

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Operating Fund Consolidated
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Recreation Fee	36053	851,329	828,935	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,039,288	1,065,610	1,110,000	1,042,661	1,000,218
Direct Access & Use Fees	(35020...	2,668,715	2,679,635	2,965,618	2,558,116	2,472,462	2,754,855	1,927,529	2,250,668	3,717,152	3,753,197	3,658,572	4,188,800	3,709,640	3,061,424
Food and Beverage	(33000...	1,859,167	1,842,925	2,170,726	2,227,721	2,385,288	2,747,846	2,741,561	3,024,254	4,034,585	4,213,292	4,282,739	4,593,800	4,176,872	3,659,286
Retail Product	(36015...	415,374	511,358	462,523	392,623	383,315	453,124	331,938	416,482	530,022	562,926	570,618	531,500	554,522	482,397
Lessons & Rental	(35010...	1,518,535	1,640,945	1,951,830	1,716,783	1,599,560	2,088,995	1,182,027	1,422,679	2,705,881	2,745,018	2,805,636	2,976,800	2,752,179	2,172,248
Other Revenue	(37009...	550,812	594,792	510,894	566,914	524,058	600,591	585,921	604,062	760,308	802,838	969,871	814,100	844,339	744,600
Total Revenue		7,863,932	8,098,589	8,861,592	8,277,243	8,205,037	9,505,010	7,679,146	8,681,085	12,771,032	13,116,560	13,353,046	14,215,000	13,080,213	11,120,174
COST OF GOODS SOLD (COGS)	(40000...	-904,361	-910,415	-1,000,731	-989,552	-1,024,719	-1,173,523	-1,053,005	-1,198,922	-1,552,972	-1,634,612	-1,573,523	-1,613,000	-1,587,036	-1,402,607
GROSS MARGIN (GM)		6,959,571	7,188,174	7,860,861	7,287,691	7,180,318	8,331,487	6,626,142	7,482,163	11,218,060	11,481,948	11,779,523	12,602,000	11,493,177	9,717,567
PAYROLL															
Salaries and Wages	(51100...	-6,055,806	-6,366,197	-6,529,861	-6,577,184	-6,665,006	-7,377,007	-6,752,256	-7,309,399	-8,676,357	-9,188,772	-9,753,277	-10,233,000	-9,206,135	-8,336,012
Payroll Taxes & Benefits	(50510...	-1,504,962	-1,652,291	-1,661,921	-1,611,223	-1,679,057	-1,864,774	-1,929,673	-2,039,058	-2,440,231	-2,533,483	-2,388,373	-2,817,000	-2,454,029	-2,266,163
Total Payroll		-7,560,767	-8,018,488	-8,191,782	-8,188,408	-8,344,064	-9,241,781	-8,681,928	-9,348,458	-11,116,588	-11,722,255	-12,141,650	-13,050,000	-11,660,164	-10,602,176
EXPENSE															
Contract Labor Expense	50201	-206,675	0	0	0	0	0	0	0	0	-40,110	-3,799	0	-14,636	-8,782
Staff Expense	(50526...	-271,579	-301,646	-240,380	-218,126	-186,226	-224,345	-150,200	-194,365	-297,148	-447,027	-409,834	-482,311	-384,669	-299,715
Utilities Expense	(50501...	-824,398	-764,512	-769,446	-777,521	-774,019	-806,180	-778,166	-789,742	-914,593	-912,431	-934,979	-967,600	-920,668	-865,982
Supplies & Maintenance Expense	(52501...	-1,434,885	-1,438,468	-1,452,643	-1,568,857	-1,043,320	-1,501,470	-858,452	-1,215,744	-1,728,097	-1,687,735	-1,845,955	-1,872,581	-1,753,929	-1,467,197
Insurance Expense	52025	-402,908	-411,971	-312,889	-306,333	-305,843	-406,943	-359,443	-401,718	-412,454	-432,535	-476,875	-590,000	-440,621	-416,605
Administration & Other Expense	(51001...	-867,734	-981,830	-914,946	-911,438	-911,722	-1,127,895	-897,729	-1,132,878	-1,252,791	-1,362,710	-1,400,797	-1,532,508	-1,338,766	-1,209,381
Total Expense		-4,008,179	-3,898,427	-3,690,304	-3,782,275	-3,221,130	-4,066,833	-3,043,990	-3,734,448	-4,605,082	-4,882,547	-5,072,239	-5,445,000	-4,853,289	-4,267,661
PAYROLL & EXPENSE TOTAL		-11,568,946	-11,916,915	-11,882,086	-11,970,682	-11,565,194	-13,308,614	-11,725,918	-13,082,905	-15,721,670	-16,604,802	-17,213,889	-18,495,000	-16,513,454	-14,869,837
NOR BEFORE AllocOverhead (NORBO)		-4,609,375	-4,728,741	-4,021,225	-4,682,991	-4,384,875	-4,977,127	-5,099,776	-5,600,743	-4,503,610	-5,122,855	-5,434,366	-5,893,000	-5,020,277	-5,152,270
Allocated Overhead (OH)	59025	0	0	0	0	0	0	0	0	0	0	0	197,000	0	0
NET OPERATING RESULTS (NOR)		-4,609,375	-4,728,741	-4,021,225	-4,682,991	-4,384,875	-4,977,127	-5,099,776	-5,600,743	-4,503,610	-5,122,855	-5,434,366	-5,696,000	-5,020,277	-5,152,270
Contributions to Capital Funds	(31010...	-3,169,000	-3,269,000	-3,914,000	-4,110,000	-4,401,000	-4,621,000	-4,906,000	-5,217,000	-5,346,000	-5,988,000	-6,214,000	-7,023,000	-5,849,333	-5,534,200
NET RESULTS BEFORE ASSESSMENT (N)		-7,778,375	-7,997,741	-7,935,225	-8,792,991	-8,785,875	-9,598,127	-10,005,776	-10,817,743	-9,849,610	-11,110,855	-11,648,366	-12,719,000	-10,869,610	-10,686,470
ASSESSMENT REVENUE															
Operating Fund Assessment Contribution	(30110...	4,276,337	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,084,700	5,696,000	6,449,482	6,245,369
Replacement Reserve Fund Assessment Co	31010	2,138,289	2,162,000	2,251,000	2,330,000	2,589,000	2,809,000	3,094,000	3,405,000	3,534,000	3,852,000	4,013,000	4,661,000	3,799,667	3,579,600
NMEFF Fund Assessment Contribution	31020	107,700	162,000	162,000	162,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000
Development Fund Assessment Contribution	31015	923,011	945,000	1,501,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,942,000	2,007,000	2,168,000	1,855,667	1,760,600
TOTAL ASSESSMENT REVENUE (AREV)		7,445,337	7,762,800	8,412,192	8,608,000	8,899,000	9,738,855	10,353,600	11,647,800	12,299,045	12,298,700	12,298,700	12,719,000	12,298,815	11,779,569
NET RESULTS (NR)		-333,038	-234,941	476,966	-184,991	113,125	140,728	347,824	830,057	2,449,435	1,187,845	650,334	0	1,429,205	1,093,099
CHANGE IN MEMBERS' EQUITY (CME)		-333,038	-234,941	476,966	-184,991	113,125	140,728	347,824	830,057	2,449,435	1,187,845	650,334	0	1,429,205	1,093,099
Total Expenses (TE), (COGS+PAYROLL+)		-12,473,307	-12,827,330	-12,882,817	-12,960,234	-12,589,912	-14,482,137	-12,778,923	-14,281,827	-17,274,642	-18,239,414	-18,787,412	-20,108,000	-18,100,489	-16,272,444

**Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Amenities Consolidated
For the Twelve Months Ending**

Account(s)	5 Year Average Years												Actuals Average		
	2008	2009	2010	2011	2012	2013	2014	2015	3 Year Average Years			2019	3-Yr	5-Yr	
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget			
REVENUE															
Recreation Fee	36053	851,329	828,935	800,000	815,086	840,354	859,600	910,170	962,939	1,023,084	1,039,288	1,065,610	1,110,000	1,042,661	1,000,218
Direct Access & Use Fees	(35020...	2,668,715	2,679,635	2,965,618	2,558,116	2,472,462	2,754,855	1,927,529	2,250,668	3,717,152	3,753,197	3,658,572	4,188,800	3,709,640	3,061,424
Food and Beverage	(33000...	1,859,167	1,842,925	2,178,042	2,235,491	2,386,802	2,751,013	2,741,561	3,026,354	4,034,585	4,219,826	4,290,723	4,595,800	4,181,711	3,662,610
Retail Product	(36015...	373,875	477,395	413,351	352,998	368,045	412,860	308,524	373,947	499,241	525,022	515,694	512,400	513,319	444,485
Lessons & Rental	(35010...	1,518,535	1,640,945	1,951,830	1,716,783	1,599,560	2,088,995	1,182,027	1,422,679	2,705,881	2,745,018	2,792,986	2,964,800	2,747,962	2,169,718
Other Revenue	(37009...	12,352	14,558	23,460	23,409	33,909	34,475	32,836	37,205	78,412	146,701	204,307	157,200	143,140	99,892
Total Revenue		7,283,973	7,484,393	8,332,301	7,701,884	7,701,131	8,901,798	7,102,647	8,073,792	12,058,354	12,429,052	12,527,893	13,529,000	12,338,433	10,438,348
COST OF GOODS SOLD (COGS)	(40000...	-904,353	-907,823	-1,000,731	-989,392	-1,024,719	-1,173,523	-1,053,005	-1,198,922	-1,552,972	-1,634,612	-1,573,523	-1,613,000	-1,587,036	-1,402,607
GROSS MARGIN (GM)		6,379,620	6,576,570	7,331,570	6,712,492	6,676,412	7,728,275	6,049,642	6,874,870	10,505,382	10,794,440	10,954,370	11,916,000	10,751,397	9,035,741
PAYROLL															
Salaries and Wages	(51100...	-3,438,197	-3,631,956	-3,746,278	-3,748,692	-3,707,569	-4,196,673	-3,573,526	-3,982,987	-5,232,705	-5,657,064	-5,748,744	-6,138,000	-5,546,171	-4,839,005
Payroll Taxes & Benefits	(50510...	-796,792	-873,062	-904,616	-866,954	-920,632	-1,018,286	-1,080,939	-1,181,740	-1,559,177	-1,648,174	-1,445,208	-1,674,500	-1,550,853	-1,383,048
Total Payroll		-4,234,989	-4,505,018	-4,650,894	-4,615,645	-4,628,202	-5,214,959	-4,654,465	-5,164,727	-6,791,882	-7,305,238	-7,193,952	-7,812,500	-7,097,024	-6,222,053
EXPENSE															
Contract Labor Expense	50201	-198	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Expense	(50526...	-126,161	-96,905	-96,373	-96,405	-77,733	-107,145	-64,662	-81,281	-156,085	-276,878	-241,856	-282,091	-224,939	-164,152
Utilities Expense	(55001...	-637,869	-583,047	-569,533	-564,309	-563,447	-582,038	-528,663	-532,079	-668,442	-654,210	-721,033	-731,890	-681,228	-620,885
Supplies & Maintenance Expense	(52501...	-1,176,221	-923,807	-910,275	-964,064	-853,725	-1,019,236	-745,385	-891,950	-1,209,405	-1,212,508	-1,193,396	-1,215,729	-1,205,103	-1,050,529
Insurance Expense	52025	-248,633	-252,600	-195,919	-194,200	-186,014	-260,300	-222,579	-246,336	-279,950	-287,200	-306,000	-321,000	-291,050	-268,413
Administration & Other Expense	(51001...	-223,513	-276,019	-330,678	-354,896	-313,012	-431,720	-348,112	-441,590	-531,110	-528,290	-535,576	-584,590	-531,659	-476,936
Total Expense		-2,412,595	-2,132,378	-2,102,777	-2,173,875	-1,993,931	-2,400,439	-1,909,401	-2,193,236	-2,844,992	-2,959,086	-2,997,860	-3,135,300	-2,933,979	-2,580,915
PAYROLL & EXPENSE TOTAL		-6,647,584	-6,637,396	-6,753,671	-6,789,520	-6,622,133	-7,615,398	-6,563,865	-7,357,963	-9,636,874	-10,264,324	-10,191,812	-10,947,800	-10,031,003	-8,802,968
NOR BEFORE AllocOverhead (NORBO)		-267,964	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	968,200	720,394	232,773
Allocated Overhead (OH)	59025	-1,440,581	0	0	0	0	0	0	0	0	0	0	-2,767,300	0	0
NET OPERATING RESULTS (NOR)		-1,708,545	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	-1,799,100	720,394	232,773
NET RESULTS BEFORE ASSESSMENT (N)		-1,708,545	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	-1,799,100	720,394	232,773
ASSESSMENT REVENUE															
NET RESULTS (NR)		-1,708,545	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	-1,799,100	720,394	232,773
CHANGE IN MEMBERS' EQUITY (CME)		-1,708,545	-60,827	577,899	-77,028	54,279	112,877	-514,223	-483,094	868,508	530,116	762,558	-1,799,100	720,394	232,773
Total Expenses (TE), (COGS+PAYROLL+)		-7,551,937	-7,545,219	-7,754,402	-7,778,912	-7,646,852	-8,788,921	-7,616,870	-8,556,885	-11,189,846	-11,898,936	-11,765,335	-12,560,800	-11,618,039	-10,205,574

**Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Private Amenities Consolidated
For the Twelve Months Ending**

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Recreation Fee	36053	851,329	828,935	800,000	815,086	830,349	840,121	903,083	952,926	995,062	1,014,830	1,055,155	1,087,000	1,021,683	984,211
Direct Access & Use Fees	(35020...	280,155	336,875	345,273	437,844	428,062	452,008	474,644	478,197	578,777	610,329	626,369	721,600	605,158	553,663
Food and Beverage	(33000...	87,078	85,172	92,534	77,065	95,455	100,858	116,971	124,448	143,337	171,129	162,763	172,000	159,076	143,729
Retail Product	(36015...	69,148	96,677	92,063	125,542	131,013	164,396	155,317	137,093	117,983	117,045	113,261	111,400	116,096	128,140
Lessons & Rental	(35010...	255,781	294,993	352,530	408,728	445,914	556,116	582,253	574,896	585,494	610,581	663,306	634,000	619,794	603,306
Other Revenue	(37009...	9,167	8,297	9,934	6,552	5,976	7,777	10,521	2,950	3,158	1,992	21,244	27,000	8,798	7,973
Total Revenue		1,552,658	1,650,949	1,692,335	1,870,817	1,936,769	2,121,277	2,242,790	2,270,509	2,423,811	2,525,906	2,642,098	2,753,000	2,530,605	2,421,023
COST OF GOODS SOLD (COGS)	(40000...	-73,447	-90,449	-79,672	-103,654	-105,028	-128,914	-128,750	-129,918	-115,053	-124,283	-112,817	-119,900	-117,384	-122,164
GROSS MARGIN (GM)		1,479,212	1,560,500	1,612,663	1,767,163	1,831,741	1,992,363	2,114,040	2,140,591	2,308,758	2,401,623	2,529,281	2,633,100	2,413,221	2,298,859
PAYROLL															
Salaries and Wages	(51100...	-704,220	-787,809	-793,995	-873,675	-893,222	-996,170	-928,965	-930,794	-996,498	-1,035,230	-1,110,339	-1,230,400	-1,047,355	-1,000,365
Payroll Taxes & Benefits	(50510...	-151,949	-203,268	-197,547	-191,655	-191,581	-220,839	-244,522	-230,366	-240,586	-265,416	-262,854	-318,700	-256,285	-248,749
Total Payroll		-856,170	-991,078	-991,542	-1,065,330	-1,084,803	-1,217,009	-1,173,487	-1,161,160	-1,237,084	-1,300,645	-1,373,192	-1,549,100	-1,303,641	-1,249,114
EXPENSE															
Staff Expense	(50526...	-18,457	-13,049	-17,733	-17,124	-12,771	-17,756	-9,215	-10,125	-14,464	-16,986	-17,236	-20,270	-16,229	-13,605
Utilities Expense	(55001...	-218,071	-192,234	-206,057	-213,154	-189,720	-201,740	-195,834	-211,864	-223,587	-235,064	-232,990	-239,270	-230,547	-219,868
Supplies & Maintenance Expense	(52501...	-304,303	-287,549	-236,487	-327,058	-344,631	-376,768	-302,495	-358,041	-419,534	-364,577	-427,887	-392,570	-403,999	-374,507
Insurance Expense	52025	-26,878	-28,200	-21,286	-22,800	-22,200	-26,200	-23,043	-26,400	-26,924	-27,000	-32,400	-33,000	-28,775	-27,154
Administration & Other Expense	(51001...	-18,178	-26,565	-22,945	-31,114	-28,263	-39,863	-30,330	-37,900	-41,607	-40,595	-57,490	-53,990	-46,564	-41,584
Total Expense		-585,888	-547,597	-504,508	-611,251	-597,585	-662,326	-560,916	-644,330	-726,116	-684,223	-768,003	-739,100	-726,114	-676,718
PAYROLL & EXPENSE TOTAL		-1,442,058	-1,538,674	-1,496,050	-1,676,580	-1,682,388	-1,879,335	-1,734,403	-1,805,489	-1,963,200	-1,984,868	-2,141,195	-2,288,200	-2,029,755	-1,925,831
NOR BEFORE AllocOverhead (NORBO)		37,154	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	344,900	383,466	373,027
Allocated Overhead (OH)	59025	-333,404	0	0	0	0	0	0	0	0	0	0	-902,700	0	0
NET OPERATING RESULTS (NOR)		-296,250	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	-557,800	383,466	373,027
NET RESULTS BEFORE ASSESSMENT (N)		-296,250	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	-557,800	383,466	373,027
ASSESSMENT REVENUE															
NET RESULTS (NR)		-296,250	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	-557,800	383,466	373,027
CHANGE IN MEMBERS' EQUITY (CME)		-296,250	21,825	116,613	90,583	149,353	113,028	379,637	335,102	345,558	416,755	388,086	-557,800	383,466	373,027
Total Expenses (TE), (COGS+PAYROLL+)		-1,515,504	-1,629,124	-1,575,722	-1,780,234	-1,787,416	-2,008,249	-1,863,152	-1,935,407	-2,078,254	-2,109,151	-2,254,013	-2,408,100	-2,147,139	-2,047,995

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Tennis (090)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Recreation Fee	36053	70,344	65,835	62,000	79,878	79,241	59,314	104,893	135,055	120,875	78,203	68,292	85,000	89,123	101,464
Direct Access & Use Fees	(35020...	20,153	29,887	24,461	30,923	31,742	40,210	39,108	40,415	40,140	39,506	35,794	32,600	38,480	38,993
Food and Beverage	(33000...	8,290	9,013	6,552	0	0	0	0	0	0	0	0	0	0	0
Retail Product	(36015...	17,438	35,032	30,861	55,708	56,439	60,388	52,961	57,642	41,708	47,194	45,338	40,400	44,747	48,969
Lessons & Rental	(35010...	37,572	40,310	66,149	54,139	47,020	55,466	53,651	57,041	50,750	60,822	73,221	55,000	61,598	59,097
Other Revenue	(37009...	6,474	4,453	4,610	2,590	0	14	0	5	0	52	0	0	17	11
Total Revenue		160,271	184,530	194,634	223,238	214,442	215,392	250,613	290,157	253,474	225,777	222,645	213,000	233,965	248,533
COST OF GOODS SOLD (COGS)	(40000...	-14,213	-28,277	-23,548	-39,114	-38,333	-42,548	-35,867	-42,061	-30,657	-35,789	-31,801	-32,900	-32,749	-35,235
GROSS MARGIN (GM)		146,058	156,253	171,086	184,125	176,109	172,844	214,746	248,096	222,816	189,987	190,844	180,100	201,216	213,298
PAYROLL															
Salaries and Wages	(51100...	-96,633	-96,599	-106,440	-102,246	-106,123	-121,380	-100,365	-116,183	-109,732	-121,351	-133,366	-117,400	-121,483	-116,199
Payroll Taxes & Benefits	(50510...	-16,041	-14,997	-16,927	-15,641	-14,999	-19,436	-19,998	-22,897	-20,458	-22,886	-22,702	-21,900	-22,016	-21,788
Total Payroll		-112,674	-111,595	-123,367	-117,887	-121,122	-140,816	-120,363	-139,080	-130,191	-144,237	-156,068	-139,300	-143,499	-137,988
EXPENSE															
Staff Expense	(50526...	-1,424	-1,036	-848	-331	0	-784	-228	0	-668	-220	-582	-800	-490	-340
Utilities Expense	(55001...	-9,675	-9,940	-10,303	-12,489	-9,937	-13,064	-11,212	-10,924	-11,714	-14,127	-15,648	-14,820	-13,829	-12,725
Supplies & Maintenance Expense	(52501...	-26,706	-34,986	-20,795	-31,638	-30,261	-35,650	-28,260	-26,245	-22,548	-26,412	-30,886	-21,310	-26,615	-26,870
Insurance Expense	52025	-2,500	-2,400	-1,800	-2,400	-1,800	-2,400	-2,095	-2,400	-2,127	-2,400	-3,000	-3,000	-2,509	-2,404
Administration & Other Expense	(51001...	-2,488	-3,975	-3,056	-3,888	-2,407	-3,053	-3,332	-4,214	-3,740	-3,214	-5,810	-4,070	-4,255	-4,062
Total Expense		-42,793	-52,337	-36,802	-50,747	-44,405	-54,951	-45,127	-43,782	-40,796	-46,373	-55,926	-44,000	-47,698	-46,401
PAYROLL & EXPENSE TOTAL		-155,467	-163,932	-160,169	-168,634	-165,527	-195,767	-165,491	-182,862	-170,987	-190,610	-211,993	-183,300	-191,197	-184,389
NOR BEFORE AllocOverhead (NORBO)		-9,409	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-3,200	10,019	28,909
Allocated Overhead (OH)	59025	-31,475	0	0	0	0	0	0	0	0	0	0	-90,100	0	0
NET OPERATING RESULTS (NOR)		-40,884	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-93,300	10,019	28,909
NET RESULTS BEFORE ASSESSMENT (N)		-40,884	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-93,300	10,019	28,909
ASSESSMENT REVENUE															
NET RESULTS (NR)		-40,884	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-93,300	10,019	28,909
CHANGE IN MEMBERS' EQUITY (CME)		-40,884	-7,679	10,917	15,491	10,582	-22,923	49,255	65,234	51,830	-623	-21,149	-93,300	10,019	28,909
Total Expenses (TE), (COGS+PAYROLL+)		-169,680	-192,209	-183,717	-207,747	-203,860	-238,315	-201,358	-224,923	-201,644	-226,400	-243,794	-216,200	-223,946	-219,624

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Marina (060)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Recreation Fee (36053)	103,196	123,454	122,000	132,859	140,003	141,836	152,269	181,685	194,269	175,899	180,601	200,000	183,590	176,945	
Direct Access & Use Fees (35020...)	75,631	86,948	93,732	111,601	110,012	121,236	131,598	123,668	129,478	154,580	166,956	200,000	150,338	141,286	
Food and Beverage (33000...)	74,702	71,737	81,844	77,102	95,479	100,858	116,971	124,448	143,441	171,166	162,764	172,000	159,124	143,758	
Retail Product (36015...)	29	1,698	741	12,640	15,204	14,833	15,255	13,854	13,781	16,763	17,629	17,000	16,058	15,456	
Lessons & Rental (35010...)	65,575	68,574	87,113	107,133	120,746	138,324	150,791	147,431	146,683	167,888	150,466	140,000	155,012	152,652	
Other Revenue (37009...)	420	2,000	360	480	727	1,840	0	0	0	0	0	21,000	0	368	
Total Revenue	319,553	353,012	387,430	441,694	481,924	517,815	568,723	591,086	627,652	686,296	678,416	750,000	664,121	630,435	
COST OF GOODS SOLD (COGS)	(40000...)	-24,874	-23,577	-21,071	-30,989	-37,229	-45,323	-50,995	-48,733	-58,614	-52,259	-53,000	-53,202	-51,185	
GROSS MARGIN (GM)	294,679	329,435	366,359	410,706	448,524	480,586	523,400	540,090	578,919	627,682	626,157	697,000	610,919	579,250	
PAYROLL															
Salaries and Wages (51100...)	-115,214	-125,043	-128,280	-136,385	-144,612	-145,118	-154,120	-161,739	-187,149	-214,485	-242,261	-268,200	-214,632	-191,951	
Payroll Taxes & Benefits (50510...)	-27,950	-31,755	-31,350	-26,522	-29,723	-29,129	-35,343	-39,501	-46,958	-52,754	-53,328	-74,900	-51,013	-45,577	
Total Payroll	-143,164	-156,798	-159,631	-162,907	-174,335	-174,247	-189,464	-201,240	-234,107	-267,240	-295,589	-343,100	-265,645	-237,528	
EXPENSE															
Staff Expense (50526...)	-2,179	-1,514	-2,416	-2,054	-2,014	-1,917	-1,441	-1,457	-2,754	-3,549	-3,328	-3,300	-3,210	-2,506	
Utilities Expense (55001...)	-17,759	-17,334	-19,805	-20,935	-20,249	-22,489	-21,073	-21,771	-21,738	-22,503	-21,854	-23,520	-22,031	-21,788	
Supplies & Maintenance Expense (52501...)	-34,055	-27,322	-27,407	-30,406	-32,305	-29,978	-22,762	-29,497	-33,135	-29,686	-41,278	-27,530	-34,700	-31,272	
Insurance Expense (52025)	-4,743	-4,800	-3,600	-4,300	-3,600	-4,200	-4,190	-4,800	-4,624	-4,800	-5,400	-6,000	-4,941	-4,763	
Administration & Other Expense (51001...)	-4,415	-8,554	-5,701	-6,222	-5,685	-7,209	-7,425	-10,629	-8,921	-11,080	-13,277	-12,450	-11,092	-10,266	
Total Expense	-63,150	-59,523	-58,929	-63,916	-63,853	-65,793	-56,890	-68,155	-71,171	-71,618	-85,137	-72,800	-75,975	-70,594	
PAYROLL & EXPENSE TOTAL	-206,314	-216,322	-218,560	-226,823	-238,188	-240,040	-246,354	-269,395	-305,278	-338,857	-380,726	-415,900	-341,620	-308,122	
NOR BEFORE AllocOverhead (NORBO)	88,365	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	281,100	269,299	271,128	
Allocated Overhead (OH) (59025)	-56,487	0	0	0	0	0	0	0	0	0	0	-133,800	0	0	
NET OPERATING RESULTS (NOR)	31,878	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	147,300	269,299	271,128	
NET RESULTS BEFORE ASSESSMENT (N)	31,878	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	147,300	269,299	271,128	
ASSESSMENT REVENUE															
NET RESULTS (NR)	31,878	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	147,300	269,299	271,128	
CHANGE IN MEMBERS' EQUITY (CME)	31,878	113,114	147,799	183,883	210,336	240,546	277,046	270,696	273,641	288,824	245,431	147,300	269,299	271,128	
Total Expenses (TE), (COGS+PAYROLL+)	-231,188	-239,898	-239,631	-257,811	-271,588	-277,269	-291,678	-320,390	-354,011	-397,471	-432,985	-468,900	-394,822	-359,307	

**Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
TC/Aquatics/Camps/Recreation
For the Twelve Months Ending**

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
															3 Year Average Years
REVENUE															
Recreation Fee	36053	677,789	639,646	616,000	602,349	611,105	638,971	645,922	636,186	679,918	760,728	806,263	802,000	748,970	705,803
Direct Access & Use Fees	(35020...	184,371	220,041	227,080	295,320	286,308	290,562	303,938	314,114	409,159	416,243	423,619	489,000	416,340	373,415
Food and Beverage	(33000...	4,086	4,422	4,138	-37	-23	0	0	0	-104	-37	-1	0	-47	-28
Retail Product	(36015...	51,681	59,947	60,461	57,194	59,370	89,175	87,101	65,597	62,494	53,089	50,293	54,000	55,292	63,715
Lessons & Rental	(35010...	152,635	186,109	199,268	247,455	278,148	362,325	377,811	370,424	388,061	381,871	439,620	439,000	403,184	391,557
Other Revenue	(37009...	2,273	3,241	3,324	3,602	5,496	7,037	8,681	2,945	3,158	1,940	21,244	6,000	8,781	7,593
Total Revenue		1,072,834	1,113,407	1,110,271	1,205,884	1,240,402	1,388,070	1,423,453	1,389,266	1,542,685	1,613,833	1,741,038	1,790,000	1,632,519	1,542,055
COST OF GOODS SOLD (COGS)	(40000...	-34,360	-38,596	-35,054	-33,552	-33,294	-49,137	-47,559	-36,862	-35,663	-29,879	-28,758	-34,000	-31,433	-35,744
GROSS MARGIN (GM)		1,038,474	1,074,811	1,075,218	1,172,332	1,207,108	1,338,933	1,375,894	1,352,405	1,507,022	1,583,954	1,712,280	1,756,000	1,601,086	1,506,311
PAYROLL															
Salaries and Wages	(51100...	-492,374	-566,167	-559,274	-635,044	-642,488	-729,672	-674,480	-652,872	-699,617	-699,393	-734,712	-844,800	-711,241	-692,215
Payroll Taxes & Benefits	(50510...	-107,958	-156,517	-149,270	-149,492	-146,859	-172,274	-189,180	-167,968	-173,170	-189,775	-186,823	-221,900	-183,256	-181,383
Total Payroll		-600,332	-722,684	-708,544	-784,536	-789,346	-901,947	-863,660	-820,840	-872,787	-889,168	-921,536	-1,066,700	-894,497	-873,598
EXPENSE															
Staff Expense	(50526...	-14,853	-10,498	-14,469	-14,739	-10,757	-15,054	-7,545	-8,668	-11,042	-13,217	-13,326	-16,170	-12,528	-10,760
Utilities Expense	(55001...	-190,638	-164,960	-175,948	-179,730	-159,534	-166,187	-163,549	-179,169	-190,135	-198,435	-195,488	-200,930	-194,686	-185,355
Supplies & Maintenance Expense	(52501...	-243,543	-225,241	-188,286	-265,014	-282,065	-311,139	-251,473	-302,299	-363,851	-308,480	-355,723	-343,730	-342,684	-316,365
Insurance Expense	52025	-19,635	-21,000	-15,886	-16,100	-16,800	-19,600	-16,759	-19,200	-20,174	-19,800	-24,000	-24,000	-21,325	-19,987
Administration & Other Expense	(51001...	-11,275	-14,037	-14,188	-21,005	-20,172	-29,601	-19,572	-23,057	-28,947	-26,301	-38,403	-37,470	-31,217	-27,256
Total Expense		-479,944	-435,736	-408,777	-496,588	-489,328	-541,581	-458,899	-532,393	-614,148	-566,233	-626,941	-622,300	-602,440	-559,723
PAYROLL & EXPENSE TOTAL		-1,080,276	-1,158,420	-1,117,321	-1,281,124	-1,278,674	-1,443,528	-1,322,558	-1,353,233	-1,486,935	-1,455,401	-1,548,476	-1,689,000	-1,496,938	-1,433,321
NOR BEFORE AllocOverhead (NORBO)		-41,802	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	67,000	104,148	72,990
Allocated Overhead (OH)	59025	-245,442	0	0	0	0	0	0	0	0	0	0	-678,800	0	0
NET OPERATING RESULTS (NOR)		-287,244	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	-611,800	104,148	72,990
NET RESULTS BEFORE ASSESSMENT (N)		-287,244	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	-611,800	104,148	72,990
ASSESSMENT REVENUE															
NET RESULTS (NR)		-287,244	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	-611,800	104,148	72,990
CHANGE IN MEMBERS' EQUITY (CME)		-287,244	-83,609	-42,103	-108,792	-71,566	-104,595	53,336	-828	20,087	128,553	163,804	-611,800	104,148	72,990
Total Expenses (TE), (COGS+PAYROLL+)		-1,114,636	-1,197,016	-1,152,374	-1,314,676	-1,311,968	-1,492,665	-1,370,117	-1,390,094	-1,522,598	-1,485,280	-1,577,234	-1,723,000	-1,528,371	-1,469,065

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Trout Creek Recreation Center (132)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Recreation Fee	36053	654,513	621,477	600,000	470,630	479,122	500,597	504,469	497,566	531,524	602,560	629,245	610,000	587,776	553,073
Direct Access & Use Fees	(35020...	171,651	202,946	205,234	210,928	198,892	212,244	201,286	199,616	221,864	227,590	266,180	310,000	238,545	223,307
Food and Beverage	(33000...	770	1,192	0	0	-23	0	0	0	0	0	0	0	0	0
Retail Product	(36015...	51,716	60,201	60,734	53,578	52,838	69,522	64,898	61,012	57,734	47,317	46,648	49,000	50,566	55,522
Lessons & Rental	(35010...	67,328	92,076	95,946	91,879	94,950	101,373	116,790	126,335	126,652	123,147	134,628	125,000	128,142	125,510
Other Revenue	(37009...	1,054	1,719	33	155	85	0	281	1,245	0	0	0	0	0	305
Total Revenue		947,030	979,611	961,947	827,170	825,863	883,736	887,724	885,774	937,774	1,000,613	1,076,701	1,094,000	1,005,029	957,717
COST OF GOODS SOLD (COGS)	(40000...	-33,130	-36,890	-33,591	-30,301	-29,834	-40,017	-36,884	-35,331	-33,335	-27,127	-27,108	-30,000	-29,190	-31,957
GROSS MARGIN (GM)		913,901	942,722	928,356	796,869	796,029	843,719	850,840	850,443	904,440	973,486	1,049,593	1,064,000	975,839	925,760
PAYROLL															
Salaries and Wages	(51100...	-359,554	-455,208	-353,605	-384,533	-396,994	-397,583	-392,060	-405,999	-419,863	-448,848	-461,360	-522,300	-443,357	-425,626
Payroll Taxes & Benefits	(50510...	-70,665	-128,024	-100,093	-94,354	-97,382	-106,224	-117,401	-105,982	-106,029	-129,957	-126,091	-147,600	-120,693	-117,092
Total Payroll		-430,219	-583,232	-453,698	-478,887	-494,376	-503,807	-509,461	-511,981	-525,892	-578,805	-587,452	-669,900	-564,050	-542,718
EXPENSE															
Staff Expense	(50526...	-13,417	-9,579	-6,784	-3,463	-2,336	-1,109	-884	-2,675	-3,386	-3,393	-2,846	-5,300	-3,208	-2,637
Utilities Expense	(55001...	-179,556	-153,129	-163,595	-98,110	-95,370	-98,821	-100,008	-105,033	-102,242	-102,496	-110,786	-109,710	-105,174	-104,113
Supplies & Maintenance Expense	(52501...	-204,031	-199,207	-137,010	-101,085	-116,123	-141,829	-119,024	-162,634	-188,618	-138,821	-169,514	-155,630	-165,651	-155,722
Insurance Expense	52025	-17,172	-18,000	-13,606	-10,100	-10,800	-13,000	-10,474	-12,000	-11,454	-12,000	-15,600	-15,600	-13,018	-12,306
Administration & Other Expense	(51001...	-11,223	-10,050	-10,429	-10,392	-9,396	-11,090	-10,530	-10,043	-11,782	-11,386	-15,233	-14,760	-12,800	-11,795
Total Expense		-425,399	-389,964	-331,423	-223,150	-234,025	-265,849	-240,921	-292,385	-317,482	-268,096	-313,979	-301,000	-299,852	-286,573
PAYROLL & EXPENSE TOTAL		-855,618	-973,197	-785,121	-702,038	-728,401	-769,655	-750,382	-804,365	-843,374	-846,901	-901,431	-970,900	-863,902	-829,291
NOR BEFORE AllocOverhead (NORBO)		58,283	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	93,100	111,937	96,470
Allocated Overhead (OH)	59025	-171,158	0	0	0	0	0	0	0	0	0	0	-280,700	0	0
NET OPERATING RESULTS (NOR)		-112,875	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	-187,600	111,937	96,470
NET RESULTS BEFORE ASSESSMENT (N)		-112,875	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	-187,600	111,937	96,470
ASSESSMENT REVENUE															
NET RESULTS (NR)		-112,875	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	-187,600	111,937	96,470
CHANGE IN MEMBERS' EQUITY (CME)		-112,875	-30,475	143,235	94,832	67,629	74,064	100,458	46,078	61,065	126,585	148,162	-187,600	111,937	96,470
Total Expenses (TE), (COGS+PAYROLL+)		-888,747	-1,010,086	-818,712	-732,338	-758,234	-809,672	-787,266	-839,696	-876,709	-874,028	-928,538	-1,000,900	-893,092	-861,248

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Aquatics (130)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Recreation Fee	36053	23,276	18,169	16,000	131,719	131,983	138,374	141,453	138,620	148,393	158,169	177,018	192,000	161,193	152,730
Direct Access & Use Fees	(35020...	11,353	13,712	17,202	17,662	17,046	17,686	20,812	20,170	22,474	26,302	21,454	24,000	23,410	22,242
Food and Beverage	(33000...	0	0	0	-37	0	0	0	0	0	0	0	0	0	0
Lessons & Rental	(35010...	0	0	0	35,092	43,404	48,010	45,517	36,559	40,480	20,174	26,055	24,000	28,903	33,757
Other Revenue	(37009...	0	675	1,200	1,640	1,520	1,040	1,965	30	2,016	676	1,498	1,000	1,397	1,237
Total Revenue		34,629	32,556	34,402	186,076	193,953	205,110	209,747	195,379	213,363	205,321	226,025	241,000	214,903	209,967
GROSS MARGIN (GM)		34,629	32,556	34,402	186,076	193,953	205,110	209,747	195,379	213,363	205,321	226,025	241,000	214,903	209,967
PAYROLL															
Salaries and Wages	(51100...	-30,782	-16,600	-84,381	-104,490	-103,882	-132,688	-102,279	-90,171	-95,089	-59,965	-57,669	-88,400	-70,908	-81,035
Payroll Taxes & Benefits	(50510...	-6,956	-2,710	-13,912	-18,027	-17,291	-23,132	-31,085	-20,956	-21,247	-12,071	-11,323	-17,600	-14,880	-19,336
Total Payroll		-37,738	-19,310	-98,292	-122,517	-121,172	-155,821	-133,363	-111,127	-116,336	-72,037	-68,992	-106,000	-85,788	-100,371
EXPENSE															
Staff Expense	(50526...	0	0	-4,807	-7,990	-5,109	-8,222	-3,924	-3,601	-4,987	-4,688	-6,211	-5,980	-5,295	-4,682
Utilities Expense	(55001...	-9,746	-10,244	-10,259	-79,418	-61,518	-64,422	-61,127	-72,246	-83,572	-91,941	-81,240	-88,760	-85,584	-78,025
Supplies & Maintenance Expense	(52501...	-3,686	-198	-7,773	-53,890	-50,688	-46,218	-33,101	-41,809	-38,994	-39,523	-39,261	-39,950	-39,259	-38,538
Insurance Expense	52025	-523	-600	-480	-4,200	-4,200	-4,800	-4,190	-4,800	-4,246	-5,400	-6,000	-6,000	-5,215	-4,927
Administration & Other Expense	(51001...	-34	-292	-385	-1,297	-1,498	-2,137	-531	-4,007	-3,931	-3,025	-4,181	-5,710	-3,712	-3,135
Total Expense		-13,989	-11,334	-23,704	-146,795	-123,012	-125,799	-102,873	-126,463	-135,729	-144,577	-136,893	-146,400	-139,067	-129,307
PAYROLL & EXPENSE TOTAL		-51,727	-30,644	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-216,614	-205,885	-252,400	-224,855	-229,678
NOR BEFORE AllocOverhead (NORBO)		-17,098	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-11,400	-9,952	-19,711
Allocated Overhead (OH)	59025	-19,906	0	0	0	0	0	0	0	0	0	0	-197,800	0	0
NET OPERATING RESULTS (NOR)		-37,004	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-209,200	-9,952	-19,711
NET RESULTS BEFORE ASSESSMENT (N)		-37,004	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-209,200	-9,952	-19,711
ASSESSMENT REVENUE															
NET RESULTS (NR)		-37,004	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-209,200	-9,952	-19,711
CHANGE IN MEMBERS' EQUITY (CME)		-37,004	1,912	-87,594	-83,236	-50,232	-76,510	-26,489	-42,211	-38,703	-11,293	20,140	-209,200	-9,952	-19,711
Total Expenses (TE), (COGS+PAYROLL+)		-51,727	-30,644	-121,996	-269,312	-244,185	-281,620	-236,236	-237,589	-252,066	-216,614	-205,885	-252,400	-224,855	-229,678

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Day Camp (145)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Lessons & Rental (35010...)	83,014	91,533	99,077	106,611	114,243	164,703	182,763	197,557	204,726	223,485	255,512	275,000	227,908	212,809	
Other Revenue (37009...)	670	340	250	350	490	930	660	680	1,125	1,230	1,155	0	1,170	970	
Total Revenue	83,684	91,873	99,327	106,961	114,733	165,633	183,423	198,237	205,851	224,715	256,667	275,000	229,078	213,779	
GROSS MARGIN (GM)	83,684	91,873	99,327	106,961	114,733	165,633	183,423	198,237	205,851	224,715	256,667	275,000	229,078	213,779	
PAYROLL															
Salaries and Wages (51100...)	-70,574	-57,047	-64,902	-52,825	-55,719	-77,448	-74,078	-87,851	-103,049	-120,305	-142,213	-153,500	-121,856	-105,499	
Payroll Taxes & Benefits (50510...)	-24,072	-15,035	-16,431	-14,335	-9,572	-14,443	-16,896	-20,282	-22,269	-29,131	-30,587	-34,000	-27,329	-23,833	
Total Payroll	-94,647	-72,082	-81,334	-67,160	-65,290	-91,890	-90,974	-108,133	-125,318	-149,436	-172,799	-187,500	-149,184	-129,332	
EXPENSE															
Staff Expense (50526...)	-892	-695	-1,589	-621	-1,460	-2,878	-1,497	-1,800	-2,426	-3,571	-2,977	-2,990	-2,991	-2,454	
Utilities Expense (55001...)	-1,336	-1,407	-1,914	-1,888	-2,239	-2,018	-1,791	-1,479	-3,871	-3,638	-3,316	-2,100	-3,609	-2,819	
Supplies & Maintenance Expense (52501...)	-15,029	-10,348	-13,227	-14,357	-16,067	-28,093	-29,980	-25,640	-29,089	-25,675	-34,163	-35,610	-29,642	-28,909	
Insurance Expense 52025	-1,552	-1,800	-1,200	-1,200	-1,200	-1,200	-1,571	-1,800	-1,688	-1,800	-1,800	-1,800	-1,763	-1,732	
Administration & Other Expense (51001...)	-4	-3,260	-2,345	-3,032	-4,473	-5,260	-4,794	-5,915	-9,396	-6,907	-10,377	-8,900	-8,893	-7,478	
Total Expense	-18,813	-17,510	-20,274	-21,099	-25,439	-39,449	-39,634	-36,633	-46,470	-41,591	-52,634	-51,400	-46,898	-43,392	
PAYROLL & EXPENSE TOTAL	-113,460	-89,593	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-191,027	-225,433	-238,900	-196,082	-172,724	
NOR BEFORE AllocOverhead (NORBO)	-29,776	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	36,100	32,995	41,054	
Allocated Overhead (OH) 59025	-33,591	0	0	0	0	0	0	0	0	0	0	-67,000	0	0	
NET OPERATING RESULTS (NOR)	-63,367	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	-30,900	32,995	41,054	
NET RESULTS BEFORE ASSESSMENT (N)	-63,367	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	-30,900	32,995	41,054	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-63,367	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	-30,900	32,995	41,054	
CHANGE IN MEMBERS' EQUITY (CME)	-63,367	2,280	-2,280	18,702	24,004	34,294	52,815	53,471	34,064	33,688	31,234	-30,900	32,995	41,054	
Total Expenses (TE), (COGS+PAYROLL+)	-113,460	-89,593	-101,607	-88,259	-90,729	-131,339	-130,608	-144,766	-171,787	-191,027	-225,433	-238,900	-196,082	-172,724	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Recreation (140)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Direct Access & Use Fees (35020...)	1,367	3,383	4,644	66,730	70,370	60,632	81,840	94,328	164,821	162,351	135,985	155,000	154,386	127,865	
Food and Beverage (33000...)	3,316	3,230	4,138	0	0	0	0	0	-104	-37	-1	0	-47	-28	
Retail Product (36015...)	-34	-254	-273	3,616	6,532	19,653	22,203	4,586	4,760	5,772	3,646	5,000	4,726	8,193	
Lessons & Rental (35010...)	2,293	2,500	4,245	13,874	25,552	48,239	32,742	9,973	16,204	15,065	23,425	15,000	18,231	19,482	
Other Revenue (37009...)	549	507	1,841	1,457	3,401	5,067	5,775	990	17	34	18,591	5,000	6,214	5,081	
Total Revenue	7,491	9,367	14,596	85,677	105,854	133,592	142,560	109,876	185,697	183,184	181,645	180,000	183,509	160,593	
COST OF GOODS SOLD (COGS)	(40000...)	-1,230	-1,706	-1,463	-3,251	-9,120	-10,675	-1,531	-2,328	-2,752	-1,650	-4,000	-2,243	-3,787	
GROSS MARGIN (GM)		6,260	7,661	13,133	82,426	124,471	131,885	108,345	183,369	180,433	179,996	176,000	181,266	156,806	
PAYROLL															
Salaries and Wages (51100...)	-31,463	-37,312	-56,386	-93,196	-85,894	-121,953	-106,063	-68,852	-81,617	-70,274	-73,471	-80,600	-75,120	-80,055	
Payroll Taxes & Benefits (50510...)	-6,265	-10,747	-18,834	-22,777	-22,614	-28,475	-23,798	-20,748	-23,624	-18,616	-18,822	-22,700	-20,354	-21,122	
Total Payroll	-37,728	-48,059	-75,220	-115,972	-108,507	-150,428	-129,861	-89,600	-105,241	-88,890	-92,293	-103,300	-95,475	-101,177	
EXPENSE															
Staff Expense (50526...)	-545	-224	-1,289	-2,664	-1,853	-2,845	-1,240	-592	-243	-1,565	-1,291	-1,900	-1,033	-986	
Utilities Expense (55001...)	0	-180	-180	-314	-407	-926	-623	-411	-450	-360	-146	-360	-319	-398	
Supplies & Maintenance Expense (52501...)	-20,796	-15,489	-30,277	-95,682	-99,187	-94,999	-69,367	-72,216	-107,150	-104,461	-112,785	-112,540	-108,132	-93,196	
Insurance Expense (52025...)	-388	-600	-600	-600	-600	-600	-524	-600	-2,785	-600	-600	-600	-1,328	-1,022	
Administration & Other Expense (51001...)	-14	-435	-1,030	-6,283	-4,805	-11,114	-3,717	-3,092	-3,839	-4,983	-8,612	-8,100	-5,811	-4,849	
Total Expense	-21,743	-16,928	-33,376	-105,543	-106,852	-110,485	-75,472	-76,912	-114,467	-111,969	-123,435	-123,500	-116,624	-100,451	
PAYROLL & EXPENSE TOTAL	-59,472	-64,987	-108,596	-221,515	-215,359	-260,914	-205,333	-166,512	-219,708	-200,859	-215,728	-226,800	-212,098	-201,628	
NOR BEFORE AllocOverhead (NORBO)	-53,211	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-50,800	-30,833	-44,822	
Allocated Overhead (OH) 59025	-20,787	0	0	0	0	0	0	0	0	0	0	-133,300	0	0	
NET OPERATING RESULTS (NOR)	-73,998	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-184,100	-30,833	-44,822	
NET RESULTS BEFORE ASSESSMENT (N)	-73,998	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-184,100	-30,833	-44,822	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-73,998	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-184,100	-30,833	-44,822	
CHANGE IN MEMBERS' EQUITY (CME)	-73,998	-57,326	-95,463	-139,089	-112,966	-136,443	-73,448	-58,166	-36,339	-20,427	-35,732	-184,100	-30,833	-44,822	
Total Expenses (TE), (COGS+PAYROLL+)	-60,702	-66,693	-110,059	-224,767	-218,820	-270,034	-216,008	-168,042	-222,036	-203,611	-217,377	-230,900	-214,342	-205,415	

**Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Public Amenities Consolidated
For the Twelve Months Ending**

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Recreation Fee	36053	0	0	0	0	10,005	19,478	7,087	10,013	28,022	24,458	10,455	23,000	20,978	16,007
Direct Access & Use Fees	(35020...	2,388,560	2,342,760	2,620,345	2,120,272	2,044,400	2,302,847	1,452,885	1,772,471	3,138,375	3,142,868	3,032,202	3,467,200	3,104,482	2,507,760
Food and Beverage	(33000...	1,772,089	1,757,753	2,085,508	2,158,426	2,291,346	2,650,155	2,624,591	2,901,906	3,891,248	4,048,697	4,127,961	4,423,800	4,022,635	3,518,880
Retail Product	(36015...	304,727	380,718	321,288	227,457	237,032	248,464	153,207	236,854	381,257	407,977	402,433	401,000	397,222	316,346
Lessons & Rental	(35010...	1,262,754	1,345,952	1,599,300	1,308,055	1,153,645	1,532,880	599,773	847,783	2,120,387	2,134,437	2,129,680	2,330,800	2,128,168	1,566,412
Other Revenue	(37009...	3,185	6,261	13,525	16,857	27,933	26,697	22,315	34,256	75,254	144,709	183,063	130,200	134,342	91,919
Total Revenue		5,731,315	5,833,444	6,639,966	5,831,067	5,764,362	6,780,521	4,859,858	5,803,283	9,634,543	9,903,146	9,885,795	10,776,000	9,807,828	8,017,325
COST OF GOODS SOLD (COGS)	(40000...	-830,907	-817,374	-921,059	-885,738	-919,691	-1,044,609	-924,255	-1,069,004	-1,437,919	-1,510,330	-1,460,706	-1,493,100	-1,469,651	-1,280,443
GROSS MARGIN (GM)		4,900,408	5,016,070	5,718,908	4,945,329	4,844,671	5,735,912	3,935,602	4,734,278	8,196,624	8,392,817	8,425,089	9,282,900	8,338,177	6,736,882
PAYROLL															
Salaries and Wages	(51100...	-2,733,977	-2,844,147	-2,952,283	-2,875,017	-2,814,347	-3,200,503	-2,644,561	-3,052,193	-4,236,207	-4,621,835	-4,638,405	-4,907,600	-4,498,815	-3,838,640
Payroll Taxes & Benefits	(50510...	-644,842	-669,794	-707,069	-675,299	-729,052	-797,447	-836,417	-951,374	-1,318,591	-1,382,758	-1,182,355	-1,355,800	-1,294,568	-1,134,299
Total Payroll		-3,378,819	-3,513,940	-3,659,352	-3,550,316	-3,543,399	-3,997,950	-3,480,978	-4,003,567	-5,554,798	-6,004,593	-5,820,759	-6,263,400	-5,793,383	-4,972,939
EXPENSE															
Contract Labor Expense	50201	-198	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Expense	(50526...	-107,704	-83,856	-78,639	-79,282	-64,961	-89,389	-55,447	-71,156	-141,621	-259,891	-224,620	-261,821	-208,711	-150,547
Utilities Expense	(55001...	-419,797	-390,814	-363,477	-351,155	-373,728	-380,299	-332,829	-320,215	-444,855	-419,146	-488,043	-492,620	-450,682	-401,018
Supplies & Maintenance Expense	(52501...	-871,918	-636,258	-673,788	-637,006	-509,094	-642,469	-442,891	-533,909	-789,871	-847,931	-765,509	-823,159	-801,103	-676,022
Insurance Expense	52025	-221,755	-224,400	-174,633	-171,400	-163,814	-234,100	-199,536	-219,936	-253,025	-260,200	-273,600	-288,000	-262,275	-241,259
Administration & Other Expense	(51001...	-205,335	-249,454	-307,733	-323,781	-284,749	-391,857	-317,782	-403,690	-489,503	-487,695	-478,085	-530,600	-485,095	-435,351
Total Expense		-1,826,707	-1,584,781	-1,598,269	-1,562,624	-1,396,346	-1,738,113	-1,348,484	-1,548,907	-2,118,876	-2,274,863	-2,229,858	-2,396,200	-2,207,865	-1,904,197
PAYROLL & EXPENSE TOTAL		-5,205,526	-5,098,722	-5,257,621	-5,112,940	-4,939,745	-5,736,063	-4,829,462	-5,552,474	-7,673,673	-8,279,456	-8,050,617	-8,659,600	-8,001,249	-6,877,136
NOR BEFORE AllocOverhead (NORBO)		-305,118	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	623,300	336,928	-140,254
Allocated Overhead (OH)	59025	-1,107,177	0	0	0	0	0	0	0	0	0	0	-1,864,600	0	0
NET OPERATING RESULTS (NOR)		-1,412,295	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	-1,241,300	336,928	-140,254
NET RESULTS BEFORE ASSESSMENT (N)		-1,412,295	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	-1,241,300	336,928	-140,254
ASSESSMENT REVENUE															
NET RESULTS (NR)		-1,412,295	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	-1,241,300	336,928	-140,254
CHANGE IN MEMBERS' EQUITY (CME)		-1,412,295	-82,652	461,286	-167,611	-95,074	-151	-893,860	-818,195	522,951	113,361	374,472	-1,241,300	336,928	-140,254
Total Expenses (TE), (COGS+PAYROLL+)		-6,036,433	-5,916,096	-6,178,680	-5,998,678	-5,859,436	-6,780,672	-5,753,718	-6,621,478	-9,111,592	-9,789,785	-9,511,323	-10,152,700	-9,470,900	-8,157,579

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Consolidated Golf
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Direct Access & Use Fees (35020...)	928,723	848,642	785,900	707,408	760,079	798,174	841,369	830,043	841,682	729,034	802,084	894,000	790,933	808,843	
Food and Beverage (33000...)	0	0	0	0	0	0	0	0	0	-3	0	0	0	-1	
Retail Product (36015...)	109,111	95,862	84,510	98,080	102,193	104,598	99,440	93,423	88,812	88,970	94,637	90,000	90,807	93,057	
Lessons & Rental (35010...)	182,350	179,536	158,865	137,112	143,108	160,536	190,773	181,764	179,397	166,058	202,639	165,000	182,698	184,126	
Other Revenue (37009...)	5,062	4,532	7,275	5,754	7,935	9,662	7,503	3,773	9,217	10,140	3,464	11,000	7,607	6,819	
Total Revenue	1,225,246	1,128,572	1,036,549	948,354	1,013,315	1,072,970	1,139,086	1,109,002	1,119,109	994,199	1,102,824	1,160,000	1,072,044	1,092,844	
COST OF GOODS SOLD (COGS)	(40000...)	-87,608	-73,066	-64,011	-77,599	-81,900	-69,377	-64,383	-58,706	-59,577	-62,154	-61,000	-60,146	-62,840	
GROSS MARGIN (GM)		1,137,638	1,055,506	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	934,622	1,040,670	1,099,000	1,011,898	1,030,005
PAYROLL															
Salaries and Wages (51100...)	-793,714	-791,220	-733,624	-699,121	-718,788	-723,588	-639,007	-660,533	-672,075	-675,512	-657,116	-711,200	-668,234	-660,849	
Payroll Taxes & Benefits (50510...)	-185,101	-174,589	-156,288	-145,358	-153,767	-157,883	-163,582	-162,504	-173,077	-178,404	-150,741	-172,300	-167,407	-165,662	
Total Payroll	-978,815	-965,808	-889,912	-844,479	-872,555	-881,470	-802,589	-823,037	-845,151	-853,917	-807,857	-883,500	-835,642	-826,510	
EXPENSE															
Staff Expense (50526...)	-24,909	-18,723	-15,709	-14,358	-8,244	-13,844	-9,147	-9,727	-12,124	-13,706	-6,902	-11,800	-10,910	-10,321	
Utilities Expense (55001...)	-168,080	-154,123	-116,168	-111,116	-159,710	-145,918	-141,125	-107,287	-133,565	-123,086	-149,420	-136,150	-135,357	-130,897	
Supplies & Maintenance Expense (52501...)	-211,280	-165,614	-141,781	-132,417	-74,167	-141,120	-124,728	-116,395	-98,327	-113,902	-96,683	-87,260	-102,971	-110,007	
Insurance Expense 52025	-45,890	-48,000	-35,880	-33,900	-35,600	-44,000	-39,802	-45,600	-40,531	-46,200	-54,000	-55,200	-46,910	-45,227	
Administration & Other Expense (51001...)	-30,554	-29,118	-32,150	-27,076	-29,968	-30,955	-28,869	-32,616	-29,249	-37,833	-38,954	-29,490	-35,346	-33,504	
Total Expense	-480,714	-415,577	-341,687	-318,867	-307,689	-375,838	-343,672	-311,625	-313,796	-334,726	-345,960	-319,900	-331,494	-329,956	
PAYROLL & EXPENSE TOTAL	-1,459,529	-1,381,386	-1,231,599	-1,163,346	-1,180,244	-1,257,308	-1,146,261	-1,134,663	-1,158,947	-1,188,643	-1,153,817	-1,203,400	-1,167,136	-1,156,466	
NOR BEFORE AllocOverhead (NORBO)	-321,891	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-104,400	-155,237	-126,462	
Allocated Overhead (OH) 59025	-314,041	0	0	0	0	0	0	0	0	0	0	-222,900	0	0	
NET OPERATING RESULTS (NOR)	-635,932	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-327,300	-155,237	-126,462	
NET RESULTS BEFORE ASSESSMENT (N)	-635,932	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-327,300	-155,237	-126,462	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-635,932	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-327,300	-155,237	-126,462	
CHANGE IN MEMBERS' EQUITY (CME)	-635,932	-325,880	-259,061	-292,592	-246,812	-266,238	-76,553	-90,043	-98,545	-254,021	-113,147	-327,300	-155,237	-126,462	
Total Expenses (TE), (COGS+PAYROLL+)	-1,547,137	-1,454,452	-1,295,610	-1,240,946	-1,260,128	-1,339,208	-1,215,638	-1,199,046	-1,217,653	-1,248,220	-1,215,971	-1,264,400	-1,227,282	-1,219,306	

**Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Golf Course Operations (120)
For the Twelve Months Ending**

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
															3 Year Average Years
REVENUE															
Direct Access & Use Fees (35020...)	928,723	848,642	785,900	707,408	760,079	798,174	841,369	830,043	841,682	729,034	802,084	894,000	790,933	808,843	
Food and Beverage (33000...)	0	0	0	0	0	0	0	0	0	-3	0	0	0	-1	
Retail Product (36015...)	109,111	95,862	84,510	98,080	102,193	104,598	99,440	93,423	88,812	88,970	94,637	90,000	90,807	93,057	
Lessons & Rental (35010...)	182,350	179,536	158,865	137,112	143,108	160,536	190,773	181,764	179,397	166,058	202,639	165,000	182,698	184,126	
Other Revenue (37009...)	5,062	4,532	7,275	5,754	7,935	9,662	7,503	3,773	9,217	10,140	3,464	11,000	7,607	6,819	
Total Revenue	1,225,246	1,128,572	1,036,549	948,354	1,013,315	1,072,970	1,139,086	1,109,002	1,119,109	994,199	1,102,824	1,160,000	1,072,044	1,092,844	
COST OF GOODS SOLD (COGS)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	
	-87,608	-73,066	-64,011	-77,599	-79,883	-81,900	-69,377	-64,383	-58,706	-59,577	-62,154	-61,000	-60,146	-62,840	
GROSS MARGIN (GM)	1,137,638	1,055,506	972,538	870,755	933,432	991,070	1,069,708	1,044,619	1,060,403	934,622	1,040,670	1,099,000	1,011,898	1,030,005	
PAYROLL															
Salaries and Wages (51100...)	-262,348	-257,842	-228,197	-208,899	-213,832	-215,730	-171,883	-190,293	-163,619	-163,132	-175,935	-193,100	-167,562	-172,973	
Payroll Taxes & Benefits (50510...)	-56,898	-55,972	-49,924	-45,517	-48,104	-48,354	-45,211	-42,168	-42,472	-42,895	-42,326	-49,200	-42,564	-43,015	
Total Payroll	-319,247	-313,814	-278,121	-254,416	-261,936	-264,085	-217,095	-232,461	-206,091	-206,028	-218,260	-242,300	-210,126	-215,987	
EXPENSE															
Staff Expense (50526...)	-12,319	-5,555	-4,431	-197	-2,331	-3,503	-1,501	-1,820	-2,453	-2,742	-1,568	-1,800	-2,255	-2,017	
Utilities Expense (55001...)	-13,766	-12,196	-11,435	-11,136	-12,144	-12,231	-12,022	-12,383	-13,540	-12,861	-22,754	-12,920	-16,385	-14,712	
Supplies & Maintenance Expense (52501...)	-32,556	-18,432	-20,304	-15,024	-17,624	-18,698	-18,136	-20,847	-25,046	-18,106	-19,983	-17,380	-21,045	-20,424	
Insurance Expense (52025...)	-25,456	-26,400	-19,800	-17,900	-18,800	-24,800	-21,996	-25,200	-22,486	-25,800	-30,000	-30,600	-26,095	-25,096	
Administration & Other Expense (51001...)	-28,325	-27,163	-29,467	-23,426	-26,139	-27,374	-25,862	-26,702	-23,865	-33,301	-35,883	-26,300	-31,016	-29,122	
Total Expense	-112,422	-89,747	-85,437	-67,683	-77,039	-86,605	-79,517	-86,952	-87,390	-92,811	-110,187	-89,000	-96,796	-91,371	
PAYROLL & EXPENSE TOTAL	-431,669	-403,561	-363,558	-322,099	-338,975	-350,690	-296,612	-319,414	-293,481	-298,838	-328,448	-331,300	-306,923	-307,359	
NOR BEFORE AllocOverhead (NORBO)	705,969	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	767,700	704,976	722,646	
Allocated Overhead (OH) 59025	-182,046	0	0	0	0	0	0	0	0	0	0	-139,200	0	0	
NET OPERATING RESULTS (NOR)	523,923	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	628,500	704,976	722,646	
NET RESULTS BEFORE ASSESSMENT (N)	523,923	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	628,500	704,976	722,646	
ASSESSMENT REVENUE															
NET RESULTS (NR)	523,923	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	628,500	704,976	722,646	
CHANGE IN MEMBERS' EQUITY (CME)	523,923	651,945	608,980	548,656	594,457	640,381	773,097	725,206	766,921	635,784	712,222	628,500	704,976	722,646	
Total Expenses (TE), (COGS+PAYROLL+)	-519,277	-476,628	-427,569	-399,698	-418,858	-432,589	-365,989	-383,797	-352,187	-358,416	-390,602	-392,300	-367,068	-370,198	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Golf Course Maintenance (125)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
PAYROLL															
Salaries and Wages (51100...)	-531,365	-533,377	-505,427	-490,222	-504,956	-507,857	-467,123	-470,240	-508,456	-512,380	-481,182	-518,100	-500,672	-487,876	
Payroll Taxes & Benefits (50510...)	-128,203	-118,617	-106,364	-99,842	-105,663	-109,528	-118,371	-120,336	-130,604	-135,509	-108,415	-123,100	-124,843	-122,647	
Total Payroll	-659,568	-651,994	-611,791	-590,063	-610,619	-617,386	-585,494	-590,576	-639,060	-647,889	-589,597	-641,200	-625,515	-610,523	
EXPENSE															
Staff Expense (50526...)	-12,590	-13,168	-11,278	-14,161	-5,913	-10,342	-7,646	-7,907	-9,671	-10,963	-5,334	-10,000	-8,656	-8,304	
Utilities Expense (55001...)	-154,314	-141,926	-104,734	-99,980	-147,566	-133,688	-129,104	-94,903	-120,025	-110,225	-126,666	-123,230	-118,972	-116,185	
Supplies & Maintenance Expense (52501...)	-178,724	-147,182	-121,477	-117,393	-56,543	-122,422	-106,592	-95,548	-73,281	-95,795	-76,701	-69,880	-81,926	-89,583	
Insurance Expense 52025	-20,434	-21,600	-16,080	-16,000	-16,800	-19,200	-17,806	-20,400	-18,045	-20,400	-24,000	-24,600	-20,815	-20,130	
Administration & Other Expense (51001...)	-2,229	-1,954	-2,682	-3,651	-3,828	-3,582	-3,008	-5,914	-5,385	-4,532	-3,071	-3,190	-4,329	-4,382	
Total Expense	-368,291	-325,830	-256,250	-251,184	-230,651	-289,233	-264,155	-224,673	-226,406	-241,916	-235,772	-230,900	-234,698	-238,584	
PAYROLL & EXPENSE TOTAL	-1,027,860	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-872,100	-860,213	-849,108	
NOR BEFORE AllocOverhead (NORBO)	-1,027,860	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-872,100	-860,213	-849,108	
Allocated Overhead (OH) 59025	-131,995	0	0	0	0	0	0	0	0	0	0	-83,700	0	0	
NET OPERATING RESULTS (NOR)	-1,159,855	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-955,800	-860,213	-849,108	
NET RESULTS BEFORE ASSESSMENT (N)	-1,159,855	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-955,800	-860,213	-849,108	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-1,159,855	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-955,800	-860,213	-849,108	
CHANGE IN MEMBERS' EQUITY (CME)	-1,159,855	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-955,800	-860,213	-849,108	
Total Expenses (TE), (COGS+PAYROLL+)	-1,027,860	-977,824	-868,041	-841,247	-841,270	-906,618	-849,649	-815,249	-865,466	-889,805	-825,369	-872,100	-860,213	-849,108	

**Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Cross Country Center (110)
For the Twelve Months Ending**

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Direct Access & Use Fees (35020...	404,041	438,710	511,602	404,718	386,334	412,201	304,405	245,198	559,814	627,099	595,714	638,000	594,209	466,446	
Food and Beverage (33000...	39,552	42,829	53,980	33,267	33,336	55,760	11,510	1,635	0	0	0	0	0	2,629	
Retail Product (36015...	49,102	43,267	44,657	31,975	37,107	48,141	23,377	61,937	110,800	95,671	122,126	110,000	109,532	82,782	
Lessons & Rental (35010...	144,835	150,164	185,585	120,976	113,291	173,444	98,102	124,014	301,168	277,873	230,540	287,000	269,860	206,339	
Other Revenue (37009...	-290	1,457	1,113	1,218	1,359	2,789	1,511	2,979	6,306	4,755	8,783	8,000	6,615	4,867	
Total Revenue	637,240	676,427	796,939	592,154	571,427	692,335	438,906	435,764	978,088	1,005,397	957,163	1,043,000	980,216	763,064	
COST OF GOODS SOLD (COGS)	(40000...	-46,438	-45,223	-48,602	-31,591	-36,448	-50,200	-19,290	-37,527	-65,781	-52,080	-72,782	-59,000	-63,548	
GROSS MARGIN (GM)	590,802	631,204	748,336	560,563	534,979	642,135	419,616	398,237	912,307	953,318	884,381	984,000	916,669	713,572	
PAYROLL															
Salaries and Wages (51100...	-197,094	-218,544	-250,005	-213,631	-211,923	-286,600	-191,283	-232,493	-376,558	-396,649	-369,855	-395,400	-381,021	-313,367	
Payroll Taxes & Benefits (50510...	-50,566	-52,358	-57,018	-48,907	-52,249	-63,019	-52,517	-60,632	-93,294	-92,412	-81,505	-91,400	-89,070	-76,072	
Total Payroll	-247,660	-270,902	-307,024	-262,538	-264,171	-349,619	-243,799	-293,125	-469,852	-489,061	-451,360	-486,800	-470,091	-389,439	
EXPENSE															
Staff Expense (50526...	-7,873	-7,296	-4,715	-4,507	-1,713	-7,212	-1,825	-4,334	-7,985	-5,376	-4,942	-10,250	-6,101	-4,892	
Utilities Expense (55001...	-25,093	-22,432	-22,210	-22,290	-17,457	-20,508	-12,635	-13,544	-36,344	-32,870	-22,128	-33,200	-30,447	-23,504	
Supplies & Maintenance Expense (52501...	-157,180	-98,407	-99,775	-81,487	-81,820	-105,397	-33,643	-55,883	-123,985	-161,807	-110,363	-152,100	-132,052	-97,136	
Insurance Expense 52025	-36,600	-34,800	-27,389	-24,100	-24,068	-33,800	-28,804	-30,787	-33,826	-39,200	-39,600	-40,800	-37,542	-34,443	
Administration & Other Expense (51001...	-33,764	-36,166	-42,816	-31,139	-25,721	-34,109	-18,309	-26,212	-36,068	-51,980	-57,821	-63,150	-48,623	-38,078	
Total Expense	-260,510	-199,102	-196,906	-163,523	-150,779	-201,026	-95,216	-130,758	-238,207	-291,232	-234,855	-299,500	-254,765	-198,054	
PAYROLL & EXPENSE TOTAL	-508,169	-470,004	-503,929	-426,061	-414,951	-550,646	-339,015	-423,883	-708,059	-780,293	-686,215	-786,300	-724,856	-587,493	
NOR BEFORE AllocOverhead (NORBO)	82,633	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	197,700	191,813	126,079	
Allocated Overhead (OH) 59025	-110,439	0	0	0	0	0	0	0	0	0	0	-220,300	0	0	
NET OPERATING RESULTS (NOR)	-27,806	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	-22,600	191,813	126,079	
NET RESULTS BEFORE ASSESSMENT (N)	-27,806	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	-22,600	191,813	126,079	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-27,806	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	-22,600	191,813	126,079	
CHANGE IN MEMBERS' EQUITY (CME)	-27,806	161,200	244,407	134,502	120,029	91,490	80,600	-25,646	204,248	173,025	198,166	-22,600	191,813	126,079	
Total Expenses (TE), (COGS+PAYROLL+)	-554,607	-515,227	-552,532	-457,652	-451,399	-600,846	-358,306	-461,410	-773,840	-832,373	-758,997	-845,300	-788,403	-636,985	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Consolidated Downhill Ski
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Direct Access & Use Fees (35020...)	905,817	901,406	1,109,174	806,233	704,882	836,199	194,171	455,317	1,326,690	1,382,930	1,248,633	1,476,800	1,319,418	921,548	
Food and Beverage (33000...)	290,593	298,244	352,568	266,046	218,177	292,471	80,506	154,524	462,509	455,172	379,010	479,700	432,230	306,344	
Retail Product (36015...)	167,321	153,748	127,164	92,454	86,546	83,625	28,830	44,204	130,160	149,219	123,821	134,000	134,400	95,247	
Lessons & Rental (35010...)	849,234	935,530	1,185,091	983,174	880,326	1,139,004	297,980	460,711	1,540,830	1,585,616	1,561,294	1,734,000	1,562,580	1,089,286	
Other Revenue (37009...)	15,279	15,528	9,314	9,952	18,642	13,945	12,954	13,152	41,980	94,668	118,262	70,500	84,970	56,203	
Total Revenue	2,228,243	2,304,456	2,783,311	2,157,859	1,908,574	2,365,245	614,440	1,127,909	3,502,168	3,667,605	3,431,021	3,895,000	3,533,598	2,468,628	
COST OF GOODS SOLD (COGS)	(40000...)	(204,256)	(197,073)	(195,308)	(145,076)	(131,735)	(40,872)	(66,063)	(205,359)	(205,947)	(172,636)	(203,000)	(194,648)	(138,175)	
GROSS MARGIN (GM)	2,023,987	2,107,383	2,588,002	2,012,783	1,777,761	2,233,510	573,568	1,061,846	3,296,809	3,461,658	3,258,384	3,692,000	3,338,950	2,330,453	
PAYROLL															
Salaries and Wages (51100...)	-878,705	-896,192	-966,600	-953,377	-861,897	-991,205	-567,420	-666,354	-1,335,985	-1,478,043	-1,462,173	-1,580,000	-1,425,400	-1,101,995	
Payroll Taxes & Benefits (50510...)	-203,229	-224,843	-265,781	-269,058	-282,376	-307,326	-267,694	-296,047	-541,527	-525,952	-385,112	-442,100	-484,197	-403,267	
Total Payroll	-1,081,933	-1,121,035	-1,232,381	-1,222,435	-1,144,273	-1,298,531	-835,114	-962,401	-1,877,512	-2,003,995	-1,847,285	-2,022,100	-1,909,597	-1,505,261	
EXPENSE															
Staff Expense (50526...)	-48,099	-32,372	-28,108	-29,240	-21,416	-30,989	-12,580	-23,478	-78,855	-161,751	-138,163	-156,921	-126,256	-82,965	
Utilities Expense (55001...)	-92,451	-89,732	-94,231	-92,034	-76,721	-81,603	-58,794	-70,504	-115,690	-106,378	-143,104	-146,010	-121,724	-98,894	
Supplies & Maintenance Expense (52501...)	-219,409	-144,930	-202,239	-206,260	-132,587	-131,416	-62,999	-79,897	-207,166	-217,215	-186,443	-239,529	-203,608	-150,744	
Insurance Expense (52025...)	-112,400	-114,600	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-132,048	-134,800	-138,600	-150,000	-135,149	-124,212	
Administration & Other Expense (51001...)	-79,242	-80,854	-120,009	-141,437	-100,982	-171,787	-125,502	-179,953	-217,746	-159,301	-150,998	-200,440	-176,015	-166,700	
Total Expense	-551,602	-462,489	-534,396	-559,970	-417,506	-543,996	-364,095	-465,223	-751,504	-779,446	-757,308	-892,900	-762,753	-623,515	
PAYROLL & EXPENSE TOTAL	-1,633,535	-1,583,523	-1,766,776	-1,782,405	-1,561,778	-1,842,527	-1,199,209	-1,427,624	-2,629,016	-2,783,441	-2,604,593	-2,915,000	-2,672,350	-2,128,777	
NOR BEFORE AllocOverhead (NORBO)	390,452	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	777,000	666,600	201,677	
Allocated Overhead (OH) 59025	-358,634	0	0	0	0	0	0	0	0	0	0	-482,900	0	0	
NET OPERATING RESULTS (NOR)	31,818	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	294,100	666,600	201,677	
NET RESULTS BEFORE ASSESSMENT (N)	31,818	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	294,100	666,600	201,677	
ASSESSMENT REVENUE															
NET RESULTS (NR)	31,818	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	294,100	666,600	201,677	
CHANGE IN MEMBERS' EQUITY (CME)	31,818	523,860	821,226	230,378	215,983	390,983	-625,640	-365,778	667,793	678,217	653,792	294,100	666,600	201,677	
Total Expenses (TE), (COGS+PAYROLL+)	-1,837,791	-1,780,596	-1,962,085	-1,927,481	-1,692,591	-1,974,262	-1,240,080	-1,493,687	-2,834,375	-2,989,388	-2,777,229	-3,118,000	-2,866,997	-2,266,952	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
 Winter F & B (180)
 For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3 Year Average Years	3-Yr	5-Yr
REVENUE															
Food and Beverage (33000...)	290,593	298,244	352,568	266,046	218,177	292,471	80,506	154,524	462,509	455,315	379,010	479,700	432,278	306,373	
Retail Product (36015...)	-14,753	-16,582	-17,533	0	-1	0	0	0	0	17	0	0	6	3	
Other Revenue (37009...)	2,658	1,623	1,682	600	26	770	900	820	740	840	880	1,300	820	836	
Total Revenue	278,498	283,285	336,717	266,646	218,202	293,241	81,406	155,344	463,249	456,172	379,890	481,000	433,103	307,212	
COST OF GOODS SOLD (COGS)	(40000...)	-94,923	-85,758	-104,016	-88,555	-81,123	-87,542	-24,985	-44,209	-141,452	-131,727	-113,830	-137,000	-129,003	-91,241
GROSS MARGIN (GM)	183,575	197,527	232,702	178,090	137,079	205,699	56,421	111,135	321,797	324,445	266,060	344,000	304,101	215,972	
PAYROLL															
Salaries and Wages (51100...)	-94,568	-98,122	-91,399	-86,695	-80,745	-87,005	-55,156	-69,479	-117,220	-138,554	-144,434	-151,400	-133,403	-104,969	
Payroll Taxes & Benefits (50510...)	-19,156	-18,696	-20,794	-18,886	-22,196	-26,593	-26,474	-32,397	-50,729	-48,426	-40,835	-47,300	-46,663	-39,772	
Total Payroll	-113,724	-116,818	-112,193	-105,581	-102,942	-113,598	-81,629	-101,876	-167,949	-186,980	-185,269	-198,700	-180,066	-144,741	
EXPENSE															
Staff Expense (50526...)	-569	-377	-254	-391	-197	-703	-90	-499	-2,199	-4,333	-3,006	-4,051	-3,179	-2,025	
Utilities Expense (55001...)	-997	-329	-120	0	-60	-150	-180	-180	-206	-180	-180	0	-189	-185	
Supplies & Maintenance Expense (52501...)	-19,620	-21,840	-28,100	-22,665	-19,976	-19,890	-10,519	-15,858	-31,051	-28,241	-23,649	-26,309	-27,647	-21,864	
Administration & Other Expense (51001...)	-4,033	-4,916	-5,074	-5,859	-4,995	-6,614	-3,446	-4,923	-11,016	-12,162	-11,565	-13,240	-11,581	-8,622	
Total Expense	-25,220	-27,462	-33,548	-28,916	-25,229	-27,357	-14,235	-21,460	-44,473	-44,917	-38,400	-43,600	-42,596	-32,697	
PAYROLL & EXPENSE TOTAL	-138,945	-144,280	-145,741	-134,496	-128,170	-140,954	-95,865	-123,336	-212,422	-231,897	-223,670	-242,300	-222,663	-177,438	
NOR BEFORE AllocOverhead (NORBO)	44,630	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	101,700	81,438	38,534	
NET OPERATING RESULTS (NOR)	44,630	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	101,700	81,438	38,534	
NET RESULTS BEFORE ASSESSMENT (N)	44,630	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	101,700	81,438	38,534	
ASSESSMENT REVENUE															
NET RESULTS (NR)	44,630	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	101,700	81,438	38,534	
CHANGE IN MEMBERS' EQUITY (CME)	44,630	53,247	86,961	43,594	8,909	64,745	-39,444	-12,201	109,376	92,548	42,390	101,700	81,438	38,534	
Total Expenses (TE), (COGS+PAYROLL+)	-233,868	-230,038	-249,757	-223,051	-209,293	-228,496	-120,849	-167,545	-353,873	-363,624	-337,499	-379,300	-351,665	-268,678	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Marketing (200)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Other Revenue (37009...)	0	0	0	0	0	0	0	0	0	0	703	0	234	141	
Total Revenue	0	0	0	0	0	0	0	0	0	0	703	0	234	141	
GROSS MARGIN (GM)	0	0	0	0	0	0	0	0	0	0	703	0	234	141	
PAYROLL															
Salaries and Wages (51100...)	-3,503	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Payroll Taxes & Benefits (50510...)	-953	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Payroll	-4,456	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EXPENSE															
Staff Expense (50526...)	-8	0	0	0	0	-600	-86	-974	0	0	-15	0	-5	-215	
Utilities Expense (55001...)	-598	-621	-695	-683	-989	-753	-687	-215	0	0	0	-950	0	-180	
Supplies & Maintenance Expense (52501...)	-6,294	-5,720	-2,999	-194	-3,195	-5,073	-960	-2,743	-8,384	-14,477	-11,976	-14,550	-11,612	-7,708	
Administration & Other Expense (51001...)	-17,110	-16,219	-39,518	-61,744	-37,105	-92,874	-86,598	-127,549	-107,660	-52,732	-47,201	-70,500	-69,198	-84,348	
Total Expense	-24,009	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-59,192	-86,000	-80,815	-92,451	
PAYROLL & EXPENSE TOTAL	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-59,192	-86,000	-80,815	-92,451	
NOR BEFORE AllocOverhead (NORBO)	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-86,000	-80,581	-92,310	
NET OPERATING RESULTS (NOR)	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-86,000	-80,581	-92,310	
NET RESULTS BEFORE ASSESSMENT (N)	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-86,000	-80,581	-92,310	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-86,000	-80,581	-92,310	
CHANGE IN MEMBERS' EQUITY (CME)	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-58,489	-86,000	-80,581	-92,310	
Total Expenses (TE), (COGS+PAYROLL+)	-28,465	-22,560	-43,213	-62,621	-41,288	-99,300	-88,331	-131,480	-116,044	-67,209	-59,192	-86,000	-80,815	-92,451	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Mountain Operations (210)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Other Revenue (37009...)	0	0	0	0	0	0	0	0	13,082	67,863	95,743	50,000	58,896	35,338	
Total Revenue	0	0	0	0	0	0	0	0	13,082	67,863	95,743	50,000	58,896	35,338	
GROSS MARGIN (GM)	0	0	0	0	0	0	0	0	13,082	67,863	95,743	50,000	58,896	35,338	
PAYROLL															
Salaries and Wages (51100...)	-277,764	-288,012	-274,281	-231,264	-304,991	-354,229	-195,172	-224,647	-499,723	-526,748	-492,625	-559,400	-506,365	-387,783	
Payroll Taxes & Benefits (50510...)	-55,763	-65,739	-69,901	-70,204	-97,326	-111,008	-85,876	-96,298	-193,333	-183,238	-124,846	-144,300	-167,139	-136,718	
Total Payroll	-333,527	-353,751	-344,183	-301,468	-402,317	-465,237	-281,048	-320,945	-693,056	-709,986	-617,471	-703,700	-673,504	-524,501	
EXPENSE															
Staff Expense (50526...)	-32,579	-19,704	-22,249	-24,528	-13,944	-21,396	-6,001	-19,323	-65,395	-147,455	-130,286	-137,200	-114,379	-73,692	
Utilities Expense (55001...)	-87,226	-86,096	-90,126	-87,311	-71,797	-74,249	-51,832	-56,204	-78,482	-79,964	-84,243	-89,360	-80,896	-70,145	
Supplies & Maintenance Expense (52501...)	-168,870	-82,644	-140,303	-152,920	-111,110	-106,028	-42,461	-56,021	-147,950	-169,314	-149,212	-179,970	-155,492	-112,992	
Insurance Expense 52025	-112,400	-114,600	-89,810	-91,000	-85,800	-128,200	-104,219	-111,391	-122,635	-134,800	-138,600	-150,000	-132,012	-122,329	
Administration & Other Expense (51001...)	-15,008	-14,042	-16,450	-21,948	-22,206	-20,541	-21,045	-25,290	-28,410	-23,484	-23,420	-31,270	-25,105	-24,330	
Total Expense	-416,082	-317,085	-358,937	-377,708	-304,857	-350,414	-225,558	-268,229	-442,872	-555,017	-525,760	-587,800	-507,883	-403,487	
PAYROLL & EXPENSE TOTAL	-749,609	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-1,265,002	-1,143,232	-1,291,500	-1,181,387	-927,989	
NOR BEFORE AllocOverhead (NORBO)	-749,609	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,241,500	-1,122,492	-892,651	
Allocated Overhead (OH) 59025	-358,634	0	0	0	0	0	0	0	0	0	0	-482,900	0	0	
NET OPERATING RESULTS (NOR)	-1,108,243	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,724,400	-1,122,492	-892,651	
NET RESULTS BEFORE ASSESSMENT (N)	-1,108,243	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,724,400	-1,122,492	-892,651	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-1,108,243	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,724,400	-1,122,492	-892,651	
CHANGE IN MEMBERS' EQUITY (CME)	-1,108,243	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,122,846	-1,197,140	-1,047,489	-1,724,400	-1,122,492	-892,651	
Total Expenses (TE), (COGS+PAYROLL+)	-749,609	-670,836	-703,120	-679,176	-707,174	-815,651	-506,606	-589,175	-1,135,928	-1,265,002	-1,143,232	-1,291,500	-1,181,387	-927,989	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Lift Maintenance (211)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
PAYROLL															
Salaries and Wages (51100...)	-77,362	-75,196	-125,972	-197,968	-105,015	-113,467	-104,641	-108,748	-184,949	-162,042	-168,239	-168,600	-171,743	-145,724	
Payroll Taxes & Benefits (50510...)	-29,347	-30,784	-50,447	-67,100	-56,032	-48,043	-56,064	-56,094	-81,014	-66,577	-53,185	-58,200	-66,925	-62,587	
Total Payroll	-106,709	-105,981	-176,418	-265,068	-161,047	-161,509	-160,705	-164,842	-265,963	-228,619	-221,424	-226,800	-238,668	-208,310	
EXPENSE															
Staff Expense (50526...)	-4,251	-2,385	-46	-501	-2,847	-2,987	-3,942	-951	-7,145	-1,581	-1,747	-4,170	-3,491	-3,073	
Utilities Expense (55001...)	-3,344	-2,370	-2,931	-3,490	-3,443	-5,912	-5,409	-5,774	-7,854	-6,614	-5,385	-6,750	-6,617	-6,207	
Supplies & Maintenance Expense (52501...)	-10,309	-12,400	-7,183	-10,977	20,600	9,067	3,124	2,177	-596	13,599	16,949	14,620	9,984	7,051	
Administration & Other Expense (51001...)	-1,500	-2,147	-2,383	-2,608	-3,367	-5,435	-3,517	-626	-5,068	-6,269	-7,053	-7,100	-6,130	-4,507	
Total Expense	-19,404	-19,301	-12,543	-17,575	10,942	-5,266	-9,745	-5,174	-20,662	-865	2,764	-3,400	-6,255	-6,736	
PAYROLL & EXPENSE TOTAL	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-230,200	-244,923	-215,047	
NOR BEFORE AllocOverhead (NORBO)	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-230,200	-244,923	-215,047	
NET OPERATING RESULTS (NOR)	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-230,200	-244,923	-215,047	
NET RESULTS BEFORE ASSESSMENT (N)	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-230,200	-244,923	-215,047	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-230,200	-244,923	-215,047	
CHANGE IN MEMBERS' EQUITY (CME)	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-230,200	-244,923	-215,047	
Total Expenses (TE), (COGS+PAYROLL+)	-126,113	-125,282	-188,962	-282,643	-150,105	-166,776	-170,450	-170,016	-286,625	-229,484	-218,660	-230,200	-244,923	-215,047	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Snowmaking (212)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
PAYROLL															
Salaries and Wages (51100...)	0	0	0	0	0	0	0	-937	-3,720	-13,597	-11,170	-24,700	-9,496	-5,885	
Payroll Taxes & Benefits (50510...)	0	0	0	0	0	0	0	-135	-1,333	-4,525	-2,820	-8,700	-2,893	-1,763	
Total Payroll	0	0	0	0	0	0	0	-1,072	-5,053	-18,122	-13,990	-33,400	-12,388	-7,648	
EXPENSE															
Staff Expense (50526...)	0	0	0	0	0	0	0	0	0	0	0	-500	0	0	
Utilities Expense (55001...)	0	0	0	0	0	0	0	-7,142	-28,236	-18,068	-52,709	-47,000	-33,004	-21,231	
Supplies & Maintenance Expense (52501...)	0	0	0	0	0	0	0	-830	-1,525	-1,355	-3,251	-5,700	-2,044	-1,392	
Administration & Other Expense (51001...)	0	0	0	0	0	0	0	0	-11	-15	-2	0	-9	-6	
Total Expense	0	0	0	0	0	0	0	-7,972	-29,772	-19,439	-55,962	-53,200	-35,058	-22,629	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-86,600	-47,446	-30,276	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-86,600	-47,446	-30,276	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-86,600	-47,446	-30,276	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-86,600	-47,446	-30,276	
ASSESSMENT REVENUE															
NET RESULTS (NR)	0	0	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-86,600	-47,446	-30,276	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-86,600	-47,446	-30,276	
Total Expenses (TE), (COGS+PAYROLL+)	0	0	0	0	0	0	0	-9,044	-34,825	-37,561	-69,952	-86,600	-47,446	-30,276	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Ski Retail (214)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...)	0	0	0	0	0	0	0	0	0	0	-58	0	0	-19	-12
Retail Product (36015...)	182,073	170,495	145,153	93,089	86,870	84,724	29,334	44,277	131,573	150,213	125,530	134,000	135,772	96,186	
Other Revenue (37009...)	12,645	13,493	14,894	11,353	8,360	9,967	955	3,663	13,116	14,701	10,004	13,000	12,607	8,488	
Total Revenue	194,718	183,988	160,047	104,442	95,230	94,691	30,289	47,940	144,689	164,857	135,533	147,000	148,360	104,662	
COST OF GOODS SOLD (COGS)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)	(40000...)
GROSS MARGIN (GM)	85,386	72,673	68,710	47,920	45,540	50,499	14,403	26,087	80,782	90,591	76,727	81,000	82,700	57,718	
PAYROLL															
Salaries and Wages (51100...)	-55,146	-46,862	-36,312	-38,470	-36,833	-38,978	-25,197	-21,315	-31,886	-30,792	-27,510	-32,700	-30,063	-27,340	
Payroll Taxes & Benefits (50510...)	-16,398	-16,710	-14,294	-15,036	-14,937	-15,717	-17,137	-8,937	-12,786	-14,094	-11,853	-13,300	-12,911	-12,962	
Total Payroll	-71,544	-63,571	-50,607	-53,506	-51,770	-54,696	-42,335	-30,253	-44,672	-44,886	-39,363	-46,000	-42,974	-40,302	
EXPENSE															
Staff Expense (50526...)	-199	-172	0	0	0	0	0	0	0	0	0	0	0	0	
Utilities Expense (55001...)	-286	-316	-359	-390	-432	-539	-686	-989	-715	-777	0	-1,200	-497	-634	
Supplies & Maintenance Expense (52501...)	-510	-412	-797	-137	-221	-471	-329	-624	91	-220	-545	-480	-224	-325	
Administration & Other Expense (51001...)	-4,797	-4,403	-5,921	-4,483	-3,381	-2,911	-537	-1,124	-8,355	-4,732	-3,765	-4,620	-5,617	-3,703	
Total Expense	-5,792	-5,303	-7,077	-5,009	-4,034	-3,921	-1,552	-2,737	-8,979	-5,729	-4,310	-6,300	-6,339	-4,661	
PAYROLL & EXPENSE TOTAL	-77,336	-68,875	-57,684	-58,515	-55,804	-58,616	-43,887	-32,990	-53,650	-50,615	-43,672	-52,300	-49,313	-44,963	
NOR BEFORE AllocOverhead (NORBO)	8,050	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	28,700	33,387	12,755	
NET OPERATING RESULTS (NOR)	8,050	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	28,700	33,387	12,755	
NET RESULTS BEFORE ASSESSMENT (N)	8,050	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	28,700	33,387	12,755	
ASSESSMENT REVENUE															
NET RESULTS (NR)	8,050	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	28,700	33,387	12,755	
CHANGE IN MEMBERS' EQUITY (CME)	8,050	3,798	11,026	-10,595	-10,264	-8,117	-29,484	-6,903	27,131	39,976	33,054	28,700	33,387	12,755	
Total Expenses (TE), (COGS+PAYROLL+)	-186,668	-180,189	-149,022	-115,036	-105,494	-102,809	-59,773	-54,843	-117,558	-124,881	-102,479	-118,300	-114,972	-91,907	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Ski Rental (215)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Retail Product (36015...)	0	0	-377	-635	-323	-1,099	-505	-73	-1,194	-918	-1,708	0	-1,274	-880	
Lessons & Rental (35010...)	428,702	441,839	534,039	390,753	379,510	483,595	121,970	233,649	752,029	714,859	649,109	796,000	705,266	494,283	
Other Revenue (37009...)	6,691	7,154	3,556	2,200	5,654	1,591	1,265	2,432	7,295	5,534	5,274	4,000	6,034	4,360	
Total Revenue	435,393	448,993	537,219	392,317	384,842	484,087	122,730	236,008	758,129	719,275	652,675	800,000	710,026	497,763	
COST OF GOODS SOLD (COGS)	0	0	0	0	0	0	0	0	0	45	0	0	15	9	
GROSS MARGIN (GM)	435,393	448,993	537,219	392,317	384,842	484,087	122,730	236,008	758,129	719,320	652,675	800,000	710,041	497,772	
PAYROLL															
Salaries and Wages (51100...)	-88,897	-81,095	-105,500	-82,156	-75,810	-83,405	-32,822	-51,065	-103,641	-97,166	-100,594	-117,600	-100,467	-77,058	
Payroll Taxes & Benefits (50510...)	-17,128	-27,081	-30,810	-21,407	-22,618	-22,773	-14,272	-21,362	-41,698	-32,757	-23,728	-28,800	-32,727	-26,763	
Total Payroll	-106,025	-108,176	-136,310	-103,562	-98,428	-106,178	-47,095	-72,427	-145,338	-129,923	-124,322	-146,400	-133,194	-103,821	
EXPENSE															
Staff Expense (50526...)	-2,087	-3,010	-1,343	-2,688	-1,407	-568	-774	-786	-303	-549	-261	-2,050	-371	-534	
Supplies & Maintenance Expense (52501...)	-4,232	-3,854	-5,180	-3,804	-4,340	-2,675	-119	-1,092	-2,183	-2,474	-1,354	-5,840	-2,004	-1,444	
Administration & Other Expense (51001...)	-13,154	-12,339	-14,808	-13,518	-9,688	-13,727	-1,920	-5,821	-18,309	-16,244	-11,149	-16,210	-15,234	-10,689	
Total Expense	-19,473	-19,203	-21,331	-20,010	-15,434	-16,969	-2,813	-7,698	-20,794	-19,267	-12,764	-24,100	-17,609	-12,667	
PAYROLL & EXPENSE TOTAL	-125,498	-127,379	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-149,190	-137,086	-170,500	-150,803	-116,488	
NOR BEFORE AllocOverhead (NORBO)	309,895	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	629,500	559,238	381,284	
NET OPERATING RESULTS (NOR)	309,895	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	629,500	559,238	381,284	
NET RESULTS BEFORE ASSESSMENT (N)	309,895	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	629,500	559,238	381,284	
ASSESSMENT REVENUE															
NET RESULTS (NR)	309,895	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	629,500	559,238	381,284	
CHANGE IN MEMBERS' EQUITY (CME)	309,895	321,614	379,577	268,746	270,979	360,940	72,823	155,883	591,997	570,130	515,589	629,500	559,238	381,284	
Total Expenses (TE), (COGS+PAYROLL+)	-125,498	-127,379	-157,642	-123,572	-113,862	-123,147	-49,907	-80,125	-166,133	-149,144	-137,086	-170,500	-150,788	-116,479	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
 Ski School (220)
 For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3 Year Average Years	3-Yr	5-Yr
REVENUE															
Direct Access & Use Fees (35020...)	38,025	10,964	16,749	22,395	12,524	8,570	0	302	10,550	14,515	15,804	14,000	13,623	8,234	
Retail Product (36015...)	0	0	-80	0	0	0	0	0	-144	0	0	0	-48	-29	
Lessons & Rental (35010...)	249,775	277,131	365,770	335,821	292,557	419,413	111,915	227,062	788,800	870,957	912,185	938,000	857,314	582,184	
Other Revenue (37009...)	-2,637	-2,383	-5,635	-1,605	-562	-4,383	-240	0	0	0	0	0	0	-48	
Total Revenue	285,163	285,712	376,804	356,611	304,519	423,599	111,675	227,364	799,206	885,472	927,989	952,000	870,889	590,341	
GROSS MARGIN (GM)	285,163	285,712	376,804	356,611	304,519	423,599	111,675	227,364	799,206	885,472	927,989	952,000	870,889	590,341	
PAYROLL															
Salaries and Wages (51100...)	-165,733	-165,952	-158,212	-161,847	-147,751	-179,691	-82,994	-143,287	-309,990	-414,508	-422,886	-427,600	-382,461	-274,733	
Payroll Taxes & Benefits (50510...)	-34,336	-34,436	-36,512	-38,449	-44,668	-51,155	-37,311	-61,847	-127,007	-143,218	-105,644	-116,000	-125,290	-95,005	
Total Payroll	-200,068	-200,388	-194,724	-200,296	-192,419	-230,847	-120,305	-205,133	-436,997	-557,726	-528,530	-543,600	-507,751	-369,738	
EXPENSE															
Staff Expense (50526...)	-5,818	-5,363	-2,834	-1,087	-1,910	-4,563	-1,630	-882	-3,786	-7,366	-2,586	-8,150	-4,579	-3,250	
Utilities Expense (55001...)	0	0	0	0	0	0	0	0	-198	-776	-588	-750	-520	-312	
Supplies & Maintenance Expense (52501...)	-3,630	-4,869	-3,232	-3,984	-2,835	-1,494	-2,354	-2,314	-5,264	-3,683	-5,356	-11,850	-4,768	-3,794	
Insurance Expense (52025...)	0	0	0	0	0	0	0	0	-6,228	0	0	0	-2,076	-1,246	
Administration & Other Expense (51001...)	-727	-573	-353	-592	-751	-844	-741	-1,123	-2,609	-1,098	-1,674	-1,450	-1,793	-1,449	
Total Expense	-10,176	-10,805	-6,418	-5,663	-5,496	-6,902	-4,725	-4,319	-18,085	-12,922	-10,203	-22,200	-13,737	-10,051	
PAYROLL & EXPENSE TOTAL	-210,244	-211,193	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-570,648	-538,734	-565,800	-521,488	-379,789	
NOR BEFORE AllocOverhead (NORBO)	74,919	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	386,200	349,401	210,552	
NET OPERATING RESULTS (NOR)	74,919	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	386,200	349,401	210,552	
NET RESULTS BEFORE ASSESSMENT (NOR)	74,919	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	386,200	349,401	210,552	
ASSESSMENT REVENUE															
NET RESULTS (NR)	74,919	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	386,200	349,401	210,552	
CHANGE IN MEMBERS' EQUITY (CME)	74,919	74,519	175,661	150,652	106,604	185,851	-13,355	17,911	344,125	314,824	389,255	386,200	349,401	210,552	
Total Expenses (TE), (COGS+PAYROLL+)	-210,244	-211,193	-201,142	-205,959	-197,915	-237,749	-125,030	-209,453	-455,082	-570,648	-538,734	-565,800	-521,488	-379,789	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Snowflakes (230)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Lessons & Rental (35010...)	170,756	216,560	285,282	256,600	208,259	235,996	63,964	0	0	0	0	0	0	0	12,793
Other Revenue (37009...)	-445	-407	-685	0	-33	-264	0	0	0	0	0	0	0	0	0
Total Revenue	170,311	216,153	284,597	256,600	208,226	235,732	63,964	0	0	0	0	0	0	0	12,793
GROSS MARGIN (GM)	170,311	216,153	284,597	256,600	208,226	235,732	63,964	0	0	0	0	0	0	0	12,793
PAYROLL															
Salaries and Wages (51100...)	-75,994	-92,758	-106,629	-96,040	-57,764	-64,517	-33,153	0	0	0	0	0	0	0	-6,631
Payroll Taxes & Benefits (50510...)	-22,195	-23,530	-31,776	-28,494	-13,210	-16,324	-14,513	0	0	0	0	0	0	0	-2,903
Total Payroll	-98,190	-116,288	-138,405	-124,534	-70,974	-80,841	-47,666	0	0	0	0	0	0	0	-9,533
EXPENSE															
Staff Expense (50526...)	-2,140	-1,297	-1,232	-85	-756	-53	0	0	0	0	0	0	0	0	0
Utilities Expense (55001...)	0	0	0	-160	0	0	0	0	0	0	0	0	0	0	0
Supplies & Maintenance Expense (52501...)	-2,357	-1,096	-859	-832	-1,154	-1,558	-55	0	0	0	0	0	0	0	-11
Administration & Other Expense (51001...)	-1,269	-890	-327	-729	-116	0	0	0	0	0	0	0	0	0	0
Total Expense	-5,766	-3,283	-2,418	-1,806	-2,026	-1,610	-55	0	0	0	0	0	0	0	-11
PAYROLL & EXPENSE TOTAL	-103,956	-119,572	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	0	0	0	0	-9,544
NOR BEFORE AllocOverhead (NORBO)	66,355	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249
NET OPERATING RESULTS (NOR)	66,355	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249
NET RESULTS BEFORE ASSESSMENT (N)	66,355	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249
ASSESSMENT REVENUE															
NET RESULTS (NR)	66,355	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249
CHANGE IN MEMBERS' EQUITY (CME)	66,355	96,582	143,774	130,260	135,226	153,280	16,243	0	0	0	0	0	0	0	3,249
Total Expenses (TE), (COGS+PAYROLL+)	-103,956	-119,572	-140,823	-126,340	-73,000	-82,452	-47,721	0	0	0	0	0	0	0	-9,544

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Ticket Office Administration (240)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-yr	5-Yr	
REVENUE															
Direct Access & Use Fees (35020...	867,791	890,442	1,092,425	783,838	692,359	827,630	194,171	455,015	1,316,140	1,368,415	1,232,829	1,462,800	1,305,795	913,314	
Food and Beverage (33000...	0	0	0	0	0	0	0	0	0	-86	0	0	0	-17	
Retail Product (36015...	0	-165	0	0	0	0	0	0	-75	-92	0	0	0	-33	
Lessons & Rental (35010...	0	0	0	0	0	0	132	0	0	0	0	0	0	26	
Other Revenue (37009...	-3,632	-3,952	-4,498	-2,595	5,197	6,265	10,074	6,237	7,747	5,730	5,659	2,200	6,378	7,089	
Total Revenue	864,159	886,325	1,087,927	781,243	697,555	833,895	204,376	461,252	1,323,812	1,373,967	1,238,488	1,465,000	1,312,089	920,379	
COST OF GOODS SOLD (COGS)	(40000...	0	0	45	0	0	0	0	0	0	0	0	0	0	
GROSS MARGIN (GM)	864,159	886,325	1,087,971	781,243	697,555	833,895	204,376	461,252	1,323,812	1,373,967	1,238,488	1,465,000	1,312,089	920,379	
PAYROLL															
Salaries and Wages (51100...	-39,737	-48,195	-68,295	-58,938	-52,988	-69,913	-38,284	-46,876	-84,856	-94,637	-94,715	-98,000	-91,403	-71,874	
Payroll Taxes & Benefits (50510...	-7,953	-7,867	-11,246	-9,482	-11,387	-15,713	-16,047	-18,977	-33,629	-33,117	-22,200	-25,500	-29,649	-24,794	
Total Payroll	-47,690	-56,062	-79,541	-68,420	-64,375	-85,626	-54,331	-65,853	-118,485	-127,754	-116,915	-123,500	-121,051	-96,668	
EXPENSE															
Staff Expense (50526...	-447	-63	-150	41	-355	-120	-56	-63	-27	-467	-262	-800	-252	-175	
Supplies & Maintenance Expense (52501...	-3,587	-12,096	-13,586	-10,747	-10,357	-3,294	-9,327	-2,593	-10,303	-11,050	-8,049	-9,450	-9,801	-8,264	
Insurance Expense (52025...	0	0	0	0	0	0	0	0	-3,184	0	0	0	-1,061	-637	
Administration & Other Expense (51001...	-21,644	-25,327	-35,174	-29,956	-19,372	-28,843	-7,698	-13,498	-36,308	-42,564	-45,170	-56,050	-41,347	-29,048	
Total Expense	-25,678	-37,486	-48,909	-40,662	-30,085	-32,257	-17,082	-16,153	-49,822	-54,082	-53,480	-66,300	-52,461	-38,124	
PAYROLL & EXPENSE TOTAL	-73,368	-93,548	-128,451	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-181,835	-170,395	-189,800	-173,513	-134,791	
NOR BEFORE AllocOverhead (NORBO)	790,791	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,275,200	1,138,577	785,588	
NET OPERATING RESULTS (NOR)	790,791	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,275,200	1,138,577	785,588	
NET RESULTS BEFORE ASSESSMENT (N)	790,791	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,275,200	1,138,577	785,588	
ASSESSMENT REVENUE															
NET RESULTS (NR)	790,791	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,275,200	1,138,577	785,588	
CHANGE IN MEMBERS' EQUITY (CME)	790,791	792,778	959,521	672,161	603,096	716,012	132,963	379,246	1,155,505	1,192,132	1,068,093	1,275,200	1,138,577	785,588	
Total Expenses (TE), (COGS+PAYROLL+)	-73,368	-93,548	-128,406	-109,082	-94,460	-117,883	-71,413	-82,006	-168,307	-181,835	-170,395	-189,800	-173,513	-134,791	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Snowplay (216)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Recreation Fee	36053	0	0	0	10,005	19,478	7,087	10,013	28,022	24,458	10,455	23,000	20,978	16,007	
Direct Access & Use Fees	(35020...	34,790	45,773	97,480	97,603	82,363	137,253	61,093	105,874	238,419	223,801	246,100	213,713	161,621	
Food and Beverage	(33000...	0	0	0	0	0	0	7,574	19,486	11,676	10,969	10,100	14,044	9,941	
Retail Product	(36015...	0	0	-18	0	3,337	4,498	1,560	2,785	4,239	3,606	2,800	3,024	2,684	
Other Revenue	(37009...	0	0	0	-132	0	0	150	0	0	0	0	0	30	
Total Revenue		34,790	45,773	97,462	97,471	95,706	161,229	69,890	126,246	290,166	263,541	201,572	282,000	251,760	190,283
COST OF GOODS SOLD (COGS)	(40000...	0	0	0	0	-860	-1,786	-511	-3,465	-6,895	-5,365	-3,553	-4,000	-5,271	-3,958
GROSS MARGIN (GM)		34,790	45,773	97,462	97,471	94,846	159,443	69,379	122,781	283,271	258,176	198,019	278,000	246,489	186,325
PAYROLL															
Salaries and Wages	(51100...	-10,676	-8,572	-21,024	-24,482	-18,488	-33,250	-10,935	-17,484	-44,325	-70,956	-72,562	-93,700	-62,615	-43,253
Payroll Taxes & Benefits	(50510...	-1,987	-1,625	-3,994	-4,588	-5,047	-9,163	-5,086	-7,268	-17,369	-21,051	-18,722	-24,300	-19,047	-13,899
Total Payroll		-12,663	-10,197	-25,019	-29,070	-23,535	-42,413	-16,021	-24,752	-61,695	-92,007	-91,284	-118,000	-81,662	-57,152
EXPENSE															
Staff Expense	(50526...	-20	-119	-1,106	-2,780	-266	-1,233	-142	35	-352	-926	-143	-1,500	-474	-306
Utilities Expense	(55001...	0	0	0	-156	-160	-1,220	-1,191	-1,934	-8,094	-7,129	-7,160	-7,600	-7,461	-5,101
Supplies & Maintenance Expense	(52501...	-8,669	-3,705	-13,874	-18,182	-14,256	-22,352	-8,974	-15,079	-27,275	-17,071	-17,484	-24,900	-20,610	-17,177
Insurance Expense	52025	-2,342	-2,400	-2,548	-3,000	-2,600	-5,000	-3,142	-3,359	-4,720	-4,600	-4,200	-4,200	-4,507	-4,004
Administration & Other Expense	(51001...	0	0	-252	-2,637	-1,845	-2,945	-859	-2,749	-6,194	-6,734	-5,181	-5,700	-6,036	-4,344
Total Expense		-11,031	-6,224	-17,781	-26,755	-19,127	-32,749	-14,308	-23,086	-46,635	-36,460	-34,168	-43,900	-39,088	-30,931
PAYROLL & EXPENSE TOTAL		-23,694	-16,421	-42,799	-55,825	-42,662	-75,162	-30,329	-47,838	-108,330	-128,468	-125,452	-161,900	-120,750	-88,083
NOR BEFORE AllocOverhead (NORBO)		11,096	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	116,100	125,739	98,242
Allocated Overhead (OH)	59025	-16,330	0	0	0	0	0	0	0	0	0	0	-56,700	0	0
NET OPERATING RESULTS (NOR)		-5,234	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	59,400	125,739	98,242
NET RESULTS BEFORE ASSESSMENT (N)		-5,234	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	59,400	125,739	98,242
ASSESSMENT REVENUE															
NET RESULTS (NR)		-5,234	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	59,400	125,739	98,242
CHANGE IN MEMBERS' EQUITY (CME)		-5,234	29,352	54,662	41,646	52,184	84,281	39,051	74,943	174,941	129,708	72,567	59,400	125,739	98,242
Total Expenses (TE), (COGS+PAYROLL+)		-23,694	-16,421	-42,799	-55,825	-43,522	-76,948	-30,839	-51,304	-115,225	-133,832	-129,005	-165,900	-126,021	-92,041

**Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Campground (100)
For the Twelve Months Ending**

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2019 Budget	Actuals Average		
							2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
							2016 Actual	2017 Actual	2018 Actual						
REVENUE															
Direct Access & Use Fees (35020...)	35,219	31,088	34,877	42,608	39,724	45,626	51,847	52,545	58,870	64,025	85,642	69,300	69,512	62,586	
Other Revenue (37009...)	444	180	202	85	207	301	197	184	172	208	1,115	700	498	375	
Total Revenue	35,663	31,268	35,079	42,693	39,931	45,927	52,044	52,729	59,042	64,233	86,757	70,000	70,011	62,961	
GROSS MARGIN (GM)	35,663	31,268	35,079	42,693	39,931	45,927	52,044	52,729	59,042	64,233	86,757	70,000	70,011	62,961	
PAYROLL															
Salaries and Wages (51100...)	-34,884	-31,689	-28,388	-23,414	-24,563	-25,889	-25,836	-26,967	-29,138	-33,429	-34,606	-35,100	-32,391	-29,995	
Payroll Taxes & Benefits (50510...)	-7,007	-6,221	-5,377	-4,565	-4,888	-5,090	-5,419	-6,163	-5,560	-6,305	-6,470	-7,600	-6,111	-5,983	
Total Payroll	-41,890	-37,910	-33,765	-27,980	-29,451	-30,980	-31,255	-33,130	-34,697	-39,734	-41,075	-42,700	-38,502	-35,978	
EXPENSE															
Staff Expense (50526...)	0	-75	-226	0	-479	-604	-464	-389	0	-37	0	-90	-12	-178	
Utilities Expense (55001...)	-21,074	-19,541	-21,327	-22,369	-21,986	-23,545	-22,560	-25,305	-25,559	-25,286	-28,049	-27,680	-26,298	-25,352	
Supplies & Maintenance Expense (52501...)	-10,725	-6,048	-3,727	-2,302	-2,617	-5,456	-4,546	-3,783	-3,308	-4,587	-6,610	-3,400	-4,835	-4,567	
Insurance Expense (52025...)	-703	-600	-600	-600	-600	-600	-524	-600	-607	-600	-600	-600	-602	-586	
Administration & Other Expense (51001...)	-2,465	-1,500	-1,406	-1,336	-682	-1,699	-1,657	-1,172	-1,599	-1,679	-359	-1,030	-1,212	-1,293	
Total Expense	-34,968	-27,763	-27,285	-26,607	-26,364	-31,905	-29,751	-31,250	-31,073	-32,189	-35,618	-32,800	-32,960	-31,976	
PAYROLL & EXPENSE TOTAL	-76,859	-65,673	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-71,923	-76,693	-75,500	-71,462	-67,954	
NOR BEFORE AllocOverhead (NORBO)	-41,196	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-5,500	-1,451	-4,993	
Allocated Overhead (OH) 59025	-21,113	0	0	0	0	0	0	0	0	0	0	-36,100	0	0	
NET OPERATING RESULTS (NOR)	-62,309	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-41,600	-1,451	-4,993	
NET RESULTS BEFORE ASSESSMENT (N)	-62,309	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-41,600	-1,451	-4,993	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-62,309	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-41,600	-1,451	-4,993	
CHANGE IN MEMBERS' EQUITY (CME)	-62,309	-34,405	-25,972	-11,894	-15,884	-16,958	-8,962	-11,651	-6,728	-7,690	10,064	-41,600	-1,451	-4,993	
Total Expenses (TE), (COGS+PAYROLL+)	-76,859	-65,673	-61,050	-54,586	-55,815	-62,885	-61,006	-64,380	-65,770	-71,923	-76,693	-75,500	-71,462	-67,954	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Equestrian (080)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Direct Access & Use Fees (35020...)	79,971	77,141	81,312	61,702	71,018	73,394	0	83,390	112,594	115,028	120,706	142,000	116,109	86,344	
Retail Product (36015...)	8,960	7,174	5,020	4,949	7,848	7,602	0	5,921	9,089	8,428	12,432	12,200	9,983	7,174	
Lessons & Rental (35010...)	86,336	80,722	69,759	66,792	16,920	59,895	12,918	58,621	64,747	71,986	92,456	100,800	76,396	60,146	
Other Revenue (37009...)	-1,479	-899	-90	0	-210	0	0	0	350	320	1,800	0	823	494	
Total Revenue	173,787	164,138	156,001	133,443	95,576	140,891	12,918	147,932	186,780	195,762	227,394	255,000	203,312	154,157	
COST OF GOODS SOLD (COGS)	(40000...)	-5,907	-5,572	-3,244	-3,621	-4,785	-4,730	0	-3,393	-4,694	-6,111	-6,040	-6,500	-5,615	-4,048
GROSS MARGIN (GM)		167,880	158,566	152,757	129,822	90,791	136,161	12,918	144,539	182,086	189,650	221,354	248,500	197,697	150,109
PAYROLL															
Salaries and Wages (51100...)	-134,931	-130,121	-122,808	-121,910	-106,918	-118,070	-68,595	-118,628	-133,560	-153,373	-158,382	-168,500	-148,439	-126,508	
Payroll Taxes & Benefits (50510...)	-38,535	-37,513	-33,202	-31,952	-28,146	-30,673	-20,159	-32,371	-40,070	-46,039	-44,680	-50,900	-43,597	-36,664	
Total Payroll	-173,466	-167,633	-156,011	-153,861	-135,064	-148,743	-88,754	-150,999	-173,630	-199,412	-203,063	-219,400	-192,035	-163,172	
EXPENSE															
Staff Expense (50526...)	-4,166	-2,856	-2,084	-1,982	-1,261	-1,959	-239	-1,239	-873	-1,729	-1,227	-1,450	-1,276	-1,061	
Utilities Expense (55001...)	-22,753	-27,439	-26,902	-21,191	-16,705	-17,601	-10,564	-12,514	-18,208	-15,791	-19,387	-18,980	-17,796	-15,293	
Supplies & Maintenance Expense (52501...)	-84,649	-60,413	-57,737	-50,509	-47,737	-49,552	-33,418	-50,303	-53,955	-59,536	-65,843	-57,620	-59,778	-52,611	
Insurance Expense 52025	-5,246	-5,400	-4,200	-4,400	-4,200	-4,800	-4,713	-5,400	-5,906	-5,400	-6,000	-6,600	-5,769	-5,484	
Administration & Other Expense (51001...)	-7,298	-9,447	-8,455	-7,271	-4,982	-8,022	-1,718	-4,561	-12,962	-10,931	-10,400	-9,450	-11,431	-8,114	
Total Expense	-124,112	-105,555	-99,378	-85,353	-74,885	-81,934	-50,652	-74,017	-91,905	-93,387	-102,857	-94,100	-96,050	-82,564	
PAYROLL & EXPENSE TOTAL	-297,578	-273,188	-255,388	-239,214	-209,949	-230,676	-139,406	-225,016	-265,535	-292,800	-305,920	-313,500	-288,085	-245,735	
NOR BEFORE AllocOverhead (NORBO)	-129,698	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-65,000	-90,388	-95,626	
Allocated Overhead (OH) 59025	-65,011	0	0	0	0	0	0	0	0	0	0	-75,500	0	0	
NET OPERATING RESULTS (NOR)	-194,709	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-140,500	-90,388	-95,626	
NET RESULTS BEFORE ASSESSMENT (N)	-194,709	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-140,500	-90,388	-95,626	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-194,709	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-140,500	-90,388	-95,626	
CHANGE IN MEMBERS' EQUITY (CME)	-194,709	-114,622	-102,632	-109,392	-119,158	-94,515	-126,488	-80,477	-83,449	-103,149	-84,566	-140,500	-90,388	-95,626	
Total Expenses (TE), (COGS+PAYROLL+)	-303,485	-278,760	-258,633	-242,835	-214,734	-235,406	-139,406	-228,409	-270,229	-298,911	-311,960	-320,000	-293,700	-249,783	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Trails (051)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	5 Year Average Years					2019 Budget	Actuals Average		
							2014 Actual	2015 Actual	3 Year Average Years				2019 Budget	3-Yr	5-Yr
							2016 Actual	2017 Actual	2018 Actual						
REVENUE															
Direct Access & Use Fees (35020...)	0	0	0	0	0	0	0	103	307	951	504	1,000	587	373	
Total Revenue	0	0	0	0	0	0	0	103	307	951	504	1,000	587	373	
GROSS MARGIN (GM)	0	0	0	0	0	0	0	103	307	951	504	1,000	587	373	
PAYROLL															
Salaries and Wages (51100...)	0	0	0	0	0	0	-47,506	-49,660	-75,744	-68,284	-98,902	-122,300	-80,977	-68,019	
Payroll Taxes & Benefits (50510...)	0	0	0	0	0	0	-21,734	-18,767	-23,140	-16,940	-21,642	-33,800	-20,574	-20,445	
Total Payroll	0	0	0	0	0	0	-69,240	-68,428	-98,884	-85,224	-120,545	-156,100	-101,551	-88,464	
EXPENSE															
Staff Expense (50526...)	0	0	0	0	0	0	-17	-1,434	-1,424	-1,685	-2,235	-1,060	-1,781	-1,359	
Utilities Expense (55001...)	0	0	0	0	0	0	-630	-315	-809	-427	-1,786	-660	-1,007	-793	
Supplies & Maintenance Expense (52501...)	0	0	0	0	0	0	9,191	3,974	-4,146	-11,167	-12,490	-7,160	-9,268	-2,928	
Insurance Expense 52025	0	0	0	0	0	0	-3,142	-3,600	-3,187	-3,600	-4,800	-4,800	-3,862	-3,666	
Administration & Other Expense (51001...)	0	0	0	0	0	0	-409	-373	-1,019	-314	-6,448	-3,320	-2,594	-1,713	
Total Expense	0	0	0	0	0	0	4,993	-1,749	-10,584	-17,194	-27,760	-17,000	-18,513	-10,459	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	-64,248	-70,177	-109,468	-102,418	-148,304	-173,100	-120,063	-98,923	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-172,100	-119,476	-98,550	
Allocated Overhead (OH) 59025	0	0	0	0	0	0	0	0	0	0	0	-61,600	0	0	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-233,700	-119,476	-98,550	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-233,700	-119,476	-98,550	
ASSESSMENT REVENUE															
NET RESULTS (NR)	0	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-233,700	-119,476	-98,550	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	-64,248	-70,074	-109,161	-101,467	-147,800	-233,700	-119,476	-98,550	
Total Expenses (TE), (COGS+PAYROLL+)	0	0	0	0	0	0	-64,248	-70,177	-109,468	-102,418	-148,304	-173,100	-120,063	-98,923	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Bikeworks (141)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...	0	0	0	0	0	0	0	0	-10	0	0	0	-3	-2	
Retail Product (36015...	0	0	0	0	0	0	0	28,583	35,424	59,043	43,488	52,000	45,985	33,307	
Lessons & Rental (35010...	0	0	0	0	0	0	0	22,673	34,245	32,904	42,751	44,000	36,634	26,515	
Other Revenue (37009...	0	0	0	0	0	0	0	14,168	17,229	18,208	20,648	21,000	18,695	14,051	
Total Revenue	0	0	0	0	0	0	0	65,424	86,888	110,155	106,887	117,000	101,310	73,871	
COST OF GOODS SOLD (COGS)	(40000...	0	0	0	0	0	0	-21,098	-28,589	-44,402	-33,280	-39,000	-35,424	-25,474	
GROSS MARGIN (GM)		0	0	0	0	0	0	44,326	58,299	65,753	73,607	78,000	65,886	48,397	
PAYROLL															
Salaries and Wages (51100...	0	0	0	0	0	0	0	-31,755	-37,808	-38,800	-46,322	-45,800	-40,977	-30,937	
Payroll Taxes & Benefits (50510...	0	0	0	0	0	0	0	-9,081	-9,152	-9,700	-10,521	-11,700	-9,791	-7,691	
Total Payroll	0	0	0	0	0	0	0	-40,836	-46,960	-48,500	-56,843	-57,500	-50,768	-38,628	
EXPENSE															
Staff Expense (50526...	0	0	0	0	0	0	0	-101	-1,445	-2,520	-30	-800	-1,332	-819	
Utilities Expense (55001...	0	0	0	0	0	0	0	0	-6,901	-5,806	-5,641	-6,580	-6,116	-3,670	
Supplies & Maintenance Expense (52501...	0	0	0	0	0	0	0	-1,748	-3,151	-2,096	-3,629	-1,500	-2,959	-2,125	
Insurance Expense 52025	0	0	0	0	0	0	0	-1,800	-3,237	-1,800	-2,400	-2,400	-2,479	-1,847	
Administration & Other Expense (51001...	0	0	0	0	0	0	0	-1,849	-2,607	-7,764	-3,744	-4,920	-4,705	-3,193	
Total Expense	0	0	0	0	0	0	0	-5,498	-17,340	-19,986	-15,445	-16,200	-17,590	-11,654	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	0	-46,334	-64,301	-68,486	-72,288	-73,700	-68,358	-50,282	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	4,300	-2,472	-1,885	
Allocated Overhead (OH) 59025	0	0	0	0	0	0	0	0	0	0	0	-33,800	0	0	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	-29,500	-2,472	-1,885	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	-29,500	-2,472	-1,885	
ASSESSMENT REVENUE															
NET RESULTS (NR)	0	0	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	-29,500	-2,472	-1,885	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	0	-2,008	-6,001	-2,733	1,318	-29,500	-2,472	-1,885	
Total Expenses (TE), (COGS+PAYROLL+)	0	0	0	0	0	0	0	-67,432	-92,889	-112,888	-105,569	-112,700	-103,782	-75,756	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Lodge and Summer F&B Combined
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...)	1,299,555	1,209,039	1,418,199	1,601,805	1,774,236	1,993,139	2,185,555	2,198,292	2,540,238	2,667,209	2,763,868	2,881,000	2,657,105	2,471,032	
Retail Product (36015...)	-22,051	94,991	65,267	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue (37009...)	-12,669	231	0	0	0	0	0	0	0	16,411	28,991	19,000	15,134	9,080	
Total Revenue	1,264,836	1,304,262	1,483,466	1,601,805	1,774,236	1,993,139	2,185,555	2,198,292	2,540,238	2,683,620	2,792,859	2,900,000	2,672,239	2,480,113	
COST OF GOODS SOLD (COGS)	(40000...)	-443,521	-428,633	-511,748	-537,743	-657,676	-685,951	-708,505	-792,055	-825,351	-796,467	-810,000	-804,624	-761,666	
GROSS MARGIN (GM)		821,314	875,629	971,718	1,064,062	1,335,463	1,499,604	1,489,787	1,748,183	1,858,269	1,996,392	2,090,000	1,867,615	1,718,447	
PAYROLL															
Salaries and Wages (51100...)	-584,316	-641,320	-676,051	-693,845	-730,655	-857,092	-925,832	-973,483	-1,113,516	-1,214,319	-1,190,171	-1,206,500	-1,172,669	-1,083,464	
Payroll Taxes & Benefits (50510...)	-129,029	-140,228	-150,870	-140,276	-166,361	-184,049	-253,251	-278,589	-300,626	-349,653	-324,573	-367,200	-324,951	-301,338	
Total Payroll	-713,344	-781,548	-826,921	-834,122	-897,017	-1,041,141	-1,179,083	-1,252,072	-1,414,142	-1,563,971	-1,514,744	-1,573,700	-1,497,619	-1,384,803	
EXPENSE															
Contract Labor Expense (50201)	-198	0	0	0	0	0	0	0	0	0	0	0	0	0	
Staff Expense (50526...)	-21,885	-21,644	-20,468	-21,662	-26,333	-27,910	-26,291	-24,821	-27,731	-56,394	-54,484	-61,150	-46,203	-37,944	
Utilities Expense (55001...)	-87,177	-73,784	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,597	-85,370	-88,119	-92,510	-86,362	-84,068	
Supplies & Maintenance Expense (52501...)	-163,968	-131,942	-124,889	-123,828	-136,019	-159,544	-157,287	-162,049	-195,676	-180,017	-185,431	-176,980	-187,041	-176,092	
Insurance Expense (52025)	-16,801	-16,200	-12,969	-13,200	-9,746	-16,500	-14,140	-16,200	-20,180	-17,200	-18,600	-18,600	-18,660	-17,264	
Administration & Other Expense (51001...)	-47,124	-83,671	-90,769	-103,014	-111,585	-131,410	-130,105	-135,724	-154,908	-177,682	-166,976	-175,060	-166,522	-153,079	
Total Expense	-337,153	-327,242	-325,892	-337,709	-358,113	-418,941	-406,784	-421,089	-484,092	-516,663	-513,610	-524,300	-504,788	-468,448	
PAYROLL & EXPENSE TOTAL	-1,050,497	-1,108,790	-1,152,813	-1,171,831	-1,255,130	-1,460,082	-1,585,867	-1,673,161	-1,898,234	-2,080,634	-2,028,354	-2,098,000	-2,002,407	-1,853,250	
NOR BEFORE AllocOverhead (NORBO)	-229,183	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-8,000	-134,793	-134,803	
Allocated Overhead (OH) (59025)	-189,859	0	0	0	0	0	0	0	0	0	0	-468,200	0	0	
NET OPERATING RESULTS (NOR)	-419,042	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-476,200	-134,793	-134,803	
NET RESULTS BEFORE ASSESSMENT (N)	-419,042	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-476,200	-134,793	-134,803	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-419,042	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-476,200	-134,793	-134,803	
CHANGE IN MEMBERS' EQUITY (CME)	-419,042	-233,161	-181,096	-107,769	-68,150	-124,619	-86,263	-183,374	-150,051	-222,365	-31,962	-476,200	-134,793	-134,803	
Total Expenses (TE), (COGS+PAYROLL+)	-1,494,019	-1,537,423	-1,664,562	-1,709,574	-1,842,386	-2,117,758	-2,271,817	-2,381,666	-2,690,289	-2,905,985	-2,824,821	-2,908,000	-2,807,032	-2,614,916	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
The Lodge (128)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...)	1,194,198	1,155,714	1,329,246	1,464,248	1,621,754	1,825,480	2,001,709	1,997,593	2,312,246	2,444,853	2,534,642	2,630,000	2,430,580	2,258,209	
Retail Product (36015...)	-22,051	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue (37009...)	-12,669	231	0	0	0	0	0	0	0	0	0	0	0	0	
Total Revenue	1,159,479	1,155,945	1,329,246	1,464,248	1,621,754	1,825,480	2,001,709	1,997,593	2,312,246	2,444,853	2,534,642	2,630,000	2,430,580	2,258,209	
COST OF GOODS SOLD (COGS)	(40000...)	-392,201	-370,987	-449,179	-484,090	-528,576	-592,279	-625,873	-636,962	-716,951	-749,702	-725,279	-740,000	-730,644	
GROSS MARGIN (GM)	767,278	784,958	880,067	980,158	1,093,178	1,233,200	1,375,836	1,360,630	1,595,295	1,695,151	1,809,363	1,890,000	1,699,936	1,567,255	
PAYROLL															
Salaries and Wages (51100...)	-504,149	-507,536	-551,864	-578,872	-596,028	-682,127	-788,147	-825,372	-959,933	-1,044,169	-1,054,334	-1,050,000	-1,019,479	-934,391	
Payroll Taxes & Benefits (50510...)	-117,690	-121,274	-133,296	-128,162	-148,268	-162,508	-228,470	-250,576	-269,787	-314,282	-295,175	-326,100	-293,081	-271,658	
Total Payroll	-621,838	-628,810	-685,160	-707,033	-744,297	-844,635	-1,016,617	-1,075,948	-1,229,720	-1,358,452	-1,349,509	-1,376,100	-1,312,560	-1,206,049	
EXPENSE															
Contract Labor Expense (50201)	-198	0	0	0	0	0	0	0	0	0	0	0	0	0	
Staff Expense (50526...)	-21,168	-21,444	-20,280	-20,569	-20,675	-20,740	-20,113	-18,852	-22,332	-20,865	-19,760	-22,100	-20,986	-20,384	
Utilities Expense (55001...)	-87,177	-73,784	-76,796	-76,006	-74,429	-83,578	-78,962	-82,295	-85,527	-85,370	-88,091	-92,510	-86,329	-84,049	
Supplies & Maintenance Expense (52501...)	-139,213	-94,777	-91,927	-94,330	-103,064	-120,769	-123,549	-128,207	-162,299	-145,136	-152,643	-143,820	-153,359	-142,367	
Insurance Expense (52025)	-16,801	-15,600	-12,369	-12,600	-9,146	-15,900	-13,617	-15,600	-19,351	-16,600	-18,000	-18,000	-17,984	-16,634	
Administration & Other Expense (51001...)	-42,969	-78,230	-85,171	-94,026	-103,573	-120,533	-119,991	-119,518	-139,972	-160,618	-152,537	-157,470	-151,043	-138,527	
Total Expense	-307,526	-283,834	-286,543	-297,531	-310,887	-361,519	-356,232	-364,472	-429,480	-428,589	-431,032	-433,900	-429,700	-401,961	
PAYROLL & EXPENSE TOTAL	-929,364	-912,644	-971,703	-1,004,564	-1,055,183	-1,206,154	-1,372,849	-1,440,420	-1,659,200	-1,787,040	-1,780,541	-1,810,000	-1,742,261	-1,608,010	
NOR BEFORE AllocOverhead (NORBO)	-162,086	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	80,000	-42,324	-40,755	
Allocated Overhead (OH) (59025)	-179,526	0	0	0	0	0	0	0	0	0	0	-417,000	0	0	
NET OPERATING RESULTS (NOR)	-341,612	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	-337,000	-42,324	-40,755	
NET RESULTS BEFORE ASSESSMENT (N)	-341,612	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	-337,000	-42,324	-40,755	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-341,612	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	-337,000	-42,324	-40,755	
CHANGE IN MEMBERS' EQUITY (CME)	-341,612	-127,685	-91,636	-24,406	37,994	27,047	2,987	-79,790	-63,905	-91,890	28,822	-337,000	-42,324	-40,755	
Total Expenses (TE), (COGS+PAYROLL+)	-1,321,565	-1,283,631	-1,420,882	-1,488,654	-1,583,760	-1,798,433	-1,998,722	-2,077,382	-2,376,152	-2,536,743	-2,505,820	-2,550,000	-2,472,905	-2,298,964	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Summer Food and Beverage (170)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...	105,357	53,325	88,953	137,557	152,482	167,660	183,846	200,699	227,992	222,356	229,226	251,000	226,525	212,824	
Retail Product (36015...	0	94,991	65,267	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue (37009...	0	0	0	0	0	0	0	0	0	16,411	28,991	19,000	15,134	9,080	
Total Revenue	105,357	148,316	154,220	137,557	152,482	167,660	183,846	200,699	227,992	238,767	258,217	270,000	241,659	221,904	
COST OF GOODS SOLD (COGS)	(40000...	-51,321	-57,646	-62,569	-53,653	-65,397	-60,077	-71,542	-75,103	-75,649	-71,188	-70,000	-73,980	-70,712	
GROSS MARGIN (GM)	54,036	90,671	91,651	83,904	93,802	102,263	123,768	129,157	152,888	163,119	187,029	200,000	167,679	151,192	
PAYROLL															
Salaries and Wages (51100...	-80,167	-133,784	-124,187	-114,973	-134,627	-174,965	-137,685	-148,110	-153,583	-170,150	-135,837	-156,500	-153,190	-149,073	
Payroll Taxes & Benefits (50510...	-11,339	-18,954	-17,574	-12,115	-18,093	-21,541	-24,780	-28,013	-30,839	-35,370	-29,398	-41,100	-31,869	-29,680	
Total Payroll	-91,506	-152,738	-141,761	-127,088	-152,720	-196,506	-162,466	-176,124	-184,422	-205,520	-165,235	-197,600	-185,059	-178,753	
EXPENSE															
Staff Expense (50526...	-717	-200	-188	-1,093	-5,658	-7,169	-6,177	-5,970	-5,399	-35,529	-34,724	-39,050	-25,217	-17,560	
Utilities Expense (55001...	0	0	0	0	0	0	0	0	-70	0	-27	0	-33	-20	
Supplies & Maintenance Expense (52501...	-24,755	-37,166	-32,962	-29,498	-32,955	-38,775	-33,737	-33,842	-33,377	-34,881	-32,788	-33,160	-33,682	-33,725	
Insurance Expense 52025	0	-600	-600	-600	-600	-600	-524	-600	-829	-600	-600	-600	-676	-630	
Administration & Other Expense (51001...	-4,156	-5,442	-5,598	-8,987	-8,013	-10,877	-10,114	-16,206	-14,937	-17,064	-14,439	-17,590	-15,480	-14,552	
Total Expense	-29,627	-43,408	-39,349	-40,179	-47,226	-57,422	-50,552	-56,618	-54,612	-88,074	-82,578	-90,400	-75,088	-66,487	
PAYROLL & EXPENSE TOTAL	-121,133	-196,146	-181,110	-167,267	-199,946	-253,928	-213,018	-232,742	-239,034	-293,594	-247,813	-288,000	-260,147	-245,240	
NOR BEFORE AllocOverhead (NORBO)	-67,097	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-88,000	-92,468	-94,048	
Allocated Overhead (OH) 59025	-10,333	0	0	0	0	0	0	0	0	0	0	-51,200	0	0	
NET OPERATING RESULTS (NOR)	-77,430	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-139,200	-92,468	-94,048	
NET RESULTS BEFORE ASSESSMENT (N)	-77,430	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-139,200	-92,468	-94,048	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-77,430	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-139,200	-92,468	-94,048	
CHANGE IN MEMBERS' EQUITY (CME)	-77,430	-105,476	-89,459	-83,363	-106,144	-151,665	-89,249	-103,585	-86,145	-130,475	-60,784	-139,200	-92,468	-94,048	
Total Expenses (TE), (COGS+PAYROLL+)	-172,453	-253,792	-243,679	-220,920	-258,626	-319,325	-273,095	-304,284	-314,137	-369,243	-319,001	-358,000	-334,127	-315,952	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Pizza on the Hill (150)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...	142,389	207,640	260,761	257,309	265,598	308,785	347,020	473,254	518,060	518,002	590,922	603,000	542,328	489,452	
Retail Product (36015...	-7,716	-14,324	-5,312	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue (37009...	-3,163	-14,768	-4,289	-20	0	0	0	0	0	0	0	0	0	0	
Total Revenue	131,510	178,548	251,161	257,288	265,598	308,785	347,020	473,254	518,060	518,002	590,922	603,000	542,328	489,452	
COST OF GOODS SOLD (COGS)	(40000...	-43,177	-67,807	-98,144	-90,107	-79,646	-116,583	-108,255	-134,980	-155,956	-168,174	-175,579	-166,600	-166,570	
GROSS MARGIN (GM)	88,333	110,741	153,017	167,181	185,952	192,201	238,765	338,275	362,103	349,828	415,343	436,400	375,758	340,863	
PAYROLL															
Salaries and Wages (51100...	-99,659	-126,490	-153,783	-145,236	-141,115	-164,808	-168,149	-240,469	-240,173	-266,031	-322,471	-301,600	-276,225	-247,458	
Payroll Taxes & Benefits (50510...	-29,389	-32,417	-34,537	-30,595	-36,219	-40,244	-46,975	-72,640	-73,957	-78,026	-82,422	-86,700	-78,135	-70,804	
Total Payroll	-129,048	-158,907	-188,320	-175,831	-177,334	-205,053	-215,124	-313,109	-314,130	-344,057	-404,893	-388,300	-354,360	-318,262	
EXPENSE															
Staff Expense (50526...	-753	-769	-6,224	-4,753	-5,249	-5,637	-4,743	-5,654	-6,513	-7,510	-7,660	-7,600	-7,228	-6,416	
Utilities Expense (55001...	-3,168	-3,763	-5,842	-5,994	-6,560	-6,326	-6,367	-6,518	-4,829	-4,877	-6,087	-6,800	-5,264	-5,735	
Supplies & Maintenance Expense (52501...	-16,037	-25,199	-29,766	-22,021	-19,891	-27,632	-26,487	-46,457	-40,028	-37,731	-43,979	-37,000	-40,579	-38,936	
Insurance Expense 52025	-1,773	-2,400	-1,237	-1,200	-1,200	-1,200	-1,047	-1,200	-4,238	-3,400	-2,400	-2,400	-3,346	-2,457	
Administration & Other Expense (51001...	-4,887	-8,698	-11,876	-9,872	-8,983	-10,930	-10,353	-17,966	-20,110	-23,514	-24,756	-27,500	-22,793	-19,340	
Total Expense	-26,618	-40,830	-54,945	-43,840	-41,883	-51,725	-48,998	-77,795	-75,717	-77,032	-84,881	-81,300	-79,210	-72,885	
PAYROLL & EXPENSE TOTAL	-155,666	-199,737	-243,265	-219,671	-219,217	-256,777	-264,122	-390,903	-389,847	-421,089	-489,774	-469,600	-433,570	-391,147	
NOR BEFORE AllocOverhead (NORBO)	-67,332	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-33,200	-57,812	-50,284	
Allocated Overhead (OH) 59025	-31,750	0	0	0	0	0	0	0	0	0	0	-118,500	0	0	
NET OPERATING RESULTS (NOR)	-99,082	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-151,700	-57,812	-50,284	
NET RESULTS BEFORE ASSESSMENT (N)	-99,082	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-151,700	-57,812	-50,284	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-99,082	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-151,700	-57,812	-50,284	
CHANGE IN MEMBERS' EQUITY (CME)	-99,082	-88,996	-90,249	-52,491	-33,265	-64,576	-25,357	-52,629	-27,743	-71,261	-74,431	-151,700	-57,812	-50,284	
Total Expenses (TE), (COGS+PAYROLL+)	-198,842	-267,544	-341,409	-309,779	-298,863	-373,361	-372,377	-525,883	-545,803	-589,263	-665,353	-636,200	-600,140	-539,736	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Alder Creek Cafe (155)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...)	0	0	0	0	0	0	0	66,626	350,965	396,641	383,192	450,000	376,933	239,485	
Retail Product (36015...)	0	0	0	0	0	0	0	0	2,733	3,040	4,700	0	3,491	2,095	
Total Revenue	0	0	0	0	0	0	0	66,626	353,697	399,681	387,892	450,000	380,423	241,579	
COST OF GOODS SOLD (COGS)	(40000...)	0	0	0	0	0	0	-29,590	-119,884	-143,323	-138,213	-144,000	-133,807	-86,202	
GROSS MARGIN (GM)		0	0	0	0	0	0	37,036	233,814	256,358	249,679	306,000	246,617	155,377	
PAYROLL															
Salaries and Wages (51100...)	0	0	0	0	0	0	0	-34,367	-177,324	-226,437	-225,845	-247,500	-209,869	-132,795	
Payroll Taxes & Benefits (50510...)	0	0	0	0	0	0	0	-7,311	-40,820	-58,276	-55,966	-67,800	-51,687	-32,475	
Total Payroll	0	0	0	0	0	0	0	-41,678	-218,144	-284,713	-281,811	-315,300	-261,556	-165,269	
EXPENSE															
Staff Expense (50526...)	0	0	0	0	0	0	0	-13	-4,322	-8,259	-8,833	-9,200	-7,138	-4,285	
Utilities Expense (55001...)	0	0	0	0	0	0	0	0	-9,261	-12,125	-17,163	-16,450	-12,849	-7,710	
Supplies & Maintenance Expense (52501...)	0	0	0	0	0	0	0	-6,290	-32,855	-42,801	-36,553	-35,710	-37,403	-23,700	
Insurance Expense 52025	0	0	0	0	0	0	0	0	-4,546	-3,400	-2,400	-2,400	-3,449	-2,069	
Administration & Other Expense (51001...)	0	0	0	0	0	0	0	-514	-7,039	-9,962	-12,448	-10,540	-9,816	-5,993	
Total Expense	0	0	0	0	0	0	0	-6,817	-58,022	-76,547	-77,397	-74,300	-70,655	-43,757	
PAYROLL & EXPENSE TOTAL	0	0	0	0	0	0	0	-48,495	-276,167	-361,260	-359,208	-389,600	-332,212	-209,026	
NOR BEFORE AllocOverhead (NORBO)	0	0	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-83,600	-85,595	-53,649	
Allocated Overhead (OH) 59025	0	0	0	0	0	0	0	0	0	0	0	-88,100	0	0	
NET OPERATING RESULTS (NOR)	0	0	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-171,700	-85,595	-53,649	
NET RESULTS BEFORE ASSESSMENT (N)	0	0	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-171,700	-85,595	-53,649	
ASSESSMENT REVENUE															
NET RESULTS (NR)	0	0	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-171,700	-85,595	-53,649	
CHANGE IN MEMBERS' EQUITY (CME)	0	0	0	0	0	0	0	-11,459	-42,353	-104,902	-109,529	-171,700	-85,595	-53,649	
Total Expenses (TE), (COGS+PAYROLL+)	0	0	0	0	0	0	0	-78,085	-396,050	-504,583	-497,421	-533,600	-466,018	-295,228	

**Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Homeowners Association Consolidated
For the Twelve Months Ending**

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...)	0	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-6,534	-7,985	-2,000	-4,840	-3,324	
Retail Product (36015...)	41,499	33,962	49,172	39,624	15,271	40,263	23,414	42,536	30,781	37,904	54,924	19,100	41,203	37,912	
Lessons & Rental (35010...)	0	0	0	0	0	0	0	0	0	0	12,650	12,000	4,217	2,530	
Other Revenue (37009...)	538,460	580,234	487,434	543,505	490,149	566,116	553,085	566,857	681,896	656,137	765,564	656,900	701,199	644,708	
Total Revenue	579,959	614,196	529,291	575,359	503,906	603,212	576,499	607,293	712,678	687,508	825,153	686,000	741,780	681,826	
COST OF GOODS SOLD (COGS)	(40000...)	-8	-2,592	0	-160	0	0	0	0	0	0	0	0	0	
GROSS MARGIN (GM)	579,951	611,604	529,291	575,199	503,906	603,212	576,499	607,293	712,678	687,508	825,153	686,000	741,780	681,826	
PAYROLL															
Salaries and Wages (51100...)	-2,617,608	-2,734,241	-2,783,583	-2,828,493	-2,957,437	-3,180,334	-3,178,730	-3,326,412	-3,443,652	-3,531,708	-4,004,533	-4,095,000	-3,659,964	-3,497,007	
Payroll Taxes & Benefits (50510...)	-708,170	-779,229	-757,306	-744,270	-758,425	-846,488	-848,734	-857,318	-881,053	-885,309	-943,165	-1,142,500	-903,176	-883,116	
Total Payroll	-3,325,778	-3,513,470	-3,540,889	-3,572,762	-3,715,862	-4,026,822	-4,027,464	-4,183,731	-4,324,706	-4,417,017	-4,947,698	-5,237,500	-4,563,140	-4,380,123	
EXPENSE															
Contract Labor Expense (50201)	-206,477	0	0	0	0	0	0	0	0	-40,110	-3,799	0	-14,636	-8,782	
Staff Expense (50526...)	-145,417	-204,741	-144,007	-121,721	-108,493	-117,200	-85,539	-113,084	-141,063	-170,149	-167,978	-200,220	-159,730	-135,563	
Utilities Expense (55001...)	-186,529	-181,465	-199,913	-213,211	-210,571	-224,142	-249,503	-257,663	-246,150	-258,221	-213,947	-235,710	-239,439	-245,097	
Supplies & Maintenance Expense (52501...)	-258,665	-514,661	-542,368	-604,793	-189,595	-482,234	-113,067	-323,794	-518,692	-475,228	-652,559	-656,852	-548,826	-416,668	
Insurance Expense (52025)	-154,275	-159,371	-116,970	-112,133	-119,829	-146,643	-136,864	-155,382	-132,504	-145,335	-170,875	-269,000	-149,571	-148,192	
Administration & Other Expense (51001...)	-644,221	-705,811	-584,268	-556,542	-598,710	-696,175	-549,617	-691,288	-721,681	-834,419	-865,221	-947,918	-807,107	-732,445	
Total Expense	-1,595,584	-1,766,049	-1,587,526	-1,608,400	-1,227,198	-1,666,394	-1,134,589	-1,541,211	-1,760,090	-1,923,461	-2,074,378	-2,309,700	-1,919,310	-1,686,746	
PAYROLL & EXPENSE TOTAL	-4,921,362	-5,279,519	-5,128,415	-5,181,162	-4,943,060	-5,693,216	-5,162,053	-5,724,942	-6,084,796	-6,340,478	-7,022,076	-7,547,200	-6,482,450	-6,066,869	
NOR BEFORE AllocOverhead (NORBO)	-4,341,411	-4,667,915	-4,599,125	-4,605,963	-4,439,154	-5,090,003	-4,585,554	-5,117,649	-5,372,118	-5,652,970	-6,196,923	-6,861,200	-5,740,671	-5,385,043	
Allocated Overhead (OH) (59025)	1,440,581	0	0	0	0	0	0	0	0	0	0	2,964,300	0	0	
NET OPERATING RESULTS (NOR)	-2,900,830	-4,667,915	-4,599,125	-4,605,963	-4,439,154	-5,090,003	-4,585,554	-5,117,649	-5,372,118	-5,652,970	-6,196,923	-3,896,900	-5,740,671	-5,385,043	
Contributions to Capital Funds (31010...)	-3,169,000	-3,269,000	-3,914,000	-4,110,000	-4,401,000	-4,621,000	-4,906,000	-5,217,000	-5,346,000	-5,988,000	-6,214,000	-7,023,000	-5,849,333	-5,534,200	
NET RESULTS BEFORE ASSESSMENT (N)	-6,069,830	-7,936,915	-8,513,125	-8,715,963	-8,840,154	-9,711,003	-9,491,554	-10,334,649	-10,718,118	-11,640,970	-12,410,923	-10,919,900	-11,590,004	-10,919,243	
ASSESSMENT REVENUE															
Operating Fund Assessment Contribution (30110...)	4,276,337	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,084,700	5,696,000	6,449,482	6,245,369	
Replacement Reserve Fund Assessment Co (31010)	2,138,289	2,162,000	2,251,000	2,330,000	2,589,000	2,809,000	3,094,000	3,405,000	3,534,000	3,852,000	4,013,000	4,661,000	3,799,667	3,579,600	
NMEFF Fund Assessment Contribution (31020)	107,700	162,000	162,000	162,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	
Development Fund Assessment Contribution (31015)	923,011	945,000	1,501,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,942,000	2,007,000	2,168,000	1,855,667	1,760,600	
TOTAL ASSESSMENT REVENUE (AREV)	7,445,337	7,762,800	8,412,192	8,608,000	8,899,000	9,738,855	10,353,600	11,647,800	12,299,045	12,298,700	12,298,700	12,719,000	12,298,815	11,779,569	
NET RESULTS (NR)	1,375,507	-174,115	-100,933	-107,963	58,846	27,852	862,046	1,313,151	1,580,927	657,730	-112,223	1,799,100	708,811	860,326	
CHANGE IN MEMBERS' EQUITY (CME)	1,375,507	-174,115	-100,933	-107,963	58,846	27,852	862,046	1,313,151	1,580,927	657,730	-112,223	1,799,100	708,811	860,326	
Total Expenses (TE), (COGS+PAYROLL+)	-4,921,370	-5,282,111	-5,128,415	-5,181,322	-4,943,060	-5,693,216	-5,162,053	-5,724,942	-6,084,796	-6,340,478	-7,022,076	-7,547,200	-6,482,450	-6,066,869	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
 General (005)
 For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
COST OF GOODS SOLD (COGS)	(40000...	-2	0	0	0	0	0	0	0	0	0	0	0	0	0
GROSS MARGIN (GM)		-2	0	0	0	0	0	0	0	0	0	0	0	0	0
PAYROLL															
Salaries and Wages	(51100...	-66,177	-54,679	-68,302	-25,875	-27,546	-31,448	-32,936	-33,671	-35,774	-41,162	-36,824	-65,800	-37,920	-36,073
Payroll Taxes & Benefits	(50510...	-25,395	-19,649	-18,991	-2,733	-4,088	-7,982	-7,178	-9,470	-8,109	-4,228	-3,215	-7,800	-5,184	-6,440
Total Payroll		-91,572	-74,328	-87,293	-28,608	-31,634	-39,431	-40,115	-43,141	-43,882	-45,391	-40,039	-73,600	-43,104	-42,514
EXPENSE															
Staff Expense	(50526...	-2,390	-55,906	-442	-120	-142	0	0	0	0	-307	-81	0	-129	-78
Utilities Expense	(55001...	-64,851	-65,096	-66,930	-67,491	-62,732	-62,809	-62,388	-65,037	-65,597	-67,738	-73,838	-80,020	-69,058	-66,920
Supplies & Maintenance Expense	(52501...	-30,336	-8,270	-12,305	-24,960	-29,584	-34,558	-35,917	-37,729	-37,520	-56,433	-46,822	-49,880	-46,925	-42,884
Insurance Expense	52025	-110,289	-113,771	-81,346	-77,133	-85,120	-105,843	-101,252	-114,582	-95,530	-104,535	-124,075	-222,200	-108,047	-107,995
Administration & Other Expense	(51001...	-345,470	-430,884	-323,281	-274,557	-313,965	-370,020	-245,370	-382,870	-396,131	-505,549	-548,287	-634,900	-483,322	-415,641
Total Expense		-553,337	-673,926	-484,304	-444,261	-491,543	-573,229	-444,927	-600,217	-594,778	-734,563	-793,103	-987,000	-707,481	-633,518
PAYROLL & EXPENSE TOTAL		-644,909	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-833,142	-1,060,600	-750,585	-676,031
NOR BEFORE AllocOverhead (NORBO)		-644,911	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-833,142	-1,060,600	-750,585	-676,031
Allocated Overhead (OH)	59025	-8,752	0	0	0	0	0	0	0	0	0	0	-1,207,200	0	0
NET OPERATING RESULTS (NOR)		-653,663	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-833,142	-2,267,800	-750,585	-676,031
Contributions to Capital Funds	(31010...	-3,169,000	-3,269,000	-3,914,000	-4,110,000	-4,401,000	-4,621,000	-4,906,000	-5,217,000	-5,346,000	-5,988,000	-6,214,000	-7,023,000	-5,849,333	-5,534,200
NET RESULTS BEFORE ASSESSMENT (N)		-3,822,663	-4,017,254	-4,485,598	-4,582,868	-4,924,177	-5,233,660	-5,391,042	-5,860,358	-5,984,660	-6,767,953	-7,047,142	-9,290,800	-6,599,918	-6,210,231
ASSESSMENT REVENUE															
Operating Fund Assessment Contribution	(30110...	4,276,339	4,493,800	4,498,192	4,498,000	4,498,000	5,117,855	5,447,600	6,430,800	6,953,045	6,310,700	6,084,700	5,696,000	6,449,482	6,245,369
Replacement Reserve Fund Assessment Co	31010	2,138,289	2,162,000	2,251,000	2,330,000	2,589,000	2,809,000	3,094,000	3,405,000	3,534,000	3,852,000	4,013,000	4,661,000	3,799,667	3,579,600
NMEFF Fund Assessment Contribution	31020	107,700	162,000	162,000	162,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000
Development Fund Assessment Contribution	31015	923,011	945,000	1,501,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,618,000	1,942,000	2,007,000	2,168,000	1,855,667	1,760,600
TOTAL ASSESSMENT REVENUE (AREV)		7,445,339	7,762,800	8,412,192	8,608,000	8,899,000	9,738,855	10,353,600	11,647,800	12,299,045	12,298,700	12,298,700	12,719,000	12,298,815	11,779,569
NET RESULTS (NR)		3,622,676	3,745,546	3,926,594	4,025,132	3,974,823	4,505,195	4,962,558	5,787,442	6,314,385	5,530,747	5,251,558	3,428,200	5,698,897	5,569,338
CHANGE IN MEMBERS' EQUITY (CME)		3,622,676	3,745,546	3,926,594	4,025,132	3,974,823	4,505,195	4,962,558	5,787,442	6,314,385	5,530,747	5,251,558	3,428,200	5,698,897	5,569,338
Total Expenses (TE), (COGS+PAYROLL+)		-644,911	-748,254	-571,598	-472,868	-523,177	-612,660	-485,042	-643,358	-638,660	-779,953	-833,142	-1,060,600	-750,585	-676,031

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Administration (010)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Food and Beverage (33000...)	0	0	-7,316	-7,770	-1,513	-3,167	0	-2,100	0	-6,534	-7,985	-2,000	-4,840	-3,324	
Retail Product (36015...)	-9	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue (37009...)	220,351	221,059	211,996	197,052	209,201	213,304	216,094	225,776	315,704	267,558	253,014	186,000	278,758	255,629	
Total Revenue	220,342	221,059	204,681	189,282	207,687	210,138	216,094	223,676	315,704	261,024	245,029	184,000	273,919	252,305	
COST OF GOODS SOLD (COGS)	(40000...)	-6	0	0	0	0	0	0	0	0	0	0	0	0	
GROSS MARGIN (GM)	220,336	221,059	204,681	189,282	207,687	210,138	216,094	223,676	315,704	261,024	245,029	184,000	273,919	252,305	
PAYROLL															
Salaries and Wages (51100...)	-459,843	-564,098	-498,829	-506,061	-609,074	-562,952	-642,280	-598,898	-704,356	-612,073	-739,368	-533,600	-685,266	-659,395	
Payroll Taxes & Benefits (50510...)	-83,873	-109,250	-99,398	-108,258	-117,874	-127,890	-144,692	-129,665	-132,212	-141,435	-142,724	-134,600	-138,790	-138,145	
Total Payroll	-543,717	-673,349	-598,228	-614,319	-726,948	-690,842	-786,972	-728,563	-836,568	-753,509	-882,092	-668,200	-824,056	-797,541	
EXPENSE															
Contract Labor Expense (50201)	0	0	0	0	0	0	0	0	0	0	-1,474	0	-491	-295	
Staff Expense (50526...)	-8,905	-8,111	-4,537	-5,338	-5,672	-11,538	-11,971	-12,262	-14,309	-14,394	-31,890	-44,400	-20,198	-16,965	
Utilities Expense (55001...)	-10,824	-10,569	-10,865	-14,650	-11,683	-11,792	-12,197	-15,967	-9,920	-11,151	-6,875	-8,300	-9,315	-11,222	
Supplies & Maintenance Expense (52501...)	-32,774	-36,479	-30,695	-36,653	-40,778	-50,159	-42,573	-42,854	-46,553	-50,941	-47,491	-44,590	-48,329	-46,083	
Insurance Expense (52025)	-4,276	-4,800	-3,711	-3,600	-3,629	-3,600	-4,190	-4,800	-4,246	-4,800	-4,800	-4,800	-4,615	-4,567	
Administration & Other Expense (51001...)	-23,957	-10,991	-4,577	-1,671	-9,034	-15,621	-16,574	-20,685	-25,529	-24,794	-44,977	-38,910	-31,767	-26,512	
Total Expense	-80,736	-70,950	-54,384	-61,912	-70,796	-92,710	-87,505	-96,567	-100,557	-106,081	-137,507	-141,000	-114,715	-105,644	
PAYROLL & EXPENSE TOTAL	-624,453	-744,298	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-859,589	-1,019,599	-809,200	-938,771	-903,184	
NOR BEFORE AllocOverhead (NORBO)	-404,116	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	-625,200	-664,852	-650,879	
Allocated Overhead (OH) (59025)	428,046	0	0	0	0	0	0	0	0	0	0	625,200	0	0	
NET OPERATING RESULTS (NOR)	23,930	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	0	-664,852	-650,879	
NET RESULTS BEFORE ASSESSMENT (N)	23,930	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	0	-664,852	-650,879	
ASSESSMENT REVENUE															
Operating Fund Assessment Contribution (30110...)	-2	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL ASSESSMENT REVENUE (AREV)	-2	0	0	0	0	0	0	0	0	0	0	0	0	0	
NET RESULTS (NR)	23,928	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	0	-664,852	-650,879	
CHANGE IN MEMBERS' EQUITY (CME)	23,928	-523,239	-447,932	-486,949	-590,056	-573,414	-658,383	-601,454	-621,422	-598,566	-774,570	0	-664,852	-650,879	
Total Expenses (TE), (COGS+PAYROLL+)	-624,459	-744,298	-652,612	-676,231	-797,743	-783,552	-874,477	-825,130	-937,126	-859,589	-1,019,599	-809,200	-938,771	-903,184	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Communications (015)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Other Revenue (37009...)	182,777	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	202,366	210,000	188,526	194,554	
Total Revenue	182,777	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	202,366	210,000	188,526	194,554	
GROSS MARGIN (GM)	182,777	178,834	191,756	193,858	186,248	171,171	209,636	197,557	178,278	184,934	202,366	210,000	188,526	194,554	
PAYROLL															
Salaries and Wages (51100...)	-143,977	-147,243	-194,582	-213,366	-200,888	-281,226	-282,276	-292,559	-302,215	-304,680	-374,039	-395,200	-326,978	-311,154	
Payroll Taxes & Benefits (50510...)	-34,859	-54,624	-64,407	-60,732	-59,796	-68,981	-65,885	-64,941	-66,644	-62,734	-68,458	-88,900	-65,945	-65,732	
Total Payroll	-178,836	-201,867	-258,989	-274,098	-260,684	-350,207	-348,160	-357,500	-368,859	-367,414	-442,497	-484,100	-392,923	-376,886	
EXPENSE															
Staff Expense (50526...)	-728	-557	-1,402	-3,574	-2,440	-7,857	-2,061	-2,086	-4,096	-1,577	-1,524	-7,360	-2,399	-2,269	
Utilities Expense (55001...)	0	0	-840	-943	-2,826	-2,594	-3,091	-2,252	-2,488	-1,807	-1,814	-2,520	-2,036	-2,291	
Supplies & Maintenance Expense (52501...)	-17,417	-15,387	-17,921	-30,258	-30,295	-28,741	-24,927	-25,815	-22,728	-37,358	-88,987	-73,412	-49,691	-39,963	
Administration & Other Expense (51001...)	-157,588	-173,280	-166,420	-182,836	-201,690	-219,725	-202,064	-200,456	-206,380	-204,595	-161,351	-176,308	-190,775	-194,969	
Total Expense	-175,734	-189,224	-186,583	-217,612	-237,251	-258,917	-232,144	-230,609	-235,692	-245,336	-253,676	-259,600	-244,901	-239,491	
PAYROLL & EXPENSE TOTAL	-354,570	-391,091	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-612,750	-696,173	-743,700	-637,825	-616,377	
NOR BEFORE AllocOverhead (NORBO)	-171,793	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	-533,700	-449,299	-421,823	
Allocated Overhead (OH) 59025	104,026	0	0	0	0	0	0	0	0	0	0	533,700	0	0	
NET OPERATING RESULTS (NOR)	-67,767	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	0	-449,299	-421,823	
NET RESULTS BEFORE ASSESSMENT (N)	-67,767	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	0	-449,299	-421,823	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-67,767	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	0	-449,299	-421,823	
CHANGE IN MEMBERS' EQUITY (CME)	-67,767	-212,258	-253,816	-297,853	-311,686	-437,953	-370,668	-390,552	-426,273	-427,816	-493,807	0	-449,299	-421,823	
Total Expenses (TE), (COGS+PAYROLL+)	-354,570	-391,091	-445,572	-491,710	-497,934	-609,125	-580,304	-588,109	-604,550	-612,750	-696,173	-743,700	-637,825	-616,377	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Member Services (040)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Retail Product (36015...	1,643	2,392	2,426	4,727	6,243	8,940	11,314	10,047	17,165	13,911	13,207	14,100	14,761	13,129	
Lessons & Rental (35010...	0	0	0	0	0	0	0	0	0	0	12,650	12,000	4,217	2,530	
Other Revenue (37009...	19,209	20,165	21,007	18,833	19,767	17,733	19,750	17,398	19,578	19,429	6,522	7,900	15,176	16,535	
Total Revenue	20,852	22,558	23,433	23,560	26,010	26,673	31,064	27,445	36,743	33,340	32,379	34,000	34,154	32,194	
COST OF GOODS SOLD (COGS)	(40000...)	0	-2,592	0	-160	0	0	0	0	0	0	0	0	0	
GROSS MARGIN (GM)	20,852	19,966	23,433	23,400	26,010	26,673	31,064	27,445	36,743	33,340	32,379	34,000	34,154	32,194	
PAYROLL															
Salaries and Wages (51100...	-129,611	-133,709	-120,683	-131,973	-132,462	-154,357	-159,104	-154,516	-141,786	-153,397	-162,884	-175,600	-152,689	-154,337	
Payroll Taxes & Benefits (50510...	-35,893	-51,734	-45,894	-44,402	-35,301	-38,849	-43,335	-42,285	-39,653	-40,995	-46,544	-66,900	-42,397	-42,562	
Total Payroll	-165,504	-185,443	-166,578	-176,375	-167,763	-193,206	-202,439	-196,801	-181,439	-194,392	-209,428	-242,500	-195,086	-196,900	
EXPENSE															
Contract Labor Expense 50201	0	0	0	0	0	0	0	0	0	0	-705	0	-235	-141	
Staff Expense (50526...	-394	-528	-51	-161	-98	-1,849	-1,069	-478	-1,922	-1,120	-1,048	-3,380	-1,363	-1,127	
Utilities Expense (55001...	0	0	0	0	0	0	-30	-360	-360	-360	-360	-360	-360	-294	
Supplies & Maintenance Expense (52501...	-8,143	-12,229	-7,240	-10,641	-12,503	-22,410	-18,213	-21,064	-24,564	-28,156	-22,058	-27,320	-24,926	-22,811	
Administration & Other Expense (51001...	-10,576	-10,612	-9,381	-10,410	-10,867	-14,134	-13,023	-14,374	-12,356	-13,531	-11,071	-10,940	-12,319	-12,871	
Total Expense	-19,114	-23,369	-16,672	-21,213	-23,468	-38,393	-32,335	-36,276	-39,201	-43,167	-35,242	-42,000	-39,203	-37,244	
PAYROLL & EXPENSE TOTAL	-184,617	-208,812	-183,250	-197,588	-191,231	-231,599	-234,774	-233,077	-220,640	-237,559	-244,669	-284,500	-234,289	-234,144	
NOR BEFORE AllocOverhead (NORBO)	-163,765	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	-250,500	-200,136	-201,950	
Allocated Overhead (OH) 59025	69,501	0	0	0	0	0	0	0	0	0	0	250,500	0	0	
NET OPERATING RESULTS (NOR)	-94,264	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	0	-200,136	-201,950	
NET RESULTS BEFORE ASSESSMENT (N)	-94,264	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	0	-200,136	-201,950	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-94,264	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	0	-200,136	-201,950	
CHANGE IN MEMBERS' EQUITY (CME)	-94,264	-188,846	-159,816	-174,188	-165,221	-204,926	-203,709	-205,632	-183,897	-204,219	-212,291	0	-200,136	-201,950	
Total Expenses (TE), (COGS+PAYROLL+)	-184,617	-211,404	-183,250	-197,748	-191,231	-231,599	-234,774	-233,077	-220,640	-237,559	-244,669	-284,500	-234,289	-234,144	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
ASO (020)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Other Revenue (37009...)	88,928	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	201,683	196,000	165,861	145,493	
Total Revenue	88,928	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	201,683	196,000	165,861	145,493	
GROSS MARGIN (GM)	88,928	88,589	61,279	56,176	47,646	87,803	105,933	123,951	119,238	176,661	201,683	196,000	165,861	145,493	
PAYROLL															
Salaries and Wages (51100...)	-204,553	-185,904	-127,951	-131,568	-124,931	-127,739	-148,219	-174,838	-193,768	-216,468	-266,042	-299,000	-225,426	-199,867	
Payroll Taxes & Benefits (50510...)	-65,582	-58,576	-35,700	-43,194	-42,792	-44,445	-44,345	-45,309	-65,013	-63,917	-79,474	-97,800	-69,468	-59,612	
Total Payroll	-270,135	-244,480	-163,652	-174,761	-167,724	-172,184	-192,564	-220,147	-258,781	-280,385	-345,517	-396,800	-294,894	-259,479	
EXPENSE															
Staff Expense (50526...)	-263	-174	-351	-92	-108	-178	-1,439	-936	-1,812	-1,658	-4,842	-5,840	-2,771	-2,137	
Utilities Expense (55001...)	-1,130	-1,050	-1,210	-1,242	-1,525	-1,276	-1,264	-1,024	-671	-2,288	-928	-2,520	-1,296	-1,235	
Supplies & Maintenance Expense (52501...)	-9,107	-7,467	-7,309	-7,803	-6,793	-7,762	-7,937	-8,643	-8,576	-14,679	-10,589	-23,410	-11,281	-10,085	
Insurance Expense 52025	-1,576	-1,200	-990	-1,200	-1,080	-1,200	-1,047	-1,200	-1,061	-1,200	-1,200	-1,200	-1,154	-1,142	
Administration & Other Expense (51001...)	-6,620	-5,420	-3,204	-3,428	-1,765	-3,927	-2,550	-4,619	-5,526	-7,344	-13,491	-7,830	-8,787	-6,706	
Total Expense	-18,696	-15,311	-13,064	-13,765	-11,272	-14,343	-14,237	-16,422	-17,647	-27,169	-31,049	-40,800	-25,288	-21,305	
PAYROLL & EXPENSE TOTAL	-288,831	-259,791	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-307,554	-376,566	-437,600	-320,183	-280,784	
NOR BEFORE AllocOverhead (NORBO)	-199,903	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-241,600	-154,322	-135,291	
Allocated Overhead (OH) 59025	-40,040	0	0	0	0	0	0	0	0	0	0	-124,100	0	0	
NET OPERATING RESULTS (NOR)	-239,943	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-365,700	-154,322	-135,291	
NET RESULTS BEFORE ASSESSMENT (N)	-239,943	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-365,700	-154,322	-135,291	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-239,943	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-365,700	-154,322	-135,291	
CHANGE IN MEMBERS' EQUITY (CME)	-239,943	-171,202	-115,437	-132,351	-131,350	-98,725	-100,869	-112,618	-157,190	-130,893	-174,883	-365,700	-154,322	-135,291	
Total Expenses (TE), (COGS+PAYROLL+)	-288,831	-259,791	-176,716	-188,527	-178,996	-186,528	-206,801	-236,569	-276,428	-307,554	-376,566	-437,600	-320,183	-280,784	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
MIS (025)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
PAYROLL															
Salaries and Wages (51100...)	-220,141	-225,455	-214,430	-244,473	-245,831	-260,665	-279,603	-295,559	-322,252	-339,624	-381,068	-399,600	-347,648	-323,621	
Payroll Taxes & Benefits (50510...)	-45,737	-60,802	-54,035	-53,396	-55,172	-60,984	-66,077	-67,781	-70,727	-68,358	-86,205	-101,200	-75,096	-71,830	
Total Payroll	-265,877	-286,257	-268,465	-297,868	-301,003	-321,648	-345,680	-363,340	-392,978	-407,982	-467,273	-500,800	-422,744	-395,451	
EXPENSE															
Staff Expense (50526...)	-9,753	-4,787	-8,157	-8,170	-6,006	-4,195	-111	-2,199	-2,784	-4,971	-5,741	-4,740	-4,499	-3,161	
Utilities Expense (55001...)	-51,341	-53,302	-66,604	-65,941	-74,944	-82,821	-116,051	-124,293	-119,833	-129,484	-95,968	-97,200	-115,095	-117,126	
Supplies & Maintenance Expense (52501...)	-51,604	-43,497	-56,152	-61,144	-56,989	-63,189	-53,777	-63,794	-60,176	-63,771	-53,468	-68,530	-59,138	-58,997	
Administration & Other Expense (51001...)	-6,411	-6,384	-9,285	-1,840	-3,509	-5,869	-2,385	-2,988	-3,723	-12,899	-9,356	-6,130	-8,659	-6,270	
Total Expense	-119,109	-107,970	-140,198	-137,096	-141,448	-156,075	-172,325	-193,274	-186,516	-211,126	-164,533	-176,600	-187,392	-185,555	
PAYROLL & EXPENSE TOTAL	-384,986	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	-677,400	-610,136	-581,005	
NOR BEFORE AllocOverhead (NORBO)	-384,986	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	-677,400	-610,136	-581,005	
Allocated Overhead (OH) 59025	399,803	0	0	0	0	0	0	0	0	0	0	677,400	0	0	
NET OPERATING RESULTS (NOR)	14,817	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	0	-610,136	-581,005	
NET RESULTS BEFORE ASSESSMENT (N)	14,817	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	0	-610,136	-581,005	
ASSESSMENT REVENUE															
NET RESULTS (NR)	14,817	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	0	-610,136	-581,005	
CHANGE IN MEMBERS' EQUITY (CME)	14,817	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	0	-610,136	-581,005	
Total Expenses (TE), (COGS+PAYROLL+)	-384,986	-394,228	-408,663	-434,964	-442,451	-477,723	-518,005	-556,614	-579,495	-619,108	-631,806	-677,400	-610,136	-581,005	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
 Accounting (030)
 For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
Other Revenue (37009...)	695	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	6,287	6,000	5,765	4,229	
Total Revenue	695	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	6,287	6,000	5,765	4,229	
GROSS MARGIN (GM)	695	1,830	1,396	1,306	1,687	1,990	1,672	2,175	5,100	5,910	6,287	6,000	5,765	4,229	
PAYROLL															
Salaries and Wages (51100...)	-347,002	-365,576	-374,227	-424,443	-425,181	-455,810	-449,249	-469,688	-510,887	-507,082	-546,769	-575,800	-521,579	-496,735	
Payroll Taxes & Benefits (50510...)	-80,968	-103,191	-102,205	-112,426	-112,654	-140,291	-129,279	-141,118	-140,134	-141,902	-140,904	-166,400	-140,980	-138,667	
Total Payroll	-427,970	-468,767	-476,431	-536,869	-537,835	-596,101	-578,528	-610,806	-651,021	-648,984	-687,673	-742,200	-662,559	-635,402	
EXPENSE															
Staff Expense (50526...)	-4,615	-4,748	-5,104	-4,621	-4,037	-5,308	-1,848	-3,398	-12,875	-5,012	-3,449	-7,200	-7,112	-5,316	
Utilities Expense (55001...)	-2,124	-2,604	-3,274	-3,940	-5,133	-5,942	-6,073	-6,441	-5,730	-4,218	-1,910	-6,260	-3,953	-4,875	
Supplies & Maintenance Expense (52501...)	-19,771	-18,149	-21,995	-20,854	-18,851	-16,203	-11,020	-13,404	-15,550	-14,513	-21,422	-25,940	-17,162	-15,182	
Administration & Other Expense (51001...)	-64,433	-42,980	-47,281	-45,715	-35,881	-36,655	-40,658	-34,983	-43,037	-38,474	-52,748	-39,600	-44,753	-41,980	
Total Expense	-90,942	-68,480	-77,655	-75,128	-63,902	-64,109	-59,599	-58,226	-77,192	-62,217	-79,531	-79,000	-72,980	-67,353	
PAYROLL & EXPENSE TOTAL	-518,912	-537,247	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-711,201	-767,203	-821,200	-735,539	-702,755	
NOR BEFORE AllocOverhead (NORBO)	-518,217	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	-815,200	-729,774	-698,526	
Allocated Overhead (OH) 59025	419,557	0	0	0	0	0	0	0	0	0	0	815,200	0	0	
NET OPERATING RESULTS (NOR)	-98,660	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	0	-729,774	-698,526	
NET RESULTS BEFORE ASSESSMENT (N)	-98,660	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	0	-729,774	-698,526	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-98,660	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	0	-729,774	-698,526	
CHANGE IN MEMBERS' EQUITY (CME)	-98,660	-535,417	-552,690	-610,691	-600,050	-658,219	-636,455	-666,856	-723,113	-705,291	-760,917	0	-729,774	-698,526	
Total Expenses (TE), (COGS+PAYROLL+)	-518,912	-537,247	-554,086	-611,997	-601,737	-660,209	-638,126	-669,031	-728,212	-711,201	-767,203	-821,200	-735,539	-702,755	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Human Resources (035)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
PAYROLL															
Salaries and Wages (51100...)	-127,585	-153,630	-144,244	-131,019	-128,729	-136,977	-131,159	-143,192	-162,298	-158,280	-207,854	-221,600	-176,144	-160,556	
Payroll Taxes & Benefits (50510...)	-41,553	-39,060	-37,172	-35,262	-34,869	-36,922	-31,844	-33,112	-38,859	-38,466	-45,842	-64,400	-41,056	-37,625	
Total Payroll	-169,137	-192,690	-181,416	-166,281	-163,598	-173,899	-163,003	-176,305	-201,157	-196,746	-253,696	-286,000	-217,200	-198,181	
EXPENSE															
Contract Labor Expense (50201)	0	0	0	0	0	0	0	0	0	-40,110	-1,620	0	-13,910	-8,346	
Staff Expense (50526...)	-103,262	-119,364	-112,058	-89,419	-80,149	-72,883	-55,618	-79,747	-89,715	-121,584	-103,840	-109,100	-105,046	-90,101	
Utilities Expense (55001...)	-1,173	-805	-564	-740	-1,084	-1,325	-1,324	-1,012	-935	-801	-510	-1,080	-748	-916	
Supplies & Maintenance Expense (52501...)	-8,699	-10,781	-9,924	-6,604	-6,615	-7,414	-7,134	-6,184	-8,691	-9,114	-10,750	-11,820	-9,518	-8,374	
Administration & Other Expense (51001...)	-19,833	-16,073	-10,585	-19,638	-4,544	-11,267	-6,713	-10,460	-7,309	-4,150	-3,549	-4,400	-5,003	-6,436	
Total Expense	-132,967	-147,023	-133,130	-116,401	-92,392	-92,889	-70,788	-97,404	-106,649	-175,758	-120,269	-126,400	-134,225	-114,173	
PAYROLL & EXPENSE TOTAL	-302,104	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-412,400	-351,425	-312,355	
NOR BEFORE AllocOverhead (NORBO)	-302,104	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-412,400	-351,425	-312,355	
Allocated Overhead (OH) (59025)	272,168	0	0	0	0	0	0	0	0	0	0	412,400	0	0	
NET OPERATING RESULTS (NOR)	-29,936	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	0	-351,425	-312,355	
NET RESULTS BEFORE ASSESSMENT (N)	-29,936	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	0	-351,425	-312,355	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-29,936	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	0	-351,425	-312,355	
CHANGE IN MEMBERS' EQUITY (CME)	-29,936	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	0	-351,425	-312,355	
Total Expenses (TE), (COGS+PAYROLL+)	-302,104	-339,713	-314,547	-282,682	-255,990	-266,787	-233,791	-273,708	-307,806	-372,504	-373,965	-412,400	-351,425	-312,355	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Facility Administration (165)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
PAYROLL															
Salaries and Wages (51100...)	-115,801	-109,911	-186,969	-157,344	-286,783	-315,139	-324,484	-348,529	-155,535	-199,911	-241,691	-238,800	-199,046	-254,030	
Payroll Taxes & Benefits (50510...)	-44,206	-34,394	-53,709	-40,795	-63,088	-79,646	-83,556	-84,655	-58,245	-53,277	-65,413	-76,300	-58,978	-69,029	
Total Payroll	-160,007	-144,304	-240,678	-198,139	-349,871	-394,784	-408,040	-433,184	-213,780	-253,188	-307,105	-315,100	-258,024	-323,059	
EXPENSE															
Staff Expense (50526...)	-905	-573	-902	-694	-3,377	-3,717	-3,455	-6,994	-7,293	-11,096	-7,555	-5,900	-8,648	-7,278	
Utilities Expense (55001...)	-2,723	-1,633	-2,673	-2,425	-3,685	-4,783	-3,897	-3,092	-3,576	-3,891	-3,635	-4,200	-3,701	-3,618	
Supplies & Maintenance Expense (52501...)	-2,618	-1,501	-1,051	9,783	127,217	199,852	204,368	219,382	-3,305	-4,186	-6,664	-3,300	-4,718	81,919	
Insurance Expense 52025	-509	0	0	0	0	0	0	0	0	0	0	0	0	0	
Administration & Other Expense (51001...)	-2,712	-1,802	-882	-1,265	-1,005	-2,079	-5,373	-5,330	-6,831	-7,485	-3,794	-11,400	-6,037	-5,763	
Total Expense	-9,467	-5,509	-5,508	5,399	119,151	189,273	191,643	203,967	-21,004	-26,658	-21,648	-24,800	-23,103	65,260	
PAYROLL & EXPENSE TOTAL	-169,474	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	-339,900	-281,127	-257,799	
NOR BEFORE AllocOverhead (NORBO)	-169,474	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	-339,900	-281,127	-257,799	
Allocated Overhead (OH) 59025	-9,333	0	0	0	0	0	0	0	0	0	0	339,900	0	0	
NET OPERATING RESULTS (NOR)	-178,807	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	0	-281,127	-257,799	
NET RESULTS BEFORE ASSESSMENT (N)	-178,807	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	0	-281,127	-257,799	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-178,807	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	0	-281,127	-257,799	
CHANGE IN MEMBERS' EQUITY (CME)	-178,807	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	0	-281,127	-257,799	
Total Expenses (TE), (COGS+PAYROLL+)	-169,474	-149,813	-246,187	-192,739	-230,720	-205,511	-216,397	-229,217	-234,784	-279,845	-328,753	-339,900	-281,127	-257,799	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Forestry (050)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
															3 Year Average Years
REVENUE															
Retail Product (36015...)	39,864	31,570	46,746	34,897	9,028	31,323	12,100	32,489	13,616	23,994	41,717	5,000	26,442	24,783	
Other Revenue (37009...)	26,500	69,756	0	76,280	25,600	74,114	0	0	44,000	1,645	95,693	51,000	47,113	28,288	
Total Revenue	66,364	101,326	46,746	111,177	34,628	105,437	12,100	32,489	57,616	25,639	137,410	56,000	73,555	53,051	
GROSS MARGIN (GM)	66,364	101,326	46,746	111,177	34,628	105,437	12,100	32,489	57,616	25,639	137,410	56,000	73,555	53,051	
PAYROLL															
Salaries and Wages (51100...)	-309,434	-331,657	-362,573	-375,229	-354,489	-407,933	-324,718	-348,055	-421,786	-448,270	-471,053	-597,400	-447,036	-402,776	
Payroll Taxes & Benefits (50510...)	-59,427	-67,958	-78,225	-76,869	-80,712	-89,440	-82,247	-86,489	-103,141	-106,669	-96,383	-141,600	-102,064	-94,986	
Total Payroll	-368,860	-399,615	-440,797	-452,098	-435,200	-497,373	-406,965	-434,544	-524,927	-554,939	-567,436	-739,000	-549,101	-497,762	
EXPENSE															
Contract Labor Expense (50201)	-206,477	0	0	0	0	0	0	0	0	0	0	0	0	0	
Staff Expense (50526...)	-3,294	-2,364	-2,356	-3,757	-3,365	-4,906	-1,453	-742	-2,110	-811	-2,075	-3,600	-1,666	-1,438	
Utilities Expense (55001...)	-9,925	-5,230	-5,022	-5,780	-7,858	-9,676	-6,401	-5,303	-7,114	-5,947	-6,626	-7,180	-6,562	-6,278	
Supplies & Maintenance Expense (52501...)	-216,299	-392,767	-372,076	-415,326	-139,605	-466,379	-149,446	-381,470	-346,431	-252,138	-411,963	-359,220	-336,844	-308,290	
Insurance Expense (52025)	-17,514	-19,200	-14,843	-13,800	-14,400	-16,800	-12,569	-14,400	-13,622	-14,400	-16,800	-16,800	-14,941	-14,358	
Administration & Other Expense (51001...)	-3,182	-4,026	-5,404	-6,579	-7,957	-8,301	-6,774	-6,711	-7,450	-7,133	-9,155	-9,300	-7,913	-7,445	
Total Expense	-456,690	-423,587	-399,702	-445,242	-173,185	-506,062	-176,644	-408,626	-376,727	-280,429	-446,620	-396,100	-367,925	-337,809	
PAYROLL & EXPENSE TOTAL	-825,550	-823,202	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-835,369	-1,014,055	-1,135,100	-917,026	-835,571	
NOR BEFORE AllocOverhead (NORBO)	-759,186	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,079,100	-843,471	-782,521	
Allocated Overhead (OH) (59025)	-94,904	0	0	0	0	0	0	0	0	0	0	-184,300	0	0	
NET OPERATING RESULTS (NOR)	-854,090	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,263,400	-843,471	-782,521	
NET RESULTS BEFORE ASSESSMENT (N)	-854,090	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,263,400	-843,471	-782,521	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-854,090	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,263,400	-843,471	-782,521	
CHANGE IN MEMBERS' EQUITY (CME)	-854,090	-721,876	-793,753	-786,163	-573,758	-897,997	-571,509	-810,681	-844,037	-809,730	-876,645	-1,263,400	-843,471	-782,521	
Total Expenses (TE), (COGS+PAYROLL+)	-825,550	-823,202	-840,499	-897,340	-608,386	-1,003,435	-583,609	-843,170	-901,653	-835,369	-1,014,055	-1,135,100	-917,026	-835,571	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Vehicle Maintenance
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
PAYROLL															
Salaries and Wages (51100...)	-160,156	-150,365	-153,383	-87,059	0	0	0	0	0	0	0	0	0	0	0
Payroll Taxes & Benefits (50510...)	-49,284	-57,147	-53,919	-41,342	0	0	0	0	0	0	0	0	0	0	0
Total Payroll	-209,440	-207,512	-207,302	-128,401	0	0	0	0	0	0	0	0	0	0	0
EXPENSE															
Staff Expense (50526...)	-9,767	-5,830	-6,780	-4,386	0	0	0	0	0	0	0	0	0	0	0
Utilities Expense (55001...)	-13,141	-14,601	-14,575	-14,740	0	0	0	0	0	0	0	0	0	0	0
Supplies & Maintenance Expense (52501...)	26,821	23,422	32,900	29,542	0	0	0	0	0	0	0	0	0	0	0
Insurance Expense 52025	-3,922	-3,600	-3,711	-3,600	0	0	0	0	0	0	0	0	0	0	0
Administration & Other Expense (51001...)	-1,612	-1,530	-1,738	-2,351	0	0	0	0	0	0	0	0	0	0	0
Total Expense	-1,621	-2,139	6,096	4,465	0	0	0	0	0	0	0	0	0	0	0
PAYROLL & EXPENSE TOTAL	-211,061	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0
NOR BEFORE AllocOverhead (NORBO)	-211,061	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0
Allocated Overhead (OH) 59025	-31,686	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET OPERATING RESULTS (NOR)	-242,747	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0
NET RESULTS BEFORE ASSESSMENT (N)	-242,747	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0
ASSESSMENT REVENUE															
NET RESULTS (NR)	-242,747	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0
CHANGE IN MEMBERS' EQUITY (CME)	-242,747	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0
Total Expenses (TE), (COGS+PAYROLL+)	-211,061	-209,651	-201,206	-123,935	0	0	0	0	0	0	0	0	0	0	0

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Maintenance (160)
For the Twelve Months Ending

Account(s)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	5 Year Average Years			2019 Budget	Actuals Average		
									2016 Actual	2017 Actual	2018 Actual		3-Yr	5-Yr	
REVENUE															
PAYROLL															
Salaries and Wages (51100...)	-333,330	-312,014	-337,410	-400,083	-421,523	-446,088	-404,701	-466,906	-492,997	-550,759	-576,941	-592,600	-540,232	-498,461	
Payroll Taxes & Benefits (50510...)	-141,393	-122,844	-113,649	-124,863	-152,079	-151,058	-150,297	-152,494	-158,318	-163,328	-168,002	-196,600	-163,216	-158,488	
Total Payroll	-474,723	-434,858	-451,060	-524,946	-573,602	-597,147	-554,998	-619,400	-651,315	-714,088	-744,943	-789,200	-703,448	-656,949	
EXPENSE															
Staff Expense (50526...)	-1,140	-1,800	-1,868	-1,388	-3,100	-4,769	-6,513	-4,243	-4,147	-7,619	-5,933	-8,700	-5,900	-5,691	
Utilities Expense (55001...)	-29,298	-26,577	-27,357	-35,320	-39,102	-41,124	-36,785	-32,883	-29,926	-30,536	-21,481	-26,070	-27,314	-30,322	
Supplies & Maintenance Expense (52501...)	111,282	8,445	-38,598	-29,875	25,202	14,730	33,509	57,781	55,401	56,062	67,655	30,570	59,706	54,081	
Insurance Expense 52025	-16,189	-16,800	-12,369	-12,800	-15,600	-19,200	-17,806	-20,400	-18,045	-20,400	-24,000	-24,000	-20,815	-20,130	
Administration & Other Expense (51001...)	-1,825	-1,829	-2,229	-6,252	-8,494	-8,576	-8,132	-7,813	-7,410	-8,464	-7,443	-8,200	-7,773	-7,853	
Total Expense	62,829	-38,562	-82,421	-85,635	-41,093	-58,939	-35,728	-7,558	-4,127	-10,958	8,798	-36,400	-2,096	-9,915	
PAYROLL & EXPENSE TOTAL	-411,893	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	-825,600	-705,544	-666,863	
NOR BEFORE AllocOverhead (NORBO)	-411,893	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	-825,600	-705,544	-666,863	
Allocated Overhead (OH) 59025	-67,805	0	0	0	0	0	0	0	0	0	0	825,600	0	0	
NET OPERATING RESULTS (NOR)	-479,698	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	0	-705,544	-666,863	
NET RESULTS BEFORE ASSESSMENT (N)	-479,698	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	0	-705,544	-666,863	
ASSESSMENT REVENUE															
NET RESULTS (NR)	-479,698	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	0	-705,544	-666,863	
CHANGE IN MEMBERS' EQUITY (CME)	-479,698	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	0	-705,544	-666,863	
Total Expenses (TE), (COGS+PAYROLL+)	-411,893	-473,420	-533,481	-610,581	-614,695	-656,086	-590,726	-626,958	-655,442	-725,045	-736,144	-825,600	-705,544	-666,863	

Tahoe Donner Association
Operating Fund 11-Year Actuals and CY Budget
Operating Fund Consolidated
 For the Twelve Months Ending
 Exception Report - Missing and Duplicate Accounts

Account Code	Occurrences	Row Number (dups)	Row Code (dups)
Unit:TDA:Golf Course Main Missing: 59991-125	0	0	
Unit:TDA:Mountain Operati Missing: 59991-210	0	0	
Unit:TDA:Forestry Missing: 59991-050	0	0	