Lodge Covers	28,070	32,345	30,792	(4,275)	-13%	(2,722)	-9%	56,000
6,313	8,445	7,217	(2,132)	-25%	(904)	-13%	Summer Food and Bev	7,207	11,565	9,723	(4,358)	-38%	(2,516)	-26%	20,800
4,993	9,860	11,563	(4,867)	-49%	(6,570)	-57%	Pizza on the Hill Covers	17,855	25,990	29,640	(8,135)	-31%	(11,785)	-40%	43,000
4,347	5,150	3,774	(803)	-16%	573	15%	Alder Creek Café Covers	24,472	22,265	18,760	2,207	10%	5,712	30%	37,700
79,846	91,724	89,492	(11,878)	-13%	(9,646)	-11%	Amenities Total	283,655	306,735	283,410	(23,080)	-8%	245	0%	486,300
15	-	-	15	0%	15	0%	HOA & Amenities Support Services	7,334	7,173	6,473	161	2%	861	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%	-
15	-	-	15	0%	15	0%	STR Registrants	861	700	-	161	23%	861	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 2019 Q2 Financial Briefing

Michael Salmon, Director of Finance and Accounting

July 27, 2019

7/27/2019

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2019 Budget By Quarter

Operating Fund, Consolidated - BUDGET

	Jan-Mar Q1	Apr-Jun Q2	Jul-Sep Q3	Oct-Dec Q4	Annual 2019
Revenue	\$ 4,981,000	\$ 2,131,000	\$ 4,697,000	\$ 2,406,000	\$ 14,215,000
<i>by Qtr Mix to Annual</i>	35%	15%	33%	17%	100%
(Costs)	\$ (5,150,000)	\$ (4,528,000)	\$ (5,838,000)	\$ (4,592,000)	\$ (20,108,000)
<i>by Qtr Mix to Annual</i>	26%	23%	29%	23%	100%
= NORBO	\$ (169,000)	\$ (2,397,000)	\$ (1,141,000)	\$ (2,186,000)	\$ (5,893,000)
Cost Recovery %	97%	47%	80%	52%	71%

Revenue is 'Operating Revenue', ie does not include Annual Assessment Revenues. The NORBO Loss is funded by the Annual Assessment. Note the higher volatility in Operating Revenues by Quarter compared to Costs.

Cost Recovery – majority of Amenities are highly seasonal and Winter amenities are subject to high level of weather impacted volatility in financial results. HOA services are generally 12 month operations, with Forestry large ramp-up in Q3, partially Q4.

NORBO – Net Operating Results before Overhead Allocation (similar to EBITDA)

7/27/2019

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2019 Q2 – April May June - Results

Operating Fund, Consolidated – NORBO Loss of \$2.3 Million

Q2 Loss of \$2.3 Million was Favorable to Budget **\$107,000 or 4%**

Golf **\$88,000** unfavorable (revenue off \$151,000) due to delayed opening of course caused by extreme winter snow pack and greens damage

The Lodge **\$38,000** unfavorable (revenue off \$177,000) due primarily to closure of restaurant for 20 days due to water damage. Potential recovery via BI Insurance Claim. May off \$44k to B and \$39K to PY. June favorable \$8k to B and off \$7k to PY.

Administration **\$30,000** favorable. Revenue favorable \$48k due to +\$30k investment income, conservative budget and rates currently up, and +\$16,000 in collections expense recovery not budgeted. Payroll is over \$27k/20% due primarily to summer season incentive accrual net of \$35k, which likely reverses as remainder of summer season plays out. Expense savings of \$11k 28% is in various areas and primarily attributable to timing between months.

General **\$19,000** unfavorable. \$27k Governing Documents (not budgeted in OPF), and \$47k in claims expenses due to big winter and lodge water damage; partially offset by \$24k savings in consulting (timing) and miscellaneous other areas savings

All other variances of **\$222,000** in numerous variances across various departments;
~25% **\$56,000** favorable due to FTYR position vacancies (marketing and other areas)
~35% **\$78,000** favorable in real expense savings (golf, forestry, maintenance and other)
~40% **\$88,000** favorable due in timing between months savings (forestry, trails, other)

7/27/2019

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2019 Q2 – April May June – Results

Operating Fund, Consolidated – NORBO Loss of \$2.3 Million

Versus Prior Year, unfavorable \$168,000 8%

Golf **\$99,000** unfavorable (revenue off \$164,000) due to delayed opening of course caused by extreme winter snow pack and greens damage

Downhill Ski **\$58,000** unfavorable (revenue up \$5,000) due to fully staffed this season in April, whereas, did not have enough staff in last year April.

The Lodge **\$43,000** unfavorable (revenue off \$43,000) due primarily to closure of restaurant for 20 days due to water damage. Potential recovery via BI Insurance Claim.

Private Amenities **\$41,000** unfavorable due primarily high level of position vacancies in prior year, particularly in Trout Creek hosts, Aquatics lifeguards and Day Camps counselors, as well as, supervisors vacant in these departments last season.

Communications **\$39,000** favorable due to position vacancy and other areas of savings, as well as, ~\$10,000 in revenue timing.

Snowplay **\$28,000** favorable due primarily to April results (revenue favorable \$55,000), good spring break business despite early Easter and Budget is to be barely open typical snow year conditions at Snowplay.

General **\$22,000** unfavorable due to Governing Documents of \$27,000 which was budgeted in Replacement Reserve Fund, \$43,000 over in Claims Expense due to big winter and Lodge water damage, \$24,000 in Insurance due to regulatory coverage increases and price increase, partially offset by \$50,000 savings in legal fees and \$30,000 savings in board expenses.

All other variances, net **\$28,000** favorable, each less than \$20,000, numerous various reasons.

7/27/2019

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2019 Q2 – April May June

Operating Fund, Consolidated – NORBO Loss of \$2.3 Million

What is in this Loss, funded at budget level by Annual Assessment?

\$	(56,442)	Private Amenities
	28,474	Trout Creek Rec Ctr
	(8,099)	Aquatics
	7,582	Beach Club Marina
	(21,055)	Tennis Center
	(36,239)	Day Camps
	(27,104)	Recreation Programs

	(665,157)	Public Amenities
	(128,089)	Downhill Ski
	(36,715)	Cross Country Ski
	4,302	Snowplay
	(255,190)	Golf
	(4,463)	Campground
	(61,791)	Equestrian
	(3,582)	Bikeworks
	(33,131)	Trails
	(56,977)	The Lodge
	(31,613)	Summer Food and Bev
	(27,060)	Pizza on the Hill
	(30,848)	Alder Creek Café

	(1,568,060)	HOA & Amenities Support Services
	(338,381)	General
	(131,788)	Administration
	(80,237)	Communications
	(162,942)	Information Tech
	(204,932)	Accounting
	(80,457)	Human Resources
	(39,398)	Architectural Standards
	(53,478)	Member Services
	(82,792)	Risk & Facility Admin
	(209,613)	Forestry
	(184,041)	Maintenance

Q2 is an end of season/startup of summer quarter with low customer volumes/operating revenues.

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2019 Q2 – April May June

Operating Fund, Consolidated – NORBO Loss of \$2.3 Million

What is that GENERAL department \$338,000 Loss all about in HOA?

- \$59,000 Property Taxes (real and business) (on Budget, up 3% to py)
- \$56,000 Insurance Expense (on Budget, over py \$23,000 due to regulatory changes)
- \$48,000 Claims Expense (insurance deductibles; higher than B and PY due to big winter and Lodge water damage incident (conservative accruals)) B \$1,000 and PY \$4,000
- \$37,000 Annual Meeting/Election (\$4k under Budget, \$2k under py) (late invoices may put on B)
- \$27,000 Governing Docs update (Budgeted in RRF, Board changed to OPF)
- \$20,000 Legal Fees (7k under Budget and \$50k under PY)
- \$20,000 Utilities Portion of NW Clubhouse (2k 12% over B and 4k 22% over PY; driven primarily by weather)
- \$19,000 Financial Audit (on B and PY)
- \$14,000 Board Expense (5k over B (timing) and 30k under PY)
- \$13,000 Payroll (portion allocated to General, and PTO All Budget (timing)) favorable \$5k to B and unfavorable \$3k to PY (timing).
- \$11,000 Income Taxes (non profit, but not tax exempt) (accrued at Budget, true-up at YE)
- \$14,000 All other expenses, net (each item under \$10k)

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2019 YTD Q2 – Jan-Jun - Results

Operating Fund, Consolidated – NORBO Loss of \$2.0 Million

YTD Q2 Favorable to Budget \$530,000 or 21%

Notable variances:

DHSki **\$445,000 40%** favorable (revenue up \$527,000 17%) due to great ski conditions and strong yield increases, particularly in Guest and Public during Peak periods, due to Member experience pricing strategy.

Golf **\$95,000 36%** unfavorable (revenue down \$152,000 71%) due to delayed opening of course caused by extreme winter snow pack and greens damage.

XCSki **\$92,000 39%** favorable (revenue up \$187,000 24%) due to great ski conditions and strong yield increases, particularly in Guest and Public during Peak periods, due to Member experience pricing strategy.

The Lodge **\$91,000 119%** unfavorable (revenue off \$46,000 4%) due primarily to a) closure of restaurant for 20 days due to water damage, May off \$44k to B (potential recovery via BI Insurance Claim) and b) February extreme weather impact, February off B \$31,000 and c) an aggressive Budget (particularly January, which should mostly normalize out by eoy). *June was favorable \$8k to B.*

HOA departments **\$154,000 5%** favorable. Revenue favorable \$59k 16% due to +\$30k investment income, conservative budget and rates currently up, and +\$16,000 in collections expense recovery not budgeted. Payroll is under \$68k/3% due to position vacancies (\$60k) and forestry timing (\$10k) partially offset by summer season incentive accrual net of \$35k, which likely reverses as remainder of summer season plays out. Expense savings net of \$26k 2%, with overs/unders in numerous areas including; \$28k in GovDocs (not budgeted in OPF), and \$76k in claims expense (includes \$45k accrual which may reverse), offset by numerous areas of savings (~50% attributed to timing between months and 50% real savings). 7/27/2019

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2019 YTD Q2 – Jan-Jun - Results

Operating Fund, Consolidated – NORBO Loss of \$2.0 Million

YTD Q2 Favorable to Prior Year \$962,000 or 32%

Notable variances:

DHSki **\$1,040,000 200%** favorable (revenue of \$3.65m up \$1.3m 34%) due to great ski conditions and strong yield increases, particularly in Guest and Public during Peak periods, due to Member experience pricing strategy.

XCSki **\$130,000 65%** favorable (revenue up \$334,000 53%) due to great ski conditions and strong yield increases, particularly in Guest and Public during Peak periods, due to Member experience pricing strategy.

Golf **\$114,000 46%** unfavorable (revenue down \$164,000 72%) due to delayed opening of course caused by extreme winter snow pack and greens damage.

Private Amenities **\$51,000 61%** unfavorable (revenue up \$4,000 1%) due primarily to a) fewer vacancies this YTD compared to PY YTD b) CA Min Wage increase of \$1/8% and merit increases 3% FTYR personnel and c) utilities up \$18k 15% due to Q1 and May weather.

HOA departments **\$104,000 4%** unfavorable. Revenue favorable \$53k 14% due to +\$36k investment income (rates currently up) and +\$16k in collections expense recovery not budgeted. Payroll is up \$115k/5% due to merit increase 3% (\$70k) and incentive accrual net (\$31k), which likely reverses as remainder of summer season plays out. Expenses up net \$46k 5%, with overs/unders in numerous areas including; +\$28k in GovDocs, and +\$69k in claims expense (includes \$45k accrual which may reverse), +\$21k in snow removal, and \$36k savings in Board Expense and \$33k savings in Legal Fees.

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2019 YTD Q2 – Jan-Jun

Operating Fund, Consolidated – NORBO Loss of \$2.0 Million

What is in this YTD JUNE Loss, funded at budget level by Annual Assessment?

<u>\$ (134,241)</u>	Private Amenities	<u>1,157,406</u>	Public Amenities	<u>(3,059,615)</u>	HOA & Amenities Support Services
(16,711)	Trout Creek Rec Ctr	1,561,191	Downhill Ski	(614,109)	General
(11,830)	Aquatics	330,083	Cross Country Ski	(212,203)	Administration
(9,462)	Beach Club Marina	82,635	Snowplay	(199,547)	Communications
(26,374)	Tennis Center				
(36,777)	Day Camps	(361,000)	Golf	(304,397)	Information Tech
(33,087)	Recreation Programs	(12,346)	Campground	(423,202)	Accounting
		(77,760)	Equestrian	(206,093)	Human Resources
		(3,582)	Bikeworks		
		(57,216)	Trails	(122,482)	Architectural Standards
				(115,949)	Member Services
		(168,329)	The Lodge		
		(35,463)	Summer Food and Bev	(177,890)	Risk & Facility Admin
		(50,219)	Pizza on the Hill	(316,296)	Forestry
		(50,588)	Alder Creek Café	(367,447)	Maintenance

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Operating Fund - 2019 FORECAST

Q3 – Jul Aug Sep

Concert outperformed Budget, ~\$30,000 net favorable

The Lodge Dining and Banquets – the strongest months

Headwinds -

Golf headwinds due to greens conditions.

Alder Creek Café – banquet events not at Budget expectations level.

--- Q3 Forecast – at/near Budget +/- \$100,000

Q4 – Oct Nov Dec

October – small level of volatility, potential upside with favorable golfing weather.

November – small level of volatility, smallest financial month of year

December – high level of volatility, partially mitigated by DHSki snowmaking ?XC and Snowplay snowmaking?

--- Q4 Forecast – at/near Budget +/- \$100,000

YTD Q2 June 2019 – NOR Favorable \$530,000

2019 YEAR – Forecast - \$5,166,000 NOR LOSS

2019 YEAR Favorable \$400,000 - \$500,000 RANGE to BUDGET

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Capital Funds- 2019 FORECAST

Replacement Reserve Fund

\$5.0 Million Expenditure Budget 2019

\$4.6 Million Expenditure Forecast 2019

- Golf Remodel \$500,000 shifted \$450k to 2020 in Forecast
- CASp Bdg \$510k, Forecast \$300k
- Governing Documents \$101,000 B, Forecast \$0 (charging to Operating Fund per Board)

\$10.6m Forecasted ending fund balance, up \$1m to B

- 450k golf remodel to 2020
- 500k beginning balance > B
 - \$435,00 Snowbird under 2018F/B
- \$80k investment income favorable to B

Development Fund

\$1.9 Million Expenditure Budget 2019

\$2.2 Million Expenditure Forecast 2019

- Increase due to timing of TC Remodel costs between 2018 and 2019
- Time for Forecast scrub with GPC

\$5.3m Forecasted ending fund balance, up \$0.1m to B

- +55k investment income favorable to B
- Various projects +/- timing between '18 & '19

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Balance Sheet as of June 30, 2019

Refer to section f10/F11/F12 of monthly financial statements for full details

Information is TDA Consolidated (all funds) unless otherwise indicated

Assets

\$73.2 Million – Total Assets (\$11,303 per owner)

up \$6.0m or 9% to 12/31/2018

up \$4.5m or 7% to 6/30/2018

\$41.3 Million – Net Property & Equipment (incl'd depreciation) (\$6374/o)

down \$0.3m or 1% to 12/31/2018

up \$0.6m or 2% to 6/30/2018

+ YTD Capital Expenditures \$1,356,000 - YTD Depreciation Expense \$1,650,000

\$30.6 Million – Cash & Investments (\$4723 per owner)

up \$6.6m or 27% to 12/31/2018

up \$3.8m or 14% to 6/30/2018

See next page for Cash Flow Information

Liabilities and Members Equity

\$7.6 Million – Total Liabilities (\$1180 per owner)

up \$0.3m or 4% to 12/31/2018

up \$0.2m or 3% to 6/30/2018

- Accounts Payable, Deferred Assessment and other Revenues, Deposits

- No long term debt

\$65.5 Million – Members Equity (ME) (\$10,123 per owner)

up \$5.7m or 10% to 12/31/2018

up \$4.3m or 7% to 6/30/2018

\$2.9 Million – Operating Fund (\$1.5m over policy target)

\$13.9 Million – Replacement Reserve Fund

\$7.2 Million – Development Fund

\$0.2 Million – New Equipment Fund

\$41.3 Million – Property Fund

As RRF/DVF/NEF spend capital, decreases ME in those funds and increases ME in Property Fund; reinvesting in the Association.
The Property Fund ME decreases by Depreciation.

Cash and Investments Position Overview

Refer to section f10/F11/F12 of monthly financial statements for full details

Information is TDA Consolidated (all funds) unless otherwise indicated

Current Cash Balance – Flow Thru

Current Month End Balance	30,571
OPF NOR Loss (remaining Mths @ Bdg)	(3,227)
RRF Spend 2019 forecast to go	(3,259)
NEF Spend 2019 forecast to go	(150)
DVF Spend 2019 forecast to go	(1,858)
All other cash flow, net working capital	(3,071)
Raw Ending Balance *	19,006

Distribution of Raw Ending Balance

YE Forecasted Members Equity, RRF	10,650
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
<i>OPF ME excess to target \$1.5m</i>	
* Raw Ending Balance * - excludes misc working capital items and AA pmts FNY	19,006
	-

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Thank you

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Monthly Finance Report NOTES –
To cut down Section F01
To Drop Section F04

**FOR FULL FINANCIAL STATEMENTS, BUDGET
REPORTS, ANNUAL REPORTS GO TO
[HTTPS://WWW.TAHOEDONNER.COM/MEMBERS/
ASSOCIATION-MANAGEMENT/FINANCIALS/](https://www.tahoedonner.com/members/association-management/financials/)**

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



Total Operating Fund - Month						Component	Amenities - Month				Homeowners Association - Month						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ 1,892,333	\$ 2,157,000	\$ 2,052,520	\$ (264,667)	-12%	\$ (160,187)	-8%	\$ 1,838,631	\$ (254,469)	-12%	\$ (135,494)	-7%	\$ 53,702	\$ (10,198)	-16%	\$ (24,693)	-31%	
175,000	175,000	166,000	-	0%	9,000	5%	175,000	-	0%	9,000	5%	-	-	0%	-	0%	
532,082	672,450	589,777	(140,368)	-21%	(57,695)	-10%	Access & Use Fees	532,082	(140,368)	-21%	(57,695)	-10%	-	-	0%	-	0%
626,000	723,930	685,333	(97,930)	-14%	(59,334)	-9%	Food and Beverage	634,795	(89,335)	-12%	(58,523)	-8%	(8,795)	(8,595)	4298%	(811)	10%
80,028	83,470	99,505	(3,442)	-4%	(19,477)	-20%	Retail Product	76,807	(3,063)	-4%	(3,344)	-4%	3,221	(379)	-11%	(16,133)	-83%
382,337	418,850	411,241	(36,513)	-9%	(28,903)	-7%	Lessons & Rentals	379,645	(36,805)	-9%	(31,596)	-8%	2,692	292	12%	2,692	0%
96,887	83,300	100,665	13,587	16%	(3,778)	-4%	Other	40,303	15,103	60%	6,664	20%	56,584	(1,516)	-3%	(10,442)	-16%
(232,182)	(258,550)	(243,805)	26,368	10%	11,623	5%	Cost of Goods Sold	(232,182)	26,368	10%	11,623	5%	-	-	0%	-	0%
(1,009,361)	(1,144,061)	(1,112,352)	134,700	12%	102,991	9%	Payroll Direct	(708,194)	66,924	9%	(17,599)	-3%	(301,167)	67,776	18%	120,590	29%
(242,934)	(285,096)	(252,945)	42,162	15%	10,011	4%	Payroll Burden	(162,215)	25,018	13%	(933)	-1%	(80,719)	17,144	18%	10,944	12%
(1,252,295)	(1,429,157)	(1,365,297)	176,862	12%	113,001	8%	Payroll Total	(870,409)	91,942	10%	(18,532)	-2%	(381,886)	84,920	18%	131,534	26%
(503,061)	(565,293)	(548,410)	62,232	11%	45,350	8%	Expenses	(573,262)	9,552	2%	(221,355)	-63%	70,201	52,680	-301%	266,704	136%
(23,803)	(24,623)	(22,514)	820	3%	(1,289)	-6%	Personnel Costs	(11,289)	684	6%	156	1%	(12,514)	136	1%	(1,445)	-13%
(94,451)	(90,565)	(81,304)	(3,886)	-4%	(13,146)	-16%	Utilities	(74,951)	(3,066)	-4%	(7,418)	-11%	(19,500)	(820)	-4%	(5,729)	-42%
(14,201)	(11,620)	(10,930)	(2,581)	-22%	(3,271)	-30%	Fuel Costs	(7,790)	(1,910)	-32%	(1,722)	-28%	(6,412)	(672)	-12%	(1,549)	-32%
(200,541)	(243,913)	(246,959)	43,372	18%	46,419	19%	Supplies	(142,613)	12,879	8%	32,350	18%	(57,928)	30,493	34%	14,069	20%
(63,835)	(51,534)	(40,672)	(12,301)	-24%	(23,163)	-57%	Repairs & Maintenance	(45,632)	(9,897)	-28%	(20,372)	-81%	(18,202)	(2,403)	-15%	(2,791)	-18%
(39,582)	(62,900)	(50,745)	23,318	37%	11,163	22%	Forestry Land Maint	(103)	(3)	-3%	547	84%	(39,479)	23,321	37%	10,617	21%
(37,800)	(37,800)	(29,500)	-	0%	(8,300)	-28%	Insurance	(15,400)	-	0%	(400)	-3%	(22,400)	-	0%	(7,900)	-54%
(23,463)	(24,750)	(22,938)	1,287	5%	(525)	-2%	Taxes-Property&Income	-	-	0%	-	0%	(23,463)	1,287	5%	(525)	-2%
(42,923)	(42,240)	(39,021)	(683)	-2%	(3,902)	-10%	Credit Card Fees	(40,340)	450	1%	(3,058)	-8%	(2,583)	(1,133)	-78%	(844)	-48%
(20,558)	(14,267)	(16,071)	(6,291)	-44%	(4,487)	-28%	Licenses Permits Fees	(6,304)	(1,904)	-43%	(1,432)	-29%	(14,254)	(4,387)	-44%	(3,055)	-27%
41,095	21,919	12,244	19,176	-87%	28,851	-236%	All other expenses	5,269	12,318	175%	14,104	160%	35,826	6,858	-24%	14,746	-70%
17,000	17,000	-	-	0%	17,000	#####	Allocated Overhead	(234,110)	-	0%	(234,110)	0%	251,110	-	0%	251,110	#####
\$ (95,205)	\$ (96,000)	\$ (104,992)	\$ 795	1%	\$ 9,787	9%	Net Operating Result	\$ 162,777	\$ (126,608)	-44%	\$ (363,758)	-69%	\$ (257,983)	\$ 127,403	-33%	\$ 373,544	-59%
(1,987,538)	(2,253,000)	(2,157,512)	265,462	12%	169,974	8%	Total Operating Costs	(1,675,854)	127,862	7%	(228,264)	-16%	(311,685)	137,600	31%	398,238	56%
96,000	96,000	107,000	-	0%	(11,000)	-10%	Assessment Revenue	96,000	-	0%	(11,000)	-10%	96,000	-	0%	(11,000)	-10%
-	-	-	-	0%	-	0%	Replacement Reserve Fund	-	-	0%	-	0%	-	-	0%	-	0%
-	-	-	-	0%	-	0%	Development Fund	-	-	0%	-	0%	-	-	0%	-	0%
-	-	-	-	0%	-	0%	New Equipment Fund	-	-	0%	-	0%	-	-	0%	-	0%
96,000	96,000	107,000	-	0%	(11,000)	-10%	Net, Operating Fund Portion	96,000	-	0%	(11,000)	-10%	96,000	-	0%	(11,000)	-10%
\$ 795	\$ -	\$ 2,008	\$ 795	NA	\$ (1,213)	-60%	Net Result	\$ 162,777	\$ (126,608)	-44%	\$ (363,758)	-69%	\$ (161,983)	\$ 127,403	-44%	\$ 362,544	-69%

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

Total Operating Fund - YTD						Component	Amenities - YTD				Homeowners Association - YTD						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr		
			Amount	Pctg	Amount			Pctg	Amount	Pctg	Amount		Pctg	Amount	Pctg	Amount	Pctg
\$ 9,530,820	\$ 9,269,000	\$ 8,019,924	\$ 261,820	3%	\$ 1,510,895	19%	\$ 9,052,699	\$ 212,199	2%	\$ 1,482,378	20%	\$ 478,121	\$ 49,621	12%	\$ 28,517	6%	
627,450	604,000	596,610	23,450	4%	30,840	5%	627,450	23,450	4%	30,840	5%	-	-	0%	-	0%	
3,046,556	2,879,200	2,271,058	167,356	6%	775,498	34%	3,046,556	167,356	6%	775,498	34%	-	-	0%	-	0%	
2,500,546	2,697,260	2,370,377	(196,714)	-7%	130,169	5%	2,509,900	(188,560)	-7%	131,539	6%	(9,354)	(8,154)	680%	(1,370)	17%	
355,382	343,140	342,593	12,242	4%	12,789	4%	346,192	13,652	4%	30,934	10%	9,190	(1,410)	-13%	(18,145)	-66%	
2,382,072	2,230,300	1,884,725	151,772	7%	497,348	26%	2,374,082	150,982	7%	502,007	27%	7,990	790	11%	(4,660)	-37%	
618,814	515,100	554,562	103,714	20%	64,252	12%	148,519	45,319	44%	11,561	8%	470,295	58,395	14%	52,691	13%	
(940,110)	(973,390)	(906,066)	33,280	3%	(34,043)	-4%	(940,110)	33,280	3%	(34,043)	-4%	-	-	0%	-	0%	
(6,041,464)	(6,113,163)	(5,747,330)	71,699	1%	(294,135)	-5%	(3,785,819)	(7,613)	0%	(328,557)	-10%	(2,255,645)	79,312	3%	34,423	2%	
(1,528,280)	(1,678,285)	(1,472,191)	150,005	9%	(56,088)	-4%	(943,795)	76,073	7%	(42,358)	-5%	(584,485)	73,932	11%	(13,731)	-2%	
(7,569,744)	(7,791,448)	(7,219,521)	221,704	3%	(350,223)	-5%	(4,729,614)	68,460	1%	(370,915)	-9%	(2,840,129)	153,245	5%	20,692	1%	
(3,055,622)	(3,069,162)	(2,997,625)	13,540	0%	(57,997)	-2%	(3,546,740)	(65,052)	-2%	(1,725,360)	-95%	491,118	78,592	-19%	1,667,364	142%	
(275,978)	(285,152)	(246,245)	9,174	3%	(29,733)	-12%	(184,779)	(6,117)	-3%	(18,303)	-11%	(91,198)	15,292	14%	(11,430)	-14%	
(551,847)	(540,970)	(538,726)	(10,877)	-2%	(13,121)	-2%	(426,551)	(23,691)	-6%	(22,737)	-6%	(125,296)	12,814	9%	9,616	7%	
(139,100)	(104,750)	(85,691)	(34,350)	-33%	(53,409)	-62%	(100,065)	(27,745)	-38%	(42,497)	-74%	(39,035)	(6,605)	-20%	(10,911)	-39%	
(718,848)	(768,718)	(732,801)	49,870	6%	13,953	2%	(536,008)	(8,117)	-2%	(20,498)	-4%	(182,840)	57,987	24%	34,451	16%	
(468,817)	(410,794)	(384,828)	(58,023)	-14%	(83,989)	-22%	(309,083)	(38,203)	-14%	(45,577)	-17%	(159,733)	(19,819)	-14%	(38,412)	-32%	
(62,569)	(86,500)	(70,293)	23,931	28%	7,725	11%	(683)	617	47%	1,329	66%	(61,886)	23,314	27%	6,396	9%	
(355,400)	(355,400)	(290,500)	-	0%	(64,900)	-22%	(198,600)	-	0%	(9,600)	-5%	(156,800)	-	0%	(55,300)	-54%	
(164,242)	(167,550)	(160,566)	3,308	2%	(3,676)	-2%	-	-	0%	-	0%	(164,242)	3,308	2%	(3,676)	-2%	
(224,816)	(202,000)	(175,983)	(22,816)	-11%	(48,833)	-28%	(213,232)	(19,722)	-10%	(48,242)	-29%	(11,584)	(3,094)	-36%	(590)	-5%	
(91,488)	(64,108)	(77,540)	(27,380)	-43%	(13,948)	-18%	(27,295)	(1,095)	-4%	(2,766)	-11%	(64,193)	(26,285)	-69%	(11,182)	-21%	
(116,518)	(197,220)	(234,452)	80,702	41%	117,934	50%	33,374	59,022	230%	67,348	198%	(149,892)	21,680	13%	50,586	25%	
114,000	114,000	-	-	0%	114,000	#####	(1,583,817)	-	0%	(1,583,817)	0%	1,697,817	-	0%	1,697,817	#####	
\$ (2,034,656)	\$ (2,565,000)	\$ (3,103,288)	\$ 530,344	21%	\$ 1,068,632	34%	\$ (163,765)	\$ 248,887	60%	\$ (647,940)	-134%	\$ (1,870,890)	\$ 281,458	-13%	\$ 1,716,573	-48%	
(11,565,475)	(11,834,000)	(11,123,212)	268,525	2%	(442,263)	-4%	(9,216,464)	36,688	0%	(2,130,319)	-30%	(2,349,011)	231,837	9%	1,688,056	42%	
9,588,000	9,588,000	9,177,000	-	0%	411,000	4%	9,588,000	-	0%	-	0%	9,588,000	-	0%	411,000	4%	
(4,661,000)	(4,661,000)	(4,013,000)	-	0%	(648,000)	16%	(4,661,000)	-	0%	-	0%	(4,661,000)	-	0%	(648,000)	16%	
(194,000)	(194,000)	(194,000)	-	0%	-	0%	(194,000)	-	0%	-	0%	(194,000)	-	0%	-	0%	
(2,168,000)	(2,168,000)	(2,007,000)	-	0%	(161,000)	8%	(2,168,000)	-	0%	-	0%	(2,168,000)	-	0%	(161,000)	8%	
2,565,000	2,565,000	2,963,000	-	0%	(398,000)	-13%	2,565,000	-	0%	-	0%	2,565,000	-	0%	(398,000)	-13%	
\$ 530,344	\$ -	\$ (140,288)	\$ 530,344	NA	\$ 670,632	478%	\$ (163,765)	\$ 248,887	-60%	\$ (647,940)	-134%	\$ 694,110	\$ 281,458	68%	\$ 1,318,573	-211%	

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

Including Allocated Overhead					Department	Revenue				Including Allocated Overhead				
Net Operating Results (NOR)						Revenue				Total Operating Expenses				
Actual	Budget	Variance to Budget		Pctg	Actual	Budget	Variance to Budget		Actual	Budget	Variance to Budget		Pctg	
		Amount	Pctg				Amount	Pctg			Amount	Pctg		
\$ 301,610	\$ 285,932	\$ 15,678	5%		\$ 907,879	\$ 925,000	\$ (17,121)	-2%	\$ (606,269)	\$ (639,068)	\$ 32,799	5%		
46,150	49,814	(3,664)	-7%	Private Amenities	Trout Creek Rec Ctr	158,717	168,900	(10,183)	-6%	(112,567)	(119,086)	6,519	5%	
(35,945)	(27,106)	(8,839)	-33%		Aquatics	52,719	50,800	1,919	4%	(88,664)	(77,906)	(10,758)	-14%	
165,843	174,527	(8,685)	-5%		Beach Club Marina	298,899	323,400	(24,501)	-8%	(133,057)	(148,873)	15,816	11%	
9,514	(2,385)	11,899	499%		Tennis Center	71,792	54,800	16,992	31%	(62,278)	(57,185)	(5,093)	-9%	
56,273	67,899	(11,626)	-17%		Day Camps	158,883	175,000	(16,117)	-9%	(102,610)	(107,101)	4,491	4%	
59,776	23,183	36,593	158%		Recreation Programs	166,870	152,100	14,770	10%	(107,094)	(128,917)	21,823	17%	
(138,832)	3,453	(142,285)	-4121%		Public Amenities	930,752	\$ 1,168,100	(237,348)	-20%	(1,069,584)	\$ (1,164,647)	95,063	8%	
(93,248)	(97,637)	4,389	4%		Downhill Ski	504	-	504	0%	(93,752)	(97,637)	3,885	4%	
(36,802)	(40,649)	3,847	9%		Cross Country Ski	-	-	-	0%	(36,802)	(40,649)	3,847	9%	
(6,941)	(7,158)	217	3%		Snowplay	-	-	-	0%	(6,941)	(7,158)	217	3%	
(52,996)	107,393	(160,389)	-149%		Golf	177,574	338,300	(160,726)	-48%	(230,570)	(230,907)	337	0%	
15,502	11,393	4,109	36%		Campground	34,110	29,500	4,610	16%	(18,607)	(18,107)	(500)	-3%	
32,704	35,264	(2,560)	-7%		Equestrian	103,894	113,100	(9,206)	-8%	(71,190)	(77,836)	6,646	9%	
10,158	7,498	2,660	35%		Bikeworks	42,648	38,400	4,248	11%	(32,490)	(30,902)	(1,588)	-5%	
(29,502)	(33,530)	4,028	12%		Trails	1,177	400	777	194%	(30,679)	(33,930)	3,251	10%	
30,092	15,113	14,979	99%		The Lodge	349,889	338,400	11,489	3%	(319,796)	(323,287)	3,491	1%	
(746)	(887)	141	16%		Summer Food and Bev	98,855	110,300	(11,445)	-10%	(99,602)	(111,187)	11,585	10%	
(4,517)	12,075	(16,592)	-137%		Pizza on the Hill	69,987	138,000	(68,013)	-49%	(74,504)	(125,925)	51,422	41%	
(2,535)	(5,422)	2,887	53%		Alder Creek Café	52,116	61,700	(9,584)	-16%	(54,651)	(67,122)	12,471	19%	
162,777	289,385	(126,608)	-44%		Amenities Total	1,838,631	2,093,100	(254,469)	-12%	(1,675,854)	(1,803,715)	127,862	7%	
(257,915)	(385,385)	127,470	33%		HOA & Amenities									
(163,762)	(186,300)	22,538	12%		Support Services	53,702	\$ 63,900	(10,198)	-16%	(311,617)	\$ (449,285)	137,668	31%	
51,451	-	51,451	#####		General	-	-	-	0%	(163,762)	(186,300)	22,538	12%	
14,463	-	14,463	#####		Administration	8,792	9,900	(1,108)	-11%	42,659	(9,900)	52,559	531%	
11,688	-	11,688	#####		Communications	18,120	18,400	(280)	-2%	(3,656)	(18,400)	14,744	80%	
(4,103)	-	(4,103)	#####		Information Tech	-	-	-	0%	11,688	-	11,688	#####	
3,658	-	3,658	#####		Accounting	689	900	(211)	-23%	(4,792)	(900)	(3,892)	-432%	
(25,226)	(27,028)	1,802	7%		Human Resources	-	-	-	0%	3,658	-	3,658	#####	
1,630	-	1,630	#####		Architectural Standards	14,661	23,800	(9,139)	-38%	(39,887)	(50,828)	10,941	22%	
7,769	-	7,769	#####		Member Services	5,701	5,700	1	0%	(4,071)	(5,700)	1,629	29%	
(156,980)	(172,057)	15,077	9%		Risk & Facility Admin	-	-	-	0%	7,769	-	7,769	#####	
1,498	-	1,498	#####		Forestry	5,740	5,200	540	10%	(162,720)	(177,257)	14,537	8%	
					Maintenance	-	-	-	0%	1,498	-	1,498	#####	
\$ (95,137)	\$ (96,000)	\$ 863	1%		TDA Operating Fund	\$ 1,892,333	\$ 2,157,000	\$ (264,667)	-12%	\$ (1,987,470)	\$ (2,253,000)	\$ 265,530	12%	

Tahoe Donner Association
Operating Fund - Summary P&L by Department - NOR (including Allocated Overhead) - YTD

For the seven months ending July 2019

Including Allocated Overhead				Department	Revenue				Including Allocated Overhead				Including Allocated Overhead		
Net Operating Results (NOR)					Total Operating Expenses				ANNUAL BUDGET AMOUNTS						
Actual	Budget	Variance to Budget		Actual	Budget	Variance to Budget		Actual	Budget	Variance to Budget		Revenue	T O E	N O R	
		Amount	Pctg			Amount	Pctg			Amount	Pctg	BUDGET	BUDGET	BUDGET	
\$ (272,909)	\$ (305,756)	\$ 32,847	11%	\$ 1,696,385	\$ 1,724,100	\$ (27,715)	-2%	\$ (1,969,294)	\$ (2,029,856)	\$ 60,562	3%	\$ 2,753,000	\$ (3,310,800)	\$ (557,800)	
(107,468)	(122,046)	14,578	12%	Trout Creek Rec Ctr	626,301	624,900	1,401	0%	(733,769)	(746,946)	13,177	2%	1,094,000	(1,281,600)	(187,600)
(144,250)	(141,185)	(3,065)	-2%	Aquatics	153,150	145,000	8,150	6%	(297,401)	(286,185)	(11,216)	-4%	241,000	(450,200)	(209,200)
91,121	95,820	(4,699)	-5%	Beach Club Marina	418,889	455,500	(36,611)	-8%	(327,767)	(359,680)	31,913	9%	750,000	(602,700)	147,300
(60,804)	(54,940)	(5,864)	-11%	Tennis Center	121,683	118,900	2,783	2%	(182,487)	(173,840)	(8,647)	-5%	213,000	(306,300)	(93,300)
(13,182)	2,518	(15,700)	-624%	Day Camps	205,234	224,000	(18,766)	-8%	(218,416)	(221,482)	3,066	1%	275,000	(305,900)	(30,900)
(38,325)	(85,923)	47,598	55%	Recreation Programs	171,128	155,800	15,328	10%	(209,454)	(241,723)	32,269	13%	180,000	(364,100)	(184,100)
109,144	(106,896)	216,040	202%	Public Amenities	7,356,314	\$ 7,116,400	239,914	3%	(7,247,170)	\$ (7,223,296)	(23,874)	0%	10,776,000	(12,017,300)	(1,241,300)
1,232,415	783,398	449,017	57%	Downhill Ski	3,651,435	3,124,000	527,435	17%	(2,419,021)	(2,340,602)	(78,419)	-3%	3,895,000	(3,600,900)	294,100
185,834	89,948	95,886	107%	Cross Country Ski	967,339	780,600	186,739	24%	(781,506)	(690,652)	(90,854)	-13%	1,043,000	(1,065,600)	(22,600)
48,039	59,320	(11,281)	-19%	Snowplay	177,691	194,000	(16,309)	-8%	(129,652)	(134,680)	5,028	4%	282,000	(222,600)	59,400
(522,710)	(266,711)	(255,999)	-96%	Golf	240,027	553,200	(313,173)	-57%	(762,737)	(819,911)	57,174	7%	1,160,000	(1,487,300)	(327,300)
(14,451)	(21,422)	6,971	33%	Campground	56,248	40,900	15,348	38%	(70,698)	(62,322)	(8,376)	-13%	70,000	(111,600)	(41,600)
(81,879)	(76,538)	(5,341)	-7%	Equestrian	141,526	152,600	(11,074)	-7%	(223,405)	(229,138)	5,733	3%	255,000	(395,500)	(140,500)
(9,910)	(12,724)	2,814	22%	Bikeworks	82,110	72,700	9,410	13%	(92,020)	(85,424)	(6,596)	-8%	117,000	(146,500)	(29,500)
(116,762)	(135,667)	18,905	14%	Trails	2,212	600	1,612	269%	(118,974)	(136,267)	17,293	13%	1,000	(234,700)	(233,700)
(341,623)	(265,233)	(76,390)	-29%	The Lodge	1,382,679	1,417,500	(34,821)	-2%	(1,724,302)	(1,682,733)	(41,569)	-2%	2,630,000	(2,967,000)	(337,000)
(61,181)	(69,719)	8,538	12%	Summer Food and Bev	110,481	150,900	(40,419)	-27%	(171,662)	(220,619)	48,957	22%	270,000	(409,200)	(139,200)
(112,532)	(85,480)	(27,052)	-32%	Pizza on the Hill	250,962	364,000	(113,038)	-31%	(363,495)	(449,480)	85,985	19%	603,000	(754,700)	(151,700)
(96,095)	(106,068)	9,973	9%	Alder Creek Café	293,603	265,400	28,203	11%	(389,697)	(371,468)	(18,229)	-5%	450,000	(621,700)	(171,700)
(163,765)	(412,652)	248,887	60%	Amenities Total	9,052,699	8,840,500	212,199	2%	(9,216,464)	(9,253,152)	36,688	0%	13,529,000	(15,328,100)	(1,799,100)
(1,870,822)	(2,152,348)	281,526	13%	HOA & Amenities Support Services	478,121	\$ 428,500	49,621	12%	(2,348,943)	\$ (2,580,848)	231,905	9%	686,000	(4,582,900)	(3,896,900)
(1,365,746)	(1,345,686)	(20,060)	-1%	General	-	-	-	0%	(1,365,746)	(1,345,686)	(20,060)	-1%	-	(2,267,800)	(2,267,800)
114,087	-	114,087	#####	Administration	200,594	134,800	65,794	49%	(86,507)	(134,800)	48,293	36%	184,000	(184,000)	-
79,262	-	79,262	#####	Communications	140,896	128,800	12,096	9%	(61,634)	(128,800)	67,166	52%	210,000	(210,000)	-
47,503	-	47,503	#####	Information Tech	-	-	-	0%	47,503	-	47,503	#####	-	-	-
(23,205)	-	(23,205)	#####	Accounting	3,073	3,600	(527)	-15%	(26,278)	(3,600)	(22,678)	-630%	6,000	(6,000)	-
(10,582)	-	(10,582)	#####	Human Resources	-	-	-	0%	(10,582)	-	(10,582)	#####	-	-	-
(208,236)	(210,861)	2,625	1%	Architectural Standards	89,347	113,300	(23,953)	-21%	(297,583)	(324,161)	26,578	8%	196,000	(561,700)	(365,700)
13,172	-	13,172	#####	Member Services	17,755	20,600	(2,845)	-14%	(4,584)	(20,600)	16,016	78%	34,000	(34,000)	-
(571)	-	(571)	#####	Risk & Facility Admin	-	-	-	0%	(571)	-	(571)	#####	-	-	-
(563,165)	(595,801)	32,636	5%	Forestry	26,455	27,400	(945)	-3%	(589,620)	(623,201)	33,581	5%	56,000	(1,319,400)	(1,263,400)
46,658	-	46,658	#####	Maintenance	-	-	-	0%	46,658	-	46,658	#####	-	-	-
\$ (2,034,588)	\$ (2,565,000)	\$ 530,412	21%	TDA Operating Fund	\$ 9,530,820	\$ 9,269,000	\$ 261,820	3%	\$ (11,565,407)	\$ (11,834,000)	\$ 268,593	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 July 2019

Net Operating Results Before Allocated Overhead (NORBO)								Department	Revenue					Total Operating Expenses				
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr		Actual		Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr		
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ 377,977	\$ 362,299	\$ 350,574	\$ 15,678	4%	\$ 27,403	8%	Private Amenities	\$ 907,879	\$ (17,121)	-2%	\$ 39,836	5%	\$ (529,902)	\$ 32,799	6%	\$ (12,433)	-2%	
69,897	73,561	61,264	(3,664)	-5%	8,633	14%	Trout Creek Rec Ctr	158,717	(10,183)	-6%	7,372	5%	(88,820)	6,519	7%	1,262	1%	
(19,211)	(10,372)	(660)	(8,839)	-85%	(18,551)	-2810%	Aquatics	52,719	1,919	4%	8,043	18%	(71,930)	(10,758)	-18%	(26,594)	-59%	
177,162	185,846	179,270	(8,685)	-5%	(2,108)	-1%	Beach Club Marina	298,899	(24,501)	-8%	2,281	1%	(121,738)	15,816	11%	(4,390)	-4%	
17,136	5,237	12,511	11,899	227%	4,625	37%	Tennis Center	71,792	16,992	31%	4,856	7%	(54,656)	(5,093)	-10%	(230)	0%	
61,941	73,567	72,420	(11,626)	-16%	(10,479)	-14%	Day Camps	158,883	(16,117)	-9%	(3,598)	-2%	(96,942)	4,491	4%	(6,881)	-8%	
71,053	34,460	25,770	36,593	106%	45,283	176%	Recreation Programs	166,870	14,770	10%	20,882	14%	(95,817)	21,823	19%	24,400	20%	
18,911	161,196	175,961	(142,285)	-88%	(157,051)	-89%	Public Amenities	930,752	(237,348)	-20%	(175,330)	-16%	(911,841)	95,063	9%	18,280	2%	
(52,395)	(56,784)	(50,031)	4,389	8%	(2,364)	-5%	Downhill Ski	504	504	0%	54	12%	(52,899)	3,885	7%	(2,417)	-5%	
(18,165)	(22,012)	(16,242)	3,847	17%	(1,923)	-12%	Cross Country Ski	-	-	0%	-	0%	(18,165)	3,847	17%	(1,923)	-12%	
(2,144)	(2,361)	(2,292)	217	9%	148	6%	Snowplay	-	-	0%	-	0%	(2,144)	217	9%	148	6%	
(34,139)	126,250	108,327	(160,389)	-127%	(142,467)	-132%	Golf	177,574	(160,726)	-48%	(125,540)	-41%	(211,713)	337	0%	(16,927)	-9%	
18,556	14,447	17,665	4,109	28%	892	5%	Campground	34,110	4,610	16%	1,045	3%	(15,553)	(500)	-3%	(153)	-1%	
39,091	41,651	38,699	(2,560)	-6%	392	1%	Equestrian	103,894	(9,206)	-8%	772	1%	(64,803)	6,646	9%	(380)	-1%	
13,017	10,357	11,270	2,660	26%	1,747	16%	Bikeworks	42,648	4,248	11%	6,398	18%	(29,631)	(1,588)	-6%	(4,651)	-19%	
(24,291)	(28,319)	(32,201)	4,028	14%	7,910	25%	Trails	1,177	777	194%	978	491%	(25,468)	3,251	11%	6,932	21%	
65,370	50,391	69,281	14,979	30%	(3,911)	-6%	The Lodge	349,889	11,489	3%	5,107	1%	(284,518)	3,491	1%	(9,018)	-3%	
3,586	3,445	15,682	141	4%	(12,096)	-77%	Summer Food and Bev	98,855	(11,445)	-10%	(9,092)	-8%	(95,270)	11,585	11%	(3,004)	-3%	
5,508	22,100	24,437	(16,592)	-75%	(18,929)	-77%	Pizza on the Hill	69,987	(68,013)	-49%	(69,431)	-50%	(64,479)	51,422	44%	50,503	44%	
4,918	2,031	(8,633)	2,887	142%	13,550	157%	Alder Creek Café	52,116	(9,584)	-16%	14,380	38%	(47,198)	12,471	21%	(829)	-2%	
396,887	523,495	526,535	(126,608)	-24%	(129,648)	-25%	Amenities Total	1,838,631	(254,469)	-12%	(135,494)	-7%	(1,441,744)	127,862	8%	5,846	0%	
(509,025)	(636,495)	(631,527)	127,470	20%	122,502	19%	HOA & Amenities Support Services	53,702	(10,198)	-16%	(24,693)	-31%	(562,727)	137,668	20%	147,196	21%	
(61,963)	(84,501)	(68,522)	22,538	27%	6,559	10%	General	-	-	0%	-	0%	(61,963)	22,538	27%	6,559	10%	
(10,725)	(62,176)	(147,453)	51,451	83%	136,728	93%	Administration	8,792	(1,108)	-11%	(6,877)	-44%	(19,517)	52,559	73%	143,605	88%	
(26,915)	(41,378)	(38,582)	14,463	35%	11,668	30%	Communications	18,120	(280)	-2%	2,169	14%	(45,034)	14,744	25%	9,499	17%	
(45,986)	(57,674)	(45,391)	11,688	20%	(594)	-1%	Information Tech	-	-	0%	-	0%	(45,986)	11,688	20%	(594)	-1%	
(72,539)	(68,436)	(64,197)	(4,103)	-6%	(8,342)	-13%	Accounting	689	(211)	-23%	(74)	-10%	(73,228)	(3,892)	-6%	(8,268)	-13%	
(28,387)	(32,045)	(29,439)	3,658	11%	1,052	4%	Human Resources	-	-	0%	-	0%	(28,387)	3,658	11%	1,052	4%	
(14,727)	(16,529)	(8,170)	1,802	11%	(6,557)	-80%	Architectural Standards	14,661	(9,139)	-38%	(10,778)	-42%	(29,388)	10,941	27%	4,220	13%	
(17,372)	(19,002)	(15,416)	1,630	9%	(1,956)	-13%	Member Services	5,701	1	0%	2,595	84%	(23,073)	1,629	7%	(4,551)	-25%	
(20,621)	(28,390)	(23,454)	7,769	27%	2,833	12%	Risk & Facility Admin	-	-	0%	-	0%	(20,621)	7,769	27%	2,833	12%	
(141,388)	(156,465)	(124,357)	15,077	10%	(17,031)	-14%	Forestry	5,740	540	10%	(11,728)	-67%	(147,128)	14,537	9%	(5,303)	-4%	
(68,401)	(69,899)	(66,545)	1,498	2%	(1,856)	-3%	Maintenance	-	-	0%	-	0%	(68,401)	1,498	2%	(1,856)	-3%	
\$ (112,137)	\$ (113,000)	\$ (104,992)	\$ 863	1%	\$ (7,145)	-7%	TDA Operating Fund	\$ 1,892,333	\$ (264,667)	-12%	\$ (160,187)	-8%	\$ (2,004,470)	\$ 265,530	12%	\$ 153,042	7%	

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

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ 243,736	\$ 210,889	\$ 267,287	\$ 32,847	16%	\$ (23,551)	-9%	Private Amenities	\$ 1,696,385	\$ (27,715)	-2%	\$ 43,984	3%	\$ (1,452,649)	\$ 60,562	4%	\$ (67,535)	-5%
53,187	38,609	93,764	14,578	38%	(40,577)	-43%	Trout Creek Rec Ctr	626,301	1,401	0%	(6,574)	-1%	(573,114)	13,177	2%	(34,003)	-6%
(31,041)	(27,976)	12,952	(3,065)	-11%	(43,993)	-340%	Aquatics	153,150	8,150	6%	5,605	4%	(184,192)	(11,216)	-6%	(49,598)	-37%
167,699	172,398	153,357	(4,699)	-3%	14,342	9%	Beach Club Marina	418,889	(36,611)	-8%	8,907	2%	(251,189)	31,913	11%	5,435	2%
(9,238)	(3,374)	(31,744)	(5,864)	-174%	22,506	71%	Tennis Center	121,683	2,783	2%	18,678	18%	(130,921)	(8,647)	-7%	3,828	3%
25,164	40,864	46,560	(15,700)	-38%	(21,396)	-46%	Day Camps	205,234	(18,766)	-8%	(3,425)	-2%	(180,070)	3,066	2%	(17,971)	-11%
37,966	(9,632)	(7,601)	47,598	494%	45,567	599%	Recreation Programs	171,128	15,328	10%	20,793	14%	(133,163)	32,269	20%	24,774	16%
1,176,316	960,276	216,888	216,040	22%	959,428	442%	Public Amenities	7,356,314	239,914	3%	1,438,395	24%	(6,179,998)	(23,874)	0%	(478,967)	-8%
1,508,796	1,059,779	470,811	449,017	42%	1,037,985	220%	Downhill Ski	3,651,435	527,435	17%	1,299,286	55%	(2,142,640)	(78,419)	-4%	(261,301)	-14%
311,918	216,032	183,410	95,886	44%	128,508	70%	Cross Country Ski	967,339	186,739	24%	334,096	53%	(655,422)	(90,854)	-16%	(205,588)	-46%
80,491	91,772	44,277	(11,281)	-12%	36,214	82%	Snowplay	177,691	(16,309)	-8%	48,748	38%	(97,200)	5,028	5%	(12,534)	-15%
(395,139)	(139,140)	(138,723)	(255,999)	-184%	(256,416)	-185%	Golf	240,027	(313,173)	-57%	(289,881)	-55%	(635,166)	57,174	8%	33,465	5%
6,210	(761)	4,961	6,971	916%	1,249	25%	Campground	56,248	15,348	38%	7,940	16%	(50,037)	(8,376)	-20%	(6,691)	-15%
(38,669)	(33,328)	(34,653)	(5,341)	-16%	(4,016)	-12%	Equestrian	141,526	(11,074)	-7%	4,421	3%	(180,195)	5,733	3%	(8,437)	-5%
9,435	6,621	6,984	2,814	42%	2,451	35%	Bikeworks	82,110	9,410	13%	12,913	19%	(72,675)	(6,596)	-10%	(10,463)	-17%
(81,507)	(100,412)	(95,319)	18,905	19%	13,812	14%	Trails	2,212	1,612	269%	1,953	754%	(83,719)	17,293	17%	11,859	12%
(102,959)	(26,569)	(89,301)	(76,390)	-288%	(13,658)	-15%	The Lodge	1,382,679	(34,821)	-2%	59,521	4%	(1,485,638)	(41,569)	-3%	(73,179)	-5%
(31,877)	(40,415)	(22,270)	8,538	21%	(9,607)	-43%	Summer Food and Bev	110,481	(40,419)	-27%	(36,805)	-25%	(142,358)	48,957	26%	27,198	16%
(44,711)	(17,659)	(31,932)	(27,052)	-153%	(12,780)	-40%	Pizza on the Hill	250,962	(113,038)	-31%	(106,786)	-30%	(295,674)	85,985	23%	94,007	24%
(45,671)	(55,644)	(81,355)	9,973	18%	35,684	44%	Alder Creek Café	293,603	28,203	11%	102,988	54%	(339,273)	(18,229)	-6%	(67,304)	-25%
1,420,052	1,171,165	484,175	248,887	21%	935,877	193%	Amenities Total	9,052,699	212,199	2%	1,482,378	20%	(7,632,647)	36,688	0%	(546,502)	-8%
(3,568,639)	(3,850,165)	(3,587,463)	281,526	7%	18,824	1%	HOA & Amenities Support Services	478,121	49,621	12%	28,517	6%	(4,046,760)	231,905	5%	(9,693)	0%
(676,071)	(656,011)	(587,580)	(20,060)	-3%	(88,491)	-15%	General	-	-	0%	-	0%	(676,071)	(20,060)	-3%	(88,491)	-15%
(222,929)	(337,016)	(374,213)	114,087	34%	151,284	40%	Administration	200,594	65,794	49%	28,486	17%	(423,523)	48,293	10%	122,798	22%
(226,462)	(305,724)	(293,145)	79,262	26%	66,684	23%	Communications	140,896	12,096	9%	20,174	17%	(367,358)	67,166	15%	46,509	11%
(350,383)	(397,886)	(380,731)	47,503	12%	30,348	8%	Information Tech	-	-	0%	-	0%	(350,383)	47,503	12%	30,348	8%
(495,741)	(472,536)	(457,303)	(23,205)	-5%	(38,438)	-8%	Accounting	3,073	(527)	-15%	(187)	-6%	(498,814)	(22,678)	-5%	(38,251)	-8%
(234,480)	(223,898)	(214,593)	(10,582)	-5%	(19,887)	-9%	Human Resources	-	-	0%	-	0%	(234,480)	(10,582)	-5%	(19,887)	-9%
(137,209)	(139,834)	(98,127)	2,625	2%	(39,082)	-40%	Architectural Standards	89,347	(23,953)	-21%	(20,660)	-19%	(226,556)	26,578	10%	(18,422)	-9%
(133,321)	(146,493)	(122,866)	13,172	9%	(10,455)	-9%	Member Services	17,755	(2,845)	-14%	(7,184)	-29%	(151,077)	16,016	10%	(3,271)	-2%
(198,512)	(197,941)	(195,013)	(571)	0%	(3,499)	-2%	Risk & Facility Admin	-	-	0%	-	0%	(198,512)	(571)	0%	(3,499)	-2%
(457,684)	(490,320)	(430,387)	32,636	7%	(27,297)	-6%	Forestry	26,455	(945)	-3%	7,887	42%	(484,139)	33,581	6%	(35,184)	-8%
(435,848)	(482,506)	(433,505)	46,658	10%	(2,343)	-1%	Maintenance	-	-	0%	-	0%	(435,848)	46,658	10%	(2,343)	-1%
\$ (2,148,588)	\$ (2,679,000)	\$ (3,103,288)	\$ 530,412	20%	\$ 954,700	31%	TDA Operating Fund	\$ 9,530,820	\$ 261,820	3%	\$ 1,510,895	19%	\$ (11,679,407)	\$ 268,593	2%	\$ (556,195)	-5%

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					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ (83,265)	\$ (97,598)	\$ (50,331)	\$ 14,333	15%	\$ (32,934)	-65%		\$ 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%	Private Amenities	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%	Trout Creek Rec Ctr	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%	Aquatics	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%	Beach Club Marina	(19,643)	(19,643)	0%	20,065	51%	(7,636)	(434)	-6%	547	7%
(1,191)	(310)	(351)	(881)	-284%	(840)	-239%	Tennis Center	120	120	0%	105	700%	(1,311)	(1,001)	-323%	(945)	-258%
(11,164)	(11,991)	(11,883)	827	7%	719	6%	Day Camps	29	(71)	-71%	(256)	-90%	(11,193)	898	7%	975	8%
							Recreation Programs										
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	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%	Support Services	-	-	0%	-	0%	(380,904)	(24,647)	-7%	(66,431)	-21%
(112,609)	(169,807)	(119,802)	57,198	34%	7,193	6%	General	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%	Administration	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 Three Summer Months (May-Jul) 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
\$	\$	\$	\$	Amount	Pctg	Amount	Pctg	\$	\$	Amount	Pctg	\$	\$	Amount	Pctg	Amount	Pctg
327,000	308,487	317,618	18,513	6%	9,383	3%	Private Amenities	1,357,070	(43,230)	-3%	46,631	4%	(1,030,070)	61,743	6%	(37,248)	-4%
86,683	94,648	78,390	(7,965)	-8%	8,292	11%	Trout Creek Rec Ctr	333,436	(17,764)	-5%	16,156	5%	(246,753)	9,799	4%	(7,864)	-3%
(37,782)	(28,976)	(10,297)	(8,806)	-30%	(27,484)	-267%	Aquatics	93,192	(1,809)	-2%	14,748	19%	(130,973)	(6,997)	-6%	(42,232)	-48%
184,574	195,454	182,186	(10,880)	-6%	2,389	1%	Beach Club Marina	412,904	(42,596)	-9%	(405)	0%	(228,329)	31,717	12%	2,794	1%
18,041	3,828	16,147	14,213	371%	1,894	12%	Tennis Center	141,326	22,426	19%	(1,387)	-1%	(123,285)	(8,213)	-7%	3,281	3%
26,354	41,174	46,911	(14,820)	-36%	(20,556)	-44%	Day Camps	205,114	(18,886)	-8%	(3,530)	-2%	(178,760)	4,066	2%	(17,026)	-11%
49,130	2,359	4,282	46,771	1983%	44,848	1047%	Recreation Programs	171,099	15,399	10%	21,049	14%	(121,969)	31,372	20%	23,799	16%
(498,031)	(259,902)	(204,986)	(238,129)	-92%	(293,046)	-143%	Public Amenities	1,547,659	(528,541)	-25%	(429,958)	-22%	(2,045,691)	290,411	12%	136,912	6%
(179,418)	(187,140)	(155,502)	7,722	4%	(23,916)	-15%	Downhill Ski	2,695	2,695	0%	1,374	104%	(182,113)	5,027	3%	(25,290)	-16%
(49,294)	(51,559)	(55,445)	2,265	4%	6,151	11%	Cross Country Ski	-	-	0%	(201)	-100%	(49,294)	2,265	4%	6,352	11%
(2,983)	(7,083)	(8,336)	4,100	58%	5,353	64%	Snowplay	-	-	0%	-	0%	(2,983)	4,100	58%	5,353	64%
(229,895)	22,713	14,619	(252,608)	#####	(244,514)	#####	Golf	239,927	(311,273)	-56%	(287,956)	-55%	(469,822)	58,665	11%	43,442	8%
17,028	9,141	14,415	7,887	86%	2,613	18%	Campground	56,248	15,348	38%	7,940	16%	(39,219)	(7,460)	-23%	(5,327)	-16%
(14,675)	(9,800)	(7,237)	(4,875)	-50%	(7,438)	-103%	Equestrian	141,526	(11,074)	-7%	4,436	3%	(156,201)	6,199	4%	(11,874)	-8%
9,359	6,621	6,867	2,738	41%	2,492	36%	Bikeworks	75,102	2,402	3%	9,786	15%	(65,743)	336	1%	(7,294)	-12%
(50,473)	(68,502)	(72,754)	18,029	26%	22,281	31%	Trails	2,212	1,612	269%	1,953	754%	(52,685)	16,417	24%	20,328	28%
55,046	75,789	105,489	(20,743)	-27%	(50,443)	-48%	The Lodge	702,744	(72,856)	-9%	(55,226)	-7%	(647,698)	52,113	7%	4,783	1%
(27,005)	(34,321)	(17,336)	7,316	21%	(9,669)	-56%	Summer Food and Bev	110,481	(40,419)	-27%	(36,805)	-25%	(137,486)	47,735	26%	27,135	16%
(10,469)	586	3,460	(11,055)	#####	(13,929)	-403%	Pizza on the Hill	110,571	(104,429)	-49%	(107,275)	-49%	(121,039)	93,375	44%	93,346	44%
(15,253)	(16,347)	(33,226)	1,094	7%	17,973	54%	Alder Creek Café	106,154	(10,546)	-9%	32,015	43%	(121,408)	11,639	9%	(14,042)	-13%
(171,031)	48,585	112,632	(219,616)	-452%	(283,663)	-252%	Amenities Total	2,904,730	(571,770)	-16%	(383,327)	-12%	(3,075,761)	352,154	10%	99,664	3%
(1,578,210)	(1,806,585)	(1,741,796)	228,375	13%	163,586	9%	HOA & Amenities Support Services	250,053	38,553	18%	11,417	5%	(1,828,262)	189,823	9%	152,169	8%
(295,167)	(299,754)	(273,106)	4,587	2%	(22,061)	-8%	General	-	-	0%	-	0%	(295,167)	4,587	2%	(22,061)	-8%
(110,320)	(167,209)	(254,411)	56,889	34%	144,091	57%	Administration	80,215	37,815	89%	18,355	30%	(190,535)	19,074	9%	125,736	40%
(65,871)	(113,191)	(110,402)	47,320	42%	44,531	40%	Communications	85,544	10,244	14%	11,235	15%	(151,415)	37,076	20%	33,296	18%
(154,534)	(169,617)	(159,885)	15,083	9%	5,351	3%	Information Tech	-	-	0%	-	0%	(154,534)	15,083	9%	5,351	3%
(206,863)	(203,130)	(192,753)	(3,733)	-2%	(14,110)	-7%	Accounting	1,073	(527)	-33%	(300)	-22%	(207,936)	(3,206)	-2%	(13,810)	-7%
(80,811)	(98,092)	(91,979)	17,281	18%	11,168	12%	Human Resources	-	-	0%	-	0%	(80,811)	17,281	18%	11,168	12%
(34,471)	(54,216)	(29,948)	19,745	36%	(4,524)	-15%	Architectural Standards	54,331	(9,569)	-15%	(8,758)	-14%	(88,803)	29,313	25%	4,235	5%
(50,530)	(61,512)	(43,105)	10,982	18%	(7,425)	-17%	Member Services	13,640	(1,560)	-10%	(5,797)	-30%	(64,170)	12,542	16%	(1,628)	-3%
(75,926)	(84,498)	(76,704)	8,572	10%	778	1%	Risk & Facility Admin	-	-	0%	-	0%	(75,926)	8,572	10%	778	1%
(308,009)	(348,615)	(309,218)	40,606	12%	1,209	0%	Forestry	15,250	2,150	16%	(3,318)	-18%	(323,259)	38,456	11%	4,527	1%
(195,708)	(206,751)	(200,287)	11,043	5%	4,579	2%	Maintenance	-	-	0%	-	0%	(195,708)	11,043	5%	4,579	2%
\$ (1,749,241)	\$ (1,758,000)	\$ (1,629,164)	\$ 8,759	0%	\$ (120,077)	-7%	TDA Operating Fund	\$ 3,154,782	\$ (533,218)	-14%	\$ (371,910)	-11%	\$ (4,904,023)	\$ 541,977	10%	\$ 251,833	5%

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					
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Variance to Budget		Variance to PriorYr		Actual	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg	
\$ (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 - Summary P&L by Department
Q1 Jan-Mar, 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ (77,800)	\$ (68,314)	\$ (67,758)	\$ (9,486)	-14%	\$ (10,042)	-15%	Private Amenities	\$ 246,462	\$ (4,438)	-2%	\$ 9,735	4%	\$ (324,261)	\$ (5,047)	-2%	\$ (19,777)	-6%
(45,185)	(36,750)	(34,232)	(8,435)	-23%	(10,953)	-32%	Trout Creek Rec Ctr	209,462	(4,438)	-2%	8,759	4%	(254,647)	(3,997)	-2%	(19,711)	-8%
(3,731)	(1,450)	(1,426)	(2,281)	-157%	(2,305)	-162%	Aquatics	37,000	-	0%	976	3%	(40,731)	(2,281)	-6%	(3,281)	-9%
(17,044)	(17,312)	(19,177)	268	2%	2,133	11%	Beach Club Marina	-	-	0%	-	0%	(17,044)	268	2%	2,133	11%
(5,319)	(5,104)	(5,410)	(215)	-4%	92	2%	Tennis Center	-	-	0%	-	0%	(5,319)	(215)	-4%	92	2%
(538)	(210)	(287)	(328)	-156%	(251)	-87%	Day Camps	-	-	0%	-	0%	(538)	(328)	-156%	(251)	-87%
(5,983)	(7,488)	(7,225)	1,505	20%	1,242	17%	Recreation Programs	-	-	0%	-	0%	(5,983)	1,505	20%	1,242	17%
1,822,563	1,402,317	551,181	420,246	30%	1,271,382	231%	Public Amenities	5,219,714	654,514	14%	1,787,734	52%	(3,397,152)	(234,269)	-7%	(516,353)	-18%
1,689,280	1,267,230	590,793	422,050	33%	1,098,487	186%	Downhill Ski	3,351,098	472,098	16%	1,293,682	63%	(1,661,819)	(50,049)	-3%	(195,195)	-13%
366,798	265,008	226,050	101,790	38%	140,748	62%	Cross Country Ski	876,624	157,024	22%	311,298	55%	(509,827)	(55,235)	-12%	(170,550)	-50%
78,333	108,531	70,528	(30,198)	-28%	7,805	11%	Snowplay	162,777	(25,223)	-13%	23,286	17%	(84,443)	(4,974)	-6%	(15,481)	-22%
(105,810)	(98,013)	(91,027)	(7,797)	-8%	(14,783)	-16%	Golf	50	(1,450)	-97%	(262)	-84%	(105,860)	(6,347)	-6%	(14,520)	-16%
(7,883)	(7,434)	(7,220)	(449)	-6%	(663)	-9%	Campground	-	-	0%	-	0%	(7,883)	(449)	-6%	(663)	-9%
(15,969)	(17,059)	(19,408)	1,090	6%	3,439	18%	Equestrian	-	-	0%	-	0%	(15,969)	1,090	6%	3,439	18%
-	-	(58)	-	#####	58	100%	Bikeworks	-	-	0%	-	0%	-	-	#####	58	100%
(24,085)	(23,755)	(14,532)	(330)	-1%	(9,553)	-66%	Trails	-	-	0%	-	0%	(24,085)	(330)	-1%	(9,553)	-66%
(111,352)	(58,795)	(144,583)	(52,557)	-89%	33,231	23%	The Lodge	544,884	25,984	5%	97,265	22%	(656,236)	(78,541)	-14%	(64,034)	-11%
(3,849)	(4,573)	(3,806)	724	16%	(43)	-1%	Summer Food and Bev	-	-	0%	-	0%	(3,849)	724	16%	(43)	-1%
(23,160)	(6,337)	(22,011)	(16,823)	-265%	(1,148)	-5%	Pizza on the Hill	117,194	(7,806)	-6%	(1,416)	-1%	(140,354)	(9,017)	-7%	268	0%
(19,740)	(22,486)	(33,543)	2,746	12%	13,803	41%	Alder Creek Café	167,087	33,887	25%	63,881	62%	(186,827)	(31,141)	-20%	(50,078)	-37%
1,744,763	1,334,003	483,423	410,760	31%	1,261,340	261%	Amenities Total	5,466,176	650,076	13%	1,797,469	49%	(3,721,413)	(239,316)	-7%	(536,129)	-17%
(1,491,555)	(1,503,003)	(1,360,420)	11,448	1%	(131,136)	-10%	HOA & Amenities Support Services	171,396	6,496	4%	10,229	6%	(1,662,951)	4,952	0%	(141,365)	-9%
(275,728)	(251,998)	(202,892)	(23,730)	-9%	(72,836)	-36%	General	-	-	0%	-	0%	(275,728)	(23,730)	-9%	(72,836)	-36%
(80,416)	(112,641)	(81,541)	32,225	29%	1,125	1%	Administration	98,869	19,369	24%	6,449	7%	(179,284)	12,857	7%	(5,325)	-3%
(119,309)	(138,759)	(135,672)	19,450	14%	16,363	12%	Communications	38,595	(1,205)	-3%	6,348	20%	(157,904)	20,655	12%	10,015	6%
(141,455)	(172,057)	(170,038)	30,602	18%	28,583	17%	Information Tech	-	-	0%	-	0%	(141,455)	30,602	18%	28,583	17%
(218,271)	(202,173)	(195,639)	(16,098)	-8%	(22,632)	-12%	Accounting	1,647	(53)	-3%	99	6%	(219,917)	(16,044)	-8%	(22,732)	-12%
(125,636)	(96,218)	(94,710)	(29,418)	-31%	(30,926)	-33%	Human Resources	-	-	0%	-	0%	(125,636)	(29,418)	-31%	(30,926)	-33%
(83,083)	(72,354)	(55,773)	(10,729)	-15%	(27,310)	-49%	Architectural Standards	21,809	(7,491)	-26%	(9,367)	-30%	(104,892)	(3,238)	-3%	(17,943)	-21%
(62,471)	(63,388)	(58,853)	917	1%	(3,618)	-6%	Member Services	3,187	(1,013)	-24%	(591)	-16%	(65,658)	1,930	3%	(3,027)	-5%
(95,098)	(84,274)	(96,631)	(10,824)	-13%	1,533	2%	Risk & Facility Admin	-	-	0%	-	0%	(95,098)	(10,824)	-13%	1,533	2%
(106,682)	(102,651)	(91,805)	(4,031)	-4%	(14,878)	-16%	Forestry	7,290	(3,110)	-30%	7,290	0%	(113,972)	(921)	-1%	(22,168)	-24%
(183,406)	(206,490)	(176,865)	23,084	11%	(6,540)	-4%	Maintenance	-	-	0%	-	0%	(183,406)	23,084	11%	(6,540)	-4%
\$ 253,208	\$ (169,000)	\$ (876,996)	\$ 422,208	250%	\$ 1,130,204	129%	TDA Operating Fund	\$ 5,637,572	\$ 656,572	13%	\$ 1,807,698	47%	\$ (5,384,365)	\$ (234,365)	-5%	\$ (677,494)	-14%

Tahoe Donner Association
Operating Fund - Summary P&L by Department
Q2 Apr-Jun, 2019

Net Operating Results Before Allocated Overhead (NORBO)							Department	Revenue				Total Operating Expenses					
Actual	Budget	Prior Yr	Variance to Budget		Variance to Prior Yr			Actual	Variance to Budget		Variance to Prior Yr		Actual	Variance to Budget		Variance to Prior Yr	
			Amount	Pctg	Amount	Pctg			Amount	Pctg	Amount	Pctg		Amount	Pctg	Amount	Pctg
\$ (56,442)	\$ (83,096)	\$ (15,529)	\$ 26,654	32%	\$ (40,912)	-263%	\$ 542,044	\$ (6,156)	-1%	\$ (5,588)	-1%	\$ (598,485)	\$ 32,811	5%	\$ (35,325)	-6%	
28,474	1,798	66,732	26,676	1484%	(38,258)	-57%	Private Amenities					(229,647)	10,655	4%	(15,554)	-7%	
(8,099)	(16,154)	15,038	8,055	50%	(23,137)	-154%	Trout Creek Rec Ctr	258,122	16,022	7%	(22,704)	-8%	(71,531)	1,823	2%	(19,723)	-38%
7,582	3,864	(6,735)	3,718	96%	14,317	213%	Aquatics	63,432	6,232	11%	(3,414)	-5%	(112,407)	15,829	12%	7,692	6%
(21,055)	(3,507)	(38,845)	(17,548)	-500%	17,789	46%	Beach Club Marina	119,989	(12,111)	-9%	6,625	6%	(70,946)	(3,339)	-5%	3,967	5%
(36,239)	(32,493)	(25,572)	(3,746)	-12%	(10,667)	-42%	Tennis Center	49,891	(14,209)	-22%	13,823	38%	(82,590)	(1,097)	-1%	(10,839)	-15%
(27,104)	(36,604)	(26,147)	9,500	26%	(957)	-4%	Day Camps	46,351	(2,649)	-5%	172	0%	(31,363)	8,941	22%	(868)	-3%
							Recreation Programs	4,258	558	15%	(90)	-2%					
(665,157)	(603,237)	(510,254)	(61,920)	-10%	(154,903)	-30%	Public Amenities	1,205,848	(177,252)	-13%	(174,009)	-13%	(1,871,005)	115,332	6%	19,106	1%
(128,089)	(150,667)	(69,951)	22,578	15%	(58,138)	-83%	Downhill Ski	299,833	54,833	22%	5,550	2%	(427,922)	(32,255)	-8%	(63,688)	-17%
(36,715)	(26,964)	(26,398)	(9,751)	-39%	(10,316)	-39%	Cross Country Ski	90,715	29,715	49%	22,798	34%	(127,430)	(39,466)	-45%	(33,114)	-35%
4,302	(14,398)	(23,959)	18,700	130%	28,261	118%	Snowplay	14,915	8,915	149%	25,461	241%	(10,613)	9,785	48%	2,799	21%
(255,190)	(167,377)	(156,024)	(87,813)	-52%	(99,166)	-64%	Golf	62,404	(150,996)	-71%	(164,079)	-72%	(317,594)	63,183	17%	64,912	17%
(4,463)	(7,774)	(5,483)	3,311	43%	1,020	19%	Campground	22,138	10,738	94%	6,895	45%	(26,601)	(7,427)	-39%	(5,875)	-28%
(61,791)	(57,920)	(53,944)	(3,871)	-7%	(7,847)	-15%	Equestrian	37,632	(1,868)	-5%	3,649	11%	(99,423)	(2,003)	-2%	(11,496)	-13%
(3,582)	(3,736)	(4,227)	154	4%	645	15%	Bikeworks	39,463	5,163	15%	6,515	20%	(43,045)	(5,009)	-13%	(5,870)	-16%
(33,131)	(48,338)	(48,586)	15,207	31%	15,455	32%	Trails	1,035	835	418%	975	1625%	(34,166)	14,372	30%	14,480	30%
(56,977)	(18,165)	(13,999)	(38,812)	-214%	(42,978)	-307%	The Lodge	487,906	(72,294)	-13%	(42,851)	-8%	(544,884)	33,482	6%	(127)	0%
(31,613)	(39,287)	(34,146)	7,674	20%	2,533	7%	Summer Food and Bev	11,625	(28,975)	-71%	(27,712)	-70%	(43,239)	36,648	46%	30,245	41%
(27,060)	(33,422)	(34,357)	6,362	19%	7,297	21%	Pizza on the Hill	63,782	(37,218)	-37%	(35,939)	-36%	(90,841)	43,581	32%	43,236	32%
(30,848)	(35,189)	(39,179)	4,341	12%	8,331	21%	Alder Creek Café	74,400	3,900	6%	24,727	50%	(105,248)	441	0%	(16,396)	-18%
(721,599)	(686,333)	(525,783)	(35,266)	-5%	(195,816)	-37%	Amenities Total	1,747,892	(183,408)	-9%	(179,597)	-9%	(2,469,490)	148,143	6%	(16,218)	-1%
(1,568,060)	(1,710,667)	(1,595,517)	142,607	8%	27,457	2%	HOA & Amenities Support Services	253,022	53,322	27%	42,981	20%	(1,821,082)	89,285	5%	(15,524)	-1%
(338,381)	(319,512)	(316,167)	(18,869)	-6%	(22,214)	-7%	General	-	-	0%	-	0%	(338,381)	(18,869)	-6%	(22,214)	-7%
(131,788)	(162,199)	(145,219)	30,411	19%	13,431	9%	Administration	92,934	47,534	105%	28,913	45%	(224,721)	(17,122)	-8%	(15,483)	-7%
(80,237)	(125,587)	(118,890)	45,350	36%	38,653	33%	Communications	84,182	13,582	19%	11,658	16%	(164,419)	31,768	16%	26,995	14%
(162,942)	(168,155)	(165,301)	5,213	3%	2,359	1%	Information Tech	-	-	0%	-	0%	(162,942)	5,213	3%	2,359	1%
(204,932)	(201,927)	(197,468)	(3,005)	-1%	(7,464)	-4%	Accounting	737	(263)	-26%	(213)	-22%	(205,668)	(2,741)	-1%	(7,251)	-4%
(80,457)	(95,635)	(90,443)	15,178	16%	9,986	11%	Human Resources	-	-	0%	-	0%	(80,457)	15,178	16%	9,986	11%
(39,398)	(50,951)	(34,184)	11,553	23%	(5,214)	-15%	Architectural Standards	52,877	(7,323)	-12%	(515)	-1%	(92,275)	18,876	17%	(4,699)	-5%
(53,478)	(64,103)	(48,597)	10,625	17%	(4,881)	-10%	Member Services	8,868	(1,832)	-17%	(9,187)	-51%	(62,346)	12,457	17%	4,307	6%
(82,792)	(85,277)	(74,927)	2,485	3%	(7,865)	-10%	Risk & Facility Admin	-	-	0%	-	0%	(82,792)	2,485	3%	(7,865)	-10%
(209,613)	(231,204)	(214,225)	21,591	9%	4,612	2%	Forestry	13,425	1,625	14%	12,325	1120%	(223,039)	19,965	8%	(7,714)	-4%
(184,041)	(206,117)	(190,095)	22,076	11%	6,053	3%	Maintenance	-	-	0%	-	0%	(184,041)	22,076	11%	6,053	3%
\$ (2,289,658)	\$ (2,397,000)	\$ (2,121,300)	\$ 107,342	4%	\$ (168,359)	-8%	TDA Operating Fund	\$ 2,000,914	\$ (130,086)	-6%	\$ (136,616)	-6%	\$ (4,290,572)	\$ 237,428	5%	\$ (31,743)	-1%

Tahoe Donner Association
Operating Fund - NOR and Per Property Metrics

For the seven months ending July 2019

Net Operating Results (NOR)				Department	Per Property Metrics			
Actual	Budget	Variance to Budget			Actual	Budget	Variance to Budget	
		Amount	Pctg				Amount	Pctg
				# of Assessed Lots	6473	6473	-	0%
\$ (272,909)	\$ (305,756)	\$ 32,847	11%	Private Amenities	\$ (42.16)	\$ (47.24)	\$ 5	11%
(107,468)	(122,046)	14,578	12%	Trout Creek Rec Ctg	(16.60)	(18.85)	2	12%
(144,250)	(141,185)	(3,065)	-2%	Aquatics	(22.28)	(21.81)	(0)	-2%
91,121	95,820	(4,699)	-5%	Beach Club Marina	14.08	14.80	(1)	-5%
(60,804)	(54,940)	(5,864)	-11%	Tennis Center	(9.39)	(8.49)	(1)	-11%
(13,182)	2,518	(15,700)	-624%	Day Camps	(2.04)	0.39	(2)	-624%
(38,325)	(85,923)	47,598	55%	Recreation Programs	(5.92)	(13.27)	7	55%
109,144	(106,896)	216,040	202%	Public Amenities	\$ 16.86	\$ (16.51)	33	202%
1,232,415	783,398	449,017	57%	Downhill Ski	190.39	121.03	69	57%
185,834	89,948	95,886	107%	Cross Country Ski	28.71	13.90	15	107%
48,039	59,320	(11,281)	-19%	Snowplay	7.42	9.16	(2)	-19%
(522,710)	(266,711)	(255,999)	-96%	Golf	(80.75)	(41.20)	(40)	-96%
(14,451)	(21,422)	6,971	33%	Campground	(2.23)	(3.31)	1	33%
(81,879)	(76,538)	(5,341)	-7%	Equestrian	(12.65)	(11.82)	(1)	-7%
(9,910)	(12,724)	2,814	22%	Bikeworks	(1.53)	(1.97)	0	22%
(116,762)	(135,667)	18,905	14%	Trails	(18.04)	(20.96)	3	14%
(341,623)	(265,233)	(76,390)	-29%	The Lodge	(52.78)	(40.98)	(12)	-29%
(61,181)	(69,719)	8,538	12%	Summer Food and Bev	(9.45)	(10.77)	1	12%
(112,532)	(85,480)	(27,052)	-32%	Pizza on the Hill	(17.38)	(13.21)	(4)	-32%
(96,095)	(106,068)	9,973	9%	Alder Creek Café	(14.85)	(16.39)	2	9%
(163,765)	(412,652)	248,887	60%	Amenities Total	\$ (25.30)	\$ (63.75)	38	60%
(1,870,822)	(2,152,348)	281,526	13%	HOA & Amenities Support Services	\$ (289.02)	\$ (332.51)	43	13%
(1,365,746)	(1,345,686)	(20,060)	-1%	General	(210.99)	(207.89)	(3)	-1%
114,087	-	114,087	#####	Administration	17.63	-	18	0%
79,262	-	79,262	#####	Communications	12.25	-	12	0%
47,503	-	47,503	#####	Information Tech	7.34	-	7	0%
(23,205)	-	(23,205)	#####	Accounting	(3.58)	-	(4)	0%
(10,582)	-	(10,582)	#####	Human Resources	(1.63)	-	(2)	0%
(208,236)	(210,861)	2,625	1%	Architectural Standards	(32.17)	(32.58)	0	1%
13,172	-	13,172	#####	Member Services	2.03	-	2	0%
(571)	-	(571)	#####	Risk & Facility Admin	(0.09)	-	(0)	0%
(563,165)	(595,801)	32,636	5%	Forestry	(87.00)	(92.04)	5	5%
46,658	-	46,658	#####	Maintenance	7.21	-	7	0%
\$ (2,034,588)	\$ (2,565,000)	\$ 530,412	21%	Net Operating Result	\$ (314.32)	\$ (396.26)	\$ 81.94	21%

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

Month							Department	Year to Date						
Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr			Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg				Amount	Pctg	Amount	Pctg	
15,301	14,804	14,215	(496)	-3%	(1,086)	-8%	Private Amenities	33,806	33,409	30,921	(397)	-1%	(2,885)	-9%
1,577	1,572	1,554	(5)	0%	(23)	-1%	Trout Creek Rec Ctr	11,608	10,622	10,106	(986)	-9%	(1,502)	-15%
2,585	2,070	1,646	(515)	-25%	(939)	-57%	Aquatics	3,741	3,380	2,452	(361)	-11%	(1,289)	-53%
3,749	3,975	4,041	226	6%	291	7%	Beach Club Marina	6,173	7,005	6,855	832	12%	682	10%
1,269	1,133	1,238	(137)	-12%	(32)	-3%	Tennis Center	2,335	2,339	2,486	4	0%	152	6%
4,852	4,641	4,397	(211)	-5%	(455)	-10%	Day Camps	7,917	7,504	6,973	(413)	-6%	(944)	-14%
1,269	1,415	1,339	146	10%	71	5%	Recreation Programs	2,032	2,561	2,048	529	21%	17	1%
21,288	24,133	22,510	2,845	12%	1,222	5%	Public Amenities	135,648	137,167	131,008	1,519	1%	(4,640)	-4%
434	577	480	143	25%	45	9%	Downhill Ski Area	53,516	49,197	49,160	(4,319)	-9%	(4,356)	-9%
42	-	60	(42)	0%	18	29%	Cross Country Ski Area	14,986	11,984	8,542	(3,002)	-25%	(6,444)	-75%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	3,006	2,982	2,303	(24)	-1%	(703)	-31%
2,441	2,692	2,517	251	9%	76	3%	Golf Operations	3,337	5,469	4,931	2,132	39%	1,594	32%
3,809	3,934	3,487	125	3%	(322)	-9%	Golf Maintenance	10,709	13,302	12,992	2,593	19%	2,283	18%
223	266	228	43	16%	5	2%	Campground	588	469	450	(119)	-25%	(138)	-31%
1,960	2,035	1,848	75	4%	(112)	-6%	Equestrian	3,535	3,630	3,170	95	3%	(365)	-12%
422	431	447	8	2%	25	6%	Bikeworks	808	851	908	43	5%	100	11%
734	814	856	80	10%	122	14%	Trails	991	1,892	2,123	901	48%	1,132	53%
6,090	6,200	5,702	110	2%	(388)	-7%	The Lodge	27,837	27,800	27,622	(38)	0%	(216)	-1%
2,345	3,080	2,711	735	24%	365	13%	Summer Food and Bev	2,887	4,506	4,093	1,620	36%	1,207	29%
1,616	2,710	2,976	1,094	40%	1,360	46%	Pizza on the Hill	5,981	7,301	8,263	1,320	18%	2,283	28%
1,171	1,395	1,200	224	16%	29	2%	Alder Creek Café	7,467	7,784	6,451	317	4%	(1,016)	-16%
36,589	38,938	36,725	2,349	6%	136	0%	Amenities Total	169,454	170,577	161,929	1,123	1%	(7,525)	-5%
8,371	9,387	8,815	1,016	11%	444	5%	HOA & Amenities Support Services	47,255	51,887	49,281	4,632	9%	2,026	4%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
219	452	319	233	52%	100	31%	Administration	1,953	2,857	2,687	904	32%	734	27%
528	349	262	(179)	-51%	(266)	-101%	Communications	3,135	2,284	1,886	(852)	-37%	(1,249)	-66%
421	622	603	201	32%	182	30%	Information Tech	3,536	4,348	4,177	812	19%	641	15%
1,091	1,124	1,045	33	3%	(46)	-4%	Accounting	7,219	7,267	6,995	48	1%	(224)	-3%
-	176	170	176	100%	170	100%	Human Resources	298	1,318	1,265	1,020	77%	967	76%
686	1,128	917	442	39%	232	25%	Architectural Standards	5,354	6,348	4,907	994	16%	(446)	-9%
425	560	420	134	24%	(6)	-1%	Member Services	3,218	3,680	3,583	462	13%	365	10%
119	189	303	70	37%	184	61%	Risk & Facility Admin	1,042	1,228	2,404	186	15%	1,362	57%
3,163	2,992	2,885	(171)	-6%	(279)	-10%	Forestry	8,990	10,264	8,783	1,274	12%	(207)	-2%
1,720	1,796	1,892	76	4%	172	9%	Maintenance	12,510	12,293	12,593	(217)	-2%	83	1%
44,960	48,325	45,540	3,365	7%	580	1%	Total Payroll Hours	216,709	222,464	211,211	5,755	3%	(5,498)	-3%

Hours are Pre-capitalization to capital project, if any

Tahoe Donner Association
Payroll Hours - Full Time Equivalents Schedule (nonExempt Employees)
for the month of July 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	Amount	Pctg
11	9	9	10	16	52	88	-	-	-	-	-	10	9	8	8	17	44	82	54	20	13	12	12	28	25	(2.4)	-9%	
11	9	9	9	9	11	9	-	-	-	-	-	10	9	7	8	8	7	9	9	8	9	11	11	10	8	(1.2)	-15%	
-	-	-	-	1	5	15	-	-	-	-	-	-	0	-	-	0	4	9	6	1	0	-	-	3	2	(1.1)	-53%	
-	-	-	-	3	11	22	-	-	-	-	-	-	-	-	-	5	11	23	16	7	1	-	0	5	6	0.6	10%	
-	-	-	-	1	5	7	-	-	-	-	-	-	-	-	-	2	5	7	6	3	1	-	-	2	2	0.1	6%	
-	-	-	-	1	17	28	-	-	-	-	-	-	-	-	-	0	14	25	14	-	-	-	-	7	6	(0.8)	-14%	
0	0	-	1	0	3	7	-	-	-	-	-	0	0	0	0	1	2	8	3	1	2	2	1	2	2	0.0	1%	
178	153	136	72	39	82	123	-	-	-	-	-	137	136	133	67	53	99	130	120	83	58	47	160	112	108	(3.8)	-4%	
103	91	74	32	3	3	3	-	-	-	-	-	86	89	72	28	3	3	3	3	3	4	8	90	44	41	(3.6)	-9%	
29	22	23	11	0	0	0	-	-	-	-	-	14	9	21	4	0	1	0	1	0	2	8	27	12	7	(5.3)	-75%	
6	6	4	1	-	-	-	-	-	-	-	-	4	5	4	1	-	-	-	-	-	-	0	6	2	2	(0.6)	-31%	
-	0	-	-	0	5	14	-	-	-	-	-	-	-	-	-	3	11	15	14	11	4	-	-	3	4	1.3	32%	
1	1	2	4	12	19	22	-	-	-	-	-	1	1	3	8	20	22	20	22	17	15	4	1	9	11	1.9	18%	
-	-	-	-	1	1	1	-	-	-	-	-	-	-	-	-	-	1	1	1	1	-	-	-	0	0	(0.1)	-31%	
0	-	0	0	0	9	11	-	-	-	-	-	-	0	0	0	1	6	11	8	4	1	0	0	3	3	(0.3)	-12%	
-	-	-	-	0	2	2	-	-	-	-	-	-	-	-	-	0	2	3	2	1	0	-	-	1	1	0.1	11%	
-	-	-	-	-	1	4	-	-	-	-	-	0	-	-	-	2	6	5	5	4	3	0	-	1	2	0.9	53%	
22	19	21	17	18	29	35	-	-	-	-	-	22	20	22	18	16	29	33	31	26	19	19	22	23	23	(0.2)	-1%	
-	-	-	-	-	3	14	-	-	-	-	-	-	-	-	-	1	7	16	13	7	2	-	-	2	3	1.0	29%	
7	6	4	3	1	5	9	-	-	-	-	-	5	6	5	4	4	8	17	14	5	6	4	7	5	7	1.9	28%	
10	8	8	3	3	5	7	-	-	-	-	-	7	6	7	4	2	5	7	5	5	3	4	9	6	5	(0.8)	-16%	
188	162	145	82	54	134	211	-	-	-	-	-	147	144	141	75	70	144	212	174	103	72	59	172	140	133	(6.2)	-5%	
37	32	34	33	40	48	48	-	-	-	-	-	38	31	34	33	47	49	51	51	45	53	49	37	39	41	1.7	4%	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	
3	2	2	1	1	1	1	-	-	-	-	-	2	2	2	2	2	2	2	2	2	3	3	3	2	2	0.6	27%	
2	2	3	3	3	3	3	-	-	-	-	-	2	2	2	1	2	2	2	2	1	2	1	1	3	2	(1.0)	-66%	
3	2	2	3	4	3	2	-	-	-	-	-	3	3	3	3	4	3	3	4	3	2	3	4	3	3	0.5	15%	
6	5	6	6	6	6	6	-	-	-	-	-	6	5	5	5	6	6	6	6	5	6	6	6	6	6	(0.2)	-3%	
1	1	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	0	1	0.8	76%	
5	4	5	5	5	3	4	-	-	-	-	-	4	3	4	4	4	4	5	6	5	5	4	5	4	4	(0.4)	-9%	
2	3	3	3	2	3	2	-	-	-	-	-	4	3	3	3	3	2	2	3	3	3	3	2	3	3	0.3	10%	
2	1	1	1	0	1	1	-	-	-	-	-	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1.1	57%	
2	1	2	2	8	19	18	-	-	-	-	-	3	1	0	1	12	17	17	16	15	19	14	3	7	7	(0.2)	-2%	
11	11	11	9	10	10	10	-	-	-	-	-	11	10	11	10	10	10	11	10	9	10	11	11	10	10	0.1	1%	
225	194	179	115	95	183	259	-	-	-	-	-	186	176	176	109	117	193	263	224	148	125	108	209	179	174	(4.5)	-3%	

Tahoe Donner Association
FTE - NonExempt Employees [note, this report excludes Exempt Employees (salaried)]
for the period July 2019

Month - FTEs							Department	Year to Date - FTEs						
Actual	Budget	Prior Yr	Variance Budget		Variance to PriorYr			Actual	Budget	Prior Yr	Variance to Budget		Variance to PriorYr	
			Amount	Pctg	Amount	Pctg	Amount				Pctg	Amount	Pctg	
88.3	85.4	82.0	(2.9)	-3%	(6.3)	-8%	Private Amenities	28	28	25	(0)	-1%	(2)	-9%
9.1	9.1	9.0	(0)	0%	(0)	-1%	Trout Creek Rec Ctr	10	9	8	(1)	-9%	(1)	-15%
14.9	11.9	9.5	(3)	-25%	(5)	-57%	Aquatics	3	3	2	(0)	-11%	(1)	-53%
21.6	22.9	23.3	1	6%	2	7%	Beach Club Marina	5	6	6	1	12%	1	10%
7.3	6.5	7.1	(1)	-12%	(0)	-3%	Tennis Center	2	2	2	0	0%	0	6%
28.0	26.8	25.4	(1)	-5%	(3)	-10%	Day Camps	7	6	6	(0)	-6%	(1)	-14%
7.3	8.2	7.7	1	10%	0	5%	Recreation Programs	2	2	2	0	21%	0	1%
122.8	139.2	129.9	16.4	12%	7.0	5%	Public Amenities	112	113	108	1	1%	(4)	-4%
2.5	3.3	2.8	1	25%	0	9%	Downhill Ski Area	44	41	41	(4)	-9%	(4)	-9%
0.2	-	0.3	(0)	0%	0	29%	Cross Country Ski Area	12	10	7	(2)	-25%	(5)	-75%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	2	2	2	(0)	-1%	(1)	-31%
14.1	15.5	14.5	1	9%	0	3%	Golf Operations	3	5	4	2	39%	1	32%
22.0	22.7	20.1	1	3%	(2)	-9%	Golf Maintenance	9	11	11	2	19%	2	18%
1.3	1.5	1.3	0	16%	0	2%	Campground	0	0	0	(0)	-25%	(0)	-31%
11.3	11.7	10.7	0	4%	(1)	-6%	Equestrian	3	3	3	0	3%	(0)	-12%
2.4	2.5	2.6	0	2%	0	6%	Bikeworks	1	1	1	0	5%	0	11%
4.2	4.7	4.9	0	10%	1	14%	Trails	1	2	2	1	48%	1	53%
35.1	35.8	32.9	1	2%	(2)	-7%	The Lodge	23	23	23	(0)	0%	(0)	-1%
13.5	17.8	15.6	4	24%	2	13%	Summer Food and Bev	2	4	3	1	36%	1	29%
9.3	15.6	17.2	6	40%	8	46%	Pizza on the Hill	5	6	7	1	18%	2	28%
6.8	8.0	6.9	1	16%	0	2%	Alder Creek Café	6	6	5	0	4%	(1)	-16%
211.1	224.6	211.9	13.6	6%	0.8	0%	Amenities Total	140	141	133	1	1%	(6)	-5%
48.3	54.2	50.9	6	11%	2.6	5%	HOA & Amenities Support Services	39	43	41	4	9%	2	4%
-	-	-	-	0%	-	0%	General	-	-	-	-	0%	-	0%
1.3	2.6	1.8	1	52%	1	31%	Administration	2	2	2	1	32%	1	27%
3.0	2.0	1.5	(1)	-51%	(2)	-101%	Communications	3	2	2	(1)	-37%	(1)	-66%
2.4	3.6	3.5	1	32%	1	30%	Information Tech	3	4	3	1	19%	1	15%
6.3	6.5	6.0	0	3%	(0)	-4%	Accounting	6	6	6	0	1%	(0)	-3%
-	1.0	1.0	1	100%	1	100%	Human Resources	0	1	1	1	77%	1	76%
4.0	6.5	5.3	3	39%	1	25%	Architectural Standards	4	5	4	1	16%	(0)	-9%
2.5	3.2	2.4	1	24%	(0)	-1%	Member Services	3	3	3	0	13%	0	10%
0.7	1.1	1.7	0	37%	1	61%	Risk & Facility Admin	1	1	2	0	15%	1	57%
18.2	17.3	16.6	(1)	-6%	(2)	-10%	Forestry	7	8	7	1	12%	(0)	-2%
9.9	10.4	10.9	0	4%	1	9%	Maintenance	10	10	10	(0)	-2%	0	1%
259.4	278.8	262.7	19.4	7%	3.3	1%	Total nonExempt FTEs	179	183	174	4.7	2.6%	(4.5)	-2.6%

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

Month			Variance Last Month		Variance to PriorYr		Department	Year to Date			
Actual	Last Month	Prior Yr	Amount	Pctg	Amount	Pctg		Actual	Prior Yr	Amount	Pctg
312	173	535	(139)	-80%	223	42%	Private Amenities	683	1,052	370	35%
41	68	44	27	40%	3	7%	Trout Creek Rec Ctr	288	403	115	29%
101	49	71	(52)	-106%	(30)	-43%	Aquatics	160	102	(57)	-56%
75	12	237	(62)	-515%	162	69%	Beach Club Marina	87	276	190	69%
28	27	31	(1)	-5%	2	8%	Tennis Center	63	69	6	8%
11	2	10	(9)	-547%	(1)	-6%	Day Camps	13	18	5	30%
57	16	143	(41)	-266%	86	60%	Recreation Programs	72	184	111	61%
915	948	840	33	4%	(75)	-9%	Public Amenities	7,922	6,566	(1,356)	-21%
1	29	3	28	96%	1	53%	Downhill Ski Area	3,847	2,594	(1,253)	-48%
-	-	0	-	0%	0	100%	Cross Country Ski Area	798	424	(373)	-88%
-	-	-	-	0%	-	0%	Snowplay - Total Tubers	206	152	(54)	-36%
40	5	33	(35)	-775%	(7)	-21%	Golf Operations	44	45	1	2%
367	592	196	226	38%	(170)	-87%	Golf Maintenance	1,302	1,364	62	5%
35	44	45	9	20%	10	21%	Campground	131	91	(40)	-44%
42	46	27	4	8%	(15)	-56%	Equestrian	90	67	(23)	-34%
-	3	1	3	100%	1	100%	Bikeworks	3	3	(0)	-8%
19	2	7	(17)	-727%	(11)	-157%	Trails	21	26	5	19%
209	167	291	(42)	-25%	82	28%	The Lodge	772	799	27	3%
108	18	85	(90)	-499%	(23)	-27%	Summer Food and Bev	126	121	(4)	-4%
81	35	131	(46)	-130%	51	39%	Pizza on the Hill	252	756	504	67%
13	7	21	(6)	-86%	7	36%	Alder Creek Café	330	124	(206)	-167%
1,227	1,122	1,375	(106)	-9%	148	11%	Amenities Total	8,605	7,619	(986)	-13%
337	327	291	(10)	-3%	(46)	-16%	HOA & Amenities Support Services	2,068	1,580	(488)	-31%
-	-	-	-	0%	-	0%	General	-	-	-	0%
20	29	27	10	33%	7	27%	Administration	337	338	1	0%
9	5	8	(3)	-63%	(1)	-14%	Communications	29	58	30	51%
2	1	1	(0)	-25%	(1)	-52%	Information Tech	10	20	10	49%
34	31	20	(3)	-10%	(14)	-71%	Accounting	155	112	(42)	-38%
-	-	2	-	0%	2	100%	Human Resources	3	66	62	95%
13	12	15	(1)	-11%	2	16%	Architectural Standards	231	132	(99)	-75%
11	12	11	0	2%	(1)	-6%	Member Services	64	29	(35)	-121%
17	6	20	(11)	-191%	3	17%	Risk & Facility Admin	61	64	3	4%
152	153	97	1	1%	(55)	-57%	Forestry	437	250	(187)	-75%
80	78	90	(2)	-3%	10	11%	Maintenance	742	511	(231)	-45%
1,564	1,449	1,666	(115)	-8%	102	6%	Total Payroll Hours	10,673	9,198	(1,474)	-16%

**Tahoe Donner Association
Statement of Financial Position**

Consolidated

July 2019

	Current Month as of Jul 31, 2019	Last Month as of Jun 30, 2019	Audited		Variance of Current Month Increase (Decrease)					
			Last Year End as of Dec 31, 2018	12Mths Ago as of Jul 31, 2018	to Last Month		to Last Year End		to 12 Months Ago	
					Amount	Pctg	Amount	Pctg	Amount	Pctg
Assets										
Cash & Investments, Restricted	\$ 339,415	\$ 339,152	\$ 337,615	\$ 320,022	263	0%	1,799	1%	19,393	6%
Cash & Investments, non-Restricted	29,557,833	30,232,324	23,669,418	25,816,311	(674,491)	-2%	5,888,415	25%	3,741,521	14%
Cash and Investments total	29,897,247	30,571,476	24,007,033	26,136,333	(674,228)	-2%	5,890,214	25%	3,760,914	14%
Member's Dues & Receivables, Net	324,076	342,806	241,528	266,258	(18,730)	-5%	82,548	34%	57,818	22%
Other Receivables	226,250	234,565	259,249	160,085	(8,316)	-4%	(32,999)	-13%	66,164	41%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%
Inventory	300,195	316,724	314,923	299,479	(16,529)	-5%	(14,728)	-5%	717	0%
Prepaid Expenses & Other Assets	328,529	435,357	748,910	263,851	(106,828)	-25%	(420,380)	-56%	64,678	25%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%
Less Accumulated Depreciation	(40,189,352)	(39,914,352)	(38,264,352)	(37,554,608)	(275,000)	-1%	(1,925,000)	-5%	(2,634,744)	-7%
NBV of Property & Equipment	39,611,706	39,886,706	41,536,706	38,788,441	(275,000)	-1%	(1,925,000)	-5%	823,265	2%
Construction In Progress	1,618,457	1,374,789	18,147	1,830,668	243,667	18%	1,600,310	8818%	(212,211)	-12%
Net Property and Equipment	41,230,163	41,261,496	41,554,854	40,619,110	(31,333)	0%	(324,690)	-1%	611,054	2%
Total Assets	\$ 72,306,461	\$ 73,162,424	\$ 67,126,497	\$ 67,745,115	(855,963)	-1%	5,179,964	8%	4,561,346	7%
Liabilities										
Accounts Payable	\$ 571,350	\$ 631,293	\$ 487,502	\$ 575,517	(59,943)	-9%	83,848	17%	(4,167)	-1%
Accrued Liabilities	1,414,104	1,367,970	1,488,616	1,564,922	46,133	3%	(74,512)	-5%	(150,818)	-10%
Deferred Revenue, Annual Assessment	3,131,445	3,227,445	3,653,015	3,121,769	(96,000)	-3%	(521,570)	-14%	9,676	0%
Deferred Revenue, Recreation Fee	738,645	837,060	529,630	652,181	(98,415)	-12%	209,015	39%	86,464	13%
Deferred Revenue, All Other	659,830	1,017,057	619,597	405,562	(357,227)	-35%	40,233	6%	254,268	63%
Deposits	584,389	557,001	532,931	501,806	27,389	5%	51,459	10%	82,584	16%
Total Liabilities	7,099,763	7,637,826	7,311,291	6,821,756	(538,063)	-7%	(211,528)	-3%	278,007	4%
Members' Equity	65,206,698	65,524,598	59,815,205	60,923,359	(317,900)	0%	5,391,493	9%	4,283,339	7%
Total Liabilities and Members' Equity	\$ 72,306,461	\$ 73,162,424	\$ 67,126,497	\$ 67,745,115	(855,963)	-1%	5,179,964	8%	4,561,346	7%
Balance Check	-	-	-	-						
Members Equity Per Owner (#6473)	\$ 10,074	\$ 10,123	\$ 9,241	\$ 9,412	(49)	0%	833	9%	662	7%

Financial Position (Balance Sheet)

TDA CONSOLIDATED

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**Tahoe Donner Association
Statement of Financial Position**

Operating Fund

July 2019

TB REF	Current Month as of Jul 31, 2019	Last Month as of Jun 30, 2019	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Jul 31, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
	Cash & Investments, Restricted	2	\$ 339,415	\$ 339,152	\$ 337,615	\$ 320,022	263	0%	1,799	1%	19,393	6%
	Cash & Investments, non-Restricted	1	6,677,392	7,389,184	5,619,298	7,429,063	(711,791)	-10%	1,058,095	19%	(751,670)	-10%
	Cash and Investments total		7,016,807	7,728,336	5,956,913	7,749,084	(711,529)	-9%	1,059,894	18%	(732,277)	-9%
	Member's Dues & Receivables, Net	3	323,361	342,091	240,813	265,543	(18,730)	-5%	82,548	34%	57,818	22%
	Other Receivables	4	90,827	89,147	165,962	56,311	1,679	2%	(75,135)	-45%	34,516	61%
	Due From (To) Other Funds	5	1,963,309	1,642,614	130,684	316,006	320,695	20%	1,832,625	1402%	1,647,303	521%
	Inventory	6	300,195	316,724	314,923	299,479	(16,529)	-5%	(14,728)	-5%	717	0%
	Prepaid Expenses & Other Assets	7	326,004	435,343	748,910	261,445	(109,339)	-25%	(422,905)	-56%	64,559	25%
	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		\$ 10,020,503	\$ 10,554,255	\$ 7,558,205	\$ 8,947,867	(533,752)	-5%	2,462,298	33%	1,072,636	12%
Liabilities												
	Accounts Payable	11	\$ 535,392	\$ 600,382	\$ 315,280	\$ 566,269	(64,990)	-11%	220,112	70%	(30,877)	-5%
	Accrued Liabilities	12	1,388,252	1,343,868	1,475,017	1,549,009	44,383	3%	(86,765)	-6%	(160,757)	-10%
	Deferred Revenue, Annual Assessment	13	3,131,445	3,227,445	1,643,857	3,121,769	(96,000)	-3%	1,487,588	90%	9,676	0%
	Deferred Revenue, Recreation Fee	14	738,645	837,060	529,630	652,181	(98,415)	-12%	209,015	39%	86,464	13%
	Deferred Revenue, All Other	15	659,830	1,017,057	619,597	405,562	(357,227)	-35%	40,233	6%	254,268	63%
	Deposits	16	584,389	557,001	532,931	501,806	27,389	5%	51,459	10%	82,584	16%
	Total Liabilities		7,037,953	7,582,812	5,116,312	6,796,596	(544,859)	-7%	1,921,641	38%	241,357	4%
	Members' Equity	17	2,982,550	2,971,443	2,441,893	2,151,272	11,108	0%	540,657	22%	831,279	39%
									(A)			
	Total Liabilities and Members' Equity		\$ 10,020,503	\$ 10,554,255	\$ 7,558,205	\$ 8,947,867	(533,752)	-5%	2,462,298	33%	1,072,636	12%
	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 Over (under) Target		1,561,050	1,549,943	1,341,893	1,051,272	11,108	1%	219,157	16%	509,779	48%

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

Operating Fund - Members' Equity Recon:			
YTD NOR results Favorable (Unfavorable)	530,412	F06.2	
Annual Assessment revenue variance to Budget	-		
Members' Equity Transfers In (Out)	-	< GPC CFP Forecast has \$1.0m OUT	
Net Change in Members Equity	530,412	(A)	toDVF

Financial Position (Balance Sheet)

**OPERATING FUND
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Tahoe Donner Association
Statement of Financial Position
Replacement Reserve Fund
July 2019

	Current Month as of Jul 31, 2019	Last Month as of Jun 30, 2019	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2018	12Mths Ago as of Jul 31, 2018	to Last Month		to Last Year End		to 12 Months Ago		
					Amount	Pctg	Amount	Pctg	Amount	Pctg	
Assets											
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Cash & Investments, non-Restricted	14,891,224	14,861,397	11,879,903	12,662,285	29,827	0%	3,011,321	25%	2,228,940	18%	
Cash and Investments total	14,891,224	14,861,397	11,879,903	12,662,285	29,827	0%	3,011,321	25%	2,228,940	18%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	89,789	97,469	68,988	77,052	(7,680)	-8%	20,801	30%	12,736	17%	
Due From (To) Other Funds	(1,293,167)	(1,056,906)	(23,640)	(277,171)	(236,261)	-22%	(1,269,527)	-5370%	(1,015,996)	-367%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	2,525	14	(0)	2,406	2,511	18079%	2,525	#####	119	5%	
NBV of Property & Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Construction In Progress	-	-	-	-	-	0%	-	0%	-	0%	
Net Property and Equipment	-	-	-	-	-	0%	-	0%	-	0%	
Total Assets	\$ 13,690,371	\$ 13,901,974	\$ 11,925,251	\$ 12,464,572	(211,603)	-2%	1,765,120	15%	1,225,799	10%	
Liabilities											
Accounts Payable	\$ 29,350	\$ 25,345	\$ 162,533	\$ (0)	4,005	16%	(133,183)	-82%	29,350	#####	
Accrued Liabilities	18,623	17,456	10,454	11,422	1,167	7%	8,169	78%	7,201	63%	
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	-	-	-	-	-	0%	-	0%	-	0%	
Total Liabilities	47,973	42,801	1,524,603	11,422	5,172	12%	(1,476,630)	-97%	36,551	320%	
Members' Equity	13,642,398	13,859,173	10,400,648	12,453,150	(216,775)	-2%	3,241,750	31%	1,189,248	10%	
							(A)				
Total Liabilities and Members' Equity	\$ 13,690,371	\$ 13,901,974	\$ 11,925,251	\$ 12,464,572	(211,603)	-2%	1,765,120	15%	1,225,799	10%	
Balance Check	-	-	-	-							

For Capital Funds (RRF/DVF/NEF) P&L ACTIVITIES - REFER TO SECTION F14

Replacement Reserve Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	3,241,749 F14
Members' Equity Transfers In (Out)	
Net Change in Members Equity	3,241,749 (A)

Tahoe Donner Association
Statement of Financial Position
Development Fund
July 2019

	Current Month as of Jul 31, 2019	Last Month as of Jun 30, 2019	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2018	12Mths Ago as of Jul 31, 2018	to Last Month		to Last Year End		to 12 Months Ago		
					Amount	Pctg	Amount	Pctg	Amount	Pctg	
Assets											
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Cash & Investments, non-Restricted	7,614,083	7,606,619	5,991,735	5,529,752	7,464	0%	1,622,348	27%	2,084,332	38%	
Cash and Investments total	7,614,083	7,606,619	5,991,735	5,529,752	7,464	0%	1,622,348	27%	2,084,332	38%	
Member's Dues & Receivables, Net	715	715	715	715	-	0%	-	0%	-	0%	
Other Receivables	53,408	46,087	23,535	25,685	7,321	16%	29,873	127%	27,723	108%	
Due From (To) Other Funds	(505,699)	(424,895)	(77,349)	(28,069)	(80,804)	-19%	(428,350)	-554%	(477,630)	-1702%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	-	-	-	-	-	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	\$ 7,162,507	\$ 7,228,526	\$ 5,938,635	\$ 5,528,082	(66,019)	-1%	1,223,871	21%	1,634,424	30%	
Liabilities											
Accounts Payable	\$ 6,608	\$ 5,567	\$ 9,689	\$ 9,248	1,042	19%	(3,081)	-32%	(2,640)	-29%	
Accrued Liabilities	7,229	6,646	3,145	4,491	583	9%	4,084	130%	2,738	61%	
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	13,837	12,213	633,847	13,739	1,625	13%	(620,010)	-98%	98	1%	
Members' Equity	7,148,670	7,216,313	5,304,789	5,514,344	(67,644)	-1%	1,843,881	35%	1,634,326	30%	
Total Liabilities and Members' Equity	\$ 7,162,507	\$ 7,228,526	\$ 5,938,635	\$ 5,528,082	(66,019)	-1%	1,223,871	21%	1,634,424	30%	
Balance Check	-	-	-	-							

For Capital Funds (RRF/DVF/NEF) P&L ACTIVITIES - REFER TO SECTION F14

Development Fund - Members' Equity Recon:	
YTD Revenue less Expenditures	1,843,881 F14
Members' Equity Transfers In (Out)	- < GPC's CFP Forecast has \$1.0m IN
Net Change in Members Equity	1,843,881 (A)

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

	Current Month as of Jul 31, 2019	Last Month as of Jun 30, 2019	Audited		Variance of Current Month Increase (Decrease)						
			Last Year End as of Dec 31, 2018	12Mths Ago as of Jul 31, 2018	to Last Month		to Last Year End		to 12 Months Ago		
					Amount	Pctg	Amount	Pctg	Amount	Pctg	
Assets											
Cash & Investments, Restricted	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%	-	0%	
Cash & Investments, non-Restricted	375,133	375,124	178,482	195,213	9	0%	196,651	110%	179,920	92%	
Cash and Investments total	375,133	375,124	178,482	195,213	9	0%	196,651	110%	179,920	92%	
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	
Other Receivables	2,539	1,862	765	1,037	677	36%	1,775	232%	1,502	145%	
Due From (To) Other Funds	(164,443)	(160,813)	(29,695)	(10,766)	(3,630)	-2%	(134,748)	-454%	(153,677)	-1427%	
Inventory	-	-	-	-	-	0%	-	0%	-	0%	
Prepaid Expenses & Other Assets	-	-	-	-	-	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	\$ 213,229	\$ 216,173	\$ 149,551	\$ 185,484	(2,944)	-1%	63,678	43%	27,745	15%	
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	213,229	216,173	113,021	185,484	(2,944)	-1%	100,208	89%	27,745	15%	
Total Liabilities and Members' Equity	\$ 213,229	\$ 216,173	\$ 149,551	\$ 185,484	(2,944)	-1%	63,678	43%	27,745	15%	
Balance Check	-	-	-	-							

For Capital Funds (RRF/DVF/NEF) P&L ACTIVITIES - REFER TO SECTION F14

**Tahoe Donner Association
Statement of Financial Position**

Property Fund

July 2019

	Current Month as of Jul 31, 2019	Last Month as of Jun 30, 2019	Audited		Variance of Current Month Increase (Decrease)							
			Last Year End as of Dec 31, 2018	12Mths Ago as of Jul 31, 2018	to Last Month		to Last Year End		to 12 Months Ago			
					Amount	Pctg	Amount	Pctg	Amount	Pctg		
Assets												
Cash and Investments total	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Member's Dues & Receivables, Net	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Other Receivables	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Due From (To) Other Funds	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Inventory	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Prepaid Expenses & Other Assets	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Gross, Property & Equipment	79,801,058	79,801,058	79,801,058	76,343,050	-	0%	-	0%	3,458,009	5%		
Less Accumulated Depreciation	(40,189,352)	(39,914,352)	(38,264,352)	(37,554,608)	(275,000)	-1%	(1,925,000)	-5%	(2,634,744)	-7%		
NBV of Property & Equipment	39,611,706	39,886,706	41,536,706	38,788,441	(275,000)	-1%	(1,925,000)	-5%	823,265	2%		
Construction In Progress	1,618,457	1,374,789	18,147	1,830,668	243,667	18%	1,600,310	8818%	(212,211)	-12%		
Net Property and Equipment	41,230,163	41,261,496	41,554,854	40,619,110	(31,333)	0%	(324,690)	-1%	611,054	2%		
Total Assets	\$ 41,230,163	\$ 41,261,496	\$ 41,554,854	\$ 40,619,110	(31,333)	0%	(324,690)	-1%	611,054	2%		
Liabilities												
Total Liabilities	-	-	-	-	-	0%	-	0%	-	0%		
Members' Equity	41,230,163	41,261,496	41,554,854	40,619,110	(31,333)	0%	(324,690)	-1%	611,054	2%		
Total Liabilities and Members' Equity	\$ 41,230,163	\$ 41,261,496	\$ 41,554,854	\$ 40,619,110	(31,333)	0%	(324,690)	-1%	611,054	2%		
Balance Check	-	-	-	-								
Depreciation Expense YTD	1,925,000	1,650,000	3,284,225	1,890,700	275,000	17%	(1,359,225)	-41%	34,300	2%		
Retirement/disposal of Fixed Assets	-	-	-	-								
AD removal YTD	-	-	-	-								
Net Change in Accum Deprec YTD	1,925,000	-	-	-								

For Captial Funds (RRF/DVF/NEF) P&L ACTIVITIES - REFER TO SECTION F14

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

	<i>last year end - audited</i>		Q1		Q2			
	12/31/2018		3/31/2019		5/31/2019		6/30/2019	7/31/2019
Consolidated TDA Total	24,007,033	100%	32,714,206	100%	31,458,088		30,571,476	29,897,247
Cash/Money Market	1,786,473	7%	2,684,285	8%	2,104,939		3,198,304	2,459,487
Certificates of Deposit	2,340,160	10%	1,629,197	5%	1,629,197		1,629,197	879,197
US Treasuries/GovOblig	13,681,624	57%	22,192,602	68%	21,565,795		19,541,778	20,361,942
Bonds, Corporate	3,552,534	15%	3,558,330	11%	3,507,881		3,533,936	3,528,098
Bonds, Municipal	2,308,627	10%	2,311,388	7%	2,311,388		2,329,109	2,329,109
Restricted Other	337,615	1%	338,405	1%	338,889		339,152	339,415
Operating Fund (O)	5,956,913	100%	9,970,547	100%	8,646,799		7,728,336	7,016,807
Cash/Money Market	1,504,482	25%	1,669,072	17%	987,821		1,600,359	1,969,584
Certificates of Deposit	340,160	6%	129,197	1%	129,197		129,197	129,197
US Treasuries/GovOblig	3,774,657	63%	7,833,874	79%	7,190,892		5,659,628	4,578,612
Bonds, Corporate	-	0%	-	0%	-		-	-
Bonds, Municipals	-	0%	-	0%	-		-	-
Restricted Other	337,615	6%	338,405	3%	338,889		339,152	339,415
Replacement Reserve Fund (R)	11,879,903	100%	14,801,083	100%	14,843,271		14,861,397	14,891,224
Cash/Money Market	141,863	1%	872,107	6%	303,749		969,807	351,130
Certificates of Deposit	1,750,000	15%	1,250,000	8%	1,250,000		1,250,000	500,000
US Treasuries/GovOblig	6,631,359	56%	9,313,739	63%	9,924,285		9,232,577	10,636,918
Bonds, Corporate	1,806,952	15%	1,812,748	12%	1,812,748		1,838,804	1,832,966
Bonds, Municipals	1,549,729	13%	1,552,489	10%	1,552,489		1,570,210	1,570,210
Development Fund (D)	5,991,735	100%	7,568,332	100%	7,592,902		7,606,619	7,614,083
Cash/Money Market	111,058	2%	115,645	2%	784,256		599,017	109,643
Certificates of Deposit	250,000	4%	250,000	3%	250,000		250,000	250,000
US Treasuries/GovOblig	3,126,196	52%	4,698,206	62%	4,104,615		4,303,570	4,800,409
Bonds, Corporate	1,745,582	29%	1,745,582	23%	1,695,133		1,695,133	1,695,133
Bonds, Municipals	758,899	13%	758,899	10%	758,899		758,899	758,899
New Equipment Fund (N)	178,482	100%	374,244	100%	375,116		375,124	375,133
Cash/Money Market	29,070	16%	27,462	7%	29,113		29,121	29,130
Certificates of Deposit	-	0%	-	0%	-		-	-
US Treasuries/GovOblig	149,412	84%	346,782	93%	346,003		346,003	346,003

CASH FLOW RECON		
\$ Thousands		
	Month	YTD
OPF NOR Gain (Loss)	(95)	(2,035)
CurrAssets Decr (incr)	134	471
CurrLiab Incr (decr)	(442)	310
CapFds Expenditures	(309)	(2,004)
CapFds AAs Rev	-	7,023
OPFds AA Rev	96	2,565
AR/DefRevAA change	(77)	(604)
AA 3rows subtotal	19	8,984
All other changes, net	19	165
Net Change in Cash and Investments	\$ (674)	\$ 5,890

Cash & Investments - Current Balance Flow Thru:

Current Month End Balance	29,897
OPF NOR Loss (remaining Mths @ Bdg)	(3,131)
RRF Spend 2019 forecast to go	(3,035)
NEF Spend 2019 forecast to go	(147)
DVF Spend 2019 forecast to go	(1,806)
All other cash flow, net working capital	(2,772)
Raw Ending Balance *	19,006

Distribution of Raw Ending Balance:

YE Forecasted Members Equity, RRF	10,640
YE Forecasted Members Equity, NEF	65
YE Forecasted Members Equity, DVF	5,320
PYE Members Equity, OPF	2,441
YTD NOR Performance to Bdg, OPF	541
<i>OPF ME excess to target \$1.5m</i>	

* Raw Ending Balance * - excludes misc working capital items and AA pmts FNY **19,006** (0)

(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	7,476,357	8,309,563	50,714	87,760	1.2%	1.8%	1.2%	1.5%
RR Fund	13,438,883	14,173,335	114,552	178,647	1.5%	2.2%	1.9%	2.0%
DEV Fund	5,378,884	7,187,857	40,112	102,221	1.3%	2.4%	2.0%	2.3%
NE Fund	238,204	325,635	2,008	4,426	1.4%	2.3%	1.6%	2.2%
Combined Totals	26,532,327	29,996,391	207,386	373,054	1.3%	2.1%	1.7%	2.0%

Director of Finance and Accounting

Board Treasurer

Consolidated TDA Total

	Stifel	WFBkr	EatonV	Plumas Bk	MutOmh	TriCoBk	Bkf West	WF Bank	Trusts	Internal	Total
<i>last month</i> 6/30/2019	19,090,911	6,394,663	3,146,335	-	129,197	1,375,127	56,272	261,631	82,551	34,791	30,571,476
Transfers IN (Out)	(350,000)	-	-	-	-	350,000	-	-	-	-	-
All other Activities	49,307	15,538	5,836	-	-	(753,712)	3	3	250	8,546	(674,228)
<i>current month</i> 7/31/2019	18,790,218	6,410,201	3,152,170	-	129,197	971,416	56,275	261,633	82,801	43,337	29,897,247

Replacement Reserve Fund

	Stifel	WFBkr	EatonCB	EatonMB	Total
6/30/2019	7,149,020	4,566,043	1,557,607	1,588,727	14,861,397
Transfers IN (Out)					-
All other Activities	21,478	2,514	1,623	4,212	29,827
7/31/2019	7,170,497	4,568,557	1,559,231	1,592,940	14,891,224

Development Fund

	Stifel
6/30/2019	7,606,619
All other Activities	7,464
7/31/2019	7,614,083

New Equipment Fund

	Stifel
6/30/2019	375,124
All other Activities	9
7/31/2019	375,133

Operating Fund

	Stifel	WFBkr	PlumasBk	MutOmh	TriCoBk	Bkf West	WF Bank	WFB ASO	Trusts	Internal	Total
6/30/2019	3,960,148	1,828,620	-	129,197	1,375,127	56,272	5,029	256,601	82,551	34,791	7,728,336
Transfers IN (Out)	(350,000)				350,000						-
All other Activities	20,357	13,024	-	-	(753,712)	3	(10)	13	250	8,546	(711,529)
7/31/2019	3,630,505	1,841,644	-	129,197	971,416	56,275	5,019	256,614	82,801	43,337	7,016,807

see next page for Maturities by Fund

		Yield To Maturity	ALL FUNDS - Maturity Values by # of Months from 07/31/2019										TOTAL	
FUND	Investment Category Investment Description		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%	1,383,440	-	-	-	-	-	-	-	-	-	1,383,440	5%
ALL FUNDS	UST US Treasuries	2.1%	12,650,000	1,600,000	1,900,000	2,100,000	2,300,000	-	-	-	-	-	20,550,000	72%
ALL FUNDS	CD Bank Certificates of Deposit	2.1%	250,000	-	-	250,000	133,166	250,000	-	-	-	-	883,166	3%
ALL FUNDS	Bonds-M Municipal Bonds	2.4%	-	-	-	225,000	360,000	530,000	700,000	315,000	30,000	-	2,160,000	8%
ALL FUNDS	Bonds-C Corporate Bonds	2.8%	-	300,000	-	-	531,000	707,000	551,000	769,000	572,000	97,000	3,527,000	12%
		2.1%	14,283,440	1,900,000	1,900,000	2,350,000	3,189,166	1,317,000	1,081,000	1,469,000	887,000	127,000	28,503,606	100%
	9.8 WghtAvg Maturity in Months		50%	7%	7%	8%	11%	5%	4%	5%	3%	0%	100%	
	Wght Avg Yield by Maturity Range	2.1%	1.9%	2.1%	2.1%	2.2%	2.1%	2.4%	2.5%	2.8%	3.0%	2.9%		

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 July 31, 2019

Replacement Reserve Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 07/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			Wgt avgs												
RRF	cash/mm	cash and money market funds	0.5%	351,130	-	-	-	-	-	-	-	-	-	351,130	2%
RRF	UST	US Treasuries	2.1%	7,100,000	1,100,000	1,000,000	1,250,000	300,000	-	-	-	-	-	10,750,000	72%
RRF	CD	Bank Certificates of Deposit	2.1%	250,000	-	-	-	-	250,000	-	-	-	-	500,000	3%
RRF	Bonds-M	Municipal Bonds	2.0%	-	-	-	-	225,000	260,000	390,000	360,000	145,000	30,000	1,410,000	10%
RRF	Bonds-C	Corporate Bonds	2.7%	-	300,000	-	-	31,000	207,000	401,000	369,000	422,000	97,000	1,827,000	12%
			2.1%	7,701,130	1,400,000	1,000,000	1,250,000	556,000	717,000	791,000	729,000	567,000	127,000	14,838,130	100%
	10.2	WghtAvg Maturity in Months		52%	9%	7%	8%	4%	5%	5%	5%	4%	1%	100%	
		Wght Avg Yield by Maturity Range	2.1%	2.0%	2.1%	2.1%	2.5%	1.9%	2.2%	2.3%	2.6%	2.9%	2.9%		

Development Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 07/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			Wgt avgs												
DVF	cash/mm	cash and money market funds	0.5%	109,643	-	-	-	-	-	-	-	-	-	109,643	1%
DVF	UST	US Treasuries	2.2%	2,650,000	-	500,000	700,000	1,000,000	-	-	-	-	-	4,850,000	63%
DVF	CD	Bank Certificates of Deposit	1.8%	-	-	-	250,000	-	-	-	-	-	-	250,000	3%
DVF	Bonds-M	Municipal Bonds	3.0%	-	-	-	-	-	100,000	140,000	340,000	170,000	-	750,000	10%
DVF	Bonds-C	Corporate Bonds	2.9%	-	-	-	-	500,000	500,000	150,000	400,000	150,000	-	1,700,000	22%
			2.4%	2,759,643	-	500,000	950,000	1,500,000	600,000	290,000	740,000	320,000	-	7,659,643	100%
	14.0	WghtAvg Maturity in Months		36%	0%	7%	12%	20%	8%	4%	10%	4%	0%	100%	
		Wght Avg Yield by Maturity Range	2.4%	2.2%	0.0%	2.0%	1.9%	2.5%	2.7%	3.0%	3.1%	3.2%	0.0%		

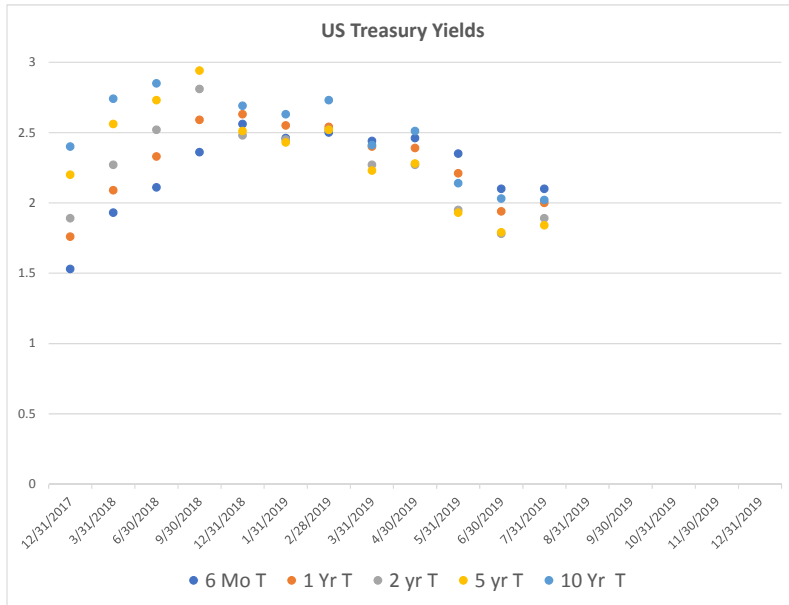
New Equipment Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 07/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			Wgt avgs												
NEF	cash/mm	cash and money market funds	0.5%	29,130	-	-	-	-	-	-	-	-	-	29,130	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%	229,130	-	-	150,000	-	-	-	-	-	-	379,130	100%
	3.0	WghtAvg Maturity in Months		60%	0%	0%	40%	0%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	2.2%	2.1%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

Operating Fund

FUND	Investment Category	Investment Description	Yield To Maturity	Maturity Values by # of Months from 07/31/2019										TOTAL	
				0	1.1	2.1	3.1	6.1	12.1	24.1	36.1	48.1	60.1		
				1	2	3	6	12	24	36	48	60	72		
			Wgt avgs												
OPF	cash/mm	cash and money market funds	0.5%	893,537	-	-	-	-	-	-	-	-	-	893,537	16%
OPF	UST	US Treasuries	2.0%	2,700,000	500,000	400,000	-	1,000,000	-	-	-	-	-	4,600,000	82%
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%
			1.8%	3,593,537	500,000	400,000	-	1,133,166	-	-	-	-	-	5,626,703	100%
	3.4	WghtAvg Maturity in Months		64%	9%	7%	0%	20%	0%	0%	0%	0%	0%	100%	
		Wght Avg Yield by Maturity Range	1.8%	1.7%	2.1%	2.4%	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%		

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.



Source: Vanguard 8/18/2019

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	2.00%	1.95%	1.85%	1.75%	1.80%	1.85%	1.95%	1.95%	2.00%	—	—

Bonds	Yield								
	1 year	2 year	3 year	5 year	7 year	10 year	20 year	30 year	
Treasuries	—	—	—	—	—	—	—	—	
Agencies	—	2.04%	2.05%	2.12%	2.13%	—	2.59%	2.56%	
Municipals highest grade	0.90%	—	—	0.97%	0.96%	1.40%	2.50%	1.78%	
Municipals high grade	0.90%	1.31%	0.82%	1.69%	1.35%	2.23%	2.75%	2.55%	
Municipals upper-medium grade	1.00%	1.56%	1.03%	2.04%	2.25%	2.17%	2.65%	2.66%	
Municipals investment grade	—	0.48%	—	1.75%	2.46%	2.18%	2.58%	2.47%	
Corporates highest grade	—	—	—	—	—	—	—	—	
Corporates high grade	—	—	1.72%	—	2.14%	2.19%	—	—	
Corporates upper-medium grade	—	1.99%	—	—	2.32%	2.76%	3.33%	—	
Corporates investment grade	—	—	2.35%	3.35%	6.16%	5.08%	7.16%	7.34%	

S&P 500 2,888.68 +41.08 (+1.44%)
Dow 30 25,886.01 +306.62 (+1.20%)
Nasdaq 7,895.99 +129.38 (+1.67%)
Russell 2000 1,493.64 +31.99 (+2.19%)

<<<<August 16, 2019



Kiplinger's - as of 8/16/2019

GDP	2019 growth will be 2.3%; 1.8% in 2020 More >>
JOBS	Job gains of about 170,000 per month in '19 More >>
INTEREST RATES	10-year T-notes staying around 2% until trade war ends More >>
INFLATION	2.3% in '19, up from 1.9% in '18 More >>
BUSINESS SPENDING	Up 5% in '19 as global growth slows More >>
ENERGY	Crude trading from \$50 to \$55 per barrel in October More >>
HOUSING	5.35 million existing-home sales, down 1.1% in '19 More >>
RETAIL SALES	Growing 4.5% in '19 (excluding gas and autos) More >>
TRADE DEFICIT	Widening 7%-8% in '19 More >>

CA Avg, Reg Unleaded (\$)							Current Month Change to		
7/31/2018	12/31/2018	3/31/2019	5/31/2019	6/30/2019	7/31/2019	LTM	PYE	Last Mth	
\$ 3.53	\$ 3.29	\$ 3.27	\$ 3.95	\$ 3.72	\$ 3.60	\$ 0.07	\$ 0.31	(\$0.12)	
(\$) source = average for month - regular						2%	9%	-3%	

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

CPI	FED BLS - Monthly - CPI-U - July 2019 - 1yr : 1.8%, US City (1.6% last month)
	FED BLS - Monthly - CPI-U - July 2019 - 1yr : 2.7%, West (2.7% last month)
	FED BLS - Bi-Monthly CPI-U - June 2019 - 1yr : 3.2%, SF-Oak-Hay (4.0% Apr19)

Unemployment, USA	3.7% / 3.7% / 3.9%	< USA Jul19/Jun19/Jul18
Unemployment, CA	4.1% / 4.2% / 4.1%	< CA Jul19/Jun19/Jul18

**Tahoe Donner Association
Inventory Balances Report
July 2019**

	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	May 31, 2019	Jun 30, 2019	Jul 31, 2019	Jul 31, 2018	Dec 31, 2018
Total, ALL	274,399	316,623	300,094	299,479	314,822
subtotal Food and Beverage accounts (F&B)	112,261	141,939	132,561	114,194	119,438
subtotal Retail Merchandise accounts	162,138	174,683	167,533	185,285	195,383
subtotal The Lodge F&B accounts	69,405	81,402	76,502	63,244	64,590
Inventory Account					
11412 Inv Retail Trout Creek	13,846	13,704	13,384	15,684	13,154
11413 Inv Retail eStore	-	-	-	-	-
11414 Inv Retail Member Services	13,451	12,741	17,210	15,448	13,510
11415 Inv Retail Bikeworks	24,876	25,753	25,126	24,338	21,105
11416 Inv Retail The Lodge	-	-	-	-	-
11417 Inv Retail Alder Creek Cafe	202	135	400	4	155
11418 Inv Retail Vending Machine	-	-	-	-	-
11419 Inv Retail DHSki Shop	33,260	33,260	33,260	37,631	60,043
11422 Inv Retail Cross Country	9,420	9,420	9,420	28,397	46,281
11423 Inv Retail Snowplay	0	0	0	26	370
11424 Inv Retail Golf Pro Shop	53,554	58,116	40,418	48,615	30,915
11425 Inv Retail Tennis	10,084	12,251	13,303	10,072	6,801
11426 Inv Retail Marina	907	1,212	1,251	706	514
11427 Inv Retail Equestrian	2,379	7,976	8,806	4,078	2,379
11428 Inv Retail Recreation	158	116	445	285	158
11429 Inv Retail Golf Special Order	-	-	4,509	-	-
11611 Inv DHS Food Meat	616	616	616	396	2,340
11612 Inv DHS Food Seafood	4	4	4	97	241
11613 Inv DHS Food Produce	0	0	0	35	290
11614 Inv DHS Food Dairy	(19)	(4)	(4)	268	983
11615 Inv DHS Food NABev	929	929	929	1,041	2,745
11616 Inv DHS Food Other	1,155	1,099	1,099	2,005	8,518
11617 Inv DHS Bev Beer	204	204	204	841	1,191
11618 Inv DHS Bev Liquor	7,455	7,455	7,455	6,804	8,346
11619 Inv DHS Bev Wine	1,455	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	993	1,227	1,790	1,465	1,239
11632 Inv ACAC Food Seafood	552	79	124	130	518
11633 Inv ACAC Food Produce	579	537	723	661	1,306
11634 Inv ACAC Food Dairy	470	377	616	561	667
11635 Inv ACAC Food NABev	681	1,376	950	817	672
11636 Inv ACAC Food Other	3,544	3,714	3,338	2,920	4,621
11637 Inv ACAC Bev Beer	1,257	1,472	1,185	1,235	1,232
11639 Inv ACAC Bev Wine	1,747	2,329	2,358	1,543	1,377

Inventory Account	Last Three Months			12Mths Ago	Last YE
	as of	as of	as of	as of	as of
	May 31, 2019	Jun 30, 2019	Jul 31, 2019	Jul 31, 2018	Dec 31, 2018
11641 Inv Marina Food Meat	846	1,403	2,195	1,334	-
11642 Inv Marina Food Seafood	147	166	202	162	0
11643 Inv Marina Food Produce	37	324	266	442	(0)
11644 Inv Marina Food Dairy	377	241	451	562	(0)
11645 Inv Marina Food NABev	1,134	2,340	1,640	1,005	0
11646 Inv Marina Food Other	2,694	3,975	3,662	3,725	346
11647 Inv Marina Bev Beer	717	1,372	948	822	0
11648 Inv Marina Bev Liquor	1,237	1,790	2,526	1,691	524
11649 Inv Marina Bev Wine	412	497	175	545	328
11661 Inv Pizza Food Meat	977	2,047	2,047	1,266	2,057
11663 Inv Pizza Food Produce	145	623	632	463	642
11664 Inv Pizza Food Dairy	706	762	1,370	1,647	1,481
11665 Inv Pizza Food NABev	558	1,063	660	1,159	1,123
11666 Inv Pizza Food Other	5,165	6,027	5,035	4,629	4,169
11667 Inv Pizza Bev Beer	908	2,919	2,170	1,463	1,671
11669 Inv Pizza Bev Wine	3,012	2,666	2,315	2,273	2,984
11671 Inv SMRFaB Food Meat	308	1,679	1,126	1,283	185
11672 Inv SMRFaB Food Seafood	-	110	110	60	0
11673 Inv SMRFaB Food Produce	-	263	179	121	-
11674 Inv SMRFaB Food Dairy	129	225	284	415	100
11675 Inv SMRFaB Food NABev	93	1,427	649	796	93
11676 Inv SMRFaB Food Other	660	1,883	1,745	1,343	226
11677 Inv SMRFaB Bev Beer	-	758	906	605	(0)
11678 Inv SMRFaB Bev Liquor	-	1,664	863	476	-
11679 Inv SMRFaB Bev Wine	-	489	102	79	(0)
11681 Inv Lodge Food Meat	3,417	3,428	4,160	3,301	5,766
11682 Inv Lodge Food Seafood	1,110	1,659	1,444	1,047	3,004
11683 Inv Lodge Food Produce	441	1,692	2,651	1,866	1,895
11684 Inv Lodge Food Dairy	1,382	1,820	2,029	1,397	1,636
11685 Inv Lodge Food NABev	781	1,090	988	942	972
11686 Inv Lodge Food Other	7,147	6,718	7,025	6,801	6,124
11687 Inv Lodge Bev Beer	2,243	2,491	2,416	2,156	2,672
11688 Inv Lodge Bev Liquor	15,886	23,162	20,953	19,563	17,282
11689 Inv Lodge Bev Wine	36,998	39,344	34,835	26,171	25,239
11695 Inventory-Tennis Beverage	186	172	172	209	28
11696 Inventory-Tennis Food	73	72	72	120	-
11411 Inv Transfer	-	-	-	-	-

TAHOE DONNER ASSOCIATION
Capital Funds Summary
For the Seven Months Ending July 31, 2019

	7-months YTD	12-months	12-months w/Actual FBCF		
	2019 YTD Actual	2019 Budget	YTD Actual vs Budget	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%
<i>Operating Fund Balance Transfer - IN</i>	-	-	-	-	- na
INTEREST INCOME	178,647	172,000	6,647	250,000	78,000 45%
SALVAGE RECEIPTS	13,787	30,000	(16,213)	30,000	- 0%
INCOME TAX EXPENSE	(8,169)	(14,000)	5,831	(22,000)	(8,000) 57%
BAD DEBT EXPENSE	(4,000)	(12,000)	8,000	(12,000)	- 0%
ALLOCATED OVERHEAD	(44,069)	(77,000)	32,931	(77,000)	- 0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(1,161,576)	(3,721,000)	2,559,424	(3,306,696) F	414,304 -11%
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(393,871)	(1,319,000)	925,129	(1,283,953)	35,047 -3%
Replacement Reserve Fund Balance	\$ 13,642,398	\$ 9,620,000	\$ 4,022,398	\$ 10,640,000 F	\$ 1,020,000 11%
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	4,426	3,000	1,426	3,000	- 0%
INCOME TAX EXPENSE	-	-	-	-	- na
EXPENDITURES FOR CAPITAL ADDITIONS C	(98,218)	(187,000)	88,782	(245,021)	(58,021) 31%
NM&E Fund Balance	\$ 213,229	\$ 64,000	\$ 149,229	\$ 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%
<i>Operating Fund Balance Transfer - IN</i>	-	-	-	-	- na
INTEREST INCOME	102,221	86,000	16,221	140,000	54,000 63%
INCOME TAX EXPENSE	(4,084)	(7,000)	2,916	(11,000)	(4,000) 57%
BAD DEBT EXPENSE	(1,500)	(5,000)	3,500	(5,000)	- 0%
ALLOCATED OVERHEAD	(69,931)	(120,000)	50,069	(120,000)	- 0%
EXPENDITURES FOR CAPITAL ADDITIONS C	(340,516)	(1,850,000)	1,509,484	(2,136,788) D	(286,788) 16%
MAJOR R&M, PROJECTS & LEASE EXPENSES M	(10,309)	(50,000)	39,691	(20,000)	30,000 -60%
Development Fund Balance	\$ 7,148,670	\$ 5,172,000	\$ 1,976,670	\$ 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	(1,600,310)	(5,758,000)	4,157,690	(5,688,505)	69,495
MAJOR REPAIRS, MAINTENANCE & LEASE EXPENSES M	(404,180)	(1,369,000)	964,820	(1,303,953)	65,047
YTD CAPITAL FUNDS TOTAL	(2,004,489)	(7,127,000)	5,122,511	(6,992,458)	134,542

CIP beginning balance (@ 1/1/2019)	\$ 18,147
Net, CIP YTD Activity C	\$ 1,600,310
Less Capitalized/place in service to Property Fund - PP&E	-
CIP Balance (g/l # 904-16510)	\$ 1,618,457

F - see Recon, next page,
D - see page 3 for Development Fund Activity Schedule

See last page for Breakout by Location by Capital and Expense for RRF

Tahoe Donner Association
Capital Funds Ending Balance Reconciliation - Budget versus Forecast
For the Seven Months Ending July 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
(6,867)	2019 projects, net, capital	-	6,867	(6,867)
195,402	2018 projects, net, capital	3,721,000	3,525,597	195,402
2,470	2018 projects, net, expense	1,319,000	1,316,530	2,470
(43,781)	2018 projects, net, capital, accelerations	-	43,781	(43,781)
(15,096)	2018 projects, net, expense, accelerations	-	15,096	(15,096)
(61,297)	2017 projects, net, capital	-	61,297	(61,297) S
-	2017 projects, net, expense	-	-	-
-	2017 accelerations, capital	-	-	-
-	2017 accelerations, 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, 2019	30,000	30,000	-
78,000	Interest Income Forecast adjustment, 2019	172,000	250,000	78,000
(8,000)	Income Tax Forecast adjustment, 2019	(14,000)	(22,000)	(8,000)
-	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				
1,019,999	Total, change schedule above			
		Budget	Forecast	diff
1,020,000	Variance of Ending Fund Balance 2019	9,620,000	10,640,000	1,020,000

(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 Accessibility 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)
<i>Carry-Over Projects (not budgeted to carry-over) and Added Projects:</i>				
(7,304)	DHSki Eagle Rock Shrouding and Charlift 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			
<i>note - not all DF projects listed above, only this with flux. See next page for full DF spend report.</i>				
		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 Seven Months Ending July 31, 2019
 201907

	YYYY Mo	7-months YTD		12-months		12-months	
		2019	2019	2019	2019	Forecast	Forecast
		YTD Actual	Budget (B)	FORECAST	vs Budget		
DEVELOPMENT FUND (903) -							
<i>w/Actual FBCF</i>							
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		102,221	86,000	140,000	54,000	63%	
INCOME TAX EXPENSE		(4,084)	(7,000)	(11,000)	(4,000)	57%	
BAD DEBT EXPENSE		(1,500)	(5,000)	(5,000)	-	0%	
ALLOCATED OVERHEAD		(69,931)	(120,000)	(120,000)	-	0%	
EXPENDITURES FOR CAPITAL ADDITIONS	C	(340,516)	(1,850,000)	(2,136,788)	(286,788)	16%	
MAJOR R&M, PROJECTS & LEASE EXPENSES	E	(10,309)	(50,000)	(20,000)	30,000	-60%	
Development Fund Balance		\$ 7,148,670	\$ 5,172,000	\$ 5,320,000 (F)	\$ 148,000	3%	
<i>see Blue shade note below</i>							

YEAR 2019 SPEND							
Project YR		YTD Actual	BUDGET (B)	FORECAST (F)	PROJECT #		
Total, all below		350,825	1,900,000	2,156,788			
Association, New Accessibility ImprovementSS	2019 C	15,018	50,000	50,000	931-010-277		
Association, Member Surveys	2019 E	10,309	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	15,171	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	1,369	75,000	125,000 (S)	931-128-280		
Trails, new trail(s) per trails master plan	2019 C	2,479	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	174,001	275,000	396,000 (T)	931-132-256		
Snowplay, snowmaking	2019 C	400	100,000	100,000	931-216-273		
Association, Feasibility Studies	2019 C	-	10,000	10,000			
Direct Payroll Charge	2019 C	111,419	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 Charlift 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		

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

(T) more in 2019 due to not spent in 2018
 (S) project scope WIP
 4/2019 CFP by GPC has \$1m transfer in from OPF to DVF

Year	Month	2019 07
2019	07	< Report Month

Tahoe Donner Association 2019 Capital Spending Master Schedule
New Machinery & Equipment Fund

Act>Forc

:Date Last Modified :Date Last Modified
8/15/19 8/15/2019

0	NEF Fund TL, Capital	240,800	241,322	245,021	(3,700)	98,218	130,129	146,803	(40)	
1	2019 NMEF-CAP	240,800	232,300	236,000	(3,700)	94,093	94,093	141,906	(40)	Budget 2019 projects
0	2019 NMEF-ADD	-	8,500	8,500	-	3,603	3,603	4,897	-	projects added (via contingency) in 2019
0	2018 NMEF-CAP	-	522	522	-	522	32,433	-	-	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\$	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	-	251	251	-	251	29,667	-	-	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	-	50,547	50,547	3,453	-	
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	-	26,215	26,215	4,785	-	
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	-	
951 090 291	2019 NMEF-ADD	Tennis Center Pickelball Machine & Acc	Tennis	C	12	-	2,300	2,300	-	2,164	2,164	136	-	
951 025 292	2019 NMEF-ADD	Risk - iPad Air Tablets - Summer Operat	IT	C	12	-	3,500	3,500	-	687	687	2,813	-	
951 015 294	2019 NMEF-ADD	Laminator	Communications	C	12	-	2,700	2,700	-	753	753	1,947	-	
	2019 NMEF-CAP	NEF Contingency 2019	Various	C	99	75,000	66,500	70,160	(3,660)	-	-	70,160	-	

Replacement Reserve TL	5,040,000	4,574,144	4,590,649	(16,505)	1,555,447	3,402,390	3,035,194	378,519
Capital	3,721,000	3,291,670	3,306,696	(15,026)	1,161,576	2,934,914	2,145,114	330,846
Expense	1,319,000	1,282,474	1,283,953	(1,479)	393,871	467,475	890,080	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\$ Res in Study	Notes
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of Projects

by Project Yr/Fund Type

20	2016 RR-CAP	-	-	-	-	-	-	-	-	-	-	-	-	
2	2017 RR-CAP	-	6,867	6,867	-	6,867	91,493	-	-	-	-	-	-	carry-over projects
15	2018 RR-CAP	-	61,297	61,297	-	31,297	1,710,861	30,000	-	-	-	-	-	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	3,179,521	3,194,751	(15,231)	1,097,291	1,106,439	2,097,455	330,846	-	-	-	Budget 2018 projects
108	2019 RR-EXP	-	1,319,000	1,268,578	1,268,857	(279)	373,979	411,023	894,875	47,673	-	-	-	Budget 2018 projects
6	2019 RR-ACC-CAP	-	-	43,985	43,781	204	26,121	17,659	-	-	-	-	-	2018 projects added in 2018
4	2019 RR-ACC-EXP	-	-	13,896	15,096	(1,200)	16,110	16,110	(1,014)	-	-	-	-	2018 projects added in 2018

by Location

See last page for Breakout by Location by Capital and Expense RRF

345	Administration	880,499	577,019	577,019	-	103,483	156,221	473,535	-	-	-	-	-	
16	Alder Creek Café	7,121	7,121	7,121	-	490	490	6,631	-	-	-	-	-	
2	Bikeworks	26,187	26,187	26,187	-	21,185	21,185	5,002	-	-	-	-	-	
4	Campground	28,549	28,549	28,549	-	2,322	2,322	26,227	-	-	-	-	-	
5	Chalet House	24,891	24,891	25,210	(320)	20,893	20,893	4,317	-	-	-	-	-	
15	Cross Country	113,583	137,645	137,645	-	51,034	95,846	86,611	-	-	-	-	-	
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)	87,745	138,938	305,389	-	-	-	-	-	
3	General	1,849	26,849	25,623	1,226	-	-	25,623	-	-	-	-	-	
6	General Maintenance	30,382	30,382	30,382	-	11,974	11,974	18,409	-	-	-	-	-	
18	Golf Course	736,358	301,977	302,062	(86)	171,447	224,876	130,611	-	-	-	-	-	
1	Golf Complex	13,675	13,675	13,675	-	12,596	12,596	1,079	-	-	-	-	-	
11	Maintenance	101,435	105,396	105,396	-	3,790	3,790	101,605	-	-	-	-	-	
19	Marina	109,542	50,915	51,045	(131)	32,463	32,463	18,582	59,508	-	-	-	-	
54	IT	480,841	502,260	503,473	(1,214)	264,237	264,237	239,334	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)	235,963	249,690	28,261	-	-	-	-	-	
0	Northwoods Pool	-	-	-	-	-	-	-	-	-	-	-	-	
10	Pizza	38,430	49,051	49,051	-	11,660	12,545	37,391	20,346	-	-	-	-	
3	Recreation	29,100	29,100	29,566	(467)	29,314	29,314	253	-	-	-	-	-	
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	-	-	-	-	-	
8	Ski Area - Lift Maintenance	92,531	96,225	96,225	-	12,736	1,479,765	83,489	-	-	-	-	-	
3	Ski Area - Vehicle Maintenance	43,806	43,806	43,806	-	7,136	7,136	36,671	-	-	-	-	-	
0	Ski-Ops	-	-	-	-	-	-	-	-	-	-	-	-	
3	Snowplay	31,303	31,303	31,303	-	-	-	31,304	-	-	-	-	-	
8	Tennis Complex	48,882	53,817	53,817	-	19,249	19,249	34,568	-	-	-	-	-	
22	The Lodge	85,425	95,457	97,207	(1,751)	28,591	93,705	68,615	12,739	-	-	-	-	
19	Trails	348,456	352,551	352,551	-	5,516	23,905	347,036	145,324	-	-	-	-	
53	Trout Creek BLDG	869,002	870,103	870,103	-	387,408	388,382	482,694	19,016	-	-	-	-	
15	Trout Creek POOLSPA	193,530	193,530	193,850	(320)	26,392	26,392	167,458	60,738	-	-	-	-	
0	Trout Creek FITNESSSEQ	-	-	-	-	-	-	-	-	-	-	-	-	
0	Trout Creek OTHER	-	-	-	-	-	-	-	-	-	-	-	-	
0	Various	-	-	-	-	-	-	-	-	-	-	-	-	
0	Vehicle Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	
0	Vehicle/Fleet	-	-	-	-	-	-	-	-	-	-	-	-	
0	Winter Food-Beverage	-	-	-	-	-	-	-	-	-	-	-	-	

2018 & prior Carryovers in 2019 RR Expenditures Total - - 0,000 carry-over variance

Replacement Reserve TL	5,040,000	4,574,144	4,590,649	(16,505)	1,555,447	3,402,390	3,035,194	378,519
Capital	3,721,000	3,291,670	3,306,696	(15,026)	1,161,576	2,934,914	2,145,114	330,846
Expense	1,319,000	1,282,474	1,283,953	(1,479)	393,871	467,475	890,080	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\$\$ Reset in Study	Notes
2019 RR Expenditures Total, per 2019 Budget Report						5,040,000								
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	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	-	25,000	25,000	-	-	-	25,000	-	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	-	-	
821 132 353	2018 RR-CAP	Light Pole Replacement	Trout Creek BLDG	C	12	-	1,101	1,101	-	1,101	2,075	-	-	late invoice in '19, total project \$2075
721 125 265	2017 RR-CAP	Driving Range Netting	Golf Course	C	12	-	4,826	4,826	-	4,826	47,889	-	-	mods not done initially, still in TL Proj Bdg
721 211 137	2017 RR-CAP	ER Sheave Assembly Walkways	Ski Area - Lift Maintenance	C	12	-	2,041	2,041	-	2,041	43,604	-	-	Finishing project, \$49,959 Project B TL ITD \$44k
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 Imprc	Northwoods	C	12	-	215,000	215,000	-	206,731	206,731	8,269	-	
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	-	-	-	12,750	-	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	-	18,761	18,761	3,228	-	
921 141 017	2019 RR-CAP	Bikes - Day Camps	Bikeworks	C	12	4,198	4,198	4,198	-	2,424	2,424	1,774	-	
921 100 019	2019 RR-CAP	Tables-Picnic - Supplemental	Campground	C	12	5,087	5,087	5,087	-	-	-	5,087	-	
921 010 023	2019 RR-CAP	Building - Roof & Decking Repairs	Chalet House	C	12	15,107	-	-	-	-	-	-	-	budget was C in error, see E reclass
921 010 024	2019 RR-CAP	Building - Siding Repairs	Chalet House	C	12	5,087	-	-	-	-	-	-	-	budget was C in error, see E reclass
921 110 027	2019 RR-CAP	Trail maintenance 2019 only	Cross Country	C	12	28,786	28,786	28,786	-	1,950	1,950	26,836	-	
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 - Supplemental	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	-	760	760	19,483	-	
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	-	5,220	5,220	10,093	-	
921 110 035	2019 RR-CAP	Skandic Skidoo	Cross Country	C	12	17,750	17,750	17,750	-	16,078	16,078	1,672	-	
921 110 269	2019 RR-ACC-CAP	Building-Rental Room-Exterior Doors	Cross Country	C	06	-	11,235	11,235	-	9,237	9,237	1,998	-	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)	87,565	87,565	262	-	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	(86)	4,873	4,873	-	-	
921 125 059	2019 RR-CAP	Mower Walk Bhnd Grns -1a-	Golf Course	C	12	11,438	11,438	11,438	-	11,281	11,281	157	-	
921 125 060	2019 RR-CAP	Mower Walk Bhnd Grns -1b-	Golf Course	C	12	11,438	11,438	11,438	-	11,281	11,281	157	-	
921 125 061	2019 RR-CAP	Mower Walk Bhnd Grns -1c-	Golf Course	C	12	11,438	11,438	11,438	-	11,281	11,281	157	-	

Replacement Reserve TL

Capital	5,040,000	4,574,144	4,590,649	(16,505)	1,555,447	3,402,390	3,035,194	378,519
Expense	3,721,000	3,291,670	3,306,696	(15,026)	1,161,576	2,934,914	2,145,114	330,846
	1,319,000	1,282,474	1,283,953	(1,479)	393,871	467,475	890,080	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\$\$ Reset in Study	Notes
921 125 062	2019 RR-CAP	Rollers Greens Turfs -3-	Golf Course	C	12	18,063	18,063	18,063	-	17,914	17,914	149	-	
921 125 063	2019 RR-CAP	Sand - Seed Buckets	Golf Course	C	12	10,413	10,413	10,413	-	-	-	10,413	-	
921 125 064	2019 RR-CAP	Toro Workman hd-xd	Golf Course	C	12	30,605	30,605	30,605	-	26,215	26,215	4,389	-	
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	56,000	56,000	-	25,004	25,004	30,996	-	forecast is delayed to 2020, 2019 planning only
921 125 069	2019 RR-CAP	Bridges Year 2	Golf Course	C	12	21,258	21,258	21,258	-	3,294	3,294	17,964	-	
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	-	2,174	2,174	1,042	-	
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	-	10,741	10,741	589	-	
921 025 077	2019 RR-CAP	POS(1) Aloha	IT	C	12	2,259	2,259	2,259	-	1,082	1,082	1,178	-	
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	-	4,690	4,690	1,345	-	
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	-	5,452	5,452	4,144	-	
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	-	10,079	10,079	550	-	
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	-	9,952	9,952	26,491	-	
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	-	2,702	2,702	685	-	
921 025 093	2019 RR-CAP	Network Wiring - Amenity Fiber	IT	C	12	10,123	10,123	10,123	-	22	22	10,101	-	
921 025 096	2019 RR-CAP	Annual Conference Room Improvements	IT	C	12	5,002	5,002	5,002	-	4,585	4,585	417	-	
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	-	1,115	1,115	2,997	-	
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	-	2,873	2,873	211	3,000	
921 025 111	2019 RR-CAP	POS Terminals- Hardware	IT	C	12	18,523	18,523	18,523	-	6,512	6,512	12,011	-	
921 025 113	2019 RR-CAP	Security Video Systems	IT	C	12	24,056	24,056	24,056	-	8,017	8,017	16,038	700	
921 025 116	2019 RR-CAP	Unitrends Enterprise Backup	IT	C	12	6,087	6,087	6,087	-	-	-	6,087	-	
921 025 118	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	-	3,071	3,071	776	-	
921 025 284	2019 RR-ACC-CAP	Table Safe EMV Units (10) Lodge	IT	C	12	-	10,000	9,796	204	9,796	9,796	-	-	cc processing replacement to become EMV compliant
921 025 295	2019 RR-ACC-CAP	Laptop	IT	C	12	-	2,500	2,500	-	1,142	1,142	1,358	-	cc processing replacement to become EMV compliant
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)	-	need to research, probable coding reclass required
921 060 133	2019 RR-CAP	Kayaks-Two Man (2)	Marina	C	12	2,610	2,610	2,610	-	229	2,381	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	-	1,499	1,499	550	-	
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	-	Defer to 2020

Replacement Reserve TL

Capital	5,040,000	4,574,144	4,590,649	(16,505)	1,555,447	3,402,390	3,035,194	378,519
Expense	3,721,000	3,291,670	3,306,696	(15,026)	1,161,576	2,934,914	2,145,114	330,846
	1,319,000	1,282,474	1,283,953	(1,479)	393,871	467,475	890,080	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\$\$ Reset in Study	Notes
921 130 148	2019 RR-CAP	NWDS Furniture- Pool Deck - Tables & No.Woods Pool-Bldg.	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	-	6,003	6,003	71	-	
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
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	-	1,844	1,844	195	-	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	-	
921 010 297	2019 RR-ACC-CAP	POTH Outdoor Lounge Furniture & Cus	Pizza	C	12	-	5,000	5,000	-	3,797	3,797	1,203	-	Accelerated to 2019 due to condition of the old stuff
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	-	20,750	20,750	253	-	
921 140 165	2019 RR-CAP	Umbrellas/Stands - Bocce courts	Recreation	C	12	2,037	2,037	2,462	(425)	2,462	2,462	-	-	
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	-	7,136	7,136	5,171	-	
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 2015	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	-	-	-	-	-	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	-	2,687	2,687	2,961	-	
921 128 209	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	7,955	(551)	7,955	7,955	-	-	
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

Replacement Reserve TL

Capital	5,040,000	4,574,144	4,590,649	(16,505)	1,555,447	3,402,390	3,035,194	378,519
Expense	3,721,000	3,291,670	3,306,696	(15,026)	1,161,576	2,934,914	2,145,114	330,846
	1,319,000	1,282,474	1,283,953	(1,479)	393,871	467,475	890,080	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\$\$ Reset in Study	Notes
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
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	-	377,617	377,617	382,730	-	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 - Gynside 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 - Gynside Lighting & Electric	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 - Gynside 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, Br	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 - Gynside 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 - Gynside FF&E	Trout Creek BLDG	C	12	41,504			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Partitions	Trout Creek BLDG	C	12	12,148			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Counters	Trout Creek BLDG	C	12	10,123			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside Mirrors	Trout Creek BLDG	C	12	6,580			-	-	-	-	-	
	2019 RR-CAP	Restrooms - Gynside 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 - Gynside 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 - Gynside 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 - Gynside 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 - Gynside 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	-	8,690	8,690	1,230	-	
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	-	20,553	20,553	6,779	-	
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	5,839	(320)	5,839	5,839	-	-	

Replacement Reserve TL

Capital	5,040,000	4,574,144	4,590,649	(16,505)	1,555,447	3,402,390	3,035,194	378,519
Expense	3,721,000	3,291,670	3,306,696	(15,026)	1,161,576	2,934,914	2,145,114	330,846
	1,319,000	1,282,474	1,283,953	(1,479)	393,871	467,475	890,080	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\$\$ Reset in Study	Notes
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	-	
921 132 254	2019 RR-CAP	Inflatable - WIBIT Aquatrack Elements	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 Restroom Design	Northwoods	E	12	-	-	-	-	2,600	16,327	(2,600)	-	needs to be reclassified 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 reclassified to 2019 Project C
923 025 117	2019 RR-EXP	Zendesk - Member Services	IT	E	12	-	11,743	11,743	-	6,340	6,340	5,403	300	reclassified to E from C
923 025 096	2019 RR-EXP	Conference Room Improvements	IT	E	12	-	-	-	-	-	-	-	-	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	-	20,151	20,151	13,757	-	
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	-	78,169	78,169	58,481	-	
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	-	
923 010 018	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	-	2,322	2,322	563	-	
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	-	380	380	4,317	-	
923 110 025	2019 RR-EXP	Asphalt - ACAC Stripe	Cross Country	E	12	2,045	2,045	2,045	-	2,045	2,045	-	-	
923 110 026	2019 RR-EXP	Fencing - repair	Cross Country	E	12	10,969	10,969	10,969	-	317	317	10,652	-	
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	-	874	874	11,642	-	
923 005 050	2019 RR-EXP	Postal Sites Seal - 4 locations	General Maintenance	E	12	4,657	4,657	4,657	-	3,160	3,160	1,497	-	
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	-	4,700	4,700	389	-	
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	-	11,495	11,495	70	-	
923 125 056	2019 RR-EXP	Sod Repair	Golf Course	E	12	20,855	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	-	23,459	23,459	19,955	-	
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	-	29,517	29,517	4,395	-	
923 025 081	2019 RR-EXP	Timeclocks - Paychex - Lease	IT	E	12	19,269	19,269	20,322	(1,053)	20,322	20,322	-	-	
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	-	4,148	4,148	3,066	-	
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	-	11,514	11,514	15,818	-	
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	-	12,992	12,992	231	-	
923 025 104	2019 RR-EXP	LPMS - Risk - Case Mngmnt	IT	E	12	6,937	6,937	6,937	-	6,780	6,780	157	-	

Replacement Reserve TL

Capital	5,040,000	4,574,144	4,590,649	(16,505)	1,555,447	3,402,390	3,035,194	378,519
Expense	3,721,000	3,291,670	3,306,696	(15,026)	1,161,576	2,934,914	2,145,114	330,846
	1,319,000	1,282,474	1,283,953	(1,479)	393,871	467,475	890,080	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\$\$ Reset in Study	Notes
923 025 105	2019 RR-EXP	Maintenance Work Order-M+ Software	ITT	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	-	238	238	2,913	-	
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	3,105	(65)	3,105	3,105	-	-	
923 025 114	2019 RR-EXP	Stored Value Software	IT	E	12	14,548	14,548	14,548	-	-	-	14,548	-	
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	
923 025 287	2019 RR-ACC-EXP	Marketing/Trails - Phone App - Summer	IT	E	12	5,000	5,000	5,000	-	5,000	5,000	-	-	
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	-	
923 160 286	2019 RR-ACC-EXP	HE101 Wheel Loader Steering Pump Repl	Maintenance	E	12	3,961	3,961	3,961	-	3,790	3,790	171	-	
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	-	1,400	1,400	626	-	
923 060 141	2019 RR-EXP	Landscaping-Lawns-Irrigation - Repairs	Marina	E	12	8,138	8,138	8,138	-	790	790	7,348	-	
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	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	-	1,213	1,213	822	-	
923 090 202	2019 RR-EXP	Court Crack Repairs	Tennis Complex	E	12	6,417	6,417	6,417	-	-	-	6,417	-	
923 090 285	2019 RR-ACC-EXP	Tennis Center Perimeter Fence Repairs	Tennis Complex	E	12	4,935	4,935	4,935	-	4,700	4,700	235	-	Accelerated in 2019 due to large winter damage
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 E	The Lodge	E	12	2,216	2,216	2,216	-	2,215	2,215	1	-	
923 128 283	2019 RR-ACC-EXP	Golf Pro Shop Closet Remediation	The Lodge	E	12	-	-	1,200	(1,200)	2,620	2,620	(1,420)	-	to net to zero, insurance claim item
923 051 222	2019 RR-EXP	Trails Master Plan - Consultant	Trails	E	12	-	-	-	-	-	-	-	-	needs to be reclassified 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	-	1,421	1,421	620	-	
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 Mt	Trails	E	12	3,569	3,569	3,569	-	-	-	3,569	-	
923 051 234	2019 RR-EXP	Trail 6-7 Repair - Hansel to Campgroun	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	-	-	-	-	-	-	-	

Replacement Reserve TL

Capital	5,040,000	4,574,144	4,590,649	(16,505)	1,555,447	3,402,390	3,035,194	378,519
Expense	3,721,000	3,291,670	3,306,696	(15,026)	1,161,576	2,934,914	2,145,114	330,846
	1,319,000	1,282,474	1,283,953	(1,479)	393,871	467,475	890,080	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\$\$ Reset in Study	Notes
	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	-	
923 010 023	2019 RR-EXP	Building - Roof & Decking Repairs	Chalet House	E	12		15,107	15,385	(278)	15,385	15,385	-	-	budget was C in error
923 010 024	2019 RR-EXP	Building - Siding Repairs	Chalet House	E	12		5,087	5,128	(42)	5,128	5,128	-	-	budget was C in error
	2019 RR-CAP	Contingency, capex	General	C	12	(38)	(38)	195	(233)	-	-	195	-	rounding in Forecast
	2019 RR-EXP	Contingency, expense	General	E	12	1,887	1,887	428	1,459	-	-	428	-	rounding in Forecast

RRF Expenditures - SubSchedule
Replacement Reserve Fund

Replacement Reserve	1,161,576	393,871	1,555,447	3,306,696	1,283,953	4,590,649	185	100	285
	Year to Date - Actual			Forecast for Year			Count of Projects		
by Location	Capital	Expense	Total	Capital	Expense	Total	Capital	Expense	Total
Administration	2,983	100,501	103,483	396,294	180,725	577,019	8	4	12
Alder Creek Café	490	-	490	7,121	-	7,121	2	-	2
Bikeworks	21,185	-	21,185	26,187	-	26,187	2	-	2
Campground	-	2,322	2,322	5,087	23,462	28,549	1	3	4
Chalet House	-	20,893	20,893	-	25,210	25,210	-	3	3
Cross Country	38,331	12,703	51,034	112,240	25,405	137,645	11	4	15
Day Camps	-	-	-	-	-	-	-	-	-
Equestrian Center	1,290	-	1,290	13,611	4,049	17,660	3	1	4
Facilities Administration	-	-	-	-	-	-	-	-	-
Forestry	87,745	-	87,745	117,886	275,248	393,134	5	4	9
General	-	-	-	22,894	2,729	25,623	2	1	3
General Maintenance	1,330	10,644	11,974	2,036	28,347	30,382	1	5	6
Golf Course	137,033	34,414	171,447	261,434	40,629	302,062	14	4	18
Golf Complex	-	12,596	12,596	-	13,675	13,675	-	1	1
Maintenance	-	3,790	3,790	88,653	16,743	105,396	8	3	11
Marina	15,611	16,851	32,463	19,428	31,617	51,045	10	7	17
IT	122,423	141,814	264,237	257,335	246,138	503,473	28	24	52
No.Woods Pool-Bldg.	-	-	-	59,134	-	59,134	3	-	3
Northwoods	217,079	18,884	235,963	240,139	24,085	264,224	4	3	7
Northwoods Pool	-	-	-	-	-	-	-	-	-
Pizza	11,660	-	11,660	49,051	-	49,051	10	-	10
Recreation	29,314	-	29,314	29,566	-	29,566	3	-	3
Ski Area-Mtn Ops	6,532	-	6,532	81,864	39,336	121,200	6	7	13
Ski Area Rentl-Rtl	-	-	-	84,428	-	84,428	8	-	8
Ski Area - Lift Maintenance	12,736	-	12,736	63,658	32,567	96,225	6	2	8
Ski Area - Vehicle Maintenance	7,136	-	7,136	28,504	15,303	43,806	2	1	3
Ski-Ops	-	-	-	-	-	-	-	-	-
Snowplay	-	-	-	6,120	25,183	31,303	2	1	3
Tennis Complex	8,538	10,711	19,249	34,121	19,695	53,817	4	4	8
The Lodge	22,264	6,327	28,591	71,532	25,675	97,207	15	6	21
Trails	4,095	1,421	5,516	268,731	83,821	352,551	10	8	18
Trout Creek BLDG	387,408	-	387,408	771,369	98,734	870,103	3	3	6
Trout Creek POOLSPA	26,392	-	26,392	188,273	5,577	193,850	14	1	15
Trout Creek FITNESSEQ	-	-	-	-	-	-	-	-	-
Trout Creek OTHER	-	-	-	-	-	-	-	-	-
Various	-	-	-	-	-	-	-	-	-
Vehicle Maintenance	-	-	-	-	-	-	-	-	-
Vehicle/Fleet	-	-	-	-	-	-	-	-	-
Winter Food-Beverage	-	-	-	-	-	-	-	-	-

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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
175,000	175,000	166,000	0	0%	9,000	5%	36053	Revenue								
								ALLOCATED RECREATION FEES	627,450	604,000	596,610	23,450	4%	30,840	5%	1,110,000
10,782	30,400	27,929	-19,618	-65%	-17,147	-61%	(350...	Golf Passes	43,109	65,600	65,851	-22,491	-34%	-22,743	-35%	135,000
0	23,900	23,861	-23,900	-100%	-23,861	-100%	3502...	Golf Passes - Packs	-325	39,500	43,385	-39,825	-101%	-43,710	-101%	85,000
36,272	79,800	66,237	-43,528	-55%	-29,965	-45%	35035	Golf Green Fees - Member	43,302	120,000	110,002	-76,698	-64%	-66,700	-61%	229,000
39,306	74,600	60,278	-35,295	-47%	-20,973	-35%	35025	Golf Green Fees - Guest	43,696	106,000	89,290	-62,305	-59%	-45,594	-51%	238,000
24,936	33,300	27,256	-8,364	-25%	-2,320	-9%	3503...	Golf Green Fees - Public	28,146	61,100	47,349	-32,954	-54%	-19,203	-41%	154,000
0	0	0	0	0%	0	0%	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	0	0	0%	0	0%	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	0	0	0%	0	0%	35610	P.O. Daily Trail Fee	44,527	32,700	19,632	11,827	36%	24,895	127%	45,000
177	400	199	-223	-56%	-22	-11%	35615	Public Daily Trail Fee	203,025	200,000	128,213	3,025	2%	74,812	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
15,754	21,500	16,268	-5,746	-27%	-514	-3%	37040	P.O. Trail Rides	22,329	27,200	21,282	-4,871	-18%	1,047	5%	50,000
17,849	24,500	22,551	-6,651	-27%	-4,702	-21%	37060	Guest Trail Rides	24,102	31,500	29,108	-7,398	-23%	-5,006	-17%	52,000
2,544	6,600	5,814	-4,056	-61%	-3,270	-56%	37080	Public Trail Rides	3,775	9,000	6,975	-5,225	-58%	-3,200	-46%	17,000
6,906	9,600	8,810	-2,694	-28%	-1,904	-22%	36012	Special Events Revenue	15,979	22,400	18,782	-6,421	-29%	-2,803	-15%	63,000
141,552	135,000	117,370	6,552	5%	24,182	21%	36013	Concert Revenue	141,552	135,000	117,370	6,552	5%	24,182	21%	135,000
13,124	15,300	11,812	-2,176	-14%	1,312	11%	36054	Daily Usage Fee - Member	29,960	32,400	24,994	-2,440	-8%	4,966	20%	53,950
169,543	172,100	149,522	-2,557	-1%	20,021	13%	36055	Daily Usage Fee - Guest	309,684	316,500	268,354	-6,816	-2%	41,330	15%	494,650
34,006	29,450	33,015	4,556	15%	991	3%	38013	Campground Revenue	56,031	40,800	48,233	15,231	37%	7,798	16%	69,300
512,749	656,450	570,922	-143,701	-22%	-58,172	-10%		Total Direct Access & Use	3,025,418	2,848,300	2,234,854	177,118	6%	790,564	35%	4,135,800
432,762	531,070	484,047	-98,308	-19%	-51,285	-11%	3310...	Food	1,779,213	1,990,585	1,724,868	-211,372	-11%	54,346	3%	3,354,400
-28,838	-39,570	-32,643	10,732	27%	3,805	12%		Food Discounts	-140,758	-181,140	-155,820	40,382	22%	15,062	10%	-297,800
-11,152	-12,370	-10,810	1,218	10%	-341	-3%	33152	EE Discounts	-58,656	-66,390	-53,677	7,734	12%	-4,978	-9%	-103,600
-7,061	-5,700	-5,372	-1,361	-24%	-1,689	-31%	33154	Guest Relations aka Manager	-11,785	-18,500	-15,924	6,715	36%	4,139	26%	-31,800
-4,398	-400	-4,319	-3,998	-999%	-79	-2%	33156	InterDept Discounts	-4,957	-1,050	-5,561	-3,907	-372%	604	11%	-2,000
-6,228	-21,100	-12,142	14,872	70%	5,914	49%	3316...	Marketing Discounts	-65,361	-95,200	-80,658	29,839	31%	15,297	19%	-160,400
23,376	29,100	30,835	-5,724	-20%	-7,459	-24%	33180	Food NA Beverage	117,543	138,400	111,836	-20,857	-15%	5,706	5%	201,900
427,300	520,600	482,239	-93,300	-18%	-54,939	-11%		Food subtotal	1,755,998	1,947,845	1,680,884	-191,847	-10%	75,114	4%	3,258,500
55,742	66,714	65,753	-10,972	-16%	-10,011	-15%	3322...	Beer	211,855	229,144	205,142	-17,289	-8%	6,713	3%	376,000
-1,127	0	-1,357	1,127	0%	229	17%	3322...	Beer Discounts	-4,575	0	-4,367	-4,575	0%	-207	-5%	0
64,041	43,580	57,370	20,461	47%	6,671	12%	33242	Liquor	221,925	173,990	190,849	47,935	28%	31,076	16%	292,100
-1,017	0	-1,399	1,017	0%	382	27%	3324...	Liquor Discounts	-4,784	0	-6,149	-4,784	0%	1,365	22%	0
60,149	72,696	60,896	-12,547	-17%	-747	-1%	33262	Wine	231,272	283,001	225,050	-51,729	-18%	6,222	3%	505,100
-965	0	-1,121	965	0%	156	14%	3326...	Wine Discounts	-5,246	0	-8,076	-5,246	0%	2,831	35%	0
2,480	0	2,878	2,480	0%	-398	-14%	33268	Corkage Fees	12,454	0	8,619	12,454	0%	3,835	45%	0
-1,420	0	-880	-1,420	0%	-540	-61%	33269	Corkage Fee Discounts	-8,460	0	-4,323	-8,460	0%	-4,138	-96%	0
177,881	182,990	182,140	-5,109	-3%	-4,259	-2%		Beverage subtotal	654,442	686,135	606,746	-31,693	-5%	47,697	8%	1,173,200
25,216	20,440	24,946	4,776	23%	269	1%	3328...	Misc other F&B	94,504	62,780	86,740	31,724	51%	7,764	9%	162,100
-4,398	-100	-3,992	-4,298	-4298%	-405	-10%	33299	InterDept Food Sales	-4,398	500	-3,992	-4,898	-980%	-405	-10%	0
20,818	20,340	20,954	478	2%	-136	-1%		Other F&B subtotal	90,106	63,280	82,747	26,826	42%	7,359	9%	162,100
626,000	723,930	685,333	-97,930	-14%	-59,334	-9%		Total Food and Beverage	2,500,546	2,697,260	2,370,377	-196,714	-7%	130,169	5%	4,593,800
559,704	510,400	615,954	49,304	10%	-56,250	-9%		F&B Revenue by Segment:	2,029,804	1,833,800	2,004,648	196,004	11%	25,156	1%	3,350,000
245,897	180,400	271,371	65,497	36%	-25,474	-9%	33910	F&B-Dining Room	921,411	736,200	960,930	185,211	25%	-39,519	-4%	1,262,000
93,963	89,000	89,459	4,963	6%	4,504	5%	33920	F&B-Pub	445,225	467,300	428,574	-22,075	-5%	16,651	4%	793,000
93,158	97,300	93,599	-4,142	-4%	-442	0%	33930	F&B-Banquets	294,926	279,800	261,994	15,126	5%	32,932	13%	730,000
25,340	35,600	60,784	-10,260	-29%	-35,444	-56%	33940	F&B-Lunch	33,630	50,600	82,153	-16,970	-34%	-48,524	-59%	86,000
28,081	35,500	33,240	-7,419	-21%	-5,159	-16%	33950	SmrF&B-Snack Bar	32,088	55,600	56,575	-23,512	-42%	-24,487	-43%	107,000
35,934	33,700	33,546	2,234	7%	2,388	7%	33970	SmrF&B-Pool BBQ	37,821	35,700	35,511	2,121	6%	2,309	7%	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
37,331	33,400	33,955	3,931	12%	3,377	10%	33990	Cafeteria	259,075	199,600	171,518	59,475	30%	87,556	51%	295,000
0	5,500	0	-5,500	-100%	0	0%	33989	Employee Housing	0	9,000	0	-9,000	-100%	0	0%	19,000
-1,301	0	-2,004	-1,301	0%	702	35%	33163	Mkt Discounts, Happy Hour Foo	-15,552	0	-18,784	-15,552	0%	3,232	17%	0
-870	0	-637	-870	0%	-234	-37%	33226	Mkt Discounts, Happy Hour Bev	-3,095	0	-1,823	-3,095	0%	-1,272	-70%	0
-138	0	-544	-138	0%	405	75%	33246	Mkt Discounts, Happy Hour Bev	-470	0	-2,136	-470	0%	1,666	78	

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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var %	Variance	Var %						Variance	Var %	Variance	Var %	
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-2,749	0	-3,849	-2,749	0%	1,100	29%		Mkt Discounts, Happy Hour F	-21,502	0	-27,244	-21,502	0%	5,742	21%	0
1,420	1,000	675	420	42%	745	110%	36015	Sales - Firewood	3,370	2,000	1,775	1,370	69%	1,595	90%	5,000
0	0	16,793	0	0%	-16,793	-100%	36016	Sales - Timber	0	0	16,793	0	0%	-16,793	-100%	0
88,037	92,900	94,320	-4,863	-5%	36030	-7%	36030	Sales - Retail	402,467	394,000	386,109	8,467	2%	16,359	4%	605,400
-4,201	-1,300	-1,197	-2,901	-223%	38015	-251%	38015	Employee Discounts	-16,346	-8,500	-9,655	-7,846	-92%	-6,691	-69%	-12,900
-1,924	-1,300	-1,717	-624	-48%	38017	-12%	38017	Homeowner Discounts	-2,627	-2,300	-2,969	-327	-14%	342	12%	-4,000
-3,303	-7,830	-9,369	4,527	58%	38020	65%	38020	Discounts - Retail	-31,483	-42,060	-49,460	10,577	25%	17,977	36%	-62,000
0	0	-1,406	0	0%	38025	100%	38025	Promotion Discounts	-1,244	-2,000	-5,155	756	38%	3,911	76%	-2,000
80,028	83,470	98,099	-3,442	-4%	-18,071	-18%		Total Retail Product Reven	354,138	341,140	337,437	12,998	4%	16,701	5%	529,500
22,590	50,900	52,836	-28,310	-56%	(350...	-57%	(350...	Golf Cart Rentals	30,963	76,900	87,527	-45,937	-60%	-56,564	-65%	161,000
2,381	0	3,383	2,381	0%	35018	-30%	35018	Golf Club Set Rentals	2,789	0	5,710	2,789	0%	-2,922	-51%	0
16,952	16,000	15,473	952	6%	35020	10%	35020	Golf - Driving Range	19,274	30,900	30,494	-11,627	-38%	-11,221	-37%	53,000
0	0	0	0	0%	(355...	0%	(355...	Lessons - Group	301,382	305,200	183,505	-3,818	-1%	117,877	64%	370,800
0	0	0	0	0%	(355...	0%	(355...	Lessons - Private	395,272	271,600	285,564	123,672	46%	109,708	38%	360,500
0	0	0	0	0%	35585	0%	35585	Lessons - Masters Program	3,694	2,300	2,699	1,394	61%	996	37%	2,500
0	0	0	0	0%	35590	0%	35590	Snowflakes	268,140	198,700	181,873	69,440	35%	86,268	47%	260,800
0	0	0	0	0%	(355...	0%	(355...	TD Tykes	48,970	26,400	31,764	22,570	85%	17,206	54%	26,400
55,930	67,000	62,248	-11,070	-17%	3604...	-10%	3604...	Rentals	869,070	887,500	636,818	-18,430	-2%	232,252	36%	1,145,000
10,754	2,400	4,701	8,354	348%	36042	129%	36042	Rentals, Storage	25,656	7,200	22,902	18,456	256%	2,754	12%	12,000
16,570	17,300	17,004	-731	-4%	36043	-3%	36043	Rentals, Bikes	23,657	26,000	25,113	-2,343	-9%	-1,456	-6%	44,000
737	1,800	2,761	-1,063	-59%	3604...	-73%	3604...	Child Care	650	8,300	9,451	-7,650	-92%	-8,801	-93%	14,000
7,311	10,200	9,378	-2,889	-28%	36050	-22%	36050	Aerobics	45,637	50,300	51,327	-4,663	-9%	-5,690	-11%	87,000
1,260	400	570	860	215%	36056	121%	36056	Fitness/Training	4,790	3,000	5,000	1,790	60%	-210	-4%	5,000
7,025	6,000	11,830	1,025	17%	36058	-41%	36058	Rec Programs	9,967	8,000	14,640	1,967	25%	-4,673	-32%	11,000
158,503	175,000	162,075	-16,497	-9%	36059	-2%	36059	Day Camps	204,014	224,000	207,579	-19,986	-9%	-3,565	-2%	275,000
1,608	2,200	2,148	-592	-27%	36051	-25%	36051	Massage	8,190	10,600	10,987	-2,410	-23%	-2,797	-25%	18,000
70	200	180	-130	-65%	36057	-61%	36057	Towels/Lockers	1,670	700	660	970	139%	1,010	153%	1,000
991	900	832	91	10%	36060	19%	36060	Lessons - Public	1,682	1,350	880	332	25%	802	91%	2,300
16,111	21,850	21,939	-5,739	-26%	36070	-27%	36070	Lessons - P.O.	20,162	30,250	30,352	-10,088	-33%	-10,190	-34%	48,500
29,184	15,700	19,444	13,484	86%	36080	50%	36080	Lessons - Guest	44,368	26,000	35,371	18,368	71%	8,997	25%	38,000
9,871	8,000	5,682	1,871	23%	37090	74%	37090	Equestrian - Boarding	13,521	13,000	9,919	521	4%	3,602	36%	27,000
43,822	39,000	37,613	4,822	12%	37095	17%	37095	Equestrian - Camps	59,694	53,000	50,794	6,694	13%	8,900	16%	67,000
401,670	434,850	430,096	-33,180	-8%	-28,426	-7%		Total Lessons & Rental Re	2,403,210	2,261,200	1,920,929	142,010	6%	482,282	25%	3,029,800
4,225	10,300	9,176	-6,075	-59%	32010	-54%	32010	Aso - Fees	29,355	53,400	42,196	-24,045	-45%	-12,841	-30%	79,000
2,880	4,000	4,660	-1,120	-28%	32020	-38%	32020	Inspection Fees	11,740	16,000	17,495	-4,261	-27%	-5,756	-33%	30,000
513	500	275	13	3%	32030	86%	32030	Fines	7,013	3,500	1,958	3,513	100%	5,055	258%	6,000
0	0	0	0	0%	32040	0%	32040	Fines - Forestry	0	0	2,000	0	0%	-2,000	-100%	0
9,444	3,610	7,945	5,834	162%	34010	19%	34010	Interest	87,760	31,670	50,714	56,090	177%	37,046	73%	49,120
0	0	0	0	0%	32042	0%	32042	Collection Costs Recovery	16,150	0	0	16,150	0%	16,150	0%	0
3,304	3,000	2,975	304	10%	34020	11%	34020	Late Charges	21,207	22,200	19,885	-993	-4%	1,322	7%	34,000
0	-300	0	300	100%	34030	0%	34030	Lien Fees	13,500	10,000	9,435	3,500	35%	4,065	43%	9,000
0	-500	0	500	100%	34040	0%	34040	Delinquency Fees	40,891	43,900	41,721	-3,009	-7%	-830	-2%	42,000
12,960	14,200	20,540	-1,240	-9%	34050	-37%	34050	Transfer Fees	73,215	73,000	82,880	215	0%	-9,665	-12%	148,000
0	0	0	0	0%	34060	0%	34060	NSF Charges	60	0	30	60	0%	30	100%	0
16,767	4,000	10,000	12,767	319%	34075	68%	34075	Sponsorships	19,433	4,000	10,000	15,433	386%	9,433	94%	5,000
18,120	18,400	15,951	-280	-2%	34080	14%	34080	Communications Ad Revenue	139,896	128,800	120,722	11,096	9%	19,174	16%	210,000
2,438	2,500	4,389	-62	-2%	37018	-44%	37018	Lease Revenue	17,068	17,500	20,724	-432	-2%	-3,656	-18%	30,000
16,684	18,090	15,092	-1,406	-8%	37020	11%	37020	Other Revenue	61,779	68,130	51,709	-6,351	-9%	10,070	19%	104,980
9,554	5,500	11,068	4,054	74%	38005	-14%	38005	Employee Housing Revenue	80,993	45,000	88,249	35,993	80%	-7,256	-8%	69,000
0	0	0	0	0%	37030	0%	37030	Forestry Grant Revenue	-1	0	0	-1	0%	-1	0%	0
96,887	83,300	102,071	13,587	16%	-5,184	-5%		Total Other Revenue	620,058	517,100	559,717	102,958	20%	60,341	11%	816,100
1,892,333	2,157,000	2,052,520	-264,667	-12%	-160,187	-8%		GROSS REVENUE (GREV)	9,530,820	9,269,000	8,019,924	261,820	3%	1,510,895	19%	14,215,000
								COST OF GOODS SOLD (COGS)								
-38,436	-49,370	-39,024	10,934	22%	43110	2%	43110	Meat	-164,413	-191,600	-157,904	27,187	14%	-6,509	-4%	-321,400
-26,020	-34,860	-25,365	8,840	25%	43120	-3%	43120	Seafood	-93,930	-114,130	-89,608	20,200	18%	-4,322	-5%	-205,270
-31,104	-23,920	-30,349	-7,184	-30%	43130	-2%	43130	Produce	-114,155	-90,270	-109,275	-23,885	-26%	-4,880	-4%	-154,280
-13,121	-24,520	-16,627	11,399	46%	43140	21%	43140	Dairy	-57,589	-85,390	-61,458	27,801	33%	3,869	6%	-143,250
-6,995	-11,730	-9,210	4,735	40%	43150	24%	43150	NA Beverage	-33,249	-43,260	-34,203	10,011	23%	954	3%	-68,010
-37,729	-30,548	-43,971	-7,181	-24%	43160	14%	43160	Food Other	-170,205	-141,857	-170,056	-28,348	-20%	-149	0%	-226,891
6,692	12,230	8,887	-5,538	-45%	43190	-25%	43190	Mktg Discounts credit	33,513	42,730	43,049	-9,217	-22%	-9,536	-22%	76,200
4,256	4,178	3,937	78	2%	43192	8%	43192	EE Meals credit	19,898	24,667	21,776	-4,770	-19%	-1,879	-9%	41,951
-142,458	-158,540	-151,722	16,082	10%	9,264	6%		Food Cogs	-580,131	-599,110	-557,679	18,979	3%	-22,452	-4%	-1,000,950
-13,953	-16,050	-13,843	2,097	13%	43270	-1%	43270	Beer	-53,190	-56,450	-49,618	3,260	6%	-3,572	-7%	-92,070
-9,577	-9,330	-9,826	-247	-3%	43280	3%	43280	Liquor	-37,424	-35,750	-39,619	-1,674	-5%	2,195	6%	-60,190

Tahoe Donner Association
Department P&L Detail (D01)
 For the Seven Months Ending July 31, 2019
 Operating Fund Consolidated

July 2019

Year-to-Date July 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var	Variance	Var		
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
-18,439	-21,930	-20,089	3,491	16%	1,649	8%	43290	Wine	-70,427	-85,320	-70,245	14,893	17%	-181	0%	-151,980
-41,970	-47,310	-43,758	5,340	11%	1,788	4%		Beverage Cogs	-161,041	-177,520	-159,482	16,479	9%	-1,559	-1%	-304,240
-47,754	-52,700	-48,325	4,946	9%	571	1%		Retail Product Cogs	-198,938	-196,760	-188,905	-2,178	-1%	-10,033	-5%	-307,810
-232,182	-258,550	-243,805	26,368	10%	11,623	5%		Total COGS	-940,110	-973,390	-906,066	33,280	3%	-34,043	-4%	-1,613,000
-12.3%	-12.0%	-11.9%	-0.03%	-0.24%	-0.04%	-0.33%		Total Cogs / GREV %	-09.9%	-10.5%	-11.3%	00.6%	06.1%	01.4%	12.7%	-11.3%
-59.7%	-63.1%	-49.3%	03.5%	05.5%	-10.4%	-21.1%		Retail Product Cogs / Retail R	-56.2%	-57.7%	-56.0%	01.5%	02.6%	-00.2%	-00.3%	-58.1%
-53.4%	-56.1%	-43.2%	02.7%	04.9%	-10.2%	-23.5%		Retail Product Cogs / Retail R	-49.0%	-49.7%	-46.7%	00.7%	01.3%	-02.3%	-05.0%	-50.4%
-29.5%	-28.4%	-28.5%	-01.0%	-03.6%	-00.9%	-03.3%		F&B Cogs / F&B Rev %	-29.6%	-28.8%	-30.3%	-00.8%	-02.9%	00.6%	02.0%	-28.4%
-31.2%	-28.3%	-29.5%	-02.9%	-10.3%	-01.8%	-06.0%		Food %, preDiscounts	-30.6%	-28.1%	-30.4%	-02.4%	-08.7%	-00.2%	-00.7%	-28.1%
-33.3%	-30.5%	-31.5%	-02.9%	-09.5%	-01.9%	-06.0%		Food %, postDiscounts	-33.0%	-30.8%	-33.2%	-02.3%	-07.4%	00.1%	00.4%	-30.7%
-29.9%	-40.3%	-29.9%	10.4%	25.8%	-00.1%	-00.2%		Food NA Beverage %	-28.3%	-31.3%	-30.6%	03.0%	09.5%	02.3%	07.5%	-33.7%
-23.6%	-25.9%	-24.0%	02.3%	08.7%	00.4%	01.8%		COGS % Beverage, incld CF,ne	-24.6%	-25.9%	-26.3%	01.3%	04.9%	01.7%	06.4%	-25.9%
-25.5%	-24.1%	-21.5%	-01.5%	-06.2%	-04.1%	-18.9%		COGS % Beer,net	-25.7%	-24.6%	-24.7%	-01.0%	-04.2%	-00.9%	-03.8%	-24.5%
-15.2%	-21.4%	-17.6%	06.2%	29.0%	02.4%	13.4%		COGS % Liquor,net	-17.2%	-20.5%	-21.5%	03.3%	16.1%	04.2%	19.7%	-20.6%
-31.2%	-30.2%	-33.6%	-01.0%	-03.3%	02.5%	07.3%		COGS % Wine,net	-31.2%	-30.1%	-32.4%	-01.0%	-03.4%	01.2%	03.8%	-30.1%
1,660,151	1,898,450	1,808,716	-238,299	-13%	-148,564	-8%		Gross Margin (GREV-COG)	8,590,710	8,295,610	7,113,858	295,100	4%	1,476,852	21%	12,602,000
PAYROLL																
SALARIES & WAGES																
-300,450	-336,505	-315,105	36,055	11%	14,654	5%	5110...	Salaries - Exempt - Regular & Ot	-2,271,489	-2,277,307	-2,157,696	5,818	0%	-113,793	-5%	-3,918,000
-13,059	-6,200	-7,688	-6,859	-111%	-5,371	-70%	51106	Salaries - Exempt - Commissions	-21,329	-12,100	-16,047	-9,229	-76%	-5,281	-33%	-23,000
-155,746	-187,953	-161,937	32,207	17%	6,190	4%	5122...	Wages - FTRRegular	-1,114,874	-1,234,480	-1,100,216	119,606	10%	-14,657	-1%	-2,107,637
-569,003	-609,886	-523,521	40,883	7%	-45,483	-9%	5124...	Wages - Seasonal	-2,558,134	-2,587,659	-2,306,155	29,525	1%	-251,979	-11%	-4,163,463
3,956	-3,000	-3,435	6,956	232%	7,391	215%	5122...	Wages-FTR-Commissions	-849	-6,000	-12,317	5,151	86%	11,468	93%	-30,000
-10,173	-9,600	-9,486	-573	-6%	-687	-7%	51246	Wages-Seasonal-Commissions	-59,030	-54,200	-62,598	-4,830	-9%	3,568	6%	-89,900
19,023	-11,917	-91,123	30,940	260%	110,146	121%	5110...	Incentive Program, Exempt	-102,609	-83,417	-181,424	-19,192	-23%	78,816	43%	-143,000
-1,484	-2,500	-19,533	1,016	41%	18,049	92%	51227	Incentive Program, FTR, NonExe	-38,864	-17,500	-55,740	-21,364	-122%	16,876	30%	-30,000
-7,861	0	-4,379	-7,861	0%	-3,482	-80%	51247	Incentive Program, Seasonal, N	-42,526	-5,000	-24,525	-37,526	-751%	-18,001	-73%	-10,000
25,436	23,500	23,852	1,936	8%	1,583	7%	51299	Capitalized Payroll Direct S&W	168,240	164,500	169,390	3,740	2%	-1,150	-1%	282,000
-1,009,361	-1,144,061	-1,112,352	134,700	12%	102,991	9%		Total Salaries & Wages, DIRECT	-6,041,464	-6,113,163	-5,747,330	71,699	1%	-294,135	-5%	-10,233,000
-269,051	-331,122	-390,063	62,071	19%	121,012	31%		Salaries sub-total	-2,227,187	-2,208,324	-2,185,778	-18,863	-1%	-41,409	-2%	-3,802,000
-740,310	-812,939	-722,289	72,629	9%	-18,021	-2%		Wage sub-total	-3,814,277	-3,904,839	-3,561,551	90,562	2%	-252,726	-7%	-6,431,000
-153,274	-193,453	-184,904	40,179	21%	31,630	17%		Wage-FTR subtotal	-1,154,588	-1,257,980	-1,168,273	103,393	8%	13,686	1%	-2,167,637
-587,037	-619,486	-537,385	32,450	5%	-49,651	-9%		Wage-Seasonal subtotal	-2,659,690	-2,646,859	-2,393,278	-12,831	0%	-266,412	-11%	-4,263,363
-53.3%	-53.0%	-54.2%	-00.3%	-00.6%	00.9%	01.6%		PayrollDirect %ofRevenue	-63.4%	-66.0%	-71.7%	02.6%	03.9%	08.3%	11.5%	-72,000
31,451	-1,300	2,657	32,751	2519%	28,794	1084%	51108	PTO net\$ accrual, in Salaries	13,327	-11,700	-23,581	25,027	214%	36,908	157%	-17,900
-2,991	-1,000	590	-1,991	-199%	-3,580	-607%	51228	PTO net\$ accrual, in Wages FTR	-7,287	-7,000	-7,485	-287	-4%	197	3%	-12,000
28,461	-2,300	3,247	30,761	1337%	25,214	777%		PTO net accrual, in PD Total	6,039	-18,700	-31,066	24,739	132%	37,106	119%	-29,900
-1564.1	0.0	-1666.0	-1564.1	0.0	101.9	0.1		Wage Overtime Hours	-10672.6	0.0	-9198.5	-10672.6	0.0	-1474.2	-0.2	0.0
-44960.3	-48325.2	-45539.8	3364.9	0.1	579.5	0.0		Wage Total Hours	-216708.7	-222463.6	-211210.5	5754.9	0.0	-5498.2	0.0	-362184.4
16.40	16.80	15.87	-0.40	-0.02	0.53	0.03		Wage ROP avg	17.57	17.52	16.83	0.05	0.00	0.74	0.04	17.72
PAYROLL BURDEN																
-110,702	-130,485	-119,088	19,783	15%	8,386	7%	5130...	Payroll Taxes	-625,089	-691,725	-619,977	66,636	10%	-5,112	-1%	-1,149,000
-49,638	-62,310	-57,514	12,672	20%	7,877	14%	5130...	Workers Compensation	-304,255	-345,290	-328,002	41,035	12%	23,748	7%	-569,000
-75,141	-78,631	-64,782	3,490	4%	-10,359	-16%	5130...	Group Insurance	-531,881	-547,040	-459,865	15,159	3%	-72,016	-16%	-937,000
-11,386	-17,254	-15,259	5,868	34%	3,873	25%	5130...	Retirement Plan	-92,816	-119,318	-90,671	26,502	22%	-2,144	-2%	-205,000
3,932	3,584	3,698	348	10%	234	6%	51499	Capitalized Payroll Burden	25,761	25,088	26,325	673	3%	-564	-2%	43,000
-242,934	-285,096	-252,945	42,162	15%	10,011	4%		PAYROLL BURDEN Total	-1,528,280	-1,678,285	-1,472,191	150,005	9%	-56,088	-4%	-2,817,000
-78,216	-95,558	-92,522	17,342	18%	14,305	15%	(513...	subtotal, Burden-Salary	-617,735	-658,957	-596,976	41,222	6%	-20,759	-3%	-1,130,000
-56,432	-71,842	-55,483	15,410	21%	-948	-2%	(514...	subtotal, Burden-Wage-FTR	-419,099	-500,406	-396,450	81,307	16%	-22,648	-6%	-853,700
-112,219	-121,280	-108,638	9,061	7%	-3,581	-3%	(514...	subtotal, Burden-Wage-Seasonal	-517,207	-544,010	-505,090	26,803	5%	-12,118	-2%	-876,300
24.1%	24.9%	22.7%	-00.9%	-03.4%	01.3%	05.8%		Burden % - on all Payroll	25.3%	27.5%	25.6%	-02.2%	-07.9%	-00.3%	-01.2%	27.5%
29.1%	28.9%	23.7%	00.2%	00.7%	05.4%	22.6%		Burden % - Salary	27.7%	29.8%	27.3%	-02.1%	-07.0%	00.4%	01.6%	29.7%
36.8%	37.1%	30.0%	-00.3%	-00.9%	06.8%	22.7%		Burden % - Wage-FTR	36.3%	39.8%	33.9%	-03.5%	-08.7%	02.4%	07.0%	39.4%
19.1%	19.6%	20.2%	-00.5%	-02.4%	-01.1%	-05.4%		Burden % - Wage-Season	19.4%	20.6%	21.1%	-01.1%	-05.4%	-01.7%	-07.9%	20.6%
22.8%	23.8%	22.7%	-01.0%	-04.1%	00.1%	00.3%		Burden % - Wage-FTR&Se	24.5%	26.7%	25.3%	-02.2%	-08.2%	-00.8%	-03.0%	26.9%
-1,252,295	-1,429,157	-1,365,297	176,862	12%	113,001	8%		PAYROLL TOTAL (Direct&Burde	-7,569,744	-7,791,448	-7,219,521	221,704	3%	-350,223	-5%	-13,050,000
24.1%	24.9%	22.7%	-0.9%	-3.4%	1.3%	5.8%		Burden % TL	25.3%	27.5%	25.6%	-2.2%	-7.9%	-0.3%	-1.2%	27.5%
11.0%	11.4%	10.7%	-0.4%	-3.8%	0.3%	2.4%		Payroll Taxes %	10.3%	11.3%	10.8%	-1.0%	-8.6%	-0.4%	-4.1%	11.2%
4.9%	5.4%	5.2%	-0.5%	-9.7%	-0.3%	-4.9%		Workers Comp %	5.0%	5.6%	5.7%	-0.6%	-10.8%	-0.7%	-11.8%	5.6%
7.4%	6.9%	5.8%	0.6%	8.3%	1.6%	27.8%		Group Insurance %	8.8%	8.9%	8.0%	-0.1%	-1.6%	0.8%	10.0%	9.2%
1.1%	1.5%	1.4%	-0.4%	-25.2%	-0.2%	-17.8%		Retirement %	1.5%	2.0%	1.6%	-0.4%	-21.3%	0.0%	-2.6%	2.0%

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Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number	Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget	
			Variance	Var	Variance	Var					Variance	Var				
\$	\$	\$	\$	%	\$	%		\$	\$	\$	\$	%	\$	%	\$	
-0.4%	-0.3%	-0.3%	-0.1%	-24.4%	-0.1%	-17.2%					0.0%	-3.9%	0.0%	6.9%	-0.4%	
							Capz PB %	-0.4%	-0.4%	-0.5%						
							OPERATING EXPENSES (OE)									
-4,610	-4,478	-4,349	-132	-3%	-261	-6%	50530	Employee Meals	-23,769	-26,167	-25,234	2,398	9%	1,465	6%	-44,301
-2,304	-5,400	-4,678	3,096	57%	2,374	51%	50605	Employee Housing expenses	-108,445	-86,200	-97,474	-22,245	-26%	-10,971	-11%	-137,400
0	0	0	0	0%	0	0%	50610	Educational Reimbursement	-240	0	0	-240	0%	-240	0%	0
-599	-1,500	-292	901	60%	-307	-105%	50615	Employee Recruiting	-7,540	-4,500	-8,608	-3,040	-68%	1,069	12%	-10,100
-2,652	-2,675	-1,887	23	1%	-765	-41%	50620	Employee Dev/Training	-26,441	-38,675	-17,308	12,234	32%	-9,133	-53%	-56,900
-3,333	-1,950	-1,912	-1,383	-71%	-1,421	-74%	50625	Employee Relations	-38,346	-28,670	-24,686	-9,676	-34%	-13,660	-55%	-61,750
-895	-2,000	-2,463	1,106	55%	1,568	64%	50626	PreEmployment Testing	-7,563	-12,400	-14,624	4,837	39%	7,062	48%	-22,400
-370	-700	-370	330	47%	0	0%	50627	EAP Services	-2,591	-4,000	-4,868	1,409	35%	2,277	47%	-6,600
-5,926	-1,700	-2,297	-4,226	-249%	-3,629	-158%	50628	Benefit Administration Services	-21,299	-15,300	-20,274	-5,999	-39%	-1,025	-5%	-33,200
-1,489	-980	-2,597	-509	-52%	1,108	43%	50630	Uniforms	-19,344	-26,540	-21,236	7,196	27%	1,892	9%	-47,050
-1,498	-1,400	0	-98	-7%	-1,498	0%	51080	Seminars & Conferences	-9,383	-19,900	-3,377	10,517	53%	-6,007	-178%	-30,520
-128	-1,840	-15	1,713	93%	-113	-750%	51095	Travel/Meeting Expense	-11,017	-22,800	-6,903	11,783	52%	-4,114	-60%	-32,090
-23,803	-24,623	-20,860	820	3%	-2,943	-14%		Total Staff Expense	-275,978	-285,152	-244,591	9,174	3%	-31,386	-13%	-482,311
-6,805	-12,000	-7,902	5,195	43%	1,097	14%	51090	Telephone	-60,961	-84,640	-87,906	23,679	28%	26,945	31%	-144,760
-1,343	-2,135	-2,482	792	37%	1,139	46%	55003	Cable/Sat TV Service	-12,375	-15,145	-12,443	2,770	18%	68	1%	-25,900
-22,381	-11,650	-9,752	-10,731	-92%	-12,628	-129%	55005	Disposal Fees	-74,089	-63,725	-57,248	-10,364	-16%	-16,841	-29%	-105,200
-27,507	-26,330	-26,473	-1,177	-4%	-1,034	-4%	5501...	Electricity	-179,875	-165,170	-168,031	-14,705	-9%	-11,844	-7%	-299,410
-4,654	-4,000	-3,442	-654	-16%	-1,212	-35%	55020	Natural Gas - Pools	-55,111	-44,900	-41,233	-10,211	-23%	-13,879	-34%	-70,000
-3,624	-3,180	-2,737	-444	-14%	-887	-32%	55025	Natural Gas - Buildings	-62,461	-57,250	-47,586	-5,211	-9%	-14,875	-31%	-83,750
-14,201	-11,620	-10,930	-2,581	-22%	-3,271	-30%	(530...)	Fuel & Oil	-139,100	-104,750	-85,691	-34,350	-33%	-53,409	-62%	-158,740
-934	-230	-315	-704	-306%	-619	-197%	55027	Propane (LPG)	-3,845	-3,780	-4,797	-65	-2%	951	20%	-6,750
-7,470	-7,860	-7,343	390	5%	-127	-2%	55030	Sewer Fees	-51,528	-52,460	-50,332	932	2%	-1,196	-2%	-91,570
-4,325	-4,830	-4,363	505	10%	38	1%	5503...	Water - Building/Facility	-25,492	-23,770	-22,971	-1,722	-7%	-2,521	-11%	-43,090
-15,407	-18,350	-16,496	2,943	16%	1,089	7%	55040	Water - Grounds	-26,110	-30,130	-46,179	4,020	13%	20,069	43%	-97,170
-108,652	-102,185	-92,235	-6,467	-6%	-16,418	-18%		TOTAL UTILITIES	-690,947	-645,720	-624,417	-45,227	-7%	-66,529	-11%	-1,126,340
								SUPPLIES & MAINTENANCE EXPENSE								
-258	-410	-310	152	37%	53	17%	56010	Security Exp	-10,388	-7,150	-7,733	-3,238	-45%	-2,655	-34%	-12,250
0	0	0	0	0%	0	0%	52505	Hazardous Waste Clean Up	-4,659	-1,000	0	-3,659	-366%	-4,659	0%	-1,500
-14,503	-15,800	-15,482	1,297	8%	979	6%	56520	Linen Service	-72,796	-73,540	-78,281	744	1%	5,485	7%	-128,159
-9,415	-9,475	-11,554	60	1%	2,140	19%	56530	Janitorial Services & Supplies	-58,783	-55,575	-59,447	-3,208	-6%	664	1%	-94,050
-821	-1,273	-1,230	452	35%	409	33%	56535	Pest Control	-6,119	-6,714	-6,061	595	9%	-58	-1%	-10,575
-1,525	-6,891	-4,355	5,366	78%	2,830	65%	52020	Contract Fees	-16,273	-42,457	-47,780	26,185	62%	31,507	66%	-70,852
0	0	-1,654	0	0%	1,654	100%	52021	Contract Labor	0	0	-1,654	0	0%	1,654	100%	0
-324	-700	-1,944	376	54%	1,620	83%	52022	Veterinary Services	-2,330	-3,700	-6,377	1,370	37%	4,047	63%	-5,800
-597	-400	-453	-197	-49%	-144	-32%	52023	Equine Care Services	-5,477	-4,800	-4,731	-677	-14%	-746	-16%	-9,300
0	0	0	0	0%	0	0%	52024	Offsite Pasturing	-11,900	-9,800	-8,937	-2,100	-21%	-2,963	-33%	-17,100
-901	-760	-657	-141	-19%	-244	-37%	53705	Equipment Rental	-7,944	-9,560	-10,938	1,616	17%	2,994	27%	-20,650
0	0	0	0	0%	0	0%	57035	Rental Property Expense	88	0	0	88	0%	88	0%	0
-200	0	0	-200	0%	-200	0%	53013	reserved for future use	-200	0	0	-200	0%	-200	0%	0
-297	-4,000	-3,382	3,703	93%	3,086	91%	56505	Feed Hay Grain	-12,208	-10,000	-7,835	-2,208	-22%	-4,373	-56%	-13,500
-932	-1,400	-941	468	33%	9	1%	51560	Mbr Srv - Retail COGS	-3,162	-5,200	-4,722	2,038	39%	1,560	33%	-8,400
-512	-40	0	-472	-1180%	-512	0%	56503	Printed Forms/Ticket Stock	-6,755	-13,700	-8,651	6,945	51%	1,896	22%	-19,860
0	-400	-394	400	100%	394	100%	51037	Computer Software	-1,777	-3,000	-2,464	1,223	41%	687	28%	-5,300
0	-200	0	200	100%	0	0%	51038	Computer Hardware	-150	-1,600	-394	1,450	91%	244	62%	-2,200
-1,138	-170	-65	-968	-569%	-1,073	-1656%	51050	Furniture and Office Equip	-7,207	-7,115	-6,744	-92	-1%	-463	-7%	-13,115
-914	-2,415	-2,457	1,501	62%	1,543	63%	51060	Office Supplies	-12,736	-16,425	-11,394	3,689	22%	-1,341	-12%	-28,510
-2,430	-2,155	-1,818	-275	-13%	-613	-34%	51061	Toner Cartridges	-14,940	-15,785	-12,341	845	5%	-2,599	-21%	-27,360
-1,118	-250	-1,050	-868	-347%	-68	-6%	53530	Signs	-6,327	-6,050	-5,866	-277	-5%	-461	-8%	-12,290
-10,662	-5,725	-13,078	-4,937	-86%	2,416	18%	56501	Operating Supplies	-46,388	-48,095	-56,396	1,707	4%	10,008	18%	-71,770
-13,011	-12,800	-13,767	-211	-2%	755	5%	56502	Paper Products - Restaurant	-50,882	-51,270	-50,597	388	1%	-285	-1%	-83,520
0	-200	-309	309	100%	309	100%	56504	Candle & TableTop Supplies	-1,151	-1,000	-1,372	-151	-15%	221	16%	-2,000
-3,095	-3,500	-3,308	405	12%	213	6%	56511	Cleaning Supplies - Restaurant	-15,753	-19,650	-19,921	3,898	20%	4,168	21%	-34,550
-3,660	-1,470	-2,632	-2,190	-149%	-1,028	-39%	56540	Small Tools & Equipment	-15,625	-22,460	-16,335	6,835	30%	710	4%	-34,930
-1,612	-1,975	-1,139	363	18%	-473	-41%	56545	Safety Equipment	-11,640	-15,075	-6,941	3,435	23%	-4,699	-68%	-28,100
-1,012	0	-483	-1,012	0%	-530	-110%	56550	Spoilage	-11,356	0	-3,966	-11,356	0%	-7,390	-186%	0
0	-400	0	400	100%	0	0%	51025	Entertainment	-132	-5,350	-250	5,218	98%	118	47%	-7,850
-10,410	-11,429	-10,724	1,019	9%	313	3%	55530	Recreation Programs	-13,962	-17,202	-16,707	3,240	19%	2,746	16%	-24,200
-4,903	-7,455	-9,710	2,552	34%	4,807	50%	55532	Special Programs	-19,091	-23,495	-24,513	4,404	19%	5,422	22%	-56,070
-824	-700	-1,679	-124	-18%	855	51%	55537	Catering Rentals	-4,605	-2,200	-4,582	-2,405	-109%	-23	0%	-7,400
-61,685	-77,000	-82,364	15,315	20%	20,679	25%	56013	Concert Expenses	-62,733	-77,000	-82,809	14,267	19%	20,076	24%	-77,000
0	0	0	0	0%	0	0%	55550	Ski Team Expense	-1,821	-1,500	-1,730	-321	-21%	-91	-5%	-1,500
								Repairs & Maintenance								
0	0	0	0	0%	0	0%	54200	R&M Building (non-posting)	-360	0	0	-360	0%	-360	0%	0
-7,797	-3,800	-5,747	-3,997	-105%	-2,050	-36%	54210	General/PM	-34,080	-27,700	-34,524	-6,380	-23%	445	1%	-46,500
-926	-120	-2,081	-806	-672%	1,155	55%	54220	Plumbing	-3,047	-2,120	-5,217	-927	-44%	2,169	42%	-3,520

Tahoe Donner Association
Department P&L Detail (D01)
 For the Seven Months Ending July 31, 2019
 Operating Fund Consolidated

July 2019

Year-to-Date July 2019

Actual	Budget	Prior Yr	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual	Budget	Prior Year	Actual vs Budget		Actual vs Prior Yr		Full Year Budget
			Variance	Var	Variance	Var						Variance	Var			
\$	\$	\$	\$	%	\$	%			\$	\$	\$	\$	%	\$	%	\$
-81	-225	0	144	64%	-81	0%	54240	Lighting and Electrical	-1,836	-2,140	-782	304	14%	-1,055	-135%	-4,080
0	-50	0	50	100%	0	0%	54250	HVAC	-989	-300	-444	-689	-230%	-545	-123%	-800
0	0	0	0	0%	0	0%	54252	Carpentry	-72	-1,450	0	1,378	95%	-72	0%	-3,000
-942	-550	-571	-392	-71%	-371	-65%	54254	Elevators	-5,276	-4,050	-4,407	-1,226	-30%	-869	-20%	-7,200
-5,261	-900	0	-4,361	-485%	-5,261	0%	54256	Fire Suppression	-9,572	-5,950	-7,613	-3,622	-61%	-1,959	-28%	-12,000
0	0	0	0	0%	0	0%	54274	Painting	-47	-400	-35	353	88%	-12	-35%	-900
-486	-1,117	-443	631	56%	-43	-10%	54290	Other Building	-4,342	-10,029	-6,864	5,687	57%	2,522	37%	-19,730
-15,494	-6,762	-8,842	-8,732	-129%	-6,652	-75%		R&M Building	-59,623	-54,139	-59,887	-5,484	-10%	264	0%	-97,730
-5	0	0	-5	0%	-5	0%	54310	Asphalt	-179	0	-876	-179	0%	697	80%	0
-96	0	0	-96	0%	-96	0%	54320	Irrigation and Drainage	-178	0	-270	-178	0%	92	34%	0
-102	0	0	-102	0%	-102	0%	54340	GrassFlowersSeedFertilizers	-937	-2,400	-883	1,463	61%	-54	-6%	-2,500
0	0	0	0	0%	0	0%	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	-90,084	-43,158	-45%	-49,134	-55%	-134,100
-5,333	-5,250	-5,296	-83	-2%	-37	-1%	54390	Other Grounds Maint	-19,731	-20,550	-26,369	819	4%	6,638	25%	-37,700
-5,537	-5,250	-5,296	-287	-5%	-241	-5%		R&M Grounds (nonGolf)	-160,449	-119,610	-118,687	-40,839	-34%	-41,762	-35%	-175,300
0	0	0	0	0%	0	0%	54400	R&M Equipment (non-posting)	-1,737	0	0	-1,737	0%	-1,737	0%	0
0	-1,000	-36	1,000	100%	36	100%	54412	Ski Lifts, Fixed Grip	-2,854	-4,200	-3,384	1,346	32%	530	16%	-9,300
0	-500	-255	500	100%	255	100%	54416	Ski Lifts, Surface	-646	-1,100	-414	454	41%	-233	-56%	-2,400
0	0	0	0	0%	0	0%	54418	Terrain Parks	0	0	-141	0	0%	141	100%	-500
0	-1,000	0	1,000	100%	0	0%	54419	Snowmaking	-379	-2,500	-165	2,121	85%	-214	-130%	-5,400
-6,574	-9,500	-3,789	2,926	31%	-2,785	-73%	54421	Snowcats	-45,755	-41,800	-25,448	-3,955	-9%	-20,308	-80%	-92,000
0	-600	-276	600	100%	276	100%	54426	Snowmobiles	-1,116	-7,450	-5,516	6,334	85%	4,400	80%	-12,600
-3,111	-1,000	-1,414	-2,111	-211%	-1,697	-120%	54434	Golf Maint Eq	-6,253	-4,000	-1,943	-2,253	-56%	-4,310	-222%	-14,000
-257	-800	-1,133	543	68%	876	77%	54438	Golf Carts Fleet	-1,610	-1,200	-1,380	-410	-34%	-230	-17%	-2,000
-5,639	-3,300	-5,639	-2,339	-71%	-1	0%	54443	Rolling, Heavy	-38,872	-20,900	-20,980	-17,972	-86%	-17,893	-86%	-40,400
-2,800	-5,219	-3,295	2,419	46%	496	15%	54448	Rolling, Car/Truck/Bus/Van	-34,192	-38,352	-49,950	4,160	11%	15,758	32%	-67,840
-2,163	-1,000	-981	-1,163	-116%	-1,182	-121%	54452	F&B Kitchen Equip	-9,474	-9,400	-9,103	-74	-1%	-372	-4%	-16,200
0	-175	-81	175	100%	81	100%	54454	F&B GlassSilverChina	-195	-1,225	-220	1,030	84%	25	11%	-2,100
-459	-50	-194	-409	-818%	-265	-136%	54461	Bicycles	-834	-850	-1,236	16	2%	402	33%	-1,400
0	-200	-215	200	100%	215	100%	54463	Fitness Equipment	-115	-1,600	-1,332	1,485	93%	1,217	91%	-3,000
0	-50	0	50	100%	0	0%	54470	Office Equip R&M	0	-780	0	780	100%	0	0%	-1,580
-4,889	-5,738	-4,351	849	15%	-537	-12%	54481	Computer Software Maint	-33,950	-40,738	-28,501	6,788	17%	-5,449	-19%	-69,730
-456	-500	-13	44	9%	-443	-3515%	54483	Computer Hardware Maint	-1,413	-4,140	-2,930	2,727	66%	1,517	52%	-7,250
-971	-700	-382	-271	-39%	-589	-154%	54499	Other Operating Equip R&M	-4,475	-5,750	-3,298	1,275	22%	-1,177	-36%	-8,600
-27,319	-31,332	-22,054	4,013	13%	-5,266	-24%		R&M Equipment	-183,871	-185,985	-155,940	2,114	1%	-27,932	-18%	-356,300
0	-1,000	0	1,000	100%	0	0%	54510	Seed & Sod	-9,600	-5,500	-4,163	-4,100	-75%	-5,437	-131%	-7,500
0	-1,400	0	1,400	100%	0	0%	54520	Fertilizer	-7,618	-9,100	-7,557	1,482	16%	-61	-1%	-16,500
-2,784	-600	0	-2,184	-364%	-2,784	0%	54530	Top Dressing	-6,733	-4,500	-7,053	-2,233	-50%	320	5%	-9,000
0	0	0	0	0%	0	0%	54540	Sand, Gravel, Rock	-3,449	-3,000	-5,362	-449	-15%	1,913	36%	-3,000
0	-200	0	200	100%	0	0%	54560	Pesticides	-6,476	-6,700	-6,783	224	3%	307	5%	-9,300
-716	-540	-142	-176	-33%	-573	-403%	54570	Irrigation and Drainage	-2,394	-1,960	-1,404	-434	-22%	-991	-71%	-3,000
0	0	0	0	0%	0	0%	54590	All Other Golf Course	0	-250	0	250	100%	0	0%	-500
-3,499	-3,740	-142	241	6%	-3,357	-2359%		R&M Golf Course	-36,272	-31,010	-32,323	-5,262	-17%	-3,949	-12%	-48,800
-11,918	-4,300	-4,338	-7,618	-177%	-7,580	-175%	54710	chemicals	-28,533	-19,000	-17,906	-9,533	-50%	-10,627	-59%	-28,000
0	-150	0	150	100%	0	0%	54720	equipment	0	-1,050	0	1,050	100%	0	0%	-1,800
0	0	0	0	0%	0	0%	54790	other	0	0	-86	0	0%	86	100%	0
-11,918	-4,450	-4,338	-7,468	-168%	-7,580	-175%		R&M Pool Spa	-28,533	-20,050	-17,992	-8,483	-42%	-10,541	-59%	-29,800
-39,479	-62,800	-50,095	23,321	37%	10,617	21%	(575...	Forestry Management	-61,886	-85,200	-68,280	23,314	27%	6,394	9%	-262,560
-103	-100	-650	-3	-3%	547	84%	57528	Trails Maintenance	-683	-1,300	-2,013	617	47%	1,330	66%	-1,600
-39,582	-62,900	-50,745	23,318	37%	11,163	22%		R&M Forestry/Trails	-62,569	-86,500	-70,293	23,931	28%	7,725	11%	-264,160
13,911	13,666	12,750	245	2%	1,161	9%	59010	Contra - Inter-Dept. Charges	155,467	113,402	122,963	42,065	37%	32,504	28%	187,910
-89,438	-100,768	-78,667	11,330	11%	-10,770	-14%		R&M subtotal	-375,850	-383,892	-332,159	8,042	2%	-43,692	-13%	-784,180
-236,195	-270,161	-265,605	33,966	13%	29,410	11%		TOTAL SUPPLIES & MAIN	-893,030	-961,360	-910,629	68,330	7%	17,599	2%	-1,713,841
ADMINISTRATIVE & OTHER EXPENSE																
0	0	0	0	0%	0	0%	52010	Audit & Tax Services	-27,950	-27,000	-22,000	-950	-4%	-5,950	-27%	-27,000
-320	-9,325	-700	9,005	97%	380	54%	52015	Consulting Expense	-1,317	-46,775	-4,857	45,458	97%	3,540	73%	-56,100
0	-833	-408	833	100%	408	100%	52017	Po Survey	0	-5,833	-2,858	5,833	100%	2,858	100%	-10,000
7,214	-8,750	-8,973	15,964	182%	16,187	180%	52030	Legal Services	-49,043	-61,250	-98,596	12,207	20%	49,553	50%	-105,000
0	0	0	0	0%	0	0%	52035	Governing Docs	-27,353	0	0	-27,353	0%	-27,353	0%	-11,950
-1,302	-200	-77	-1,102	-551%	-1,225	-1591%	51070	Public Relations	-4,523	-3,900	-17,344	-623	-16%	12,821	74%	-11,900
3,579	0	-202	3,579	0%	3,781	1876%	55520	Promotion Expense	2,569	-4,500	-7,908	7,069	157%	10,477	132%	-6,500
-1,823	-3,900	-1,587	2,077	53%	-236	-15%	55540	Resort Advertising	-36,591	-65,960	-39,268	29,369	45%	2,677	7%	-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	-200	-203	-22	-11%	-19	-9%	55560	Sales specific	-2,634	-2,200	-1,579	-434	-20%	-1,055	-67%	-3,700
-5,640	-5,200	-4,764	-440	-8%	-877	-18%	51520	Charitable Contributions	-8,090	-9,900	-9,415	1,810	18%	1,324	14%	-12,400
-145	0	-126	-145	0%	-19	-15%	51530	Community Relations	-585	-6,667	-723	6,082	91%	139	19%	-20,000

Tahoe Donner Association
Department P&L Detail (D01)
 For the Seven Months Ending July 31, 2019
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Actual \$	Budget \$	Prior Yr \$	Actual vs Budget		Actual vs Prior Yr		Account Number		Actual \$	Budget \$	Prior Year \$	Actual vs Budget		Actual vs Prior Yr		Full Year Budget \$
			Variance \$	Var %	Variance \$	Var %						Variance \$	Var %	Variance \$	Var %	
-1,473	-1,400	-1,368	-73	-5%	-105	-8%	55538	Reservation Services	-7,018	-6,900	-6,454	-118	-2%	-564	-9%	-11,200
-6,692	-12,230	-8,887	5,538	45%	2,195	25%	55525	Marketing Discounts CoGS	-33,513	-42,730	-42,989	9,217	22%	9,476	22%	-76,200
-2,240	-2,240	-1,482	1	0%	-758	-51%	51020	Dues & Subscriptions	-16,035	-16,850	-14,674	815	5%	-1,361	-9%	-27,840
-20,558	-14,267	-16,071	-6,291	-44%	-4,487	-28%	51035	Licenses, Permits, Fees	-91,488	-64,108	-77,540	-27,380	-43%	-13,948	-18%	-119,050
-414	-1,215	-587	801	66%	173	29%	51096	Mileage Reimbursement	-3,347	-4,755	-3,833	1,408	30%	486	13%	-8,010
-8,703	-3,900	-22,263	-4,803	-123%	13,561	61%	51515	Board Expense	-28,795	-21,500	-79,325	-7,295	-34%	50,529	64%	-36,000
-274	0	0	-274	0%	-274	0%	51516	Annual Meeting Expense	-38,058	-41,000	-39,011	2,942	7%	953	2%	-41,000
-2,182	-2,200	-2,477	18	1%	294	12%	51063	Postage - TDNews	-20,159	-17,450	-24,574	-2,709	-16%	4,415	18%	-30,450
-902	-1,360	-973	458	34%	71	7%	51065	Postage - General	-6,309	-8,905	-5,683	2,596	29%	-626	-11%	-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
-1,427	-774	-798	-653	-84%	-629	-79%	51535	Digital Content	-9,146	-5,418	-12,415	-3,728	-69%	3,269	26%	-9,288
-5,886	-6,200	-5,900	314	5%	15	0%	51545	Printing - TD News	-45,983	-48,400	-43,584	2,417	5%	-2,398	-6%	-84,400
-1,987	-3,000	-3,731	1,014	34%	1,744	47%	51546	Printing - Brochures	-22,647	-17,350	-15,350	-5,297	-31%	-7,298	-48%	-28,400
-273	0	-417	-273	0%	144	35%	51547	Printing - Other	-1,388	-100	-2,142	-1,288	-1288%	754	35%	-100
-169	-400	-82	231	58%	-87	-106%	56601	Claims Expense	-78,145	-3,000	-9,559	-75,145	-2505%	-68,586	-718%	-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	-85	833	100%	85	100%	52215	Collection Expense	-156	-5,833	-701	5,677	97%	545	78%	-10,000
-42,923	-42,240	-39,021	-683	-2%	-3,902	-10%	52220	Credit Card Expense	-224,816	-202,000	-175,983	-22,816	-11%	-48,833	-28%	-307,140
282	0	78	282	0%	205	264%	52225	Over/Short	-1,463	0	295	-1,463	0%	-1,759	-595%	0
4,398	100	3,832	4,298	4298%	566	15%	57009	Inter-Department Food Costs	2,772	700	3,832	2,072	296%	-1,060	-28%	1,200
0	-2,207	0	2,207	100%	0	0%	59999	Contingency	0	-17,196	0	17,196	100%	0	0%	-30,000
-37,800	-37,800	-29,500	0	0%	-8,300	-28%	52025	Insurance Expense	-355,400	-355,400	-290,500	0	0%	-64,900	-22%	-590,000
-19,713	-21,000	-19,188	1,287	6%	-525	-3%	57030	Taxes - Property	-137,992	-141,300	-134,316	3,308	2%	-3,676	-3%	-246,000
-3,750	-3,750	-3,750	0	0%	0	0%	5702...	Taxes - Income	-26,250	-26,250	-26,250	0	0%	0	0%	-45,000
-151,343	-185,324	-169,711	33,981	18%	18,368	11%		TOTAL ADMINISTRATIVE & OT	-1,309,599	-1,290,930	-1,217,988	-18,669	-1%	-91,612	-8%	-2,122,508
-519,993	-582,293	-548,410	62,300	11%	28,418	5%		TOTAL OPERATING EXPENSES	-3,169,554	-3,183,162	-2,997,625	13,608	0%	-171,929	-6%	-5,445,000
-1,772,288	-2,011,450	-1,913,707	239,162	12%	141,419	7%		TOTAL PAYROLL AND OPERATI	-10,739,298	-10,974,610	-10,217,146	235,312	2%	-522,152	-5%	-18,495,000
-112,137	-113,000	-104,992	863	1%	-7,145	-7%		NORBO (before AO)	-2,148,588	-2,679,000	-3,103,288	530,412	20%	954,700	31%	-5,893,000
17,000	17,000	0	0	0%	17,000	0%	59025	ALLOCATED OVERHEAD (AO)	114,000	114,000	0	0	0%	114,000	0%	197,000
-95,137	-96,000	-104,992	863	1%	9,855	9%		NOR (after AO)	-2,034,588	-2,565,000	-3,103,288	530,412	21%	1,068,700	34%	-5,696,000
-1,987,470	-2,253,000	-2,157,512	265,530	12%	170,042	8%		T O C post AO	-11,565,407	-11,834,000	-11,123,212	268,593	2%	-442,195	-4%	-19,911,000
-2,004,470	-2,270,000	-2,157,512	265,530	12%	153,042	7%		T O C pre AO	-11,679,407	-11,948,000	-11,123,212	268,593	2%	-556,195	-5%	-20,108,000
-95.2%	-95.7%	-95.1%	00.5%	00.5%	-00.1%	-00.1%		REV to TOC (CRR%)	-82.4%	-78.3%	-72.1%	-04.1%	-05.2%	-10.3%	-14.3%	-71.4%
96,000	96,000	107,000	0	0%	-11,000	-10%		Assessment Revenue, Operatin	2,565,000	2,565,000	2,963,000	0	0%	-398,000	-13%	5,696,000
863	0	2,008	863	0%	-1,145	-57%		NOR AFTER Assessment Reven	530,412	0	-140,288	530,412	0%	670,700	478%	0